

## **Pioneering in the new omnichannel environment**

How beauty brands differentiate themselves with cross-channel synergies

Student Name: Lonneke van Oorsouw

Student Number: 510523

Supervisor: Drs. Matthijs Leendertse

Master Media Studies - Media & Business

Erasmus School of History, Culture and Communication

Erasmus University Rotterdam

Master's Thesis

*June 2020*

## ABSTRACT

Recently the retail- and beauty industry is experiencing major transformations due to the emergence of newer technologies and changing consumer behavior. Consumers are increasingly using complementary channels and touchpoints in their shopping journey. As a result, a shift took place from multichannel towards omnichannel, where both consumers and companies continuously use a variety of channels and touchpoints at the same time and interchangeably in order to enable a unique customer experience. Consequently, brands need to rethink their competitive strategies and reshape value propositions. However, traditional companies struggle to transform to this new environment and are challenged by implementing a differentiated omnichannel experience. As a result, frontrunners are exploiting cross-channel synergies to differentiate themselves from competitors and the gap between pioneers and laggards is growing. Hence, through conducting a multiple case study, this study tried to answer the question on how beauty brands use cross-channel synergies to differentiate themselves in an omnichannel environment. Ten omnichannel leaders in the beauty industry were evaluated through observations and desk research based on a theoretical conceptual model. The research included four dimensions of cross-channel synergies, including organization, brand experience, customer experience and engagement. The research revealed some key findings. First, legacy beauty brands are experiencing a digital transformation to meet the demands of the omnichannel environment and to keep up with newer direct-to-consumer and digital-first beauty brands. Second, beauty brands employ a strategic system of activities with cross-channel synergies to enhance differentiation within the omnichannel environment. The activities include the complementarity of channels through considering the strengths of each channel and providing strong interactions and seamless transitions, offering one-to-one services and highly personalized experiences, while communicating a harmonized brand identity. A sustainable competitive advantage arises from the whole system of activities, resulting in difficult-to-replicate advantages. This study contributes to the existing literature by giving a more holistic and comprehensive view on how the combination of activities within omnichannel emphasized by different previous scholars are depended on and connected to each other. Overall, this research adds to the shift to an omnichannel focus in literature, but also illustrates the potential of cross-channel synergies.

**KEYWORDS:** beauty industry, omnichannel beauty brands, differentiation, cross-channel synergies, omnichannel environment, digital transformation

## Table of contents

1. Introduction	4
2. Theoretical framework	8
2.1 Omnichannel environment	8
2.2. Differentiation	10
2.3 Cross-channel synergies	13
2.4 Conceptual model	20
3. Research methodology	22
3.1 Qualitative approach	22
3.2 Multiple case study	22
3.3 Research design	23
3.4 Data collection	27
3.5 Operationalization	29
3.6 Data analysis	31
4. Results	32
4.1 Organization	32
4.2 Brand experience	42
4.3 Customer experience	53
4.4 Engagement	64
5. Discussion and conclusion	72
5.1 Conclusion and theoretical implications	72
5.2 Limitations and future research	75
5.3 Societal implications	77
References	78
Appendix A. Data collection observations	87
Appendix B. Data collection desk research	92

# 1. Introduction

## 1.1 The new omnichannel environment

The last years the retail industry experienced major transformations due to changing consumer shopping behavior and the emergence of new digital technologies and innovations (Verhoef, Kannan & Inman, 2015). Nowadays consumers are presented with countless opportunities through which they can search, compare, purchase and acquire products. For this reason, consumers are increasingly using channels that complement each other as an integral part of their shopping experience (Beck & Rygl, 2015). Research by Sopadjieva, Dholakia and Benjamin (2017) showed that 73% of 46.000 consumers utilize numerous channels throughout their shopping journey. In addition, consumers like using touchpoints of retailers in all kinds of combinations and settings (Sopadjieva et al., 2017). As a result, a shift took place from multichannel towards omnichannel, where both consumers and companies continuously use a variety of channels and touchpoints at the same time and interchangeably, in order to enable a customer experience (Neslin et al., 2014). Verhoef et al. (2015) define omnichannel as the 'synergistic management of the numerous available channels and customer touchpoints, in such a way that the customer experience across channels and the performance over channels is optimized' (p. 176). With the rise of an omnichannel environment, online shopping, mobile devices and social networks are changing how consumers shop and what they expect. For instance, consumers expect that all different channels 'talk to' one another, to enable a seamless shopping experience (Hansen & Sia, 2015). The omnichannel environment revolves around the customer and takes on a customer-focused approach (Peltola, Vainio & Nieminen, 2015). As a result, Deloitte (2019) states that consumers are holding the power and the retail industry is facing a year of transition.

Through these transformations, it becomes critical for both online and offline retailers to rethink their competitive strategies (Brynjolfsson, Hu & Rahman, 2013). Sopadjieva et al. (2017) argue that traditional companies are adopting the new omnichannel environment to differentiate themselves from competitors through seamless shopping experiences between physical and digital channels. As the boundaries of retailing are changed through newer technologies, business models and predictive analytics, companies have new possibilities to generate differentiated value for customers. This makes reshaping customer value propositions even more important (Grewal, Roggeveen & Nordfält, 2017; Rusanen, 2019). For this reason, the current transformations show that the differentiation strategy of Porter (1996) to achieve a strong competitive position is still of major importance today. Porter (1996) argues that brands should differentiate themselves to outperform competitors and to deliver greater value to customers in comparison to their competitors. In relation

to an omnichannel environment, differentiation is crucial for creating greater customer experiences (Rusanen, 2019).

However, as omnichannel will become more popular and more companies are adopting this new environment, omnichannel itself cannot serve as a source of differentiation (Porter, 1996; Porter & Siggelkow, 2008; Rusanen, 2019). Instead, Yrjölä, Spence and Saarijärvi (2018) argue that the focus of creating differentiation within omnichannel lies on how it is offered rather than what is offered. Namely, frontrunners in omnichannel are exploiting cross-channel synergies to establish unique value propositions for customers (Yrjölä, 2014). Previous scholars consider cross-channel synergy as the complementarity of channels, whereas the greater sum of channels and interactions between channels becomes more important than single executions (Teerling & Huizinga, 2005; Zhang et al., 2010; Wind & Hays, 2016). Providing cross-channel synergies is considered an essential condition for a successful omnichannel environment and can lead to competitive advantages (Herhausen, Binder, Schoegel & Herrmann, 2015; Zhang, et al. 2010).

Nevertheless, scholars state that it is a challenge to integrate multiple channels within omnichannel, which in turn increases the complexity in creating value for both consumer and company (von Briel, 2018; Verhoef et al., 2015; Yrjölä, 2014). A recent case study by New Store (2019), which conducted an assessment of over 200 luxury, premium and lifestyle brands, showed that many brands struggle with omnichannel and still use fragmented strategies that marks individual touchpoints instead of a holistic customer experience. In addition, the report states that it is a challenge for brands to create a differentiated omnichannel experience while staying committed to the brand's purpose (New Store, 2019). As a result, Deloitte (2019) states that there is an increasing gap between winners and laggards and companies need to make bold moves to be successful in this new environment. Companies using the traditional approach to channels won't survive in the omnichannel environment and are confronted with the choice between adapt or die (Rigby, 2011; Rusanen, 2019).

## 1.2 Relevance and research question

In previous research a lot has been explored when it comes to the shift and differences within multi-, cross- and omnichannel environment (Grewal et al., 2017; Neslin et al., 2014; Piotrowicz & Cuthbertson, 2014; Verhoef et al., 2015). In addition, the literature on cross-channel integration and synergies is growing in attention (Herhausen et al., 2015; Larke, Kilgour & O'Connor, 2018; Yrjölä, 2014; Zhang et al., 2010; Zhang et al., 2018). However, Verhoef et al. (2015) state that omnichannel topics are still in minority in comparison to multichannel and that research should

move to an omnichannel focus. Yrjölä et al. (2018) confirm this by arguing that there is a paucity of research that specifically addresses omnichannel.

Moreover, Larke et al. (2018) argue that the risks of omnichannel are high because the integration of multiple touchpoints is complex, and examples of good practices are scarce. There is a need for a deeper understanding of how individual touchpoints interact across-channels and a theoretical grounding to evaluate practices of brands to gain more comprehensive insights (von Briel, 2018; Hüseyinoğlu, 2019). In line with this, Beck and Rygl (2015) emphasize the potential of cross-channel synergies and say that future research is needed on the interaction and integration of all channels. In answer to the calls for research, the aim of this study is to address how beauty brands use cross-channel synergies to differentiate themselves in an omnichannel environment. The following research question is formulated: ***'How do beauty brands use cross-channel synergies to differentiate themselves in an omnichannel environment?'***

The research question particularly focuses on beauty brands. In an article of McKinsey & Company, Hudson, Kim and Moulton (2018) argue that the beauty industry is considered at being at the front of adapting to the new omnichannel environment. On the one hand, digital-native brands are exploiting these changes by using a new marketing approach. On the other hand, legacy brands are adapting their competitive strategies to win. In addition, they state that beauty players can learn other industries about this changing environment, which makes evaluating beauty brands useful for gaining deeper insights on best practices. Furthermore, the beauty industry in relation to omnichannel is not thoroughly examined in previous academic research. For example, Kang (2018) focused on apparel and beauty products in the omnichannel era. However, other researches do not explicitly express the beauty industry. Therefore, the focus on beauty brands is useful for this study.

By specifically focusing on omnichannel environments this research contributes to the movement in literature towards a focus on omnichannel. Furthermore, the importance of cross-channel synergies and differentiation is often emphasized in the current literature on omnichannel. By combining these two concepts, this research gives comprehensive insights on how cross-channel synergies are used to enhance differentiation, and thus a strong competitive position. In addition, this study contributes to closing the gap in research by giving deeper understanding on the interaction and integration of channels and the potential of cross-channel synergies. Finally, the purpose of this study is to give practical implications for brands and retailers to transform to omnichannel within the beauty industry. This will help brands using the traditional approach to change their competitive strategy and adapt to the current transformations in the market.

### 1.3 Structure of thesis

The study created a conceptual model based on previous research and theory, including four dimensions of cross-channel synergies within the omnichannel environment: organization, brand experience, customer experience and customer engagement. To address the conceptual model and to understand how brands use cross-channel synergies to differentiate themselves, a multiple case study was conducted. A total of 10 cases were thematically analyzed through observations and desk research. By using triangulation in both qualitative methods and data collection this helped to gain deeper understanding of beauty brands' strategies and practices. Through pattern matching pieces of information from different sources from the same case were linked to the theoretical concepts. Finally, conclusions were drawn based on a cross-case analysis by analyzing similarities and differences across cases.

This paper is structured into four chapters. First, a theoretical framework is elaborated in chapter 2. This chapter covers theories and prior findings on the relevant concepts of this research. Based on these insights the conceptual model is created. Second, the methodology chapter explains the chosen research methods and justification. This part also includes themes relating validity and reliability, data collection, operationalization and data analysis. Third, the results of both the observations and desk research are presented in chapter 4. This section presents the results of the four dimensions and compares the findings between cases. Finally, the last chapter discusses the conclusion, theoretical implications, limitations and suggestions for further research.

## 2. Theoretical framework

This chapter discusses the insights and understandings of existing research and theories in relation to omnichannel, differentiation and cross-channel synergies. Based on this, a theoretical approach is determined, and a conceptual model is designed.

### 2.1 Omnichannel environment

#### 2.1.1 *Shift to omnichannel*

In order to investigate how cross-channel synergies in an omnichannel environment, it is important to understand the emergence and definition of omnichannel. Through the rise of the online channel and new digital channels such as mobile and social media, retail business models and consumers' shopping behavior have changed (Verhoef et al., 2015). Since customers are extensively making use of complementary channels as part of their shopping experience, shopping behaviors of customers are turning more heterogeneous (Beck & Rygl, 2015; Dholakia et al., 2010; Yrjölä et al., 2018). Verhoef et al. (2015) state that in order to respond to the technological innovations, retailers have developed multichannel strategies by adapting new touchpoints through which consumers can interact with companies and vice versa. As a result, a shift took place from multichannel towards omnichannel, where both consumers and companies continuously use a variety of channels and touchpoints at the same time and interchangeably in order to enable a unique customer experience (Neslin et al., 2014). This shift makes it increasingly challenging for companies to understand and influence the journey of customers, as interaction options are unlimited and customers can create their personal customer journey (Verhoef et al., 2015). Within omnichannel the customer is able to select the experience he or she finds most inspiring and effective (Yrjölä et al., 2018). For this reason, Baxendale et al. (2015) state that the interactions within omnichannel play an important role in value creation for both companies and customers.

The concepts of multi-, cross- and omnichannel are often presented and discussed interchangeably. However, there are essential differences in the shopping possibilities and processes (Beck & Rygl, 2015; Yrjölä et al., 2018). Omnichannel can be considered an evolution of multichannel (Piotrowicz & Cuthbertson, 2014). This evolution comes forward in research by Beck and Rygl (2015) and Yrjölä et al. (2018), which both identified two differences of value creation of multi-, cross- and omnichannel. First, multichannel focuses on using more than one channel without the trigger of channel interaction and no control on channel integration. Cross-channel entails using more than one channel with partial trigger of channel interaction and partial control on channel integration. In contrast, omnichannel involves using all channels with full interaction triggered by the



customer and full channel integration controlled by the retailer. Second, the focus of the value proposition of multichannel lies on the product, such as price and selection. The focus of cross-channel lies on the process, such as efficient and convenient shopping procedures. However, omnichannel goes a step further, in which the emphasis of the value proposition lies on the complete experience, such as personalization. In line with this, Verhoef et al. (2015) explain that companies trying to optimize performance for each channel on its own are performing multichannel, whereas companies that focus on the overall customer profitability across all channels are practicing omnichannel.

Moreover, Rigby (2011) was one of the first researchers giving attention to this concept and defines omnichannel as 'an integrated sales experience that melds the advantages of physical stores with the information-rich experience of online shopping.' (p. 4). However, this definition is specifically focused on online shopping and physical stores, whereas other researchers emphasize an unlimited scope of channels. Verhoef et al. (2015) define omnichannel as the 'synergistic management of the numerous available channels and customer touchpoints, in such a way that the customer experience across channels and the performance over channels is optimized' (Verhoef et al., 2015, p. 176). Overall, omnichannel entails a seamless world where consumers can shop across all channels, anywhere and at any time (Beck & Rygl, 2015). Therefore, omnichannel focuses on a holistic view of all channels (Brynjolfsson et al., 2013). This aligns with Verhoef et al. (2015), who argue that omnichannel takes on a broader perspective on channels and how customers are influenced and move to different channels. In addition, the interchangeably integration of these channels is mainly technological driven, which enables companies to blur the boundaries between different touchpoints (Brynjolfsson et al., 2013; Verhoef et al., 2015).

Finally, scholars define similar and different channels and touchpoints as being part of the omnichannel environment. Overall, the channel scope of omnichannel is much broader than multichannel. For instance, omnichannel includes both retail channels and customer touchpoints, such as store, website, direct marketing, mobile channels and social media. But also, mass communication channels, TV, radio, print or customer to customer (Verhoef et al., 2015). Moreover, Ailawadi & Farris (2017) state that omnichannel is that it not only involves channels of distribution, but also channels of communication such as owned, paid and earned media. Additionally, omnichannel involves channels that are outside the control of the company but must be taking into account, such as price comparison websites (Yrjölä et al., 2018). Finally, Souiden, Ladhari and Chiadmi (2019) argue that channels can be physical in-store locations, social media, mobile web and devices, applications, chatbots and virtual reality. However, there is no single correct omnichannel

environment and choices of channels must be adjusted to the particular context of a company (Grewal, Roggeveen, Runyan, Nordfalt & Lira, 2017).

## 2.2. Differentiation

### 2.2.1 *Differentiation strategy*

The increase in number of channels and the transformation from single, to multi-, to omnichannel has made shopping and buying more convenient for consumers, but more difficult for companies to manage (Ailawadi & Farris, 2017). As a result, with the rise of an omnichannel environment, retailers must rethink their competitive strategies (von Briel, 2018; Brynjolfsson et al., 2013; Grewal et al., 2017). According to Islami, Mustafa and Latkovikj (2020), companies are focused on achieving competitive advantages by creating a new form of strategic development, which suits to the company and enables them to successfully adapt to changes in the industry. However, it can be argued that this is not a new phenomenon. Already in 1996 Porter states that companies must be flexible in order to respond rapidly to changes in the market and competition. Porter (1996) argues that a company can only outperform their competitors if it can develop a sustainable difference. For this reason, companies should deliver greater value to customers in comparison to their competitors or create a similar value at a lower cost (Porter, 1996).

To successfully outperform other companies in a market Porter (2008) designed a framework with three generic strategies: 1) overall cost leadership, 2) differentiation and 3) focus. As this study particularly focuses on differentiation, this generic strategy is of main interest. Recent research by Islami et al. (2020), who reviewed Porter's generic strategies to firm performance, showed that performing the differentiation strategy results in a more sustainable firm performance in comparison to cost leadership or focus. Reason for this is that the benefits achieved through differentiation cannot be easily imitated by competitors (Grant, 1991). In addition, previous scholars agree that with differentiation brand loyalty can be created, resulting in less price sensitivity of customers (Banker, Mashruwala & Tripathy, 2014; Hew, Lee, Ooi & Lin, 2016; Porter, 2008). By implementing the differentiation strategy, companies distinguish themselves from competitors by creating something in their product or service that is perceived as being unique. Hereby, companies respond to the needs of customers by selecting attributes they find important (Porter, 1985).

Moreover, differentiation can take many forms, including design or brand image, technology, features, customer service and other dimensions (Porter, 2008). However, it is important to note that differentiation is not limited to one form or activity. Rather, companies should choose a different set of activities in comparison to its competitors in order to deliver a unique combination of value (Porter, 1996). Porter (1996) argues that differentiation derives from

the combination of the selection of activities and how these activities are performed. From his perspective, competitive advantage arises from the complete network of activities, in which the fit among activities enhances distinctiveness. In line with this, Porter and Siggelkow (2008) state that the sustainability of competitive advantage entails the contextuality of interactions. The authors explain that it is important that activities complement and reinforce each other. When one activity complements another activity, this increases the marginal benefit of the other (Porter & Siggelkow, 2008). Overall, the strategic fit among these activities is essential for creating a sustainable competitive advantage, as it is harder for competitors to imitate the whole system (Porter, 1996).

Finally, technological innovations are perceived in an important aspect in relation to the differentiation strategy. New technologies play an important role in finding new ways for value creation to the customer (Grewal et al., 2017). Porter (1985) argues that technological innovations are critical for differentiation, as it enhances the strategy and plays a major role in achieving competitive advantage. Technology can affect differentiation if it impacts the drivers of uniqueness of value activities (Porter, 1985). Porter (1985) suggest two technological strategies which contribute to differentiation. On the one hand, technology can be used for product development to strengthen the quality, features or deliverability. On the other hand, technology can be focused on process development such as more reliable scheduling, faster response time to orders and other dimensions that raise buyer value (Porter, 1985). In relation to an omnichannel environment, technology focused on process development is especially important for beauty brands to enhance differentiation.

### *2.2.2 Differentiation within omnichannel*

Whereas the previous part introduced and explained the differentiation strategy of Porter, it is important to understand how this concept applies to the omnichannel environment. Some researchers claim that implementing omnichannel is a source of differentiation and means for achieving competitive advantage (Herhausen et al., 2015; Rigby, 2011; Verhoef et al., 2015). However, the implementation of omnichannel can only serve as a source of competitive advantage if a small number of brands adopt it or if it is adopted in different ways by different brands (Porter & Siggelkow, 2008; Rusanen, 2019). Since more and more companies are embracing omnichannel, the channels themselves become less important (Yrjölä et al., 2018). For this reason, it is unclear how solely omnichannel creates unique offering and drives competitive advantage, as this relies on creating unique activities that promote differentiation (von Briel, 2018; Porter, 1996; Rusanen, 2019).

Payne et al. (2008) suggest that brands can view their competitive position following a customer focus, which helps them to consider what customer's value. This view is important for omnichannel, as this environment is much more customer-oriented and customer-focused (Peltola et al., 2015). By following this approach, both Payne, Storbacka and Frow (2008) and Yrjölä et al. (2018) argue that brands can create differentiation within the omnichannel environment by focusing on how they offer rather than what they offer, and thus establishing strategic advantage. Namely, leaders in omnichannel are exploiting cross-channel synergies to establish unique value propositions for customers (Yrjölä, 2014). Yrjölä, (2014) states that 'retailers should coordinate some activities across channels to allow customer value creation from cross-channel synergies.' (p. 99). When brands offer customers complementary and synergistic touchpoints to interact with them, brands can attract different customer shopping journeys and create unique value and differentiation throughout the process (Yrjölä et al., 2018).

The approach to cross-channel synergies is in line with previous theories by Porter (1996) and Porter and Siggelkow (2008). Namely, Teerling and Huizingh (2005) and Zhang et al. (2010) define cross-channel synergy as the complementarity of channels. Moreover, Verhoef et al. (2007) explain cross-channel synergy as 'we allow for (search or purchase) attitudes toward Channel A to affect (search or purchase) attitudes toward Channel B, and vice versa.' (p. 131). Meaning that higher attitudes on Channel A translates into higher attitudes toward Channel B rather than translating into lower attitudes (Verhoef et al., 2007). For instance, research of Yang, Lu, Zhao and Gupta (2011) based on data of a large bank in China showed that perceived service quality of offline channels has a positive effect on perceived service quality of online channels, and thus shows a strong cross-channel synergy. In line with this, Wind and Hays (2016) explain synergy among channels as 'not only is the whole greater than the sum of its parts but also the interaction among the parts makes the whole exponentially greater than single executions' (p. 153). In essence, each channel exponentially becomes more valuable through synergies with and among other channels (Wind & Hays, 2016).

However, Yrjölä et al. (2018) highlight that achieving strategic advantage through a rich and complementary combination of channels can only be accomplished when customers consider a significant distinction between competitors. For this reason, companies need to specify unique aspects which are not offered by competitors or hard to imitate (Rusanen, 2019). According to Rusanen (2019), these unique aspects involve 'competitive asymmetries or realized idiosyncratic synergies that are not available to rivals.' (p. 30). For example, companies should not try to offer everything to everyone but focus on customer segments for which all integrated channels are customized (Rusanen, 2019). In addition, Carlson, O'Cass and Ahrholdt (2015) state that achieving

optimal customer value within omnichannel demands improvements in service to the level at which the customer is willing to pay more. Moreover, the authors assume that the value brands offer to customers within an omnichannel environment is dependent on the ability to provide seamless interactions between channels while communicating a consistent brand image (Carlson et al., 2015).

In order to offer unique aspects and a differentiated value within the omnichannel environment, Yrjölä et al., (2018) emphasize that it is 'better to have a small number of good, synergistic channels, than a wider array of channels that vary in goodness.' (Yrjölä et al., 2018, p. 268). Reason for this is that 'too many touchpoints can overwhelm customers, and all are means to assess the goodness of a retailer.' (Yrjölä et al., 2018, p. 268). In addition, channel conflicts can occur when the network is too intense (Falk, Schepers, Hammerschmidt & Bauer, 2007). Consequently, this brings the risk of losing customers because of poor service (Piercy, 2012). By identifying, developing and communicating a small number of synergistic channels, this increases the trust and satisfaction of customers (Yrjölä et al., 2018; Zhang, Ren, Wang & He, 2018). Thus, brands can differentiate themselves by using cross-channel synergies and offering unique aspects to customers throughout the process, which in turn enhances their competitive advantage.

### 2.3 Dimensions of cross-channel synergies

In order to be able to develop synergies among channels and to offer customers unique aspects, previous researches identified four important dimensions. These dimensions include organization, brand experience, customer experience and engagement. The dimensions and corresponding themes are important for beauty brands to differentiate from competitors and are further elaborated in the next part.

#### 2.3.1 Organization

The first dimension of cross-channel synergies involves the changes in organization needed to enable cross-channel synergies within the omnichannel environment. Namely, the move from multi- to omnichannel often demands significant changes at the strategic level (Zhang et al., 2010). As discussed previously, the changes in organizations start by rethinking their competitive strategies and focus on how they offer rather than what they offer (Yrjölä et al., 2018). Therefore, strategy of the brand is of importance to be able to establish unique value propositions to customers through cross-channel synergies (Yrjölä, 2014).

Furthermore, Zhang et al. (2010) argue that in order to deliver cross-channel synergies in omnichannel a full integration in the company is necessary. Namely, the transformation of consumer behavior not only impacts services of channels, but also operations such as supply chain and

organizational structure (Peltola et al., 2015). For instance, the design of a flexible distribution network, harnessing the power of information technologies and developing omnichannel strategies for rural areas' (Yadav, Tripathi, & Singh, 2017, p. 4). In line with this, Ye, Lau and Teo (2018) researched omnichannel retailing in China and found three critical perspectives for a full implementation: marketing, logistics and supply chain, and organizational management. They suggest that companies should put their strategic focus more on improving product development, rather than expanding customer touch points for extra sales channels. Moreover, brands should develop a concentrated and integrated supply chain process that manages demand and supply. In addition, companies should have a deep comprehension of their current business operations and explore prospective drivers and barriers. Finally, companies should focus more on the engagement of employees and embody business dynamics (Ye et al., 2018).

In line with the previous discussion, Zhang et al. (2010) state that the capability of a brand to exploit synergies may also be depending on the organizational structure, ranging from separate to centralized back operations for the channels. For instance, a decentralized organizational structure can cause difficulties when striving for cross-channel synergies and a seamless customer shopping experience (Zhang et al., 2010). Rather, Cao (2019) argues that full implementation of omnichannel in the company requires an organizational structure that is in line with the integration of different channels. In order to achieve this, skills and capabilities are required regarding big-data analytics, digital-marketing, mobile, and rethinking existing functions and programs of the organization (Bellaiche, Chassaing & Kapadia, 2013). In addition, von Briel (2018) suggests that adapting the organizational structure to omnichannel entails 'integrating all organizational functions through cross-departmental collaboration.' (p. 223). However, Bellaiche et al. (2013) states that it is a challenge to structure traditional and digital commerce teams. Consequently, to be able to transform existing organizational structures an adjustment in the organizational mindset and motivation from the highest levels of the company are required (von Briel, 2018; Yrjölä et al., 2018).

Finally, to be able to fully integrate omnichannel within a company a culture of innovation is needed to transform (Rigby, Miller, Chernoff & Tager, 2012). Rigby et al. (2012) argue that many traditional companies are struggling with integrating innovation into the organizational culture. In addition, they state that besides an innovative culture companies should create an attractive vision that thrives them in the new omnichannel environment. This is supported by Rusanen (2019), who says that a company with an entrepreneurial culture is more likely to innovate unique features, because it supports risk-taking, allows failure and promotes experimentation. The author also states that strategic change can be established through a series of small initiatives. Additionally, for

companies to be successful they must have 'unique innovations that are idiosyncratic to the organization.' (Rusanen, 2019, p. 36).

In essence, the discussion of organization shows theories and researches by different scholars. Overall, they highlight that organizational changes are needed to meet the demands of an omnichannel environment, including strategy, full integration within the company and culture and vision. These three themes are of main interest to explore the practices of beauty brands regarding this dimension.

### *2.3.2 Brand experience*

The second dimension of cross-channel synergies entails brand experience. Within omnichannel the focus lies on the interaction between the customer and the brand rather than between the customer and a specific channel (Piotrowicz & Cuthbertson, 2014; Verhoef et al., 2015). Because all channels are run together, the approach is perceived as customer-brand instead of customer-channel-brand (Neslin et al., 2014; Cao, 2019). As a result, Huré, Picot-Coupey & Ackermann (2017) argue that this makes branding even more important. Moreover, the authors argue that consumers perceive that they live an experience with a brand rather than with a channel, which encourages companies to lock-in the consumers within the brand ecosystem (Huré et al., 2017). For this reason, brand experience is an important concept in this research. According to Alba and Hutchinson (1987), brand experience refers to consumers' knowledge and familiarity with a brand. In addition, brand experience involves not only familiarity, but also understanding, enhancing and promoting the brand (Ha & Perks, 2005). Brand experience is the result from brand-related stimuli part of the brand's design, identity, packaging and communication (Brakus, Schmitt & Zarantonello, 2009). In regard to omnichannel, Hansen and Sia (2015) state that a unified brand experience is not specific to one or more channels and should be created through a holistic approach to integrated marketing communications.

Three aspects of brand experience are of importance within this research. First, scholars emphasize that cross-channel synergies demand harmony in branding and communication (Cao, 2019; Peltola et al., 2015; Yrjölä, 2014; Zhang et al, 2018). Through the integration of online with offline channels customers experience the branding more intensely since it is pervaded across all channels (Stokburger-Sauer, Ratneshwar & Sen, 2012). In addition, research of Li and Kannan (2014) showed that increased touchpoints and awareness of channels familiarize customers with products, services and branding. In turn, this enhances the overall attractiveness of the brand's identity. Harmonized branding and positioning enable brands to reinforce their brand image, by synchronizing their value propositions across channels (Cao, 2019). In line with this, Peltola et al.

(2015) argue that especially harmony in marketing messages is important. Marketing should adopt an omnichannel approach instead of specific activities for each channel (Peltola et al., 2015). For instance, consumers should be able to find advertisements of one channel in another channel. In turn, this helps the customer to improve their understanding of the channels and increases their awareness of relations between channels (Bendoley et al., 2005; Zhang et al., 2018). As there is a combination between channels and touchpoints, a united brand involves developing common and shared brand values across all channels (Picot-Coupey, Huré & Piveteau, 2016).

Second, companies should align their services, products and prices across channels (Peltola et al., 2015; Zhang et al., 2018). Research by Yrjölä (2014) showed that retailers intend to distribute the same pricing across channels. Reason for this is that differences in prices can lead to confusion and conflict between channels. This aligns with Zhang et al. (2018), who harmony in products and prices across channels will avoid confusion by customers and result in better evaluations. In addition, lack of harmony in different characteristics of channels, such as price, services and assortment could counteract the achievement of synergies (Zhang et al., 2018). For instance, disunified messages of price and assortment may cause unbeneficial price competition among channels within the company (Peltola et al., 2015). Picot-Coupey et al. (2016) argue that it is a challenge to homogenize prices consistent to the positioning of the brand. They suggest that prices should be in line across all channels, but at the same time there should be some degree of flexibility for promotions in store.

Third, the final aspect of brand experience includes content consistency. Content consistency is an essential aspect for cross-channel synergies. With content consistency customers receive similar responses to their requests in both online and physical channels (Lee, Chan, Chong & Thadani, 2019). Research by Lee et al. (2019) showed that content consistency positively influences consumer engagement. This content involves contents of prices and product specifications. Overall, previous researchers argue that cross-channel synergies demand a brand experience with harmonized branding, alignment of services, products and prices and content consistency. For this reason, these three themes will be at the center within this research in order to explore the brand experience of beauty brands within an omnichannel environment.

### *2.3.3 Customer experience*

The third dimension of cross-channel synergies is customer experience. According to Lazaris and Vrechopoulos (2014), the integration of omnichannel involves not only 'the simultaneous use of channels, but the experience that derives from the integrated combination of channels.' (p. 1). With cross-channel synergies, brands can create greater customer experiences to generate a differentiated value (Grewal et al., 2017; Rusanen, 2019). For this reason, the customer experience is



an important dimension. Customer experience refers to the total experience of searching, purchasing, consuming and after-sale phases of the experience, including different channels (Verhoef et al., 2009). Day and Moorman (2010) say that in order to fulfill the customer experience, companies must take an outside-in approach by having the customers and their preferences as a starting point. This approach is in line with the customer-oriented and customer-focused orientation within the omnichannel environment (Cao, 2019; Peltola et al., 2015). A customer experience within omnichannel demands that all channels should be integrated frictionally and efficiently to achieve customer value (Larke et al., 2018).

Previous scholars emphasize three essential activities that contribute to a successful customer experience within the omnichannel environment. First, through a seamless, synergistic omnichannel environment, customers can choose their own desired path (Yrjölä et al., 2018). For instance, customers may assemble information in one channel, but purchase in another, which is considered the research-shopper phenomenon (Verhoef, Neslin & Vroomen, 2007). In line with this, Verhoef et al. (2015) mention two important issues in relation to omnichannel: showrooming and webrooming. Whereas showrooming entails that consumers search for information in store and buy online, webrooming involves exploring information online and purchasing offline. In essence, customers can move freely across different channels for a single transaction process (Cao, 2019). The emphasis of the customer experience lies on making every touchpoint as good as possible with a smooth transition with other touchpoints (Peltola et al., 2015). A customer experience can only be seamless when data is shared across channels and channels are not viewed as being in competition with each other (Weill & Woerner, 2015). Seamlessness can be reinforced when customers can return articles regardless the channel they bought it from and the redemption of coupons is not limited across all channels (Beck & Rygl, 2015). As a result, seamless shopping can contribute to other positive outcomes, such as higher purchase frequency, higher average amount of each purchase and more loyalty of customers (Piercy, 2012). Similarly, research by Herhausen et al. (2015) showed that the integration of offline with online positively affects purchase intention, search intention and price customers are willing to pay. As customers have more ownership of their decisions in relation to their brand journey, this increases customer satisfaction (Larke et al., 2018).

Second, von Briel (2018) argues that retailers struggle in finding a balance between digital commerce and bricks-and-mortar retail. For this reason, it is important that companies understand how online and offline channels offer different functional values in the experience of the customer (Bell, Gallino & Moreno, 2015; Cao, 2019). Although cross-channel synergies demand a harmonized brand positioning, the strengths and restrictions of each channel should be considered (Cao, 2019). According to Ailawadi and Farris (2017), both offline and online touchpoints offer value to customers

in ways that are difficult to capture separately. On the one hand, customers want benefits of digital, such as a broad selection, rich product information and reviews of digital. On the other hand, they receive benefits of physical stores, such as personal service, touching of products or shopping as an event (Rigby, 2011). In addition, both Cao (2014) and von Briel (2018) identified that physical stores will become key destination for the customer experience and will become the source of value creation. In relation to Porter (1996) and Porter and Siggelkow (2008), this shows that especially the strategic fit of the activities of channels is important for enhancing differentiation, and thus achieving competitive advantage. Although previous research is available in regard to the strengths and values of channels, Payne et al. (2017) argue that there is a need for research in regard to managing value creation across all touchpoints and the differential goals and values for varied channels within omnichannel. Therefore, this will be of interest in this study regarding the customer experience.

Third, digital technologies to fulfill the customer experience in the omnichannel environment are of major importance (von Briel, 2018). Technologies offer the possibilities to improve the customer experience through superior and personalized services (Hoffman & Novak, 2015). Via this way, 'technology can help customer to make better informed decisions about which products or services to consume.' (Grewal et al., 2017, p. 1). Technology can take on different forms focusing on the improvement of cross-channel synergies, in-store consumer experience as well as online purchasing convenience (von Briel, 2018). Research by Mosquera, Pascual, Ayensa and Murillo (2018) showed that integrating technology in physical stores has a positive effect on consumers purchase intentions. Hereby, wireless technologies are of importance. For instance, the possibility to send messages to customers when they are in store or mobile apps that enables customers to pay and receive email receipts on the spot (von Briel, 2018). Another form of technology happens in online channels, such as the creation of virtual fitting rooms. This creates a shopping room close to reality and counteracts the disadvantage that clothes cannot be touched physical (Beck & Crié, 2018).

In conclusion, previous theories show that seamless transitions between channels, the functional values of channels and digital technologies strengthen the customer experience and increase customer value. These three aspects will be further explored in this study.

#### *2.3.4 Engagement*

The final dimension of cross-channel synergies involves engagement. Customer engagement can be defined as the degree to which a customer interacts and connects with the services and activities provided by a brand (Vivek, Beatty, Dalela & Morgan, 2014). In relation to omnichannel,

cross-channel synergies open new opportunities to build relationships with customers on a deeper level. By assisting customers through their shopping journey difficult-to-replicate advantages are created, which both attracts new customers and engages existing customers. As a result, this serves as a means for achieving strategic advantage in the competitive environment (Yrjölä et al., 2018). The findings of research by Lee et al. (2019) showed that quality dimensions of cross-channel synergies, such as breadth of channel choice, transparency, content consistency and process consistency positively impact customer engagement. In turn, this increases positive word-of-mouth and repurchase intentions. However, the authors also state that although companies are switching to omnichannel, engaging customers is one of the biggest challenges they are facing (Lee et al., 2019).

Previous scholars show three important activities for increasing customer engagement within an omnichannel environment. First, personalization is perceived a key aspect. Within omnichannel 'retailers that can connect with their customers by providing targeted information and offering value stand apart and have the potential to create deep customer engagement.' (Grewal et al., 2017, p. 17). By mapping the customer journey across channels and incorporating their data, brands can engage with customers by providing tailored products and services (Cao, 2019). This often happens without the knowledge of the customer (Churchill, 2013). Recently, a new concept regarding this topic emerged in research, which is called hyper-personalization. With hyper-personalization companies attempt to maximize the possibilities to tailor content that completely matches with each customer's individual wants and needs. Websites use information of users to decode their interests and profile and offer one-to-one services (Vavliakis, Kotouza, Symeonidas & Mitkas, 2020). In relation to omnichannel, an expert in the four stage Delphi study of von Briel (2018) explains that experiences and preferences of customers in stores will follow them home and on social media and vice versa. Brands can use digital mobile devices for access to data of consumers and personalized location-based marketing (von Briel, 2018). Besides, brands can deliver personalized content to consumers by using preferences, past behaviors and online search activities to segment and target them (Pallant, Sands & Karpen, 2020). Based on the previous discussion, personalization is considered a strong contribution to differentiation within an omnichannel environment.

Next to personalization, customization is considered another key aspect of engagement within omnichannel. With customization, customers can customize a product according to their own preferences. Since this involves the inherent contribution of the customer, this concept is different from personalization (Pallant et al., 2020). Research by Atakan, Bagozzi and Yoon (2014) showed that customization enhances the perceived value of a product or service through a notion of ownership

and active engagement in the realization and design process, since customers feel as if they are the creators of the product. In addition, Amit and Zott (2001) state that customization of products, services or information to individual needs increases customer lock-in. Overall, product customization contributes to the overall personalized experience of customers (von Briel, 2018).

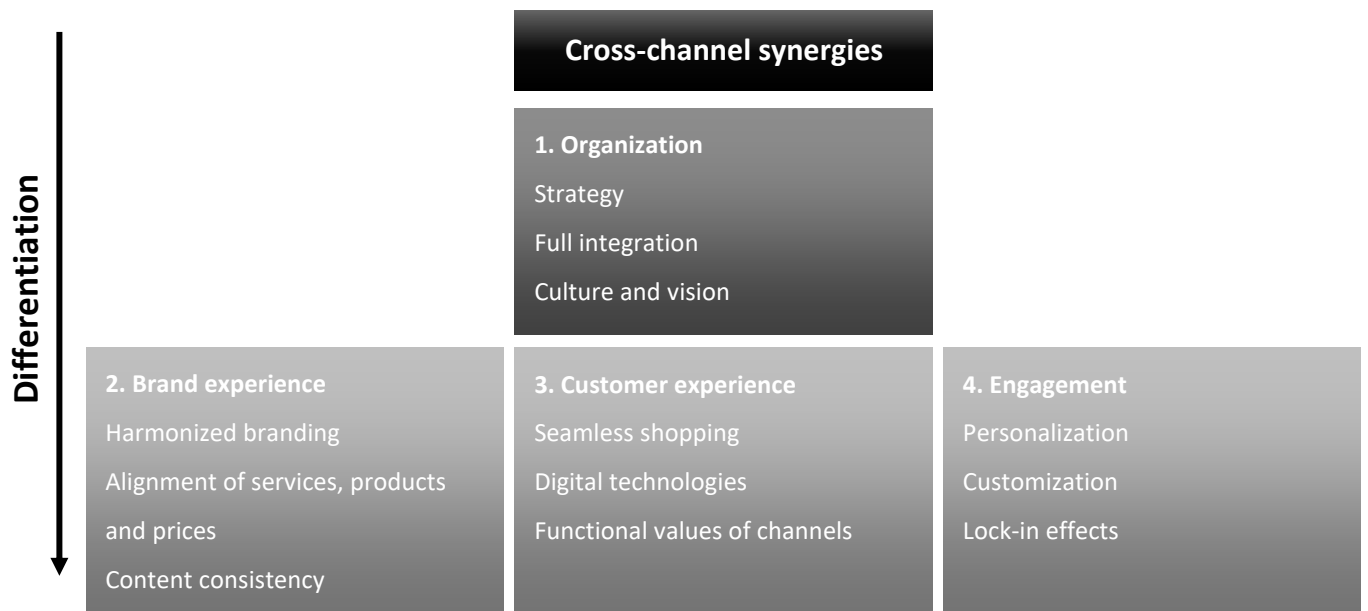
Finally, previous scholars argue that cross-channel synergies can be used to lock in customers within channels and in the brand ecosystem. According to Amin and Zott (2001), lock-in prevents that customers transfer to channels of competitors. In addition, customer lock-in regards the ability of a channel to keep the customer within the channel. For instance, loyal shoppers may be vulnerable to competitive offers provided by other brands (Neslin & Shankar, 2009). Moreover, brands can use cross-channel synergies to lock-in customers in the brand ecosystem (Huré et al., 2017; Park & Kim, 2019). Yrjölä (2014) argues that customization, personal offers and information provides the possibility to achieve lock-in. In turn, this increases customer value and enhances differentiation (Yrjölä 2014). Moreover, customer lock-in within the brand ecosystem can be achieved through activities such as loyalty programs (Amin & Zott, 2001). Research of Cao (2019) showed that retailers in omnichannel aligned their loyalty programs across all channels, by rewarding customers for shopping in store, online or other channels. Via this way, loyalty programs enable brands to establish switching costs. This is in line with Brynjolfsson et al. (2013), who argue that brands can create switching costs by providing privileges and benefits for loyal consumers. Hereby, differentiation based on the user experience is more favorable than price advantage.

In essence, by delivering personalization, customization and other benefits to customers, brands can engage customers. With these activities, brands establish switching costs, which prevents that customers switch to competitors. In turn, this offers a way for achieving competitive advantage.

## 2.4 Conceptual model

In conclusion, previous scholars highlight the shift from multi- and cross channel towards an omnichannel environment, which forces companies to rethink their competitive strategies. Companies must implement unique services and features in order to differentiate themselves. Hereby, two important transformations come forward. First, the focus has shifted towards a stronger customer-centric orientation. Second, the focus lies on how products and services are offered rather than what is offered. Researchers state that leaders are making the most out of cross-channel synergies to achieve a strong competitive position in the market. The theoretical framework identified four important dimensions for differentiation with cross-channel synergies, including organization, brand experience, customer experience and engagement. Hereby, the first dimension is considered a precondition for the success of the other dimensions. Based on the theoretical

framework, a conceptual model is designed. The four dimensions with corresponding pillars are of main focus within this research. Moreover, differentiation strategy by Porter will be addressed through all dimensions to examine how brands exploit cross-channel synergies to differentiate themselves in an omnichannel environment. Figure 1 illustrates a framework of concepts used for this research.



*Figure 2.1: Theoretical conceptual framework*

Based on the conceptual model, the main research question is divided into four sub questions looking into:

1. How do beauty brands adapt their organization to meet demands of an omnichannel environment?
2. How do beauty brands create brand experiences in an omnichannel environment?
3. How do beauty brands create customer experiences in an omnichannel environment?
4. How do beauty brands create customer engagement in an omnichannel environment?

### 3. Research methodology

This chapter describes the research methodology used in this study. Themes such as chosen method, validity and reliability, case selection, data collection and operationalization are addressed.

#### 3.1 Qualitative approach

To understand how beauty brands use cross-channel synergies to differentiate themselves in an omnichannel environment, a qualitative research method was chosen. Qualitative research was appropriate for the aim of this research since it is interpretive, interdisciplinary and theoretical in nature. Moreover, qualitative research is useful for understanding concepts, ideas and identifying meaningful relationships (Brennen, 2017). For this reason, qualitative research was valuable to gain deeper understanding of the theoretical concepts cross-channel synergies, differentiation and omnichannel. Since these concepts are not thoroughly researched, qualitative research was favorable (Corbin & Strauss, 2014). Finally, qualitative research is useful for exploring experiences and for taking a holistic and comprehensive approach to the study of happenings or situations (Corbin & Strauss, 2014). For this reason, this approach was useful to explore how brands use cross-channel synergies in an omnichannel environment.

#### 3.2 Multiple case study

To answer the research question, a multiple case study was conducted. A case study offers the possibility to explore a phenomenon in depth and within its real-world context (Baxter & Jack, 2010; Yin, 2018). As this research focuses on beauty brands within the omnichannel environment, this research method was useful. Moreover, Yin (2003) argues that a case study is appropriate to use for 'how' questions and to discover contextual conditions relevant for the purpose of the study. For this reason, a case study suited with the research question of this study. Moreover, a case study gives the possibility to study different aspects in detail, examine these aspects in relation to each other and to view the process within its total environment (Gummesson, 1988). According to Yin (2018), a case study takes advantage of previous theoretical propositions to guide the data collection and analysis. Therefore, a case study was highly useful for analyzing and evaluating the conceptual model.

In particular, this research focused on multiple cases. In comparison to a single case study, a multiple case study allows wider exploring of the research question and theory (Eisenhardt & Graebner, 2007). Another difference is that the data can be analyzed within each case and across cases (Yin, 2003). Consequently, a more convincing conclusion can be drawn through empirical evidence from several sources (Gustafsson, 2017). In addition, according to Eisenhardt and Graebner

(2007), 'multiple cases also create more robust theory because the propositions are more deeply grounded in varied empirical evidence.' (p. 27). However, it is important to note that a multiple case study also has its concerns and disadvantages. For instance, Yin (2018) states that the conduction of a multiple-case study demands many extensive resources and is time consuming. Moreover, rigor is extremely important within systematic procedures to avoid sloppy practices by the researcher. Finally, case studies cannot be generalized to populations or particular spheres. Rather, the aim is to expand and generalize theories (Yin, 2018). Nevertheless, conducting a multiple case study was most appropriate for answering the research question of this study.

### 3.3 Research design

#### 3.3.1 Research process

The research was conducted in a time range of 4 weeks between 5 May and 5 June 2020, including case selection, data collection and analysis. The multiple case study relied on two qualitative methods: observations and desk research. On the one hand, content of different channels of the brands was analyzed through observations. On the other hand, documents and articles of professionals, experts and the brand itself regarding the brands' practices were investigated through desk research. By exploring what the brands do in practice and how it is documented by the brand and experts, this ensured an in-depth analysis with meaningful data. By conducting two research methods this allowed methodological triangulation. Via this way, the consistency of findings of both the methods was evaluated (Patton, 1999).

Within both research methods a variety of sources of evidence was used. In the observations different sources of channels were taking into account and within desk research a variety of news articles and reports. By using different sources, this allowed data triangulation. With data triangulation, consistency of different data sources within the same method can be examined and source bias is prevented (Flick, 1992; Patton, 1999). In order to apply this, the technique of pattern matching was most useful. According to Yin (2018), pattern matching is a popular technique for a qualitative research for multiple case studies. With pattern matching pieces of information from different sources from the same case can be related to the theoretical concepts (Campbell, 1975). Thus, observed patterns within the singular cases are matched with the theoretical propositions, resulting in a confirmation or disconfirmation of the proposition (Yin, 2003).

After the observations and desk research of the multiple case study, a cross-case analysis was conducted. According to Perry (1988), this provide a richer theory building. Within the cross-case analysis themes, similarities and differences across cases were examined (Mathison, 2005).

During this process, patterns across the findings from the individual cases were identified and investigated. Consequently, the conclusions are more rich and powerful (Yin, 2011).

### 3.3.2 Validity and reliability

This research addressed issues relating validity and reliability according to Yin (2018). In terms of validity, three tactics were followed. First, by using triangulation in both research methods and data collection, this strengthens the construct validity and increases accuracy of the research. Second, through the technique of pattern matching the internal validity of the research increases. Third, external validity was addressed by using replication logic (Yin, 2018). Cases were chosen carefully in order to predict similar outcomes across cases or contrasting outcomes with existing theory and literature (Yin, 2003).

Furthermore, three tactics suggested by Yin (2018) to ensure reliability were followed. First, a case study protocol was developed. This protocol entailed the rules and conditions for the selection of both cases and sources of evidence, which is further elaborated in the next parts. In addition, the protocol involves the operationalization of the conceptual framework, in order to address each dimension of the research question. This ensured a systematic procedure for evaluating the cases and takes away the concern for sloppiness within case studies. Second, a case study database was created to structure and track data sources, documents, screenshots and more. By structuring the data and being transparent the reliability of the study is improved (Baxter & Jack, 2008; Yin, 2018). Third, transparency throughout the complete research process was of major importance. By explaining methodic procedures and reporting all evidence fairly, the goal was to limit any biases. Thus, by making the research process as transparent as possible, final results reflect validity and reliability (Yin, 2018).

### 3.3.3 Case selection

The cases of this study focus on brands in the beauty industry considered as best practices within omnichannel. Therefore, this study particularly addresses omnichannel leaders. According to a research report of Coresight Research (2019), omnichannel leaders are considered those who have implemented an omnichannel environment and had a good overall revenue growth. According to Eisenhardt (1989), the number of cases is complete when theoretical saturation is reached. However, the author also states that an appropriate number of cases should be between 8 and 12. Therefore, a total of 10 cases were analyzed.

With a multiple case study, the case selection is of importance. For this reason, the aim was to select the most information rich cases, which made it worth to study the cases in-depth (Patton,



1999). The emphasis of the case selection lied on similarities, which contributed to discovering patterns across the cases (Palinkas et al., 2015). Therefore, the cases were selected on the basis of two criteria:

- The cases comprise brands active in the segment of beauty products, such as cosmetics, personal care, hair care, skin care and fragrances.
- The cases are considered as best practices or leaders in this segment and/or in relation to omnichannel, digital or customer experience according to previous reports and rankings published between 2018 - 2020. This time frame ensures an accurate reflection of the leaders active in the current market.

To identify suitable cases a search was executed on Google. In this phase, reports, rankings, awards and other relevant marketing articles were reviewed to find best practices. Search terms that were used were for example: beauty omnichannel leaders, beauty brands omnichannel best practices, omnichannel leadership reports, digital leaders in beauty, digital best practices, customer experience rankings. The following list explains the chosen cases.

### 1. *Burberry*

Burberry is a global luxury fashion brand offering fashion, accessories, shoes, fragrances and makeup. Burberry is ranked as Discovery Leaders in Omnichannel Leader Report 2019-2020 by New Store, which involves 'the ease and efficiency for finding customer and/or product information online, in-store and with mobile.' (New Store, 2019, p. 14). It is important to note that Burberry commenced a strategic partnership with Coty since 2017 on Burberry Beauty. However, Burberry still leads in customer-facing aspects and marketing (Coty, 2017). For the purpose of this research, the focus will be on Burberry.

### 2. *Gucci*

Gucci is a luxury fashion brand offering fashion, accessories, fragrances, sunglasses, beauty and cosmetics. Gucci is ranked 1st as Genius Digital Performer in the Digital IQ Index, Fashion Global 2018, by Gartner (2018a). Moreover, the brand is ranked 33nd for best Global Brands in 2019 according to Global Brand Consultancy Interbrand (2020). For this reason, the case of Gucci is relevant for this research.

### 3. *Glossier*

Glossier Inc. was founded in 2014 and is a fast-growing brand in the beauty industry. According to its company website, Glossier is building the future beauty company. The brand offers

online beauty products including makeup, skin care, body care and fragrances (Glossier, 2020). The beauty start-up is a direct-to-consumer brand and is considered the newest unicorn startup company and valued with \$1.2 billion (Bloomberg, 2019). Glossier is ranked 4th in Gartner L2 Digital IQ Index, Beauty U.S. 2018 and ranked 1st in the Top 100 Beauty Brands on Social Media 2020 by Rival IQ (Feehan, 2020; Gartner, 2018b).

#### 4. *Kylie Cosmetics*

Kylie Cosmetics by Kylie Jenner is one of the fastest growing beauty brands in the world (Kylie Cosmetics, n.d.). The brand is ranked 2th of leading beauty brands on Instagram by Clement in Statista (2019). Moreover, the brand is ranked 6th in the Cosmetify Index of The Hottest Beauty Brands of 2019 (Q4 report) (Cosmetify, 2019).

#### 5. *MAC Cosmetics*

MAC Cosmetics is a leading brand in professional makeup and is part of the Estée Lauder Companies (MAC, n.d.). MAC Cosmetics ranked 5th in the Gartner's L2 Digital IQ Index, Beauty U.S. 2018 and ranked 1st in the Genius Index of Digital IQ Index report, Beauty U.K. (Gartner, 2018b; Gartner, 2019a). Moreover, the brand is ranked 3rd in the Cosmetify Index of The Hottest Beauty Brands of 2020 (Q1 Report) (Cosmetify, 2020). In addition, the brand is nominated 1<sup>st</sup> in the leading beauty brands on Instagram by Clement in Statista (2019).

#### 6. *NYX Professional Makeup*

NYX Professional Makeup is a modern, digitally native makeup brand leading in the global color cosmetics industry. NYX Professional Makeup is part of L'Oréal (L'Oréal, n.d.). NYX Professional Makeup is one of fastest growing retailers in US according to Boutique Beauty Retailers USA Report by Kline Team (2018). Moreover, the brand is ranked 3rd as Genius in the Gartner L2 Digital IQ Index, Beauty U.S. 2018 (Gartner, 2018b).

#### 7. *Fenty Beauty*

Fenty Beauty is a makeup brand founded by Rihanna. The brand is part of LVMH Group within perfumes and cosmetics (LVMH, n.d.) Fenty Beauty is Ranked as one of the Genius Companies in 2018 by Time Magazine for businesses that are inventing the future (Time Staff, 2018). In addition, the brand is ranked as 9th in the Gartner L2 Digital IQ Index, Beauty U.S. 2018 and considered leader on Instagram by Gartner (2018a).

## 8. *Sephora*

Sephora is a beauty retailer which offers makeup, skin care, hair care and fragrances. Sephora also offer its own private label Sephora Collection (Sephora, 2020). Sephora is part of LVMH Group within selective retailing (LVMH, n.d.). Although this case is a beauty retailer instead of beauty brand, the case is often highlighted as best practice in relation to omnichannel. For example, Sephora is ranked 1st in Gartner L2's Digital IQ Index: Specialty Retail US in 2019 for shifting to omnichannel fulfillment (Jetley, 2019). Moreover, Sephora is ranked 1st in best practices of the 3rd Annual Retail Personalization Index by Sailthru (2019).

## 9. *Ulta Beauty*

Ulta Beauty is a beauty retailer that offers cosmetics, makeup, fragrances, skincare and haircare tools. Ulta Beauty also offers its own private label Ulta Beauty Collection (Ulta, 2020). Similarly to Sephora, Ulta Beauty is a beauty retailer. Both retailers are often considered best practices and therefore of interest for this study. For example, Ulta Beauty is ranked 2nd in Gartner L2's Digital IQ Index: Specialty Retail US in 2019 (Jetley, 2019). Moreover, the retailer is considered Leader in Omnichannel 2019 by Gartner (2020).

## 10. *Benefit Cosmetics*

Benefit Cosmetics offers beauty, makeup and skincare under the motto 'laughter is the best cosmetic'. The brand is part of LVMH within perfumes and cosmetics (LVMH, n.d.). The brand is considered best practice in omnichannel by the marketing agencies Iterable (2018) and Hubspot (2020).

### 3.4 Data collection

#### 3.4.1 Observations

After the selection of cases, data was collected in order to analyze the cases. The first unit of analysis included the available channels and communication messages of the brands, such as their email communication, websites, mobile applications and Instagram. This data was used to observe the practices of the brands. In addition, a personal account was created to be able to observe the loyalty program and personalization efforts. Data of channels was collected in 15 days: the period of 6 May till 22 May 2020. Table 3.1 demonstrates the data collected for channels. Appendix A provides a more detailed overview of the unit of analysis per case. Evidence is saved by making screenshots and videos of the data. To ensure reliability and transparency, all evidence has been archived in a structured database in Google Drive and can be found in the Annex.

The research attempted to collect the data of different channels according to the same country of the brand, which in most cases was the United States. Via this way, it was ensured that the Instagram account, website and newsletters were aligned to each other. For instance, analyzing the website in Dutch but following the US Instagram account could influence the results, something that has now been prevented. However, it is important to note that this made the data collection of some cases more complex. Some websites, email communications and mobile apps were only accessible through the VPN of the United States. As a result, both the case of Glossier and MAC Cosmetics were analyzed a week later. Besides, the app and newsletters of Sephora did not display actual product photos. However, as the rest of the content was available, it was still possible to collect data and observe.

*Table 3.1: Overview of unit of analysis observations*

<b>Channel</b>	<b>Data collection</b>
<b>Instagram</b>	Instagram stories between 6 May – 22 May Last 20 posts since May 22 Account overview and shop in Instagram
<b>Website</b>	Homepage with shopping features Shopping process of product Account overview / loyalty program Shipping and return possibilities
<b>Mobile app</b>	Account overview Shopping process of product Features available per app
<b>Newsletter and emails</b>	Emails received between 6 May – 22 May

### 3.4.2 Desk research

The second part of the research was conducted through desk research. The aim of desk research was to investigate pre-existing data and to verify the findings of the observations (Heaton, 2009). Hereby, the unit of analysis included existing data such as annual- and strategic reports from the brands and research reports, articles or case studies by journalists and experts. The most relevant documents were collected by identifying themes relating to the research. To increase reliability and validity, the quality of the articles was considered through evaluating information on the source or author. The criterium used was that the source or author should be part of a known media and/or magazine company or agency and have a relation to topics such as the beauty industry, marketing, business, technology, digital or retail. For instance, data was collected from Wired, Forbes, Marketingweek, Business Insider, Glossy or digital agencies such as HubSpot, Sailthru

and New Store. In addition, most recent articles were chosen by selecting publications between 2017-2020, with a few exceptions of articles without date (such as company websites or case studies). This time frame enhanced the accuracy of articles and most recent information on cases, which in turn contributed to having an accurate reflection of the cases in its real-world context. An overview of the unit of analysis per case is demonstrated in Appendix B. To ensure transparency, the tables illustrate which articles were analyzed for which theoretical concept.

### 3.5 Operationalization

All cases are evaluated in the basis of the conceptual framework elaborated in the theory. Table 3.2 presents through which research method the concept was examined and how the concept was measured.

Table 3.2: Operationalization

<b>Concept</b>	<b>Operationalization</b>
<b>Organization</b>	
Strategy	This concept is addressed through desk research by analyzing communication, announcements or statements about strategy in brand reports and articles. <ul style="list-style-type: none"> <li>• Strategic goals and plans</li> <li>• Shift to customer-centric focus</li> <li>• Focus on digital and omnichannel</li> <li>• Goals and plans in relation to customers, digital and omnichannel</li> </ul>
Full integration	This concept is measured in desk research, by analyzing communication, subjects or statements about the integration of omnichannel within the company stated in brand reports and articles. The following aspects were of interest: <ul style="list-style-type: none"> <li>• Changes in organizational structure</li> <li>• Changes in departments, supply chain and distribution</li> <li>• Cross-departmental collaborations</li> <li>• Other organizational activities relating omnichannel</li> </ul>
Culture and vision	Measured in desk research by analyzing communication and announcements about entrepreneurial culture and vision. <ul style="list-style-type: none"> <li>• Changes in culture</li> <li>• Vision or mindset of the company</li> <li>• Brand values</li> </ul>
<b>Brand experience</b>	
Harmonized	This concept is measured in both observations and desk research.

branding	<ul style="list-style-type: none"> <li>● Similarity in brand communication, such as logo, name, fonts and brand colors across channels</li> <li>● Similarity in visuals, such as product- and campaign photos across channels</li> <li>● Same brand messages and values shared across channels</li> </ul>
Alignment of services, products and prices	<p>This concept is measured in both observations and desk research.</p> <ul style="list-style-type: none"> <li>● Differences and similarities of services, products and prices across channels</li> </ul>
Content consistency	<p>Examined in both desk research and observations.</p> <ul style="list-style-type: none"> <li>● Consistency in providing information and responses across channels</li> <li>● Consistency of shopping features across channels</li> </ul>

### ***Customer experience***

Seamless shopping	<p>This concept is measured in both observations and desk research.</p> <ul style="list-style-type: none"> <li>● Ease of switch between channels and linkages between channels (e.g. online store locator, services, connection between webshop and social media)</li> <li>● Information exchanges between channels (e.g. stock, product information)</li> <li>● Possibilities of purchasing, check-outs and returning products across channels (e.g. click &amp; collect, return online in store)</li> </ul>
Digital technologies	<p>This concept is investigated in both observations and desk research.</p> <ul style="list-style-type: none"> <li>● Availability of digital tools within channels</li> <li>● Creation of new technologies</li> <li>● Goal of use of digital technologies</li> <li>● Partnerships with tech companies for new digital features</li> </ul>
Functional values of different channels	<p>Examined in both desk research and observations.</p> <ul style="list-style-type: none"> <li>● Role of channels within the channel network</li> <li>● Focus and goals of channels</li> <li>● Similar or different functions, values and characteristics of channels</li> </ul>

### ***Engagement***

Personalization	<p>Investigated in both observations and desk research.</p> <ul style="list-style-type: none"> <li>● Location-based marketing</li> <li>● Creation of personal account, possibilities to adjust preferences, interests and offers</li> <li>● Tailored advertisements or personal offers based on previous search and past behavior</li> <li>● Other services or activities enhancing personalization</li> </ul>
Customization	<p>This concept is addressed in both observations and desk research.</p> <ul style="list-style-type: none"> <li>● Possibilities of customization of products to own preferences on website or mobile</li> </ul>

	app <ul style="list-style-type: none"> <li>● Previous or new customization projects expressed in reports and articles</li> </ul>
Lock-in effect	Measured in both observations and desk research. <ul style="list-style-type: none"> <li>● Activities and initiatives to keep attention of customer preventing switching channels or brands</li> <li>● Special offers and rewards offered within channels</li> <li>● Specialties and activities of loyalty programs across channels</li> </ul>

### 3.6 Data analysis

In order to systematically analyze the concepts within the operationalization, a thematic deductive analysis was conducted. According to Braun and Clarke (2012), thematic analysis offers the possibility to structurally identifying, organizing and providing understanding of patterns of themes across the data. With a deductive approach, the coding and analysis are theory driven. The themes and topics derived from the theoretical framework where linked to the data to code and interpret the data (Braun & Clarke, 2012). The thematic analysis was both used within the observations and desk research. First, the thematic analysis was conducted within the observations per case. Data of the cases was analyzed per dimension and the related themes. During the process, notes and screenshots were captured. Second, the thematic analysis was conducted within the desk research per case. The analysis was carried out per dimension and related themes, in which relevant information within the data was captured. For instance, by writing down statements, notes and quotes with corresponding references. After the thematic analysis, a cross-case analysis was conducted within the results of the observations and desk research. Hereby, the technique of pattern matching of Yin (2018) was taken into account. Finally, the findings of the cross-case analyses of both research methods were compared to each other.

## 4. Results

This chapter describes the results of desk research and observations. The main findings across cases are discussed according to the four dimensions and concepts of the conceptual model. The analysis and results are described based on patterns across cases and demonstrated through tables and examples. In addition, each theme is compared to previous theory through a theoretical reflection.

### 4.1 Organization

#### 4.1.1 Strategy

The first dimension focused on the organization, which includes strategy, full integration and entrepreneurial culture and vision and is analyzed through desk research of documents and articles. The first concept focused on changes in strategy, customer-centric focus and focus on omnichannel and digital.

A main pattern coming forward is the difference in strategy between legacy brands and digital-first brands. A line can be drawn between six cases that designed multi-year strategies in order to transform to digital and five cases that started off as digital-first companies. The analysis of mainly annual- and strategic company reports shows that legacy brands focus their strategic goals on similar pillars: brand update, innovation, personalization, customer services and digital. First, as demonstrated in table 4.1, six of the ten cases express that they are sharpening their brand positioning and DNA. Overall, the aim of these cases is to target younger customers and to distribute the brand across new channels.

*Table 4.1: Overview strategy brand sharpening*

<b>Case</b>	<b>Brand sharpening</b>
<b>Burberry</b>	Re-energizing and reinforcing brand positioning through new channels (Burberry, 2019)
<b>Gucci</b>	Reinventing Gucci for new generation of millennials (Danziger, 2017) Sharp refocus on brand equity (Langer, 2019) Relaunch of Gucci Beauty (Kering, 2018)
<b>Sephora</b>	Positioning with new signature: 'The Unlimited Power of Beauty' (LVMH, 2020)
<b>Ulta Beauty</b>	Sharpen brand positioning by transforming marketing mix towards channels for the future Increasing awareness of new brand positioning (Ulta Beauty, 2020)



<b>MAC Cosmetics</b>	Brand-building with a focus on distinctive identity and purpose (Estée Lauder Companies, 2019)
<b>Benefit Cosmetics</b>	Updating brand DNA → younger customers (Marketingweek, 2019)

Moreover, table 4.2 shows that these six cases also emphasize innovation in their strategic plans. The table demonstrates that the cases particularly use innovation to enhance customer experiences and digital capabilities, as this is especially highlighted. Overall, the findings indicate that customer experience is the main reason for brands to innovate.

*Table 4.2: Overview strategy innovation*

<b>Case</b>	<b>Innovation</b>
<b>Burberry</b>	New ways to engage customers Strengthening digital partnerships (Burberry, 2019)
<b>Gucci</b>	Digital technology, data science and innovation for best customer experience (Kering, 2018)
<b>Sephora</b>	Innovate in digital and capitalize omnichannel synergies to improve customer experience (LVMH, 2020)
<b>Ulta Beauty</b>	Expand digital innovation capabilities by partnering and acquiring tech companies (Ulta Beauty, 2020)
<b>MAC Cosmetics</b>	Investing in new omnichannel concepts to better serve customers, strategic emphasis on technology (Estée Lauder Companies, 2019)
<b>Benefit Cosmetics</b>	Focus on technology and innovation to create value and enrich customer experience (LVMH, 2019) Innovating based on evolving customer needs is key (Simpson & Craig, 2018)

In line with innovation, the findings of desk research show that the same cases put digital and omnichannel at the front of their strategy plans. This is illustrated in table 4.3. The table shows that the cases especially highlight the aim to blend digital and physical and to strengthen digital experiences.

Table 4.3: Overview strategy digital

<b>Case</b>	<b>Digital</b>
<b>Burberry</b>	Improving seamless switching between digital and physical (Burberry, 2019)
<b>Gucci</b>	Digital at the heart of the strategy (Kering, 2018)
<b>Sephora</b>	Maintain innovative momentum in stores and digital, ATAWAD: Any Time, Any Where, Any Device (LVMH, 2020)
<b>Ulta Beauty</b>	Vision to build leading e-commerce experience with personalization, convenience and interactivity  Creating immersive, visual digital experiences, seamlessly combine in-store and online (Ulta Beauty, 2020)
<b>MAC Cosmetics</b>	New online strategies to increase direct access to consumers (Estée Lauder Companies, 2019)
<b>Benefit Cosmetics</b>	Digital initiatives to accelerate digital offering  Transform to digital leader (LVMH, 2019)

Finally, the same six cases express both personalization and customer services in their strategy plans. An overview of this is given in table 4.3 and 4.5. On the one hand, the findings show that these cases focus their strategy on creating personalized experiences. On the other hand, high quality of customer services at any time or any place is often considered a priority in the strategy plans. In general, these results also align with the previous pattern in which innovation is focused on enhancing the customer experience.

Table 4.4: Overview strategy personalization

<b>Case</b>	<b>Personalization</b>
<b>Burberry</b>	Enhancement of personalization capabilities (Burberry, 2019)
<b>Gucci</b>	360-degree customer view to deliver personalized experience (Kering, 2018)
<b>Sephora</b>	Focus on personalization, key driver of success (LVMH, 2020)
<b>Ulta Beauty</b>	Vision is to personalize messaging, communication and experiences across every touchpoint (Ulta Beauty, 2020)
<b>MAC Cosmetics</b>	Focus on personalized experience through targeting and tailored paths (Estée Lauder Companies, 2019)
<b>Benefit Cosmetics</b>	Undisclosed

Table 4.5: Overview strategy customer services

<b>Case</b>	<b>Customer services</b>
<b>Burberry</b>	Improving customer services, available at any time of the day or night (Burberry, 2019)
<b>Gucci</b>	Offering customers high levels of service at every stage of the purchase journey (Kering, 2018)
<b>Sephora</b>	Focus on unique services offered by expert teams (LVMH, 2020)
<b>Ulta Beauty</b>	Focus on human connection and meaningful guest experience Focus on customer satisfaction, effectiveness of promotions and staff to make services a stronger differentiator (Ulta Beauty, 2020)
<b>MAC Cosmetics</b>	Encompass 'high-touch' and 'high-tech' services (Estée Lauder Companies, 2019)
<b>Benefit Cosmetics</b>	Customer services key driver for LVMH (LVMH, 2019)

Overall, from the thematic analysis of desk research, it seems clear that the previous cases emphasize the need to shift towards a digital and customer-centric orientation. On the contrary, the other four cases show that the basis of their company is digital and customer-first, as can be seen in table 4.6. The findings show that the brands integrated a customer-centric focus by putting customer feedback at the front of the strategy. However, it is important to note that NYX Cosmetics is in the middle of both approaches. On the one hand, the brand is considered digital-first and a social media pioneer. On the other hand, mother company L'Oréal is experiencing a digital transformation similarly to the other legacy brands. For instance, the mission of L'Oréal is undergoing a digitalization process and enhancing a new marketing paradigm in order to invent the future of beauty (L'Oréal, 2018; L'Oréal, 2020).

Table 4.6: Overview of strategic focus and goals new brands

	<b>Strategic focus</b>	
<b>Case</b>	<b>Digital-first</b>	<b>Customer-centric</b>
<b>NYX Cosmetics</b>	<ul style="list-style-type: none"> <li>• Social media pioneer</li> <li>• Modern, digital native (L'Oréal, 2020)</li> </ul>	<ul style="list-style-type: none"> <li>• Personal approach</li> <li>• Use influencers to receive feedback and improve products (Beauty Tomorrow, 2018)</li> </ul>
<b>Fenty Beauty</b>	<ul style="list-style-type: none"> <li>• Born omnichannel (Parisyan, 2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Product, content and campaigns centered around customers</li> <li>• Global inclusive mindset (Parisyan, 2019)</li> </ul>
<b>Glossier</b>	<ul style="list-style-type: none"> <li>• Digital first (Glossier Inc., 2019)</li> </ul>	<ul style="list-style-type: none"> <li>• Direct-to-consumer (Glossier Inc., 2019)</li> </ul>

	<ul style="list-style-type: none"> <li>• Modern tech consumer company (Contentful, 2018)</li> </ul>	<ul style="list-style-type: none"> <li>• Placing customer first, business results second (Sonsev, 2018)</li> <li>• Use customer feedback to innovate (Hanbury, 2019)</li> </ul>
<b>Kylie Cosmetics</b>	<ul style="list-style-type: none"> <li>• Social media powerhouse (Bova, 2018)</li> </ul>	<ul style="list-style-type: none"> <li>• Direct-to-consumer</li> <li>• Listening to customer to bring the right products to market (Altamarino, 2018)</li> </ul>

### *Theoretical reflection*

In conclusion, the findings of the first theme show that the more traditional and legacy brands are transforming their brand positioning towards a digital and customer-centric focus, whereas the newer brands started as digital-first and direct-to-consumer. In regard to the theory, the results confirm the importance for traditional companies to rethink their competitive strategy (Brynjolfsson et al., 2013; Grewal et al., 2017; von Briel, 2018), and to shift to a more customer-centric focus (Peltola et al., 2015; Cao, 2019). Moreover, the customer and their experience are highlighted across all cases and at the front of strategies. This indicates that the cases recognize that differentiation within customer experiences is essential and the focus of differentiation lies on how they offer rather than what they offer (Payne et al., 2008; Yrjölä et al., 2018; Rusanen, 2019).

#### *4.1.2 Full integration*

The second concept investigated the full integration of digital and omnichannel within the company. This concept focused on identifying changes in business operations such as supply chain, distribution networks, cross-functional collaborations or departments. As described in the previous concept, six cases created multi-year strategies to transform to digital. In line with this, the findings show that five of these cases experienced company reorganizations across several aspects.

First, this reorganization included internal executive changes as demonstrated in table 4.7. The findings suggest that reorganizations strongly focus on enhancing digitalization and customer engagement. In line with the previous theme, five of the cases that are repositioning their strategy experienced leadership changes. Overall, the aim of these changes is to realize strategic goals and evolve digital transformation. In contrast, both Glossier and Kylie Cosmetics experienced leadership changes in order to further building the brand and the company. This emphasizes the difference between the legacy brands and new brands.

Table 4.7: Overview of leadership changes

<b>Case</b>	<b>Reorganization</b>	<b>Goal</b>
<b>Gucci</b>	New Chief Client and Digital Officer and new management structure	<ul style="list-style-type: none"> <li>● Execute digital transformation and lead CRM, data science and innovation (Kering, 2018)</li> <li>● Evolve to agile structure</li> <li>● Strengthen and deepen customer relationships (Braun, 2018)</li> </ul>
<b>Ulta Beauty</b>	Changes in key senior positions and executive team	<ul style="list-style-type: none"> <li>● Work on reinventing digital imperative</li> <li>● Align with long-term strategic initiatives (Ulta Beauty, 2019; Ulta Beauty, 2020)</li> </ul>
<b>MAC Cosmetics</b>	New senior Vice President	<ul style="list-style-type: none"> <li>● Further increase operational efficiency</li> <li>● Evolving distribution</li> <li>● Building new digital capabilities to drive customer engagement (ELC, 2018)</li> </ul>
<b>Benefit Cosmetics</b>	New CEO	<ul style="list-style-type: none"> <li>● Continue to innovate in dynamic industry (Floyd, 2019)</li> </ul>
<b>Sephora</b>	New CEO and promotion of six executives	<ul style="list-style-type: none"> <li>● New roles that contribute to reach strategic goals</li> <li>● Boost omni-retail strategy and engaging customers (MDS, 2019)</li> </ul>
<b>Glossier</b>	New COO, CFO and Vice President of Supply Chain Operations	<ul style="list-style-type: none"> <li>● Focus on growth-driving parts of the business</li> <li>● Building sustainable, iconic company for long-term</li> </ul>
<b>Kylie Cosmetics</b>	Partnership with Coty Inc. new CEO	<ul style="list-style-type: none"> <li>● Turn brand into global powerhouse</li> <li>● Build high growth, digitally native beauty brand (Utroske, 2020)</li> </ul>

Second, the results indicate that five legacy brands support their transformation through offices or change management, as demonstrated in table 4.8. The overview shows that the aim is to deliver and coordinate company transformation, by supporting the internal culture shift and development of new technologies. This applies to Burberry, Gucci, Ulta Beauty, MAC Cosmetics and NYX Professional Makeup. Similarly, four of these cases have new strategy plans and three of these cases experienced executive changes, suggesting that these changes are all connected to each other.

Table 4.8: Overview of cases integrating transformation management

<b>Case</b>	<b>Transformation management</b>
<b>Burberry</b>	Transformation office: <ul style="list-style-type: none"> <li>• Office responsible for coordinating and delivering transformation programme (Burberry, 2019)</li> </ul>
<b>Gucci</b>	Innovation team: <ul style="list-style-type: none"> <li>• Support internal culture of innovation</li> <li>• Development of technologies (Kering, 2018)</li> </ul>
<b>Ulta Beauty</b>	<ul style="list-style-type: none"> <li>• Change management that encourages culture shift</li> <li>• Focus on corporate, field and stores (Experience Medallia, 2019)</li> </ul>
<b>MAC Cosmetics</b>	Transformation office: <ul style="list-style-type: none"> <li>• Add the change agility of start-up to an organization at scale (Estée Lauder Companies, 2019)</li> </ul>
<b>NYX Cosmetics</b>	<ul style="list-style-type: none"> <li>• Transformation management to meet challenges of digital transformation</li> <li>• Support transformation teams</li> <li>• Agile methodology (L'Oréal, 2020)</li> </ul>

Third, the findings of this theme reveal that five cases have opened special centers to promote innovation and collaboration within the company. The cases and types of innovation centers are demonstrated in table 4.9. The results show innovation centers at the brand level, but also at the company level such as LVMH, L'Oréal and Estée Lauder Companies. In general, cases express that the goal of the creation of these workspaces is to enhance the shift to digital and to promote creativity and innovation within the company.

Table 4.9: Overview of Innovation Centers

<b>Case</b>	<b>Innovation Center</b>
<b>Gucci</b>	Gucci Artlab: futuristic center focusing on skills and expertise and creation of new ideas (Interbrand, 2018)
<b>Sephora</b>	The Innovation Lab: opening new customer communication channels, fostering creative talent across entire organization (eTail, 2019)
<b>LVMH (Benefit)</b>	LVMH Retail Lab: develop innovative solution in digital and retail (Muret, 2018)
<b>L'Oréal (NYX)</b>	MYT - Make Your Technology: technology incubator to create, prototype and transform ideas into concrete achievements (L'Oréal, 2020)

<b>Estée Lauder Companies</b> (MAC)	Long Island City Technology Hub: innovative and digital workspaces to promote innovation, creativity and agility (Smith, 2019)
--	--

Besides change management offices and innovations center, the findings show a pattern of cross-functional collaborations across departments. The results are elaborated in table 4.10. The table shows that these cross-functional collaborations especially involve digital and physical teams, to focus on combining all channels to enhance customer experience. Whereas the majority of these cases combine traditional teams, the results demonstrate that Glossier took a different approach in building a new organizational structure with new departments that directly promote cross-functional collaborations.

Table 4.10: Overview of cross-functional collaborations

<b>Case</b>	<b>Cross-functional collaborations</b>
<b>Sephora</b>	Merged in-store and digital teams: realign with how customers shop today In-store, digital and customer service in one place (Milnes, 2018)
<b>Benefit Cosmetics</b>	Marketing department shuffle by taking in-house influencer division Merged e-commerce and digital to complement each other (Watson, 2019)
<b>Ulta Beauty</b>	Dedicated CX team that has cross-functional collaboration to design, develop and realize customer experience (Experience Medallia, 2019)
<b>MAC Cosmetics</b>	Research & Development closely involved in product innovation, packaging and collaboration with marketing team (ELC, 2019)
<b>Glossier</b>	Built company structure in which customer is at the center Marketing consists out of five pillars: product development, brand marketing, performance marketing, customer experience and stores (Sonsev, 2018)

Finally, the findings of desk research show that the digital is impacting business operations such as supply chain and distribution networks. The results show that five cases explicitly highlight the importance of Information Technologies for driving business operations such as distribution, supply and demand planning and services. This is showcased in table 4.11. Whereas four cases are enhancing and changing operations through technology, Glossier shows that their business operations are based on technology.

Table 4.11: Overview of Information Technologies driving business operations

Case	IT and business operations
<b>Burberry</b>	Aligned IT teams of Retail and Digital with strategic pillars and business functions- and operations IT transformation program to improve omnichannel capabilities and optimize product flow Implementing technology to speed up supply chain Alignment of distribution network (Burberry, 2019)
<b>Gucci</b>	Technology across supply-chain and sales forecasting (Segran, 2019)
<b>Ulta Beauty</b>	Multi-year supply chain project: capacity and system improvements Transitioned distribution center: faster responding (Ulta Beauty, 2019)
<b>ELC (MAC)</b>	IT supports all aspects: from product development, marketing to distribution Omni-retail capabilities in manufacturing and distribution facilities Optimize supply and demand planning (Estée Lauder Companies)
<b>L'Oréal (NYX)</b>	Powerful distribution networks to respond to customer demand Technology to reduce delivery times IT transformation (L'Oréal, 2020)
<b>Glossier</b>	Technology team at front of the business (Contentful, 2018)

#### *Theoretical reflection*

In conclusion, the findings of the second theme show that legacy brands that established new strategies are experiencing a digital transformation internally. Digital is at the center of the business and influences how brands are organized and managed. In regard to the theory, the results show that the brands are transforming their organizations to align with the integration of channels (Cao, 2019). Furthermore, the findings are similar to Ye et al. (2018), showing that logistics and supply chain and organizational management are critical perspectives for full implementation of omnichannel. Finally, brands are using information technologies to enhance their strategy within omnichannel (Yadav et al., 2017).

#### *4.1.3 Entrepreneurial culture and vision*

The final theme of organization involves the entrepreneurial culture and vision. This concept was investigated by exploring patterns relating (changes) in culture, vision or mindset of the company. An overview of the findings of the (change in) culture- and mindset is given in table 4.12. The table includes all cases except Kylie Cosmetics, which was undisclosed. The table shows that the five cases with transformation management are fostering a new entrepreneurial culture and mindset. This shift aligns with the mindset of digital-first companies, suggesting that the legacy



brands are catching up with these other brands. Overall, the findings illustrate that the culture enhances innovation and entrepreneurship, supporting risk-taking and the ability of people to perform above expectations. Moreover, the mindset involves the ability to become more agile to adapt. In regard to the previous findings, the table shows that this final theme is also related to the other aspects of leadership, transformation offices and innovation centers.

Table 4.12: Overview of culture and mindset

<b>Case</b>	<b>Culture</b>	<b>Mindset</b>
<b>Burberry</b>	Innovation core to heritage (2019)	Since 2006 shift in mindset that embraces digitalization (Trotter, 2018)
<b>Gucci</b>	Building culture focused on people, creativity and innovation Empowering people to challenge themselves (Braun, 2018)	Mindset that is willing to challenge traditions and conventions, take bold decisions (Interbrand, 2018)
<b>Sephora</b>	Innovation is DNA Take risks on trying (Stewart, 2018) Expertise, innovation and entrepreneurial spirit (Sephora Careers, n.d.).	‘Omnitude mindset’: idea that Sephora does everything they can do to delight shopping experience (Laughton, 2019)
<b>Ulta Beauty</b>	Evolve to a deeper guest-centric culture Winning culture (Ulta Beauty, 2019)	Undisclosed
<b>ELC (MAC)</b>	Innovation and entrepreneurship are driving forces (ELC, 2019)	Strengthen startup mindset through transformation management (Estée Lauder Companies, 2019)
<b>L’Oréal (NYX)</b>	Spirit of challenges Encouraging initiative, cooperation and personal development (L’Oréal, 2020)	Be the leader of Beauty Tech Becoming more agile through startup mindset (L’Oréal, 2020)
<b>LVMH (Benefit)</b>	Entrepreneurial spirit promotes risk-taking and ability to push employees to outdo themselves Entrepreneurship and innovation core values (LVMH, 2020)	With culture and values ability to manage business as startup (LVMH, 2020)
<b>Fenty Beauty</b>	Innovative and forward thinking (LVMH, n.d.)	Innovative mindset give flexibility to adapt and revolve (Parisyan, 2019) Vision to always be ahead of the game (LVMH, n.d.)
<b>Glossier</b>	Encouraging employees to punch above their weight (Grey, 2017)	Becoming the Nike of Beauty (Canal, 2017)

### *Theoretical reflection*

In essence, the findings show that a shift in culture and mindset is necessary to realize transformation to omnichannel. The findings described previously align with Rigby et al. (2012) and Rusanen (2019), who state that an innovative and entrepreneurial culture is needed to be able to fully transform to omnichannel. Moreover, similar to the research of Rusanen (2019), the results show that a culture that supports risk-taking and promotes experimentation is imperative for creating innovative unique features in omnichannel.

## 4.2 Brand experience

### *4.2.1 Harmonized branding*

Brand experience is the second dimension of cross-channel synergies and includes three themes. This dimension is analyzed through both observations and desk research. The first theme is examined by exploring how the brand identity is distributed across all touchpoints. Attention was being paid to visual identity, brand look and feel and brand message. The observations compared these aspects on all available channels included in the unit of analysis. Desk research often also included stores or expressed 'all channels or touchpoints'.

First, the results of desk research reveal that a significant number of cases are very committed to their brand identity across channels. This is demonstrated in table 4.13. This strong emphasis on brand identity comes forward by focusing on storytelling and a spreading a cohesive brand message and image across channels. Moreover, the table shows that cases want to boost their brand identity by bringing it to live and weaving it across channels. In addition, Burberry, Gucci, Kylie Cosmetics and Fenty Beauty, express the importance of replicating the in-store brand identity to digital and reversed.

*Table 4.13: Overview of commitment to brand identity (desk research)*

<b>Case</b>	<b>Commitment to brand identity across channels</b>
<b>Burberry</b>	<ul style="list-style-type: none"><li>● Seamless weave of identity across social media channels</li><li>● Focus on one message at a time (Ogweng, 2018)</li><li>● Communication is product-led (Roy, 2019)</li><li>● Building brand heat through campaigns across all channels</li><li>● Replicating in-store brand identity to online (Burberry, 2019)</li></ul>
<b>Gucci</b>	<ul style="list-style-type: none"><li>● Focus on emotional and engaging narrative consistent with brand's mantra (Interbrand, 2018)</li><li>● Distinct and consistent brand image, cohesive brand message and creating brand personality</li></ul>

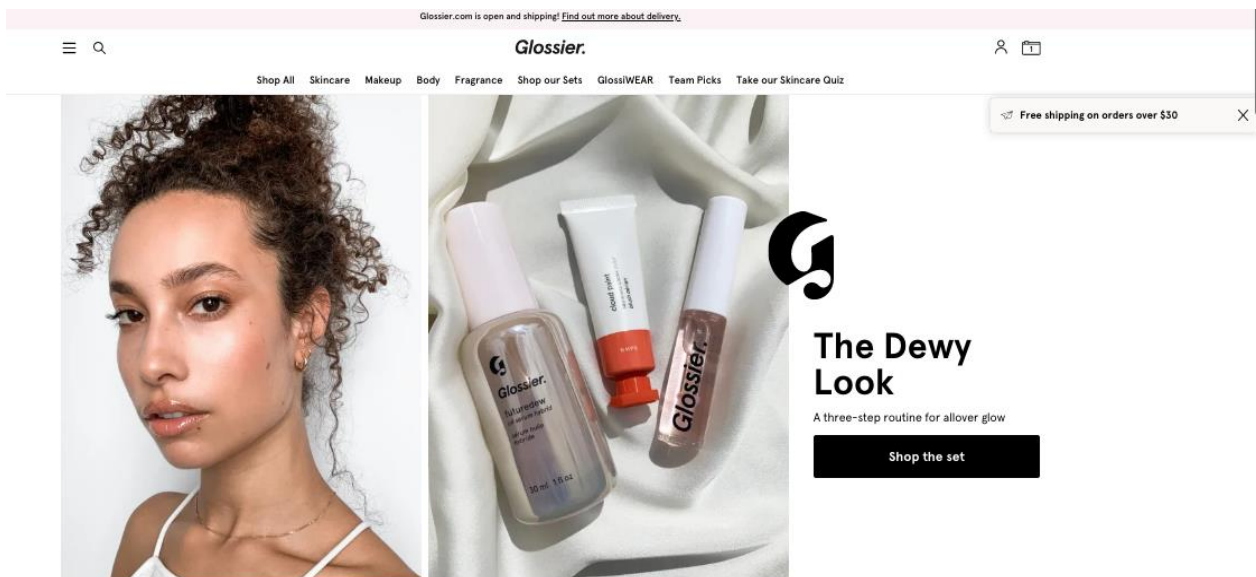
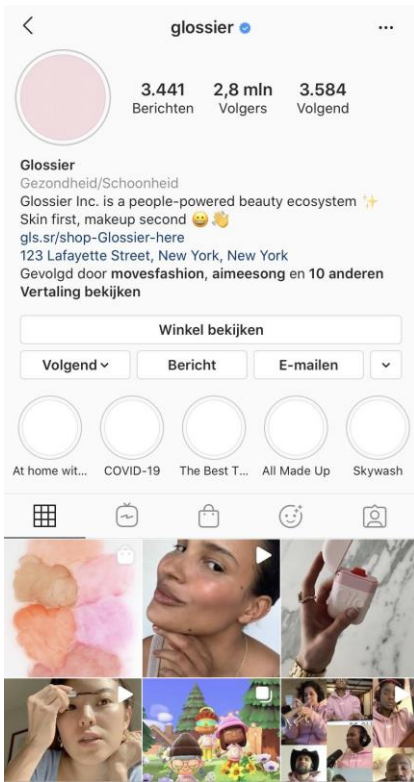
	<ul style="list-style-type: none"> <li>that feels relevant (Langer, 2019)</li> <li>Replicating in-store experience by looking at ecommerce as a boutique store (Powerfront, n.d.)</li> </ul>
<b>Glossier</b>	<ul style="list-style-type: none"> <li>Commitment to brand identity is key: signature pink, playful marketing voice and images of diverse women (Hanbury, 2019)</li> <li>Consistent brand image across all channels (LaRobardiere, 2018)</li> <li>No high-quality photos or brand photoshoots (Devaney, 2019)</li> </ul>
<b>Kylie Cosmetics</b>	<ul style="list-style-type: none"> <li>Making physical representation of website: use of colors, photography and feeling (Winter, 2017)</li> </ul>
<b>MAC Cosmetics</b>	<ul style="list-style-type: none"> <li>Products part of overall story (Rao, 2020)</li> <li>Holistic brand experience with simple and smooth look (Matusow, 2020)</li> </ul>
<b>Sephora</b>	<ul style="list-style-type: none"> <li>Everything in social is reflective of the brand's mission and purpose (Sonsev, 2018)</li> <li>Bringing playful environment from store to phone (Etail, 2019)</li> </ul>
<b>Ulta Beauty</b>	<ul style="list-style-type: none"> <li>Creating stronger, immersive storytelling across all communications (Ulta Beauty, 2019)</li> <li>Enhancing branding and quality across every touchpoint, bringing brand to life → delivering and engaging brand experience (Leininger, 2017)</li> </ul>
<b>NYX Cosmetics</b>	<ul style="list-style-type: none"> <li>All touchpoints are seamless extensions of the brand in different formats → helping consumers to enjoy and feel connected to the brand (Kline Team, 2018)</li> </ul>
<b>Fenty Beauty</b>	<ul style="list-style-type: none"> <li>Message is showing inclusivity rather than telling (Saputo, 2019)</li> <li>Stores need to boost digital brand identity: aesthetic, fresh, edgy and urban, concrete and nude colors (Sheridan, n.d.)</li> </ul>
<b>Benefit Cosmetics</b>	<ul style="list-style-type: none"> <li>Unfold DNA in everything they do, from in-store to social media</li> <li>Aspects of personality to bring the brand to live (Crets, 2017)</li> <li>Ensuring harmony between PR, influencers, digital and ecommerce (Watson, 2019)</li> </ul>

This commitment to brand identity is confirmed in the observations. Harmonized branding was observed by analyzing the look and feel of the brand, including visuals, colors and fonts, tone of voice and advertisements messages across channels. Table 4.14 gives an overview of which aspects cases perform in practice. The table shows that the majority of cases distribute the same 'look and feel', tone of voice and messages across channels, with a few exceptions. The findings show that cases express a harmonized brand identity. Besides, exceptions are for instance the retailers Sephora and Ulta Beauty, which both use images of the brands they offer. Moreover, both Burberry and Gucci do not specifically show harmony in brand messages.

Table 4.14: Overview of commitment to brand identity (observations)

Case	Commitment to brand identity across channels			
	Colors and font	Style of images	Tone of voice	Messages
Burberry	X	X	X	-
Gucci	X	X	X	-
Glossier	X	X	X	X
Kylie Cosmetics	X	X	X	X
MAC Cosmetics	X	X	X	X
Sephora	X	-	X	X
Ulta Beauty	X	-	X	-
NYX Cosmetics	X	X	X	X
Fenty Beauty	X	X	X	X
Benefit Cosmetics	X	X	X	X

Examples of harmonized branding of Glossier and MAC Cosmetics are illustrated in image 4.1 and 4.2 on the next pages. Glossier shows a consistent brand image in Instagram, the website and newsletter. In line with desk research, Glossier uses a minimalistic identity in terms of colors and style and natural images. For example, the colors of light pink and white are seen on Instagram, the newsletter and website. In addition, a playful marketing voice comes forward in the newsletter: “Where do full, fluffy brows come from?”. This makes the brand image recognizable for customers across the channels, enhancing a direct conversation with the brand instead of the channel.



Beauty inspired by real life.

Image 4.1: Example Glossier, harmonized branding across Instagram, newsletter and website.

Moreover, the example below shows how MAC Cosmetics spreads a cohesive advertisement across Instagram, newsletter and website, boosting a new product launch and brand identity. The colors are all the same and tone of voice is straightforward and direct.



Image 4.2: Example of MAC Cosmetics

### Theoretical reflection

In conclusion, the findings of the first theme show that all cases have a strong commitment to their brand identity within the omnichannel environment. In line with the previous results of strategy, the findings show that cases attempt to spread a sharp and distinctive brand positioning and DNA across channels. In regard to the theory, the findings show that the branding is pervaded

more intensely across channels, as stated by Stokburger-Sauer et al. (2012). In addition, similar to Piotrowicz and Cuthberthson (2014), Verhoef et al. (2015) and Cao (2019), the results demonstrate that customers have a direct interaction with the brand instead of the channel, resulting in a customer-brand approach.

#### 4.2.2 Alignment of services, products and prices

The second theme of brand experience is examined through desk research and observations. The focus was on exploring similarities and differences of services, products and prices across channels. The findings demonstrated in table 4.15 show that six out of ten cases especially focus on the alignment of services online and offline. For instance, by offering information, virtual tools and personal assistance both online and offline. This indicates that the cases especially aim to deliver a single a consistent brand experience in terms of services.

Table 4.15: Overview of alignment (desk research)

Case	Alignment of services
<b>Sephora</b>	<ul style="list-style-type: none"> <li>• Online educational content helping customers to make better informed purchase decisions, offline offering digital tools and guidance from beauty experts (eTail, 2019)</li> <li>• Virtual artist available in stores and online (Stewart, 2018)</li> <li>• Consistent experience across the website, mobile, email and brick-and-mortar (Sailthru, 2019)</li> </ul>
<b>Ulta Beauty</b>	<ul style="list-style-type: none"> <li>• Guest Facing Systems to drive consistent experience regardless of where and how the customers wants to shop</li> <li>• Single brand experience (Oracle, 2018)</li> </ul>
<b>Glossier</b>	<ul style="list-style-type: none"> <li>• Offering one-on-one help online and in stores</li> <li>• Waiting area in-store similar to shopping bag (Moore, 2019)</li> </ul>
<b>Burberry</b>	Linking highly personal services in stores and personalization available through digital channels (Burberry, 2019)
<b>Gucci</b>	<ul style="list-style-type: none"> <li>• Replicate high level of customer service to online store to deliver same promise (Powerfront, n.d.)</li> <li>• Customization service is available on gucci.com and selected stores (Salibian, 2018)</li> </ul>
<b>NYX Cosmetics</b>	Aim is to ensure consistent product information, services and products, prices and discounts regardless of the channel (L'Oréal, 2018)
<b>Benefit Cosmetics</b>	Customer is getting same experience online and in store (Crets, 2017).

The results of desk research align with the findings within the observations, as presented in table 4.16. This table shows that the majority of cases align services in regard to offering virtual try-on within the app, Instagram and website. Moreover, the findings reveal that cases offer live chats within the website and app. Both findings could indicate the alignment of services online and offline, whereas the possibility to try products and to ask for assistance in stores is also offered online. Consequently, this enhances a unified brand experience across channels.

However, it is important to note that the research was limited through the scope of channels and did not find more results on alignment of services, products and prices. In addition, desk research shows that alignment of services, products and prices is not explicitly expressed in documents and articles in comparison to the previous theme of harmonized branding.

Table 4.16: Overview of alignment (observations)

<b>Case</b>	<b>Alignment of services, products and prices</b>
<b>Burberry</b>	<ul style="list-style-type: none"> <li>• Virtual try-on only in app</li> <li>• Live-chat website and app</li> <li>• Same products and prices in app and</li> <li>• Many products in Instagram shopping</li> </ul>
<b>Gucci</b>	<ul style="list-style-type: none"> <li>• Virtual try-on website and Instagram</li> <li>• App no shopping feature</li> <li>• Few products in Instagram shopping</li> </ul>
<b>MAC Cosmetics</b>	<ul style="list-style-type: none"> <li>• Virtual try-on website and Instagram</li> <li>• Live-chat website</li> </ul>
<b>Sephora</b>	<ul style="list-style-type: none"> <li>• Virtual try-on website and app</li> <li>• Live chat website and app</li> <li>• Same products and prices in website and app</li> <li>• Many products in Instagram shopping</li> </ul>
<b>Ulta Beauty</b>	<ul style="list-style-type: none"> <li>• Virtual try-on website, app and Instagram</li> <li>• Same products and prices website and app</li> <li>• Many products in Instagram shopping</li> </ul>
<b>Kylie Cosmetics</b>	Alignment of products and prices in website, app and Instagram shopping
<b>NYX Cosmetics</b>	<ul style="list-style-type: none"> <li>• Alignment of products in Instagram and website</li> <li>• Live-chat and virtual artist online</li> </ul>
<b>Benefit Cosmetics</b>	Virtual try-on in Instagram and website



### *Theoretical reflection*

In essence, the findings of the alignment of services, products and prices show that cases especially attempt to align services offered online and offline. Moreover, the analysis did not find differences in terms of products and prices within the cases with a mobile app. In relation to the theoretical framework, the observations showed a unified brand experience regardless the channel, which avoids confusion or conflict between channels as argued by Yrjölä, (2014) and Zhang et al. (2018).

#### *4.2.3 Content consistency*

The final aspect of brand experience is examined by exploring the accuracy and consistency of content across channels relating product and shopping information, navigation and text. This concept was analyzed in both desk research and observations. The results did not find a pattern within desk research regarding content consistency. However, the observations of content consistency across Instagram, app, newsletters and website identified common patterns. The findings indicate that cases use content consistency regarding shopping themes, product information, how-to-use and reviews. This is demonstrated in table 4.17. The table shows that the majority of cases organize their content consistent across the observed channels. For example, Kylie Cosmetics, MAC Cosmetics and Fenty Beauty offer similar shopping themes, product information, how-to-use and reviews. However, both Burberry and Gucci are less focused on providing the same content across channels. Moreover, the five cases with a mobile app show a unified shopping experience, by following the same sequence of shopping features, products, images within both channels. Consequently, the observations show that customers can have the exact same experience across the website and mobile app.

*Table 4.17: Overview of content consistency (observations)*

<b>Case</b>	<b>Content consistency</b>				
	<b>Channels</b>	<b>Shopping themes</b>	<b>Product information</b>	<b>How-to-use</b>	<b>Reviews</b>
<b>Burberry</b>	<i>Newsletter</i>	X	-	-	-
	<i>Instagram</i>	-	X	-	-
	<i>Website</i>	X	X	-	-
	<i>Mobile app</i>	X	X	-	-
<b>Gucci</b>	<i>Newsletter</i>	X	-	-	-
	<i>Instagram</i>	-	X	-	-

	<i>Website</i>	X	X	-	-
	<i>Mobile app</i>	-	-	-	-
<b>Glossier</b>	<i>Newsletter</i>	-	X	-	X
	<i>Instagram</i>	-	X	X	X
	<i>Website</i>	X	X	X	X
<b>Kylie Cosmetics</b>	<i>Newsletter</i>	X	-	-	-
	<i>Instagram</i>	X	X	X	-
	<i>Website</i>	X	X	-	X
	<i>Mobile app</i>	X	X	-	X
<b>MAC Cosmetics</b>	<i>Newsletter</i>	X	X	X	X
	<i>Instagram</i>	X	X	X	-
	<i>Website</i>	X	X	X	X
<b>Sephora</b>	<i>Newsletter</i>	X	X	-	-
	<i>Instagram</i>	-	X	X	-
	<i>Website</i>	X	X	X	X
	<i>Mobile app</i>	X	X	X	X
<b>Ulta Beauty</b>	<i>Newsletter</i>	X	-	-	-
	<i>Instagram</i>	-	X	X	-
	<i>Website</i>	X	X	X	X
	<i>Mobile app</i>	X	X	X	X
<b>NYX Cosmetics</b>	<i>Newsletter</i>	X	X	X	-
	<i>Instagram</i>	X	X	X	X
	<i>Website</i>	X	X	X	X
<b>Fenty Beauty</b>	<i>Newsletter</i>	X	X	-	-
	<i>Instagram</i>	X	X	X	-
	<i>Website</i>	X	X	X	X
<b>Benefit Cosmetics</b>	<i>Newsletter</i>	X	X	-	-
	<i>Instagram</i>	-	X	X	-
	<i>Website</i>	X	X	X	X

An example of content consistency by Kylie Cosmetics is given in image 4.3 and 4.4 of the mobile app and website. The observations show that Kylie Cosmetics provides consistent content across the app, website, email communications and Instagram. The image illustrates that the case follows the same order of shopping themes and products across the app and website. Moreover, information on ingredients, shades, colors and price are aligned in the website and app. In addition, how-to-use tips are consistently distributed across Instagram, the website and the app. This is done through tutorial videos and instructions on Instagram stories or within product pages.

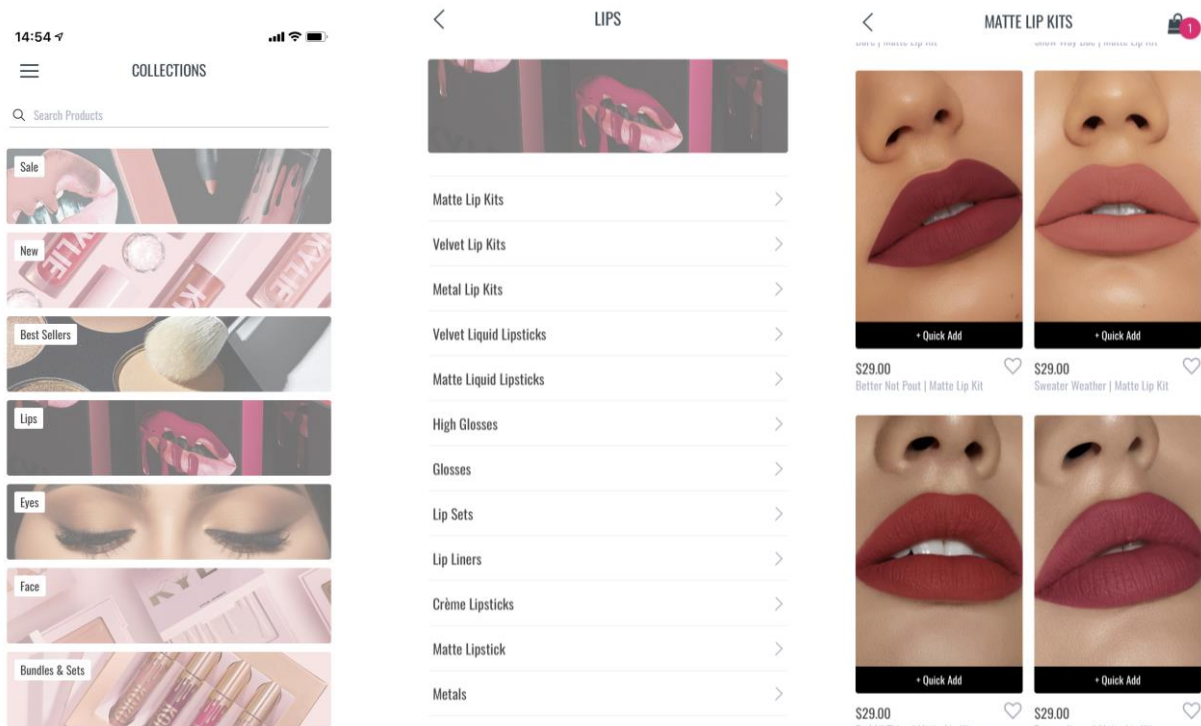


Image 4.3: Example content consistency Kylie Cosmetics app

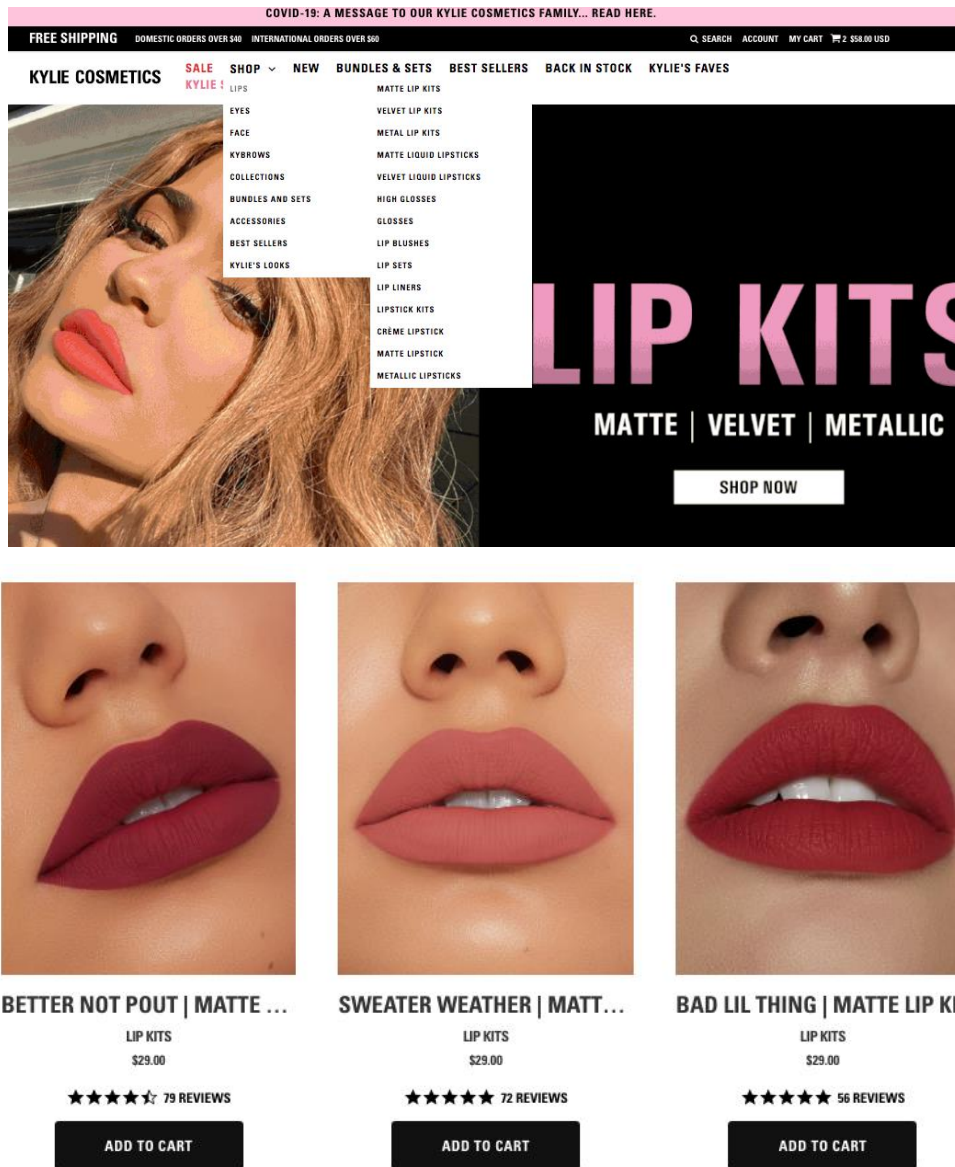


Image 4.4: Example content consistency Kylie Cosmetics website

### Theoretical reflection

In conclusion, the results of the last theme of brand experience shows that cases aim at offering consistent content across channels. The observations show that cases provide same shopping features, products, information and tips, which indicates a consistent experience regardless the channel. In relation to the theoretical framework, this consistency in prices and product specifications indicates a positive influence on engagement as argued by Lee et al. (2019).

## 4.3 Customer experience

### 4.3.1 Seamless shopping

The third dimension of the research is customer experience, which includes the themes of seamless shopping, digital technologies and functional values of channels. These concepts were investigated in both desk research and observations.

First, the results of the observations show that all cases except Kylie Cosmetics connect digital with physical by providing online features. These findings are demonstrated in table 4.18. The table shows that the majority of cases offer a store locator and possibility to book in-store services and appointments within the website or mobile app. Moreover, five cases show flexibility in relation to delivery options, such as collect-in-store and return in-store. In line with this, desk research shows that also Glossier and NYX Cosmetics provide in-store inventory and buy online and pick up in store (LaRobardiere, 2018; NYX Professional Makeup, 2017).

Furthermore, the case of Glossier shows another approach to seamless shopping. According to the CTO of Glossier, all channels that are disconnected in the customer journey before making a purchase are assembled within Glossier, which is called the people power eco system. By connecting all channels under one roof customers do not need other resources to find information about products, which strengthens the customer experience (Contentful, 2018). Turk (2020) argues that Glossier combines concepts of the website, social media, blog and offline experience in an organic feeling, making it hybrid.

Table 4.18: Overview of seamless shopping observations

Case	Store locator	Flexible options	Book services	Stock availability
<b>Burberry</b>	Website	Collect-in-store	-	Website
	Newsletter			App
	App			
<b>Gucci</b>	Website	Collect-in-store	Website	Website
	Newsletter	Return-in-store		
	App			
<b>Glossier</b>	Website	-	-	-
<b>Kylie Cosmetics</b>	-	-	-	-
<b>MAC Cosmetics</b>	Website	Collect-in-store	Website	Website
	Newsletter			
<b>Sephora</b>	Website	-	Website	Website
	Newsletter		App	App

<b>Ulta Beauty</b>	Website	Collect-in-store	Website	App
	Newsletter	Return-in-store	App	
	App			
<b>NYX Cosmetics</b>	Website	-	Website	-
	Newsletter			
<b>Fenty Beauty</b>	Website	-	-	-
<b>Benefit Cosmetics</b>	Website	-	Website	-

Second, the observations show that Instagram is completely integrated as a shopping channel and connected to the website and stores. The findings are illustrated in table 4.19. The table shows that the majority of cases use product tagging, link to the website via ‘swipe up’ or explicitly refer to the store or website within comments. On the one hand, consumers can seamlessly switch between Instagram and the website. On the other hand, the brands are driving traffic via Instagram to stores and the website. This shows that the different channels are aligned and integrated with each other. This is also observed in other forms, such as the store locator and promotion of mobile app on Instagram, newsletters and website.

Table 4.19: Overview of Instagram connection to online and store

<b>Case</b>	<b>Product tagging</b>	<b>Swipe up</b>	<b>Refer to store or online</b>
<b>Burberry</b>	X	X	-
<b>Gucci</b>	-	-	X
<b>Glossier</b>	X	X	-
<b>Kylie Cosmetics</b>	X	X	sometimes
<b>MAC Cosmetics</b>	X	X	X
<b>Sephora</b>	X	X	X
<b>Ulta Beauty</b>	X	X	sometimes
<b>NYX Cosmetics</b>	X	X	sometimes
<b>Fenty Beauty</b>	X	X	X
<b>Benefit Cosmetics</b>	X	X	X

Third, desk research reveals that six of ten cases offer seamless shopping by using digital apps in-store. The results are presented in table 4.20. The results show that these connections between the app and store give customers the ability to gain access to product information, recommendations and reviews, save the items in a shopping bag or to seamlessly checkout in-store.

Table 4.20: Overview of cases with digital channel in-store

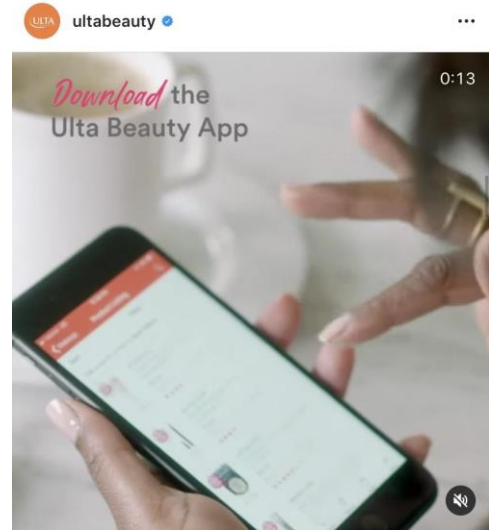
<b>Case</b>	<b>Digital in-store</b>
<b>Burberry</b>	<ul style="list-style-type: none"> <li>● Add items to cart (New Store, 2019)</li> <li>● Gain access to product information and recommendations (Trotter, 2018)</li> </ul>
<b>Gucci</b>	<ul style="list-style-type: none"> <li>● Add items to cart and complete purchase afterwards (Danziger, 2019)</li> </ul>
<b>NYX Cosmetics</b>	<ul style="list-style-type: none"> <li>● In-store bff: access to reviews, product information, seamless checkout (NYX Professional Makeup, 2017)</li> </ul>
<b>Sephora</b>	<ul style="list-style-type: none"> <li>● Products used in store can be shopped later online (Milnes, 2018)</li> <li>● Access to videos and pictures of events in store (Kidder, 2019)</li> <li>● Access product information, reviews prices and easy transactions (eTail, 2019)</li> </ul>
<b>Ulta Beauty</b>	<ul style="list-style-type: none"> <li>● Access to customer reviews, similar products and save items as favorites (Braunschweiger, 2017)</li> <li>● Pop up video chat with customer service when in store (Danziger, 2019)</li> </ul>
<b>MAC Cosmetics</b>	<ul style="list-style-type: none"> <li>● Mobile first store Shanghai: WeChat mini app is passport in store, access to products, social content, purchase and payment (Wunderman Thompson, 2019)</li> </ul>
<b>Kylie Cosmetics</b>	<ul style="list-style-type: none"> <li>● In-store wristbands with customer information, shopping bag and seamless checkout (Winter, 2017)</li> </ul>

Finally, the case of Ulta Beauty shows how all findings described previously are performed in practice. This comes already forward in the presented tables but is also illustrated in image 4.5. For example, as seen in image 4.5, Ulta Beauty provides a detailed store locator which gives information on which delivery options and services are offered in specific stores. Moreover, the image shows that Instagram is connected to the website through product tagging and that both Instagram and the newsletter promote the mobile app. According to the VP eCommerce, Store & Mobility System of Ulta Beauty, the rollout of these flexible delivery options resulted in an increase of omnichannel loyalty members. In addition, the VP argues that through easily sharing information this results in a powerful combination of online and offline, which in turn creates synergies (Oracle, 2018).



39.769 weergaven

**ultabeauty** #Regram @patternbeauty A juicy wash day treat waiting for you at @ultabeauty ~ shop our Mini Conditioners Kit & Mist Spray Bottle on ulta.com ❤️ @traceellisross #RockYourPattern



34.209 weergaven

**ultabeauty** Trying alllll the things 🤩 Download the #ultabeauty app for virtual swatching and deal watching 📱

## find a salon near you

Shopping, pickup, and beauty services vary by store.

Select Your State

- Alabama (22)
- Alaska (3)
- Arizona (30)
- Arkansas (9)

– or – Find Stores Nearby

### Alabaster Promenade

100 S Colonial Dr, Ste 2400, Alabaster, AL 35007  
(205) 664-4985 | Book Appointment

In-Store Shopping  In-Store Pickup  Curbside Pickup  Hair Services

Get Directions

### Brook Highland Plaza

5267 Highway 280, Birmingham, AL 35242  
(205) 991-1012 | Book Appointment

In-Store Shopping  In-Store Pickup  Curbside Pickup  Hair Services

Get Directions

### Homestead Village

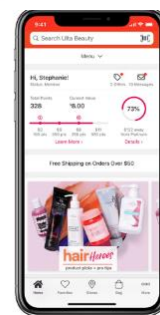
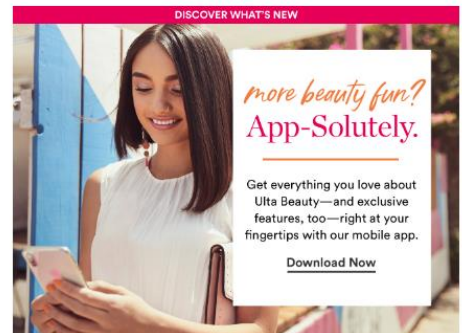
5473 Patrick Way, Birmingham, AL 35235  
(205) 655-0767 | Book Appointment

In-Store Shopping  In-Store Pickup  Curbside Pickup  Hair Services

Get Directions



MAKEUP FRAGRANCE SKINCARE HAIRCARE BEAUTY SERVICES SALE



## Find (& work) those loyalty points

Ultimate Rewards® members, it's so easy to track your account. Check your points balance and activate your points offers right in the app.

## Get offers as they happen

Turn on notifications and you'll get the latest updates in real time. Imagine: personalized offers and coupons—all making your day from your device.

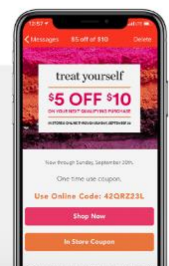


Image 4.5: Example of seamless shopping Ulta Beauty



### *Theoretical reflection*

In conclusion, the findings of the first theme of customer experience shows that cases integrated channels with each other through seamless transitions and cross-promotion of channels. This is in line with previous research, whereas Peltola et al. (2015) and Larke et al. (2018) state that all channels should be integrated frictionally and efficiently and offer smooth transitions. Moreover, similar to Beck & Rygl (2015), the findings show that cases reinforce seamlessness through flexibility in delivery options.

#### *4.3.2 Digital technologies*

The second concept of customer experience is the use and creation of digital technologies by cases. This concept was investigated through both desk research and observations. The use of digital technologies such as AR and VR, partnerships with tech companies and other digital techniques were identified. As already mentioned, the majority of cases uses digital in store, which aligns with this concept.

The results of desk research show three main patterns in relation to digital technologies of cases. The findings are demonstrated in table 4.21. First, all cases except Glossier provide virtual try-on tools in the app, website, stores or social media channels. This is verified in desk research but is also seen within the observations, which is illustrated previously in table 4.15 within the alignment of services. With these virtual try-ons, customers can see how products will look on them before purchasing it. For example, both Ulta Beauty and Sephora give customers the possibility to create their own look with different products from different brands within the virtual try-on. Moreover, the table shows that six cases develop digital technologies regarding voice- and chat systems. Overall, the aim is to provide personal assistance and advice to the customer. Finally, the findings show that five cases use data tracking tools such as social media listening or 360-degree data. By using these forms of digital technology, the goal is to assemble valuable data on the customer journey and listen to customer feedback.

*Table 4.21: Overview digital technologies (desk research)*

<b>Case</b>	<b>Digital technology</b>	<b>Goal</b>
<b>Burberry</b>	Social shopping with Wechat and Instagram	Directly purchase products within social media, easy and quick (Burberry, 2019)
	Tailor-made chat system	Store associates can chat with clients via the app (Macdonald Johnston, 2019).
<b>Gucci</b>	Voice-assistants	Role of technology is to free up customers (Segran, 2019).

	Genies avatar platform	Reaching Gen Z audience (Deighton, 2019)
	AR Instagram filter	Launch of new product, let users try out new product (Chitrakorn, 2020)
<b>Glossier</b>	Social media listening tools	Assemble data and insights from customer feedback (Turk, 2020)
	New social platform	Creating platform that goes beyond Instagram and YouTube (Danziger, 2019)
<b>MAC</b>	AR Tech with ModiFace	Try out new looks in stores to boost engagement (Kirkpatrick & Koltun, 2017)
	Voice assistant and live chat	Undisclosed
	Social media listening tools	Understand consumer behavior and thoughts about beauty themes (Sandler, 2020)
<b>Sephora</b>	360-degree data	Rebuilding customer profiles and tracking customer journey (eTail, 2019)
	Virtual artist	Try looks and products virtually, digital guide based on face (eTail, 2019)
	Voice advice via Google Assistant	Receive curated beauty content, book services, give voice-powered advice (CB Insights, 2018; Stewart, 2018)
<b>Ulta Beauty</b>	Virtual try-on via GLAMLab tool	How products look, also testing in-store (Berthiaume, 2019)
	Google Cloud partnership	Organize, analyze and transform data into valuable insight (Taylor, 2019)
	Artificial Intelligence via QM Scientific	Providing digital recommendations (Duberstein, 2018)
<b>NYX Cosmetics</b>	VR with Samsung	VR interactive experience in beauty tutorials (Fashion network, 2017)
	Selfie Wall	In-store: scan products, share photos (Bakker, 2019)
	Video chat	Receive product recommendations from consult, VR through video chat (Pymnts, 2018)
<b>Fenty Beauty</b>	Partnerships with data analytics platform	Focused on optimization, personalization and speed of digital channels (Parisyan, 2019)
	AR experience	Try products via YouTube (Shorty Awards, 2020)
<b>Benefit Cosmetics</b>	Mirror mirror	Track customer sentiment, satisfaction and feedback (Fashion Network, 2017)
	Voice technology	Offer free samples (Watson, 2019)
	AR with ModiFace	Helps users view and test brow styles, customize shape and shade (Dallaire, 2018)

### *Theoretical reflection*

The findings of the second theme show that the cases especially use and develop digital technologies that focus on enhancing the customer experience and customer journey. On the one hand, by making it easier for customers to make online purchases. Through virtual tools online

channels become closer to reality, which is similar to previous theory of Beck and Crie (2016). On the other hand, to improve and respond to customer feedback through listening and data tracking. This aligns with von Briel (2018), indicating that technology can focus on the improvement of cross-channel synergies, in-store experiences and online purchasing convenience.

#### 4.3.3 Functional values of channels

The final concept of customer experience is functional values of channels. This theme was investigated in both desk research and observations. The focus was on the role and characteristics of channels and the use of the channels.

The findings of desk research and observations show three main patterns across cases. First, the results of desk research indicate that stores are especially important for the brand and discovery of products. This comes forward in table 4.22, which presents the findings of desk research. The table shows that seven of ten cases express the importance of experimentation and possibility to try and discover products. Moreover, the findings show that seven cases emphasize the value of stores for bringing the brand to life and creating memorable experiences. As a result, this indicates that the focus is more on the brand instead of selling products.

Table 4.22: Overview functional values stores (desk research)

<b>Case</b>	<b>Stores</b>
<b>Burberry</b>	Key brand moments Delivering exemplary service (Burberry, 2019) Special treatment (Trotter, 2018)
<b>Gucci</b>	Enhancing sense of lifestyle (Interbrand, 2018) Meaningful moments Experiential Immerse in brand's world (Interbrand, 2018; Kee, 2018)
<b>Glossier</b>	Memorable experience (Turk, 2020) Test products (Tyler, 2018) Interactive, sharing Hospitality (Nicholson, 2019)
<b>Kylie Cosmetics</b>	See and touch products (Taylor, 2019) Connect with customers Bring brand to life Selling brand not product (Shopify, n.d.)
<b>MAC Cosmetics</b>	Product discovery Immersive brand universe

	Integrating online and offline (Wunderman Thompson, 2020)
<b>Sephora</b>	Core Connect with customers Teach, inspire and play (Salpini, 2017; Agnew & Copeland, 2019)
<b>Ulta Beauty</b>	Connect with customers Service offering (Ulta Beauty, 2020) Experiment and test (Braunschweiger, 2017) Bring brand to life (Leininger, 2017)
<b>NYX Cosmetics</b>	Bring brand identity alive (Kline Team, 2018) Interactive approach Experiment (Tandon Copp, 2017)
<b>Fenty Beauty</b>	Live up and leave impression (Sheridan, n.d.) Indulge in the brand Experiential (Design4Retail, 2019)
<b>Benefit Cosmetics</b>	Providing services (Cretz, 2017)

Second, in contrast to stores, the findings of both the observations and desk research show that the website is more focused on direct sales, easy navigation, quick purchases and rich information. This is demonstrated in table 4.23 and 4.24. For example, the observations in table 4.24 show that cases provide extensive product information and how-to-use tips to let customers learn more about the products. Moreover, the majority of cases uses call to actions buttons across product pages such as ‘Quick shop’ or ‘Add to cart’, making the purchase process quick and easy.

*Table 4.23: Overview functional values website (desk research)*

<b>Case</b>	<b>Website</b>
<b>Burberry</b>	Easy-to-navigate Curated product assortments (Burberry, 2019)
<b>Gucci</b>	Undisclosed
<b>Glossier</b>	Sales Everything around online Conversations (Maras, 2018)
<b>Kylie Cosmetics</b>	Extension of Instagram Impulse purchases Practical and clear (Hillier, 2019)

<b>MAC Cosmetics</b>	Drive direct-to-consumer business (Estée Lauder Companies, 2019)
<b>Sephora</b>	Recommendations Information Reviews (eTail, 2019)
<b>Ulta Beauty</b>	Complement to stores (Leininger, 2017) Tips, tutorials and content (Ulta Beauty, 2020) Direct sales (Ulta Beauty, 2019)
<b>NYX Cosmetics</b>	Started as e-com (Kline Team, 2018)
<b>Fenty Beauty</b>	Sales Minimalism and product identity (Alvomeia, 2019)
<b>Benefit Cosmetics</b>	Undisclosed

Third, the cross-case analysis reveals that Instagram and other social channels are especially used for enhancing direct conversations and engagement with customers. The findings of desk research in table 4.24 show that nine cases emphasize engagement and connection with customers. In line with this, the results show that seven cases engage customers by creating hype and buzz around new product launches.

Table 4.24: Overview functional values Instagram (desk research)

<b>Case</b>	<b>Instagram</b>
<b>Burberry</b>	Target Gen Z Product focused Hype and traction around products (Burberry, 2019) First launch of new products (Faull, 2019)
<b>Gucci</b>	Relationship with younger consumers (Rao, 2018) Creating buzz for products (Chitrakorn, 2020)
<b>Glossier</b>	Number one channel Connect with customers Sharing inspiration and tutorials (Contentful, 2018; Maras, 2018) Democratized conversation (Johnson, 2019) Launch new products (Gililand, 2018)
<b>Kylie Cosmetics</b>	Most popular channel (Hillier, 2019) Creating buzz for products Direct dialogue (Yiassoumi, 2017)
<b>MAC Cosmetics</b>	Direct dialogue Tutorial

	Product launch (BrandBastion Blog, 2018)
<b>Sephora</b>	Teaching, humor and community Direct conversations (Sonsev, 2018)
<b>Ulta Beauty</b>	Tips and tutorials Driving traffic to stores and website (Ulta Beauty, 2019)
<b>NYX Cosmetics</b>	Engagement Education (Beauty Tomorrow, 2018)
<b>Fenty Beauty</b>	Engagement Entertainment Tutorials Hype around product launch (Gilliland, 2018; Alvomedia, 2019)
<b>Benefit Cosmetics</b>	Engagement Community building Product launch (Sprout Social, 2019)

Moreover, the observations show that brands enhance direct conversations and engagement through (live) tutorials, events and user-generated content, which is illustrated in table 4.25. Table 4.25 gives an overview of the observations of the website, Instagram and email activities. The findings confirm the results of desk research regarding the website and Instagram. The website offers inspiration, easy navigation and quick purchases and Instagram focuses on direct conversations, tutorials and products. Moreover, the newsletters are especially focused on the promotions of products.

Table 4.25: Overview functional values of channels (observations)

<b>Case</b>	<b>Website</b>	<b>Instagram</b>	<b>Newsletter</b>
<b>Burberry</b>	Inspiration Easy navigation	Inspiration	Inspiration
<b>Gucci</b>	Inspiration Easy navigation	Building beauty brand online	Brand storytelling Inspiration
<b>Glossier</b>	Information Quick purchases How-to-use	Direct dialogue Product focused	New products
<b>Kylie Cosmetics</b>	Information Quick purchases How-to-use	User-generated content Launch of new product Product focused	Kylie Jenner Brand storytelling
<b>Sephora</b>	Information	Tutorials	Promotions of product

	Product assortment How-to-use	User-generated content Events Products	Sale
<b>Ulta Beauty</b>	Information Product assortment How-to-use	Products and customers User-generated content	Promotions of products Events and sale
<b>MAC Cosmetics</b>	Information Easy purchases Tutorials	Tutorials Product focused Events	Products Promotions
<b>NYX Cosmetics</b>	Quick purchases Information	Tutorials Events and new products User-generated content	Products Promotions
<b>Fenty Beauty</b>	Main shopping channel Information How-to-use	Tutorials User-generated content Product focused	Products Promotions
<b>Benefit Cosmetics</b>	Information of products Tutorials	Tutorials User-generated content	Promotions Sale

Finally, the findings of the functional value of the mobile app of cases are summarized in table 4.26, which includes results of both desk research and observations. In line with the results of using digital apps in-store, the table shows that the app is considered the center between online and offline. In addition, the mobile apps are particularly focused on the loyalty program and thus, the most loyal members.

Table 4.26: Overview value of mobile app (desk research and observations)

<b>Case</b>	<b>App</b>
<b>Burberry</b> (Burberry, 2019)	Center of offline and online Personalization Exclusive opportunities to select customers
<b>Gucci</b> (Chitrakorn, 2020)	Storytelling Try-on experience Entertainment
<b>Sephora</b> (Milnes, 2018; eTail, 2019)	Center of online and offline Previews and promotions Loyalty program
<b>Ulta Beauty</b> (Ulta Beauty, 2019)	Center of online and offline Personalization

	Loyalty program
<b>NYX Cosmetic</b> (Cosmetics Business, 2017)	Loyalty program Connection between online and offline
<b>Kylie Cosmetics</b>	Shopping

### *Theoretical reflection*

The findings of the last theme of customer experience give more insights on how channels offer different functional values to customers. In essence, each channel has a clear and distinct focus. The results align with Rigby et al. (2011), who argue that customers want to have the benefits of both digital and physical, such as broad selection and rich product information online and personal service and touching products offline. By having this combination, both online and offline channels offer value that complement each other, as stated by Ailawadi and Farris (2017). In addition to this, the findings also give more understanding of the use of Instagram and mobile app.

## 4.4 Engagement

### *4.4.1 Personalization*

The final dimension of the research involves engagement, which was explored through three themes: personalization, customization and lock-in effects. Personalization is examined in both desk research and observations, in which attention was being paid to personalized messages, personalized services or other initiatives.

First, as seen in the overview of strategies in the first dimension, personalization is often considered as an essential aspect. In line with this, the previous findings on digital technologies show that five cases are using or developing online systems to offer one-to-one services. For this reason, personal assistance and one-to-one services are an important pattern within personalization. For example, Gucci offers both personal assistant by which customers can interact via phone, email or live chat (Danziger, 2019). The online personal assistants can recognize and remember returning customers, view customer's shopping bags, page views, browsing history and sentiment. Via this way, the brand is able to offer personalized suggestions and seamlessly assist customers on their online buying journey (Powerfront, n.d.).

Second, the findings of both desk research and observations show that all cases send personalized messages and recommendations on the website and in newsletters, based on purchase and search history or social media activities. This can be seen in the findings of desk research for seven cases, which is presented in table 2.27.



Table 4.27: Overview of personalized messaging (desk research)

Case	Personalized messaging
<b>Burberry</b>	<ul style="list-style-type: none"> <li>● Personalized product page based on purchase history and social media activity</li> <li>● Complementary recommendations based on history</li> <li>● Cross-selling of styling inspiration</li> </ul>
<b>Gucci</b>	Personalized messaging based on profile and purchase history
<b>Glossier</b>	Sending gentle reminders of shopping bag with personalized promotion
<b>Sephora</b>	<ul style="list-style-type: none"> <li>● Differentiation aspect</li> <li>● Product recommendations based online and offline purchase history</li> <li>● Location based marketing</li> <li>● Sending reminders of abandoned bags</li> </ul>
<b>Ulta Beauty</b>	Target loyalty members with personalized offers based on shopping history
<b>NYX Cosmetics</b>	Use data to better target customers Personalized content: landing page, newsletters, recommendations
<b>Fenty Beauty</b>	Using Instagram likes data for personalization

Moreover, this is confirmed within the observations, which are illustrated in table 2.28. The table shows that all cases use personalization through activities such as recommendations based on browsing or products in shopping bag, recently viewed products or reminders of shopping bags via emails. Through these reminders, customers are triggered to finalize their purchase. An example of such a reminder is given in image 4.6 of Fenty Beauty. Both emails remind the customer of the products, whereas one email contains a personal free shipping code to encourage the customer even more to buy the product.

Table 4.28: Overview personalization (observations)

Case	Recommendations	Recently viewed	Reminders	Preference center	Quizzes
<b>Burberry</b>	X	X	X	X	-
<b>Gucci</b>	-	X	-	-	-
<b>Glossier</b>	X		X	-	X
<b>Kylie Cosmetics</b>	X	X	-	-	-
<b>MAC Cosmetics</b>	X	X	X	-	X
<b>Sephora</b>	X	X	X	X	X
<b>Ulta Beauty</b>	X	X	-	X	X
<b>NYX Cosmetics</b>	X	-	-	X	X
<b>Fenty Beauty</b>	X	X	X	-	X
<b>Benefit Cosmetics</b>	X	-	-	-	-

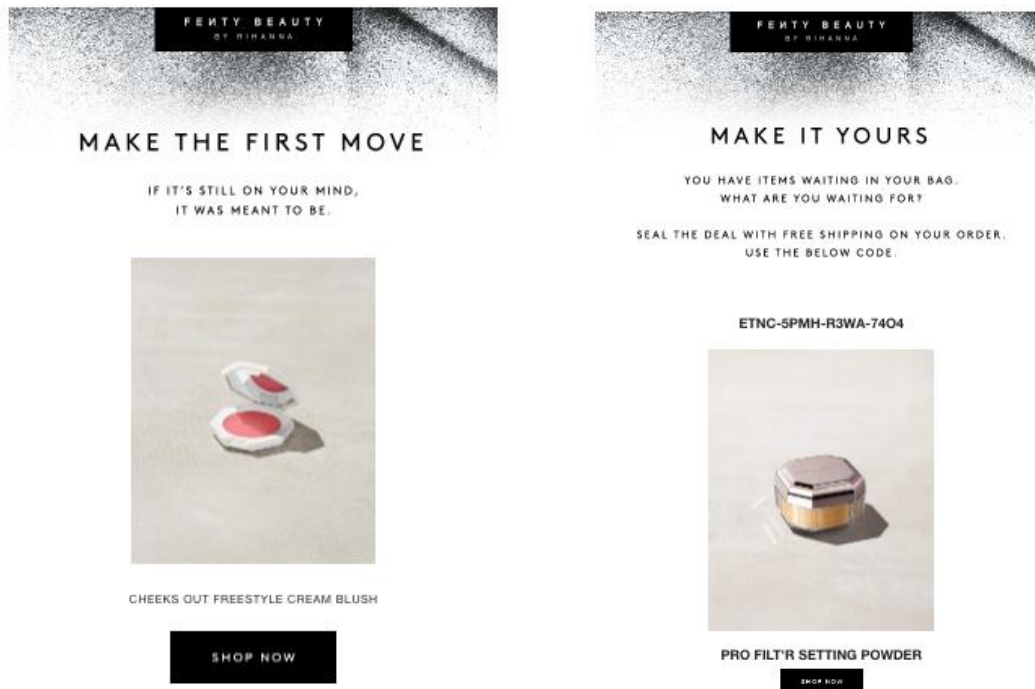


Image 4.6: Example shopping reminder Fenty Beauty

Besides personalized messages based on data, table 4.29 shows that seven cases offer preference centers and/or quizzes within their website and/or mobile app. For instance, cases personalize their website on the basis of questions that customers can fill in, relating products and skin type they are interested in. This gives customers control on their preferences and personalization. Hereby, each time a customer visits the website or mobile app, this is adjusted to the preferences. Furthermore, customers can take quizzes relating beauty themes and directly receive personal recommendations based on the answers. Via this way, customers do not have to search for products that fit to them. On the next page, an example of such as quiz of Fenty Beauty is illustrated in image 4.7. The example shows that customers can take a shade finder quiz to receive recommendations based on skin type.

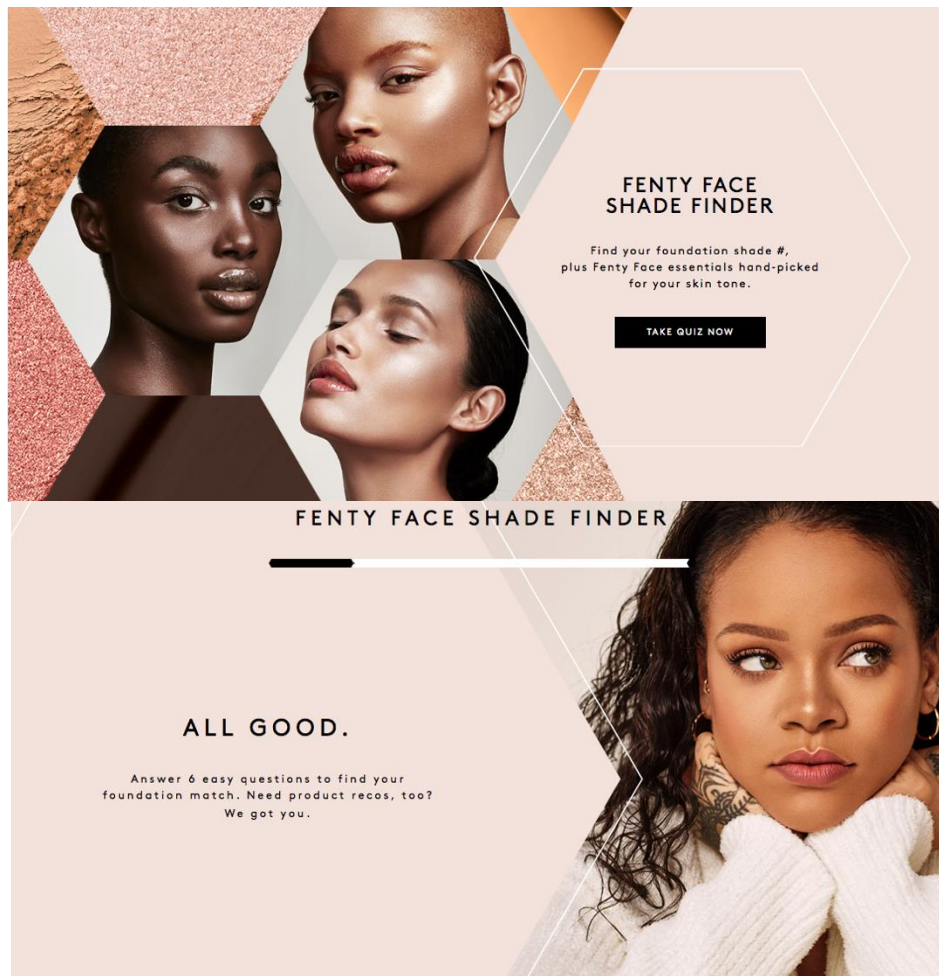


Image 4.7: Example of quiz Fenty Beauty

### *Theoretical reflection*

In conclusion, personalization is an important pillar for brands to engage customers. In relation to the theory, the findings align with Pallant et al. (2020), showing that brands deliver personalized content by using preferences, past behavior and online search activities. Moreover, by providing one-to-one services, recommendations and quizzes, brands can assist customers through their shopping journey and create difficult-to-replicate advantages (Yrjölä et al., 2018). According to Yrjölä et al. (2018), this engages existing customers and attracts new customers. For this reason, personalization can be considered a key aspect for differentiation within omnichannel.

### *4.4.2 Customization*

The second theme of engagement includes customization. This theme was investigated through exploring customization and co-creation projects of the cases within desk research and observations. The findings of both research methods show that five out of ten cases offer

customization tools for customers, including Burberry, Gucci, Kylie Cosmetics, MAC Cosmetics and NYX Cosmetics. This is summarized in table 4.29. For instance, the table shows that customers can customize their own makeup pallet. However, during the observations, customization was not highly promoted within the websites. Also, desk research did not find much evidence regarding this theme. Consequently, this indicates that customization is not highly used or offered by these cases.

However, the case of Glossier shows another form of customization. Glossier engages customers in the co-creation of new products by focusing on specific consumer product needs (Danziger, 2018). According to Danziger (2018), Glossier co-creates its products by involving customers in the early product development and brand strategy. The brand innovates and develops products that directly meets the needs the customer, based on feedback and issues shared on their channels. For instance, the brand created a Slack channel in which the brand’s top 100 customers exchanges messages on the products and their needs (Devaney, 2019). This approach of product development is considered different than traditional beauty brands (Danziger, 2018).

*Table 4.29: Overview of customization projects (desk research and observations)*

<b>Case</b>	<b>Customization</b>
<b>Burberry</b>	Customize and personalize Burberry fragrances with strengths and initials
<b>Gucci</b>	Customize bags, knitwear and other clothing
<b>Kylie Cosmetics</b>	Customize makeup pallets
<b>MAC Cosmetics</b>	Customize makeup pallets
<b>NYX Cosmetics</b>	Customize makeup pallets
<b>Glossier</b>	Co-creation of products through customer feedback

*Theoretical reflection*

In short, the findings indicate that customization projects are not a high priority for cases to engage customers. Especially in comparison to the theme of personalization, customization is not highly expressed and performed by the cases. This finding is in contrast with the theory, in which customization is considered a key aspect for value creation and customer engagement in omnichannel (Atakan et al., 2014; von Briel, 2018; Cao, 2019).

*4.4.3 Lock-in effect*

The final theme of engagement involves lock-in effect. This concept was examined in both desk research and observations, by exploring channel lock-in activities and loyalty programs. First, the findings of the observations show that the majority of cases lock-in customers within channels

through the promotion of exclusivity and urgency. This is presented in table 4.30. The table shows that five cases promote online only and limited editions on their website. This encourages customers to stay within the channel or to keep attention to limited editions. This aligns with the findings of desk research. For example, Kylie Cosmetics offers limited stock editions which induces urgency among loyal customers (Hillier, 2019). In addition, urgency is also increased by having pre-sale promotions and exclusive sales (Brandel, 2019). In line with this, both Ulta Beauty and Sephora have exclusive product launches with online brands, which motivates customers to come to stores (CB Insights, 2018; Salpini, 2019). Furthermore, cases promote impulsive purchases through promoting free shipping or free gift above a certain amount. Via this way, customers are encouraged to buy more products within the channel. Consequently, by promoting exclusivity and urgency through these activities, this prevents that customers will switch to other channels or competitive offers.

Table 4.30: Channel lock-in (observations)

<b>Case</b>	<b>Limited editions</b>	<b>Free shipping or gift above \$</b>	<b>Online only</b>
Burberry	X	-	X
Gucci	X	-	-
Glossier	-	X	-
Kylie Cosmetics	X	X	X
MAC Cosmetics	X	X	X
Sephora	X	X	X
Ulta Beauty	-	X	X
NYX Cosmetics	-	-	-
Fenty Beauty	X	X	X
Benefit Cosmetics	-	-	-

Moreover, the results show that four cases have an extensive loyalty program which is offered across all channels. This applies to Sephora, Ulta Beauty, MAC Cosmetics and NYX Cosmetics. The findings are presented in table 4.31. The table shows that customers can achieve different levels within the loyalty program on the basis of a points system or how much they spend. The higher the level, the more benefits customers experience, such as choices in birthday gifts, early access and invitations to special events.

Table 4.31: Overview loyalty program (observations)

Case	Loyalty program
<b>Sephora</b>	Three levels: Insider, VIB and Rouge <ul style="list-style-type: none"> <li>● Early access, exclusive events, birthday gifts, promotions</li> <li>● Points system: earn more points when spending more</li> <li>● Higher level more benefits</li> <li>● Credit card: earn more points</li> <li>● Community: share experiences with other customers</li> </ul>
<b>Ulta Beauty</b>	Three levels: Member, Platinum and Diamond <ul style="list-style-type: none"> <li>● Points system: point values increase at every \$</li> <li>● Activate offers to earn bonus points</li> <li>● Credit card: earn more points</li> </ul>
<b>NYX Cosmetics</b>	Two memberships: Makeup Crew and Makeup Crew Pro <ul style="list-style-type: none"> <li>● Exclusive rewards as you spend</li> <li>● Birthday gifts, exclusive promotions, product previews</li> <li>● One membership focused on makeup artists</li> <li>● Community content</li> </ul>
<b>MAC Cosmetics</b>	Three levels: Lover, Devoted and Obsessed <ul style="list-style-type: none"> <li>● Early access, seasonal offers, choice of products, birthday gifts</li> <li>● Higher level more benefits: minimum purchase amount per year</li> </ul>

This also comes forward in desk research. For instance, both Sephora and Ulta Beauty are highly recognized for their loyalty programs. Image 4.8 gives an overview of Sephora’s loyalty program. The loyalty program gives a detailed account overview. Moreover, a customer can see earned points and shop in the Rewards Bazar. Finally, a customer can join the Beauty Insider Community to talk with other customers about products and beauty inspiration. In relation to desk research, the findings show that Sephora’s program is driving customer loyalty by combining in-store and online offers and perks (Milnes, 2018). In addition, the retailer offers a members only social platform to enhance conversations and engagement (Scalpini, 2017).

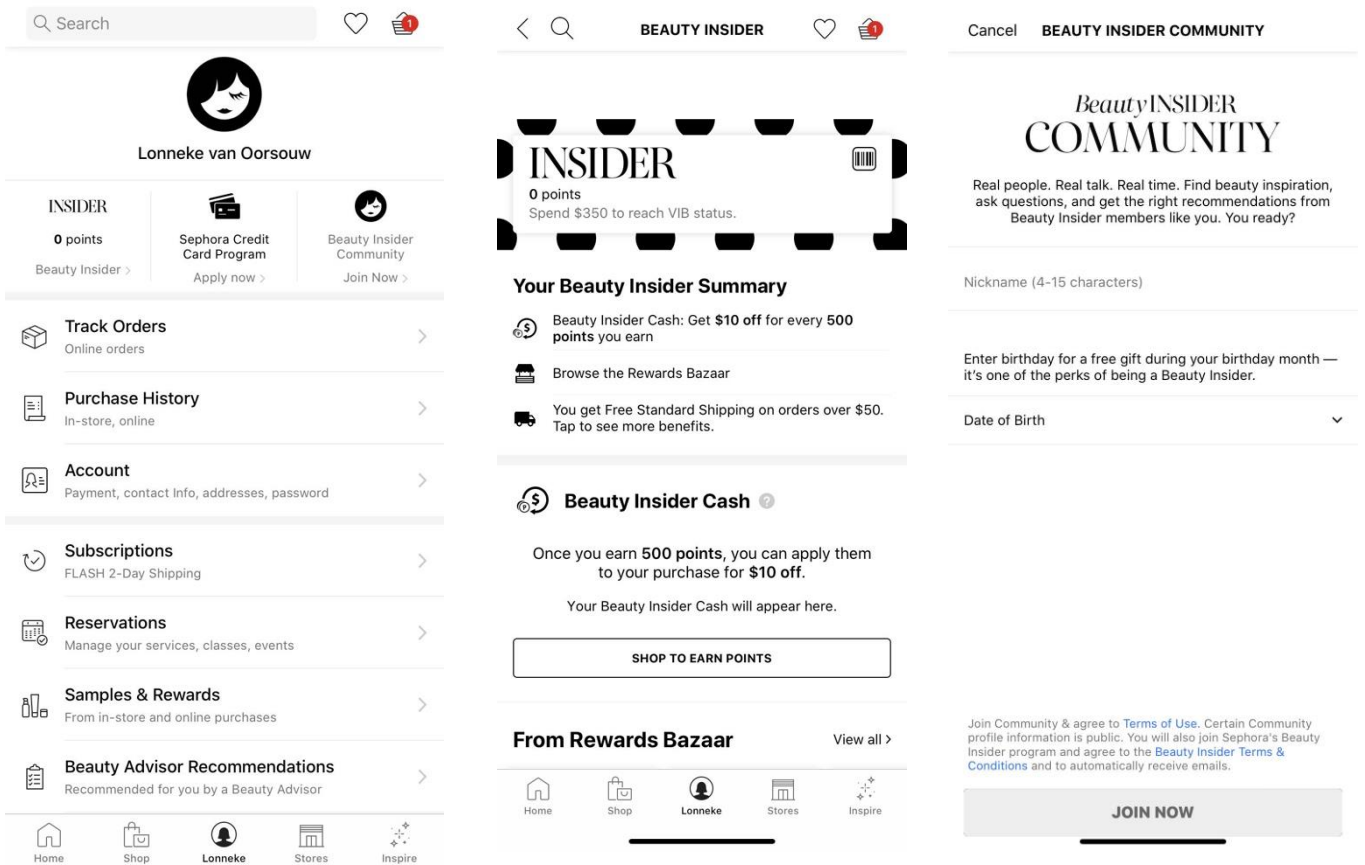


Image 4.8: Example loyalty program Sephora

### Theoretical reflection

Overall, the findings of lock-in effect align with the theory. Cases lock-in customers within channels through providing exclusive and promotional offers, which prevents the transfer to channels of competitors (Amin & Zott, 2001; Neslin & Shankar, 2009). A step further, cases lock-in customers within the brand ecosystem through loyalty programs. The results are in line with Brynjolfsson et al. (2013) and Cao (2019), showing that loyalty programs establish switching costs through offering benefits and privileges to loyal customers. Hereby, differentiation is achieved based on the complete user experience instead of price advantages (Brynjolfsson et al. 2013).

## 5. Discussion and conclusion

### 5.1 Conclusion and theoretical implications

The aim of this research was to explore how beauty brands use cross-channel synergies to differentiate themselves in an omnichannel environment. Within omnichannel, the aim of brands is to deliver cross-channel synergies in order to differentiate and create unique value propositions to customers. However, many brands struggle to transform to omnichannel and pioneers are taking the lead. Hence, the following research question was formulated ***'How do beauty brands use cross-channel synergies to differentiate themselves in an omnichannel environment?'***. The results of the multiple case study contribute to answering the research question. Ten cases were evaluated according to the conceptual model, revealing in what ways they make use of cross-channel synergies to generate differentiated value to customers. The following part discusses the main research findings across the four dimensions and gives theoretical implications of the research.

In regard to organizational level, the main finding of this research is that legacy beauty brands are experiencing an internal digital transformation to meet the demands of an omnichannel environment. Hereby, a line can be drawn between legacy brands that shift to a digital and customer-centric focus and newer brands, which started as digital native and direct-to-consumer. In terms of strategy, the results are similar to the theory of Payne et al. (2008) and Yrjölä et al. (2018), showing that brands are reviewing their current competitive strategies and concentrate on 'how' they offer rather than 'what'. In addition, five strategic imperatives at the front of strategy plans were identified, showing that beauty brands follow the differentiation strategy of Porter (1996), by focusing on unique activities that promote differentiation. The five strategic goals included brand sharpening, personalization, customer services, innovation, and digital capabilities. Based on these five strategic imperatives, this research theoretically contributes to the previous studies by giving a clearer view and deeper understanding on what the focus on 'how' specifically entails.

Furthermore, digital transformation not only impacts the strategy, but also requires an internal reorganization regarding leadership, business operations, departments, and culture. Overall, technology, innovation, cross-functional collaborations and entrepreneurship are crucial for beauty brands to evolve to an omnichannel environment and to become more agile for changes in the industry. As already stated in the theoretical reflection, the results are similar to previous researches conducted by different scholars regarding the themes, including Rigby et al. (2012), Rusanen (2019), Ye et al. (2018), Zhang et al. (2018). Further elaborating on these scholars, a theoretical contribution of this paper is that this research shows that the aspects of reorganizations are all depended on- and



connected to each other to be able to achieve strategic imperatives and shift to an omnichannel environment.

In terms of brand experience, the second main finding is that beauty brands have a strong commitment to their brand identity and image across channels. In comparison to the two other themes of brand experience, the importance of harmonized branding came explicitly forward in this research. The results emerged on this topic showed that beauty brands spread a clear and distinct identity in terms of 'look and feel', tone of voice and messages in a harmonized manner across channels. In regard to the previous finding, this proves that beauty brands realize their strategic imperative of brand sharpening in actual performance. In line with previous research, this confirms that synchronization of the brand image across channels is important, whereby the focus on the greater whole of channels enhances a more intense pervasion of the branding (Huré et al., 2017; Stokburger et al. 2012; Wind & Hays, 2016). In addition, through this intense pervasion this reinforces a customer-brand interaction, which is also argued by many scholars (Cao, 2019; Neslin et al., 2014; Piotrowicz & Cuthbertson, 2014; Verhoef et al., 2015). In essence, with cross-channel synergies harmonized branding is an important activity for enhancing a direct customer-brand approach.

In relation to the customer experience, a third significant finding is that beauty brands use a customer-centric focus to consider the customer journey across their channels and what value channels offer to customers. This finding is similar to research of Cao (2019), Day and Moorman (2010) and Peltola et al. (2015). This approach comes forward in two main patterns. First, beauty brands explicitly focus on strong interactions and smooth transitions among channels. Interestingly, this shows the opposite of the holistic approach to channels within brand experience. The results on this topic reveal that cases enhance interactions and transitions among channels through activities such as flexible delivery options, connecting mobile with stores and social media channels with ecommerce, resulting in a fluid experience. On the one hand and in line with Larke et al. (2018) and Yrjölä et al. (2018), the results indicate that customers can select their own path through frictionally and efficiently integrated channels. On the other hand, the activities and interactions within the channel network are based on customer's behavior regarding showrooming and webrooming. This enables beauty brands to better manage customer's shopping behavior. In contrast to Verhoef et al. (2015), this research shows how beauty brands take advantage of showrooming and webrooming instead of perceiving it as issues. Rather, this study agrees with Baxendale et al. (2015), suggesting that these interactions are key for value creation to both customer and the company.

Moreover, the second main finding is that beauty brands focus on different functional values of channels which complement each other as a whole, rather than offering everything in each

channel. This result confirms and elaborates further on research of Bell et al. (2015), Cao (2019) and Rigby (2011), showing that considering different functional values of channels is important, but also giving deeper understanding of what these values per channel specifically entail. In addition to this, the value to the customer involves the combination of the different characteristics of channels rather than separately, which is in line with Ailawadi and Farris (2017). Similar to Weill and Woener (2015) and Wind and Hays (2016), the research shows that the combination of channels is reinforced through providing seamless transitions between channels, making each channel become more valuable. In addition, this outcome can also be linked to the previous result discussed on brand experience. Meaning, beauty brands offer unique value to the customers through providing seamless interactions between channels while communicating a harmonized brand image, which is conforming to the assumption of Carlson et al. (2015).

Finally, two significant findings come forward in relation to engagement. First, personalization is an essential aspect for beauty brands to engage customers within the omnichannel environment. Activities such as one-to-one services, personalized content and personal quizzes contribute to the development of a unique personalized experience. In addition, the creation of digital technologies is completely focused on enhancing these services and personalization. Yet again, this proves that the legacy brands are performing their strategic imperatives in practice. In relation to Yrjölä et al. (2018), this finding supports that beauty brands can guide customers through their shopping journey and develop difficult-to-replicate advantages. Consequently, personalization serves as a means for differentiation within the omnichannel environment. On the contrary, the analyses showed that customization is not considered a key aspect or differentiator for beauty brands within the omnichannel environment. This study did not find direct evidence that customization plays an important role for beauty brands to engage customers. This finding suggests the opposite of previous research of von Briel (2018), who argues that customization within omnichannel is a key aspect for enhancing the overall personalized customer experience. For this reason, this theme is an interesting area for further research to generate more comprehensive insights on the importance of customization in other industries to differentiate within the omnichannel environment.

In conclusion, based on the main findings and in line with theory of Porter (1996) and Porter and Siggelkow (2008), this research identified that leaders in the beauty industry differentiate themselves by performing a strategic system regarding cross-channel synergies within the omnichannel environment. This system involves a set of unique activities, in which all main findings regarding organization, brand experience, customer experience and engagement contribute to the development and performance of a strategic system. Overall, the activities include the

complementarity of channels through considering the strengths of each channel while providing strong interactions and seamless transitions, offering one-to-one services and highly personalized experiences, and communicating a harmonized brand identity. Hereby, the digital transformation of beauty brands is key to be able to develop such a system. Additionally, the strategic fit between both the dimensions as well as between the dimensions' main activities is crucial for enhancing differentiation. As a result, establishing differentiation involves the complete experience and cannot be achieved through performing a part of the activities. In line with Porter (1996), the strategic set of activities enables beauty brands to develop a sustainable competitive advantage, as it is difficult for competitors to replicate the whole system. Based on this conclusion and proceeding on previous theories and researches of different scholars, this research theoretically contributes to the existing literature by giving a more holistic and comprehensive view of how the dimensions of cross-channel synergies are connected and integrated in a complete strategic system within the omnichannel environment. Finally, this study contributes to closing the gap in research by give more insights on the interaction of channels and the potential of cross-channel synergies.

## 5.2 Limitations and future research

This research encountered some limitations, which are discussed in this section. In addition, suggestions for future research are elaborated.

First, the theoretical framework suggests that omnichannel involves a wide range of channels, including retail channels, customer touchpoints, communication and channels outside control of the company (Ailawadi & Farris, 2017; Verhoef et al., 2015; Yrjölä et al., 2018). This study attempted to take into account a variety in channels, such as sales channels and communication channels. However, a limitation is that only a limited scope of channels could be analyzed. Reason for this was the available time and resources, which is considered a disadvantage of a multiple case study, as argued by Yin (2018). For instance, both the selection of mainly American based beauty brands and circumstances of COVID-19 made it unfeasible to observe physical channels such as stores. If stores were open, the selection of cases and observations could have taken another form. Considering this limitation, a suggestion for future research is to conduct a more extensive field research in which more channels are included, especially stores and non-direct channels. Consequently, the researcher could immerse even more in the customer's shopping journey and omnichannel environment. Proceeding on the findings of this research, incorporating a wider scope of channels and taking the perspective of the customer in future research could give more insights and deeper understanding of how the strategic system is performed across more channels and experienced by the customer.

Second, this research experienced some difficulties in analyzing the organization of some cases through desk research, due to complex organizational structures. For example, some cases fell under the same mother company or have strategic partnerships with other companies, which made it more difficult to identify the correct strategy or practices regarding full integration and culture. Nevertheless, the findings show interesting patterns regarding organizational digital transformation and the five strategic imperatives. Future research could further elaborate on this through interviewing experts within the organizations. For example, expert interviews could give more in-depth insights on how organizations experience digital transformation. In addition, expert interviews could generate more theoretical evidence regarding the strategic imperatives of brand sharpening, personalization, customer services, innovation, and digital capabilities within an omnichannel environment. Finally, expert interviews could contribute to gaining more comprehensive understanding on the importance of the strategic fit between activities performed by the beauty brands in an omnichannel environment.

Third, another limitation encountered is that this research specifically focused on best practices within the beauty industry and findings cannot be generalized to other settings or industries (Yin, 2018). For this reason, a recommendation for future research is to evaluate best practices in omnichannel in other industries based on the dimensions and themes of the conceptual model of this research. The theoretical conceptual model can be adjusted and improved, and differences and similarities across industries can be explored. Especially in relation to the themes of alignment of services, products and prices, content consistency and customization within omnichannel, as this research did not generate thorough theoretical evidence for these concepts. In addition to this study, this will contribute to further build theoretical grounding to evaluate best practices within omnichannel.

Finally, a last limitation important to address is the potential effect of COVID-19 on the results regarding brand experience and customer experience. The circumstances of COVID-19 could have had an impact on the practices and performances of the cases. As already described, it was not possible to observe physical channels due to these conditions. Moreover, the cases could have adapted their communication and marketing plans according to the situation. For example, data in the observations included special online events and other communication regarding COVID-19. In addition, this could affect other events, new product launches or temporary omit information on flexible delivery options within the app and website. As the aim this multiple study was to explore a phenomenon in its real-world context, these exceptional conditions should be taking into account when considering an accurate reflection of the beauty brands within their setting.

### 5.3 Societal implications

Lastly, this research provides societal implications for brands and retailers in the beauty industry. This study emphasizes the need for beauty brands to shift to omnichannel in order to adapt to changing consumer behaviour and the emergence of new innovations. In addition, this study highlights that following a customer-centric approach is inevitably for companies to enable value creation for the customers. Moreover, the research shows that beauty brands should consider developing a strategic set of activities to enhance differentiation. The findings of this research can serve as a guideline for legacy beauty brands that want to transform to omnichannel or new beauty brands that are building their brand. Finally, the results give unique insights and provide specific directions on what actions beauty brands need to take regarding their organization, brand experience, customer experience and engagement to differentiate within an omnichannel environment.

## References

- Ailawadi, K. L., & Farris, P. W. (2017). Managing multi-and omni-channel distribution: metrics and research directions. *Journal of Retailing*, *93*(1), 120-135. DOI: <https://doi.org/10.1016/j.jretai.2016.12.003>
- Alba, J. W., & Hutchinson, J. W. (1987). Dimensions of consumer expertise. *Journal of Consumer Research*, *13*(4), 411-454. DOI: <https://doi.org/10.1086/209080>
- Atakan, S. S., Bagozzi, R. P., & Yoon, C. (2014). Consumer participation in the design and realization stages of production: How self-production shapes consumer evaluations and relationships to products. *International Journal of Research in Marketing*, *31*(4), 395-408. DOI: <https://doi.org/10.1016/j.ijresmar.2014.05.003>
- Banker, D., R., Mashruwala, R., & Tripathy, A. (2014). Does a differentiation strategy lead to more sustainable financial performance than a cost leadership strategy? *Management Decision*, *52*(5), 872-896. DOI: [10.1108/MD-05-2013-0282](https://doi.org/10.1108/MD-05-2013-0282)
- Baxendale, S., Macdonald, E. K., & Wilson, H. N. (2015). The impact of different touchpoints on brand consideration. *Journal of Retailing*, *91*(2), 235-253. DOI: [10.1016/j.jretai.2014.12.008](https://doi.org/10.1016/j.jretai.2014.12.008)
- Baxter, P., & Jack, S. (2008). Qualitative Case Study Methodology: study design and implementation for novice researchers. *The Qualitative Report*, *13*(4), 544-559. Retrieved from <https://nsuworks.nova.edu/tqr/vol13/iss4/2>
- Beck, N., & Rygl, D. (2015). Categorization of multiple channel retailing in multi-, cross-, and omni-channel retailing for retailers and retailing. *Journal of Retailing and Consumer Services*, *27*, 170-178. DOI: <https://doi.org/10.1016/j.jretconser.2015.08.001>
- Beck, M., & Crié, D. (2018). I virtually try it... I want it! Virtual Fitting Room: A tool to increase online and offline exploratory behavior, patronage and purchase intentions. *Journal of Retailing and Consumer Services*, *40*, 279-286. DOI: [10.1016/j.jretconser.2016.08.006](https://doi.org/10.1016/j.jretconser.2016.08.006)
- Bell, D., Gallino, S., & Moreno, A. (2015). Showrooms and information provision in omni-channel retail. *Production and Operations Management*, *24*(3), 360-362. DOI: [10.1111/poms.12258\\_2](https://doi.org/10.1111/poms.12258_2)
- Bellaiche, J. M., Chassaing, T., & Kapadia, S. (2013). The omnichannel opportunity for retailers. *BCG Perspectives*, *2013*, 1-5. Retrieved from Google Scholar.
- Bendoley, E., Blocher, J., Bretthauer, K., Krishnan, S., & Venkataramanan, M. (2005). Online/in-store integration and customer retention. *Journal of Service Research*, *7*(4), 313-327. DOI: <https://doi.org/10.1177/1094670504273964>
- Bloomberg (2019, April 19). Glossier is NYC's newest unicorn with \$1.2 billion valuation. Retrieved

via <https://www.bloomberg.com/news/articles/2019-03-19/glossier-is-nyc-s-newest-unicorn-with-1-2-billion-valuation>

- Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal, 9*(2), 27. DOI: 10.3316/QRJ0902027
- Braun, V., & Clarke, V. (2012). Thematic analysis. In H. Cooper, P. M. Camic, D. L. Long, A. T. Panter, D. Rindskopf, & K. J. Sher (Eds.), *APA handbooks in psychology®. APA handbook of research methods in psychology, Vol. 2. Research designs: Quantitative, qualitative, neuropsychological, and biological* (p. 57–71). American Psychological Association. DOI: <https://doi.org/10.1037/13620-004>
- Brennen, B. S. (2017). *Qualitative research methods for media studies*. United Kingdom: Taylor & Francis.
- von Briel, F. (2018). The future of omnichannel retail: A four-stage Delphi study. *Technological Forecasting and Social Change, 132*(1), 217-229. DOI: <https://doi.org/10.1016/j.techfore.2018.02.004>
- Brakus, J. J., Schmitt, B. H., & Zarantonello, L. (2009). Brand experience: what is it? How is it measured? Does it affect loyalty? *Journal of Marketing, 73*(3), 52-68. DOI: <https://doi.org/10.1509/jmkg.73.3.052>
- Brynjolfsson, E., Hu, Y., & Rahman, M. (2013). Competing in the age of omnichannel retailing. *Mit Sloan Management Review, 54*(4), 1-7. Retrieved via <https://sloanreview-mit.edu/eur.idm.oclc.org/article/competing-in-the-age-of-omnichannel-retailing/>
- Cao, L. (2014). Business model transformation in moving to a cross-channel retail strategy: A case study. *International Journal of Electronic Commerce, 18*(4), 69-69. DOI: 10.2753/JEC1086-4415180403.
- Cao, L. (2019). Implementation of omnichannel strategy in the US retail: evolutionary approach. In *Exploring Omnichannel Retailing* (pp. 47-69). Springer, Cham. DOI: [https://doi.org/10.1007/978-3-319-98273-1\\_3](https://doi.org/10.1007/978-3-319-98273-1_3)
- Carlson, J., O’Cass, A., & Ahrholdt, D. (2015). Assessing customers’ perceived value of the online channel of multichannel retailers: A two country examination. *Journal of Retailing and Consumer Services, 27*, 90-102. DOI: <https://doi.org/10.1016/j.jretconser.2015.07.008>
- Churchill, E. F. (2013). Putting the person back into personalization. *Interactions, 20*(5), 12-15. DOI: <https://doi.org/10.1145/2504847>
- Clement, J. (2019, December 3). Instagram: most-followed beauty brands 2019. Retrieved via <https://www.statista.com/statistics/536991/leading-beauty-brands-instagram-followers/>
- Corbin, J., & Strauss, A. (2014). *Basics of qualitative research: Techniques and procedures for developing grounded theory*. New York: Sage publications.

- Coresight Research (2019, September 12). Omnichannel in Europe today [Report]. Retrieved via <https://coresight.com/innovators/omnichannel-in-europe-today-lessons-from-leading-retailers/>
- Cosmetify (2019). The Cosmetify Index 2019 [Q4 Report]. Retrieved from <https://www.cosmetify.com/the-cosmetify-index/2019-q4/>
- Cosmetify (2020). The Cosmetify Index 2020 [Q1 Report]. Retrieved from <https://www.cosmetify.com/the-cosmetify-index/>
- Coty (2017, October 3). Coty commences strategic partnership with Burberry. Retrieved from <https://www.coty.com/in-the-news/press-release/coty-commences-strategic-partnership-burberry>
- Day, G. S., & Moorman, C. (2010). *Strategy from the outside in. Profiting from Customer Value*. New York: McGraw-Hill
- Deloitte (2019). 2019 Retail Industry Outlook: Navigating disruption in retail. Retrieved from <https://www2.deloitte.com/us/en/pages/consumer-business/articles/retail-distribution-industry-outlook.html>
- Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of Management Review*, 14(4), 532-550. DOI: <https://doi.org/10.5465/amr.1989.4308385>
- Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Opportunities and challenges. *Academy of Management Journal*, 50(1), 25-32. DOI: <https://doi.org/10.5465/amj.2007.24160888>
- Falk, T., Schepers, J., Hammerschmidt, M., & Bauer, H. H. (2007). Identifying cross-channel dissynergies for multichannel service providers. *Journal of Service Research*, 10(2), 143-160. DOI: <https://doi-org.eur.idm.oclc.org/10.1177/1094670507306683>
- Feehan, B. (2020, January 20). Top 100 beauty brands on social media. Retrieved from <https://www.rivaliq.com/blog/top-beauty-brands-on-social-media/>
- Fontanella, C. (2020, January 16). 15 examples of brands with brilliant omnichannel experiences. Retrieved from <https://blog.hubspot.com/service/omni-channel-experience>
- Gartner (2018a). Digital IQ Index: fashion global 2018. Retrieved from <https://www.gartner.com/en/marketing/research/fashion-global-2018>
- Gartner (2018b). Digital IQ Index: Beauty U.S. 2018. Retrieved from <https://www.gartner.com/en/marketing/research/beauty-us-2018>
- Gartner (2019a). Digital IQ Index: Beauty UK 2019. Retrieved from <https://www.gartner.com/en/marketing/research/beauty-uk-2019>
- Gartner (2019b). Data tools: Omnichannel 2019. Retrieved from



- <https://www.gartner.com/en/marketing/research/data-tools/omnichannel-2019>
- Gartner (2020). Data tools: The Genius Index 2020. Retrieved from <https://www.gartner.com/en/marketing/research/data-tools/the-genius-index>
- Gallino, S., & Moreno, A. (2014). Integration of online and offline channels in retail: The impact of sharing reliable inventory availability information. *Management Science*, 60(6), 1434-1451. DOI: <https://doi.org/10.1287/mnsc.2014.1951>
- Glossier (2020). About. Retrieved from <https://www.glossier.com/about>
- Grant, R. M. (1991). The resource-based theory of competitive advantage: implications for strategy formulation. *California Management Review*, 33(3), 114-135. DOI: <https://doi.org/10.2307/41166664>
- Grewal, D., Roggeveen, A. L., & Nordfält, J. (2017). The future of retailing. *Journal of Retailing*, 93(1), 1-6. DOI: <https://doi.org/10.1016/j.jretai.2016.12.008>
- Grewal, D., Roggeveen, A. L., Runyan, R., Nordfalt, J., & Lira, M. E. V. (2017). Retailing in today's world: multiple channels and other strategic decisions affecting firm performance. *Journal of Retailing and Consumer Services*, 34(1), 261-263. DOI: <https://doi.org/10.1016/j.jretconser.2016.01.007>
- Gummesson, E. (1988). *Qualitative methods in management research*. Norway: Studentlitteratur, Chartwell-Bratt.
- Ha, H. Y., & Perks, H. (2005). Effects of consumer perceptions of brand experience on the web: Brand familiarity, satisfaction and brand trust. *Journal of Consumer Behaviour: An International Research Review*, 4(6), 438-452. DOI: <https://doi.org/10.1002/cb.29>
- Hansen, R., & Sia, S. K. (2015). Hummel's digital transformation toward omnichannel retailing: Key lessons learned. *MIS Quarterly Executive*, 14(2). ISSN: 1540-1960
- Heaton, J. (2019). Secondary analysis of qualitative data. In Atkinson, P., Delamont, S., Cernat, A., Sakshaug, J.W., & Williams, R.A. (Eds.), *SAGE Research Methods Foundations*. DOI: 10.4135/9781526421036849600
- Herhausen, D., Binder, J., Schoegel, M., & Herrmann, A. (2015). Integrating bricks with clicks: retailer-level and channel-level outcomes of online–offline channel integration. *Journal of Retailing*, 91(2), 309-325. DOI: <https://doi.org/10.1016/j.jretai.2014.12.009>
- Hew, J. J., Lee, V. H., Ooi, K. B., & Lin, B. (2016). Mobile social commerce: The booster for brand loyalty? *Computers in Human Behavior*, 59, 142-154. DOI: <https://doi.org/10.1016/j.chb.2016.01.027>
- Hoffman, D. L., & Novak, T. (2015). Emergent experience and the connected consumer in the smart home assemblage and the internet of things. *SSRN Electronic Journal*. Available at SSRN

2648786.

- Hudson, S., Kim, A., & Moulton, J. (2018, April 10). What beauty players can teach the consumer sector about digital disruption. Retrieved from <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/what-beauty-players-can-teach-the-consumer-sector-about-digital-disruption>
- Huré, E., Picot-Coupey, K., & Ackermann, C. L. (2017). Understanding omni-channel shopping value: A mixed-method study. *Journal of Retailing and Consumer Services*, 39, 314-330. DOI: <https://doi.org/10.1016/j.jretconser.2017.08.011>
- Hüseyinoğlu, I. Ö. Y. (2019). Drivers for Channel Integration and Omnichannel Strategy: Evidence from the Leading Grocery Retailer in Turkey. In *Exploring Omnichannel Retailing* (pp. 99-114). Springer, Cham.
- Interbrand (2020). Best global brands ranking 2019 (Gucci). Retrieved from <https://www.interbrand.com/best-brands/best-global-brands/2019/ranking/gucci/>
- Islami, X., Mustafa, N., & Latkovikj, M. T. (2020). Linking Porter's generic strategies to firm performance. *Future Business Journal*, 6(1), 3. DOI: <https://doi.org/10.1186/s43093-020-0009-1>
- Iterable (2018, January 18). 7 best-in-class examples of omnichannel marketing. Retrieved from <https://iterable.com/blog/7-best-in-class-examples-omni-channel-marketing/>
- Jetley, A. (2019, August 15). Top 10 specialty retail brands in digital. Retrieved from <https://www.gartner.com/en/marketing/insights/daily-insights/top-10-specialty-retail-brands-in-digital-4>
- Kang, J. Y. M. (2018). Showrooming, webrooming, and user-generated content creation in the omnichannel era. *Journal of Internet Commerce*, 17(2), 145-169. DOI: <https://doi-org.eur.idm.oclc.org/10.1080/15332861.2018.1433907>
- Kline Team (2018, January 10). Optimizing the Beauty Omnichannel: NYX's success story. Retrieved from <https://www.klinegroup.com/optimizing-the-beauty-omnichannel-nyxs-success-story/>
- Kylie Cosmetics (n.d.). About. Retrieved from <https://www.kyliecosmetics.com/pages/about>
- Larke, R., Kilgour, M., & O'Connor, H. (2018). Build touchpoints and they will come: transitioning to omnichannel retailing. *International Journal of Physical Distribution & Logistics Management*, 48(4), 465-483. DOI: 10.1108/IJPDLM-09-2016-0276
- Lazaris, C., & Vrechopoulos, A. (2014). From multi-channel to "omnichannel" retailing: review of the literature and calls for research. In *2nd International Conference on Contemporary Marketing Issues, (ICCMII)* (6). DOI: 10.13140/2.1.1802.4967
- Lee, Z., Chan, T., Chong, A., & Thadani, D. (2019). Customer engagement through omnichannel

- retailing: The effects of channel integration quality. *Industrial Marketing Management*, 77(1), 90-101. DOI: 10.1016/j.indmarman.2018.12.004
- Li, H., & Kannan, P. K. (2014). Attributing conversions in a multichannel online marketing environment: An empirical model and a field experiment. *Journal of Marketing Research*, 51(1), 40-56. DOI: <https://doi.org/10.1509/jmr.13.0050>
- L'Oréal (n.d.). NYX Professional Makeup. Retrieved from <https://www.loreal.com/brand/consumer-products-division/nyx-professional-makeup>
- LVMH (n.d.). Benefit. Retrieved from <https://www.lvmh.com/houses/perfumes-cosmetics/benefit/>
- LVMH (n.d.). Fenty Beauty. Retrieved from <https://www.lvmh.com/houses/perfumes-cosmetics/fenty-beauty-by-rihanna/>
- MAC Cosmetics (n.d.). Our story. Retrieved from <https://www.maccosmetics.co.uk/our-story>
- Mathison, S. (2005). *Encyclopedia of Evaluation*. Thousand Oaks, CA: Sage Publications
- Mosquera, A., Pascual, C., Ayensa, E. J., & Murillo, Y. S. (2018). The role of technology in an omnichannel physical store. *Spanish Journal of Marketing-ESIC*, 22(1), 63-82. DOI: <https://doi.org/10.1108/SJME-03-2018-008>
- Neslin, S. A., & Shankar, V. (2009). Key issues in multichannel customer management: current knowledge and future directions. *Journal of Interactive Marketing*, 23(1), 70-81. DOI: <https://doi.org/10.1016/j.intmar.2008.10.005>
- Neslin, S. A., Jerath, K., Bodapati, A., Bradlow, E. T., Deighton, J., Gensler, S. & Verhoef, P. C. (2014). The interrelationships between brand and channel choice. *Marketing Letters*, 25(3), 319-330. <https://doi.org/10.1007/s11002-014-9305-2>
- New Store (2019). 2019-2020 Omnichannel leadership report [Report]. Retrieved via <http://www.newstore.com/omnichannel-leadership-report>
- Palinkas, L. A., Horwitz, S. M., Green, C. A., Wisdom, J. P., Duan, N., & Hoagwood, K. (2015). Purposeful sampling for qualitative data collection and analysis in mixed method implementation research. *Administration and Policy in Mental Health and Mental Health Services Research*, 42(5), 533-544. DOI: <https://doi.org/10.1007/s10488-013-0528-y>
- Pallant, J., Sands, S., & Karpen, I. (2020). Product customization: A profile of consumer demand. *Journal of Retailing and Consumer Services*, 54. DOI: 10.1016/j.jretconser.2019.102030
- Park, J., & Kim, R. B. (2019). The effects of integrated information & service, institutional mechanism and need for cognition (NFC) on consumer omnichannel adoption behavior. *Asia Pacific Journal of Marketing and Logistics*. ISSN: 1355-5855
- Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the*

- Academy of Marketing Science*, 36(1), 83-96. DOI:  
<https://doi.org/10.1007/s11747-007-0070-0>
- Payne, E. M., Peltier, J. W., & Barger, V. A. (2017). Omni-channel marketing, integrated marketing communications and consumer engagement. *Journal of Research in Interactive Marketing*, 11(2), 185-197. DOI: 10.1108/JRIM-08-2016-0091
- Patton, M. Q. (1999). Enhancing the quality and credibility of qualitative analysis. *Health Services Research*, 34(5), 1189-1208. Retrieved via  
<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1089059/>.
- Peltola, S., Vainio, H., & Nieminen, M. (2015). Key factors in developing omnichannel customer experience with finnish retailers. In *International Conference on HCI in Business* (pp. 335-346). Springer, Cham. DOI:  
[https://doi-org.eur.idm.oclc.org/10.1007/978-3-319-20895-4\\_31](https://doi-org.eur.idm.oclc.org/10.1007/978-3-319-20895-4_31)
- Perry, C. (1998). Processes of a case study methodology for postgraduate research in marketing. *European Journal of Marketing*, 32(9/10), 785-802. DOI:  
<https://doi.org/10.1108/03090569810232237>
- Picot-Coupey, K., Huré, E., & Piveteau, L. (2016). Channel design to enrich customers' shopping experiences. *International Journal of Retail & Distribution Management*, 44(3), 336-368. DOI:  
<http://dx.doi.org/10.1108/IJRDM-04-2015-0056>
- Piercy, N. (2012). Positive and negative cross-channel shopping behaviour. *Marketing Intelligence & Planning*, 30(1), 83-104. doi:10.1108/02634501211193930
- Piotrowicz, W., & Cuthbertson, R. (2014). Introduction to the special issue information technology in retail: Toward omnichannel retailing. *International Journal of Electronic Commerce*, 18(4), 5-16. DOI: <https://doi.org/10.2753/JEC1086-4415180400>
- Porter, M. E. (1985). Technology and competitive advantage. *Journal of Business Strategy*, 5(3), 60-78. ISSN: 0275-6668
- Porter, M. (1996). What is strategy? *Harvard Business Review*, 74(6), 61-61. ISSN: 0017-8012
- Porter, M. E. (2008). *Competitive strategy: Techniques for analyzing industries and competitors*. New York: Simon and Schuster.
- Porter, M., & Siggelkow, N. (2008). Contextuality within activity systems and sustainability of competitive advantage. *Academy of Management Perspectives*, 22(2), 34-56. DOI:  
<https://doi.org/10.5465/amp.2008.32739758>
- Rigby, D. (2011). The future of shopping. *Harvard Business Review*, 89(12), 65-76. Retrieved from  
<https://hbr.org/2011/12/the-future-of-shopping>

- Rigby, D., Miller, K., Chernoff, J., & Tager, S. (2012). Omnichannel retailing: Digital disruption and retailer opportunities. *Bain Retail Holiday Newsletter*. Retrieved from Google Scholar.
- Rusanen, O. (2019). Crafting an omnichannel strategy: Identifying sources of competitive advantage and implementation barriers. In W. Piotrowicz, R. Cuthbertson (eds.), *Exploring Omnichannel Retailing* (pp. 11-46). Springer, Cham. DOI: [https://doi.org/10.1007/978-3-319-98273-1\\_2](https://doi.org/10.1007/978-3-319-98273-1_2)
- Sailthru (2019). The 3<sup>rd</sup> Annual Retail Personalization Index. Retrieved from <https://www.sailthru.com/personalization-index/sephora/>
- Sephora (2020). Sephora. Retrieved via <https://www.sephora.com/>
- Sopadjieva, E., Dholakia, U. M., & Benjamin, B. (2017). A study of 46,000 shoppers shows that omnichannel retailing works. *Harvard Business Review*, 3, 1-2. Retrieved from <https://hbr.org/2017/01/a-study-of-46000-shoppers-shows-that-omnichannel-retailing-works>
- Souiden, N., Ladhari, R., & Chiadmi, N. (2019). New trends in retailing and services. *Journal of Retailing and Consumer Services*, 50, 286-288. DOI: 10.1016/j.jretconser.2018.07.023
- Stake, R. (1995). *The art of case study research*. Thousand Oaks, CA: Sage Publications.
- Stokburger-Sauer, N., Ratneshwar, S., & Sen, S. (2012). Drivers of consumer–brand identification. *International Journal of Research in Marketing*, 29(4), 406-418. DOI: <https://doi.org/10.1016/j.ijresmar.2012.06.001>
- Teerling, M. L., & Huizingh, K. R. E. (2005). The complementarity between offline and online consumer attitudes and behavior. Working paper: University of Groningen.
- Time staff (2018, October 4). How we chose the 50 most genius companies of 2018. Retrieved from <https://time.com/5412725/how-we-chose-2018-genius-companies/>
- Ulta (2020). Ulta Beauty. Retrieved from <https://www.ulta.com/>
- Vavliakis, K. N., Kotouza, M. T., Symeonidis, A. L., & Mitkas, P. A. (2018). Personalization and the Conversational Web. In *International Conference on Web Information Systems and Technologies* (pp. 56-77). Springer, Cham.
- Verhoef, P., Neslin, S., & Vroomen, B. (2007). Multichannel customer management: Understanding the research–shopper phenomenon. *International Journal of Research in Marketing*, 24(2), 129-148. DOI: 10.1016/j.ijresmar.2006.11.002
- Verhoef, P., Lemon, K., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of Retailing*, 85(1), 31-41. DOI: 10.1016/j.jretai.2008.11.001
- Verhoef, P., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: introduction to the special issue on multi-channel retailing. *Journal of Retailing*,

- 91(2), 174-181. DOI: <https://doi.org/10.1016/j.jretai.2015.02.005>
- Vivek, S. D., Beatty, S. E., Dalela, V., & Morgan, R. M. (2014). A generalized multidimensional scale for measuring customer engagement. *Journal of Marketing Theory and Practice*, 22(4), 401-420. DOI: <https://doi-org.eur.idm.oclc.org/10.2753/MTP1069-6679220404>
- Weill, P., & Woerner, S. L. (2015). Thriving in an increasingly digital ecosystem. *MIT Sloan Management Review*, 56(4), 27. Retrieved from [http://ilp.mit.edu/media/news\\_articles/smr/2015/56417.pdf](http://ilp.mit.edu/media/news_articles/smr/2015/56417.pdf)
- Wind, Y. J., & Hays, C. F. (2016). Research implications of the “beyond advertising” paradigm: a model and roadmap for creating value through all media and non-media touchpoints. *Journal of Advertising Research*, 56(2), 142-158. DOI: 10.2501/JAR-2016-028
- Yadav, V., Tripathi, S., & Singh, A. (2017). Exploring omnichannel and network design in omni environment. *Cogent Engineering*, 4(1), 1-16. DOI:10.1080/23311916.2017.138202
- Yang, S., Lu, Y., Zhao, L., & Gupta, S. (2011). Empirical investigation of customers’ channel extension behavior: Perceptions shift toward the online channel. *Computers in Human Behavior*, 27(5), 1688-1696. DOI: <https://doi.org/10.1016/j.chb.2011.02.007>
- Ye, Y., Lau, K., & Teo, L. (2018). Drivers and barriers of omni-channel retailing in china: A case study of the fashion and apparel industry. *International Journal of Retail & Distribution Management*, 46(7), 657-689. doi:10.1108/IJRDM-04-2017-0062
- Yrjölä, M. (2014). Value creation challenges in multichannel retail business models. *Journal of Business Models*, 2(1). DOI: <https://doi.org/10.5278/ojs.jbm.v2i1.725>
- Yrjölä, M., Saarijärvi, H., & Nummela, H. (2018). The value propositions of multi-, cross-, and omni-channel retailing. *International Journal of Retail & Distribution Management*, 46(11-12), 1133-1152. DOI: 10.1108/IJRDM-08-2017-0167
- Yrjölä, M., Spence, M. T., & Saarijärvi, H. (2018). Omni-channel retailing: propositions, examples and solutions. *The International Review of Retail, Distribution and Consumer Research*, 28(3), 259-276. DOI: [10.1080/09593969.2018.1445657](https://doi.org/10.1080/09593969.2018.1445657)
- Zhang, J., Farris, P., Irvin, J., Kushwaha, T., Steenburgh, T., & Weitz, B. (2010). Crafting integrated multichannel retailing strategies. *Journal of Interactive Marketing*, 24(2), 168-168. DOI: <https://doi.org/10.1016/j.intmar.2010.02.002>
- Zhang, M., Ren, C., Wang, G. A., & He, Z. (2018). The impact of channel integration on consumer responses in omni-channel retailing: The mediating effect of consumer empowerment. *Electronic Commerce Research and Applications*, 28, 181-193. DOI: <https://doi.org/10.1016/j.elerap.2018.02.002>

## Appendix A. Data collection observations

Case: Burberry Beauty	
Channel	Observations
Website	<ul style="list-style-type: none"> <li>• Home Page</li> <li>• Shopping page + process of product page and shopping bag</li> <li>• Shipping services and returning possibilities</li> <li>• Personal account</li> <li>• <a href="https://us.burberry.com/">https://us.burberry.com/</a></li> </ul>
App	<ul style="list-style-type: none"> <li>• Three layers of the Burberry app:</li> <li>• Home Page</li> <li>• Shopping page + process of product page and shopping bag</li> <li>• Personal account and settings</li> <li>• <a href="https://apps.apple.com/us/app/burberry/id1178794164">https://apps.apple.com/us/app/burberry/id1178794164</a></li> </ul>
Instagram	<ul style="list-style-type: none"> <li>• Account overview and bio</li> <li>• Last 20 posts with brand comment</li> <li>• Shopping page</li> <li>• Stories: 2</li> <li>• <a href="https://www.instagram.com/burberry">https://www.instagram.com/burberry</a></li> </ul>
Emails	<ul style="list-style-type: none"> <li>• 5 newsletters</li> <li>• +1 shopping reminder</li> </ul>

Case: Gucci Beauty	
Channel	Observations
Website	<ul style="list-style-type: none"> <li>• Home page</li> <li>• Shopping page + process of product page and shopping bag</li> <li>• Shipping services and returning possibilities</li> <li>• Personal account</li> <li>• <a href="http://gucci.com/">http://gucci.com/</a></li> </ul>
App	<p>Four layers of the Gucci app:</p> <ul style="list-style-type: none"> <li>• Home page</li> <li>• Virtual try-on shopping feature</li> <li>• Runway</li> <li>• Personal account and settings</li> <li>• <a href="https://apps.apple.com/us/app/gucci/id334876990">https://apps.apple.com/us/app/gucci/id334876990</a></li> </ul>
Instagram	<ul style="list-style-type: none"> <li>• Account overview and bio</li> <li>• Last 20 posts with brand comment</li> </ul>

	<ul style="list-style-type: none"> <li>• Shopping page</li> <li>• Stories: 0</li> <li>• <a href="https://www.instagram.com/guccibeauty/?hl=nl">https://www.instagram.com/guccibeauty/?hl=nl</a></li> </ul>
Emails	7 newsletters

### Case: Glossier

<i>Channel</i>	<i>Observations</i>
Website	<ul style="list-style-type: none"> <li>• Home Page</li> <li>• Shopping page + process of product page and shopping bag</li> <li>• Shipping services and returning possibilities</li> <li>• Personal account</li> <li>• <a href="https://www.glossier.com/">https://www.glossier.com/</a></li> </ul>
Instagram	<ul style="list-style-type: none"> <li>• Account overview and bio</li> <li>• Last 20 posts with brand comment</li> <li>• Shopping page</li> <li>• Stories: 4</li> <li>• <a href="https://www.instagram.com/glossier/channel/">https://www.instagram.com/glossier/channel/</a></li> </ul>
Emails	<ul style="list-style-type: none"> <li>• 6 newsletters</li> <li>• +1 shopping reminder</li> </ul>

### Case: Kylie Cosmetics

<i>Channel</i>	<i>Observations</i>
Website	<ul style="list-style-type: none"> <li>• Home Page</li> <li>• Shopping page + process of product page and shopping bag</li> <li>• Shipping services and returning possibilities</li> <li>• Personal account</li> <li>• <a href="https://www.kyliecosmetics.com/">https://www.kyliecosmetics.com/</a></li> </ul>
App	<p>Four layers of the Kylie Cosmetics app:</p> <ul style="list-style-type: none"> <li>• Home Page</li> <li>• Shopping page + process of 3-5 products to shopping bag</li> <li>• Personal account and settings</li> </ul>
Instagram	<ul style="list-style-type: none"> <li>• Account overview and bio</li> <li>• Last 20 posts with brand comment</li> <li>• Shopping page</li> <li>• Stories: 10</li> <li>• <a href="https://www.instagram.com/kyliecosmetics/">https://www.instagram.com/kyliecosmetics/</a></li> </ul>
Emails	6 newsletters



**Case: MAC cosmetics**

<i>Channel</i>	<i>Observations</i>
Website	<ul style="list-style-type: none"><li>• Home Page</li><li>• Shopping page + process of product page and shopping bag</li><li>• Shipping services and returning possibilities</li><li>• Personal account</li><li>• <a href="https://www.maccosmetics.com/">https://www.maccosmetics.com/</a></li></ul>
Instagram	<ul style="list-style-type: none"><li>• Account overview and bio</li><li>• Last 20 posts with brand comment</li><li>• Shopping page</li><li>• Stories: 12</li><li>• <a href="https://www.instagram.com/maccosmetics/">https://www.instagram.com/maccosmetics/</a></li></ul>
Emails	<ul style="list-style-type: none"><li>• 8 newsletters</li><li>• 2 loyalty program</li><li>• +1 shopping reminder</li></ul>

**Case: Sephora**

<i>Channel</i>	<i>Observations</i>
Website	<ul style="list-style-type: none"><li>• Home Page</li><li>• Shopping page + process of product page and shopping bag</li><li>• Shipping services and returning possibilities</li><li>• Personal account</li><li>• <a href="https://www.sephora.com/">https://www.sephora.com/</a></li></ul>
App	Four layers of the Sephora app: <ul style="list-style-type: none"><li>• Home Page</li><li>• Shopping page + process of 3-5 products to shopping bag</li><li>• Personal account and settings</li><li>• <a href="https://www.sephora.com/beauty/mobile">https://www.sephora.com/beauty/mobile</a></li></ul>
Instagram	<ul style="list-style-type: none"><li>• Account overview and bio</li><li>• Last 20 posts with brand comment</li><li>• Shopping page</li><li>• Stories: 9</li><li>• <a href="https://www.instagram.com/sephora/">https://www.instagram.com/sephora/</a></li></ul>
Emails	<ul style="list-style-type: none"><li>• 5 newsletters</li><li>• +1 shopping reminder</li></ul>

**Case: Ulta Beauty**

<i>Channel</i>	<i>Observations</i>
Website	<ul style="list-style-type: none"><li>● Home Page</li><li>● Shopping page + process of product page and shopping bag</li><li>● Shipping services and returning possibilities</li><li>● Personal account</li><li>● <a href="https://www.ulta.com/">https://www.ulta.com/</a></li></ul>
App	Four layers of the Ulta Beauty app: <ul style="list-style-type: none"><li>● Home Page</li><li>● Shopping page + process of 3-5 products to shopping bag</li><li>● Personal account and settings</li><li>● <a href="https://www.ulta.com/app/">https://www.ulta.com/app/</a></li></ul>
Instagram	<ul style="list-style-type: none"><li>● Account overview and bio</li><li>● Last 20 posts with brand comment</li><li>● Shopping in Instagram</li><li>● Stories: 9</li><li>● <a href="https://www.instagram.com/ultabeauty/">https://www.instagram.com/ultabeauty/</a></li></ul>
Emails	4 newsletters 2 loyalty program

**Case: NYX Cosmetics**

<i>Channel</i>	<i>Observations in period</i>
Website	<ul style="list-style-type: none"><li>● Home Page</li><li>● Shopping page + process of product page and shopping bag</li><li>● Shipping services and returning possibilities</li><li>● Personal account</li><li>● <a href="https://www.nyxcosmetics.com/">https://www.nyxcosmetics.com/</a></li></ul>
Instagram	<ul style="list-style-type: none"><li>● Account overview and bio</li><li>● Last 20 posts with brand comment</li><li>● Shopping page</li><li>● Stories: 8</li><li>● <a href="https://www.instagram.com/nyxcosmetics/">https://www.instagram.com/nyxcosmetics/</a></li></ul>
Emails	11 newsletters

**Case: Fenty Beauty**

<i>Channel</i>	<i>Observations</i>
Website	<ul style="list-style-type: none"><li>● Home Page</li><li>● Shopping page + process of product page and shopping bag</li><li>● Shipping services and returning possibilities</li><li>● Personal account</li><li>● <a href="https://www.fentybeauty.com/">https://www.fentybeauty.com/</a></li></ul>
Instagram	<ul style="list-style-type: none"><li>● Account overview and bio</li><li>● Last 15 posts with brand comment</li><li>● Shopping page</li><li>● Stories: 10</li><li>● <a href="https://www.instagram.com/fentybeauty/">https://www.instagram.com/fentybeauty/</a></li></ul>
Emails	<ul style="list-style-type: none"><li>● 10 newsletters</li><li>● + 4 shopping reminders</li></ul>

**Case: Benefit Cosmetics**

<i>Channel</i>	<i>Observations</i>
Website	<ul style="list-style-type: none"><li>● Home Page</li><li>● Shopping page + process of product page and shopping bag</li><li>● Shipping services and returning possibilities</li><li>● Personal account</li><li>● <a href="http://benefitcosmetics.com/">http://benefitcosmetics.com/</a></li></ul>
Instagram	<ul style="list-style-type: none"><li>● Account overview and bio</li><li>● Last 20 posts with brand comment</li><li>● Shopping page</li><li>● Stories: 11</li><li>● <a href="https://www.instagram.com/benefitcosmetics/">https://www.instagram.com/benefitcosmetics/</a></li></ul>
Emails	5 newsletters

## Appendix B. Data collection desk research

Case: Burberry Beauty		
Theme	Document type	Source
<b>Organization</b>		
<i>Strategy</i>	Company report	Burberry (2019). Annual Strategic Report 2018-2019 [Report]. Retrieved via <a href="https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf">https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf</a>
	Online news article	Conti, S. (2017, April 3). Strategy shift: Burberry inks license with Coty for beauty business. Retrieved via <a href="https://wwd.com/business-news/financial/burberry-beauty-inks-license-coty-beauty-business-10856347/">https://wwd.com/business-news/financial/burberry-beauty-inks-license-coty-beauty-business-10856347/</a>
	Case study	Serrano, S. (2019, October 31). Omnichannel retailing example: how Burberry leverages omnichannel strategy to deepen relationships. Retrieved via <a href="https://www.barilliance.com/omnichannel-retailing-example-guide/#tab-con-3">https://www.barilliance.com/omnichannel-retailing-example-guide/#tab-con-3</a>
<i>Full integration</i>	Company report	Burberry (2019). Annual Strategic Report 2018-2019 [Report]. Retrieved via <a href="https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf">https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf</a>
<i>Entrepreneurial vision</i>	Company report	Burberry (2019). Annual Strategic Report 2018-2019 [Report]. Retrieved via <a href="https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf">https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf</a>
	Online news article	Faull, J. (2019, July 17). 'Winning the millennial playbook'; Burberry - what gone right? Retrieved via <a href="https://www.thedrum.com/news/2019/07/17/winning-the-millennial-playbook-burberry-what-s-gone-right">https://www.thedrum.com/news/2019/07/17/winning-the-millennial-playbook-burberry-what-s-gone-right</a>
	Case study	Trotter, C. (2018, January 16). Inside the retail strategy of Burberry. Retrieved via <a href="https://www.insider-trends.com/inside-retail-strategy-burberry/">https://www.insider-trends.com/inside-retail-strategy-burberry/</a>
<b>Brand experience</b>		
<i>Harmonized branding</i>	Company report	Burberry (2019). Annual Strategic Report 2018-2019 [Report]. Retrieved via <a href="https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf">https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf</a>
	Online marketing blog	Ogweng, S. (2018, November 13). Social media strategy: rebranding Burberry. Retrieved via <a href="https://www.business2community.com/social-media/social-media-strategy-rebranding-heritage-at-burberry-02138561">https://www.business2community.com/social-media/social-media-strategy-rebranding-heritage-at-burberry-02138561</a>
	Online news article	Roy, S. (2019, April 23). How Burberry is leveraging technology to lead in the digital age. Retrieved via <a href="https://techwireasia.com/2019/04/how-burberry-is-leveraging-technology-to-lead-in-the-digital-age/">https://techwireasia.com/2019/04/how-burberry-is-leveraging-technology-to-lead-in-the-digital-age/</a>

<i>Alignment of services etc.</i>	Company report	Burberry (2019). Annual Strategic Report 2018-2019 [Report]. Retrieved via <a href="https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf">https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf</a>
<i>Content consistency</i>	Online marketing blog	Tran, G. (2019, September 19). Omnichannel in fashion retail industry. Retrieved via <a href="https://forwardleading.co.uk/blog/Omnichannel-in-fashion-retail-industry">https://forwardleading.co.uk/blog/Omnichannel-in-fashion-retail-industry</a>
	Online case study	Trotter, C. (2018, January 16). Inside the retail strategy of Burberry. Retrieved via <a href="https://www.insider-trends.com/inside-retail-strategy-burberry/">https://www.insider-trends.com/inside-retail-strategy-burberry/</a>
<b>Customer experience</b>		
<i>Seamlessness</i>	Company report	Burberry (2019). Annual Strategic Report 2018-2019 [Report]. Retrieved via <a href="https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf">https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf</a>
	Research report	New Store (2019). 2019-2020 Omnichannel leadership report [Report]. Retrieved via <a href="http://www.newstore.com/omnichannel-leadership-report">http://www.newstore.com/omnichannel-leadership-report</a>
<i>Digital technologies</i>	Online news article	Baker, M. (2020, February 28). Burberry's new shopping reality. Retrieved via <a href="https://www.gartner.com/en/marketing/insights/daily-insights/burberrys-new-shopping-reality">https://www.gartner.com/en/marketing/insights/daily-insights/burberrys-new-shopping-reality</a>
	Press release	Burberry (2019, March 19). Burberry strengthens social commerce offering in America with checkout on Instagram. Retrieved via <a href="https://www.burberryplc.com/en/news/news/corporate/2019/burberry-strengthens-social-commerce-offering-in-america-with-ch.html">https://www.burberryplc.com/en/news/news/corporate/2019/burberry-strengthens-social-commerce-offering-in-america-with-ch.html</a>
	Online news article	Macdonald Johnston, F. (2019, September 6). Hi it's Burberry, wanna chat? Retrieved via <a href="https://www-ft-com.eur.idm.oclc.org/content/4be936b6-ce60-11e9-99a4-b5ded7a7fe3f">https://www-ft-com.eur.idm.oclc.org/content/4be936b6-ce60-11e9-99a4-b5ded7a7fe3f</a>
	Online case study	Trotter, C. (2018, January 16). Inside the retail strategy of Burberry. Retrieved via <a href="https://www.insider-trends.com/inside-retail-strategy-burberry/">https://www.insider-trends.com/inside-retail-strategy-burberry/</a>
<i>Functional values</i>	Company report	Burberry (2019). Annual Strategic Report 2018-2019 [Report]. Retrieved via <a href="https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf">https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf</a>
	Online news article	Faull, J. (2019, July 17). 'Winning the millennial playbook'; Burberry - what gone right? Retrieved via <a href="https://www.thedrum.com/news/2019/07/17/winning-the-millennial-playbook-burberry-what-s-gone-right">https://www.thedrum.com/news/2019/07/17/winning-the-millennial-playbook-burberry-what-s-gone-right</a>
	Online news article	Roy, S. (2019, April 23). How Burberry is leveraging technology to lead in the digital age. Retrieved via <a href="https://techwireasia.com/2019/04/how-burberry-is-leveraging-technology-to-lead-in-the-digital-age/">https://techwireasia.com/2019/04/how-burberry-is-leveraging-technology-to-lead-in-the-digital-age/</a>

	Online case study	Serrano, S. (2019, October 31). Omnichannel retailing example: how Burberry leverages omnichannel strategy to deepen relationships. Retrieved via <a href="https://www.barilliance.com/omnichannel-retailing-example-guide/#tab-con-3">https://www.barilliance.com/omnichannel-retailing-example-guide/#tab-con-3</a>
	Online case study	Trotter, C. (2018, January 16). Inside the retail strategy of Burberry. Retrieved via <a href="https://www.insider-trends.com/inside-retail-strategy-burberry/">https://www.insider-trends.com/inside-retail-strategy-burberry/</a>
<b>Engagement</b>		
<i>Personalization</i>	Company report	Burberry (2019). Annual Strategic Report 2018-2019 [Report]. Retrieved via <a href="https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf">https://www.burberryplc.com/content/dam/burberry/corporate/oar/documents/Burberry_201819-Annual-Report_Strategic-Report.pdf</a>
	Online news article	Farooqi, A. A. (2019, January 24). Burberry's bounce back. Retrieved via <a href="https://www.gartner.com/en/marketing/insights/daily-insights/burberrys-bounce-back">https://www.gartner.com/en/marketing/insights/daily-insights/burberrys-bounce-back</a>
	Online news article	Macdonald Johnston, F. (2019, September 6). Hi it's Burberry, wanna chat? Retrieved via <a href="https://www-ft-com.eur.idm.oclc.org/content/4be936b6-ce60-11e9-99a4-b5ded7a7fe3f">https://www-ft-com.eur.idm.oclc.org/content/4be936b6-ce60-11e9-99a4-b5ded7a7fe3f</a>
	Online news article	Mcdowell, M. (2019, September 2). Burberry and Apple want to improve brand-client relation. Retrieved via <a href="https://www.voguebusiness.com/technology/burberry-chat-r-world-ios-luxury-retail-consumers">https://www.voguebusiness.com/technology/burberry-chat-r-world-ios-luxury-retail-consumers</a>
<i>Customization</i>	Company website	Burberry (n.d.). Burberry Bespoke. Retrieved via <a href="https://uk.burberry.com/bespoke-fragrances/in-store-experience/">https://uk.burberry.com/bespoke-fragrances/in-store-experience/</a>
	Online news article	Elwick-Bates, E. (2017, June 21). Burberry's new perfume collection gets personal, from custom ribbons to monogrammed bottles. Retrieved via <a href="https://www.vogue.com/article/burberry-bespoke-fragrance-perfume-best-new-perfume-roses-oak-heath-thistle">https://www.vogue.com/article/burberry-bespoke-fragrance-perfume-best-new-perfume-roses-oak-heath-thistle</a>
<i>Lock-in effect</i>	Online news article	Farooqi, A. A. (2019, January 24). Burberry's bounce back. Retrieved via <a href="https://www.gartner.com/en/marketing/insights/daily-insights/burberrys-bounce-back">https://www.gartner.com/en/marketing/insights/daily-insights/burberrys-bounce-back</a>
	Online news article	Ogweng, S. (2018, November 13). Social media strategy: rebranding Burberry. Retrieved via <a href="https://www.business2community.com/social-media/social-media-strategy-rebranding-heritage-at-burberry-02138561">https://www.business2community.com/social-media/social-media-strategy-rebranding-heritage-at-burberry-02138561</a>
	Case study	Serrano, S. (2019, October 31). Omnichannel retailing example: how Burberry leverages omnichannel strategy to deepen relationships. Retrieved via <a href="https://www.barilliance.com/omnichannel-retailing-example-guide/#tab-con-3">https://www.barilliance.com/omnichannel-retailing-example-guide/#tab-con-3</a>

<b>Case: Gucci</b>		
<b>Theme</b>	<b>Document type</b>	<b>Source</b>

<b>Strategy</b>		
<i>Strategic focus</i>	Online news article	Braun, J. (2018, February 21). Gucci sets up new organizational structure, Micaela Le Divelec is out. Retrieved via <a href="https://us.fashionnetwork.com/news/gucci-sets-up-new-organizational-structure-micaela-le-divelec-is-out,949997.html">https://us.fashionnetwork.com/news/gucci-sets-up-new-organizational-structure-micaela-le-divelec-is-out,949997.html</a>
	Online news article	Danziger, P. (2017, November 16). Gucci's cracked the luxury code with millennials, thanks to its dream team of Bizarri and Michele. Retrieved via <a href="https://www.forbes.com/sites/pamdanziger/2017/11/16/guccis-cracked-the-luxury-code-with-millennials-thanks-to-its-dream-team-of-bizarri-and-michele/#69b9d66f1523">https://www.forbes.com/sites/pamdanziger/2017/11/16/guccis-cracked-the-luxury-code-with-millennials-thanks-to-its-dream-team-of-bizarri-and-michele/#69b9d66f1523</a>
	Press release	Kering (2018, November 26). Kering announces new development in its digital strategy. Retrieved via <a href="https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy">https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy</a>
	Online news article	Langer, D. (2019, July 15). Learning from Gucci's wild success with millennials and Gen Z. Retrieved via <a href="https://jingdaily.com/gucci-success-millennials-gen-z/">https://jingdaily.com/gucci-success-millennials-gen-z/</a>
<i>Full integration</i>	Online news article	Braun, J. (2018, February 21). Gucci sets up new organizational structure, Micaela Le Divelec is out. Retrieved via <a href="https://us.fashionnetwork.com/news/gucci-sets-up-new-organizational-structure-micaela-le-divelec-is-out,949997.html">https://us.fashionnetwork.com/news/gucci-sets-up-new-organizational-structure-micaela-le-divelec-is-out,949997.html</a>
	Online article (Q&A)	Interbrand (2018). Challenging the luxury world through innovative brand experiences: Q&A with Gucci. Retrieved via <a href="https://www.interbrand.com/best-brands/best-global-brands/2018/ranking/gucci/luxury-innovative-brand-experiences-ga-gucci/">https://www.interbrand.com/best-brands/best-global-brands/2018/ranking/gucci/luxury-innovative-brand-experiences-ga-gucci/</a>
	Press release	Kering (2018, November 26). Kering announces new development in its digital strategy. Retrieved via <a href="https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy">https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy</a>
	Online marketing blog	Segran, E. (2019, July 16). How a century-old luxury brand Gucci won over Gen Z. Retrieved via <a href="https://insights.newscred.com/how-gucci-won-over-gen-z-2/?utm_source=facebook&amp;utm_medium=social&amp;utm_campaign=insights&amp;utm_content=lc&amp;fbclid=IwAR0tXltYTX9iUuxy9EsCRqBeyMANaxMCPMndwOa6DEYz66QQ1oyMU2N-IJg">https://insights.newscred.com/how-gucci-won-over-gen-z-2/?utm_source=facebook&amp;utm_medium=social&amp;utm_campaign=insights&amp;utm_content=lc&amp;fbclid=IwAR0tXltYTX9iUuxy9EsCRqBeyMANaxMCPMndwOa6DEYz66QQ1oyMU2N-IJg</a>
<i>Entrepreneurial vision</i>	Online news article	Braun, J. (2018, February 21). Gucci sets up new organizational structure, Micaela Le Divelec is out. Retrieved via <a href="https://us.fashionnetwork.com/news/gucci-sets-up-new-organizational-structure-micaela-le-divelec-is-out,949997.html">https://us.fashionnetwork.com/news/gucci-sets-up-new-organizational-structure-micaela-le-divelec-is-out,949997.html</a>
	Online article (Q&A)	Interbrand (2018). Challenging the luxury world through innovative brand experiences: Q&A with Gucci. Retrieved via <a href="https://www.interbrand.com/best-brands/best-global-brands/2018/ranking/gucci/luxury-innovative-brand-experiences-ga-gucci/">https://www.interbrand.com/best-brands/best-global-brands/2018/ranking/gucci/luxury-innovative-brand-experiences-ga-gucci/</a>

	Press release	Kering (2018, November 26). Kering announces new development in its digital strategy. Retrieved via <a href="https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy">https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy</a>
<b>Brand experience</b>		
<i>Harmonized branding</i>	Online article (Q&A)	Interbrand (2018). Challenging the luxury world through innovative brand experiences: Q&A with Gucci. Retrieved via <a href="https://www.interbrand.com/best-brands/best-global-brands/2018/ranking/gucci/luxury-innovative-brand-experiences-ga-gucci/">https://www.interbrand.com/best-brands/best-global-brands/2018/ranking/gucci/luxury-innovative-brand-experiences-ga-gucci/</a>
	Online news article	Langer, D. (2019, July 15). Learning from Gucci's wild success with millennials and Gen Z. Retrieved via <a href="https://jingdaily.com/gucci-success-millennials-gen-z/">https://jingdaily.com/gucci-success-millennials-gen-z/</a>
	Case study	Powerfront (n.d.). Gucci brings renowned personal shopping assistants into their online stores with INSIDE. Retrieved via <a href="https://www.powerfront.com/case-studies/gucci/">https://www.powerfront.com/case-studies/gucci/</a>
<i>Alignment of services etc.</i>	Case study	Powerfront (n.d.). Gucci brings renowned personal shopping assistants into their online stores with INSIDE. Retrieved via <a href="https://www.powerfront.com/case-studies/gucci/">https://www.powerfront.com/case-studies/gucci/</a>
	Online news article	Salibian, S. (2018, November 13). Gucci expands DIY service. Retrieved via <a href="https://wwd.com/fashion-news/fashion-scoops/gucci-expands-diy-service-1202905738/">https://wwd.com/fashion-news/fashion-scoops/gucci-expands-diy-service-1202905738/</a>
<i>Content consistency</i>		Undisclosed
<b>Customer experience</b>		
<i>Seamlessness</i>	Online news article	Danziger, P. (2019, June 4). How Gucci and Chanel are evolving through tech-powered personalized experiences. Retrieved via <a href="https://www.forbes.com/sites/pamdanziger/2019/06/04/how-gucci-and-chanel-are-evolving-through-techno-powered-personalized-experiences/#6bbda9835fab">https://www.forbes.com/sites/pamdanziger/2019/06/04/how-gucci-and-chanel-are-evolving-through-techno-powered-personalized-experiences/#6bbda9835fab</a>
	Press release	Kering (2018, November 26). Kering announces new development in its digital strategy. Retrieved via <a href="https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy">https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy</a>
<i>Digital technologies</i>	Online marketing article	Chitrakorn, K. (2020, March 23). The new rules of guerilla marketing in fashion. Retrieved via <a href="https://www.voguebusiness.com/companies/the-new-rules-of-guerrilla-marketing-in-fashion">https://www.voguebusiness.com/companies/the-new-rules-of-guerrilla-marketing-in-fashion</a>
	Online news article	Deighton, K. (2019, August 8). Inside Gucci's Gen Z bet on avatars - the latest chapter in luxury's digital epiphany. Retrieved via <a href="https://www.thedrum.com/news/2019/08/08/inside-gucci-s-gen-z-bet-avatars-the-latest-chapter-luxury-s-digital-epiphany">https://www.thedrum.com/news/2019/08/08/inside-gucci-s-gen-z-bet-avatars-the-latest-chapter-luxury-s-digital-epiphany</a>



	Press release	Kering (2018, November 26). Kering announces new development in its digital strategy. Retrieved via <a href="https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy">https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy</a>
	Case study	Powerfront (n.d.). Gucci brings renowned personal shopping assistants into their online stores with INSIDE. Retrieved via <a href="https://www.powerfront.com/case-studies/gucci/">https://www.powerfront.com/case-studies/gucci/</a>
	Online marketing blog	Segran, E. (2019, July 16). How a century-old luxury brand Gucci won over Gen Z. Retrieved via <a href="https://insights.newscred.com/how-gucci-won-over-gen-z-2/?utm_source=facebook&amp;utm_medium=social&amp;utm_campaign=insights&amp;utm_content=lc&amp;fbclid=IwAR0tXLTyTX9iUuxy9EsCRqBeyMANaxMCPMndwOa6DEYz66QQ1oyMU2N-IJg">https://insights.newscred.com/how-gucci-won-over-gen-z-2/?utm_source=facebook&amp;utm_medium=social&amp;utm_campaign=insights&amp;utm_content=lc&amp;fbclid=IwAR0tXLTyTX9iUuxy9EsCRqBeyMANaxMCPMndwOa6DEYz66QQ1oyMU2N-IJg</a>
<i>Functional values</i>	Online marketing article	Chitrakorn, K. (2020, March 23). The new rules of guerilla marketing in fashion. Retrieved via <a href="https://www.voguebusiness.com/companies/the-new-rules-of-guerrilla-marketing-in-fashion">https://www.voguebusiness.com/companies/the-new-rules-of-guerrilla-marketing-in-fashion</a>
	Online article (Q&A)	Interbrand (2018). Challenging the luxury world through innovative brand experiences: Q&A with Gucci. Retrieved via <a href="https://www.interbrand.com/best-brands/best-global-brands/2018/ranking/gucci/luxury-innovative-brand-experiences-qa-gucci/">https://www.interbrand.com/best-brands/best-global-brands/2018/ranking/gucci/luxury-innovative-brand-experiences-qa-gucci/</a>
	Online news article	Kee, L. (2018, May 8). Gucci unveils first even concept store in Soho, New York at Wooster Street. Retrieved via <a href="https://www.luxuo.com/style/fashion/gucci-soho-new-york-wooster.html">https://www.luxuo.com/style/fashion/gucci-soho-new-york-wooster.html</a>
	Online news article	Masrani, D. (2020, March 6). Temporary Gucci Beauty pop-up opens on Melrose for new mascara launch in L.A. Retrieved via <a href="https://hauteliving.com/2020/03/gucci-beauty-pop-up/684217/">https://hauteliving.com/2020/03/gucci-beauty-pop-up/684217/</a>
	Online news article	Rao, P. (2018, September 17). Gucci leans into beauty content with new @guccibeauty Instagram account. Retrieved via <a href="https://www.glossy.co/new-face-of-beauty/gucci-leans-into-beauty-content-with-new-guccibeauty-instagram-account">https://www.glossy.co/new-face-of-beauty/gucci-leans-into-beauty-content-with-new-guccibeauty-instagram-account</a>
	<b>Engagement</b>	
<i>Personalization</i>	Online news article	Danziger, P. (2019, June 4). How Gucci and Chanel are evolving through tech-powered personalized experiences. Retrieved via <a href="https://www.forbes.com/sites/pamdanziger/2019/06/04/how-gucci-and-chanel-are-evolving-through-techno-powered-personalized-experiences/#6bbda9835fab">https://www.forbes.com/sites/pamdanziger/2019/06/04/how-gucci-and-chanel-are-evolving-through-techno-powered-personalized-experiences/#6bbda9835fab</a>
	Press release	Kering (2018, November 26). Kering announces new development in its digital strategy. Retrieved via <a href="https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy">https://www.kering.com/en/news/announces-new-developments-in-its-digital-strategy</a>

	Case study	Powerfront (n.d.). Gucci brings renowned personal shopping assistants into their online stores with INSIDE. Retrieved via <a href="https://www.powerfront.com/case-studies/gucci/">https://www.powerfront.com/case-studies/gucci/</a>
	Online news article	Sanderson, R. (2019, April 20). Gucci turns to call centres to lure high-spending millennial shoppers. Retrieved via <a href="https://www-ft-com.eur.idm.oclc.org/content/c79f9c7e-61db-11e9-a27a-fdd51850994c">https://www-ft-com.eur.idm.oclc.org/content/c79f9c7e-61db-11e9-a27a-fdd51850994c</a>
<i>Customization</i>	Online news article	Salibian, S. (2018, November 13). Gucci expands DIY service. Retrieved via <a href="https://wwd.com/fashion-news/fashion-scoops/gucci-expands-diy-service-1202905738/">https://wwd.com/fashion-news/fashion-scoops/gucci-expands-diy-service-1202905738/</a>
<i>Lock-in effect</i>	Online news article	Jones, S. (2019, July 12). Gucci gamifies house codes in retro-style mobile arcade. Retrieved via <a href="https://www.luxurydaily.com/gucci-gamifies-house-codes-in-retro-style-mobile-arcade/">https://www.luxurydaily.com/gucci-gamifies-house-codes-in-retro-style-mobile-arcade/</a>
	Online marketing article	Nash, B. (2019, July 12). Gucci have transformed their app into a retro's 80s mobile arcade. Retrieved via <a href="https://www.gq.com.au/style/news/gucci-have-transformed-their-app-into-a-retro-80s-mobile-arcade/image-gallery/0e27c565bb6ec52da0684a9496696323">https://www.gq.com.au/style/news/gucci-have-transformed-their-app-into-a-retro-80s-mobile-arcade/image-gallery/0e27c565bb6ec52da0684a9496696323</a>

Case: Glossier		
Theme	Document type	Source
<i>Organization</i>		
<i>Strategic focus</i>	Webinar	Contentful (2018). From Instagram phenomenon to a cult beauty brand [Webinar]. Retrieved via <a href="https://www.contentful.com/resources/watch-glossier-ecommerce-stack-of-tomorrow-wbnr/">https://www.contentful.com/resources/watch-glossier-ecommerce-stack-of-tomorrow-wbnr/</a>
	Press Release	Glossier Inc. (2019, March 19). Glossier Inc. raises \$100 million to build the future beauty company. Retrieved via <a href="https://www.prnewswire.com/news-releases/glossier-inc-raises-100-million-to-build-the-future-beauty-company-300814345.html">https://www.prnewswire.com/news-releases/glossier-inc-raises-100-million-to-build-the-future-beauty-company-300814345.html</a>
	Online news article	Hanbury, M. (2019, June 26). How the Teen Vogue 'super intern' on The Hills became the CEO of a billion-dollar beauty company. Retrieved via <a href="https://www.businessinsider.nl/glossier-beauty-business-growth-story-2019-3-2/">https://www.businessinsider.nl/glossier-beauty-business-growth-story-2019-3-2/</a>
	Online interview	Sonsev, V. (2018, November 29). Why Glossier takes marketing risks to delight their customer. Retrieved via <a href="https://www.forbes.com/sites/veronikasonsev/2018/11/29/glossier-takes-marketing-risks-to-delight-customers/#5aa0b734330e">https://www.forbes.com/sites/veronikasonsev/2018/11/29/glossier-takes-marketing-risks-to-delight-customers/#5aa0b734330e</a>

<i>Full integration</i>	Webinar	Contentful (2018). From Instagram phenomenon to a cult beauty brand [Webinar]. Retrieved via <a href="https://www.contentful.com/resources/watch-glossier-ecommerce-stack-of-tomorrow-wbnr/">https://www.contentful.com/resources/watch-glossier-ecommerce-stack-of-tomorrow-wbnr/</a>
	Online interview	Sonsev, V. (2018, November 29). Why Glossier takes marketing risks to delight their customer. Retrieved via <a href="https://www.forbes.com/sites/veronikasonsev/2018/11/29/glossier-takes-marketing-risks-to-delight-customers/#5aa0b734330e">https://www.forbes.com/sites/veronikasonsev/2018/11/29/glossier-takes-marketing-risks-to-delight-customers/#5aa0b734330e</a>
	Online news article	Thomas, L. (2019, September 6). Glossier poaches Amazon exec Melissa Eamer to join the beauty company as chief operating officer. Retrieved via <a href="https://www.cNBC.com/2019/09/06/glossier-poaches-amazon-exec-melissa-eamer-to-join-as-coo.html">https://www.cNBC.com/2019/09/06/glossier-poaches-amazon-exec-melissa-eamer-to-join-as-coo.html</a>
<i>Entrepreneurial vision</i>	Online news article	Canal, E. (2017). How this former assistant at ‘Vogue’ is building the ‘Nike of Beauty’. Retrieved via <a href="https://www.inc.com/magazine/201710/emily-canal/glossier-emily-weiss.html">https://www.inc.com/magazine/201710/emily-canal/glossier-emily-weiss.html</a>
	Press release	Glossier Inc. (2019, March 19). Glossier Inc. raises \$100 million to build the future beauty company. Retrieved via <a href="https://www.prnewswire.com/news-releases/glossier-inc-raises-100-million-to-build-the-future-beauty-company-300814345.html">https://www.prnewswire.com/news-releases/glossier-inc-raises-100-million-to-build-the-future-beauty-company-300814345.html</a>
	Online interview	Grey, V. (2017, May 30). Woman made: Emily Weiss. Retrieved via <a href="https://medium.com/thrive-global/woman-made-emily-weiss-68150ad8c142">https://medium.com/thrive-global/woman-made-emily-weiss-68150ad8c142</a>
<b>Brand experience</b>		
<i>Harmonized branding</i>	Online news article	Bain, P. (2019, April 5). 3 lessons brands can learn from Glossier’s Instagram success. Retrieved via <a href="https://www.socialmediatoday.com/news/3-lessons-brands-can-learn-from-glossiers-instagram-success/548736/">https://www.socialmediatoday.com/news/3-lessons-brands-can-learn-from-glossiers-instagram-success/548736/</a>
	Online marketing blog	Devaney, E. (2019, March 20). How Glossier and its army of 1.8 million Instagram followers are conquering the beauty industry. Retrieved via <a href="https://www.drift.com/blog/how-glossier-grew/">https://www.drift.com/blog/how-glossier-grew/</a>
	Online news article	Hanbury, M. (2019, June 26). How the Teen Vogue ‘super intern’ on The Hills became the CEO of a billion-dollar beauty company. Retrieved via <a href="https://www.businessinsider.nl/glossier-beauty-business-growth-story-2019-3-2/">https://www.businessinsider.nl/glossier-beauty-business-growth-story-2019-3-2/</a>
	Online marketing blog	LaRobardiere, M. (2018, November 27). How DNVBs are winning customers and redefining retail. Retrieved via <a href="https://www.newstore.com/articles/dnvb-are-winning-customers-and-redefining-retail/">https://www.newstore.com/articles/dnvb-are-winning-customers-and-redefining-retail/</a>
	Online news article	Turk, V. (2020, February 6). How Glossier turned itself into a billion-dollar beauty brand. Retrieved via <a href="https://www.wired.co.uk/article/how-to-build-a-brand-glossier">https://www.wired.co.uk/article/how-to-build-a-brand-glossier</a>
<i>Alignment of services etc.</i>	Online marketing blog	Moore, K. (2019, October 30). How Glossier, Casper and Outdoor Voices are winning at customer engagement. Retrieved via <a href="https://blog.hubspot.com/service/customer-engagement">https://blog.hubspot.com/service/customer-engagement</a>

<i>Content consistency</i>	Online marketing blog	Catagnus, C. (2017, December 7). Building your brand in 2018: a Glossier guidebook. Retrieved via <a href="https://medium.com/@courtneycat/building-your-brand-in-2018-a-glossier-guidebook-1c706d94cd02">https://medium.com/@courtneycat/building-your-brand-in-2018-a-glossier-guidebook-1c706d94cd02</a>
	Webinar	Contentful (2018). From Instagram phenomenon to a cult beauty brand [Webinar]. Retrieved via <a href="https://www.contentful.com/resources/watch-glossier-ecommerce-ack-of-tomorrow-wbnr/">https://www.contentful.com/resources/watch-glossier-ecommerce-ack-of-tomorrow-wbnr/</a>
<b>Customer experience</b>		
<i>Seamlessness</i>	Podcast interview	Johnson, E. (2019, January 16). Full Q&A: Glossier CEO Emily Weiss on the ‘art and science’ of the beauty business. Retrieved via <a href="https://www.vox.com/podcasts/2019/1/16/18185512/glossier-ceo-emily-weiss-beauty-makeup-interview-podcast-recode-decode-kara-swisher">https://www.vox.com/podcasts/2019/1/16/18185512/glossier-ceo-emily-weiss-beauty-makeup-interview-podcast-recode-decode-kara-swisher</a>
	Online marketing blog	LaRobardiere, M. (2018, November 27). How DNVBs are winning customers and redefining retail. Retrieved via <a href="https://www.newstore.com/articles/dnvb-are-winning-customers-and-redefining-retail/">https://www.newstore.com/articles/dnvb-are-winning-customers-and-redefining-retail/</a>
	Online marketing blog	Marshall, K. (2019, March 8). Beauty is in the eye of the omnichannel retailer. Retrieved via <a href="https://medallionretail.com/beauty-is-in-the-eye-of-the-omnichannel-retailer/">https://medallionretail.com/beauty-is-in-the-eye-of-the-omnichannel-retailer/</a>
	Online news article	Turk, V. (2020, February 6). How Glossier turned itself into a billion-dollar beauty brand. Retrieved via <a href="https://www.wired.co.uk/article/how-to-build-a-brand-glossier">https://www.wired.co.uk/article/how-to-build-a-brand-glossier</a>
<i>Digital technologies</i>	Online news article	Danziger, P. (2018, November 7). 5 reasons that Glossier is so successful. Retrieved <a href="https://www.forbes.com/sites/pamdanziger/2018/11/07/5-keys-to-beauty-brand-glossiers-success/#63e101cb417d">https://www.forbes.com/sites/pamdanziger/2018/11/07/5-keys-to-beauty-brand-glossiers-success/#63e101cb417d</a>
	Online news article	Turk, V. (2020, February 6). How Glossier turned itself into a billion-dollar beauty brand. Retrieved via <a href="https://www.wired.co.uk/article/how-to-build-a-brand-glossier">https://www.wired.co.uk/article/how-to-build-a-brand-glossier</a>
<i>Functional values</i>	Online news article	Danziger, P. (2018, November 7). 5 reasons that Glossier is so successful. Retrieved <a href="https://www.forbes.com/sites/pamdanziger/2018/11/07/5-keys-to-beauty-brand-glossiers-success/#63e101cb417d">https://www.forbes.com/sites/pamdanziger/2018/11/07/5-keys-to-beauty-brand-glossiers-success/#63e101cb417d</a>
	Online marketing blog	Gilliland, N. (2018, November 29). 10 brilliant examples of content marketing from beauty brands. Retrieved via <a href="https://econsultancy.com/content-marketing-beauty-brands/">https://econsultancy.com/content-marketing-beauty-brands/</a>
	Online news article	Maras, E. (2018, July 6). Glossier engaging customers by spurring interaction, communication. Retrieved via <a href="https://www.retailcustomerexperience.com/articles/glossier-engaging-customers-by-spurring-interaction-communication/">https://www.retailcustomerexperience.com/articles/glossier-engaging-customers-by-spurring-interaction-communication/</a>
	Online marketing blog	Marshall, K. (2019, March 8). Beauty is in the eye of the omnichannel retailer. Retrieved via <a href="https://medallionretail.com/beauty-is-in-the-eye-of-the-omnichannel-retailer/">https://medallionretail.com/beauty-is-in-the-eye-of-the-omnichannel-retailer/</a>

	Online news article	Tyler, J. (2018, November 10). Widely popular beauty startup Glossier just opened its first flagship store in New York City. Here's what it's like to shop there. Retrieved via <a href="https://www.businessinsider.nl/where-to-buy-glossier-in-person-2018-11?international=true&amp;r=US">https://www.businessinsider.nl/where-to-buy-glossier-in-person-2018-11?international=true&amp;r=US</a>
	Online news article	Turk, V. (2020, February 6). How Glossier turned itself into a billion-dollar beauty brand. Retrieved via <a href="https://www.wired.co.uk/article/how-to-build-a-brand-glossier">https://www.wired.co.uk/article/how-to-build-a-brand-glossier</a>
	Online news article	Nicholson, R. (2019, December 29). Glossier founder Emily Weiss: 'Beauty has very little to do with looks'. Retrieved via <a href="https://www.theguardian.com/global/2019/dec/29/glossier-cult-beauty-brand-founder-interview">https://www.theguardian.com/global/2019/dec/29/glossier-cult-beauty-brand-founder-interview</a>
<b>Engagement</b>		
<i>Personalization</i>	Online marketing blog	Macdonald, L. (2019, May 28). How user-generated content powers direct-to-consumer retail brands. Retrieved via <a href="https://stackla.com/resources/blog/how-user-generated-content-powers-direct-to-consumer-retail-brands/">https://stackla.com/resources/blog/how-user-generated-content-powers-direct-to-consumer-retail-brands/</a>
<i>Customization</i>	Online news article	Danziger, P. (2018, November 7). 5 reasons that Glossier is so successful. Retrieved <a href="https://www.forbes.com/sites/pamdanziger/2018/11/07/5-keys-to-beauty-brand-glossiers-success/#63e101cb417d">https://www.forbes.com/sites/pamdanziger/2018/11/07/5-keys-to-beauty-brand-glossiers-success/#63e101cb417d</a>
	Online marketing blog	Devaney, E. (2019, March 20). How Glossier and its army of 1.8 million Instagram followers are conquering the beauty industry. Retrieved via <a href="https://www.drift.com/blog/how-glossier-grew/">https://www.drift.com/blog/how-glossier-grew/</a>
<i>Lock-in effect</i>	Webinar CTO Glossier	Contentful (2018). From Instagram phenomenon to a cult beauty brand [Webinar]. Retrieved via <a href="https://www.contentful.com/resources/watch-glossier-ecommerce-stack-of-tomorrow-wbnr/">https://www.contentful.com/resources/watch-glossier-ecommerce-stack-of-tomorrow-wbnr/</a>
	Online news article	Danziger, P. (2018, November 7). 5 reasons that Glossier is so successful. Retrieved <a href="https://www.forbes.com/sites/pamdanziger/2018/11/07/5-keys-to-beauty-brand-glossiers-success/#63e101cb417d">https://www.forbes.com/sites/pamdanziger/2018/11/07/5-keys-to-beauty-brand-glossiers-success/#63e101cb417d</a>

**Case: Kylie Cosmetics**

Theme	Document type	Source
<b>Organization</b>		
<i>Strategic focus</i>	Online marketing blog	Altamarino, A. (2018, April 4). How to build a digital native brand: the Silicon Valley approach. Retrieved via <a href="https://tangelo.co/insights/blog/how-to-build-a-digital-native-brand">https://tangelo.co/insights/blog/how-to-build-a-digital-native-brand</a>
	Online marketing blog	Brandel, K. (2019). Kylie Jenner content strategy. Retrieved via <a href="https://sweetrosestudios.com/2019/10/kylie-jenner-content-strategy/">https://sweetrosestudios.com/2019/10/kylie-jenner-content-strategy/</a>
	Online news article	Bova, T. (2018, July 20). How Kylie Jenner built one of the fastest growing beauty brands ever. Retrieved via <a href="https://www.entrepreneur.com/article/317001">https://www.entrepreneur.com/article/317001</a>
	Online news article	Garcia, T. (2019, November 23). The deal values Kylie Cosmetics at \$1.2 billion. Retrieved via <a href="https://www.marketwatch.com/story/cotys-600-million-deal-with-kylie-jenner-is-designed-to-hang-on-to-her-social-media-star-power-2019-11-18">https://www.marketwatch.com/story/cotys-600-million-deal-with-kylie-jenner-is-designed-to-hang-on-to-her-social-media-star-power-2019-11-18</a>
<i>Full integration</i>	Presentation	Coty (2019, November 18). Coty + Kylie beauty partnership [Presentation]. Retrieved via <a href="https://s23.q4cdn.com/980953510/files/doc_presentations/2019/Kylie-Investor-Presentation-FINAL.pdf">https://s23.q4cdn.com/980953510/files/doc_presentations/2019/Kylie-Investor-Presentation-FINAL.pdf</a>
	Online news article	Davis, D. (2019, November 18). Kylie Jenner just agreed to sell a majority stake in her makeup company for \$600 million. Retrieved via <a href="https://www.businessinsider.nl/kylie-jenner-sells-600-million-majority-stake-in-makeup-company-2019-11?international=true&amp;r=US">https://www.businessinsider.nl/kylie-jenner-sells-600-million-majority-stake-in-makeup-company-2019-11?international=true&amp;r=US</a>
	Online marketing blog	McKinnon, T. (2018, July 20). Kylie Cosmetics' strategy for fast growth. Retrieved via <a href="https://www.indigo9digital.com/blog/2018/7/20/four-lessons-that-you-can-learn-from-the-success-of-kylie-cosmetics">https://www.indigo9digital.com/blog/2018/7/20/four-lessons-that-you-can-learn-from-the-success-of-kylie-cosmetics</a>
	Online news article	Utroske, D. (2020, June 1). Coty and Kylie Jenner announce plans for the future of Kylie Cosmetics. Retrieved via <a href="https://www.cosmeticsdesign.com/Article/2020/01/07/Coty-announces-leadership-plans-for-Kylie-Cosmetics#:~:text=Christoph%20Honnfelder%20will%20soon%20be,Kylie%20Cosmetics%20and%20Kylie%20Skin.">https://www.cosmeticsdesign.com/Article/2020/01/07/Coty-announces-leadership-plans-for-Kylie-Cosmetics#:~:text=Christoph%20Honnfelder%20will%20soon%20be,Kylie%20Cosmetics%20and%20Kylie%20Skin.</a>
<i>Entrepreneurial vision</i>		Undisclosed

**Brand experience**

<i>Harmonized branding</i>	Online marketing blog	Hogan, C. (2019, February 26). Marketing unboxed: Kylie Cosmetics has the key to beauty marketing. Retrieved via <a href="https://www.zaius.com/learn/marketing-unboxed-kylie-cosmetics-has-the-key-to-beauty-marketing/">https://www.zaius.com/learn/marketing-unboxed-kylie-cosmetics-has-the-key-to-beauty-marketing/</a>
	Online marketing blog	Winter, D. (2017, May 10). The Kylie effect: the power of offline experience for online brands. Retrieved via <a href="https://www.shopify.com/blog/212483913-kylie-jenner-pop-up">https://www.shopify.com/blog/212483913-kylie-jenner-pop-up</a>
<i>Alignment of services etc.</i>	Online marketing blog	Thinknum Media (2019). How Kylie Jenner and Ulta are changing the cosmetics retail industry. Retrieved via <a href="https://media.thinknum.com/articles/kylie-jenner-and-ulta-why-its-working/">https://media.thinknum.com/articles/kylie-jenner-and-ulta-why-its-working/</a>
<i>Content consistency</i>	Online marketing blog	Hogan, C. (2019, February 26). Marketing unboxed: Kylie Cosmetics has the key to beauty marketing. Retrieved via <a href="https://www.zaius.com/learn/marketing-unboxed-kylie-cosmetics-has-the-key-to-beauty-marketing/">https://www.zaius.com/learn/marketing-unboxed-kylie-cosmetics-has-the-key-to-beauty-marketing/</a>
<b>Customer experience</b>		
<i>Seamlessness</i>	Online marketing blog	Hillier, L. (2019, December 4). Behind Kylie Jenner's success in a saturated cosmetics industry. Retrieved via <a href="https://econsultancy.com/behind-kylie-jenner-s-success-in-a-saturated-cosmetics-industry/">https://econsultancy.com/behind-kylie-jenner-s-success-in-a-saturated-cosmetics-industry/</a>
	Online marketing blog	Winter, D. (2017, May 10). The Kylie effect: the power of offline experience for online brands. Retrieved via <a href="https://www.shopify.com/blog/212483913-kylie-jenner-pop-up">https://www.shopify.com/blog/212483913-kylie-jenner-pop-up</a>
<i>Digital technologies</i>	Online marketing blog	Winter, D. (2017, May 10). The Kylie effect: the power of offline experience for online brands. Retrieved via <a href="https://www.shopify.com/blog/212483913-kylie-jenner-pop-up">https://www.shopify.com/blog/212483913-kylie-jenner-pop-up</a>
<i>Functional values</i>	Online marketing blog	Hillier, L. (2019, December 4). Behind Kylie Jenner's success in a saturated cosmetics industry. Retrieved via <a href="https://econsultancy.com/behind-kylie-jenner-s-success-in-a-saturated-cosmetics-industry/">https://econsultancy.com/behind-kylie-jenner-s-success-in-a-saturated-cosmetics-industry/</a>
	Online marketing blog	Shopify (n.d.). Kylie, the Entrepreneur. A Shopify exclusive. Retrieved via <a href="https://www.shopify.com/kylie">https://www.shopify.com/kylie</a>
	Online news article	Taylor, K. (2019, March 15). Kylie Jenner's makeup brand gave Ulta a massive win as lip kits fly off the shelves at the beauty retailer. Retrieved via <a href="https://www.businessinsider.nl/kylie-jenner-makeup-kylie-cosmetics-ulta-sales-boost-2019-3?international=true&amp;r=US">https://www.businessinsider.nl/kylie-jenner-makeup-kylie-cosmetics-ulta-sales-boost-2019-3?international=true&amp;r=US</a>
	Online news article	Winter, D. (2017, May 10). The Kylie effect: the power of offline experience for online brands. Retrieved via <a href="https://www.shopify.com/blog/212483913-kylie-jenner-pop-up">https://www.shopify.com/blog/212483913-kylie-jenner-pop-up</a>

	Online marketing blog	Yiassoumi, N. (2017, November 3). Brands utilizing technology to innovate the beauty market. Retrieved via <a href="https://www.launchmetrics.com/resources/blog/brands-utilizing-technology-innovate-beauty-market">https://www.launchmetrics.com/resources/blog/brands-utilizing-technology-innovate-beauty-market</a>
<b>Engagement</b>		
<i>Personalization</i>	Online marketing blog	Hogan, C. (2019, February 26). Marketing unboxed: Kylie Cosmetics has the key to beauty marketing. Retrieved via <a href="https://www.zaius.com/learn/marketing-unboxed-kylie-cosmetics-has-the-key-to-beauty-marketing/">https://www.zaius.com/learn/marketing-unboxed-kylie-cosmetics-has-the-key-to-beauty-marketing/</a>
<i>Customization</i>	Online news article	Lauren, M. (2020, March 6). Kylie Cosmetics has new customizable 12-shades where you can build your own palette. Retrieved via <a href="https://www.mmirandalaurenn.com/beauty/kylie-cosmetics-has-new-customizable-12-shade-eyeshadow-palettes-where-you-can-build-your-own-palette-030620">https://www.mmirandalaurenn.com/beauty/kylie-cosmetics-has-new-customizable-12-shade-eyeshadow-palettes-where-you-can-build-your-own-palette-030620</a>
<i>Lock-in effect</i>	Online marketing blog	Brandel, K. (2019). Kylie Jenner content strategy. Retrieved via <a href="https://sweetrosetudios.com/2019/10/kylie-jenner-content-strategy/">https://sweetrosetudios.com/2019/10/kylie-jenner-content-strategy/</a>
	Online marketing blog	Hillier, L. (2019, December 4). Behind Kylie Jenner's success in a saturated cosmetics industry. Retrieved via <a href="https://econsultancy.com/behind-kylie-jenner-s-success-in-a-saturated-cosmetics-industry/">https://econsultancy.com/behind-kylie-jenner-s-success-in-a-saturated-cosmetics-industry/</a>



Case: MAC Cosmetics		
Theme	Document type	Sources
<b>Organization</b>		
<i>Strategic focus</i>	Company report	Estée Lauder Companies (2019). 2019 Annual report. Retrieved via <a href="https://www.elcompanies.com/en/investors/earnings-and-financials/annual-reports">https://www.elcompanies.com/en/investors/earnings-and-financials/annual-reports</a>
	Company website	Estée Lauder Companies (2019). Year in review. Retrieved via <a href="https://www.elcompanies.com/en/investors/year-in-review-2019#power-of-our-portfolio">https://www.elcompanies.com/en/investors/year-in-review-2019#power-of-our-portfolio</a>
<i>Full integration</i>	Company report	Estée Lauder Companies (2019). 2019 Annual report. Retrieved via <a href="https://www.elcompanies.com/en/investors/earnings-and-financials/annual-reports">https://www.elcompanies.com/en/investors/earnings-and-financials/annual-reports</a>
	Press release	Estée Lauder Companies (2018, February 28). The Estée Lauder Companies announces digital and retail innovator to lead MAC Cosmetics globally. Retrieved via <a href="https://www.elcompanies.com/en/news-and-media/newsroom/press-releases/2018/02-28-18">elcompanies.com/en/news-and-media/newsroom/press-releases/2018/02-28-18</a>
<i>Entrepreneurial vision</i>	Company report	Estée Lauder Companies (2019). 2019 Annual report. Retrieved via <a href="https://www.elcompanies.com/en/investors/earnings-and-financials/annual-reports">https://www.elcompanies.com/en/investors/earnings-and-financials/annual-reports</a>
	Company letter	Estée Lauder Companies (2019). Message from Fabrizio Freda. Retrieved via <a href="https://www.elcompanies.com/en/investors/year-in-review-2019/message-from-fabrizio-freda">https://www.elcompanies.com/en/investors/year-in-review-2019/message-from-fabrizio-freda</a>
	Online news article	Smith, M. (2019, December 24). Estée Lauder Companies: 4 lessons learned by an iconic brand about consumers in digital era. Retrieved via <a href="https://www.cnbc.com/2019/12/24/este-lauder-4-lessons-learned-by-iconic-brand-in-the-digital-era.html">https://www.cnbc.com/2019/12/24/este-lauder-4-lessons-learned-by-iconic-brand-in-the-digital-era.html</a>
<b>Brand experience</b>		
<i>Harmonized branding</i>	Online marketing blog	Matusow, J. (2020, May 5). MAC Cosmetics: ahead of its times. Retrieved via <a href="https://www.beautypackaging.com/issues/2020-01-01/view_features/mac-cosmetics-ahead-of-its-time/">https://www.beautypackaging.com/issues/2020-01-01/view_features/mac-cosmetics-ahead-of-its-time/</a>
	Online news article	Rao, P. (2020, March 3). Inside MAC Cosmetics' strategy for the middle east. Retrieved via <a href="https://www.glossy.co/beauty/inside-mac-cosmetics-strategy-for-the-middle-east">https://www.glossy.co/beauty/inside-mac-cosmetics-strategy-for-the-middle-east</a>
<i>Alignment of services etc.</i>		Undisclosed
<i>Content consistency</i>		Undisclosed

<b>Customer experience</b>		
<i>Seamlessness</i>	Online news article	Chan, J. (2019, February 21). MAC Cosmetics launches first interactive experience centre in Shanghai. Retrieved via <a href="https://www.campaignasia.com/gallery/mac-cosmetics-launches-first-interactive-experience-centre-in-shanghai/449988">https://www.campaignasia.com/gallery/mac-cosmetics-launches-first-interactive-experience-centre-in-shanghai/449988</a>
	Online news article	Smith, M. (2019, December 24). Estée Lauder Companies: 4 lessons learned by an iconic brand about consumers in digital era. Retrieved via <a href="https://www.cnbc.com/2019/12/24/este-lauder-4-lessons-learned-by-iconic-brand-in-the-digital-era.html">https://www.cnbc.com/2019/12/24/este-lauder-4-lessons-learned-by-iconic-brand-in-the-digital-era.html</a>
	Online marketing blog	Wunderman Thompson (2020). MAC Cosmetics experience center. Retrieved via <a href="https://www.wundermanthompson.com/work/mac-cosmetics-experience-center-feel-the-color">https://www.wundermanthompson.com/work/mac-cosmetics-experience-center-feel-the-color</a>
<i>Digital technologies</i>	Online news article	Kirkpatrick, D., Koltun, N. (2017, November 14). MAC Cosmetics rolls out in-store AR 'try on' mirror. Retrieved via <a href="https://www.marketingdive.com/news/mac-cosmetics-rolls-out-in-store-ar-try-on-mirror/510830/">https://www.marketingdive.com/news/mac-cosmetics-rolls-out-in-store-ar-try-on-mirror/510830/</a>
	Online news article	Sandler, E. (2020, May 1). Estée Lauder Companies rethinks its future of omnichannel. Retrieved via <a href="https://www.glossy.co/beauty/estee-lauder-companies-rethinks-the-future-of-omnichannel">https://www.glossy.co/beauty/estee-lauder-companies-rethinks-the-future-of-omnichannel</a>
	Online news article	Smith, M. (2019, December 24). Estée Lauder Companies: 4 lessons learned by an iconic brand about consumers in digital era. Retrieved via <a href="https://www.cnbc.com/2019/12/24/este-lauder-4-lessons-learned-by-iconic-brand-in-the-digital-era.html">https://www.cnbc.com/2019/12/24/este-lauder-4-lessons-learned-by-iconic-brand-in-the-digital-era.html</a>
<i>Functional values</i>	Online marketing blog (Q&A)	BrandBastion Blog (2018, June 12). Q&A: in conversation with the biggest beauty brand on Instagram. Retrieved via <a href="https://blog.brandbastion.com/conversation-with-the-biggest-beauty-brand-on-instagram">https://blog.brandbastion.com/conversation-with-the-biggest-beauty-brand-on-instagram</a>
	Company report	Estée Lauder Companies (2019). 2019 Annual report. Retrieved via <a href="https://www.elcompanies.com/en/investors/earnings-and-financials/annual-reports">https://www.elcompanies.com/en/investors/earnings-and-financials/annual-reports</a>
	Online marketing blog	Wunderman Thompson (2020). MAC Cosmetics experience center. Retrieved via <a href="https://www.wundermanthompson.com/work/mac-cosmetics-experience-center-feel-the-color">https://www.wundermanthompson.com/work/mac-cosmetics-experience-center-feel-the-color</a>
<b>Engagement</b>		
<i>Personalization</i>		Undisclosed

<i>Customization</i>	Online news article	Farrington, A. (2020, February 5). MAC eyeshadows take flight with GTR exclusive campaign. Retrieved via <a href="https://www.dfnionline.com/product-news/mac-eyeshadows-take-flight-gtr-exclusive-campaign-05-02-2020/">https://www.dfnionline.com/product-news/mac-eyeshadows-take-flight-gtr-exclusive-campaign-05-02-2020/</a>
<i>Lock-in effect</i>	Online marketing blog	Loyalty Lion (n.d.). The best loyalty programs: what we learn from MAC Cosmetics' new loyalty program. Retrieved via <a href="https://loyaltylion.com/blog/mac-cosmetics-loyalty">https://loyaltylion.com/blog/mac-cosmetics-loyalty</a>

<b>Case: Fenty Beauty</b>		
<b>Theme</b>	<b>Document type</b>	<b>Source</b>
<b>Organization</b>		
<i>Strategic focus</i>	Company website	LVMH (2020). Fenty Beauty. Retrieved via <a href="https://www.lvmh.com/houses/perfumes-cosmetics/fenty-beauty-by-rihanna/">https://www.lvmh.com/houses/perfumes-cosmetics/fenty-beauty-by-rihanna/</a>
	Online marketing blog	Parisyan, L. (2019, December 10). How Rihanna's Fenty Beauty creates AI-driven customer experiences with Salesforce. Retrieved via <a href="https://hub.appirio.com/cloud-powered-blog/fenty-beauty-ai-customer-experience-salesforce">https://hub.appirio.com/cloud-powered-blog/fenty-beauty-ai-customer-experience-salesforce</a>
<i>Full integration</i>	Company report	LVMH (2020, April). 2019 Annual Report. Retrieved via <a href="https://www.lvmh.com/investors/investors-and-analysts/publications/">https://www.lvmh.com/investors/investors-and-analysts/publications/</a>
	Online news article	Muret, D. (2018, November 20). LVMH Retail Lab working on group's digital retail innovation. Retrieved via <a href="https://us.fashionnetwork.com/news/Lvmh-retail-lab-working-on-group-s-digital-retail-innovation,1037493.html#.XJ3fyRMzbbJ">https://us.fashionnetwork.com/news/Lvmh-retail-lab-working-on-group-s-digital-retail-innovation,1037493.html#.XJ3fyRMzbbJ</a>
<i>Entrepreneurial vision</i>	Company report	LVMH (2020, April). 2019 Annual Report. Retrieved via <a href="https://www.lvmh.com/investors/investors-and-analysts/publications/">https://www.lvmh.com/investors/investors-and-analysts/publications/</a>
	Company website	LVMH (n.d.). Fenty Beauty. Retrieved via <a href="https://www.lvmh.com/houses/perfumes-cosmetics/fenty-beauty-by-rihanna/">https://www.lvmh.com/houses/perfumes-cosmetics/fenty-beauty-by-rihanna/</a>
	Online marketing blog	Parisyan, L. (2019, December 10). How Rihanna's Fenty Beauty creates AI-driven customer experiences with Salesforce. Retrieved via <a href="https://hub.appirio.com/cloud-powered-blog/fenty-beauty-ai-customer-experience-salesforce">https://hub.appirio.com/cloud-powered-blog/fenty-beauty-ai-customer-experience-salesforce</a>
<b>Brand experience</b>		
	Online marketing blog	BestDesigns (2020). Fenty Beauty's chich makeup packaging walks a fine line between feminine and fierce. Retrieved via <a href="https://www.bestdesigns.co/best-design/fenty-beauty-makeup-packaging">https://www.bestdesigns.co/best-design/fenty-beauty-makeup-packaging</a>

<i>Harmonized branding</i>	Online marketing blog	Christiansen, L. (2019, July 15). How Fenty's brand positioning generated \$100 million in its first 40 days. Retrieved via <a href="https://iilt.com/blog/fenty-brand-positioning/">https://iilt.com/blog/fenty-brand-positioning/</a>
	Online marketing article	Saputo, S. (2019, June). How Rihanna's Fenty Beauty delivered 'Beauty for All' - and a wake-up call to the industry. Retrieved via <a href="https://www.thinkwithgoogle.com/marketing-resources/-fenty-beauty-inclusive-advertising/">https://www.thinkwithgoogle.com/marketing-resources/-fenty-beauty-inclusive-advertising/</a>
	Case study	Sheridan, M. (n.d.). Fenty Beauty Retail. Retrieved via <a href="https://www.sheridanandco.com/case-study/fenty/">https://www.sheridanandco.com/case-study/fenty/</a>
<i>Alignment of services etc.</i>		Undisclosed
<i>Content consistency</i>	Online marketing blog	Christiansen, L. (2019, July 15). How Fenty's brand positioning generated \$100 million in its first 40 days. Retrieved via <a href="https://iilt.com/blog/fenty-brand-positioning/">https://iilt.com/blog/fenty-brand-positioning/</a>
	Online marketing article	Saputo, S. (2019, June). How Rihanna's Fenty Beauty delivered 'Beauty for All' - and a wake-up call to the industry. Retrieved via <a href="https://www.thinkwithgoogle.com/marketing-resources/-fenty-beauty-inclusive-advertising/">https://www.thinkwithgoogle.com/marketing-resources/-fenty-beauty-inclusive-advertising/</a>
<b>Customer experience</b>		
<i>Seamlessness</i>		Undisclosed
<i>Digital technologies</i>	Online marketing blog	Parisyan, L. (2019, December 10). How Rihanna's Fenty Beauty creates AI-driven customer experiences with Salesforce. Retrieved via <a href="https://hub.appirio.com/cloud-powered-blog/fenty-beauty-ai-customer-experience-salesforce">https://hub.appirio.com/cloud-powered-blog/fenty-beauty-ai-customer-experience-salesforce</a>
	Online marketing blog	Shorty Awards (2020). Fenty Beauty mattemoiselle lipstick. try-on AR experience. Retrieved via <a href="https://shortyawards.com/12th/mattemoiselle-lookbook-try-on-ar-experience">https://shortyawards.com/12th/mattemoiselle-lookbook-try-on-ar-experience</a>
<i>Functional values</i>	Online marketing blog	Alvomedia (2019). Fenty Beauty and it's successful digital strategy. Retrieved via <a href="http://alvomedia.com/news/digital-marketing-strategy-fenty-beauty-rihanna/">http://alvomedia.com/news/digital-marketing-strategy-fenty-beauty-rihanna/</a>
	Online marketing blog	Design4Retail (2020). On the road: Fenty Beauty pop-up. Retrieved via <a href="https://www.design4retail.co.uk/news-blog/fenty-beauty-pop-up/">https://www.design4retail.co.uk/news-blog/fenty-beauty-pop-up/</a>

	Online marketing blog	Gilliland, N. (2018, November 29). 10 brilliant examples of content marketing from beauty brands. Retrieved via <a href="https://econsultancy.com/content-marketing-beauty-brands/">https://econsultancy.com/content-marketing-beauty-brands/</a>
<b>Engagement</b>		
<i>Personalization</i>	Online marketing blog	Parisyman, L. (2019, December 10). How Rihanna's Fenty Beauty creates AI-driven customer experiences with Salesforce. Retrieved via <a href="https://hub.appirio.com/cloud-powered-blog/fenty-beauty-ai-customer-experience-salesforce">https://hub.appirio.com/cloud-powered-blog/fenty-beauty-ai-customer-experience-salesforce</a>
<i>Customization</i>		Undisclosed
<i>Lock-in effect</i>	Online news article	Smith, R. A. (2019, July 14). Beauty brands focus on women of color. Retrieved via <a href="https://www.wsj.com/articles/beauty-brands-focus-on-women-of-color-11563096600">https://www.wsj.com/articles/beauty-brands-focus-on-women-of-color-11563096600</a>
	Online news article	Wingard, R. (2019, August 2). Rihanna's 'Fenty Beauty': a leadership case for customer inclusivity. Retrieved via <a href="https://www.forbes.com/sites/jasonwingard/2019/08/02/rihannas-fenty-beauty--a-leadership-case-for-customer-inclusivity/#570ea8033460">https://www.forbes.com/sites/jasonwingard/2019/08/02/rihannas-fenty-beauty--a-leadership-case-for-customer-inclusivity/#570ea8033460</a>

<b>Case: Sephora</b>		
<b>Theme</b>	<b>Document type</b>	<b>Sources</b>
<b>Organization</b>		
<i>Strategic focus</i>	Case study	ETail (2019). How Sephora integrated physical retail with its digital marketing strategy. Retrieved via <a href="https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m">https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m</a>
	Company website	LVMH (2020). Sephora. Retrieved via <a href="https://www.lvmh.com/houses/selective-retailing/sephora/">https://www.lvmh.com/houses/selective-retailing/sephora/</a>
	Company report	LVMH (2020). 2019 Annual Report. Retrieved via <a href="https://www.lvmh.com/investors/investors-and-analysts/publications/">https://www.lvmh.com/investors/investors-and-analysts/publications/</a>
<i>Full integration</i>	Case study	ETail (2019). How Sephora integrated physical retail with its digital marketing strategy. Retrieved via <a href="https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m">https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m</a>
	Online news article	MDS (2019, October 10). Sephora US boost its omni-retail strategy and promotes six execs. Retrieved via <a href="https://www.themds.com/companies/sephora-us-boost-its-omni-retail-strategy-and-promotes-six-execs.html">https://www.themds.com/companies/sephora-us-boost-its-omni-retail-strategy-and-promotes-six-execs.html</a>

	Online news article	Milnes, H. (2018, April 6). Why Sephora merged its digital and physical retail teams into one department. Retrieved via <a href="https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin">https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin</a>
	Company website	Sephora Careers (n.d.). Our culture. Retrieved via <a href="https://jobs.sephora.com/USA/content/Our-Culture/?locale=en_US">https://jobs.sephora.com/USA/content/Our-Culture/?locale=en_US</a>
<i>Entrepreneurial vision</i>	Case study	CB Insights (2018). How Sephora built a beauty empire to survive the retail apocalypse. Retrieved via <a href="https://www.cbinsights.com/research/report/sephora-teardown/">https://www.cbinsights.com/research/report/sephora-teardown/</a>
	Online news article	Stewart, K. (2018, July 23). 5 ways Sephora creates a seamless customer experience. Retrieved via <a href="https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience">https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience</a>
	Company website	Sephora Careers (n.d.). Join the company that is steering the future of retail. Retrieved via <a href="https://jobs.sephora.com/USA/?locale=en_US">https://jobs.sephora.com/USA/?locale=en_US</a>
<b>Brand experience</b>		
<i>Harmonized branding</i>	Interview	Sonsev, V. (2018, April 12). How Sephora makes beauty a two-way conversation. Retrieved via <a href="https://www.forbes.com/sites/veronikasonsev/2018/04/12/how-sephora-makes-beauty-a-two-way-conversation/#79bdf86d7f51">https://www.forbes.com/sites/veronikasonsev/2018/04/12/how-sephora-makes-beauty-a-two-way-conversation/#79bdf86d7f51</a>
<i>Alignment of services etc.</i>	Research Index	Sailthru (2019). Sephora. Retrieved via <a href="https://www.sailthru.com/personalization-index/sephora/">https://www.sailthru.com/personalization-index/sephora/</a>
	Online news article	Stewart, K. (2018, July 23). 5 ways Sephora creates a seamless customer experience. Retrieved via <a href="https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience">https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience</a>
<i>Content consistency</i>	Online news article	Grunberg, J. (2019, October 3). How Sephora gets personalization right. Retrieved via <a href="https://wwd.com/business-news/business-features/sephora-sailthru-report-1203332771/">https://wwd.com/business-news/business-features/sephora-sailthru-report-1203332771/</a>
<b>Customer experience</b>		
<i>Seamlessness</i>	Online marketing blog	Kidder, S. (2019, December 6). What retailers can learn from Sephora's winning retail strategy. Retrieved via <a href="https://www.thestorefront.com/mag/what-retailers-can-learn-from-sephoras-winning-strategy/">https://www.thestorefront.com/mag/what-retailers-can-learn-from-sephoras-winning-strategy/</a>
	Annual report	LVMH (2020). 2019 Annual Report. Retrieved via <a href="https://www.lvmh.com/investors/investors-and-analysts/publications/">https://www.lvmh.com/investors/investors-and-analysts/publications/</a>
	Online news article	Milnes, H. (2018, April 6). Why Sephora merged its digital and physical retail teams into one department. Retrieved via <a href="https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin">https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin</a>

	Online news article	Stewart, K. (2018, July 23). 5 ways Sephora creates a seamless customer experience. Retrieved via <a href="https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience">https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience</a>
<i>Digital technologies</i>	Case study	CB Insights (2018). How Sephora built a beauty empire to survive the retail apocalypse. Retrieved via <a href="https://www.cbinsights.com/research/report/sephora-teardown/">https://www.cbinsights.com/research/report/sephora-teardown/</a>
	Case study	ETail (2019). How Sephora integrated physical retail with its digital marketing strategy. Retrieved via <a href="https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m">https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m</a>
	Interview	Sonsev, V. (2018, April 12). How Sephora makes beauty a two-way conversation. Retrieved via <a href="https://www.forbes.com/sites/veronikasonsev/2018/04/12/how-sephora-makes-beauty-a-two-way-conversation/#79bdf86d7f51">https://www.forbes.com/sites/veronikasonsev/2018/04/12/how-sephora-makes-beauty-a-two-way-conversation/#79bdf86d7f51</a>
	Online news article	Stewart, K. (2018, July 23). 5 ways Sephora creates a seamless customer experience. Retrieved via <a href="https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience">https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience</a>
<i>Functional values</i>	Online news article	Agnew, H., & Copeland, H. (2019, July 25). For Sephora, the store is core to its beauty. Retrieved via <a href="https://www-ft-com.eur.idm.oclc.org/content/530db1bc-ae06-11e9-8030-530adfa879c2">https://www-ft-com.eur.idm.oclc.org/content/530db1bc-ae06-11e9-8030-530adfa879c2</a>
	Case study	ETail (2019). How Sephora integrated physical retail with its digital marketing strategy. Retrieved via <a href="https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m">https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m</a>
	Online news article	Milnes, H. (2018, April 6). Why Sephora merged its digital and physical retail teams into one department. Retrieved via <a href="https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin">https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin</a>
	Online marketing blog	Kidder, S. (2019, December 6). What retailers can learn from Sephora's winning retail strategy. Retrieved via <a href="https://www.thestorefront.com/mag/what-retailers-can-learn-from-sephoras-winning-strategy/">https://www.thestorefront.com/mag/what-retailers-can-learn-from-sephoras-winning-strategy/</a>
	Online marketing blog	Sailthru (2019). What makes Sephora such an outstanding omnichannel retailer? Retrieved via <a href="https://www.sailthru.com/marketing-blog/sephora-omnichannel-retailer/">https://www.sailthru.com/marketing-blog/sephora-omnichannel-retailer/</a>
	Online marketing blog	Scalpini, C. (2017, November 29). 30 minutes with Sephora's head of marketing. Retrieved via <a href="https://www.retaildive.com/news/30-minutes-with-sephoras-head-of-marketing/510300/">https://www.retaildive.com/news/30-minutes-with-sephoras-head-of-marketing/510300/</a>
	Interview	Sonsev, V. (2018, April 12). How Sephora makes beauty a two-way conversation. Retrieved via <a href="https://www.forbes.com/sites/veronikasonsev/2018/04/12/how-sephora-makes-beauty-a-two-way-conversation/#79bdf86d7f51">https://www.forbes.com/sites/veronikasonsev/2018/04/12/how-sephora-makes-beauty-a-two-way-conversation/#79bdf86d7f51</a>

	Online marketing blog	Sailthru (2019). What makes Sephora such an outstanding omnichannel retailer? Retrieved via <a href="https://www.sailthru.com/marketing-blog/sephora-omnichannel-retailer/">https://www.sailthru.com/marketing-blog/sephora-omnichannel-retailer/</a>
<b>Engagement</b>		
<i>Personalization</i>	Case study	CB Insights (2018). How Sephora built a beauty empire to survive the retail apocalypse. Retrieved via <a href="https://www.cbinsights.com/research/report/sephora-teardown/">https://www.cbinsights.com/research/report/sephora-teardown/</a>
	Online news article	Milnes, H. (2018, April 6). Why Sephora merged its digital and physical retail teams into one department. Retrieved via <a href="https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin">https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin</a>
	Online news article	Stewart, K. (2018, July 23). 5 ways Sephora creates a seamless customer experience. Retrieved via <a href="https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience">https://nrf.com/blog/5-ways-sephora-creates-seamless-customer-experience</a>
	Research Index	Sailthru (2019). Sephora. Retrieved via <a href="https://www.sailthru.com/personalization-index/sephora/">https://www.sailthru.com/personalization-index/sephora/</a>
<i>Customization</i>		Undisclosed
<i>Lock-in effect</i>	Online marketing article	Barseghian, A. (2019, July 9). How Sephora is using tech to revolutionize shopping. Retrieved via <a href="https://www.linkedin.com/pulse/how-sephora-using-tech-revolutionize-shopping-alex-barseghian/">https://www.linkedin.com/pulse/how-sephora-using-tech-revolutionize-shopping-alex-barseghian/</a>
	Case study	CB Insights (2018). How Sephora built a beauty empire to survive the retail apocalypse. Retrieved via <a href="https://www.cbinsights.com/research/report/sephora-teardown/">https://www.cbinsights.com/research/report/sephora-teardown/</a>
	Case study	ETail (2019). How Sephora integrated physical retail with its digital marketing strategy. Retrieved via <a href="https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m">https://etailwest.wbresearch.com/downloads/sephora-case-study?-ty-m</a>
	Online marketing blog	Kidder, S. (2019, December 6). What retailers can learn from Sephora's winning retail strategy. Retrieved via <a href="https://www.thestorefront.com/mag/what-retailers-can-learn-from-sephoras-winning-strategy/">https://www.thestorefront.com/mag/what-retailers-can-learn-from-sephoras-winning-strategy/</a>
	Online news article	Milnes, H. (2018, April 6). Why Sephora merged its digital and physical retail teams into one department. Retrieved via <a href="https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin">https://www.glossy.co/new-face-of-beauty/why-sephora-merged-its-digital-and-physical-retail-teams-into-one-department?utm_campaign=glossydis&amp;utm_medium=social&amp;utm_source=linkedin</a>



	Online marketing blog	Scalpini, C. (2017, November 29). 30 minutes with Sephora’s head of marketing. Retrieved via <a href="https://www.retaildive.com/news/30-minutes-with-sephoras-head-of-marketing/510300/">https://www.retaildive.com/news/30-minutes-with-sephoras-head-of-marketing/510300/</a>
--	-----------------------	--

Case: Ulta Beauty		
Theme	Document type	Sources
<b>Strategy</b>		
<i>Strategic focus</i>	Company presentation	Experience Medallia (2019). Creating & sustaining a customer-centric enterprise culture. Retrieved via <a href="http://experience.medallia.com/wp-content/uploads/Ulta-Beauty-CX-Update-6.19-v_F_Medallia_03Reduced.pdf">http://experience.medallia.com/wp-content/uploads/Ulta-Beauty-CX-Update-6.19-v_F_Medallia_03Reduced.pdf</a>
	Company website	Ulta Beauty (2020). Strategic Imperatives. Retrieved via <a href="http://ir.ultabeauty.com/company-information/strategic-imperatives/default.aspx">http://ir.ultabeauty.com/company-information/strategic-imperatives/default.aspx</a>
<i>Full integration</i>	Company presentation	Experience Medallia (2019). Creating & sustaining a customer-centric enterprise culture. Retrieved via <a href="http://experience.medallia.com/wp-content/uploads/Ulta-Beauty-CX-Update-6.19-v_F_Medallia_03Reduced.pdf">http://experience.medallia.com/wp-content/uploads/Ulta-Beauty-CX-Update-6.19-v_F_Medallia_03Reduced.pdf</a>
	Video	Oracle (2018). ULTA Beauty: Bringing joy - seamless omnichannel experiences. Retrieved via <a href="https://video.oracle.com/detail/video/5541092755001/ulta-beauty:-bringing-joy---seamless-omnichannel-experiences">https://video.oracle.com/detail/video/5541092755001/ulta-beauty:-bringing-joy---seamless-omnichannel-experiences</a>
	Company website	Ulta Beauty (2020). Strategic Imperatives. Retrieved via <a href="http://ir.ultabeauty.com/company-information/strategic-imperatives/default.aspx">http://ir.ultabeauty.com/company-information/strategic-imperatives/default.aspx</a>
	Company report	Ulta Beauty (2019). 2019 Annual Report. Retrieved via <a href="http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx">http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx</a>
	Press release	Ulta Beauty (2019, December 17). Ulta Beauty announces organizational leadership changes. Retrieved via <a href="http://ir.ultabeauty.com/news-releases/news-release-details/2019/Ulta-Beauty-Announces-Organizational-Leadership-Changes/default.aspx">http://ir.ultabeauty.com/news-releases/news-release-details/2019/Ulta-Beauty-Announces-Organizational-Leadership-Changes/default.aspx</a>
<i>Entrepreneurial vision</i>	Company website	Ulta Beauty (2020). Strategic Imperatives. Retrieved via <a href="http://ir.ultabeauty.com/company-information/strategic-imperatives/default.aspx">http://ir.ultabeauty.com/company-information/strategic-imperatives/default.aspx</a>
	Press release	Ulta Beauty (2019, December 17). Ulta Beauty announces organizational leadership changes. Retrieved via <a href="http://ir.ultabeauty.com/news-releases/news-release-details/2019/Ulta-Beauty-Announces-Organizational-Leadership-Changes/default.aspx">http://ir.ultabeauty.com/news-releases/news-release-details/2019/Ulta-Beauty-Announces-Organizational-Leadership-Changes/default.aspx</a>
<b>Brand experience</b>		
<i>Harmonized branding</i>	Online article (Q&A)	Leininger (2017, March 6). The secret to Ulta Beauty’s success: Joy. Retrieved via <a href="https://insight.kellogg.northwestern.edu/article/the-secret-to-ulta-beautys-success-joy">https://insight.kellogg.northwestern.edu/article/the-secret-to-ulta-beautys-success-joy</a>

	Company report	Ulta Beauty (2019). 2019 Annual Report. Retrieved via <a href="http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx">http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx</a>
<i>Alignment of services and prices</i>	Video	Oracle (2018). ULTA Beauty: Bringing joy - seamless omnichannel experiences. Retrieved via <a href="https://video.oracle.com/detail/video/5541092755001/ulta-beauty:-bringing-joy---seamless-omnichannel-experiences">https://video.oracle.com/detail/video/5541092755001/ulta-beauty:-bringing-joy---seamless-omnichannel-experiences</a>
<i>Content consistency</i>	Company report	Ulta Beauty (2019). 2019 Annual Report. Retrieved via <a href="http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx">http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx</a>
<b>Customer experience</b>		
<i>Seamlessness</i>	Online news article	Braunschweiger, J. (2017, April 20). How Mary Dillon turned Ulta Beauty into the leading customers retailer. Retrieved via <a href="https://www.fastcompany.com/3068653/how-mary-dillon-turned-ulta-beauty-into-the-leading-cosmetics-retailer">https://www.fastcompany.com/3068653/how-mary-dillon-turned-ulta-beauty-into-the-leading-cosmetics-retailer</a>
	News article	Danziger, P. (2019, May 2). How a design firm is helping Target, Ulta and Best Buy ditch omnichannel for a new 'harmonic' model. Retrieved via <a href="https://www.forbes.com/sites/pamdanziger/2019/05/02/how-target-ulta-and-best-buy-abandoned-omnichannel-strategies-to-harmonize-customer-engagement/#7fa7d763523e">https://www.forbes.com/sites/pamdanziger/2019/05/02/how-target-ulta-and-best-buy-abandoned-omnichannel-strategies-to-harmonize-customer-engagement/#7fa7d763523e</a>
	Online article (Q&A)	Leininger (2017, March 6). The secret to Ulta Beauty's success: Joy. Retrieved via <a href="https://insight.kellogg.northwestern.edu/article/the-secret-to-ulta-beautys-success-joy">https://insight.kellogg.northwestern.edu/article/the-secret-to-ulta-beautys-success-joy</a>
	Video	Oracle (2018). ULTA Beauty: Bringing joy - seamless omnichannel experiences. Retrieved via <a href="https://video.oracle.com/detail/video/5541092755001/ulta-beauty:-bringing-joy---seamless-omnichannel-experiences">https://video.oracle.com/detail/video/5541092755001/ulta-beauty:-bringing-joy---seamless-omnichannel-experiences</a>
<i>Digital technologies</i>	Online news article	Berthiaume, D. (2019, June 4). Ulta Beauty shoppers behold new AR, AI features. Retrieved via <a href="https://chainstorage.com/technology/ulta-beauty-shoppers-behold-new-ar-ai-features">https://chainstorage.com/technology/ulta-beauty-shoppers-behold-new-ar-ai-features</a>
	Online news article	Duberstein, B. (2018, December 18). Ulta Beauty invests in technology to keep up with the times. Retrieved via <a href="https://www.fool.com/investing/2018/12/18/ulta-beauty-invests-in-technology-to-keep-up-with.aspx">https://www.fool.com/investing/2018/12/18/ulta-beauty-invests-in-technology-to-keep-up-with.aspx</a>
	Online news article	Taylor, G. (2019, June 11). Ulta Beauty powers personalization with expanded Google Cloud partnership. Retrieved via <a href="https://retailtouchpoints.com/features/news-briefs/ulta-beauty-powers-personalization-with-expanded-google-cloud-partnership">https://retailtouchpoints.com/features/news-briefs/ulta-beauty-powers-personalization-with-expanded-google-cloud-partnership</a>
<i>Functional values</i>	Online news article	Braunschweiger, J. (2017, April 20). How Mary Dillon turned Ulta Beauty into the leading customers retailer. Retrieved via <a href="https://www.fastcompany.com/3068653/how-mary-dillon-turned-ulta-beauty-into-the-leading-cosmetics-retailer">https://www.fastcompany.com/3068653/how-mary-dillon-turned-ulta-beauty-into-the-leading-cosmetics-retailer</a>

	Online news article	Danziger, P. (2019, March 19). In the battle for beauty shoppers, Ulta is pulling ahead of Sephora and Amazon. Retrieved via <a href="https://www.forbes.com/sites/pamdanziger/2019/03/19/ulta-puts-more-distance-from-sephora-and-amazon-in-the-number-of-people-who-prefer-to-shop-there/#755abfb636f4">https://www.forbes.com/sites/pamdanziger/2019/03/19/ulta-puts-more-distance-from-sephora-and-amazon-in-the-number-of-people-who-prefer-to-shop-there/#755abfb636f4</a>
	Online article (Q&A)	Leininger (2017, March 6). The secret to Ulta Beauty's success: Joy. Retrieved via <a href="https://insight.kellogg.northwestern.edu/article/the-secret-to-ulta-beautys-success-joy">https://insight.kellogg.northwestern.edu/article/the-secret-to-ulta-beautys-success-joy</a>
	Annual Report	Ulta Beauty (2019). 2019 Annual Report. Retrieved via <a href="http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx">http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx</a>
	Company website	Ulta Beauty (2020). Strategic Imperatives. Retrieved via <a href="http://ir.ultabeauty.com/company-information/strategic-imperatives/default.aspx">http://ir.ultabeauty.com/company-information/strategic-imperatives/default.aspx</a>

### Engagement

<i>Personalization</i>	Online news article	Berthiaume, D. (2019, June 4). Ulta Beauty shoppers behold new AR, AI features. Retrieved via <a href="https://chainstoreage.com/technology/ulta-beauty-shoppers-behold-new-ar-ai-features">https://chainstoreage.com/technology/ulta-beauty-shoppers-behold-new-ar-ai-features</a>
	Online news article	Biron, B. (2017, August 17). How Ulta overhauled its business to edge out Sephora. Retrieved via <a href="https://digiday.com/marketing/ulta-overhauled-business-edge-sephora/">https://digiday.com/marketing/ulta-overhauled-business-edge-sephora/</a>
	Research Index	Sailthru (2019). Ulta. Retrieved via <a href="https://www.sailthru.com/personalization-index/ulta/">https://www.sailthru.com/personalization-index/ulta/</a>
<i>Customization</i>		Undisclosed
<i>Lock-in effect</i>	Online news article	Biron, B. (2017, August 17). How Ulta overhauled its business to edge out Sephora. Retrieved via <a href="https://digiday.com/marketing/ulta-overhauled-business-edge-sephora/">https://digiday.com/marketing/ulta-overhauled-business-edge-sephora/</a>
	Research Index	Sailthru (2019). Ulta. Retrieved via <a href="https://www.sailthru.com/personalization-index/ulta/">https://www.sailthru.com/personalization-index/ulta/</a>
	Online news article	Salpini, C. (2019, April 24). Ulta lands exclusive deal with DTC brand Madison Reed. Retrieved via <a href="https://www.retaildive.com/news/ulta-lands-exclusive-deal-with-dtc-brand-madison-reed/553305/">https://www.retaildive.com/news/ulta-lands-exclusive-deal-with-dtc-brand-madison-reed/553305/</a>
	Online news article	Thomas, E. (2019, August 13). Inside Ulta Beauty's new strategy for emerging brands. Retrieved via <a href="https://wwd.com/beauty-industry-news/beauty-features/sparked-ulta-beauty-emerging-brand-platform-1203236848/">https://wwd.com/beauty-industry-news/beauty-features/sparked-ulta-beauty-emerging-brand-platform-1203236848/</a>

Company report	Ulta Beauty (2019). 2019 Annual Report. Retrieved via <a href="http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx">http://ir.ultabeauty.com/financial-reports/annual-reports/default.aspx</a>
Online marketing blog	Winker, K. (2018). Sephora vs. Ulta: A competitive analysis between the top two beauty retailers. Retrieved via <a href="https://digitalbeauty.com/sephora-vs-ulta-competitor-analysis/">https://digitalbeauty.com/sephora-vs-ulta-competitor-analysis/</a>

Case: NYX Professional Makeup		
Theme	Document type	Sources
<b>Organization</b>		
<i>Strategic focus</i>	Online article (Q&A)	Beauty Tomorrow (2018, July 13). Valeria on turning digital loyalty into in-store engagement. Retrieved via <a href="https://beautytmr.com/valeria-deh%C3%B2-nyx-pmu-brand-director-c67a83a56f42">https://beautytmr.com/valeria-deh%C3%B2-nyx-pmu-brand-director-c67a83a56f42</a>
	Company report	L'Oréal (2020). 2019 Annual Report. Retrieved via <a href="https://www.loreal-finance.com/system/files/2020-03/LOREAL_2019_Annual_Report_3.pdf">https://www.loreal-finance.com/system/files/2020-03/LOREAL_2019_Annual_Report_3.pdf</a>
	Company report	L'Oréal (2018). L'Oréal is inventing the beauty of tomorrow with digital technologies, from product design through the beauty experience enjoyed by consumers. Retrieved via <a href="https://www.loreal-finance.com/en/annual-report-2018/digital-4-3/loreal-inventing-the-beauty-of-tomorrow-with-digital-from-product-design-through-to-beauty-experience-enjoyed-by-consumers-4-3-1/">https://www.loreal-finance.com/en/annual-report-2018/digital-4-3/loreal-inventing-the-beauty-of-tomorrow-with-digital-from-product-design-through-to-beauty-experience-enjoyed-by-consumers-4-3-1/</a>
	Company website	L'Oréal (n.d.). NYX Professional Makeup. Retrieved via <a href="https://www.loreal.com/brand/consumer-products-division/nyx-professional-makeup">https://www.loreal.com/brand/consumer-products-division/nyx-professional-makeup</a>
<i>Full integration</i>	Online article (Q&A)	Beauty Tomorrow (2018, July 13). Valeria on turning digital loyalty into in-store engagement. Retrieved via <a href="https://beautytmr.com/valeria-deh%C3%B2-nyx-pmu-brand-director-c67a83a56f42">https://beautytmr.com/valeria-deh%C3%B2-nyx-pmu-brand-director-c67a83a56f42</a>
	Annual report	L'Oréal (2017). Fostering a new mindset at L'Oréal. Retrieved via <a href="https://www.loreal-finance.com/en/annual-report-2017/human-relations/simplicity-company-transformation">https://www.loreal-finance.com/en/annual-report-2017/human-relations/simplicity-company-transformation</a>
	Annual report	L'Oréal (2020). 2019 Annual Report. Retrieved via <a href="https://www.loreal-finance.com/system/files/2020-03/LOREAL_2019_Annual_Report_3.pdf">https://www.loreal-finance.com/system/files/2020-03/LOREAL_2019_Annual_Report_3.pdf</a>
<i>Entrepreneurial vision</i>	Annual report	L'Oréal (2017). Fostering a new mindset at L'Oréal. Retrieved via <a href="https://www.loreal-finance.com/en/annual-report-2017/human-relations/simplicity-company-transformation">https://www.loreal-finance.com/en/annual-report-2017/human-relations/simplicity-company-transformation</a>
	Annual report	L'Oréal (2020). 2019 Annual Report. Retrieved via <a href="https://www.loreal-finance.com/system/files/2020-03/LOREAL_2019_Annual_Report_3.pdf">https://www.loreal-finance.com/system/files/2020-03/LOREAL_2019_Annual_Report_3.pdf</a>

<b>Brand experience</b>		
<i>Harmonized branding</i>	Online marketing article	Kline Team (2018, January 10). Optimizing the beauty omnichannel: NYX's success story. Retrieved via <a href="https://www.klinegroup.com/optimizing-the-beauty-omnichannel-nyxs-success-story/">https://www.klinegroup.com/optimizing-the-beauty-omnichannel-nyxs-success-story/</a>
<i>Alignment of services etc.</i>	Company report	L'Oréal (2018). L'Oréal is inventing the beauty of tomorrow with digital technologies, from product design through the beauty experience enjoyed by consumers. Retrieved via <a href="https://www.loreal-finance.com/en/annual-report-2018/digital-4-3/loreal-inventing-the-beauty-of-tomorrow-with-digital-from-product-design-through-to-beauty-experience-enjoyed-by-consumers-4-3-1/">https://www.loreal-finance.com/en/annual-report-2018/digital-4-3/loreal-inventing-the-beauty-of-tomorrow-with-digital-from-product-design-through-to-beauty-experience-enjoyed-by-consumers-4-3-1/</a>
<i>Content consistency</i>	Case study	Yext (n.d.). NYX Professional Makeup drives strong engagement with Yext. Retrieved via <a href="https://www.yext.com/customers/nyx-professional-makeup/">https://www.yext.com/customers/nyx-professional-makeup/</a>
<b>Customer experience</b>		
<i>Seamlessness</i>	Press release	NYX Professional Makeup (2017, September 2017). NYX Professional Makeup launches 'Makeup Crew' loyalty program and mobile app. Retrieved via <a href="https://www.prnewswire.com/news-releases/nyx-professional-makeup-launches-makeup-crew-loyalty-program-and-mobile-app-300519276.html">https://www.prnewswire.com/news-releases/nyx-professional-makeup-launches-makeup-crew-loyalty-program-and-mobile-app-300519276.html</a>
	Case study	Salesforce Commerce Cloud (2017). Case Study NYX. Retrieve via <a href="https://1fh75r3r8z5023bugy2qury6-wpengine.netdna-ssl.com/wp-content/uploads/2017/10/CaseStudy-NYX-SalesforceCommerceCloud.pdf">https://1fh75r3r8z5023bugy2qury6-wpengine.netdna-ssl.com/wp-content/uploads/2017/10/CaseStudy-NYX-SalesforceCommerceCloud.pdf</a>
<i>Digital technologies</i>	Online news article	Bakker, E. (2019, March 1). Beauty borrows from retail. Retrieved via <a href="https://www.gartner.com/en/marketing/insights/daily-insights/beauty-borrows-from-pure-play-retail">https://www.gartner.com/en/marketing/insights/daily-insights/beauty-borrows-from-pure-play-retail</a>
	Online article (Q&A)	Beauty Tomorrow (2018, July 13). Valeria on turning digital loyalty into in-store engagement. Retrieved via <a href="https://beautytmr.com/valeria-deh%C3%B2-nyx-pmu-brand-director-c67a83a56f42">https://beautytmr.com/valeria-deh%C3%B2-nyx-pmu-brand-director-c67a83a56f42</a>
	Online news article	Fashion Network (2017). NYX Professional Makeup partners with Samsung for VR experience. Retrieved via <a href="https://us.fashionnetwork.com/news/nyx-professional-makeup-partners-with-samsung-for-vr-experience,901039.html">https://us.fashionnetwork.com/news/nyx-professional-makeup-partners-with-samsung-for-vr-experience,901039.html</a>
	Online news article	Pymnts (2018, August 2). Consumers are ready for virtual beauty advisors. Retrieved via <a href="https://www.pymnts.com/news/retail/2018/virtual-beauty-advisers-loreal-modiface-cosmetics/">https://www.pymnts.com/news/retail/2018/virtual-beauty-advisers-loreal-modiface-cosmetics/</a>
<i>Functional values</i>	Online article (Q&A)	Beauty Tomorrow (2018, July 13). Valeria on turning digital loyalty into in-store engagement. Retrieved via <a href="https://beautytmr.com/valeria-deh%C3%B2-nyx-pmu-brand-director-c67a83a56f42">https://beautytmr.com/valeria-deh%C3%B2-nyx-pmu-brand-director-c67a83a56f42</a>

	Online marketing blog	Cosmetics Business (2017, September 15). NYX launches new mobile app and loyalty programme. Retrieved via <a href="https://www.cosmeticsbusiness.com/news/article_page/NYX_launches_new_mobile_app_and_loyalty_programme/133798">https://www.cosmeticsbusiness.com/news/article_page/NYX_launches_new_mobile_app_and_loyalty_programme/133798</a>
	Online marketing article	Kline Team (2018, January 10). Optimizing the beauty omnichannel: NYX's success story. Retrieved via <a href="https://www.klinegroup.com/optimizing-the-beauty-omnichannel-nyxs-success-story/">https://www.klinegroup.com/optimizing-the-beauty-omnichannel-nyxs-success-story/</a>
	Online news article	Tandon Copp, L. (2017, April 10). NYX opens first UK store in Westfield Stratford City. Retrieved via <a href="https://www.cosmeticsbusiness.com/news/article_page/NYX_opens_first_UK_store_in_Westfield_Stratford_City/127999">https://www.cosmeticsbusiness.com/news/article_page/NYX_opens_first_UK_store_in_Westfield_Stratford_City/127999</a>
<b>Engagement</b>		
<i>Personalization</i>	Online news article	Fashion Network (2017). NYX Professional Makeup partners with Samsung for VR experience. Retrieved via <a href="https://us.fashionnetwork.com/news/nyx-professional-makeup-partners-with-samsung-for-vr-experience,901039.html">https://us.fashionnetwork.com/news/nyx-professional-makeup-partners-with-samsung-for-vr-experience,901039.html</a>
	Company report	L'Oréal (2018). L'Oréal is inventing the beauty of tomorrow with digital technologies, from product design through the beauty experience enjoyed by consumers. Retrieved via <a href="https://www.loreal-finance.com/en/annual-report-2018/digital-4-3/loreal-inventing-the-beauty-of-tomorrow-with-digital-from-product-design-through-to-beauty-experience-enjoyed-by-consumers-4-3-1/">https://www.loreal-finance.com/en/annual-report-2018/digital-4-3/loreal-inventing-the-beauty-of-tomorrow-with-digital-from-product-design-through-to-beauty-experience-enjoyed-by-consumers-4-3-1/</a>
	Online news article	Stewart, R. (2018, June 18). L'Oréal wants to marry AR and personalisation with a FaceTime-style beauty assistant. Retrieved via <a href="https://www.thedrum.com/news/2018/06/18/lor-al-wants-marry-ar-and-personalisation-with-facetime-style-beauty-assistant">https://www.thedrum.com/news/2018/06/18/lor-al-wants-marry-ar-and-personalisation-with-facetime-style-beauty-assistant</a>
<i>Customization</i>		Undisclosed
<i>Lock-in effect</i>	Online news article	Bakker, E. (2019, March 1). Beauty borrows from retail. Retrieved via <a href="https://www.gartner.com/en/marketing/insights/daily-insights/beauty-borrows-from-pure-play-retail">https://www.gartner.com/en/marketing/insights/daily-insights/beauty-borrows-from-pure-play-retail</a>
	Online news article	Cosmetics Business (2017, September 15). NYX launches new mobile app and loyalty programme. Retrieved via <a href="https://www.cosmeticsbusiness.com/news/article_page/NYX_launches_new_mobile_app_and_loyalty_programme/133798">https://www.cosmeticsbusiness.com/news/article_page/NYX_launches_new_mobile_app_and_loyalty_programme/133798</a>

	Press release	NYX Professional Makeup (2017, September 2017). NYX Professional Makeup launches 'Makeup Crew' loyalty program and mobile app. Retrieved via <a href="https://www.prnewswire.com/news-releases/nyx-professional-makeup-launches-makeup-crew-loyalty-program-and-mobile-app-300519276.html">https://www.prnewswire.com/news-releases/nyx-professional-makeup-launches-makeup-crew-loyalty-program-and-mobile-app-300519276.html</a>
--	---------------	--

**Case: Benefit Cosmetics**

Theme	Document type	Sources
-------	---------------	---------

**Strategic level**

<i>Strategy</i>	Online marketing blog	Crets, S. (2017, January 17). Benefit Cosmetics. Retrieved via <a href="https://www.bestretailandfoodpractices.com/2017/01/benefit-cosmetics/">https://www.bestretailandfoodpractices.com/2017/01/benefit-cosmetics/</a>
	Online news article	Hoang, L. (2019, December 27). Is LVMH's digital transformation working? Retrieved via <a href="https://www.luxurysociety.com/en/articles/2019/12/lvmhs-digital-transformation-working/">https://www.luxurysociety.com/en/articles/2019/12/lvmhs-digital-transformation-working/</a>
	Annual report	LVMH (2019, April). 2018 Annual Report. Retrieved via <a href="https://www.lvmh.com/investors/investors-and-analysts/publications/">https://www.lvmh.com/investors/investors-and-analysts/publications/</a>
	Annual report	LVMH (2020, April). 2019 Annual Report. Retrieved via <a href="https://www.lvmh.com/investors/investors-and-analysts/publications/">https://www.lvmh.com/investors/investors-and-analysts/publications/</a>
	Online news article	Marketingweek (2019, February 13). Benefit reviews its brand DNA to keep up with Gen Z. Retrieved via <a href="https://www.marketingweek.com/benefit-brand-strategy/">https://www.marketingweek.com/benefit-brand-strategy/</a>
	Webinar	Tubalar (2019). WEBINAR: How Benefit Cosmetics shines on social video. Retrieved via <a href="https://tubularlabs.com/research-guides/webinar-benefit-cosmetics-shines-social-video/#Form">https://tubularlabs.com/research-guides/webinar-benefit-cosmetics-shines-social-video/#Form</a>
	Online news article	Simpson, G., & Craig, E. (2018, May 23). How digital has changed cosmetics and what this means for consumers. Retrieved via <a href="https://www.campaignlive.co.uk/article/digital-changed-cosmetics-means-consumers/1463485">https://www.campaignlive.co.uk/article/digital-changed-cosmetics-means-consumers/1463485</a>
<i>Full integration</i>	Online news article	Floyd, E. (2019, September 18). Benefit Cosmetics taps Christie Fleischer as CEO. Retrieved via <a href="https://uk.fashionnetwork.com/news/Benefit-cosmetics-taps-christie-fleischer-as-ceo_1138623.html">https://uk.fashionnetwork.com/news/Benefit-cosmetics-taps-christie-fleischer-as-ceo_1138623.html</a>
	Company report	LVMH (2020, April). 2019 Annual Report. Retrieved via <a href="https://www.lvmh.com/investors/investors-and-analysts/publications/">https://www.lvmh.com/investors/investors-and-analysts/publications/</a>
	Online news article	Muret, D. (2018, November 20). LVMH Retail Lab working on group's digital retail innovation. Retrieved via <a href="https://us.fashionnetwork.com/news/Lvmh-retail-lab-working-on-group-s-digital-retail-innovation_1037493.html#.XJ3fyRMzbbJ">https://us.fashionnetwork.com/news/Lvmh-retail-lab-working-on-group-s-digital-retail-innovation_1037493.html#.XJ3fyRMzbbJ</a>
	Case study	Quintly (2019). How Benefit Cosmetics gained 50% growth in engagement. Retrieved via <a href="https://www.quintly.com/case-study/benefit-">https://www.quintly.com/case-study/benefit-</a>

		<a href="https://www.thedrum.com/news/2019/09/20/benefit-cosmetics-tinkers-with-marketing-structure-keep-pace-with-beautys-new">cosmetics?fbclid=IwAR2IVSOR2v4_9wRRTrc5ywYypGJeAQw1bDTTgEbd9MLW9rz5en9COV35Lfm</a>
	Online news article	Watson, I. (2019, September 20). Benefit Cosmetics tinkers with marketing structure to keep pace with beauty's new players. Retrieved via <a href="https://www.thedrum.com/news/2019/09/20/benefit-cosmetics-tinkers-with-marketing-structure-keep-pace-with-beautys-new">https://www.thedrum.com/news/2019/09/20/benefit-cosmetics-tinkers-with-marketing-structure-keep-pace-with-beautys-new</a>
<i>Entrepreneurial vision</i>	Company report	LVMH (2020, April). 2019 Annual Report. Retrieved via <a href="https://www.lvmh.com/investors/investors-and-analysts/publications/">https://www.lvmh.com/investors/investors-and-analysts/publications/</a>
<b>Brand experience</b>		
<i>Harmonized branding</i>	Online marketing blog	Crets, S. (2017, January 17). Benefit Cosmetics. Retrieved via <a href="https://www.bestretailandfoodpractices.com/2017/01/benefit-cosmetics/">https://www.bestretailandfoodpractices.com/2017/01/benefit-cosmetics/</a>
	Case study	Menon, D. (2019). Brand ambassador strategy case study: Benefit Cosmetics. Retrieved via <a href="https://popularchips.com/dailies/brand-ambassador-strategy-case-study-benefit-cosmetics/">https://popularchips.com/dailies/brand-ambassador-strategy-case-study-benefit-cosmetics/</a>
	Online news article	Watson, I. (2019, September 20). Benefit Cosmetics tinkers with marketing structure to keep pace with beauty's new players. Retrieved via <a href="https://www.thedrum.com/news/2019/09/20/benefit-cosmetics-tinkers-with-marketing-structure-keep-pace-with-beautys-new">https://www.thedrum.com/news/2019/09/20/benefit-cosmetics-tinkers-with-marketing-structure-keep-pace-with-beautys-new</a>
<i>Alignment of services etc.</i>	Online marketing blog	Crets, S. (2017, January 17). Benefit Cosmetics. Retrieved via <a href="https://www.bestretailandfoodpractices.com/2017/01/benefit-cosmetics/">https://www.bestretailandfoodpractices.com/2017/01/benefit-cosmetics/</a>
<i>Content consistency</i>		Undisclosed
<b>Customer experience</b>		
<i>Seamlessness</i>	Online marketing blog	Frichou, F. (2018, March 15). Small retailers and digitalisation: how an omni channel approach leads to success. Retrieved via <a href="https://es.business.trustpilot.com/reviews/learn-from-customers/how-an-omni-channel-approach-leads-to-success?rq=omni">https://es.business.trustpilot.com/reviews/learn-from-customers/how-an-omni-channel-approach-leads-to-success?rq=omni</a>
<i>Digital technologies</i>	Online news article	Dallaire, J. (2018, January 18). Tech in action: Benefit Cosmetics' try-on brows. Retrieved via <a href="https://strategyonline.ca/2018/01/18/tech-in-action-benefit-cosmetics-try-on-brows/">https://strategyonline.ca/2018/01/18/tech-in-action-benefit-cosmetics-try-on-brows/</a>
	Online news article	Fashion Network (2017, June 27). Benefit increases in-store customer experience monitoring. Retrieved via <a href="https://uk.fashionnetwork.com/news/Benefit-increases-in-store-customer-experience-monitoring_844092.html">https://uk.fashionnetwork.com/news/Benefit-increases-in-store-customer-experience-monitoring_844092.html</a>
	Online news article	Watson, I. (2019, September 20). Benefit Cosmetics tinkers with marketing structure to keep pace with beauty's new players. Retrieved via



		<a href="https://www.thedrum.com/news/2019/09/20/benefit-cosmetics-tinkers-with-marketing-structure-keep-pace-with-beautys-new">https://www.thedrum.com/news/2019/09/20/benefit-cosmetics-tinkers-with-marketing-structure-keep-pace-with-beautys-new</a>
<i>Functional values</i>	Online marketing blog	Crets, S. (2017, January 17). Benefit Cosmetics. Retrieved via <a href="https://www.bestretailandfoodpractices.com/2017/01/benefit-cosmetics/">https://www.bestretailandfoodpractices.com/2017/01/benefit-cosmetics/</a>
	Case study	Sprout Social (2019). How Benefit turns cosmetics into connection using Sprout Social. Retrieved via <a href="https://media.sproutsocial.com/uploads/2019/08/benefit-cosmetics.pdf">https://media.sproutsocial.com/uploads/2019/08/benefit-cosmetics.pdf</a>
<b>Engagement</b>		
<i>Personalization</i>		Undisclosed
<i>Customization</i>		Undisclosed
<i>Lock-in effect</i>	Online news article	Watson, I. (2019, September 20). Benefit Cosmetics tinkers with marketing structure to keep pace with beauty's new players. Retrieved via <a href="https://www.thedrum.com/news/2019/09/20/benefit-cosmetics-tinkers-with-marketing-structure-keep-pace-with-beautys-new">https://www.thedrum.com/news/2019/09/20/benefit-cosmetics-tinkers-with-marketing-structure-keep-pace-with-beautys-new</a>