

Business case

Assessing the Opportunity of a Home Delivery Model for a Cosmetics Company

PRACTICE

Innovation

SECTOR

Cosmetics

DURATION OF THE MISSION

2 Months

In a sector strongly impacted by the emergence of new competitors and differentiating customers experience, our client wants to assess the relevance of a home delivery model in the case of a disruptive launch.

KEPLER offers to support this strategic reflection through a quantitative analysis and a qualitative approach in order to determine the relevant recommendations.

Context

- The transformation of the cosmetics industry as well as the emergence of new brands offering different consumer experiences are leading historical players to reinvent their approach to innovation by strengthening breakthrough innovation
- The company needs to analyze the home delivery market in addition to its retail network, in particular to secure the launch of some very innovative products

Objective(s)

Inventing the Business of Tomorrow

- Addressing new market opportunities
- Understanding the door-to-door business model
- Assessing the relevance of door-to-door sales to secure the launch of highly innovative products
- Estimating the market potential (cosmetic industry and others)
- Measuring the impact and the risks associated with setting up this delivery network in addition to the existing company's network

Methodology

1 Analysis

- Offering a qualitative approach of the strategic analysis by conducting interviews and targeting key data and documents

2 Formalizing the benchmark

- Benchmark: bibliography, data analysis...
- Identifying key market players
- Selecting the relevant criteria for this type of retailing
- Consolidating disparate information
- Deepening the essential elements

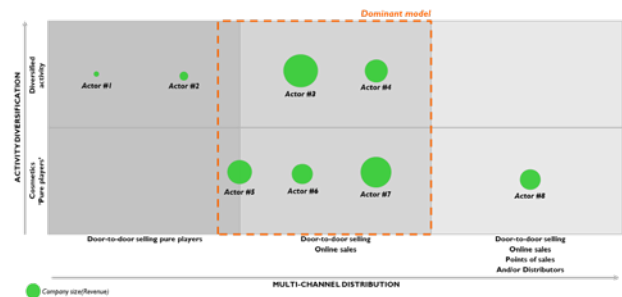
3 Recommendations

- Strategic recommendations
- on the interest of this retailing model for the company
- Decision support through a risk-opportunity analysis
- Offering alternative schemes adapted to the company's context

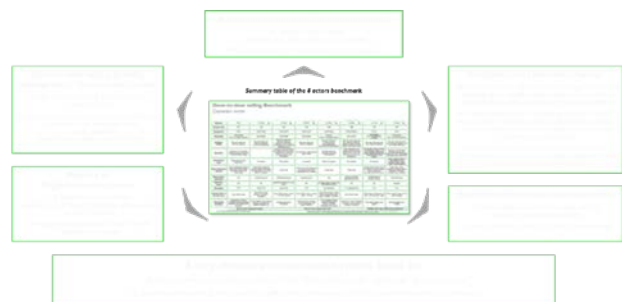
Levers and Tools

- Interviews
- Qualitative analysis
- Quantitative analysis

Mapping the scope of analysis



Summarizing the market's good practices





Benchmarking
the global players
in home delivery



**Synthesizing the
best practices of
international home
delivery players** in
the cosmetics industry



**Identifying the
potential risks** and
constraints related to
the model



Assessing
**the market
prospects**

*The home delivery model
offers many opportunities to
support the launch of a new
disruptive product on the
market.*

*This opportunities analysis
must be followed by a
strategic study to assess the
potential and offer a relevant
positioning for the target
customers.*

Anne-Sophie Villard
Senior Consultant

Our Offices



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■ USA

159 N. Sangamon Street, Suite 200
Chicago, IL 60607-2201 - USA

usa@kepler-consulting.com

Tél : + 1 (708) 969 1963

■ EUROPE

32 boulevard Haussmann
75009 Paris – France

info@kepler-consulting.com

Tel.: + 33 (0)1 44 75 05 35

■ INDIA

#312, DBS Center, 31A, Cathedral Road
Nungambakkam, Chennai
600034 - India

india@kepler-consulting.com

Tel.: + 91 (0) 44 40 50 92 00

■ CHINA

Room 351, 3F, No.135 Yanping Road,
Jing'An District,
Shanghai, 200042, China

china@kepler-consulting.cn

Tel.: +86 (0)21 - 6117 0311

Contact the Authors



Julien Besse

julien.besse@kepler-consulting.com



Anne-Sophie Villard

anne-sophie.villard@kepler-consulting.com