



Facultad de Ciencias Económicas y Empresariales
Universidad de León

Grado en Comercio Internacional
Curso 2022/2023

MARKETING CROSS-CULTURAL DE PRODUCTOS DE BELLEZA EN PAÍSES
CON DIFERENCIAS CULTURALES Y RELIGIOSAS

CROSS-CULTURAL MARKETING OF BEAUTY PRODUCTS IN COUNTRIES
WITH CULTURAL AND RELIGIOUS DIFFERENCES

Realizado por la alumna Paula Francisco Cantón
Tutelado por el Profesor D. Pablo Gutiérrez Rodríguez

León, 10 de julio de 2023

CONTENTS

RESUMEN	5
ABSTRACT	6
INTRODUCTION	7
METHODOLOGY	9
1. CONCEPT OF CROSS-CULTURAL MARKETING	10
1.2. CULTURAL AND RELIGIOUS ASPECTS INFLUENCING THE CONSUMPTION OF BEAUTY PRODUCTS	13
1.2.1 Cultural factors	14
1.2.2 Religious factors	17
1.3. PREVIOUS RESEARCH RELATED TO THE TOPIC	18
2. ANALYSIS OF BEAUTY MARKETS IN COUNTRIES WITH RELIGIOUS DIFFERENCES	19
2.1. DESCRIPTION OF THE SELECTED BEAUTY MARKETS	19
2.1.1 Saudi Arabia	19
2.1.2 Israel	21
2.1.3 India	23
2.2. ANALYSIS OF THE CULTURAL AND RELIGIOUS DIFFERENCES THAT INFLUENCE THE MARKETING OF BEAUTY PRODUCTS IN EACH MARKET	25
2.2.1 Saudi Arabia	26
2.2.2 Israel	27
2.2.3 India	29
2.3. ANALYSIS OF THE SUPPLY OF BEAUTY PRODUCTS AND THE COMPETITION IN EACH MARKET	31
2.3.1 Saudi Arabia	31
2.3.2 Israel	34
2.3.3 India	36
3. CROSS-CULTURAL MARKETING STRATEGIES FOR BEAUTY PRODUCTS	38
3.1. ADAPTATION OF THE PRODUCT TO CULTURAL AND RELIGIOUS NEEDS	39
3.1.1 Muslim countries	39
3.1.2 Jewish countries	40
3.1.3 Hindu countries	41

3.2. ADAPTATION OF PROMOTION AND ADVERTISING TO CULTURAL AND RELIGIOUS NEEDS	41
3.3. PRICE ADAPTATION TO CULTURAL AND RELIGIOUS NEEDS	43
3.3.1 Muslim countries	43
3.3.2 Jewish countries.....	44
3.3.3 Hindu countries	45
3.4 DISTRIBUTION ADAPTATION TO CULTURAL AND RELIGIOUS NEEDS .	45
4. CASE STUDIES ON CROSS-CULTURAL MARKETING OF BEAUTY PRODUCTS IN COUNTRIES WITH RELIGIOUS DIFFERENCES.....	46
4.1 DESCRIPTION OF SELECTED CASE STUDIES	47
4.1.1 L'Oréal.....	47
4.1.2 Procter & gamble.....	48
4.1.3 Garnier	49
4.2. ANALYSIS OF THE MARKETING STRATEGIES APPLIED	50
4.2.1 L'Oréal.....	50
4.2.2 Procter & Gamble.....	52
4.2.3 Garnier	56
4.3 RESULTS OBTAINED	58
4.3.1 L'Oréal.....	58
4.3.2 Procter & Gamble.....	59
4.3.3 Garnier	60
5. ETHICAL CONSIDERATIONS	61
5.1 CULTURAL OWNERSHIP.....	62
5.2 STEREOTYPES.....	64
5.3 EXPLOITATION	66
6. CONCLUSIONS.....	68
REFERENCES	71
ANEXO 1: Resumen en español	78

Index of tables

Table 1.1: Hofstede's cultural dimensions	11
Table 1.2: Trompenaars' cultural dimensions	12
Table 1.3: The evolution of the ideals of beauty throughout history	14
Table 2.1 Percentage of distribution of Indian beauty products by each distributor.....	25
Table 2.2: Most popular beauty product categories in Saudi Arabia	31
Table 3.1: Colour symbolism in Islam, Judaism and Hinduism.....	42
Table 3.2: Issues to consider in pricing for Muslim consumers.....	44
Table 4.1: Results achieved by L'Oréal in Saudi Arabia.....	58
Table 4.2: Results achieved by Procter & Gamble in Israel.....	59
Table 4.3: Results for Garnier in India.....	60
Table 5.1: Marketing strategies to combat cultural appropriation.....	63

Index of graphics

Graphic 2.1: Percentage growth of facial care products in Saudi Arabia (2021-2025)..	21
Graphic 2.2: Market share by distribution channel of cosmetics in Israel (2019).....	22
Graphic 2.3: Market growth rate of organic cosmetic products in India (2016-2021)...	24
Graphic 2.4: Growth Rate of E-Commerce Cosmetics and Fragrances (2016-2019)	34
Graphic 2.5: Market share by product type of Indian colour cosmetics in 2021	37

Index of pictures

Picture 4.1: 3 Minute Miracle Campaigns: Pantene Mexico vs Pantene Israel.....	53
--	----

RESUMEN

Con especial atención al islam, el judaísmo y el hinduismo, este estudio examina la comercialización de productos de belleza en naciones con prácticas culturales y religiosas diversas. Examina cómo empresas internacionales de belleza como L'Oréal, Procter & Gamble y Garnier han desarrollado tácticas para modificar sus productos, publicidad, estrategias de precios y métodos de distribución para atraer a los valores culturales y religiosos de estas diferentes regiones.

Los resultados muestran que un marketing eficaz en estos entornos requiere un conocimiento profundo de las sensibilidades religiosas y culturales locales. Las empresas están adoptando diferentes estrategias, como desarrollar productos certificados halal o kosher, utilizar materias primas tradicionales, introducir diferentes modelos con características físicas locales y coordinar las promociones con las fiestas religiosas.

Además, están construyendo un sistema de distribución eficiente que facilite el acceso de los clientes. Por otro lado, la asequibilidad y el poder adquisitivo son dos factores que se tienen en cuenta a la hora de diseñar estrategias de precios y promociones que respondan a las necesidades de cada mercado.

Alineando sus estrategias de marketing con las ideas y valores locales, las empresas pueden establecerse como miembros notables de sus comunidades, fidelizar su marca y aumentar su cuota de mercado.

Palabras clave: marketing, productos de belleza, adaptación cultural, países con diferencias religiosas, sensibilidades religiosas y culturales, comportamiento del consumidor.

ABSTRACT

With a focus on Islam, Judaism and Hinduism, this study examines the marketing of beauty products in nations with diverse cultural and religious practices. It examines how international beauty companies such as L'Oréal, Procter & Gamble and Garnier have developed tactics to modify their products, advertising, pricing strategies and distribution methods to appeal to the cultural and religious values of these different regions.

The results show that effective marketing in these environments requires a deep understanding of local religious and cultural sensitivities. Companies are adopting different strategies, such as developing halal or kosher certified products, using traditional raw materials, introducing different models with local physical characteristics and coordinating promotions with religious holidays.

They are also building an efficient distribution system to facilitate customer access. On the other hand, affordability and purchasing power are two factors that are considered when designing pricing strategies and promotions that respond to the needs of each market.

By aligning their marketing strategies with local ideas and values, companies can establish themselves as notable members of their communities, build brand loyalty and increase market share.

Keywords: marketing, beauty products, cultural adaptation, countries with religious differences, religious and cultural sensitivities, consumer behaviour.

INTRODUCTION

The international marketing of beauty products is a hot topic today, as it is a growing and highly competitive sector, especially in the cosmetics industry. The cross-cultural beauty products industry is closely linked to technology and efficiency, and therefore to the development of scientific knowledge and advances in biochemistry and the environment, which explains the choice of such a topical subject.

Examining beauty products marketed around the world, considering cross-cultural differences within countries due to diverse cultural and religious beliefs, is part of the focus of this research project. It aims to investigate how cultural and religious contexts shape the demand for beauty products, while advocating effective adaptation strategies for companies operating in such religiously or culturally diverse markets.

In addition to the main objective, the paper has the following secondary objectives:

- Identify and define the key dimensions of cross-cultural marketing in the context of beauty products in countries with religious differences.
- Investigate and analyse the cultural and religious aspects that influence the consumption of beauty products in the selected countries, considering related beliefs, values, traditions and practices.
- Review the existing literature on the cross-cultural marketing of beauty products, with a particular focus on studies relating to countries with religious differences.
- Describe and characterise the beauty markets in the selected countries, including market size, consumer preferences and relevant cultural and religious characteristics.
- Analyse the specific cultural and religious differences that influence the marketing of beauty products in each country, considering aspects such as beauty standards, personal care rituals and taboos related to beauty products.
- Evaluate the adaptation strategies used by beauty product companies in each country in terms of product, promotion, price and distribution to meet the needs and expectations of local consumers.
- Compare and contrast the case studies of cross-cultural marketing of beauty products in the selected countries, analysing the strategies used, the results obtained, and the lessons learned.

To this end, this work first develops a theoretical framework to serve as a backbone for understanding the cross-cultural implications of advertising or commodities such as beauty products themselves, depending on the respective belief systems, given their association with personal grooming habits. The markets of Israel, Saudi Arabia and India, where specific religious and cultural practices have led to different approaches to marketed beauty products, are discussed below. Consumer preferences in these countries are also analysed.

Furthermore, it examines international marketing strategies for beauty products that consider differences in socialisation or religious belief systems. These include adaptations in the promotion of the product itself, companies' comparative approach to advertising, pricing schemes and strategies aimed at complementing the ever-changing demands of a particular market. Alongside these theoretical illustrations, case studies are presented.

Moreover, the case for marketing multinational beauty products across cultures is examined through carefully selected case studies that successfully demonstrate their respect for different religions while making sound economic business decisions to survive in a multi-faith environment.

Finally, the fifth section, which focuses on cultural appropriation, stereotypes, and exploitation, deals with ethical considerations in cross-cultural marketing of beauty products. We discuss the etiological issues that arise in this setting and the importance of addressing these issues ethically and responsibly.

In short, this study provides a comprehensive overview of cross-cultural marketing of beauty products in countries with different religious traditions. It provides an in-depth understanding of the cultural and religious dynamics that influence consumer behaviour and the strategies and ethical considerations of companies in this space.

METHODOLOGY

We can consider the present work as a deductive type of work, since it is an exposition of the main topics in a general way, to end up being dealt with in a much more specific or detailed way. The work presented below is therefore divided into two distinct parts. Firstly, a theoretical part and then the practical analysis of three real cases.

The theoretical part was conducted by consulting secondary sources, i.e., books written by authors specialising in the influence of culture and/or religion, such as Hofstede or Trompenaars. In addition, various academic and scientific articles were consulted, including Mordor Intelligence and ICEX Spain Export and Investment.

On the other hand, for the case study, internal research was carried out on the selected companies by consulting the official websites of each of the countries analysed throughout the study, as well as the company's own press releases and reports. Thus, as can be seen throughout this study, it is a bibliographical review of the foremost importance of the cultural and religious factor in the international trade of beauty products.

1. CONCEPT OF CROSS-CULTURAL MARKETING

Cross-cultural marketing is the business practice of tailoring business marketing specifically to local communities, cultural practices and unique identities.

Cultural marketing is a "process that takes place in cultural organisations and society to facilitate exchange through collaborative relationships that create mutual value through the use of complementary resources" (Leal & Quero, 2011).

This concept is based on the theory of service-dominant logic, which incorporates the concepts of collaboration and mutual value in exchange and changes the way the marketing approach is understood and implemented in organisations (Leal & Quero, 2011).

It is about developing different marketing strategies that consider the market in which one operates, its culture, religion and values.

The origin of the concept of cross-cultural marketing cannot be attributed to any one author. It is a concept that has developed over the years and has its roots in globalisation and the growing need for companies to adapt to international markets (Olavarrieta, 2001).

As international trade grew and developed, multinational companies realised that marketing strategies used in local markets often did not always work abroad due to significant differences in culture, perceptions and values (Olavarrieta, 2001).

Although the concept of cross-cultural marketing is not attributed to a specific author, it is important to highlight the importance of certain works in this area, such as the theories of Edward T. Hall and Geert Hofstede (Olavarrieta, 2001).

Hall's work on communication theory and cultural differences in the 1950s influenced the development of the concept of cross-cultural marketing in understanding cultural differences in communication and how these differences can affect advertising and marketing (Aportes de Edward T. Hall, 2011).

Hofstede's theory is one of the most influential theories in the field of cross-cultural marketing. Hofstede identified and developed six cultural dimensions that can help

companies better understand their international customers in order to meet their needs in the most efficient way (Hofstede Insights, n.d)

These dimensions are:

Table 1.1: Hofstede's cultural dimensions

Cultural Dimensions	Explanation
Power distance	The way power inequalities are managed and perceived in a society.
Individualism	The extent to which people focus on themselves rather than the group.
Masculinity	The value placed on masculine traits such as competence and achievement.
Uncertainty avoidance	Tolerance and attitude towards uncertainty and risk.
Long-term orientation	Long-term goals and perseverance.
Indulgence	Tolerance of rewards and enjoyment of life.

Source: Own elaboration based on Hofstede Insights, n. d.

The concept of cross-cultural marketing is undoubtedly linked to culture and personality. Culture is symbolic, learned, shared and adaptive. Personality is individual, natural, inherited and learned.

Another important author who developed theories on cross-cultural marketing was Fons Trompenaars. Fons Trompenaars and his partner Charles Hampden-Turner developed a seven-dimension model of cultural differences after 10 years of research into the preferences and values of 46,000 managers in forty-three countries. This model was published in 1997 in the book *"Riding the Waves of Culture"*. Following Hofstede's theories on cultural dimensions, this cultural model was based on research into the differences between national cultures (Cruzito, 2020).

The model consists of seven dimensions that can affect negotiations:

Table 1.2: Trompenaars' cultural dimensions

Cultural dimensions	Explanation
Universalism versus particularism	The emphasis on universal rules and norms versus particular circumstances and relationships.
Individualism versus communitarianism	The emphasis on the individual and his or her interests versus the importance of community and group relations.
Specific versus diffuse	The degree of clarity and separation between the private and public spheres.

Neutral versus affective	The expression of emotions in social interactions.
Achievement versus secondment	The value placed on personal achievement versus group membership.
Sequential time versus synchronous time	Orientation towards time management and sequencing versus focus on the present.
Internal versus external management	Orientation towards internal control and self-regulation versus external influence and conformity.

Source: Own elaboration based on Cruzito, 2020.

Thanks to this theory, the concept of cross-cultural marketing has developed considerably in the 2000s. Although “*Riding the Waves of Culture*” does not focus specifically on cross-cultural marketing, its focus on cross-cultural management and how companies can adapt to cultural differences has made it possible to apply these theories to various fields, including marketing (Cruzito, 2020).

However, the cultural models of Hofstede, Trompenaars and Hall provide important tools for understanding and addressing cultural differences in the marketing of beauty products in countries with different religions. These models allow strategies to be adapted to the needs and preferences of consumers in a multicultural environment, increasing effectiveness and market acceptance (Cruzito, 2020).

1.2. CULTURAL AND RELIGIOUS ASPECTS INFLUENCING THE CONSUMPTION OF BEAUTY PRODUCTS

When it comes to beauty products, especially cosmetics, marketing is a fundamental part of creating perception and therefore value. However, it is also important that the product

has a good intrinsic definition. For this type of product, the product itself is as important or more important than other aspects such as packaging, promotion or price (Milara, 2016).

When analysing the cultural or religious aspects that affect the marketing of this type of product, it is necessary to distinguish between cultural and religious factors.

1.2.1 Cultural factors

As far as cultural factors are concerned, there are several aspects to be considered.

Firstly, the ideals of beauty. Beauty ideals change over time and can be influenced by culture and fashion. The concept of the "canon of beauty" dates back to ancient Egypt and has had an extraordinarily complex evolution up to the present day (San Anastasio International School, 2022).

Considering beauty products, and more specifically make-up products, it is necessary to establish a timeline with the main differences throughout history:

Table 1.3: The evolution of the ideals of beauty throughout history

Ancient Egypt	<p>Make-up for aesthetic reasons, but above all for health reasons (protection from the sun and insect bites).</p> <p>They paid great attention to clothing and jewellery.</p>
Middle Ages	<p>Influenced by Christianity, the natural beauty created by God was sought after, so make-up was rarely used.</p> <p>White skin was the main canon of beauty for both men and women.</p>
Renaissance	<p>The proportions and mathematical measurements of bodies become important.</p> <p>Make-up and clothing are used to simulate rounded bodies and faces.</p>

Baroque	<p>This period was characterised by pomposity, curves, sensuality and excessive decoration.</p> <p>It was quite common to use wigs, corsets, make-up and perfume.</p> <p>It was common to use make-up to paint polka dots on both men and women.</p>
Victorian Age	<p>The use of make-up was considerably reduced, as it was associated with negative concepts (vulgarity and prostitution).</p> <p>The use of natural creams and remedies, as well as hair oils, stood out.</p>
20th century	<p>1920s: Simple look, short hair and make-up in dark tones.</p> <p>1930s: Make-up that emphasised strong facial features. Beginning of the use of eyeliner and fitted dresses.</p> <p>1940s: Physical appearance becomes less important due to the Second World War. Very discreet make-up and the use of quite simple updos for the hair.</p> <p>1950s: Due to the belief that women should be good wives and mothers, impeccable appearance is enhanced with increased use of make-up, but in a discreet way.</p> <p>1960s: long eyelashes, pronounced eyes, soft lips and long fringe triumph.</p> <p>1970s: The concept of beauty became more natural and spirituality triumphed.</p> <p>1980s: more colourful and striking make-up, with voluminous hair influenced by American ideals.</p> <p>1990s: The search for comfort, with simpler and less flashy make-up and hair.</p>
Today	<p>Youthful features will be in demand. In 2023, natural tones and shiny, glossy finishes will be the order of the day.</p> <p>For hair, the current trend is to use exfoliating scalp scrubs and brushes that stimulate blood microcirculation.</p> <p>“Clean beauty” or responsible use of cosmetics is emphasised.</p>

Source: Own elaboration based on San Anastasio International School (2022).

On the other hand, social norms can also influence the use of beauty products. In Western societies, there is a lot of aesthetic pressure that somehow forces women to use make-up and other beauty products to look more attractive. Today, there is a daily struggle to combat aesthetic pressure. "Aesthetic pressure is a form of violence. We experience it in our daily lives: how is it possible that we all experience this pressure on our bodies from an early age?" (Alonso, 2022).

These social norms can also influence the choice of beauty products. A concept of beauty is currently developing that favours the use of healthy and organic beauty products, in the belief that they are healthier (Alonso, 2022).

Traditional knowledge and practices related to skin or hair care can also influence the consumption of such products. In many cultures, the use of natural oils or herbs predominates, while in others more artificial beauty products such as hyaluronic acid or Botox are used for both face and hair (San Anastasio International School, 2022).

Perceptions of hygiene also have a significant impact on the use of this type of product. The concept of clean or dirty, greasy or dry, hygienic or unhygienic are all aspects that vary from culture to culture and generate vastly different purchase intentions (San Anastasio International School, 2022).

Another cultural factor that influences the consumption of cosmetics is social class. Until a few years ago, when we talked about the beauty and personal care industry, we identified two types of products. On the one hand, there were the mass market products that you buy in supermarkets and beauty and grooming stores, which made up the majority of the market. On the other hand, exclusive products, associated with premium brands, bought in specialised and department stores, represented a minority of the market (Cruz, 2021).

This division makes sense in countries with a small upper class and an emerging middle class. However, in the last fifteen years, economic growth has created a new middle class with higher purchasing power and education levels (Cruz, 2021).

For the beauty industry, the emergence of this new middle class has led to a focus not only on mass and premium products, but also on mid-range products, known as masstige products. Masstige beauty products are mass products with prestige. It is a strategy

developed by mass brands that, in order to differentiate themselves in their sector, adopt a striking aesthetic design with high-quality looking materials (Hernández, 2016).

Therefore, the consumption of cosmetics and personal care products in general varies considerably depending on the social class to which the consumer belongs.

Finally, the influence of Western culture can have a significant impact on the beauty products preferred in other cultures. In general, Western culture is seen as more modern and developed, leading to a preference in certain cultures for Western products over their own, which are seen as more traditional or old-fashioned (Hernández, 2016).

1.2.2 Religious factors

Having analysed the cultural factors, it is necessary to mention the religious factors that influence the consumption of these types of products (Mohezar et al., 2016):

First and foremost are the rules of modesty. In many religions, two of the most important values to be respected are discretion of physical appearance and modesty or decency. Therefore, depending on how strict a religion is in this regard, it will have a significant impact on the consumption of beauty products that in any way enhance the physical features of the consumer, thereby losing the discretion that many religions value.

On the other hand, dietary restrictions are another of the religious factors that most influence the consumption of beauty products. Some cosmetics may contain ingredients derived from animals whose consumption is forbidden in certain religions.

Related to these prohibitions are the fasting periods of various religions. During these periods, consumers avoid using certain products, including cosmetics or beauty products in general.

Following on from religious factors, gender norms are another factor that limits or influences the use of beauty products. In cultures or religions where women are required to cover their hair, hair products tend to be less popular.

Finally, religious celebrations are a particularly key factor to consider. For most religions, weddings or religious festivals are especially important in the lives of their followers, so

it is expected that make-up and perfume will be used on these occasions to enhance beauty, especially for women.

1.3. PREVIOUS RESEARCH RELATED TO THE TOPIC

Research into the influence of culture and religion on the marketing of beauty products has helped many companies and organisations to develop appropriate marketing strategies for the proper marketing of their products.

Morris Kalliny Ph.D. wrote in 2010, *"Are They Really That Different from Us? A Comparison of Arab and American Newspaper Advertising"*. This study examines the cultural values reflected in newspaper advertising in the United States and the Arab world. It examines advertisements targeting both cultures in various industries, including beauty products (Kalliny, 2010).

Another relevant paper on religious marketing in beauty products is the article by the Koreans Jaeil Kim, WoongHee Han, DongTae Kim and Widya Paramita, *"Is beauty in the eye of the beholder? Gender and Beauty in the Cosmetic Industry: A comparative study of Indonesia and Korea"* in 2013. The article highlights the importance of understanding cultural and religious differences in consumers' responses to cosmetics advertisements featuring kkonminam figures (Kim et al., 2013).

Later in 2016, Mohezar S, Suhaiza Zailani and Zainorfarah Zainuddin from the University of Malaya wrote *"Halal Cosmetics Adoption Among Young Muslim Consumers in Malaysia: Religiosity Concern"*. This article seeks to identify the driving forces behind the adoption of halal cosmetics by young adult Muslim consumers in a growing market. By incorporating innovation diffusion theory and the religiosity factor to explain the causes of young Muslim consumers' adoption of halal cosmetics, this study builds on previous research. The results show that perceived product attributes, social influence and consumer innovation influence young Muslims' decision to use halal cosmetics (Mohezar et al., 2016).

The article *"Halal Tourism Industry in Indonesia: Potential and Prospects"* by Aan Jaelani (2017) is a study that combines explanations of Indonesia's halal tourism industry and Islamic legal norms with analyses of how each has impacted other businesses, including the cosmetics sector (Jaelani, 2017).

"Impact of Culture on the Pursuit of Beauty: Evidence from Five Countries" published in 2018, is one of the most relevant studies to date. Its authors, Shilpa Madam, Shankha Basu, Sharon Ng and Elison Ai Ching Ling, examined the impact of culture on the pursuit of beauty in five different countries (Madan et al., 2018).

In July 2022, Zahid Hussain published the article *"Intention to Purchase Halal Cosmetic Products in an Islamic Pakistani Culture"*. The aim of this study is to find out how it influences the purchase of halal cosmetics by Muslim consumers in Pakistan. The results show that brand impression has an impact on consumers' intention to purchase halal cosmetics. Overall, the results of this study indicate that the most crucial factor influencing consumers' intention to purchase halal cosmetics is halal certification (Hussain, 2022).

All of these studies and publications on beauty marketing in different religious nations have a major impact on marketing today. These studies serve to promote cultural and religious sensitivity, help create powerful messages and campaigns, and encourage product innovation. They also provide insights into consumer needs and preferences. In other words, this research informs and directs marketing efforts, enabling companies to better understand consumers and develop more successful and culturally sensitive products and messages.

2. ANALYSIS OF BEAUTY MARKETS IN COUNTRIES WITH RELIGIOUS DIFFERENCES

2.1. DESCRIPTION OF THE SELECTED BEAUTY MARKETS

To analyse the consumption of beauty products, three countries were selected where the beauty market, religion and culture are three especially important aspects for the population.

2.1.1 Saudi Arabia

Saudi Arabia is a relatively conservative Muslim country where the figure of the empowered woman is frowned upon. Women must cover most of their bodies to go out in public and their rights are not as extensive as in the West. As a result, beauty companies

have to make all sorts of adjustments with products and marketing messages that meet the country's cultural and religious expectations (Mordor Intelligence, 2023a).

Saudi Arabia is one of the largest cosmetics and fragrance markets in the Middle East. Consumers in the country tend to spend a lot of money on their personal appearance, which contributes to the growth of the cosmetics and fragrances market in the country. Increasing number of self-confident users, proliferation of organised retail channels, rising ageing population and growing demand for male grooming products are some of the factors driving the growth of the market under study (Mordor Intelligence, 2023a).

The contribution of the beauty and personal care industry to the Saudi Arabian economy is growing exponentially. Moreover, increasing demand for natural/organic, herbal, halal and innovative and eco-friendly packaging designs are driving the market growth in the country. In addition, adverse climatic conditions, poor water quality and growing concern for personal wellness are factors driving the demand for increasingly sophisticated routine and daily beauty and personal care treatments (Mordor Intelligence, 2023a).

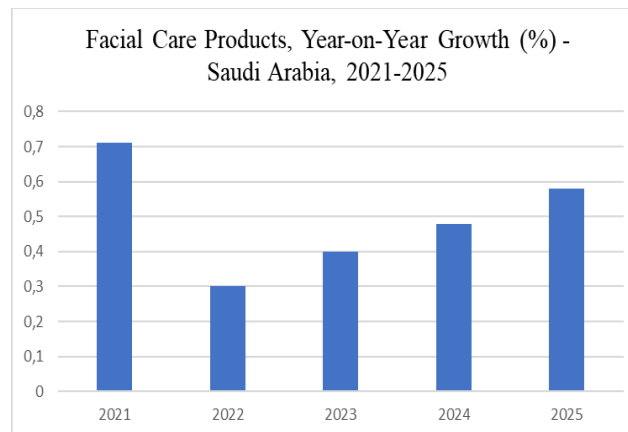
Jeddah and Riyadh are two cities with a high proportion of young people, indicating a higher consumption pattern in the cosmetics and perfume market. Furthermore, price and convenience are also crucial factors when shopping online (Mordor Intelligence, 2023b).

In recent years, the increasing popularity of the internet and social media has boosted demand for such products and raised consumer awareness of cosmetics and beauty products. Saudi Arabia has the highest YouTube viewing time per capita in the world. On this platform, beauty-focused content has attracted more than 1.9 billion views, and this number has been growing at a rate of nearly 187% per year (Mordor Intelligence, 2023b).

In terms of beauty product trends in this market, Saudi Arabia is a country characterised by consumers who are genuinely concerned about skin care. These products must be dermatologically tested and made from natural ingredients or herbs. The growing interest in these products is due to a trend called "ageing anxiety" among a large part of the population. Swiss brand Elline Switzerland capitalised on this trend by launching the Elline Treasures of Youth collection in 2018, which includes a halal-certified anti-ageing eye serum, cleanser, toner, mask and day cream (Mordor Intelligence, 2023a).

The graph below shows the growth of facial products since 2021 and the outlook for future growth.

Graphic 2.1: Percentage growth of facial care products in Saudi Arabia (2021-2025)



Source: Own elaboration based on Mordor Intelligence (2023a)

In terms of competition, the Saudi Arabian beauty products market is highly competitive. Established conventional products that claim to be natural, organic and use sustainable practices have become more prevalent on retail shelves and online channels. However, domestic players are serving the same segment with a better story, connecting with consumers and providing product experiences. The major cosmetics companies operating in the country are L'Oréal, Procter & Gamble, Beiersdorf AG, Avon Cosmetics, Unilever plc and Estée Lauder Inc (Mordor Intelligence, 2023a).

2.1.2 Israel

Israel is a country with a truly diverse population, encompassing many types of cultures and religions, including Jewish, Muslim, Christian and other religions. Therefore, beauty companies need to consider these religious differences when marketing products in Israel (Mordor Intelligence, 2023c).

Israel is a country with a high per capita income, which facilitates the penetration of different luxury cosmetics brands. In addition, as in Saudi Arabia, there is a high demand for anti-aging products and innovative, environmentally friendly packaging design. However, the main trend in the Israeli beauty market is the move towards vegan and cruelty-free products. In fact, this trend towards cruelty-free products has encouraged

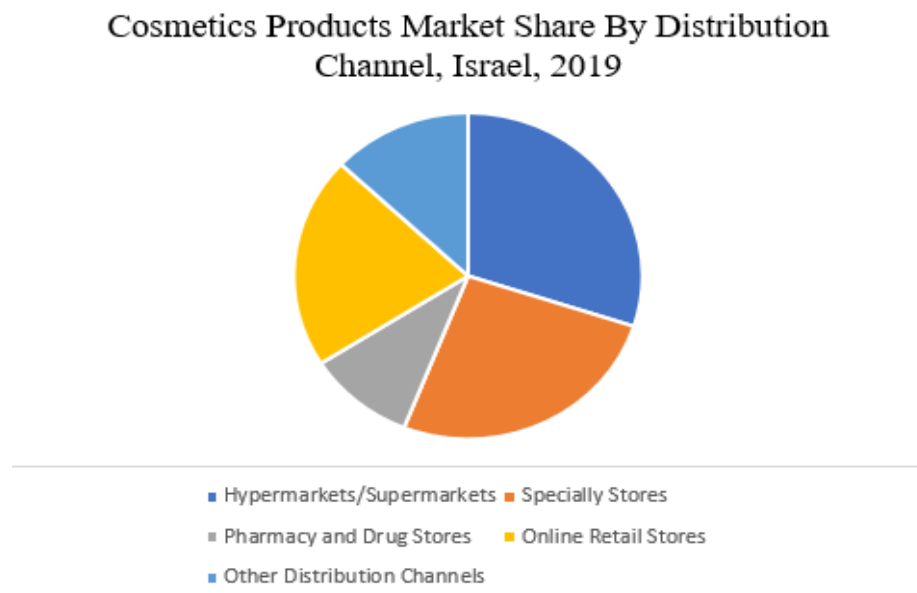
companies to create human skin samples in laboratories to test such products. These samples are also made to order and "customised", which significantly reduces costs and increases the accuracy of results (Mordor Intelligence, 2023c).

In short, the Israeli beauty market is dominated by supermarkets and hypermarkets.

Due to strong consumer demand, major supermarkets are expanding their cosmetics ranges, which is reflected in the variety of products. The trend towards bulk purchasing is increasing due to rising incomes and busy lifestyles of consumers. Selling products through supermarkets is a bargaining strategy for retailers as it leads to an increase in impulse purchases by consumers (Mordor Intelligence, 2023c).

The following chart shows the importance of supermarkets and hypermarkets compared to other types of distribution channels in the country.

Graphic 2.2: Market share by distribution channel of cosmetics in Israel (2019)



Source: Own elaboration based on Mordor Intelligence (2023c)

Major players in emerging markets targeting leading brands are strategically acquiring market leaders in more mature and sophisticated markets. Acquiring these brands can diversify and provide these players with stable cash flow and greater opportunities for growth and expansion. Major players in the market include Pharma Cosmetics

Laboratories Ltd, Olea Essence, L'Oreal SA, Procter & Gamble, Estee Lauder Companies Inc and others (Mordor Intelligence, 2023c).

In addition, Israel has a prolific medical and aesthetic industry that has given rise to natural beauty brands such as Lavidó. This brand has an extensive collection of facial and body care products (Man, 2021).

2.1.3 India

India is a religiously diverse country, with Hinduism as the main religion, followed by Islam, Sikhism and Christianity, among others. Beauty companies need to take these cultural and religious differences into account when marketing their products in India (Mordor Intelligence, 2023d).

The growth prospects for the beauty products market in India are huge, as it is a country with a population of over one billion people. It is a market with enormous potential for development as incomes rise and more people join the middle class with new spending habits (ICEX, 2020).

Despite the severe recession caused by the pandemic, the industry is "responding by strengthening its digital strategy and betting on online presence, with sales through this channel expected to grow from 7% to 15%" (ICEX, 2020).

However, it is a market where price is the main purchasing factor for many consumers, but where reputational prestige is also a determining factor (Mordor Intelligence, 2023d).

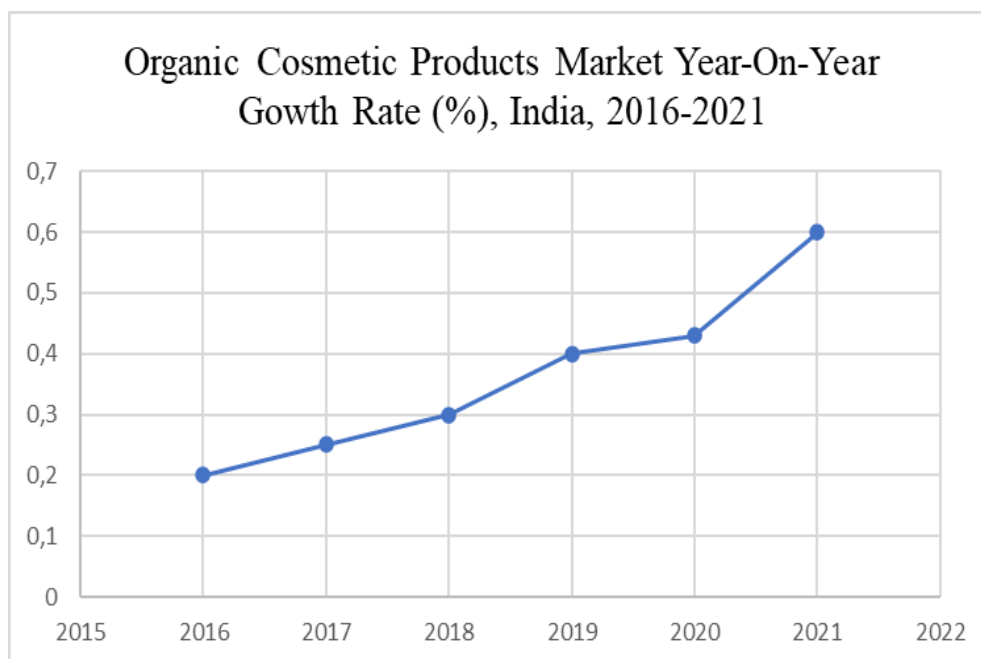
The eye, face and lip categories represent the burgeoning industry in India, driven largely by the growing adoption of Western culture. Local companies such as Soultree, Herbal Hills, Himalaya and The Shahnaz Husain Group, which specialise in herbal and ayurvedic cosmetics, are known for their long-term skin health benefits as a result of this trend. The growing aesthetic appeal of the younger generation has contributed significantly to the increasing demand and penetration of colour cosmetics in the Indian market. (Mordor Intelligence, 2023d)

Currently, products related to personal hygiene (mainly soaps and gels) and hair care are the most demanded, with more than half of the market share, but their weight is expected to gradually decrease to 47% by 2023 (ICEX, 2020).

On the other hand, the market for vegan and cruelty-free cosmetic products has increased in popularity globally in recent years, which has also influenced the purchasing habits of Indian people. In May 2014, the Indian Ministry of Health and Family finally banned animal testing (Mordor Intelligence, 2023d).

The graph below shows how the demand for organic and cruelty-free products has grown over the years.

Graphic 2.3: Market growth rate of organic cosmetic products in India (2016-2021)



Source: Own elaboration based on Mordor Intelligence (2023d)

In terms of distribution channels, we can see a segmentation of the main distributors in the country. A substantial proportion of transactions in the country take place through physical outlets, where the share of retail sales is well above average, but e-commerce is set to play an increasingly significant role in distribution (ICEX, 2020).

As in many other countries in the region, supermarkets are the most common and important intermediaries in the distribution of beauty products (ICEX, 2020).

In the following table we can see the above data in numerical form, showing the clear dominance of the supermarkets mentioned above and how the distribution of the different beauty products in the country is distributed among the different intermediaries.

Table 2.1 Percentage of distribution of Indian beauty products by each distributor

<i>In percentage (%)</i>	Perfumes	Color	Hair care	Skin care	Dental care	Depilation	Soaps
Physical shops	90,8	82,4	93,8	85,2	91,1	97	97,9
<u>Supermarket</u>	22,7	33,7	61,7	39,2	81,1	53,3	81,6
Modern	10,7	16,9	23,9	16,8	23,8	15,1	19
Traditional	12	16,8	37,7	22,4	57	38	62,3
Others	-	-	0,1	-	0,3	0,2	0,3
<u>No supermarket</u>	68,1	48,7	32,1	46	16	43,7	16,3
Beauty shops	10,2	25,3	15	22,1	-	0,6	5
Pharmacies	2,5	2,9	6,2	18,4	15	41,1	7,2
Others	55,4	20,5	10,9	5,5	1	2	4,1
No physical shops	9,2	17,6	6,2	14,8	2,9	3	2,1
Internet	2,7	4,8	1,1	13,3	1,6	-	0,5
Direct selling	6,5	12,8	1,2	1,5	1,3	3	1,5
Other	-	-	3,9	-	-	-	0,1

Source: Own elaboration based on ICEX (2020)

In terms of competitive landscape, leading companies collaborate with international exhibition organisers to launch their cosmetics at various international beauty events such as Cosmoprof, Canton Fair and Fashion Festival. Some of the major players studied in the market are L'Oreal, The Estee Lauder Companies, Garnier, Colorbar Cosmetics Pvt Ltd, Natura & Co (The Body Shop International Limited) and others. (Mordor Intelligence, 2020d)

2.2. ANALYSIS OF THE CULTURAL AND RELIGIOUS DIFFERENCES THAT INFLUENCE THE MARKETING OF BEAUTY PRODUCTS IN EACH MARKET

Cultural and religious differences play a significant role in the marketing of beauty products as they influence consumer behaviour and marketing practices in different

countries and cultures. Culture and religion can influence product choices, values and attitudes towards beauty and personal care, and consumer purchasing preferences.

This section examines the cultural and religious differences that influence the marketing of beauty products in each of the three markets.

2.2.1 Saudi Arabia

The marketing of beauty products in Saudi Arabia is strongly influenced by culture and religion. Saudi culture is highly religious, Arabic and Islamic. When developing a marketing strategy, the values that are most important to the target audience should be considered as religion and culture influence the way marketing is done in Saudi Arabia (Mordor Intelligence, 2023a).

Firstly, Saudi culture values standards of dress and modesty as it is a *halal* type of market. The standards of modesty that govern the market provide a set of guidelines for Muslim consumers to follow, both for beauty products and for products in general (De Lucas, 2020).

In an attempt to give a more accurate description, it could be said that Halal is a guideline or set of instructions for good living, referring to behaviours that are recommended for the individual and collective fulfilment of Muslim consumers (De Lucas, 2020).

Therefore, the Qur'an enjoins Muslim consumers to refrain from consuming harmful products to practice moderation in their consumption, and prohibits them from showing stinginess and scarcity, in addition to the prohibition of indulging in extravagance and wastefulness in consumption (De Lucas, 2020).

According to (Khattak, 2022), in general, cosmetic and personal care products that seek Halal certification cannot contain alcohol, pork, gelatine, pork or pork by-products, or any other animal by-products, unless the product was slaughtered in accordance with Islamic tradition. The use of animal fats, harmful chemicals, animal testing and other substances are also viewed negatively by Muslims. This is a particularly important cultural difference to consider when marketing beauty products in the Saudi culture.

Gender segregation is another factor to consider when marketing beauty and personal care products in Saudi Arabia. This cultural difference is especially important as many

companies will need to consider adapting their marketing campaigns and products to appeal to the specific preferences and needs of each gender (De Lucas, 2020).

Appreciation of tradition and heritage is an important cultural trait. Saudi Arabia has a long history of tradition and a rich cultural heritage. This is reflected in the marketing of beauty products, which emphasise traditional ingredients and local beauty techniques. Products that celebrate Saudi heritage and are influenced by local culture are appreciated by Saudi consumers (De Lucas, 2020).

On the other hand, religious sensitivity is a key factor when promoting beauty products in Saudi Arabia. Beauty companies must be careful to avoid any content or message that could be interpreted as disrespectful or contrary to Islamic principles, as respect for religion and religious beliefs is fundamental. In fact, religious sensitivities have the greatest impact on the promotion variable, but also on advertising, packaging and product names (De Lucas, 2020).

In relation to this religious sensitisation, the sanctification of festivals is especially important. Ramadan and Hajj are two major Islamic holidays celebrated in Saudi Arabia. On these dates, brands can present campaigns or exclusive items with themes based on certain religious holidays (Cinco Pilares Del Islam - Shahada, Salat, Zakat, Sawm, Hajj - Islamic Relief, 2023).

On the other hand, it is important to adapt to the local seasons and temperatures when marketing such products. The hot climate in Saudi Arabia can influence customer preferences and needs in the beauty sector (De Lucas, 2020). To adapt to the climatic conditions, sunscreens, light moisturisers and long-lasting cosmetics are common in the Saudi market (Mordor Intelligence, 2023a).

These cultural and religious differences influence the way beauty products are marketed in Saudi Arabia. Brands need to be aware of these differences and adapt their marketing strategies to meet the needs and expectations of Saudi consumers, while respecting their cultural and religious values.

2.2.2 Israel

Israel is a multi-racial and religiously diverse country, with a population made up of Jews, Muslims, Christians and other ethnic groups. This means that cosmetics companies must

consider the different customs, practices and preferences of each religious and cultural group when developing their marketing strategies (Mordor Intelligence, 2023c).

Israel, like Saudi Arabia, is a country with a strong religious identity, so it is vital that beauty brands respect and cater to the religious sensitivities of their customers. This may involve the use of ingredients and manufacturing processes that adhere to specific religious restrictions and practices (Mordor Intelligence, 2023c).

In the case of Islam, as in Saudi Arabia, this means tailoring products to meet halal standards.

In the case of Judaism, Orthodox Judaism prohibits women from wearing makeup, forcing beauty product companies to reinvent themselves and develop other types of hair or skin care products that do not involve the use of cosmetics (Yasmín, 2019).

Other less strict branches of Judaism do not prohibit the use of cosmetics, but it is recommended that products follow kosher guidelines. The kosher cosmetics industry is quite complicated and can vary depending on the community you belong to. The Jewish dietary restrictions, known as kashrut, specify which foods and products are kosher and acceptable for consumption according to Jewish tradition. Typically, special certification bodies or rabbis determine whether a product is kosher or not, considering the raw materials used in the preparation and the manufacturing processes employed (International Dynamic Advisors, 2014).

In addition, there are certain religious considerations to be considered within Judaism:

Judaism's weekly day of rest, Shabbat, begins at sundown on Friday and lasts until sundown on Saturday. There are religious restrictions on business and consumption during this time (Siegel Vann & Dayán Shabot, n.d.). Companies that sell beauty products must take these restrictions into account when developing their marketing plans and special promotions.

Israel celebrates several Jewish holidays throughout the year, including Passover, Yom Kippur, Sukkot, Hanukkah and others such as Purim and Yom Kippur (Siegel Vann & Dayán Shabot, n.d.). On these occasions, beauty product companies may promote products associated with holiday customs and rituals, such as special cosmetics for festive make-up or skin care products for the particular weather conditions of each holiday.

In the case of Christianity, scriptures do not prohibit the use of cosmetics or jewellery, but stress that they should be used sensibly and modestly (What Does the Bible Say About Wearing Makeup?, n.d.)

The impact of religious tourism is another issue to consider. There are many religious tourists who come to Israel from all over the world. Since companies can sell to these tourists by offering them items and experiences related to holy sites and spiritual activities, this could have an impact on the marketing of beauty products (Tobon,& Tobon, 2013).

Despite a strong religious heritage, the Israeli beauty products market is influenced by foreign cosmetic trends. Through the media and social networks, Israeli customers learn about the latest beauty trends and want manufacturers to offer them products that follow these trends (Tobon & Tobon, 2013).

It is up to marketing to properly reconcile religion, culture and global trends, as the latter may conflict with the above religious principles.

Therefore, brands need to adapt their marketing strategy for such products while adhering to global trends, promoting moral and environmental principles, and meeting the demands and preferences of different religious and cultural groups.

2.2.3 India

Religion is particularly important to many people in India, where Hinduism is the most common religion. Other major religions in India that need to be considered when marketing beauty products include Christianity, Judaism, Islam, Buddhism and Confucianism. This has implications for the marketing of beauty products as items that support spiritual and religious beliefs can be marketed, such as those made from traditional and natural ingredients used in religious rituals (Barchilón, 2021).

India is a multicultural nation with many diverse cultures, traditions and languages. "Each multilingual state determines its own language policy. These are decisions that are almost never neutral, but rather reflect the interpretations and normative preferences of political elites and citizens about what is necessary to create and maintain a sense of national community within the state" (Swenden, 2019).

In order to communicate effectively with different ethnic and linguistic groups, beauty companies need to take this diversity into account when developing their marketing strategy. To effectively reach culturally and linguistically diverse groups, it is necessary to change messages, images and tone of voice (Swenden, 2019).

On the other hand, in Indian culture, pale skin is traditionally considered a sign of beauty. This has created a market for cosmetics that promote skin whitening (Tramullas, 2011).

In recent years, however, there has been a growing trend to promote natural beauty and embrace a variety of skin tones. Despite the growing promotion of natural Indian beauty, skin-whitening procedures remain popular in the Indian beauty industry, where the fixation with a clear face is linked to ideas of social status, success and wealth marketed on television, in films and in publications (Tramullas, 2011).

India has a long history of using natural products for personal care, such as aloe vera, turmeric for underarm whitening and sandalwood. By creating products and marketing campaigns that highlight the natural beauty and benefits of traditional ingredients, brands can capitalise on these ancient traditions (Xabone, 2018).

Another unique aspect of Indian culture is the growing popularity of men's cosmetics. According to Neelish Hundekari, partner at consultancy AT Kearney India, the growing male grooming business now accounts for just 8% of the \$10 billion (around €7.28 billion) annual turnover of the overall market in the Asian country. It is predicted that grooming products, including hair, beard and skin care, could account for 10% of the available supply in each category, with the exception of shaving, where they already account for around 25% of the market. In India, social changes and marketing initiatives are encouraging consumers to adopt more Western consumer habits (ICEX, 2020).

Finally, India, like Israel, is famous for its festivals and celebrations throughout the year. These occasions give marketers the opportunity to introduce unique promotions and themed products, such as pre- and post-celebration beauty products (Mordor Intelligence, 2023d).

These racial and religious differences in India have a significant impact on how beauty products are marketed. Brands need to take these factors into account and adapt their

strategies to meet the demands and preferences of Indian consumers, while respecting and valuing the cultural and religious diversity of the nation.

2.3. ANALYSIS OF THE SUPPLY OF BEAUTY PRODUCTS AND THE COMPETITION IN EACH MARKET

The beauty market in Saudi Arabia, Israel and India is remarkably diverse and competitive, with a wide range of brands and products catering to the needs and preferences of consumers in each country.

2.3.1 Saudi Arabia

The Saudi Arabian beauty market is large and diverse, offering consumers many choices. In the figure below, we can distinguish the most popular beauty product categories in Saudi Arabia:

Table 2.2: Most popular beauty product categories in Saudi Arabia

Product category	Description
Skin care	Saudis take skin care seriously and look for products that help them maintain healthy, glowing skin. A variety of moisturisers, serums, cleansers and masks are available in the Saudi market.
Make-up	Make-up is extremely popular among Saudi women, and products such as foundation, lipstick, eye shadow, eyeliner and mascara are in high demand. International and local brands offer a wide range of shades and options to suit different tastes and needs.
Perfumes & Fragrances	Perfume is an important aspect of Saudi culture, and consumers want high quality perfumes and fragrances. Renowned international brands and local perfumeries offer a wide range of products, from traditional fragrances to contemporary creations.

Hair care products	Hair is another important part of the Saudi beauty routine. Hair care products such as shampoos, conditioners, oils and hair treatments are extremely popular and you will find both international and local brands.
Natural and organic products	Demand for natural and organic beauty products is increasing in Saudi Arabia as consumers seek healthier and more environmentally friendly options. This includes skin, hair and body care products that contain natural ingredients and are free of harmful chemicals.

Source: Own elaboration based on Mordor Intelligence (2023a)

In addition, the Saudi beauty and personal care market is highly competitive, with a strong presence of regional and global players, and demand is mainly driven by greater adoption of skin care routines and increased brand awareness. Some of the best-known brands in Saudi Arabia include L'Oréal, Estée Lauder, Nivea, Maybelline, Olay, MAC, Avon, Sephora and Chanel (Mordor Intelligence, 2023a).

Speaking of specific brands, there are two Saudi companies that have a formidable reputation in the country: HADAEEQ PEFUMES and CORPORATION WAHHAJ SAMI ALBARADEI (Productos De Belleza Arabia Saudí, n.d.).

HADAEEQ PERFUMES is a wholesale company operating in the perfumery and personal beauty sector. It also supplies the perfumery and cosmetics industries. Its head office is in Riyadh, Saudi Arabia (Productos De Belleza Arabia Saudí, n.d.).

CORPORATION WAHHAJ SAMI ALBARADEI is a distributor operating in the cosmetics sector. It is also active in the sector of manufacturers of skin care products, facial beauty products, personal care abrasives and artificial hair. It is based in Makkah, Saudi Arabia (Productos De Belleza Arabia Saudí, n.d.).

Other relevant companies in the Saudi market, but of foreign origin, are ComfortPat B.V, Export Line, Laboratoire Cosmétique Dôm Labs and Lisine Epstein Cosmetics B.V,

among others. These companies are marketed in the country but are not as important and recognised by the public as the local companies (Productos De Belleza Arabia Saudí, n.d.).

The major foreign cosmetics companies operating in the country, as mentioned above, are L'Oréal, Procter & Gamble, Beiersdorf AG, Avon Cosmetics, Unilever plc and Estée Lauder Inc (Mordor Intelligence, 2023a).

The analysis of competition in this market focuses on a number of essential elements. First and foremost, brands compete for market share by trying to win the preference of Saudi consumers through product quality, innovation, effectiveness and the variety of options available (Leal & Quero, 2011).

In addition, marketing and promotional strategies are essential to stand out in this highly competitive market. Brands seek to tailor their advertising messages and promotional campaigns to Saudi values and culture, while respecting local customs and religious beliefs (Mordor Intelligence, 2023a).

Distribution and channel presence are also important to compete in the Saudi market. Brands need to ensure that a wide range of products is available through authorised distributors, online platforms and retail stores (Mordor Intelligence, 2023a).

In terms of product differentiation, brands compete by offering a variety of products tailored to consumer needs and preferences, such as halal products, natural products or products adapted to the country's climate (Mordor Intelligence, 2023a).

A specific case in Saudi Arabia is the Saudi Arabian cosmetics and fragrances e-commerce market, which is segmented by product type (hair care, skin care, make-up, deodorants and perfumes), by category (mass and premium) and by end user (men, women and unisex) (Mordor Intelligence, 2023a).

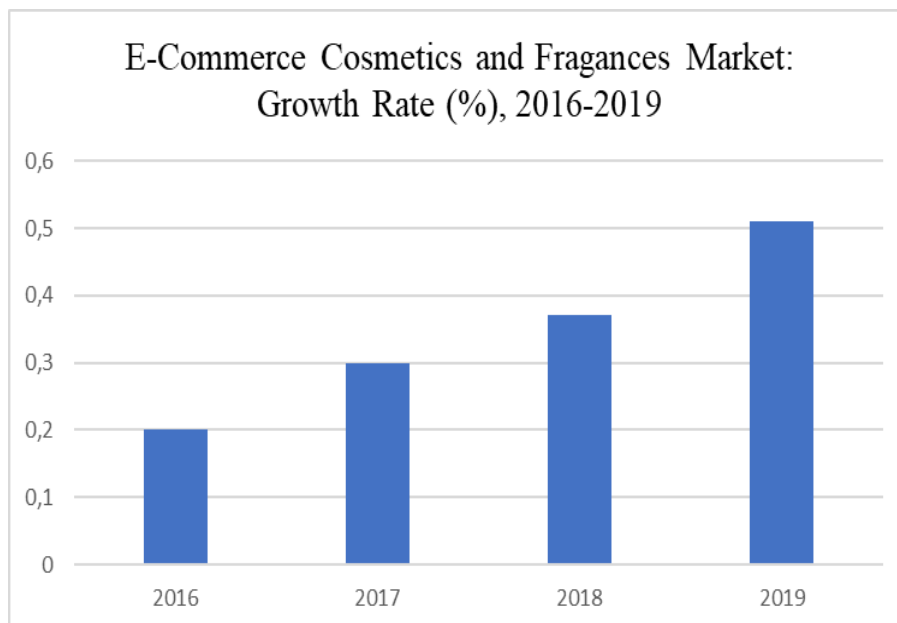
Historically, Saudi Arabia has had a penchant for exotic scents and fine fragrances, which has led many international perfumers to invest in the region. As a result, Saudi Arabia has established itself as a major centre for the production of trend-setting perfumes (Mordor Intelligence, 2023a).

A shift in consumer preference for natural over synthetic fragrances has led several Western brands to launch oud-based perfumes. This is supported by increased promotions by manufacturers (Mordor Intelligence, 2023a).

With the potential of the fragrance market segment, Middle Eastern luxury retail group Chalhoub launched its own oriental fragrance brand 'Gawali' in 2016 in the luxury fragrance segment. The aim of the new brand is to present traditional products in a modern way. Like most other oriental fragrance brands, the product was sold through the company's network of independent shops. Now, after the success of their offline platform, they plan to sell their products on their online platform in order to expand their customer base and geographical presence (Mordor Intelligence, 2023b).

In the figure below we can see the percentage growth of internet marketing of fragrances in the country.

Graphic 2.4: Growth Rate of E-Commerce Cosmetics and Fragrances (2016-2019)



Source: Own elaboration based on Mordor Intelligence (2023b).

2.3.2 Israel

The Israeli beauty market covers a wide range of categories. In skin care, products based on natural ingredients such as Dead Sea minerals are prominent. Make-up offers a wide range of fragrances and skin tones and hair care includes products for different hair types,

such as shampoos, conditioners and treatments. In addition, all types of natural and organic products are increasingly in demand. In this diverse market, both national and international brands are competing to meet the needs of Israeli consumers (Mordor Intelligence, 2023c).

Israel is a country very much immersed in nature, so it is not surprising that it has started to produce all kinds of quality beauty products. Product quality, innovation and the ability to adapt to consumer needs and preferences characterise competition in the Israeli beauty market. Brands compete not only on product quality and efficacy, but also on advertising, marketing and the consumer shopping experience (Mordor Intelligence, 2023c).

Seven brands stand out in the Israeli beauty market and are known throughout the country and, in most cases, internationally (Man, 2021):

- Lavidó is one of the best-known natural cosmetics brands in Israel. It offers a wide range of face and body care products. It was founded in 2003 by Ido Magal in the north of the country. Alert Eye Cream is now a bestseller all over the world. Its products generally use a wide range of vegan and gluten-free ingredients.
- Moraz is an Israeli company whose products are available in all pharmacies in the country. The company uses fifteen plants native to Israel in the manufacture of its products. In particular, Polygonum, grown in the Galilee and Jezreel Valley, is known for its many benefits, not only for nutrition and protection, but also for skin problems. Moraz offers baby and pregnancy products, a cosmetic and paramedical line, sunscreens and hair products.
- Gamila Secret is the brainchild of Gamila Hial, a Druze grandmother from northern Israel who is nationally known for her commitment to the rights of Druze women and the coexistence of different religions and cultures. And, of course, for her famous natural beauty line. Hiar was the first Druze businesswoman to lead her family business to international success. Gamila sells olive oil and other herbal products harvested by local women from around the world. Her soaps, facial oils and creams are scented with lavender, geranium and spearmint to gently soothe and nourish the skin.
- Originating in the Israeli desert, Faran Cosmetics is a natural and organic beauty brand that produces mineral make-up, bath and body lines and baby products.

They also produce organic deodorants and exceptional care creams 'Sports Buddy' and 'Hard Job Butter'.

- Olea Essence is a company that started out selling olive oil and ended up creating a natural olive skin care line. Olive oil contains antioxidants, vitamins and minerals. The company blends these with other essential oils and botanical extracts to create body, bath and hair products without chemical additives or preservatives.
- Ananda is a cosmetics company based on the principles of the ancient medical philosophy of Ayurveda, which takes a natural approach to beauty based on the necessary organic production of all ingredients. One of the key ingredients is the French Grenoble Walnut, which Ananda claims has powerful anti-ageing properties. The company's products are free of parabens and metals. Ananda offers face masks, face creams, body creams and hair treatments, which are available in health food stores throughout Israel and online.
- The Organic Hemp Line, a Tel Aviv-based company, uses the benefits of hemp oil to create certified organic and natural products such as face and eye creams and body lotions. All products come in eco-friendly bamboo packaging, making them natural inside and out.
- Other lesser known but equally important companies in the country include Ahava, Sabon, Premier Dead Sea and Kedma Cosmetics. These brands are known for their Dead Sea mineral-based products, such as moisturisers, facial masks, scrubs, body care products, etc.
- In addition to these brands, other international brands such as Maybelline, Nivea, Neutrogena, MAC, Estée Lauder, Clinique and many more can be found in beauty salons, pharmacies and department stores throughout Israel. One foreign company of note is Procter & Gamble Israel, specially talking about its brands Pantene and Heads & Shoulders. P&G has a strong presence in the Israeli market and offers a wide range of hair care, make-up and skin care products.

2.3.3 India

India has a long history of aesthetic and beauty care, using natural materials such as pure essences, flowers, henna and kajal for skin and hair care (Mordor Intelligence, 2023d).

The Indian beauty market is characterised by high demand in a variety of categories. Skin care stands out with moisturisers, facial cleansers and anti-aging treatments. Make-up is increasingly popular, with a wide range of shades and products for the face and eyes. Hair care, including shampoos, conditioners and styling products, is key. From traditional Indian perfumes to international brands, fragrances are highly valued. There is also a growing demand for Ayurvedic and natural skin, hair and body care products (Mordor Intelligence, 2023d).

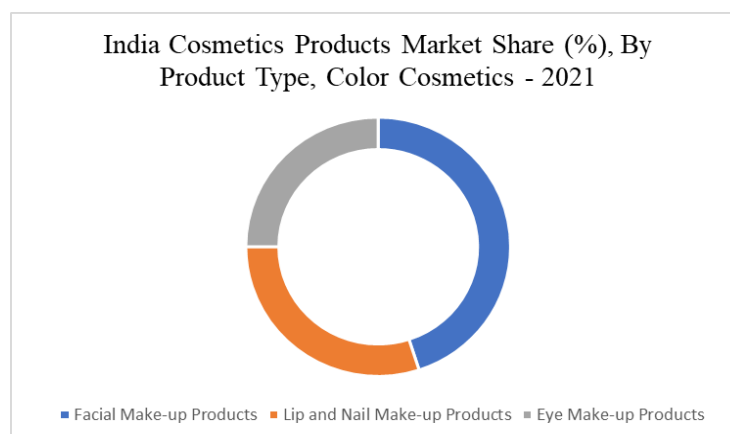
The colour cosmetics market is one of the fastest growing markets in India with the increasing introduction of western culture. As the aesthetic appeal of the younger generation grows, the penetration of colour cosmetics in the Indian market is increasing (Mordor Intelligence, 2023d).

Indian companies are venturing into organic colour cosmetics due to the growing demand from large segments of Indian society. Indian companies such as Ruby's Organics have developed a wide range of make-up essentials specifically tailored to Indian skin tones and textures (Mordor Intelligence, 2023d).

Enriched with bioactive oils, butters and natural clays, these products go beyond make-up to provide value-added skin care. Colour cosmetics include lipsticks, eyeliners and blushers, which often drive sales of colour products (Mordor Intelligence, 2023d).

In the chart below, we can see that depending on the type of colour product we are talking about, the market share it represents in relation to colour products in general.

Graphic 2.5: Market share by product type of Indian colour cosmetics in 2021



Source: Own elaboration based on Mordor Intelligence (2023d)

The Indian beauty market is diverse and competitive. International and local brands compete for the attention and loyalty of Indian consumers by offering a variety of products, catering to cultural and regional preferences, and providing price options for different consumer segments (Gardner, 2023).

Some of the most recognised brands in the country include (Gardner, 2023):

- Himalaya Herbals: Indian brand known for herbal skin and hair care products. They offer a wide range of products including face creams, body lotions, shampoos and hair oils.
- Lakme: India's leading cosmetics brand, offering a wide range of make-up products including foundations, lipsticks, eye shadows, eyeliners and nail polishes.
- Forest Essentials: This brand specialises in beauty and skincare products made from traditional Indian natural ingredients. They have facial oils, body lotions, soaps and hair care products. This is a great organic brand that uses ancient Ayurvedic formulations to make their products. The cosmetics are made according to Ayurveda, but with a modern twist. The products are segmented according to the three personalities: Vata, Pitta and Kapha. There is something for everyone, from babies to men and women of all ages.
- Biotique: An Indian brand focused on beauty and skin care products based on Ayurveda, the ancient traditional medicine of India. Their products include face creams, shower gels, shampoos and conditioners. In addition to products for women, they also have a complete range of products for men.

Apart from these brands, you can also find beauty products from international brands like Garnier, Maybelline, L'Oreal, Revlon, MAC and many others in Indian beauty stores and department stores (Gardner, 2023).

3. CROSS-CULTURAL MARKETING STRATEGIES FOR BEAUTY PRODUCTS

In order to adapt to the demands and tastes of other cultures and religions, cross-cultural marketing methods for beauty products are crucial. To succeed in international markets, companies that want to grow must use unique adaptation techniques in each component

of the marketing mix variable. This is especially true in regions where there are significant religious and cultural differences.

This section focuses on the specific cultural and religious adaptations required in Muslim, Jewish and Hindu countries.

3.1. ADAPTATION OF THE PRODUCT TO CULTURAL AND RELIGIOUS NEEDS

3.1.1 Muslim countries

Considering the countries with a Muslim religion and whose consumers demand products that are Halal certified, it is necessary to analyse the adaptation of the product and all its attributes to this type of market with such specific requirements.

Beauty products, both cosmetics and hair and face care products and oils, often contain alcohol. Therefore, in this type of market, it is necessary to adapt the product by replacing the alcohol with another chemical substance or even with elements of natural origin (Vargas, 2021).

The same applies to the use of traces of animal origin. Collagen is a predominant substance in many of these products, as well as certain dyes such as carmine. Considering Muslim religious specifications, companies should replace the use of substances from pork and try to replace them with natural fats or fats from other animal species (Vargas, 2021).

Within the production process of cosmetic products, it could be important to separate workplaces to avoid possible cross-contamination (Vargas, 2021).

Today, many companies have taken a more radical approach and have chosen to use virtually no traces of animal origin in the manufacture of their beauty products. In this way, they avoid the use of ingredients of dubious origin, which could cause hesitation among customers or even when the products are submitted to halal product certification audits. In short, the product has been modified to simplify the ideas and, as it contains no evidence of animal origin, it can be considered both halal and vegan (Vargas, 2021). However, companies must ensure that these modifications do not affect the efficacy or quality of the product.

In terms of product labelling and packaging, products must be labelled in accordance with the labelling requirements set by each country's regulatory authorities. To assist the consumer in choosing and using the cosmetic product, the label must include a halal logo and accurately list all ingredients. Primary and secondary packaging must also be made from materials that meet halal standards (Gioffre, 2020).

In terms of branding and product names, companies should adapt both attributes to the local language to avoid mistranslations and bad language. Many beauty product companies keep their name in order not to lose their international recognition, but they translate the name of the products. Beauty product companies are often concerned with prestige and reputation, so it is preferable to adopt this strategy of adapting only the name of their products, maintaining a consistent brand image worldwide and thus promoting international recognition.

3.1.2 Jewish countries

Many consumers in these markets are Jewish and require products to be kosher. The only mammals that may be consumed are those that chew their cud (ruminants) and have clipped hooves. This means that it is illegal to eat pork and rabbit, among other things. Therefore, as with halal markets, companies should stop using pork ingredients such as collagen in cosmetics and try to replace them with natural or other animal fats (Vargas, 2021).

To avoid discrepancies with local requirements, companies should seek kosher certification. The benefits of obtaining kosher certification include the opportunity to enter a growing niche market. More and more companies in the food industry are seeking kosher certification as it is a guarantee anywhere in the world due to the strict controls that are carried out (International Dynamic Advisors, 2014).

As in the halal market, it is necessary to provide clear and concise information about the composition of cosmetics and personal care products on the label. This will make it easier for Jewish consumers to find the appropriate products for their use.

When it comes to naming products, Judaism is not as strict as Islam. For this reason, companies usually retain the original brand name to maintain a consistent brand image worldwide (International Dynamic Advisors, 2014).

3.1.3 Hindu countries

Finally, in order to penetrate Hindu markets, the product must be adapted to the practices prescribed by Ayurvedic medicine. Companies should include ingredients such as neem, aloe vera, sandalwood, turmeric and neem, which are valued in Hindu culture for their skin and hair benefits (Junge, 2012).

In summary, companies should avoid using chemicals derived from beef, as it is a sacred animal for many consumers in Indian countries such as India (Junge, 2012).

In terms of fragrances and perfumes, Indian consumers prefer certain plants used in religious rituals, such as jasmine or rose. Therefore, perfume and beauty product companies must adapt their fragrances to these scents (Junge, 2012).

As in the Muslim and Jewish religions, it is necessary to provide clear information about the ingredients used on labels, highlighting whether the product is vegetarian, vegan or cruelty-free. This will help Indian consumers make informed choices in line with their values and beliefs (Junge, 2012).

In terms of branding, and considering that India is a country par excellence, English is a language spoken by a considerable number of consumers due to its status as a former colony, so adapting English brands and names was not necessary (Junge, 2012).

3.2. ADAPTATION OF PROMOTION AND ADVERTISING TO CULTURAL AND RELIGIOUS NEEDS

When adapting the advertising variable to countries with large religious differences, it is necessary to respect the rules of modesty and follow the religious precepts of each religion to avoid offending an exceptionally large group of potential consumers.

Beauty product advertising should avoid images or messages that are too provocative or show excessive skin exposure to reflect the importance of modesty in Islamic and Jewish culture (Salas, 2011).

Beauty product advertising in general, but particularly in the case of cosmetics, aims to enhance the attractiveness of the product by highlighting the parts of the body or face to

which the cosmetic or beauty product is applied. This can be a problem in Jewish or Hindu markets, but especially in Halal markets (Salas, 2011).

In most Muslim countries, particularly Saudi Arabia, photographs of women are heavily censored. They can only appear in advertisements or television programmes if they are wearing clothes that completely cover their arms, legs, shoulders and head. Therefore, when advertising their products, beauty companies must show the product itself, with its various physical attributes, rather than advertising their products with different women testing the product (Salas, 2011).

In countries where the image of women is not heavily censored, but where certain standards of modesty and decency still exist, it is necessary to use appropriate role models and testimonials. These companies can create a more authentic and meaningful connection with their target audience by using models and testimonials that respect Islamic, Jewish or Hindu values and beliefs (Salas, 2011).

When choosing colours and colour palettes for their advertising, beauty companies should use colours that are meaningful to different religions, depending on the value they wish to portray in their products (González, 2020).

The following chart shows the most appropriate colours for advertising cosmetics and personal care products according to religion:

Table 3.1: Colour symbolism in Islam, Judaism and Hinduism

Islam	Green (sacred colour) White (symbol of purity)
Judaism	Blue and white (the national colours, associated with Jewish identity and national pride) Gold and silver (associated with elegance, luxury, refinement and quality)
Hinduism	Red, orange and yellow. Considered auspicious and associated with Hindu festivals and rituals.

Source: Own elaboration based on González (2020)

The demand for natural/organic, herbal, halal and innovative, eco-friendly packaging designs has increased exponentially in these countries. A necessary adaptation when dealing with such countries is to emphasise the benefits of skin and personal care, and

how beauty products can maintain healthy and beautiful skin (Mordor Intelligence, 2023a).

In short, countries with a strong religious influence are overly sensitive when it comes to respecting their festivals and holy days. Therefore, such companies should avoid launching advertising campaigns during festive periods such as Ramadan or Jewish and Hindu holy days, as this could offend the community (Salas, 2011).

In addition, beauty companies should avoid cultural appropriation and inappropriate use of sacred iconography when launching advertising campaigns (The Mash Store, 2021).

In addition, it is important for beauty companies to use appropriate communication channels such as local media, websites and popular social media platforms when promoting their products in countries with religious differences. To reach a wider audience, companies can also consider working with local opinion leaders or influencers (The Mash Store, 2021).

Of course, language adaptation is necessary. Although this is a double challenge for the translator/localiser, it is necessary to put oneself in the position of the recipient, as the advertising message is made up of various parts: the image and the text. Within the latter, we can distinguish three elements: the brand, the slogan or catchphrase and the body text. Transferring these parts from one language to another can be a challenge, as each represents a different facet of the cultural and religious aspect (AbroadLink, 2021).

3.3. PRICE ADAPTATION TO CULTURAL AND RELIGIOUS NEEDS

In countries with cultural and religious differences, the price of beauty products is an important variable to consider, as it can have a significant impact on the acceptance and adoption of products by customers.

3.3.1 Muslim countries

In Arab countries, where Islam is predominant, the price must be adjusted with the Qur'an and Sunnah as the main guidelines. These two holy books explain how beauty companies in Islamic countries should price their products (De Lucas, 2020).

When setting prices, companies must consider certain requirements or considerations suggested by Islam, which are set out below:

Table 3.2: Issues to consider in pricing for Muslim consumers

<p>God is the price (fear of God in the price).</p> <p>Focus and price on the good and needs of society.</p> <p>Profit maximisation should never be the highest priority.</p> <p>No cheating in pricing.</p>	<p>Unjustified or unfair prices must not be charged.</p> <p>The price must never be manipulated or altered and must reflect the true value of the good.</p> <p>Prohibition of predatory pricing</p> <p>Prohibition of price gouging</p>
--	---

Source: Own elaboration based on De Lucas (2020)

Moreover, Arab consumers are used to a certain amount of price bargaining, so beauty companies should take this into account when selling their products, especially in open spaces such as markets or large fairs (De Lucas, 2020).

In addition, beauty companies need to consider the different Muslim festivals, such as Ramadan or Eid al-Fitr, when setting prices and may offer promotions and discounts during these seasons (Salas, 2011).

3.3.2 Jewish countries

In the case of countries where Judaism is the predominant religion, beauty product companies can afford to increase the price of products by using kosher certification. Kosher certification can increase Jewish consumers' confidence in products and justify a slightly higher price (International Dynamic Advisors, 2014).

As with Islam, beauty product companies can take advantage of certain Jewish holidays, such as Rosh Hashanah and Hanukkah, to offer discounts and lower prices during these seasons (International Dynamic Advisors, 2014).

Many beauty companies work with well-known Jewish brands. This adds value to the products and justifies a higher price because of the association with a trusted brand that is recognised by Jewish consumers (International Dynamic Advisors, 2014).

In addition and taking Israel as the country where most Jews live together, the purchasing power of consumers is relatively high, so beauty companies can afford to raise prices

compared to other markets. GDP per capita is a good indicator of the standard of living, and in the case of Israel, GDP per capita was €52,974 in 2022, which puts it in a favourable position at 15th in the world ranking (Datos Macro, n.d.-a).

3.3.3 Hindu countries

In the case of countries such as India, where Hinduism is the predominant religion, beauty companies must consider the drastic difference in consumer purchasing power (Datos Macro, n.d.-b).

India's GDP per capita was €2,283 in 2022, an increase of €392 from 2021. India ranks 140th out of 196 published countries in terms of GDP per capita, indicating that its citizens have a low level of wealth compared to other nations (Datos Macro, n.d.-b).

By offering affordable options, companies can expand their customer base and increase brand loyalty compared to local brands.

Beauty companies should emphasise the quality of their products and how they offer value for money. Indian customers tend to look for products that are cost-effective and offer long-term benefits (Echecopar, 2013).

3.4 DISTRIBUTION ADAPTATION TO CULTURAL AND RELIGIOUS NEEDS

Adapting distribution to countries with religious differences means considering the cultural and religious particularities of these markets.

As e-commerce and technology are growing in these countries, especially in India, internet distribution is a good option. The e-commerce option for marketing beauty products in these countries can be a remarkably successful form of distribution considering the growing number of people joining digital platforms every day in Islamic, Jewish and Hindu countries (Mordor Intelligence, 2023b).

Saudi Arabia, considered the quintessential Muslim country, ranks 27th in the world's largest e-commerce markets, with sales of USD 7.7 billion last year. In 2021, the country is expected to grow by 17% and from 2021 to 2025 by 5% per year (Mordor Intelligence, 2023b).

E-commerce in Israel, known as the centre of Judaism, generated \$5.006 billion in 2020, an increase of 40% from the previous year. Due to its high growth and popularity, this data is extremely relevant for beauty product companies as it offers the opportunity to reach a wide audience and increase sales in a convenient and efficient way (ICEX, 2021).

The e-commerce market in India, the leading Hindu country, is expected to reach \$111 billion by 2024 and \$200 billion by 2026. However, despite the expected growth, only 48.7 per cent of India's total population, or 692 million people, have access to the Internet, while 467 million use social networks, which is somewhat limiting (Carrasco, 2023).

Innovative technologies are making direct distribution more flexible and accessible, partially reducing its disadvantages. Nevertheless, it becomes very difficult to maintain the direct sales strategy exclusively when the intention of this type of company is to market a mass product and achieve a high level of market impact, so these beauty companies need to work with intermediaries to widen their access to the market (Leal & Quero, 2011).

Beauty companies need to ensure that they respect cultural and religious practices when designing their distribution strategy in countries where there are significant religious differences. When planning product delivery and customer service availability, these companies should consider prayer times and holidays (Leal & Quero, 2011).

For companies that want to expand their business and do not know the market behaviour and regulations of the country they want to reach, strategic alliances are a highly effective option in international business with countries where religion is an especially crucial factor. Beauty companies can reduce risks and achieve their goals by forming a strategic alliance with a local company. They can also leverage their expertise in distribution and build a relationship of trust with local customers (Camisón et al., 2007).

4. CASE STUDIES ON CROSS-CULTURAL MARKETING OF BEAUTY PRODUCTS IN COUNTRIES WITH RELIGIOUS DIFFERENCES

Many international beauty companies have developed different marketing strategies to adapt to the markets in which they operate, especially when these markets have extraordinarily strong religious differences in relation to the brand's country of origin.

4.1 DESCRIPTION OF SELECTED CASE STUDIES

To illustrate the performance of different well-known brands in the beauty market in these countries, three internationally renowned companies have been chosen: L'Oréal in Saudi Arabia, Procter & Gamble in Israel and Garnier in India.

4.1.1 L'Oréal

L'Oréal is the largest cosmetics company in the world. It is of French origin and was founded by the scientist Eugène Schueller. Its spirit of innovation drives its scientific excellence and constant innovation, from make-up and skincare products to the latest hair and colour technologies. In short, L'Oréal challenges stereotypes of femininity with a modern vision, supporting all women in their quest for fulfilment according to their own rules and desires (L'Oréal Paris, 2021).

L'Oréal's first presence in the Saudi market dates to 1982, but it was not until 2010 that the company appointed Al Naghi Group as the official distributor of its consumer products, active cosmetics and professional divisions. The subsidiary, based in the city of Jeddah, was named L'Oréal KSA and manages a portfolio of brands including L'Oréal Professional, Kérastase, L'Oréal Paris, Garnier, Maybelline New York and Vichy (Balmayer, 2012).

L'Oréal KSA's efforts include applying best practices in local market development to better understand the needs of Saudi women, ensuring that the Group's products reach more Saudi consumers, and committing to training, education and development of local talent in the region (Balmayer, 2012).

The company currently has three operations in the Middle East: a head office in Dubai, United Arab Emirates, which distributes twenty-six beauty brands in four divisions (Consumer, Professional, Luxury and Active Cosmetics), and two subsidiaries, L'Oréal KSA and L'Oréal UAE, which serve its core markets (L'Oréal Middle East, n.d.).

The company saw a strategic opportunity to increase its presence in the region and capitalise on the growing interest in personal care and beauty, as Saudi Arabia is a promising market with high growth rates. In addition, L'Oréal has been able to adapt its products and marketing strategies to Saudi Arabian customs and religious beliefs, gaining the trust and loyalty of local consumers (L'Oréal Middle East, n.d.).

4.1.2 Procter & gamble

Procter & Gamble (P&G) is a multinational corporation that manufactures and markets a wide range of consumer products, including personal care and beauty products. P&G has a wide range of popular beauty brands such as Pantene, Heads and Shoulders, Olay, Herbal Essences and Gillette. These brands offer a wide range of hair care, skin care, body care and personal care products that are recognised and used around the world (Procter & Gamble España, n.d.).

P&G Israel entered the distribution market in 2001. 98% of Israeli households own P&G brands such as Pantene, H&S, Gillette, Oral-B, Fairy, Pampers, Ariel, Tide and many more. P&G remains committed to its goal of expansion by bringing superior innovation to Israeli consumers (P&G in Israel, n.d.).

P&G Israel is an example to follow, as the company has been a leader in implementing diversity and inclusion policies. In Israel's Diversity and Inclusion (D&I) advertising and marketing competition, held under the auspices of the President of Israel, P&G Israel won the award for "Integrating Israeli Diversity into the Spirit of the Tribes" (P&G in Israel, n.d.).

P&G Israel created the Brands on a Mission programme as part of its community initiatives, with the aim of touching and reaching every household in Israel. Each brand has three main objectives: business impact, community impact and labour engagement to improve the perception of meaningful work. Currently, P&G Israel has four active brand missions and two more in development (P&G in Israel, n.d.).

With several advertising campaigns, P&G Israel has won first place at the Cannes Film Festival (Golden Lion), the Rome Film Festival and the EFFIE competition (P&G in Israel, n.d.).

Several factors contributed to P&G's expansion in Israel (Geromel, 2012):

First, Israel is a thriving market with a growing economy and strong purchasing power. In addition, the country has a young and cosmopolitan population interested in beauty and personal care products.

Israel's strategic position as a gateway to the Middle East and Europe is another key factor. This allows P&G to access new markets and expand its regional presence.

In addition, Israel has a culture that encourages innovation and entrepreneurship, which is consistent with P&G's mindset and values as a company.

Finally, Israel's political and economic stability, coupled with its extensive infrastructure, creates an environment conducive to development and expansion.

4.1.3 Garnier

The Garnier story begins in Blois, France, with hairdresser Alfred Amour Garnier. His first anti-hair loss and anti-dandruff lotion, created in 1904, based on plants for hair health and beauty, was a quick seller (Garnier Spain, n.d.).

Five new products were developed between 1925 and 1944. Garnier enriched its range with Eau de Beauté Garnier (the first product to treat all skin types), Pétrole Garnier, Sulfo Garnier, Eau de Bleuet Garnier and Shampoo Garnier (Garnier Spain, n.d.).

Throughout its history, the company has continued to develop new products that have been bestsellers at the time, such as Fructis fortifying shampoo in 1996, Nutrisse nourishing shampoo in 1998 or its micellar water for facial cleansing in 2013, among others (Garnier Spain, n.d.).

In 1995, Garnier went international and became a benchmark in the international cosmetics market, with a presence in more than 120 countries (Garnier Spain, n.d.). Its presence in India dates back to 1991, when the company decided to enter the Indian market due to the country's economic growth and the potential of the beauty products market (B, 2010).

There are two sub-brands of the brand: Garnier Fructis and Garnier Ultra Doux. Fructis is an interesting sub-brand that gained popularity in the Indian market due to its label as a fruit-based product. This version was quickly adopted by consumers as it made sense to rely on a natural shampoo rather than a chemical one (B, 2010).

The company saw an opportunity to tap into a growing market and meet the demand for beauty products in India. In addition, Garnier recognised the need to adapt its products

and marketing strategies to the needs and preferences of the Indian public, such as creating products specific to the skin and hair types of consumers. Garnier aimed to gain acceptance and recognition among Indian consumers and establish its presence in the Indian beauty products market by investing in advertising campaigns and promotions targeted at the Indian market (B, 2010).

4.2. ANALYSIS OF THE MARKETING STRATEGIES APPLIED

In the beauty products market, the analysis of the marketing strategies of L'Oréal, Procter & Gamble and Garnier includes aspects such as adapting advertising messages and marketing campaigns to reach consumers in countries with religious differences. Strategies for competing in each market are examined, including market segmentation, identification and targeting of products by region, distribution strategies such as expansion into local stores or online, and evaluation of pricing and promotion strategies.

4.2.1 L'Oréal

As mentioned above, L'Oréal has had to adapt its marketing strategies to the Saudi Arabian market to be in line with the country's religious and cultural differences.

The first step is to analyse the different marketing strategies used by L'Oréal in Saudi Arabia, such as the adaptation of advertising messages and campaigns.

To analyse how L'Oréal adapts its advertising to Saudi Arabia, we will use the company's most recent international advertising campaign "Lessons of Worth" from 2022 as an example.

Lessons of Worth is a series that encourages women to recognise their innate value and trust their self-worth. L'Oréal Paris ambassadors share how the brand's mantra "Because you are worth it" has personally empowered them through various inspiring video testimonials (L'Oréal Paris USA, 2023).

The main objective of this campaign is to highlight the value of women on an international level and to encourage women around the world to buy the company's products as they will help them to feel "empowered" and live the motto "Because you are worth it".

As seen in the L'Oréal Paris France advertising campaign "Lessons of Worth: Camila Cabello" (L'Oréal Paris France, 2022) and compared to the L'Oréal Paris Middle East advertising campaign "أنا_أستحق أستحق تمكين المرأة مع أضوى الدخيل" (L'Oréal Paris Middle East, 2023), there are several differences, although it is the same advertising campaign for two different countries.

Firstly, there is an adaptation of the model or influencer who appears in the video: while in France it is Camila Cabello, a famous and world-renowned singer, in Saudi Arabia the singer and pilot of Saudi origin Adwa Al-Dakheel is used in order to get closer to the Saudi public and for consumers to see themselves reflected, especially physically, in the protagonist of the ad.

Secondly, there is an adaptation of the text of the advertisement, since it is translated into Arabic and the discourse is changed, although the main message is the same. In France, there is no language adaptation, only the use of subtitles. In Saudi Arabia, L'Oréal aims to communicate in a more direct and relevant way with local consumers by adapting the content and advertising message into Arabic, showing interest and respect for their culture and language. This increases the emotional connection and trust of the audience and the effectiveness of the campaigns in terms of brand awareness, engagement and sales.

In addition, whereas in the French campaign the shots are direct and focus very directly on Camila Cabello, in the Saudi campaign the shots are much more indirect, with a strong focus on the background and external factors, rather than focusing all the attention on the model of the ad. This is because, due to Saudi Arabia's cultural and religious sensitivities, Saudi beauty product campaigns focus less on the model and more on the background and other external factors. In addition, they try to avoid excessive display of the body and excessive decoration in advertisements, which is in line with Islamic norms.

Following L'Oréal's market segmentation in Saudi Arabia to identify and target its products to local consumers, it should be noted that L'Oréal's market segmentation was guided by demographic and ethnic factors (L'Oréal Groupe, n.d).

For example, L'Oréal has created a wide range of beauty products tailored to the needs and tastes of Saudi women, including skin care, make-up, hair care, hair colour and fragrances. To illustrate this segmentation and adaptation, the Dark & Lovely product line

is used as a reference. Dark & Lovely was created to help women with Arab or African skin and features to express and embrace their individual style (L'Oréal Groupe, n.d).

In terms of tailoring distribution to the needs of the Saudi market, L'Oréal has implemented effective distribution strategies to reach Saudi consumers widely and conveniently. The company has established a strong presence in department stores, supermarkets and pharmacies, where customers can easily find its products (L'Oréal Groupe, n.d).

Capitalising on the growth of e-commerce in Saudi Arabia, L'Oréal has increased its presence on online retail platforms, allowing consumers to purchase its beauty products from the comfort of their homes. The reach and availability of L'Oréal products in the Saudi market has been enhanced by this combination of online and brick-and-mortar distribution strategies (L'Oréal Groupe, n.d).

To attract consumers and compete effectively in the local market, L'Oréal has implemented pricing strategies and promotions in Saudi Arabia.

The company has adopted a competitive pricing strategy, offering high quality products at prices that are attractive and accessible to Saudi consumers. For example, the company's flagship product Elvive Extraordinary Oil For Dry Hair Clear 100ml costs €15.45 in France and SAR 38.10 in Saudi Arabia, or €9.51 (Noon, n.d).

In addition, L'Oréal has launched various promotions and regular discounts on its products in this market, as Saudi consumers appreciate exclusive promotions and discounts. For example, the same product, Elvive Extraordinary Oil For Dry Hair Clear 100ml, which was previously priced at SAR 68 (€16.97), is now priced at SAR 38.10, as mentioned above (Noon, n.d).

4.2.2 Procter & Gamble

One of the companies that has had to adapt its marketing strategies for the Israeli market to suit the country's religious and cultural differences is Procter & Gamble.

The vast majority of Procter & Gamble's beauty and personal care brands follow, to a greater or lesser extent, the same strategies of adapting marketing mix variables to countries with religious differences. Although Procter & Gamble has general guidelines

for cultural and religious adaptation, there are some variations in the implementation of these strategies depending on the predominant religion of the target market (Procter & Gamble España, n.d.).

In terms of adapting advertising messages and campaigns to Israeli culture and preferences, with Judaism as the religion of reference, the Pantene "3 Minute Miracle" campaign is analysed. As Procter & Gamble has many brands dedicated to personal care and beauty products, the hair care brand Pantene will be used as a reference brand to illustrate these adaptations in advertising.

The main objective of this campaign is to raise awareness of the brand's new conditioner, developed from an improved formula, reinforced with the power of the ampoule to help reduce protein loss and repair the cuticle to prevent split ends (Pantene España, n.d.).

The "3 Minute Miracle" campaigns from Mexico and Israel are used to analyse advertising adaptations.

Picture 4.1: 3 Minute Miracle Campaigns: Pantene Mexico vs Pantene Israel



Sources: Pantene Israel (2021) and Pantene Mexico (2016)

Firstly, it should be noted that there was no adaptation of the aesthetics of the ad, as both ads are visually remarkably similar, despite some differences.

As far as the colour palette is concerned, as explained in the previous sections, in Judaism the colour white is associated with national pride and patriotism and the colour gold is

associated with elegance, luxury, sophistication and quality. These two colours are Pantene's representative colour palette, so there was no need for a cultural and religious adaptation in this respect.

Secondly, the text of the ad was adapted into Hebrew to respect and reflect the country's predominant religion. However, there was no translation of the brand name, as keeping the original name of a brand can help it to be recognised internationally, maintain its coherent identity and differentiate itself in an increasingly globalised market. In addition, Pantene has the advantage that its brand name has no hidden or bad sounding meaning in Hebrew.

In short, and as mentioned above, natural ingredients and products without chemicals or parabens are especially important in the Jewish religion, so unlike the ad in Mexico, in Israel a small space was dedicated next to the products to state that they do not contain Sodium Laureth Sulphate (SLES) or Sodium Lauryl Sulphate (SLS).

As for the model for the ad, Selena Gomez was chosen as the international ambassador because of her career and professional reputation in entertainment, her relevance and connection with the target audience, her influence and reach on social media, and her affinity with the brand's values and image.

In Israel, however, a model was chosen who was less well known globally, but who was physically closer to the Hebrew canon of beauty. To maximise the impact of the campaign in a culturally and religiously specific market such as Israel, the marketing teams were able to consider aspects such as religion, culture, language, local public preferences and the availability of local celebrities or influencers.

In terms of product presentation, Mexico favours a more artistic presentation, choosing a specific product from the entire range and focusing on it, using textures and shades to simulate the texture of the conditioner. In Israel, on the other hand, all the products in the range are displayed in a static way, without playing with shadows or textures. This may be because the Jewish religion encourages modesty, which influences how beauty product advertising is presented in this context. Rather than using artistic or stylised elements that might be considered extravagant or inappropriate according to local cultural and religious norms, advertisements focus more on highlighting the product's features and practical benefits.

In terms of segmentation, P&G segments its consumers not only by demographics, but also by religious and cultural criteria. The company has conducted market research to understand the tastes, habits and expectations of Israelis when it comes to beauty products. Based on this knowledge, they have created products that are tailored to local needs, such as formulations adapted to Israel's climate or ingredients that consumers prefer (Procter & Gamble España, n.d.).

An example of product development following this segmentation is the company's Heads and Shoulders brand, which has developed a range of kosher products that meet all the ideals of the Jewish religion.

Because many Israelis were unwilling or unable to admit that they had dandruff, the brand turned to the most powerful advocate there is: their religious rituals. Heads and Shoulders added dandruff to its list of removals as families fulfilled their Passover obligations, including the removal of breadcrumbs. To achieve this, they added dandruff detection strips to a traditional search kit consisting of a candle, feather and dustpan, all of which were used to find, sweep up and symbolically remove any small suspicious objects. So, in addition to developing a shampoo with 100% kosher ingredients, they developed the product by including Dandruff Stop packs alongside the shampoo in supermarkets (LoveAndLobby, 2021).

To ensure the availability and accessibility of its beauty products in the local market, Procter & Gamble has implemented a variety of distribution strategies in Israel. These strategies include a focus on e-commerce and a presence in physical retail stores (Geromel, 2012).

Procter & Gamble has established strategic alliances with well-known retail chains and supermarkets in Israel to increase its presence in local retail outlets. This gives them broad reach and visibility in key retail outlets across the country (Geromel, 2012).

The Hebrew University of Jerusalem, which conducts more than a third of all academic scientific research in Israel, Teva Pharmaceutical Industries Ltd, the world's largest manufacturer of generic drugs, and Powermat, a company with only 70 employees that develops wireless battery chargers, are among those working with Procter & Gamble's Israel House of Innovation in such partnerships (Geromel, 2012).

In addition to its physical stores, Procter & Gamble has taken advantage of the rise of e-commerce in Israel. They have partnered with popular e-commerce sites and applications in the country and have created online sales platforms. This allows them to reach customers who prefer to shop online and provides them with convenience and easy access to their products (Geromel, 2012).

In terms of the pricing and promotion strategy used by Procter & Gamble in Israel to attract consumers and compete with other brands in the local market, the company mainly uses very competitive prices and promotions and offers on special Jewish holidays such as Passover, Rosh Hashanah or Hanukkah (Geromel, 2012).

Taking as a reference the Pantene brand product, Pantene Pro-V Repair & Protect Keratin Protect Oil 100ml, while in Switzerland, the brand's country of origin, the price is 16.53 Swiss francs (16.94 euros), in Israel it is 46.83 ILS, i.e. 12.05 euros. As you can see, there is a significant difference in price, which is explained by the need to set extremely competitive prices (Care to Beauty Israel, n.d).

4.2.3 Garnier

Garnier, for its part, has also had to adapt its marketing strategies to several countries with religious differences; in this case, adaptations aimed at India will be examined.

To analyse the cultural and religious adaptations of its advertising messages and campaigns, we will take the February 2023 campaign that launched its new anti-spot and vitamin C serum in two quite different religious countries: Spain and, of course, India.

Looking at the Spanish ad "Discover the #1 Anti-spot Vitamin C Serum" (Garnier España, 2023) and comparing it to the Indian ad "Garnier Bright Complete Vitamin C 7 ML Serum | Assamese | 20 sec" (Garnier India, 2023), there are several differences.

Firstly, the length of the ad varies slightly from country to country. While in Spain it is a simple and concrete ad of just 10 seconds, in which the main protagonist is the serum in question, in India the duration is slightly longer, reaching 21 seconds. The reason for this is that while the Spanish ad is limited to showing the product, the Indian ad also shows different models trying it out. The models in question are all of Indian origin and are dressed in a modest and unprovocative way to respect the Hindu religious ideals of modesty.

On the other hand, it is true that in the Indian case there is a linguistic adaptation of the ad, but it is also mixed with the use of English in the running of the ad. In fact, the actual text of the ad is in English. Advertisements for beauty products in India combine English and Hindi as a tactic to address linguistic diversity, project high status and aspirations, and reach a wider market that includes urban and English-speaking consumers (Garipova, 2011).

Regarding Garnier's market segmentation in India, Garnier has thoroughly analysed the segmentation of the Indian market using demographic, geographic and psychographic variables (Garnier India, n.d). Indian customers require assorted products and marketing strategies due to the religious requirements of Hinduism.

An example is the men's shampoo with tinting in the colour burgundy 3.16, which is only available in India (Garnier India, n.d). Garnier chose to develop a shampoo specifically for men in India rather than in Spain, for example, because, as mentioned above, hair care is considered an important part of the Hindu beauty routine for both men and women. Indian men pay particular attention to the health and appearance of their hair, resulting in a growing demand for hair care products designed specifically for their needs.

In terms of distribution, Garnier sells its products through various channels in the country. Firstly, Garnier is sold in popular supermarkets such as Big Bazaar, Reliance Fresh and Spencer's Retail. It is also available in pharmacies and beauty stores such as Health & Glow, NewU, Apollo Pharmacy and MedPlus. It has also entered into strategic alliances with leading e-commerce platforms such as Amazon India, Flipkart and Nykaa. Finally, the brand works with beauty salons and hairdressers to promote and distribute its products throughout the country (Cosméticos India - Europages, n.d.).

In terms of pricing strategy and promotions, Garnier offers competitive prices for its products in order to appeal to a broad consumer market in India, where price is crucial.

Taking as a reference the serum, whose advertising was analysed above, "Serum number 1 Anti-spot Vitamin C" of seven millilitres, while in Spain the price is 13.95€, in India it is ₹129, i.e., 1.44€ (Garnier India, n.d).

Beauty product prices are low due to market competition, consumer price sensitivity, economies of scale and low production and distribution costs (Leal & Quero, 2011).

These factors allow brands to offer products at lower prices to attract a wide range of domestic customers. However, there are also market segments for more affluent consumers where luxury products are sold at higher prices.

Garnier's price-related promotions in India include volume discounts, buy one get one free, seasonal promotions, savings packages and coupons. These initiatives are designed to drive purchases, increase demand and enhance perceived value for customers (Desk, 2018).

Garnier also participates in local festivals and events to offer exclusive offers, such as exclusive discounts during Diwali, India's festival of lights (Desk, 2018).

4.3 RESULTS OBTAINED

4.3.1 L'Oréal

L'Oréal has made significant inroads in Saudi Arabia, increasing its presence and market share in the beauty products market. Through its marketing strategies the company has established itself as a leading and preferred brand among Saudi consumers (“Crecimiento De L'Oreal 2022 | L'Oréal,” 2022).

The results achieved include:

Table 4.1: Results achieved by L'Oréal in Saudi Arabia

ASPECT	RESULT
Sales growth	L'Oréal's steady increase in sales in Saudi Arabia demonstrates the success of its marketing strategies.
Wide distribution	The company has products available in salons, retail stores and online channels through a strong national distribution network.

Adaptation to cultural and religious requirements	L'Oréal has adapted its products and marketing messages to Saudi Arabia's cultural and religious norms, creating halal products and using natural ingredients preferred by local consumers.
Effective marketing campaigns	Diversity, inclusivity and authentic beauty have been highlighted in L'Oréal's advertising campaigns and promotions, which have emotionally connected with Saudi audiences.
Strategic partnerships	To increase the brand's visibility and credibility in Saudi Arabia, L'Oréal has established partnerships with local influencers, celebrities and beauty experts.

Source: Own elaboration based on “Crecimiento De L’Oreal 2022 | L’Oréal” (2022)

Overall, L'Oreal's marketing strategy in Saudi Arabia has significantly increased its presence and market share in the beauty products market. The company has achieved greater success and recognition in the country by understanding and adapting to the needs and preferences of Saudi consumers.

4.3.2 Procter & Gamble

As for Procter & Gamble in Israel, the marketing strategies implemented have also had a significant impact, as shown in the figure below (P&G in Israel, n.d.):

Table 4.2: Results achieved by Procter & Gamble in Israel

<p style="text-align: center;"><u>Increased market share</u></p> <ul style="list-style-type: none"> - P&G has increased its share of the Israeli hair care market. - It has increased its market share and outperformed its competitors. <p style="text-align: center;"><u>Increased sales</u></p> <ul style="list-style-type: none"> - P&G's marketing strategy has increased sales of its products in Israel.
--

- This increase in sales is due to the effectiveness of its advertising campaigns, promotions and the perceived quality of its products.
- Customer Loyalty
- P&G has built a loyal customer base in Israel, as evidenced by repeat purchases and customer preference for its products.
 - This loyalty is driven by customer satisfaction and the effectiveness of its beauty products.
- Brand awareness
- P&G's marketing activities have improved brand awareness in Israel.
 - Domestic consumers are familiar with the P&G brand and associate it with high quality hair care products.

Source: Own elaboration based on *P&G in Israel*, (n.d.)

The company has increased its market share and sales of its products. It is also noted that P&G has improved its brand awareness in the country, indicating that customers are aware of the brand and associate it with high quality hair care and beauty products (P&G in Israel, n.d.). Overall, these results show that P&G's marketing strategies have worked well in Israel.

4.3.3 Garnier

With regard to Garnier's results in India, the following can be highlighted (Similar Web, n.d):

Table 4.3: Results for Garnier in India

Results for Garnier in India	Impact of marketing strategies
Sales growth	Garnier has seen a significant increase in sales in India, demonstrating the effectiveness of its marketing strategies and its ability to capture the attention of Indian consumers.

<p>Wide distribution</p>	<p>A strong nationwide distribution network means that products can be found in a wide range of stores and online channels</p>
<p>Adaptation to local needs</p>	<p>Development of hair and skin care products specific to the Indian market, incorporating traditional and natural ingredients</p>
<p>Effective marketing campaigns</p>	<p>Resonate with Indian audiences by highlighting diverse beauty and using culturally relevant celebrities and messages</p>
<p>Constant innovation</p>	<p>Introducing new products and innovations to meet the changing needs of Indian consumers</p>

Source: Own elaboration based on Similar Web (n.d.)

The results reflect significant sales growth, supported by a wide distribution network that gives customers easy access to Garnier products in different regions of India. In addition, the brand's success in India is due to its adaptation to local needs, effective marketing campaigns and continuous innovation (Similar Web, n.d). Overall, it can be concluded that Garnier's marketing strategies have succeeded in capturing the attention and interest of Indian consumers, thereby strengthening its position in a competitive beauty products market in India.

5. ETHICAL CONSIDERATIONS

The marketing of beauty products can raise important ethical considerations. Some of the key ethical issues that may arise in this context are described below.

5.1 CULTURAL OWNERSHIP

Cultural appropriation is "a form of cultural domination. It consists of the exploitation (whether for economic gain or personal pleasure) of creations, rituals, clothing, products, etc. that belong to a community that has been historically violated" (Ramos, 2021).

Throughout history, everything related to physical appearance has been subject to cultural appropriation. However, the physical attribute that has been most subject to criticism of cultural appropriation has always been hair (Rivas, 2023).

For many people, hair is not only a physical attribute, but also an important icon of culture, identity and ideology with a strong social impact. However, for many others, cultures are not static and have no fixed boundaries, they are constantly evolving entities, so accusing another person of cultural appropriation for using certain styles or beauty products is seen as deeply prejudiced (The Mash Store, 2021).

To illustrate this issue, the recent fashion for braids from Afro-culture can be used as an example.

African American women have long been discriminated against and marginalised for wearing this hairstyle. They were denied jobs and paid lower wages, while being labelled as unsightly (The Mash Store, 2021).

When a woman from outside this culture chooses to wear this hairstyle, it is widely believed that the stories of people who have historically worn this hairstyle and been discriminated against or mistreated by this majority are downplayed (The Mash Store, 2021).

On the other hand, people who argue that cultures are constantly evolving and changing also report that no cultural element is their own and that this kind of exchange celebrates diversity without forgetting the social inequalities that have been created historically. (The Mash Store, 2021)

Global companies, in this case beauty product companies, must actively fight cultural appropriation if they do not want to damage their brand image and give consumers the wrong impression. Thanks to the use of social media, internet users are now much more

aware of the ethical considerations involved in the world of cosmetics, and a bad comment about cultural appropriation by a user can destroy a company's sales.

To combat cultural appropriation, beauty companies can adopt several strategies and actions, including (Leal & Quero, 2011):

Table 5.1: Marketing strategies to combat cultural appropriation

Strategies and actions	Explanation
Awareness and education	Raising awareness and educating society about the importance of respecting and valuing diverse cultures.
Research and development	Ensure products and marketing strategies are authentic and respectful of culture and tradition through market research and testing.
Consultation and collaboration	Work with cultural experts and leaders to gain support and collaboration in the development of authentic and culturally sensitive marketing strategies and products.
Transparency and accountability	Be transparent and take responsibility for the origins and cultural significance of products and marketing strategies, and correct mistakes or losses caused by cultural appropriation.

Promoting cultural diversity	Promote inclusion and diversity in all aspects of the business, including recruitment and representation of diverse cultures in decision making, product promotion and advertising.
------------------------------	---

Source: Own elaboration based on Leal & Quero (2011)

5.2 STEREOTYPES

In the cosmetics or beauty products market in general, stereotypes are simplistic and generalised representations of certain groups of people or physical characteristics that can influence the promotion and sale of products (Vega, 2012).

When we talk about stereotypes in the beauty products market, we are most often talking about gender stereotypes. Gender stereotypes are most often reflected in the promotion and advertising of beauty products.

Some research has focused on the aesthetic representation of the female gender in perfume and cosmetics advertising and found that roles, stereotypes and models of female beauty are used (Vega, 2012).

However, the number of men using these products has now increased significantly. To some extent, this is due to social factors such as social development and gender equality education, as well as the struggle of brands to include the male audience (Vega, 2012)

Biologically, there are differences between men's and women's skin. However, these relatively minor differences do not require a clear distinction between male and female products in pharmacies and beauty salons (Lipp, 2019).

The division promoted by manufacturers of these types of products could not be starker: men's products come in blue, black and grey boxes with names such as Bulldog, Jack Black, RUGGED & DAPPER and Lab Series, while women's products often come in pastel boxes with names such as Flower Lab, Then I Met You and Sugar Butter Cake.

And for the avoidance of doubt, men's products are often labelled 'MEN' in large letters (Lipp, 2019).

Fortunately, the old idea that women and men will not buy personal care products if the way they are sold is not gender stereotypical is disappearing, giving way to a less rigid and more inclusive approach that recognises similarities and respects differences, and preferences (Lipp, 2019).

Gender stereotypes have come a long way since 1994, when Calvin Klein created a stir with his unisex fragrance CK One. Gender-neutral beauty has also spread to hair products and perfumes (Lipp, 2019).

Furthermore, research and analysis show how gender stereotypes in the beauty market can contribute to discrimination and oppression of women and limit their ability to fully develop and pursue their careers. Furthermore, the advertising and promotion of beauty products can redefine gender roles and stereotypes, which can negatively affect women's image and marginalise them (Vega, 2012).

These gender stereotypes also affect women's body image. For example, one study found that high-ability women have lower self-esteem than men, and this difference is exacerbated in gifted women (Vega, 2012).

In addition, women have learned to forget about themselves in order to care for others, which can pose serious risks to their health and self-esteem.

Other research suggests that gender is a social construct that assigns specific roles, expectations, aspects, behaviours, feelings, thoughts, values and social norms that can affect women's self-esteem (Vega, 2012).

These stereotypes can contribute to socio-cultural pressures on body image, limit women's opportunities for rewarding development and careers, and contribute to discrimination and oppression against women. In addition, beauty can command a 'premium' in the labour market, which can perpetuate gender inequality (Vega, 2012).

There are several ways to combat gender stereotypes in the beauty industry. One way is through social awareness campaigns that promote prosperity and inclusion, such as the Women's Institute's campaign against gender stereotypes based on beauty standards (Vega, 2012).

In addition, some brands have launched campaigns aimed at breaking gender stereotypes, such as Dove's 2015 campaign, which presented the male version of the fight against stereotypes (Gilliland, 2017).

In short, gender stereotypes can affect women's self-image by limiting their roles and expectations, which can affect their self-esteem and self-concept. To combat gender stereotypes in the beauty market, it is imperative to promote abundance and inclusivity, to circumvent female roles and stereotypes in advertising, and to promote campaigns that aim to break down gender stereotypes.

5.3 EXPLOITATION

Exploitation refers to the use of an individual's or group's labour without fair or adequate remuneration. In the context of the marketing of beauty products, this can include the exploitation of workers in the product supply chain, such as cosmetics factory workers and raw material collectors (Coparmexmetropolitano.Mx, 2020).

One of the most high-profile cases is the mica industry in India. Hundreds of children and minors work long hours to separate the shiny fragments that are the gold of the region and the only source of employment in the towns of Jharkhand and Bihar. Mica is a mineral that brightens make-up, eye shadow, lipstick, mascara, foundation, moisturisers and nail polish. It also polishes the surface of teeth and whitens toothpaste. The most common use of mica is in the cosmetics industry, but just over a decade ago, the use of underpaid child labour in sourcing this material caught the attention of beauty product suppliers. Around 20,000 children work in India's mines and it is estimated that 90% of them are undocumented (Coparmexmetropolitano.Mx, 2020).

There are various organisations and labour rights groups working in the beauty industry. Some of these organisations are trade unions, which are responsible for defending workers' labour rights (Weller, 2011).

There are also non-governmental organisations that advocate for labour rights in these industries, such as Legal Aid NYC, which provides representation, legal assistance and education to unemployed and low-wage workers who have experienced labour rights violations (Weller, 2011).

There are also organisations that focus on corporate social responsibility, such as the Dow Jones Sustainability Index, which evaluates the performance of companies in terms of sustainability and social responsibility (Weller, 2011).

Another form of exploitation that is unfortunately specific to the world of beauty is the sexual exploitation of labour in cosmetics companies and human trafficking for sexual exploitation (Weller, 2011).

In order to curb sexual labour exploitation and human trafficking for sexual exploitation in cosmetic companies, cosmetic companies need to take corporate social responsibility (CSR) measures to prevent sexual labour exploitation (De Las Mujeres, 2016).

It is also important to take measures to prevent human trafficking, sexual abuse and commercial sexual exploitation of children (De Las Mujeres, 2016).

To report suspicious activities or cases of sexual abuse or exploitation, companies should contact the local law enforcement agency (De Las Mujeres, 2016).

Specific measures that companies can take to prevent human trafficking in their supply chain include establishing corporate social responsibility (CSR) policies and preventing the sexual exploitation of labour (De Las Mujeres, 2016).

In addition, it is important that companies conduct a rigorous and up-to-date study of the global, European and Spanish cosmetics industry landscape, establish stronger relationships with their suppliers and conduct regular audits to ensure that human trafficking practices are not used (De Las Mujeres, 2016).

It is also important for companies to work with organisations that fight human trafficking.

6. CONCLUSIONS

Today, largely as a result of globalisation, members of different societies and religions communicate and trade with each other much more directly and frequently than just a few years ago. However, for these relationships to flourish, it is necessary to consider the diverse cultural and religious factors that affect transactions.

Cross-cultural marketing of beauty products in countries with religious differences requires careful adaptation to the cultural norms and values of each market. It is also a discipline that is constantly evolving and requires relevant research. To be successful in beauty product marketing, it is necessary to understand and adapt to the cultural and religious aspects of each market.

According to previous research, cultural and religious factors have a significant impact on the consumption of beauty products. Companies need to study the cultural preferences, norms and values of each target country in order to adapt their marketing strategies.

Beauty markets in countries with religious differences face unique challenges that require carefully tailored marketing strategies. To create relevant products and messages, brands need to consider cultural values, religious practices, beauty preferences and personal care rituals.

In terms of tailoring the marketing mix, to capture the attention and loyalty of consumers in these markets, the product must be tailored to their cultural and religious needs. This means incorporating natural ingredients, creating halal or kosher products, and considering the specific body, hair and skin care needs of each region.

In addition, advertising and promotion must be adapted to religious and cultural differences. Marketing campaigns need to incorporate local models and communicate messages that resonate with the values and aspirations of consumers of each religion.

Success in these markets also depends on price and distribution. It is essential to develop competitive and accessible pricing strategies, as well as a broad and effective distribution network to ensure that products are available in a variety of sales channels.

Companies such as L'Oréal in Saudi Arabia, Procter & Gamble in Israel and Garnier in India are clear examples of the importance of religious adaptation in the countries to

which they are internationalising. These companies have found success by understanding the needs and tastes of regional consumers, developing effective strategies and forging strategic alliances with regional celebrities and influencers.

In the case of L'Oréal in Saudi Arabia, the company has achieved success by focusing on diversity, inclusion and authentic beauty. Despite the clear religious differences between Islam and the dominant religion in the company's home country, the brand has been able to adapt seamlessly. It has established strategic alliances with local influencers and has been able to highlight the modest and conservative values of Islam in its advertising campaigns, which has been very well received in the country and has led to a significant increase in sales in the country.

It was found that Procter & Gamble has implemented effective cultural and religious adaptation strategies in Israel, recognising the importance of the country's religious diversity, but more importantly, using Judaism as a point of reference. Products have been developed to meet Jewish religious requirements, such as kosher certification. In addition, marketing messages and distribution strategies have been adapted to meet the needs and preferences of the country's observant consumers. These strategies have been successful and have enabled Procter & Gamble to increase its market share and presence in the Israeli beauty market.

On the other hand, Garnier has seen tremendous growth in India as a result of its focus on local needs, broad distribution, successful marketing initiatives and continuous innovation. They have emphasised India's diversity and used traditional ingredients in their products to appeal to Hindu consumers, whose faith encourages the use of such substances.

Finally, ethical considerations are crucial in cross-cultural marketing of beauty products. Companies need to work with local communities to avoid exploitation, stereotyping and cultural appropriation.

We can therefore conclude that religion is one of the most influential factors in international trade and business and plays a key role in the marketing of beauty products. The simple fact of considering some of the preferences or traditions of a religious society can lead to a prominent level of acceptance of these products by new consumers, even if their religion is quite different from the original religion of the country where the

company is based. Brands can position themselves as close allies by understanding and respecting the religious norms, beliefs and sensitivities of each society, promoting diversity, inclusion and authentic beauty in all its forms. This smart, strategic approach not only enables commercial success, but also helps to reconcile cultures and religions in these exciting global beauty markets.

REFERENCES

- AbroadLink. (2021, September 8). *La traducción de la publicidad: de adaptación a localización* /. <https://altraducciones.com/blog/la-traducion-de-la-publicidad-de-adaptacion-a-localizacion>
- Alonso, M. (2022, July 26). Violencia estética: qué es y cómo afecta a la autoestima de las mujeres. *Cosmopolitan*. <https://www.cosmopolitan.com/es/salud-fitness/salud/a40687796/violencia-estetica-autoestima-mujeres/>
- Aportes de Edward T. Hall. (2011). *Intercultural Link - Intercultural Programs*. <https://d22dvihj4pfop3.cloudfront.net/wp-content/uploads/sites/27/2019/02/13110951/ContributionsofEdwardTHallforFriendsAFSES.pdf>
- B, H. (2010, January 8). *Garnier: Take Care*. <http://marketingpractice.blogspot.com/2010/01/garnier-take-care.html>
- Balmayer, L. (2012, November 14). L'Oréal Creates A Subsidiary In Saudi Arabia. *L'Oréal*. <https://www.loreal.com/-/media/project/loreal/brand-sites/corp/master/lcorp/press-releases/group/loral-creates-a-subsiary-in-saudi-arabia/tt3ntc1214pz-1-439.pdf>
- Barchilón, M. (2021, January 21). Diversidad de creencias en la India. *La Vanguardia*. <https://www.lavanguardia.com/vida/junior-report/20191002/47773180211/india-religiones-induismo-budismo-espiritualidad.html>
- Camisón, C., Villar, A., & Boronat, M. (2007). Alianzas estratégicas para la internacionalización: pasado, presente y futuro. *Revista Cuatrimestral De Las Facultades De Derecho Y Ciencias Económicas Y Empresariales - Universidad San Jaume*, 323–340. file:///C:/Users/hp/Downloads/653-Texto%20del%20art%C3%ADculo-13884-1-10-20151123.pdf
- Care to Beauty Israel*. (n.d.). Care to Beauty. <https://www.caretobeauty.com/il/pantene/>
- Carrasco, D. (2023, March 3). *Radiografía del eCommerce de India: un atractivo mercado online*. Marketing 4 Ecommerce - Tu Revista De Marketing Online Para E-commerce. <https://marketing4ecommerce.net/quien-en-quien-en-el-ecommerce-de-india-claves-de-un-atractivo-mercado-online/>
- Cinco pilares del Islam - shahada, salat, zakat, sawm, hajj - Islamic Relief*. (2023, March 16). <https://www.islamic-relief.es/cinco-pilares-del-islam/>
- Coparmexmetropolitano.Mx. (2020). *Las Dos Caras de la Industria de la Belleza / Coparmex Metropolitano del Estado de México*. Coparmex Metropolitano Del Estado De México. <https://coparmexmetropolitano.mx/comunicacion/hoy-en-el-blog/las-dos-caras-de-la-industria-de-la-belleza>
- Cosméticos India - Europages*. (n.d.). <https://www.europages.es/empresas/india/cosm%C3%A9ticos.html>

- Crecimiento de L'Oreal 2022 | L'Oréal. (2022, October 26). *L'Oréal*. <https://www.loreal.com/es-es/espana/news/finance/crecimiento-de-loreal-2022/>
- Cruz, F. (2021). La clase media de los productos de belleza. *Euromonitor*. <https://www.euromonitor.com/article/la-clase-media-de-los-productos-de-belleza>
- Cruzito. (2020, September 8). *Modelo de dimensiones culturales de Trompenaars en negociación | Estudiando*. Estudiando. <https://estudiando.com/modelo-de-dimensiones-culturales-de-trompenaars-en-negociacion/>
- Datos Macro. (n.d.-a). *Israel: Economía y demografía 2023*. Datosmacro.com. <https://datosmacro.expansion.com/paises/israel#:~:text=E1%20PIB%20per%20c%C3%A1pita%20es,del%20ranking%20de%20PIB%20per>
- Datos Macro. (n.d.-b). *PIB de India 2023*. Datosmacro.com. <https://datosmacro.expansion.com/pib/india>
- De Las Mujeres, I. N. (2016, August 29). *Prevención de la Trata de Personas*. gob.mx. <https://www.gob.mx/inmujeres/acciones-y-programas/prevencion-de-la-trata-de-personas>
- De Lucas, M. (2020). *ANÁLISIS DEL MERCADO HALAL: COMPORTAMIENTO Y TENDENCIAS DEL CONSUMIDOR MUSULMÁN* [Trabajo de Fin de Grado]. Comillas - Universidad Pontificia. <https://repositorio.comillas.edu/jspui/bitstream/11531/37193/1/Analisis%20del%20Mercado%20Halal%2C%20comportamiento%20y%20tendencias%20del%20consumidor%20musulman-%20de%20Lucas%20Martin%2C%20Marina.pdf>
- Desk, S. (2018, August 24). *Festivales comerciales en India Una herramienta clave para minoristas*. India Briefing News. <https://www.india-briefing.com/news/festivales-comerciales-en-india-una-herramienta-clave-para-minoristas-15671.html/>
- Echecopar. (2013, July 10). *Perfil del Consumidor Hindú*. Zona Fútbol. <https://echecopar1504.wordpress.com/2013/07/10/perfil-del-consumidor-hindu/>
- Gardner, L. (2023, July 7). 10 marcas de belleza "Made in India" *BC Makeup*. <https://spa.bc-makeup.com/id2048-10-made-in-india-beauty-brands>
- Garipova, N. (2011, March 27). Análisis lingüístico del inglés publicitario en los anuncios de cosmética femenina. *Universidad De Almería*. <https://ojsppdc.ulpgc.es/ojs/index.php/LFE/article/view/123/112>
- Garnier España. (2023, January 19). *Descubre el Sérum número 1 Anti-manchas Vitamina C de Garnier* [Video]. YouTube. <https://www.youtube.com/watch?v=WqZDeu3Kdgg>
- Garnier India. (n.d.). *Garnier Men Shampoo*. <https://www.garnier.in/about-our-brands/garnier-men/shampoo-color/shade-316-burgundy>

- Garnier España. (2023, January 19). Descubre el Sérum número 1 Anti-manchas Vitamina C de Garnier [Video]. YouTube. <https://www.youtube.com/watch?v=WqZDeu3Kdgg>
- Garnier Spain. (n.d.). *Our Heritage*. <https://www.garnier.es/sobre-nosotros/nuestra-historia>
- Geromel, R. (2012, May 16). Procter & Gamble Explains Why Israel is THE Startup Nation. *Forbes*. <https://www.forbes.com/sites/ricardogeromel/2012/05/16/procter-and-gamble-israel-startup/?sh=7be4553611f5>
- Gilliland, N. (2017, July 27). How brands are fighting against gender stereotypes. *Econsultancy*. <https://econsultancy.com/how-brands-are-fighting-against-gender-stereotypes/>
- Gioffre, P. (2020, November 14). Procedimiento certificación HALAL | Ventajas | Cosméticos Halal | Sellos. *Cosmetic Latam*. <https://www.cosmeticalatam.com/index.php/2020/08/04/cosmeticos-halal-ingredientes-y-produccion/>
- González, J. (2020, November 27). Simbología del color en diversas culturas - ttamayo.com. *ttamayo.com*. <https://www.ttamayo.com/2020/01/simbologia-del-color/>
- Hernández, M. F. (2016, November 30). ¿Lujo, premium y/o masstige? *Diario La República*. <https://www.larepublica.co/analisis/maria-fernanda-hernandez-530216/lujo-premium-y-o-masstige->
- Hofstede Insights*. (n.d.). <https://www.hofstede-insights.com/>
- Hussain, Z. (2022, July 10). Intention to Purchase Halal Cosmetic Products in an Islamic Pakistani Culture. *Journal of Islamic Economics and Finance Studies*, 3(1), 1. <https://doi.org/10.47700/jiefes.v3i1.4256>
- ICEX. (2020, July 20). *Cosmética en la India: 'aplicándose' a buen ritmo*. <https://www.icex.es/es/quienes-somos/donde-estamos/red-exterior-de-comercio/in/documentos-y-estadisticas/estudios-e-informes/cosmetica-en-la-india-aplicandose-a-buen-ritmo>
- ICEX. (2021, October 15). *El comercio electrónico en Israel* [Dataset; PDF]. <file:///C:/Users/hp/Downloads/doc2021894154@a.pdf>
- International Dynamic Advisors. (2014). *¿Qué es la Certificación Kosher?* Intedya. <https://www.intedya.com/internacional/488/noticia-que-es-la-certificacion-kosher.html>

- Jaelani, A. (2017, September 1). *Halal Tourism Industry in Indonesia: Potential and Prospects*.
<https://dergipark.org.tr/en/pub/irmm/issue/32110/355956?publisher=http-www-cag-edu-tr-ilhan-ozturk>
- Junge, P. (2012). LA MEDICINA AYURVEDA EN INDIA CONTEMPORÁNEA: CONSERVANDO LA IDENTIDAD EN UN MUNDO TRANSCULTURAL. In *Redalyc*. Consejo Nacional De Investigaciones Científicas Y Técnicas, Buenos Aires, Argentina. <https://www.redalyc.org/pdf/148/14828711004.pdf>
- Kalliny, M. (2010). Are They Really That Different from Us: A Comparison of Arab and American Newspaper Advertising. *Journal of Current Issues and Research in Advertising*. <https://doi.org/10.1080/10641734.2010.10505278>
- Khattak, H. (2022, September 16). *Halal Certified Cosmetics and Personal Care Products: Where Purity Comes First - IFANCA*. IFANCA. <https://ifanca.org/resources/halal-certified-cosmetics-and-personal-care-products-where-purity-comes-first/>
- Kim, J., Han, W., Kim, D., & Paramita, W. (2013, March 12). Is beauty in the eye of the beholder? Gender and beauty in the cosmetics sector. *Marketing Intelligence & Planning*, 31(2), 127–140. <https://doi.org/10.1108/02634501311312035>
- Leal, A., & Quero, M. J. (2011). *Manual de Marketing y Comunicación Cultural* (44th ed.) [PDF]. Dirección General de Universidades de la Consejería de Economía, Innovación y Ciencia de la Junta de Andalucía Servicio de Publicaciones de la Universidad de Cádiz. https://www.bizkaia.eus/home2/archivos/DPTO4/Temas/producto44manual-de-marketing-y-comunicacion-cultural_web.pdf?hash=bfa1a9a66e6986a21fa4ea7476f2fd5f
- Lipp, L. (2019, November 18). *El crecimiento de la belleza de género neutral - Lubrizol*. <https://espanol.lubrizol.com/en/Personal-Care/Blog/2019/11/The-Rise-of-Gender-Neutral-Beauty>
- L'Oréal Groupe. (n.d.). *Dark & Lovely - L'Oréal Group - Consumer Products Division*. L'Oréal. <https://www.loreal.com/en/consumer-products-division/dark-and-lovely/>
- L'Oréal Middle East. (n.d.). *L'Oréal Middle East*. L'Oréal. <https://www.loreal.com/en/middle-east/>
- L'Oréal Paris. (2021). *acerca-de-nosotros*. *L'Oréal Paris*. <https://www.loreal-paris.es/acerca-de-nosotros>
- L'Oréal Paris France. (2022, February 4). *[LESSON OF WORTH] CAMILA CABELLO* [Video]. YouTube. https://www.youtube.com/watch?v=0Hpn_aaWgRM
- L'Oréal Paris Middle East. (2023, February 28). [Video]. YouTube. <https://www.youtube.com/watch?v=eK9GWPGOrPU>

- L'Oréal Paris USA. (2023). Lesson-of-worth. *L'Oréal Paris*.
<https://www.lorealparisusa.com/lesson-of-worth>
- LoveAndLobby. (2021, January 15). *100% KOSHER HEAD & SHOULDERS - LoveAndLobby*. LoveAndLobby. <https://loveandlobby.com/100-kosher-head-shoulders/>
- Madam, S., Basu, S., Ng, S., & Ai Ching Lim, E. (2018). *CULTURE AND BEAUTY: Impact of Culture on the Pursuit of Beauty: Evidence from Five Countries* [PDF]. <https://eprints.whiterose.ac.uk/132643/1/Madan%20et%20al.%202018%20%28AAM%29.pdf>
- Man, M., & Barack, N. (2021, November 1). *Descubre las 7 mejores marcas de belleza y cuidado natural de Israel - ISRAEL21c*. Israel21c. <https://es.israel21c.org/descubre-las-7-mejores-marcas-de-belleza-y-cuidado-natural-de-israel/>
- Milara, A. (2016, May 3). La belleza del marketing, el marketing de la belleza (por Amaya Milara) | Te quiero marketing! *Te Quiero Marketing!* | Blog Colaborativo De Profesores/as, Estudiantes Y Profesionales Que Amamos El Marketing ¿Nos Acompañas? <https://blogs.deusto.es/tequieromarketing/la-belleza-del-marketing-el-marketing-de-la-belleza-by-amaya-milara/>
- Mohezar, S., Zailani, S., & Zainuddin, Z. (2016). *Halal Cosmetics Adoption Among Young Muslim Consumers in Malaysia: Religiosity Concern* (Vol. 6). <http://www.gjat.my/gjat062016/10220160601.pdf>
- Mordor Intelligence. (2023a). *Mercado de belleza y cuidado personal de Arabia Saudita Insights*. <https://www.mordorintelligence.com/es/industry-reports/saudi-arabia-beauty-and-personal-care-market>
- Mordor Intelligence. (2023b). *Mercado de cosméticos y fragancias de comercio electrónico de Arabia Saudita Insights*. <https://www.mordorintelligence.com/es/industry-reports/saudi-arabia-e-commerce-cosmetics-and-fragrances-market>
- Mordor Intelligence. (2023c). *Mercado de productos cosméticos de Israel Insights*. <https://www.mordorintelligence.com/es/industry-reports/israel-cosmetics-products-market-industry>
- Mordor Intelligence. (2023d). *Mercado de productos cosméticos de la India Insights*. <https://www.mordorintelligence.com/es/industry-reports/india-cosmetics-products-market-industry>
- Noon. (n.d.). *L'OREAL PARIS KSA Store | 30-75% OFF | Riyadh, Jeddah | noon*. noon.com. https://www.noon.com/saudi-en/l_oreal/
- Olavarrieta, S. (2001). Aspectos metodológicos en la investigación cross-cultural. *Academia. Revista Latinoamericana De Administración*, 26. <https://www.redalyc.org/pdf/716/71602605.pdf>

- Pantene España. (n.d.). *Champú, acondicionador y productos para el cuidado del cabello / Pantene España*. <https://pantene.es/es-es/>
- Pantene Israel. (2021, August). פנטה! הזמן הגיע. Instagram. <https://www.instagram.com/p/CSv7qyNoSVR/?hl=es>
- Pantene Mexico. (2016, July 6). *Selena - 3 Minute Miracle*. Facebook. <https://es-la.facebook.com/PanteneMexico/photos/cuidar-del-cabello-tiene-que-ser-divertido-selena-gomez-una-de-las-chicas-m%C3%A1s-ho/1089180367809328/>
- P&G in Israel. (n.d.). <https://www.pgcareers.com/location-Israel>
- Procter & Gamble España. (n.d.). Procter & Gamble Spain. <https://es.pg.com/>
- Productos de belleza Arabia Saudí. (n.d.). Europages. <https://www.europages.es/empresas/arabia%20saud%C3%AD/productos%20de%20belleza.html>
- Ramos, A. (2021, July 29). Apropiación cultural: qué es y por qué es tan controversial. CNN. <https://cnnespanol.cnn.com/2021/07/29/apropiacion-cultural-que-es-y-por-que-es-tan-controversial/>
- Rivas, S. (2023, January 30). *¿Qué es la apropiación cultural?* Revista Credencial. <https://www.revistacredencial.com/noticia/actualidad/que-es-la-apropiacion-cultural#:~:text=LA%20APROPIACI%C3%93N%20cultural%20es%20una,a%20una%20comunidad%20hist%C3%B3ricamente%20vulnerada.>
- Salas, H. J. (2011). Marketing islámico y las oportunidades del mercado Halal: Una revisión sistemática de la literatura. *Revista San Gregorio*. <http://scielo.senescyt.gob.ec/pdf/rsan/v1n50/2528-7907-rsan-1-50-00116.pdf>
- San Anastasio International School. (2022, October 19). Canon de belleza: ¿cómo ha evolucionado a lo largo de la historia? *San Anastasio International School*. <https://sanastasio.com/canon-belleza-evolucion/>
- Siegel Vann, D., & Dayán Shabot, R. (n.d.). *Fiestas judías*. Catholic.net. <https://es.catholic.net/op/articulos/17714/cat/1175/fiestas-judias.html>
- Similar Web. (n.d.). *Challenge Validation*. <https://www.similarweb.com/es/website/garnier.de/#demographics>
- Swenden, W. (2019). *La política lingüística en la India: ¿un equilibrio inestable?* Departamento De La Presidencia. https://presidencia.gencat.cat/es/ambits_d_actuacio/desenvolupament_autogovern/institut-destudis-autogovern/observatori/50-ombres-del-federalisme/politica-linguistica-india
- The Mash Store. (2021, July 14). *Apropiación cultural*. <https://themashstore.life/apropiacion-cultural/>

- Tobon, S., & Tobon, N. (2013). *Turismo Religioso: Fenómeno Social Y Económico (Religious Tourism: Social and Economic Phenomenon)*. <https://ssrn.com/abstract=2435380>
- Tramullas, N. (2011, March 21). *La obsesión india por la piel clara*. FashionNetwork.com. <https://es.fashionnetwork.com/news/La-obsesion-india-por-la-piel-clara,160429.html>
- Vargas, S. (2021). “*EXPORTACIÓN DE PRODUCTOS COSMÉTICOS HALAL A EMIRATOS ÁRABES UNIDOS* [Trabajo de Fin de Máster]. Universidad de Córdoba. https://helvia.uco.es/xmlui/bitstream/handle/10396/22621/tfm_sandra_vargas_rey.pdf?sequence=1&isAllowed=y
- Vega, S. M. (2012). LA REPRESENTACIÓN ESTÉTICA DEL GÉNERO FEMENINO EN LA PUBLICIDAD DE PERFUMERÍA Y COSMÉTICA. *Core.ac.uk*. I Congreso Internacional de Comunicación y Género, Sevilla, Andalucía, Spain. <https://core.ac.uk/download/pdf/51401184.pdf>
- What Does the Bible Say About Wearing Makeup?* (n.d.). https://www.openbible.info/topics/wearing_makeup
- Weller, J. (2011, August). *Fortalecer la productividad y la calidad del empleo: El papel de las disposiciones laborales de los tratados de libre comercio y los sistemas nacionales de capacitación y formación profesional*. <https://repositorio.cepal.org/bitstream/handle/11362/3884/S2011052.pdf?sequence=1>
- Xabone. (2018). Conoce los secretos de belleza de las mujeres de la India. *XABONE Cosméticos Orgánicos*. <https://www.xabone.com/blogs/news/conoce-los-secretos-de-belleza-de-las-mujeres-de-la-india>
- Yasmín, M. (2019, January 13). *Estilo & Belleza Archives - Pureza Femenina | Taharat Hamishpajá*. Pureza Femenina | Taharat Hamishpajá. <https://purezafemenina.com/category/estilo-belleza/>

ANEXO 1: Resumen en español

Debido a que se trata de un sector en expansión y muy competitivo, especialmente en el sector cosmético, el marketing cross-cultural de productos de belleza es un tema de gran importancia actual. Las empresas deberán gestionar las diferencias culturales y religiosas de los nuevos mercados a los que se expanden para obtener una ventaja competitiva y aprovechar nuevas oportunidades de mercado.

Las normas y valores sociales, culturales y religiosos de un país tienen un gran impacto en el marketing mix de una empresa en un mundo tan globalizado como el que vivimos. Estas variables culturales y religiosas no solo afectan y definen las relaciones entre vendedor y comprador, sino que también influyen directamente en las preferencias y comportamientos de compra de los consumidores, lo que genera un impacto directo en las políticas de comunicación y producto.

El objetivo principal del presente trabajo es investigar cómo los contextos culturales y religiosos afectan a la demanda de productos de belleza al mismo tiempo que fomentan estrategias de adaptación efectivas para las empresas que operan en mercados cultural o religiosamente diversos.

Aunque el concepto de marketing cross-cultural no se atribuye a ningún autor en particular, es importante resaltar el papel de ciertos autores en el campo, como las teorías de Edward T. Hall, Geert Hofstede o Fons Trompenaars. Aunque cada una de sus teorías se centran en diferentes aspectos culturales y en cómo abordarlos, todas ellas ayudan a comprender cómo la diversidad cultural puede condicionar las estrategias de marketing en contextos globales. Gracias a estas teorías, el concepto de marketing cross-cultural acabó de desarrollarse considerablemente en la época de los 2000.

El concepto de marketing cross-cultural de productos de belleza se refiere a todas las estrategias y acciones encaminadas a la promoción y comercialización entre países de productos relacionados con el cuidado personal y la belleza, incluyendo una amplia gama de productos tales como cosméticos, productos para el cuidado del cabello y la piel, fragancias e incluso accesorios varios. Esta comercialización debe darse teniendo en cuenta la necesidad de adaptación de todos estos productos a los requerimientos culturales y religiosos de las naciones y territorios en concreto a los que la empresa quiera expandirse.

El vínculo entre la religión, cultura y el comportamiento del consumidor es complejo y multifacético. La cultura y la religión influyen en gran medida en el comportamiento del consumidor a través de actitudes, percepciones, preferencias y normas sociales, puesto que los consumidores tienden a adquirir aquellos productos que estén en consonancia con sus creencias sociales y religiosas, sobre todo en aquellos países altamente religiosos donde la fe y los valores espirituales rigen la mayor parte de las adquisiciones de los consumidores.

Los ideales de belleza han cambiado a lo largo de la historia y varían de una cultura a otra y por supuesto de una época histórica a otra. Las normas sociales también influyen en el uso de productos de belleza, ya que existe una presión estética, sobre todo en las sociedades occidentales, que incita a la utilización de maquillaje y otros productos relacionados con el cuidado personal para parecer más atractivo. Las prácticas tradicionales, la percepción de la higiene y la clase social también influyen en el uso de productos de belleza.

En cuanto a los factores religiosos, la modestia, las restricciones dietéticas, los periodos de ayuno, las normas de género y las celebraciones religiosas son factores que influyen en la elección y el uso de los productos de belleza. Es esencial comprender estos factores para desarrollar estrategias de marketing adaptadas a las diferentes culturas y religiones.

Diversas investigaciones sobre el impacto de la cultura y la religión en el marketing de productos de belleza han sido realizadas a lo largo de la historia. Estos estudios han ayudado a las empresas a desarrollar diferentes estrategias de marketing mix que les permiten adaptar de forma efectiva sus productos a consumidores cuyas culturas y religiones son diversas. Los resultados de estas investigaciones revelan las acciones necesarias que permiten a las empresas crear mensajes y campañas más efectivos y culturalmente sensibles. En suma, brindan información sobre las preferencias de los consumidores y como estas preferencias transforman la demanda, promueven la innovación de los productos y fomentan la sensibilidad cultural y religiosa.

Con el objetivo de ejemplificar las diferencias culturales y religiosas que pueden afectar al marketing-mix de estos productos, se han tomado como referencia los mercados de belleza de Arabia Saudita, Israel e India. Estos tres mercados se consideran tres países altamente religiosos donde las religiones predominantes son practicadas por una mayoría de la población.

En Arabia Saudita, un país musulmán conservador, existe una creciente demanda de cosméticos y fragancias. En este país, sobre todo las mujeres han de tener en cuenta las normas de modestia y los ideales islámicos a la hora de adquirir y sobre todo utilizar los productos de belleza de marcas occidentales. Los actores más relevantes del mercado son L'Oréal, Procter & Gamble, Beiersdorf AG, Avon, Unilever y Estée Lauder.

En Israel, por su parte, los supermercados y otras tiendas minoristas juegan un papel fundamental en la distribución de productos veganos y libres de crueldad animal. Estos productos son muy demandados en Israel debido a los ideales religiosos del judaísmo que exigen la certificación kosher para productos de belleza, higiene y cuidado personal. Las empresas con mayor relevancia en el mercado son Pharma Cosmetics Laboratories, Olea Essence, L'Oreal, Procter & Gamble y Estee Lauder.

India, país cultural y religiosamente muy diverso, el mercado de productos de belleza está en constante crecimiento. Este crecimiento es impulsado por el aumento de los ingresos y la adopción de los cosméticos de color. En suma y al igual que en Israel, existe una tendencia hacia productos orgánicos y libres de crueldad animal. En cuanto a la distribución, además de la venta física, el comercio electrónico es uno de los principales canales de distribución. Entre otras, los actores con más influencia en el mercado son L'Oreal, Estee Lauder, Colorbar Cosmetics, Garnier y Natura & Co.

Como ya se ha comentado anteriormente, los ideales culturales y religiosos influyen en el marketing de productos de belleza en diferentes mercados.

La cultura islámica y las normas halal son cruciales en Arabia Saudita. Al promocionar sus productos, las empresas deben tener en cuenta la sensibilidad religiosa, la separación de género y la modestia en la vestimenta.

En Israel, por su parte, es importante que las empresas respeten las tradiciones religiosas judías y musulmanas, como las normas kosher y la veneración del Shabat. Debido a la gran afluencia turística de la región, se debe tener en cuenta la influencia de este en la población local, así como las tendencias cosméticas extranjeras.

Los mensajes de marketing en India han de adaptarse a la diversidad religiosa y lingüística. Existe una demanda creciente de bienes que respaldan las creencias religiosas y espirituales, además de aquellos productos que utilizan ingredientes tradicionales indios. En suma, existe una creciente tendencia hacia la belleza natural y al

blanqueamiento de la piel, queriendo estar en consonancia con los ideales de belleza occidentales. Además, el mercado de productos de belleza para hombres está en constante crecimiento.

Estos tres mercados son diversos y altamente competitivos, con una amplia oferta de marcas y productos que buscan satisfacer las necesidades y preferencias de los consumidores en cada territorio.

En el mercado saudita, la competencia se basa en la calidad, innovación y variedad de opciones disponibles. Las estrategias de marketing adaptadas a la cultura saudita y la distribución a través de canales de venta autorizados, plataformas en línea y tiendas minoristas son los principales enfoques de la competencia. Como empresas locales, HADAEEQ PERFUMES y CORPORATION WAHHAJ SAMI ALBARADEI, dedicadas a la perfumería y cosmética han de competir con actores internacionales de gran relevancia en el país como L'Oréal, Estée Lauder, Nivea, Maybelline, Olay y MAC, entre otros. En suma, el comercio electrónico de cosméticos y fragancias ha experimentado un crecimiento significativo, con marcas internacionales invirtiendo en el área y marcas locales ofreciendo perfumes a base de oud para satisfacer la demanda de aromas exóticos y finos.

En Israel existe una gran preferencia por los productos basados en ingredientes naturales como los minerales del Mar Muerto. En dicho mercado, actores internacionales como Maybelline, Nivea, L'Oréal, Procter & Gamble y Neutrogena compiten con empresas locales de gran relevancia entre los consumidores como Lavidó, Moraz, Gamila Secret y The Organic Hemp Line, entre otros.

El mercado indio, altamente competitivo y diverso, ofrece una amplia gama de productos entre los que destacan los cosméticos, los perfumes y los productos de cuidado de la piel y del cabello. Al igual que en Israel, marcas internacionales como Maybelline, Garnier, L'Oréal o MAC han de competir con actores nacionales como Himalaya Herbals, Lakme, Forest Essentials o Biotique, que ofrecen productos naturales y basados en la medicina tradicional india.

En suma, para adaptarse a las exigencias y gustos de otras culturas y religiones, las estrategias de adaptación marketing cross-cultural para productos de belleza son cruciales.

En cuanto a la adaptación del producto, las empresas de productos de belleza deben cuidar que las adaptaciones que realicen no comprometan los aspectos técnicos del producto como la efectividad o calidad de este. Para esta adaptación, es crucial considerar las certificaciones halal y kosher, además de las pautas propuestas por la medicina Ayurveda propias del hinduismo. Estas consideraciones implican la modificación de la composición de los productos, evitando el alcohol, el colágeno y las siliconas de origen porcino y otros elementos de origen animal, además de la inclusión de muchos otros ingredientes naturales altamente alabados por distintas culturas y religiones.

A la hora de adaptar la promoción y la publicidad, las normas de modestia y preceptos religiosos son muy importantes. Deben evitarse las imágenes o declaraciones provocadoras, además de hacer hincapié en los valores de modestia de las culturas islámica, judía o hindú. Para forjar una relación genuina con el público objetivo, también deben tenerse en cuenta modelos y testimonios que respeten los puntos de vista y valores religiosos. Además, es muy útil utilizar en las campañas publicitarias colores asociados a cada religión, como el verde y el blanco para el islam, el azul y blanco, oro y plata para el judaísmo, y el rojo, naranja y amarillo para el hinduismo.

A la hora de modificar los precios de sus productos, las empresas deben considerar los principios religiosos. Las naciones musulmanas deben aplicar las enseñanzas del Corán y la Sunnah, considerando el bienestar y las necesidades de la sociedad, evitando precios demasiado altos o bajos y teniendo en cuenta la figura de Dios y lo que este proclama al determinar los precios. En los países árabes, es común el regateo de precios, por lo que las compañías deben estar preparadas para ello, especialmente en las ventas en los mercados al aire libre.

Finalmente, cuando se trata de distribución, es importante tener en cuenta las diferencias culturales y religiosas que existen en los canales de distribución, como las regulaciones halal y kosher, o trabajar con distribuidores locales que estén familiarizados con los gustos, preferencias y hábitos locales.

Todas estas adaptaciones mencionadas anteriormente tienen su ejemplificación real en los casos de L'Oréal en Arabia Saudita, las distintas marcas de Procter & Gamble en Israel y Garnier en la India.

L'Oréal ha modificado sus tácticas de marketing en Arabia Saudí para adaptarse a las variadas prácticas religiosas y culturales del país. Por ejemplo, han creado la campaña

"Lecciones de valor", centrada en el empoderamiento de la mujer saudí. Han elegido embajadoras locales para comercializar sus productos en lugar de celebridades internacionales para generar una conexión más genuina con el público saudí y respetar en todo momento los rasgos físicos locales. Además, han segmentado su mercado para ofrecer productos adaptados a las necesidades y gustos de las mujeres saudíes, considerando factores como el tono de la piel y las condiciones climáticas. En suma, han implementado estrategias de distribución efectivas que combinan una presencia en línea sólida con una presencia minorista auténtica, como el uso de aplicaciones móviles para facilitar las compras online.

Por su parte, Procter & Gamble ha dirigido su estrategia de marketing en Israel a la comunidad judía, que constituye la mayoría de la población. Han realizado campañas de marketing que destacan la eficacia del producto, como el "Milagro de 3 minutos" de Pantene. Aunque las campañas tienen una similitud visual con las de otros países, se ha prestado especial atención al texto y al lenguaje utilizado en los anuncios, traduciéndolo al hebreo para forjar una relación más pertinente y culturalmente adecuada con el público objetivo.

Garnier ha modificado sus tácticas de marketing en la India para tener en cuenta los intereses y necesidades de los consumidores locales. Teniendo en cuenta las variaciones climáticas y las prácticas de cuidado personal profundamente arraigadas en la cultura india, han creado productos específicos para los tipos de piel y cabello de los consumidores indios. Además, han invertido en iniciativas y campañas de marketing dirigidas al mercado indio, destacando la singularidad y belleza de las mujeres indias. Además, para comercializar sus productos, han recurrido a personas influyentes locales y han utilizado las redes sociales y las plataformas digitales para llegar a un público más amplio.

Estas empresas son el ejemplo perfecto de lo importante que son las modificaciones en el lenguaje publicitario, la segmentación del mercado, las tácticas de distribución, los precios y las promociones para competir en países con diferentes tradiciones religiosas y culturales. Han demostrado tener en cuenta las costumbres religiosas y las normas culturales locales, lo que les ha ayudado a estrechar lazos con los clientes y ganarse su confianza en diversos países en desarrollo.

Por último, un análisis exhaustivo del marketing de productos de belleza en países con diferencias culturales y religiosas requiere tener en cuenta diferentes consideraciones éticas tales como la apropiación cultural, los estereotipos y la explotación.

Es posible considerar el uso de prácticas y productos de belleza de otras culturas como una especie de apropiación y dominación cultural. Las empresas de belleza deben ser conscientes del problema y tomar medidas para evitar la apropiación cultural, como la educación, la investigación real, la colaboración con especialistas culturales y la promoción de la diversidad.

Los estereotipos de género se utilizan con frecuencia en la publicidad y promoción de productos cosméticos, lo que puede restringir las opciones de ampliar mercados y mantener normas y expectativas limitantes. Si se evitan las ideas preconcebidas y se introducen iniciativas que cuestionen las normas de género convencionales, el sector de la belleza puede promover mejor la inclusión y la igualdad de género.

En cuanto a la explotación, existen casos de explotación laboral en la cadena de suministro de productos de belleza de las culturas y religiones analizadas, como el trabajo infantil en las minas de mica de la India. Las empresas deben adoptar medidas de responsabilidad social corporativa, como establecer políticas éticas, colaborar con organizaciones contra la explotación laboral y realizar auditorías para prevenir y detener esta problemática.

En definitiva, las adaptaciones en el marketing de productos de belleza en países con diferencias religiosas y culturales son siempre necesaria a la hora de comercializar con países cuyas consideraciones éticas, culturales y religiosas son muy diferentes al país de origen de las compañías analizadas. Además, la comprensión y sensibilidad hacia las diversas comunidades y religiones pueden fomentar el éxito internacional de las empresas.