

# TRABAJO DE INVESTIGACIÓN FINAL

## A Global Communication Plan for L'Oréal

### **Autor/es:**

Basta Falsi, Trinidad - LU: 1151999

Chiusaroli, Álvaro - LU: 1148219

D'Andrea, Lorenzo - LU: 1153235

Leotta, Julieta - LU: 1150156

### **Carrera:**

Comunicación Global

### **Tutor/es:**

Simon, Mariana y Hortal, Camila

### **Año:**

2025

## Autorización para la publicación digital del Trabajo de Investigación Final (TIF)

Por medio de la presente expresamente autorizamos a la *Universidad Argentina de la Empresa* a almacenar, difundir, reproducir, comunicar públicamente y publicar en la página Web de la Biblioteca de la *Universidad Argentina de la Empresa* el Trabajo de Investigación Final de nuestra autoría titulado:

A Global Communication Plan for L'Oréal

Dejando expresa constancia que dicho Trabajo de Investigación Final es de nuestra autoría, siendo titulares de los derechos de explotación del mismo y que la firma de la presente autorización no viola derechos de terceros, ya sea de propiedad industrial, intelectual, secreto comercial o cualquier otro.

Reconocemos y aceptamos que no recibiremos retribución y/o compensación económica alguna por la utilización y/o publicación de dicho Trabajo de Investigación Final, desistiendo expresamente en este acto de efectuar reclamo alguno contra la *Universidad Argentina de la Empresa* por la publicación, difusión, exhibición, uso o explotación de dicho Trabajo de Investigación Final.

Nos notificamos y aceptamos que dicho Trabajo de Investigación Final podrá ser publicado en el mencionado sitio sin limitación de tiempo alguno, así como también que su contenido podrá ser visualizado por cualquiera de las personas que accedan a dicha página Web.

La *Universidad Argentina de la Empresa* realizará sus mayores esfuerzos a fines que el proyecto de estudio publicado en el sitio Web de la Biblioteca sea utilizado por los usuarios para fines educativos, de investigación y/o docencia, sin asumir la *Universidad Argentina de la Empresa* responsabilidad alguna por un uso contrario a estos fines que los usuarios hagan del mencionado Trabajo. Se deja establecido que conjuntamente con la publicación del trabajo se indicarán los siguientes datos: (nombre de los autores, título, etc.).


Por la presente liberamos de toda responsabilidad a la *Universidad Argentina de la Empresa* por todos los reclamos relativos a temas de propiedad intelectual como consecuencia de la exhibición, divulgación o publicación del referido Trabajo de Investigación Final en el sitio Web de la Biblioteca de la *Universidad Argentina de la Empresa*.

La presente autorización reviste el carácter de perpetua, irrevocable y gratuita en cuanto a los derechos que confiere. Manifestamos que somos mayores de 21 años y que hemos leído y entendido el contenido de la presente autorización.

Firma  .....

Aclaración .. Trinidad Basta Falsi .....

N° de DNI .. 45356240 .....

Firma  .....

Aclaración .. Álvaro Chiusaroli .....

N° de DNI .. 45780819 .....

Firma  .....

Aclaración .. Julieta Leotta .....

N° de DNI .. 45540610 .....

Firma  .....

Aclaración .. Lorenzo D'Andrea .....

N° de DNI .. 44940800 .....

## **Abstract and Keywords**

L'Oréal Groupe is a global beauty leader operating in a highly dynamic and competitive market. This project conducts a comprehensive analysis of the company, examining its mission, values, internal structure, and corporate culture, as well as its competitive positioning across France, the United States, and Argentina. Through an in depth study of the micro, meso, and macro environments, a key communication issue is identified. The project concludes with the development of a strategic global communication plan designed to address this issue effectively.

**Key Words: L'Oréal Groupe - Beauty - Divisions - Innovation - Cosmetics - Technological**

## Acknowledgments

### **Leotta Julieta**

Gracias a mis mejores amigos, Trinidad y Álvaro, por hacer de mi paso por la universidad uno de los momentos más preciados que tendré en la vida, por acompañar desvelos, mates y mejorar cada mañana en estos cuatro años. Invaluable su importancia para mí.

A mis papás, Ariel y Natalia, por estar siempre, con amor, paciencia y orgullo. Por apoyarme en cada decisión, guiarme con su ejemplo y recordarme que el esfuerzo siempre vale la pena. Gracias por enseñarme el valor del estudio, por celebrar cada logro como propio y por demostrarme que cuando uno hace lo que ama, todo se disfruta más.

A mi tía Gabriela, por ser mi sostén emocional y guía profesional al mismo tiempo, por escucharme a toda hora y brindarme siempre la palabra justa.

A Thomas, por su amor incondicional y por creer en mí. Tu apoyo, tu humor y tu amor hicieron de este camino algo mucho más lindo.

No puedo poner en palabras lo que significa para mi esta etapa, gracias eternas a mis amigos y a mi familia por ser el sostén y la fuerza que me acompañaron en cada paso.

### **Basta Falsi Trinidad**

Me gustaría comenzar agradeciendo a los dos pilares que estuvieron desde el primer día que comencé la facultad: Julieta y Álvaro. Nada de este camino hubiese sido lo mismo sin ellos. Durante estos cuatro años se convirtieron en familia.

Tuve la suerte de que, a medida que pasaron los años, esta familia fue creciendo. Gracias a las siete personas que me sacaron una sonrisa todos y cada uno de los días, desde que entraba al aula hasta que salía.

A mis amigas de toda la vida, quienes estuvieron siempre presentes. Enviando un mensaje de buena suerte, o dando de esos abrazos tan especiales que una necesita cuando las cosas no resultan como esperamos.

A mi novio Bauti, con quien tuve y tengo la suerte de crecer.

Y por último, pero no menos importante, a mi familia. Quienes confiaron en mí desde el día uno. Y especialmente a mi mamá: por levantarse todos los días conmigo a horas impensadas para asegurarse siempre de acompañarme incondicionalmente. No hubiese llegado hasta acá si no fuera por vos.

Me llevo estos cuatro años guardados en el corazón, para siempre.

## **Chiusaroli Álvaro**

Esta tesis representa no solo un logro académico, sino también el resultado de un trayecto compartido con muchas personas que me acompañaron a lo largo del proceso.

Quiero agradecer en primer lugar a mis papás, Silvina y Gustavo, por su cariño y su esfuerzo constante en que cada día me supere. Gracias por ser mi norte, son mi ejemplo a seguir.

A mi hermano menor, Francisco, a quien admiro profundamente. Gracias por ser mi ejemplo en todo, aún sin proponérselo.

A mi abuela, Sofía Esther, por empujarme y alentarme todos los días a ser un poquito mejor.

A mis amigos de la escuela y del club porque son una parte fundamental en mi vida. Cada momento que comparto es imprescindible y ha sido fundamental para transitar un recorrido académico.

A mis amigos de la facultad, por hacer que el recorrido haya sido más divertido y placentero.

Un agradecimiento muy especial a mis dos mejores amigas, Julieta y Trinidad, con quienes compartí esfuerzos, risas y logros que nos vamos a acordar siempre. Gracias por acompañarnos en cada paso y crecer tanto juntos.

Por último, a todo el cuerpo docente de UADE, que ha dejado en cada materia un aprendizaje académico y una huella en mí.

Me llevo 4 años increíbles que voy a recordar toda la vida.

## **D'Andrea Lorenzo**

Agradezco principalmente a mi equipo de tesis por haberme acompañado a lo largo de esta etapa académica, esta tesis no sería la que es sin su aporte y perspectiva para los puntos abarcados. A su vez también me gustaría agradecer profundamente a Mariana Simon y Hortal Camila por su guía, paciencia y confianza a lo largo de este proceso, sus devoluciones ayudaron a pensar mejor y dar forma a esta tesis. Por otro lado, quiero agradecer enormemente a mi familia por el apoyo incondicional, paciencia y amor que me brindaron todos los días para sostenerme cuando me faltaba energía y celebrar cada pequeño logro. También le agradezco a mis amistades de colegio, facultad y otros grupos por siempre recordarme que esta última recta también se debe transitar con humor y afecto a pesar de los tropiezos y obstáculos que se cruzaron a lo largo del desarrollo de este trabajo. Y por último quiero agradecer a la facultad debido a que en estos 4 años de carrera me llevo muy lindas amistades recuerdos y experiencias que nunca voy a olvidar.

**Index**

|  |    |
|--|----|
| Abstract and Keywords                              | 0  |
| Index  | 1  |
| List of figures and tables                         | 5  |
| Glossary   | 6  |
| Introduction                                       | 8  |
| MICRO ENVIRONMENT                                  | 9  |
| Name and type of corporation                       | 9  |
| Core business                                      | 9  |
| History, Founder, and Logo                         | 9  |
| Mission  | 10 |
| Values   | 10 |
| Culture  | 13 |
| Internationalization Strategy                      | 13 |
| Communication background                           | 14 |
| Campaign analysis                                  | 15 |
| MESO ENVIRONMENT                                   | 15 |
| BCG Matrix   | 16 |
| Argentina  | 16 |
| France   | 17 |
| United States                                      | 19 |
| Ansoff Matrix                                      | 21 |
| France   | 21 |
| INDUSTRY AND SECTOR: PORTER'S 5 FORCES             | 23 |
| Competition  | 27 |
| Type of customer                                   | 28 |
| MACRO ENVIRONMENT                                  | 29 |
| PESTEL ANALYSIS                                    | 29 |
| POLITICAL  | 29 |
| Variable: Foreign trade regulations                | 29 |
| Variable: Geopolitical Conflicts                   | 30 |
| ECONOMIC   | 30 |
| Variable: Country risk index                       | 30 |
| Variable: Merging and acquisitions                 | 31 |
| Variable: Exchange Rates                           | 32 |
| SOCIAL   | 32 |
| Variable: Diversity, Equity, and Integration       | 32 |
| Variable: Animal Testing                           | 33 |
| TECHNOLOGICAL                                      | 34 |
| Variable: Innovations                              | 34 |
| Variable: Investments in Technology                | 35 |
| ENVIRONMENTAL                                      | 36 |
| Variable: Environmental policies                   | 36 |
| Variable: Pressures and future pressures from NGOs | 36 |

|   |    |
|---|----|
| LEGAL   | 37 |
| Variable: Legal Entities                        | 37 |
| Variable: Key Regulations                       | 38 |
| Variable: New Regulations                       | 39 |
| Stakeholders and Publics                        | 40 |
| Publics Criteria                                | 40 |
| Government Segmentation Criteria                | 40 |
| Media Segmentation Criteria                     | 40 |
| Community Segmentation Criteria                 | 41 |
| Clients Segmentation Criteria                   | 41 |
| NGO's Segmentation Criteria                     | 42 |
| Variables                                       | 43 |
| Government                                      | 43 |
| Media   | 44 |
| Community                                       | 45 |
| Clients   | 46 |
| NGOs  | 47 |
| SWOT Analysis                                   | 48 |
| Strengths                                       | 49 |
| Weaknesses                                      | 49 |
| Opportunities                                   | 49 |
| Threats   | 50 |
| Variable Diagnosis                              | 50 |
| Media   | 50 |
| Government                                      | 51 |
| Community                                       | 51 |
| Clients   | 52 |
| ONG's   | 52 |
| Problem Statement                               | 52 |
| Media   | 52 |
| Government                                      | 52 |
| Community                                       | 53 |
| Clients   | 53 |
| NGO's   | 53 |
| The Global Communication Plan: Because We Care. | 53 |
| The Campaign                                    | 54 |
| Key Messages                                    | 55 |
| Campaign Objectives                             | 56 |
| General Objective                               | 56 |
| General Strategy                                | 56 |
| Specific Objectives and Strategies              | 56 |
| Media   | 56 |
| Government                                      | 56 |
| Clients   | 57 |

|  |    |
|--|----|
| Community  | 57 |
| NGO's  | 57 |
| TACTICS  | 57 |
| Tactic 1: Roots / L'Oréal & Fundación Silvestre  | 57 |
| Measurement  | 59 |
| Output   | 59 |
| Outtake  | 59 |
| Outcome  | 59 |
| Tactic 2: Ecoparque & L'Oréal  | 60 |
| Measurement  | 61 |
| Output   | 61 |
| Outcome  | 61 |
| Tactic 3: Brandstorm 2026 NGO collaboration  | 61 |
| Measurement  | 63 |
| Output   | 63 |
| Outcome  | 63 |
| Tactic 4: Display Advertisement  | 64 |
| Measurement  | 64 |
| Output   | 64 |
| Outtake  | 64 |
| Tactic 5: Exclusive landing page of episkin and cruelty free practices and initiatives | 64 |
| Measurement  | 65 |
| Output   | 65 |
| Outcome  | 65 |
| Tactic 6: Round Table with ANMAT, CAPA & CONICET representative.                       | 66 |
| Measurement  | 66 |
| Output   | 66 |
| Outcome  | 66 |
| Tactic 7: Client capacitations   | 67 |
| Measurement  | 68 |
| Outcome  | 68 |
| Tactic 8: Visit to the EpiSkin Laboratory (Brazil)                                     | 68 |
| Measurement  | 70 |
| Output   | 70 |
| Outtake  | 70 |
| Outcome  | 70 |
| Tactic 9: L'Oreal's House  | 70 |
| Measurement  | 72 |
| Output   | 72 |
| Outcome  | 72 |
| Tactic 10: "En Teoría" Podcast   | 72 |
| Measurement  | 73 |
| Outcome  | 73 |
| Tactic 11: Legislative Proposal "For a cruelty-free Argentina"                         | 74 |

|                                      |     |
|--------------------------------------|-----|
| Measurement                          | 75  |
| Output                               | 75  |
| Outcome                              | 75  |
| Tactic 12: Final Event               | 76  |
| Measurement                          | 77  |
| Outcome                              | 77  |
| Tactic 13: Out of home advertisement | 77  |
| Measurement                          | 78  |
| Output                               | 78  |
| Outcome                              | 78  |
| GANTT Diagram                        | 78  |
| Budget                               | 80  |
| Evaluation                           | 83  |
| Conclusion                           | 91  |
| Brief                                | 92  |
| Annexes                              | 99  |
| Interviews                           | 153 |
| Bibliography                         | 159 |

### List of figures and tables

- **Table 1:** *Publics Government.*
- **Table 2:** *Publics Media.*
- **Table 3:** *Publics Community*
- **Table 4:** *Publics Client*
- **Table 5:** *Publics NGOs*
- **Figure 6:** *Organizational chart of Professional Products Division.*
- **Figure 7:** *BCG Matrix of Professional Products Division Argentina.*
- **Figure 8:** *BCG Matrix of Consumer Products Division Argentina.*
- **Figure 9:** *BCG Matrix of Dermatological Products Division Argentina.*
- **Figure 10:** *BCG Matrix of Luxe Products Division Argentina.*
- **Figure 11:** *BCG Matrix of the Consumer Products Division of France.*
- **Figure 12:** *BCG Matrix of the Luxe Division of France.*
- **Figure 13:** *BCG Matrix of the Professional Products of France.*
- **Figure 14:** *BCG Matrix of the Dermatological Beauty Division of France.*
- **Figure 15:** *BCG Matrix of the Professional Products Division of the United States.*
- **Figure 16:** *BCG Matrix of the Dermatological Beauty Division of the United States.*
- **Figure 17:** *BCG Matrix of the Luxe Division of the United States.*
- **Figure 18:** *BCG Matrix of the Consumer Product Division of the United States.*

- **Table 19:** Campaign Analysis.
- **Table 20:** Variable Crossing - Government
- **Table 21:** Variable Crossing - Media
- **Table 22:** Variable Crossing - Community
- **Table 23:** Variable Crossing - Clients
- **Table 24:** Variable Crossing - NGOs
- **Materialization of Tactic 25:** Visit to Episkin laboratory (Brazil)
- **Materialization of Tactic 26:** L'Oréal House
- **Materialization of Tactic 27:** Brandstorm 2026 NGO Collaboration
- **Materialization of Tactic 28:** Ecoparque & L'Oréal
- **Materialization of Tactic 29:** Out Of Home Advertisement
- **Materialization of Tactic 30:** Client capacitations
- **Materialization of Tactic 31:** Round Table with ANMAT, CAPA & CONICET representative.
- **Materialization of Tactic 32:** "En Teoría" Podcast
- **Materialization of Tactic 33:** Legislative Proposal "For a cruelty-free Argentina"
- **Materialization of Tactic 34:** "Roots" / L'Oréal & Fundación Silvestre
- **Materialization of Tactic 35:** Final Event
- **Interviews**

## Glossary

- **Division:** Divisions are organized by brand, and each division targets a different beauty market segment, for example: Professional Products Division, Dermatological Beauty Division, Luxury Division, Mass Consumer Division.
- **Professional Products:** Refers to the division that creates hair products used in hair salons.
- **Dermatological Beauty:** Refers to the dermocosmetic division that has skincare brands recommended by health care professionals.
- **Consumer Products:** Refers to the division that develops a wide range of mass-market beauty products across categories like makeup, skincare, haircare, hair color.
- **Luxe Division:** Offers the ultimate luxury beauty experience with a portfolio of brands that go from make up to fragrances.
- **L'Oréal for the Future:** The Group's global sustainability program, launched in 2020, aiming to transform its entire business model by respecting planetary boundaries,

empowering its ecosystem, and addressing urgent environmental and social challenges.

- **Norlog:** Production and storage facility for all imported products, located in Benavídez, Buenos Aires.
- **Zone:** Refers to L'Oréal Mexico, which serves as the main headquarters for Latin America, with all LATAM countries reporting to it.
- **DMI:** Refers to L'Oréal headquarters in France.
- **Townhall:** Refers to a meeting held three times a year with all L'Oréal employees, where the CEO presents updates and each division shares key news, upcoming launches, and important topics to be considered.
- **CA&E:** Corporate Affairs and Environment team of L'Oréal Groupe

### Communication's Terminology

- **Ansoff Matrix:** a strategic model that maps out growth opportunities based on product and market combinations: market penetration, market development, product development, and diversification.<sup>1</sup>
- **BCG Matrix:** a portfolio tool that classifies business units into Stars, Cash Cows, Question Marks, and Dogs depending on market growth and share.<sup>2</sup>
- **Corporate Vision:** a forward thinking statement that outlines what the organization aspires to achieve over the long term.<sup>3</sup>
- **Stakeholders:** individuals or groups who have an interest in or are influenced by the organization's decisions and activities.<sup>4</sup>

---

<sup>1</sup> CORPORATE FINANCE INSTITUTE. Ansoff Matrix – Overview, strategies and practical examples [online]. [Accessed 22 June. 2025]. Available from: <https://corporatefinanceinstitute.com/resources/management/ansoff-matrix/>

<sup>2</sup> BOSTON CONSULTING GROUP. What Is the Growth Share Matrix? [online]. [Accessed 22 June. 2025]. Available from: <https://www.bcg.com/about/overview/our-history/growth-share-matrix>

<sup>3</sup> CONNOLLY, Stephen. 7 Steps for Defining & Writing a Company Vision Statement [online]. [Accessed 22 June. 2025]. Available from: <https://www.interactsoftware.com/blog/7-simple-steps-defining/>

<sup>4</sup> INVESTOPEDIA. Stakeholder [online]. [Accessed 22 June. 2025]. Available from: <https://www.investopedia.com/terms/s/stakeholder.asp>

- **Media Relations:** the practice of developing and managing effective relationships with journalists and media organizations to secure favorable media exposure.<sup>5</sup>
- **SWOT Analysis:** a method that analyzes internal Strengths and Weaknesses alongside external Opportunities and Threats to evaluate the organization's strategic position.<sup>6</sup>
- **Publics:** various groups, such as employees, clients, regulators, or the media, who are affected by or engage with the organization.<sup>7</sup>
- **Issue Management:** a proactive process that monitors and addresses emerging challenges or concerns that could impact the organization's reputation or operations.<sup>8</sup>
- **Crisis Communication:** a coordinated set of actions and messages used by an organization to manage crises, minimize damage, and protect its public image.<sup>9</sup>
- **Strategic Communication:** the purposeful use of communication to support and advance an organization's mission, vision, and key priorities.<sup>10</sup>
- **Corporate Values:** core ethical standards and guiding principles that influence organizational decisions, conduct, and reputation.<sup>11</sup>
- **Corporate Mission:** a concise statement expressing the organization's fundamental purpose and reason for existence.<sup>12</sup>
- **Corporate Social Responsibility (CSR):** voluntary actions taken by businesses to promote ethical behavior, social well-being, and environmental sustainability beyond what is legally required.<sup>13</sup>
- **Corporate Culture:** the shared system of values, beliefs, and behaviors that governs how people interact and operate within the organization, influencing its internal climate and employee engagement.<sup>14</sup>

---

<sup>5</sup> PRLAB. What is Media Relations? [online]. [Accessed 22 June. 2025]. Available from: <https://prlab.co/blog/what-is-media-relations/>

<sup>6</sup> COMMUNITY TOOL BOX. Section 14. SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats [online]. [Accessed 22 June. 2025]. Available from: <https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/main>

<sup>7</sup> SILFWER, Jerry. What is Public Relations? [online]. [Accessed 22 June. 2025]. Available from: <https://doctorspin.net/what-is-public-relations/>

<sup>8</sup> INSTITUTE FOR PUBLIC RELATIONS. Issues Management [online]. [Accessed 22 June. 2025]. Available from: <https://instituteforpr.org/issues-management/>

<sup>9</sup> SIMPPLR. Crisis Communication – Glossary [online]. [Accessed 22 June. 2025]. Available from: <https://www.simpplr.com/glossary/crisis-communication/>

<sup>10</sup> SIMPPLR. Strategic Communications – Glossary [online]. [Accessed 22 June. 2025]. Available from: <https://www.simpplr.com/glossary/strategic-communications/>

<sup>11</sup> TEAMAZING. What is Corporate Value? [online]. Teamazing.com, n.d. [Accessed 22 June. 2025]. Available from: <https://www.teamazing.com/what-is-corporate-value/>

<sup>12</sup> GROSSMAN GROUP. Company Purpose Statement: Examples + How to Write One [online]. [Accessed 22 June. 2025]. Available from: <https://www.yourthoughtpartner.com/blog/purpose-statement>

<sup>13</sup> HARVARD BUSINESS SCHOOL ONLINE. What Is Corporate Social Responsibility? [online]. [Accessed 22 June. 2025]. Available from: <https://online.hbs.edu/blog/post/types-of-corporate-social-responsibility>

<sup>14</sup> INVESTOPEDIA. Corporate Culture – Definition, Characteristics, and Importance [online]. Investopedia.com, n.d. [Accessed 22 June. 2025]. Available from: <https://www.investopedia.com/terms/c/corporate-culture.asp>

- **PESTEL Analysis:** a framework used to assess external macro environmental factors: Political, Economic, Social, Technological, Environmental, and Legal.<sup>15</sup>

## Introduction

L'Oréal is a French personal care corporation based in Clichy, Hauts-de-Seine, with its official registration in Paris. As a global company, it operates in over 150 countries. Its vast structure encompasses a wide range of products and services tailored to diverse audiences with varying lifestyles, income levels, age groups, and needs. To cater to these differences, L'Oréal has developed specialized business units that cover different beauty needs, such as skin care, hair care, fragrances and beauty. The company is organized into four main divisions: Consumer Products, L'Oréal Luxe, Active Cosmetics, and Professional Products, each focused on serving a specific segment of the market.

In this final major project, we will analyze how the entire group works in Argentina, United States and the biggest operating market and headquarters, France. To conclude the analysis, we will identify a communication issue that affects the entire group and propose an effective communication plan to work on it.

## MICRO ENVIRONMENT

### Name and type of corporation

L'Oréal, founded in 1909 by Eugène Schueller in Clichy, France, began with innovative hair dyes for Paris salons. Today it employs around 90,000 people worldwide (about 400 in Argentina), operates 37 production sites across more than 150 countries, and focuses on key markets including the United States, Japan, Brazil, China, France, India and South Africa.

### Core business<sup>16</sup>

The company's activities are organized into four divisions. Professional Products maintains its salon heritage through brands like L'Oréal Professionnel and Kérastase, while Consumer Products featuring L'Oréal Paris, Maybelline and Garnier now delivers the highest revenue (USD 4.49 billion in 2024, up 9.2%). L'Oréal Luxe brings together premium names such as Lancôme and Yves Saint Laurent Beauté, and the Dermatological Beauty Division offers science-driven skincare via La Roche-Posay, Vichy and CeraVe.

---

<sup>15</sup> CORPORATE FINANCE INSTITUTE. PESTEL Analysis [online]. [Accessed 22 June. 2025]. Available from: <https://corporatefinanceinstitute.com/resources/management/pestel-analysis/>

<sup>16</sup> L'Oreal Core business. [online]. [Accessed: 25 March 2025]. Available at: <https://www.loreal.com/en/group/about-loreal/strategy-and-model/>

## Financial Information<sup>17</sup>

In 2024, Group revenue reached €43.48 billion (+5.6%) with net income of €8.69 billion (+6.7%). Regional sales were well balanced: Europe (33%), North America (27%), North Asia (24%), APAC/MEA (9%) and Latin America (7%). As of December 31, 2024, L'Oréal had 534 million shares outstanding, each valued at €345.10.

## History, Founder, and Logo<sup>18</sup>

After Schueller's death in 1957, his daughter Liliane and CEO François Dalle led the company to a public listing, major acquisitions (including Lancôme, Garnier and Biotherm) and expansion into Latin America. The brand's minimalist, all-caps logo is often in black and gold which reflects its enduring commitment to elegance and luxury.

## Mission<sup>19</sup>

The mission of the L'Oréal is to “offer each and every person around the world the best of beauty in terms of quality, efficacy, safety, sincerity and responsibility to satisfy all beauty needs and desires in their infinite diversity”

## Vision<sup>20</sup>

When it comes to the organization's vision, L'Oréal remains true to the spirit of its creator Eugène Schueller who had carried the company's sole vocation, “Creating Beauty”, but not any beauty, the group always sought to “create the beauty that moves the world”.

## Values<sup>21</sup>

L'Oréal strives to accomplish its activities while taking into account six values which are at the heart of everything.

- a. **Passion:** In the words of the company “creating beauty products and services are intrinsically linked to humanity and culture”. Since it involves listening and understanding others, apprehending their traditions and anticipating their

---

<sup>17</sup> L'Oreal, Annual Results of 2024. [online]. [Accessed: 27 March 2025]. Available at: <https://www.loreal-finance.com/eng/news-release/2024-annual-results>

<sup>18</sup> L'Oréal, History, Founder, and Logo [online]. [Accessed: 25 March 2025]. Available at: <https://www.britannica.com/money/LOréal>.

<sup>19</sup> L'Oréal Groupe, 2024, Annual Report The Essentials [online]. Available from: [https://www.loreal-finance.com/system/files/2025-03/LOREAL\\_2024\\_Annual\\_Report.pdf](https://www.loreal-finance.com/system/files/2025-03/LOREAL_2024_Annual_Report.pdf) [Accessed on 17th April 2025] pp.3.

<sup>20</sup> L'Oréal Groupe, 2024, Annual Report The Essentials [online]. Available from: [https://www.loreal-finance.com/system/files/2025-03/LOREAL\\_2024\\_Annual\\_Report.pdf](https://www.loreal-finance.com/system/files/2025-03/LOREAL_2024_Annual_Report.pdf) [Accessed on 17th April 2025] pp.3.

<sup>21</sup> L'Oréal Groupe, 2024, Values and Mindset [online]. Available from: <https://www.loreal.com/en/group/culture-and-heritage/our-values-and-mindset/> [Accessed on 17th April 2025]

needs. Those activities are what “makes the L'Oréal adventure so fascinating”.

- b. Innovation: This value is core for the company, due to beauty being an endless quest that constantly requires a higher level of performance.
- c. Entrepreneurial Spirit: At L'Oréal, this one is also a vital value since the company always wants to push the limit of knowledge in order to create new products and services, and be one step ahead. This has to do with taking the initiative and being daring to do it.
- d. Open-Mindness: It englobes being open to new tendencies which in order to accomplish the company actively listens to consumers while understanding them and their culture. As a consequence, L'Oréal benefits from their differences and responds to the infinite new tendencies and diversity of beauty aspirations around the world.
- e. Quest for excellence: The previous four values are intrinsically related to the quest for excellence. This fifth value “permeates every aspect” of L'Oréal business in every country, it encapsulates the very idea of the “constant pursuit of doing better” and is shared in L'Oréal with the objective of providing the best to their customers.
- f. Responsibility: Lastly, L'Oréal always prompts responsibility whether they're innovating or showing their entrepreneurial spirit. Since its first invention the “safe hair dye” the company endorsed its concern on effectiveness and safety for their products. However, they go beyond that by clarifying that they take on “the duty to protect the beauty of the planet” and contribute to the well-being of their employees and communities they engage with”.

## **Strategic Capabilities of L'Oréal<sup>22</sup>**

### **Tangible Resources**

On the one hand, the tangible resources of L'Oréal are mainly composed of land, buildings, industrial machinery and equipment that possesses a gross value of 1,100.8 millions of euros. The french company also holds accountable for financial assets composed by L'Oréal shares, equity investments, and Loans and advancements (Correspond mainly to long-term investments of the Group's cash pool amounting to 5,000 million euros) that amounts to a gross value of 26,136.5 millions of euros.

### **Intangible Resources**

---

<sup>22</sup> L'Oréal Groupe, 2024, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2025-03/2024\\_Universal\\_Registration\\_Document\\_LOREAL.pdf](https://www.loreal-finance.com/system/files/2025-03/2024_Universal_Registration_Document_LOREAL.pdf) [Accessed on 26th April 2025] pp.31, 363-364.

On the other hand, L'Oréal endorses patents and trademarks, business goodwill, software, and other intangible assets as well as intangible assets in progress (Assets that are not yet ready for use such as software development, brand creation, etc.) which amounts to a gross value of 5,539.7 millions of euros.

### **Competitive Advantages of L'Oréal<sup>23</sup>**

Innovation: With more than 4,200 researchers and spending of approximately 3% of net sales, L'Oréal has the top R&I force in the cosmetics industry. A capability that provides a competitive edge to the company due to having a level of expertise and a wealth of unique scientific and technical data. Thus, L'Oréal has a competitive advantage in all areas of cosmetics research ranging from basic ingredients to advanced formulation research. This is the reason why L'Oréal can make one step ahead in the competitive industry.

Diverse brand portfolio: Over the past 110 years, L'Oréal has built and settled a stable brand portfolio divided in Consumer Products, Luxe, Dermatological Beauty and Professional products. In total, they possess 37 brands at an international level which were mostly obtained by acquisitions. Fundamentally, being the owner of such a brand portfolio allows L'Oréal to grasp a global reach and develop in different markets of the world without much conflict due to owning the competitor's target consumers, channels and supply chain.

Responsibility to sustainability: L'Oréal endorses strategic orientations in the light of sustainability by monitoring the strategy with the aim of strengthening the organisation's resilience and value chain, as well as progress made on commitments such as the "Net Zero Strategy" and "L'Oréal for the Future".

### **L'Oréal Shades of Green<sup>24</sup>**

L'Oréal adopts a proactive sustainability approach through its *L'Oréal for the Future* program, structured around three pillars: transforming its business to respect planetary boundaries, empowering its ecosystem towards sustainability, and addressing urgent global social and environmental challenges. As of 2024, 97% of its sites operate on renewable energy, 92% of its biobased formulas and packaging are traceable and sustainably sourced, and the company invests in ecosystem rehabilitation and social support.

L'Oréal's sustainability strategy focuses on five key objectives. The Climate Transition Plan aims to reduce Scopes 1 & 2 carbon emissions by 57% and Scope 3 by 28%

<sup>23</sup> L'Oréal Groupe, 2024, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2025-03/2024\\_Universal\\_Registration\\_Document\\_LOREAL.pdf](https://www.loreal-finance.com/system/files/2025-03/2024_Universal_Registration_Document_LOREAL.pdf) [Accessed on 26th April 2025] pp.16,18, 191, 205.

<sup>24</sup> L'Oréal Groupe, 2024, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2025-03/2024\\_Universal\\_Registration\\_Document\\_LOREAL.pdf](https://www.loreal-finance.com/system/files/2025-03/2024_Universal_Registration_Document_LOREAL.pdf) [Accessed on 26th April 2025] pp.194, 202, 205, 218, 223, 229, 233.

by 2030, with a goal of achieving net zero by 2050. The company also addresses air and water pollution across its operations and supplier network, prioritizes water resource management to minimize its water footprint, engages in biodiversity preservation by using sustainable biobased ingredients, and commits to circular economy principles, optimizing product design and packaging to reduce resource consumption throughout the product life cycle.

## **Structure**

In the first place, as we mentioned, L'Oréal is divided into divisions according to the business unit. These are the Professional Products Division, Consumer Products Division, L'Oréal Luxe and Dermatological Beauty Division. In each of them, depending on the nature of the brands is the way that the work is divided, but in the majority of times is according to function, product and client, using a matrix structure, which blends traditional hierarchical models with project-based teams. Employees may report to both a functional manager and a brand or regional manager. We can see the Professional Products Division as an example in **Figure 1.**

As you can see, according to the position the role is divided in geographical areas, client or product. This exact same way is how it is organized in each part of L'Oréal. Depending on the necessities of each brand the roles are going to be divided. Communication at L'Oréal is generally fluent and effective, especially within each division. However, interaction between different divisions is rare. Most communication within teams tends to be lateral, and at times, it flows upward or diagonally. In the Latin American region, Mexico is the main market, so other countries often report to them. This dynamic creates a diagonal communication flow between teams in different countries.

## **Culture**

L'Oréal Argentina's culture reflects a dynamic interplay between global corporate values and strong local implementation, deeply rooted in sustainability, inclusivity, and innovation. L'Oréal's culture is shaped by its global vision: "*L'Oréal for the Future*", which drives every decision across the company. This includes commitments to the planet, people, and product quality. For example, "Simplicity" policies in the office promote work-life balance through no meetings early on Mondays, reduced hours on Fridays, and ergonomically designed workspaces. The office is organized in divisions but there are no assigned places for high positions, everyone can sit wherever they want, promoting inclusion and no differences between hierarchies. L'Oréal Argentina is headquartered in Núñez (Buenos

Aires) and operates a high-tech, environmentally certified plant in Benavídez, Tigre. Its operations are strongly influenced by local regulations and community engagement, as seen in the collaboration with the Tigre municipality for plant development and the recognition from local authorities such as the LEED Platinum certification, which positions it as a leader in sustainable practices within the sector.

### **Internationalization Strategy**

Operating in over 150 countries, L'Oréal minimizes dependence on any single market, balancing risks and capitalizing on regional opportunities. The company adapts its products and marketing strategies to respect cultural differences and local consumer preferences. Through direct investments, L'Oréal establishes subsidiaries and production facilities worldwide to strengthen local presence and optimize its supply chain. Notable examples include plants in San Luis Potosí and Xochimilco (Mexico)<sup>25</sup>, specializing in hair coloring and skincare exports to Latin America, and the technologically advanced and sustainable International Haircare Products Factory in Burgos (Spain)<sup>26</sup>, producing for brands like Kérastase and L'Oréal Professionnel Paris. Regionally, L'Oréal operates under a leadership hub structure: Mexico leads Latin America, France leads Europe, China leads Asia, and India leads SAPMENA-SSA, ensuring coordinated management across global markets.

### **Communication background**

We analyzed L'Oréal's communication background based on different variables that gave us an integral perspective.<sup>27</sup>

| <b>VARIABLE</b>                   | <b>ARGENTINA</b>   | <b>UNITED STATES</b>   | <b>FRANCE</b>  |
|-----------------------------------|--|--|--|
| <b>FORMALITY OF COMMUNICATION</b> | Mostly informal communication style. Hierarchies are less emphasized, and communication tends to be more spontaneous and flexible. | Mostly formal communication style. Professionalism, structured communication, and clear hierarchy are important. Emails and meetings follow a formal, business approach. | Mostly formal communication. As the headquarters, France establishes a sophisticated and respectful communication tone, balancing directness with politeness in line with French business culture. |

<sup>25</sup> Garnier, Juliette. "Mexico, the new paradise for cosmetics companies" [online]. May 31, 2024. Available at: [https://www.lemonde.fr/en/economy/article/2024/05/31/mexico-the-new-paradise-for-cosmetics-companies\\_6673327\\_19.html](https://www.lemonde.fr/en/economy/article/2024/05/31/mexico-the-new-paradise-for-cosmetics-companies_6673327_19.html) [Accessed: April 23, 2025].

<sup>26</sup> El País. "Cuando la tecnología es una aliada para hacer más bello el futuro" [online]. October 4, 2024. Available at: <https://elpais.com/sociedad/2024-10-04/cuando-la-tecnologia-es-una-aliada-para-hacer-mas-bello-el-futuro.html> [Accessed: April 23, 2025].

<sup>27</sup> L'Oréal Groupe. Code of Ethics 2023 [online]. Clichy: L'Oréal, 2023 [accessed 15 April 2025]. Available at: <https://www.loreal.com/-/media/project/loreal/brand-sites/corp/master/lcorp/2-group/governance-and-ethics/ethics-rework/code-of-ethics-2023/codeofethicseng.pdf>

| OFFICIAL LANGUAGE                       | Spanish  | English   | French  |
|---|--|---|---|
| <b>WRITTEN COMMUNICATION POLICIES</b>   | Internal guidelines exist but not extrictly focused on communication policies. They tend to be more flexible.  | Clear and strict communication policies. Confidentiality, privacy, and professionalism are emphasized in all written communications, with frequent corporate training.  | Formal written communication policies established at a global level through the Code of Ethics, emphasizing ethics, inclusion, and transparency in all communication.                                     |
| <b>USE OF PR/COMMUNICATION POLICIES</b> | Yes. A wide use of PR agencies is common, especially for digital marketing, influencer contracts, campaign ideas, and website management. Some examples are: "The Three Hundred" & "WildFI".                                     | L'Oréal USA partners with major agencies like Omnicom Media Group for media planning and buying, ensuring formal, structured, and data driven communication strategies. | In France, L'Oréal collaborates with top firms like Publicis Media and McCann Paris for media strategy, blending traditional and digital communication with a focus on prestige and brand heritage.       |
| <b>BRAND BOOK AVAILABILITY</b>          | L'Oréal centralizes all brand assets and communication materials through its internal platform, OPERA, which is accessible to employees worldwide.   | L'Oréal centralizes all brand assets and communication materials through its internal platform, OPERA, which is accessible to employees worldwide.                      | L'Oréal centralizes all brand assets and communication materials through its internal platform, OPERA, which is accessible to employees worldwide.  |
| <b>PERFORMANCE ON SOCIAL MEDIA</b>      | For the Latin American region, L'Oréal operates the Instagram account @lorealgroupe_latam, which consolidates content from several countries, including Argentina. This account focuses on regional initiatives, brand campaigns | L'Oréal USA maintains its own Instagram presence, focusing on regional initiatives, brand campaigns, and corporate news relevant to the American market.                | The official Instagram account of L'Oréal Groupe (@lorealgroupe) is managed centrally from the company's headquarters in France. Content is primarily published in English to ensure global accessibility |

### Campaign analysis

The chosen campaign for this analysis is “**Stand Up**”, against street harassment. This campaign was officially launched globally on March 8th, 2020, aligning with International Women's Day, to emphasize the commitment to women's safety and empowerment worldwide<sup>28</sup>. Later on, local activations were carried out during 2021 and 2022. We have analyzed that the main campaign video was standardized across all countries, with only the voice-over adapted to the local language. However, in this campaign, additional videos and local activations were later developed, adapting the initiative to the cultural context of each country.<sup>29</sup> We covered type, tone and style of communication, Message, channel and local activations on ***Table 19***.

<sup>28</sup> L'ORÉAL PARIS. Stand Up - Let's Act Together Against Street Harassment [online video]. YouTube, 9 April 2020 [accessed 18 April 2025]. Available at: [https://www.youtube.com/watch?v=vNGg\\_hmUFU](https://www.youtube.com/watch?v=vNGg_hmUFU)

<sup>29</sup> L'Oréal Paris Argentina. L'Oréal Paris Argentina - Stand Up [online video]. YouTube, 19 March 2021 [accessed 26 April 2025]. Available at: <https://www.youtube.com/watch?v=dMaL2ogBSok>

## MESO ENVIRONMENT

According to the lastres sales report published by L'Oréal about the first quarter of 2025, their biggest operating market is Europe, more specifically France, but with a recent big growth in Spain and Portugal. So let's analyze the BCG model applied to the local market, the United States, and the biggest operating market and headquarters, France.<sup>30</sup>

### BCG Matrix

#### Argentina

##### Professionals Products Division

According to the BCG Matrix analysis, L'Oréal Professionnel is positioned as a *Star*, receiving the highest investment within the division and leading in approximately 2,000 salons, combining strong market share with sustained growth. Kérastase also holds a strong position but, due to its premium pricing and exclusivity, it operates in around 200 salons nationwide and receives a smaller budget compared to L'Oréal Professionnel. Thus, in the matrix is classified as a *Question Mark*, due to operating in a segment with potential growth but still faces low brand awareness and limited presence in Argentine salons.

You can see a graphic that describes this matrix in **Figure 7**.

##### Consumer Products Division

L'Oréal Paris is classified as a *Star*, leading the Argentine market with strong share across haircare, skincare, and makeup, supported by impactful campaigns like "Stand Up" and the success of Elvive in the mass haircare segment. Maybelline is also positioned as a *Star*, performing strongly among younger consumers and contributing to the division's overall growth. Garnier and Vogue are both categorized as *Question Marks*. Garnier shows potential with its sustainability initiatives but has not yet reached leading market share. Vogue targets fast, trend-driven consumption but still requires further investment to strengthen its position.<sup>31</sup>

You can see a graphic that describes this matrix in **Figure 8**.

##### Dermatological Beauty Division

---

<sup>30</sup> L'Oréal Groupe, First Quarter 2025 Sales [online]. April 18, 2025. Available at: <https://www.loreal-finance.com/eng/news-release/first-quarter-2025-sales> [Accessed: April 23, 2025].

<sup>31</sup> Trade y Retail. L'Oréal: "Hay un balance muy positivo sobre nuestra presencia en Argentina y los resultados del negocio lo demuestran" [online]. May 24, 2025. Available at: [https://tradeyretail.com/industria/l-oreal-hay-un-balance-muy-positivo-sobre-nuestra-presencia-en-argentina-y-los-resultados-del-negocio-lo-demuestran\\_4098](https://tradeyretail.com/industria/l-oreal-hay-un-balance-muy-positivo-sobre-nuestra-presencia-en-argentina-y-los-resultados-del-negocio-lo-demuestran_4098) [Accessed: May 24, 2025].

As regards this division, in Argentina we have 3 brands: La Roche-Posay, Cerave and Vichy. CeraVe, introduced at the end of 2024, is positioned as a *Star* due to its rapid growth and increasing market share, driven by strong acceptance among younger consumers and dermatology professionals.<sup>32</sup> La Roche-Posay is classified as a *Cash Cow*, leading the dermocosmetic market with trusted products targeting specific skin conditions and benefiting from strong brand loyalty and consistent cash flow with lower investment needs. Vichy falls into the *Dog* category, having lost relevance in Argentina as consumer preferences shift toward either affordable (CeraVe) or highly specialized (La Roche-Posay) options. Despite its current weak position, Vichy's brand heritage offers some potential for repositioning.<sup>33</sup>

You can see a graphic that describes this matrix in **Figure 9**.

### **Luxe Division**

This division's portfolio of brands is composed of the following: Lancôme, Yves Saint Laurent Beauty, Giorgio Armani Beauty, Ralph Lauren Fragrances and Kiehl's. First of all, Yves Saint Laurent Beauty occupies the "Star" quadrant. In Argentina, YSL Beauty has experienced remarkable growth, particularly within the premium makeup and modern fragrance segments. It appeals strongly to a younger luxury audience, including millennials and Gen Z consumers, thanks to an aspirational brand positioning. With its expansion and increasing visibility in perfumeries and luxury retail spaces, YSL Beauty combines high market share potential with significant market growth, fully fitting the Star profile.<sup>34</sup> Lancôme and Giorgio Armani Beauty are considered "Cash Cows" due to their strong, stable performance in Argentina's premium beauty market. Lancôme leads in luxury skincare and fragrances with loyal consumers and consistent sales, while Armani Beauty holds a solid position in fragrances with iconic products like "Acqua di Giò" and "Si." Both generate high profits with minimal investment.

You can see a graphic that describes this matrix in **Figure 10**.

### **France**

#### **Consumer products division**

Garnier is positioned as a *Star*, leading sustainable beauty growth in France through eco-friendly lines like Garnier Bio and Green Beauty, rapidly gaining market share in both

---

<sup>32</sup> L'Oréal Groupe. Annual Report [online]. 2024 [accessed 26 April 2025]. Available at: <https://www.loreal-finance.com/eng/annual-report>

<sup>33</sup> Peres, Martina. Product Manager Vichy at L'Oréal Argentina. Interviewed by [Trinidad Basta Falsi]. Buenos Aires, 14 April 2025.

<sup>34</sup> L'Oréal Groupe. Annual Report 2024 – Luxe Division [online]. 2024 [accessed 26 April 2025]. Available at: <https://www.loreal-finance.com/en/annual-report-2024/luxe/>

haircare and skincare.<sup>35</sup> L'Oréal Paris is classified as a *Cash Cow*, dominating mature segments like hair color, skincare, and makeup, generating stable revenues and profitability with moderate investment needs. Nyx Professional Makeup falls into the *Question Mark* quadrant, appealing to younger audiences with growth potential but still developing its market share in a highly competitive environment. Maybelline New York and Essie are categorized as *Dogs*. Maybelline struggles to regain share in the crowded post-pandemic makeup market, while Essie's niche position in the limited nail polish segment shows low growth prospects.

You can see a graphic that describes this matrix in **Figure 11**.

### **Luxe Division**

Yves Saint Laurent (YSL) Beauty, Lancôme, and Valentino Beauty are classified as *Stars*, driving strong growth through innovative makeup and successful fragrance launches, particularly appealing to younger luxury consumers. Giorgio Armani Beauty, Mugler, and Viktor&Rolf are categorized as *Cash Cows*, generating steady revenues with iconic fragrances, though operating in more mature segments with moderate growth. Prada Beauty, Maison Margiela Fragrances, and Atelier Cologne are placed in the *Question Mark* quadrant, showing strong potential but still building market share and requiring significant investment. Azzaro, Diesel, and Ralph Lauren Fragrances fall into the *Dog* category, facing limited growth and challenges in remaining competitive amid shifting consumer preferences towards niche and experiential luxury.

You can see a graphic that describes this matrix in **Figure 12**.

### **Professional Products Division**

L'Oréal Professionnel and Kérastase are classified as *Stars*, dominating the professional haircare market in France with continuous innovation, strong salon partnerships, and dynamic growth. Matrix and Redken are positioned as *Cash Cows*, maintaining stable revenues with strong brand loyalty in mature segments, especially among independent salons and niche styling markets. Biolage and Pureology fit into the *Question Mark* quadrant, aligning with emerging consumer trends like vegan and sulfate-free formulas but still holding limited market share and requiring further investment to scale. Shu Uemura Art of Hair and Pulp Riot are classified as *Dogs*, serving niche high-end or artistic segments with limited overall market volume in France's professional salon landscape.

---

<sup>35</sup> Garnier, 2023 Sustainability Progress Report [online]. 2023 [consulted: April 23, 2025]. Available at: <https://www.garnierarabia.com/-/media/project/loreal/brand-sites/garnier/apac/mena-hub/green-beauty/2023-garnier-sustainability-progress-report.pdf?rev=a2196b543a81403fab04053dd3ad8601>

You can see a graphic that describes this matrix in **Figure 13.**

### **Dermatological Beauty Division**

La Roche-Posay and CeraVe are classified as *Stars*, leading the dermocosmetic market in France with strong dermatologist endorsement, high growth, and expanding consumer demand for sensitive skin care and barrier-repair products. Vichy is positioned as a *Cash Cow*, maintaining strong revenues with high brand equity in mature segments like hydration, anti-aging, and scalp care, but experiencing slower growth. Sanoflore falls into the *Question Mark* quadrant, aligning with the natural and organic beauty trend but still holding modest market share and requiring significant investment to scale. SkinCeuticals is categorized as a *Dog* in the French context, performing well globally but facing limited mass adoption in France due to its niche luxury positioning and high pricing.

You can see a graphic that describes this matrix in **Figure 14.**

### **United States**

#### **Professional Products Division**

Kerastase represents in the United States a Luxury brand that achieved double-digit growth in 2024, becoming the largest brand in the division, becoming the brand on a star. Its success is driven by innovations like the *Première* range and a strong focus on premium hair care. Redken is also a star, since it is a U.S.-born brand with a strong presence in salons and retail. Focusing in professional hair color with products like *Shades EQ* and in haircare with launches like *Acidic Color Gloss*. Although Matrix is not heavily emphasized in the latest reports, Matrix is a well-known brand in hair color and care. It has growth potential if it focuses on innovation and effective marketing strategies. Biolage, specialized in naturally-derived and sustainable haircare products. Its growth will depend on the increasing demand for eco-friendly products and its ability to stand out in a competitive market. These both brands represent question marks in the division. Lastly, L'Oréal Professionnel represents a historic brand for hair salons, although it has had successful launches like *Absolut Repair Molecular*, its growth rate is more moderate compared to Kérastase and Redken.<sup>36</sup>

You can see a graphic that describes this matrix in **Figure 15.**

### **Dermatological Beauty Division**

---

<sup>36</sup> L'ORÉAL. *United States – L'Oréal Around the World* [online]. 2024. Available at: <https://www.loreal-finance.com/en/annual-report-2024/loreal-around-the-world/united-states/> [Accessed: April 23, 2025]

La Roche-Posay and CeraVe are classified as *Stars*, leading the dermocosmetic market in France with strong dermatologist endorsement, high growth, and expanding consumer demand for sensitive skin care and barrier-repair products. Vichy is positioned as a *Cash Cow*, maintaining strong revenues with high brand equity in mature segments like hydration, anti-aging, and scalp care, but experiencing slower growth. Sanoflore falls into the *Question Mark* quadrant, aligning with the natural and organic beauty trend but still holding modest market share and requiring significant investment to scale. SkinCeuticals is categorized as a *Dog* in the French context, performing well globally but facing limited mass adoption in France due to its niche luxury positioning and high pricing.<sup>37</sup>

You can see a graphic that describes this matrix in **Figure 16.**

### **Luxe Division**

Yves Saint Laurent, which stands out as the most dynamic luxury brand in the division, particularly in fragrances and makeup, is positioned as a star. The *Libre* perfume and *Loveshine* lipstick contributed to its strong growth. Valentino has also solidified its position with the *Born in Roma* fragrance, especially in the men's segment. Additionally, Prada is emerging as a growing luxury brand, with the launch of the *Paradoxe* fragrance and its expansion in the U.S. market through its makeup line. In the Question Marks category, we find Aēsop, an Australian brand acquired by L'Oréal, which has shown promising growth in the U.S. market, particularly in skincare. Aēsop appeals to consumers seeking sustainable luxury products. On the other hand, Takami, a Japanese brand, has started gaining traction in the U.S. market, showing significant growth despite holding a small market share, which highlights its potential in the luxury segment. For the Cash Cows category, Giorgio Armani remains one of the division's strongest brands. The Armani Code fragrance and Luminous Silk makeup lines continue to be key pillars with moderate growth but a solid base of loyal customers, ensuring stability in the market.<sup>38</sup>

You can see a graphic that describes this matrix in **Figure 17.**

### **Consumer Products Division**

The division's Stars include L'Oréal Paris, the world's number one beauty brand, which achieved impressive growth in 2024. This success was driven by innovative product launches such as the Panorama mascara and the Glycolic Bright skincare line, as well as strong performances across haircare and makeup categories. Similarly, Maybelline New

---

<sup>37</sup> L'Oréal. United States – L'Oréal Around the World [online]. 2024. Available at: <https://www.loreal-finance.com/en/annual-report-2024/loreal-around-the-world/united-states/> [Accessed: April 23, 2025]

<sup>38</sup> L'Oréal. United States – L'Oréal Around the World [online]. 2024. Available at: <https://www.loreal-finance.com/en/annual-report-2024/loreal-around-the-world/united-states/> [Accessed: April 23, 2025]

York, the leading global makeup brand, continues to experience significant growth, particularly with successful products like Teddy Tint lip products and Superstay foundation. Garnier also performed well in 2024, showing robust growth in skincare and haircare, fueled by innovations like the Vitamin C Daily UV skincare line and Fructis Hair Food masks. In the Question Marks category, NYX Professional Makeup stands out as a rapidly growing brand in the U.S. market, known for trendy and affordable makeup products. While it is gaining popularity, it still holds a smaller market share compared to more established brands like Maybelline. Essie, a well-known nail care brand, also fits into this category. The brand continues to innovate with new shades and formulations, aiming to capture a larger share of the growing nail care market.<sup>39</sup>

You can see a graphic that describes this matrix in ***Figure 18***.

## **Ansoff Matrix**

Regarding the development of the Ansoff matrix, we decided to encompass this point through a historical analysis, particularly asking ourselves the following question since 2020, “How did L’Oréal decide to expand its divisions over the regions with the passage of time?”. In order to accomplish the point, we consulted historical books and archives of L’Oréal.

## **France**

Since 2020, L’Oréal has strengthened its position in the French market by heavily investing in Research and Innovation, following a Related Diversification Forward Integration strategy. Research teams study local cosmetic habits, develop new products, and establish partnerships aligned with market needs.<sup>40</sup> In 2021, the company expanded its French research capabilities by opening a new center and sharing innovations globally. A major achievement was helping influence Chinese authorities to progressively reduce animal testing. Since then, products like shampoos and makeup no longer require animal testing if certified for best manufacturing practices.<sup>41</sup> In 2022, L’Oréal pursued a Related Diversification Backward Integration strategy to develop new capabilities. It launched the “Inside our Products” platform and the “InFragrance” initiative, analyzing 20,000 perfume

---

<sup>39</sup> Investopedia. Top 5 Companies Owned by L’Oréal [online]. January 14, 2016. Available at: <https://www.investopedia.com/articles/markets/011416/top-5-companies-owned-loral.asp?utm> [Accessed: April 23, 2025].

<sup>40</sup> L’Oréal Groupe, 2020, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2021-03/LOREAL\\_2020\\_Universal\\_Registration\\_Document\\_en\\_0\\_0.pdf](https://www.loreal-finance.com/system/files/2021-03/LOREAL_2020_Universal_Registration_Document_en_0_0.pdf) [Accessed on 26th April 2025] pp.24

<sup>41</sup> L’Oréal Groupe, 2021, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2022-03/LOREAL\\_2021\\_Universal\\_Registration\\_Document\\_en\\_0.pdf](https://www.loreal-finance.com/system/files/2022-03/LOREAL_2021_Universal_Registration_Document_en_0.pdf) [Accessed on 26th April 2025] pp. 27-28

formulas with key suppliers to enhance ingredient transparency.<sup>42</sup> In 2023, L'Oréal adopted a Product Development strategy by dedicating two French research plants to support the fragrance industry, manufacturing perfumes for the Luxe Division and celebrating the French perfumery tradition.<sup>43</sup> By 2024, the Group further engaged in input activities through a Related Diversification Backward Integration strategy. It began forming alliances with French biotech startups to develop sustainable and circular solutions for its product formulas.<sup>44</sup>

## United States

L'Oréal entered the U.S. market in 1953 and significantly expanded from the 1990s onward through the acquisition of American brands that were later revitalized and internationalized. In response to the 2020 Covid-19 crisis, L'Oréal rapidly implemented a *Product Development* strategy, leveraging its global research centers to develop and produce hand sanitizers meeting pandemic regulations in the U.S.<sup>45</sup> Between 2021 and 2022, L'Oréal pursued a *Market Penetration* strategy through acquisitions, including vegan skincare brand **Youth To The People** (California) and **Skinbetter Science** (Arizona), a dermatologist-backed, physician-dispensed skincare brand specializing in anti-aging and advanced formulations.<sup>46</sup> In 2023-2024, L'Oréal again adopted a *Product Development* strategy with innovations such as **AirLight PRO**, a next-generation hair drying tool introduced to the U.S. market, and the launch of **Skin Technology by L'Oréal**, combining biology, mechanics, and electronics for advanced skin models. In collaboration with the University of Oregon, L'Oréal continues to develop *Reconstructed Skin*, an artificial skin model mimicking human skin complexity for product testing, reinforcing its long-standing commitment to eliminating animal testing since 1989.<sup>47</sup>

<sup>42</sup> L'Oréal Groupe, 2022, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2023-03/LOREAL\\_2022\\_Universal\\_Registration\\_Document\\_en.pdf](https://www.loreal-finance.com/system/files/2023-03/LOREAL_2022_Universal_Registration_Document_en.pdf) [Accessed on 26th April 2025] pp. 30

<sup>43</sup> L'Oréal Groupe, 2023, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2024-03/LOREAL\\_2023\\_Universal\\_Registration\\_Document\\_en.pdf](https://www.loreal-finance.com/system/files/2024-03/LOREAL_2023_Universal_Registration_Document_en.pdf) [Accessed on 26th April 2025] pp.36

<sup>44</sup> L'Oréal Groupe, 2024, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2025-03/2024\\_Universal\\_Registration\\_Document\\_LOREAL.pdf](https://www.loreal-finance.com/system/files/2025-03/2024_Universal_Registration_Document_LOREAL.pdf) [Accessed on 26th April 2025] pp.235

<sup>45</sup> Geoffrey G. Jones, David Kiron, Vincent Dessain and Anders Sjöman, 2005-2006, L'Oréal and the Globalization of American Beauty [online]. Available from: <https://www.hbs.edu/faculty/Pages/item.aspx?num=32300#:~:text=The%20company%20entered%20the%20United.renewed%20and%20then%20taken%20international.> [Accessed on 26th April 2025]

<sup>46</sup> L'Oréal Groupe, 2022, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2023-03/LOREAL\\_2022\\_Universal\\_Registration\\_Document\\_en.pdf](https://www.loreal-finance.com/system/files/2023-03/LOREAL_2022_Universal_Registration_Document_en.pdf) [Accessed on 26th April 2025] pp. 261

<sup>47</sup> L'Oréal Groupe, 2023, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2024-03/LOREAL\\_2023\\_Universal\\_Registration\\_Document\\_en.pdf](https://www.loreal-finance.com/system/files/2024-03/LOREAL_2023_Universal_Registration_Document_en.pdf) [Accessed on 26th April 2025] pp.33 // L'Oréal Groupe, 2024, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2025-03/2024\\_Universal\\_Registration\\_Document\\_LOREAL.pdf](https://www.loreal-finance.com/system/files/2025-03/2024_Universal_Registration_Document_LOREAL.pdf) [Accessed on 26th April 2025] pp. 40

## Argentina

L'Oréal entered the Argentine market in 1936 with the commercialization of Lancôme and currently leads the local beauty industry with a portfolio of approximately 15 brands across its four divisions.<sup>48</sup> In 2020, the company adopted a *Market Penetration* strategy by joining Covid-19 relief efforts, producing hand sanitizers as part of its Latin American solidarity program, with 80% of production donated to hospitals and NGOs.<sup>49</sup> In 2021, L'Oréal pursued a *Market Development* strategy with the introduction of **CeraVe** in Argentina, initially launched in AMBA pharmacies with plans for national expansion, fully achieved by 2024.<sup>50</sup> In 2022, it implemented a *Product Development* strategy with the introduction of **Episkin's cornea model**, an innovation for eye irritation testing that supports the company's long-standing commitment against animal testing.<sup>51</sup> In 2024, L'Oréal returned to a *Market Penetration* strategy with the launch of the “**Hairstyle for the Future**” program in Argentina, the first of its kind in Latin America promoting sustainability in salons by reducing water and energy consumption and implementing full waste recycling, reaching over 200 salons and 1,000 professionals nationwide.<sup>52</sup>

<sup>48</sup> Government of Buenos Aires, “L'Oréal Argentina Inauguración Línea de Producción” [online]. Available from: <https://www.casarsada.gob.ar/pdf/INFOLOREAL.pdf> [Accessed on 25th April 2025] pp.2

<sup>49</sup> L'Oréal Argentina, 2020, “L'Oréal Argentina produce alcohol en gel para colaborar en la lucha contra el coronavirus” [online]. Available from: <https://www.loreal.com/es-ar/argentina/news/grupo/loreal-argentina-produce-alcohol-en-gel-para-colaborar-en-la-lucha-contra-el-coronavirus/> [Accessed on 25th April 2025].

<sup>50</sup> Forbes Argentina, 2021, “CeraVe desembarca en el país de la mano de L'Oréal Argentina” [online]. Available from: <https://www.forbesargentina.com/negocios/cerave-desembarca-pais-mano-loreal-argentina-n11034#:~:text=Fundada%20en%202005%20en%20los,para%20distintos%20tipos%20de%20piel.> [Accessed on 27th April 2025]. // Martina Torlasco, 2024, LinkedIn Post [online]. Available from: [https://www.linkedin.com/posts/martina-torlasco-439482105\\_cerave-hidratacomounexperto-lanzamiento-activity-7231103354804871168--u8h?utm\\_source=share&utm\\_medium=member\\_desktop&rcm=ACoAADyE4sEB\\_qLc98MRPy\\_3lfpMSumzKOWKMA](https://www.linkedin.com/posts/martina-torlasco-439482105_cerave-hidratacomounexperto-lanzamiento-activity-7231103354804871168--u8h?utm_source=share&utm_medium=member_desktop&rcm=ACoAADyE4sEB_qLc98MRPy_3lfpMSumzKOWKMA) [Accessed on 27th April 2025]

<sup>51</sup> L'Oréal Groupe, 2022, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2023-03/LOREAL\\_2022\\_Universal\\_Registration\\_Document\\_en.pdf](https://www.loreal-finance.com/system/files/2023-03/LOREAL_2022_Universal_Registration_Document_en.pdf) [Accessed on 26th April 2025] pp. 261

<sup>52</sup> L'Oréal Argentina, 2024, “Hairstylists for the Future acompaña a los salones a llevar sus compromisos ambientales al siguiente nivel” [online]. Available from: <https://www.loreal.com/es-ar/argentina/pages/grupo/hairstylists-for-the-future/> [Accessed on 27th April 2025] // Laura Mafud, 2024, L'Oréal presenta los avances del primer programa de sustentabilidad para peluquerías y salones de belleza en América Latina” [online]. Available from: <https://www.forbesargentina.com/negocios/loreal-presenta-avances-primer-programa-sustentabilidad-peluquerias-salones-belleza-america-latina-n53839?utm> [Accessed on 27th April 2025]

**INDUSTRY AND SECTOR: PORTER'S 5 FORCES**

| LUXE <sup>53 54</sup> |   |   |   |
|-----------------------|---|---|---|
| Variables             | Argentina <sup>55</sup>   | United States <sup>56</sup>   | France <sup>57</sup>  |
| Threat of entry       | Low: High entry barriers (brand equity, capital, access to retail channels), so this requires high investments that not all brands can make due to the revenue expected <sup>58</sup> | Very Low: Requires massive investments in branding, retail, and heritage on this industry   | Very Low: Established legacy brands dominate; new entrants struggle for legitimacy. |
| Threat of substitutes | Moderate: Affordable prestige brands appeal during economic crises, but sometimes consumers consume more cheaper brands than luxe ones.   | Low: Consumers prefer established luxury labels and prestige ones, so new substitutes are not a threat <sup>59</sup>                  | Low: Substitution unlikely due to strong luxury culture.                            |
| Power of buyers       | Moderate to High: Price sensitivity due to inflation affects purchase frequency, so consumers sometimes decides for others options  | Low: Customers prioritize brand prestige over price.  | Low: Luxury shoppers show strong brand loyalty.                                     |
| Power of suppliers    | High: Products are imported to the country from Europe, so it depends on the times and functioning of them.   | Low: High volumes grant negotiating power. Also has a vertical integration, in which loreal produce and control the products mobility | Low: Strong supplier network already established locally <sup>60</sup> .            |

<sup>53</sup> L'ORÉAL. Luxe Division – Annual Report 2024 [online]. [accessed: 14 April 2025]. Available at: <https://www.loreal-finance.com/en/annual-report-2024/luxe>

<sup>54</sup> BUSINESS RESEARCH INSIGHTS. Luxury cosmetics market report [online]. [accessed: 19 June 2025]. Available at: <https://www.businessresearchinsights.com/fr/market-reports/luxury-cosmetics-market-117847>

<sup>55</sup> Cavillo, Maria Eugenia. Marketing Manager Luxe Division at L'Oréal Argentina. Interviewed by [Julieta Leotta]. Buenos Aires, 18 April 2025.

<sup>56</sup> BOSTON CONSULTING GROUP (BCG). Navigating tariffs in the US beauty industry [online]. 2025 [accessed: 20 June 2025]. Available at: <https://www.bcg.com/publications/2025/navigating-tariffs-in-us-beauty-industry>

<sup>57</sup> MORDOR INTELLIGENCE. France luxury goods market [online]. [accessed: 16 April 2025]. Available at: <https://www.mordorintelligence.com/industry-reports/france-luxury-goods-market>

<sup>58</sup> CRONISTA. Is there room for the luxury market in today's Argentina? [online]. [accessed: 19 April 2025]. Available at: <https://www.cronista.com/apertura/empresas/hay-lugar-para-el-mercado-de-lujo-en-la-argentina-actual/>

<sup>59</sup> EMARKETER. US luxury consumers and their path to purchase [online]. [accessed: 14 April 2025]. Available at: <https://www.emarketer.com/content/us-luxury-consumers-their-path-purchase>

<sup>60</sup> SPHERICAL INSIGHTS. France cosmetics market overview [online]. [accessed: 15 April 2025]. Available at: <https://www.sphericalinsights.com/reports/france-cosmeticsmarket#:~:text=El%20tama%C3%B1o%20del%20mercado%20de,millones%20de%20d%C3%B3lares%20en%202023>

|                     |  |  |  |
|---------------------|--|--|--|
| Competitive rivalry | Moderate: Few players (Puig, Dior ). Luxury is niche but growing. At the moment there is a weak presence of global luxury conglomerates. | Very High: Strong players (Estée Lauder, Chanel, Dior). High marketing spend. Brand loyalty is vital to gain the portion of market share | Very High: Birthplace of many luxury brands (Dior, Chanel, Hermès), this created a scene in which loreal brands do not dominate all the scene. |
|---------------------|--|--|--|

| PROFESSIONAL PRODUCTS |   |   |  |
|-----------------------|---|---|--|
| Variables             | Argentina <sup>61</sup>   | United States   | France <sup>62</sup>   |
| Competitive rivalry   | Moderate: Schwarzkopf, Wella, Alfaparf have strong power in salons. Informal sector growing. Although that, DPP brands still dominate pro market                        | Very High: High fragmentation. Specialized boutique brands and Amazon penetration in B2B. | Moderate: Traditional loyalty to Loreal brands but growing competition from boutique salon products. |
| Threat of entry       | Moderate: Difficulties accessing salon networks, high relationship dependency.  | Moderate: Platform economy (e.g., Amazon Professional Beauty) lowers barriers.            | Low: Deep-rooted partnerships with major salons.   |
| Threat of substitutes | High: Home based hair treatments are gaining power (due to economic difficulties in relation to prices, and the after pandemic effect that accelerated the home process | High: Consumers increasingly purchase professional-quality products directly online.      | Moderate: Home care is growing but professional service is culturally very strong.                   |
| Power of suppliers    | Moderate: Specialized ingredients needed; fewer alternatives. The division produces locally and imports from Europe.  | Moderate: Complex distribution demands from salon networks.                               | Low: Strong local presence and partnerships mitigate supplier power.                                 |
| Power of buyers       | High: Salons increasingly demand exclusivity and better commercial conditions.  | High: Salons have options among many brands and negotiate heavily.                        | Moderate: Traditional salons loyal to historic brands like Kerastase or Loreal PRO                   |

| DERMOCOSMETICS      |  |   |   |
|---------------------|--|---|---|
| Variables           | Argentina <sup>63</sup>  | United States   | France  |
| Competitive rivalry | High: Rapid expansion of dermocosmetics (Eucerin, Cetaphil, ISDIN). Pharmacies and online channels are key | Very High: Huge market (Neutrogena, Eucerin). Fragmented competition. | Very High: France is a world leader in dermocosmetics, so it has a high innovation rate. Huge market (Neutrogena, Eucerin). |

<sup>61</sup> Ferrari Florencia. Senior Media Analyst at DPP Interview. Conducted by Álvaro Chiusaroli. 17 April 2025

<sup>62</sup> KOLSQUARE. Top 10 haircare brands in France on Instagram [online]. [accessed: 20 April 2025]. Available at: <https://www.kolsquare.com/es/industry-ranking/las-10-mejores-marcas-de-cuidado-del-cabello-en-francia-en-instagram>

<sup>63</sup> Peres, Martina. Product Manager Vichy at L'Oréal Argentina. Interviewed by Trinidad Basta Falsi. Buenos Aires, 14 April 2025.

|                       |  |   |  |
|-----------------------|--|---|--|
| Threat of entry       | Moderate: Digital brands growing (e-commerce). Regulatory complexity is a barrier, since brands have to overcome a dermatological exam | Moderate: Many new brands are emerging, but trust takes time to build.                | Low: Trust in heritage brands limits new entries   |
| Threat of substitutes | Moderate: Natural and organic brands gaining strength.   | Moderate: Rise of "clean beauty," natural and minimal skincare trends.                | Moderate: Natural dermocosmetic alternatives gaining, but traditional products still dominate. |
| Power of suppliers    | High: all of the products are imported from Europe, so the division depends from the functions of the suppliers                        | Low: Advanced supply chain inside the market  | Low: Strong relationships with dermatological research centers.                                |
| Power of buyers       | High: Consumers are more informed, price-conscious. Dermocosmetic advisors and dermatologists influence decisions.                     | High: Online reviews, dermatologists, and influencers highly impact buying decisions. | High: Highly educated consumer base in skincare; strong focus on product efficacy.             |

| CONSUMER PRODUCTS     |  |   |   |
|-----------------------|--|---|---|
| Variables             | Argentina <sup>64</sup>  | United States <sup>66</sup>   | France  |
| Competitive rivalry   | Very High: Multinational (P&G, Unilever) and strong local brands (e.g., Natura, Millanel). | Very High: Massive competition from global giants and indie brands.                 | Moderate: Mature market, but private labels (supermarket brands) gaining market share   |
| Threat of entry       | Moderate: Regional brands growing through e-commerce and social media.                     | High: Direct-to-consumer indie beauty brands scaling fast (Glossier, The Ordinary). | Moderate: New entrants exist, but loyalty limit impact  |
| Threat of substitutes | High: Private labels, organic brands and homemade beauty.                                  | Very High: Natural beauty, wellness-focused skincare alternatives booming.          | Moderated: Private label expansion in hypermarkets and pharmacies, despite that L'Oreal have high influence on domestic country |

<sup>64</sup> Amatti, Micaela. Marketing Assistant at Garnier at L'Oréal Argentina. Interviewed by [Julieta Leotta]. Buenos Aires. 21 April 2025.

<sup>65</sup> MORDOR INTELLIGENCE. Argentina cosmetics products market report [online]. [accessed: 18 April 2025]. Available at: <https://www.mordorintelligence.com/industry-reports/argentina-cosmetics-products-market-industry>

<sup>66</sup> RETAIL BREW. Mass beauty brands are going premium as the gap between channels narrows [online]. [accessed: 14 April 2025]. Available at: <https://www.retailbrew.com/stories/2024/09/13/mass-beauty-brands-are-going-premium-as-the-gap-between-channels-narrows>

|                    |   |  |  |
|--------------------|---|--|--|
| Power of suppliers | Low: Majority of production is consolidated inside the country, so it does not depend on imports from Europe. | Low: Well-optimized supply chain and global scale minimize supplier power.       | Low: L'oreal controls the chain in its domestic market.      |
| Power of buyers    | High: Heavy price sensitivity, especially in problematic economic environments.                               | High: Online reviews, TikTok and influencer recommendations change loyalty fast. | High: Promotions and loyalty programs crucial for retention. |

**Industry Life Cycle:**

To analyze the industry life cycle, due to the differences among the divisions, we selected to work and explain the DPP cycle among the three countries.

**In Argentina**, the professional haircare industry is positioned mainly in the Growth stage, with elements of Shake-out beginning to appear. There is strong ongoing growth, especially in color services, treatments, and customized hair care. However, economic instability and inflation make the environment volatile. Smaller local brands are either being acquired or pushed out by stronger multinational players. Focus is now on professional education, affordable premium treatments, and haircare services despite economic changes.

**In the United States**, the professional haircare market is moving from Maturity into early Shake-out. The industry is now highly competitive and fragmented. Growth is moderate and mostly driven by new niches: clean beauty, vegan professional hair care (e.g., Pureology, Biolage Green). There is high rivalry, big brands compete with emerging niche organic and indie professional brands. Some salons consolidate into chains or partner directly with larger companies for exclusivity.

**In France**, the professional haircare industry is predominantly in the Maturity stage. France has a long-standing haircare culture, with its iconic brands L'Oréal Professionnel and Kérastase inside the professional salon scene since the mid-20th century. These traditional salon services (haircuts, basic coloring) are in low to no growth (mature phase). However, there is growth in premium services like personalized treatments (Fusio-Dose by Kérastase) and luxury haircare experiences. Market demand is steady but mature overall; growth opportunities are in sustainability, personalization, and luxury.

**Competition**

**Professional products division:**

In Argentina, L'Oréal leads with L'Oréal Professionnel, Kérastase, and Matrix, but faces strong competition from Wella (Coty), Alfaparf Milano (coloring/treatments), Schwarzkopf (Henkel), and Revlon Professional. In France, the market is more fragmented, with rising eco-conscious local brands like Davines and Franck Provost, alongside repeated

global players. In the U.S., competition is intense, with emerging prestige treatment brands like Amika and Olaplex joining Wella and Schwarzkopf.

### **Luxe Division**

Argentina's high import costs make exclusivity and pricing crucial. Key competitors include Estée Lauder, Coty Luxury, Shiseido, and Puig. France is a benchmark for luxury beauty with leading names like Chanel, Dior, Estée Lauder, and Guerlain. In the U.S., the market targets aspirational youth through digital channels, with top players including Estée Lauder, Dior, Givenchy, Fenty, Chanel, and Shiseido.

### **Dermatological Beauty Division:**

In Argentina, affordability and dermatologist trust shape the market, led by Eucerin, Cetaphil, and local pharmacy brands. France dominates global dermatological skincare innovation with Bioderma, Avène, and Uriage. In the U.S., the focus is on clinically effective and affordable solutions, led by Cetaphil and Neutrogena.

### **Consumer Products Division**

Argentina demands affordability and local production to combat inflation. Competitors include P&G, Unilever, J&J, Colgate-Palmolive, and Beiersdorf. In France, eco-innovation and local/EU production are emphasized, with brands like Nuxe, Bioderma, and Eucerin competing. In the U.S., L'Oréal leads in innovation and digital marketing, with major rivals including P&G, Unilever, and J&J, while adapting to trends like clean beauty and chemical-free cosmetics.

### **Type of customer**

#### **Professional products division<sup>67</sup>**

Argentine customers are salon professionals focused on value, quality, and loyalty programs. French clients are luxury-focused, preferring sustainable, locally made products. In the U.S., stylists value inclusive, eco-friendly, easy-to-use premium products for diverse hair needs.

#### **Luxe division<sup>68</sup>**

In Argentina, the division serves affluent, mostly urban women who value exclusivity but face pricing issues due to imports. In France, elite clients seek innovation, tradition, and

---

<sup>67</sup> L'Oréal Professional Products Division: L'ORÉAL. Professional Products Division [online]. [cited 14 April 2025]. Available at: <https://www.loreal.com/en/professional-products-division/>

<sup>68</sup> L'Oréal Luxe: L'ORÉAL. L'Oréal Luxe [online]. [cited 14 April 2025]. Available at: <https://www.loreal.com/en/loreal-luxe/>

sustainable luxury. In the U.S., affluent younger consumers respond to aspirational, digitally driven luxury offerings.

### **Dermatological division**

Argentine customers rely on dermatologist-recommended, effective, and affordable products. French consumers seek high-quality, science-backed skincare, with an eye on sustainability. In the U.S., a broad consumer base prioritizes clinical results for common skin issues, alongside growing demand for clean, effective skincare.

### **Consumer products division<sup>69</sup>**

In Argentina, the division targets middle-income families seeking affordable, quality beauty products. French customers want accessible, sustainable, and dermatologist-tested items. In the U.S., consumers across income levels are increasingly focused on clean, natural, and cruelty-free personal care, making innovation and sustainability vital.

## **MACRO ENVIRONMENT**

### **PESTEL ANALYSIS**

#### **POLITICAL**

##### **Variable: Foreign trade regulations**

**In Argentina**, the SEDI (Institutional Performance Evaluation System) was a mechanism that required prior information on imports, providing information about them. Its removal, after being deemed unnecessary for its intended objectives, represents an administrative relief for the private sector. In the case of L'Oréal Argentina, it facilitates logistical planning, reduces bureaucratic costs, and enables greater agility in imports, crucial for the cosmetics industry. Additionally, it can improve product availability in the market and the company's responsiveness to demand.<sup>70</sup>

**In France**, the EU is responding to U.S. protectionism by boosting self-sufficiency in tech, defense, and economic security. Led by Stéphane Séjourné, the plan aims to harmonize regulations and lower internal market barriers. A proposed "Buy European Act" may, by 2026, exclude non-EU firms from public tenders, challenging current EU and WTO

<sup>69</sup> L'Oréal Consumer Products Division: L'ORÉAL. Consumer Products Division [online]. [cited 14 April 2025]. Available at: <https://www.loreal.com/en/consumer-products-division/>

<sup>70</sup> Aduana News. "Argentina eliminates the advanced import information system and facilitates foreign trade" [online]. 29 January 2024 [accessed: 15 May 2025]. Available at: <https://aduananews.com/en/argentina-elimina-el-sistema-de-informacion-anticipada-para-importaciones-y-facilita-el-comercio-exterior/>

rules<sup>71</sup>. This could enhance L'Oréal's position in Europe against U.S. and Asian rivals. However, it may also provoke trade retaliation, risking exports to key markets like the U.S. and China.

**In the United States**, Donald Trump's 2024 re-election ushered in an "America First" trade policy with steep tariffs: 25% on Mexican goods, 10–25% on Canadian imports, up to 60% on Chinese products, and 10–20% on other foreign goods. These measures have raised costs for beauty-industry inputs like raw materials and packaging<sup>72</sup>. For L'Oréal USA, domestic production in states like Kentucky, Arkansas, and New Jersey shields mass-market brands from most tariffs. However, its luxury and dermocosmetic lines, reliant on European imports, face rising input costs that could squeeze margins, raise prices, or alter sourcing strategies.

### **Variable: Geopolitical Conflicts**

**In Argentina**, President Milei's decision to reject Argentina's entry into BRICS (Brazil, Russia, India, China and South Africa) signals a shift toward alignment with Western countries like the U.S. and Israel. For L'Oréal, this could ease trade and regulatory processes with European partners, benefiting imports. However, stepping back from BRICS may reduce future access to key beauty markets like China and India, potentially limiting growth opportunities.<sup>73</sup>

**In France**, President Macron is strengthening ties with Southeast Asian nations to help the EU diversify supply chains and counter U.S. and Chinese influence. This Indo-Pacific shift risks provoking Chinese retaliation<sup>74</sup>. For L'Oréal, it means balancing higher short-term costs from new suppliers with potential Chinese tariffs, delays, or boycotts. Thus, requiring flexible sourcing and careful brand management.

**In the United States**, ongoing conflicts in Ukraine<sup>75</sup> and the Middle East (especially

---

<sup>71</sup> Financial Times, May 21 "EU industry chief pushes 'buy European' in response to Donald Trump" [online] Available at: <https://www.ft.com/content/cd3b82a6-49dd-431e-98aa-91ce46d2aa2c> [Accessed: May 22, 2025].

<sup>72</sup> Baker McKinzie, March 10, 2025 "The latest on the impact of the Trump administration on Luxury, Fashion and Cosmetics" [online] Available at: <https://www.bakermckenzie.com/-/media/restricted/cgr/spotlight-on-luxury-fashion-and-cosmetics.pdf> [Accessed: May 22, 2025]. // Premium Beauty News, January 7 "Tariffs: What impact will Trump's return have on the cosmetics industry?" [online] Available at: <https://www.premiumbeautynews.com/en/tariffs-what-impact-will-trump-s%2C25017> [Accessed: May 22, 2025].

<sup>73</sup> France24. "Argentina formalizes its resignation from BRICS" [online]. 29 December 2023 [accessed: 20 May 2025]. Available at: <https://www.france24.com/es/minuto-a-minuto/20231229-argentina-formaliza-su-renuncia-a-integrar-los-brics>

<sup>74</sup> Reuters, May 22, 2025, "Macron to pitch France as reliable alternative on Asia tour amid US-China rivalry" [online] Available at: <https://www.reuters.com/business/aerospace-defense/macron-pitch-france-reliable-alternative-asia-tour-amid-us-china-rivalry-2025-05-22> [Accessed: May 22, 2025].

<sup>75</sup> Reuters, June 13, 2025. "US says monitoring Israel-Iran attacks' impact on global energy supply" <https://www.reuters.com/business/energy/us-energy-chief-monitoring-any-impacts-global-energy-supply-2025-06-13> [online] Available at: [Accessed: June 15, 2025].

renewed Iran-Israel tensions<sup>76</sup>) have driven oil prices up over 7%, disrupting trade and fueling energy volatility. With no resolution in sight, turbulence in energy markets persists. For L'Oréal, this means securing renewable energy contracts and adjusting pricing to protect margins and stay competitive.

## **ECONOMIC**

### **Variable: Country risk index**

**In Argentina**, President Javier Milei celebrated the drop in Argentina's country risk index, which fell to 678 basis points, its lowest level since February 14, driven by exchange rate unification and a boost in international reserves following an agreement with the IMF. This improvement reflects increased market confidence and creates a more favorable business climate. For L'Oréal Argentina, the lower country risk and stronger reserves mean a more stable and predictable environment to operate, import, and plan future growth.<sup>77</sup>

**In France**, an "AA1" rating from Allianz Trade<sup>78</sup> highlights low enterprise risk due to strong economic fundamentals, stable governance, and deep EU integration<sup>79</sup>. This environment offers L'Oréal a secure base for operations, steady demand, and predictable regulations which are key for sustaining growth and global industry leadership.

**In the United States**, an "AA1" rating from Allianz Trade signals low country risk, supported by strong growth, pro-investment policies, and robust consumer confidence. Despite fiscal challenges, structural strengths uphold stability<sup>80</sup>. For L'Oréal, this environment lowers investment risk and encourages expansion across retail, manufacturing, and R&D, while strong consumer spending boosts both premium and mass-market sales.

### **Variable: Merging and acquisitions**

**In Argentina**, President Milei has formally started Argentina's accession process to the OECD, a bloc of 38 developed countries including the U.S., France, and Japan, reinforcing his shift toward Western alliances. For L'Oréal, this move could bring greater macroeconomic predictability, regulatory alignment, and trade openness, improving its

<sup>76</sup> Reuters, June 13, 2025. "US says monitoring Israel-Iran attacks' impact on global energy supply" <https://www.reuters.com/business/energy/us-energy-chief-monitoring-any-impacts-global-energy-supply-2025-06-13> [online] Available at: [Accessed: June 15, 2025].

<sup>77</sup> Infobae. "Argentina's country risk drops below 700 basis points after bond rally" [online]. 8 May 2025 [accessed: 22 May 2025]. Available at: <https://www.infobae.com/economia/2025/05/08/el-riesgo-pais-volvio-a-ubicarse-debajo-de-los-700-puntos-basico-s-luego-de-la-suba-de-los-bonos/>

<sup>78</sup> Allianz Trade is a global financial services company headquartered in Munich, Germany. It is one of the world's largest insurance and asset management groups.

<sup>79</sup> Allianz Research, February 2025, "Country Risk Atlas 2025" [online] Available at: [https://www.allianz.com/content/dam/onemarketing/azcom/Allianz\\_com/economic-research/publications/specials/en/2025/february/Country\\_Atlas\\_2025\\_AZ.pdf#page=58&zoom=100.0.0](https://www.allianz.com/content/dam/onemarketing/azcom/Allianz_com/economic-research/publications/specials/en/2025/february/Country_Atlas_2025_AZ.pdf#page=58&zoom=100.0.0) [Accessed: May 22, 2025]. pp. 58-59.

<sup>80</sup> Allianz Research, February 2025, "Country Risk Atlas 2025" [online] Available at: [https://www.allianz.com/content/dam/onemarketing/azcom/Allianz\\_com/economic-research/publications/specials/en/2025/february/Country\\_Atlas\\_2025\\_AZ.pdf#page=58&zoom=100.0.0](https://www.allianz.com/content/dam/onemarketing/azcom/Allianz_com/economic-research/publications/specials/en/2025/february/Country_Atlas_2025_AZ.pdf#page=58&zoom=100.0.0) [Accessed: May 22, 2025]. pp. 168-169.

operational environment in Argentina. OECD membership would also attract more foreign investment, strengthening L'Oréal's strategic positioning and long-term growth in the country.<sup>81</sup>

**In France**, the Attractiveness Law<sup>82</sup> (June 2024) simplifies corporate governance by enabling preference shares with extra voting rights and allowing remote shareholder meetings. These reforms aim to attract investment and speed up decision-making. While L'Oréal is already established, a more business-friendly environment supports broader economic growth and benefits its long-term prospects.

**In the United States**, the Trump administration's return to traditional antitrust enforcement has eased regulatory hurdles for mergers and acquisitions<sup>83</sup>. This favorable climate allows L'Oréal USA to more easily acquire local brands, adapt to U.S. consumer trends, and reinforce its market leadership.

### **Variable: Exchange Rates**

**In Argentina**, at May 25, 2025, Argentina's official exchange rate is around 1,140 ARS/USD, closely aligned with the blue dollar at 1,170, following the government's decision to lift currency controls and let the peso float within a 1,000–1,400 band. For L'Oréal, this shift reduces import costs, improves profit margins, and enhances financial predictability, as the end of the dual exchange rate simplifies cost planning and pricing strategies. However, despite the band, volatility remains a risk, because a sharp devaluation could still increase import expenses and impact margin stability.<sup>84</sup>

**In France and the United States**, the U.S. dollar recently appreciated but is expected to weaken by year-end 2025<sup>85</sup>. A stronger euro benefits L'Oréal by lowering input costs for French production and boosting U.S. export competitiveness. On the other hand, a softer dollar makes euro-priced finished goods cheaper in the U.S., potentially driving higher export volumes and market share for brands like L'Oréal. However, ongoing U.S.

<sup>81</sup> CNN En Español "Argentina begins process to join OECD, announces Foreign Ministry" [online]. 2 May 2024 [accessed: 21 May 2025]. Available at: <https://cnnespanol.cnn.com/2024/05/02/argentina-ocde-milei-mondino-orix>

<sup>82</sup> ICLG, February 24, 2025, "Mergers & Acquisitions Laws and Regulations France 2025" [online] Available at: <https://iclg.com/practice-areas/mergers-and-acquisitions-laws-and-regulations/france> [Accessed: May 22, 2025]. // Chambers and Partners, April 17, 2025 "Corporate M&A" [online] Available at: <https://practiceguides.chambers.com/practice-guides/corporate-ma-2025/france/trends-and-developments/O20394> [Accessed: May 22, 2025].

<sup>83</sup> Baker McKenzie, March 10, 2025, "LOOKING AHEAD Business Impacts of the Trump Administration" [online] Available at: <https://www.bakermckenzie.com/-/media/files/insight/publications/resources/us-election-looking-ahead.pdf> [Accessed: May 22, 2025]. pp.6

<sup>84</sup> Ámbito. "Dollar today: blue and official exchange rates" [online]. [accessed: 25 May 2025]. Available at: <https://www.ambito.com/contenidos/dolar.html>

<sup>85</sup> European Central Bank, 2025, "Exchange Rate Dollar and Euro" [online] Available at: [https://www.ecb.europa.eu/stats/policy\\_and\\_exchange\\_rates/euro\\_reference\\_exchange\\_rates/html/eurofxref-gra-ph-usd.en](https://www.ecb.europa.eu/stats/policy_and_exchange_rates/euro_reference_exchange_rates/html/eurofxref-gra-ph-usd.en). [Accessed: May 23, 2025]. // Exchange Rates.org.uk, May 25, 2025 "Dollar to Euro Forecast 2025: USD/EUR Expected to Reach 0.8882" [online] Available at: <https://www.exchangerates.org.uk/currency-forecasts/dollar-to-euro-forecast> [Accessed: May 23, 2025].

trade-policy uncertainty complicates planning, exposing the company to sudden regulatory shifts.<sup>86</sup>

## **SOCIAL**

### **Variable: Diversity, Equity, and Integration**

**In Argentina**, DEI efforts face growing political resistance, particularly from President Milei, who criticizes them as contrary to merit-based policies. Combined with economic difficulties, this climate is pushing many companies to scale back inclusion initiatives. For L'Oréal, this creates a complex scenario: while having DEI is essential to its global identity and talent strategy, the local context and lack of institutional support may challenge the effective implementation of these programs and generate operational tensions.<sup>87</sup>

**In France**, the government upholds a strong DEI commitment through laws like the Rixain Law<sup>88</sup>, gender pay-gap regulations<sup>89</sup>, and disability inclusion mandates<sup>90</sup>, supported by the “Toutes et tous égaux” plan<sup>91</sup>. As a major employer, L'Oréal must align with these measures, shaping its internal policies and diversity efforts. This stable DEI framework reinforces both compliance and L'Oréal's global reputation as an ethical and inclusive industry leader.

**In the United States**, Executive Order 14173 rolls back federal DEI programs, mandates merit-based hiring, and restricts race-conscious training. These changes may hinder efforts to attract and retain diverse talent<sup>92</sup>. For L'Oréal, navigating these limits complicates implementing global DEI strategies, risking friction with U.S. law and weakening its competitive edge in the American market.

<sup>86</sup> Brussels Signals, February 13, 2025, “French cosmetics industry worries it could be targeted in any US-EU trade war” [online] Available at: <https://brusselssignal.eu/2025/02/french-cosmetics-industry-worries-it-could-be-targeted-in-any-us-eu-trade-war> [Accessed: May 23, 2025].

<sup>87</sup> Otra economía. “Diversity under pressure: the future of the DEI agenda” [online]. 24 April 2025 [accessed: 22 May 2025]. Available at: <https://otraeconomia.com.ar/2025/04/24/diversidad-bajo-presion-el-futuro-de-la-agenda-dei/>

<sup>88</sup> Légifrance - Republic of France, 2021, “LAW n° 2021-1774 of 24 December 2021 to accelerate economic and professional equality” [online] Available at: <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000044559192> [Accessed: May 24, 2025].

<sup>89</sup> Légifrance - Republic of France, 2021, “Labour Code - Article L1142-8” [online] Available at: [https://www.legifrance.gouv.fr/codes/article\\_lc/LEGIARTI000044605453](https://www.legifrance.gouv.fr/codes/article_lc/LEGIARTI000044605453) [Accessed: May 24, 2025].

<sup>90</sup> Légifrance - Republic of France, 2020, “Labour Code - Article L5212-2” [online] Available at: [https://www.legifrance.gouv.fr/codes/article\\_lc/LEGIARTI000037388717](https://www.legifrance.gouv.fr/codes/article_lc/LEGIARTI000037388717) [Accessed: May 24, 2025].

<sup>91</sup> Légifrance - Republic of France, September 23, 2023, “Toutes et Tous Égaux” [online] Available at: <https://www.info.gouv.fr/grand-dossier/toutes-et-tous-egaux/un-plan-interministeriel-en-4-axes> [Accessed: May 24, 2025].

<sup>92</sup> Baker McKinzie, March 10, 2025, “LOOKING AHEAD Business Impacts of the Trump Administration” [online] Available at: <https://www.bakermckenzie.com/-/media/files/insight/publications/resources/us-election-looking-ahead.pdf> [Accessed: May 22, 2025]. pp. 13. // The White House, February 10, 2025, “President Donald J. Trump Ends the Procurement and Forced Use of Paper Straws” [online] Available at: <https://www.whitehouse.gov/fact-sheets/2025/02/fact-sheet-president-donald-j-trump-ends-the-procurement-and-forced-use-of-paper-straws/> [Accessed: May 24, 2025].

### **Variable: Animal Testing**

**In Argentina**, to date (08/20/25), no new regulation has been registered that restricts access to the beauty market for not complying with or having in possession of an exclusive certification that guarantees that the manufacturer does not test its products on animals (Cruelty Free).<sup>93</sup> Despite this, consumers are becoming more aware of the products they choose due to the importance of responsible consumption, not only to protect their skin but also the world, thus posing a challenge for beauty brands.<sup>94</sup>

**In France**, the NGOs 30 Million Friends Foundation recently revealed a survey conducted by IFOP, where the results confirm that "... the French people's commitment to animal welfare and the collective awareness of the suffering inflicted on them. Moreover, despite an uncertain economic and political context, public opinion maintains its demands on behalf of animals at the national and European levels." As for "86% want it banned when alternative methods can be used..."<sup>95</sup>

**In the United States**, surveys, such as the Physicians Committee<sup>96</sup> or The public support for Animal protection<sup>97</sup>, clearly reflects the fact that "Americans' attitudes toward experiments on animals have changed significantly in recent years, with the vast majority now favoring phasing out animal experiments in favor of other research methods". As for the Physicians Committee survey, it is interesting to highlight the following comment: "...we now have research technologies that allow us to harmlessly study human beings in ways that were not possible a few decades ago. The use of animals now seems more antiquated".

## **TECHNOLOGICAL**

### **Variable: Innovations**

**In Argentina**, smart e-commerce and omnichannel technologies are emerging, offering integrated platforms that unify online sales, physical stores, marketplaces, inventory, payments, and logistics in a single system. For L'Oréal Argentina, this means it can unify and optimize its digital and retail channels, improve logistics efficiency, and provide a

---

<sup>93</sup> Government of Buenos Aires, 2024, "Informes de Cadenas de Valor Cosmética, higiene y limpieza" [online] Available at: [https://www.argentina.gob.ar/sites/default/files/cosmetica\\_higiene\\_y\\_limpieza\\_2024.pdf](https://www.argentina.gob.ar/sites/default/files/cosmetica_higiene_y_limpieza_2024.pdf) [Accessed: August 20, 2025].

<sup>94</sup> Marie Claire, August 13 2025, "Hidratación y cuidado de la piel con fórmulas veganas y envases reciclables" [online] Available at: <https://marieclaire.perfil.com/noticias/belleza/cuidado-consciente.phtml> [Accessed: August 20, 2025].

<sup>95</sup> 30 Million Friends Foundation, "Despite the economic situation and political instability, the condition of animals remains at the heart of French concerns." [online] Available at: <https://www.30millionsdamis.fr/actualites/article/25670-malgre-la-conjoncture-et-linstabilite-politique-la-condition-animale-toujours-au-coeur-des-preoccupations-des-francais> [Accessed: August 20, 2025].

<sup>96</sup> Physicians Committee, September 2024, "Physicians Committee Survey Finds Most Americans Favor Ending Animal Research" [online] Available at: <https://www.pcrm.org/news/good-science-digest/physicians-committee-survey-finds-most-americans-favor-ending-animal> [Accessed: August 20, 2025].

<sup>97</sup> Faunalytics, January 2025, "Public Support For Animal Protection In The United States" [online] Available at: <https://faunalytics.org/public-support-for-animal-protection-in-the-united-states/> [Accessed: August 20, 2025].

seamless customer experience. That's particularly important for fast-moving cosmetics products.<sup>98</sup>

**In France**, biotech in skincare is advancing through genetic engineering and fermentation, with a focus on exosomes for skin and hair regeneration<sup>99</sup>. Innovations like the ExoCell Range are transforming the beauty industry<sup>100</sup>. For L'Oréal, adopting these lab-engineered, plant-based ingredients is key to boosting product performance and maintaining its image as a sustainable, science-driven leader.

**In the United States**, AI is revolutionizing beauty tech by enabling precise skin analysis and personalized skincare routines through advanced algorithms<sup>101</sup>. This creates both opportunity and risk for L'Oréal: embracing AI can deepen engagement and brand loyalty, while falling behind may mean losing ground to more digitally advanced competitors.

### **Variable: Investments in Technology**

**In Argentina**, the rise of AI investment marks a major shift in the business landscape, as companies seek greater efficiency, automation, and personalized customer experiences. For L'Oréal, this transformation has direct implications, requiring adapting marketing strategies through real-time consumer data analysis and integrating automation into internal processes like customer service and HR. Using AI becomes key to staying competitive and aligned with evolving market dynamics.<sup>102</sup>

**In France**, the France 2030 plan channels public funds into biotech for healthcare and industry but excludes the beauty sector. As a result, L'Oréal must self-fund its biotech research<sup>103</sup>. To stay innovative, the company is strengthening partnerships with universities, startups, and private labs to advance cosmetic technologies.<sup>104</sup>

<sup>98</sup> CANAL-AR. E-commerce keeps growing and omnichannel is gaining momentum in Argentine retail. [accessed: 20 June 2025]. Available at: <https://www.canal-ar.com.ar/30079-El-ecommerce-no-para-de-crecer-y-la-omnicanalidad-pisa-cada-vez-mas-fuerte-en-el-retail-argentino.html>

<sup>99</sup> Nutra Ingredients Europe, April 30, 2025, "Beauty Industry trends to watch for 2026 and beyond..." [online] Available at: <https://www.nutraingredients.com/Article/2025/04/30/beauty-industry-trends-to-watch-for-2026-and-beyond> [Accessed: May 24, 2025].

<sup>100</sup> Techresearchs, January 29, 2025, "Biotechnology in Cosmetics: Merging Nature and Science for Better Skincare" [online] Available at: <https://techresearchs.com/tech/biotechnology-in-cosmetics-merging-nature-and-science-for-better-skincare> [Accessed: May 25, 2025].

<sup>101</sup> Marie Claire, 2025, "The Business of Beauty: How Science-Driven Innovation Drives Growth and Success" [online] Available at: <https://www.marieclaire.com/beauty/business-of-beauty-power-play/> [Accessed: May 24, 2025]. // Ecomundo, March 14, 2025 "Beauty Tech in 2025: Trends, Personalized Innovations, and Regulatory Challenges" [online] Available at: <https://ecomundo.eu/en/blog/beauty-tech-2025> [Accessed: May 24, 2025].

<sup>102</sup> LA NACIÓN. More than half of Argentine companies plan to increase their investment in AI [online]. [accessed: 15 June 2025]. Available at: <https://www.lanacion.com.ar/economia/IA/mas-de-la-mitad-de-las-empresas-argentinas-planean-aumentar-su-inversion-en-ia-ni-d27032025/>

<sup>103</sup> Business France - Republic of France, 2023, [online] Available at: <https://www.businessfrance.fr/en/invest-in-france/key-sectors/healthcare> [Accessed: May 24, 2025].

<sup>104</sup> CNRS, June 10, 2024, "A collaboration between public and private research to create the cosmetics of the future" [online] Available at: <https://www.fondcnrs.fr/en/press/collaboration-between-public-and-private-research-create-cosmetics-future> [Accessed: May 24, 2025]. // Reuters, September 12, 2024, "L'Oreal, Evonik join \$38.6 mln funding round for biotech start-up

**In the United States**, government AI investments focus on healthcare but exclude the cosmetic skincare sector<sup>105</sup>. This leaves innovation in AI-driven skincare entirely to the private sector. For L'Oréal, leading this space means partnering with tech startups and labs, while navigating a competitive landscape that demands constant investment to maintain leadership in personalized beauty solutions.

## **ENVIRONMENTAL**

### **Variable: Environmental policies**

**In Argentina**, The Senate passed a law prohibiting the import and sale of cosmetics and oral hygiene products containing plastic microbeads. These include soaps, creams, makeup, toothpastes, nail polish, and other products to which plastic microbeads are intentionally added for exfoliating and abrasive purposes. For L'Oréal Argentina, this implies an immediate review of its local portfolio, including both imported and locally manufactured products, to ensure regulatory compliance. While many of the group's brands have already begun transitioning to biodegradable alternatives, this regulation requires specific technical, logistical, and commercial adjustments tailored to the Argentine context.<sup>106</sup>

**In France**, the EU Green Deal sets a legal path to carbon neutrality by 2050, with strict regulations on chemicals, emissions, and waste. It promotes circular economy practices and aligns with global sustainability goals<sup>107</sup>. For L'Oréal, this means stricter controls across its operations, requiring continuous green innovation while strengthening its reputation and market position in Europe.

**In the United States**, the Trump administration has eased ESG policies, with Executive Order 14208<sup>108</sup> and reduced EPA enforcement on pollution controls<sup>109</sup>. Despite

---

Abolis" [online] Available at: <https://www.reuters.com/markets/deals/loreal-evonik-join-386-mln-funding-round-biotech-start-up-abolis-2024-09-12/> [Accessed: May 24, 2025].

<sup>105</sup> Fierce Healthcare, January 14, 2025, "HHS' new AI strategic plan promises increased guidance and funding" [online] Available at: <http://fiercehealthcare.com/regulatory/hhs-new-ai-strategic-plan-promises-increased-guidance-and-funding> [Accessed: May 24, 2025]. // Health Advances, May 9, 2025 [online] Available at: <https://www.healthadvances.com/insights/blog/trump-administration-healthcare-news-may-9-2025> [Accessed: May 24, 2025].

<sup>106</sup> UI LATAM. "Argentina prohibits plastic microbeads in cosmetic products". [online]. 13 October 2023 [accessed: 20 May 2025]. Available at: <https://latam.ul.com/en/news/argentina-prohibits-plastic-microbeads-cosmetic-products>

<sup>107</sup> HPC Today, April 3, 2024, "An overview on how the European Green Deal will affect the cosmetic industry and tips to be ready" [online] Available at: [https://tks-hpc.h5mag.com/hpc\\_today\\_3\\_2024/regulation\\_-\\_an\\_overview\\_on\\_how\\_the\\_european\\_green\\_deal\\_will\\_affect\\_the\\_cosmetic\\_industry\\_and\\_tips\\_to\\_be\\_ready](https://tks-hpc.h5mag.com/hpc_today_3_2024/regulation_-_an_overview_on_how_the_european_green_deal_will_affect_the_cosmetic_industry_and_tips_to_be_ready) [Accessed: June 21, 2025].

<sup>108</sup> The White House, February 10, 2025, "President Donald J. Trump Ends the Procurement and Forced Use of Paper Straws" [online] Available at: <https://www.whitehouse.gov/fact-sheets/2025/02/fact-sheet-president-donald-j-trump-ends-the-procurement-and-forced-use-of-paper-straws/> [Accessed: May 24, 2025].

<sup>109</sup> The Washington Post, May 18, 2025, "Trump orders the government to stop enforcing rules he doesn't like" [online] Available at:

this regulatory rollback, L'Oréal upholds its global sustainability commitments through the L'Oréal for the Future initiative, maintaining high environmental standards to protect its reputation and align with international expectations.

**Variable: Pressures and future pressures from NGOs**

**In Argentina,** The Argentine Natural Cosmetics Association (ACNA) and NGO Te Protejo have proposed a bill to regulate the production and sale of natural cosmetics, aiming to ensure product safety and formalize the sector. For L'Oréal, which already meets international standards, this may involve adaptation costs and audits, but also offers an opportunity to lead the natural cosmetics market. The initiative highlights the need for L'Oréal to align its sustainability strategy with evolving local regulations.<sup>110</sup>

**In France,** the 2025 withdrawal of support for the Corporate Sustainability Due Diligence Directive by France and Germany removed key obligations on ethical and environmental practices abroad<sup>111</sup>. This move is likely to spark NGO criticism. For L'Oréal, it increases reputational pressure, making voluntary transparency, ethical sourcing, and sustainability essential to maintaining consumer trust and leadership in responsible beauty.

**In the United States,** studies in early 2025<sup>112</sup> revealed high levels of hazardous ingredients<sup>113</sup> in personal care products marketed to Black and Latina women, raising serious health concerns. Given L'Oréal's multicultural product lines, this poses reputational risks and has sparked calls for stricter regulation. In response, L'Oréal must enhance ingredient transparency, expand non-toxic offerings, and collaborate with NGOs to protect trust and avoid backlash<sup>114</sup>.

**LEGAL**

**Variable: Legal Entities**

**In Argentina,** The Dirección General de Aduanas (DGA), now under ARCA,

---

<https://www.washingtonpost.com/nation/2025/05/18/trump-enforcement-halt-regulations-laws> [Accessed: May 23, 2025].

<sup>110</sup> Te Protejo Argentina. "Regulation for natural cosmetics in Argentina is getting closer". [online]. [accessed: 23 May 2025]. Available at: <https://ongteprotejo.org/ar/noticias/la-regulacion-para-cosmeticos-naturales-en-argentina-esta-cada-vez-mas-cerca/>

<sup>111</sup> Financial Times, May 20, 2025, "France and Germany urge EU to scrap supply chain rules" [online] Available at: <https://www.ft.com/content/28f18d87-199c-4c63-a1c0-f8a8359a48cc> [Accessed: May 25, 2025].

<sup>112</sup> EWG, February 11, 2025, "EWG report: Hazardous chemicals in cosmetics disproportionately impact Black women" [online] Available at: <https://www.ewg.org/news-insights/news-release/2025/02/ewg-report-hazardous-chemicals-cosmetics-disproportionately> [Accessed: June 14, 2025].

<sup>113</sup> EWG, May 13, 2025, "Study finds cancer-causing chemicals in personal care products used by Black women and Latinas in L.A." [online] Available at: <https://www.ewg.org/news-insights/news/2025/05/study-finds-cancer-causing-chemicals-personal-care-products-used-black> Accessed: June 14, 2025].

<sup>114</sup> Clean Water Action, 2025, "Demand Action Against Dark and Lovely on Toxic Ingredients" [online] Available at: <https://cleanwater.org/actions/demand-action-against-dark-and-lovely-toxic-ingredients> [Accessed: June 21, 2025].

oversees Argentina's import and export processes, ensuring compliance with customs laws and trade agreements. For L'Oréal Argentina, the DGA plays a crucial role by regulating product classification, valuation, and import duties, and by protecting intellectual property, which helps prevent fake products from entering the market. Its operations directly impact L'Oréal's ability to import and distribute goods efficiently and securely.<sup>115</sup>

**In France**, agencies like the DGCCRF<sup>116</sup> and ANSES<sup>117</sup> enforce strict rules on competition, product safety, and cosmetic vigilance to protect consumers<sup>118</sup>. For L'Oréal, this means ensuring fair marketing, transparent labeling, and rigorous quality control. Compliance with these standards safeguards consumer health and reinforces the company's trusted brand image.

**In the United States**, the FDA<sup>119</sup> oversees cosmetic safety and labeling but does not pre-approve products, placing full responsibility on manufacturers<sup>120</sup>. Under the current Trump administration, no major updates have been made to cosmetics regulations. For L'Oréal, this means maintaining strict internal safety standards, transparent labeling, and continuous compliance to prevent sanctions and uphold its brand reputation.

### **Variable: Key Regulations**

**In Argentina**, Resolution 2016/1993 establishes that the importation of cosmetics, personal hygiene, and toiletry products into Argentina requires prior sanitary authorization issued by ANMAT (National Administration of Drugs, Foods and Medical Devices) before the goods enter the local market. The resolution specifies the affected tariff codes and formal documentation requirements, including an official authorization form. For L'Oréal Argentina, this means that each product must be accompanied by this prior sanitary approval before customs clearance. Without it, the DGA will block or reject the merchandise, causing potential delays, increased storage costs, and disruptions in supply chain logistics and

<sup>115</sup> ARGENTINA. National Administration of Medicines, Food and Medical Technology. Provision 11/2023 [online]. [accessed: 15 June 2025]. Available at: <https://www.argentina.gob.ar/normativa/nacional/disposición-11-2023-381805/texto>

<sup>116</sup> Ministère de l'Économie et des Finances - Republic of France, 2025 "Les missions de la DGCCRF" [online] Available at: <https://www.economie.gouv.fr/dgccrf/comprendre-la-dgccrf/les-missions-de-la-dgccrf> [Accessed: May 21, 2025].

<sup>117</sup> ANSES - Republic of France, 2025, "Identity of ANSES" [online] Available at: <https://www.anses.fr/en/content/our-identity> [Accessed: May 21, 2025].

<sup>118</sup> ANSES - Republic of France, February 14, 2025, "Cosmetics: how can we better protect consumer health?" [online] Available at: <https://www.anses.fr/en/content/cosmetics-how-can-we-better-protect-consumer-health> [Accessed: May 21, 2025].-

<sup>119</sup> Food & Drug Administration, February 2, 2024, "Cosmetics & U.S. Law" [online] Available at: <https://www.fda.gov/cosmetics/cosmetics-laws-regulations/cosmetics-us-law> [Accessed: May 21, 2025]. // Food & Drug Administration, November 21, 2022, "Product Testing of Cosmetics" [online] Available at: <https://www.fda.gov/cosmetics/cosmetics-science-research/product-testing-cosmetics> [Accessed: May 21, 2025]. // Code of Federal Regulations, 2025, [online] Available at: <https://www.ecfr.gov/current/title-21/chapter-I/subchapter-G/part-700/subpart-B> [Accessed: May 21, 2025]. // Food & Drug Administration, April 5, 2024, "Color Additives" [online] Available at: <https://www.fda.gov/cosmetics/cosmetic-ingredient-names/color-additives-permitted-use-cosmetics> [Accessed: May 21, 2025].

<sup>120</sup> Food & Drug Administration, February 25, 2022, "Prohibited & Restricted Ingredients in Cosmetics" [online] Available at: <https://www.fda.gov/cosmetics/cosmetics-laws-regulations/prohibited-restricted-ingredients-cosmetics> [Accessed: May 21, 2025].

product availability.<sup>121</sup>

**In France**, the European Cosmetics Regulation (EC) 1223/2009<sup>122</sup> sets strict safety standards, bans animal testing, and ensures smooth product circulation within the EU. It requires ongoing updates based on scientific advances. For L'Oréal, this means conducting thorough risk assessments, maintaining detailed documentation, and constantly adapting formulations to meet evolving regulations.

**In the United States**, the Modernization of Cosmetics Regulation Act of 2022 expands FDA authority, requiring facility registration, product listing, safety substantiation, and adverse event reporting<sup>123</sup>. For L'Oréal, this means reinforcing compliance systems, improving supply-chain oversight, and maintaining detailed records. While these changes may increase costs, they also enhance consumer safety and raise industry standards.

### **Variable: New Regulations**

**In Argentina**, Resolution General DGA 5618/2024<sup>124</sup> constitutes an update to the official list used by the DGA to determine the classification of products entering or leaving the country, in accordance with the regulations established by MERCOSUR. The purpose of this update is to allow custom to correctly classify each product, applying the corresponding taxes and controls appropriately. L'Oréal, importing a wide range of cosmetic products, should review this update to determine if any of its products have been reclassified, as this could impact tariff costs and the documentation necessary for their importation.

**In France**, Law No. 2025-188<sup>125</sup> bans the use, production, and sale of PFAS in cosmetics starting January 2026, with stricter rules by 2030. PFAS are valued for their resistance properties but pose serious environmental risks. For L'Oréal, this requires reformulating affected products, conducting new safety tests, and restructuring supply chains to meet the upcoming ban.

**In the United States**, the FDA's Fall 2024<sup>126</sup> agenda under the Modernization of Cosmetics Regulation Act represents the latest update in legal grounds for the beauty industry in the United States, and outlines proposed rules on fragrance allergen

<sup>121</sup> ARGENTINA. Ministry of Health. Resolution 2016/1993 [online]. [accessed: 16 June 2025]. Available at: <https://www.argentina.gob.ar/normativa/nacional/resoluci%C3%B3n-2016-1993-18689/texto>

<sup>122</sup> European Union, June 27, 2022 "Safer cosmetics for people in the EU" [online] Available at: <https://eur-lex.europa.eu/legal-content/en/LSU/?uri=CELEX:32009R1223> [Accessed: May 21, 2025].

<sup>123</sup> Food & Drug Administration, January 17, 2025, "Modernization of Cosmetics Regulation Act of 2022 (MoCRA)" [online] Available at: <https://www.fda.gov/cosmetics/cosmetics-laws-regulations/modernization-cosmetics-regulation-act-2022-mocra> [Accessed: May 21, 2025].

<sup>124</sup> ARGENTINA. Ministry of Health. Resolution 5618/2024 [online]. [accessed: 14 June 2025]. Available at: <https://www.argentina.gob.ar/normativa/nacional/resoluci%C3%B3n-5618-2024-407575/texto>

<sup>125</sup> Légifrance - Republic of France, February 28, 2025, "LAW n° 2025-188 of 27 February 2025 to protect the population from the risks related to perfluoroalkylated and polyfluoroalkylated substances" [online] Available at: <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000051260902> [Accessed: May 25, 2025].

<sup>126</sup> Covington, December 16, 2024, "MoCRA Implementation: FDA Fall Unified Agenda Update" [online] Available at: <https://www.cov.com/en/news-and-insights/insights/2024/12/mocra-implementation-fda-fall-unified-agenda-update> [Accessed: May 21, 2025].

disclosure<sup>127</sup>, asbestos testing<sup>128</sup>, formaldehyde bans<sup>129</sup>, and GMP standards<sup>130</sup>. Though not yet finalized, their adoption could require L'Oréal to reformulate salon products, enhance documentation, and upgrade facilities to ensure full compliance

## **Stakeholders and Publics**

### **Publics Criteria**

#### **Government Segmentation Criteria**

Government segmentation was based on a geographic and institutional approach, considering the political structure of each country. At the national level, the analysis focused on the Executive and Legislative branches, mapping Presidents, Vice Presidents, key Ministries, and regulatory agencies overseeing health products, consumer protection, and environmental standards due to L'Oréal activities. In the Legislative branch, relevant standing committees were identified based on L'Oréal's areas of interest.

Subnational segmentation followed the federal structures of Argentina and the USA, prioritizing provinces and states where L'Oréal operates (Buenos Aires, California, New York, Florida). For France, a unitary state, the focus was on national authorities and the Paris municipal government, where L'Oréal's global headquarters are located. Municipal segmentation included mayors and departments (***View Annexes: Government - Argentina // Government - United States // Government - France***).

#### **Media Segmentation Criteria**

In the case of the media mapping for L'Oréal, the segmentation was guided by three core criteria to ensure strategic alignment with the company's communication objectives.

The first criterion is **geographic reach**. The analysis was conducted across three territorial levels: national, provincial/state, and municipal/city. The process began at the national level, identifying media outlets with wide audience reach and significant influence on public discourse in each of the three selected countries: Argentina, France, and the United

---

<sup>127</sup> Office of Information and Regulatory Affairs - United States Government, 2024 "Disclosure of Fragrance Allergens in Cosmetic Labeling" [online] Available at: <https://www.reginfo.gov/public/do/eAgendaViewRule?pubId=202404&RIN=0910-A190> [Accessed: May 25, 2025].

<sup>128</sup> Office of Information and Regulatory Affairs - United States Government, 2024 "Testing Methods for Detecting and Identifying Asbestos in Talc-Containing Cosmetic Products" [online] Available at: <https://www.reginfo.gov/public/do/eAgendaViewRule?pubId=202404&RIN=0910-A182> [Accessed: May 25, 2025].

<sup>129</sup> Office of Information and Regulatory Affairs - United States Government, 2024 "Use of Formaldehyde and Formaldehyde-Releasing Chemicals as an Ingredient in Hair Smoothing Products or Hair Straightening Products" [online] Available at: <https://www.reginfo.gov/public/do/eAgendaViewRule?pubId=202404&RIN=0910-A183> [Accessed: May 25, 2025].

<sup>130</sup> Office of Information and Regulatory Affairs - United States Government, 2024 "Good Manufacturing Practice for Cosmetic Product Facilities" [online] Available at: <https://www.reginfo.gov/public/do/eAgendaViewRule?RIN=0910-AJ00&pubId=202410> [Accessed: May 25, 2025].

States. Subsequently, the focus narrowed to provinces, states, and cities where L'Oréal holds operational relevance through corporate offices and manufacturing facilities.

The second criterion concerns the **type of media platform**. The segmentation prioritized channels with high audience engagement and strong relevance for L'Oréal's brands. This includes print media (newspapers), digital magazines, television (both broadcast and cable), online-native outlets, and radio.

The third criterion focused on **the type of content published or broadcasted by each media**. The analysis specifically editorial sections that cover themes directly relevant to L'Oréal's strategic priorities. This includes extensive attention to beauty and personal care, fashion, dermatological science, sustainability, diversity and inclusion and corporate responsibility. Additionally, business and economic sections were considered crucial, as they shape perceptions around L'Oréal's financial performance, investment activity, and corporate positioning.

This multi-dimensional segmentation approach enables the company to target the most relevant outlets and tailor its messaging to its strategic publics. With this media segmentation, we can accomplish our main objective: understanding where, how, and through whom to engage. (***View Annexes: Media - Argentina // Media - United States // Media - France***).

### **Community Segmentation Criteria**

Within the framework of community publics, the segmentation criterion adopted focuses on the first place, geographically. Prioritizing the Autonomous City of Buenos Aires as the central urban space where the majority of L'Oréal's final consumers interact with the brand. At the same time, two key communities are considered strategic: the educational and scientific community.

The educational section focuses on universities offering Bioengineering and Biotechnology degrees, as well as schools near L'Oréal's Buenos Aires headquarters. Universities were prioritized as partners for talent development and innovation in areas aligned with L'Oréal's research.

The scientific section includes CONICET, professionals in Dermatology, Biotechnology, and Chemistry, and scientific brand ambassadors. These stakeholders play a key role in validating L'Oréal's value regarding animal protection & cruelty free, as well as its

commitment to ethical research, amplifying accurate information, and countering consumer misconceptions. (View Annexes).

In fact, both of the scientific institutes we selected are located in the same communes that we had previously chosen for the client criteria. In this way, our geographic segmentation remains aligned.

### **Clients Segmentation Criteria**

The segmentation criteria focused on identifying L'Oréal's top retail clients in the Autonomous City of Buenos Aires, specifically those retailers that not only ensure direct access to final consumers but also operate with dedicated **beauty advisors** who can actively communicate key messages. This distinction deliberately excludes general retailers such as supermarkets (e.g., Coto), which, despite commercializing certain L'Oréal brands like Garnier, do not provide the experiential or advisory component that is critical for premium brand positioning. By concentrating on large-scale retailers with extensive distribution networks, high consumer visibility, and in-store advisory services, the selection ensures that the analysis reflects stakeholders with the greatest capacity to shape brand perception.

In this case, the intention was to add each branch's supervisor as the main contact. However, we faced the issue that the company informed us these contacts were confidential and could not be shared. Therefore, we left the space blank as a simulation, since in a real practical case this would be the best contact to have.

### **NGO's Segmentation Criteria**

For the NGO segmentation, we divided them into two groups. On one hand, we included those organizations that focus specifically on animal welfare in relation to animal testing. On the other hand, we selected a single NGO that works on animal preservation in a broader sense.

This dual approach allows us to directly collaborate with organizations that are closely aligned with the specific issue our campaign seeks to address, while also leveraging a more general NGO to support broader awareness strategies at the start of the campaign. Over time, this structure enables us to gradually move from a general framework to more targeted actions, progressively guiding our audience deeper into the campaign's core message.

**Variables**

**Government**

|   |   | Variables | Definition  | Measurement + Description              |  |
|---|---|-----------|---|--|--|
| <b>G<br/>O<br/>V<br/>E<br/>R<br/>N<br/>M<br/>E<br/>N<br/>T<br/><br/>V<br/>A<br/>R<br/>I<br/>A<br/>B<br/>L<br/>E<br/>S</b> | <b>Frequency of contact</b>                             |           | Refers to how often L'Oréal engages with government entities through phone calls, emails, meetings, events, or congresses, measured per quarter within the year.  | <b>High</b>                            | L'Oréal maintains ≥3 interactions per quarter.   |
|   |   |           |   | <b>Medium</b>                          | L'Oréal maintains contact at a frequency of 2 interactions per quarter.  |
|   |   |           |   | <b>Low</b>                             | L'Oréal maintains contact at a frequency of 1 interaction per quarter.   |
|   |   |           |   | <b>Nule</b>                            | L'Oréal has no contact with the government within the quarter.   |
|   | <b>Contact Method</b>                                   |           | Refers to the contact through which L'Oréal communicates or engages with government authorities or public institutions.   | <b>Direct</b>                          | Communication occurs through ministries, secretariats, embassies, or direct government representatives.  |
|   |   |           |   | <b>Indirect (Through Associations)</b> | Contact is made via industry chambers, professional associations, or third-party intermediaries that represent L'Oréal's interests collectively.   |
|   |   |           |   | <b>Mixed</b>                           | Contact involves a combination of direct interaction with government authorities and the support of associations or intermediaries.  |
|   | <b>Government Proactivity toward the Private Sector</b> |           | The extent to which government bodies initiate engagement, support and collaboration with private companies. Measured by the number of supportive regulations, incentive programs and formal partnerships launched per quarter within the year. | <b>Proactive</b>                       | The government enacted ≥3 regulations or incentive schemes (Such as: tax credits, fast-track approvals, sustainability grants) and established at least one ongoing public-private working groups or advisory bodies involving industry representatives per quarter. |
|   |   |           |   | <b>Neutral</b>                         | Authorities have introduced 1-2 targeted regulations or incentive programs and convened a single consultative partnership within the year (e.g. a sectoral roundtable or joint project).   |
|   |   |           |   | <b>Reactive</b>                        | Engagement is to mandatory actions (routine licensing, inspections, mandatory reporting) and the government hasn't launched a supportive regulation or program with no formal industry partnerships within the quarter.  |

|                                  |   |                 |  |
|----------------------------------|---|-----------------|--|
| <b>Organizational Reputation</b> | The extent to which government bodies acknowledge and trust L'Oréal, indicated by how often it appears in official institutional documents, measured per quarter within the year. | <b>Positive</b> | L'Oréal is mentioned $\geq 5$ times per quarter in government documents  |
|                                  |   | <b>Neutral</b>  | L'Oreal is mentioned 1 to 4 times per quarter in government documents.   |
|                                  |   | <b>None</b>     | L'Oreal is not mentioned in any government documents during each quarter or is only contacted for administrative reasons (e.g., reporting, licensing). |
|                                  |   |                 |  |

### Media

|   |                                     | Variables | Definition  | Measurement + Description  |  |   |
|---|-------------------------------------|-----------|---|--|--|---|
| <b>M<br/>E<br/>D<br/>I<br/>A<br/><br/>V<br/>A<br/>R<br/>I<br/>A<br/>B<br/>L<br/>E<br/>S</b> | <b>Journalist Contact Frequency</b> |           | Assesses how frequently L'Oréal interacts with a targeted pool of journalists identified through its media agency via emails, events, product launches, and collaborative activities, measured per quarter within the year. | <b>High</b>  | $\geq 15$ interactions with journalists, including interviews, event invitations, or collaborative content opportunities that foster an ongoing professional relationship, within the quarter. |   |
|   |                                     |           |   | <b>Mid</b>   | 5–14 interactions with journalists, without sustained dialogue, within the quarter.  |   |
|   |                                     |           |   | <b>Low</b>   | 1–4 interactions with journalists within the quarter.  |   |
|   |                                     |           |   | <b>Absent</b>  | No recorded interaction with the journalists within the quarter.   |   |
|   | <b>Industry Relevance Coverage</b>  |           |   | Measures how many media articles per quarter of the year cover topics directly related to the L'Oréal industry: beauty and personal care, cosmetic science and innovation, dermatological research, sustainability in beauty, diversity and inclusion in the industry, and responsible business practices. | <b>High</b>  | $\geq 20$ articles per quarter are published on these topics within a year.     |
|   |                                     |           |   |  | <b>Mid</b>   | 10–19 articles per quarter are published on these topics within a year.         |
|   |                                     |           |   |  | <b>Low</b>   | Fewer than 10 articles per quarter are published on these topics within a year. |

|                               |   |                    |   |
|-------------------------------|---|--------------------|---|
| <b>Tone of Media Coverage</b> | Evaluates the overall sentiment reflected in L'Oréal's organic media coverage by tracking the frequency of favorable, neutral, and unfavorable narratives across published content, measured per quarter within the year. | <b>Favorable</b>   | In +70% of the selected media during a quarter, coverage of L'Oréal is predominantly favorable in tone, with frequent use of terms such as <i>diversity and inclusion, responsible business practices, innovation, leadership.</i>                  |
|                               |   | <b>Neutral</b>     | In 70-36% of the selected media during a quarter, coverage shows a balanced or mixed tone, often using neutral or descriptive language like <i>beauty company, beauty industry, multinational corporation, personal care products.</i>              |
|                               |   | <b>Unfavorable</b> | In <36% of the selected outlets during a quarter, coverage is favorable, while the majority is critical, with common keywords including <i>ethics concerns, greenwashing, reputational risk, fraud, harmful ingredients, product quality issue.</i> |
| <b>Visibility</b>             | Measures the number of organic media placements per quarter of the year in which L'Oréal is mentioned.  | <b>High</b>        | ≥15 organic media placements per quarter mentioning L'Oréal within a year.  |
|                               |   | <b>Mid</b>         | 6–14 organic media placements per quarter mentioning L'Oréal within a year.   |
|                               |   | <b>Low</b>         | ≤5 organic media placements per quarter mentioning L'Oréal within a year.   |

### Community

|   | Variables                   | Definition   | Measurement (Annual) + Description |   |
|---|-----------------------------|--|------------------------------------|---|
| <b>C<br/>O<br/>M<br/>M<br/>U<br/>N<br/>I<br/>T<br/>Y<br/><br/>V<br/>A<br/>R<br/>I<br/>A<br/>B<br/>L<br/>E<br/>S</b> | <b>Engagement Frequency</b> | How often L'Oréal engages with universities & scientific institutions through meetings, seminars, joint initiatives, or workshops done per quarter within the year   | <b>High</b>                        | ≥ 12 Interactions per quarter.  |
|   |                             |  | <b>Medium</b>                      | 6-11 Interactions per quarter.  |
|   |                             |  | <b>Low</b>                         | 1-5 Interactions per quarter.   |
|   |                             |  | <b>None</b>                        | No Interactions during the quarter.   |
|   | <b>Type of relationship</b> | Describes the nature of the relationship between L'Oreal and the academic scientific community (universities, research centers), focusing on who initiates contact on a basis of 10 interactions per quarter, within the year. | <b>Proactive</b>                   | Most interactions initiated by L'Oreal during the quarter.                          |
|   |                             |  | <b>Reactive</b>                    | Most interactions initiated by the academic/scientific community during the quarter |
|   |                             |  | <b>Reciprocal</b>                  | Equal quantity of relations initiated during the quarter                            |
|   |                             |  | <b>None</b>                        | No interactions during the quarter.   |

|                 |  |  |  |             |  |                 |  |            |  |             |   |
|-----------------|--|--|--|-------------|--|-----------------|--|------------|--|-------------|---|
|                 | <b>Presence of EpiSkin in academic/scientific papers</b>                               | Number of academic publications (articles, reviews, presentations) from universities or scientific organizations that mention EpiSkin, measured per quarter within the year.   | <table border="1"> <tr> <td><b>High</b></td> <td>15 - 20 articles mention EpiSkin during the quarter.</td> </tr> <tr> <td><b>Medium</b></td> <td>11 - 14 articles mention EpiSkin during the quarter.</td> </tr> <tr> <td><b>Low</b></td> <td>≤10 articles mention EpiSkin during the quarter.</td> </tr> <tr> <td><b>None</b></td> <td>No article mentioned EpiSkin during the quarter.</td> </tr> </table>   | <b>High</b> | 15 - 20 articles mention EpiSkin during the quarter.                                   | <b>Medium</b>   | 11 - 14 articles mention EpiSkin during the quarter. | <b>Low</b> | ≤10 articles mention EpiSkin during the quarter.   | <b>None</b> | No article mentioned EpiSkin during the quarter.    |
|                 | <b>High</b>  | 15 - 20 articles mention EpiSkin during the quarter.   |  |             |  |                 |  |            |  |             |   |
| <b>Medium</b>   | 11 - 14 articles mention EpiSkin during the quarter.                                   |  |  |             |  |                 |  |            |  |             |   |
| <b>Low</b>      | ≤10 articles mention EpiSkin during the quarter.                                       |  |  |             |  |                 |  |            |  |             |   |
| <b>None</b>     | No article mentioned EpiSkin during the quarter.                                       |  |  |             |  |                 |  |            |  |             |   |
|                 | <b>Scientific Endorsements on Ethics</b>   | Measures per quarter, the number of independent scientific figures (CONICET researchers and IL scientists) who publicly validate L'Oréal's ethical practices in conferences, publications or media done within the year. | <table border="1"> <tr> <td><b>High</b></td> <td>Endorsements from ≥ 10 unique scientific voices across multiple platforms per quarter.</td> </tr> <tr> <td><b>Moderate</b></td> <td>Endorsements from 5-9 scientific voices per quarter.</td> </tr> <tr> <td><b>Low</b></td> <td>Endorsement from &lt;4 scientific voices per quarter.</td> </tr> <tr> <td><b>None</b></td> <td>No endorsement from independent scientific figures.</td> </tr> </table> | <b>High</b> | Endorsements from ≥ 10 unique scientific voices across multiple platforms per quarter. | <b>Moderate</b> | Endorsements from 5-9 scientific voices per quarter. | <b>Low</b> | Endorsement from <4 scientific voices per quarter. | <b>None</b> | No endorsement from independent scientific figures. |
| <b>High</b>     | Endorsements from ≥ 10 unique scientific voices across multiple platforms per quarter. |  |  |             |  |                 |  |            |  |             |   |
| <b>Moderate</b> | Endorsements from 5-9 scientific voices per quarter.                                   |  |  |             |  |                 |  |            |  |             |   |
| <b>Low</b>      | Endorsement from <4 scientific voices per quarter.                                     |  |  |             |  |                 |  |            |  |             |   |
| <b>None</b>     | No endorsement from independent scientific figures.                                    |  |  |             |  |                 |  |            |  |             |   |

### Clients

|  | Variables  | Definition  | Measurement + Description  |             |   |               |  |            |  |             |  |
|--|--|---|--|-------------|---|---------------|--|------------|--|-------------|--|
| <b>C L I E N T S V A R I A B L E S</b> | <b>Frequency of contact</b>  | Refers to how often L'Oréal engages with the training decision authority through meetings and seminars. Measured per quarter within the year.   | <table border="1"> <tr> <td><b>High</b></td> <td>L'Oréal maintains contact at a frequency of ≥10 interactions per quarter.</td> </tr> <tr> <td><b>Medium</b></td> <td>L'Oréal maintains contact at a frequency of ≤9 interactions per quarter.</td> </tr> <tr> <td><b>Low</b></td> <td>L'Oréal maintains contact at a frequency of &lt;5 interactions per quarter.</td> </tr> <tr> <td><b>Nule</b></td> <td>L'Oréal has no contact within the quarter.</td> </tr> </table> | <b>High</b> | L'Oréal maintains contact at a frequency of ≥10 interactions per quarter. | <b>Medium</b> | L'Oréal maintains contact at a frequency of ≤9 interactions per quarter. | <b>Low</b> | L'Oréal maintains contact at a frequency of <5 interactions per quarter. | <b>Nule</b> | L'Oréal has no contact within the quarter. |
|  | <b>High</b>  | L'Oréal maintains contact at a frequency of ≥10 interactions per quarter.   |  |             |   |               |  |            |  |             |  |
| <b>Medium</b>                          | L'Oréal maintains contact at a frequency of ≤9 interactions per quarter.                               |   |  |             |   |               |  |            |  |             |  |
| <b>Low</b>                             | L'Oréal maintains contact at a frequency of <5 interactions per quarter.                               |   |  |             |   |               |  |            |  |             |  |
| <b>Nule</b>                            | L'Oréal has no contact within the quarter.   |   |  |             |   |               |  |            |  |             |  |
|  | <b>Communicationa l alignment with L'Oréal's ethical values (animal protection &amp; cruelty-free)</b> | Degree to which the client proactively communicates on its owned channels values aligned with L'Oréal, animal protection and a cruelty-free policy, without commercial intention. Measured per quarter within the year. | <table border="1"> <tr> <td><b>High</b></td> <td>≥6 posts related to values communication per quarter</td> </tr> <tr> <td><b>Medium</b></td> <td>≤5 posts related to values communication per quarter</td> </tr> <tr> <td><b>Low</b></td> <td>No posts related to values communication during the quarter.</td> </tr> </table>   | <b>High</b> | ≥6 posts related to values communication per quarter                      | <b>Medium</b> | ≤5 posts related to values communication per quarter                     | <b>Low</b> | No posts related to values communication during the quarter.             |             |  |
| <b>High</b>                            | ≥6 posts related to values communication per quarter   |   |  |             |   |               |  |            |  |             |  |
| <b>Medium</b>                          | ≤5 posts related to values communication per quarter   |   |  |             |   |               |  |            |  |             |  |
| <b>Low</b>                             | No posts related to values communication during the quarter.   |   |  |             |   |               |  |            |  |             |  |

|               |   |   |  |             |  |               |  |            |   |             |   |
|---------------|---|---|--|-------------|--|---------------|--|------------|---|-------------|---|
|               | <b>Level of consciousness</b>   | Level of awareness that beauty advisors have about L'Oréal's social initiatives measured per quarter within the year.   | <table border="1"> <tr> <td><b>High</b></td> <td>Beauty advisors receive capacitations and seminars about L'Oréal sustainability projects and policies <math>\geq 10</math> times per quarter.</td> </tr> <tr> <td><b>Medium</b></td> <td>Beauty advisors receive capacitations and seminars about L'Oréal sustainability projects and policies 4-9 times per quarter.</td> </tr> <tr> <td><b>Low</b></td> <td>Beauty advisors receive capacitations and seminars about L'Oréal sustainability projects and policies <math>\geq 3</math> times per quarter.</td> </tr> <tr> <td><b>Nule</b></td> <td>Beauty advisors don't receive capacitations and seminars about L'Oréal sustainability projects and policies</td> </tr> </table> | <b>High</b> | Beauty advisors receive capacitations and seminars about L'Oréal sustainability projects and policies $\geq 10$ times per quarter. | <b>Medium</b> | Beauty advisors receive capacitations and seminars about L'Oréal sustainability projects and policies 4-9 times per quarter. | <b>Low</b> | Beauty advisors receive capacitations and seminars about L'Oréal sustainability projects and policies $\geq 3$ times per quarter. | <b>Nule</b> | Beauty advisors don't receive capacitations and seminars about L'Oréal sustainability projects and policies |
|               | <b>High</b>   | Beauty advisors receive capacitations and seminars about L'Oréal sustainability projects and policies $\geq 10$ times per quarter.                                    |  |             |  |               |  |            |   |             |   |
| <b>Medium</b> | Beauty advisors receive capacitations and seminars about L'Oréal sustainability projects and policies 4-9 times per quarter.      |   |  |             |  |               |  |            |   |             |   |
| <b>Low</b>    | Beauty advisors receive capacitations and seminars about L'Oréal sustainability projects and policies $\geq 3$ times per quarter. |   |  |             |  |               |  |            |   |             |   |
| <b>Nule</b>   | Beauty advisors don't receive capacitations and seminars about L'Oréal sustainability projects and policies                       |   |  |             |  |               |  |            |   |             |   |
|               | <b>Key Messages Integration</b>   | The extent to which the beauty advisor integrates L'Oréal's cruelty free messages during customer consultations, measured per quarter within the year. <sup>131</sup> | <table border="1"> <tr> <td><b>High</b></td> <td>In +70% of audited consultations during the quarter, the beauty advisor mentions at least one cruelty free key message.</td> </tr> <tr> <td><b>Medium</b></td> <td>In 70-36% of audited consultation during the quarter, the beauty advisor mentions at least one cruelty free key message.</td> </tr> <tr> <td><b>Low</b></td> <td>In -35% of audited consultation during the quarter, the beauty advisor mentions at least one cruelty free key message.</td> </tr> </table>  | <b>High</b> | In +70% of audited consultations during the quarter, the beauty advisor mentions at least one cruelty free key message.            | <b>Medium</b> | In 70-36% of audited consultation during the quarter, the beauty advisor mentions at least one cruelty free key message.     | <b>Low</b> | In -35% of audited consultation during the quarter, the beauty advisor mentions at least one cruelty free key message.            |             |   |
| <b>High</b>   | In +70% of audited consultations during the quarter, the beauty advisor mentions at least one cruelty free key message.           |   |  |             |  |               |  |            |   |             |   |
| <b>Medium</b> | In 70-36% of audited consultation during the quarter, the beauty advisor mentions at least one cruelty free key message.          |   |  |             |  |               |  |            |   |             |   |
| <b>Low</b>    | In -35% of audited consultation during the quarter, the beauty advisor mentions at least one cruelty free key message.            |   |  |             |  |               |  |            |   |             |   |

### NGOs

|   |                             | Variables | Definition   | Measurement + Description  |   |   |               |   |            |   |             |  |
|---|-----------------------------|-----------|--|--|---|---|---------------|---|------------|---|-------------|--|
| <b>N<br/>G<br/>O<br/>S<br/><br/>V<br/>A<br/>R<br/>I<br/>A<br/>B<br/>L<br/>E<br/>S</b> | <b>Frequency of contact</b> |           | Refers to how often L'Oréal engages with the representative/director of the NGOs through meetings, seminars, visits; measured per quarter within a year. | <table border="1"> <tr> <td><b>High</b></td> <td>L'Oréal maintains contact at a frequency of <math>\geq 10</math> interactions per quarter.</td> </tr> <tr> <td><b>Medium</b></td> <td>L'Oréal maintains contact at a frequency of 9-5 interactions per quarter.</td> </tr> <tr> <td><b>Low</b></td> <td>L'Oréal maintains contact at a frequency of <math>&lt; 4</math> interactions per quarter.</td> </tr> <tr> <td><b>Nule</b></td> <td>L'Oréal has no contact during the quarter.</td> </tr> </table> | <b>High</b>   | L'Oréal maintains contact at a frequency of $\geq 10$ interactions per quarter. | <b>Medium</b> | L'Oréal maintains contact at a frequency of 9-5 interactions per quarter. | <b>Low</b> | L'Oréal maintains contact at a frequency of $< 4$ interactions per quarter. | <b>Nule</b> | L'Oréal has no contact during the quarter. |
|   |                             |           |  | <b>High</b>  | L'Oréal maintains contact at a frequency of $\geq 10$ interactions per quarter. |   |               |   |            |   |             |  |
|   |                             |           |  | <b>Medium</b>  | L'Oréal maintains contact at a frequency of 9-5 interactions per quarter.       |   |               |   |            |   |             |  |
|   |                             |           |  | <b>Low</b>   | L'Oréal maintains contact at a frequency of $< 4$ interactions per quarter.     |   |               |   |            |   |             |  |
|   |                             |           |  | <b>Nule</b>  | L'Oréal has no contact during the quarter.                                      |   |               |   |            |   |             |  |

<sup>131</sup> See: [Juana De Urza's Interview](#)

|                                       |  |  |   |
|---------------------------------------|--|--|---|
| <p><b>Joint Projects</b></p>          | <p>Assesses how many concrete projects or initiatives have been jointly implemented between L'Oréal and the NGO within the year. Measured per quarter within the year.</p>                                       | <p><b>High</b></p>   | <p>≥4 joint projects per quarter.</p>   |
|                                       |  | <p><b>Medium</b></p>                                       | <p>2-3 joint projects per quarter.</p>  |
|                                       |  | <p><b>Low</b></p>  | <p>1 joint project per quarter.</p>   |
|                                       |  | <p><b>None</b></p>   | <p>No joint projects during the period.</p>   |
| <p><b>Collaboration Method</b></p>    | <p>Describes how L'Oréal and the NGOs work together within a year</p>  | <p><b>Financial Support</b></p>                            | <p>Donation of money. No joint activities or shared work plan.</p>  |
|                                       |  | <p><b>Joint projects</b></p>                               | <p>Joint projects with specific programs, goals and communication.</p>  |
|                                       |  | <p><b>Both: financial support &amp; joint projects</b></p> | <p>Combination of financial and at least one project carried out jointly with the NGO.</p>  |
|                                       |  | <p><b>None</b></p>   | <p>No collaboration of any kind between L'Oréal and the NGO</p>   |
| <p><b>Strength of partnership</b></p> | <p>Assesses the duration, continuity, and long-term commitment of the relationship between L'Oréal and the NGO. Goes beyond the number of projects to evaluate whether initiatives are maintained over time.</p> | <p><b>High</b></p>   | <p>Partnership sustained for ≥5 years, with continuous collaboration and multiple joint initiatives maintained or expanded over time.</p> |
|                                       |  | <p><b>Medium</b></p>                                       | <p>Partnership sustained for ≤3 years, with at least one joint initiative renewed or ongoing.</p>   |
|                                       |  | <p><b>Low</b></p>  | <p>Partnership sustained for &lt;1 year.</p>  |
|                                       |  | <p><b>None</b></p>   | <p>No sustained collaboration; isolated or ad hoc contacts only.</p>  |

## SWOT Analysis

In the following analysis, we will focus on identifying strengths, weaknesses, opportunities, and threats in L'Oréal Groupe's through a communicational point of view.

### Communication oriented SWOT

#### Strengths

- **Top of Mind Brands:** L'Oréal owns many of the most recognized and top of mind brands in the beauty industry, which strengthens its external communication strategies and reinforces its connection with the global community<sup>132</sup>
- **L'Oréal for the Future:** This program demonstrates the company's environmental commitment. Each year, L'Oréal publishes an environmental report that reflects its ongoing efforts and measurable progress toward sustainability goals.<sup>133</sup>
- **Transparency in Financial Reporting:** L'Oréal releases an annual financial report that provides full transparency on its financial performance, clearly presenting key figures and results to stakeholders.<sup>134</sup>
- **Crisis management experience:** As a global company facing constant public attention, L'Oréal has developed mature crisis communications protocols and rapid response teams to handle reputational risks.

#### Weaknesses

- **Gap between consumer perception and reality, risk of “animal testing” accusations:** A significant share of consumers believes that L'Oréal Group brands test on animals; that perception conflicts with actual policies and advances like EpiSkin. This dissonance can trigger a reputational crisis.<sup>135</sup>
- **Communication and Campaign Homogenization :** As a global multinational, L'Oréal Groupe faces a recurring challenge related to the homogenization of its communications and campaigns. The need to ensure brand consistency across diverse markets often leads to highly standardized communication strategies, where global messaging frameworks are replicated uniformly across countries, brands, and divisions.

---

<sup>132</sup> See: [BCG Matrix](#)

<sup>133</sup> See: [Loreal For the Future Program](#)

<sup>134</sup> See: [Financial Report Transparency](#)

<sup>135</sup> See: [Brenda Bianquet's Interview](#)

## Opportunities

- **Rise in consumer demand for transparency:** Consumers increasingly expect openness regarding ingredients, sourcing, and ethical practices. This shift in consumer expectations offers L'Oréal the chance to strengthen trust and emotional connection through communication.
- **Capitalize on L'Oréal's pioneering leadership with EpiSkin:** L'Oréal created EpiSkin 15 years before France banned animal testing. It's a proprietary innovation that offers a real alternative and is even used by competitors. However, this hasn't been communicated enough: awareness is low, and consumers don't associate L'Oréal with this milestone.<sup>136</sup>
- **Growing global attention to sustainability and ESG reporting:** Governments, investors, and consumers now expect companies to share clear, measurable information about their environmental, social, and governance actions. This gives L'Oréal a chance to strengthen its institutional image by communicating in line with these expectations
- **Growing public interest in science-based communication:** After the effects of the global pandemic, people value accuracy and expert voices more. This environment favors companies that communicate through scientists and specialists, making L'Oréal's technical expertise an advantage in public conversations.

## Threats

- **Saturation of contents in the public:** Consumers are saturated by thousands of brand messages daily, making it harder for L'Oréal to capture attention and engage meaningfully. This saturation risks reducing the impact of their campaigns and losing relevance, especially with younger audiences.
- **Increased risk of digital misinformation and viral reputational crises:** False information can now spread rapidly through social media. Topics such as animal testing or ingredients components are especially vulnerable to being misrepresented. For L'Oréal, this creates an environment where even rumors or misinformation can escalate into serious reputational threats if not taken into account quickly and clearly.
- **Pressure on corporate communication:** In many countries, new regulations are being introduced around how companies communicate about ESG issues, the use of influencers, and environmental statements. These rules may limit how L'Oréal shares

---

<sup>136</sup> See: [Brenda Bianquet's Interview](#)

information with the public. If not properly addressed, they can restrict the brand's communication strategies or even lead to reputational damage.

## Variable Diagnosis

### Media

L'Oréal's relationship with the media is marked by low levels of organic coverage and a high reliance on paid content, resulting in limited visibility and predominantly neutral reporting. Across most relevant outlets, both general and specialized, the company is infrequently mentioned, and when it is, the coverage is rarely the result of independent journalistic interest. Although topics directly related to L'Oréal's industry (such as beauty, skincare, sustainability, and innovation) receive frequent media attention, the company itself does not consistently feature within these narratives. Even in media that regularly address these themes, L'Oréal is not positioned as a central or recurring voice. Its presence is more noticeable in niche publications within the beauty and fashion sectors, and even then, it is typically driven by paid collaborations or promotional initiatives. This scenario suggests that while L'Oréal is recognized as a global leader in its field, it maintains a media presence that lacks depth, spontaneity, and editorial prominence. The resulting public perception is that of a strong but low-profile brand, which is insufficient to sustain a dynamic, trustworthy, and up-to-date reputation in the eyes of key audiences. The current approach to media relations appears too limited to capitalize on the company's full communication potential

Check the variable analysis in **Table 18**

### Government

L'Oréal Groupe's current communication with government entities is limited and narrowly focused. The available analysis shows that the company primarily engages through indirect channels, such as industry associations, rather than maintaining frequent or direct contact with key public institutions. This pattern is evident in the low frequency of interaction and in the minimal presence of L'Oréal in official government documents, indicating a neutral reputation within public administrative spheres. Most engagement is concentrated around sustainability-related topics, while other critical ministries, such as labor and economy, show little to no connection with the company. As a result, L'Oréal is acknowledged but not regarded as an actively engaged or influential stakeholder in policy dialogues or sectoral initiatives. The company's institutional positioning appears distant and passive, which limits its potential to participate in regulatory conversations or benefit from strategic partnerships with the public sector. In summary, while L'Oréal holds a degree of prestige, it lacks an active

presence across broader government spaces, which weakens its ability to build trust-based relationships and long-term influence within public policy frameworks.

Check the variable analysis in **Table 17**

## **Community**

We can see that the frequency of contact with universities and the scientific community isn't low, but it could be strengthened and improved. The big opportunity lies in EpiSkin awareness: there are papers from some institutions discussing alternative methods to animal testing, but none that mention EpiSkin, which indicates a lack of awareness on the subject. L'Oréal is a pioneer and has set a milestone, but there isn't sufficient awareness within the scientific community to communicate this.

## **Clients**

The diagnostic indicates that L'Oréal maintains a high level of interaction with its retailers. However, this relationship is not fully leveraged to communicate the company's sustainability and innovation initiatives. Specifically, the analysis reveals that the level of awareness and consciousness among beauty advisors regarding L'Oréal's social and environmental programs remains low, highlighting an opportunity to strengthen internal communication and engagement strategies within the retail network.

## **ONG's**

For the NGO segmentation criteria, we are only considering those organizations that are specifically dedicated to fighting against animal abuse in terms of animal testing, rather than broadening the scope to include the entire sustainability sector. This will allow us to be much more assertive in addressing our issue. In addition, we decided to include one more NGO that focuses more generally on animal protection.

This approach will allow us to work in a more integrated way throughout our campaign year. At the beginning, we can engage our audiences more broadly by collaborating with this generalist NGO, and after a few months of work, move directly into the cruelty-free issue. In this way, we have one NGO that covers animal protection and preservation in a general sense, and then two NGOs that focus specifically on animal protection in terms of avoiding the use of animals for testing.

## Problem Statement

### Media

#### **Lack of organic media presence**

L'Oréal has a lack of organic media presence, which can be observed across all types of media. When L'Oréal is mentioned, it is almost always through paid content. Considering that many media outlets regularly cover topics related to the industry in which L'Oréal operates, this represents a valuable space that could greatly benefit the company.

### Government

#### **Opportunity to Elevate Government Relations**

There's a clear opportunity to build on and elevate the strong relationship L'Oréal already has with the government: move beyond protocol driven events to initiatives with visible impact for consumers. This isn't a problem to solve, but a lever to strengthen the relationship further.

### Community

#### **Opportunity to promote L'Oréal's cruelty-free initiatives**

Given the active and engaged relationship between L'Oréal and its community, there is a significant opportunity to leverage this connection to effectively communicate and amplify the brand's key messages on cruelty free practices, of which today there is little or no knowledge, despite being a pioneer in the industry.

### Clients

#### **Low transmission of L'Oréal's cruelty-free actions**

Beauty advisors are not effectively communicating the brand's key messages regarding its cruelty free initiatives. There is an opportunity to reinforce those messages for L'Oréal to start differentiating within that specific value.

### NGO's

#### **Opportunity to Strengthen L'Oréal's Collaboration with Cruelty-Free NGOs**

There is a lack of joint projects with cruelty free NGOs, presenting an opportunity to develop partnerships and communicate them to reinforce L'Oréal's commitment and raise awareness about these initiatives.

## **The Global Communication Plan: *Because We Care.***

Because We Care is born from the legacy of L'Oréal Paris' distinguished slogan, "Because you're worth it." A phrase that transcended decades, empowering women and becoming an integral part of L'Oréal's identity. Although the original message came from L'Oréal Paris, not the Group itself, audiences have long blurred that line: when people think of L'Oréal, they think of that promise of worth. Building on such a timeless idea allows us to reconnect with that emotional legacy while giving it new meaning.

Because We Care takes that empowerment one step further. It reflects L'Oréal's core belief that what surrounds us truly matters: the processes, the impact, and the unseen efforts behind every decision. No matter how large our structure grows, we remain guided by purpose: by ensuring that every action we take has meaning. Creating an alternative method to animal testing before regulations demanded it, investing decades of scientific effort, and sharing that technology so that others could join the cause, all of this proves that we care.

Today, we want to tell that story. The story of a company that leads through science, compassion, and conviction. A story that speaks for itself, inspiring others to care, to create, and to act. *Because for us, caring isn't just a value: it's the reason we exist.*

### **The Campaign**

We will run a year-long, 360° communication journey that brings together clients, NGOs, government institutions, and the scientific and academic community under a shared purpose: to shape the future of cruelty-free beauty.

At the heart of this campaign lies our purpose: to elevate L'Oréal's reputation as the leader and most trusted voice in cruelty-free beauty worldwide. But we aspire to go further beyond compliance, beyond expectations, to set a new ethical standard for the entire cosmetics industry.

By promoting transparency, innovation, and compassion at every step of our value chain, we seek to inspire a future where beauty and respect for all living beings coexist harmoniously. Through science-driven alternatives to animal testing and powerful storytelling that celebrates conscious beauty, we want the world to recognize L'Oréal not only as a brand that *cares*, but as a brand that leads the change.

Our plan unfolds in two stages: During the first four months, we will introduce the cruelty-free agenda and build baseline awareness of L'Oréal's values. Then, from month five to twelve, we will narrow the narrative spotlighting EpiSkin as the symbol of L'Oréal's innovation in alternatives to animal testing.

This phased approach allows us to bring publics into the conversation, sustain engagement over time, and ultimately deliver a meaningful impact on L'Oréal's reputation, shaping not just perceptions, but the very definition of what ethical beauty means.

### Key Messages<sup>137</sup>

Because caring is in our DNA: From EpiSkin to every formula we design, our scientific work reflects our mission to lead the way toward a more ethical, transparent, and compassionate industry.

We lead the change: over 100 years of scientific innovation, we share our technology with governments, organizations, and SMEs to end animal testing.

When Science Cares: We empower labs, and partners worldwide to join us in advancing cruelty-free research. With EpiSkin, we prove that cutting-edge science can, and must, coexist.

Because caring for beauty means caring for the planet: we're transforming not just what we make, but how we make it: ethical beauty goes hand in hand with sustainable action. Because the future of beauty must be responsible, regenerative, and respectful of all life.

---

### Campaign Goal

Strengthen L'Oréal's reputation as the most recognized brand for cruelty-free practices<sup>138</sup> across all mapped publics within the cosmetics industry in Argentina.

---

<sup>137</sup> These key messages are built upon the four fundamental pillars of our vision at L'Oréal: transparency as the foundation of trust, innovation as the driver of change, EpiSkin and science as tools for a future free from animal testing, and sustainability.

<sup>138</sup> By "the most recognized brand for cruelty free practices" we refer to a reputational position in which L'Oréal is widely perceived as a global reference in ethical and animal-testing, both for the EpiSkin innovation and for the credibility of its public commitment.

## Campaign Objectives

### General Objective<sup>139</sup>

By Q4 of 2026, achieve a 60%<sup>140</sup> increase in positive recognition<sup>141</sup> of cruelty-free practices<sup>142</sup> among mapped publics (government, media, NGOs, clients, community).

### General Strategy

Implement an integrated communication campaign that educates and builds trust through collaborative initiatives across all key stakeholders.

### Specific Objectives and Strategies

#### Media

By Q4 2026, increase by 15%<sup>143</sup> the positive perception of L'Oréal's commitment to cruelty free practices among the mapped stakeholders.<sup>144</sup>

**Strategy:** Leverage earned media channels by engaging mapped journalists to organically amplify L'Oréal's cruelty-free key messages.

#### Government

By Q4 2026, reinforce the relationship<sup>145</sup> with the Health Committee and ANMAT by 30%<sup>146</sup>.

**Strategy:** Share insights and research from L'Oréal's beauty and sustainability studies to emphasize the private sector's role in national sustainability efforts<sup>147</sup>

---

<sup>139</sup> The baseline stakeholder percentage distribution both for the general objective as well as for the specific objectives is based on the PR Data Lab archive, compiled in the past three months and aligned with the study's objectives that you may find attached in the [bibliography](#).

<sup>140</sup> Our baseline is 0% as the PR Data Lab archive states that there is no mention nor recognition of L'Oréal regarding cruelty-free practices in Argentina for the past three months. Thus, in order to reach the desired 70% means to have an increase of 100% in our efforts.

<sup>141</sup> By "positive recognition" we refer to the favorable perception of L'Oréal's strategic stakeholders regarding the company's actions, policies, and communications related to cruelty free practices.

<sup>142</sup> By "cruelty-free practices" we refer to L'Oréal's commitment to the development of tests for their market products that doesn't involve animal experimentation, as it relies on validated alternative methods (EpiSkin) which are recognized by international ethical guidelines.

<sup>143</sup> Our baseline is 0% so reaching a 15% will mean an increase of 100% in our efforts.

<sup>144</sup> A 15% increase in positive perception will move L'Oréal closer to being positioned as a key opinion leader in cruelty free practices.

<sup>145</sup> By "reinforce the relationship" we refer to not limiting the bond to a formal and protocol-driven contact, and being able to develop joint projects.

<sup>146</sup> Our baseline is 0% since L'Oréal didn't promote innovation nor ethical regulatory practices with neither of the selected institutions. Thus, increasing our efforts to 100% to achieve the 30%.

<sup>147</sup> "Emphasize the private sector's role" means highlight and provide proof by showing how L'Oréal's led initiatives contribute to nationally relevant sustainability outcomes.

## Clients

By Q4 of 2026, increase awareness of L'Oréal's cruelty-free initiatives<sup>148</sup> by 65%<sup>149</sup> among beauty advisors.

**Strategy:** Educate beauty advisors through innovative programs that enhance their understanding and ability to convey L'Oréal's cruelty-free initiatives.

## Community

By Q4 of 2026, increase awareness<sup>150</sup> regarding EpiSkin by 20%<sup>151</sup> among both universities and the scientific community<sup>152</sup>.

**Strategy:** Educate the mapped scientific and academic community about EpiSkin.

## NGO's

By Q4 2026, achieve recognition<sup>153</sup> among 100%<sup>154</sup> of the mapped stakeholders that L'Oréal is an animal cruelty free company.

**Strategy:** Establish formal partnerships with cruelty-free NGOs to strengthen L'Oréal's credibility<sup>155</sup>.

---

<sup>148</sup> By "cruelty-free initiatives" we refer to L'Oréal's commitment to the development of tests for their market products that doesn't involve animal experimentation, as it relies on validated alternative methods (EpiSkin) which are recognized by international ethical guidelines.

<sup>149</sup> Our baseline is 0%. According to the PR Data Lab archive, there were no media or social mentions linking L'Oréal with cruelty-free practices or EpiSkin. Therefore, 'increase awareness by 65% by Q4-2026' is operationalized as an increase of 100% of our efforts in order to achieve said percentage..

<sup>150</sup> By "awareness" we mean that the mapped stakeholders have the knowledge to describe what EpiSkin is.

<sup>151</sup> Our baseline pinpoints that there are no mentions regarding L'Oréal initiatives on animal cruelty free with a main focus on EpiSkin, during the quarter = 0%; Thus increasing to at least 1 mention in both universities and scientific communities equals to an increase in 70% of our efforts.

<sup>152</sup> This will help to reinforce its position as a scientifically validated and ethically responsible actor, showing leadership in research for alternatives that replace animal experimentation.

<sup>153</sup> By "achieve recognition" we refer to the acknowledgement of the targeted stakeholders regarding L'Oreal's consistent and clear commitment to animal cruelty free practices.

<sup>154</sup> Baseline: As of October 2025, within the NGO subset of our mapped stakeholders, 0% (0/3 NGOs) provide such recognition, thus an uplift of secured recognition among the mapped NGOs means an increase of 100% of L'Oréal's efforts to accomplish the objective.

<sup>155</sup> By "credibility" we refer to the trust and confidence that stakeholders place in L'Oréal's ethical commitments, such as being genuinely cruelty-free.

## TACTICS

### Tactic 1: Roots / L'Oréal & Fundación Silvestre

Publics: Media, NGO's

As the starting point of the campaign, an introductory audiovisual tactic titled "Roots" will be developed in collaboration with the Vida Silvestre Argentina Foundation. This action will aim to open the topic of animal protection from an emotional and human perspective, generating interest and connection without revealing the campaign's central objective from the start. It will consist of a short documentary miniseries made up of three brief episodes, each lasting between two and three minutes, which will be released progressively on L'Oréal's and the foundation's digital platforms and social media channels.

The series will showcase real stories of anonymous people who, in their daily lives, care for or protect animals, often without public recognition. They may be rescuers, informal caregivers, rural veterinarians, or volunteers in nature reserves. The camera will follow their routines, motivations, and the challenges they face, building an intimate portrait of their commitment. The tone will be warm, natural, and reflective, with a visual approach that highlights the relationship between humans, animals, and their



environment. In this way, the series will act as an emotional teaser, sparking curiosity among the audience and inviting them to reflect on the value of care and empathy toward animals. The communication objective of this tactic is to create an initial emotional connection between the audience and the topic of animal welfare, without yet resorting to a corporate or scientific discourse. The aim is for the public to identify with these stories, feel admiration for their protagonists, and organically associate L'Oréal with a brand that is sensitive, committed, and close to ethical causes.

Each episode will follow a simple and coherent narrative structure: an introduction of the protagonist and their environment, the development of their daily work, and a closing with a personal reflection. The series will be released weekly across platforms. In terms of collaboration with the Vida Silvestre Argentina Foundation, this partnership will add credibility and depth to the initiative, contributing real voices and testimonies from its conservational work.

The episodes will be:

Episode 1: Karina Dotto, a literature professor, turned her indignation against animal-drawn carts into a life mission. Ten years ago, she began rescuing, healing, and rehabilitating horses that were victims of abuse in the southern area of Buenos Aires. Her refuge, kept in a secret location for security, has already seen over 580 horses rescued. Karina works tirelessly to restore the dignity that was stolen from these animals, legally fighting against exploitation and financing all the effort through donations.

Episode 2: Clara Correa started her journey of helping birds out of the necessity to resolve situations of assistance for pigeons and other urban birds in the city of Buenos Aires. Clara defends the rights of birds, protecting and helping those that are in a vulnerable situation. She personally promotes and accompanies their rescue, rehabilitation, and reinsertion process back into their natural habitat.

Episode 3: María José, originally from the interior and at 43 years old, dedicates her life to animal rescue in Buenos Aires. Her activism was born from the sadness she felt seeing abandoned dogs locked up for years in animal control centers (zoonosis centers). Majo focuses her brave work on direct action, rescuing dogs in extreme situations, mainly in vulnerable areas like the Ramón Carrillo in Bajo Flores. A job she recognizes as difficult, exhausting, and with great emotional costs, but driven by her deep connection and commitment to animals.

You can see the materialization of this tactic on annexes, **Materialization of Tactic 34.**

## **Measurement**

### **Output**

- Ad readiness rate: Percentage of finalized video assets (edits, subtitles, and versions adapted for each platform) delivered on time.

- Success rate: Reach 100% of assets approved and uploaded at least one week before launch.

## Outtake

- Episode view count: Number of views per episode within 72 hours of posting.
  - Success rate: Reach a minimum of 15,000 views per episode within 3 days.

## Outcome

- Media/earned mentions: Number of mentions or reposts.
  - Success rate: Obtain at least 10 organic mentions within the two weeks following the final episode.
- Total reach: Total number of unique users reached across all episodes.
  - Success rate: Reach a cumulative audience of 3x the account's average monthly reach.
- Interaction rate per episode: Total likes, comments, shares, and saves divided by total reach.
  - Success rate: Reach an engagement rate of 10% or higher per episode.

## Tactic 2: Ecoparque & L'Oréal

Publics: Government, Media.

L'Oréal will carry out a collaboration with the Ecoparque, one of the largest public spaces in Buenos Aires dedicated to the conservation and recovery of biodiversity. L'Oréal will provide funding to this institution so that it can invest those resources in the various animal welfare causes the Ecoparque leads: initiatives that often require substantial funding, which is not always sufficient or easy to secure. With this initiative, we demonstrate Loreal's efforts in preserving spaces that protect animal welfare. As this is one of the first tactics of the campaign, we are starting to build the association between L'Oréal and animal care.

Moreover, the Ecoparque is a space that many people don't really know much about, despite the fact that its mission is both noble and essential. For this reason, we're organizing a press tour of the Ecoparque with a representative from ANMAT<sup>156</sup>, 10 invited journalists<sup>157</sup> and 3 influencers<sup>158</sup> that will be taking place in the second week of February 2026. Before

---

<sup>156</sup> Dr. N. Agustina Bisio - ANMAT Director

<sup>157</sup> La Nación: José Luis Brea, Gabriela Origlia and Fabiola Czubaj | Clarín: Florencia Cunzolo, Irene Hartmann and Agustina Devincenzi | Infobae: Valeria Chavez, Juan Gasalla, Jordi Zamora and Camila Caruso.

<sup>158</sup> Mai Pistiner, Patricia Jebsen and Camila Valero.

starting the tour, a space for coffee talk will be given in Croque Madame inside Ecoparque. Later on, Brenda Bianquet, from L'Oréal's Public Affairs team, will give a brief talk about the purpose of this collaboration between Ecoparque and L'Oréal, explaining why L'Oréal chose to provide funding to the Ecoparque. After that introduction, the goal is to allow the guests to see, behind the scenes, the day-to-day actions carried out by the Ecoparque, everything that usually goes unseen, and has a deep impact. At the end, coffee closure will be waiting again in Croque Madame as the beginning.



After the visit, each journalist will publish an article sharing their experience and highlighting this partnership between L'Oréal and the Ecoparque, helping to build an association between L'Oréal and organizations devoted to animal conservation. The same will happen with the influencers, who will instead produce a video for TikTok showing the experience.

Although the press tour itself will be intimate, these participants will later amplify the action through their own channels, generating conversation and awareness. For an entire month, an out of home advertisement showing the partnership will be displayed at the Ecoparque entrance, keeping the conversation alive about this collaboration, which will remain somewhat low-profile, but will continue reinforcing the idea of L'Oréal being connected to animal conservation initiatives.

You can see the materialization of this tactic on annexes, **Materialization of Tactic 28.**

## Measurement

### Output:

- Press invite acceptance rate: Percentage of invited journalists who confirm their attendance to the press tour.
  - **Success rate:** ≥80% of invited journalists confirm attendance.

**Outcome:**

- Published pieces within 14 days: Number of media pieces published by attending outlets within two weeks following the press tour.
  - **Success rate:** ≥1 piece published within two weeks after the press tour (per attending outlet).
- Coverage with key messages: Proportion of media coverage that includes at least two of L'Oréal's core communication pillars.
  - **Success rate:** ≥X of coverage includes at least 2 of the following core pillars: (1) L'Oréal funding support, (2) Ecoparque's conservation mission & impact, (3) the reason for the collaboration.

**Tactic 3: Brandstorm 2026 NGO collaboration**

Publics: Educational Community, NGO's

L'Oréal's Brandstorm is an international innovation competition organized by L'Oréal Group for university students. The objective is for participants to act as if they were part of the company's team and to develop a disruptive idea related to a theme that changes every year. In teams of three, they must create an innovative business project with a marketing and communication strategy, which they later present before local, regional, and, if they advance, the world final jury in Paris.

We propose that the 2026 edition of Brandstorm be launched with a challenge focused on rethinking the connection between beauty and animal welfare, inviting young people to develop projects that drive new forms of ethical innovation within the cosmetics industry. The challenge will consist of designing solutions, products, or strategies that strengthen the company's animal protection policies, promote alternative testing methods that do not involve animals, or propose new alliances and educational campaigns aimed at raising awareness about respect and care for all species. In this way, Brandstorm 2026 becomes a space to imagine cruelty-free beauty,



where science, technology, and creativity come together in pursuit of a single purpose: building a more empathetic and responsible future.

The challenge will consist of the participating teams designing solutions or projects that integrate sustainability and animal care. The jury will be composed, in the first instance, of L'Oréal's internal team, which will select the teams that advance to the national final. Then, in the national final stage, unlike in previous years, the jury will include NGO leaders<sup>159</sup> who are experts in sustainability and innovation (in addition to L'Oréal executives who contribute a business-oriented perspective).

Interdisciplinary collaboration will be encouraged, promoting the participation of students from various fields of knowledge (science, communication, design, business, technology, etc.). The finalist projects will receive mentorship and professional guidance, with the possibility of being integrated into the company's innovation or sustainability programs.

As part of the campaign's educational outreach, representatives from L'Oréal's Human Resources team will visit leading universities<sup>160</sup> across Buenos Aires to promote the Brandstorm competition and engage directly with students interested in innovation, sustainability, and ethical beauty. The goal of this tour is to inspire participation among young talents and strengthen L'Oréal's connection. During these visits, HR representatives will present the company's mission, explain the challenge theme, and provide guidance on how to apply and develop successful project proposals.

#### Competition stages:

1. Launch (12/05/25): Official presentation of the competition at the national and regional level. Promoted through social media, the competition's website, and institutional channels of partner universities. Opening of registrations and delivery of the brief with the year's theme.
2. Announcement of the Top 12 Teams (04/05/26): Evaluation of all projects by L'Oréal's internal jury, followed by the selection of the 12 semifinalist teams that stand out for their

---

<sup>159</sup> The invited NGOs: Camila Cortines from Te Protejo, Aida Gascón Bosch from AnimaNaturalis, and Matías Brea from Fundación Vida Silvestre.

<sup>160</sup> Representatives from L'Oréal's Human Resources team will visit several leading universities in Buenos Aires, including ITBA (Instituto Tecnológico de Buenos Aires), UTN (Universidad Tecnológica Nacional), UBA (Universidad de Buenos Aires), UADE (Universidad Argentina de la Empresa), Universidad Austral, Universidad de San Andrés, UAI (Universidad Abierta Interamericana), UCA (Universidad Católica Argentina) and USAL (Universidad del Salvador).

originality, feasibility, and alignment with the brand's values. Official communication with the selected teams.

3. Presentation of the Top 12 Teams before the Internal Jury (04/20/26): Internal pitch session at L'Oréal's headquarters. Each team presents its proposal to the internal jury, receiving feedback and improvement suggestions. Selection of the 6 projects that will move on to the national final.

4. Announcement of the 6 Finalists (04/30/26): Evaluation of all projects by L'Oréal's internal jury, followed by the selection of the 6 best teams that stand out for their originality, feasibility, and alignment with the brand's values, who will participate in the national final. The selected teams receive personalized mentorship from professionals and representatives of partner NGOs to strengthen their projects before the final.

5. National Final (05/20/26): In person event with a jury composed of L'Oréal executives and the leaders of NGOs. The event will be hosted by Mariano Colombo, who has been the official presenter of this stage for the past two years. His experience and dynamic style will contribute to creating an engaging and inspiring atmosphere throughout the day. Presentation of the 6 finalist projects and award ceremony for the winning team, which will represent the country in the international final in Paris.

You can see the materialization of this tactic on annexes, **Materialization of Tactic 27.**

## Measurement

### Output:

- University tour conversion (visited versus registered): Percentage of universities that register teams after being visited during the tour.
  - **Success rate:**  $\geq 5$  universities register teams after the tour, reaching  $\geq 100$  students.  
Formula:  $(\text{Universities that registered} \div \text{universities visited}) \times 100$ .
- Team registrations (on-time submissions): Number of student teams that submit their project proposals by the official deadline.
  - **Success rate:**  $\geq 50$  teams submit a project.

### Outcome:

- NGO jury participation rate: Percentage of invited NGO representatives who confirm and participate as jury members in the competition.

- **Success rate:** At least 2 of the 3 invited NGO leaders confirm their participation in the competition.
- Recruitment (intern conversion from participants): Percentage of participating students who are hired as interns within one year after the competition concludes.
  - **Success rate:** ≥ 10% of participating students are hired as interns within one year after the competitions ends.

#### **Tactic 4: Display Advertisement**

Public: Cross public tactic

This tactic will consist of launching 15 second video ads across YouTube and HBO platforms. The short yet powerful spot will deliver a clear and emotional message about L'Oréal's commitment to transforming the world into a cruelty-free place. Through inspiring visuals and concise storytelling, the ad will highlight the brand's leadership in ethical beauty and its ongoing efforts to end animal testing globally. By appearing on platforms with broad and diverse audiences, the campaign seeks to raise awareness and reinforce L'Oréal's role as a pioneer in sustainable and compassionate innovation.

In order to see the materialization of Tactic "Display Advertisement", please click [\*\*HERE\*\*](#)

#### **Measurement**

##### **Output**

- Platform targeting accuracy: Verification of correct segmentation by demographics, interests, and regions aligned with mapped stakeholders.
  - **Success rate:** Achieve 100% alignment with the defined audience segmentation criteria.

##### **Outtake:**

- Total reach: Total number of unique viewers reached across YouTube and HBO Max combined.
  - **Success rate:** Reach at least 700,000 unique viewers during the campaign period.

## **Tactic 5: Exclusive landing page of episkin and cruelty free practices and initiatives**

Public: Cross public tactic

The following tactic proposes the creation of an exclusive digital landing page dedicated to communicating L'Oréal's scientific, ethical, and institutional commitment to animal testing free innovation. The page will serve as a transparent and educational hub, designed to reach and inform the five mapped stakeholder groups (Government authorities, NGOs, media, clients, and the broader community) by presenting verifiable, science based information rather than promotional content.

The main goal of the landing page is to increase understanding and trust regarding L'Oréal's cruelty free practices and to highlight Episkin as a validated alternative method for product safety and efficacy testing.

Regarding the content, first and foremost, we will include a concise introduction outlining L'Oréal's ethical position on animal testing. Secondly, a scientific section dedicated to Episkin featuring explanations of its reconstructed human epidermis model, research validation, and its role in advancing cruelty free innovation, providing downloadable archives/pdfs for further information. Thirdly, we will introduce the campaign, *Because We Care*, and mention some of the actions that we carried out. Last but not least, we will present the bill that L'Oréal's fostering along with Te Protejo and Change Org, showing that this cause is a day to day work.

We stated that the website will be cross-public, as in every opportunity and across all tactics, a QR code will be provided redirecting users to the landing page.

You can see the materialization of this tactic [here](#).

### **Measurement**

### **Output**

- Quality control over exposed content and functionality: Verification of factual accuracy, language quality, and technical completeness across all assets, as well as full page functionality.
  - **Success rate**: 100% accuracy and functionality before publication.

## Outcome

- Click-through rate (CTR) on key CTAs: Measures the percentage of users who click on calls-to-action (e.g., “Learn More,” “Download,” “Join Us”).
  - **Success rate:** ≥ 5% CTR on key buttons.

## Tactic 6: Round Table with ANMAT, CAPA & CONICET representative.

Public: Government, Scientific Community.

To put Episkin into the conversation, we need to sit down with the main governmental actors in the cosmetic and pharmaceutical industry. This is why we are organizing a series of three round tables with ANMAT (Mg. Enriqueta María Pearson), a representative of L'Oréal Groupe from the team of CA & E, a representative of CONICET (Maria Laura Gutierrez) in Argentina, and the Argentine Chamber of the Personal Hygiene, Cosmetic, and Perfumery Industry (Fabián Heler), Taking place every six weeks throughout the first phase of the campaign.



The purpose of these meetings is to build a close and ongoing relationship with the regulatory authorities, while sharing L'Oréal's pioneering role in developing cruelty free alternatives and explaining in depth what in vitro reconstructed skin is and how it contributes to more ethical science.

Each meeting will progressively deepen the dialogue, from raising awareness and understanding of L'Oréal's scientific leadership, to fostering collaboration across sectors.

Ultimately, the goal is that these conversations lay the foundation for a joint effort toward promoting a law that recognizes and encourages cruelty-free innovation in Argentina.

You can see the materialization of this tactic on annexes, **Materialization of Tactic 31.**

## Measurement

### Output:

- Invitation confirmation rate: Percentage of invited representatives (from ANMAT, CAPA, and CONICET) who confirm attendance prior to the event.
  - **Success rate:** Reach 100% confirmation from all three institutions at least one week before the round table.

### Outcome:

- Satisfaction rate: Average score from post-event feedback forms assessing the relevance of topics discussed, quality of dialogue, and event organization.
  - **Success rate:** Achieve an average satisfaction score of 4.0 or higher on a 1–5 scale.

## Tactic 7: Client capacitations

### Public: Clients

Three two-hour training sessions will be organized one per month at the beginning of the campaign, bringing together Beauty Advisors who work directly with clients. The sessions will take place at L'Oréal's offices, with the option to join remotely to ensure broader participation. The objective will be to communicate the campaign's key messages and present L'Oréal Group's ethical initiatives, reinforcing the brand's commitment to responsible beauty. Each meeting will also include an open space for questions and general inquiries about L'Oréal Group, fostering dialogue, transparency, and a shared sense of purpose across all teams.

#### First Session: "When Science Cares"

This opening session will focus on introducing the campaign and its first two key messages: *When Science Cares: We empower labs and partners worldwide to join us in advancing cruelty-free research. With EpiSkin, we prove that cutting-edge science can, and must, coexist.*

*Because caring for beauty means caring for the planet: we're transforming not just what we make, but how we make it. Ethical beauty goes hand in hand with sustainable action, because the future of beauty must be responsible, regenerative, and respectful of all life.*

Beauty Advisors will explore how to translate these messages into meaningful conversations with consumers, emphasizing L'Oréal's leadership in cruelty-free innovation and

sustainability.

### Second Session – “We Lead the Change”

The second training will center on the message:

*We lead the change: Over 100 years of scientific innovation, we share our technology with governments, organizations, and SMEs to end animal testing.*

This session will highlight L'Oréal's pioneering role in transforming the beauty industry through collaboration and advocacy. Advisors will be encouraged to share insights from their daily interactions, identifying ways to strengthen consumer trust and awareness of L'Oréal's ethical legacy.



### Third Session – “Because Caring Is in Our DNA”

The final session will focus on:

*Because caring is in our DNA: From EpiSkin to every formula we design, our scientific work reflects our mission to lead the way toward a more ethical, transparent, and compassionate industry.*

This closing encounter will serve to consolidate all campaign learnings, reinforcing the emotional and scientific foundation behind L'Oréal's vision of responsible beauty. It will also provide space for collective feedback and reflection on the role of Beauty Advisors as ambassadors of this purpose-driven transformation.

You can see the materialization of this tactic on annexes, **Materialization of Tactic 30.**

## **Measurement**

### Output:

- RSVP response rate: Percentage of invitees who respond to the RSVP (Yes/No) by the established deadline prior to the event.

- **Success rate:** ≥90% of the total invite list submits an RSVP (Yes/No) by the deadline.

Outcome:

- Attendance: Percentage of invited clients who participated (presential or online) in the capacitations
  - **Success rate:** Reach 80% of attendance rate from all the invited clients.
- Client feedback: Percentage of clients who successfully understood the content
  - **Success rate:** at least the 90% of clients who attend the capacitations (presential or online). Gathered through post-session surveys.

**Tactic 8: Visit to the EpiSkin Laboratory (Brazil)**

Publics: Media, Scientific community, government, NGO's

During the second week of the seventh month of the campaign, in June, we will organize a visit of three days to the EpiSkin laboratory in Brazil, located within the L'Oréal Group Research & Innovation Center in Rio de Janeiro. The trip will be coordinated by L'Oréal Group's Corporate Affairs & Sustainability team and will include 5 journalists of the mapped media<sup>161</sup>, 3 social media journalists<sup>162</sup>, a representative from CONICET's Scientific and Technology Development Management<sup>163</sup>, a representative of ANMAT<sup>164</sup>, 2 science communicators<sup>165</sup> who host the podcast "En Teoría" and regularly discuss scientific topics on social media: ideal partners to amplify this initiative and finally, one representative from the NGO Te Protejo and other from the staff of L'Oréal<sup>166</sup>.



<sup>161</sup> Editor in Chief Infobae Guillermo E. Pintos (Culture), Editor in Chief Clarin Ezequiel Burgo (Economy), Editor in Chief La Nacion María Elena Polack (Lifestyle), Editor in Chief La Nación José Luis Brea (Economy) and Editor Elle Magazine Arlette Barrionuevo (Beauty)

<sup>162</sup> TV and digital media communicator and influencer - Mai Pistiner | Journalist and Influencer - Camila Valero | Public Relations Professional Patricia Jepsen.

<sup>163</sup> Head manager Liliana Sacco and Director of agreements and projects Patricia Maccagno.

<sup>164</sup> Directorate of Evaluation and Management of Health Product Monitoring - Mg. Bioing. Emilce Gabriela Vicentin

<sup>165</sup> Celeste Giardinelli and Almendra Veiga.

<sup>166</sup> Brenda Bianquet, responsible for Corporate Affairs.

Each guest will receive a press kit, designed as a box under the slogan “Where science meets beauty” Inside the box, they will find a magnifying glass, symbolizing the idea of discovering together what L'Oréal has to share. The box will also include a book in the shape of a passport with the itinerary of the trip and the requirements. Influencers invited will have to post a short video unboxing the kit on their social media, to spark curiosity and conversation around the experience.

The three-day trip will begin with some free time and a warm welcome dinner where participants will be greeted by the L'Oréal team and introduced by Brenda Bianquet (responsible of Public Affairs) to the objectives and detailed agenda of the experience.

On the second day, attendees will visit the EpiSkin laboratory for a guided tour that showcases its history, development, and the pioneering work behind reconstructed human epidermis models, including all the meals. They will also take part in interactive activities designed to immerse them in the scientific process and demonstrate the innovation behind alternative testing methods.

The final day will take place at L'Oréal Brazil's headquarters, featuring seminars on the company's values and its long-standing commitment to cruelty-free research and responsible innovation. The journey will conclude with a networking session and closing cocktail, offering space for reflection.

During the trip, influencers and social media journalists are expected to record content specifically focused on the laboratory. This content must be uploaded within 14 days after the trip concludes. They are required to film three videos and post them on both Instagram and TikTok. As for journalists from traditional media outlets, they are expected to publish one article after the trip, describing their experience at the laboratory, with a particular focus on EpiSkin.

EpiSkin operates across three laboratories worldwide (China, France, and Brazil). Bringing opinion leaders and scientists to one of the sites where this innovation is developed every day, aims to help them experience the science and meet the teams behind these advances, contextualize how L'Oréal has invested in alternative methods over decades and encourage credible amplification through their channels (press, podcast, social media), so more people can learn and feel part of this story.

You can see the materialization of this tactic on annexes, on **Materialization of Tactic 25.**

## Measurement

### Output:

- Press kit on-time delivery: Timely distribution of press kits to all the guests before the trip.
  - Success rate: 100% delivered  $\geq 7$  days before the trip.
- Unboxing post rate: Percentage of invited influencers who post unboxing content within days of receiving their kit.
  - Success rate:  $\geq 100\%$  of invited influencers post an unboxing within the days of receiving the kit.
- Invite acceptance rate: Proportion of invited guests who confirm attendance for the trip.
  - Success rate:  $\geq 85\%$  acceptance.

### Outtake:

- Same-day social posts: Percentage of attendees who publish stories or posts while the visit is taking place.
  - **Success rate:**  $\geq 60\%$  publish stories and/or posts while the visit is happening.

### Outcome:

- Published pieces within 14 days: Number of media or social pieces published by attendees in the two weeks following the trip.
  - **Success rate:**  $\geq 5$  pieces published in the two weeks after the trip.
- Correct message spread in coverage: Percentage of published pieces that feature at least two of the campaign's core claims (e.g., transparency, EpiSkin, cruelty-free).
  - **Success rate:** At least 70% of total coverage includes two or more core claims.

## Tactic 9: L'Oreal's House

Public: Clients, Media, Scientific Community.

The L'Oréal House "A Home for Change" will be an experiential space located in Barrio Parque (CABA) that showcases L'Oréal's history of innovation and leadership in cruelty-free practices through interactive and informative talks, with a special focus on EpiSkin technology. This will take place in the second week of September 2026.

The house will run for one week, welcoming a different client each day. This approach will create a personalized experience for every client, without the need to combine all participants at once, allowing for more focused education and in-depth communication to ensure the effective delivery of key messages. In addition, 2 journalists will be invited each day, helping to amplify the initiative across digital channels, expecting at least 1 note published per journalist sharing key messages. You can see an example of the list of guests of the day [here](#).

Each day, The L'Oréal House will open its doors at 3:00 PM, welcoming guests to an immersive three-hour experience, closing at 6:00 PM. Upon arrival, attendees will walk through a corridor lined with walls that tell the story of L'Oréal's pioneering journey in cruelty-free innovation, visually showcasing key milestones and scientific achievements throughout the years.

Once inside, guests will enjoy a 30-minute afternoon catering, offering an elegant and relaxed atmosphere for networking and conversation. At 4:00 PM, the experience

will continue with the screening of a short video explaining *the science behind Episkin*, the revolutionary technology that allows testing without the use of animals. Following the video, Mariana Petrina, L'Oréal's Communications Manager, will deliver a 30-minute speech, sharing how L'Oréal remains committed to advancing cruelty-free practices every day.

She will then introduce Maria Laura Gutierrez from CONICET, the event's keynote speaker, who will offer a scientific perspective to reinforce the credibility and impact of L'Oréal's ongoing research and innovation in this field.

To conclude the day, guests will take part in a "Science Meets Beauty", where they'll have the chance to experiment with episkin watching on live how it reacts exactly as a real human skin, without cruelty.

Finally, as the experience concludes, each guest will receive a gift bag containing a selection of L'Oréal products and an informative flyer that will explain L'Oréal's long standing efforts and scientific advancements toward cruelty free research and alternative testing



methods. This gesture aims not only to thank participants for their involvement, but also to reinforce the key messages of the visit, leaving them with tangible evidence of the company's values and dedication to ethical beauty.

You can see the materialization of this tactic on annexes, on **Materialization of Tactic 26.**

## Measurement

### Output:

- RSVP response rate (pre-campaign): Percentage of invitees who respond to the RSVP (Yes/No) by the established deadline prior to the event.
  - **Success rate:** ≥90% of the total invite list submits an RSVP (Yes/No) by the deadline.

### Outcome:

- Show-up rate among confirmed RSVPs: Percentage of confirmed guests who actually attend the event each day.
  - **Success rate:** ≥80% of confirmed attendees actually attend (per day).
- Average time spent (3-hour program): Average duration of attendee participation throughout the 3-hour event program.
  - **Success rate:** ≥2 hours average stay.
- Landing page QR scans: Number of QR code scans directing to the campaign's landing page during the event.
  - **Success rate:** ≥20 scans per day.
- Media pieces from attending journalists: Number of articles or media pieces published by attending journalists following the event.
  - **Success rate:** ≥1 piece per journalist within 7–10 days after the event.

## Tactic 10: “En Teoría” Podcast

Public: Scientific community, Education community.

At the midpoint of the campaign, L'Oréal will collaborate with “En Teoría”, a globally ranked Top 75 science podcast followed by a large young audience interested in innovation and technology. The episode will feature a representative from CONICET, who will join the hosts to discuss cruelty-free practices and explore the science behind Episkin, highlighting how L'Oréal's investment in ethical research and innovation is shaping the future of responsible beauty.

The conversation will seek to connect the worlds of science and everyday life, presenting complex ideas in an accessible and engaging way. By featuring a credible scientific voice and a popular communication platform, this collaboration will help position L'Oréal as a transparent and forward-thinking brand that promotes ethical innovation and public education.

To amplify the reach and impact of the episode, a digital strategy will be launched across both L'Oréal's and the podcast's social media channels. The campaign will include short-form video clips, key quotes, and behind-the-scenes moments, all designed to increase engagement and drive traffic to the full episode. A dedicated hashtag (#ScienceOfEthicalBeauty) will encourage users to share reflections, while an interactive segment called "Ask the Science" will invite listeners to submit questions about animal-free testing to be answered by Maria Laura Gutierrez, a CONICET expert during the episode.



In addition to the digital promotion, the initiative will extend into the academic space by inviting 30 university students from the Pharmacy and Biomedical degree of UBA, Biotechnology degree from UADE and Management and Technology from ITBA, to attend the live recording of the program. This participation will offer them a unique opportunity to experience the discussion firsthand and to engage directly with the speakers. A dedicated Q&A segment will allow students to ask questions and clarify their doubts about the scientific, ethical, and innovative aspects of the cosmetics industry, fostering a dynamic and educational exchange. The selected students will be the ones who are the first in answer assistance as we count with limited space.

Through this tactic, L'Oréal not only increases awareness of its cruelty-free commitment but also reinforces its connection with younger generations who value authenticity, transparency, and scientific integrity, turning knowledge into a bridge between ethical beauty and meaningful communication.

You can see the materialization of this tactic on annexes, **Materialization of Tactic 32.**

## Measurement

### Outcome:

- Total reach: Total number of unique listeners reached across all podcast platforms and linked channels.
  - **Success rate:** Reach at least 15,000 unique listeners within one month.
- Engagement rate: Number of organic mentions, shares, or reposts by institutions, universities, or partner organizations.
  - **Success rate:** Obtain at least 8 organic mentions within 4 weeks of publication.
- Completion rate: Percentage of listeners who play the episode from start to finish.
  - **Success rate:** Maintain an average completion rate of 65% or higher.

### Tactic 11: Legislative Proposal “For a cruelty-free Argentina”

Public: Government, Media, Scientific Community and NGOs.

L'Oréal will collaborate with Argentina's largest animal protection NGO, Te Protejo, to draft and launch a bill proposal to prohibit animal testing. The goal of this tactic is not to pass the law within the campaign year due to the fact that legislative processes can take several years, but rather to initiate the process and put the issue into public debate, so that we can strengthen L'Oréal's reputation on this topic. Working together with María Laura Gutiérrez, a CONICET researcher leading EpiSkin work in Argentina, the leaders of Te Protejo (President Camila Cortínez and Director Nicole Valdebenito) , and the major digital advocacy platform Change.org, L'Oréal will co-author a draft bill, present it to a legislator that cares about this cause, and catalyze public conversation around alternatives to animal testing. This is a staged sequence to initiate a public conversation and maximize reputational impact:

1. Biweekly meetings for three months among all project participants: the Corporate Affairs & Sustainability team from L'Oréal, Te Protejo leadership, the CONICET representative (María Laura Gutiérrez), and a Change.org liaison. These sessions will define the key messages (such as "For a cruelty-free Argentina") to be conveyed and explore other alternative testing methods available in Argentina beyond EpiSkin. The focus is not only on showcasing that L'Oréal has a method, but on demonstrating that L'Oréal is aligning itself with the cause: advocating for a cruelty-free Argentina.

2. The working group drafts the initial bill text. L'Oréal and CONICET provide the scientific annexes, Te Protejo contributes the ethical framework and implementation proposals, and Change.org advises on the public framing.

3. Map potential legislative champions (national deputies/senators or relevant provincial members). Target those with prior environmental or animal welfare interest.

4. Contact the selected government representative and hold a meeting to advance the cause. The designated legislator will provide the appropriate legislative framework and refine technical details of the proposal.

5. Host a closed press briefing for selected journalists (press day) to present the evidence, introduce the partners, and explain the legislative intent. Emphasize that this is a reputational and collaborative initiative.

6. Coordinate with the legislator to publicly present the bill. Simultaneously, launch the public awareness phase, which includes a Change.org petition and a joint advertising campaign across out-of-home and social media channels led by L'Oréal and Te Protejo.

7. Host monthly roundtables with the industry, the scientific community, and NGOs. Invite public consultations and collect feedback to refine and strengthen the bill proposal.



In strategic terms, L'Oréal gains legitimacy: by initiating, and making transparent, a legislative process alongside Te Protejo, CONICET, and Change.org, the company shows that its cruelty-free commitment goes beyond and becomes public, verifiable, and a collaborative action. This strengthens its reputation across stakeholders (government, media, NGOs) and consolidates its role as a key opinion leader.

You can see the materialization of this tactic on annexes, **Materialization of Tactic 33.**

## Measurement

### Output:

- Advocacy meeting rate: Number of preliminary meetings held with government and NGO representatives to present and align on the proposal's objectives.
  - **Success rate:** Conduct a minimum of 4 meetings before the legislative launch.

### Outcome:

- Media visibility: Number of articles, mentions, or interviews covering the proposal across national and specialized media outlets.
  - **Success rate:** Obtain at least 5 media mentions within four weeks of the launch.

## Tactic 12: Final Event

Public: Clients, Media, Government, Community, NGO's

As the closing of the campaign, a final dinner event will be held on December 5th, 2026, at 6 pm in the emblematic auditorium of the Faculty of Law of the University of Buenos Aires, a symbolic venue chosen for its strong association with transparency, ethics, and dialogue.

This gathering will mark the culmination of a comprehensive strategy that positioned the brand as a benchmark in scientific innovation and ethical commitment to animal welfare through open and participatory communication. The event will bring together all key audiences that played a role in the process: journalists specialized in science and health<sup>167</sup>, L'Oréal's Public Affairs and Communications team<sup>168</sup>, representatives from the national

---

<sup>167</sup> Irene Hartman (Health and Science specialized journalist from Clarín), Florencia Cunuzolo and Ludmila Moscato (Editors of section "Buena Vida" from Clarín); Romina Cansler (Editor and journalist of Health, science and tendencies from Infobae), Valeria Roman and Victor Ingrassia (Journalists specialized in Science and health from Infobae); Nora Bär and Fabiola Czubaj (Health and science editor from La Nación), Martín De Ambrosio (Culture, health and science journalist from La Nación).

<sup>168</sup> Mariana Petrina (Corporate Affairs Engagement and Sustainability Director L'Oréal Argentina) and Brenda Bianquiet (Corporate Affairs Manager at L'Oréal Argentina).

government and regulatory bodies, members of the scientific community, clients representatives<sup>169</sup>, and NGOs that collaborated throughout the campaign<sup>170</sup>.

The evening will begin with a video recap summarizing the #BecauseWeCare campaign, a visual journey through L'Oréal's efforts to build a cruelty free world and lead the transformation toward ethical beauty. Following this, a 15 minute presentation will showcase the tangible results achieved by similar legislative frameworks in other countries, illustrating how the ban on animal testing has strengthened the cosmetics industry through innovation, scientific progress, and consumer trust.

As guests move into the dinner experience, they will be invited to enjoy a fully ethical dinner, carefully curated to reflect the campaign's core values: no animal-based ingredients, local and seasonal products, and a sustainable approach to gastronomy. This detail reinforces the coherence between L'Oréal's message and its practices, turning the event itself into a living example of ethical innovation.

Later on, a special recognition ceremony will honor the key figures who played a decisive role in driving this change:

- The Corporate Affairs & Engagement team of L'Oréal, for their leadership in promoting the national bill to prohibit animal testing in cosmetics.
- A representative from a partner NGO (Camila Cortinez, from Te Protejo), for their continued advocacy and commitment to cruelty-free practices.
- María Laura Gutiérrez, from CONICET, for her invaluable scientific contribution and support throughout the initiative.

Finally, the event will look toward the future, presenting L'Oréal's upcoming commitments in research, education, and policy advocacy. Among them, the company will emphasize the continuation of its support for the animal testing ban bill in Argentina, new



---

<sup>169</sup> Carlos Juleriaque (President of Juleriaque), Claudio Cerini (Director of Cerini Beauty), Diego Cortassa (President of Parfumerie), Franco Bordoni (President of Rouge), Martin Enrique Mussat (President of Las Margaritas), Sebastian Miranda (CEO of Farmacity), Cristian Maculán and Luis Segura (Presidents of FarmaPlus) and Rodolfo Alberto La Rosa (President of Pigmento).

<sup>170</sup> Te Protejo (Camila Cortínez) ; Fundacion Vida Silvestre (Matías Brea) ; AnimaNaturalis (Aïda Gascón Bosch)

collaborations with universities, training programs for professionals, and awareness campaigns aimed at expanding the conversation on ethical science and sustainable beauty. In this way, the final event will not only serve as a formal closure, but also as a celebration of collective progress and a projection toward what comes next, reaffirming L'Oréal's leadership in responsible innovation and its active role in standing up for a cruelty free country.

You can see the materialization of this tactic on annexes, **Materialization of Tactic 35.**

## **Measurement**

### **Outcome:**

- Attendance rate: Percentage of invited guests who attend the event.
  - Success rate: Reach 80% of attendance rate from all the invited public.
- Number of media mentions and articles published about the event.
  - Success Rate: Reach at least 10 articles or mentions in media outlets within the week following the event.
- Satisfaction rate: Average satisfaction score from post-event surveys regarding various aspects such as venue, food quality, and overall experience.
  - Success Rate: Reach an average satisfaction score of 4.0 or higher on a scale of 1 to 6.

### **Tactic 13: Out of home advertisement**

During the first half of the campaign, out of home advertising will be implemented to maximize visibility and awareness. Billboards and digital screens will feature the campaign's logo and slogan.

Strategically placed along Libertador Avenue, 9 de Julio Avenue, as well as in the Retiro–Mitre train station, these visuals will reinforce L'Oréal's position as a global leader in cruelty-free innovation. The design will highlight the connection between science, ethics, and beauty, inviting the public to discover more about L'Oréal's commitment to responsible

research and sustainable practices.



All outdoor and train advertising has been properly validated in accordance with the regulations of the City Government, ensuring full compliance with the legal, safety, and content requirements established for this type of display.

You can see the materialization of this tactic on annexes, **Materialization of Tactic 29.**

## Measurement

### Output:

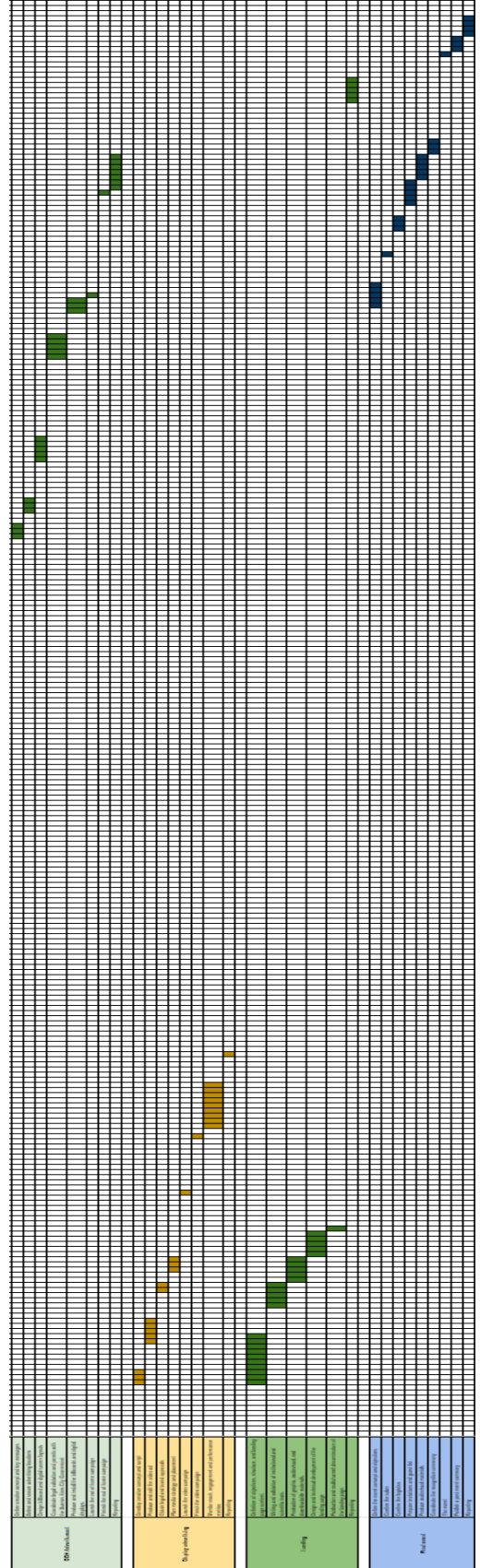
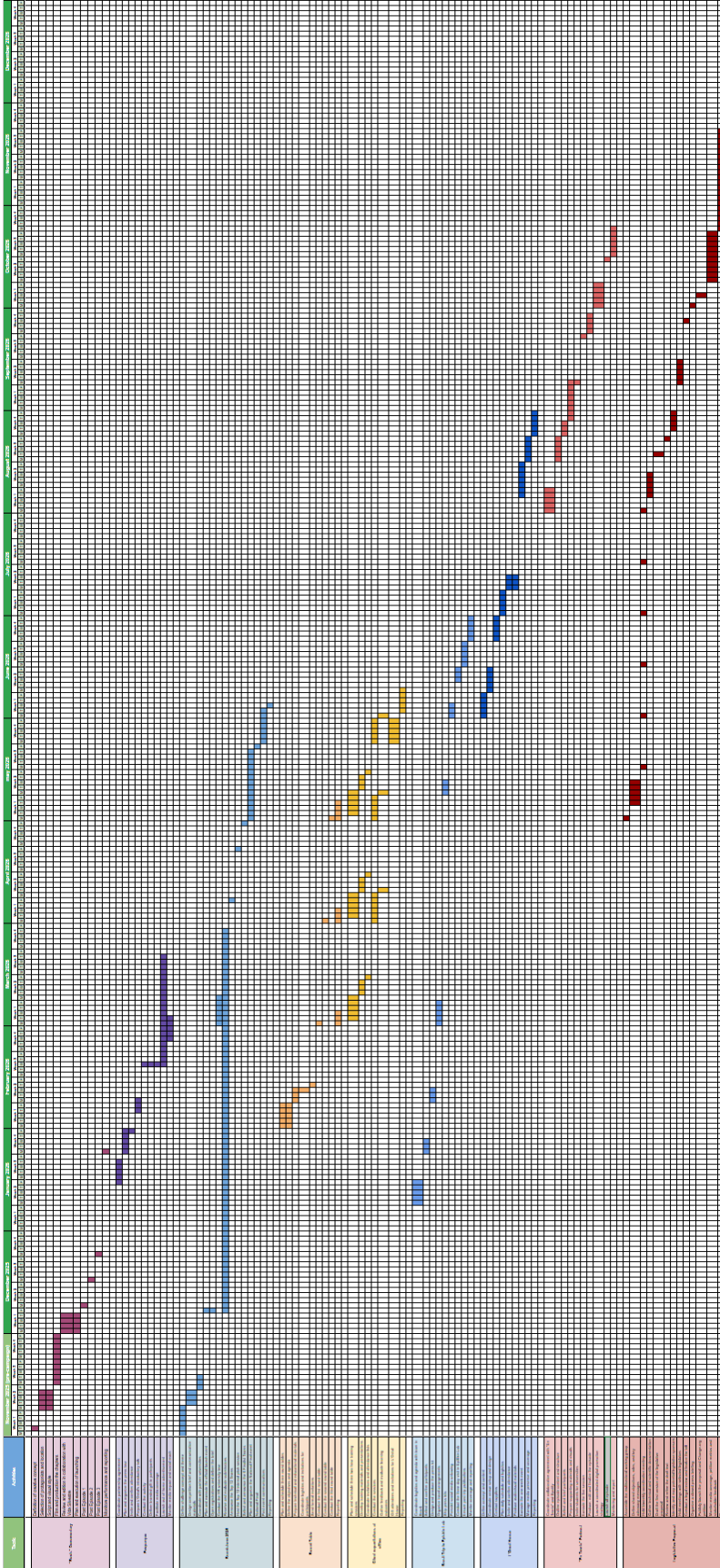
- Verification of visual readability and QR performance at real viewing distances.
  - **Success rate:** 100% of OOH assets must be readable and functional under real conditions.

### Outcome:

- Volume of social media mentions generated as a direct result of the OOH pieces.
  - **Success rate:** Reach  $\geq 15$  mentions on social platforms within 10 days after installation.

## GANTT Diagram

For a better view, you may access our project GANTT Diagram by clicking **here.**



## Budget

For a better view, you may access our project Budget by clicking [here](#).

| BECAUSE WE CARE CRUELTY FREE CAMPAIGN BUDGET - L'ORÉAL GROUPE |                             |                                 |                                     |       |          |                |             |
|---|-----------------------------|---------------------------------|-------------------------------------|-------|----------|----------------|-------------|
| TACTIC  | Concept                     | Items                           | Supplier                            | Units | Days     | Price per unit | Final Price |
| EpiSkin Laboratory (Brazil)                                   | Allowances                  | Flights                         | Despegar                            | 14    | 3        | \$330.00       | \$4,620.00  |
|   |                             | Medical Assistance              | Universal Assistance                | 14    | 3        | \$9.00         | \$378.00    |
|   |                             | Uber/Taxi                       | Uber Brazil                         | 14    | 3        | \$40.00        | \$560.00    |
|   |                             | Hotel                           | Hilton Rio de Janeiro               | 14    | 3        | \$378.00       | \$5,308.00  |
|   |                             | Daily meal allowances           | L'Oréal Argentina                   | 14    | 3        | \$50.00        | \$2,100.00  |
|   |                             | Welcoming dinner                | Fogo de Chão                        | 14    | 1        | \$74.51        | \$1,043.14  |
|   |                             | Contract payment                | -                                   | 3     | -        | \$4,000.00     | \$12,000.00 |
|   |                             |                                 |                                     |       | TOTAL    |                | \$26,007.14 |
| L'Oréal House   | Entertainment               | Speaker                         | Maria Laura Gutierrez               | 1     | 7        | \$200.00       | \$1,400.00  |
|   |                             | Photographer                    | Argent Producciones (Marcelo Pines) | 1     | 7        | \$200.00       | \$1,400.00  |
|   | Services                    | Ambientation                    | Pura Ambientación                   | 1     | 7        | \$3,000.00     | \$3,000.00  |
|   |                             | Catering                        | GEC Corporate                       | 7     | 7        | \$800.00       | \$5,600.00  |
|   | Venue                       | The House                       | Ferrari Bassi                       | -     | 7        | \$1,500.00     | \$10,500.00 |
|   | Invitations                 | Influencers                     | Mai Pastiner and Camila Valero      | 2     | 1        | \$1,500.00     | \$3,000.00  |
|   |                             |                                 |                                     |       |          | TOTAL          |             |
| Brandstorm 2026 - Cruelty free edition                        | Space and Technic equipment | Salon Puerto Salguero           | Puerto Salguero                     | 1     | 1        | \$20,000.00    | \$20,000.00 |
|   |                             | Catering for semi-finals        | Dublé                               | 1     | 1        | \$700.00       | \$700.00    |
|   | Catering                    | Catering for final event        | GEC Corporate                       | 2     | 1        | \$2,000.00     | \$4,000.00  |
|   |                             | Speaker/Host                    | Mariano "Pato" Colombo              | 1     | 1        | \$1,000.00     | \$1,000.00  |
|   | Photographer and filmmaker  | 2 photographers and a filmmaker | Rubra                               | 1     | 1        | \$1,420.00     | \$1,420.00  |
|   |                             | Indoor posters                  | RouAArte                            | 4     | 1        | \$10.00        | \$40.00     |
|   | Event branding              | Credentials                     | Ploot                               | 18    | 1        | \$2.00         | \$36.00     |
| Toteems   |                             | Multiled                        | 2                                   | 1     | \$100.00 | \$200.00       |             |
|   |                             |                                 |                                     |       | TOTAL    |                | \$27,386.00 |
| Ecoparque   | Venue & Permits             | Space rental + Permits          | Croque Madame (EcoParque coffee)    | 1     | 1        | \$1,000.00     | \$1,000.00  |
|   |                             | Coffee break                    | Croque Madame service               | 18    | 1        | \$28.00        | \$490.00    |
|   | Advertising                 | Billboard's at Avenida La Heras | JCDecaux-Argentina                  | 1     | 30       | \$8,000.00     | \$8,000.00  |
|   |                             |                                 |                                     |       |          | TOTAL          |             |
| Landing page of the campaign                                  | Personnel                   | L'Oréal Legal Team              | Intern team                         | 1     | -        | -              | -           |
|   |                             | UX Designer                     | Nicolas U. (Workana)                | 1     | 10       | \$100.00       | \$1,000.00  |
|   | Expenditure                 | Domain Hosting                  | NicAr                               | 1     | 365      | \$25.00        | \$25.00     |
|   |                             | Google Ads - Search             | Google Ads                          | 1     | 30       | \$80.00        | \$2,700.00  |
|   | Advertising                 | Google Ads - Display            | Google Ads                          | 1     | 30       | \$50.00        | \$1,500.00  |
|   |                             |                                 |                                     |       |          | TOTAL          |             |

|   |                            |   |                          |    |       |             |             |
|---|----------------------------|---|--------------------------|----|-------|-------------|-------------|
| Out of Home (OOH)                                     | Advertisement              | Billboard 8x3 - Av. del Libertador and 6 de Julio         | JCDecaux Argentina       | 2  | 14    | \$8,260.00  | \$16,500.00 |
|   |                            | 3 LED Totems - 9 de Julio, Microcentro and Av. Libertador | JCDecaux Argentina       | 3  | 14    | \$5,000.00  | \$10,000.00 |
|   |                            | Transport Advertising, Retiro-Mitre Train Station         | VFM                      | 1  | 28    | \$12,000.00 | \$12,000.00 |
|   |                            | Design and technical Adjustment of OOH Pieces             | Casaux Creative Lab.     | 6  | 28    | \$238.00    | \$1,434.00  |
|   | Validation and Trafficking | Compliance with GGBA and Trafficking Upload               | JCDecaux Argentina       | 1  | -     | \$400.00    | \$400.00    |
|   |                            |   |                          |    | TOTAL |             | \$40,334.00 |
| Display Advertisement                                 | HBO Ads                    | Programmatic display campaign                             | HBO Advertising LATAM    | 1  | 14    | \$800.00    | \$11,200.00 |
|   | Google Ads                 | Youtube Display   | Publicis                 | 1  | 14    | \$600.00    | \$8,400.00  |
|   | Video Creation             | 1 video of fifteen seconds                                | The Three Hundred Agency | 1  | -     | \$1,500.00  | \$1,500.00  |
|   |                            |   |                          |    | TOTAL |             | \$21,100.00 |
| Round Table with ANMAT, CAPA & CONICET representative | Service                    | Coffee Break  | GEC Corporate            | 6  | 3     | \$270.00    | \$1,620.00  |
|   | Logistics                  | Uber/Taxi   | Uber Argentina           | 10 | 3     | \$150.00    | \$800.00    |
|   |                            |   |                          |    | TOTAL |             | \$2,520.00  |

|                     |                                 |   |                               |                 |       |            |             |
|---------------------|---------------------------------|---|-------------------------------|-----------------|-------|------------|-------------|
| "En Teoria" Podcast | Talent                          | CONICET Expert  | CONICET                       | 1               | 1     | \$1,000.00 | \$1,000.00  |
|                     | Logistics                       | Transport for the CONICET, L'Oréal representative and "En Teoria" | Uber Argentina                | 4               | 3     | \$25.00    | \$800.00    |
|                     | Editing of Short Videos         | Vertical Clips  | Casaux Creative Lab.          | 10              | -     | \$70.00    | \$700.00    |
|                     | Media Distribution              | Paid Media  | Meta ADS                      | 1               | 14    | \$80.00    | \$1,260.00  |
|                     |                                 |   | Google ADS - Search + Display | 1               | 14    | \$80.00    | \$1,260.00  |
|                     |                                 |   | Youtube Discovery             | 1               | 14    | \$80.00    | \$840.00    |
|                     | Materials                       | Posters with QR displays (70x100 cm)                              | Indigo                        | 30              | 3     | \$25.00    | \$750.00    |
|                     | Social Listening and Monitoring | L'Oréal PR Team   | L'Oréal Argentina             | -               | -     | -          | -           |
|                     |                                 |   |                               |                 |       | TOTAL      | \$8,110.00  |
|                     | Client capacitacions            | Catering  | Coffee break                  | Dubidá Catering | 3     | 3          | \$800.00    |
|                     |                                 |   |                               |                 | TOTAL |            | \$2,400.00  |
| Roots documentary   | Production                      | Scriptwriting   |                               | 3               | -     | \$500.00   | \$1,500.00  |
|                     |                                 | Filming   |                               | 3               | 3     | \$2,000.00 | \$6,000.00  |
|                     | Post-production                 | Edition   | Display AV                    | 3               | -     | \$600.00   | \$1,600.00  |
|                     |                                 | Sound   |                               | 3               | -     | \$300.00   | \$900.00    |
|                     |                                 | Graphic Identity  |                               | 3               | 1     | \$200.00   | \$600.00    |
|                     |                                 | Transportation  | Uber                          | 3               | 3     | \$100.00   | \$300.00    |
|                     | Logistics                       | Catering  | GEC Corporate                 | 3               | 3     | \$300.00   | \$900.00    |
|                     |                                 |   |                               |                 |       | TOTAL      | \$11,700.00 |

|             |              |  |                   |   |     |                |              |
|-------------|--------------|--|-------------------|---|-----|----------------|--------------|
| Final event | Venue        | Facultad de derecho  | UBA               | 1 | 1   | \$17,000.00    | \$17,000.00  |
|             | Dinner       | Food   | Errepe Productora | 1 | 1   | \$3,000.00     | \$3,000.00   |
|             |              | Waiters  | Errepe Productora | 5 | 1   | \$180.00       | \$900.00     |
|             | Ambientation | 40 floral arrangements, gala carpet, tables, chairs, vases, tableware. | Fun Factory       | 1 | 1   | \$9,000.00     | \$9,000.00   |
|             | Production   | Light/Sound/Screens  | SidiSound         | 1 | 1   | \$3,300.00     | \$3,300.00   |
|             |              |  |                   |   |     | TOTAL          | \$33,200.00  |
|             |              |  |                   |   |     |                |              |
| OPEX        | Payments     | L'Oréal Team Operational cost  | L'Oréal           | 4 | 365 | 300            | \$14,400.00  |
|             |              |  |                   |   |     |                | TOTAL        |
|             |              |  |                   |   |     |                |              |
|             |              |  |                   |   |     | TOTAL CAMPAIGN | \$225,299.00 |

## Evaluation

The evaluation of the campaign's effectiveness will be carried out through a combination of quantitative and qualitative methods, ensuring a comprehensive understanding of the impact achieved across all stakeholder groups. The assessment will focus on measuring progress toward both the general and specific objectives established for Q4 2026.

To evaluate the **general objective**, *achieving a 70% increase in positive recognition of cruelty-free practices among mapped stakeholders*, quantitative data will be collected through pre- and post-campaign surveys. This tool will help quantify the evolution of recognition levels and the overall shift in perception. Complementary, qualitative data will be obtained from in-depth interviews and focus groups with representatives from government, media, NGOs, clients, and the community, providing insights into the motivations behind changes in attitudes and trust toward L'Oréal's cruelty-free initiatives.

### Survey:

- "Have you heard about L'Oréal's cruelty-free initiatives?" Yes/No/Not Sure
- "How would you describe your perception of L'Oréal's commitment to animal welfare?" 1 a 5 (Very negative – Very positive)
- "To what extent do you trust L'Oréal's claim of being cruelty-free?" 1 a 5 (Not at all – Completely)
- "Have you heard about "Episkin"?" Yes/No/Not Sure
- "When thinking about cruelty-free practices, which companies come to mind first?"  
Open Question with short answer

### Media

For the **media objective**, *positioning L'Oréal as a key opinion leader in cruelty-free practices and achieving a 15% increase in positive perception*, the selected evaluation method will consist of a perception audit. This approach will allow the collection and analysis of data to identify the campaign's impact, as well as the strengths and weaknesses perceived by the media regarding L'Oréal's leadership in cruelty-free innovation.

First, a desk research will be carried out to gather baseline information about L'Oréal's media positioning prior to the campaign. This initial stage will include the collection of previous articles, reports, and mentions related to cruelty-free practices in order to define

the existing perception and the tone associated with the brand. Based on this diagnosis, a brief will be developed outlining the expected outcomes of the campaign, such as:

- Strengthen L'Oréal's reputation as a global pioneer in ethical and cruelty-free innovation.
- Position L'Oréal as a credible and transparent company in the beauty and cosmetics industry.
- Ensure that media outlets recognize L'Oréal's collaborations with NGOs, government, and the scientific community as authentic and socially valuable.

Once the preliminary research is completed, **variables of analysis** will be defined to guide the evaluation. The proposed variables are:

- **Sentiment:** Whether media coverage reflects a positive<sup>171</sup>, neutral<sup>172</sup>, or negative<sup>173</sup> attitude toward L'Oréal's cruelty-free initiatives.
- **Knowledge:** Whether journalists demonstrate an understanding of L'Oréal's cruelty-free research methods, such as the EpiSkin model and its partnerships with NGOs and academic institutions.
- **Communication:** How effectively the campaign's key messages were conveyed and if they were reflected in the tone and framing of the published articles.
- **Attributes:** Whether the attributes L'Oréal seeks to project—such as innovation, credibility, transparency, and leadership—were perceived by the media.

Within this framework, both core attributes (directly linked to the brand's positioning) and secondary attributes (that reinforce its social and ethical dimension) will be considered:

- **Core attributes:** Scientific innovation, leadership in cruelty-free research, commitment to ethical beauty.
- **Secondary attributes:** Transparency, collaboration with NGOs and government, environmental and social responsibility.

---

<sup>171</sup> Positive: Media piece that expresses support, praise, or clear interest in L'Oréal's cruelty-free initiatives.

<sup>172</sup> Neutral: Media pieces that report the facts without value judgments, keeping a balanced, informational tone.

<sup>173</sup> Negative: Media pieces that criticize, cast doubt, or frame the initiative as harmful/greenwashing without balancing context.

Following the definition of these variables, a structured digital questionnaire will be sent to the mapped journalists who covered the campaign or attended related events. The survey will be distributed via email one week after the campaign's closing event.

The questionnaire will use a scale from 1 to 6 (1 = strongly disagree / 6 = strongly agree) to measure perception across each dimension. Some questions will also allow for multiple selections to capture qualitative nuances.

**Sample questions include:**

1. "I consider L'Oréal a leader in cruelty-free research and innovation."
  - 6. Strongly agree
  2. Agree
  3. Somewhat agree
  4. Somewhat disagree
  5. Disagree
  6. Strongly disagree
  
2. "L'Oréal demonstrates transparency and credibility in communicating its cruelty-free practices." (Same 1–6 scale)
  
3. "Which aspects of L'Oréal's cruelty-free initiatives do you find most relevant?"
  - EpiSkin innovation and scientific research
  - Partnerships with NGOs and government institutions
  - Commitment to animal welfare
  - Transparency in communication
  - Other (please specify)
  
4. "Which attributes do you associate with L'Oréal?" (Select all that apply)
  - Innovation and science-based ethics
  - Credibility and trust
  - Transparency and responsibility
  - Sustainability and social engagement
  - None of the above

In parallel, a **sentiment analysis** will be conducted using media monitoring tools (such as Meltwater or Brandwatch) to quantify the tone and volume of coverage before,

during, and after the campaign. This will complement the survey results and enable a quantitative comparison to assess whether the objective of increasing positive perception by 15% was achieved.

Finally, all findings will be integrated into a **descriptive report** combining quantitative data (percentage of positive mentions, survey results) and qualitative insights (key quotes, thematic analysis of articles). This comprehensive evaluation will provide a clear picture of how the media perceive L'Oréal as a cruelty-free leader and to what extent the campaign succeeded in reinforcing that position through strategic earned media engagement.

## **Government**

Regarding the **government objective**, *By Q4 of 2026, reinforce the relationship with 2 local authorities to clarify L'Oréal's cruelty free practices.* The evaluation will be based on an Institutional Relationship Audit. This method seeks to assess the quality, depth, and continuity of the relationship between L'Oréal and public institutions through both quantitative and qualitative indicators.

The process will begin with a **baseline mapping** of the existing relationship between L'Oréal and key governmental bodies prior to the campaign. This mapping will identify previous interactions, communication channels, and the level of understanding that local authorities currently have regarding L'Oréal's cruelty-free initiatives.

Based on this initial diagnosis, a **brief** will be developed to outline the expectations and scope of the objective, including:

- Establishing a clear and transparent dialogue with governmental stakeholders about L'Oréal's ethical testing alternatives.
- Positioning L'Oréal as a credible and proactive partner in promoting cruelty-free innovation.
- Generating opportunities for collaboration and participation in public policy discussions related to animal welfare and scientific research.

Once the foundations are set, **variables of analysis** will be defined to guide the evaluation of relationship-building efforts. The proposed variables are:

- **Engagement:** Frequency and quality of interactions between L'Oréal and governmental institutions (meetings, events, joint initiatives).

- **Understanding:** Degree to which authorities comprehend and can accurately describe L'Oréal's cruelty-free practices, measured through post-engagement feedback.
- **Trust:** Level of credibility and confidence expressed by government representatives toward L'Oréal's ethical and scientific commitments.
- **Collaboration:** Existence of formal or informal agreements, joint statements, or co-organized activities that reflect mutual commitment.
- **Visibility:** Public acknowledgment of the partnership by local authorities through official channels (press releases, participation in events, public statements).

To operationalize these variables, a mixed-method evaluation will be carried out, combining quantitative tracking and qualitative insights:

For the quantitative Evaluation, frequency indicator will be used, number of bilateral meetings and collaborative activities conducted compared to the baseline (target: minimum of 2 formal relationships reinforced by Q4 2026). As well as the number of public mentions or references to L'Oréal's cruelty-free work in government communications.

For the qualitative Evaluation, At the end of the campaign, semi-structured interviews will be conducted with representatives from each targeted local authority to assess their perception of the relationship and their understanding of L'Oréal's cruelty-free approach.

Example guiding questions:

- "How would you describe L'Oréal's approach to ethical and cruelty-free research?"
- "Do you consider L'Oréal a reliable partner in the promotion of animal welfare initiatives?"
- "How has your perception of the company evolved since the start of the campaign?"

Besides, Minutes and internal reports from the meetings will be reviewed to identify key themes, outcomes, and areas of consensus or divergence.

All collected data will be synthesized in a Relationship Assessment Report, combining numerical indicators (number of meetings, signed agreements, public mentions) with descriptive insights from interviews and document analysis.

This integrated evaluation will determine whether L'Oréal successfully strengthened its relationships with local authorities, clarified its cruelty-free practices, and established itself as a trusted reference point for future collaboration in the ethical cosmetics field.

## **Clients**

Given that the objective focuses on *increasing awareness of L'Oréal's cruelty-free initiatives by 100% among beauty advisors through education and training*, the selected evaluation method will be a Training Impact Assessment. This method combines pre- and post-training evaluations, observational tools, and qualitative feedback to determine changes in knowledge, attitude, and communication effectiveness among beauty advisors.

The evaluation will begin with a baseline assessment prior to the training program to measure the initial level of awareness and understanding of L'Oréal's cruelty-free practices. This will establish the reference point against which post-training results will be compared.

The assessment process will be organized in three stages:

### **A. Pre-Training Evaluation (Baseline):**

A structured online questionnaire will be administered to all participants before the training begins. The survey will measure their initial knowledge, perceptions, and confidence in communicating L'Oréal's cruelty-free initiatives.

#### **Sample questions:**

- a. "I am familiar with L'Oréal's cruelty-free practices and policies." (Likert scale 1–6)
- b. "I can explain what EpiSkin is and how it replaces animal testing." (Likert scale 1–6)
- c. "Which of the following best describes L'Oréal's position on animal testing?"
  - i. The company still conducts animal testing
  - ii. The company has developed alternatives such as EpiSkin
  - iii. I'm not sure

### **B. Training Phase Evaluation:**

During the training sessions, participants' engagement and comprehension will be monitored through interactive tools such as short quizzes, live polls, and case studies. These activities will provide real-time indicators of learning progress and content retention.

**C. Post-Training Evaluation:**

Within two weeks after completing the program, a second online questionnaire identical to the baseline will be conducted to quantify knowledge improvement. The goal is to confirm a 100% increase in awareness compared to pre-training results.

Additional questions will assess communication readiness:

- a. "I feel confident explaining L'Oréal's cruelty-free initiatives to clients." (Likert scale 1–6)
- b. "After the training, how likely are you to include cruelty-free messages when recommending products?" (1–6 scale)
- c. "Which aspects of L'Oréal's cruelty-free initiatives do you consider most valuable to communicate to customers?" (Multiple choice: EpiSkin innovation / Partnerships with NGOs / Transparency / Ethical research).

As qualitative analysis, small virtual sessions as a focus group will be conducted with a sample of beauty advisors to explore deeper insights into how they integrate cruelty-free narratives into their client interactions.

Finally, results from both quantitative and qualitative analyses will be consolidated into a Training Effectiveness Report, highlighting knowledge gains, behavioral changes, and areas for improvement.

**NGO's**

In order to evaluate how the company's initiatives impacted nonprofit organizations after the implementation of the "Cruelty Free Future" campaign, in-depth qualitative interviews will be conducted with key representatives from partner and collaborating NGOs. These interviews will provide deeper insight into how L'Oréal is perceived as a corporate actor committed to ethical innovation and animal welfare.

The interviews will explore topics such as:

- Do you perceive L'Oréal as a consistent and reliable partner in the promotion of cruelty-free practices?
- To what extent do you believe L'Oréal's initiatives have a tangible impact on advancing animal welfare and ethical science in Argentina?
- How would you describe the communication and collaboration process with the company throughout the campaign?
- What added value does L'Oréal bring to the causes your organization supports?

- What improvements or future needs do you identify to ensure a more effective and sustainable partnership?

The interviews will be conducted via video call (Zoom platform) with representatives from NGOs involved in animal welfare and ethical research, including those that participated or collaborated in the campaign. The proposed interviewees are:

- Fundación Vida Silvestre Argentina: Matías Brea
- Te Protejo: Camila Cortínez

All collected information will be synthesized into a final qualitative report, which will analyze key perceptions, recurring insights, and potential areas for improvement. This report will feed into the 2026 Impact Assessment, serving as both a benchmark and a foundation for the next phase of NGO engagement and partnership-building strategies.

## **Community**

Given that the objective focuses on *increasing awareness of EpiSkin by 20% among universities and the scientific community by Q4 2026*, we will evaluate the impact of the initiatives directed toward the academic and scientific community. Qualitative and quantitative methods will be implemented to measure awareness, understanding, and perception of EpiSkin as an innovative alternative to animal testing.

Quantitatively, data will be collected through post-event surveys distributed at the conclusion of seminars and congresses. These surveys will assess participants' awareness levels, understanding of EpiSkin's purpose, and perceived relevance of its application in ethical cosmetic research. The surveys will include indicators such as:

- Familiarity with EpiSkin technology and its functions.
- Perceived credibility of EpiSkin as a cruelty-free alternative.
- Intention to further explore EpiSkin within academic or research contexts.
- Perceived alignment between EpiSkin and global trends in scientific ethics and innovation.

Complementarily, qualitative insights will be gathered through short, semi-structured interviews with professors, researchers, and student representatives from participating universities and institutions. These interviews will explore perceptions of EpiSkin's scientific

legitimacy, its potential for educational integration, and its role in promoting ethical innovation within Argentina's research ecosystem.

- *From your perspective, how relevant do you consider EpiSkin to be as an innovation in ethical and cruelty-free research within the cosmetics field?*
- *After participating in the seminar/congress, how clearly do you feel you understand EpiSkin's technology and its scientific application?*
- *Do you think EpiSkin could be incorporated into academic or research programs at your institution? If so, in what ways?*

The information obtained will be consolidated into a final analytical report, identifying progress in awareness levels, the resonance of EpiSkin's messaging among academic audiences, and opportunities for future engagement or collaboration with universities and scientific organizations.

## **Conclusion**

Because We Care is more than a campaign: it is a statement of values. It represents L'Oréal's genuine commitment to transforming the beauty industry through science, ethics, and empathy. By building bridges between institutions, government, and the community, the campaign not only raised awareness about cruelty-free innovation but also redefined what it means to care for animals, for people, and for the planet.

Through every activation, from educational initiatives to collaborations with public institutions and inspiring content across digital platforms. Because We Care demonstrated that meaningful change begins with open dialogue and collective action. The campaign's success lies not only in its measurable impact, but in its ability to inspire reflection and responsibility within society.

Because We Care reinforces the belief that progress in beauty should never come at the cost of compassion. It marks the beginning of a new era where innovation and ethics coexist, proving that when we care, we can truly create a better and more humane future.

**Brief**

| BRIEF  |   |  |  |  |
|--|---|--|--|--|
| L'ORÉAL GROUPE   |   |  |  |  |
| <p>At the heart of this campaign lies our purpose: to elevate L'Oréal's reputation as the leader and most trusted voice in cruelty-free beauty worldwide. But we aspire to go further beyond compliance, beyond expectations, to set a new ethical standard for the entire cosmetics industry.</p> <p>By promoting transparency, innovation, and compassion at every step of our value chain, we seek to inspire a future where beauty and respect for all living beings coexist harmoniously. Through science-driven alternatives to animal testing and powerful storytelling that celebrates conscious beauty, we want the world to recognize L'Oréal not only as a brand that cares, but as a brand that leads the change.</p> <p>Our plan unfolds in two stages: During the first four months, we will introduce the cruelty-free agenda and build baseline awareness of L'Oréal's values. Then, from month five to twelve, we will narrow the narrative spotlighting EpiSkin as the symbol of L'Oréal's innovation in alternatives to animal testing.</p> <p>This phased approach allows us to bring publics into the conversation, sustain engagement over time, and ultimately deliver a meaningful impact on L'Oréal's reputation, shaping not just perceptions, but the very definition of what ethical beauty means.</p> |   |  |  |  |
| <p><b>Main Goal:</b> Strengthen L'Oréal's reputation as the most recognized brand for cruelty-free practices across all mapped publics within the cosmetics industry in Argentina.</p>   |   |  |  |  |
| <p><b>General objective:</b> By Q4 of 2026, achieve a 60% increase in positive recognition of cruelty-free practices among mapped publics (government, media, NGOs, clients, community).</p>   |   |  |  |  |
| <p><b>General Strategy:</b> Implement an integrated communication campaign that educates and builds trust through collaborative initiatives across all key stakeholders.</p>   |   |  |  |  |
| GOVERNMENT   | CLIENTS   | NGO'S  | COMMUNITY  | MEDIA  |
| Problem Statement  | Problem Statement   | Problem Statement  | Problem Statement  | Problem Statement  |
| <p><b>Opportunity to elevate government relations</b></p> <p>There's a clear opportunity to build on and elevate the strong relationship L'Oréal already has with the government: move beyond protocol driven events to initiatives with visible impact for consumers. This isn't a problem to solve, but a lever to strengthen the relationship further.</p>  | <p><b>Low transmission of L'Oréal's cruelty-free actions</b></p> <p>Beauty advisors are not effectively communicating the brand's key messages regarding its cruelty free initiatives. There is an opportunity to reinforce those messages for L'Oréal to start differentiating within that specific value.</p> | <p><b>Opportunity to Strengthen L'Oréal's Collaboration with Cruelty-Free NGOs</b></p> <p>There is a lack of joint projects with cruelty free NGOs, presenting an opportunity to develop partnerships and communicate them to reinforce L'Oréal's commitment and raise awareness about these initiatives</p> | <p><b>Opportunity to promote L'Oréal's cruelty-free initiatives</b></p> <p>Given the active and engaged relationship between L'Oréal and its community, there is a significant opportunity to leverage this connection to effectively communicate and amplify the brand's key messages on cruelty free practices, of which today there is little or no knowledge, despite being a pioneer in the industry.</p> | <p><b>Lack of organic media presence</b></p> <p>L'Oréal has a lack of organic media presence, which can be observed across all types of media. When L'Oréal is mentioned, it is almost always through paid content. Considering that many media outlets regularly cover topics related to the industry in which L'Oréal operates, this represents a valuable space that could greatly benefit the company.</p> |
| Objective  | Objective   | Objective  | Objective  | Objective  |
| <p>By Q4 2026, reinforce the relationship with the Argentine Chamber of the Personal Hygiene, Cosmetic and Perfumery Products Industry and ANMAT by 30%.</p>   | <p>By Q4 of 2026, increase awareness of L'Oréal's cruelty-free initiatives by 65% among beauty advisors.</p>  | <p>By Q4 2026, achieve recognition among 100% of the mapped stakeholders that L'Oréal is an animal cruelty free company.</p>   | <p>By Q4 of 2026, increase awareness regarding Episkin by 20% among both universities and the scientific community.</p>  | <p>By Q4 2026, increase by 15% the positive perception of L'Oréal's commitment to cruelty free practices among the mapped stakeholders.</p>  |
| Strategy   | Strategy  | Strategy   | Strategy   | Strategy   |
| <p>Share insights and research from L'Oréal's beauty and sustainability studies to emphasize the private sector's role in national sustainability efforts</p>  | <p>Educate beauty advisors through innovative programs that enhance their understanding and ability to convey L'Oréal's cruelty-free initiatives.</p>   | <p>Establish formal partnerships with cruelty-free NGOs to strengthen L'Oréal's credibility</p>  | <p>Educate the mapped scientific and academic community about EpiSkin.</p>   | <p>Leverage earned media channels by engaging mapped journalists to organically amplify L'Oréal's cruelty-free key messages.</p>   |
| Because WE CARE  |   |  |  |  |
| KEY MESSAGES   |   |  |  |  |
| <p><b>Because caring is in our DNA:</b> From EpiSkin to every formula we design, our scientific work reflects our mission to lead the way toward a more ethical, transparent, and compassionate industry.</p> <p><b>We lead the change:</b> over 100 years of scientific innovation, we share our technology with governments, organizations, and SMEs to end animal testing.</p> <p><b>When Science Cares:</b> We empower labs, and partners worldwide to join us in advancing cruelty-free research. With EpiSkin, we prove that cutting-edge science can, and must, coexist.</p> <p><b>Because caring for beauty means caring for the planet:</b> we're transforming not just what we make, but how we make it: ethical beauty goes hand in hand with sustainable action. Because the future of beauty must be responsible, regenerative, and respectful of all life.</p>   |   |  |  |  |

| Government   | Media                                    | Community                          | NGOs                            | Clients                            |
|--|--|------------------------------------|---------------------------------|------------------------------------|
| <b>Tactic 1</b>  |  |                                    |                                 |                                    |
| -  | -  | -                                  | Roots Documentary               | -                                  |
| <b>Tactic 2</b>  |  |                                    |                                 |                                    |
| L'Oréal X Ecoparque  | L'Oréal X Ecoparque                      | -                                  | -                               | -                                  |
| <b>Tactic 3</b>  |  |                                    |                                 |                                    |
| -  | -  | Brandstorm 2026                    | Brandstorm 2026                 | -                                  |
| <b>Tactic 4</b>  |  |                                    |                                 |                                    |
| Round Table  | -  | Round Table                        | -                               | -                                  |
| <b>Tactic 5</b>  |  |                                    |                                 |                                    |
| -  | -  | -                                  | -                               | Clients Capacitations at Office    |
| <b>Tactic 6</b>  |  |                                    |                                 |                                    |
| Brasil Trip to Episkin Lab   | Brasil Trip to Episkin Lab               | Brasil Trip to Episkin Lab         | Brasil Trip to Episkin Lab      | -                                  |
| <b>Tactic 7</b>  |  |                                    |                                 |                                    |
| -  | L'Oreal House: "A Home for Change"       | L'Oreal House: "A Home for Change" | -                               | L'Oreal House: "A Home for Change" |
| <b>Tactic 8</b>  |  |                                    |                                 |                                    |
| -  | "En Teoría" Podcast                      | "En Teoría" Podcast                | -                               | -                                  |
| <b>Tactic 9</b>  |  |                                    |                                 |                                    |
| Legislative Proposal   | Legislative Proposal                     | Legislative Proposal               | Legislative Proposal            | -                                  |
| <b>Tactic 10</b>   |  |                                    |                                 |                                    |
| Final event  | Final event                              | Final event                        | Final event                     | Final event                        |
| <b>Tactic 11</b>   |  |                                    |                                 |                                    |
| -  | Landing                                  | Landing                            | Landing                         | Landing                            |
| <b>Tactic 12</b>   |  |                                    |                                 |                                    |
| OOH  | OOH                                      | OOH                                | OOH                             | OOH                                |
| <b>Tactic 13</b>   |  |                                    |                                 |                                    |
| Display Advertisement  | Display Advertisement                    | Display Advertisement              | Display Advertisement           | Display Advertisement              |
| <b>Evaluation</b>  |  |                                    |                                 |                                    |
| <b>Government</b>  | <b>Media</b>                             | <b>Community</b>                   | <b>NGOs</b>                     | <b>Clients</b>                     |
| Semi structured interviews -Minutes and internal reports from the meetings | Digital questionnaire - Media monitoring | Post-event surveys - Focus Group   | In-depth qualitative interviews | Online questionnaire - Focus Group |
| <b>Total budget</b>  |  |                                    |                                 |                                    |
| The estimated budget for the campaign is 225.299 USD                       |  |                                    |                                 |                                    |

## Annexes

### **Table 1: Government Map**

#### **Argentina**

#### 1. Government

##### 1.1. National Government

##### 1.1.1. Executive Power<sup>174</sup>

##### 1.1.2. Presidency of the Nation

1.1.2.1. President: Javier Gerardo Milei

1.1.2.2. Vice President: Victoria Villaruel

1.1.2.3. General Secretary: Karina Elizabeth Milei

##### 1.1.2.4. Ministries<sup>175</sup>

##### 1.1.2.4.1. Ministry of Health – Dr. Mario Iván Lugones

##### 1.1.2.4.1.1. National Administration of Drugs, Food and Medical Technology (ANMAT) – Dr. N. Agustina Bisio

1.1.2.4.1.1.1.1. National Deputy Administrator - Mg. Enriqueta María Pearson

1.1.2.4.1.1.1.2. Directorate of Evaluation and Management of Health Product Monitoring - Mg. Bioing. Emilce Gabriela Vicentin

##### 1.1.2.4.1.1.1.3. Linked entities

1.1.2.4.1.1.1.3.1. Argentine Chamber of the Personal Hygiene, Cosmetic and Perfumery Products Industry

1.1.2.4.1.1.1.3.2. President: Verónica Cowan Ros

1.1.2.4.1.1.1.3.3. Executive director: Andrés Rodríguez

1.1.2.4.1.1.1.3.4. Vicepresident: Fabián Heler

##### 1.1.2.4.2. Ministry of Foreign Affairs, International Trade and Worship – Chancellor Gerardo Werthein

1.1.2.4.2.1.1. Dirección General de Aduanas (DGA) - General Direction of Customs - Jose Andrés Velis<sup>176</sup>

<sup>174</sup> Presidency of the Argentine Nation. Official website of the Presidency. Available at: <https://www.argentina.gob.ar/presidencia> [Accessed: May 19, 2025].

<sup>175</sup> Chief of the Cabinet of Ministers. National Ministries [online]. Available from: <https://www.argentina.gob.ar/jefatura/ministerios-nacionales> [Accessed 19 May 2025].

<sup>176</sup> ARCA Institucional, Authority of DGA [online]. Available from: <https://www.afip.gob.ar/institucional/autoridades-estructura/autoridades.asp> [Accessed 13 June 2025].

- 1.1.2.4.3. Ministry of Economy – Luis Andrés Caputo
  - 1.1.2.4.3.1. Secretary of Industry and Trade – Esteban Marzorati
    - 1.1.2.4.3.1.1. Undersecretariat for Consumer Protection and Fair Trade – Fernando Martín Blanco Muiño
    - 1.1.2.4.3.1.2. Undersecretariat for Foreign Trade – Attorney Carolina Cuenca
  - 1.1.2.4.4. Ministry of Human Capital - Sandra Viviana Pettovello
    - 1.1.2.4.4.1. Secretary of Labor, Employment and Social Security
- 1.1.3. Legislative Power
  - 1.1.3.1. Honorable Senate of the Argentine Nation<sup>177</sup>
    - 1.1.3.1.1. President: Victoria Villarruel
    - 1.1.3.1.2. Vice President: Silvia Sapag
  - 1.1.3.2. Committees<sup>178</sup>
    - 1.1.3.2.1. Health Committee – President: Lucía Benigna Corpacci
    - 1.1.3.2.2. Committee on Environment and Sustainable Development – President: Edith Elizabeth Terenzi
    - 1.1.3.2.3. Administrative Secretary of the Committee: Lic. Guillermo F. Urribarri
  - 1.1.3.3. Unicameral Committee on Industry and Trade
    - 1.1.3.3.1. Administrative Secretary of the Committee: Mg. Cpn Laura Raquel Aira
- 1.2. Autonomous City of Buenos Aires
  - 1.2.1. Executive Power CABA<sup>179</sup>
    - 1.2.1.1. Chief of the Cabinet of Ministers: Jorge Macri
      - 1.2.1.1.1. Deputy Chief of Government: María Clara Muzzio
        - 1.2.1.1.1.1. Deputy Secretariat for Civic Culture and Social Responsibility: Agustina Ciarletta Harguindeguy
        - 1.2.1.1.1.2. Deputy Secretariat for the Environment: Natalia Persini
          - 1.2.1.1.1.2.1. General Directorate of Sustainable Development and Circular Economy: Analía Flores
          - 1.2.1.1.1.2.2. General Directorate of Animal Management: Carolina de Sande

---

<sup>177</sup>Honorable Senate of the Argentine Nation. Official website of the Senate [online]. Available from: <https://www.senado.gob.ar> [Accessed 19 May 2025].

<sup>178</sup> Honorable Senate of the Argentine Nation. Parliamentary Committees [online]. Available from: <https://www.senado.gob.ar/parlamentario/comisiones/?lista=comision> [Accessed 19 May 2025].

<sup>179</sup> Government of the Autonomous City of Buenos Aires. Government Areas [online]. Available from: <https://buenosaires.gob.ar/areasdegobierno> [Accessed 19 May 2025].

- 1.2.1.1.1.1.2.3. General Directorate of Environmental Policy and Strategy: Carolina Theler
- 1.2.1.1.1.1.2.4. General Directorate of Conservation and Environmental Restoration Areas: Ignacio Suárez de la Rosa
- 1.2.1.1.1.1.2.5. Special Projects Unit Interactive Ecopark of the City of Buenos Aires: Ramiro Reyno
- 1.2.1.1.1.1.2.6. General Directorate for Visitor Services: Mercedes Barbara
- 1.2.1.1.1.1.2.7. Environmental Protection Agency: Renzo Morosi
- 1.2.1.1.1.1.2.8. General Directorate Environmental Evaluation: Josefina María Pena Podrez
- 1.2.1.1.1.1.2.9. General Directorate of Environmental Control: Nicolas Buffa

1.2.1.1.2. Ministries

- 1.2.1.1.2.1. Ministry of Finance and Treasury: Gustavo Arengo Piragine
- 1.2.1.1.2.2. Ministry of Culture: Gabriela Bárbara Ricardes
  - 1.2.1.1.2.2.1. Deputy Secretariat for Cultural Management: Alejandra Gabriela Cuevas

1.2.1.1.3. Chambers

- 1.2.1.1.3.1. Argentine Chamber of the Hygiene, Cosmetic and Perfumery Products Industry (CAPA)
  - 1.2.1.1.3.1.1. President: Veronica Cowan Ros
  - 1.2.1.1.3.1.2. First Vice President: Fabian Heler
  - 1.2.1.1.3.1.3. Second Vice President: Alberto G. Bollati
    - 1.2.1.1.3.1.3.1. Corporate Commission of the Professional Council of Public Relations and of the Institutional Commission of the CAPA Chamber
      - 1.2.1.1.3.1.3.1.1. Vice President: Natalia Giraud
    - 1.2.1.1.3.1.3.2. Sustainability and CSR Committee
      - 1.2.1.1.3.1.3.2.1. Commission member: Mariana Petrina

1.2.1.1.4. Entities

- 1.2.1.1.4.1. Revenue and Customs Control Agency (ARCA) – Attorney Juan Alberto Paz

1.2.2. Legislative Power

- 1.2.2.1. Honorable Senate of the Argentine Nation<sup>180</sup>
  - 1.2.2.1.1. President: Victoria Villarruel
  - 1.2.2.1.2. Vice President: Silvia Sapag
- 1.2.2.2. Committees<sup>181</sup>
  - 1.2.2.2.1. Health Committee – President: Lucía Benigna Corpacci
  - 1.2.2.2.2. Committee on Environment and Sustainable Development – President: Edith Elizabeth Terenzi
  - 1.2.2.2.3. Administrative Secretary of the Committee: Lic. Guillermo F. Urribarri
- 1.2.2.3. Unicameral Committee on Industry and Trade
  - 1.2.2.3.1. Administrative Secretary of the Committee: Mg. Cpn Laura Raquel Aira
- 1.2.3. Municipio de Tigre
  - 1.2.3.1. Mayor: Julio Zamora

## United States

### 1. Government

#### 1.1. Government of the Nation

##### 1.1.1. Executive Power

- 1.1.1.1. President: Donald John Trump
- 1.1.1.2. Vice President: James David Vance
- 1.1.1.3. The Cabinet<sup>182</sup>
  - 1.1.1.3.1. Attorney General: Pam Bondi
  - 1.1.1.3.2. Administrator of the Environmental Protection Agency: Lee Zeldin
  - 1.1.1.3.3. Secretary of Commerce: Howard Lutnick
  - 1.1.1.3.4. Secretary of Health and Human Services: Robert F Kennedy, Jr.
  - 1.1.1.3.5. Secretary of Labor, Lori Chavez-DeRemer
  - 1.1.1.3.6. Secretary of the Treasury, Scott Bessent
  - 1.1.1.3.7. United States Trade Representative, Jamieson Greer

##### 1.1.2. Legislative Power<sup>183</sup>

###### 1.1.2.1. Senate

---

<sup>180</sup> Honorable Senate of the Argentine Nation. Official website of the Senate [online]. Available from: <https://www.senado.gob.ar> [Accessed 19 May 2025].

<sup>181</sup> Honorable Senate of the Argentine Nation. Parliamentary Committees [online]. Available from: <https://www.senado.gob.ar/parlamentario/comisiones/?lista=comision> [Accessed 19 May 2025].

<sup>182</sup> The White House. The Cabinet. Available at: <https://www.whitehouse.gov/administration/the-cabinet/> [Accessed: May 20, 2025].

<sup>183</sup> United States Senate. Officers and Staff. Available at: <https://www.senate.gov/about/officers-staff.htm> [Accessed: May 20, 2025].

1.1.2.1.1. President of the Senate: Vice President Vance James David

1.1.2.1.1.1. Secretary of the Senate: Jackie Barber

1.2. California Government<sup>184</sup>

1.2.1. Executive Power

1.2.1.1. Governor: Gavin Newsom

1.2.1.2. Lieutenant Governor: Eleni Kounalakis

1.2.1.3. The Cabinet<sup>185</sup>

1.2.1.3.1. California Business, Consumer Services and Housing Agency - Secretary Tomiquia Moss

1.2.1.3.2. California Environmental Protection Agency - Secretary Yana García

1.2.1.3.3. California Department of Finance - Secretary Joe Stephenshaw

1.2.1.3.4. Governor's Office of Business and Economic Development - Director Dee Dee Myers

1.2.1.3.5. California Health and Human Services Agency - Secretary Kin Johnson

1.2.1.3.6. California Labor and Workforce Agency - Secretary Stewart Knox

1.2.2. Legislative Power

1.2.2.1. California State Senate

1.2.2.1.1. President Pro Tempore: Mike McGuire

1.2.2.1.2. Minority Leader: Brian W. Jones

1.2.2.1.3. Committees<sup>186</sup>

1.2.2.1.3.1. Committee on Business, Professions and Economic Development - Sarah Mason

1.2.2.1.3.2. Committee on Health - Melanie Moreno

1.2.2.1.3.3. Committee on Labor, Public Employment and Retirement - Alma Perez

1.2.2.1.3.4. Environmental Quality Committee - Eric Walters

1.2.2.2. California State Assembly<sup>187</sup>

1.2.2.2.1. Officers of the California State Assembly

1.2.2.2.1.1. Speaker - Honorable Robert Rivas

1.2.2.2.1.2. Majority Leader - Honorable Cecilia M. Aguiar-Curry

1.2.2.2.2. Committees

<sup>184</sup> State of California. CA.gov – Official California State Portal. Available at: <https://www.ca.gov/> [Accessed: May 20, 2025].

<sup>185</sup> Gobernador de California. Gabinete del Gobernador. Available at: <https://www.gov.ca.gov/about/cabinet/> [Accessed: May 20, 2025].

<sup>186</sup> California State Senate. Committees. Disponible en: <https://www.senate.ca.gov/committees> [Accessed: May 20, 2025].

<sup>187</sup> California State Assembly. Sitio oficial de la Asamblea del Estado de California. Disponible en: <https://www.assembly.ca.gov/> [Accessed: May 20, 2025].

- 1.2.2.2.2.1. Committee on Business and Professions - Director Marc Berman
- 1.2.2.2.2.2. Committee on Environmental Safety and Toxic Materials - Director Damon Connolly
- 1.2.2.2.2.3. Committee on Health - Director Mia Bont

1.3. New York State Government<sup>188</sup>

1.3.1. Executive Power

- 1.3.1.1. Governor -Kathy Hochul
- 1.3.1.2. Lieutenant Governor - Antonio Delgado
- 1.3.1.3. Departments
  - 1.3.1.3.1. New York State Department of Health - Dr. James McDonald
  - 1.3.1.3.2. Department of Environmental Conservation - Basil Seggos
  - 1.3.1.3.3. New York State Department of State – Division of Consumer Protection - Yolanda Jiménez

1.3.2. Legislative Power

- 1.3.2.1. New York State Senate<sup>189</sup>
  - 1.3.2.1.1. Majority Leader: Andrea Stewart-Cousins
  - 1.3.2.1.2. Committees
    - 1.3.2.1.2.1. Commerce, Economic Development and Small Business - Director Sean M. Ryan
    - 1.3.2.1.2.2. Corporations, Authorities and Commissions - Director Leroy Comrie
    - 1.3.2.1.2.3. Health - Director - Gustavo Rivera
    - 1.3.2.1.2.4. Environmental Conservation - Pete Harckham

1.4. Florida

1.4.1. Executive Power<sup>190</sup>

- 1.4.1.1. Governor: Ron DeSantis
- 1.4.1.2. Lieutenant Governor: Jeanette Nuñez
- 1.4.1.3. Departments
  - 1.4.1.3.1. Florida Department of Health: Dr. Kenneth A. Schepke
  - 1.4.1.3.2. Florida Department of Environmental Protection (FDEP): Shawn Hamilton
  - 1.4.1.3.3. Florida Department of Business and Professional Regulation (DBPR): Melanie S. Griffin

<sup>188</sup> Gobernadora de Nueva York. Sitio oficial de la Gobernadora Kathy Hochul. Disponible en: <https://www.governor.ny.gov/> [Accessed: May 20, 2025].

<sup>189</sup>New York State Senate. Acerca del Senado del Estado de Nueva York. Disponible en: <https://www.nysenate.gov/about> [Accessed: May 20, 2025].

<sup>190</sup>Executive Office of Governor Ron DeSantis. Sitio oficial de la Oficina Ejecutiva del Gobernador de Florida. Disponible en: <https://www.flgov.com/eog/> [Accessed: May 20, 2025].

- 1.4.1.3.4. Florida Department of Economic Opportunity (DEO): J. Alex Kelly
- 1.4.2. Legislative Power
  - 1.4.2.1. Florida Senate<sup>191</sup>
    - 1.4.2.1.1. President: Ben Albritton
    - 1.4.2.1.2. Committees
      - 1.4.2.1.2.1. Appropriations Committee on Health and Human Services
        - 1.4.2.1.2.1.1. Chair: Senator Jay Trumbull
      - 1.4.2.1.2.2. Committee on Environment and Natural Resources
        - 1.4.2.1.2.2.1. Chair: Senator Ana Maria Rodriguez
      - 1.4.2.1.2.3. Committee on Community Affairs
        - 1.4.2.1.2.3.1. Chair: Senator Stan McClain
      - 1.4.2.1.2.4. Committee on Commerce and Tourism
        - 1.4.2.1.2.4.1. Chair: Senator Thomas J. "Tom" Leek

## France

### 1. Government

#### 1.1. Executive Power

- 1.1.1. President of the Republic: Emmanuel Macron
- 1.1.2. Prime Minister: François Bayrou
- 1.1.3. Ministries

- 1.1.3.1. Ministry of Economy, Finance and Industrial and Digital Sovereignty - Eric Lombard
- 1.1.3.2. Ministry of Labor, Health and Solidarity: Catalina Vautrin
- 1.1.3.3. Ministry for Europe and Foreign Affairs - Jean-Noel Barrot

#### 1.1.4. Agencies

- 1.1.4.1. ANSM – National Agency for the Safety of Medicines and Health Products - Christelle Ratignier Carbonneil (Director General) <sup>192</sup>
- 1.1.4.2. DGCCRF – Directorate General for Competition, Consumer Affairs and Fraud Control<sup>193</sup>- Bruno Le Maire.

<sup>191</sup>Florida Senate. Sitio oficial del Senado de Florida. Disponible en: <https://www.flsenate.gov/> [Accessed: May 20, 2025].

<sup>192</sup> Agence Nationale de Sécurité du Médicament et des Produits de Santé (ANSM). Sitio oficial de la ANSM. Disponible en: <https://www.anism.sante.fr> [Accessed: May 21, 2025].

<sup>193</sup>Direction générale de la concurrence, de la consommation et de la répression des fraudes (DGCCRF). Sitio oficial de la DGCCRF. Disponible en: <https://www.economie.gouv.fr/dgccrf> [Accessed: May 21, 2025].

1.1.4.3. ANSES - The French National Agency for Food, Environmental and Occupational Health Safety<sup>194</sup>- Benoît Vallet

1.1.4.4. ADEME – Agency for Ecological Transition<sup>195</sup>- Sylvain Wasserman

## 1.2. Legislative Power

### 1.2.1. National Assembly

1.2.1.1. President: Yaël Braun-Pivet

1.2.1.2. Committees<sup>196</sup>

1.2.1.2.1. Economic Affairs Committee

1.2.1.2.1.1. President: Estrosi Sassone Dominique

1.2.1.2.1.2. Vice President: Artigalas Viviane

1.2.1.2.2. Finance Committee

1.2.1.2.2.1. President: Raynal Claude

1.2.1.2.2.2. Vice President: Sautarel Stéphane

1.2.1.2.3. Social Affairs Committee

1.2.1.2.3.1. President: Mouiller Philippe

1.2.1.2.3.2. Vice President: Poncet Monge Raymonde

1.2.1.2.4. Regional Planning and Sustainable Development Committee

1.2.1.2.4.1. President: Longeot Jean-François

1.2.1.2.4.2. Vice President: Mandelli Didier

## 1.3. Paris<sup>197</sup>

### 1.3.1. City of Clichy-Batignolles (Paris 17th)

1.3.1.1. Executive Power

1.3.1.1.1. Mayor: Anne Hidalgo

1.3.1.1.1.1. The mayor's office

1.3.1.1.1.1.1. Director - Issam EL Abdouli

1.3.1.1.1.1.2. General Inspection - Marie-Pierre Auger

1.3.1.2. Mayor`s cabinet

1.3.1.2.1. First Deputy Mayor of Paris - Patrick Bloche

1.3.1.2.2. Deputy Mayor of Paris - Jacques Baudrier

1.3.1.2.3. Deputy Mayor of Paris - Nicolás Bonnet-Oulaldj

1.3.1.3. Departments

<sup>194</sup> ANSES - Republic of France, 2025, "Identity of ANSES" [online] Available at: <https://www.anses.fr/en/content/our-identity> [Accessed: May 21, 2025].

<sup>195</sup> Agence de la transition écologique (ADEME). Sitio oficial de la ADEME. Disponible en: <https://www.ademe.fr> [Accessed: May 21, 2025].

<sup>196</sup> Sénat. Liste des Sénateurs par commission. Disponible en: <https://www.senat.fr/senateurs/commissions.html> [Accessed: May 25, 2025].

<sup>197</sup> Paris, City of. Organigramme de la Ville de Paris [online]. Available from: <https://www.paris.fr/pages/organigramme-de-la-ville-de-paris-2380> [Accessed: May 25, 2025].

- 1.3.1.3.1. Department of Finance and Procurement (DFA) - Director: Guillaume Tinlot
- 1.3.1.3.2. Department of Public Health (DSP) - Directora: Eve Plenel
- 1.3.1.3.3. Department of Green Spaces and Environment (DEVE) - Director: Christophe Rosa
- 1.3.1.3.4. Department of Information Systems and Digital (DSIN) - Director: Nejia Lanouar

**Table 2: Media Map**

**Argentina**

- 1. National media (Argentina)
  - 1.1. Radio
    - 1.1.1. AM
      - 1.1.1.1. Radio Mitre (AM 790)
        - 1.1.1.1.1. General Manager: Ruben Corda<sup>198</sup>
        - 1.1.1.1.2. Content Manager: Guido Valeri
        - 1.1.1.1.3. Radio Programming<sup>199</sup>
          - 1.1.1.1.3.1. Program: Encendidos en la Tarde<sup>200</sup>
            - 1.1.1.1.3.1.1. Journalist: María Isabel Sánchez
            - 1.1.1.1.3.1.2. Journalist: Gerardo Young
            - 1.1.1.1.3.1.3. Journalist: Daniel López Rosetti
            - 1.1.1.1.3.1.4. Journalist: Rolando Ernesto Oyamburo
            - 1.1.1.1.3.1.5. Journalist: Tomas Reynolds
            - 1.1.1.1.3.1.6. Journalist: Fabricio Portelli
    - 1.1.2. FM
      - 1.1.2.1. La 100 (FM 99.9)
        - 1.1.2.1.1. Production and Content Manager: Diego Poso<sup>201</sup>

<sup>198</sup> GRUPO CLARÍN S.A. Management [online]. Buenos Aires: Grupo Clarín. [Accessed 15 May 2025]. Available from: <https://ir.grupoclarin.com/management/>

<sup>199</sup> RADIO MITRE. Mitre Programming [online]. Buenos Aires: Radio Mitre. [Accessed 16 May 2025]. Available from: <https://radiomitre.cienradios.com/programacion-mitre/>

<sup>200</sup>RADIO MITRE. Encendidos en la Tarde [online]. Buenos Aires: Radio Mitre. [Accessed 18 May 2025]. Available from: <https://radiomitre.cienradios.com/tag/encendidos-en-la-tarde/>

<sup>201</sup>ESPOSITO, Sebastián. Diego Poso, the man behind the hundred radios [online]. 31 January 2015; updated 15 July 2020. Buenos Aires: La Nación. [Accessed 19 May 2025]. Available from: <https://www.lanacion.com.ar/espectaculos/diego-poso-el-hombre-de-las-cien-radios-nid1764472/>

- 1.1.2.1.2. Radio Programming<sup>202</sup>
  - 1.1.2.1.2.1. Program: Atardecer de un día agitado
    - 1.1.2.1.2.1.1. Journalist: Sergio Lapegüe
    - 1.1.2.1.2.1.2. Journalist: Mariela Fernández
  - 1.1.2.1.2.2. Program: El Club del Moro
    - 1.1.2.1.2.2.1. Journalist: Santiago del Moro
    - 1.1.2.1.2.2.2. Journalist: Marcela Tauro
    - 1.1.2.1.2.2.3. Journalist: Fernando Carlos
    - 1.1.2.1.2.2.4. Journalist: Edith Hermida
    - 1.1.2.1.2.2.5. Journalist: Maria Eugenia Lozano

1.1.2.2. Urbana Play (FM 104.3)

- 1.1.2.2.1. Content Director: Andrés G. Pandiella<sup>203</sup>
- 1.1.2.2.2. Radio Programming<sup>204</sup>
  - 1.1.2.2.2.1. Program: Olvidate de todo
    - 1.1.2.2.2.1.1. Journalist: Diego Poggi
    - 1.1.2.2.2.1.2. Journalist: Anaís Castro
  - 1.1.2.2.2.2. Program: Perros de la Calle<sup>205</sup>
    - 1.1.2.2.2.2.1. Journalist: Andy Kusnetzoff
    - 1.1.2.2.2.2.2. Journalist: Sofía Martínez
    - 1.1.2.2.2.2.3. Journalist: Nicolás Harry Salvarrey

1.2. Printed

1.2.1. Newspaper

1.2.1.1. La Nación

- 1.2.1.1.1. General Director: Fernán Saguier<sup>206</sup>
- 1.2.1.1.2. General Secretary of Editorial: Gail Scriven<sup>207</sup>

<sup>202</sup> LA 100. La 100 Programming [online]. Buenos Aires: La 100. [Accessed 15 May 2025]. Available from: <https://la100.cienradios.com/programacion-la-100/>

<sup>203</sup> LINKEDIN. Andrés Gabriel Pandiella [online]. [Accessed 16 May 2025]. Available from: <https://www.linkedin.com/in/andres-gabriel-pandiella-48149270/?originalSubdomain=ar>

<sup>204</sup> URBANA PLAY. Programming [online]. Buenos Aires: Urbana Play. [Accessed 15 May 2025]. Available from: <https://urbanaplayfm.com/programacion/>

<sup>205</sup> URBANA PLAY. Perros de la Calle presents its dream team for the 2025 season in Urbana Play's new studio [online]. Buenos Aires: Urbana Play. [Accessed 12 May 2025]. Available from: <https://urbanaplayfm.com/perros-de-la-calle-presenta-su-dream-team-para-la-temporada-2025-en-el-nuevo-estudio-de-urbana-play/>

<sup>206</sup> LA NACIÓN. Fernán Saguier es el new director of La Nación [online]. 13 November 2020. Buenos Aires: La Nación. [Accessed 10 May 2025]. Available from: <https://www.lanacion.com.ar/sociedad/fernan-saguier-es-nuevo-director-la-nacion-nid2513760/>

<sup>207</sup> WAN-IFRA. Gail Scriven [online]. WAN-IFRA. [Accessed 12 May 2025]. Available from: [https://wan-ifra.org/event\\_speakers/gail-scriven-sp/](https://wan-ifra.org/event_speakers/gail-scriven-sp/)

- 1.2.1.1.3. Editor in Chief: José Luis Brea (Economy)
  - 1.2.1.1.3.1. Editor: Francisco José Jueguen
  - 1.2.1.1.3.2. Reporter: Alfredo Sainz<sup>208</sup>
- 1.2.1.1.4. Editor: Cristian Mira (Rural)
  - 1.2.1.1.4.1. Reporter: Gabriela Origlia<sup>209</sup>
- 1.2.1.1.5. Editor in Chief: María Elena Polack (Lifestyle)
  - 1.2.1.1.5.1. Editor: Clio Goldschmidt (Beauty and Fashion)
  - 1.2.1.1.5.2. Reporter: Jessica Rizzo<sup>210</sup>
  - 1.2.1.1.5.3. Reporter: Carola Birgin <sup>211</sup>
- 1.2.1.1.6. Health and science specialized journalists of La Nación
  - 1.2.1.1.6.1. Health and science editor for La Nación: Nora Bär<sup>212</sup>
  - 1.2.1.1.6.2. Health, Science, and Society editor for La Nación: Fabiola Czubaj<sup>213</sup>
  - 1.2.1.1.6.3. Health, lifestyle, and society subeditor for La Nación: Gabriela Navarra Camerucci<sup>214</sup>
  - 1.2.1.1.6.4. Culture, health and science journalist for La Nación: Martín De Ambrosio<sup>215</sup>
- 1.2.1.2. Clarín
  - 1.2.1.2.1. General Director: Héctor Magnetto
  - 1.2.1.2.2. General Editor: Ricardo Kirschbaum
  - 1.2.1.2.3. Editor in Chief: Ezequiel Burgo (Economy)

<sup>208</sup> LA NACIÓN. Offer from Arcor and Danone to acquire all of La Serenísima rejected [online]. 23 May 2025. Buenos Aires: La Nación. [Accessed 14 May 2025]. Available from: <https://www.lanacion.com.ar/economia/negocios/rechazan-la-oferta-de-arcor-y-danone-para-quequedarse-con-toda-la-serenisima-nid23052025/>

<sup>209</sup> LA NACIÓN. Argentine company selected by NASA-led consortium for monitoring mission [online]. 24 August 2023. Buenos Aires: La Nación. [Accessed 17 May 2025]. Available from: <https://www.lanacion.com.ar/economia/campo/una-empresa-argentina-fue-elegida-por-un-consorcio-de-la-nasa-para-una-mision-de-monitoreo-nid24082023/>

<sup>210</sup> LA NACIÓN. Haute couture in Paris: the runway shows and prêt-à-porter preview the 2024 fashion trends [online]. 24 January 2024. Buenos Aires: La Nación. [Accessed 12 May 2025]. Available from: <https://www.lanacion.com.ar/moda-y-belleza/alta-costura-en-paris-el-show-de-las-pasarelas-y-el-pret-a-porter-que-anticipan-las-tendencias-de-la-nid24012024/>

<sup>211</sup> LA NACIÓN. BAFWeek 2023: the new winter fashion collections presented [online]. 10 March 2023. Buenos Aires: La Nación. [Accessed 19 May 2025]. Available from: <https://www.lanacion.com.ar/moda-y-belleza/bafweek-2023-se-presentaron-las-nuevas-colecciones-de-moda-para-el-invierno-nid10032023/>

<sup>212</sup> LA NACIÓN, Nora Bär, 2025 [online]. [Accessed 14 May 2025]. Available from: <https://www.lanacion.com.ar/autor/nora-bar-70/>

<sup>213</sup> LA NACIÓN, Fabiola Czubaj, 2025 [online]. [Accessed 14 May 2025]. Available from: <https://www.lanacion.com.ar/autor/fabiola-czubaj-144>

<sup>214</sup> LA NACIÓN, Gabriela Navarra Camerucci, 2025 [online]. [Accessed 14 May 2025]. Available from: <https://www.lanacion.com.ar/autor/gabriela-navarra-815/>

<sup>215</sup> LA NACIÓN, Martín De Ambrosio, 2025 [online]. [Accessed 14 May 2025]. Available from: <https://www.lanacion.com.ar/autor/gabriela-navarra-815/>

- 1.2.1.2.3.1. Reporter: Annabella Quiroga<sup>216</sup>
- 1.2.1.2.3.2. Reporter: Agustina Devincenzi<sup>217</sup>
- 1.2.1.2.4. Editor in Chief: Ricardo Braginski (Style)
  - 1.2.1.2.4.1. Reporter: Carla Rodriguez<sup>218</sup>
  - 1.2.1.2.4.2. Reporter: Ines Pizzo<sup>219</sup>
- 1.2.1.2.5. Health and Science specialized journalist of Clarín
  - 1.2.1.2.5.1. Editor of section “Buena Vida” (Health, science and wellbeing section of Clarin): Florencia Cunuzolo<sup>220</sup>
  - 1.2.1.2.5.2. Editor of section “Buena Vida”: Ludmila Moscato<sup>221</sup>
  - 1.2.1.2.5.3. Health and Science specialized journalist: Irene Hartmann<sup>222</sup>

### 1.3. Online Media

#### 1.3.1. Infobae

- 1.3.1.1. Founder & CEO: Daniel Hadad<sup>223</sup>
- 1.3.1.2. Director: Valeria Cavallo<sup>224</sup>
- 1.3.1.3. Editor in Chief: Guillermo E. Pintos (Culture)<sup>225</sup>
  - 1.3.1.3.1. Reporter: Jordi Zamora
- 1.3.1.4. Editor in Chief: Sebastián Catalano (Economy)<sup>226</sup>

<sup>216</sup> CLARÍN. New tax amnesty could push the dollar to a floor of 1,000 pesos [online]. 24 May 2025. Buenos Aires: Clarín. [Accessed 16 May 2025]. Available from: [https://www.clarin.com/economia/nuevo-blanqueo-puede-llegar-dolar-piso-1000-medidas\\_0\\_wfqVa7guNx.html](https://www.clarin.com/economia/nuevo-blanqueo-puede-llegar-dolar-piso-1000-medidas_0_wfqVa7guNx.html)

<sup>217</sup> CLARÍN. Imported clothing takes over shop windows: surge in foreign garments expected to continue [online]. 24 May 2025. Buenos Aires: Clarín. [Accessed 10 May 2025]. Available from: [https://www.clarin.com/economia/ropa-importada-gana-lugar-vidrieras-disparo-llegada-prendas-exterior-esperanza-alza\\_0\\_Quh7aOMFV8.html](https://www.clarin.com/economia/ropa-importada-gana-lugar-vidrieras-disparo-llegada-prendas-exterior-esperanza-alza_0_Quh7aOMFV8.html)

<sup>218</sup> CLARÍN. Interview with Agatha Ruiz de la Prada: reinventing herself over time [online]. Buenos Aires: Clarín – Viva. [Accessed 19 May 2025]. Available from: [https://www.clarin.com/viva/entrevista-agatha-ruiz-prada-reinvento-tiempo\\_0\\_Qi6BQWXeAD.html](https://www.clarin.com/viva/entrevista-agatha-ruiz-prada-reinvento-tiempo_0_Qi6BQWXeAD.html)

<sup>219</sup> CLARÍN. Makeup trends: bold colors, glowing skin, and intense eyes [online]. Buenos Aires: Clarín – Viva. [Accessed 21 May 2025]. Available from: [https://www.clarin.com/viva/tendencias-en-maquillaje-colores-intensos-piel-glow-y-mirada-audaz\\_0\\_OBwAxHgxAB.html](https://www.clarin.com/viva/tendencias-en-maquillaje-colores-intensos-piel-glow-y-mirada-audaz_0_OBwAxHgxAB.html)

<sup>220</sup> CLARÍN, Florencia Cunuzolo, 2025, [Accessed 19 May 2025]. Available from: <https://www.clarin.com/autor/florencia-cunuzolo>

<sup>221</sup> CLARÍN, Ludmila Moscato, 2025 [Accessed 19 May 2025]. Available from: <https://www.clarin.com/autor/ludmila-moscato>

<sup>222</sup> CLARÍN, Irene Hartmann, 2025, [Accessed 19 May 2025]. Available from: <https://www.clarin.com/autor/irene-hartmann>

<sup>223</sup> INFOBAE. Daniel Hadad – Author page [online]. Infobae. [Accessed 22 May 2025]. Available from: <https://www.infobae.com/autor/daniel-hadad/>

<sup>224</sup> LINKEDIN. Valeria Cavallo [online]. [Accessed 14 May 2025]. Available from: <https://www.linkedin.com/in/valeria-cavallo/?originalSubdomain=ar>

<sup>225</sup> INFOBAE. Guillermo E. Pintos – Author page [online]. Infobae. [Accessed 9 May 2025]. Available from: <https://www.infobae.com/autor/quillermo-e-pintos/>

<sup>226</sup> LINKEDIN. Sebastián Catalano [online]. [Accessed 22 May 2025]. Available from: <https://www.linkedin.com/in/sebastiancatalano/?originalSubdomain=ar>

- 1.3.1.4.1. Reporter: Diego Zorrero<sup>227</sup>
- 1.3.1.4.2. Reporter: Juan Gasalla<sup>228</sup>
- 1.3.1.5. Health and Science specialized journalist of Infobae
  - 1.3.1.5.1. Editor and journalist of Health, science and tendencies: Romina Cansler<sup>229</sup>
  - 1.3.1.5.2. Editor of health and science: Agustín Gallardo<sup>230</sup>
  - 1.3.1.5.3. Writer of health section: Valeria Chavez<sup>231</sup>
  - 1.3.1.5.4. Writer of health tendencies: Camila Caruso<sup>232</sup>
  - 1.3.1.5.5. Journalist specialized in Science and health: Valeria Roman<sup>233</sup>
  - 1.3.1.5.6. Journalist specialized in Science and health: Víctor Ingrassia<sup>234</sup>

#### 1.4. Television

##### 1.4.1. Air TV channels

- 1.4.1.1. Channel 13 – El Trece<sup>235</sup>
  - 1.4.1.1.1. General Director: Daniel Zanardi<sup>236</sup>
  - 1.4.1.1.2. Content Manager: Pablo Codevilla<sup>237</sup>
  - 1.4.1.1.3. Programming
    - 1.4.1.1.3.1. Mediodía Noticias<sup>238</sup>
      - 1.4.1.1.3.1.1. Host: Luis Otero
      - 1.4.1.1.3.1.2. Host: Sandra Borghi

<sup>227</sup> INFOBAE. Martín Galdeano (Ford): “Raising prices after currency liberalization was not a good signal” [online]. 24 May 2025. Buenos Aires: Infobae. [Accessed 23 May 2025]. Available from: <https://www.infobae.com/economia/2025/05/24/martin-galdeano-presidente-de-ford-tras-la-salida-del-cepo-aumentar-los-precios-no-era-una-buena-senal/>

<sup>228</sup> INFOBAE. Official measures to attract undeclared funds lowered the price of the dollar [online]. 24 May 2025. Buenos Aires: Infobae. [Accessed 25 May 2025]. Available from: <https://www.infobae.com/economia/2025/05/24/las-medidas-oficiales-para-atraer-fondos-no-declarados-hicieron-bajar-el-precio-del-dolar/>

<sup>229</sup> LINKEDIN. Romina Cansler, 2025, [online]. [Accessed 21 May 2025]. Available from: <https://www.linkedin.com/in/romina-cansler-6a290a40/?originalSubdomain=ar>

<sup>230</sup> INFOBAE, Agustín Gallardo, 2025, [online]. [Accessed 21 May 2025]. Available from: <https://www.infobae.com/autor/agustin-gallardo>

<sup>231</sup> INFOBAE, Valeria Chavez, 2025, [online]. [Accessed 21 May 2025]. Available from: <https://www.infobae.com/autor/valeria-chavez>

<sup>232</sup> INFOBAE, Camila Caruso, 2025, [online]. [Accessed 21 May 2025]. Available from: <https://www.infobae.com/autor/camila-caruso>

<sup>233</sup> INFOBAE, Valeria Roman, 2025, [online]. [Accessed 21 May 2025]. Available from: <https://www.infobae.com/autor/valeria-roman>

<sup>234</sup> INFOBAE, Víctor Ingrassia, 2025, [Accessed 21 May 2025]. Available from: <https://www.infobae.com/autor/victor-ingrassia>

<sup>235</sup> MI.TV. El Trece – Yesterday’s programming [online]. [Accessed 12 May 2025]. Available from: <https://mi.tv/ar/canales/el-trece/ayer>

<sup>236</sup> LINKEDIN. Daniel Zanardi [online]. [Accessed 23 May 2025]. Available from: <https://www.linkedin.com/in/daniel-zanardi-65094929/?originalSubdomain=ar>

<sup>237</sup> ALTERNATIVA TEATRAL. Pablo Codevilla [online]. [Accessed 10 May 2025]. Available from: <https://www.alternativateatral.com/persona96693-pablo-codevilla>

<sup>238</sup> EL TRECE. Mediodía Noticias [online]. Buenos Aires: El Trece. [Accessed 8 May 2025]. Available from: <https://www.eltrece.com.ar/mediodia-noticias/>

1.4.1.1.3.2. Telenoche<sup>239</sup>

1.4.1.1.3.2.1. Host: Dominique Metzger

1.4.1.1.3.2.2. Host: Nelson Castro

1.4.2. Cable TV channels

1.4.2.1. TN – Todo Noticias<sup>240</sup>

1.4.2.1.1. General Manager: Daniel Zanardi

1.4.2.1.2. Head of News: Ricardo Ravanelli<sup>241</sup>

1.4.2.1.3. Programming Manager: Adrián Suar

1.4.2.1.4. Programming<sup>242</sup>

1.4.2.1.4.1. Nuestra tarde

1.4.2.1.4.1.1. Host: Eleonora Cole

1.4.2.1.4.1.2. Host: Federico Wiemeyer

1.4.2.1.4.2. TN Central

1.4.2.1.4.2.1. Host: Nicolas Wiñazki

1.4.2.1.4.2.2. Host: Marcelo Bonelli

1.4.2.1.4.2.3. Host: Maria Eugenia Duffard

1.5. Magazine

1.5.1. ELLE Argentina<sup>243</sup>

1.5.1.1. General Director: Arlette Barrionuevo

1.5.1.2. Managing Editor: Gabriela Silvestre

1.5.1.2.1. Editor: Mercedes Farré (Fashion)

1.5.1.2.2. Editor: Arlette Barrionuevo (Beauty)

2. Buenos Aires Province

2.1. Radio

2.1.1. AM

2.1.1.1. Radio Provincia (1270 AM)<sup>244</sup>

2.1.1.2. General Director: Marcelo Figueras

2.1.1.3. General Producer: Javier Cipriano

<sup>239</sup> EL TRECE. Telenoche [online]. Buenos Aires: El Trece. [Accessed 8 May 2025]. Available from: <https://www.eltrecetv.com.ar/telenoche/>

<sup>240</sup> MI.TV. Todo Noticias (TN) – Channel profile [online]. [Accessed 8 May 2025]. Available from: <https://mi.tv/ar/canales/tn>

<sup>241</sup> LINKEDIN. Ricardo Ravanelli [online]. [Accessed 8 May 2025]. Available from: <https://www.linkedin.com/in/rravanelli/?originalSubdomain=ar>

<sup>242</sup> TN. Programming Grid – Todo Noticias [online]. Buenos Aires: Artear. [Accessed 8 May 2025]. Available from: <http://www.canal13.artear.com.ar/cgi-bin/navgrilla03.pl?DIR=tn/programaciongrilla/datos&Senial=TN&Tipo=PRO&Semana=&Anio=&DIA=&MES=&ANIO=&Version=>

<sup>243</sup> ELLE ARGENTINA. Editorial team – ELLE Argentina [online]. Buenos Aires: Clarín. [Accessed 12 May 2025]. Available from: [https://elle.clarin.com/redaccion-elle?utm\\_source](https://elle.clarin.com/redaccion-elle?utm_source)

<sup>244</sup> RADIO PROVINCIA. About Radio Provincia [online]. La Plata: Government of the Province of Buenos Aires. [Accessed 12 May 2025]. Available from: <https://radioprovincia.gba.gob.ar/acerca.php>

- 2.1.1.4. Deputy Content Director: Martín Martinic
- 2.2. Printed
  - 2.2.1. Newspaper
    - 2.2.1.1. Zona Norte Hoy<sup>245</sup>
      - 2.2.1.1.1. General Director: Cristian Salles<sup>246</sup>
      - 2.2.1.1.2. Editor: Ramiro Ladoux <sup>247</sup>
- 3. Municipal
  - 3.1. Online Media
    - 3.1.1. Tiempo de Belgrano
      - 3.1.1.1. General Producer: Miguel Ángel Cataudella<sup>248</sup>

## United States

- 1. National Media (United States)
  - 1.1. Radio
    - 1.1.1. NPR (National Public Radio)
      - 1.1.1.1. Senior Vice President, Editor-in-Chief & Acting Chief Content Officer: Edith Chapin.<sup>249</sup>
      - 1.1.1.2. Radio Programming
        - 1.1.1.2.1.1. Program: Morning Edition<sup>250</sup>
          - 1.1.1.2.1.1.1. Journalist: Leila Fadel
          - 1.1.1.2.1.1.2. Journalist: Steve Inskeep
        - 1.1.1.2.1.2. Program: All Things Considered<sup>251</sup>
          - 1.1.1.2.1.2.1. Journalist: Ari Shapiro
          - 1.1.1.2.1.2.2. Journalist: Mary Louise Kelly
    - 1.1.2. iHeartRadio

<sup>245</sup> ZONA NORTE HOY. News and media platform of Greater Buenos Aires North [online]. Zona Norte Hoy. [Accessed 12 May 2025]. Available from: <https://www.zonanortehoy.com/>

<sup>246</sup> LINKEDIN. Cristian Salles [online]. [Accessed 12 May 2025]. Available from: <https://www.linkedin.com/in/cristian-salles-72667235/?originalSubdomain=ar>

<sup>247</sup> LINKEDIN. Ramiro Ladoux [online]. [Accessed 25 May 2025]. Available from: <https://www.linkedin.com/in/ramiro-ladoux-322248175/?originalSubdomain=ar>

<sup>248</sup> LINKEDIN. Miguel Ángel Cataudella [online]. [Accessed 12 May 2025]. Available from: <https://www.linkedin.com/in/miguel-angel-cataudella-14588237/?originalSubdomain=ar>

<sup>249</sup> NPR. Edith Chapin [online]. Washington, D.C.: NPR. [Accessed 13 May 2025]. Available from: <https://www.npr.org/people/153024115/edith-chapin>

<sup>250</sup> NPR. Morning Edition – Archive [online]. Washington, D.C.: NPR. [Accessed 13 May 2025]. Available from: <https://www.npr.org/programs/morning-edition/archive>

<sup>251</sup> WUNC. All Things Considered [online]. Chapel Hill, NC: WUNC. [Accessed 13 May 2025]. Available from: <https://www.wunc.org/show/all-things-considered>

1.1.2.1. Chief Programming Officer & President, National Programming Group: Tom Poleman<sup>252</sup>

1.1.2.2. Radio Programming

1.1.2.2.1. Program: Beyond the Beauty with Bobbi Brown <sup>253</sup>

1.1.2.2.1.1. Host: Bobbi Brown

1.2. Printed

1.2.1. Newspaper

1.2.1.1. The New York Times

1.2.1.1.1. President: A. G. Sulzberger<sup>254</sup>

1.2.1.1.2. Executive Editor: Joseph Kahn<sup>255</sup>

1.2.1.1.3. Fashion Director & Chief Fashion Critic: Vanessa Friedman<sup>256</sup>

1.2.1.1.4. Editor: Jessica Testa (Fashion & Style)

1.2.1.1.4.1. Reporter: Guy Trebay (Fashion & Style)

1.2.1.2. The Wall Street Journal

1.2.1.2.1. Publisher & CEO: Almar Latour<sup>257</sup>

1.2.1.2.2. Editor in Chief: Emma Tucker<sup>258</sup>

1.2.1.2.3. Women's Fashion Editor: Antonina Jedrzejczak

1.2.1.2.3.1.1. Reporter: Caitie Kelly (Fashion)

1.2.1.3. USA TODAY

1.2.1.3.1. Editor in Chief: Caren Bohan <sup>259</sup>

1.2.1.3.1.1. Money & Consumer News Editor: Charisse Jones\_(Economy)<sup>260</sup>

1.2.1.3.1.1.1. Reporter: Paul Davidson (Economy)

1.2.1.3.1.1.2. Reporter: Rachel Barber (Economy)

<sup>252</sup> IHEARTMEDIA. Board of Directors – Person Detail: Richard Bressler [online]. San Antonio, TX: iHeartMedia. [Accessed 12 May 2025]. Available from: <https://investors.iheartmedia.com/governance/board-of-directors/person-details/default.aspx?ItemId=2d59169e-c351-467d-8787-d2d90507421>

<sup>253</sup> IHEART. Beyond the Beauty with Bobbi Brown [online]. New York: iHeart. [Accessed 13 May 2025]. Available from: <https://www.iheart.com-beyond-the-beauty-with-bo-55055452/>

<sup>254</sup> THE NEW YORK TIMES COMPANY. A. G. Sulzberger [online]. New York: The New York Times Company. [Accessed 14 May 2025]. Available from: <https://www.nytc.com/person/a-g-sulzberger/>

<sup>255</sup> THE NEW YORK TIMES COMPANY. Joseph Kahn [online]. New York: The New York Times Company. [Accessed 11 May 2025]. Available from: <https://www.nytc.com/person/joseph-kahn/>

<sup>256</sup> THE NEW YORK TIMES. Vanessa Friedman – Author page [online]. New York: The New York Times. [Accessed 14 May 2025]. Available from: <https://www.nytimes.com/by/vanessa-friedman>

<sup>257</sup> THE WALL STREET JOURNAL. Almar Latour – Author page [online]. New York: Dow Jones & Company. [Accessed 12 May 2025]. Available from: <https://www.wsj.com/news/author/almar-latour>

<sup>258</sup> THE WALL STREET JOURNAL. Emma Tucker – Author page [online]. New York: Dow Jones & Company. [Accessed 12 May 2025]. Available from: <https://www.wsj.com/news/author/emma-tucker>

<sup>259</sup> NATIONAL PRESS FOUNDATION. Charisse Jones – Judge bio [online]. Washington, D.C.: National Press Foundation. [Accessed 11 May 2025]. Available from: <https://nationalpress.org/judge/charisse-jones/>

<sup>260</sup> LINKEDIN. Corrine Cory [online]. [Accessed 11 May 2025]. Available from: <https://www.linkedin.com/in/corycoryne/>

1.3. Online Media

1.3.1. Refinery29

1.3.1.1. CEO: Cory Corrine Haik

1.3.1.2. Global Editor-in-Chief and Co-Founder: Christene Barberich<sup>261</sup>

1.3.1.3. Beauty Director: Sara Tan

1.3.1.3.1. Reporter: Chinazor Offor<sup>262</sup>

1.3.1.4. Fashion Director: Irina Grechko

1.3.1.4.1. Reporter: Frances Solá-Santiago

1.4. Television

1.4.1. Air TV channels

1.4.1.1. ABC (American Broadcasting Company)

1.4.1.1.1. General Director: Almin Karamehmedovic<sup>263</sup>

1.4.1.1.2. Programming

1.4.1.1.2.1. Good Morning America

1.4.1.1.2.1.1. Host: Robin Roberts

1.4.1.1.2.1.2. Host: George Stephanopoulos

1.4.1.1.2.1.3. Host: Michael Strahan

1.4.1.2. NBC – National Broadcasting Company

1.4.1.2.1. General Director: Cesar Conde<sup>264</sup>

1.4.1.2.2. Content Manager: Rebecca Blumenstein

1.4.1.2.3. Programming

1.4.1.2.3.1. Today

1.4.1.2.3.1.1. Host: Savannah Guthrie

1.4.1.2.3.1.2. Host: Craig Melvin

1.5. Magazine

1.5.1. Vogue (U.S. edition)

1.5.1.1. Global Editorial Director: Anna Wintour<sup>265</sup>

<sup>261</sup> THE CUT. How I Get It Done: Christene Barberich, Refinery29 [online]. 19 July 2017. New York: The Cut. [Accessed 11 May 2025]. Available from: <https://www.thecut.com/2017/07/how-i-get-it-done-interview-christene-barberich-refinery-29.html>

<sup>262</sup> REFINERY29. Style editors & writers – Refinery29 team [online]. New York: Refinery29. [Accessed 11 May 2025]. Available from: <https://www.refinery29.com/en-us/r29-style-editors-writers>

<sup>263</sup> LINKEDIN. Almin Karamehmedovic [online]. [Accessed 11 May 2025]. Available from: <https://www.linkedin.com/in/almin-karamehmedovic-48088214b/>

<sup>264</sup> THE NEW YORK TIMES. NBC News chairman Cesar Conde defends controversial coverage choices [online]. 29 March 2024. New York: The New York Times. [Accessed 11 May 2025]. Available from: <https://www.nytimes.com/2024/03/29/business/media/nbc-news-cesar-conde.html>

<sup>265</sup> BUSINESS OF FASHION. Anna Wintour [online]. London: The Business of Fashion. [Accessed 11 May 2025]. Available from: <https://www.businessoffashion.com/people/anna-wintour/>

- 1.5.1.2. Creative Editorial Director: Mark Guiducci<sup>266</sup>
- 1.5.1.3. Editor: Virginia Smith (Global Head of Fashion Network)
  - 1.5.1.3.1. Reporter: André-Naquian Wheeler (Fashion & Culture Writer)
- 1.5.1.4. Editor: Celia Ellenberg (Beauty Director)
  - 1.5.1.4.1. Reporter: Arden Fanning Andrews
- 1.5.2. Cosmopolitan (U.S. edition)
  - 1.5.2.1. Editor-in-Chief: Willa Bennett<sup>267</sup>
  - 1.5.2.2. Executive Director: Alexandra Whittaker
  - 1.5.2.3. Fashion Director: Cassie Anderson
    - 1.5.2.3.1. Reporter: Danielle Flum (Fashion Writer)
  - 1.5.2.4. Beauty Director: Lauren Balsamo
    - 1.5.2.4.1. Reporter: Beth Gillette (Beauty Writer)

## 2. New York State

### 2.1. Radio

- 2.1.1. WNYC 93.9 FM / AM 820 (New York Public Radio)
  - 2.1.1.1. President & CEO: LaFontaine E. Oliver
  - 2.1.1.2. Editor-in-Chief: Audrey Cooper
    - 2.1.1.2.1. Program: All of It
    - 2.1.1.2.2. Host: Alison Stewart
    - 2.1.1.2.3. Program: The Brian Lehrer Show
      - 2.1.1.2.3.1. Host: Brian Lehrer

### 2.2. Newspaper

- 2.2.1. Crain's New York Business
  - 2.2.1.1. Executive director: Fred P. Gabriel<sup>268</sup>
  - 2.2.1.2. Editor-in-Chief: Cory Schouten
    - 2.2.1.2.1. Reporter: Cara Eisenpress (Economy Reporter)
    - 2.2.1.2.2. Reporter: Lilah Burke (Health Care Reporter)

### 2.3. Television

- 2.3.1. NY1

<sup>266</sup> VOGUE. Masthead – Vogue editorial team [online]. New York: Vogue. [Accessed 11 May 2025]. Available from: <https://www.vogue.com/masthead>

<sup>267</sup> THE CUT. Cosmopolitan hires a new editor-in-chief from Highsnobiety [online]. New York: The Cut. [Accessed 11 May 2025]. Available from: <https://www.thecut.com/article/cosmopolitan-hires-a-new-editor-in-chief-from-highsnobiety.html>

<sup>268</sup> LINKEDIN. Fred Gabriel [online]. [Accessed 11 May 2025]. Available from: <https://www.linkedin.com/in/fredgabriel/>

2.3.1.1. Senior Director of News: Michael Kurtz<sup>269</sup>

2.3.1.1.1. Program: Inside City Hall

2.3.1.1.1.1. Host: Errol Louis

## 2.4. Magazine

### 2.4.1. New York Magazine

2.4.1.1. Editor-in-Chief: David Haskell<sup>270</sup>

2.4.1.2. Editor-in-Chief: Lindsay Peoples

2.4.1.3. Fashion Critic: Cathy Horyn

2.4.1.3.1. Reporter: André-Naquian Wheeler (Fashion & Culture Writer)

2.4.1.4. Beauty Editor: Arden Fanning Andrews

## 2.5. Online Media

### 2.5.1. Gothamist

2.5.1.1. Editor-in-Chief: Audrey Cooper<sup>271</sup>

2.5.1.2. Reporter: Elizabeth Kim (City Hall & Politics)

2.5.1.3. Reporter: Jake Offenhartz

## 3. Manhattan City, New York

### 3.1. Newspapers

#### 3.1.1. The Manhattan Times<sup>272</sup>

3.1.1.1. Publisher: Luis A. Miranda Jr.

3.1.1.2. Editor-in-Chief: Debralee Santos

3.1.1.3. Reporter: Gregg McQueen

3.1.1.4. Reporter: Sherry Mazzocchi

## 4. California State

### 4.1. Radio

4.1.1. KCRW 89.9 FM (Santa Monica)<sup>273</sup>

<sup>269</sup>LINKEDIN. Michael Kurtz [online]. [Accessed 11 May 2025]. Available from: <https://www.linkedin.com/in/michael-kurtz-2105b810/>

<sup>270</sup> INTERVIEW MAGAZINE. Meet David Haskell, NY Mag's editor-in-chief [online]. New York: Interview Magazine. [Accessed 11 May 2025]. Available from: <https://www.interviewmagazine.com/culture/meet-david-haskell-ny-mags-editor-in-chief>

<sup>271</sup> GOTHAMIST. Our Team [online]. New York: Gothamist. [Accessed 11 May 2025]. Available from: <https://gothamist.com/our-team/>

<sup>272</sup> THE MANHATTAN TIMES. Who We Are [online]. New York: The Manhattan Times. [Accessed 11 May 2025]. Available from: <https://www.manhattantimesnews.com/who-we-are/>

<sup>273</sup>KCRW. Homepage [online]. Santa Monica, CA: KCRW. [Accessed 11 May 2025]. Available from: <https://www.kcrw.com/>

- 4.1.1.1. President & CEO: Jennifer Ferro
- 4.1.1.2. Content Director: Sonya Geis
- 4.1.1.3. Programming
  - 4.1.1.3.1. Program: Press Play
    - 4.1.1.3.1.1. Host: Madeleine Brand

#### 4.2. Magazine

- 4.2.1. Los Angeles Magazine<sup>274</sup>
  - 4.2.1.1. Editor-in-Chief: Jasmin Rosemberg
  - 4.2.1.2. Senior Editor (Style): Lina Lecaro
  - 4.2.1.3. Staff Writer: Michele McPhee

#### 5. Los Angeles City, California

- 5.1.1. ABC 7<sup>275</sup>
  - 5.1.1.1. President & General Manager: Wendy Granato
  - 5.1.1.2. Vice-President & News Director: Pam Chen
  - 5.1.1.3. Programming
    - 5.1.1.3.1. Program: Eyewitness News
      - 5.1.1.3.1.1. Host: David Ono

#### 6. Florida State

##### 6.1. Radio

- 6.1.1. WLRN 91.3 FM<sup>276</sup>
  - 6.1.1.1. President & CEO: John LaBonia
  - 6.1.1.2. Director of Daily News & Original Live Programming: Caitie Muñoz
  - 6.1.1.3. Programming
    - 6.1.1.3.1. Program: South Florida Roundup
      - 6.1.1.3.1.1. Host: Tim Padgett

##### 6.2. Newspaper

- 6.2.1. Miami Herald<sup>277</sup>
  - 6.2.1.1. Executive Editor: Alex Mena
  - 6.2.1.2. Senior Managing Editor: Dana Banker
  - 6.2.1.3. Business Reporter: Michael Butler

<sup>274</sup>LOS ANGELES MAGAZINE. Homepage [online]. Los Angeles: Los Angeles Magazine. [Accessed 11 May 2025]. Available from: <https://lamag.com/>

<sup>275</sup>ABC7. Homepage – ABC7 Eyewitness News [online]. Los Angeles: ABC7. [Accessed 11 May 2025]. Available from: <https://abc7.com/>

<sup>276</sup>WLRN. Radio – WLRN Public Media [online]. Miami, FL: WLRN. [Accessed 11 May 2025]. Available from: <https://www.wlrn.org/radio>

<sup>277</sup>MIAMI HERALD. Homepage [online]. Miami, FL: Miami Herald. [Accessed 11 May 2025]. Available from: <https://www.miamiherald.com/>

6.3. Magazine

6.3.1. Florida Trend<sup>278</sup>

6.3.1.1. Publisher: David Denor

6.3.1.2. Executive Editor: Amy Keller

6.3.1.3. Editor: Mike Vogel (Business)

6.4. Television

6.4.1. WPLG Local 10<sup>279</sup>

6.4.1.1. President & CEO: Bert Medina

6.4.1.2. Vice-President & News Director: Bill Pohovey

6.4.1.3. Programming

6.4.1.3.1. Program: Local 10 News

6.4.1.3.1.1. Host: Nicole Perez

**France**

1. National Media

1.1. Radio

1.1.1. France Inter<sup>280</sup>

1.1.1.1. Director: Adèle Van Reeth <sup>281</sup>

1.1.1.2. Program: Le 7/10 (Morning News)

1.1.1.2.1. Host: Nicolas Demorand

1.1.1.2.2. Host: Léa Salamé

1.2. Newspaper

1.2.1. Le Monde

1.2.1.1. Director: Louis Dreyfus

1.2.1.2. Editor: Michel Guerrin (Culture)<sup>282</sup>

1.2.1.3. Editor: Nicolas Chapuis (Politics)

1.3. Magazine

1.3.1. Elle (France)

<sup>278</sup> FLORIDA TREND. Homepage – Florida business news [online]. St. Petersburg, FL: Florida Trend. [Accessed 11 May 2025]. Available from: <https://www.floridatrend.com/>

<sup>279</sup> LOCAL 10 NEWS. Homepage – WPLG Local 10 [online]. Miami, FL: WPLG. [Accessed 11 May 2025]. Available from: <https://www.local10.com/>

<sup>280</sup> FRANCE INTER. Homepage – France Inter (Radio France) [online]. Paris: Radio France. [Accessed 11 May 2025]. Available from: <https://www.radiofrance.fr/franceinter>

<sup>281</sup> RADIO FRANCE. Adèle Van Reeth [online]. Paris: Radio France. [Accessed 11 May 2025]. Available from: <https://www.radiofrance.fr/personnes/adele-van-reeth>

<sup>282</sup> VOXEUROP. Michel Guerrin – Guest author [online]. [Accessed 11 May 2025]. Available from: [https://voxeurop.eu/en/guest\\_author/michel-guerrin/](https://voxeurop.eu/en/guest_author/michel-guerrin/)

- 1.3.1.1. Director: Véronique Philipponnat<sup>283</sup>
- 1.3.1.2. Editor: Brune de Margerie (Fashion Editor)
- 1.3.1.3. Editor: Élisabeth Martorell (Beauty Editor)

1.4. Television

1.4.1. France 24

- 1.4.1.1. President & CEO: Delphine Ernotte Cunci <sup>284</sup>
- 1.4.1.2. Program: Télématin
  - 1.4.1.2.1. Host: Julien Arnaud
  - 1.4.1.2.2. Host: Flavie Flament

2. Paris City, France

2.1.1. Newspaper

2.1.1.1. Le Parisien

- 2.1.1.1.1. CEO: Pierre Louette<sup>285</sup>
- 2.1.1.1.2. Editorial Director: Nicolas Charbonneau<sup>286</sup>
- 2.1.1.1.3. Editor: Airy Aubry (Lifestyle)
- 2.1.1.1.4. Reporter: Karen Jégo (Fashion & Beauty)

**Table 3: Community Map**

1. Community

1.1. Educational sector

1.1.1. Universities

- 1.1.1.1. Instituto Tecnológico de Buenos Aires (ITBA)

<sup>283</sup> LINKEDIN. Véronique Philipponnat [online]. [Accessed 12 May 2025]. Available from: <https://www.linkedin.com/in/v%C3%A9ronique-philipponnat-080097b5/?originalSubdomain=fr>

<sup>284</sup> FRANCE 24. Delphine Ernotte Cunci: a woman of television and power [online]. 14 May 2025. Paris: France 24. [Accessed 12 May 2025]. Available from: <https://www.france24.com/fr/info-en-continu/20250514-delphine-ernotte-cunci-femme-de-t%C3%A9l%C3%A9vision-et-de-pouvoir>

<sup>285</sup> LES ÉCHOS - LE PARISIEN. Pierre Louette – Executive team [online]. Paris: Les Échos - Le Parisien Groupe. [Accessed 11 May 2025]. Available from: <https://lesechosleparisien.fr/le-groupe/equipe-dirigeante/pierre-louette>

<sup>286</sup> LE MONDE. At Le Parisien newspaper, the voluntary departure plan could affect around fifty people [online]. 20 May 2025. Paris: Le Monde. [Accessed 11 May 2025]. Available from: [https://www.lemonde.fr/economie/article/2025/05/20/au-journal-le-parisien-le-plan-de-departs-volontaires-pourrait-concerner-une-cinquantaine-de-personnes\\_6607423\\_3234.html](https://www.lemonde.fr/economie/article/2025/05/20/au-journal-le-parisien-le-plan-de-departs-volontaires-pourrait-concerner-une-cinquantaine-de-personnes_6607423_3234.html)

1.1.1.1.1. Superior Authorities of ITBA<sup>287</sup>

1.1.1.1.1.1. University Rector: Eng. Andrés Basilio Agres.<sup>288</sup>

1.1.1.1.1.2. University Vice Rector: Eng. Sebastián Mur.<sup>289</sup>

1.1.1.1.1.3. Dean of the School of Management and Technology: Eng. Juan Vidaguren.<sup>290</sup>

1.1.1.1.1.4. Director of the bioengineering program: Dra. Sandra Wray<sup>291</sup>.

1.1.1.2. Universidad Tecnológica Nacional (UTN)

1.1.1.2.1. Superior Authorities of UTN<sup>292</sup>

1.1.1.2.1.1. University Rector: Eng. Ruben Soro.

1.1.1.2.1.2. University Vice Rector: Eng. Haroldo Avetta.

1.1.1.2.1.3. Director of the Bioengineering program<sup>293</sup>: Dra. Patricia Arza

1.1.1.3. Universidad de Buenos Aires (UBA)

1.1.1.3.1. Superior Authorities of UBA<sup>294</sup>

1.1.1.3.1.1. University Rector: Ricardo Jorge Gelpi

1.1.1.3.1.2. University Vice Rector: Emiliano Yacobitti

1.1.1.3.2. Authorities of Pharmacy and Biomedical School of UBA<sup>295</sup>

1.1.1.3.2.1. Dean of the School: Pablo Evelson

<sup>287</sup> ITBA. Superior Authorities and Secretaries. [online]. Available at: <https://www.itba.edu.ar/la-universidad/institucional/autoridades/> [Accessed: August 17, 2025].

<sup>288</sup> LinkedIn. Rector of ITBA [online]. Available at: <https://www.linkedin.com/in/andresagres/> [Accessed: August 17, 2025].

<sup>289</sup> LinkedIn. Vice Rector of ITBA [online]. Available at: <https://www.linkedin.com/in/sebastianmur/> [Accessed: August 17, 2025].

<sup>290</sup> LinkedIn. Dean of the School of Management and Technology of ITBA [online]. Available at: <https://www.linkedin.com/in/jvidaguren/> [Accessed: August 17, 2025].

<sup>291</sup> LinkedIn. Director Dra. Sandra Wray [online]. Available at: <https://www.linkedin.com/in/sandra-wray-909457b/> [Accessed: August 17, 2025].

<sup>292</sup> UTN. Superior Authorities and Secretaries. [online]. Available at: <https://www.utn.edu.ar/es/la-universidad/autoridades> [Accessed: August 17, 2025].

<sup>293</sup> UTN Haedo. Director of the program [online]. Available at: <https://frh.utn.edu.ar/carreras/bioingenieria/> [Accessed: August 17, 2025].

<sup>294</sup> UBA. Superior Authorities [online]. Available at: <https://www.uba.ar/autoridades> [Accessed: August 17, 2025].

<sup>295</sup> UBA. Authorities of Pharmacy and Biomedical School of UBA [online]. Available at: <https://www.ffyb.uba.ar/teachers/evelson-pablo/> // <https://www.ffyb.uba.ar/teachers/schreier/> [Accessed: August 17, 2025].

- 1.1.1.3.2.2. Vice Dean of the School: Dra. Laura Schreier
- 1.1.1.4. Universidad Argentina de la Empresa (UADE)<sup>296</sup>
  - 1.1.1.4.1. Superior Authorities of UADE
    - 1.1.1.4.1.1. President: Dr. Héctor Masoero
    - 1.1.1.4.1.2. Vice President: Dr. Jorge N. Videla (h)
    - 1.1.1.4.1.3. Rector: Dr. Ricardo Orosco
  - 1.1.1.4.2. Superior authorities of School of Engineering and Exact Sciences (FAIN)
    - 1.1.1.4.2.1. Dean of the School: Dr. Federico Prada
    - 1.1.1.4.2.2. Director of Biotechnology degree: Lic. Martin Vadillo (a/c)
    - 1.1.1.4.2.3. Director of Environmental Management: Dr. Mariano Cassina
- 1.1.1.5. Universidad Austral<sup>297</sup>
  - 1.1.1.5.1. Superior Authorities of Austral
    - 1.1.1.5.1.1. President: Dr. Juan Cianciardo
    - 1.1.1.5.1.2. Rector: Mag. Julián Esteban Rodriguez
  - 1.1.1.5.2. Superior Authorities of School of Biomedical Sciences
    - 1.1.1.5.2.1. Dean of the School: Dr. Guillermo Mazzolini
    - 1.1.1.5.2.2. Vice Dean of the School: Esp. Manuel Rocca Rivarola
  - 1.1.1.5.3. Superior Authorities of School of Engineering
    - 1.1.1.5.3.1. Dean: Ing. Emilio Lopéz Gabeiras.
    - 1.1.1.5.3.2. Director of Studies: Prof. Mariana Krause Armin.
- 1.1.1.6. Universidad de San Andrés (UDESА)<sup>298</sup>
  - 1.1.1.6.1. Superior Authorities of San Andrés (UDESА)
    - 1.1.1.6.1.1. President: Dr. Lucas S. Grosman
    - 1.1.1.6.1.2. Vicerrector: Dr. Lucía Quesada

<sup>296</sup> UADE. Authorities [online]. Available at: <https://www.uade.edu.ar/acerca-de-uade/autoridades/> [Accessed: August 19, 2025].

<sup>297</sup> AUSTRAL University. Authorities [online]. [consulted: 20 August 2025]. Available at: <https://www.austral.edu.ar/autoridades/>

<sup>298</sup> UNIVERSIDAD DE SAN ANDRÉS. Academic leadership [online]. [consulted: 20 August 2025]. Available at: <https://udesа.edu.ar/conduccion-academica>

1.1.1.6.2. Superior Authorities of Department of Engineering

1.1.1.6.2.1. Director: Dr. Roberto Bunge<sup>299</sup>

1.1.1.6.2.2. Director of the Biotechnology engineering degree: Dr. Diego Golombek.<sup>300</sup>

1.1.1.7. Universidad Abierta Interamericana (UAI)<sup>301</sup>

1.1.1.7.1. Superior Authorities of UAI

1.1.1.7.1.1. Rector: Dr. Rodolfo Néstor De Vincenzi

1.1.1.7.1.2. Vice Rector on Investigation: Dr. Mario Lattuada

1.1.1.7.2. Superior Authorities of School of Medicine and Health Sciences:<sup>302</sup>

1.1.1.7.2.1. Dean of the School: Dr. Alejandro Botbol

1.1.1.7.2.2. Academic Secretary of the Faculty of Medicine and Health Sciences:  
Dr. Rafael Porcile.

1.1.1.8. Pontificia Universidad Católica Argentina (UCA):<sup>303</sup>

1.1.1.8.1. Superior Authorities of UCA

1.1.1.8.1.1. Rector: Dr. Miguel Ángel Schiavone

1.1.1.8.1.2. Vice Rector in Investigation: Dr. Graciela Cremaschi

1.1.1.8.2. Superior Authorities of School of Medical Sciences in Buenos Aires:

1.1.1.8.2.1. Dean of School of Medical Sciences: Dr. Horacio Caviglia.

1.1.1.8.2.2. Academic Secretary of School of Medical Sciences: Dr. Sabrina Julio.

1.1.1.8.2.3. Director of the Medicine Program: Dr. Lenin de Janon Quevedo.

<sup>299</sup> BUNGE, Roberto. Faculty profile [online]. Universidad de San Andrés. [consulted: 20 August 2025]. Available at: <https://udesa.edu.ar/cuerpo-docente/roberto-bunge>

<sup>300</sup> UNIVERSIDAD DE SAN ANDRÉS. Department of Engineering – Biotechnology Engineering [online]. [consulted: 20 August 2025]. Available at: <https://udesa.edu.ar/departamento-de-ingenieria/ingenieria-en-biotecnologia>

<sup>301</sup> UNIVERSIDAD ABIERTA INTERAMERICANA. Authorities [online]. [consulted: 20 August 2025]. Available at: <https://uai.edu.ar/institucional/autoridades/>

<sup>302</sup> UNIVERSIDAD ABIERTA INTERAMERICANA. School of Medicine and Health Sciences [online]. [consulted: 20 August 2025]. Available at: <https://uai.edu.ar/facultades/medicina-y-ciencias-de-la-salud/>

<sup>303</sup> PONTIFICIA UNIVERSIDAD CATÓLICA ARGENTINA. Faculty of Medical Sciences – Authorities [online]. [consulted: 20 August 2025]. Available at: <https://uca.edu.ar/es/facultad-de-ciencias-medicas/nuestra-facultad/autoridades>

1.1.1.8.2.4. Director of the Institute of Biomedical Research: Dr. Vanina Medina.

1.1.1.9. Universidad del Salvador (USAL):<sup>304</sup>

1.1.1.9.1. Superior Authorities of USAL

1.1.1.9.1.1. Rector: Dr. Carlos I. Salvadores de Arzuaga

1.1.1.9.1.2. Vicerector in Investigation and Development: Dr. Luciana Tondello

1.1.1.9.1.3. Director in Investigation: Adriana Presa

1.1.1.9.1.4. Director in Scientific Publications: Soledad Herrera

1.1.1.9.2. Superior Authorities of School of Medical Science:

1.1.1.9.2.1. Dean: Daniel Martinez

1.1.1.9.2.2. Director of Medical School: Dr. Hugo N. Catalano

## 1.2. Scientific Section

1.2.1. Consejo Nacional de Investigaciones Científicas y Técnicas (CONICET)

1.2.1.1. Institucional Authorities<sup>305</sup>

1.2.1.1.1. President of CONICET: Dr. Daniel Salamone.

1.2.1.1.2. Vice president of scientific affairs: Dra. Claudia Capurro.

1.2.1.1.3. Vice president of technology affairs: Dr. Alberto Baruj.

1.2.1.2. Management Areas<sup>306</sup>

1.2.1.2.1. Evaluation and Planning management

1.2.1.2.1.1. Head manager: Cynthia Jeppesen.

1.2.1.2.1.2. Director of institutional planning and evaluation: César Adrián Diego.

1.2.1.2.2. Scientific and Technology development management

1.2.1.2.2.1. Head manager: Liliana Sacco.

1.2.1.2.2.2. Director of agreements and projects: Patricia Maccagno.

<sup>304</sup> UNIVERSIDAD DEL SALVADOR. Authorities [online]. [consulted: 20 August 2025]. Available at: <https://www.usal.edu.ar/autoridades/>

<sup>305</sup> CONICET. Institucional Authorities. [online]. Available at: <https://www.conicet.gov.ar/organo-de-gobierno/> [Accessed: August 18, 2025].

<sup>306</sup> CONICET. Management Areas [online]. Available at: <https://www.conicet.gov.ar/estructura-administrativa/> [Accessed: August 18, 2025].

1.2.1.2.3. Technological Linkage Management

1.2.1.2.3.1. Head Manager: Tomás Mazzieri.

1.2.1.2.3.2. Director of Technology Management: Dulce Zabalo Mamonde.

1.2.1.2.3.3. Coordinator of Management of Instruments for Technological Linkage: Agustín Crivelli.

1.2.1.2.3.4. Coordinator of Technologies for Inclusive Sustainable Development: Juan Pablo Sclarici.

1.2.1.2.3.5. Coordinator of Engineering, Environment and Energy: Romina Cuello.

1.2.1.2.3.6. Coordinator of Health, Food and Biotechnology: María Cecilia Rodríguez.

1.2.1.2.4. Legal Affairs management

1.2.1.2.4.1. Head manager: Alan Temiño.

1.2.1.2.4.2. Director of legal services: Alejandra Aybar.

1.2.1.2.4.3. Director of summaries: Soledad Torralba.

1.2.1.3. Institutional Commission for the Care and Use of Laboratory Animals (CICUAL) of INIBIOMA<sup>307</sup>

1.2.1.3.1.1. Coordinator

1.2.1.3.1.1.1. Vet. María Virginia Rago

1.2.1.3.1.2. Members of the committee

1.2.1.3.1.2.1. Marcelo Bonino

1.2.1.3.1.2.2. Daniela Milano

1.2.1.3.1.2.3. Valeria Ojeda

1.2.1.3.2. Investigation Team of strategic interest

<sup>307</sup> CONICET. CICUAL Members. [online]. Available at: <https://inibioma.conicet.gov.ar/comite-institucional-para-el-cuidado-y-uso-de-animales-de-laboratorio-cicual/> [Accessed: August 18, 2025].

1.2.1.3.2.1. Vice president & Principal Researcher: Alberto Leonardo Baruj.<sup>308</sup>

1.2.1.3.2.2. Principal researcher: Paula Cecilia Angelome.<sup>309</sup>

1.2.1.3.2.3. Principal researcher: Vanesa Gottifredi.<sup>310</sup>

1.2.2. Instituto Leloir (IL)

1.2.2.1. Superior Authorities of IL<sup>311</sup>

1.2.2.1.1. President: Dra. Fernanda Ceriani.

1.2.2.1.2. Vice President: Dr. Marcelo J. Yanovsky.

1.2.2.2. Cellular and Developmental Biology Lab<sup>312</sup>

1.2.2.2.1. Head of the Molecular Basis of Plant Development Laboratory: Dr. José M. Estevez.

1.2.2.2.2. Head of the RNA Cell Biology Laboratory: Dra. Graciela L. Boccaccio.

1.2.2.2.3. Head of the Behavioral Genetics Laboratory: Dra. Fernanda Ceriani.

1.2.2.2.4. Head of the Neural Developmental Genetics Laboratory: Dr. Guillermo Lanuza.

1.2.2.2.5. Head of the Molecular Genetics and Physiology Laboratory: Dr. Pablo Wappner.

1.2.2.2.6. Head of the Cellular and Molecular Neurobiology Laboratory: Dra. Fernanda Ledda.

## **Table 4: Clients Map**

### 1. L'Oréal Groupe Argentina Clients

<sup>308</sup> CONICET. Vice President of the investigation team. [online]. Available at: <https://bicyt.conicet.gov.ar/fichas/p/alberto-leonardo-baruj> [Accessed: August 18, 2025].

<sup>309</sup> CONICET. Principal Researcher Paula C. Angelome. [online]. Available at: <https://bicyt.conicet.gov.ar/fichas/p/paula-cecilia-angelome> [Accessed: August 18, 2025].

<sup>310</sup> CONICET. Principal Researcher Vanessa Gottifredi. [online]. Available at: <https://bicyt.conicet.gov.ar/fichas/p/vanesa-gottifredi> [Accessed: August 18, 2025].

<sup>311</sup> IL. Superior Authorities of IL. [online]. Available at: <https://www.leloir.org.ar/el-instituto#somos> [Accessed: August 18, 2025].

<sup>312</sup> IL. Cellular and Developmental Biology Lab. [online]. Available at: <https://www.leloir.org.ar/biologia-celular-del-desarrollo/laboratorios> [Accessed: August 18, 2025].

1.1. Autonomous City of Buenos Aires

1.1.1. Retailers

1.1.1.1. Professional Products Division & Luxe Division

1.1.1.1.1. Juleriaque

1.1.1.1.1.1. President: Carlos Juleriaque<sup>313</sup>

1.1.1.1.1.2. Sell Out Supervisor Channel: José Dus

1.1.1.1.1.3. Branches<sup>314</sup>

1.1.1.1.1.3.1. Juleriaque Palermo

1.1.1.1.1.3.1.1. Juleriaque Shopping Alto Palermo

1.1.1.1.1.3.1.1.1. Supervisor

1.1.1.1.1.3.1.2. Juleriaque Distrito Arcos

1.1.1.1.1.3.1.2.1. Supervisor

1.1.1.1.1.3.1.3. Juleriaque Alcorta Shopping

1.1.1.1.1.3.1.3.1. Supervisor

1.1.1.1.1.3.1.4. Juleriaque Shopping El Solar

1.1.1.1.1.3.1.4.1. Supervisor

1.1.1.1.1.3.2. Juleriaque Recoleta

1.1.1.1.1.3.2.1. Juleriaque Avenida Santa Fe 1650

1.1.1.1.1.3.2.1.1. Supervisor

1.1.1.1.1.3.2.2. Juleriaque Recoleta Mall

1.1.1.1.1.3.2.2.1. Supervisor

1.1.1.1.1.3.3. Juleriaque Microcentro (San Nicolas)

1.1.1.1.1.3.3.1. Juleriaque Galerías Pacifico

<sup>313</sup> Juleriaque (org chart: Carlos Juleriaque) [online]. [consulted: 20 August 2025]. Available at: <https://theorg.com/org/juleriaque/org-chart/carlos-juleriaque>

<sup>314</sup> Juleriaque (locales) [online]. [consulted: 20 August 2025]. Available at: [https://www.juleriaque.com.ar/locales?gad\\_source=1&gad\\_campaignid=837411787&gbraid=0AAAAADeKTna9xFHKjKNrUJdwRrvGr0BdO&gclid=Cj0KCQjw-4XFBhCBARIsAAAdNOKt69VAWmBgAYgtMuar-KPM0JWposxC-oBG0mwrUXMcrBbSPlv5aGcaAvfCEALw\\_wcB](https://www.juleriaque.com.ar/locales?gad_source=1&gad_campaignid=837411787&gbraid=0AAAAADeKTna9xFHKjKNrUJdwRrvGr0BdO&gclid=Cj0KCQjw-4XFBhCBARIsAAAdNOKt69VAWmBgAYgtMuar-KPM0JWposxC-oBG0mwrUXMcrBbSPlv5aGcaAvfCEALw_wcB)

1.1.1.1.1.3.3.1.1. Supervisor

1.1.1.1.1.3.3.2. Juleriaque Av. Corrientes 601

1.1.1.1.1.3.3.2.1. Supervisor

1.1.1.1.1.3.4. Juleriaque Belgrano

1.1.1.1.1.3.4.1. Juleriaque Av. Cabildo 1985

1.1.1.1.1.3.4.1.1. Supervisor

#### **1.1.1.1.2. Cerini Beauty**

1.1.1.1.2.1. Director: Claudio Cerini<sup>315</sup>

1.1.1.1.2.2. Branches<sup>316</sup>

1.1.1.1.2.2.1. Cerini Beauty Alcorta

1.1.1.1.2.2.1.1. Supervisor

1.1.1.1.2.2.2. Cerini Beauty Alto Palermo

1.1.1.1.2.2.2.1. Supervisor

#### **1.1.1.1.3. Parfumerie**

1.1.1.1.3.1. President: Diego Cortassa

1.1.1.1.3.2. Branches<sup>317</sup>

1.1.1.1.3.2.1. Parfumerie Abasto Shopping

1.1.1.1.3.2.1.1. Supervisor

1.1.1.1.3.2.2. Parfumerie Avenida Cabildo 1950

1.1.1.1.3.2.2.1. Supervisor

#### **1.1.1.1.4. Rouge**

1.1.1.1.4.1. President: Franco Bordoni

<sup>315</sup> CERINI. *Historia*. Available at: <https://cerini.net/historia/> [Accessed August 20, 2025].

<sup>316</sup> Cerini Beauty [online]. [consulted: 20 August 2025]. Available at: [https://cerinibeauty.net/?gad\\_source=1&gad\\_campaignid=21842474602&gbraid=0AAAAAo-ZUCuR8KPQ0F4MX408jIHS6AsBK&qclid=Cj0KCCQjw-4XFBhCBARIsAAAdNOKvsxEAG43LqeRMMONiZrhQZBQGIsWdUkIFpFKW3O0qCXDNTNIOS31gaAsuOEALw\\_wcB](https://cerinibeauty.net/?gad_source=1&gad_campaignid=21842474602&gbraid=0AAAAAo-ZUCuR8KPQ0F4MX408jIHS6AsBK&qclid=Cj0KCCQjw-4XFBhCBARIsAAAdNOKvsxEAG43LqeRMMONiZrhQZBQGIsWdUkIFpFKW3O0qCXDNTNIOS31gaAsuOEALw_wcB)

<sup>317</sup> Parfumerie [online]. [consulted: 20 August 2025]. Available at: <https://www.parfumerie.com.ar/mapa-locales>

1.1.1.1.4.2. Branches<sup>318</sup>

1.1.1.1.4.2.1. Rouge Palermo

1.1.1.1.4.2.1.1. Rouge Alcorta Shopping

1.1.1.1.4.2.1.1.1. Supervisor

1.1.1.1.4.2.1.2. Rouge Alto Palermo

1.1.1.1.4.2.1.2.1. Supervisor

1.1.1.1.4.2.1.3. Rouge Distrito Arcos

1.1.1.1.4.2.1.3.1. Supervisor

1.1.1.1.4.2.1.4. Rouge Av Bullrich 345

1.1.1.1.4.2.1.4.1. Supervisor

1.1.1.1.4.2.2. Rouge Belgrano

1.1.1.1.4.2.2.1. Rouge Cabildo 1801

1.1.1.1.4.2.2.1.1. Supervisor

1.1.1.1.4.2.3. Rouge Recoleta

1.1.1.1.4.2.3.1. Rouge Patio Bullrich

1.1.1.1.4.2.3.1.1. Supervisor

1.1.1.1.4.2.4. Rouge Retiro

1.1.1.1.4.2.4.1. Rouge Santa Fe 1326

1.1.1.1.4.2.4.1.1. Supervisor

**1.1.1.1.5. Las Margaritas**

1.1.1.1.5.1. President: Martin Enrique Mussat

1.1.1.1.5.2. Sucursales<sup>319</sup>

1.1.1.1.5.2.1. Las Margaritas Palermo

<sup>318</sup> Perfumerías Rouge [online]. [consulted: 20 August 2025]. Available at: [https://www.perfumeriasrouge.com/ayuda/sucursales?srsId=AfmBOoo\\_n0Gb7bDn5xO9Uggb3vfl865JKNFidIAiP3Unrn9OKwpPV4Ho](https://www.perfumeriasrouge.com/ayuda/sucursales?srsId=AfmBOoo_n0Gb7bDn5xO9Uggb3vfl865JKNFidIAiP3Unrn9OKwpPV4Ho)

<sup>319</sup> Las Margaritas [online]. [consulted: 20 August 2025]. Available at: <https://www.lasmargaritas.com.ar/nuestras-sucursales?srsId=AfmBOoq9dZHtC1UFQDLj8K3Zr4ty44-v6MOGsKHfDDLI32m1CFhPTJ3x>

1.1.1.1.5.2.1.1. Las Margaritas Plaza Italia Av. Santa Fe 4196

1.1.1.1.5.2.1.1.1. Supervisor

1.1.1.1.5.2.1.2. Las Margaritas Shopping Alto Palermo

1.1.1.1.5.2.1.2.1. Supervisor

1.1.1.1.5.2.1.3. Las Margaritas Av. Santa Fe 2983

1.1.1.1.5.2.1.3.1. Supervisor

1.1.1.1.5.2.1.4. Las Margaritas Av. Santa Fe 2735

1.1.1.1.5.2.1.4.1. Supervisor

1.1.1.1.5.2.1.5. Las Margaritas Av. Santa Fe 2437

1.1.1.1.5.2.1.5.1. Supervisor

1.1.1.1.5.2.1.6. Las Margaritas Av. Córdoba 4633

1.1.1.1.5.2.1.6.1. Supervisor

1.1.1.1.5.2.2. Las Margaritas Microcentro (San Nicolás)

1.1.1.1.5.2.2.1. Las Margaritas Florida 149

1.1.1.1.5.2.2.1.1. Supervisor

1.1.1.1.5.2.2.2. Las Margaritas Av. Córdoba 653

1.1.1.1.5.2.2.2.1. Supervisor

1.1.1.1.5.2.2.3. Las Margaritas Florida 558

1.1.1.1.5.2.2.3.1. Supervisor

**1.1.1.2. Consumer Products Division & Dermatological Beauty Division**

**1.1.1.2.1. Farmacity**

1.1.1.2.1.1. CEO: Sebastian Miranda

1.1.1.2.1.2. Sucursales<sup>320</sup>

1.1.1.2.1.2.1. Farmacity Microcentro

1.1.1.2.1.2.1.1. Farmacity Florida 52

<sup>320</sup> Farmacity [online]. [consulted: 20 August 2025]. Available at: <https://www.farmacity.com/Farmacity/sucursales>

1.1.1.2.1.2.1.1.1. Supervisor

1.1.1.2.1.2.1.2. Farmacity Lavalle 919

1.1.1.2.1.2.1.2.1. Supervisor

1.1.1.2.1.2.1.3. Farmacity Av. Córdoba 685

1.1.1.2.1.2.1.3.1. Supervisor

1.1.1.2.1.2.2. Farmacity Recoleta

1.1.1.2.1.2.2.1. Farmacity Libertad 1279

1.1.1.2.1.2.2.1.1. Supervisor

1.1.1.2.1.2.2.2. Farmacity Av. Las Heras 2324

1.1.1.2.1.2.2.2.1. Supervisor

1.1.1.2.1.2.2.3. Farmacity Roberto M. Ortiz 1861

1.1.1.2.1.2.2.3.1. Supervisor

**1.1.1.2.2. FarmaPlus<sup>321</sup>**

1.1.1.2.2.1. Presidents: Cristian Maculán y Luis Segura

1.1.1.2.2.2. Branches<sup>322</sup>

1.1.1.2.2.2.1. FarmaPlus Belgrano

1.1.1.2.2.2.1.1. FarmaPlus Cabildo 1566

1.1.1.2.2.2.1.1.1. Supervisor

1.1.1.2.2.2.1.2. FarmaPlus Juramento 2741

1.1.1.2.2.2.1.2.1. Supervisor

1.1.1.2.2.2.1.3. FarmaPlus Cabildo 2540

1.1.1.2.2.2.1.3.1. Supervisor

1.1.1.2.2.2.1.4. FarmaPlus Cabildo 2178

1.1.1.2.2.2.1.4.1. Supervisor

<sup>321</sup> FARMAPLUS. Quiénes Somos. Available at: <https://www.farmaplus.com.ar/quienes-somos> [Accessed August 20, 2025].

<sup>322</sup> FarmaPlus [online]. [consulted: 20 August 2025]. Available at: <https://www.farmaplus.com.ar/sucursales?srsId=AfmBOopINReXZdZ08dxx0c2vazV05DF9Qub2Kq8OXn8YZ7cBCufCUon7>

1.1.1.2.2.2.1.5. FarmaPlus Echeverria 3187

1.1.1.2.2.2.1.5.1. Supervisor

1.1.1.2.2.2.1.6. FarmaPlus Av. Libertador 6283

1.1.1.2.2.2.1.6.1. Supervisor

1.1.1.2.2.2.1.7. FarmaPlus Maure 1691

1.1.1.2.2.2.1.7.1. Supervisor

1.1.1.2.2.2.2. FarmaPlus Microcentro

1.1.1.2.2.2.2.1. FarmaPlus 25 de Mayo 222

1.1.1.2.2.2.2.1.1. Supervisor

1.1.1.2.2.2.2.2. FarmaPlus Av. de Mayo 675

1.1.1.2.2.2.2.2.1. Supervisor

1.1.1.2.2.2.3. FarmaPlus Nuñez

1.1.1.2.2.2.3.1. FarmaPlus Av. Cabildo 3834

1.1.1.2.2.2.3.1.1. Supervisor

1.1.1.2.2.2.4. FarmaPlus Palermo

1.1.1.2.2.2.4.1. FarmaPlus San Martín de Tours 2976

1.1.1.2.2.2.4.1.1. Supervisor

1.1.1.2.2.2.5. FarmaPlus Recoleta

1.1.1.2.2.2.5.1. FarmaPlus Jose Andres Pacheco de Melo 2402

1.1.1.2.2.2.5.1.1. Supervisor

1.1.1.2.2.2.5.2. FarmaPlus Av, Pueyrredón 1673

1.1.1.2.2.2.5.2.1. Supervisor

1.1.1.2.2.2.5.3. FarmaPlus Av. Córdoba 2501

1.1.1.2.2.2.5.3.1. Supervisor

1.1.1.2.2.2.5.4. FarmaPlus Av. General Las Heras 2273

1.1.1.2.2.2.5.4.1. Supervisor

1.1.1.2.2.2.5.5. FarmaPlus Av. Pueyrredón 1428

1.1.1.2.2.2.5.5.1. Supervisor

1.1.1.2.2.2.6. FarmaPlus Retiro

1.1.1.2.2.2.6.1. FarmaPlus Reconquista 1015

1.1.1.2.2.2.6.1.1. Supervisor

1.1.1.2.2.2.6.2. FarmaPlus Av. Córdoba 533

1.1.1.2.2.2.6.2.1. Supervisor

1.1.1.2.2.2.7. FarmaPlus San Nicolas

1.1.1.2.2.2.7.1. FarmaPlus Uruguay 479

1.1.1.2.2.2.7.1.1. Supervisor

**1.1.1.2.3. Pigmento**

1.1.1.2.3.1. President: Rodolfo Alberto La Rosa

1.1.1.2.3.2. Branches<sup>323</sup>

1.1.1.2.3.2.1. Pigmento Belgrano

1.1.1.2.3.2.1.1. Pigmento Av. Cabildo 2358

1.1.1.2.3.2.1.1.1. Supervisor

1.1.1.2.3.2.1.2. Pigmento Av. Cabildo 1616

1.1.1.2.3.2.1.2.1. Supervisor

1.1.1.2.3.2.1.3. Pigmento Av. Cabildo 834

1.1.1.2.3.2.1.3.1. Supervisor

**Table 5: NGOs Map**

**1. Argentina**

**1.1. Cruelty-free and animal preservation NGOs**

<sup>323</sup> Perfumerías Pigmento [online]. [consulted: 20 August 2025]. Available at: <https://www.perfumeriaspigmento.com.ar/sucursales>

- 1.1.1. Te Protejo<sup>324</sup>
  - 1.1.1.1. President: Camila Cortínez
  - 1.1.1.2. Director: Nicole Valdebenito
  - 1.1.1.3. Treasurer: Daniela Medina
- 1.1.2. AnimaNaturalis<sup>325</sup>
  - 1.1.2.1. President: Aïda Gascón Bosch
  - 1.1.2.2. Secretary: Francisco José Vásquez Neira
  - 1.1.2.3. Treasurer: Yasmina Moreno Martín
- 1.2. Environmental Conservation NGO**
  - 1.2.1. Fundación Vida Silvestre<sup>326</sup>
    - 1.2.1.1. President: Matías Brea
    - 1.2.1.2. Vice President: Joaquín Domínguez Lemoine
    - 1.2.1.3. Treasurer: Andrea Scattolini

**Figure 6: Organizational chart of the Professional Products Division**

Organizational chart must be viewed in the following link

[https://www.canva.com/design/DAGIZi55pRY/8\\_mX6DJVy7YczXaMbO22jg/edit?utm\\_content=DAGIZi55pRY&utm\\_campaign=designshare&utm\\_medium=link2&utm\\_source=sharebutton](https://www.canva.com/design/DAGIZi55pRY/8_mX6DJVy7YczXaMbO22jg/edit?utm_content=DAGIZi55pRY&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton)

<sup>324</sup> ONG TE PROTEJO. Te Protejo Argentina – Homepage [online]. Te Protejo. [Accessed 17 August 2025]. Available at: <https://ongteprotejo.org/ar/>

<sup>325</sup> ANIMANATURALIS ARGENTINA. Homepage [online]. Buenos Aires: AnimaNaturalis International. [Accessed 17 August 2025]. Available at: <https://www.animanaturalis.org/ar>

<sup>326</sup> VIDA SILVESTRE ARGENTINA. Homepage [online]. Buenos Aires: Fundación Vida Silvestre. [Accessed 17 August 2025]. Available at: <https://www.vidasilvestre.org.ar/>

Figure 7: BCG Matrix of the Professional Products Division of Argentina

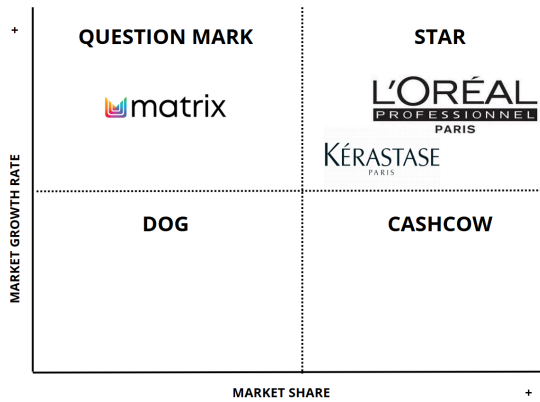


Figure 8: BCG Matrix of the Consumer Products Division of Argentina

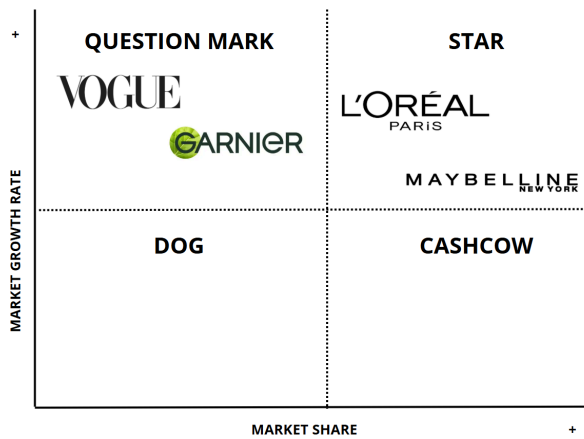


Figure 9: BCG Matrix of the Dermatological Products Division of Argentina.



Figure 10: BCG Matrix of Luxe Products Division Argentina.

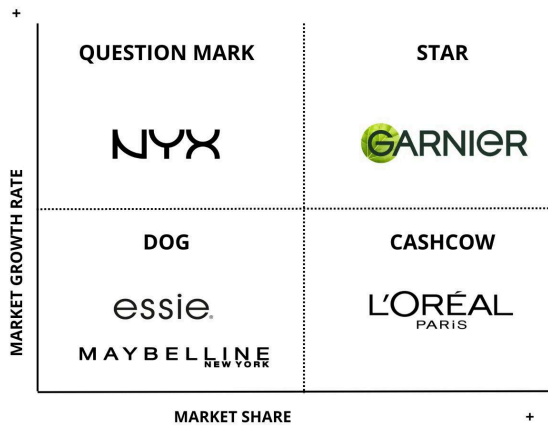


Figure 11: BCG Matrix of the Consumer Products Division of France.

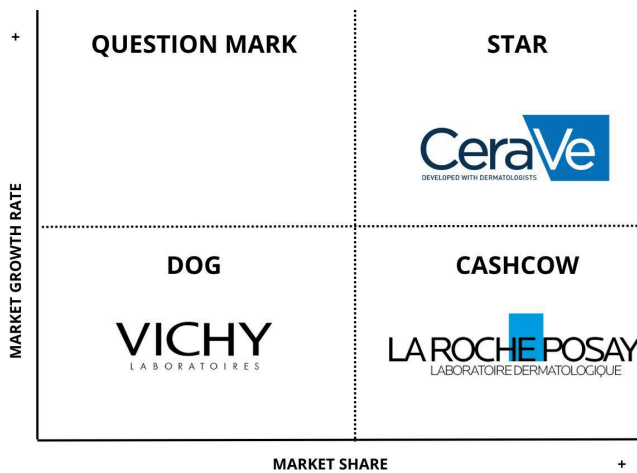


Figure 12: BCG Matrix of the Luxe Division of France.

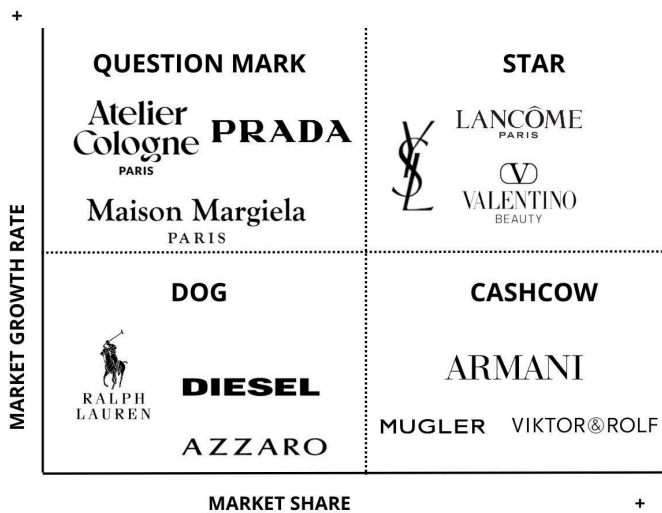


Figure 13: BCG Matrix of the Professional Products of France.

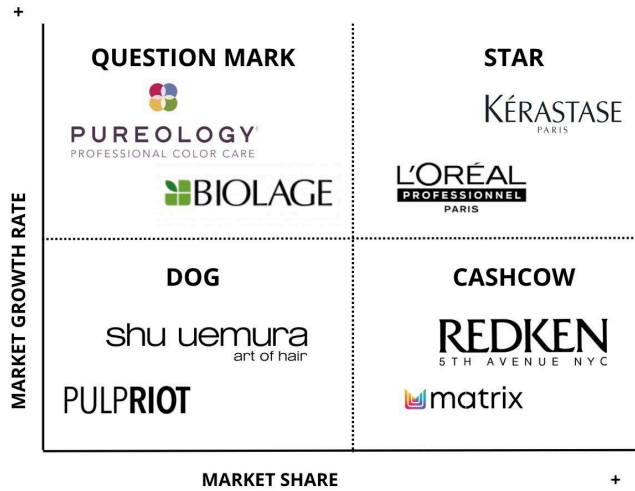


Figure 14: BCG Matrix of the Dermatological Beauty Division of France



Figure 15: BCG Matrix of the Professional Products Division of the United States.

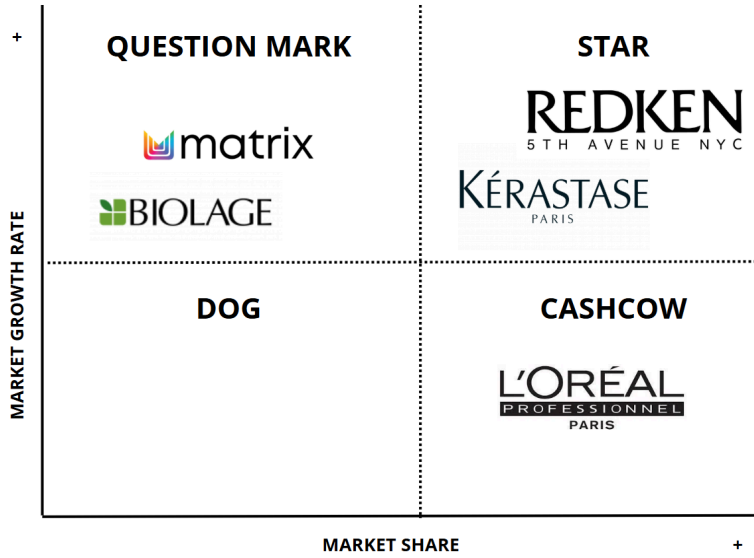


Figure 16: BCG Matrix of the Dermatological Beauty Division of the United States.

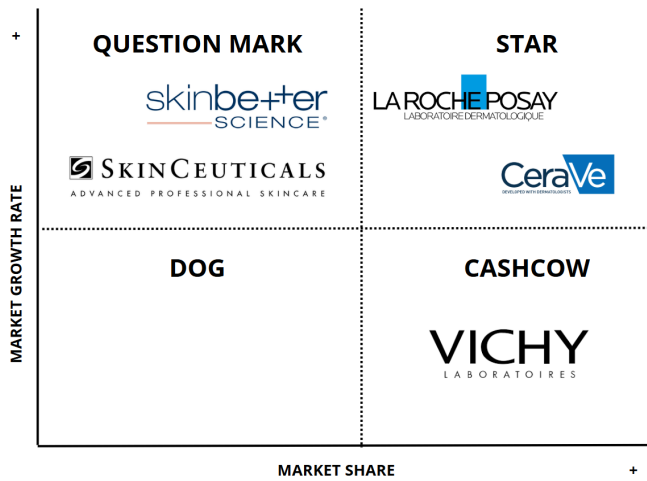


Figure 17: BCG Matrix of the Luxe Division of the United States.

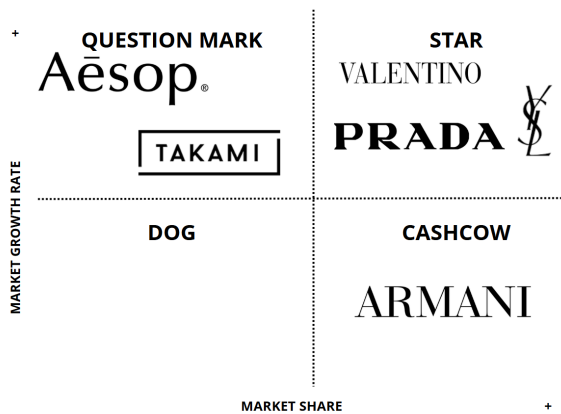


Figure 18: BCG Matrix of the Consumer Product Division of the United States.

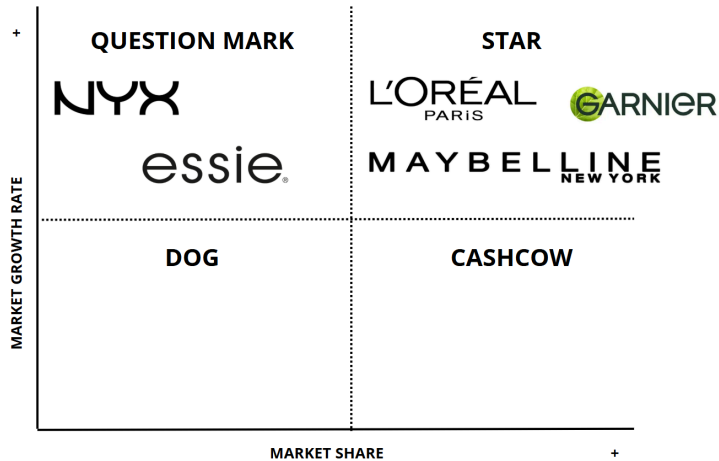


Table 19: Campaign Analysis

| VARIABLE          | ARGENTINA   | UNITED STATES  | FRANCE  |
|-------------------|---|--|---|
| TYPE              | Social activism and empowerment campaign, educational and action driven.  | Social activism and empowerment campaign, educational and action driven.   | Social activism and empowerment campaign, educational and action driven.  |
| TONE              | Emotional, empowering   | Emotional, empowering  | Emotional, empowering   |
| STYLE             | Testimonial storytelling, emotional visuals.  | Testimonial storytelling, emotional visuals.   | Testimonial storytelling, emotional visuals.  |
| MESSAGE           | "Dejemos de mirar para otro lado. Luchemos contra el acoso callejero. Difundí este video y ayudanos a que cada vez seamos más personas las que digamos <b>#Basta De Acoso Callejero</b> " | "Street harassment ends here. Learn how to combat street harassment at <a href="http://standup-international.com">standup-international.com</a> . Take a stand with L'Oréal Paris, because you are all worth it" | "Stop au harcèlement de rue. Apprenez comment réagir sur <a href="http://standup-france.com">standup-france.com</a> ."  |
| CHANNEL           | Instagram, Facebook, YouTube, events with local NGOs, local actions in strategic points of the capital city.  | Instagram, Facebook, YouTube, local actions in strategic points of the capital city.   | Instagram, Facebook, YouTube, local actions in strategic points of the capital city.  |
| LOCAL ACTIVATIONS | Projections on Law University building, a strategic location in the city, with visuals and key messages of the campaign. Events with NGOs, KOL'S &  | Video "Stand Up with Eva Longoria and the 5D Method". Educational video explaining the 5D's methodology: distract, delegate, document, delay,  | Video "Street harassment is never your fault", published by L'Oréal Paris, where they tell different situations that women face emphasizing in the concept "don't |

|  |        |         |  |
|--|--------|---------|--|
|  | Press. | direct. | blame your lipstick, your shoes, your dress” |
|--|--------|---------|--|

**Table 20: Variable Crossing - Government**

| Segment  | Contact Method | Organizational Reputation | Frequency of Contact | Government Proactivity toward the Private Sector |
|--|----------------|---------------------------|----------------------|--|
| <b>Argentina</b>   |                |                           |                      |  |
| Executive Power (Presidency of the Nation)   | Indirect       | Neutral                   | Nule                 | Proactive  |
| Ministry of Health   | Indirect       | Neutral                   | Nule                 | Neutral  |
| Regulatory Entities (National Administration of Drugs, Food and Medical Technology).   | Direct         | Neutral                   | Low                  | Neutral  |
| Ministry of Foreign Affairs, International Trade and Worship.  | Indirect       | Neutral                   | Low                  | Proactive  |
| Ministry of Economy  | Indirect       | Neutral                   | Nule                 | Proactive  |
| Legislative Power (Health Committee, Committee on Environment and Sustainable Development and Unicameral Committee on Industry and Trade.) | Direct         | Favorable                 | Mid                  | Neutral  |
| <b>Autonomous City of Buenos Aires</b>   |                |                           |                      |  |
| Executive Power (Chief of the Cabinet of Ministers)  | Indirect       | Neutral                   | Nule                 | Neutral  |
| Ministries (Ministry of Finance and Treasury and Ministry of Culture)  | Indirect       | Neutral                   | Nule                 | Neutral  |
| Entities (Revenue and Customs Control Agency (ARCA)  | Direct         | Neutral                   | Low                  | Neutral  |
| Legislative Power (Committee on Environment and Sustainable Development, Health Committee and Unicameral Committee on Industry and Trade)  | Direct         | Favorable                 | Mid                  | Neutral  |
| <b>United States</b>   |                |                           |                      |  |
| Executive Power (Presidency of the Nation)   | Indirect       | Neutral                   | Nule                 | Proactive  |
| The Cabinet (Secretary of Commerce, Secretary of Health and Human Services, Secretary of Labor, Secretary of the Treasury)                 | Direct         | Neutral                   | Low                  | Proactive  |
| Legislative Power (Senate of the nation)   | Indirect       | Neutral                   | Low                  | Neutral  |
| <b>California</b>  |                |                           |                      |  |
| Executive Power (Governor)   | Indirect       | Neutral                   | Nule                 | Neutral  |

|  |          |         |        |           |
|--|----------|---------|--------|-----------|
| The California's cabinet (California Business, Consumer Services and Housing Agency, California Environmental Protection Agency, California Department of Finance, Governor's Office of Business and Economic Development, California Health and Human Services Agency, California Labor and Workforce Agency) | Indirect | Neutral | Low    | Proactive |
| Legislative Power (California State Senate)  | Indirect | Neutral | Nule   | Neutral   |
| Legislative Power (Committee on Business, Professions and Economic Development, Committee on Health, Committee on Labor, Public Employment and Retirement, Environmental Quality Committee)  | Direct   | Neutral | Low    | Proactive |
| California State Assembly  | Direct   | Neutral | Nule   | Neutral   |
| <b>New York</b>  |          |         |        |           |
| Executive Power (Governor)   | Direct   | Neutral | Medium | Neutral   |
| Legislative Power (Committee of Commerce, Economic Development and Small Business, Committee of Corporations, Authorities and Commissions, Committee of Environmental Conservation, Committee of health)   | Indirect | Neutral | Low    | Neutral   |
| <b>Florida</b>   |          |         |        |           |
| Executive Power (Governor)   | Indirect | Neutral | Nule   | Neutral   |
| Executive Power (Florida Department of Health, Florida Department of Environmental Protection (FDEP), Florida Department of Business and Professional Regulation (DBPR), Florida Department of Economic Opportunity (DEO))   | Indirect | Neutral | Low    | Neutral   |
| Legislative Power (Appropriations Committee on Health and Human Services, Committee on Environment and Natural Resources, Committee on Community Affairs, Committee on Commerce and Tourism)   | Indirect | Neutral | Low    | Neutral   |
| <b>France</b>  |          |         |        |           |
| Executive Power (Presidency of the Republic)   | Indirect | Neutral | Nule   | Proactive |
| Executive Power (Ministry of Economy, Finance and Industrial and Digital Sovereignty, Ministry of Labor, Health and Solidarity, Ministry for Europe and Foreign Affairs)   | Indirect | Neutral | Low    | Neutral   |

|   |          |         |      |           |
|---|----------|---------|------|-----------|
| Agencies (ANSM – National Agency for the Safety of Medicines and Health Products - Christelle Ratignier Carbonneil ,DGCCRF – Directorate General for Competition, Consumer Affairs and Fraud Control, ANSES - The French National Agency for Food, Environmental and Occupational Health Safety,ADEME – Agency for Ecological Transition) | Direct   | Neutral | Low  | Neutral   |
| Legislative Power (National Assembly)   | Indirect | Neutral | Nule | Neutral   |
| Legislative Power: Committees (Economic Affairs Committee, Finance Committee, Social Affairs Committee, Regional Planning and Sustainable Development Committee)  | Indirect | Neutral | Low  | Proactive |
| <b>Paris</b>  |          |         |      |           |
| Executive Power (Mayor’s Cabinet)   | Indirect | Neutral | Nule | Neutral   |
| Departments (Department of Finance and Procurement, Department of Public Health, Department of Green Spaces and Environment, Department of Information Systems and Digital)   | Indirect | Neutral | Low  | Neutral   |

**Table 21: Variable Crossing - Media**

| <b>SEGMENT</b>            | <b>Industry Relevance Coverage</b> | <b>Visibility</b> | <b>Tone of Media Coverage</b> | <b>Journalist Contact Frequency</b> |
|---------------------------|------------------------------------|-------------------|-------------------------------|-------------------------------------|
| <b>Print Media</b>        |                                    |                   |                               |                                     |
| La Nación                 | High                               | Mid               | Favorable                     | High                                |
| Clarín                    | High                               | Low               | Neutral                       | High                                |
| Zona Norte Hoy            | Low                                | Low               | Neutral                       | Absent                              |
| The New York Times        | High                               | Low               | Neutral                       | High                                |
| The Wall Street Journal   | High                               | Low               | Neutral                       | Mid                                 |
| USA TODAY                 | Mid                                | Low               | Neutral                       | Absent                              |
| Crain’s New York Business | Low                                | Low               | Neutral                       | Absent                              |
| The Manhattan Times       | Mid                                | Low               | Neutral                       | Absent                              |

|   |      |      |           |        |
|---|------|------|-----------|--------|
| Miami Herald                                  | Low  | Low  | Neutral   | Absent |
| Le Monde                                      | Low  | Low  | Neutral   | Low    |
| Le Parisien                                   | Mid  | Low  | Neutral   | Low    |
| ELLE Argentina                                | High | High | Favorable | High   |
| Vogue (U.S. edition)                          | High | High | Favorable | High   |
| Cosmopolitan (U.S. edition)                   | High | Mid  | Neutral   | Mid    |
| New York Magazine                             | Mid  | Low  | Neutral   | Low    |
| Los Angeles Magazine                          | Mid  | Low  | Neutral   | Low    |
| Florida Trend                                 | Low  | Low  | Neutral   | Low    |
| Elle (France)                                 | High | High | Favorable | High   |
| <b>Digital Media</b>                          |      |      |           |        |
| Refinery29                                    | High | Low  | Neutral   | Low    |
| Gothamist                                     | Low  | Low  | Neutral   | Absent |
| Infobae                                       | High | High | Favorable | High   |
| Tiempo de Belgrano                            | Low  | Low  | Neutral   | Low    |
| <b>Radio</b>                                  |      |      |           |        |
| Radio Mitre (AM 790)                          | Low  | Low  | Neutral   | Absent |
| La 100 (FM 99.9)                              | Mid  | Low  | Neutral   | Low    |
| Urbana Play (FM 104.3)                        | Mid  | Low  | Neutral   | Low    |
| Radio Provincia (1270 AM)                     | Low  | Low  | Neutral   | Absent |
| NPR (National Public Radio)                   | Mid  | Low  | Neutral   | Low    |
| iHeartRadio                                   | Low  | Low  | Neutral   | Absent |
| WNYC 93.9 FM / AM 820 (New York Public Radio) | Mid  | Low  | Neutral   | Low    |
| KCRW 89.9 FM (Santa Monica)                   | Mid  | Low  | Neutral   | Absent |
| WLRN 91.3 FM                                  | Low  | Low  | Neutral   | Absent |
| France Inter                                  | Mid  | Mid  | Neutral   | Low    |
| <b>TV</b>                                     |      |      |           |        |
| Channel 13 (El Trece)                         | Low  | Low  | Neutral   | Low    |
| Mediodía Noticias                             | Low  | Low  | Neutral   | Low    |

|                                     |     |     |                   |        |
|-------------------------------------|-----|-----|-------------------|--------|
| Telenoche                           | Mid | Low | Neutral–Favorable | Low    |
| TN (Todo Noticias)                  | Mid | Mid | Neutral           | Low    |
| Nuestra Tarde                       | Low | Low | Neutral           | Absent |
| TN Central                          | Low | Low | Neutral           | Low    |
| ABC (American Broadcasting Company) | Mid | Low | Neutral–Favorable | Low    |
| Good Morning America                | Mid | Mid | Neutral           | Absent |
| NBC (National Broadcasting Company) | Mid | Mid | Neutral           | Low    |
| WPLG Local 10                       | Low | Low | Neutral           | Absent |
| NY1                                 | Low | Low | Neutral           | Absent |
| Inside City Hall                    | Low | Low | Neutral           | Absent |
| France 24                           | Mid | Mid | Neutral–Favorable | Mid    |

**Table 22: Variable Crossing - Community**

| <b>Segment</b>                        | <b>Engagement Frequency</b> | <b>Type of relationship</b> | <b>Presence of EpiSkin in academic/ scientific papers</b> | <b>Scientific Endorsements on Ethics</b> |
|---------------------------------------|-----------------------------|-----------------------------|---|--|
| Instituto Tecnológico de Buenos Aires | Medium                      | Reciprocal                  | None  | -  |
| Universidad de Buenos Aires           | Low                         | Reciprocal                  | None  | -  |
| Universidad Tecnológica Nacional      | Low                         | None                        | None  | -  |
| Universidad Argentina de la Empresa   | Medium                      | Proactive                   | None  | -  |
| Universidad Austral                   | High                        | Proactive                   | None  | -  |
| Universidad de San Andrés             | Medium                      | Proactive                   | None  | -  |
| Universidad Abierta Interamericana    | Low                         | None                        | None  | -  |
| Universidad Católica de Argentina     | Medium                      | Proactive                   | None  | -  |

|  |        |            |      |      |
|--|--------|------------|------|------|
| Universidad del Salvador   | Low    | Reciprocal | None | -    |
| Consejo Nacional de Investigaciones Científicas y Técnicas (CONICET) | Medium | Reciprocal | None | Low  |
| Instituto Leloir   | Low    | None       | None | None |

**Table 23: Variable Crossing - Clients**

| Segment               | Frequency of contact | Communicational alignment with L'Oréal's ethical values (animal protection & cruelty-free) | Key messages integration | Level of consciousness |
|-----------------------|----------------------|--|--------------------------|------------------------|
| <b>Juleriaque</b>     | High                 | Low  | Low                      | Low                    |
| <b>Rouge</b>          | High                 | Low  | Low                      | Low                    |
| <b>Cerini Beauty</b>  | High                 | Low  | Low                      | Low                    |
| <b>Parfumerie</b>     | High                 | Low  | Low                      | Low                    |
| <b>Farmacity</b>      | High                 | Medium   | Low                      | Medium                 |
| <b>Las Margaritas</b> | High                 | Low  | Low                      | Low                    |
| <b>FarmaPlus</b>      | High                 | Low  | Low                      | Medium                 |
| <b>Pigmento</b>       | High                 | Low  | Low                      | Medium                 |

**Table 24: Variable Crossing - NGO**

| Segment                  | Frequency of contact | Collaboration Method | Joint Projects | Strength of partnership |
|--------------------------|----------------------|----------------------|----------------|-------------------------|
| Te Protejo               | Medium               | Joint Projects       | Low            | Low                     |
| AnimaNaturalis           | Low                  | None                 | None           | None                    |
| Fundación Vida Silvestre | Low                  | None                 | None           | None                    |

Materialization of Tactic 25: Visit to Episkin laboratory (Brazil)



# #L'ORÉAL X EPISKIN

WE INVITE YOU TO GO BEHIND THE SCENES AT ONE OF THE WORLD'S LARGEST SCIENTIFIC LABORATORIES IN BRAZIL, WHERE SCIENCE TAKES PLACE. A THREE-DAY JOURNEY TOGETHER. ARE YOU IN?

L'ORÉAL  
GROUPE



Materialization of Tactic 26: L'Oréal House

# A MOVIE

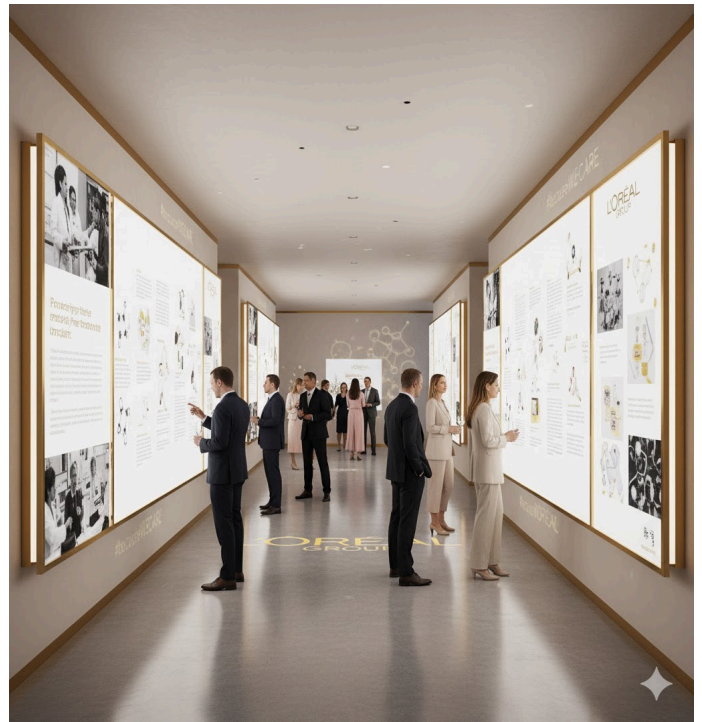
YOU'RE INVITED TO L'ORÉAL GROUPE'S HOUSE,  
AN AFTERNOON WHERE WE WILL LEARN  
TOGETHER AND EXPERIENCE AN IMMERSIVE  
JOURNEY.

**10TH OF SEPTEMBER 2026.**  
OPEN FOR CLIENTS & MEDIA.

[CONFIRM HERE](#)

L'ORÉAL

# END CHANGE



| DAY 1               |                         |                                  |                           |
|---------------------|-------------------------|----------------------------------|---------------------------|
|                     |                         | STORE                            | AMOUNT OF BEAUTY ADVISORS |
| <b>Client</b>       | Juleriaque              | Juleriaque Shopping Alto Palermo | 5                         |
|                     |                         | Juleriaque Distrito Arcos        | 5                         |
|                     |                         | Juleriaque Alcorta Shopping      | 5                         |
|                     |                         | Juleriaque Shopping El Solar     | 5                         |
|                     |                         | Juleriaque Avenida Santa Fe 1650 | 5                         |
|                     |                         | Juleriaque Recoleta Mall         | 5                         |
|                     |                         | Juleriaque Galerías Pacifico     | 5                         |
|                     |                         | Juleriaque Av. Corrientes 601    | 5                         |
|                     |                         | Juleriaque Av. Cabildo 1985      | 5                         |
|                     | Portal                  | Journalist                       | Amount                    |
| <b>Media</b>        | Infobae                 | Jordi Zamora                     | 1                         |
|                     | ELLE                    | Mercedes Farré                   | 1                         |
|                     | Area                    | Name                             | Amount                    |
| <b>Influencers</b>  | Informative, Journalist | Mai Pistiner                     | 1                         |
|                     | Informative, Journalist | Camila Valero                    | 1                         |
|                     | Area                    | Name                             | Amount                    |
| <b>L'Oréal Team</b> | CA&E Team               | -                                | 4                         |
|                     |                         | -                                |                           |
|                     |                         | -                                |                           |
|                     |                         | -                                |                           |
|                     | Human Resources Team    | -                                | 2                         |
|                     | CEO                     | -                                | 1                         |
|                     |                         | <b>TOTAL</b>                     | <b>60</b>                 |

**Materialization of Tactic 27: Brandstorm 2026 NGO Collaboration**



Materialization of Tactic 28: EcoParque & L'Oréal



**L'Oreal  
X  
EcoParque**

Join us for a guided experience inside Buenos Aires' EcoParque and discover how innovation and care come together to protect life.

L'ORÉAL  



Materialization of Tactic 29: Out Of Home Advertisement



Materialization of Tactic 30: Client capacitations



**Materialization of Tactic 31: Round Table with ANMAT, CAPA & CONICET representative.**



Guardado

Destinatarios

Invitation to Participate in the Round Table Series on Cruelty-Free Innovation

Dear , Fabián

On behalf of L'Oréal Groupe, we are pleased to invite you to participate in a series of Round Tables on Cruelty-Free Innovation, organized as part of the *Because We Care* campaign. These meetings will bring together key representatives from ANMAT and CONICET .

The first round table will take place on 02/27/2026, followed by two additional meetings every six weeks during the first phase of the campaign.

The purpose of this initiative is to build a close and ongoing dialogue with regulatory and scientific institutions, sharing L'Oréal's pioneering work in developing cruelty-free alternatives and deepening the understanding of in vitro reconstructed skin and its contribution to more ethical and sustainable science.

Each encounter will be an opportunity to exchange perspectives, identify common goals, and work collaboratively toward promoting a future law that recognizes and encourages cruelty-free innovation in Argentina.

We would be honored to have your participation in this important conversation.

Please confirm your attendance by replying to this email.

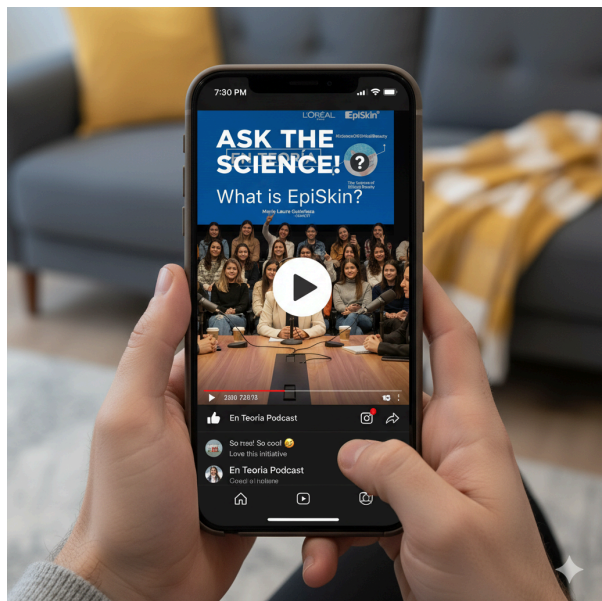
Warm regards,

Corporate Affairs & Environment team – L'Oréal Groupe Argentina

Sans Serif | T | B | I | U | A | | | | | 99 | | X

Enviar | Aa | | | | | | | | |

Materialization of Tactic 32: "En Teoría" Podcast



Materialization of Tactic 33: Legislative Proposal “For a cruelty-free Argentina”



Materialization of Tactic 34: "Roots" / L'Oréal & Fundación Silvestre



Materialization of Tactic 35: Final Event



## Interviews

### **Interview with Florencia Ferrari**

L'Oréal marketing employee / Senior Media Analyst at DPP, conducted on 17 April 2025

#### **How is the competition in the market? Are there many brands?**

“Some competition exists. Established salon brands like Schwarzkopf, Wella, and Alfaparf have a strong presence and loyalty among professionals. At the same time, the informal sector is growing, offering cheaper alternatives. Despite this, DPP brands still lead the professional segment in terms of quality and trust”.

#### **How difficult is it to enter the market? Are there many barriers?**

“I would say it's moderate. On one hand, if a brand manages to go viral by stepping away from traditional advertising and leveraging social media it can expand very quickly and capture the attention of a large number of new consumers. There's an example of a new Brazilian brand that managed to attract a big audience in a short time through online platforms. On the other hand, this is a business model that requires entering professional salons, and those networks can be difficult to access. There's a strong dependency on building relationships within that space”.

#### **Are there difficulties with substitutes?**

“There is a growing number of substitute products gaining market share through alternative methods. Due to high prices in the category, these alternatives have become more attractive and have captured a significant portion of the market”.

#### **How much power do suppliers have over you?**

“Supplier power is high in some aspects. The division relies on specialized ingredients with limited substitutes, which gives some leverage to key suppliers. However, by combining local production with select imports from Europe, the division maintains a certain level of flexibility and control over its supply chain”.

#### **How much power do buyers have over you?**

“Consumers have a lot of power. Besides the fact that many of the products in this division are sold directly to salons, those intended for the general public rely heavily on discounts and promotions to sell. Without special offers, the division struggles to sell to everyday consumers because of the high pricing”.

## **Interview with Micaela Amatti**

L'Oréal marketing employee / Marketing Assistant at Garnier Argentina, conducted on 21 April 2025

### **How is the competition in the market? Are there many brands?**

“Competition is extremely intense in this segment. Major multinationals like P&G and Unilever dominate with strong brand portfolios, and wide distribution networks. At the same time, strong local players such as Natura and Millanel hold significant market share and consumer trust, especially in the Latin American region”.

### **How difficult is it to enter the market? Are there many barriers?**

“Market entry is challenging. While traditional barriers like production and retail presence are less relevant today, new brands still need to invest heavily in marketing and trust-building. Regional beauty brands are increasingly performing in e-commerce platforms and social media channels to reach consumers directly, and not with traditional retail limitations”.

### **Are there difficulties with substitutes?**

“Yes, substitutes represent a major challenge. Private label products offered by large retail chains often compete aggressively on price. Also, the rising popularity of organic and natural beauty products has changed preferences. Homemade beauty solutions, especially those promoted through social media also capture a significant share”.

### **How much power do suppliers have over you?**

“Supplier power is relatively low in this case, as the majority of production is carried out here. This local sourcing reduces dependence on international suppliers like shipping delays, or European regulatory changes. Additionally, local supply chains are often more flexible, allowing for quicker adaptation to market trends or economic shifts”.

### **How much power do buyers have over you?**

“Buyers have strong influence, particularly in economies facing financial instability. Consumers are highly price sensitive and often switch brands based on promotions. This behavior forces us to offer competitive pricing, regular discounts, and accessible product formats”.

## **Interview with Martina Peres**

L'Oréal's marketing employee / Product Manager of Vichy in Argentina, conducted on 16 April 2025

### **How much competition is there in the market? Who are the competitors?**

"We could say that our main competitors are ISDIN, Eucerin, and Cetaphil. We distinguish between "medical" brands and "mass medical" brands. Within the mass medical segment, there are more competitors such as Neutrogena, Dermaglos, among others. The main difference lies in pricing, mass medical brands tend to be slightly more affordable and, therefore, more accessible, usually reaching a broader audience."

### **Barriers to entry for a new brand?**

"It is difficult because dermocosmetic brands are very well established and have many years of history in the market. These are brands backed by significant research, with loyal consumer bases. For this reason, there isn't a strong threat of new competitors emerging, but the existing competitors are constantly innovating. That continuous innovation poses the biggest threat, the challenge of always keeping up with the rest."

### **Are there substitute products (not direct competition, but alternatives)?**

"On one hand, natural cosmetics and emerging brands offering organic alternatives have been gaining momentum. However, these represent a very different value proposition. Our positioning is strongly supported by science, research, active ingredients, and medicine. These emerging brands are often more trend-driven, whereas ours is backed by a long history and scientific credibility."

### **Buyer power over the division**

"Significant. Today, consumers have access to extensive information, from influencers and medical influencers to reviews, it's everywhere and easily accessible. They will ensure that if they are paying for a premium product like ours, it's worth the price. That's where our main challenge lies: making them understand why our products justify their value."

### **Supplier power over the division**

"In Argentina, our products are fully imported. There is no local manufacturing, mainly due to the specific active ingredients used. For instance, most Vichy products contain volcanic water sourced from the Vichy region in France. As a result, we are 100% dependent on

imports. In France, naturally, this is not an issue, and in the United States, there is more local production capacity for brands like CeraVe.”

### **Interview with Maria Eugenia Cavillo**

L'Oréal's marketing employee / Marketing Manager of Luxe Division in Argentina,  
Conducted on 16 April 2025

#### **How much competition is there in the market? Who are the competitors?**

“Competition is not low; we have strong and well-established competitors, such as Dior. All the brands operating in this segment have long histories, strong reputations, and high prestige.”

#### **Barriers to entry for a new brand**

“It is extremely difficult for new brands to enter the market. Luxury brands are historically rooted, with strong heritage, prestige, and loyal customers. Additionally, the financial costs for newcomers are very high, making it even harder for new players to compete.”

#### **Are there substitute products (not direct competition, but alternatives)?**

“Almost none. In the fragrance market, there are, of course, replica or counterfeit perfumes, but they target a completely different consumer segment.”

#### **Buyer power over the division**

“In Argentina, consumer power is higher compared to the U.S. and France, mainly due to the country's economic situation where high prices are more sensitive. However, in international markets, consumers recognize the product's value and are willing to pay for it accordingly.”

#### **Supplier power over the division**

“In Argentina, we depend entirely on imports since no local production exists. This situation is different in the U.S. and France, where there is local manufacturing capacity.”

### **Interview with Brenda Bianquet**

L'Oréal's communication employee / Corporate Affairs Manager Argentina, conducted on 13 of August 2025 by Julieta Leotta.

**Are there frequent critical perceptions regarding any aspect of the Group? What is the most common misconception about L'Oréal?**

“Yes, unfortunately, there is still a very critical perception: that L'Oréal tests on animals. This has been an old issue in the beauty industry as a whole, and although we have been actively working for more than three decades to provide alternatives and to demonstrate our commitment to cruelty-free science, it remains the most common misunderstanding we face as a Group. Despite having all the facts and progress on our side to counter this belief, it continues to be the biggest reputational challenge we face in the eyes of the public today”.

**When you say that the Group has all the points in its favor, what do you mean?**

“When we say we have all the points in our favor, we are referring to concrete facts. L'Oréal was the first company in the world to develop an alternative method to animal testing: reconstructed human skin in vitro, known as EpiSkin. This scientific breakthrough makes it possible to reproduce human skin in the laboratory and test the efficacy and safety of products without the need for animal testing. Today, we have three world-leading laboratories in Lyon, Shanghai, and Rio de Janeiro, that continue to improve and apply this model.

It is also important to emphasize that in France, our country of origin, animal testing was banned by law, but L'Oréal had already stopped the practice 15 years before that legislation came into effect. This demonstrates pioneering leadership and a commitment that goes back more than 30 years, during which the Group has not conducted animal testing”.

**Taking this into account, why has the brand not managed to gain public credibility, even though it seems to be fully covered?**

“There are two main reasons that explain this gap between what we do and what society perceives. On the one hand, there is the regulatory framework in China. There, the official authorities require that certain cosmetics be tested on animals before they can be commercialized. The criticism we receive is that by selling in that market, companies are seen as complicit in this regulation. However, what is rarely communicated is that L'Oréal has worked actively to change that regulation from within: thanks to those efforts, the list of products subject to mandatory testing has been drastically reduced, and today only around 10% remain in that category.

The second point is that we do not appear on the PETA list, an organization many consumers rely on to validate whether or not a brand tests on animals. PETA automatically excludes any company that sells in China, without considering the scientific work, regulatory pressure, or advances achieved. This creates the perception that, since we are not listed, we must still be conducting animal tests when the reality is quite the opposite”

**What opportunity do you see for the Group to reverse this perception?**

“I believe we have a significant opportunity to reverse this perception if we continue working more proactively on several fronts. On one hand, by deepening our relationship with governments and regulatory bodies, as that connection is key to driving regulatory changes that consolidate cruelty-free practices on a global scale. It is also essential to strengthen our work with the media, in order to achieve more organic mentions of what we are doing in innovation and alternative methods, instead of the conversation happening only as a reaction to criticism.

At the same time, we need to continue building bridges with NGOs and universities, especially in biotechnology and medical programs, to share our scientific progress and highlight the leadership the Group has in this field. And finally, I think one of the greatest challenges, and at the same time opportunities, is to change the way we communicate: moving from a more reactive model, where we only respond to accusations, to an active and consistent approach, where everyone representing the brand clearly conveys that L'Oréal has not tested on animals for more than 30 years and continues to lead the development of globally recognized scientific alternatives”.

### **Interview with Juana De Urraza**

Sell Out Training Analyst at L'Oréal Dermatological Beauty Argentina. Interview conducted on September 5th, 2025 by Trinidad Basta Falsi.

#### **How could you explain to us the tasks carried out in the training area?**

Basically, the main goal of my role is to organize the training sessions held for the dermo-advisors of our different clients. Dermo-advisors are those people who are present in the retailers where the Group's brands are sold. They are our closest link to consumers at the point of sale. Being able to train them on our launches, our product lines, and our values is essential to strengthening our presence in each store when a customer is looking for a product that our brand can offer.

#### **How do you track the results?**

We carry out a quarterly survey, and based on the answers from the dermo-advisors we reorganize our training plans to ensure our objectives are being met. We don't only evaluate issues at the level of product preference and competition, but also at the level of brand values and the key messages we want to convey. Reviewing these results helps us analyze how effective the training sessions are and make adjustments wherever necessary.

#### **What would you highlight as the most relevant aspect of your area?**

I would highlight the strategic role of training as a bridge between the brand and the consumer. By empowering dermo-advisors with knowledge about our launches, lines, and

values, we ensure that the messages we want to convey reach the customer directly at the point of sale. This makes training not only an educational tool but also a key driver of brand consistency, visibility, and competitiveness in the market.

## Bibliography

- ABC7. Homepage – ABC7 Eyewitness News [online]. Los Angeles: ABC7. [Accessed 11 May 2025]. Available from: <https://abc7.com/>
- Aduana News. “Argentina eliminates the advanced import information system and facilitates foreign trade” [online]. 29 January 2024 [accessed: 15 May 2025]. Available at: <https://aduananews.com/en/argentina-elimina-el-sistema-de-informacion-anticipada-para-importaciones-y-facilita-el-comercio-exterior/>
- Allianz Research, February 2025, “Country Risk Atlas 2025” [online] Available at: [https://www.allianz.com/en/economic\\_research/insights/publications/specials\\_fmo/250203-Allianz-country-risk-atlas.html](https://www.allianz.com/en/economic_research/insights/publications/specials_fmo/250203-Allianz-country-risk-atlas.html) [Accessed: May 22, 2025].
- Alternativa Teatral. Pablo Codevilla [online]. [Accessed 10 May 2025]. Available from: <https://www.alternivateatral.com/persona96693-pablo-codevilla>
- Amatti, Micaela. Marketing Assistant at Garnier at L'Oréal Argentina. Interviewed by [Julieta Leotta]. Buenos Aires, 21 April 2025.
- ANIMANATURALIS ARGENTINA. Homepage [online]. Buenos Aires: AnimaNaturalis International. [Accessed 17 August 2025]. Available at: <https://www.animanaturalis.org/ar>
- ANSES - Republic of France, 2025, “Identity of ANSES” [online] Available at: <https://www.anses.fr/en/content/our-identity> [Accessed: May 21, 2025].
- ANSES - Republic of France, February 14, 2025, “Cosmetics: how can we better protect consumer health?” [online] Available at: <https://www.anses.fr/en/content/cosmetics-how-can-we-better-protect-consumer-health> [Accessed: May 21, 2025].
- ARGENTINA. Ministry of Health. Resolution 2016/1993 [online]. [accessed: 16 June 2025]. Available at: <https://www.argentina.gob.ar/normativa/nacional/resoluci%C3%B3n-2016-1993-18689/texto>
- ARGENTINA. Ministry of Health. Resolution 5618/2024 [online]. [accessed: 14 June 2025]. Available at: <https://www.argentina.gob.ar/normativa/nacional/resoluci%C3%B3n-5618-2024-407575/texto>
- ARGENTINA. National Administration of Medicines, Food and Medical Technology. Provision 11/2023 [online]. [accessed: 15 June 2025]. Available at: <https://www.argentina.gob.ar/normativa/nacional/disposici%C3%B3n-11-2023-381805/texto>
- AUSTRAL University. Authorities [online]. [consulted: 20 August 2025]. Available at: <https://www.austral.edu.ar/autoridades/>

- AVES ARGENTINAS. Homepage [online]. Buenos Aires: Aves Argentinas. [Accessed 17 August 2025]. Available at: <https://www.avesargentinas.org.ar/>
- Baker McKinzie, March 10, 2025 “The latest on the impact of the Trump administration on Luxury, Fashion and Cosmetics” [online] Available at: <https://www.bakermckenzie.com/-/media/restricted/cgr/spotlight-on-luxury-fashion-and-cosmetics.pdf> [Accessed: May 22, 2025].
- Baker McKinzie, March 10, 2025, “LOOKING AHEAD Business Impacts of the Trump Administration” [online] Available at: <https://www.bakermckenzie.com/-/media/files/insight/publications/resources/us-election-looking-ahead.pdf> [Accessed: May 22, 2025].
- BANCO DE BOSQUES FUNDACIÓN. About us [online]. Buenos Aires: Banco de Bosques. [Accessed 17 August 2025]. Available at: <https://bancodebosques.org/nosotros/>
- BOSTON CONSULTING GROUP (BCG). Navigating tariffs in the US beauty industry [online]. 2025 Available at: <https://www.bcg.com/publications/2025/navigating-tariffs-in-us-beauty-industry> [accessed: 20 June 2025].
- Buenos Aires Ciudad, Undersecretariat of Environment, Directorates, Special Projects Unit Interactive Ecopark of the City of Buenos Aires, and Environmental Protection Agency [online]. [accessed: 31 October 2025]. Available at: <https://buenosaires.gob.ar/subsecretaria-de-ambiente>.
- BUNGE, Roberto. Faculty profile [online]. Universidad de San Andrés. [consulted: 20 August 2025]. Available at: <https://udesa.edu.ar/cuerpo-docente/roberto-bunge>
- Business France - Republic of France, 2023, [online] Available at: <https://www.businessfrance.fr/en/invest-in-france/key-sectors/healthcare> [Accessed: May 24, 2025].
- Brussels Signals, February 13, 2025, “French cosmetics industry worries it could be targeted in any US-EU trade war” [online] Available at: <https://brusselssignal.eu/2025/02/french-cosmetics-industry-worries-it-could-be-targeted-in-any-us-eu-trade-war> [Accessed: May 23, 2025].
- Business of Fashion. Anna Wintour [online]. London: The Business of Fashion. [Accessed 11 May 2025]. Available from: <https://www.businessoffashion.com/people/anna-wintour/>
- BUSINESS RESEARCH INSIGHTS. Luxury cosmetics market report [online]. Available at: <https://www.businessresearchinsights.com/fr/market-reports/luxury-cosmetics-market-11787> [accessed: 19 June 2025].
- CABURE-Í FUNDACIÓN. About us [online]. Misiones: Fundación Cabure-í. [Accessed 17 August 2025]. Available at: <https://www.fundacioncaburei.org/quienessomos.php>
- California State Assembly. Official website of the California State Assembly. Available at: <https://www.assembly.ca.gov/> [Accessed: May 20, 2025].

- California State Senate. Committees. Available at: <https://www.senate.ca.gov/committees> [Accessed: May 20, 2025].
- Cavillo, Maria Eugenia. Marketing Manager Luxe Division at L'Oréal Argentina. Interviewed by [Julieta Leotta]. Buenos Aires, 18 April 2025.
- Cerini Beauty [online]. [consulted: 20 August 2025]. Available at: [https://cerinibeauty.net/?gad\\_source=1&gad\\_campaignid=21842474602&gbraid=0AAAAAo-ZUCuR8KPQ0F4MX408jIHS6AsBK&qclid=Cj0KQCjw-4XFBhCBARIsAAAdNOKvsxEAG43LqeRMMONiZrhQZBQGIsWdUKIFpFKW3O0qCXDNTNIOs31gaAsuOEALw\\_wcB](https://cerinibeauty.net/?gad_source=1&gad_campaignid=21842474602&gbraid=0AAAAAo-ZUCuR8KPQ0F4MX408jIHS6AsBK&qclid=Cj0KQCjw-4XFBhCBARIsAAAdNOKvsxEAG43LqeRMMONiZrhQZBQGIsWdUKIFpFKW3O0qCXDNTNIOs31gaAsuOEALw_wcB)
- CERINI. Historia. Available at: <https://cerini.net/historia/> [Accessed August 20, 2025].
- Chambers and Partners, April 17, 2025 “Corporate M&A” [online] Available at: <https://practiceguides.chambers.com/practice-guides/corporate-ma-2025/france/trends-and-developments/O20394> [Accessed: May 22, 2025].
- Chief of the Cabinet of Ministers. National Ministries [online]. Available from: <https://www.argentina.gob.ar/jefatura/ministerios-nacionales> [Accessed 19 May 2025].
- Clarín. *New tax amnesty could push the dollar to a floor of 1,000 pesos* [online]. 24 May 2025. Buenos Aires: Clarín. [Accessed 16 May 2025]. Available from: [https://www.clarin.com/economia/nuevo-blanqueo-puede-llegar-dolar-piso-1000-medidas\\_0\\_wfqVa7guNx.html](https://www.clarin.com/economia/nuevo-blanqueo-puede-llegar-dolar-piso-1000-medidas_0_wfqVa7guNx.html)
- Clarín *Imported clothing takes over shop windows: surge in foreign garments expected to continue* [online]. 24 May 2025. Buenos Aires: Clarín. [Accessed 10 May 2025]. Available from: [https://www.clarin.com/economia/ropa-importada-gana-lugar-vidrieras-disparo-llegada-prendas-exterior-esperan-siga-alza\\_0\\_Quh7aOMFV8.html](https://www.clarin.com/economia/ropa-importada-gana-lugar-vidrieras-disparo-llegada-prendas-exterior-esperan-siga-alza_0_Quh7aOMFV8.html)
- Clarín. *Interview with Agatha Ruiz de la Prada: reinventing herself over time* [online]. Buenos Aires: Clarín – Viva. [Accessed 19 May 2025]. Available from: [https://www.clarin.com/viva/entrevista-agatha-ruiz-prada-reinvento-tiempo\\_0\\_Qi6BQWXeAD.html](https://www.clarin.com/viva/entrevista-agatha-ruiz-prada-reinvento-tiempo_0_Qi6BQWXeAD.html)
- Clarín. *Makeup trends: bold colors, glowing skin, and intense eyes* [online]. Buenos Aires: Clarín – Viva. [Accessed 21 May 2025]. Available from: [https://www.clarin.com/viva/tendencias-en-maquillaje-colores-intensos-piel-glow-y-mirada-audaz\\_0\\_OBwAxHgxAB.html](https://www.clarin.com/viva/tendencias-en-maquillaje-colores-intensos-piel-glow-y-mirada-audaz_0_OBwAxHgxAB.html)
- CNRS, June 10, 2024, “A collaboration between public and private research to create the cosmetics of the future” [online] Available at: <https://www.fondcnrs.fr/en/press/collaboration-between-public-and-private-research-create-cosmetics-future> [Accessed: May 24, 2025].
- Code of Federal Regulations, 2025, [online] Available at: <https://www.ecfr.gov/current/title-21/chapter-I/subchapter-G/part-700/subpart-B> [Accessed: May 21, 2025].

- CONICET. Institutional Authorities. [online]. Available at: <https://www.conicet.gov.ar/organo-de-gobierno/> [Accessed: August 18, 2025].
- CONICET. Management Areas [online]. Available at: <https://www.conicet.gov.ar/estructura-administrativa/> [Accessed: August 18, 2025].
- CONICET. CICUAL Members. [online]. Available at: <https://inibioma.conicet.gov.ar/comite-institucional-para-el-cuidado-y-uso-de-animales-de-laboratorio-cicual/> [Accessed: August 18, 2025].
- CONICET. Vice President of the investigation team. [online]. Available at: <https://bicyt.conicet.gov.ar/fichas/p/alberto-leonardo-baruj> [Accessed: August 18, 2025].
- CONICET. Principal Researcher Paula C. Angelome. [online]. Available at: <https://bicyt.conicet.gov.ar/fichas/p/paula-cecilia-angelome> [Accessed: August 18, 2025].
- CONICET. Principal Researcher Vanessa Gottifredi. [online]. Available at: <https://bicyt.conicet.gov.ar/fichas/p/vanesa-gottifredi> [Accessed: August 18, 2025].
- Covington, December 16, 2024, “MoCRA Implementation: FDA Fall Unified Agenda Update” [online] Available at: <https://www.cov.com/en/news-and-insights/insights/2024/12/mocra-implementation-fda-fall-unified-agenda-update> [Accessed: May 21, 2025].
- CRONISTA. Is there room for the luxury market in today’s Argentina? [online]. Available at: <https://www.cronista.com/apertura/empresas/hay-lugar-para-el-mercado-de-lujo-en-la-argentina-actual/> [accessed: 19 April 2025]
- Data Lab - L’Oréal Archive, 2025, Available at: <https://drive.google.com/drive/folders/1kxg9DQoHIOPzZvhCgSlet0w2q4gVHJAb>
- Ecomundo, March 14, 2025 “Beauty Tech in 2025: Trends, Personalized Innovations, and Regulatory Challenges” [online] Available at: <https://ecomundo.eu/en/blog/beauty-tech-2025> [Accessed: May 24, 2025].
- ECO HOUSE. About us [online]. Buenos Aires: Eco House. [Accessed 17 August 2025]. Available at: <https://ecohouse.org.ar/quienes-somos>
- Elle Argentina. Editorial team – ELLE Argentina [online]. Buenos Aires: Clarín. [Accessed 12 May 2025]. Available from: [https://elle.clarin.com/redaccion-elle?utm\\_source](https://elle.clarin.com/redaccion-elle?utm_source)
- El País. *Cuando la tecnología es una aliada para hacer más bello el futuro* [online]. October 4, 2024. Available at: <https://elpais.com/sociedad/2024-10-04/cuando-la-tecnologia-es-una-aliada-para-hacer-mas-bello-el-futuro.html> [Accessed: April 23, 2025].
- El Trece. *Mediodía Noticias* [online]. Buenos Aires: El Trece. [Accessed 8 May 2025]. Available from: <https://www.eltrecetv.com.ar/mediodia-noticias/>

- El Trece. *Telenoche* [online]. Buenos Aires: El Trece. [Accessed 8 May 2025]. Available from: <https://www.eltrecetv.com.ar/telenoche/>
- EMARKETER. US luxury consumers and their path to purchase [online]. Available at: <https://www.emarketer.com/content/us-luxury-consumers-their-path-purchase> [accessed: 14 April 2025].
- European Central Bank, 2025, “Exchange Rate Dollar and Euro” [online] Available at: [https://www.ecb.europa.eu/stats/policy\\_and\\_exchange\\_rates/euro\\_reference\\_exchange\\_rates/html/eurofxref-graph-usd.en](https://www.ecb.europa.eu/stats/policy_and_exchange_rates/euro_reference_exchange_rates/html/eurofxref-graph-usd.en). [Accessed: May 23, 2025].
- European Commission, 2022, “Chemicals strategy” [online] Available at: [https://environment.ec.europa.eu/strategy/chemicals-strategy\\_en](https://environment.ec.europa.eu/strategy/chemicals-strategy_en) [Accessed: May 22, 2025].
- European Commission, 2020, “Circular Economy Action Plan” [online] Available at: [https://environment.ec.europa.eu/strategy/circular-economy-action-plan\\_en](https://environment.ec.europa.eu/strategy/circular-economy-action-plan_en) [Accessed: May 22, 2025].
- European Commission, 2022, “Circular Economy” [online] Available at: [https://environment.ec.europa.eu/topics/circular-economy\\_en](https://environment.ec.europa.eu/topics/circular-economy_en) [Accessed: May 22, 2025].
- European Commission, 2022, “Environmental cooperation with other countries” [online] Available at: [https://environment.ec.europa.eu/international-cooperation/environmental-cooperation-other-countries\\_en](https://environment.ec.europa.eu/international-cooperation/environmental-cooperation-other-countries_en) [Accessed: May 22, 2025].
- European Commission, 2022, “Industrial emissions and safety” [online] Available at: [https://environment.ec.europa.eu/topics/industrial-emissions-and-safety\\_en](https://environment.ec.europa.eu/topics/industrial-emissions-and-safety_en) [Accessed: May 22, 2025].
- European Commission, 2022, “Plastics” [online] Available at: [https://environment.ec.europa.eu/topics/plastics\\_en](https://environment.ec.europa.eu/topics/plastics_en) [Accessed: May 22, 2025].
- European Commission, 2022, “Sustainable Development Goals” [online] Available at: [https://commission.europa.eu/strategy-and-policy/sustainable-development-goals\\_en](https://commission.europa.eu/strategy-and-policy/sustainable-development-goals_en) [Accessed: May 22, 2025].
- European Commission, 2022, “Waste and Recycling” [online] Available at: [https://environment.ec.europa.eu/topics/waste-and-recycling\\_en](https://environment.ec.europa.eu/topics/waste-and-recycling_en) [Accessed: May 22, 2025].
- European Union, June 27, 2022 “Safer cosmetics for people in the EU” [online] Available at: <https://eur-lex.europa.eu/legal-content/en/LSU/?uri=CELEX:32009R1223> [Accessed: May 21, 2025].
- Espósito, Sebastián. *Diego Poso, the man behind the hundred radios* [online]. 31 January 2015; updated 15 July 2020. Buenos Aires: *La Nación*. [Accessed 19 May 2025]. Available from: <https://www.lanacion.com.ar/espectaculos/diego-poso-el-hombre-de-las-cien-radios-nid1764472/>
- EWG, February 11, 2025, “EWG report: Hazardous chemicals in cosmetics disproportionately impact Black women” [online] Available at:

- <https://www.ewg.org/news-insights/news-release/2025/02/ewg-report-hazardous-chemicals-cosmetic-s-disproportionately> [Accessed: June 14, 2025].
- EWG, May 13, 2025, “Study finds cancer-causing chemicals in personal care products used by Black women and Latinas in L.A.” [online] Available at: <https://www.ewg.org/news-insights/news/2025/05/study-finds-cancer-causing-chemicals-personal-care-products-used-black> Accessed: June 14, 2025].
  - Exchange Rates.org.uk, May 25, 2025 “Dollar to Euro Forecast 2025: USD/EUR Expected to Reach 0.8882” [online] Available at: <https://www.exchangerates.org.uk/currency-forecasts/dollar-to-euro-forecast> [Accessed: May 23, 2025].
  - Farmacity [online]. [consulted: 20 August 2025]. Available at: <https://www.farmacity.com/Farmacity/sucursales>
  - FARMAPLUS. Quiénes Somos. Available at: <https://www.farmaplus.com.ar/quienes-somos> [Accessed August 20, 2025].
  - FarmaPlus [online]. [consulted: 20 August 2025]. Available at: <https://www.farmaplus.com.ar/sucursales?srsId=AfmBOoplNReXZdZ08dxx0c2vazV05DF9Qub2Kq8OXn8YZ7cBCufCUon7>
  - FARN – ENVIRONMENT AND NATURAL RESOURCES FOUNDATION. Homepage [online]. Buenos Aires: FARN. [Accessed 17 August 2025]. Available at: <https://farn.org.ar/>
  - Ferrari, Florencia. Senior Media Analyst DPP at L’Oreal Argentina. Interview. Conducted by Álvaro Chiusaroli. Buenos Aires, 17 April 2025.
  - Fierce Healthcare, January 14, 2025, “HHS’ new AI strategic plan promises increased guidance and funding” [online] Available at: <http://fiercehealthcare.com/regulatory/hhs-new-ai-strategic-plan-promises-increased-guidance-and-funding> [Accessed: May 24, 2025].
  - Financial Times, May 21 “EU industry chief pushes ‘buy European’ in response to Donald Trump” [online] Available at: <https://www.ft.com/content/cd3b82a6-49dd-431e-98aa-91ce46d2aa2c> [Accessed: May 22, 2025].
  - Financial Times, May 20, 2025, “France and Germany urge EU to scrap supply chain rules” [online] Available at: <https://www.ft.com/content/28f18d87-199c-4c63-a1c0-f8a8359a48cc> [Accessed: May 25, 2025].
  - Florida Trend. Homepage – Florida business news [online]. St. Petersburg, FL: Florida Trend. [Accessed 11 May 2025]. Available from: <https://www.floridatrend.com/>
  - Food & Drug Administration, April 5, 2024, “Color Additives” [online] Available at: <https://www.fda.gov/cosmetics/cosmetic-ingredient-names/color-additives-permitted-use-cosmetics> [Accessed: May 21, 2025].

- Food & Drug Administration, February 2, 2024, “Cosmetics & U.S. Law” [online] Available at: <https://www.fda.gov/cosmetics/cosmetics-laws-regulations/cosmetics-us-law> [Accessed: May 21, 2025].
- Food & Drug Administration, January 17, 2025, “Modernization of Cosmetics Regulation Act of 2022 (MoCRA)” [online] Available at: <https://www.fda.gov/cosmetics/cosmetics-laws-regulations/modernization-cosmetics-regulation-act-2022-mocra> [Accessed: May 21, 2025].
- Food & Drug Administration, February 25, 2022, “Prohibited & Restricted Ingredients in Cosmetics” [online] Available at: <https://www.fda.gov/cosmetics/cosmetics-laws-regulations/prohibited-restricted-ingredients-cosmetics> [Accessed: May 21, 2025].
- Food & Drug Administration, November 21, 2022, “Product Testing of Cosmetics” [online] Available at: <https://www.fda.gov/cosmetics/cosmetics-science-research/product-testing-cosmetics> [Accessed: May 21, 2025].
- Forbes Argentina, 2021, “CeraVe desembarca en el país de la mano de L'Oréal Argentina” [online]. Available from: <https://www.forbesargentina.com/negocios/cerave-desembarca-pais-mano-loreal-argentina-n11034#:~:text=Fundada%20en%202005%20en%20los,para%20distintos%20tipos%20de%20piel>. [Accessed on 27th April 2025].
- FRANCE 24. Delphine Ernotte Cunci: a woman of television and power [online]. 14 May 2025. Paris: France 24. [Accessed 12 May 2025]. Available from: <https://www.france24.com/fr/info-en-continu/20250514-delphine-ernotte-cunci-femme-de-t%C3%A9l%C3%A9vision-et-de-pouvoir>
- France Inter. Homepage – France Inter (Radio France) [online]. Paris: Radio France. [Accessed 11 May 2025]. Available from: <https://www.radiofrance.fr/franceinter>
- FUNDACIÓN BIOANDINA ARGENTINA. Homepage [online]. Buenos Aires: Fundación Bioandina. [Accessed 17 August 2025]. Available at: <https://www.bioandina.org.ar/>
- Garnier, Juliette. *Mexico, the new paradise for cosmetics companies* [online]. May 31, 2024. Available at: [https://www.lemonde.fr/en/economy/article/2024/05/31/mexico-the-new-paradise-for-cosmetics-companies\\_6673327\\_19.html](https://www.lemonde.fr/en/economy/article/2024/05/31/mexico-the-new-paradise-for-cosmetics-companies_6673327_19.html) [Accessed: April 23, 2025].
- Geoffrey G. Jones, David Kiron, Vincent Dessain and Anders Sjöman, 2005-2006, L'Oreal and the Globalization of American Beauty [online]. Available from: <https://www.hbs.edu/faculty/Pages/item.aspx?num=32300#:~:text=The%20company%20entered%20the%20United,renewed%20and%20then%20taken%20international>. [Accessed on 26th April 2025].

- Government of Buenos Aires, “L'Oréal Argentina Inauguración Línea de Producción” [online]. Available from: <https://www.casarosada.gob.ar/pdf/INFOLOREAL.pdf> [Accessed on 25th April 2025].
- Governor of California. Governor’s Cabinet. Available at: <https://www.gov.ca.gov/about/cabinet/> [Accessed: May 20, 2025].
- Governor of New York. Official website of Governor Kathy Hochul. Available at: <https://www.governor.ny.gov/> [Accessed: May 20, 2025].
- Government of the Autonomous City of Buenos Aires. Government Areas. Available at: <https://buenosaires.gob.ar/areasdegobierno> [Accessed: May 19, 2025].
- Gothamist. Our Team [online]. New York: Gothamist. [Accessed 11 May 2025]. Available from: <https://gothamist.com/our-team/>
- GREENPEACE ARGENTINA. About us [online]. Buenos Aires: Greenpeace. [Accessed 17 August 2025]. Available at: <https://www.greenpeace.org/argentina/conocenos>
- Grupo Clarín S.A. Management [online]. Buenos Aires: Grupo Clarín. [Accessed 15 May 2025]. Available from: <https://ir.grupoclarin.com/management/>
- Health Advances, May 9, 2025 [online] Available at: <https://www.healthadvances.com/insights/blog/trump-administration-healthcare-news-may-9-2025> [Accessed: May 24, 2025].
- Head of the Cabinet of Ministers. National Ministries. Available at: <https://www.argentina.gob.ar/jefatura/ministerios-nacionales> [Accessed: May 19, 2025].
- Honorable Senate of the Argentine Nation. Official website of the Senate. Available at: <https://www.senado.gob.ar> [Accessed: May 19, 2025].
- Honorable Senate of the Argentine Nation. Parliamentary Committees [online]. Available from: <https://www.senado.gob.ar/parlamentario/comisiones/?lista=comision> [Accessed 19 May 2025].
- Honorable Senate of the Argentine Nation. Parliamentary Committees. Available at: <https://www.senado.gob.ar/parlamentario/comisiones/?lista=comision> [Accessed: May 19, 2025].
- ICLG, February 24, 2025, “Mergers & Acquisitions Laws and Regulations France 2025” [online] Available at: <https://iclg.com/practice-areas/mergers-and-acquisitions-laws-and-regulations/france> [Accessed: May 22, 2025].
- iHeart. Beyond the Beauty with Bobbi Brown [online]. New York: iHeart. [Accessed 13 May 2025]. Available from: <https://www.iheart.com-beyond-the-beauty-with-bo-55055452/>
- iHeartmedia. Board of Directors – Person Detail: Richard Bressler [online]. San Antonio, TX: iHeartMedia. [Accessed 12 May 2025]. Available from: <https://investors.iheartmedia.com/governance/board-of-directors/person-details/default.aspx?ItemId=2d59169e-c351-467d-8787-d2d90507421>
- IL. Superior Authorities of IL. [online]. Available at: <https://www.leloir.org.ar/el-instituto#somos> [Accessed: August 18, 2025].

- IL. Cellular and Developmental Biology Lab. [online]. Available at: <https://www.leloir.org.ar/biologia-celular-del-desarrollo/laboratorios> [Accessed: August 18, 2025].
- Infobae. Martín Galdeano (Ford): “Raising prices after currency liberalization was not a good signal” [online]. 24 May 2025. Buenos Aires: Infobae. [Accessed 23 May 2025]. Available from: <https://www.infobae.com/economia/2025/05/24/martin-galdeano-presidente-de-ford-tras-la-salida-del-cepo-aumentar-los-precios-no-era-una-buena-senal/>
- Infobae. Official measures to attract undeclared funds lowered the price of the dollar [online]. 24 May 2025. Buenos Aires: Infobae. [Accessed 25 May 2025]. Available
- Infobae. *Daniel Hadad – Author page* [online]. Infobae. [Accessed 22 May 2025]. Available from: <https://www.infobae.com/autor/daniel-hadad/>
- Infobae. *Guillermo E. Pintos – Author page* [online]. Infobae. [Accessed 9 May 2025]. Available from: <https://www.infobae.com/autor/guillermo-e-pintos/>
- IPROFESIONAL. New luxury: with personalized and exclusive experiences, brands aim to conquer the Argentine market [online]. Available at: <https://www.iprofesional.com/negocios/412257-nuevo-lujo-con-experiencias-personalizadas-y-exclusivas-marcas-salen-a-conquistar-mercado-argentino> [accessed: 15 April 2025].
- Institut National de la Statistique et des études économiques, March 6, 2025, “ Telework and on-site work: hybrid work, a practice now embedded in companies” [online] Available at: <https://www.insee.fr/en/statistiques/8382496> [Accessed: May 25, 2025].
- Interview Magazine. Meet David Haskell, NY Mag’s editor-in-chief [online]. New York: Interview Magazine. [Accessed 11 May 2025]. Available from: <https://www.interviewmagazine.com/culture/meet-david-haskell-ny-mags-editor-in-chief> from: <https://www.infobae.com/economia/2025/05/24/las-medidas-oficiales-para-atraer-fondos-no-declarados-hicieron-bajar-el-precio-del-dolar/>
- Interview Magazine. Meet David Haskell, NY Mag’s editor-in-chief [online]. New York: Interview Magazine. [Accessed 11 May 2025]. Available from: <https://www.interviewmagazine.com/culture/meet-david-haskell-ny-mags-editor-in-chief>
- INVESTOPEDIA. *Top 5 Companies Owned by L'Oréal* [online]. January 14, 2016. Available at: <https://www.investopedia.com/articles/markets/011416/top-5-companies-owned-loral.asp> [Accessed: April 23, 2025].
- ITBA. Superior Authorities and Secretaries. [online]. Available at: <https://www.itba.edu.ar/la-universidad/institucional/autoridades/> [Accessed: August 17, 2025].
- Juleriaque (org chart: Carlos Juleriaque) [online]. [consulted: 20 August 2025]. Available at: <https://theorg.com/org/juleriaque/org-chart/carlos-juleriaque>
- Juleriaque (locales) [online]. [consulted: 20 August 2025]. Available at: [https://www.juleriaque.com.ar/locales?gad\\_source=1&gad\\_campaignid=837411787&gbraid=0AAAA](https://www.juleriaque.com.ar/locales?gad_source=1&gad_campaignid=837411787&gbraid=0AAAA)

[ADeKTna9xFHKjKNrUJdwRrvGr0BdO&gclid=Cj0KCQjw-4XFBhCBARIsAAAdNOkt69VAWmBgAYgtMuar-KPM0JWposxC-oBG0mwrrUXMcrBbSPlv5aGcaAvfCEALw\\_wcB](https://www.kcrw.com/)

- KCRW. Homepage [online]. Santa Monica, CA: KCRW. [Accessed 11 May 2025]. Available from: <https://www.kcrw.com/>
- KOLSQUARE. Top 10 haircare brands in France on Instagram [online]. Available at: <https://www.kolsquare.com/es/industry-ranking/las-10-mejores-marcas-de-cuidado-del-cabello-en-francia-en-instagram>[accessed: 20 April 2025].
- La Nación. More than half of Argentine companies plan to increase their investment in AI [online]. [accessed: 15 June 2025]. Available at: <https://www.lanacion.com.ar/economia/IA/mas-de-la-mitad-de-las-empresas-argentinas-planear-aumentar-su-inversion-en-ia-nid27032025/>
- La Nación. *Offer from Arcor and Danone to acquire all of La Serenísima rejected* [online]. 23 May 2025. Buenos Aires: La Nación. [Accessed 14 May 2025]. Available from: <https://www.lanacion.com.ar/economia/negocios/rechazan-la-oferta-de-arcor-y-danone-para-quedarse-con-toda-la-serenisima-nid23052025/>
- La Nación. *Argentine company selected by NASA-led consortium for monitoring mission* [online]. 24 August 2023. Buenos Aires: La Nación. [Accessed 17 May 2025]. Available from: <https://www.lanacion.com.ar/economia/campo/una-empresa-argentina-fue-elegida-por-un-consorcio-de-la-nasa-para-una-mision-de-monitoreo-nid24082023/>
- La Nación. *Haute couture in Paris: the runway shows and prêt-à-porter preview the 2024 fashion trends* [online]. 24 January 2024. Buenos Aires: La Nación. [Accessed 12 May 2025]. Available from: <https://www.lanacion.com.ar/moda-y-belleza/alta-costura-en-paris-el-show-de-las-pasarelas-y-el-pret-a-porter-que-anticipan-las-tendencias-de-la-nid24012024/>
- La Nación. *BAFWeek 2023: the new winter fashion collections presented* [online]. 10 March 2023. Buenos Aires: La Nación. [Accessed 19 May 2025]. Available from: <https://www.lanacion.com.ar/moda-y-belleza/bafweek-2023-se-presentaron-las-nuevas-colecciones-de-moda-para-el-invierno-nid10032023/>
- La Nación. “Fernán Saguié is the new director of La Nación” [online]. 13 November 2020. Buenos Aires: La Nación. [Accessed 10 May 2025]. Available from: <https://www.lanacion.com.ar/sociedad/fernán-saguié-es-nuevo-director-la-nación-nid2513760/>
- La 100. La 100 Programming [online]. Buenos Aires: La 100. [Accessed 15 May 2025]. Available from: <https://la100.cienradios.com/programacion-la-100/>
- Laura Mafud, 2024, “L'Oréal presenta los avances del primer programa de sustentabilidad para peluquerías y salones de belleza en América Latina” [online]. Available from: <https://www.forbesargentina.com/negocios/loreal-presenta-avances-primer-programa-sustentabilidad-peluquerias-salones-belleza-america-latina-n53839?utm> [Accessed on 27th April 2025].

- Las Margaritas [online]. [consulted: 20 August 2025]. Available at: <https://www.lasmargaritas.com.ar/nuestras-sucursales?srsId=AfmBOoq9dZHtC1UFQDLj8K3Zr4ty44-v6MOGsKHfDDLI32m1CFhPTJ3x>
- Les Échos - Le Parisien. Pierre Louette – Executive team [online]. Paris: Les Échos - Le Parisien Groupe. [Accessed 11 May 2025]. Available from: <https://lesechosleparisien.fr/le-groupe/equipe-dirigeante/pierre-louette>
- Légifrance - Republic of France, 2021, “Labour Code - Article L1142-8” [online] Available at: [https://www.legifrance.gouv.fr/codes/article\\_lc/LEGIARTI000044605453](https://www.legifrance.gouv.fr/codes/article_lc/LEGIARTI000044605453) [Accessed: May 24, 2025].
- Légifrance - Republic of France, 2020, “Labour Code - Article L5212-2” [online] Available at: [https://www.legifrance.gouv.fr/codes/article\\_lc/LEGIARTI000037388717](https://www.legifrance.gouv.fr/codes/article_lc/LEGIARTI000037388717) [Accessed: May 24, 2025].
- Légifrance - Republic of France, 2021, “LAW n° 2021-1774 of 24 December 2021 to accelerate economic and professional equality” [online] Available at: <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000044559192> [Accessed: May 24, 2025].
- Les Échos - Le Parisien. *Pierre Louette – Executive team* [online]. Paris: Les Échos - Le Parisien Groupe. [Accessed 11 May 2025]. Available from: <https://lesechosleparisien.fr/le-groupe/equipe-dirigeante/pierre-louette>
- Légifrance - Republic of France, February 28, 2025, “LAW n° 2025-188 of 27 February 2025 “To protect the population from the risks related to perfluoroalkylated and polyfluoroalkylated substances” [online] Available at: <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000051260902> [Accessed: May 25, 2025].
- Légifrance - Republic of France, September 23, 2023, “Toutes et Tous Égaux” [online] Available at: <https://www.info.gouv.fr/grand-dossier/toutes-et-tous-egaux/un-plan-interministeriel-en-4-axes> [Accessed: May 24, 2025].
- Le Monde. *At Le Parisien newspaper, the voluntary departure plan could affect around fifty people* [online]. 20 May 2025. Paris: Le Monde. [Accessed 11 May 2025]. Available from: [https://www.lemonde.fr/economie/article/2025/05/20/au-journal-le-parisien-le-plan-de-departs-volontaires-pourrait-concerner-une-cinquantaine-de-personnes\\_6607423\\_3234.html](https://www.lemonde.fr/economie/article/2025/05/20/au-journal-le-parisien-le-plan-de-departs-volontaires-pourrait-concerner-une-cinquantaine-de-personnes_6607423_3234.html)
- Le Monde. *At Le Parisien newspaper, the voluntary departure plan could affect around fifty people* [online]. 20 May 2025. Paris: Le Monde. [Accessed 11 May 2025]. Available from: [https://www.lemonde.fr/economie/article/2025/05/20/au-journal-le-parisien-le-plan-de-departs-volontaires-pourrait-concerner-une-cinquantaine-de-personnes\\_6607423\\_3234.html](https://www.lemonde.fr/economie/article/2025/05/20/au-journal-le-parisien-le-plan-de-departs-volontaires-pourrait-concerner-une-cinquantaine-de-personnes_6607423_3234.html)
- LinkedIn. *Michael Kurtz* [online]. [Accessed 11 May 2025]. Available from: <https://www.linkedin.com/in/michael-kurtz-2105b810/>
- LinkedIn. *Véronique Philipponnat* [online]. [Accessed 12 May 2025]. Available from: <https://www.linkedin.com/in/v%C3%A9ronique-philipponnat-080097b5/?originalSubdomain=fr>

- LinkedIn. *Cristian Salles* [online]. [Accessed 12 May 2025]. Available from: <https://www.linkedin.com/in/cristian-salles-72667235/?originalSubdomain=ar>
- LinkedIn. Dean of the School of Management and Technology of ITBA [online]. Available at: <https://www.linkedin.com/in/jvidaguren/> [Accessed: August 17, 2025].
- LinkedIn. *Ramiro Ladoux* [online]. [Accessed 25 May 2025]. Available from: <https://www.linkedin.com/in/ramiro-ladoux-322248175/?originalSubdomain=ar>
- LinkedIn. *Miguel Ángel Cataudella* [online]. [Accessed 12 May 2025]. Available from: <https://www.linkedin.com/in/miguel-angel-cataudella-14588237/?originalSubdomain=ar>
- LinkedIn. *Andrés Gabriel Pandiella* [online]. [Accessed 16 May 2025]. Available from: <https://www.linkedin.com/in/andres-gabriel-pandiella-48149270/?originalSubdomain=ar>
- LinkedIn. *Valeria Cavallo* [online]. [Accessed 14 May 2025]. Available from: <https://www.linkedin.com/in/valeria-cavallo/?originalSubdomain=ar>
- LinkedIn. *Fred Gabriel* [online]. [Accessed 11 May 2025]. Available from: <https://www.linkedin.com/in/fredgabriel/>
- LinkedIn. *Michael Kurtz* [online]. [Accessed 11 May 2025]. Available from: <https://www.linkedin.com/in/michael-kurtz-2105b810/>
- LinkedIn. *Sebastián Catalano* [online]. [Accessed 22 May 2025]. Available from: <https://www.linkedin.com/in/sebastiancatalano/?originalSubdomain=ar>
- LinkedIn. *Véronique Philipponnat* [online]. [Accessed 12 May 2025]. Available from: <https://www.linkedin.com/in/v%C3%A9ronique-philipponnat-080097b5/?originalSubdomain=fr>
- LinkedIn. *Almin Karamehmedovic* [online]. [Accessed 11 May 2025]. Available from: <https://www.linkedin.com/in/almin-karamehmedovic-48088214b/>
- LinkedIn. *Corrine Cory* [online]. [Accessed 11 May 2025]. Available from: <https://www.linkedin.com/in/corycorrine/>
- LinkedIn. *Daniel Zanardi* [online]. [Accessed 23 May 2025]. Available from: <https://www.linkedin.com/in/daniel-zanardi-65094929/?originalSubdomain=ar>
- LinkedIn. *Ricardo Ravanelli* [online]. [Accessed 8 May 2025]. Available from: <https://www.linkedin.com/in/rravanelli/?originalSubdomain=ar>
- LinkedIn. Vice Rector of ITBA [online]. Available at: <https://www.linkedin.com/in/sebastianmur/> [Accessed: August 17, 2025].
- LinkedIn. Rector of ITBA [online]. Available at: <https://www.linkedin.com/in/andresagres/> [Accessed: August 17, 2025].
- Local 10 News. Homepage – WPLG Local 10 [online]. Miami, FL: WPLG. [Accessed 11 May 2025]. Available from: <https://www.local10.com/>
- Los Angeles Magazine. Homepage [online]. Los Angeles: Los Angeles Magazine. [Accessed 11 May 2025]. Available from: <https://lamag.com/>

- L'Oréal Argentina, 2020, "L'Oréal Argentina produce alcohol en gel para colaborar en la lucha contra el coronavirus" [online]. Available from: <https://www.loreal.com/es-ar/argentina/news/grupo/loreal-argentina-produce-alcohol-en-gel-para-colaborar-en-la-lucha-contra-el-coronavirus/> [Accessed on 25th April 2025].
- L'Oréal Argentina, 2024, "Hairstylists for the Future acompaña a los salones a llevar sus compromisos ambientales al siguiente nivel" [online]. Available from: <https://www.loreal.com/es-ar/argentina/pages/grupo/hairstylists-for-the-future/> [Accessed on 27th April 2025].
- L'Oréal Consumer Products Division: L'ORÉAL. Consumer Products Division [online]. [cited 14 April 2025]. Available at: <https://www.loreal.com/en/consumer-products-division/>
- L'Oréal. *First Quarter 2025 Sales* [online]. April 18, 2025. Available at: <https://www.loreal-finance.com/eng/news-release/first-quarter-2025-sales> [Accessed: April 23, 2025].
- L'ORÉAL FINANCE. [online]. [Accessed: 25 March 2025]. Available at: <https://www.loreal-finance.com/eng>.
- L'Oréal Groupe. Annual Report 2024 – Luxe Division [online]. Available at: <https://www.loreal-finance.com/en/annual-report-2024/luxe/> [accessed 26 April 2025].
- L'Oréal Groupe, 2024, Annual Report "The Essentials" [online]. Available from: [https://www.loreal-finance.com/system/files/2025-03/LOREAL\\_2024\\_Annual\\_Report.pdf](https://www.loreal-finance.com/system/files/2025-03/LOREAL_2024_Annual_Report.pdf) [Accessed on 17th April 2025].
- L'Oréal Groupe. *Code of Ethics 2023* [online]. Clichy: L'Oréal, 2023 Available at: <https://www.loreal.com/-/media/project/loreal/brand-sites/corp/master/lcorp/2-group/governance-and-ethics/ethics-rework/code-of-ethics-2023/codeofethicseng.pdf> [accessed 15 April 2025].
- L'Oréal Groupe, 2024, Purpose "Create The Beauty That Moves The World" [online]. Available from: <https://www.loreal.com/en/group/about-loreal/our-purpose/> [Accessed on 17th April 2025].
- L'Oréal Groupe, 2020, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2021-03/LOREAL\\_2020\\_Universal\\_Registration\\_Document\\_en\\_0\\_0.pdf](https://www.loreal-finance.com/system/files/2021-03/LOREAL_2020_Universal_Registration_Document_en_0_0.pdf) [Accessed on 26th April 2025].
- L'Oréal Groupe, 2021, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2022-03/LOREAL\\_2021\\_Universal\\_Registration\\_Document\\_en\\_0.pdf](https://www.loreal-finance.com/system/files/2022-03/LOREAL_2021_Universal_Registration_Document_en_0.pdf) [Accessed on 26th April 2025].
- L'Oréal Groupe, 2022, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2023-03/LOREAL\\_2022\\_Universal\\_Registration\\_Document\\_en.pdf](https://www.loreal-finance.com/system/files/2023-03/LOREAL_2022_Universal_Registration_Document_en.pdf) [Accessed on 26th April 2025].
- L'Oréal Groupe, 2023, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2024-03/LOREAL\\_2023\\_Universal\\_Registration\\_Document\\_en.pdf](https://www.loreal-finance.com/system/files/2024-03/LOREAL_2023_Universal_Registration_Document_en.pdf) [Accessed on 26th April 2025].

- L'Oréal Groupe, 2024, Universal Registration Document [online]. Available from: [https://www.loreal-finance.com/system/files/2025-03/2024\\_Universal\\_Registration\\_Document\\_LOREAL.pdf](https://www.loreal-finance.com/system/files/2025-03/2024_Universal_Registration_Document_LOREAL.pdf) [Accessed on 26th April 2025].
- L'Oréal Groupe, 2024, Values & Mindset [online]. Available from: <https://www.loreal.com/en/group/culture-and-heritage/our-values-and-mindset/> [Accessed on 17th April 2025].
- L'Oréal Luxe: L'ORÉAL. L'Oréal Luxe [online]. [cited 14 April 2025]. Available at: <https://www.loreal.com/en/loreal-luxe/>
- L'ORÉAL. Luxe Division – Annual Report 2024 [online]. Available at: <https://www.loreal-finance.com/en/annual-report-2024/luxe> [accessed: 14 April 2025].
- L'Oréal Paris Argentina. *L'Oréal Paris Argentina - Stand Up* [online video]. YouTube, 19 March 2021 [accessed 23 April 2025]. Available at: <https://www.youtube.com/watch?v=dMaL2ogBSok>
- L'Oréal Paris. *Stand Up - Let's Act Together Against Street Harassment* [online video]. YouTube, 9 April 2020. Available at: [https://www.youtube.com/watch?v=vNGg\\_hmUFU](https://www.youtube.com/watch?v=vNGg_hmUFU) [accessed 18 April 2025].
- L'Oréal Professional Products Division: L'ORÉAL. Professional Products Division [online]. [cited 14 April 2025]. Available at: <https://www.loreal.com/en/professional-products-division/>
- L'Oréal. *United States – L'Oréal Around the World* [online]. 2024. Available at: <https://www.loreal-finance.com/en/annual-report-2024/loreal-around-the-world/united-states/> [Accessed: April 23, 2025].
- MANOS VERDES FUNDACIÓN. Homepage [online]. Buenos Aires: Fundación Manos Verdes. [Accessed 17 August 2025]. Available at: <https://manos-verdes.org/>
- Marie Claire, 2025, “The Business of Beauty: How Science-Driven Innovation Drives Growth and Success” [online] Available at: <https://www.marieclaire.com/beauty/business-of-beauty-power-play/> [Accessed: May 24, 2025].
- Martina Torlasco, 2024, LinkedIn Post [online]. Available from: [https://www.linkedin.com/posts/martina-torlasco-439482105\\_cerave-hidratacomounexperto-lanzamie nto-activity-7231103354804871168--u8h?utm\\_source=share&utm\\_medium=member\\_desktop&rcm=ACoAADyE4sEB\\_qLc98MRPy\\_3lfpMSumzKOWKA](https://www.linkedin.com/posts/martina-torlasco-439482105_cerave-hidratacomounexperto-lanzamie nto-activity-7231103354804871168--u8h?utm_source=share&utm_medium=member_desktop&rcm=ACoAADyE4sEB_qLc98MRPy_3lfpMSumzKOWKA) [Accessed on 27th April 2025].
- MERCOSUR. DIR 108/2024 – Specific Actions in the Tariff Field. NCM 3304.99.90 AR [online]. [accessed: 14 June 2025]. Available at: [https://normas.mercosur.int/simfiles/normativas/102760\\_DIR\\_108-2024\\_ES\\_Acciones%20Puntuales%20Ambito%20Arancelario\\_NCM%203304.99.90%20AR.pdf](https://normas.mercosur.int/simfiles/normativas/102760_DIR_108-2024_ES_Acciones%20Puntuales%20Ambito%20Arancelario_NCM%203304.99.90%20AR.pdf)
- Miami Herald. Homepage [online]. Miami, FL: Miami Herald. [Accessed 11 May 2025]. Available from: <https://www.miamiherald.com/>

- Ministère de l'Économie et des Finances - Republic of France, 2025 “Les missions de la DGCCRF” [online] Available at: <https://www.economie.gouv.fr/dgccrf/comprendre-la-dgccrf/les-missions-de-la-dgccrf> [Accessed: May 21, 2025].
- MI.TV. El Trece – Yesterday’s programming [online]. [Accessed 12 May 2025]. Available from: <https://mi.tv/ar/canales/el-trece/ayer>
- MI.TV. Todo Noticias (TN) – Channel profile [online]. [Accessed 8 May 2025]. Available from: <https://mi.tv/ar/canales/tn>
- MORDOR INTELLIGENCE. Argentina cosmetics products market report [online]. Available at: <https://www.mordorintelligence.ar/industry-reports/argentina-cosmetics-products-market-industry> [accessed: 18 April 2025].
- MORDOR INTELLIGENCE. France luxury goods market [online]. Available at: <https://www.mordorintelligence.ar/industry-reports/france-luxury-goods-market> [accessed: 16 April 2025].
- MUNDO MARINO FUNDACIÓN. About us [online]. San Clemente del Tuyú: Fundación Mundo Marino. [Accessed 17 August 2025]. Available at: <https://fundmundomarin.org.ar/quienes-somos>
- National Press Foundation. Charisse Jones – Judge bio [online]. Washington, D.C.: National Press Foundation. [Accessed 11 May 2025]. Available from: <https://nationalpress.org/judge/charisse-jones/>
- NPR. Edith Chapin [online]. Washington, D.C.: NPR. [Accessed 13 May 2025]. Available from: <https://www.npr.org/people/153024115/edith-chapin>
- NPR. Morning Edition – Archive [online]. Washington, D.C.: NPR. [Accessed 13 May 2025]. Available from: <https://www.npr.org/programs/morning-edition/archive>
- Nutra Ingredients Europe, April 30, 2025, “Beauty Industry trends to watch for 2026 and beyond...” [online] Available at: <https://www.nutraingredients.com/Article/2025/04/30/beauty-industry-trends-to-watch-for-2026-and-beyond> [Accessed: May 24, 2025].
- Office of Information and Regulatory Affairs - United States Government, 2024 “Disclosure of Fragrance Allergens in Cosmetic Labeling” [online] Available at: <https://www.reginfo.gov/public/do/eAgendaViewRule?pubId=202404&RIN=0910-AI90> [Accessed: May 25, 2025].
- Office of Information and Regulatory Affairs - United States Government, 2024 “Good Manufacturing Practice for Cosmetic Product Facilities” [online] Available at: <https://www.reginfo.gov/public/do/eAgendaViewRule?pubId=202410&RIN=0910-AJ00> [Accessed: May 25, 2025].
- Office of Information and Regulatory Affairs - United States Government, 2024 “Use of Formaldehyde and Formaldehyde-Releasing Chemicals as an Ingredient in Hair Smoothing Products

or Hair Straightening Products” [online] Available at:  
<https://www.reginfo.gov/public/do/eAgendaViewRule?pubId=202404&RIN=0910-AI83> [Accessed:  
 May 25, 2025].

- Office of Information and Regulatory Affairs - United States Government, 2024 “Testing Methods for Detecting and Identifying Asbestos in Talc-Containing Cosmetic Products” [online] Available at:  
<https://www.reginfo.gov/public/do/eAgendaViewRule?pubId=202404&RIN=0910-AI82> [Accessed:  
 May 25, 2025].
- ONG TE PROTEJO. Te Protejo Argentina – Homepage [online]. Te Protejo. [Accessed 17 August 2025]. Available at: <https://ongteprotejo.org/ar/>
- PATAGONIA NATURAL FUNDACIÓN. Homepage [online]. Chubut: Fundación Patagonia Natural. [Accessed 17 August 2025]. Available at: <https://patagonianatural.org.ar/>
- Parfumerie [online]. [consulted: 20 August 2025]. Available at:  
<https://www.parfumerie.com.ar/mapa-locales>
- Peres, Martina. Product Manager Vichy at L'Oréal Argentina. Interviewed by Trinidad Basta Falsi. Buenos Aires, 14 April 2025.
- Perfumerías Rouge [online]. [consulted: 20 August 2025]. Available at:  
[https://www.perfumeriasrouge.com/ayuda/sucursales?srsId=AfmBOoo\\_n0Gb7bDn5xO9Uggb3vfl865JKNFidIAiP3Unrn9OKwpPV4Ho](https://www.perfumeriasrouge.com/ayuda/sucursales?srsId=AfmBOoo_n0Gb7bDn5xO9Uggb3vfl865JKNFidIAiP3Unrn9OKwpPV4Ho)
- Perfumerías Pigmento [online]. [consulted: 20 August 2025]. Available at:  
<https://www.perfumeriaspigmento.com.ar/sucursales>
- PONTIFICIA UNIVERSIDAD CATÓLICA ARGENTINA. Faculty of Medical Sciences – Authorities [online]. [consulted: 20 August 2025]. Available at:  
<https://uca.edu.ar/es/facultad-de-ciencias-medicas/nuestra-facultad/autoridades>
- Premium Beauty News, January 7 “Tariffs: What impact will Trump’s return have on the cosmetics industry?” [online] Available at:  
<https://www.premiumbeautynews.com/en/tariffs-what-impact-will-trump-s-%2C25017> [Accessed: May 22, 2025].
- Presidency of the Argentine Nation. Official website of the Presidency. Available at:  
<https://www.argentina.gob.ar/presidencia> [Accessed: May 19, 2025].
- PROYUNGAS FUNDACIÓN. Homepage [online]. Tucumán: Fundación ProYungas. [Accessed 17 August 2025]. Available at: <https://proyungas.org.ar/>
- PUMAKAWA. Homepage [online]. Córdoba: Fundación Pumakawa. [Accessed 17 August 2025]. Available at: <https://pumakawa.org/>
- Radio France. Adèle Van Reeth [online]. Paris: Radio France. [Accessed 11 May 2025]. Available from: <https://www.radiofrance.fr/personnes/adele-van-reeth>

- Radio Mitre. *Mitre Programming* [online]. Buenos Aires: Radio Mitre. [Accessed 16 May 2025]. Available from: <https://radiomitre.cienradios.com/programacion-mitre/>
- Radio Mitre. *Encendidos en la Tarde* [online]. Buenos Aires: Radio Mitre. [Accessed 18 May 2025]. Available from: <https://radiomitre.cienradios.com/tag/encendidos-en-la-tarde/>
- Radio Provincia. About Radio Provincia [online]. La Plata: Government of the Province of Buenos Aires. [Accessed 12 May 2025]. Available from: <https://radioprovincia.gba.gob.ar/acerca.php>
- RECIDUCA FOUNDATION. About us [online]. Buenos Aires: Fundación Reciduca. [Accessed 17 August 2025]. Available at: <https://www.fundacionreciduca.org.ar/conocenos>
- RED YAGUARETÉ. Homepage [online]. Buenos Aires: Fundación Red Yaguareté. [Accessed 17 August 2025]. Available at: <https://redyaguarete.org.ar/>
- Refinery 29. Style editors & writers – Refinery29 team [online]. New York: Refinery29. [Accessed 11 May 2025]. Available from: <https://www.refinery29.com/en-us/r29-style-editors-writers>
- REFORESTAR FUNDACIÓN. About us [online]. Argentina: ReforestarAR. [Accessed 17 August 2025]. Available at: <https://www.reforestarg.org.ar/nosotros>
- Reuters, May 23, 2025 “EU urges respect not threats as Trump pushes for 50% tariff” [online] Available at: <https://www.reuters.com/world/china/eu-awaits-clarity-trumps-50-tariff-threat-2025-05-23> [Accessed: May 22, 2025].
- Reuters. May 8, 2025 “EU sets out possible 95-billion-euro response to US tariffs” [online] Available at: <https://www.reuters.com/business/autos-transportation/eu-sets-out-95-bln-euro-countermeasures-us-tariffs-2025-05-08/> [Accessed: May 22, 2025].
- Reuters, September 12, 2024, “L'Oreal, Evonik join \$38.6 mln funding round for biotech start-up Abolis” [online] Available at: <https://www.reuters.com/markets/deals/loreal-evonik-join-386-mln-funding-round-biotech-start-up-abolis-2024-09-12/> [Accessed: May 24, 2025].
- Reuters, May 22, 2025, “Macron to pitch France as reliable alternative on Asia tour amid US-China rivalry” [online] Available at: <https://www.reuters.com/business/aerospace-defense/macron-pitch-france-reliable-alternative-asia-tour-amid-us-china-rivalry-2025-05-22> [Accessed: May 22, 2025].
- Reuters, June 13, 2025. “ US says monitoring Israel-Iran attacks' impact on global energy supply” [online] Available at: <https://www.reuters.com/business/energy/us-energy-chief-monitoring-any-impacts-global-energy-supply-2025-06-13> [Accessed: June 15, 2025].
- REWILDING ARGENTINA. Homepage [online]. Buenos Aires: Fundación Rewilding Argentina. [Accessed 17 August 2025]. Available at: <https://www.rewildingargentina.org/>

- Rome CEO, August 9, 2024, “Half of U.S. Workers Prefer Employers Offering Flexibility for Remote Work” [online] Available at: <https://romeceo.com/news/2024/08/half-us-workers-prefer-employers-offering-flexibility-remote-work-according-new-eagle-hill-consulting-research/> [Accessed: May 25, 2025].
- SAD. Directive Commission of 2025-2026. [online]. Available at: <http://sad.org.ar/comision-directiva/#:~:text=Dermatolog%C3%ADa%20sad,Secretaria%20General%20Mar%C3%ADa%20Valeria%20Angles> [Accessed: August 18, 2025].
- SAD. Directive Commission Buenos Aires Section. [online]. Available at: <https://sad.org.ar/seccion-bonaerense/#el-4b7bd065> [Accessed: August 18, 2025].
- SAD. Digital Dermatology Committee. [online]. Available at: <https://sad.org.ar/comite-de-dermatologia-digital/#el-35686a70> [Accessed: August 18, 2025].
- SAD. Aesthetic Dermatology Working Group. [online]. Available at: <https://sad.org.ar/dermatologia-estetica/#> [Accessed: August 18, 2025].
- SAD. Dermatology and Lifestyle Working Group. [online]. Available at: <https://sad.org.ar/dermatitis-y-estilo-de-vida/> [Accessed: August 18, 2025].
- SAIB (Asociación Argentina de Investigación en Bioquímica y Biología Molecular) [online]. [consulted: 20 August 2025]. Available at: <https://saib.org.ar/comision-directiva/>
- SPHERICAL INSIGHTS. France cosmetics market overview [online]. Available at: <https://www.sphericalinsights.com/reports/france-cosmeticsmarket#:~:text=El%20tama%C3%B1o%20del%20mercado%20de,millones%20de%20d%C3%B3lares%20en%202033> [accessed: 15 April 2025].
- State of California. CA.gov – Official California State Portal. Available at: <https://www.ca.gov/> [Accessed: May 20, 2025].
- SUSTENTABILIDAD SIN FRONTERAS. Homepage [online]. Buenos Aires: Sustentabilidad Sin Fronteras. [Accessed 17 August 2025]. Available at: <https://sustentabilidadsf.org.ar/>
- Techresearchs, January 29, 2025, “Biotechnology in Cosmetics: Merging Nature and Science for Better Skincare” [online] Available at: <https://techresearchs.com/tech/biotechnology-in-cosmetics-merging-nature-and-science-for-better-skincare> [Accessed: May 25, 2025].
- TEMAIKÈN FUNDACIÓN. About us [online]. Buenos Aires: Fundación Temaikèn. [Accessed 17 August 2025]. Available at: <https://www.fundaciontemaiken.org.ar/quienes-somos>
- The Cut. Cosmopolitan hires a new editor-in-chief from Highsnobiety [online]. New York: The Cut. [Accessed 11 May 2025]. Available from: <https://www.thecut.com/article/cosmopolitan-hires-a-new-editor-in-chief-from-highsnobiety.html>

- The Cut. How I Get It Done: Christene Barberich, Refinery29 [online]. 19 July 2017. New York: The Cut. [Accessed 11 May 2025]. Available from: <https://www.thecut.com/2017/07/how-i-get-it-done-interview-christene-barberich-refinery-29.html>
- The Manhattan Times. Who We Are [online]. New York: The Manhattan Times. [Accessed 11 May 2025]. Available from: <https://www.manhattantimesnews.com/who-we-are/>.
- The New York Times Company. *A. G. Sulzberger* [online]. New York: The New York Times Company. [Accessed 14 May 2025]. Available from: <https://www.nytco.com/person/a-g-sulzberger/>
- The New York Times Company. *Joseph Kahn* [online]. New York: The New York Times Company. [Accessed 11 May 2025]. Available from: <https://www.nytco.com/person/joseph-kahn/>
- The New York Times Company. *Vanessa Friedman – Author page* [online]. New York: The New York Times. [Accessed 14 May 2025]. Available from: <https://www.nytimes.com/by/vanessa-friedman>
- The New York Times. NBC News chairman Cesar Conde defends controversial coverage choices [online]. 29 March 2024. New York: The New York Times. [Accessed 11 May 2025]. Available from: <https://www.nytimes.com/2024/03/29/business/media/nbc-news-cesar-conde.html>
- The Washington Post, May 18, 2025, “Trump orders the government to stop enforcing rules he doesn’t like” [online] Available at: <https://www.washingtonpost.com/nation/2025/05/18/trump-enforcement-halt-regulations-laws> [Accessed: May 23, 2025].
- The White House. The Cabinet. Available at: <https://www.whitehouse.gov/administration/the-cabinet/> [Accessed: May 19, 2025].
- The White House, February 10, 2025, “President Donald J. Trump Ends the Procurement and Forced Use of Paper Straws” [online] Available at: <https://www.whitehouse.gov/fact-sheets/2025/02/fact-sheet-president-donald-j-trump-ends-the-procurement-and-forced-use-of-paper-straws/> [Accessed: May 24, 2025].
- The Wall Street Journal. *Almar Latour – Author page* [online]. New York: Dow Jones & Company. [Accessed 12 May 2025]. Available from: <https://www.wsj.com/news/author/almar-latour>
- The Wall Street Journal. *Emma Tucker – Author page* [online]. New York: Dow Jones & Company. [Accessed 12 May 2025]. Available from: <https://www.wsj.com/news/author/emma-tucker>
- TN. Programming Grid – Todo Noticias [online]. Buenos Aires: Artear. [Accessed 8 May 2025]. Available from: <http://www.canal13.artear.com.ar/cgi-bin/navgrilla03.pl?DIR=tn/programaciongrilla/datos&Serial=TN&Tipo=PRO&Semana=&Anio=&DIA=&MES=&ANIO=&Version=>
- Trade y Retail. *L’Oréal*: “Hay un balance muy positivo sobre nuestra presencia en Argentina y los resultados del negocio lo demuestran” [online]. May 24, 2025. Available at: [https://tradeyretail.com/industria/l-oreal-hay-un-balance-muy-positivo-sobre-nuestra-presencia-en-argentina-y-los-resultados-del-negocio-lo-demuestran\\_4098](https://tradeyretail.com/industria/l-oreal-hay-un-balance-muy-positivo-sobre-nuestra-presencia-en-argentina-y-los-resultados-del-negocio-lo-demuestran_4098) [Accessed: May 24, 2025].

- UADE. Authorities [online]. Available at: <https://www.uade.edu.ar/acerca-de-uade/autoridades/> [Accessed: August 19, 2025].
- UBA. Superior Authorities [online]. Available at: <https://www.uba.ar/autoridades> [Accessed: August 17, 2025].
- UBA. Authorities of Pharmacy and Biomedical School of UBA [online]. Available at: <https://www.ffyb.uba.ar/teachers/evelson-pablo/> // <https://www.ffyb.uba.ar/teachers/schreier/> [Accessed: August 17, 2025].
- UNIVERSIDAD ABIERTA INTERAMERICANA. Authorities [online]. [consulted: 20 August 2025]. Available at: <https://uai.edu.ar/institucional/autoridades/>
- UNIVERSIDAD ABIERTA INTERAMERICANA. School of Medicine and Health Sciences [online]. [consulted: 20 August 2025]. Available at: <https://uai.edu.ar/facultades/medicina-y-ciencias-de-la-salud/>
- UNIVERSIDAD DEL SALVADOR. Authorities [online]. [consulted: 20 August 2025]. Available at: <https://www.usal.edu.ar/autoridades/>
- UNIVERSIDAD DE SAN ANDRÉS. Academic leadership [online]. [consulted: 20 August 2025]. Available at: <https://udesa.edu.ar/conduccion-academica>
- UNIVERSIDAD DE SAN ANDRÉS. Department of Engineering – Biotechnology Engineering [online]. [consulted: 20 August 2025]. Available at: <https://udesa.edu.ar/departamento-de-ingenieria/ingenieria-en-biotecnologia>
- United States Senate. Officers and Staff. Available at: <https://www.senate.gov/about/officers-staff.htm> [Accessed: May 20, 2025].
- Urbana Play. “Perros de la Calle presents its dream team for the 2025 season in Urbana Play's new studio” [online]. Buenos Aires: Urbana Play. [Accessed 12 May 2025]. Available from: <https://urbanaplayfm.com/perros-de-la-calle-presenta-su-dream-team-para-la-temporada-2025-en-el-nuevo-estudio-de-urbana-play/>
- Urbana Play. *Programming* [online]. Buenos Aires: Urbana Play. [Accessed 15 May 2025]. Available from: <https://urbanaplayfm.com/programacion/>
- UTN. Superior Authorities and Secretaries. [online]. Available at: <https://www.utn.edu.ar/es/la-universidad/autoridades> [Accessed: August 17, 2025].
- UTN Haedo. Director of the program [online]. Available at: <https://frh.utn.edu.ar/carreras/bioingenieria/> [Accessed: August 17, 2025].
- VIDA SILVESTRE ARGENTINA. Homepage [online]. Buenos Aires: Fundación Vida Silvestre. [Accessed 17 August 2025]. Available at: <https://www.vidasilvestre.org.ar/>
- Vogue. Masthead – Vogue editorial team [online]. New York: Vogue. [Accessed 11 May 2025]. Available from: <https://www.vogue.com/masthead>

- Voxeurop. Michel Guerrin – Guest author [online]. [Accessed 11 May 2025]. Available from: [https://voxeurop.eu/en/guest\\_author/michel-guerrin/](https://voxeurop.eu/en/guest_author/michel-guerrin/)
- Wan-Ifra. *Gail Scriven* [online]. WAN-IFRA. [Accessed 12 May 2025]. Available from: [https://wan-ifra.org/event\\_speakers/gail-scriven-sp/](https://wan-ifra.org/event_speakers/gail-scriven-sp/)
- WLRN. Radio – WLRN Public Media [online]. Miami, FL: WLRN. [Accessed 11 May 2025]. Available from: <https://www.wlrn.org/radio>
- Wunc. All Things Considered [online]. Chapel Hill, NC: WUNC. [Accessed 13 May 2025]. Available from: <https://www.wunc.org/show/all-things-considered>
- Zona Norte Hoy. News and media platform of Greater Buenos Aires North [online]. Zona Norte Hoy. [Accessed 12 May 2025]. Available from: <https://www.zonanortehoy.com/>