

A Comprehensive Analysis of Top Indian Cosmetic Company : LAKME

Meghana Salins¹, Sujaya H.¹ & P. S. Aithal²

¹Research Scholar, College of Management & Commerce, Srinivas University,
Mangalore, India

²College of Management & Commerce, Srinivas University, Mangalore, India
E-mail: meghana.salins95@gmail.com

Area of the Paper : Business Management.

Type of the Paper: Research Case Study.

Type of Review: Peer Reviewed.

Indexed In: OpenAIRE.

DOI: <http://doi.org/10.5281/zenodo.3545149>.

Google Scholar Citation: [IJCSBE](#)

How to Cite this Paper:

Salins, Meghana, Sujaya, H. & Aithal, P. S. (2019). A Comprehensive Analysis of Top Indian Cosmetic Company : LAKME. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 3(2), 79-90. DOI: <http://doi.org/10.5281/zenodo.3545149>.

International Journal of Case Studies in Business, IT and Education (IJCSBE)

A Refereed International Journal of Srinivas University, India.

IFSIJ Journal Impact Factor for 2019-20= 4.252

© With Authors.



This work is licensed under a [Creative Commons Attribution-Non Commercial 4.0 International License](#) subject to proper citation to the publication source of the work.

Disclaimer: The scholarly papers as reviewed and published by the Srinivas Publications (S.P.), India are the views and opinions of their respective authors and are not the views or opinions of the S.P. The S.P. disclaims of any harm or loss caused due to the published content to any party.

A Comprehensive Analysis of Top Indian Cosmetic Company : LAKME

Meghana Salins¹, Sujaya H.¹ & P. S. Aithal²

¹Research Scholar, College of Management & Commerce, Srinivas University,
Mangalore, India

²College of Management & Commerce, Srinivas University, Mangalore, India
E-mail: meghana.salins95@gmail.com

ABSTRACT

Lakme is one of the leading cosmetic brands with headquarters in Mumbai, India, owned presently by Unilever. The idea of establishing Lakme in the year 1952 surged into existence because Prime Minister Jawaharlal Nehru came to know that Indian women were splurging on imported cosmetics and spending precious foreign exchange on beauty products. In this case, he requested JRD Tata to start the beauty sector in India. Lakme then became a 100% affiliate of Tata Oil Mills (TOMCO), a part of the TATA group. Later it became a unique company as it goes by its tagline 'Lakme Reinvent' after it has been acquired by Hindustan Unilever, 'On Top of the World' which now continuously innovates and offers a wide variety of cosmetics of the world class, skincare product, and beauty salons to the customers around the world. This article illustrates different elements of the organization, its company sections, marketing strategies, corporate structure, management, and structure operations while providing beauty and wellness services. The secondary data were obtained from various scholarly journals, websites, and books. We have analysed financial performance, corporate social responsibilities of the company and examined their strategies using the SWOC framework as a research case study.

Keywords: Lakme reinvent, Marketing strategies, SWOC framework, Corporate social responsibility.

1. INTRODUCTION :

The beauty industry with its enormous potential is also an essential component of all nation's economy. In the middle ages, the use of cosmetics became prominent among men and women in the upper class. Cosmetic products were often applied to all preparations that are used externally to clean, texture, soften or protect the skin, hair, nails, lips or eyes to condition, and embellish the body[2]. The US Food and Drug Administration (FDA) define cosmetics as "materials designed to be applied to the human body for cleaning, embellishing, encouraging appeal or changing the appearance without influencing the structure or functions of the body" [3]. Indian cosmetics sector is one of the most lucrative and stable industries in the country. Indian brands growth possibilities are enormous. In recent years, the inclination of males and females towards beauty has driven the development of the Indian cosmetic industry [4]. The Indian cosmetic market has traditionally withheld a stronghold of few significant Indian players such as Lakme, which has seen many foreign entrants to the Indian market over the past decade [5].

In the early 1950s, when India gained liberty, the economy was not in a healthy state. The women in India spent precious foreign exchange on Western cosmetics and due to non-availability on the Indian market, they had no access to quality makeup. A brand identity that appealed to both groups of females was the greatest challenge. Lakshmi lipstick or Lakshmi kajal would never have worked with the Indian women who used to buy cosmetics from abroad. Former Prime Minister Jawaharlal Nehru suggested that a cosmetic brand should be established on the Indian platform as more females were discovered to spend extra money on expensive beauty brands from overseas. So, he approached JRD Tata to find a solution. Tata, settled on Lakmé, took the title from Leo' Delibes' French opera, which is said to be

a French version of Goddess Lakshmi, referring 'The Goddess of wealth ' eminent for the elegance of her. This was the first time an Indian cosmetic firm was established. Extensive market research was brought out to determine the requirements of Indian skin and colour. Experts from every sector were recruited. Lakmé began as a 100% subsidiary of Mumbai-based Tata Oil Mills in 1952. Simone Tata, Naval H. Tata's French wife joined in 1961 as managing director and rose to chair in 1982. As a Western-born lady who had made India her home, she grasped the brand's key formula and played a key role in shaping Lakmé into the family crest. In 1989 she was appointed to the Tata Industries board. In 1996, following the rapid evolution in the retail industry, Tata sold Lakmé for 200 crores to Hindustan Unilever. They thought it would be possible for a dedicated FMCG products to do better brand justice [6-7].

Today, Lakme has grown to have a wide range of products and services covering all aspects of beauty care and delivering products from head to toe for the customer to pamper. These include products for the hair, teeth, ears, face and body, and facilities like beauty salons in Lakme [8]. The company has over 400 Lakmé Salons at top places in more than 125 towns and cities. Lakmé Salons are devoted to the natural selection and exploration of the contemporary Indian female. Lakmé Salons provide a wealth of beauty and grooming facilities that are proud to meet global norms. Its range of professional beauty specialists and hair stylists is highly sought after by modern Indian females who seek to discover beauty's fine art to the fullest and only the best. Known for creativity with amazing hair and make-up methods and great skin care services, Lakmé Salons introduces Lakmé Fashion Week's backstage knowledge and experience to the contemporary Indian female. At Lakmé, professionally qualified hair and make-up experts with endless displays under their belt and extraordinary skin facilities come together to offer an unforgettable experience of 360 degrees. In the name of Lakmé Absolute Salon, the epitome of absolute luxury and exclusiveness was launched by it. The salon offers custom-made services that define the ultimate hair and beauty facets. The 3 cities Delhi, Bengaluru and Mumbai currently have this state-of-the-art salon. In Metro towns, Lakmé Lever is also expanding its smaller format branded as Lakmé FastnFab, targeting high-traffic areas like High Street Malls, etc. A part of the Lakmé FastnFab service portfolio is composed of handpicked services from the Lakmé Salon menu [9].

With over 35 years of experience and a footprint of over 400+ Lakmé Salons in 125 towns across the nation, we have created a deep knowledge of the beauty sector, its experts and the abilities required to make a mark at Lakmé Salon. Over 280 entrepreneurs have partnered as franchisees with Lakmé Lever to own and run Lakmé Salons nationwide. In 2012, the company introduced Lakmé Absolute salon, offering tailor-made products that describe hair and beauty's ultimate facets. In the three towns of Delhi, Bengaluru and Mumbai, the state-of-the-art salon is presently existing. In 2015, Lakmé Lever formalized a strategic partnership with Aptech – a worldwide vocational training leader setting up over five years of 80 Lakmé Beauty Academies to train 50,000 stylists throughout India. Lakmé Academy, driven by Aptech, provides both basic and sophisticated skin, hair and make-up training [10]. Lakme has become India's first major beauty brand and has been proud to be the expert of Indian

Beauty for over 50 years. It is a beauty brand that covers makeup colour, skin care and hair styling and expands beauty services through the network of Lakme Beauty Salons. The Lakme Fashion Week is a two-year fashion event which reflects its bond with beauty and fashion taking place in Mumbai. Its Summer-Resort show takes place in April, while the Winter-Festive show is now the largest fashion event of its kind in the country in August. Lakme has a footprint of more than 1200 aided sales stores, the biggest range of stores in the nation with 3 Beauty Advisors [11]. In this paper, we have analysed the financial performance, corporate social responsibilities of the company and examined their strategies using the SWOC framework as a research case study [19], [26-27].

2. RELATED WORK :

Lakme became India's first significant beauty brand in 1952. It has taken over 50 years to be the Indian Beauty expert. Lakme is moving very quickly to attain its company goals and ambitions. Lakme uses the knowledge and takes into account the present trend in the cosmetic globe to drive the cosmetic sector to a better future. The associated works of cosmetics under multiple subjects were conducted by many researchers while going through the literature from other associated works. Some of the scholarly

papers published in cosmetic industry are listed in the table 1 with area of study, focus of the research along with the references.

Table 1: Related publications on cosmetics industry by different researchers

S.No	Area of study	Focus	Reference
1	Chemistry	Natural Cosmetics	Qiushi Chen (2009). [12]
2	Consumer Marketing	Impact of Personal Variables, Sociocultural Variables and Marketing Variables	Souiden et al. (2009). [13]
3	Marketing and Logistics	Impact of Traditional and Cultural Values. Attitude toward Skin Beauty. Usage of Cosmetics for Fairness	Koubaa et al. (2011). [14]
4	Environment and Behaviour	Personal values and commitment to energy conservation	Neuman, J. (1986). [15]
5	Resources	Green Consumer Behavior in the Cosmetics Market	Nora Amberg et al. (2019). [16]
6	Analytical Chemistry	Analysis of Cosmetic Products	<u>Alberto Chisvert</u> et al. (2007). [17]
7	Quality control and assurance	Cosmetics and Beauty Products Review Comprehension	<u>Heyam Ali</u> (2018). [18]

3. OBJECTIVES OF THE STUDY :

This study is focussed and limited to comprehensive analysis of top Indian Cosmetic Company: Lakme. The main objectives are:

- To explore the business strategy of the company.
- To identify the competitors, products and services offered by Lakme.
- To investigate the financial status of the company.
- To determine the marketing mix of the company.
- To analyse corporate social responsibility of the company during the last few years.
- To suggest some new strategies to be incorporated to enhance customer satisfaction.

4. RESEARCH METHODOLOGY :

Based on the secondary data, this case study is developed and published sources are taken into account for data collection. This article describes Lakme Company's marketing strategies and development agenda. Using the information collected from journal articles, newspapers, and business websites including the website of Lakme Company, detailed evaluations are presented.

5. BUSINESS STRATEGY :

Business strategies are aimed at creating value for clients and taking advantage of competitiveness by exploiting core competencies in particular product or service markets. A company's core competency must be taken care of and attempted to meet customer requirements in order to achieve excellent yields. This is achieved through strategies at the business level. The Business strategy is concerned with the situation of a company in sector with respect to rivals and the various competitive forces. Knowing the customers is very crucial in order to obtain and maintain a competitive advantage [19].

5.1 PRODUCTION STRATEGY:

In the organized makeup industry, Lakme continues the dominant player. With cosmetics being used in India and more women move to work in urban areas, specialists are saying there is increasing pressure to come up with the chic product. With a range of products and fresh additions, the firm has reacted to numerous difficulties and seeks to reinforce its strategy within the manufacturing department. The packaging has also been refurbished and segmented to make working women exciting. The one size fits all strategy will not work in which Lakme has to formulate separate sections and place their products for the masses of people and classes accordingly. Under which output is classified as segmentation of demographic, demographics and psychographic.

1. **Demographic:** Lakme targeted women from the age group 24-42 in this section and are now targeting young women.
2. **Geographic:** It focuses primarily on the production of urban products.
3. **Psychographic:** Lakme has almost targeted all of India and produces goods based on distinct segmentation kinds because Indian females generally do not have a fair skin like the Western counterparts. The Indian economy's globalization and liberalization and altering demographics, the business is high on producing products for the Indian economy's growth.

5.2 MARKETING STRATEGIES :

The internal industrial analysis can be carried out using various analytical methods, including SWOC Analysis [19], PEST analysis [22], ABCD analysis [21-22] etc. Generally qualitative in nature, these analysis techniques are used to identify market issues, market status, product/service demands, and other facts related to the sector / organization / problem being considered. The SWOC analysis in this report reveals the internal state of the industry. Lakme has an extraordinary marketing strategy in order to attract the customers all over the world. The marketing strategy enforces the marketing mix of Lakme which analyses the brand and company that covers 4Ps (Product, Price, Place, Promotion) of marketing mix [23-25].

1. **Product:** Lakme focus on how to design, develop and manufacture its products in an attractive way to satisfy the particular needs of society at large. The product range that Lakme Skin has to introduce are Sunscreen Lotion, Lakme Matte Effect Purifying Face Wash, Lakme intense body milk, LakmePure Defencedetoxifying facial wash. Also, Lakme has a wide range of colour cosmetics products that offer visible results to this vast range to glam up the look.
2. **Price:** This is the second component of the marketing mix and the company can determine it based on different economic factors and production and marketing costs. Price is what customers actually pay in the marketing mix for the product. Lakme has fairly priced its products to Indian customers in the country. Indian females are price conscious and want value for money and also spend wisely. They avoid experimenting and therefore take into account the above. Lakme always ensures that it delivers right product at the highest quality at the lowest possible price, leaving its rivals behind.
3. **Place:** Customers always prefers to buy the required product from the nearest place where it is located. It is believed that Place in marketing mix is viewed as distribution channel and cover physical store as well as internet virtual store. Lakme promoted two categories of distribution channels. They are :
 - Prestige-Department stores, which include specialty stores and chain department stores.
 - Broad-Food stores, which include cosmetic discounter, warehouse clubs, and mass merchandisers.Lakme has realized that it has to promote a product range that addresses the beautification needs of not only adult women, but also teenagers in today's context. It has someone's product personality that takes care of customers and their need for beauty.
4. **Promotion:** The fourth element of the marketing mix includes the way marketers communicate to express brand message in a market place. There are different methods of promoting product through word of mouth, sampling, advertising, and point of purchase.

6. PEST ANALYSIS :

PEST analyzes have always been part of the external macro-environment in which the company operates in terms of the following factors:

6.1 Political Factors:

- a) **Tax Pressure:** Lakme Company must bear a 30 percent tax rate, which is the highest among all the tax rates, as a corporate tax rate. This reduces the company's profits.
- b) **Environmental Regulations:** The green business norms of the government enforce the company to convert 30% of land in its possession into green land to make the environment eco-friendly. Even though it is an important contribution to maintain clean environment, the company incurring extra cost.
- c) **Tariff and Trade Restrictions:** Lakme Company has to bear the expenditure for paying the state tax for crossing borders (before implementation of GST) for the purchase of raw material and the delivery of finished product.

6.2 Economic Factors:

- a) **Inflation Rate:** During the inflationary period of year 2013, the company was adversely affected by the purchase of raw materials, machinery, etc. at a higher price.
- b) **Interest Rates:** The Company pays interest rate of 12% on its corporate loans.

6.3 Social Factors:

- a) **Health Concern:** Keeping the safety of the customers and corporate social responsibility in mind the company has used the quality and safe chemicals that are not harmful for the skin even though they are a bit costly than the other chemicals.
- b) **Environment Norms:** Keeping the environment norms in mind, the company has converted 30% of its land into the green area and also used eco-friendly paper for the purpose of packaging.
- c) **Emphasis on Safety:** The company has emphasized on employee safety and has offered employees insurance policy of Rs.1 crore with an annual premium of Rs.50,000/-

6.4 Technological Factors:

- a) **Research and Development:** In the coming years, the company has a plan to spend a considerable amount on consumer research and development of its green product range as the company has the advantage of being a leader over introducing such products on the Indian market and to ensure its brand will be easily copied by the competitors. In order to maintain a tight hold on the market, Lakme has decided to continue investing to research and development activities.
- b) **Technology's Effect on firms offering:** The increase in the Research and Development cost will affect the firms offering as product costs will rise as R&D costs increase.

7. SWOC ANALYSIS :

Lakme's SWOT analysis identifies its strengths, weaknesses, opportunities and challenges [19]. The strengths and weaknesses in Lakme SWOT Analysis are the internal constructs, whereas the external constructs are the opportunities and challenges. SWOT Analysis is a demonstrated framework that allows a brand like Lakme to benchmark their company to compete against rivals in its industry. Lakme is one of the FMCG sector's leading products manufacturer. Table 3 lists Lakme strengths, weakness, opportunities, and challenges.

Table 3: The SWOC Analysis of Cosmetic product Lakme

Constructs	Features
Strengths of cosmetic products of Lakme	<ul style="list-style-type: none"> ➤ Local brand of particular Indian relevance ➤ Strong capacity for R&D, well connected to company. ➤ Integrated supply chain and well distributed production units. ➤ Cost savings potential. ➤ Access to the global technology resources of Unilever and discuss best practices with others
Weakness of cosmetic products of Lakme	<ul style="list-style-type: none"> ➤ The price of Lakme product is very high for Indian customers. ➤ The range of quality of its products varies. ➤ Dropping lame salon quality.

Opportunities for cosmetic products of Lakme	<ul style="list-style-type: none"> ➤ Brand growth by increasing usage depth and frequency across all categories. ➤ Improving customers to fresh levels of quality and efficiency through innovation. ➤ Brand image building through collaboration with top Lakme fashion designers.
Challenges for cosmetic products of Lakme	<ul style="list-style-type: none"> ➤ Aggressive local and multi-national cut-throat competition. ➤ Falsified perception products in rural and small town limits. ➤ Long-term non-existence of brand image.

8. COMPETITORS OF LAKME COMPANY :

Lakme, which produces, markets and sells beauty and cosmetic products around the globe, and is India's number one selling brand [28]. In the beauty care industry, there are a large sum of Lakme rivals competing among themselves to boost their profitability. Table 4 shows the lists of the competitors of Lakme on the basis of top performed companies, year established, founded and annual turnover [28-29].

Table 4: List of Top Performed Companies in 2018

S.No	Name of the Company	Established on	Founder	Annual Turnover
1.	Lakme	1952	Simone Tata J.R.D Tata (owned by Unilever)	\$49.9 M
2.	Lotus	1993	Kamal Passi	\$1.7 M
3.	Biotique	1984	Vinita Jain	\$ 3.3 M
4.	L'Oreal	1909	Jean-Paul Agon	\$31.1 B
5.	Shahnaz Husain	1970	Shahnaz Husain	\$37.7 M
6.	Revlon India	1995	Charles Revson, Charles Larchman, Joseph Revson	\$2.5 B
7.	Maybelline	1915	Thomas Lyle Williams	\$95 M
8.	Himalaya	1930	M. Manal	\$25 B
9.	Color Bar	2004	Samir Modi	\$2.5 M
10.	Elle 18	1998	Owned by Unilever	\$14.4 M

9. THE MAJOR PRODUCTS AND SERVICES OFFERED BY LAKME AND ITS COMPETITORS :

Among the many businesses in the same sector, 10 firms are regarded as significant rivals who provide their customers with comparable products and services. These companies are listed as the top 10 Cosmetic companies during 2018. The major products and services provided by Lakme and its competitors in same industry is depicted in Table 5[30].

Table 5: Products and services offered by Lakme and its competitors

S.No	Company	Industry	Products and services
------	---------	----------	-----------------------

1.	Lakme	Personal Care	Face, Body, Hair, Nail and services through Lakme Beauty Salons, online services.
2.	Lotus	Herbal and Ayurvedic	Face care, sun care, white glow, anti-aging, bath and body care, hair care, lip care, facial kit, eye care, baby care.
3.	Biotique	Personal Care	Men and women Ayurvedic skin products
4.	L'Oreal	Personal Care	Colouring products, hair care makeup and skincare products.
5.	Shahnaz Husain	Herbal and Ayurvedic	Herbal products and Ayurvedic treatment.
6.	Revlon India	Personal care	Makeup Cosmetics, Hair colour, Nails and Beauty tools and service though online Revlon Professional services.
7.	Maybelline	Cosmetics	Makeup, Eyebrows, lip, nailcare products, online sales.
8.	Himalaya	Health care products	Pharmaceuticals, personal care, baby care, well-being, nutrition and animal health <i>products</i> .
9.	Color Bar	Cosmetics	Beauty and skin care products, online services.
10	Elle 18	Health and Beauty	Cosmetics and online services.

10. FINANCIAL STATUS :

The summary of the financial status of the Lakme Company for the financial year ending on March 31, 2018. Actual numbers and more financial data are included in the purchased financial report, updated until March 31, 2019* (Table 6).

Table 6: Financial status for the financial year ending March 31,2018

Operating Revenue	INR 100 cr – 500 cr
EBITDA	0.32%
Net worth	12.75%
Debt/Equity Ratio	0.43
Return on Equity	11.31%
Total assets	0.64%
Fixed assets	-4.00%
Current assets	-25.01%
Current liabilities	59.55%
Trade Receivables	↓1.48%
Trade Payables	↑0.24%
Current ratio	0.25

* Reported as approved financials of the company for 31 March, 2019.

11. CORPORATE SOCIAL RESPONSIBILITY :

Lakme believes in certain values & principles that stimulate the Lakme CSR policy where Lakme is committed to undertake its activities with regard to integrity in the interests of its stakeholders and in line with its Business PrincipleCode. Lakme thinks that growth and environmental sustainability need

not have conflict. The business model of Lakme is intended to produce sustainable growth. The model's inputs are its operations. The model's outputs are sustained development, reduced environmental and social adverse effect. USLP (Unilever Sustainable Living Plan) is the differentiator in their business model and the objective of sustainable living. Lakme is working with and engaging with various stakeholders including NGOs, IGOs, Governments, Farmers, and Distributors to address the various challenges faced by society.

Pursuant to Section 135(5) of the Companies Act, 2013, HUL (Hindustan Unilever Limited) is committed to spend at least 2 percent of its average net profits made during the financial year on some of the identified assets listed in Schedule VII (as amended) to the Act. This will include expenditure through operations conducted by the Hindustan Unilever Foundation (HUF), the non-profit subsidiary of Lakme, and also aimed at constructing water conservation capacity and further community development projects. Lakme's various CSR initiatives are the following:

(1) Project Shakti: This is a programme used to enrich rural females financially and generate possibilities in order to support their livelihood. In this project, Lakme is striving to improve the livelihood of rural people especially women. Approximately 70% of Shakti Ammas work in districts with a small Human Development Index (HDI < 0.51). They appoint and contact rural females as Shakti Entrepreneurs (SE), frequently known to be called as 'Shakti Ammas'. The rural promoter is provided training about the Company's products/services and their usefulness in everyday life in the maintenance of health and hygiene. After training, she receives goods from the rural distributor at a discounted price at which the products are sold in the normal course. Then she sells these products to customers directly (through home to home selling) as well as to village distributors. The Company would provide the training throughout the villages to thousands of Shakti Ammas in an effort to create an entrepreneurial mindset and make them financially independent and empowered.

(2) Sustainable Sourcing: Major proportion of raw materials come from agriculture and such procurement choices can have a profound impact on climate change and farmers' livelihoods. In 2012, Lakme entered into a public-private partnership with the Maharashtra Government for local sustainable tomato sourcing. In 2013, the Maharashtra Government recorded over 1,600 farmers growing tomatoes on over 2,000 acres of land for this project.

(3) Safe Consumption of Water: Lack of clean drinking is a major public health problem, especially in developing countries where the majority of waterborne diseases occur. To make secure drinking water available to individuals, Lakme partners with NGOs throughout the nation.

(4) Fair and Lovely Foundation (FAL): The initiative recognizes exceptional young women with financially challenged backgrounds and offers scholarships to applicants. The choice is made by a panel of eminent personalities from various areas to preserve integrity and fairness.

(5) Sanjivani: The Hindustan Unilever Limited organizes a free mobile medical camp in Sanjivani near Doom Dooma Factory in Assam. The goal is to provide free mobile medical facilities in Assam's indoor villages. The goal in Assam's indoor villages is to provide free mobile medical facilities. The plan consists of two mobile vehicles, each with a male and a female physician, two nurses, a medical assistant (helper) and an operator. Since its founding in 2003, the Sanjivani team has given medical help to almost 2.5 lakh patients, covering more than four thousand camps until July 2013.

(6) Prabhat: 'Prabhat Dawn' is a system based that focuses on communities around factories. Health & Hygiene, building livelihoods, and water conservation are the areas of practice. The Water Conservation project is led by the Hindustan Unilever Foundation, a wholly-owned subsidiary of HUL, which aims to improve water safety in selected regions.

12. SUGGESTIONS AND RECOMMENDATIONS :

Based on the above assessment, we propose further viable enhancement suggestions:

1. The distribution channel should be efficient to enhance the demand pattern of cosmetics. Lakme vendors should see that their salesmen are well trained and should be inculcated if special training is needed to market cosmetics. Customer's complaints about salesmen's discourteous therapy must be addressed instantly.
2. Improve online sales in Tier 1 and Tier 2 towns taking the customer's time limit in the image and to make consumers aware of all products other than flagship products such as lipsticks, foundations, napkins and so on.

3. Lakme must introduce natural beauty product lines as individuals are increasingly inclined towards herbal goods nowadays. As products should also concentrate on health-conscious individuals and target them.
4. Cosmetic stores should decrease their advertising spending, particularly in urban regions, and focus on online advertisements to reach new generation customers.
5. The masculine industry is also becoming aware nowadays so that the male beauty section can be a focus zone.
6. Consumers have powerful brand loyalty to global brand cosmetics. Although customers have the right to purchase a specific cosmetics brand, they must purchase their own country brand and promote it because Lakme was the first Indian brand.
7. Developing new, effective, and durable cosmetics using the latest emerging technology like nanotechnology give product differentiation advantage to create a monopoly at least for some time to the company [31].
8. Proper study should be carried out based on new research to generate quality cosmetics, to understand consumer behavior and to evaluate the brand loyalty that will definitely improve cosmetics demand patterns covering all fields.

13. CONCLUSION :

A cosmetic is implemented primarily to change or enhance skin, hair, nails, lips, and eyes beauty. Each appearance is subject to the appeal of cosmetics. So, from ancient times to contemporary times cosmetics were used. It is used not only by women but also by men from cradle to grave it becomes vital for human beings. A testimony to the significance of cosmetics is the development of beauty industries in and around the globe. India's ever-increasing population significantly multiplies the use of cosmetics. Lakme Company has in one manner or another occupied an important position in human lives for Indians. Thus, the marketing of cosmetics becomes competitive. This paper was conducted to analyze the company's strategy, rivals and results. If all the suggestions and findings of this study are listened to and carried out, the analysis pattern of cosmetics will undoubtedly be beneficial not only in India but also outside. With many players coming up with innovative products in the beauty care sector, Lakme aimed to penetrate mainly untapped markets, and have a stand in the market and is continuing to expand globally. The analysis, therefore, offered in-depth data on Lakme's business strategies and how these strategies affected its general growth.

REFERENCES:

- [1] Historyofcosmetics.com. (2019). [online] Available at: https://en.wikipedia.org/wiki/History_of_cosmetics. Retrieved on 19 June 2019.
- [2] Cosmetics | Encyclopedia.com. (2019). [online] Available at: <https://www.encyclopedia.com/sports-and-everyday-life/fashion-and-clothing/clothing-jewellery-and-personal-adornment/cosmetics>. Retrieved on 19 June 2019.
- [3] Anon, (2019). [Online] Available at: https://cosmetics.indianetzone.com/1/cosmetics_otc_drugs.html. Retrieved on 19 June 2019.
- [4] Pujari P. (2019). Marketing Research on study of Cosmetic brands in India [online] https://www.academia.edu/17636082/Marketing_Research_on_study_of_Cosmetic_brands_in_India. Retrieved on 19 June 2019.
- [5] <https://www.indianmirror.com/indian-industries/cosmetics.html>. Retrieved on 19 June 2019.
- [6] <https://yourstory.com/2015/01/starting-up-in-the-time-of-history>. Retrieved on 20 June 2019.
- [7] <https://swadesi.org/blog/2004/indian-beauty-and-cosmetic-brands-tdesrve-not-only-your-attention-but-also-your-money>. Retrieved on 20 June 2019.
- [8] <https://www.slideshare.net/najukamohite/research-methodology-project-on-lakme>. Retrieved on 19 June 2019.
- [9] <https://in.linkedin.com/company/lakme-lever>. Retrieved on 22 June 2019.

- [10] <https://www.lakmesalon.in/about.html>. Retrieved on 22 June 2019.
- [11] <https://www.scribd.com/doc/52357453/introduction-of-lakme-unilever-private-ltd>. Retrieved on 22 June 2019.
- [12] Qiushi Chen (2009). Evaluate the Effectiveness of the Natural Cosmetic Product Compared to Chemical-Based Products. *International Journal of Chemistry*, 1(2), 57-59.
- [13] Nizar Souiden, Mariam Diagne (2009). Canadian and French Men's Consumption of Cosmetics: A Comparison of Their Attitudes and Motivations. *Journal of Consumer Marketing*, 26(2), 97-109. DOI: [10.1108/07363760910940465](https://doi.org/10.1108/07363760910940465).
- [14] Gaëlle Marie Moal-Ulvoas, Yamen Koubaa, Patricia YP Chew (2011). The dual impact of traditional and national cultural values on expatriate ethnic groups' attitudes and willingness to buy. *Asia Pacific Journal of Marketing and Logistics*, 23(5), 626-640.
- [15] Keith Neuman (1986). Personal Values and Commitment to Energy Conservation. *Sage Journals*, 18(1), 53-74.
- [16] Nora Amberg, Csaba Fogarassy (2019). Green Consumer Behaviour in the Cosmetics Market. *Molecular Diversity Preservation International and Multidisciplinary Digital Publishing Institute*, 8(137), 1-19.
- [17] Alberto Chisvert, Amparo Salvador (2007). Analysis of Cosmetic Products. *Book of Elsevier*, 1-3. DOI: [10.1016/B978-0-444-52260-3.X5020-7](https://doi.org/10.1016/B978-0-444-52260-3.X5020-7).
- [18] Heyam Ali (2018). Cosmetics and Beauty Products Review Comprehension Review Article. *Acta Scientific Pharmaceutical Sciences*, 2(1), 74-80.
- [19] Aithal, P. S. & Suresh Kumar, P. M. (2015). Applying SWOC Analysis to an Institution of Higher Education. *International Journal of Management, IT and Engineering (IJMIE)*, 5(7), 231-247, DOI : <http://doi.org/10.5281/zenodo.163425>.
- [20] Aithal, P. S. (2017). An Effective Method of Developing Business Case Studies Based on Company Analysis. *International Journal of Engineering Research and Modern Education (IJERME)*, 2(1), 16-27. DOI: <http://dx.doi.org/10.5281/Zenodo.400579>.
- [21] Aithal, P. S., (2016). Study on ABCD Analysis Technique for Business Models, business strategies, Operating Concepts & Business Systems. *International Journal in Management and Social Science*, 4(1), 98-115. DOI: <http://doi.org/10.5281/zenodo.161137>.
- [22] Aithal, P. S., Shailashree, V.T. & Suresh Kumar, P. M. (2015). A New ABCD Technique to Analyze Business Models & Concepts. *International Journal of Management, IT and Engineering (IJMIE)*, 5(4), 409 – 423. DOI : <http://doi.org/10.5281/zenodo.61652>.
- [23] McMillan, C. (2010). Five competitive forces of effective leadership and innovation. *Journal of Business Strategy*, 31(1), 11-22.
- [24] <https://www.lntinfotech.com> Retrieved on 28/02/2018.
- [25] Nazim U. Ahmed, Ray V., Montagno, Robert J. Firenze (1996). Operational strategy and organizational performance: an empirical study. *International Journal of Operations & Production Management*, 16(5), 41-55.
- [26] Aithal, P. S. (2017). Company Analysis – The Beginning Step for Scholarly Research. *International Journal of Case Studies in Business, IT and Education (IJCSBE)*, 1(1), 1-18, DOI: <http://dx.doi.org/10.5281/zenodo.573769>.
- [27] Aithal, P. S. (2017). Industry Analysis – The First Step in Business Management Scholarly Research. *International Journal of Case Studies in Business, IT and Education (IJCSBE)*, 2(1), 1-13. DOI: <http://dx.doi.org/10.5281/zenodo.810347>.

- [28] <https://www.moneycontrol.com/competition/ltinfotech/comparison/LI12>. Retrieved on 15 October 2018.
- [29] Revathi R., Madhushree & Aithal, P. S. (2018). Business Strategy of Top Indian Company: L&T InfoTech. *International Journal of Case Studies in Business, IT and Education*, 2(1), 64-89. DOI: <http://dx.doi.org/10.5281/zenodo.1302770>.
- [30] Madhushree, Revathi R., Anil Kumar, & Aithal, P. S. (2018). Business Strategy of Top Indian IT Company: MindTree. *International Journal of Case Studies in Business, IT and Education*, 2(1), 23-36. DOI: <http://dx.doi.org/10.5281/zenodo.1249871>.
- [31] Aithal, P. S. (2016). Nanotechnology Innovations & Business Opportunities : A Review. *International Journal of Management, IT and Engineering (IJMIE)*, 6(1), 182-204. DOI : <http://doi.org/10.5281/zenodo.161153>.
