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Introduction

Gen Z & Millennials 13-34

The social media landscape is thriving with 4.74 billion users around the world who are active daily on multiple platforms including Facebook, Snapchat, Instagram, YouTube, Pinterest and Tik Tok. For Next Gen¹, social media provides multiple benefits with staying connected, entertainment, and filling spare time all topping the list.

However, shopping for products and services is fast gaining ground, with 64% of Gen Z and Millennials making a purchase on, or through, social media in the past year, according to 'The Next Gen Social Commerce Playbook'. This is a trend set to grow: Next Gen consumers in Mexico (53%) and India (51%) are most open to buying through social media in the future, followed by the United Arab Emirates (48%) and the USA (45%), finds the study.

Indeed, social commerce is on the rise generally; social commerce sales are expected to hit USD\$492 billion globally in 2023². Tapping into this growth, brands' land grab for social commerce revenues is in full motion; over fifty percent of businesses plan to sell through social networks in 2023³.

BREAKING THROUGH THE NOISE

With growth comes the challenge of breaking through the emerging clutter, while popularity can be fleeting in a fast-paced marketplace. Capturing the social shopper's attention is increasingly challenging for brands, made harder as social commerce's ever-evolving features easily pull people's attention in diverse directions. Piercing through the noise means creating meaningful experiences - something that two thirds of Next Gen audiences seek more of⁴. But what does meaningful look like in the social commerce space for younger shoppers?



Next Gen (Gen Z & Millennials)



ONLINE PRESENCE

Digital natives, hyper-connected, short attention span, experiential seekers

SHOPPING BEHAVIOR

Sustainable shoppers, convenience driven, bargain hunters, multi-sensory

TRAITS Activists, Creators, Inclusive, Authentic



¹Next Gen = Gen Z (aged 13 to 23) & Millennials (aged 24 to 34) | ²Accenture, The Future of Shopping and Social Commerce, January 2022 | ³2023 Global Payments, Commerce and Payments Trends Report | ⁴Meaningful Brands 2021 report

Planning for Meaningful Success in Social Commerce

Our Playbook, developed in partnership with Snapchat, explores what it takes for brands to connect in the right context with the right content to engage Gen Z and Millennials in the booming social commerce space.

From articulating pain points to illustrating must-haves in the ideal social commerce journey, our playbook equips brands with clear recommendations and deep dives future features to create meaningful social commerce experiences for Next Gen shoppers







THE SOCIAL COMMERCE JOURNEY

KEY LEARNINGS

DISCOVERY

Whether their shopping experience is deliberate or unexpected, over twothirds of Gen Z and Millennials agree that social media plays an integral role across the key stages of their online shopping journey.

Particularly for discovery: 88% use social media to discover new products or window shop for inspiration and 44% use it to evaluate items for consideration and purchase*.

LOVE BROWSING

Throughout the journey, consumers engage both passively and actively with content, ads, and features. **Passively browsing shops and store fronts is currently the biggest driver to purchase.** [See diagram]





TODAY'S TYPICAL SOCIAL COMMERCE JOURNEY



Discovery
Research / Consideration
Purchase
Post Purchase
Biggest Driver to Purchase



VIDEO ROCKS

Video formats are the most effective, with over half of Next Gen engaging with video ad formats (52%) versus carousel (31%) or static image formats (26%). In general, **branded content is preferred over sponsored content** however this varies according to the category. Branded content resonates more for apparel (69%) and luxury (61%) compared to personal care (53%).

NO QUICK DECISIONS

Next Gen are not 'trigger happy'. Over two-thirds (70%) agree that a call-to-action button to 'learn more' is more likely to lead to a future purchase versus a 'buy now' button.

AR? YES PLEASE!

Although still an emerging tool, **augmented reality (AR) provides both utility and helps to build confidence in the products they purchase. Over one third of Next Gen consumers have used AR** and 61% agree they would be more likely to purchase a product after an AR experience. This rang true across markets, with a higher likelihood in India (83%), Mexico (81%) and UAE (75%). Augmented reality also brings a fun element to the experience, connecting family and friends alike.

"My most memorable social commerce experience was the experience of trying on different products through Snapchat because I would love to be able to share AR photos with my friends because I have a fun experience since I can play "dress up" virtually with my friends." – **Millennial, Female, USA**

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BACK

FRIENDS ARE INVOLVED THROUGHOUT THE SHOPPING EXPERIENCE ACROSS PLATFORMS



INCLUDE MY NEAREST AND DEAREST

Throughout the shopping trip, family and friends are an integral, essential part of the experience. Next Gen wants to include their family and friends in their entire shopping journey – with 85% stating they do – and in many ways – sending direct messages of pictures or product posts, tagging them in a post, and even attending live shopping events together.



The Meaningful Social Commerce Journey



DISCOVERY/INSPIRATION

"I love to window shop whenever I have extra time even if that window is virtual. Haha. When I do that it's usually because I saw something on (social media)." – Gen Z, Female, USA Social platforms lend themselves to passive/active discovery and inspiration. Mindless scrolling is a big part of this phase, where Next Gen scroll for general content or are alerted to products/services they didn't realize they wanted via carefully crafted algorithms, or being hit with targeted ads. However, the interface can feel cumbersome, making it difficult to sort through all the content and/or feel inspired. Influencers can play a role – signposting exciting new trends for them to explore.

Next Gen Lack of assistance; Chaotic interface Pain Points:

PURCHASE

Overall, this phase is most noticeable when it does not go smoothly. There is a major focus on delivery, returns and safety. Options of payment are often a stress point for Next Gen. Coupons and deals are top of mind and reward programs are appreciated, especially if contributing to money saved on the current or a future purchase!

my address and pay via Apple pay (with free shipping) if I wanted to make an account to manage orders it would auto-fill info in and not send me 10,000 emails." – Millennial, Female, UK

"I., love to .. be able to autofill

Given the lack of trust around payment methods, Next Gen wish to use stored payment options for a more seamless experience. Over half agree online marketplaces, like Amazon, top comfort level for saved payment methods versus on a brand website (43%) or social media (26%). This leaves plenty of opportunity for social media brands to close this gap. The option to 'Buy Now Pay Later' is also one to watch – over a quarter of Next Gen have used it, and plan to use again, and almost 40% agree they are open to using this option in the future.

Next Gen Pain Points:

Manual completion of payment details; Lack of clarity on delivering returns; Difficult to find or no Coupons/ cashback/ plug-ins; Fearing scams/ad fraud / legitimacy of products; Lack of rewards



"I would like to be able to read lots of customer reviews... verified ones, so from people who have actually bought and used the products rather than random people who have just left a review for the sake of it... real life images of it being used." – Millennial, Female, UK

Next Gen Pain Points:

Complex triangulation between many sources; No way to transfer information across devices; Skeptical/non-verified reviews; Clunky interface; Fear of scams/ legitimacy of products



"I like to have the option of

easy returns in case

something doesn't fit or

live up to expectations."

- Millennial, Female, USA

POST PURCHASE

Once the purchase is made, tracking the delivery is most important for Next Gen consumers at this stage of the journey. Often concerned something could go wrong, assistance is appreciated. While leaving/sharing reviews is not common, they will engage with feedback if it is an easy and simple process, especially if it is to resolve a complaint.

RESEARCH / CONSIDERATION

certain products, but reviews from real people matter most.

Given the sheer volume of information and checking with family and friends,

this phase takes the most time. Device switching from phone to laptop, even

for medium-value purchases, is not uncommon. Much time is spent deciding

what is relevant and legitimate. Gen Z, in particular, place great emphasis

on the ethical value of what they are buying. Influencers can help pinpoint

Next Gen Pain Points: No tracking details or clarity on delivery; Difficult return or unknown return process; Lack of assistance





There is a clear opportunity for brands to improve the Social Commerce Journey for Next Gen.

Whether it's about cleaner aesthetics, an intelligence system to help them sort through the plethora of content and choices, access to real reviews from real people, an easier check-out process, or a guarantee that they won't be scammed or have delivery issues, the desire to have a more seamless journey across the shopping experience is apparent.

Next Gen told us what they want, and while a few requests might be more future forward, as social commerce is quickly becoming more mainstream, it is in the best interest of businesses to have a long view of how to engage with young shoppers.

Across the findings of this study, six overarching principles emerged as must-haves to create meaningful social commerce experiences for Next Gen.



BE MY SIDEKICK Pursue Personalization

KEEP MY INNER CIRCLE WITHIN REACH

Action Authenticity

ENGAGE IN MY BLENDED REALITY

Utilize Ubiquity

INSTILL CONFIDENCE Tackle Trust

INCORPORATE MOMENTS OF FUN Emphasize Entertainment

SMOOTH IT OUT Chase Convenience



BE MY SIDEKICK

PURSUE PERSONALIZATION

Next Gen are adept users of technologicalbased experiences and are willing to try different solutions that will ultimately simplify their lives and humanize their shopping experience.

Learning and adapting to this new reality makes all the difference. Whether its pre- or post- purchase assistance via AI and chatbots, notifications of relevant discounts, or being able to save preferences for quick reference and access later, personalization is highly sought after. It not only adds enjoyment and reward, it also delivers on ease in a big way. 81% of Next Gen utilize the Al/chatbot feature, as it provides a 'shopping buddy' feel they like.

Whether the feeling of being guided through the buying process, the ability to talk to someone about products and suggestions on what to buy, the support given after purchase - excellent customer experience and incorporating that 'human touch' into their experience matters!

CHECKLIST FOR BRANDS

Bespoke suggestions: Products and ads based on pre-entered preferences, past purchases, and/or assistance

Save-for-later: Here and prepurchase, some sort of virtual cart/ area to save searches in an organized way for reference is vital

Automatic notifications of relevant discounts for rewards: Especially for US audiences, automatic suggestion of codes is a dream

Interface with loyalty programs: Easy access and reminder to loyalty benefits at purchase

Direct superior AI / Chatbot assistance: To address any issues or to act as a 'shopping buddy' to ease the experience, an effective channel to engage

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KEEP MY INNER CIRCLE WITHIN REACH

ACTION AUTHENTICITY

CHECKLIST FOR BRANDS

Authenticity is a buzzword in recent years and continues to be the expected red thread through all commerce experiences, and rightfully so!

Trusted friends and family provide clear added value to the shopping experience. Creating brand advocates can go a long way as friends and family are one of the most powerful marketing tools to expand a customer base.

Careful consideration of authentic micro-influencers hit the mark with Next Gen – as micro influencers are typically more passionate, more relatable, and therefore more credible, engaging connection. Next Gen carefully choose who they interact with based on transparency, authenticity, and shared values. As brands and platforms build their Social Commerce journey, the power of authenticity must be top of mind. Real reviews: Influencers are interesting (especially for Personal Care and Luxury), but seeing 'people like me' give feedback is best

Feedback from others: Easy way to ask family and friends for their thoughts and advice

TRIGGER TO PURCHASE INFLUENCER AND/OR CELEBRITY

Felt credible and trustworthy

Felt authentic and matches my values

Inspired me with new ideas



"My ultimate social commerce experience would include reaching out to my best friend to ask for her honest opinion on the items I am shopping for." - Gen Z, Male, UK

ENGAGE IN BLENDED REALITY

UTILIZE UBIQUITY

CHECKLIST FOR BRANDS

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There is an increased expectation for more blended experiences among Next Gen as they discover limitless 'next- level' possibilities.

They are keen to leverage technology in their shopping experiences, allowing them to transition seamlessly and simply between their virtual and real worlds.

Augmented reality (AR) offers a layer of delight to the shopping experience. With virtual 'try-ons', product exploration and demos, personalized recommendations and instruction guides and more interactive brand engagement, AR also brings a utility that's very attractive to Next Gen. AR has changed the online shopping landscape by better ensuring they will like the items they buy and that they are legit! 84% of Next Gen agree this feature is necessary to make social commerce more ideal and leads to 94% higher purchase conversation rate, as individuals can better assess and feel connected with brands*. Leveraging technology to create more 'real-life' shopping moments during the digital shopping trip is a key element to better engage this generation.

Augmented Reality: Whether a dress on a body or sunglasses on a face, seeing the product in use and getting the 'real feel' helps.



INSTILL CONFIDENCE

TACKLE TRUST

Trust is the watchword for purchase. There is an ongoing trust gap from years of skepticism around misinformation/ disinformation, data privacy, and the lack of cyber security. In fact, less than half of brands are seen as trustworthy*.

This stretches into the realm of online shopping, and overall consumer skepticism is the number one barrier to purchase through social media. Consumers have been victim to scams, cyber-attacks, phishing, and especially hacking on social media. This has made shoppers think twice before entering any personal data, such as their credit card, to make a purchase.

Building trust and credibility is essential across the shopping journey for consumers to even consider making a purchase. The most important factors stated by Next Gen when purchasing on or from Social Media were '#1 Having a credible and trustworthy platform' and '#2 The product being shown feeling legitimate'.

It is essential to provide a secure platform for users and to deliver clear & relevant information. In addition, doubling down on connections to real people for opinions, reviews or to demonstrate the legitimacy of the product/service builds confidence, and offering familiar outlets for payment or cross-checking verification can lead to more purchases.

CHECKLIST FOR BRANDS

Real reviews: Influencers are interesting (especially for Personal Care and Luxury), but seeing 'people like me' give feedback is best

Product in use: Whether a dress on a body or sunglasses on a face, getting the 'real feel' helps

Ethical credentials: More a nice-to-have, knowing it's not just wanton commercialism assuages guilt, particularly for Gen Z

Clarity on delivery: Often there's an express need - knowing arrival or giving local options helps ease purchase the decision

Clarity on return process: This needs to be clear at the purchase stage to help ease the purchase decision

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* Meaningful Brands 2021

INCORPORATE MOMENTS OF FUN

EMPHASIZE ENTERTAINMENT

Enjoyment is the lure to engage more often, and social platforms offer fun and stimulating shopping touchpoints which enhances the visceral sense of enjoyment.

Next Gen seek multi-sensory experiences, and they expect the content they interact with to inspire and entertain. 88% of Next Gen agree that having an aesthetically pleasing and clean interface is necessary to make a social commerce experience more ideal – optics do matter!

'Experiential' takes on a new meaning. There's a growing desire for more holistically-engaging shopping experiences, inclusive of trusted brands and influencers, friends and family. Live shopping exemplifies this, becoming popular for discovering new products as well as the convenience it provides. Almost 60% of Next Gen consumers have attended a virtual shopping event on a social media platform and over half have purchased a product during a live shopping event. It is essential for brands to explore how they can lean into this growing space of 'live-shoptainment' to elevate Next Gen shopping experiences. CHECKLIST FOR BRANDS

Visually led display: Being drawn in by the eye; a rich and clean experience

Product in use: Whether a dress on a body or sunglasses on a face, getting the 'real feel' counts

Augmented Reality: Incorporating unexpected elements can delight in unexpected ways 05



"My ideal platform would be one where it is visually appealing. I like it to be colorful with clear words and directions to navigate the site." – Gen Z, Female. USA



SMOOTH IT OUT

CHASE CONVENIENCE

Time is money, and what saves more time than convenience? Easy and seamless interactions are at the forefront of the consumers' wish list.

We have seen this trend continue to grow in relevance over the last few years across all commerce. When it comes to shopping on a favorite social app – integration is a must rather than a nice-to-have.

93% of Next Gen state they would like the ability to easily compare products and prices. 79% want the ability to save their payment details, like a digital wallet, to avoid manually entering their credit card details each time: especially true in Germany and India, 61%, 69% respectively. 87% would like integrated payment details – such as Apple Pay.

95% agree that offering easy trackable delivery is essential for satisfaction. They also prefer seamless purchases directly on social media versus being redirected to a third-party site – this is especially true of the younger Gen Z (13-17 years old) with 69% agreeing. And they will only provide a review if that too is a quick and easy process!

Next Gen welcome anything that eases their path to purchase. Offering a seamless experience can build consumer confidence across the journey, increase repeat sales, and build brand advocates.

CHECKLIST FOR BRANDS

- Integrated actions: Ability to quickly launch into next phases seamlessly no side searches
- Save-for-later: Especially important at the discovery and purchase stage, a virtual cart/area is vital
- **Easy follow-up:** Avenues for extra questions to previous buyers or the brand
- **Easy comparisons:** Visual carousels with clear prices/ features plus 'similar product' ideas
- Integrated link-outs: Quick taps to check on seller credentials, final reviews and delivery options
- Integrated payment options: Not re-entering details adds ease
- Interface with loyalty programs: Allowing plugins/brand schemes from browsers to interact with social would be very welcome
- Simple reviews: Not many Next Gen leave long, complex reviews: don't impose a template
- **Easy-tracked delivery:** Knowing when the product arrives is vital: clear visibility is needed
- Clear return process: Awareness of recourse in case of dissatisfaction generates confidence
- Al for assistance: As part of addressing any issues, an effective channel to engage

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Shop Now

"In my ideal shopping experience... the moment of purchase would be fleeting. I would simply autofill my details, use the Honey app to find a coupon, and get a bunch of money off within the press of a button and click 'buy now,' and within 24 hours, the product would be at my doorstep." – **Gen Z, Male**

CONCLUSION

The social commerce space is ripe with opportunities for brands to elevate the digital shopping journey for Next Gen. But while multidimensional shopping experiences are welcomed by Next Gen, their expectations are high. They expect more meaningful and seamless experiences, and they are very clear on areas of opportunities for brands in the social commerce space.

Brands must address "my personal needs" and instill trust through both real people and secure platforms, and it must offer both convenience as well as peppering in fun elements Next Gen can share with friends. As social commerce will continue to see exponential growth in the coming years, it is crucial for brands to not only get involved, but to also ensure the six principles outlined in this playbook are considered across all social commerce executions. This will not only create ideal social commerce experiences for Next Gen, it will also keep them coming back for more!





ADDENDUM NEXT GEN CO-CREATE THEIR SIX IDEAL SOCIAL COMMERCE SCENARIOS

with Havas Media Network x Snapchat to inspire and improve understanding of how Next Gen themselves envision ideal Social Commerce experiences

Ideal Social Commerce Experience #1

June needs a standout wedding outfit



June is looking for a new outfit to attend her friend's wedding. As maid of honour, it needs to be something special. She's been keeping an eye on trends via her favourite social app.



She's speaks to describe what she wants, she shares a description of the outfit, the sort of occasion it's suitable for, and what her budget is.



She scrolls through the app for ideas and sees a friend's pictures from a stylish wedding. She notices a woman's outfit that would be just right!



The ShopBot suggests 5-10 suitable items, with integrated links to click through to social posts of people who have bought them: complete with reviews and what the item looks like on them.



She then opens up the 'ShopBot' on her social app: an AI shopping assistant that eliminates the need to manually input filters – she can speak, image search or enter text



She chooses the one that she thinks is best, but it's not payday yet: thankfully she has a 'buy now, pay later' option saved in her app so uses this without having to add payment details again. She's excited!



Ideal Social Commerce Experience #2:

Julie looks for better haircare solutions



Julie knows she needs to try some new haircare products: her normal choices aren't working like they used to. She's tweaked preferences in her favourite social app to show relevant advertisements.



Slimming down options, she uses an AR filter to see the effects of using the product on her hair, and takes the chance to click on the 'compare product & prices' option. She sends posts to her close friends for their advice and opinions.



In her favourite social app, she messages her trusted friend group for ideas and recommendations before opening the dedicated shopping feature. This offers filters for her hair type and the sort of results she wants.



She's also offered in-app links to select either real people, micro, or macro that have used the product and posted reviews. She watches a few of these and has some final questions – she messages some of the users.



Results are concisely displayed on a 'personal shopper' page: for her selections, she gets videos of the product being used by 'real people' (not influencers) and can read aggregated, verified reviews.



Several reply quickly and answer her questions. She checks on delivery and pays. The products arrive quickly, and she's so delighted she leaves a review on the brand's page, highlighting the AR.

Ideal Social Commerce Experience #3:

Nick needs a gift, quick!



Nick needs to buy a special gift for his friend's 18th birthday party – and it's not far away, so the pressure is on!



He clicks on a link directly in the ad to be taken to the brand's webstore: it's seamless. He narrows it down to a precise frame and feels happy this is the right choice.



He opens his favourite social app and goes through saved inspiration boards where he keeps gift ideas: he thinks some designer sunglasses will be just right, as he and his friends have quite similar styles.



He notices he can use an AR function to see what the sunglasses look like when worn: after making sure it is secure, he uploads a picture of his friend for the app to use. They look fantastic.



While in the app, he can't believe his luck – he sees an ad for one of his saved items, and they're offering a discount.



He makes his purchase with some final clicks – it's been a seamless journey from the start, with the app saving him from hopping around.



Ideal Social Commerce Experience #4:

Anna and her family buy a luxury watch for her dad



Anna's family have decided to all club together to get a special gift for their dad's big birthday. But they all live far apart, so social apps will be the best way to organise.



Anna uses the app to collect money, using a function to name the others in her checkout: they get notified and send the money via the app's secure wallet function before payment.



They use the social app they all have to keep a shared suggestion list, linking directly to brand and users of watches they know dad will love, as well as knowledgeable influencers.



They present the watch to their dad at his party. The moment is captured on their smartphones: such a great memory to share via their shared social app with friends and family who couldn't be there.



The shopping function of the app makes it really helpful for comparing and contrasting styles, prices, and ratings/reviews in a visual carousel: on a group chat within the app, they soon decide on the right watch via a vote



Anna is so pleased with the watch that she decides to choose the record option and leave a review of the watch that she then posts to the brand's page.

Ideal Social Commerce Experience #5

Simon upgrades his personal care



Simon is bored at home: he's binged all the latest shows and it's a rainy night – he's wondering how he can pass the time.



He gets an alert that there is a live shopping session for all things personal care. It sounds like fun, so he decides to join. It's being run by an influencer he respects, and who doesn't push just one brands.



It's been on his mind to source some new personal care items: maybe a new aftershave or shaving kit. He's previously inputted his interest into his favourite social app.



The influencers shares a range of recent products. Reviews pop-up to the side of the screen, with link-outs to users who've bought the items if Simon wanted to watch their reviews.



He opens the app and decides to join a shopalong. He's soon sharing and commenting on products from influencers he follows.



Although he's enjoyed the experience, Simon's not sure he wants to buy now. He saves his favourites in a 'maybe later' folder within the same social app, setting some price alets too!



Ideal Social Commerce Experience #6:

Jim gets new summer clothes



Jim needs to update his wardrobe before summer! He's been using his favourite social app for posts and personalized advertising on clothes. What he likes, he saves in his app's dedicated section.



In fact, he has enough points already saved to use against his summer haul, meaning he gets money off on top of the flash sale discount!.



He sets an alert for a price drop over 15% on his favourite and similar items – and one day he gets a push notification: there's a flash sale on a lot of what he wants.



He pays on the app with payment details saved in his shopping plug-in, and his items get delivered the next day – it's all so easy.



He opens up his social app, and activates a shopping plug-in he can use to collect points: all integrated within the same experience – it's easy and and safe.



He's so happy he shares his haul to his closest friends via his social app for everyone to see his great new wardrobe! The comments start rolling in



ABOUT OUR REPORT

This report in partnership with Snap Inc. is one of a series of Strategy & Insights reports. First and foremost, this report is a business tool to give companies a clear picture on how to meaningfully engage with Gen Z and Millennials (Next Gen) in the growing Social Commerce. Enjoy!



METHODOLOGY

The Global New Gen Social Commerce project aims to better understand why, when, and how to engage with Gen Z and Millennials in the growing space of Social Commerce around multiple markets and product verticals.

As part of a multi-stage project, the findings from this study are from a combination of a quantitative study to give a better understanding of the social commerce landscape and uncover consumers' behaviors and motivations as well as expectations from Social Commerce experiences, a deep dive into Havas' proprietary study Meaningful Brands to uncover the high and low points as well as opportunities across social platforms, and a qualitative/ quantitative cocreation exercise to build ideal social commerce experiences.

• Phase I: Quantitative 20-minute online survey conducted between 8th December 2021 and 10th February 2022 by Dynata using their 1st party panel across 7 markets with a total of 10,542 interviews.

• Phase II: Quantitative 40-minute online survey conducted in Q3 2022 by Dynata. There was a total of 17,200 interviews across 6 markets.

• Phase III: Qualitative study conducted over a twoweek period in Q1 of 2023 by a smartphone-based app CrowdLab (via partner Dynata) to run a carefully constructed community of interactive tasks.

• Phase IV: Semi-quantitative online survey conducted by conducted between 23rd March to 12th April 2023 by Dynata using sample previously contacted at Stage 1. There was a total of 708 interviews across 7 markets.

COVERAGE

• Target Audience: 13–35 yr* who use social media to browse or purchase through or via Social Media platforms.

*13-17 years required the parents' permission to take part. Children of this age were only surveyed in phase I and IV.

Verticals:

Luxury/High-End/Designer (Apparel, Accessories, Beauty & Fragrance)

- Apparel & Accessories.
- PersonalCare

(Skincare/Haircare/Makeup/Toiletries/Vitamins/Medici ne).

• Markets: France, Germany, India, Mexico, United Arab Emirates, United Kingdom, and United States.



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