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## *How to improve the customer experience when buying cosmetics online?*

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HOW TO IMPROVE THE CUSTOMER EXPERIENCE WHEN BUYING COSMETICS ONLINE?

**Charlotte Marie Françoise MADELINE**

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## Resumo

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A indústria cosmética enfrenta atualmente grandes desafios, especialmente com o surgimento de novas tendências e a crescente importância das compras online. A experiência do consumidor na compra de cosméticos em linha deverá evoluir de modo a preencher algumas das lacunas que esta dissertação pretende colmatar. Portanto, o objetivo desta tese é melhorar a experiência do cliente na compra de cosméticos em linha, capturando a viagem do cliente em linha e propondo soluções para a melhorar. A fim de alcançar este objetivo, este ensaio fornece em primeiro lugar uma visão geral do mercado atual de cosméticos, uma análise dos conceitos-chave relacionados com a experiência do cliente e um estudo de pesquisas anteriores relativas a mapas de viagem do cliente.

Em seguida, um estudo de investigação qualitativa envolvendo vinte entrevistas permitiu a recolha de dados preciosos dos clientes, que foram depois analisados utilizando o Método dos Incidentes Críticos para definir as viagens típicas dos clientes. Na sequência do estudo destes percursos típicos do consumidor, foram desenvolvidos mapas de viagem do cliente para visualizar os seus pontos de dor e oportunidades de melhoria.

Os resultados deste estudo sugerem várias melhorias ao longo da viagem do cliente, tais como o desenvolvimento do UX dos websites, o fornecimento de conteúdos visuais acessíveis e qualitativos (vídeos, fotografias, etc.), a implementação de diagnósticos personalizados, a limitação das taxas de entrega, a simplificação de e-mails de feedback do cliente e a adaptação de programas de fidelização às necessidades actuais do consumidor, etc. Assim, as ferramentas visuais fornecidas pelos mapas de viagem do cliente permitiram-nos sugerir soluções adaptadas a cada fase da viagem de compra de cosméticos em linha. Estas sugestões de melhoria estão resumidas num mapa de viagem do cliente final que inclui as diferentes fases, as ações do consumidor e os pontos de contacto associados, bem como o seu estado de espírito ao longo de toda a viagem.

Finalmente, esta pesquisa fornece uma visão valiosa para as marcas de cosméticos que desejam melhorar o seu desempenho de vendas on-line a longo prazo através da compreensão dos comportamentos, necessidades e expectativas dos seus clientes.

**Palavras-chave:** Experiência do Cliente, Viagem do Cliente, Mapa de Viagem do Cliente, Indústria Cosmética

**JEL:** M31, M39

## Abstract

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The cosmetics industry is currently facing major challenges, especially with the emergence of new trends and the growing importance of online shopping. The consumer experience when buying cosmetics online is set to evolve in order to fill some of the gaps that this dissertation aims to address. Therefore, the purpose of this thesis is to improve the customer experience when buying cosmetics online by capturing the online customer journey and proposing solutions to enhance it. In order to achieve this objective, this essay firstly provides an overview of the current cosmetics market, an analysis of the key concepts related to customer experience and a study of previous research regarding customer journey maps.

Following this, a qualitative research study involving twenty interviews enabled the collection of precious customer data which was then analyzed using the Critical Incident Method to define typical customer journeys. After the study of these typical consumer paths, customer journey maps were developed to visualize their pain points and opportunities for improvement.

The results of this study suggest various enhancements along the customer journey such as developing websites' UX, providing accessible and qualitative visual content (videos, photos, etc.), implementing personalized diagnostics, limiting delivery fees, simplifying customer feedback emails and adapting loyalty programs to current consumer needs etc. Thus, the visual tools provided by the customer journey maps allowed us to suggest solutions adapted to each phase of the online cosmetics purchase journey. These suggestions for improvement are summarized in a final customer journey map that includes the different phases, the consumer's actions and associated touchpoints, as well as their state of mind throughout the journey.

Finally, this research provides valuable insight for cosmetic brands wishing to improve their online sales performance over the long term by understanding their customers' behaviors, needs and expectations.

**Keywords:** Customer Experience, Customer Journey, Customer Journey Map, Cosmetics Industry

**JEL:** M31, M39

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## **1. Introduction**

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### **1.1. Context & research goal**

Cosmetics seem to have existed since the dawn of time. Their use would date back to the prehistoric era according to some historians, but the first archaeological evidence appears in ancient Egypt (Tardy, 2012). Since then, their uses have constantly evolved with the beauty practices throughout history. In the 1930s, with the emergence of mass production and consumption, cosmetics gradually became mainstream consumer goods. Nowadays, the competition in the perfume and cosmetics industry is very strong. There is a multitude of brands and new products are constantly being launched. It is no longer enough to sell products or services at the lowest cost to retain clients. Even if certain branded products remain iconic, cosmetics groups must therefore constantly innovate so that consumers remain loyal to their brand and products. This observation is even more real since the emergence of new digital technologies (Berbon & Lemesle, 2020).

In fact, scholars have understood as early as the 60's, that in the next years, the success of companies will be based on commercial strategies build around customer centric experience, which means taking into account customer's need and expectations. Indeed, from the 70s to 2010s, many "customer centered" notions emerged such as customer satisfaction and loyalty, service quality, relationship marketing etc. These concepts are the premises of the renewed notion of customer experience, seen as a multidimensional construct through the process of customer decision/purchase journey (Lemon & Verhoef, 2016). Therefore, the topic of the customer experience became a top priority for companies since 2018 (Wills, 2019) as the interactions between consumers and companies were getting inextricable in an increasingly complex technological, promotional and advertising ecosystem (Lemon and Verhoef, 2016). In this perspective, the Marketing Science Institute has included the topic in its "research priorities" for 2020-2022 (MSI, 2020).

This research topic is even more relevant in the context of the Covid-19 pandemic. The crisis is not only sanitary, but also economic and social. It has led to deep modifications regarding the consumer purchasing behavior and therefore on their experience as customer. One of these changes involves making more purchase online. However, the growth in online sales has not affected all industries simultaneously (Le Monde & AFP, 2020). Indeed, at the beginning of the pandemic in March 2020, sales in the cosmetics sector collapsed with the shutdown of physical stores and the online sales of cosmetics did not immediately increase.

Nevertheless, the trend reversed from the end of March 2020 with a growing e-commerce activity and a peak in the conversion rate of online sales in the cosmetics sector (Statista, 2020). The first main explanation is that consumers were initially shocked by the situation, its novelty and the uncertainty that it implies. The second reason is that they did not see the point of using make-up or perfume every day when they no longer have a social life. Finally, the third reason is that this kind of product is much easier to buy in physical stores since it appeals directly to our senses such as smell or touch, and that online experience do not allow to convey these aspects yet. Therefore, the purchasing habits of cosmetics consumers had to evolve, hence the latency period before the online sales increase. Here, it is clear that there is a significant gap to fill concerning the online customer experience for cosmetic brands.

Through the years, several existing studies approach the notion of customer experience but not a lot of them addresses the “online” aspect. In addition, only a few of them are giving concrete example of processes to improve the customer experience. Most of them talk about customer experience in a broad way with relatively general theoretical advice, and address the problem from a general perspective, not a particular sector. Consequently, this dissertation aims to fill the gap existing at these levels by answering to the following questions: (1) How is currently characterized the online purchase of cosmetic products? (2) What are the main opportunities for improvement? (3) What solutions can be implemented to take advantage of these opportunities?

## **1.2. Objectives**

To analyze this topic in a deeper manner, this thesis will take the form of a dissertation. This dissertation will allow a better understanding of the online customer experience from customer perspective. It will help to understand the challenges of improving the online customer experience for cosmetics brands by designing the online customer journey regarding the cosmetics market context and the customers behaviors.

To answer to the question identified, this dissertation will address several objectives. the first one would be to understand the context of the cosmetics industry and to determine consumers expectations when they are buying cosmetics online. The second one will be to define the main concepts related to the online customer experience and then to identify its components and obstacles to overcome when buying cosmetics online. Therefore, the third objective will be to establish a customer journey map in order to improve the customer experience when purchasing cosmetics online.

### **1.3. Structure**

To address the research objectives, this dissertation will be organized in 4 parts (excluding the introduction and the conclusion). It will start with a Literature Review that seeks to contextualize the research problem, to define the theoretical concepts related to the customer experience, and to study the different solutions already suggested to solve similar problems.

The subsequent section will be the Methodology and conceptual framework, which will be presenting the method for collecting the primary data and the one used to analyze the data in order to extract the results. Then, the main results will be presented in a fourth part as consumer journey maps. Finally, we will conclude this dissertation with the managerial implications, limitations and suggestions for future research.

## **2. Literature review**

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The objectives of this literature review are to contextualize the research problem with a global overview of the cosmetic industry, then to define the theoretical concepts related to customer experience in order to better understand the terms of the question, and finally to study the different solutions already suggested to solve similar problems.

### **2.1. The cosmetics industry**

#### **2.1.1. The cosmetic market**

Since 2010, the cosmetics industry has experienced a high growth rate and remains dynamic despite the economic ups and downs. In 2018, the cosmetics sector represented a 200 billion euros turnover of which 16% comes from e-commerce, i.e. 32 billion euros (L'Oréal, 2018). The global beauty market (excluding soaps and toothpaste) was expected to reach 220 billion euros in 2020 (L'Oréal, 2018), but the pandemic has significantly slowed growth in the cosmetics industry. In recent years, cosmetics, as the consumer expectations, have changed a lot and brands are trying to position their products in such a way as to attract the younger generation, in particular the Millennials (GWI, 2021). The distribution of products has also changed: e-commerce and click & collect are becoming more and more popular purchasing methods. Travel retail also represented a great growth potential, essentially for luxury products, given the increase in the number of travelers but this was before the Covid crisis (Le Monde & AFP, 2020).

*Outlook.* The health crisis is temporarily disrupting the sector growth. Indeed, the consequences of this crisis are multiple. Firstly, there has been a decline in household purchasing power. Second, it is slowing down the middle classes' emergence in developing countries, particularly in Asia-Pacific where the growth potential was incredible. The drop in tourist travel is also catastrophic since tourism would usually generate a large share of the turnover thanks to duty-free (€27.6 billion in 2018 according to L'Oréal). Furthermore, social distancing measures have a direct impact on the consumption of make-up since it is no longer considered important to wear make-up when you don't leave your home and you don't see anyone. Finally, the closure of certain suppliers' factories and the closing of certain distribution channels could jeopardize the production of cosmetics and their marketing, leading to a decrease in sales (Berbon & Lemesle, 2020).

*Structure.* By cosmetics, we are referring to five categories of products: (1) skin care (creams, masks or scrubs, etc.) which represent 39 % of the global sales, (2) hair care which

account for 21% (3), make-up (lipsticks, foundation, mascara, etc.) which contribute to 19%, (4) perfumes which represents 11%, and finally (5) hygiene products which account for 10% of the global sales (Berbon & Lemesle, 2020). The cosmetics market is divided into two major segments: mass products (around 80% of the market) and prestige products (20%) (Samarcq & Giraud, 2020). Mass products target a broad clientele as they have low selling prices, and they are accessible in the largest distribution channels like supermarkets or pharmacies. Prestige products aim at a much narrower range of consumers as they are expensive and they are distributed in specialist shops, hairdressing salons, luxury spas or duty-free outlets. However, a third segment can be determined, it is the "masstige" products (midway between prestige products and mass-market products). They have premium characteristics (higher quality, brand value, etc.) but are aimed at a very broad customer base as their prices are lower through the use of private sales (Berbon & Lemesle, 2020).

*Trends.* The cosmetics market is under fluctuating trends. The first one is the increasing rejection of mass-market products in favor of products with high added value with a better quality, made from natural ingredients, with a purpose of treatment (anti-ageing) or protection (pollution, sunshine, etc.) (Photoslurp & Zinklar, 2019; Berbon & Lemesle, 2020). The second one is relative to the digitalization of the client experience which is now inevitable with the pandemic (GWI, 2020a).

### **2.1.2. Segmentation & consumers profiles**

The cosmetics market is rather segmented as the evolution of demographics and consumption trends generate new segments. Indeed, from a demographic point of view, the Millennials are entering the labor market and, more generally, the population is aging. In terms of consumption trends, there is a growing importance of appearance but also an increased attention to the composition and origin of products (Berbon & Lemesle, 2020).

*General segmentation.* The female customer base is largely prevalent in this industry, but more and more men are paying attention to their appearance and are consuming more cosmetics. This increase in men's consumption led the brands to increase the number of adapted skincare products. In addition to this gender segmentation, a distinction is made between age-related segments. Firstly, baby and childcare products are increasingly popular and are mainly sold in pharmacies due to the medical endorsement of these retailers (Berbon & Lemesle, 2020; Samarcq & Giraud, 2020). Secondly, teenagers (Gen Z) are investing a growing share of their pocket money in cosmetics but have quite specific expectations (skincare against imperfections/acne, odors and colors, etc.). Young adults (the Millennials/Gen Y) are entering

the labor market and therefore represent a very important sales growth potential due to their new purchasing power and high expectations (Samarcq & Giraud, 2020). Finally, people over 50 years of age are looking for anti-wrinkle or restructuring treatments. They represent a segment of choice because their "beauty" budget is higher on average. It should also be noted that according to an IBM study, 81% of cosmetics buyers are either considered as value-driven consumers (41%) who want good value products, or as purpose-driven consumers (40%) who are looking for brands aligned with their lifestyle and values (IBM, 2020).

*Millennials.* As previously mentioned, this young generation (born between 1980 and 2000) represents a significant sales growth potential as they account for 30% of global retail sales in 2020 according to a Deloitte study. Their importance in cosmetics sales is bound to increase in the coming years due to their arrival on the employment market for the youngest, and for the oldest, their professional ascension which goes hand in hand with the increase in their purchasing power. Millennials are highly connected (social networks, influencers, blogs, websites, e-commerce), want personalized products (IoT, digital tools) and are concerned about social and environmental responsibility (organic or natural products, not tested on animals, vegan, eco-responsible packaging, corporate image, corporate CSR policy) (Photoslurp & Zinklar, 2019; Berbon & Lemesle, 2020; GWI, 2021). To catch this potential, brands must adopt the codes of this segment. These individuals are highly connected and rely on influencers, blogs or youtubers to make their purchasing decisions. Brands must therefore have a strong digital presence to control their image (Samarcq & Giraud, 2020). Leading the charge in sustainability awareness, Millennials are concerned about buying products that are consistent with their social and environmental values (IBM, 2020). They prefer brands with a high level of social responsibility, products with eco-friendly packaging or products made from organic or natural ingredients (IBM, 2020). Finally, 62% of Millennials are shopping online nowadays according to the Global Web Index study (2021), which makes the importance of the channel even more obvious.

### **2.1.3. The use of digital technology in the cosmetic market and its impact**

Although the migration to online had already started before the Covid-19 crisis, the lockdown and closure of permanent shops has led to an increase in e-commerce cosmetics sales worldwide, and since the situation has not yet returned to normal, it is essential for cosmetic brands to strengthen their online presence (Berbon & Lemesle, 2020; Samarcq & Giraud, 2020). To achieve this goal, a digital transition has begun. Indeed, digital brings a large number of opportunities for cosmetics and fragrance companies in terms of communication, marketing,

innovation, distribution and demand. It allows companies to implement a more interactive communication strategy with their consumers.

The access to the data collected by social networks also enables them to better understand consumer expectations and to develop products in this way. It also makes it possible to share personalized advertising which is therefore more likely to lead to a purchase. Generally, cosmetic groups also publish content dedicated to advice, promotions, etc. At the same time, the increasing attention paid to physical appearance on social networks is helping to boost cosmetics sales, particularly within the Millennials (GWI, 2021).

The development of e-commerce, whether on a brand's website or on e-commerce sites specializing in cosmetics or general, creates a new potential for sales growth and the opportunity to be known by more consumers for a brand (Berbon & Lemesle, 2020). The data collected on their online platform are used to analyze key indicators such as the frequency of in-store visits, recurring visitors, size of shopping basket, etc. This enables groups to better segment the market and to be more responsive to new trends in order to secure the launch of their innovations (Samarcq & Giraud, 2020).

Finally, artificial intelligence, virtual reality and connected objects allows a better service's customization, which increase customer loyalty (Lemon & Verhoef, 2016). For example, there are mobile applications that make it possible to carry out a diagnosis of the consumer's skin and offer appropriate recommendations, also according to the direct environment (humidity, heat, sun, pollution, etc.). In addition, some brands are developing the online experience so that consumers can appreciate the colors of the products on their faces in the image of Sephora, Chanel with its new Lips scanner app (CHANEL, 2021) and Dior with its new Instagram filter (Dior, 2020). Regarding the Augmented Reality, more and more Internet users and cosmetic consumers (especially among Millennials and teenagers) are saying to be ready to use this technology although it is not yet popular enough to be decisive in the purchasing process (Jessen et al. 2020; GWI, 2020a).

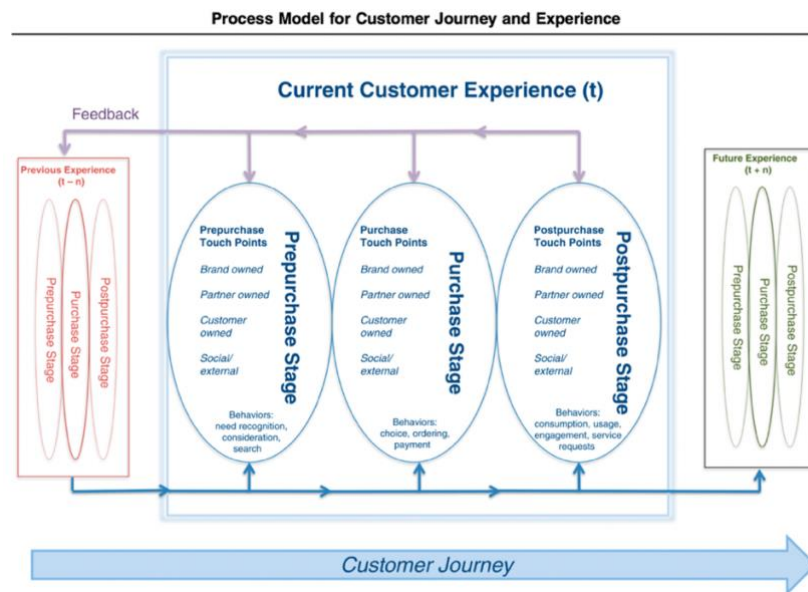
However, digital tends to limit the control a company has over the image of its brands. The opinions of other consumers expressed on social networks and those of influencers are increasingly important in the cosmetics purchasing process (Photoslurp & Zinklar, 2019). In this context, the power of brand value as well as consumer loyalty is crumbling: the consumers' idea of the product no longer depends only on the brand and advertising campaigns but on a multitude of opinions from other consumers. As a result, cosmetic groups have less control over their brand image. In order to overcome this problem, brands increasingly collaborate with "ambassadors", who are supposed to represent them on social networks (GWI, 2020a).



## 2.2. The customer experience (CE)

### 2.2.1. The concept of customer journey

The *customer journey* (CJ) is divided into 3 phases (Figure 1). The first one is the *prepurchase* phase, it encompasses all of the customer's interactions with the brand and its environment prior to a transaction (Lemon and Verhoef, 2016). The second phase is the one of the *purchases*. It includes all interactions with the brand and its environment during the purchase itself. It is characterized by the consumer's choice, the order and then the payment. Although it is short, this stage includes a very large number of contact points that can influence the purchase (Lemon and Verhoef, 2016). The last phase is the *post-purchase*. It covers the customer's interactions with the brand and its environment after the purchase. It is characterized by use/consumption, post-purchase engagement and service requests. At this stage, according to the consumption experience, the customer can return the product if possible, repurchase it or seek variety, and he can also engage in nonpurchase behaviors such as word of mouth (Lemon and Verhoef, 2016).



**Figure 1** - Process Model for Customer Journey and Experience. Source: Lemon & Verhoef, 2016.

This last phase of CJ introduces the concept of “*loyalty loop*” as it can lead either to redemption, additional commitment or a return to the pre-purchase phase, thus repeating the cycle. This mechanism is typical of the “*smooth customer journey model*” (Siebert and al., 2020), which is the most recommended model in the Customer Experience Management literature for a product or a service. This model is based on the definition of Lemon and Verhoef (2016) and acknowledges three phases that the customer goes through during its decision process. First, the consideration of multiple brands and the evaluation of those brands, then, the

purchase itself and finally, the consumption experience (Siebert and al., 2020). It provides a consistent, effortless and predictable experience through “*simplification (elimination of unnecessary steps), personalization (anticipating customer’s preferences) and contextualization (providing just-in-time support)*” (Siebert and al., 2020) techniques to enroll the customer in this seamless loop. However, an alternative customer experience model has been analyzed by Siebert and al. (2020), but it is mainly applicable in the case of a service. It is the “*sticky journey model*” which is the opposite of the “smooth journey model” and works differently as the stages are not clearly define. What makes the customer experience so appealing are the constant variations (“experiential roller coaster”) along the journey (Siebert and al., 2020). We can therefore differentiate two customer journey models through which the customer experience is very different. Thus, it is recommended to implement the “smooth model” when the offer is a product, or a service categorized “instrumental”, whereas for “recreational” services, it is suggested to use the “sticky model” (Siebert and al., 2020).

### **2.2.2. Definition of “customer experience”**

The first research on this concept dates back to the 1950s, and its definitions as a proper construct have evolved over time according to the various researchers who have studied the topic. In 1999, Schmitt defined client experience around 5 types of experience: sensory, affective, cognitive, physical and social identity. Then, McCarthy and Wright (2004) see technology as part of the customer experience and decided to add the compositional and spatio-temporal dimensions. Later, with Brakus and Zarantonello, Schmitt (2009) added the notion of brand experience, which is built around four dimensions: sensory, affective, intellectual, and behavioral. Meyer and Schwager (2007) define customer experience as “a subjective response” of the consumer during a direct or indirect interaction with a company/brand. Here, the subjective nature of the response makes it possible to clearly distinguish the CE concept from other customer management concepts. More recently, De Keyser et al. (2015) took over Schmitt's original construction and defined the customer experience by adding a spiritual dimension to it.

Finally, Lemon and Verhoef (2016) put these definitions together in order to build a consensus: the *customer experience* is a “*multi-dimensional construct linked to a consumer’s cognitive, emotional, behavioral, sensory and social responses to a firm’s offer during the entire purchase journey*” (Lemon and Verhoef, 2016). Thus, the customer experience is built around multiple points of interaction between the consumer and the company, called “*touch points*”, that shape the “*customer journey*”. Kuehnl et al (2019) builds on this definition to add

that, in parallel to an effective customer journey, the *brand experience* is equally decisive in building and improving CE, especially in the case of so-called "hedonic" products requiring a low level of involvement. Given that cosmetic products can be categorized as both hedonic and utilitarian, and that the level of involvement can differ greatly depending on the product affinity of the consumer, it is therefore even more important to consider treating these two notions simultaneously (Kuehnl et al., 2019).

### **2.2.3. The concept of brand experience**

The notion of *brand experience* (BE) was introduced by Brakus et al. (2009), then adopted by Kuehnl et al. (2019). It is being defined as “*the consumer affective, cognitive and behavioral responses resulting from the assessment of brand-related stimuli regarding its design, identity, packaging, communication, and environments*”. Obviously, this response usually takes place after the product/service has been consumed (Holbrook & Hirschman, 1982; Joshi & Garg, 2020) and can vary in strength, intensity and in valence according to each customer (Kuehnl et al., 2019). Şahin et al. (2017) also support that BE is shaped by individual’s perception of any direct (such as testing, purchasing, consumption, satisfaction from consumption) and indirect (such as advertising, news, consumer reviews, word-of-mouth, brand reputation) interaction with the branded products and/or services (Şahin et al., 2017), which introduce the notion of *branded touchpoints*. Here, we acknowledge that touchpoints are not specific to the customer journey because they are also connected to the BE.

### **2.2.4. The customer journey’s and brand experience’s touchpoints**

As we have seen previously, the CJ is shaped by a multitude of contact points where the customer interacts with the brand. Lemon and Verhoef (2016) identified 4 categories of them: brand-owned touchpoints, partner-owned touchpoints, customer-owned touchpoints, social/external touchpoints. Kranzbühler et al (2019) also differentiate two types of contact points. First, those perceived as “*dissatisfying*”. They are related to the core features of the product/service and to consumers' extrinsic needs. If they are poorly executed, the customer's level of satisfaction decreases; if they are well performed, the level of satisfaction does not increase because it is the minimum required. Then there are the “*satisfying*” touchpoints, they contribute to increase customer satisfaction when they are well executed but do not decrease it if they are not (Kranzbühler et al., 2019). But for a CJ to be effective, Kuehnl et al (2019), addresses the notion of *touchpoints* from a BE perspective. Thus, touchpoints should be *thematically cohesive*, which means they must share a common brand theme that anchors brand

values, but also *connected* to each other across online and offline environments for seamless transitions (Homburg et al., 2017). They should be *consistent* in terms of brand design to ease the brand recognition, and they should be *context-sensitive*, which means responsive and adaptable to personalize each customer journey to align the customer's goal and the brand's offering (Homburg et al., 2017; Kuehnl et al., 2019). Homburg et al. (2017) states that touchpoints must be regularly monitored and adapted based on context and customer feedback in order to continuously improve the customer experience.

Ensuring the quality and “smoothness” of the customer experience at all these touchpoints is critical to improve the overall experience (Lemon & Verhoef, 2016). However, although the BE is essential, it is often costly and difficult to improve contact points for a brand and outsourcing their management can be a strategic solution (Kranzbühler et al., 2019) to not damage the BE precisely. Indeed, outsourcing the management of a touchpoint makes it possible to disassociate the brand from it and to improve the general appreciation of the brand experience by the customer. In this case, the firm can implement a *branded outsourcing*, which means that a third-party brand will manage the touchpoint in an explicit way to the consumer, or the firm can choose *the unbranded outsourcing* which is the same but the outsourcing by the third-party is not explicitly visible to the consumer (Kranzbühler et al., 2019). Therefore, Kranzbühler et al. (2019) recommend to brand outsource dissatisfying touchpoint such as payment, this way, the third-party absorbs a part of the negative impact and the focal brand evaluation remain neutral.

### **2.2.5. The benefits of improving Customer Experience**

There are many reasons why it is now essential to improve customer experience and therefore customer journey as its main component. First, providing a *personalized, relevant and seamless experience* to the customer is nowadays a significant *differentiating factor* in a highly competitive market (Lemon & Verhoef, 2016; Wills, 2019). Providing a *whole branded experience* allows to differentiate itself and therefore to create a completely new offer (Rose et al., 2011). It *improves customer loyalty and increase the global revenue* of a brand by 4% to 8% (Wills, 2019). In a more detailed way, companies with a formal Customer Journey Management Program increases their Return on Investments (ROI) of almost 9% compared to other companies that did not implemented a proper policy (Wills, 2019). They also observed an improvement of 20% in Customer Cost management. Their revenue from Customer Referrals is almost 13% higher than lambda companies. Cross-sell and up-sell revenue are also higher of 5% in that case (Wills, 2019).

## **2.3. The online customer experience (OCE)**

### **2.3.1. Definition**

The *Online Customer Experience* (OCE) can be defined according to several expressions. First, Nysveen and Pedersen (2004) use the term of “Internet experience” to define a general experience when using the Internet medium as well as a website. Then, Novak et al. (2000) and Christodoulides et al. (2006) investigate the “Online experience”. The first ones address a structural model based on the consumer's internal skills (computer skills, degree of attention etc.) that impacts his online experience. The second discusses the online experience through the performance of website functionality (ease of use and navigation). But these definitions do not take into account the emotional and subjective aspect of the customer experience, which should be essential in the online customer experience (Rose et al. 2011).

Therefore, Bleier et al. (2019) conceptualize the OCE around four dimensions: *informativeness (cognitive)*, *entertainment (affective)*, *social presence (social)*, and *sensory appeal (sensory)*. Here we meet the characteristics defining CE according to Lemon and Verhoef (2016). The informativeness refers to “the extent to which a website provides consumers with resourceful and helpful information” (Lim and Ting 2012). The entertainment reflects the pleasure/fun experienced on the webpage during the shopping experience (Bleier et al., 2019). The social presence is the warmth and feeling of human contact that an online experience can convey. Finally, the sensory appeal includes all the components that stimulate the sense (sight, sound, smell, taste or touch) which are relatively limited in the online context (Bleier et al., 2019).

In order to shape this OCE, Bleier et al. (2019) identify 13 web page elements that they divide into 3 categories as following. First, the “verbal elements” encompass *the linguistic style*, *the descriptive detail*, *the number of bulleted features* and *the return policy information*. Then, there are the “visual components” such as the *product features crop*, *lifestyle photo*, *the photo size* and *the product video*. Lastly, “combined verbal and visual elements” gather customer star ratings, *expert endorsements*, *comparison matrices*, *recommendation agents* and *content filters* (“show more button”). For “experience products” such as cosmetics, OCE should be built by employing a conversational linguistic style and lifestyle photos to emphasize the social experience. Product videos and product feature crops should be put forward to better relay the sensory experience (Bleier et al., 2019; Photoslurp & Zinklar, 2019).

### 2.3.2. Online VS offline: the online channel compared to the offline channel

The first difference between these two channels is the *human/personal contact* that is non-existent when buying online compared to offline (Rose et al., 2011). This aspect can be perceived as a disadvantage as it dehumanizes the experience, but in time of pandemic it is a great advantage, and it allows to decrease costs at some point (Dabrynin et al., 2019).

The second difference is that the online context give access to *a large amount of information* whereas this information is sometimes limited in face-to-face interactions depending on the different media used (posters, brochures, etc.) (Bleier et al., 2019). This can be perceived as an advantage, but only to a certain extent, since the brand is presented in an audio-visual way, whereas in reality, many other factors/other types of information can influence the brand experience, such as staff, location, decorations and smells etc. (Rose et al., 2011; Bleier et al., 2019). Indeed, in the online context, the stimuli that trigger a cognitive/affective response from the consumer are usually the website components such as design, content, etc. (Hansen, 2005). This is especially problematic for perfume, but Mahdavi (2020) suggests using audio descriptions (voice, music, sounds) to compensate the lack of smell. Thirdly, the time period does not matter in the online context since the customer can buy at any time and from anywhere, whereas in a physical context there are opening and closing hours (Rose et al., 2011). This point is the main strength of an online experience, especially in times of Covid-19.

However, buying online involves several risks that can impact the online purchase intention (Dabrynin et al., 2019; Indiani & Fahik, 2020). There are three types of risks according to Bhatnagar et al. (2000). First, *product risk* (if the product does not meet expectations) is one of the main reasons why consumers may not buy online needs (Kamalul Affirin et al., 2018). This risk is especially high when purchasing online since the consumer cannot physically examine the product, nor test it (Alreck & Settle, 2002). Then, *the financial risk* is very present during an online purchase, with the loss of money in case of scams and credit card fraud, which is closely related to the third risk (Dabrynin et al., 2019; Indiani & Fahik, 2020). Indeed, the *privacy risk*, i.e. the likelihood of personal information being stolen during online transactions, is very high. This is an important barrier that engages the customer's identity and therefore involve his own security, which impact his trust in the brand (Christodoulides, 2006). In the end, the way the customer experience is built to counter these risks and reassure the customer about their avoidance is crucial since they directly inhibit the intention to buy online (Johnston & Kong, 2011; Indiani & Fahik, 2020). To reassure the customer, the brand has to show itself trustworthy through its expertise and certifications, a secure and convenient online payment

mechanism, but also through intelligent and reassuring web design (Bleier et al., 2019; Indiani & Fahik, 2020). To conclude, the advantages of the online channel such as its practicality should be emphasized and fine-tuned., whereas its drawbacks such as the immaterial experience, the risks of privacy and security, should be seen as obstacles to overcome to make the OCE perfectly smooth.

### **2.3.3. The online customer journey: the case of cosmetics**

The first thing to consider when analyzing the customer journey, is that the type of product significantly influences their behavior and how they will purchase it (Verhagen & Bloemers, 2018). In the case of cosmetics, buying a shampoo is not the same as buying a perfume, although cosmetics naturally fall into the "experience product" category. Indeed, these products have different uses, and generally, shampoo is considered a "*low involvement experience product*" when perfume requires a greater involvement from the customer because of its higher cost and its meaning to consumer (reflection of a personality and its value) (Verhagen & Bloemers, 2018). Cosmetics are mostly considered as *hedonic products* as they are directly related to the pleasure of a sensory experience (Li et al., 2020).

*Pre-purchase phase.* In the case of experience products, whether they require a low or high involvement, usually the purchase intention is formed according to the think-feel-do model (Verhagen & Bloemers, 2018). That is, the consumer will first process information about the online store and its products, and then develop an affective reaction, which will lead to the intention to buy. During this phase, consumer typically first *use their smartphone and scroll through their social networks* and the first contact will be through digital ads or blogger/influencer recommendations (Photoslurp & Zinklar, 2019). Regarding cosmetics and their hedonic character, Kumar et al. (2016) and Li et al. (2020) found that the use of social networks and on-site product pages prior to the purchase of cosmetics proved to be decisive in the purchase intention. These behaviors are especially true for Millennials according to the Global Web Index study, which states that the third most popular source of products discovery is ads on social networks, just after TV ads and search engines (GWI, 2021). They are also more likely to engage and click on sponsored content. Next comes word-of-mouth recommendations and finally the brands' own sites (GWI, 2021). A study from Euromonitor International (2020), acknowledge that the most influential factor in the purchase of cosmetics is person-to-person recommendations at over 55%, far ahead of the opinions of beauty experts, which confirms these trends. We can therefore see that slowly but surely; social media are becoming an essential channel of the millennials' purchase journey. It should also be noted that consumer reviews are

also successful research channels in Western countries (GWI, 2020b). Finally, Jessen et al. (2020) state that Augmented Reality enhances the customer creativity and his satisfaction from the creative process, when it is used during the early stages of the customer journey. This “*playground effect*” directly affect customer satisfaction concerning the overall experience (Jessen et al., 2020).

*Purchase phase.* Cosmetics customers make their purchase either directly on the Marketplace of the application on which they are or go to the brand's website to find out more beforehand. According to the Global Web Index study (2020b), consumers are more likely to complete their purchase if *delivery and return are free, the check-out process is quick/easy/secure* and finally if the *experience is entertaining*. This last point comes with the ability to virtually “*try-on*” or “*test*” a product and viewing a *live product demo*. All these features should therefore be highlighted and visibly included in the design of the website. In addition, Photoslurp & Zinklar study (2019) indicates that product photos from all angles are still very important to make the purchase decision easier, but they are not enough anymore, the consumer need detailed and authentic content to buy a cosmetic product online.

*Post purchase phase.* After the purchase, consumers are encouraged to submit a review on the website via an email invitation. This part is becoming more and more important as over a third of internet users say reviews from other customers are likely to drive them to making a purchase; while 22% said lots of “likes” or good comments on social media are significant (GWI, 2021). Consumers share their experiences in detail and are therefore able to strongly influence the purchase and the image of a brand, this is called the *User Generated Content* (UGC). Indeed, UGC and ratings are the most important features by far for having a good experience when buying cosmetics online (Photoslurp & Zinklar, 2019). More and more consumers also have the reflex to use social networks to communicate with brands, whether for after-sales service (live chat) or keep themselves informed about the latest releases (Photoslurp & Zinklar, 2019). Customer loyalty also involves belonging to a community on social networks/blogs, subscribing to a newsletter or participating in an online loyalty program.

*Media.* According to a 2016 study by CC Benchmark Institut, 58% of the women interviewed said they had bought beauty products on the internet and more than half of them used their *smartphones*. This figure is now even higher due to the health crisis which has caused online sales to explode with a 73% increase in sales value in April 2020 compared to April 2019 (Premium Beauty News, 2020). Consumers have therefore adapted their purchasing behavior in the light of the restrictive measures. But globally, half of boomers have purchased a product on a PC/Laptop in the last month, compared to just 27% of Gen Z, who are more inclined to



use mobile (GWI, 2020a). According to the Photoslurp & Zinklar study (2019), the top online shops for beauty purchases vary from one country to another, but Amazon is almost always in the top 3 (except in France), and Sephora is very successful in Europe. These big retailing websites are more popular than individual brand websites because they allow to purchase multiple brands in one order.

## **2.4. The customer journey map as a tool to improve the online customer experience**

To improve the customer experience, the customer journey must be optimized. Customer Journey Optimization (CJO) is a process during which the firm must identify customers interactions to the multiple touchpoints across their path from prepurchase to the post purchase phase and make sure that the customer experience is optimized to these touchpoints (Wills, 2019). The first step to optimize it, is to map the customer journey but even though many academic articles deal with the topic, confusion is still present regarding the best way to model the customer journey map (Rosenbaum, 2017) mostly because of its nonlinearity (Moon et al., 2016). Customer Journey Mapping (CJM) is the visual representation of the sequence of events through which the consumer can interact with a company during the purchase experience (Rosenbaum et al., 2017).

### **2.4.1. The “double-entry table” journey map**

First, Rosenbaum et al., 2017 suggest listing all the touchpoints where customers can interact with the company’s services. Then, they are usually placed on a horizontal line that corresponds to the timeline of the 3 phases of the purchasing process: pre-purchase, purchase and post-purchase. Afterwards, a vertical axis that lists the strategic actions associated with each touchpoint should be developed. This last task is more complex and the effectiveness of the CJM depends on it (Rosenbaum et al., 2017).

Other similar CJM approaches exist, such as building a vertical axis around the client's emotional journey (Lingqvist, Plotkin, & Stanley, 2015), but this turns CJM into a specific management tool called an empathy map (Tschimmel, 2012) that does not really help with the inherent management of corporate services. Some will even consider the vertical axis as a space dedicated to the management of a multitude of varied managerial activities (Dasu et Chase, 2010; Skinner, 2010) which makes the map difficult to read because it is too complex.

But all consumers are not interacting the same way and they can consider multiple paths to search or purchase (Moon et al., 2016). Wills (2019) recommend to map CJ from the

perspective of the customer according to the different segments of customers. In order to do so, it is first necessary to gather a great amount of data that can give insights on individual customer's journey. Then, it is important to segment customers into groups of similar behavior to better anticipate their needs (by segmenting we means analyzing customers data and creating personas according to their different motivations). Afterward, it is possible to map the customer journey for each persona and identify the main interaction points to improve and regularly monitor.

#### **2.4.2. The “sticky notes” journey map**

Moon et al. (2016) suggests another approach with a 10-steps process to build an optimized CJM with sticky notes. Here, the CJM components can be categorized into four types: the 3 purchasing phases, customer's goals, tasks (customer actions to achieve their goals) and routines which are the customer's physical and mental activities during each task. The first step is to make a customer's “routine” list, then the second step is to define their corresponding intentions.

The steps 3 to 6 are: outlining the phases, stating the goal (set of tasks), task's identification (set of previous identified routines) and finally creating new routines through brainstorming. These four steps can be performed under a top-down or bottom-up approaches. The step 7 is “defining the relationships among the goals/tasks” thanks to arrows, then the step 8 is about marking the starting and ending points of each routine, followed by “drawing lines to divide the different phases”.

Finally, the last step consists in assigning pain points to each goal in order to create new opportunities by finding solutions to those pain points (Moon et al., 2016). Although this approach seems more comprehensive and very customer-oriented, it is, however, more complicated to actually implement.

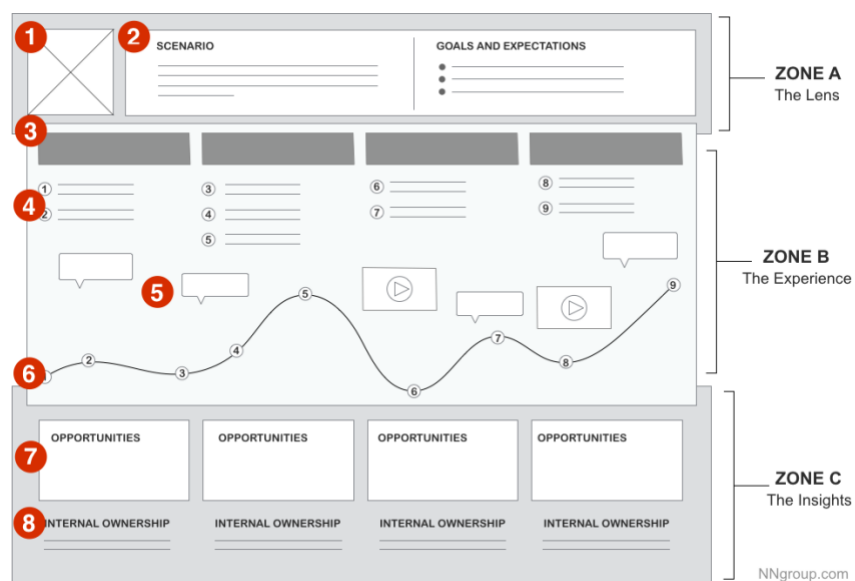
#### **2.4.3. The “deconstructive” journey map**

In a user-centered design approach, K. Kaplan (2016) addresses the topic of customer experience mapping in a more concrete and accessible way. To her, journey mapping is a combination of storytelling and visualization to get a holistic view of the customer experience. Here is a template to construct the customer journey map (*Figure 2*) that she provides in her article to better understand its structure.

On this template, Zone A (The Lens) sets the context for the map. First, it is a matter of choosing the point of view from which the map is constructed: who is the actor of " the story

"? We are referring here about the persona (1) representing the targeted segment. Then, we need to determine the scenario (2), what we want to analyze, the persona's goal. Next, the heart of this map is Zone B (The Experience), which is divided into phases of the customer journey (3). Each phase consists of the consumer's list of actions (4) modeled by touchpoints, labelled with his thoughts (5) and accompanied by his emotional status (6) to form an evolving path. The last Zone (The Insights) highlights the pain points discovered and the opportunities arising from them (7) to optimize the experience. Each of these points must be assigned to an ownership in charge of this aspect of the customer journey so that the responsibility for making a difference is clearly defined.

Of course, for this tool to be effective, it is necessary to have in mind the objectives that this map supports from the start, who will use it, and how it will be shared among the actors involved. It is also important to understand that this tool is based on qualitative data and requires the collaboration of several parties, departments within an organization.



*Figure 2 - Customer Journey Map Template. Source: Kaplan, 2016.*

Finally, bringing all these approaches together makes it possible to compare them and to find recurrent elements, even though they are different at first sight. It is therefore a question of identifying the best parts of these approaches in order to create an optimized CJM model for the case presented in this thesis. Indeed, throughout this research on the cosmetics industry, the customer experience and its improvement through CJM, it came to a conclusion that there is an opportunity to design an optimized CJM to improve the customer experience when buying cosmetics online. In order to do so, we will mix both the “double entry table” and the “deconstructive” journey map methods to provide a comprehensive CJM.

### **3. Methodology**

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This part is dedicated to the methodology of this research focusing on the design and sampling of the study conducted to gather primary data to address our research objectives. As a reminder, the final objective is to create customer journey maps in order to better visualize and consequently improve the customer experience when purchasing cosmetics online.

Therefore, we aimed to build customer journey maps, visual representations of the customer journey. In order to do so, we used a mix of secondary data from the methods studied in the literature review and primary data collected during interviews. First, we needed a to have a clear understanding of the current customer journey, so we determined a generic customer journey according to the theoretical knowledge mentioned in the literature review (Secondary Data). Then, we wrote the questions for the qualitative interviews according to this generic customer journey (Appendix A). Our qualitative research is based individual interviews with consumers buying their cosmetics online in order to have a customer centered vision (Primary Data). Finally, based on the results of the qualitative study, we submitted a global version of the customer journey map to improve the experience at the targeted points in the Results section.

#### **3.1. Secondary data collection**

The use of secondary data is essential to the elaboration of a thesis and mainly constitutes the first part of it. It is also referred to throughout the dissertation, in particular to build the research guide and develop the analysis of the results. Thus, in order to begin writing this thesis, we first consulted previous research dealing with the chosen topic. The collection of this data allowed us to approach our topic from a broader perspective and to identify gaps. We used many external sources to construct this essay: academic marketing journal articles, market research on the cosmetics industry, consumer panels and other studies on their consumption habits. We also consulted books and articles from news and marketing websites.

#### **3.2 Primary data collection**

Because the aim of this study is to map the consumer's experience when buying cosmetics online, we chose a qualitative approach using the Critical Incident Technique (CIT). This qualitative research methodology described by Flanagan (1954) "offers a practical step-by-step approach to collect and analyze information about human activities and their significance to the people involved" (Hughes, 2007). It allows the development of practical outcomes from a real-life human experience, which is the heart of our concern as we are looking for a client centered

vision of the online experience. Following the 5 steps of the CIT process, we first defined the activity: “buying cosmetics online” and the aim of this activity which is: “spending less time buying cosmetics, purchasing more easily, purchasing cosmetics at a lower price, purchasing specific cosmetics”. Then we set the framework of this research as it is described in the Table 1 below.

*Table 1 - Framework of the critical incident research. Source: own elaboration.*

<b>ACTIVITY</b>	Buying cosmetics online.
<b>AIM OF THE ACTIVITY</b>	Spending less time buying cosmetics, purchasing more easily, purchasing cosmetics at a lower price, purchasing specific cosmetics.
<b>THE SITUATION</b>	Who? 20 women aged between 23 to 49 years old. Where? In Europe, mainly in France. What? Buying cosmetics online.
<b>CRITICAL INCIDENTS</b>	Recent purchase of cosmetics online.
<b>CRITICAL INTERACTIONS</b>	Any instances and actions involving the online purchase of cosmetics.
<b>DIMENSIONS</b>	Any cognitive or affective responses to the online purchase of cosmetics
<b>SOLE RESEARCHER</b>	Ensure consistency in data collection. Theoretical knowledge and professional experience afforded familiarity with the activity.

The third step was to collect the data during semi-structured and conversational interviews to encourage the respondent to talk freely about its purchasing habits online. The interview guide was divided into 4 sets of questions (Appendix A). The first part was to build the consumer profile of the respondent (Appendix B), the other parts were open questions to capture their purchasing journey across the three purchase phases: pre-purchase, purchase, post-purchase. After the two first interviews, we modified some questions to adapt to the field reality and we also used prompts whenever necessary. Twenty interviews were conducted over a period of two weeks. On average, each interview took 45 minutes, all of which were audio-recorded then transcribed and finally translated in English. The participation is anonymous and voluntary, and participants are fully informed of the research purpose according to the ethical principles that applies for the interviewees to provide their informed consent.

**3.3 Sample design**

We focused on millennials for the sample. Why them? As it is mentioned in the literature review, millennials (born between 1980 and 2000) represent the most significant sales growth potential as they will account for more than 30% of global retail sales in the years to come. Indeed, their purchase power is increasing fast with the younger of this generation arriving on the employment market and the older ones experiencing professional ascension. In addition, millennials are highly connected, and they are often buying online, whenever it is possible to purchase online the product or service they want. But we also decided to include an older age

range to compare the consumer habits of this generation to the one of the millennials. The sample is therefore divided into three age groups: (Y) 23-24, (M) 27-31 and (O) 45-49 years old. The participants are women as they represent most cosmetics consumers. Concerning the sample size, we interviewed 6 to 8 women per age group which makes up to 20 participants. As Flanagan (1954) indicates, there are no appropriate sample size for CIT, but we continued to collect “incidents” until redundancy occurred (Hughes, 2007). The participants were selected through a purposing sample method, which means according to their age (23-49 years old) and gender (female) but also depending on the fact that they already purchase cosmetics online recently. The average age is 32 years old and most of them are currently working, few of them are graduating students. We used our personal and professional networks to identify them and ask them if they would agree to participate. The sample demographics, the online purchase habits in general and for cosmetics are detailed in the Table 3.

### 3.4 Data treatment

Once the interviews were conducted, they were transcribed so that the verbatims could be analyzed. This analysis was carried out on Excel using multiple tables. First of all, we had to reconstruct the customer journey of each of the interviewees according to the different phases of purchase (pre-purchase, purchase, post-purchase) and the different levels/categories that we wanted to analyze (Table 2).

*Table 2 - Analysis framework of the Customer Journey Map. Source: own elaboration.*

<b>LEVEL 1: EMOTIONAL STATE</b>	Cognitive Response (C) - critical comments, suggestions, etc. Affective Response (A) - exciting, pleasing, frustrating, boring, etc. Positive/ Negative Normal/Unusual Mixed feelings
<b>LEVEL 2: ACTIONS (Critical interactions)</b>	E.g.: Browsing the web Going through the product portfolio Reading reviews/comments Watching a video or a photos Adding the product to the cart Paying by credit card Etc.
<b>LEVEL 3: TOUCHPOINTS</b>	E.g.: Mobile apps Ads on social media Newsletters Printed ads Offline shop Website A relative Payment website interface Delivery website interface Etc.
<b>LEVEL 4: PAIN POINTS</b>	E.g.: Lack of information Damaged package Disappointing packaging Etc.
<b>LEVEL 5: SATISFYING POINTS</b>	E.g.: Simple process Clear explanation Nice pictures Etc.

These transcripts had to be "coded" using a color code corresponding to categories and their keywords to establish recurring behaviors and touchpoints (Appendices C, D, E). Then, once each of the customer journeys had been "coded", the recurrences had to be collected using a weighting system in order to obtain percentages (Appendices F, G, H, I, J) and thus identify general trends in order to establish a typical customer journey for each group (Appendix K).

### **3.5 Customer journey map design**

Once the customer journey types have been established in the form of a table, they need to be modelled in a more visual and entertaining way (Figures 3, 4, 5, 6) to better understand the differences between them. To design these customer journey maps, we wanted to use the elements of the map presented by Kaplan (Figure 2). We have therefore been inspired by this model by taking up the different phases, the curve of the customer's emotional state and the way of presenting the pain points and satisfying points. To model the maps, we chose PowerPoint rather than paying online tool such as Smaply which was not flexible enough to best illustrate the journey in the way we wanted to represent it.

Thus, we constructed the map in the following way:

- A horizontal axis composed of the 3 phases: pre-purchase, purchase, post-purchase, divided into 6 stages: awareness, consideration, acquisition, delivery & reception, customer service, recommendation & loyalty.
- A vertical axis composed of 6 levels/categories according to the analysis framework (*Table2*): customer actions, emotional state, touchpoints, pain points and satisfying points.

As we previously said, the emotional state of the consumer is represented by a curve oscillating between a positive or negative state throughout the customer journey and whose mood at each phase is symbolized by a labelled smiley. Under the curve, the touchpoints highlighted in each phase are symbolized by pictograms, which are also labelled under the map. Finally, the pain points recorded for each phase are listed in red boxes, followed by green boxes containing the satisfactory points. This visual representation is an ideal tool for comparing maps with each other and understanding how the consumer works. This visual representation is an ideal tool to compare the maps between them and to summarize the consumer way of thinking. However, it is necessary to analyze each element carefully to understand the issues and opportunities that emerge.

## 4. Results and discussion

### 4.1. Consumers' profiles

#### 4.1.1. Overview

As mentioned earlier in the methodology, the sample consists of twenty women aged between 23 and 49 years (Table 3). The sample is divided into three groups delimited by three age groups. Group Y consists of respondents in the youngest age group (23-24 years old). Group M is made up of young women representing the medium age of the millennials target group (27-31 years old), they are mostly post-graduates and have been working for a year or two, which allows them to have a bigger purchasing power. Group O corresponds to an older age group (45-49 years old), post-millennials, called the Generation X. The women in this group have an established purchasing power.

*Table 3 - Sample Characteristics. Source: own elaboration.*

CODE	AGE	GENDER	OCCUPATION	ONLINE SHOPPING ACTIVITY	COSMETICS SHOPPING ACTIVITY	BUY COSMETICS ONLINE	TYPES OF COSMETICS USUALLY PURCHASED	BOUGHT UNKNOWN COSMETICS ONLINE	LAST COSMETIC PURCHASE
Y1	23	FEMALE	Marketing Student and Freelancer	Frequent	Frequent	Frequently	Skin care, hair care, make up	Yes	Up Circle scrub and mask
Y2	23	FEMALE	Bank Permanent Control Risk Officer	Frequent	Frequent	Frequently	Skin care	Yes	Typology acne serum
Y3	23	FEMALE	Master Student in a Business School	Frequent	Frequent	Occasionally	Skin care, make up	Yes	Oden face oils
Y4	23	FEMALE	Financial Controller	Frequent	Frequent	Frequently	Skin care, hair care, make up	Yes	Aromazone essential oils and body cream
Y5	23	FEMALE	Cyber Security Engineer	Occasional	Frequent	Rarely	Skin care, hair care, make up	Yes	Naked eyeshadow palette by Urban decay
Y6	24	FEMALE	Intern in the Banking Sector	Frequent	Frequent	Occasionally	Skin care, hair care	Yes	Paï universal facial oil
Y7	24	FEMALE	Master Student in Museology	Frequent	Frequent	Rarely	Skin care, hair care, make up	Yes	Nyx concealer, eyeshadow, mascara
Y8	24	FEMALE	Demand planning Assistant	Frequent	Occasional	Rarely	Skin care	Yes	Oden face oils
M1	27	FEMALE	Digital Acquisition Consultant	Frequent	Frequent	Frequently	Skin care, hair care, make up, perfume	No	Hermès perfume and Shiseido crem
M2	27	FEMALE	Assistant Manager in Real Estate Investment	Frequent	Frequent	Frequently	Make up	Yes	Sephora highlighter
M3	27	FEMALE	Master Student in a Business School	Frequent	Occasional	Occasionally	Skin care, hair care, make up	Yes	The Ordinary facial serum
M4	29	FEMALE	Parfumer	Frequent	Frequent	Frequently	Skin care, hair care, make up	Yes	L'Oréal Professional shampo
M5	30	FEMALE	Technical Consultant	Frequent	Frequent	Frequently	Skin care, hair care, make up, perfume	Yes	Rituals cream and perfume
M6	31	FEMALE	Administrative Assistant	Frequent	Frequent	Frequently	Skin care, hair care, make up	Yes	Mac lipstick and eye pencil
O1	45	FEMALE	Pharmacist in a Pharmaceutical Industry Company	Frequent	Occasional	Rarely	Skin care, hair care	Yes	L'Oréal conditioners, shower gels
O2	45	FEMALE	Internal Communication Coordinator	Frequent	Occasional	Rarely	Skin care, hair care	Yes	Typology serum
O3	46	FEMALE	Project Manager International Coordination at Servier	Frequent	Frequent	Frequently	Skin care, hair care, make up	No	Aveda shampoo
O4	47	FEMALE	Dentist	Frequent	Frequent	Rarely	Skin care, hair care, make up	Yes	Les enfants sauvage deodorant
O5	49	FEMALE	Pharmaceutical Consultat	Frequent	Frequent	Frequently	Skin care, hair care, make up, perfume	No	Garancia facial care
O6	49	FEMALE	Pharmacist in a Pharmaceutical Industry Company	Frequent	Frequent	Occasionally	Skin care, hair care, perfume	No	Guerlain foundation



In general, almost all respondents (95%) indicated that they make various purchases online frequently. The figures are less straightforward when it comes to buying cosmetics online (Table 4), with only 50% saying they buy online frequently (one to three times a month), and the other half buying only occasionally (once or twice every three months) or rarely (once or twice a year). Regarding the type of cosmetics that these women buy online, the most popular are skin products (95%), followed by hair and make-up products (75%) and finally, for a minority (20%), perfume (Table 4). These results are fully consistent with the trends observed in the analysis of the cosmetics market (Berbon & Lemesle, 2020).

We also notice that the type of brands mentioned by the respondents are either famous and trusted brands, or new small cosmetic brands that are more natural and build on an ecofriendly model. This trend is particularly noticeable among Group Y, which confirms the perceived and expected trend of a desire to consume better and more natural cosmetics among the millennials.

**Table 4 - Descriptive Statistics of the sample. Source: own elaboration.**

AGE	
Group Y (23-24 yo)	40%
Group M (27-31 yo)	30%
Group O (45-49 yo)	30%

GENDER	
Female	100%

ONLINE SHOPPING ACTIVITY	
Frequent	95%
Occasional	5%

TYPES OF COSMETICS PURCHASED	
Skin care	95%
Hair care	75%
Make up	75%
Perfume	20%

ONLINE SHOPPING ACTIVITY FOR COSMETICS	
Frequent	50%
Occasional	20%
Rare	30%

ONLINE SHOPPING ACTIVITY FOR COSMETICS ACCORDING EACH GROUP			
	<i>Frequent</i>	<i>Occasional</i>	<i>Rare</i>
Group Y (23-24 yo)	37,5%	25%	37,5%
Group M (27-31 yo)	83%	17%	0%
Group O (45-49 yo)	33%	17%	50%

Regarding customers' expectations of buying cosmetics online versus in-store, different criteria for appreciation or depreciation were identified (Appendix B). The first criterion in favor of the online purchase of cosmetics is convenience (no need to travel, time saving, ease of use) at 85%, thus confirming the arguments mentioned in the theoretical part (Rose et al., 2011). The second is product variety (wide choice of products, access to specific products that are not sold in shops locally) at 65%, and the third would be the possibility to compare products at 35% (Appendix B1). Next is the possibility to get a more attractive price followed by “getting more information about the products”, which was also observations mentioned in our initial

analysis (Bleier et al., 2019). On the other side, the overwhelming majority define the first dissatisfaction criterion when buying online as the lack of sensoriality (90%), i.e. the fact of not being able to try the product, to have it in their hands (Appendix B2), so the product risk (Kamalul Affirin et al., 2018) is here the biggest concern rather than the financial and privacy risks (Dabrynin et al., 2019; Indiani & Fahik, 2020).

In parallel, and in logical opposition, when it comes to the advantages of buying cosmetics in brick-and-mortar shops, the first criterion is unanimously the sensoriality (85%): being able to touch, feel, and smell products (Appendix B3). The possibility to get some professional advice comes in second position (65%) but interestingly, this advantage can also become a negative aspect for in-store shopping. Indeed, the third most repulsive criterion when buying in real shops is an overly insistent sales staff (Appendix B4). Otherwise, the crowd is the first negative aspect, followed by the waiting time in the shop, knowing that these two elements are intrinsically linked since the more people are in the shop, the more likely there is to be a queue. The importance of this aspect seems very much related to the current sanitary context which accentuates its negative character.

#### **4.1.2. Group Y**

These results are slightly more nuanced if we look by group. Concerning the group Y, we notice that their frequency of online cosmetic purchases is very mixed within the group. Indeed, 37.5% buy frequently while the same number buy rarely, and 25% buy occasionally (Table 4). The majority therefore buys on a rather occasional basis. For this group, the main criterion in favor of buying cosmetics online is convenience at 88%, followed by the possibility of comparing information and the variety of the offer at the same level (Appendix B1). At the same time, the lack of sensoriality is unanimously the criterion that stops them from buying cosmetics online (Appendix B2). On the other hand, eventual problems during delivery, were not mentioned. This group seems to be more patient with the risks of home delivery. What they appreciate most when buying in-store is the possibility to smell and touch the product, followed closely by the opportunity to ask for recommendations and advice from sales professionals (Appendix B3). What they dislike most, however, is the crowds (63%), having to queue and ironically, overly oppressive sales staff (50%) (Appendix B4).

#### **4.1.3. Group M**

Group M is more assertive than group Y regarding the frequency of online cosmetics purchases, with 83% buying frequently (Table 4). What the respondents in this group particularly

appreciate most when they buy online are equally the convenience and the variety of the product offer (67%) (Appendix B1). On the contrary, what dissuades them from buying online is, again, the lack of sensory perception of the product by a large majority. Not being able to return a product or facing delivery problems is also mentioned, which was not really the case for group Y (Appendix B2). Regarding in-store shopping, group M is on the same level as Group Y, but with even more pronounced results in favor of sensoriality (100%) and the expertise of sales staff (83%) (Appendix B3). But again ironically, what they like least about the in-store shopping experience is first the oppressiveness of the sales staff (67%) and then the waiting/queuing (50%) (Appendix B4).

#### **4.1.4. Group O**

In contrast to the other two, Group O is the least frequent purchaser of cosmetics online, with 50% rare purchases and 33% frequent purchases (Table 4). Why this reluctance? It would seem that it is not in their habits, although the respondents find online shopping really convenient (100%), especially because of the wide choice of products on the websites (Appendix B1). Not being able to touch or feel the product (100%) before buying it seems to be the main obstacle, followed by problems related to delivery (50%) (Appendix B2). Regarding in-store purchases, the first criterion is unsurprisingly sensoriality (67%) but it seems that this group is also particularly appreciative of the customer experience in-store (50%) (Appendix B3). On the other hand, the main disadvantages are the crowds in the shop and the waiting time that this involves (Appendix B4).

Finally, the results obtained for each group differ in terms of the frequency of online cosmetics purchases, but often agree on the factors that encourage or obstruct online or in-store purchases. In any case, these results constitute the overall trend described in the overview section, which confirms the trends and arguments mentioned in the theoretical section.

## **4.2. Customer journey maps for online cosmetics purchases**

At first, it is possible to get a quick overview of the different customer journeys thanks to the customer journey maps resulting from the data analysis (*Figures 3, 4, 5, 6*) and thus start to compare them with each other.

### 4.2.1. The customer journey map of young millennials

As can be seen on the map developed from the analysis of the Y group (Figure 3), their customer journey goes well in general, except during the purchase phase, and particularly during the delivery stage. It seems to be the one for which the youngest age group of millennials is least satisfied. The purchase phase is therefore the one that requires particular attention for this age group. We can also see that the pre-purchase phase is marked by various touchpoints, more than for the other groups, including the use of mobile private sales applications. We notice that many pain points are underlined in this first phase but that they would be points to improve slightly since the state of mind of the majority of the group is positive and that many satisfying points have been highlighted for this phase, among which websites with smooth and fast navigation, as well as detailed descriptions with a lot of photos and videos are very popular.

During the purchase phase, it is clear that there are no negative points noticed at the time of payment itself, but the state of mind of the consumer is normal, meaning they do not feel any particular satisfaction. Delivery is the stage where the majority of customers are divided between being careful and annoyed, due to the mentioned pain points and their combination. The reception of the package, on the other hand, is a satisfying point, as the efforts made in the presentation of the package are valued.

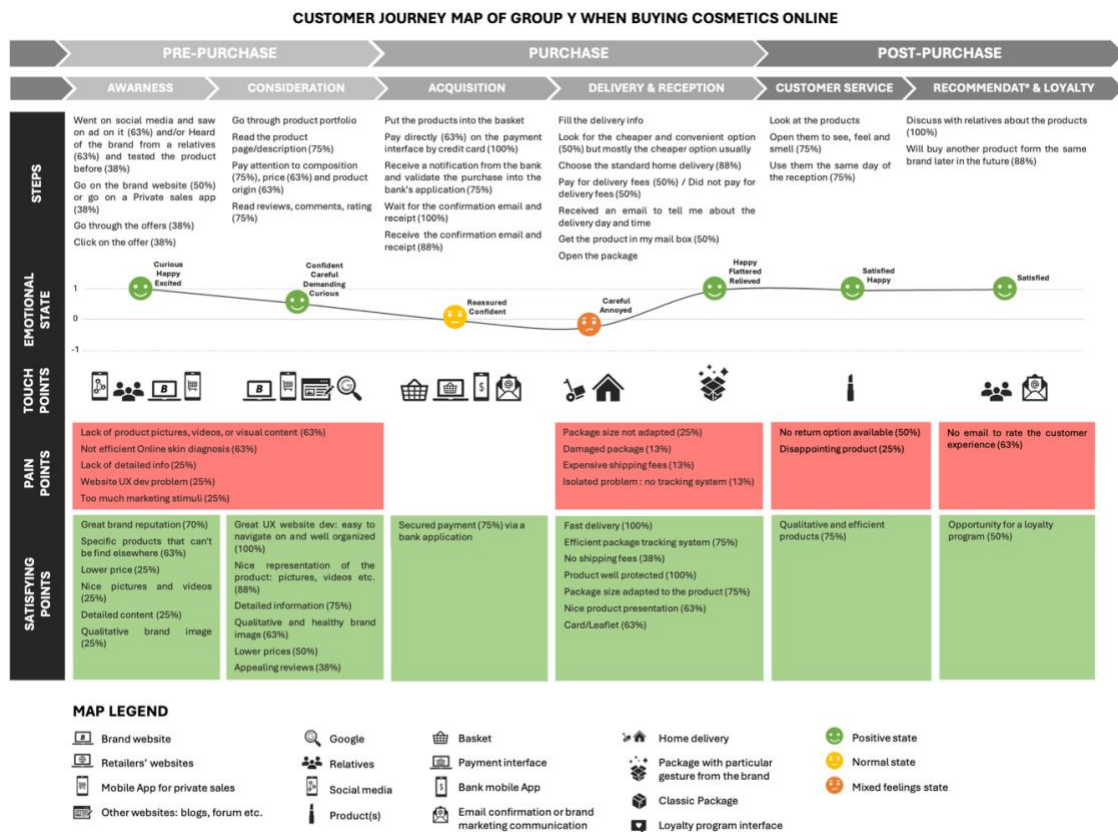


Figure 3 – Customer Journey Map of Group Y when buying cosmetics online. Source: own elaboration.

Finally, the post-purchase phase is perceived very positively, there are few negative points. However, we note that customers generally do not have a loyalty program but there is a potential to convince them, an opportunity to create an attractive one.

#### 4.2.2. The customer journey map of millennials

It appears that group M, which represents the middle of the millennial age group, has a slightly different consumer journey from group Y (Figure 4). First, during the pre-purchase phase, this group does not use private sales applications but rather uses Google. This element added to the lack of detailed content, photos and videos on the brand or retailer's website in the negative points, could explain the fact that customers do more research by themselves via search engines to compensate for this gap. The critical and annoyed mood at the consideration stage confirms the importance of improving this part of the journey for Group M.

The purchase phase goes relatively better for this group, although again the delivery stage is marked by a neutral emoticon. It is also noticeable that at least half of the customers received a classic package with no special care. This age group does not seem to be offended judging by the emotional curve, although the presentation of the package is an important satisfying element. This is therefore a "satisfying" touchpoint (Kranzbühler et al., 2019).

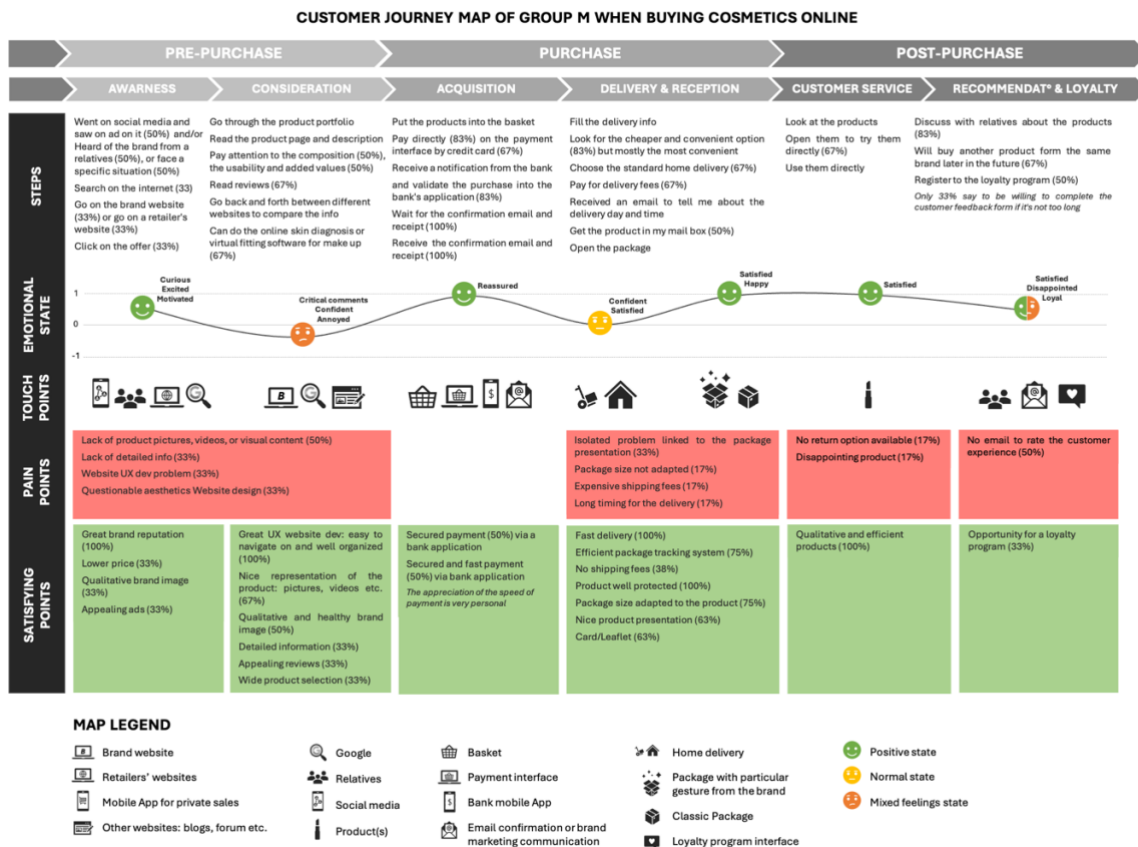


Figure 4 – Customer Journey Map of Group M when buying cosmetics online. Source: own elaboration.

Finally, we see in the last phase that the customers are satisfied but also mixed because at least 50% of the group was disappointed at some point during the recommendation & loyalty stage. Looking at the analyses in more detail later, we learn that this is often the case because of a product that did not meet expectations. Thus, the map plays the role of a visual alert. We also see the emergence of a touchpoint, the interface for loyalty programs, because apparently half of the sample has subscribed to the loyalty program mentioned.

### 4.2.3. Customer journey map of generation X

The Group O map is lighter in terms of touchpoints but also in terms of negative and satisfying points (Figure 5). It would seem that this generation can live with what exists without questioning it too much. The mood is very positive during the pre-purchase phase and only the lack of photos and videos seems to be a real problem at this point. Private sales applications and the Google search engine no longer appear to be important contact points, social networks and brand sites remain predominant. It is also noticeable that the aesthetics of the packaging is part of satisfying points.

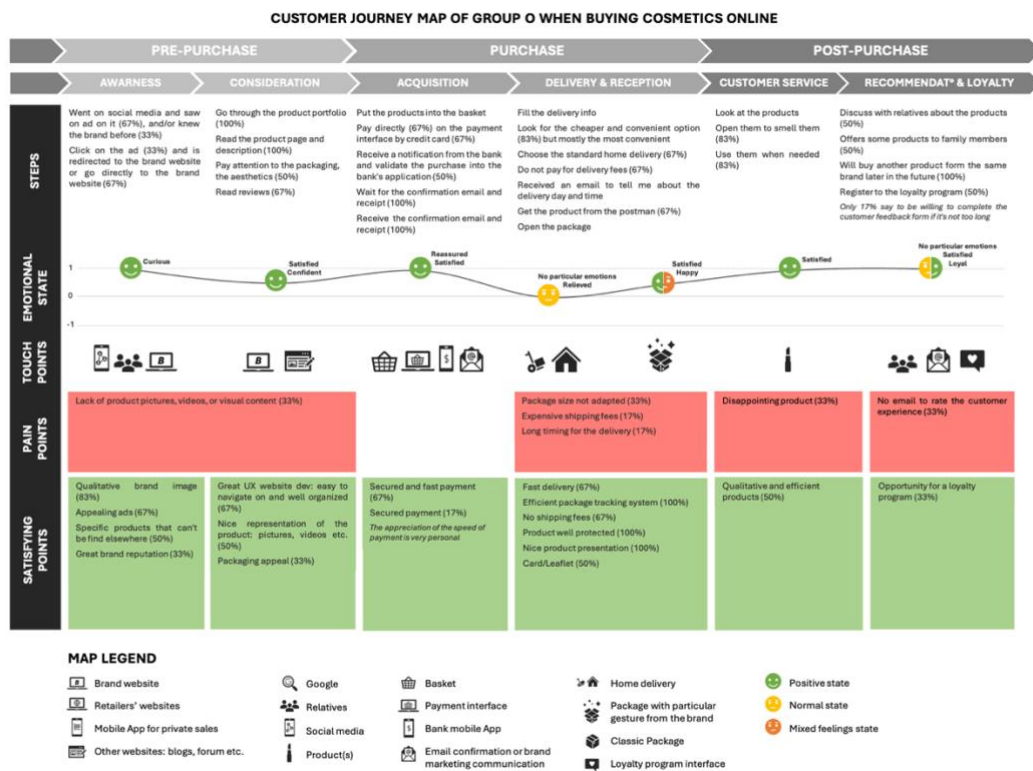


Figure 5 – Customer Journey Map of Group O when buying cosmetics online. Source: own elaboration.

The purchase phase is more chaotic, with a very positive acquisition stage compared to the delivery and reception stages where the mood is mitigated. Indeed, the mood is normal for delivery, and is half positive and half irritated because of bulky packaging.

Group O customers are quite satisfied during the post-purchase phase, despite 33% having been a little disappointed with the effectiveness of their product. Finally, during the "recommendation & loyalty" stage, 50% of customers registered in a loyalty program, as for group M. On the other hand, only 17% were willing to fill in the customer feedback form, which is even less than group M.

#### 4.2.4. Customer journey map of the whole sample

Finally, the customer journey map representing the global sample allows us to understand the measures to be taken to improve the overall customer experience whatever the target segments. As such, it slightly erases the differences at the level of the emotional curve but gives an exhaustive list of the pain points as well as the satisfying points.

The pre-purchase phase is therefore positive. The main touchpoints found at each stage are less numerous on this global scale. The purchase phase is relatively the same from one customer journey to another, so the same touchpoints are found here, with the delivery phase always being the one for which the mood is least positive compared to the rest of the curve. Finally, the post-purchase phase, like the first phase, is positive, and the negative and satisfying points are the same as already mentioned for the different groups.

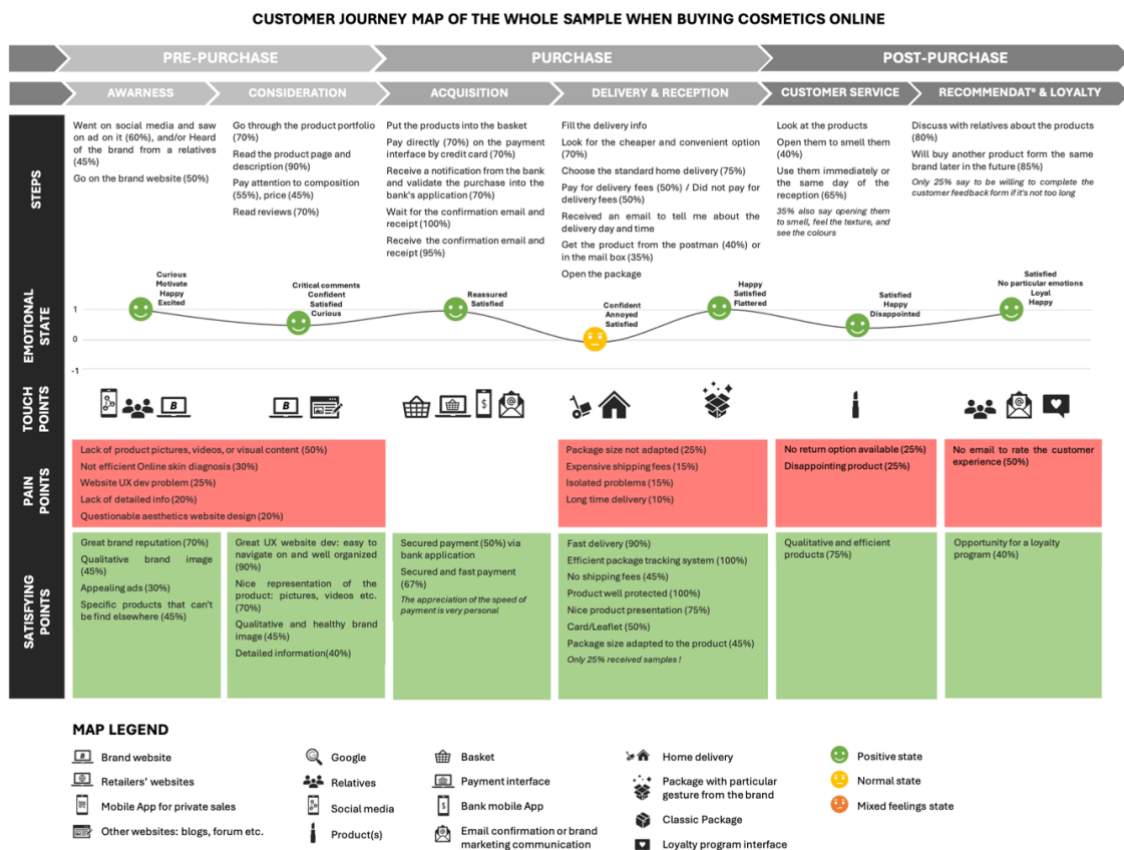


Figure 6 – Customer Journey Map of the whole sample when buying cosmetics online. Source: own elaboration.

An important point to note is that there are no human/physical touchpoints in the customer journeys studied. This is surprising, because even when buying online, the consumer may have first tried on an item in a shop or come into contact with an employee during the delivery & reception phase. However, almost none of the customers had been to the shop before making the purchase mentioned, and this was largely due to the health situation which prevented them from going to the brick-and-mortar shop. In addition, only one customer mentioned being in contact with a brand employee when picking up her click & collect product. Moreover, deliveries to pick-up points were not the main mode of delivery, so the staff of these services do not appear as a point of contact, and even so, the brand cannot have any influence on these elements since these services are mostly outsourced.

Following this analysis, we went into more detail, analyzing each stage of the customer journey thanks to the summary tables (Appendices K1, K2, K3 & K4) and the maps (Figures 3, 4, 5, 6). Based on this analysis, we have developed suggestions for each phase of the customer journey (Figure 7).

### **4.3. Pre-purchase phase**

The first phase of the consumer journey has been divided into two stages: awareness and consideration. This phase is where the consumer first comes into contact with the brand, becomes aware of it and starts to consider a purchase.

#### **4.3.1. Awareness stage**

*Steps & touchpoints.* According to our analysis, group Y generally starts their purchasing journey on social networks by seeing a brand advertisement or following a recommendation from their family/friends that arouses their interest. But a small number of respondents still start a buying process online after having already tested the product in a bricks and mortar shop. Then half of them say they go directly to the brand's website to continue their research, although a minority admit going to a mobile private sales application. Once on the brand's interface or on the mobile application, customers review the offers and then click on the one that interests them. (Appendices G1& K1). Thus, the main points of contact between the customer and the brand are the social networks (the brand's page, its content, its advertisements etc.), the customer's relatives who have already experienced the brand, the brand's website and finally the mobile private sales applications (Appendices H1 & K1).



In comparison, Group M starts their buying journey in the same way, i.e., through social networks and/or on the advice of a relative but may also engage in the process if they are faced with a particular opportunity such as a birthday present or if they need a particular product. Here we see that this age group is already more proactive in their purchases. Secondly, unlike group Y, rather than going directly to the brand's website, this group may search on Google and go to retailer websites (Appendices G1 & K2). The main points of contact are therefore also social networks (via influencers) and friends and family, but retailer's websites and the Google search engine are more used at this stage than brand websites. Thus, this information confirms that group M is attracted by the variety of the offer and therefore the fact of being able to buy products from different brands on the same website (Appendices H1 & K2).

Group O joins the two groups in starting the buying journey via social networks, but also because of a prior knowledge of the brand they are exposed to on social networks. Then, customers tend to click on the advertisement they are exposed to and are redirected to the brand's website, or they go directly to the brand's website (Appendices G1 & K3). This is important, as it seems to be the only group whose customers bought online a product they already knew about before being exposed to a marketing stimulus. This is not surprising since the first question in the first part of the qualitative interview specifically asked to think back to the last new cosmetic/brand purchase if possible. So, this does not mean that brand recall is not strong in other groups. This reveals, however, a tendency among older customers to be reluctant to try new brands/products online without having had a taste of them before, or at least they are more likely to buy a cosmetic product online when they already know about it. Again, the associated contact points are social networks, friends and family and brand websites (Appendices H1 & K3).

Finally, at the global scale of the sample, social networks are obviously in the majority of cases the starting point of the purchasing process. What is quite surprising, however, is that friends and family also seem to play a very important role in triggering this process. Next, the first reflex is generally to go to the brand's website (Appendices G1, H1 & K4).

*Emotional state & pain points.* During the awareness stage, all groups are in a positive state of mind. The emotions they feel are curiosity and some form of excitement about the discovery of brands and an opportunity to buy (Appendix F1). This enthusiasm can be quickly overshadowed by some disappointing points, but none were particularly highlighted at this stage (Appendix I1). The pain points mentioned in the consideration stage are nevertheless partially applicable at this stage but will therefore be developed in the "consideration stage" section.

*Opportunities.* However, customers have identified many points of satisfaction. It is these points that need to be systematically developed and built upon to improve the customer experience. Group Y values the reputation of the brand, the better it is, the more likely the customer is to trust the brand and to buy quickly, without asking too many questions, even if the quality is not proven, as the results underline. The fact that the brand's products are specific and not sold everywhere in physical shops is an asset for the brand. This group is also attracted by the possibility of buying their products at lower prices online than in bricks and mortar shops. Next comes the quality and aesthetics of the visual content, the descriptive content and the brand image. Group M is quite similar to Group Y and puts the reputation of the brand as the decisive point when starting the purchase process, followed by the opportunity to benefit from more attractive prices. Then the image quality and the appeal of the advertising enter into consideration. Group O is more sensitive to the quality of the brand image than to its reputation, which comes after the appeal of the advertisements and the possibility of buying specific products that are not necessarily sold in physical shops. Across the sample as a whole, the vast majority confirmed that a brand's reputation was a major factor in the attitude adopted at this stage. Then comes the quality of the brand image both in terms of its products and its visual and textual content, as well as the offer of specific products not available in physical shops. We can also mention the appeal of its advertisements, both in terms of aesthetics and content (Appendix J1).

#### **4.3.2. Consideration stage**

*Steps & touchpoints.* After making initial contact with the brand, customers usually research further and consider whether or not to buy the product. Group Y customers will review the product portfolio before choosing their product. They then skim the product page and read the product description first. This group pays particular attention to the composition (ingredients), the origin of the product (where it comes from) and of course the price. Thus, there is a fairly conscious behavior with regard to ecological and natural trends. The majority also indicated that they read reviews and ratings, either on the brand's website or by searching on Google or via blogs (Appendices G2& K1). At this stage, the brand's website is the main point of contact, as well as private sales applications and third-party websites such as blogs, or even the Google search engine, which is still very much used at this stage of the purchasing process (Appendices H2 & K1).

Group M customers follow the same path as group Y at the beginning but pay more attention to the usability and added value of the product in addition to its composition. They

then read customer reviews and go back and forth between different websites and the brand's website. The majority of them also say they are ready to do a skin/hair diagnosis online or to try make-up virtually if given the opportunity (Appendices G2 & K2). Surprisingly, these technologies are not very popular among the clients in the sample, whereas these solutions are currently very popular with the major cosmetic brands. It would therefore seem that they should only be used and promoted if the technology is mastered and really facilitates the experience. The contact points therefore remain the brand's website, the Google search engine and third-party websites such as blogs (Appendices H2 & K2).

Group O women first scan the product portfolio to get an overview of what the brand offers, then read the product description. They pay particularly attention to the packaging and the general aesthetics of the product. Finally, the majority read the reviews when they are available on the brand's website or go on others (Appendices G2 & K3). The points of contact are therefore limited to the brand's website and other websites that provide more information about product labels (Appendices H2 & K3).

At the global sample scale, the typical customer journey consists of going through the product portfolio, scanning the product page and reading its description. Consumers pay particular attention to the composition and price of the product and read customer reviews before deciding to buy the product (Appendices G2 & K4). Naturally, the main points of contact are brand websites and blogs or other specialized websites to find additional information from a third party (Appendices H2 & K4). Finally, it is interesting to note here that the clients never mentioned having been retargeted by emails, but as the majority admitted to not paying attention to email marketing, this is not really surprising either. On the other hand, some reported seeing the same ads on their various social networks on several occasions.

*Emotional state & pain points.* From a general point of view, consumers are in a rather positive state of mind, confident about the brands, although they are demanding and attentive to the content presented and the products. They remain satisfied despite the few criticisms they may have at this stage of the purchasing process. Only group M clearly expresses a certain reticence and mixed feelings about the poor quality of some visual or textual content, or even about the web development on the brands' sites (Appendix F2). Indeed, there are some negative points at this stage. The lack of visual content such as photos or videos to get a better overview of the product and its use was strongly highlighted by all groups at this stage particularly. Also, approximate online skin diagnoses with a purely marketing focus are not of interest in general, but especially according to group Y. Problems related to the websites' UX development also seem to be problematic for the majority who report a lack of ergonomics at the navigation level.

This point is also linked to the aesthetics of website design, which is sometimes uninviting. This aspect is particularly important for Group M. Group Y also points out the lack of detailed information in the descriptions or the exponential amount of oppressive marketing stimuli, such as pop-ups and banners on the websites (Appendix I2).

*Opportunities.* Among the positive points highlighted by Group Y are websites with a clear design and smooth browsing experience, nice product presentations with quality photos and videos, detailed information as well as a healthy and qualitative brand image. This is followed by lower prices and positive reviews. Group M underlines the same points regarding the website's experience, products' presentation with photos, videos and detailed information, and the positioning of brand image. This group also emphasizes the attractiveness of a wide product selection as well as appealing customer reviews. Group O confirms that the first two points identified by Group Y and Group M are essential. Thus, from a general point of view, the positive points to be maintained to improve the online customer experience are: web design and UX development for a smooth navigation, a complete presentation of the products with images, videos and detailed information to support it, and a healthy and qualitative brand image (Appendix J2).

### **4.3.3. Suggestions**

These results are perfectly consistent with our expectations, which were based on the global market studies of Photoslurp & Zinklar (2019), GWI (2021) and Euromonitor International (2020). Indeed, we can confirm the importance of social networks during this pre-purchase phase as well as that of person-to-person recommendations. Thus, we can suggest to cosmetic brands wishing to improve their customer experience and increase their online sales to *take care of their reputation and image on social networks*. To do so, it is first necessary to *collaborate with well-targeted influencers* allowing to promote the brand on the networks and to increase its reputation. The *content produced by these influencers must be reused and amplified* because it allows to show the product, its use and the results in a natural way. At the same time, the *visual and textual content posted by the brand on its networks should be of excellent quality both in terms of substance and format* (Appendix L). It is also a question of *diversifying the media*, including more *product demonstration videos with close-ups and glimpses on all types of skin/hair*. Although this point seems obvious, it is particularly important for cosmetics to compensate for the lack of sensoriality.

Secondly, the *brand's website must be clearly organized* with a main menu composed of predetermined product categories to guide the customer. The website must therefore be as

*ergonomic as possible for fluid and comprehensible navigation*, without waiting for a new page to load, for example. Aesthetically speaking, *a sober and clean design* avoids this kind of inconvenience. The homepage should not be overloaded with information to avoid losing the consumer, and only the obligatory pop-up windows or information banners should appear on the screen. *Product pages should be as detailed as possible with several photos from different angles and explanatory video content. Labels and other designations* to indicate the natural, vegan or organic quality of a product should be *visually indicated by recognizable pictograms* and clearly mentioned. *Customer comments, reviews and ratings should be clearly displayed and easily accessible*. If the brand offers a *skin/hair diagnosis to help choose a product*, it should be developed to inform impartially and as professionally as possible. Other technologies such as *augmented reality* can be considered to compensate for some sensory aspects, but it is recommended that they should be implemented only if the technology is mature, otherwise consumers may be disappointed.

As far as person-to-person recommendations are concerned, the reviews on the product pages can be useful for customers who do not have the benefit of a close friend's opinion, but above all, *each customer should be considered as a potential brand ambassador*. Indeed, every customer who is satisfied beyond his or her expectations is a customer who will recommend the brand to at least his or her close circle. This point will be detailed in the last phase of the purchase. Finally, according to our analyses, it would also be strategic to ensure that *the product offer available online is more attractive than in a physical shop*, both in terms of variety (wide choice of products), specificity (rarity, environmental and sustainable commitment, solidarity-based approaches, etc.) and price.

These suggestions are relevant for improving the pre-purchase customer experience in general, but they can obviously be more or less developed depending on the target group. Indeed, there are subtle differences between the groups that should be taken into account, as personalizing the customer experience is achieved by nuancing the actions at each touch points.

#### **4.4. Purchase phase**

The second phase is the actual purchase until the product is received. It is composed of the acquisition (payment) and delivery & reception of the product stages.

#### **4.4.1. Acquisition stage**

*Steps & touchpoints.* According to the results of our analysis, this step is almost exactly the same for all customers because of the automated procedures. The first action is to put the chosen product(s) in the shopping cart, then the majority pay directly once the selection is complete, although some are more indecisive and let one or more days pass before validating the cart. The majority also pay by credit card via the brand's website payment interface, only 20% of them pay by Paypal or Apple pay. Globally, 70% of customers receive a notification from their bank, mostly via the mobile banking application or by text message. The customer must then validate the purchase in the banking application before returning to the site or enter the code received on the bank payment interface that appears on the screen. Finally, customers wait to receive the confirmation email and order receipt and 95% of them usually receive it (Appendices G3, K1, K2, K3 & K4). Thus, the contact points are the shopping cart and payment interface on the brand's website, the bank validation interface and the order confirmation email and receipt (Appendix H3).

*Emotional state & pain points.* During this phase, we expected to perceive possible concerns related to the risk of fraud or credit card hacking, but we were surprised to find that more than the majority of the sample was in a positive state of mind and the rest in a normal state of mind. 80% of the customers felt reassured even with the bank verification and when they received the confirmation email (Appendix F3). This is very important, as it was noted in our notes that 70% of the consumers feel that not receiving the confirmation email is a cause of stress (Appendix L). Thus, almost no negative points were noted, the only negative remarks were the fact of having to create a customer account in order to be able to order. This is slightly annoying although it is now systematic (Appendix I3).

*Opportunities.* Satisfactory points are therefore the bank application checks for secure payment, and the automatic confirmation emails. Customers also said that they found the payment process on most websites to be relatively quick, although validation via the banking application often lengthens the process. It should also be added that there are sometimes too many emails sent in a row to confirm the order and then send the receipt, perhaps there is an opportunity for improvement here too (Appendix J3).

#### **4.4.2. Delivery & reception stage**

*Steps & touchpoints.* At this stage, all customers start by filling in their delivery details, but the delivery choices differ slightly between the groups. Group Y generally looks for the cheapest and most convenient option for their daily lives, but mostly favors the cheapest option even if

it means going to a pick-up point. The majority of this group prefer standard home delivery. On the other hand, 50% say they have paid delivery fees, while the other half would not have paid any. There are several explanations for not paying delivery costs: either because the order amount reaches the minimum to obtain free delivery costs, or because the customer has a promotional code allowing the overall amount to be reduced by the delivery costs. Group M also looks for the cheapest and most convenient option but will favor the most convenient option, even if it means paying a little more for comfort. Again, standard home delivery is the most popular option, but it would appear that this age group pays a delivery charge. Group O is almost similar in every way to Group M, but the majority say that they have not paid delivery charges and that they received their package in person from the postman. Thus, on the overall scale of the sample, the most chosen delivery method is home delivery, although customers sometimes choose one method rather than another, either for financial reasons or for convenience and compatibility with their daily lives. Regarding delivery costs, the collective response is mixed with 50% saying they have paid them and the other half saying the opposite. Secondly, customers receive an email to inform them of the imminent delivery of their package, and therefore most of the time receive the package in person by the postman or in their letterbox. Finally, they open the package at the reception (Appendix G4). The main points of contact are therefore the home delivery service and the package itself (Appendix H4).

*Emotional state & pain points.* The emotional state of Group Y at the time of delivery is rather mixed, as the customers are rather attentive and slightly annoyed by the delivery charges. One of them also criticized the poor performance or lack of a tracking system. The customers in group M are in a normal state and say they are confident, as are the customers in group O, who are even a little relieved to know that their package is on its way, which gives an overall normal mood, rather confident and satisfied with the process, apart from a few isolated cases. On the other hand, when the package was received and opened, the majority of customers in groups Y and M were happy and flattered by the care taken with the package. Although this is also the case for group O, some have mixed feelings as they are annoyed by some minor issues, but overall, the emotional state of the sample is positive at this stage (Appendix F4 & F5). Some complained that the packages were far too big for what they really contained, taking up space and being more polluting. There is also the issue of shipping costs which is important as according to our notes, 70% of the overall sample said that high shipping costs (above €4-5 generally) significantly impacted their decision to buy or not (Appendix L). Delivery costs are an important issue especially in cosmetics as the products purchased are often small, easily transportable and do not represent large order amounts in general. It is therefore badly perceived

to have to pay €5 for delivery for a product that is originally worth barely €20, for example. Otherwise, some isolated problems have been reported such as a tracking link not being sent or small delays in delivery (Appendix I4).

*Opportunities.* These small comments are accompanied by positive points as the majority of the sample felt that the delivery was quick and that the tracking link was a benefit. The fact that some did not have to pay delivery fees was also a satisfying point at this stage. Regarding the customer experience at package reception, the fact that the product is well protected and well-presented is a great point too according to the majority. 50% of the overall sample said that they received a small card or leaflet about the brand in their package and only 25% received samples, which is quite low when you know that they always give samples after a purchase in a shop (Appendix J4).

#### **4.4.3. Suggestions**

The suggestions we can make following the analysis of these results concerning the payment stage are fairly simple and mainly to reassure the customer. Most of the measures in place are already satisfying, so we will just add some details by insisting on them. First of all, it is a question of offering *several means of payment*, of ensuring the *reliability and security of its web interface by protecting its customers' data*. An *automatic order confirmation email system* must be implemented (mandatory by law) but it is recommended to *optimize its content to avoid sending several successive emails*. It is indeed possible to add the *tracking number/link*, with several other links to the customer account on the brand's website in addition to the minimum legal information. *Limiting the number of emails* sent is important not only because it limits digital pollution to what is strictly necessary, but also because it avoids annoying customers who are increasingly irritated by the multiplication of marketing emails.

For the delivery stage, it is the same for the package tracking emails, one email is enough at the beginning, and one at the end to inform about the delivery, because once the first link is sent, the customer can go and check the progress of the delivery on his own, no need to inform him at each step. *The delivery costs* being a significant point, it is recommended to *lower them as much as possible and not to exceed a certain limit estimated around €5*. On receipt of the package, some customers mentioned the risk of theft, but few branded solutions are possible because the delivery service is typically the kind of contact point that is delegated to an outsourcing company and appears to be a branded outsource point.

Finally, regarding the package itself, it was noted that *small details such as cards, booklets, silk paper and samples are valuable* and help to build the customer experience. It is therefore



recommended that each package should include a *thank you card and some small goodies*. We will come back to the importance of samples in the next section. Secondly, it is important to ensure that the *package is suitable in terms of size* for the products and in terms of material, i.e. that it is *recyclable*, and that *the products are well protected*.

#### **4.5. Post-purchase phase**

The post-purchase phase includes everything that happens after the product is in the customer's hands after the purchase. We therefore consider the customer service and recommendation & loyalty stages.

##### **4.5.1. Customer service stage**

*Steps & touchpoints.* It is quite complicated to talk about after-sales service in the case of cosmetics since it is rare to be able to "return" a cosmetic product once tried, which is why we talk more about "customer service" in general. At this stage, once the package is opened, customers take the products in their hands and briefly look at them. 35% say their first instinct is to open the products to smell them and find the one thing they can't really experience when buying a cosmetic online. 35% add the tactile aspect and apply the product to test the texture and color. Added together, 70% of customers' first reflex is to open the products immediately to reassure themselves about the sensory elements missing from the purchase process. The majority of them will use the products immediately or on the same day they receive them (Appendix G5). Thus, the touch point is the product itself here, and must at least meet the customer's expectations to be satisfying (Appendix H5).

*Emotional state & pain points.* The overall mood was positive, with the majority of customers satisfied with their product, although half of the Group O customers were disappointed at least in part with the effectiveness of the product or its smell, which did not match their expectations (Appendix F6). Again, only 25% of the clients pointed out that there was no clear return policy when asked. But this figure is higher when we look at Group Y, where 50% were receptive to this issue (Appendix I5).

*Opportunities.* It is perhaps at this stage that the opportunity arises to improve significantly the customer experience when buying cosmetics online. Indeed, following the observation that, product returns are only exceptional in case of quality problems when buying cosmetics online, we asked customers about a possible solution. Thus, the fact that there is no real option to return a product that is not to their liking does not seem to shock consumers who accept that this is the

risk to take when buying this kind of product online. However, the majority of them (55%) seemed interested in a micro-sample system that would allow them to test the product immediately, at least to have a glimpse of its color, texture and of course its smell without having to open the product (Appendix L). This solution would therefore allow the product to be returned if one of its characteristics is not to one's liking and to be reimbursed easily since the product will not have been opened. This is particularly interesting for perfumes and other luxury cosmetics, for example, since we are talking about higher purchasing amounts. This system is not that common because it is rather expensive and even polluting to multiply the samples but would be a real additional comfort when buying cosmetics online. Indeed, this option would overcome the obstacle of the lack of sensoriality and reduce the risk of ending up with a product that is not used because it does not fit.

#### **4.5.2. Recommendations & loyalty stage**

*Steps & touchpoints.* After using the product comes the recommendation & loyalty stage. Generally speaking, satisfied customers take the time to discuss their purchase with their friends and family and say they would buy a product from the same brand again in the future. On the other hand, we were surprised to find that very few customers gave their opinion on websites, blogs or in comments under the brands' Instagram and/or Facebook posts. Furthermore, only 25% of the overall sample are willing to fill in the feedback form as long as it is not too long. Thus, very few customers actually fill in the emails to give their customer feedback. Finally, only 30% of the sample as a whole had signed up for a loyalty program, compared to 50% for Group M and Group O. Group O is also inclined to offer the brand's products to friends and family and to recommend them (Appendix G6). The contact points here are the customer's relatives who then become potential future customers, marketing emails to obtain customer feedback, and the loyalty program interface (Appendix H6).

*Emotional state & pain points.* Again, the general mood is positive, the majority of customers are satisfied with their purchase although there are some who do not feel any particular emotion, most are happy and loyal to the brand (Appendix F7). The negative aspect of this stage is the lack of emails to rate the experience, or at least the fact that many customers do not remember filing one. Most of them say that they don't pay attention to them anymore because they receive so many, others admit deleting them directly without taking the time to fill them in because the forms are often too long. Indeed, 70% of the suggest that emails to rate customer experience are generally not welcome (Appendix L). It is more or less the same reasons that drive customers not to join a loyalty program. Sometimes brands don't develop

one, or signing up for one means more marketing emails, which tends to annoy customers. Other customers prefer to feel free to make their own choices and like to change brands regularly, so they find loyalty program restrictive or interesting only if they plan to buy the brand again regularly (Appendix I6). We expected this lack of enthusiasm for email marketing and loyalty programs due to a lassitude towards intensive marketing and a high rate of brand switching among millennials.

*Opportunities.* The satisfying point is that there is potential to develop loyalty programs tailored to the needs of consumers with 45% of respondents interested in loyalty programs. There is also the opportunity to think about a new way of addressing the customer feedback that is so important to the brands and their marketing strategy but also to other customers.

### **4.5.3. Suggestions**

Although this phase does not appear to be the most important one regarding the purchase of cosmetics online, there are indeed areas for improvement, and even innovation. First of all, it would be advantageous to offer *more flexibility* to the customer once they have received the product, so that they can choose to keep it or not, as with clothes. For this, a *micro-sample system* (the equivalent of only a few drops of product) would allow customers to test the sensory aspects of the product before opening it to avoid waste or the disappointment of having invested in a product that will not be used. This sample solution is already proposed by some luxury perfume brands, but its democratization to other types of cosmetics would allow to reassure the consumer about the risk of buying a product that he/she does not know at all on the internet. However, the environmental impact of such a system would need to be considered, which requires research into the quantity and ideal container for these micro-samples. These samples will also have the double effect of flattering the consumer and adding to their satisfaction beyond their expectations since goodies and small gifts are always appreciated by the consumer.

Secondly, it is suggested that the number of emails sent to customers should be limited to the minimum required to avoid overloading them with marketing incentives. *Newsletters*, for example, are a popular means of communication for brands, but fewer and fewer customers (especially among millennials) read them because they take them for granted and no longer pay attention. It is therefore preferable to send fewer of them, but *for special occasions, with content that tells a story and a punchy title*. The ideal rhythm is also to be determined according to the preferences of the target. The forms for obtaining *customer feedback should be simplified to a few questions*, the ideal number of those questions could be researched further. *The visual format should also be fun, with a star rating system or MCQ-style questionnaire to make it fluid*

*and quick*, but still allowing those who wish to express themselves further to do so in a non-mandatory detailed response box. Given the importance of this feedback data to brands today, it might also make sense to offer a reward for completing the forms, such as a small promotional code or loyalty points.

This brings us to the matter of online loyalty programs, whose potential is quite significant although underestimated. More and more brands are offering loyalty programs in the form of monthly subscriptions to receive their usual products each month at a lower cost. These programs are very interesting for the older age groups (Group O) who have a stable income allowing them to invest sustainably and tend to remain more loyal to a small number of brands. However, they are not necessarily suitable for the younger generations (Group Y) or for the more indecisive persona who prefer to keep their freedom to change brands regularly, as this kind of program commits the consumer to a minimum fixed amount each month. For this younger age group, promotional benefits and VIP access to private sales are already more meaningful. The group M, on the other hand, might be more attracted to a mix of these two approaches, as customers in this group are beginning to express a growing interest in taking care of themselves and are looking for routines that suit them personally, so it is a long-term investment. But in general, customers are not necessarily looking for money savings but more for a *privileged experience*. It is therefore important to enhance the program with a nice storytelling, when possible, to offer *exclusive experiences to loyal customers*\_who are then considered *as brand ambassadors*. *Rewards should be meaningful*\_and targeted at customers' favorite products and give them access to privileges such as free delivery. The *playful aspect* should not be neglected either, it is a question of proposing a system of points allowing the acquisition of different *statuses/badges/trophies*\_according to the purchases made or the interactions on the brand's website for example. And as we have seen from our results, satisfied customers include their family and friends in their purchase at various stages of the journey, so it makes sense to offer referral offers that give customers discounts and loyalty points.

We come to the last point to be mentioned in this phase, but which is directly linked to the first phase too: *engagement on social networks*. Indeed, customer loyalty is also about creating *a sense of belonging to a community*, and for this, social networks are key. It's all about offering entertaining, original and *exclusive content*, *bringing people together through contests, stories, quizzes, live events, etc*. *Asking consumers for their opinions live, via question boxes or quick surveys allows them to be included in the creative process, to feel like decision-makers and stakeholders of the brand*. Then reposting content created by the consumer (User Generated Content) where he identifies the brand gives him importance, flatters him, creates a link of trust

and allows the brand to flesh out its own content. Publications posted on a particular product or beauty practice can *engage customers in comments to get feedback and customer opinions visible to all*. In this way, the customer becomes an ambassador for the brand, and a customer who freely advises a brand or a product is more spontaneous and sincere than a brand, which will be more convincing to the consumer. All of this also benefits the first phase, closing the loop of the purchasing cycle, as it provides additional insights for anyone wishing to learn more about a particular brand or product before buying it.

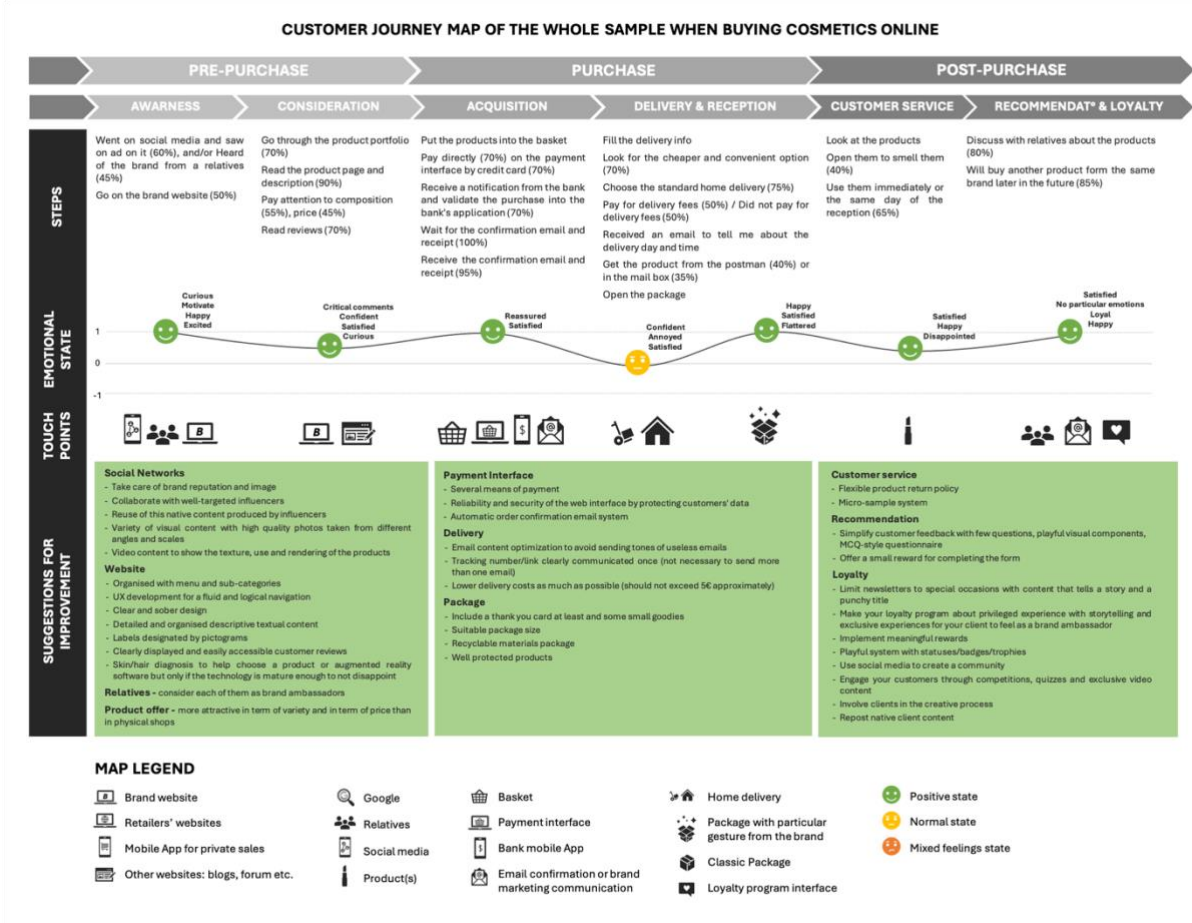


Figure 7 - The customer journey map with suggestions for the whole sample. Source: own elaboration.

Finally, almost all of these suggestions are related to each other, although they are all adjustable according to the type of cosmetic brands and their target. For a better understanding, a new map summarizing these suggestions for each phase has been created (Figure 7). This map can thus be used to inform the marketing teams.

## 5. Conclusion

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### **5.1. Theoretical contributions**

The objectives of this thesis were to understand the online customer experience from a customer perspective and its challenges. This study aimed to improve the customer experience when buying cosmetics online by capturing the online customer journey and proposing solutions to enhance it. We therefore have been seeking to answer to the 3 research questions mentioned in the introduction part and as a result, we contributed to the topic explored.

Previous research has helped us understand how the customer purchase journey is generally structured (Lemon and Verhoef, 2016), the types of touchpoints to consider (Kranzbühler et al, 2019; GWI, 2021; Euromonitor International, 2020), the importance of the brand experience (Kuehnl et al. 2019), current trends in the cosmetics market (Berbon & Lemesle, 2020) and key elements of the online customer journey (Bleier et al., 2019; Photoslurp & Zinklar, 2019). Most of these research findings were confirmed during our analysis, but this time in the frame of a particular population segment for a specific industry which allow us to make our own contribution through a concrete example.

The first research question was answered in part through these previous studies, but we really characterized the customer journey through our qualitative research and its results. Through the analysis of the customer journeys resulting from the research, we were able to identify opportunities to improve the customer experience, thus answering the second question.

Firstly, the Y group, representing the youngest age group of millennials, tend to buy cosmetics online occasionally. They buy online because it is convenient, they can compare a lot of different products without having to go anywhere and quickly, but also because they can find specific/more natural products. This confirms the trends mentioned by Photoslurp & Zinklar (2019), Berbon & Lemesle (2020), GWI (2021). The analysis shows that the phase of the purchasing process that they are least satisfied with is the purchase phase, and particularly the delivery, due to a sensitivity to high delivery costs. Moreover, these customers are also more likely to buy cosmetics during private sales on mobile applications. Here, we perceive that they are very sensitive to price variations, probably due to the fact that most of them are still students or just starting to enter the job market, so their purchasing power is still limited. Their purchases are therefore more irregular, which may explain why they are not receptive to loyalty programs for the most part.

Group M is more assertive as the majority frequently buy cosmetic products. Here we found that within the same generational segment, some nuances exist as group Y and group M seems to not buy at the same pace, adding to the importance of a personalized customer journey experience for a specific target. They also buy online mainly for convenience and the variety of products that can be found. On the other hand, they point the lack of sensoriality, the lack of flexibility in terms of being able to return a product and the problems related to delivery. This can be felt in the pre-purchase phase at the consideration stage and in the purchase phase at the delivery stage. Indeed, customers in this group are more likely to go and search by themselves on Google to compensate for a lack of information/details about the products. Visual and descriptive content is therefore in high demand among this population, with a particular focus on reviews. These results again support the arguments of Bleier et al. (2019), Photoslurp & Zinklar (2019). Finally, this group is already more interested in loyalty programs. We perceive that the middle of the millennial generation is looking for quality products that are relevant to them, so they are willing to make a longer-term commitment and pay the necessary amount.

Group O customers are the ones who most rarely buy cosmetics online, although they find it convenient, the lack of sensoriality and possible problems with delivery do not encourage them. We feel that these customers are less invested in their online purchase. The phase they are least satisfied with is the purchase phase, particularly at the time of delivery and receipt of the package for the same reasons as the other groups. However, they attach more importance to the packaging and presentation of their package, as well as to loyalty programs. We feel here through generation O's detachment that there is a difference between the two generations analyzed, although group M has both generation Z and generation X characteristics at some point.

Overall, the observed frequency of purchase is quite divided, so it is really interesting to look for ways to improve the online cosmetic shopping experience to increase this number. The majority of the sample believes that the advantage of online shopping is convenience (fast, easy, at any time), but the disadvantage is of course the lack of sensoriality. These findings support Rose et al (2011) who already gave these reasons as encouraging or preventing online shopping. The phase that generates the least satisfaction is the purchase phase itself and particularly the delivery phase due to the risks involved and high delivery fees.

Finally, we answered the third research question by proposing solutions for each of the previously mentioned opportunities. The suggestions for overcoming the current gaps and improving the customer experience when shopping online are to be adapted according to the intensity of the problems observed in each group. For the pre-purchase phase, the importance

of social media and relatives is undeniable. It is therefore recommended to provide qualitative and explicit content with videos and various pictures from different angles, to ensure a smooth navigation on the website with clear and sober design, to make reviews and labels clearly visible, to consider the client as a brand ambassador, and lastly, to provide a varied and more attractive product offer in terms of price. For the purchase phase, it is highly suggested to propose several means of payment (credit card, Paypal, American Express etc.), to provide a reliable and secured web interface, to optimize the automatic order confirmation email with integrated tracking link for the package, to lower delivery cost as much as possible and finally, to take care of package presentation by including goodies and samples. For the post-purchase phase, the solutions would be to grant more flexibility to return a product if needed thanks to a micro-sample system, to send newsletter only when there is a real purpose with qualitative content, to make customer experience feedback and ratings fun, to build a playful and privileged experience for loyalty programs through storytelling, rewards, brand ambassadors, trophies, and at last, to engage clients as much as possible on social media to create a community. Thus, the results of our research confirm and complement the theoretical elements on which we have based our work.

## **5.2. Practical & managerial implications**

This dissertation reveals practical implications mainly for customer journey management and marketing/communication management in the cosmetics market and online cosmetics sales. Indeed, according to this analysis, it can be seen that all the phases and almost all the touchpoints that mark them out require a particular attention from the marketing and communication teams in order to improve and maintain the changes made.

Firstly, this study highlights the importance of establishing a brand-specific customer journey according to the target audience. To do this, customer experience managers need to collect as much customer data as possible with the help of marketing teams, which is relatively simple when the purchase journey is online since behaviors can be easily recorded there. But of course, collecting this data in a qualitative way is recommended in order to let customers express themselves and thus capture new points. The more clearly the persona will be defined, the more the customer journey will be personalized. The next step is to visualize the different stages of the journey, what the customer does at each stage in general and the touchpoints involved as we have seen.



According to the results, communication managers need to ensure the quality, diversity, consistency and relevance of the visual and textual content posted on the different brand platforms. This is particularly true on social networks and the brand's website. They must therefore work hand in hand with marketing to have a good knowledge of the customer target, but also with the community managers, creative and graphic designers of the brand. Developers and graphic designers have a role to play in the experience of navigating the website, including the design, security, aesthetics and playfulness of the various interfaces. Community managers need to work closely together to post and interact at the right time, sometimes on deadlines set by the marketing and communications teams. It is also about engaging the community during virtual events (games, competitions, live events etc.) according to the objectives set by the marketing teams.

The logistics teams must ensure that the information related to deliveries is correctly transferred, via the subcontracted transporters, to the software that enables the automatic sending of customer emails configured by the marketing teams. The marketing and communication teams must ensure, with the help of the logistics teams, that the packages sent out include the communication materials intended for the customer. The production teams also have a role to play in the automatic setting up of the micro-samples associated with the ordered product. As for the customer service teams, they must ensure that customers are available and well listened to in order to answer quickly and adequately, while passing on their requirements to the marketing and communication teams.

Finally, this study suggests, as do many others, that a strong synergy is needed within the different departments to improve the online customer experience throughout the customer journey.

## **5.2. Limitations**

Although this study was carefully executed, some limitations exist and need to be addressed. Firstly, the research could have been approached using a different methodology, not the CIT method, although this was considered the most appropriate. Indeed, the CIT method is sometimes criticized for providing an overly subjective analysis because it is possible to categorize in different ways.

Another limitation of the qualitative research is that it is impossible to interview a very large number of people to obtain a representative sample of a large population. This brings us to the sampling limitations. As the group interviewed is relatively small (due to the qualitative

approach), it is not possible to consider it as truly representative of the population under study. Furthermore, external aspects such as their geographical location or their affiliation to a particular culture were not taken into account. It could also be considered that each interviewee may lie or falsify her statements.

It should also be considered that this research was conducted over a short period of time but that it could gain in value if it was conducted over a longer period of time, particularly if the interview had been replaced by the recording of a diary kept by the respondents over a week or more. Finally, it is necessary to take into account the current context of the Covid health crisis, which is even more significant in the case of the study of the customer journey in cosmetics.

### **5.3. Future research**

While acknowledging the above limitations, future research could initially be based on an alternative methodology that would allow for the collection of data from a larger, more representative sample over a longer period. It would also be possible to narrow down the age category to interview more respondents in the same category.

Secondly, in the course of this research, opportunities have arisen for parallel research to explore particular issues in greater depth. Indeed, from a global point of view, this study was carried out for one industry in particular, the cosmetics industry, and therefore for several segments at once. It would probably be interesting to restrict it to a particular product segment, namely perfumes, since the very essence of this product is based on the olfactive aspect, so there is a broad field to explore in terms of possibilities for improving the online customer experience.

Each phase could be studied in more detail. In our analysis, it became clear that delivery fees and customer feedback emails were problematic for customers. It would therefore be worthwhile to dedicate further research to these two elements to understand the associated psychological mechanisms, to quantify the ideal number of questions in a form, or the maximum shipping cost threshold that should not be reached otherwise the customer will be lost. The most popular type of visual content seems to be demonstration videos, but again, it could be beneficial to study which type of content would ultimately be most appropriate depending on which target segment, which product and on which platform exactly.

Finally, a similar study could be conducted in a few years to measure the impact of the Covid crisis on customer behavior when buying cosmetics online in the long term. Indeed, given

that the crisis has already had a significant influence on consumer habits, we must surely expect profound changes in behavior over the long term.

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## Appendices

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### Appendix A. The Interview Guide

<b>INTERVIEW GUIDE</b>
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Thank you for answering my questions about your cosmetic shopping experience. I would like to remind you that this interview is recorded and will be written down in a transcript. The data collected will be submitted anonymously.

#### INTRODUCTION

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1. Name/Age/Gender/Occupation
2. How often do you buy online?
3. What types of products do you buy online?
4. How often do you buy cosmetics?
5. What types of cosmetics do you buy?
6. How often do you buy cosmetics online?
7. What do you like about buying cosmetics online? What do you like less about that?
8. What do you like about buying cosmetics in normal shops? What do you like less about that?

#### THEME 1 – PREPURCHASE PHASE

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##### 1. SOURCES OF MOTIVATION:

- Think about the NEW cosmetic you bought recently online:
- What motivated your purchase? How did it start?
- What do you recall seeing?

##### 2. CONSIDERATION:

- Before buying the product, how do you proceed?
- Did you feel the need to make further research on it?
- What do you recall concerning the website/app on which you bought the product? What did you like or not concerning its design? Do you remember going through the product portfolio? What did you like or not like?
- Now, could you open the website we were talking about and share your screen with me please? What do you think at first sight? What do or don't you like?
- What did you want to know about the product before you bought it? What kinds of information did you look for?
- Do you remember reading comments, recommendations and ratings on product?
- What kinds of visual content called your attention during the purchase?
- What did you think about it? How did you feel?

Depending on the type of cosmetics purchased:

**MAKE-UP** – Do you remember using Insta & Snap applications/filters/virtual fitting software to try on make-up? What do you think about these?

**SKIN/HAIR CARE** - Do you remember using skin/ hair diagnostics to define the most suitable product? What do you think about these?

**PERFUME** - Do you remember using preference diagnostics to define the fragrance that suits you best? What do you think about these?

## **THEME 2 – PURCHASE PHASE**

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### **1. PAYMENT:**

- Now that you had chosen what you wanted to buy, what did you do?
- How did you proceed for the payment/checkout?
- What do you recall having thought/felt at this stage?
- Do you remember ever giving up during a purchase? What were the reasons?

### **2. DELIVERY:**

- What do you recall about the delivery?

According to the answer, and if more information is needed:

- What was the delivery mode you choose? Why did you choose this one?
- Did you pay for delivery fees?
- How did you feel?

### **3. RECEPTION:**

- How was the reception of your package?

According to the answer, and if more information is needed:

- What caught your attention when you opened your package?
- Do you remember receiving any goodies or samples? How did you feel about that?

## **THEME 3 – POSTPURCHASE PHASE**

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### **1. AFTER-SALES SERVICE:**

- *After you received the package, what did you do?*
- Did you return the product or were you satisfied? Why?

### **2. EXPERIENCE RATING:**

- Did you share your experience? Why did you share it or not?

### **3. LOYALTY:**

- How did you feel toward the brand after your purchase?
- Would you buy it again or another product of the same brand?
- Did you join the loyalty Program after your purchase? Why did/didn't you?

## **CONCLUSION**

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Before ending this interview, do you have any other comments on the topic that you would like to share with me?

**Thank you very much for your time, the interview ends here.**

## Appendix B. Analysis of the preliminary questions

The following tables analyze the answers to the first questions of the interview guide. They are used to build the consumer profile.

### B1.

RESPONDENTS	Q1: What do you like about buying cosmetics online?	PRODUCT VARIETY	INFORMATION	COMPARISON	CONVENIENCE	PRICE
Y1	The fact that I don't have to go anywhere, the fact that I can be sure to find what I'm looking for because sometimes a shop may not have the reference. The fact that I can compare references more easily by browsing comparison sites. To more easily find user reviews.	1		1	1	
Y2	It's fast, I do it when I have time, it's at my disposal, that is to say that if I want to order at 10pm I can do it, and then as I live in Paris, it's easy to have it delivered, the relay points are close by so it's not complicated to receive or send back products. It's an easy solution.				1	
Y3	To be able to have a variety of offers at the same time, to be able to compare prices, to not have to go anywhere. It allows me to discover more products than in a shop.	1		1	1	
Y4	Saving time, clearer view of the whole product range, ease of comparison across several sites.	1		1	1	
Y5	You can get promotions, you can get people's opinions			1		1
Y6	Generally, I like to buy online because I take the time to look at the products and their composition. When I look online, I can do this at the time I want when I want and so I feel less oppressed. When I make this purchase in a shop, the saleswomen quickly oppress me in my choice. I have more time and I feel more like buying, I feel better.		1		1	
Y7	I don't have to go anywhere, then there are some hair products for which there is only one shop in Paris and it's quite far from my home so it's more convenient to buy them online. Then I buy mainly on Ventes Privées (Veepee) and then there are discounts.				1	1
Y8	It's simple, fast, no need to go anywhere and sometimes the offers are better on the internet so I prefer to buy them online. To pay less. Usually, it's when I already know the products, or when the product is out of the ordinary and can't be found everywhere.	1			1	1
<b>TOTAL GROUP</b>		4	1	4	7	3
<b>PERCENTAGE GROUP</b>		50%	13%	50%	88%	38%
M1	It's fast, I don't need to go to the shop and queue up, there's a lot of information available, more choice in products, and I can take my time to have a good look and make my choice with peace of mind, I can also compare, which is important	1	1	1	1	
M2	I like it because it's quick, and I can check product reviews on the Internet, which is not the case in the shop. I have a choice of products and I don't have to go anywhere.	1		1	1	
M3	When I get stuff that I cannot get to the shops here in the local shops, sometimes it is cheaper, you can get a discount when you order more. These are my reasons.	1				1
M4	I can try new brands that are not located in Barcelona or in the country even, there are also a wider range of products, especially in the category that I'm looking for, which is more natural and sustainable products.	1				
M5	Not having to go to the shop, I can take the time to search online, compare reviews, compare products, and then often the products are sold cheaper online.		1	1	1	1
M6	It allows me not to buy too many products, I can be satisfied with a pre-established list whereas in a shop I can be seduced, and it's fast				1	
<b>TOTAL GROUP</b>		4	2	3	4	2
<b>PERCENTAGE GROUP</b>		67%	33%	50%	67%	33%
O1	Generally I already know what I want so it's mainly time saving, it's quick and convenient, I avoid the people in the shops too				1	
O2	What I like is that it's practical and it's fast, you don't have to go anywhere, it saves time. We can choose as a family, with my daughter online, at any time of the day, after work for example.	1			1	
O3	The fact of being able to discover new products, to have a choice of many different products, the fact of not having to go anywhere, it's practical	1			1	
O4	What I like most about it is the possibility of buying "organic" deodorants with very few ingredients, of finding specific products that I bought on specific sites and that I can't find elsewhere, and if not for mascara, it saves me a trip to town.	1			1	
O5	The advantage of shopping online is that I can find products that I am used to buying in France that I can have delivered to the UK.	1			1	
O6	Buying online is an easy process. I click and I order the product, I gain time. When you live in the countryside, whatever the place, you can buy the product you need. During the pandemic period, the shops were closed, I could discover new things.	1			1	
<b>TOTAL GROUP</b>		5	0	0	6	0
<b>PERCENTAGE GROUP</b>		83%	0%	0%	100%	0%
<b>TOTAL</b>		13	3	7	17	5
<b>PERCENTAGE</b>		65%	15%	35%	85%	25%
		2nd			1st	

## B2.

RESPONDENTS	Q2: What do you like less about that?	LACK OF SENSORIAL PERCEPTION	NO EXPERT ADVICE	NO RETURN OPTION	LOGISTIC PROBLEM
Y1	What I like less is not having a real vision of the texture, everything that is sensorial in fact, whether it is the smells, the colours for the make up etc. And sometimes, the advice of a saleswoman can be missing, especially when you are looking to buy a gift.	1	1		
Y2	I can't see the product in real life, I can't try it on, I can't see if it suits me, I can't really see the colour of the product, I don't know how it's going to look on my skin or even the texture if it's a cream.	1			
Y3	Not having the experience in a shop, the advice of the saleswoman, not being able to touch, feel etc.	1	1		
Y4	You can't try it, you can't get a good feel for the colours, smells and size of the product.	1			
Y5	I think it's a shame that you can't try them on yourself. You can't see the real colours, the mascara brushes, the creams are the same, but the shampoos would be less of a problem for me, especially since I often buy the same ones.	1			
Y6	What I don't like is that sometimes it's hard to visualise the product in terms of its capacity. In the end, you realise that for the quantity it is perhaps expensive, which I would have evaluated better in the shop. It is more difficult to see the texture.	1			
Y7	You can't see the physical product, and I'm not sure I'd really dare to try it in a shop either, I'm never very comfortable in shops. We can't get the same level of advice either.	1	1		
Y8	I think the problem is that you can't try the products, so it's quite off-putting, for example for make up you can't test, for perfume you can't smell, so it's not practical when you don't know the product. If you're not satisfied, you can't return the product and get your money back.	1		1	
<b>TOTAL GROUP</b>		8	3	1	0
<b>PERCENTAGE GROUP</b>		100%	38%	13%	0%
M1	You can't smell a perfume, you can't try the product, even if there are now simulators with AI to try the colours, it's not exactly the same as trying it in real life. You can't test the texture too.	1			
M2	The fact that you can't test products like lipsticks and foundations.	1			
M3	Sometimes, that I cannot check the product, that you always have to pick up product you did not use before, for example I order at The Ordinary and I try some new products I do not know how is the consistency or how do they really "feel" on the skin, to try them out .... sometimes expensive if you do not use anymore after you bought them online	1		1	
M4	I cannot try the product, and this is really important, for example I bought a serum on internet recently and when I received, the texture was what I expected at all, and I did not like it. It's a risk you take when you buy online.	1		1	
M5	You can't ask questions to the salesmen directly; you have to go through the customer service with chatbots and wait at least half a day.		1		1
M6	The delivery, I would say that I had some problems related to the delivery, and as I am not often at home because of my work, it can be a problem sometimes				1
<b>TOTAL GROUP</b>		4	1	2	2
<b>PERCENTAGE GROUP</b>		67%	17%	33%	33%
O1	Sometimes it's impossible to buy my whole list of products on one site, one site doesn't have all the references. There is a lack of sensoriality but for me the advantages outweigh the disadvantages.	1			1
O2	The fact that you can't test, you can't smell or touch.	1			
O3	You have to wait for the product to arrive, and then in terms of sensoriality, as I mainly buy organic and natural products, I never have high expectations regarding the fragrances.	1			1
O4	What I don't like about buying online is not having the product in hand. For the mascara, I already knew the product after having tried it and bought it in shop, especially at Sephora. For the deodorants, it was the risk of the novelty.	1			
O5	The disadvantages are the risks involved in not knowing a product. Some risks I don't want to take, for example the allergic risk, a texture or a fragrance I don't like. Delivery time can also be a constraint. And then the very high delivery costs in England, especially since the Brexit.	1			1
O6	The main inconvenient of buying online is for me the temptation to buy something you really do not need, I don't know how it looks fo real and I can't send it back if I don't like.	1		1	
<b>TOTAL GROUP</b>		6	0	1	3
<b>PERCENTAGE GROUP</b>		100%	0%	17%	50%
<b>TOTAL</b>		18	4	4	5
<b>PERCENTAGE</b>		90%	20%	20%	25%
		1st			

### B3.

RESPONDENTS	Q3: What do you like about buying cosmetics in normal shops?	EXPERT ADVICE	SENSORIALITY	IN-STORE EXPERIENCE
Y1	What I like is to be able to benefit from the advice of a saleswoman and to be able to rediscover the sensory aspects, to be able to touch, smell and try.	1	1	
Y2	I can see the amount of product, because sometimes you can be a bit surprised by the quantity. You can touch it, the texture, if it's greasy, if it soaks into the skin, the colour that looks different on the skin.		1	
Y3	The human contact, the human advice, being able to touch and feel the product.	1	1	1
Y4	In addition to the sensory aspect that is present, there is also the customer experience when you are being advised.	1	1	
Y5	There is the saleswoman who is there, there is a human side that I find nicer, she can guide you because she knows her product. I know there are brands that have chatbots to chat live on the website but it's true that I prefer to have someone to chat to.	1		1
Y6	In the shop, the sensory aspect, the texture, the fact of being able to touch, test and compare different products. Perhaps also to go for products that one would not have thought of following the advice of a sales assistant. Online, we are more likely to go for products we already know. In shop, you can see what's new by being attracted by the marketing on site and the saleswomen who offer it.	1	1	1
Y7	To be able to see the physical product, to understand the quantities, to be less disappointed too, you know what you are really buying.		1	
Y8	The possibility to test and have a professional opinion, someone can advise you, especially for foundation and creams. I like the in-store experience, I think it's nice, it's often well laid out, it's beautiful, it makes you want to go there, and then they often give little samples at the end of the purchase.	1	1	1
<b>TOTAL GROUP</b>		6	7	4
<b>PERCENTAGE GROUP</b>		75%	88%	50%
M1	The sensoriality of the product, the human exchange with a professional.	1	1	1
M2	The fact that you can test the products, and then there are advisors.	1	1	
M3	Especially with make-up cosmetics, I can try the colors on my skin and if they perfectly fit me because I prefer buying those in the stores when for skin care products, I can buy online because they do not have any colors. When I go in the shops, it matches me and I can try the quality.		1	
M4	You can try the product and see the shades on your skin when you are buying foundation for example. I can also smell the perfume and try the texture. I can ask for some recommendations also.	1	1	
M5	The fact that you can be advised, and that you can see, touch and smell the products.	1	1	
M6	I can try the products, whether it's make-up or perfumes, it's always nice to talk to the saleswomen, to share with someone, to have a human exchange, with tailor-made advice	1	1	1
<b>TOTAL GROUP</b>		5	6	2
<b>PERCENTAGE GROUP</b>		83%	100%	33%
O1	The fact of being able to test the scents, the textures		1	
O2	I go there with a precise and defined need so I don't necessarily waste time I appreciate being advised on my purchases	1		
O3	I like the immediacy, I can get the product directly.			1
O4	We can get advice and try it directly.	1	1	
O5	In shops, testing is important. The samples I'm given are opportunities to discover a product. When I travel, I can test and this can lead to the purchase of the product if I like it. So online, samples are a positive point.		1	1
O6	I like buying cosmetics in shops because I can compare different products and I like having a look at several brands together, displays and packaging, I can test smells and fragrances. When I was travelling, at the airport, I like the special kits they proposed. Some exclusive products with small contents or specific packaging.		1	1
<b>TOTAL GROUP</b>		2	4	3
<b>PERCENTAGE GROUP</b>		33%	67%	50%
<b>TOTAL</b>		13	17	9
<b>PERCENTAGE</b>		65%	85%	45%

## B4.

RESPONDENTS	Q4: What do you like less about that?	HAVING TO MOVE ON SITE	THE CROWD	OPPRESSIVE SALESPERSON	LACK OF PRODUCT VARIETY	TO WAIT
Y1	The fact that you <b>have to go to the shop</b> , sometimes it's <b>crowded</b> and you <b>have to wait</b> , and then the <b>saleswomen can sometimes be a bit pushy</b> . There is also <b>less choice</b> than on the Internet as I said.	1	1	1	1	1
Y2	There are <b>often a lot of people</b> , and sometimes <b>I can't find what I want</b> , peacefully, you can <b>feel pressured by salesperson</b> .		1	1	1	
Y3	When there are <b>too many people</b> .		1			
Y4	The <b>time spent waiting</b> , the fact that you <b>have to go to the store</b> , the <b>time wasted</b> searching for products on the shelves.	1				1
Y5						
Y6	I don't like the fact that the <b>saleswomen push me to buy</b> , that there are <b>so many people in one place</b> , you <b>can't take your time</b> .		1	1		
Y7	It's quite paradoxical, but the <b>saleswomen who are too present, feeling forced and manipulated</b> , I don't really like it, <b>queuing on the shop floor</b> , taking the metro, <b>getting around</b> .	1		1		1
Y8	The <b>queue</b> , the <b>crowds</b> , the testers are not very hygienic.		1			1
<b>TOTAL GROUP</b>		3	5	4	2	4
<b>PERCENTAGE GROUP</b>		38%	63%	50%	25%	50%
M1	The <b>waiting</b> , <b>too many people</b> and sometimes <b>the saleswomen when they are too insistent</b> .		1	1		1
M2	It's <b>crowded</b> , I hate <b>queuing</b> , and sometimes <b>the shop assistants are a bit oppressive</b> .		1	1		1
M3	Maybe especially during Covid times that is not so hygienic because when you have this face watches on your hands, for example in Sephora and Kiko I was trying to find a new lipliner, the guy came to me and tell me "here I have some disinfection product, it is superhygienic, you can use it...and I was like "how it is possible to put it once in the alcohol and that is coming fine", during Covid time, it is not sufficient.					
M4	That sometimes when you look around in the shop, <b>the sales staff come and it's a bit overwhelming because every minute they are asking you</b> "do you need help, do you want to try this" and I'm like "no I just want to look around", I would like to take the time to smell some perfumes but I cannot.			1		
M5	The fact that I <b>have to travel</b> , and then with the health situation I don't feel like going to a shop.	1				
M6	You can <b>quickly feel oppressed by the saleswomen</b> who have an obligation to achieve results, and sometimes it's <b>long because you have to queue</b> . And sometimes <b>the product you want is not in stock</b> .			1	1	1
<b>TOTAL GROUP</b>		1	2	4	1	3
<b>PERCENTAGE GROUP</b>		17%	33%	67%	17%	50%
O1	The <b>crowds</b> , the <b>queues</b> , the fact that you <b>have to travel</b> .	1	1			1
O2	It's difficult to make a choice in a shop sometimes when there is <b>too many people</b> .		1			
O3	It is often <b>crowded</b> and there is <b>less choice</b> .		1		1	
O4	On the other hand, <b>moving around</b> , <b>queuing</b> , the <b>people in the shop</b> , it's restrictive	1	1			1
O5						
O6	I <b>hate crowded stores</b> , I <b>hate salespeople without emotional intelligence</b> , if they jumped on me when I just went to the shop or at the contrary if they do not see I need help. I <b>dislike standing in line</b> when I want to pay.		1	1		1
<b>TOTAL GROUP</b>		2	5	1	1	3
<b>PERCENTAGE GROUP</b>		33%	83%	17%	17%	50%
<b>TOTAL</b>		6	12	9	4	10
<b>PERCENTAGE</b>		30%	60%	45%	20%	50%

# Appendix C. Analysis of Group Y transcripts

The following tables are the "coding" by keywords of the transcripts of group Y according to the pre-established structure of the customer journey and the different categories analyzed.

## Y1.

PHASE	PRE-PURCHASE		
STAGES	AWARENESS	CONSIDERATION	
QUESTIONS	<p>I have an app on my phone from Yentes Private but for natural, organic cosmetics only. At the time I looked, there was an Upticks sale, which is a British brand that makes a lot of cosmetic products based on coffee grounds collected in London cafes, so it's really a brand that has a universe and values that I liked a lot. I'd been wanting to try this brand for a long time, which I'd also discovered on social networks, so I took advantage of this offer and bought some scrubs and fabric make-up removal pads. Like all private sales, the interesting thing was that I was paying less for the products, so with my student status it played into my willingness to buy.</p>	<p>What do you remember about the application you bought the product on? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</p> <p>It's really like Veopee. I bought on the app directly, I wasn't redirected to the website, they have their own stock. Visually it's like Veopee, there's a banner for each brand, you click on the banner and then you have a little paragraph about the brand and then all the private sale products. The good thing is that there is a real emphasis on the composition of the products, so there is a picture of the product and just below the composition. And of course the price stands out, it's quite competitive. What may be missing on this application is that there is just a classic photo of the product packages, there are no close-up photos of the texture or lifestyle visuals to include the product in a universe. The application is very clear, concise, it's well thought out but it lacks a bit of aesthetics. Things can be improved from a UX development point of view.</p> <p>Did you feel the need to do more research on the product? How did you get more information at that time?</p> <p>I didn't need to research the composition because it was well communicated on the application but more broadly I went to the brand's website to find out a little more about the benefits of the products, and to see what the brand was promoting about the product. Because that's also what I missed, they just put the product and its name, its composition and who it's for but you don't really know more about it. The brand's website is more detailed. And then I wanted to compare the original price and the one proposed on the private sales application, and then see if with the shipping costs I really gained something. It was the case.</p>	<p>What did you want to know about the product before you bought it? What kind of information were you looking for?</p> <p>If I have a nice representation of the product, it arouses my curiosity. Then what counts is the price and the composition, that it is free of endocrine disruptors, I pay a lot of attention to this because personally I am not spoiled with many skin.</p> <p>I also pay attention to the origin of the ingredients, that if the product is made with shea butter, that it is made in a country that produces shea butter in good conditions for example.</p> <p>I also look to see if the brand has an ecological/natural commitment, that it is environmentally conscious. And then I look at the reputation of the brand, if there is already a clientele, it must be at least known, it is a guarantee of quality/performance.</p> <p>Finally, if I really want to dissect the composition of a product, I use Inky Beauty.</p> <p>Do you remember reading comments, recommendations and ratings on the product?</p> <p>Yes on the website and beyond on Google or Private Beauty where people can leave reviews on all types of products. But I'm careful about it especially for hair products because I've had bad experiences and then for makeup because it's more expensive. I also watch suitable videos.</p> <p>What did you think? What did you feel?</p> <p>My impression was that it was a brand that was committed to offering products that were short but effective. It really looked like a committed brand. After that it's difficult to talk about feelings because it's a useful purchase. Afterwards there is always a bit of excitement when you think you have bought and are waiting to receive the product.</p> <p>Do you remember using skin and hair diagnostics to determine the most suitable product? What do you think?</p> <p>For this purchase, no, but I have already used this kind of diagnosis, because it is increasingly proposed on the brand websites. So I've already done several to really identify my skin type. In fact, on paper I think it's good, but only to find a product that corresponds to your skin type on a given site. But to really know your skin type perfectly, it's not enough, it's not complete enough, nothing can replace a real analysis by a dermatologist.</p>
LEVEL 1: EMOTIONAL STATE	A - Excited & Happy Positive	C - Critical comments A - Satisfied, curious and excited Mixed feelings	
LEVEL 2: ACTIONS	<p>Knew the brand on social media</p> <p>Go on a mobile app for Private sales</p> <p>Check the private sale offer</p> <p>Click on the offer I was interested in</p>	<p>Click on the banner of the offer</p> <p>Read info about the composition</p> <p>Look at the picture</p> <p>Go on the brand website to get more info</p> <p>Read the product page</p> <p>Pay attention to price, composition, the product origin, environmental/ecological commitments of the brand, and her reputation</p> <p>Read reviews</p> <p>Dissect the composition</p> <p>Compare the info from the website to the one on the app</p> <p>Can use an online diagnosis if proposed</p> <p>Go back and forth between the app and other website</p>	
LEVEL 3: TOUCHPOINTS	<p>Mobile app for Private sales</p> <p>Social media</p>	<p>Mobile app: the brand banner for the sale, the composition paragraph and the picture of the product</p> <p>Brand website: product page</p> <p>Inky Beauty</p> <p>Google</p> <p>Private Beauty</p> <p>Youtube videos</p> <p>Skin diagnosis sites</p>	
LEVEL 4: PAIN POINTS		<p>Lack of product pictures</p> <p>Lack of other info compared to the brand website</p> <p>UX development problems on the app</p> <p>Online skin diagnosis is not enough and can't replace a real analysis</p>	
LEVEL 5: SATISFYING POINTS	<p>Specific products that can't be found elsewhere</p> <p>Lower price</p>	<p>Clear design</p> <p>Detailed composition paragraph</p> <p>Lower price</p> <p>Qualitative and organic brand image</p>	

PHASE	PURCHASE			PHASE	CUSTOMER SERVICE	POST-PURCHASE	
STAGES	PAYMENT	DELIVERY	RECEPTION	STAGES	CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p>Now that you have chosen what you want to buy, what did you do?</p> <p>I put them in my basket and bought them directly.</p> <p>How did you proceed with the payment/checkout?</p> <p>I paid by credit card, it was very simple. I proceeded to the payment. I got my confirmation email from the issuer and a receipt email. I did not get a confirmation from my bank.</p> <p>What do you remember thinking/feeling?</p> <p>That it was better because I had already purchased on this app. Although security is important, it is still faster especially when you are on a mobile app and the verification is done on the bank's mobile app.</p> <p>Do you remember ever giving up on a purchase? What were the reasons?</p> <p>It happens to me, but it's a budget issue that makes me give up.</p>	<p>What do you remember about delivery?</p> <p>Delivery is quite important to me, and I find that sometimes delivery fees are excessive and paying for cosmetics seems very expensive. Afterwards the delivery was quick from the moment it was shipped because the specificity of this application means that you have to wait until the end of the private sale for the orders to arrive.</p> <p>What delivery method did you choose? (click and collect in shop, express/delivered, home delivery, collection points) Why did you choose this one?</p> <p>I chose the point of collection because it was cheaper, and I often deliver to a point of collection so I'm used to going there.</p> <p>What do you think of the design of the web interface?</p> <p>Very simple, with the choices for delivery, no particular point.</p> <p>Did you pay a delivery charge? Yes, because I had not reached the minimum purchase, it was 2 or 3€.</p>	<p>How was the reception of your package?</p> <p>I received an email, went to my relay point, everything went well as I am used to go there by foot. The package was delivered by the manager of the shop, and then I went back home. The package was a bit damaged, with some dents in it. I was relieved that the products inside were safe, as they were not made of glass. I received a package stamped with the name of the mobile application, not the brand.</p> <p>What caught your attention when you opened your parcel? (Packaging, materials, presentation, little touches, condition of the packaging/product, etc.)</p> <p>So already the size of the package was adapted to what was inside, very well protected inside. No unnecessary padding. It was in line with the values of the application and the brand. I was happy to receive my package.</p> <p>Do you remember receiving gifts or samples? How did you feel about that?</p> <p>It didn't have any, it didn't bother me, as I had bought it on a private sale platform at a discount, I didn't expect to receive anything. But in another more important purchase, if there is no little attention, it could bother me.</p>	QUESTIONS	<p>After receiving the package, what did you do? The first thing I did was to look at everything, then I smelled the mark but not the scrub because there was a seal and I didn't want to use it straight away. I also used the cotton pads.</p> <p>Were you satisfied? Yes, I was satisfied with the quality of the products, but I was put off by the very particular smell, so that's the only thing that disappointed me a little, but I still use it because it's effective.</p> <p>Did they have a return procedure for the products? Yes if the product is damaged or if there is a problem with the product itself. But if it's just a matter of personal taste and the product is not to my liking, I don't think they take it back, but I would like that if it was possible.</p>	<p>Did you share your recommendations?</p> <p>Yes, I discussed it with relatives. I shared the good plan. I didn't get an email from the platform to rate my experience which is not the best, as I don't take time to answer, too long for me.</p> <p>How did you feel about the brand after your purchase?</p> <p>I am not confident to recommend them, and confident with their products. Did you join the loyalty scheme after your purchase?</p> <p>There was none as it was through the system sales application.</p> <p>What if it had been offered to you? Well, it depends on the conditions, if it's a program to get a discount on my birthday, why not! But if it's a loyalty programme where you get an email every day to encourage and solicit you, no.</p>	<p>Would you buy this product again or another product of the same brand?</p> <p>Another product of the same brand yes, but not sure the same product because I like to test other products.</p> <p>How did you feel about the brand after your purchase?</p> <p>I am not confident to recommend them, and confident with their products. Did you join the loyalty scheme after your purchase?</p> <p>There was none as it was through the system sales application.</p> <p>What if it had been offered to you? Well, it depends on the conditions, if it's a program to get a discount on my birthday, why not! But if it's a loyalty programme where you get an email every day to encourage and solicit you, no.</p>
LEVEL 1: EMOTIONAL STATE	No particular emotions Normal state	C - Concerned about the fees for the delivery Mixed feelings	A - Impatient, Relieved & pleased Positive	LEVEL 1: EMOTIONAL STATE	A - Happy & Disappointed Mixed feelings	A - Happy & Disappointed Mixed feelings	A - Satisfied Positive
LEVEL 2: ACTIONS	<p>Put the products into my basket</p> <p>Pay directly on the payment interface by credit card</p> <p>Wait for the confirmation email and receipt</p> <p>Receive the confirmation email and receipt</p>	<p>Fill the delivery info</p> <p>Look for the cheaper option</p> <p>Choose the relay point</p> <p>Pay for delivery fees if needed</p>	<p>Received an email to tell me that the package was available at the pick-up point</p> <p>Walk to the pick station</p> <p>Ask to the manager for my package</p> <p>Took my package and go home</p> <p>Open the package</p>	LEVEL 2: ACTIONS	<p>Look at the products</p> <p>Open them to smell them</p> <p>Use them but not immediately</p>	<p>Discuss with relatives about the products</p>	<p>Will buy another product from the same brand later in the future</p>
LEVEL 3: TOUCHPOINTS	<p>Mobile app: basket page</p> <p>Mobile app: payment interface</p> <p>Email confirmation and receipt</p>	<p>Mobile app: delivery interface</p>	<p>Postal service: delivery email confirmation</p> <p>Pick-up point in a shop</p> <p>Pick-up Manager</p> <p>Package</p>	LEVEL 3: TOUCHPOINTS	The products	Relatives	
LEVEL 4: PAIN POINTS			Damaged package	LEVEL 4: PAIN POINTS	No return option available Disappointing smell	No email to rate the experience	
LEVEL 5: SATISFYING POINTS	Fast payment	Quick delivery	<p>Package size adapted</p> <p>Product well protected</p> <p>Package made of recyclable material: in line with the app and brand values</p>	LEVEL 5: SATISFYING POINTS	Qualitative and effective products		Opportunity for a loyalty program



# Y2.

PHASE STAGES	AWARENESS	PRE-PURCHASE	CONSIDERATION
<b>QUESTIONS</b>	<p>I have a skin with imperfections that requires specific products, and I saw an Instagram ad about the brand Typologie because I do Google research on my skin problems. And then when I went on the website, I thought that this product could correspond to my skin type because it was for oily skin with imperfections, it cleansed well without aggressing, it moisturised deeply, it regulated sebum and therefore it corresponded to my needs.</p> <p>So in fact your need arose because of a skin problem, is that right? Was it a conscious choice? Yes, it was a conscious choice because I had done some research beforehand to find solutions to improve the quality of my skin and its appearance.</p> <p>And you talked to me about ads, what kind of ads do you remember seeing? It was people with acne-prone skin acknowledging from the use of their specific products and praising their virtues and benefits with before and after pictures. Then as I went and saw the comments, I realized that people were writing the same things I have and they were happy now, it was positive comments.</p> <p>So you actually first saw ads in the form of testimonials with before and after pictures, then you went to the site, and then you looked at comments on the site? Yes, that's right.</p> <p>And on Instagram, it wasn't influencers talking? No, they were just average people, there were no promo codes, no paid partnerships.</p> <p>What did you think and feel when you saw these ads? I thought, I'm not the only one with skin problems, and they seem to be getting better, so it gives you hope. I thought "look, it will get better if I do the same thing". That really influenced my purchase.</p>	<p>Okay, now, before you buy the product, how do you go about it once you were faced with these ads? I went to the website, and it was pretty well done because you can search either by product or by concern, so there I looked for my skin concern, and then I looked at the different products offered in that category and then their composition.</p> <p>OK, so you felt the need to do further research on the product? Yes.</p> <p>And is there any other information apart from the composition that you're looking for? What are you looking for about the product? I'm looking to know how to use it, in what order it fits into a routine, how I can integrate it into my routine, what added value it will bring me.</p> <p>What about other information such as: the origin, the physical aspect of the product/packaging, the manufacturing process, the labels/certifications, the price etc.? I look at the price, yes, and then I don't look at the rest very closely, because the brands give off an image of quality, with clean images and a healthy composition.</p> <p>Oh, so what do you remember about the website? It was clean.</p> <p>What did you like or dislike about the design? It was easy to find your way around, there were explanations on how and when to apply the product, there was a description of the composition, they were transparent, and then there were product suggestions for combining products.</p> <p>Now, would you please open the website we were talking about and share your screen with me? What do you think at first sight? What do you like or dislike about it? Quality, simplicity, yet affordable. It's clean, the photos are pretty with the bottle in the middle of the raw plants of the products. You know immediately where to go, it's easy to navigate, you can find your way around, the products are arranged according to different skin concerns, there's plenty of choice and I find everything I need.</p>	<p>Now in relation to all the information you mentioned, you said you read comments, do you think that influenced you a lot? It influences a lot because when you read the same comment 50 times, you end up thinking that it looks really good/effective, if it works on others it might work on me.</p> <p>What types of visual content caught your attention when you bought? Why did they catch your attention? First of all the aesthetics of the bottles, they are transparent with the name of the product, it looks a bit chemical, nice brand image, quality photos.</p> <p>And why did you need to look for this information? Because I have acne-prone skin, I can't just put anything on it, you have to be careful what you put on it and it's important to look at the composition.</p> <p>Since you bought a skin care product, do you remember using skin and hair diagnostics to define the most suitable product? What did you think? Yes, it's not bad but it didn't teach me anything new, in the sense that I already know my skin type, so it doesn't teach me anything revolutionary. It doesn't really influence my choice. The online questionnaire is good, but it's still too general. What is ideal is a real skin analysis with micro-camera, I did one when I was in Singapore. We put a camera on your face, nose, cheeks, forehead, chin and then we go deep into your derma, and we really tell you what your skin needs.</p>
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Curious, determined & reassured Positive	A - Satisfied & reassured Positive	
<b>LEVEL 2: ACTIONS</b>	Made Internet research about acneic skin Saw an ad on social media (Instagram) : before/after pictures Go on the brand website	Click in the menu "acneic skin products" Go through the portfolio for acneic skin Choose a product Read comments and rating Read the product page Read info about the composition Look for info about usability into routine and added value Look at the price	
<b>LEVEL 3: TOUCHPOINTS</b>	Google Ads on social media: after/before pictures Social media: brand account Brand website	Brand website: home page Brand website: portfolio Brand website: product page	
<b>LEVEL 4: PAIN POINTS</b>		Online skin diagnosis is not enough and can't replace a real analysis	
<b>LEVEL 5: SATISFYING POINTS</b>	Good reviews Specific products that can't be found elsewhere	Great UX dev : easy to navigate on the website Wide product selection Detailed composition paragraph Affordable price Nice representation of the product : nice pictures Qualitative and healthy brand image	

PHASE STAGES	PAYMENT	PURCHASE DELIVERY	RECEPTION	PHASE STAGES	CUSTOMER SERVICE	POST-PURCHASE RECOMMENDATIONS	LOYALTY
<b>QUESTIONS</b>	<p>Now that you have chosen what you wanted to buy, what did you do? I bought directly but sometimes I wait 48 hours before I pay.</p> <p>How did you proceed for the payment? I validated my basket, it asks to check that everything is ok for me, and then I proceeded to the payment with my credit card, then there is the authorization of my bank for which I have to validate my code via the bank's application. Then I received a confirmation email, telling me that my order would be shipped within 5 days.</p> <p>What did you think when you paid? I was reassured by the fact that there was a request from the bank, it meant that the site was secure. Otherwise it looked like any other website I've shopped on, so I'm used to it, nothing special.</p>	<p>What do you remember about the delivery? The package was shipped in 2 days and I was able to receive it in 5 days, sometimes it's 10 days at home, standard because not urgent, cheaper.</p> <p>What delivery method did you choose? (Click and collect in shop, express/standard, home delivery, collection points) Why? I chose standard home delivery because I am never going to need either. I figure I can wait a bit, it's cheaper and it saves me a lot of travel now that I'm teleworking.</p> <p>What did you think of the design of the web interface? It was clear, I had the choice between home and relay point, and for the form I don't remember exactly.</p> <p>Did you pay a delivery fee? Yes, 2-3€.</p> <p>What did you think at the time, what did you feel? I thought it was worth it because it's really products that I need and that I can't find elsewhere, so I'm not paying 2-3€ for quality products that I already pay relatively much for.</p> <p>What would be your requirements for an ideal delivery service? You never had any problem, I've never had my package lost, I got them well and when I'm not there they arrive in a relay point right next to my house, so for me it's not complicated if you look at your emails well. The ideal would be to have a drop-off point in front of the door but that's utopian because there would be thefts.</p>	<p>How was the reception of your package? It was well.</p> <p>What caught your attention when you opened your package? I received an email when the product was about to be delivered. The products were very well protected, there was cardboard and foam, they did not break during transport. The package was a bit big for the products, it could have been smaller, but as it is cardboard I can recycle it.</p> <p>Were there any small gifts or samples? There were no samples but descriptive lift.</p> <p>How did you feel about this? I thought it was nice but it doesn't affect me too much, I'm not very sensitive to anything that is a sample because I order a particular product that I want, I don't need anything else.</p>	<b>QUESTIONS</b>	<p>Were you satisfied? Yes, I opened the product to see how the texture and smell was. I used them the night I received them.</p> <p>Why were you so satisfied? The products met my expectations, but for this kind of product, you have to try it for a long time, so it's difficult to send it back.</p> <p>Were there any small gifts or samples? There were no samples but descriptive lift.</p> <p>How did you feel about this? I thought it was nice but it doesn't affect me too much, I'm not very sensitive to anything that is a sample because I order a particular product that I want, I don't need anything else.</p>	<p>Did you share your customer experience? Not on the website, didn't fill the email about my experience because I never do, it's being but I talk to 2/3 friends you.</p> <p>Why did you share it? Because my friends know I have a skin problem and I usually tell them about the progress, the fact that I've tried new products, I'm happy about that. And then my older sister has the same problem as me so I shared my discovery with her.</p> <p>How did you share it? What did you do? By messages, in conversations.</p>	<p>Would you buy this product again or another product from the brand? Yes, this same product or another product.</p> <p>How do you feel about the brand after your purchase? I am satisfied, overall, it is positive.</p> <p>Did you join the loyalty program after your purchase? No, there isn't one.</p> <p>And if there had been one, would you have joined? No. Why not? I prefer to remain free and not be 100% dependent on a brand, although I like the brand it can change and I don't see the point of being part of a loyalty program.</p> <p>What could change that? The benefits surely but at the same time it would make me consume more too, so I'm not fooled.</p>
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Reassured Normal state	A - Relaxed & confident Normal state	A - Happy Positive	<b>LEVEL 1: EMOTIONAL STATE</b>	A - Satisfied Positive	A - Happy & sharing Mixed feelings	A - Satisfied & grateful, versatile Positive
<b>LEVEL 2: ACTIONS</b>	Put the products into the basket Check everything is ok Pay directly on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation email and receipt Receive the confirmation email and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	<b>LEVEL 2: ACTIONS</b>	Look at the products Open them to see, feel and smell Use them the same day of the reception	Discuss with relatives about the products	Will buy another product from the same brand later in the future
<b>LEVEL 3: TOUCHPOINTS</b>	Brand website: basket page Payment interface Bank mobile app Email confirmation and receipt	Brand website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package descriptive lift	<b>LEVEL 3: TOUCHPOINTS</b>	The products	Relatives Rating experience email	
<b>LEVEL 4: PAIN POINTS</b>			Package size not adapted	<b>LEVEL 4: PAIN POINTS</b>	No return option available (but difficult in this case)		
<b>LEVEL 5: SATISFYING POINTS</b>	Secured payment	Quick and easy delivery Efficient package tracking system	Product well protected Disruptive lift Package made of recyclable material	<b>LEVEL 5: SATISFYING POINTS</b>	Qualitative and effective products		

Y3.

PHASE STAGES	PRE-PURCHASE		
	AWARENESS	CONSIDERATION	
QUESTIONS	<p><i>Think of the NEW cosmetic product you recently bought online, what was it?</i> It's ODEN oils, one for the face and one for the body, these oils are rather specific products, you will not find them everywhere.</p> <p><i>What motivated your purchase? How did it start?</i> A friend of mine told me about it, and as I was curious, she had me test the products at her house, so I could smell and touch them, I loved it! And then I followed the Instagram page and went to the website. There was a lot of content, photos, videos, it was very complete. It helped a lot, it motivated me to buy. Then, once I was on the site, I immediately went to the product categories to find a product suitable for my skin.</p>	<p><i>Did you feel the need to research the product further? How did you get more information at that time?</i> Yes, I search on the website, or on Instagram too, I read the product page.</p> <p><i>What do you remember about the website you bought the product from? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</i> It was really nice, the packshots were very attractive and of good quality, it made you want to buy, everything was easy to access, with product categories by skin concern, it was clear, it was easy to find your way around. Attractive. I felt confident, especially when there are not too many pop-ups.</p> <p><i>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike about it?</i> It's very nice! It's very well organised, with categories and everything, the visuals are beautiful, and it's dynamic, the visuals change. The products are really well displayed, the reviews are very visible, the little map to know where it comes from is very visual and cute at the same time.</p> <p>The only thing I don't like are the cookie banners.</p>	<p><i>What did you want to know about the product before buying it? What kind of information did you look for? (Composition/ingredients, origin, physical aspect of the product/packaging, manufacturing process, uses, labels/certifications, price, recommendations/comments/evaluations, delivery conditions, etc.)</i> More and more I pay attention to ingredients and composition. I try to favour made in France, natural products. I pay attention to the price, the composition and the origin especially.</p> <p><i>Do you remember reading comments, recommendations and evaluations on the product? What did you think of it?</i> Yes, I read great reviews and it made me want to buy it. On Instagram in particular, the brand was republishing consumer reviews in stories, so knowing that customers were satisfied gave a very positive and reassuring impression.</p> <p><i>What types of visual content caught your attention during the purchase? (Photos, videos, quantity, quality, etc.) Why did they catch your attention?</i> The lifestyle photos were beautiful. I thought it was a pity that the explanatory videos on the Insta pages were not also on the website. It's important that the product photos are good too.</p> <p><i>Why did you need to look for this information?</i> It's a cost of buying this kind of product, so I prefer to get as much information as I can before I buy.</p> <p><i>Do you remember using skin and hair diagnostics to determine the most suitable product? What do you think?</i> No I didn't, but I would have if it was offered at the time I made my purchase. I would rather trust these diagnoses, it's always interesting, but I already know my skin type and as the "products" categories are well done, I didn't have any problems to find what I wanted.</p>
LEVEL 1: EMOTIONAL STATE	A - Curious & happy Positive	A - Satisfied, reassured & confident Positive	
LEVEL 2: ACTIONS	<p>Heard of the brand from a relative</p> <p>Tested the product at the relative's house</p> <p>Go on social media (Instagram) to follow the brand</p> <p>Go on the brand website</p> <p>Click on the menu to see the product categories</p> <p>Go through the product portfolio for the chosen category</p>	<p>Read the product page:</p> <p>Pay attention to the composition, the product origin, the natural characteristics, and the price</p> <p>Read reviews</p>	
LEVEL 3: TOUCHPOINTS	<p>Relatives</p> <p>Social media: brand account</p> <p>Social media: pictures and videos</p> <p>Brand website</p>	<p>Brand website: home page</p> <p>Brand website: products portfolio</p> <p>Brand website: product page</p> <p>Social media: brand account</p>	
LEVEL 4: PAIN POINTS		<p>Cookies banner (even if this is mandatory)</p> <p>Online skin diagnosis was not offered at the time</p> <p>Videos were not proposed on the website, only on Instagram</p>	
LEVEL 5: SATISFYING POINTS	<p>Nice pictures and videos</p> <p>Detailed content</p> <p>Specific products that can't be found elsewhere</p>	<p>Great UX dev : easy to navigate on the website</p> <p>Accessible detailed information</p> <p>Nice representation of the product : nice pictures</p> <p>Appealing reviews</p> <p>Qualitative and healthy brand image</p>	

PHASE STAGES	PURCHASE			PHASE STAGES	POST-PURCHASE		
	PAYMENT	DELIVERY	RECEPTION	QUESTIONS	CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p><i>Now that you have chosen what you want to buy, what did you do?</i> I bought straight away, because there were promotions, so that pushed me to buy directly.</p> <p><i>How did you go about paying/checking out?</i> I paid by credit card as always, I received a notification from my bank to confirm the purchase on my mobile app. I also received an order confirmation email, which is pretty reassuring, because otherwise I'm a bit worried. I feel like I've been charged without receiving any product.</p> <p><i>Do you remember ever giving up on a purchase? What were the reasons?</i> Yes often, there are times when I doubt at the last moment and I'm not sure so I don't buy.</p>	<p><i>What do you remember about the delivery?</i> It was quick. There were no problems. The packaging was in good condition. No damage.</p> <p><i>What delivery method did you choose? (click and collect in shop, express/standard, home delivery, collection points) Why did you choose this one?</i> I chose home delivery, it is more convenient, and I can track the delivery via a link, the postman delivers the package by hand, and the collection point is not near my home as I live in the countryside, so I would lose time going there.</p> <p><i>What do you think of the design of the web interface?</i> It was clear, nothing to report.</p> <p><i>Did you pay a delivery fee?</i> No, the amount was the minimum amount to get the free shipping.</p> <p><i>How did you feel?</i> It feels good, it's nice. But it's very marketing, because it clearly encourages people to consume more in order to reach this minimum purchase. It's strategic. The delivery costs that are not announced are really disappointing. I think it plays a big role and as soon as the delivery costs exceed 7€, I don't buy.</p>	<p><i>How was the reception of your package?</i> I received my package in person. It was very well protected, nothing was broken.</p> <p><i>What caught your attention when you opened your package? (Packaging, materials, presentation, small touches, condition of the packaging/product, etc.)</i> The quality and aesthetics of the products, everything was very well presented, the coloured boxes with the products inside were really nice. There was cardboard to protect, which is recyclable. The size of the package was adapted to the products so that was good too.</p> <p><i>Do you remember receiving any gifts or samples? How did you feel about it?</i> I don't remember, for sure when there are samples or at least one, small ones are always nice, you feel like it's personalized and addressed to you in a special way. You feel pampered.</p>	<p><i>After receiving the package, what did you do?</i> I opened my products, tried them and felt, I was excited to try my products, I tried them on the evening.</p> <p><i>Did you return the product or were you satisfied?</i> I was satisfied, the products fulfill my expectations. But I would never have thought of returning a cosmetic product, but if it's too long I give up.</p> <p><i>What I mean is that I won't and put a comment on the site myself.</i></p> <p><i>Why did you share it or not?</i> Honestly I haven't shared it, I don't really trust the brand. I don't go on the internet to tell people about it.</p>	<p><i>Would you buy this product again or another product of the same brand?</i> Yes I would!</p> <p><i>How did you feel about the brand after your purchase?</i> Now I want to try other products from the brand, I feel like I am really part of the ODEN community. I follow it assiduously on social networks. I keep an eye out for new products. I still really trust the brand.</p> <p><i>Did you join the loyalty programme after your purchase?</i> There wasn't one at the time I ordered but there is one when I buy again, I'd join because I like this brand and if there are any promotions I'd like to take advantage of them, and be informed of the latest news.</p>		
LEVEL 1: EMOTIONAL STATE	A - Reassured Normal state	A - Relieved & confident Positive	A - Happy & flattered Positive	LEVEL 1: EMOTIONAL STATE Positive	A - Excited & satisfied Positive	A - Satisfied Normal	A - Satisfied & confident Positive
LEVEL 2: ACTIONS	<p>Put the products into the basket</p> <p>Pay directly on the payment interface by credit card</p> <p>Receive a notification from the bank</p> <p>Validate the purchase into the bank's application</p> <p>Wait for the confirmation email and receipt</p> <p>Receive the confirmation email and receipt</p>	<p>Fill the delivery info</p> <p>Look for the cheaper and convenient option</p> <p>Choose the standard home delivery</p>	<p>Received an email to tell me about the delivery day and time</p> <p>Get the product from the postman</p> <p>Open the package</p>	LEVEL 2: ACTIONS	<p>Look at the products</p> <p>Open them to see, feel and smell</p> <p>Use them the same day of the reception</p>	<p>Discuss with relatives about the products</p> <p>Can complete the experience rating email if received and not too long</p>	<p>Will buy another product from the same brand later in the future</p>
LEVEL 3: TOUCHPOINTS	<p>Brand website: basket page</p> <p>Payment interface</p> <p>Bank mobile app</p> <p>Email confirmation and receipt</p>	<p>Brand website: delivery interface</p> <p>Postal service: tracking system</p>	<p>Postal service: delivery email confirmation</p> <p>Postal service: delivery</p> <p>Package: coloured boxes, nice packaging</p>	LEVEL 3: TOUCHPOINTS	The products	<p>Relatives</p> <p>Rating experience email</p>	
LEVEL 4: PAIN POINTS				LEVEL 4: PAIN POINTS			
LEVEL 5: SATISFYING POINTS	<p>Secured payment</p>	<p>Quick and easy delivery</p> <p>Free shipping</p> <p>Efficient package tracking system</p>	<p>Package size adapted</p> <p>Product well protected</p> <p>Little thank-you card</p> <p>Nice product presentation and packaging</p> <p>Package made of recyclable material</p>	LEVEL 5: SATISFYING POINTS	Qualitative and effective products		Opportunity for a loyalty program

# Y4.

PHASE STAGES	PRE-PURCHASE CONSIDERATION	
QUESTIONS	<p><b>AWARENESS</b></p> <p><i>Think about the NEW cosmetic product you recently bought online: Essential oils and facial oils, body cream from Aromazene.</i></p> <p><b>What motivated your purchase? How did it start?</b></p> <p>After talking to people around me and getting information, I wanted to turn to raw cosmetics to have more control over what I put on my skin. Aromazene was very well known and everyone around me was talking about it, so it was reassuring and I naturally turned to this brand. So I went to their website first to get an overview of their raw products. I look at the product categories and suggestions for my skin/hair type and issues.</p>	<p><b>Did you feel the need to do further research on the product? How did you get more information at that time?</b></p> <p>Yes of course, especially on Aromazene, as the products are not on their website. They have an organic range which I often go to, then I look at the price and then the origin of the product. If I want more information, I go to blogs to see what people think and what their favourite Aromazene products are.</p> <p><b>Why do you look for information on these other sites?</b></p> <p>Well, because there is a lot of choice, it allows me to have opinions on what works best and what doesn't. I don't even know if there are already opinions on the site. I don't even know if there are reviews on the site. Wait a minute, there are but at the bottom of the product page which is really long so I didn't even know, but now I'll look more often. Anyway, this kind of information is easier to find in my opinion on blogs.</p> <p><b>How do you feel about these comments/opinions?</b></p> <p>If there are just 2 or 3 I don't really care, it would be nice if they created a "top rated" category, it would give more indications to make a choice. But generally if I really want a product, I don't take the comments into account too much, unless I see from the first review that it's really bad.</p> <p><b>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</b></p> <p>There are so many products, it's a bit messy and sometimes it's hard to find your way around. If you don't really have a clear idea of what you're looking for, you tend to waste a lot of time browsing.</p> <p><b>Do you remember using skin and hair diagnostics to determine the most suitable product? What did you think?</b></p> <p>He didn't have one ready, but it would be a good idea, I think you feel like you're making a more conscious purchase, you feel like you're being guided when you're not necessarily, it makes you want to buy the recommended products much more. It's a great way to buy a product that you wouldn't necessarily have looked at before, and if they have a full range it can increase the average basket. I often follow the recommendations I get like this. Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike about it?</p> <p>As I said, it's a bit messy, there's a lot of information all at once like that on the first page. A lot of flashy colours that jump out at you, you don't know where to look. Some of the product photos are blurred, it's a shame, it takes away from the quality aspect. After all, it doesn't look qualitative with all these colours. After that, we understand that it's more a brand that advocates naturalness and craftsmanship, pleasure too, and it has a playful side.</p>
LEVEL 1: EMOTIONAL STATE	A - Curious, determined & reassured Positive	C - Critical comments A - Critical & disappointed Negative
LEVEL 2: ACTIONS	<p>Heard of the brand from a relative</p> <p>Go on the brand website</p> <p>Look around on the website to get an overview</p> <p>Go through the product portfolio</p>	<p>Look for information on the website</p> <p>Read the product page</p> <p>Pay attention to price, the product origin, certification and label, and reviews</p> <p>Go on blogs to read reviews</p> <p>Dissect the composition</p> <p>Compare the info from the website to the one on the app</p> <p>Can use an online diagnosis if proposed</p>
LEVEL 3: TOUCHPOINTS	<p>Relative</p> <p>Brand website: home page</p> <p>Brand website: portfolio</p>	<p>Brand website: product page</p> <p>Blogs for reviews</p>
LEVEL 4: PAIN POINTS		<p>Bad UX dev : too many information, messy and flashy design</p> <p>Lack of product categorization</p> <p>Not clear communication of the reviews</p> <p>Not qualitative brand image: bad image quality and</p> <p>No online skin diagnosis</p>
LEVEL 5: SATISFYING POINTS	<p>Great brand reputation</p> <p>Specific products that can't be found elsewhere</p>	<p>Detailed info</p> <p>Playful approach</p> <p>Specific products that can't be found elsewhere</p> <p>Photos from different angles</p> <p>Cheap prices</p>

PHASE STAGES	PURCHASE			PHASE STAGES	POST-PURCHASE		
QUESTIONS	<p><b>PAYMENT</b></p> <p><i>Now that you have chosen what you want to buy, what have you done?</i></p> <p>I've checked I selected my basket.</p> <p><b>How did you proceed for the payment/checkout?</b></p> <p>I paid by credit card, as always, I don't have PayPal. I do have a verification from my bank, it's an extra security, it's reassuring. I also received a confirmation email directly after payment.</p> <p><b>What do you remember thinking/feeling?</b></p> <p>It's important, I've sometimes not had one on certain sites and I found it strange, not reassuring, so here I was reassured. The interface is warm, clickable, like on other sites, but what is good is that it does not propose to register the card for payment.</p> <p><b>Do you remember ever giving up on a purchase? What were the reasons?</b></p> <p>Yes, many times, because sometimes I have a lot of products in the basket and so I think I'll think again, especially when it's a big amount, or sometimes when I haven't reached the free delivery threshold, I wait a bit, but I think I finally give up.</p>	<p><b>DELIVERY</b></p> <p><b>What do you remember about the delivery?</b></p> <p>I preferred home delivery, but if I hadn't been at home, I would have preferred a relay point so that it's easier to store to receive your products. I remember feeling that the minimum purchase to get free delivery is 50€ so it's quite high for cosmetics. The package was all purple like the colour of the brand, which was nice.</p> <p><b>Why did you choose this delivery method?</b></p> <p>Because it's easier to have your order delivered to your home in the current context, and I find that you waste time waiting for the package to be picked up at the point of delivery, and as I work all day, I often don't have the time to go to the point of delivery during opening hours. It's even more convenient with the tracking link now.</p> <p><b>What do you think of the design of the web interface?</b></p> <p>It's quite simple and quick to get the package. Nothing special to report except that delivery fees are fair at the high.</p> <p><b>Did you pay a delivery fee? I paid a 5€ fee.</b></p> <p><b>How did you feel about it?</b></p> <p>It's quite a high fee, I would have been able to add the missing 10€ to my order to have the minimum purchase and not pay the extra fee. If they were included in the price, it would be a psychological advantage, but I think it works better to put small prices on products and still put delivery charges.</p>	<p><b>RECEPTION</b></p> <p><b>How was the reception of your package?</b></p> <p>The package was put in my mailbox directly after receiving an email to inform me about the delivery. I had no interaction with the delivery man. The package was in good shape and I had no problems with broken products, they are well protected. The package was easy to open and adapted but it happened to me to receive packages much too big compared to what it contained. Even in terms of ecology, it's a lot of boxes and it's not practical.</p> <p><b>What caught your attention when you opened your package? (Packaging, materials, presentation, little touches, state of the packaging/product, etc.)</b></p> <p>Sometimes, without even having opened the products, I find the scent in the package and I really like it, it makes you want to try everything right away. I also liked that visually the fact that the package is colored purple is nice, it makes you happy, it makes you excited to try everything.</p> <p><b>Do you remember receiving gifts or samples? How did you feel about that?</b></p> <p>No, there are booklets that are offered at the time of purchase on the site, they ask you if you want to receive it or not, I took them for this time, but I will not take them back for future purchases if I take back the same products since I already have them. There are never any samples or free stuff. I don't mind too much if they don't have them because I won't really use them, at the very least a why not.</p>	QUESTIONS	<p><b>CUSTOMER SERVICE</b></p> <p><b>Did you return the product or were you satisfied?</b></p> <p>I am satisfied overall. I usually open the product to smell them and I use them when the odd ones are over. I don't see how it would be possible to return a cosmetic product anyway. It would not occur to me at all knowing that I don't see how the brand could recall a used/opened product. If the product has not been opened then why not. What would work well would be the single dose to test the product as is expected.</p> <p><b>Why?</b></p> <p>Everything smelled my expectations but I have products that I prefer for example compared to others where the smell surprised me and I don't really like it.</p>	<p><b>RECOMMENDATIONS</b></p> <p><b>Did you share your experience?</b></p> <p>I never shared my purchase experience on the website because I didn't receive an email really. But yes, I have talked about it with my family and friends. I mostly talk about the products I really liked, the ones I don't like I don't talk about them.</p> <p><b>If you had received an email to give your opinion, would you have filled it in?</b></p> <p>I don't know, there are times when I don't because it's too long, but sometimes I do especially on service applications like food delivery or taxis, as the rating is proposed directly on the app in a quick and easy way.</p> <p><b>Did you join the loyalty program after your purchase?</b></p> <p>There isn't one, but it could be something I'm interested in, especially since cosmetic products that need to be renewed regularly so it could be a subscription.</p>	<p><b>LOYALTY</b></p> <p><b>Would you buy this product or another product of the same brand again?</b></p> <p>Yes, of course I would!</p> <p><b>How did you feel about the brand after your purchase?</b></p> <p>I'm really happy, I'm a big fan of the brand, the concept of raw products like this makes me want to buy everything. And then the price, it's not expensive. It's a brand that I'm going to become addicted to very easily. I've already recommended a lot of products. I also like the fact that the packaging is nice or nice the same, it looks good in a bathroom, and it makes you want to make a collection.</p>
LEVEL 1: EMOTIONAL STATE	A - Reassured Normal state	C - Concerned about the fees for the delivery Mixed feelings	A - Happy & excited Positive	LEVEL 1: EMOTIONAL STATE	A - Satisfied in general Positive	A - Satisfied Normal	A - Satisfied & confident Positive
LEVEL 2: ACTIONS	<p>Put the products into the basket</p> <p>Pay directly on the payment interface by credit card</p> <p>Receive a notification from the bank</p> <p>Validate the purchase into the bank's application</p> <p>Wait for the confirmation email and receipt</p> <p>Receive the confirmation email and receipt</p>	<p>Fill the delivery info</p> <p>Look for the convenient option</p> <p>Choose the standard home delivery</p> <p>Pay delivery fees</p>	<p>Received an email to tell me about the delivery day and time</p> <p>Get the product in my mail box</p> <p>Open the package</p>	LEVEL 2: ACTIONS	<p>Look at the products</p> <p>Open them to see, feel and smell</p> <p>Use them but not immediately</p>	<p>Discuss with relatives about the products</p> <p>Can complete the experience rating email if I received and not too long</p>	<p>Will buy another product from the same brand later in the future</p>
LEVEL 3: TOUCHPOINTS	<p>Brand website: basket page</p> <p>Payment interface</p> <p>Bank mobile app</p> <p>Email confirmation and receipt</p>	<p>Brand website: delivery interface</p> <p>Postal service: tracking system</p>	<p>Postal service: delivery email confirmation</p> <p>Postal service: delivery</p> <p>Package: colored boxes, nice packaging</p>	LEVEL 3: TOUCHPOINTS	The products	Relatives	
LEVEL 4: PAIN POINTS		Expensive shipping fees		LEVEL 4: PAIN POINTS	Some smells are disappointing		
LEVEL 5: SATISFYING POINTS	<p>Secured payment</p> <p>No credit card registering demand</p>	<p>Quick and simple delivery</p> <p>Efficient package tracking system</p>	<p>Package size adapted</p> <p>Product well protected</p> <p>Dispersive booklet</p> <p>Nice product presentation and packaging</p> <p>Package made of recyclable material</p>	LEVEL 5: SATISFYING POINTS			<p>Nice looking packaging</p> <p>Opportunity for a loyalty program</p>

Y5.

PHASE STAGES	PRE-PURCHASE		
	AWARENESS	CONSIDERATION	
QUESTIONS	<p><i>We are now entering the heart of the matter with the first phase which is the pre-purchase phase. Think about the NEW cosmetic product you recently bought online, what motivated your purchase? How did it start?</i></p> <p>My last purchase was a Naked palette, from Urban Decay. In fact, I saw that there were discounts on Veepee (private sales app) on Naked palettes, and I think they are very good palettes, many people I know have them and have had me try them out. I was so happy and a bit excited that I could finally get one. To be honest I find them a bit expensive, and here thanks to the private sales promotion and the ones on the site too, I was able to pay a lot less, and this is just happens that there were other products offered as samples including a mascara, a fixative, and an eyeshadow base. I didn't have any particular needs, but I'd been wanting one for a long time, and since I check Veepee regularly, I jumped on the occasion. So I saw the banner and clicked on it.</p>	<p><i>Then, when you were on the website, in front of this offer, what did you see visually?</i></p> <p>It was a flash sale so after clicking on the offer, I was redirected to the Urban Decay brand website. There were lots of palettes and it highlighted the promotional offer they had on the site so I was able to combine the offers from the brand's site and Veepee. Then, after reviewing the different palettes, I chose the one whose colours I liked the most and I was able to see the different photos that showed the product, including tests of the different colours on the skin of a model's arm, which allowed me to see a little bit of how the colours looked on the skin.</p> <p><i>What did you think of these visuals? What did you feel?</i></p> <p>Despite my professional deformation, I thought their website was quite well done, quite easy to use, quite clear, you could scroll through the images, zoom in, then go back to the menu, they were very beautiful, good quality, with a nice light. And the path to purchase was quite well done, not complicated.</p> <p><i>Just before buying, what do you usually do? Do you ask around, how do you go about it?</i></p> <p>It depends on the product I'm buying and the price it costs, the more expensive it is the more information I get and above all I read a lot of customer reviews in these cases. Here I didn't inquire as much because I had already tested palettes from this brand, especially since I had already seen this palette in the shop.</p> <p><i>OK, so from what you've told me, you pay attention to the price, you ask your friends and family for information, you can also do some in-store research, and also the physical aspect of the product?</i></p> <p>Absolutely.</p> <p><i>Absolutely. Okay, so what do you remember about the website? It was clean, easy to navigate. Well done with nice pictures, I was really enjoying the effort put in this website design.</i></p> <p><i>Now, could you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike about it?</i></p> <p>Ah well, you see, as soon as you get on the site there's a pop-up window that jumps out at you to encourage you to create an account and give an email address. I don't like it, I think they're trying to force me to do something when I'm just there to look at their site. But otherwise, I repeat once again, I think their photos are very beautiful and they show their makeup well. But I just saw that they offer to try the shades in real time, it's a shame I didn't see that before, but it wasn't a big deal either as I wanted a particular palette!</p>	<p><i>And why did you need to look for this information?</i></p> <p>Because I'm careful about what I buy with my money, I don't want to spend it on something I won't use, so the product had to fit my need.</p> <p><i>Do you remember using any Insta/Snap apps or filters or virtual makeup fitting software?</i></p> <p>No I haven't, and I've never tested it.</p> <p><i>What do you think, could this appeal to you?</i></p> <p>Yes, it could interest me but because of my professional deformation, it seems to me quite complicated to develop a software that would be really ideal to try on make-up like in reality. I wouldn't trust it too much.</p>
LEVEL 1: EMOTIONAL STATE	A- Happy & excited Positive	A - Satisfied, demanding and attentive Positive	
LEVEL 2: ACTIONS	<p>Heard of the brand from a relative</p> <p>Tested the product at the relative's house and in shop</p> <p>Go on a mobile apps for Private sales</p> <p>Check the private sale offer</p> <p>Click on the offer I was interested in</p>	<p>Redirected to the brand website</p> <p>Look through the portfolio</p> <p>Look at the different offers</p> <p>Look at the different pictures</p> <p>Choose the product I wanted</p>	
LEVEL 3: TOUCHPOINTS	<p>Relatives</p> <p>Mobile app for Private sales : home page</p>	<p>Brand website: home page</p> <p>Brand website: products portfolio</p> <p>Brand website: product page</p>	
LEVEL 4: PAIN POINTS		<p>Cookies pop-up window (even if this is mandatory)</p>	
LEVEL 5: SATISFYING POINTS	<p>Great brand reputation</p> <p>Products choice</p> <p>Additional products offer</p>	<p>Consistency of the offer between the app and the brand</p> <p>Great UX dev : easy to navigate on the website, nice design</p> <p>Affordable price</p> <p>Wide product selection</p> <p>Nice representation of the product : nice pictures, different angle, zoom on skin</p> <p>Qualitative brand image</p> <p>Online colour fitting system</p>	

PHASE STAGES	PURCHASE			PHASE STAGES	POST-PURCHASE		
	PAYMENT	DELIVERY	RECEPTION		CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p><i>Now that you've decided what you want to buy, what did you do?</i></p> <p>First I called a friend and then my boyfriend to ask their opinion. One of them pushed me to buy because she thought it was really good, and the other one gave me the green light because it was cheap. So I took out my credit card to pay.</p> <p><i>How did you go about paying?</i></p> <p>I was asked to create an account on the Urban Decay website, and I was annoyed because I already had a Veepee account and on top of that the brand kept sending me emails and that's something that drives me crazy. I also had problems, as it was my Facebook email address that was used to create this account, but I didn't have access to it anymore, so it was a bit of a hassle. I paid by Visa card and was redirected to my bank's mobile app to validate directly on my mobile application. No delivery charges. And then they asked me which free samples I wanted to receive, and I chose the mascara and the fixative. However, I didn't get a confirmation email saying that the payment had been taken into account and that my order had been processed and I was a bit surprised and unsure about that.</p> <p><i>You were surprised?</i></p> <p>Well, I was a bit unsure, I wondered what he was doing and why I hadn't received one. But my boyfriend reassured me that sometimes there were sites that didn't send them.</p>	<p><i>What do you remember about delivery? What delivery method did you choose? (Click and collect in shop, express/standard, home delivery, collection points)</i></p> <p>I chose express home delivery, it arrived in 3 days so it was pretty quick. There was no way to track the package though, which was a bit annoying too.</p> <p><i>Why did you choose this delivery mode?</i></p> <p>Because there was no delivery charge above 50€.</p> <p><i>How did you feel about not having to pay delivery charges?</i></p> <p>I thought it was great, I was talking to my sister about how when you see a product that's a bit cheaper but you see a delivery charge it's always annoying whereas if the delivery charge was included in the price of the product it would be much less annoying to pay and see free delivery or included in the price.</p> <p><i>What did you think of the web interface? It was fine overall, especially before the purchase, but really the only thing that annoyed me was having to create an account on the site for payment.</i></p>	<p><i>How was the reception of your package? The package arrived in my mailbox without any problems. It went well, I was a bit worried that there might be a problem as they are pallets, which are quite fragile. But nothing to report, it was fine. It was a cardboard box, there was a small card, I thought it was very nice, as a customer you feel pampered and valued.</i></p> <p><i>How did you feel when you saw the little touches like the card, or the products offered?</i></p> <p>I found it very good, it makes you want to go back and buy this type of make-up, because when you get a little extra gift like that, you're happy and you get to yourself! "Oh I thought I'd only get this and finally I got this too, so good!"</p> <p><i>And what about the package itself, the packaging?</i></p> <p>I found it very nice, it had tissue paper, it smelled good, the packaging was great, everything was protected and well arranged.</p>	QUESTIONS	<p><i>After receiving the package, what did you do? I tested everything but evening for my dinner party! But of course the first thing was to spread them to see the colours.</i></p> <p><i>Were you satisfied? Yes.</i></p> <p><i>Why were you satisfied? Because it met my expectations and because there were other products and I thought they were great too, and I'm thinking of taking them back in a larger size too.</i></p>	<p><i>Did you share your customer experience? Yes, I sent pictures to my friends of the palette and the makeup I did that night.</i></p> <p><i>Why did you share it?</i></p> <p>Because I was really happy with the colours, the way they looked and the way they held up, I thought my make-up was really stylish and beautiful so I thought I should share it.</p> <p><i>How did you share it? I didn't get an email from the brand to share my review on the website, which did not bother me, on the contrary as I hate marketing emails, they are too long to fill-in. I did share it really within my circle of friends with Snapchat or in a face to face conversation.</i></p>	<p><i>Would you buy this product again or another product from the brand?</i></p> <p>Yes, of course I would buy Urban Decay products again and pick up another palette rather than the exact same one since I already have the model. And as I said, the mascara I was able to sample as well.</p> <p><i>How do you feel about the brand after your purchase?</i></p> <p>I found this brand to be very professional with their website which was clean, the products very good quality with beautiful packaging, the package which was really nicely presented. I would happily recommend it.</p> <p><i>Was there a loyalty program after your purchase?</i></p> <p>Yes, there was the possibility to create a loyalty card to have 5% off on the next purchase.</p> <p><i>Did you join this program?</i></p> <p>No, I didn't because once you join this kind of program, or even create an account on the website, I find that they tend to open with their emails and then Urban Decay doesn't have a shop in France so I don't buy online very often, so I couldn't even go to the store and see it more often. But why not if there was a physical shop!</p>
LEVEL 1: EMOTIONAL STATE	C- Critical comments A- Upset and anxious Negative	A - Happy & annoyed Mixed feelings	A - Relieved, Happy and flattered	LEVEL 1: EMOTIONAL STATE	A - Satisfied & Happy Positive	A - Satisfied & Happy Positive	A - Satisfied Positive
LEVEL 2: ACTIONS	<p>Put the products into my basket</p> <p>Call Relatives to get their advice</p> <p>Create a customer account on the brand website</p> <p>Pay on the payment interface by credit card</p> <p>Receive a notification from the bank</p> <p>Validate the purchase into the bank's application</p> <p>Wait for the confirmation email and receipt</p> <p>Do not receive it the confirmation email and receipt</p>	<p>Fill the delivery info</p> <p>Look for the cheaper option</p> <p>Choose the free express home delivery</p>	<p>Received an email to tell me about the delivery day and time</p> <p>Get the product in my mail box</p> <p>Open the package</p>	LEVEL 2: ACTIONS	<p>Look at the products</p> <p>Open them to see the colours</p> <p>Use them the same day of the reception</p>	<p>Discuss with relatives about the products</p>	<p>Will buy another product from the same brand later in the future</p>
LEVEL 3: TOUCHPOINTS	<p>Brand website: basket page</p> <p>Brand website: registration page</p> <p>Payment interface</p> <p>Bank mobile app</p>	<p>Brand website: delivery interface</p>	<p>Postal service: delivery email confirmation</p> <p>Postal service: delivery</p> <p>Package: small card, perfumed tissue paper, samples</p>	LEVEL 3: TOUCHPOINTS	The products	Relatives	
LEVEL 4: PAIN POINTS	<p>Had to create a new customer account on the brand website to pay</p> <p>Get some problems because of the email address used</p> <p>No email confirmation from the brand</p>	No tracking system		LEVEL 4: PAIN POINTS		No email to rate the experience	
LEVEL 5: SATISFYING POINTS	<p>Secured payment</p> <p>Choice of the samples</p>	<p>Quick delivery</p> <p>No shipping fees</p>	<p>Package size adapted</p> <p>Product well protected</p> <p>Nice product presentation and packaging</p> <p>Small card</p> <p>Correct samples</p>	LEVEL 5: SATISFYING POINTS	Qualitative and beautiful products		

# Y6.

PHASE STAGES	AWARENESS	PRE-PURCHASE CONSIDERATION	
<b>QUESTIONS</b>	<p><b>Think about the NEW cosmetic product you recently bought online:</b></p> <p>The product was a universal facial oil, from the brand PAI, which is suitable for all skin types, which can be used in different ways.</p> <p><b>What motivated your purchase? How did it start?</b></p> <p>I was terribly sensitive to marketing, on social networks and in fashion magazines such as Elle, a magazine my mum subscribes to. I read about this oil and was drawn to it by beauty influencers talking about it on Instagram. I was intrigued and heard a lot about it, with many people touting its benefits.</p> <p><b>Do you remember seeing any advertisements, recommendations, readings or offers? What kind? Where?</b></p> <p>Advertisements via social networks through posts, stories and in magazines through pages dedicated to new products, fashionable products to try, trends, "must haves" of the season.</p> <p><b>What did you think of these? What did you feel? What did you do at the time?</b></p> <p>I'm already naturally attracted to oily textures during the summer, so this was also set in a soothing summer theme. It makes you want to. It looks like it smells good, it's soft, it's pleasant to use, it's easy. The term universal appeals to me, it means it's easy to use.</p>	<p><b>Before buying the product, how did you proceed?</b></p> <p>I went directly to the internet and typed in the oil, through a Google search, looked at the composition and reviews on the brand website and then placed my first order to make my own experience and make an opinion for myself.</p> <p><b>Did you feel the need to research the product further? How did you get more information at that time?</b></p> <p>I checked through my research the composition, I don't entirely trust social networks so I researched this aspect which is important to me. I went to beauty blogs that do product reviews. On sites like Sephora too.</p> <p><b>As the brand's website is oriented, what are you going to look for in a personal review with positive and negative points in order to have a more objective opinion.</b></p>	<p><b>What did you want to know about the product before you bought it? What kind of information did you look for?</b></p> <p>Composition is key, and PAI described it perfectly. I look at the order of importance I give it, these are added values: manufacture in France, origin of the product, how it is made. Some of these criteria are essential. Other secondary criteria are small bonuses. It's true that normally all this information is on the product's website.</p> <p>The labels and certifications, whether it is organic, the capacity, the price. I'm adamant about composition and price.</p> <p><b>Do you remember reading comments, recommendations and evaluations on the product?</b></p> <p>For PAI, these criteria were particularly positive and unanimous. Many people praised the merits of this oil, which stood out from its competitors.</p> <p><b>What was the trigger for your purchase.</b></p> <p><b>What types of visual content caught your attention when you made your purchase? (Photos, videos, quantity, quality, etc.) Why did they catch your attention?</b></p> <p>For the visual content, I remember in the magazines as the oil is young and summery, the inserts were quite colourful, very "ummy" with a warm feeling, while keeping a sober side. A sunny, summery and qualitative universe. A pure and natural packaging.</p> <p><b>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</b></p> <p>The website evokes a quality brand with a "skin friendly" feeling, it doesn't over colour, it stays pure, sober. I like the way the different tabs are arranged, the navigation is easy. In addition, there is a "Best seller" section that is displayed directly at the beginning. It's not too flashy, compared to Sephora's site, for example, which has a lot of colours. It's clear and easy.</p> <p><b>Do you remember using skin and hair diagnostics to determine the most suitable product? What do you think?</b></p> <p>I have done skin diagnostics on some sites. At the end, it gives a kind of prescription describing your skin as unique, giving a very long list of products to buy for the routine to be effective, otherwise it won't work... Following these experiences, I receive mailings that I find hard to unsubscribe from. The principle is good, but afterwards you feel that there is a desire to make people consume more and more.</p> <p>The questions are incidentally the same from one site to another, or whether you are in an institute, answering a questionnaire in a magazine. I don't think I need an online diagnosis for my skin to know what my skin needs are, knowing that they can change according to the weather, the seasons... maybe some of them could have influenced my purchase, for example for a mask to do once a week to purify the skin, but certainly not for the list of all the products. It's clearly marketing.</p>
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Curious/Intrigued Positive	A - Suspicious, demanding & curious Positive	
<b>LEVEL 2: ACTIONS</b>	Saw native ads on social media (Instagram) Read articles in fashion magazines	Browse the web Go on the brand website to get more info Read the product page Read info about the composition Dissect the composition Read reviews Pay attention to price and the product origin Go on beauty blogs to get other reviews Can use an online diagnosis if proposed	
<b>LEVEL 3: TOUCHPOINTS</b>	Ads on social media (Instagram) Beauty influencers Fashion magazine	Google Brand website: home page Brand website: product portfolio Brand website: product page Beauty blogs	
<b>LEVEL 4: PAIN POINTS</b>		Online skin diagnosis is not enough and can't replace a real analysis, it's marketing	
<b>LEVEL 5: SATISFYING POINTS</b>	Great brand reputation Great brand image	Great UX dev : easy to navigate on the website, very clear and nice design Appealing reviews Qualitative and healthy brand image Detailed composition paragraph Nice representation of the product : nice pictures, nice lifestyle	

PHASE STAGES	PAYMENT	PURCHASE DELIVERY	RECEPTION	PHASE STAGES	CUSTOMER SERVICE	POST-PURCHASE RECOMMENDATIONS	LOYALTY
<b>QUESTIONS</b>	<p><b>Now that you have chosen what you want to buy, what have you done?</b></p> <p>I didn't buy directly. I may ask a friend if she knows the product, but already based on her best positive reviews. I often ask my mother if she has any coupon codes. For example, on Sephora, as she is a loyal customer I ask her for her opinion and sometimes she has planned to place an order and we work together to avoid buying duplicate products.</p> <p><b>How did you proceed with the payment method?</b></p> <p>I used my credit card for payment. The site does everything they can to make the payment process easier for us because otherwise it was the purchase process. On the other hand, I alternate between bank card and Pay Pal. When I don't have my card at hand, I choose for Pay Pal, which is quicker and easier to use, but not necessarily more secure for me. For PAI, I had hesitated between a promotional code on a bought the product faster than I would have done normally. I had to create an account but it did not bother me. My credit card, very often I have the double verification from my bank mobile app which sometimes it is a good thing to secure the online payment. I also always check my email to get the confirmation email, it's part of the process, and when I don't have it, I'm annoyed.</p> <p><b>Do you remember ever going on a purchase? What were the reasons?</b></p> <p>I have abandoned online purchases before. It's such an impulsive thing to do that in the end I stop. It's rare because when I want a product, I make the purchase. Sometimes, by thinking about the price of the product or its nature "It's a bit expensive or you don't really need it" or "wait a bit, it's soon the sales".</p>	<p><b>What do you remember about delivery?</b></p> <p>Delivery is fast, often you find a way to get the product because you have a promo code or you reach a certain order value. Then, the process was easy, very smooth thanks to the tracking tool. You don't have to do anything.</p> <p><b>What delivery method have you chosen? (click and collect in shop, express/handover, home delivery, collection points) Why did you choose this one?</b></p> <p>The best for me is home delivery, that's what I chose. It's even more cool when it's free and arrives in two to three days maximum. I chose standard, it's cheaper than express delivery and frankly I don't need to have my product by next day. It's not a real need, it's a pleasure, so I'm not interested in paying more to get it faster. I don't use the other points because it's not practical, I work and these places close quite early or are far from my home, you have to queue, there are people, they are not open when I am available. I have to take the time to check on my mobile phone which is the nearest relay point, and if there is a mistake and the product is not delivered to the right place, I'm not interested. If I can get it delivered for me and it's not much more expensive. I do it if it's cheaper to have it delivered to a relay point. It's sometimes do it on my way. I've done it before... but for 2-3 euros more, I much prefer home delivery.</p> <p><b>What do you think of the design of the web interface?</b></p> <p>The web interface is trouble-free. To make the process easier, sites often pre-fill the fact that the delivery address is the same as the billing address.</p> <p><b>Did you pay a delivery charge? What did you experience?</b></p> <p>I did not pay delivery fee. This factor influences my choice, even more so when the delivery costs are free because I feel I am getting a good deal. If the cost is over 3 euros for something small that I can buy in a shop, I can stop me from going online. It's only available in Paris, in a big shop, and I know I can't buy it there so, I know that I make sure to group my purchases with those of my mother to avoid breaking down completely. I increase my basket to make it more profitable.</p>	<p><b>How did you receive your package? What caught your attention when you opened your package?</b></p> <p>I was told about the delivery of my package by email. The package arrives in the mailbox because the size is small. When I open the package, I look to see if there are any samples, which join me in a good mood because it's a sign of attention "they thought of me". It's often to test new products. It's a bit effective in being.</p> <p><b>Packaging, materials, presentation, small attention, size of the packaging/product, etc.</b></p> <p>The packaging was not too big for a fairly small product, the brand make efforts to limit over-packaging. They use bubble wrap or tissue paper. I like inner paper because it's quite qualitative. The packaging was good.</p> <p><b>Do you remember receiving gifts or samples? How did you feel about that? Yes, and I think it's really good. I like to see new things. It's positive to see. It encourages me to research products I've enjoyed testing.</b></p>	<p><b>QUESTIONS</b></p> <p><b>After receiving the package, what did you do? After opening my package, I open the product, smell it and test it on my hand. I quickly test on myself. Then I did it on my all that evening.</b></p> <p><b>Did you return the product or were you satisfied?</b></p> <p>I was satisfied with my purchase because the product is as I found it would be. It suits me well, pleasant use, it is a qualitative product. Returning a cosmetic does not come to mind because for hygiene reasons it does not seem appropriate and I don't believe they would take it back. With an oil for example, it is difficult not to open the product to test it. It's true that for a very expensive product like a serum or a perfume, testing would be a good idea, to be able to return it if it doesn't work.</p>	<p><b>Did you share your experience? Why did you share it or not?</b></p> <p>I did not share my experience on social networks, not with the brand. I do it through informal discussions with my friends. I did not receive a satisfaction questionnaire from PAI. If I was not satisfied with a product, I take the time to give my opinion, in fact it depends on the brand but I receive little feedback to complete which is kind of a shame. It also depends on the nature and severity of the experience, if I don't like the smell, it's personal so I don't report it, but if I have an allergic reaction I will report it.</p>	<p><b>Would you buy this product again or another product from the same brand?</b></p> <p>I would buy this product again as I like it and there may be other products that appeal to me such as a face mask.</p> <p><b>How did you feel about the brand after your purchase?</b></p> <p>I feel like a customer of PAI, a user of the brand. I don't follow cosmetic brands on social networks.</p> <p><b>Did you join the loyalty programme after your purchase?</b></p> <p>There was no loyalty program. I don't like to join this kind of program because I like to have the choice and be able to change. I don't like to pay for it, I prefer to be independent.</p>	
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Reasoned Normal state	Regarding about the fees for the delivery Normal state	A - Satisfied, flattered & Happy Positive	<b>LEVEL 1: EMOTIONAL STATE</b>	A - Satisfied Positive	No particular emotions Normal state	A - Satisfied, confident, versatile Positive
<b>LEVEL 2: ACTIONS</b>	Call relatives to get their advice Put the products into my basket Add a promotional code Pay directly on the payment interface by credit card or Paypal if no card within reach Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation email and receipt Receive the confirmation email and receipt	Fill the delivery info Look for the cheaper option Choose the free standard home delivery	Received an email to tell me about the delivery date and time Get the product in my mail box Open the package	<b>LEVEL 2: ACTIONS</b>	Look at the product Open it to see, feel and smell Use it the same day of the reception	Discuss with relatives about the products	Will buy another product from the same brand later in the future
<b>LEVEL 3: TOUCHPOINTS</b>	Brand website: basket page Brand website: registration page Brand website: Payment interface Bank mobile app Email confirmation and receipt	Brand website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: tissue paper, samples	<b>LEVEL 3: TOUCHPOINTS</b>	The product	Relatives	
<b>LEVEL 4: PAIN POINTS</b>				<b>LEVEL 4: PAIN POINTS</b>	No return option available	No email to cite the experience	
<b>LEVEL 5: SATISFYING POINTS</b>	Promotional code Secured payment	Quick and simple delivery Efficient package tracking system	Package size adapted Product well protected Nice product presentation and packaging in line with the app and brand values Qualitative usage	<b>LEVEL 5: SATISFYING POINTS</b>	Qualitative and effective products		

Y7.

PHASE STAGES	PRE-PURCHASE		
	AWARENESS	CONSIDERATION	
QUESTIONS	<p>NYX concealer, eyeshadow palette, mascara and eye liner.</p> <p><b>What motivated your purchase? How did it start?</b></p> <p>Well, I've been saying to myself for a while now that I needed some makeup, because I don't wear much makeup, but I thought I should start doing it a bit. My sisters and cousins often wear make-up and they convinced me by doing it for a weekend. I thought it was pretty so I thought it was time to buy some. Then I went to Veepee on my phone, via the mobile app, as I do every morning and I saw that there was a private sale of cheap makeup so I went for it.</p> <p><b>What do you remember seeing?</b></p> <p>It was a promotional offer, and as I don't know much about makeup but I knew the brand NYX by reputation, I clicked on the banner. I was not redirected to the Nyx website, I stayed on the Private Sales website. I first saw the concealer which is a must have. Then when you buy online, it's worth buying several products to make the delivery costs worthwhile, so I looked to see if there were any other products.</p> <p><b>Did you have any "product" suggestions at the bottom of the concealer product page?</b></p> <p>I didn't pay any attention to the suggestions at the bottom of the product pages at all, I preferred to go back and click on the product categories directly by myself. So I looked at the product portfolio for each category. There was a special on eye shadow and eyeliner so I thought it was great, I was happy, almost excited, it was the perfect timing.</p>	<p><b>Did you feel the need to do additional research on the product? How did you get more information at that time?</b></p> <p>Well, it's true that from time to time I go and check the brand on Google, but I had already heard about it from friends and family, so I didn't feel the need to google the brand to compare prices directly on the brand's website, although I usually do. But I didn't.</p> <p><b>What do you remember about the mobile app you bought the product on? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</b></p> <p>The Veepee application is really well done, it's easier to find your way around than on the website. Everything is very well organised in categories, so you just have to go to the skincare/make-up/etc. categories and there the promotional offers are displayed with little banners on which the brand name is written, sometimes there is the brand slogan with corresponding photos or illustrations. You have to scroll down. And at the bottom there are upcoming brands. You have to pay attention to the dates. Personally I like it, because it's well done, it's quite logical and visual. It's easy to understand which brand is on sale. It's intuitive and aesthetic, ergonomic and it makes me want to buy because the brand banners are often well done, there is a concern for aesthetics given to each of the visuals.</p> <p><b>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike?</b></p> <p>As I said, it's always nice, original and neat designs. Even when you are waiting to load, there are little animations that keep you busy. The graphics of the site are great, so it makes you want to go there. It's well organised and at the same time there is diversity.</p>	<p><b>What did you want to know about the product before buying it? What kind of information did you look for?</b></p> <p>Here I didn't look at the composition of the products, but when I buy hair products I look at the ingredients a lot. I will also often Google the brand name with the word "scams" to see if any bad results come up, I do this especially when I find brands on Instagram as it can be anything and everything.</p> <p><b>Do you remember reading reviews, recommendations and product ratings?</b></p> <p>No on the Veepee app there are no comments or reviews. Even if I found that it's a pity, it didn't bother me too much because I already heard good things about, so I knew what to expect.</p> <p><b>What kind of visual content caught your attention when you bought? (Photos, videos, quantity, quality, etc.) Why did they catch your attention?</b></p> <p>First the banners as I said. Secondly, I admit that the design of the cosmetic product is not something that is decisive in my choice, I don't really care, so I didn't really pay attention to the visuals of the product itself. But from what I remember, there was only one picture each time, it represented the product, which is sad sometimes.</p> <p><b>Do you remember using Insta &amp; Snap apps/filters/virtual fitting software to try on makeup? What did you think of it?</b></p> <p>No I didn't even know they existed, and I don't think if I would use it, I'm not sure it would be real enough to make me buy!</p>
LEVEL 1: EMOTIONAL STATE	A - Excited & Happy Positive	A - Confident Normal state	
LEVEL 2: ACTIONS	Talk to some relatives and experience make up for the week-end Decide to buy some make up Go on a mobile apps for Private sales Check the private sale offer See a make-up offer from a well-known brand Click on the offer	Go on the brand website Click on the menu to see the product categories Go through the product portfolio for the chosen category Choose the products I need	
LEVEL 3: TOUCHPOINTS	Relatives Mobile app for Private sales : home page	Mobile app: the brand banner for the sale Mobile app: brand page Mobile app: product page Brand website	
LEVEL 4: PAIN POINTS		No reviews directly on the app Lack of product pictures Deletion of the basket after 15min	
LEVEL 5: SATISFYING POINTS	Great brand reputation Lower price	Great UX dev : easy to navigate on the website, very clear and appealing design Nice representation of the product	

PHASE STAGES	PURCHASE			PHASE STAGES	POST-PURCHASE				
	PAYMENT	DELIVERY	RECEPTION		CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY		
QUESTIONS	<p><b>Now that you have chosen what you want to buy, what did you do?</b> On Veepee, the basket is deleted after 15 minutes, which is a bit annoying, so I bought the products directly.</p> <p><b>How did you proceed for the payment/checkout?</b></p> <p>I entered my credit card, I never save the data because I don't trust websites or apps. I don't have verification from my bank on the mobile, but it's easier like that. Then I received a confirmation email so I was reassured. Then sometimes I check on the app about my orders if the order appears.</p> <p><b>What do you remember thinking/feeling?</b></p> <p>I trust Veepee, so I wasn't afraid, but I am careful especially to receive the confirmation email.</p>	<p><b>What do you remember about the delivery?</b></p> <p>I took standard home delivery as always. I didn't take express because it's always more expensive, and it's not worth it, I can always wait a bit, I'm not in a hurry. I received an email with the link to track my package and it's always well done, it's reassuring and it gives transparency.</p> <p><b>Why did you choose this one?</b></p> <p>I was too lazy to go to the store despite the more attractive price of delivery in a relay point, I considered that the standard delivery was worth the cost of not going.</p> <p><b>What do you think of the design of the web interface?</b></p> <p>The first time I had trouble understanding because it asked for 2 addresses, a delivery address and a billing address, and I didn't understand the difference. Did you pay a delivery charge? Yes, it was about 6€.</p> <p><b>How did you feel about it?</b></p> <p>I'm a bit annoyed, because I had looked at the price of the cosmetics, I had an idea of what I was going to spend and then you get surprised when it comes to the delivery fees. It's quite unpleasant. But it's good that it happens at the end, because you're almost at the payment stage and so you don't often stop there.</p> <p><b>What would be your requirements for an ideal delivery service?</b></p> <p>I think that the delivery costs should be automatically offered from a certain amount of delivery proportional to the type of product. It's always a pleasure. It humbles you because it shows that the brand is aware that you are a good customer.</p>	<p><b>How was the reception of your package?</b></p> <p>I received an email for the delivery the day before. I was at home, the deliveryman rang the interphone of my building, and he put the package in the elevator to make it go up without contact since in covid times the deliverymen should not exchange too much contact.</p> <p><b>What caught your attention when you opened your package? (Packaging, materials, presentation, little touches, condition of the packaging/product, etc.)</b></p> <p>The package was too big, I could hear the products moving before I even opened it, I was afraid it was broken, but in the end, nothing was damaged, there was a bit of bubble wrap inside so I was relieved. I thought that the package was far too big for the few products it contained. I don't think it's very ecological.</p> <p><b>Do you remember receiving gifts or samples? How did you feel about it?</b></p> <p>There were no little gifts and it didn't do much for me, I didn't expect to receive anything.</p>	<p><b>QUESTIONS</b></p> <p><b>After receiving the package, what did you do?</b> I tested the products the same evening. I opened the cosmetics and tested the concealer on my skin and realized that the shade was too light for my skin tone.</p> <p><b>Did you return the product or were you satisfied? Why did you do this?</b></p> <p>Overall I was satisfied but I was a little disappointed with the eyeshadow, and then although the concealer is not perfectly suited to my skin colour, I thought I could always use it in winter. Anyway, even if I could have returned the product, I would have been too lazy to do so.</p>	<p><b>LEVEL 1: EMOTIONAL STATE</b></p> <p>A - Satisfied &amp; Disappointed Mixed feelings</p>	<p><b>LEVEL 2: ACTIONS</b></p> <p>Look at the products Open it to see, feel and smell Use it the same day of the reception</p>	<p><b>LEVEL 3: TOUCHPOINTS</b></p> <p>The products</p>	<p><b>LEVEL 4: PAIN POINTS</b></p> <p>Disappointing colours and quality</p>	<p><b>LEVEL 5: SATISFYING POINTS</b></p>
LEVEL 1: EMOTIONAL STATE	A - Careful, confident and reassured Normal state	A - Struggling, annoyed and reassured Mixed feelings	A - Anxious & Relieved Mixed feelings	LEVEL 1: EMOTIONAL STATE	A - Satisfied & Disappointed Mixed feelings	A - Satisfied Positive	No particular emotions Normal state		
LEVEL 2: ACTIONS	Put the products into my basket Pay directly on the payment interface by credit card Wait for the confirmation email and receipt Receive the confirmation email and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Open the front door to the deliveryman Get the product from the elevator Open the package	LEVEL 2: ACTIONS	Look at the products Open it to see, feel and smell Use it the same day of the reception	Discuss with relatives about the products	Will not buy necessarily another product from the same brand later in the future		
LEVEL 3: TOUCHPOINTS	Mobile app: basket page Email confirmation and receipt	Veepee Mobile app: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package	LEVEL 3: TOUCHPOINTS	The products	Relatives			
LEVEL 4: PAIN POINTS			Package size not adapted	LEVEL 4: PAIN POINTS	Disappointing colours and quality	No email to rate the experience			
LEVEL 5: SATISFYING POINTS	Fast payment	Quick and simple delivery Efficient package tracking system	Product well protected	LEVEL 5: SATISFYING POINTS					

Y8.

PHASE STAGES	AWARENESS	PRE-PURCHASE CONSIDERATION	
QUESTIONS	<p><i>Think about the NEW cosmetic product you recently bought online: ODEN face oil.</i></p> <p><i>What motivated your purchase? How did it start? What do you remember seeing?</i></p> <p>A friend spoke well of it, so I wanted to try it. The brand seemed very nice, with good values. The fact that they are French products, made in France, with 100% natural ingredients, motivated my purchase.</p> <p>I started by following the brand on Instagram as I was curious to learn about what it offered, the different products. There are a lot of explanatory and educational videos about the products, where they come from, the ingredients, how to apply them. On the website and social networks, it was very well explained, I really liked the interface.</p> <p><i>Do you remember seeing any advertisements, recommendations, readings or offers? What kind? Where did you see them?</i></p> <p>From the moment I started following the brand, I saw quite a few ODEN ads in my Instagram feed. I liked the visuals, it was always very pretty.</p> <p><i>What did you think of them? How did you feel about them? What did you do at the time?</i></p> <p>It was well done content, it was pretty and well presented, it was really interesting, and the content made sense. They were well aligned with their values, authenticity and quality. I liked it.</p>	<p><i>Before you bought the product, how did you go about it? Did you feel the need to do further research on the product? How did you get more information at that time?</i></p> <p>Yes, already there is a lot of information on Instagram, it made me want to dig into the website. I went through the product portfolio and decided on facial oils. There was already a lot of information on the website too, so I didn't feel the need to look on other websites, especially knowing that the brand had been recommended to me by a friend.</p> <p><i>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</i></p> <p>On the website, I really liked the colours, it was quite clean, there were explanatory images, I liked the way it was laid out, the way it's built. Wait, I'm going to go on it because I don't really remember. That's it. So, it's easy to use. There are several categories, and there's even a skin diagnosis, so that's a great asset to help and guide customers who don't know much about it. The customer reviews are also important, they are clearly visible there. What is really good is the organization by product categories according to concerns, it saves time and guides the consumer in the right direction.</p> <p><i>Now, can you open the website we were talking about and share your screen with me please? What didn't you like?</i></p> <p>Even though it's already very comprehensive, the Instagram tutorial videos were not available on the website, and I thought it was a shame that this content was not present on the website.</p>	<p><i>What did you want to know about the product before buying it? What types of information did you look for?</i></p> <p>The ingredients and where they come from, how they are used, what concerns they address, the packaging. Here it was glass products, so it's more sustainable than plastic.</p> <p>The sustainable and environmental aspect is quite important to me. I pay attention to labels when they are mentioned but I don't always go looking for them.</p> <p><i>Do you remember reading any comments, recommendations and ratings on the product?</i></p> <p>I didn't look too hard to find out what other consumers thought. The reviews they had on the site was enough for me, and then the customer feedback on Instagram too. But yes I read reviews on the site. They were pretty genuine.</p> <p><i>Why did you need to look for this information?</i></p> <p>I'm quite aware of ecology and sustainable development and I try to make purchases that are as much in line with that as possible, but it's not necessarily obvious. So that reinforces my choice.</p> <p><i>Do you remember using skin and hair diagnostics to define the most suitable product? What do you think?</i></p> <p>No, I didn't because I know my skin type pretty well. But I saw a Nivea advert, and I did it because I was curious. I thought it was fun and that it might very well influence my purchase.</p>
LEVEL 1: EMOTIONAL STATE	A - Curious & interested Positive	A - Conscious & Satisfied Positive	
LEVEL 2: ACTIONS	<p>Heard of the brand from a relative</p> <p>Go on social media (Instagram) to follow the brand</p> <p>Saw a lot of pictures and videos</p> <p>Go on the brand website</p>	<p>Go on the brand website</p> <p>Click on the menu to see the product categories</p> <p>Go through the product portfolio for the chosen category</p> <p>Read the product page:</p> <p>Pay attention to the composition, the product origin, the natural characteristics, and the price</p> <p>Read reviews</p>	
LEVEL 3: TOUCHPOINTS	<p>Relatives</p> <p>Social media : Instagram brand page</p> <p>Pictures and videos</p> <p>Brand website: home page</p>	<p>Brand website: home page</p> <p>Brand website: portfolio</p> <p>Brand website: product page</p>	
LEVEL 4: PAIN POINTS		Not enough videos content on the website	
LEVEL 5: SATISFYING POINTS	<p>Great brand reputation : strong values</p> <p>Qualitative and healthy brand image</p> <p>Nice and useful content on social media and website</p> <p>Specific products that can't be find elsewhere</p>	<p>Great UX dev : easy to navigate on the website, very clear and appealing design</p> <p>Accessible detailed information</p> <p>Nice representation of the product : nice pictures</p> <p>Appealing reviews</p> <p>Online skin diagnosis available</p> <p>Sustainable packaging</p>	

PHASE STAGES	PAYMENT	DELIVERY	RECEPTION	PHASE STAGES	CUSTOMER SERVICE	POST-PURCHASE RECOMMENDATIONS	LOYALTY	
QUESTIONS	<p><i>New that you have chosen what you want to buy, what did you do? I bought directly.</i></p> <p><i>How did you go about paying/checking out? What do you remember thinking/feeling?</i></p> <p>Once I chose my product I put them in my basket, and I paid directly by card, what reassures me is that I have a verification code on my phone via my banking application. Then I received the confirmation email, this is important for me, otherwise I got stressed and contacted the company.</p> <p><i>Do you remember ever giving up on a purchase? What were the reasons?</i></p> <p>Yes, it's often for clothes. I had put quite a few items in my basket and at the same time I did some research on the brand and I realized that there were a lot of dissatisfied consumers, so I abandoned my basket. I've also abandoned my basket before because I thought I had a discount code and in the end the discount code didn't work. So I gave up.</p>	<p><i>What do you remember about the delivery? The delivery was pretty fast, it doesn't matter if it arrives late, I'm not patient.</i></p> <p><i>What delivery method did you choose? Why did you choose this one?</i></p> <p>I chose standard home delivery because it's the cheapest, and it was offered with the minimum amount. Express is not such a great added value. I'd rather have it a little later and pay less. Click and collect was not offered, but in general I favour this mode as it is more convenient for me.</p> <p><i>What do you think of the design of the web interface? I don't remember much about it, but it was quite simple, but you had to create a customer account, and I find that a bit annoying, even if today it's almost impossible to not register when you order online.</i></p> <p><i>And what do you think of it? I don't like to register because then they send tons of emails and I don't like that. But for the brands I like it doesn't bother me.</i></p> <p><i>Did you pay any delivery fees? How did you feel about it?</i></p> <p>No they were free, I thought it was pretty good that the shipping was free, because I think it's really important to offer that for a certain amount. Otherwise if I pay I hope the products fit, otherwise I'm disappointed and I won't try it again.</p>	<p><i>How was the reception of your package?</i></p> <p>Everything went well, I received a sms to warn me of the delivery of my package. I got the package from the postman. It's convenient, I prefer by sms, but even by email it's useful. And then the tracking is crucial for me, I like to be able to track my package, it reassures me and I find that it is part of a system of transparency for the brand.</p> <p><i>What caught your attention when you opened your package? (Packaging, materials, presentation, little touches, condition of the packaging/products, etc.)</i></p> <p>The packaging was very nice, it was the right size of package which is good. I have received packages that were too big for the products, and I don't think that's responsible. The products were well protected with recyclable cardboard, I really appreciated the effort they made on the packaging, it looked very qualitative.</p> <p><i>Do you remember receiving gifts or samples? How did you feel about this?</i></p> <p>I really liked the little gifts like the cards with the little seeds to plant. It's nice, it gives a feeling of being part of a community, and it's in line with the company's values, and even if it's not much, it's always nice. It made me want to buy more.</p>	QUESTIONS	<p><i>After receiving the package, what did you do? I tried the products straight away. I immediately liked the smell, it lived up to the promise. The packaging and the colour of the oil, everything was very neat and as expected.</i></p> <p><i>Did you return the product or were you satisfied? I was satisfied, everything met my expectations, even in the long run.</i></p> <p><i>Would you find it odd if you could return it? If the product has not been opened, yes I would find it nice to be able to return it, but if it is already opened, no of course. I found the idea of sampling quite interesting though, even more when you paid a lot for a product that you never tested before.</i></p>	<p>After receiving the package, what did you do? I tried the products straight away. I immediately liked the smell, it lived up to the promise. The packaging and the colour of the oil, everything was very neat and as expected.</p> <p>Did you return the product or were you satisfied? I was satisfied, everything met my expectations, even in the long run.</p> <p>Would you find it odd if you could return it? If the product has not been opened, yes I would find it nice to be able to return it, but if it is already opened, no of course. I found the idea of sampling quite interesting though, even more when you paid a lot for a product that you never tested before.</p>	<p><i>Did you share your experience? Yes, of course I would! I still adhere to the values of the company, I continue to follow them on Instagram.</i></p> <p><i>Did you join the loyalty program after your purchase? No, there was no loyalty program at the time I placed my order, but it could be something I'm interesting in in the future, if the advantages are sufficient.</i></p>	<p><i>Would you buy this product again or another product of the same brand? Yes, of course I would!</i></p> <p><i>How did you feel about the brand after your purchase? I still adhere to the values of the company, I continue to follow them on Instagram.</i></p> <p><i>Did you join the loyalty program after your purchase? No, there was no loyalty program at the time I placed my order, but it could be something I'm interesting in in the future, if the advantages are sufficient.</i></p>
LEVEL 1: EMOTIONAL STATE	A - Reassured Positive	A - Patient, annoyed, Satisfied Mixed feelings	A - Happy, flattered, reassured, pleased Positive	LEVEL 1: EMOTIONAL STATE	A - Happy & Satisfied Positive	A - Satisfied Positive	A - Satisfied Positive	
LEVEL 2: ACTIONS	<p>Put the products into the basket</p> <p>Pay directly on the payment interface by credit card</p> <p>Receive a notification from the bank</p> <p>Validate the purchase into the bank's application</p> <p>Wait for the confirmation email and receipt</p> <p>Receive the confirmation email and receipt</p>	<p>Create a customer account on the brand website</p> <p>Fill the delivery info</p> <p>Look for the cheaper and convenient option</p> <p>Choose the standard home delivery</p>	<p>Received a sms to tell me about the delivery day and time</p> <p>Get the product from the postman</p> <p>Open the package</p>	LEVEL 2: ACTIONS	<p>Look at the products</p> <p>Open it to see, feel and smell</p> <p>Use it the same day of the reception</p>	<p>Discuss with relatives about the products</p>	<p>Will buy another product from the same brand later in the future</p>	
LEVEL 3: TOUCHPOINTS	<p>Brand website: basket page</p> <p>Payment interface</p> <p>Bank mobile app</p> <p>Email confirmation and receipt</p>	<p>Brand website: delivery interface</p> <p>Postal service: tracking system</p>	<p>Postal service: delivery sms confirmation</p> <p>Postal service: delivery</p> <p>Package: coloured boxes, nice packaging, nice little gifts</p>	LEVEL 3: TOUCHPOINTS	The products	Relatives		
LEVEL 4: PAIN POINTS	Had to create a new customer account on the brand website to pay			LEVEL 4: PAIN POINTS	No return option available	No email to rate the experience		
LEVEL 5: SATISFYING POINTS	Secured payment	Fast and simple delivery Efficient package tracking system No shipping fees	Package size adapted Product well protected Nice product presentation and packaging In line with the apps and brand values Qualitative image Little cards	LEVEL 5: SATISFYING POINTS	Qualitative and effective products		Opportunity for a loyalty program	

# Appendix D. Analysis of Group M transcripts

The following tables are the "coding" by keywords of the transcripts of group M according to the pre-established structure of the customer journey and the different categories analyzed.

## M1.

PHASE STAGES	AWARENESS	PRE-PURCHASE	CONSIDERATION
QUESTIONS	<p>Think about the NEW cosmetic product you recently bought online, what was it?</p> <p>A Terre d'Hermès perfume for my father and a Shiseido cream for my sister. For me I bought an eyeliner for myself too.</p> <p>What motivated your purchase? How did it start?</p> <p>It was a gift opportunity. I know my sister and father liked these products. I went to the <a href="http://parfums.com">parfums.com</a> website, rather than Sephora, because it's really cheaper. So I went for the price. Otherwise, if I have a specific product in mind I look on Google, or if I'm just looking, I go to Sephora.</p> <p>Although I often have Sephora ads in my Instagram feed, but I don't even look at them anymore.</p>	<p>Before buying the product, how did you go about it? Did you feel the need to do any further research on the product?</p> <p>So, even if I knew relatively what I wanted, I always look around a bit on the website. I have a look at what it offers, I scout for other occasions if I ever need it. I always favour the website with the best value for money, if the delivery is cheaper and there are little attentions/samples.</p> <p>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</p> <p>What I like about a site like Sephora's is the richness of the offer. It's organized in several types of product categories like brands, or skin concerns, they also have personalized services, the package is nicely presented generally.</p> <p>What I don't like is that it's too much on the visual level, there's a lot of information, the visuals are not amazing.</p> <p>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike?</p> <p>There's the pop up for cookies that comes right away, so it's very annoying, but they don't have a choice, it's in the legislation now. But where it's not up to standard is that the "accept" button should be as prominent as the "do not accept" button.</p> <p>There's a lot of marketing information, it's really overwhelming, but there's a lot of choice.</p> <p>The "product" sheets are pretty well done, very complete, after that there seems to be some small malfunctions, and as the site is quite reactive, I open things I didn't want to open (laughs).</p>	<p>What did you want to know about the product before you bought it? What kind of information did you look for? I never look at the composition of products because I don't know enough about it, but that's my mistake, I trust the brands although it may be a mistake.</p> <p>But I pay attention to the mentioned use of the products, for which skin types it is ideal, what are the real properties of the product, its efficiency.</p> <p>Do you remember reading comments, recommendations and evaluations on the product?</p> <p>Yes, but it's rarely a determining factor in my choice, I look out of curiosity and if the comments are really alarming then I don't buy it, but if it's not so good then I stick to my choice. The less I know about the brand the more I look at the comments. Also that I trust the brand's reputation enough.</p> <p>What types of visual content caught your attention when you were buying? (Photos, videos, quantity, quality, etc.)</p> <p>Why did they catch your attention?</p> <p>For my perfume and cream purchases, there were basic packshots. However, once, when I wanted to buy an eyeshadow palette, there were a lot of photos and that was really important because there was a colour issue. For a lipstick too, it's very important to have a rendering on several types of skin tone. Having good quality photos with a zoom lens really helps to decide. There were no videos though, and that's missing because it's really the best way to show a product.</p> <p>Why did you need to look for this information?</p> <p>Not to be taken advantage of, to get the best quality price.</p> <p>Do you remember using Insta &amp; Snap apps/filters/virtual fitting software to try on makeup? What do you think of them?</p> <p>When it's available on the website, I do it, it's not too bad I think, it gives an idea at least.</p> <p>Do you remember using skin and hair diagnostics to define the most suitable product? What do you think about it?</p> <p>Do you remember using preference diagnostics to define the perfume that suits you best? What do you think of these diagnoses?</p> <p>For a perfume I find it risky, whatever happens I will go and smell it in the shop, I need that sensoriality. But the product recommendations or suggestions of these diagnoses are interesting anyway and I take them into account.</p>
LEVEL 1: EMOTIONAL STATE	No particular emotions Normal state	C - Critical comments A - Confident, curious and demanding Mixed feelings	
LEVEL 2: ACTIONS	Face the occasion to make a gift to relatives Know what to offer Go directly on parfums.com or can search on Google or Sephora Search for the product Click on the offer I was interested in	Browse on the chosen website Pay attention to the different offers Pay attention to prices Overview of the product page Look for info about usability into routine and added value Pay attention to the pictures and other visual content Read some reviews Can use an online diagnosis if proposed	
LEVEL 3: TOUCHPOINTS	Google Sephora Parfums	Website: home page Website: products portfolio Website: product page	
LEVEL 4: PAIN POINTS		Too many marketing stimuli Lack of videos for product presentation little UX development problems Bad aesthetics	
LEVEL 5: SATISFYING POINTS	Lower price Brand reputation of the products	Detailed product page Lower price Wide product selection Nice representation of the product Easy website navigation	

PHASE STAGES	PAYMENT	DELIVERY	RECEPTION	PHASE STAGES	CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p>Now that you have chosen what you want to buy, what did you do?</p> <p>I didn't ask myself any questions, once my product is in my basket, I usually buy it unless I feel at the last moment that it's not reasonable after all.</p> <p>How did you go about paying/checking out?</p> <p>I pay by credit card, I don't have Pay pal, no difficulties, except sometimes I have trouble with the promo codes which sometimes don't display correctly and you wonder if they are taken into account. It's pretty smooth. I almost always receive a verification from my bank and I find that it's a barrier in the purchase process but I'm still happy to have this security because every time I don't receive a notification, I think "oh my card could have been stolen".</p> <p>For my Parfums order, I received 3 order confirmation emails and I found it too heavy, whereas Sephora only had one email and it was fine.</p> <p>What I don't get is, I panic a bit, it has become a reflex to check my emails to get the purchase confirmation.</p> <p>Do you remember ever giving up on a purchase? What were the reasons?</p> <p>Yes of course, but it's often because I tell myself that it's not reasonable at the last minute, that my choice is</p>	<p>What do you remember about delivery? What delivery method did you choose? (click and collect in shop, express/standard, home delivery, collection points) Why did you choose this one? (choose home delivery), except when I'm making a gift and the person in question lives under my roof, in which case I go to a relay point. But otherwise I prefer home delivery because I don't have to travel and I don't have to adapt to the restrictive hours of the relay points, it's faster. And sometimes the drop-off points are not post offices, but rather shops that are not always very welcoming.</p> <p>I also pay a lot of attention to the tracking of the package, for me it's very important to be able to check it, it's reassuring and it allows me to be informed in time.</p> <p>What do you think of the design of the web interface?</p> <p>Everything is quite simple but sometimes it's difficult to find a relay point, the proposed maps don't work well, are not readable enough.</p> <p>Did you pay a delivery fee?</p> <p>Yes, I think it was between 3 and 6€, and I would prefer not to pay them, more than 6€ I find it expensive frankly, that's why sometimes I take it to a relay point because it's cheaper.</p> <p>What did you feel?</p> <p>I think that some companies abuse not paying delivery fees, although it is legitimate, it pisses me off. I may have to increase my average basket to reach the threshold to get free delivery, and when I find it too expensive, I could drop the purchase.</p>	<p>How was the reception of your package?</p> <p>For Parfums I was pleasantly surprised, everything went well, I received an email to warn me about the delivery date and the package was drop-off in my mail box, as the perfume was wrapped in tissue paper, nicely wedged in a small box.</p> <p>For Sephora the packages are more beautiful, there is their colour on the packaging, with small samples, so it's definitely nicer.</p> <p>For me, the package and its presentation are really part of the experience, so I find it very nice, I fall in love.</p> <p>I don't care if the packages are too big, I keep them to use them for my Vinyl shipments.</p> <p>What caught your attention when you opened your parcel?</p> <p>Yes, at Sephora I had the opportunity to choose my own samples, but it didn't work out so well because I didn't get the ones I wanted, I like that as I said, it's like getting an extra gift. And I think it's good because once I smelled a perfume sample that I liked and I put it in my Christmas wishlist. So it can influence future purchases.</p> <p>How did you feel about this?</p> <p>Yes, at Sephora I had the opportunity to choose my own samples, but it didn't work out so well because I didn't get the ones I wanted, I like that as I said, it's like getting an extra gift. And I think it's good because once I smelled a perfume sample that I liked and I put it in my Christmas wishlist. So it can influence future purchases.</p>	<p>After you received the package, what did you do? I usually opened it to smell the products that were not a gift.</p> <p>Did you return the product or were you satisfied?</p> <p>I was satisfied, yes, and it would not occur to me to return a product. At least it has never happened to me.</p> <p>Awards, being able to return a rather expensive perfume would be a good idea. At that point, the sample or micro-dose principle would be a really good idea.</p>	<p>Did you share your experience?</p> <p>I shared it with my friends, especially my experience with Parfums which I liked and which is beneficial. If the brand sends me an email to rate my experience, I am still in it if I'm not too busy, if it's short and if I really liked the product or not at all. If I just stars and I see that there are 30 questions I don't do it.</p> <p>But here, I don't think I received an email.</p>	<p>Would you buy this product again or another product of the same brand? Yes, of course I would!</p> <p>How did you feel about the brand after your purchase?</p> <p>For Parfums, I really became a fan, I was pleasantly surprised by the good experience I had for an unbeatable price. As for Sephora, it hasn't changed, I'm still a fan.</p> <p>Did you join the loyalty program after your purchase?</p> <p>Yes for Sephora, there is a Sephora card with a points system. But now it's almost compulsory to register on a site from the moment you place an order. And I have to admit that I'm getting annoyed with the amount of emails I get.</p>	
LEVEL 1: EMOTIONAL STATE	A - Amazed and reassured Mixed feelings	C - Critical about the fees for the delivery A - Careful and reassured Mixed feelings	A - Satisfied and Happy Positive	LEVEL 1: EMOTIONAL STATE	A - Satisfied Positive	A - Happy & Disappointed Mixed feelings	A - Satisfied and loyal Positive
LEVEL 2: ACTIONS	Put the products into my basket Add the promotional code Pay directly on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	LEVEL 2: ACTIONS	Look at the products Open them to smell them Use them but not immediately	Discuss with relatives about the products Can fill a feedback email about an experience if it's not too long	Will buy another product from the same brand later in the future Register to the loyalty program
LEVEL 3: TOUCHPOINTS	Website: basket page Website: payment interface Bank mobile app Emails confirmation and receipt	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: coloured box, sample	LEVEL 3: TOUCHPOINTS	The products	Relatives Feedback rating email	Website: registration account page
LEVEL 4: PAIN POINTS	Too many emails confirmation		Not the samples I chose	LEVEL 4: PAIN POINTS	No return option available	No email to rate the experience	Too many marketing emails
LEVEL 5: SATISFYING POINTS	Promotional code Secured payment	Fast delivery Efficient package tracking system	Product well protected Nice product presentation and packaging Sample	LEVEL 5: SATISFYING POINTS	Qualitative and effective products		



## M2.

PHASE	PRE-PURCHASE		
STAGES	AWARENESS	CONSIDERATION	CONSIDERATION
QUESTIONS	<p><b>Think about the NEW cosmetic product you recently bought online, what was it?</b> It was a Sephora highlighter.</p> <p><b>What motivated your purchase? How did it start? What do you remember seeing?</b> I follow a lot of beauty influencers on YouTube and I saw this item a few times in several videos, so I really wanted to buy it at some point. They weren't advertising videos or sponsored content, they were recommendations from youtubers.</p> <p>It was the fact that I saw it several times that made me go and look for the product on the internet afterwards. I read a lot of positive reviews, the product was well rated, so I thought it was worth it. Then I bought it on the Sephora website.</p>	<p><b>Before buying the product, how did you go about it? Did you feel the need to do any additional research on the product?</b> It depends on the purchase, the price and my feelings.</p> <p><b>How did you get more information at that time?</b> I often go to several different sites, blogs, cosmetic review sites, actually google the brand to get an idea.</p> <p><b>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</b> Intuitive, easy to use, but I don't like the design too much, it's too busy and a bit kitschy. The photos are not always of good quality, but there are a lot of choice.</p> <p><b>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike about it?</b> It's too flashy, not very aesthetic, the pictures are a bit blurry there, and then I would prefer to have videos where you can see the product well rather than pictures.</p>	<p><b>What did you want to know about the product before you bought it? What kind of information did you look for?</b> As I said, I mostly look at the comments and customer reviews, then I don't look at the composition because it's too complicated for make-up and then I don't have any allergies. The packaging influences me less online than in the shop, where I may pay more attention.</p> <p><b>What kind of visual content caught your attention when you were shopping? (Photos, videos, quantity, quality, etc.) Why did they catch your attention?</b> Yes, there was some for the article I was looking at but for some products sometimes there is none or the quality is not good at all, and I find that very unfortunate, it can block me in my purchase. In the case of the highlighter, even if there were pictures, it didn't influence my purchase so much because I had already seen it on the youtube, I looked more at the comments and reviews.</p> <p><b>Why did you need to look for this information?</b> Because I've had a bad experience with makeup before, and I really wanted to make sure I was ordering a quality product.</p> <p><b>Do you remember using Insta &amp; Snap filters/apps/virtual fitting software to try on makeup? What do you think of them?</b> Yes, I've tried it before, especially on Yves Saint Laurent's website, they recently implemented this kind of tools and honestly it was scary (laughs), I didn't like it! You had to take a picture and put a filter for a lipstick and it didn't work well at all! So I think it needs to be improved, maybe later it will be more advanced, but in the meantime, this kind of system didn't make me want to buy more.</p>
LEVEL 1: EMOTIONAL STATE	A - Curious and motivated Positive	C - Critical comments A - Disappointed Negative	
LEVEL 2: ACTIONS	Follow beauty influencers on youtube Saw videos about the product on youtube Want to buy the product Go on internet Look for website that sell the product Go on Sephora's website	Browse the web Go on blogs and reviews website Go on Sephora's website Overview of the product page Read the comments and reviews Pay attention to the pictures and other visual content Can use an online diagnosis if proposed but don't find it relevant	
LEVEL 3: TOUCHPOINTS	Youtube: beauty influencers videos Beauty Influencers Google Sephora's website	Google Blogs Reviews website Website: home page Website: product page	
LEVEL 4: PAIN POINTS		Too many marketing stimuli Lack of videos for product presentation Bad aesthetics Bad pictures quality	
LEVEL 5: SATISFYING POINTS	Brand reputation of the product	Detailed product page Easy website navigation Wide product selection: different brands on the same website	

PHASE	PURCHASE			PHASE	POST-PURCHASE		
STAGES	PAYMENT	DELIVERY	RECEPTION	STAGES	CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p><b>Now that you have chosen what you want to buy, what did you do? I bought but I was a bit doubtful, didn't know if it was the right time to buy this highlighter (laughs).</b> It depends on the period, sometimes I buy without asking myself too many questions, but sometimes I prefer to wait and leave my basket.</p> <p><b>How did you proceed for the payment (checkouts)? I always pay either by card or with PayPal when I don't have my card on me. I received a small notification from my bank mobile app, I think it's good, because it's not the case on all sites. It's fast, it doesn't bother me and it hasn't been removed. I have never had any problems at Sephora when paying. I got a confirmation email like every time, if I don't get it it bothers me.</b></p> <p><b>Do you remember ever giving up on a purchase? What were the reasons?</b> Yes of course, it's when I realise I don't really need the item.</p>	<p><b>What do you remember about the delivery?</b> I chose click &amp; collect, everything went well, I could even follow my package thanks to the tracking link. I like this kind of delivery, it suits me because I don't have a concierge at home, so I wouldn't trust a home delivery and then the delivery point is not far from my home or work so it's convenient, I control the delivery in the sense that I can go there when I have time and I know that my package is waiting for me in a secure place.</p> <p><b>Did you pay a delivery fee?</b> No, for make up it happens very rarely as I take click and collect. So I am rarely influenced by the minimum order to get free delivery.</p> <p><b>What do you think?</b> If this pick up option didn't exist, I would pay the delivery costs of course, but I would probably order less, but with this option I prefer not to pay if it's possible.</p>	<p><b>How was the reception of your package?</b> Everything went well, everything was perfect. I was notified of the availability of my click &amp; collect product by email. The relay point was in a Sephora boutique as it was a click &amp; collect, the vendor was smiling and told me that it was a great product.</p> <p><b>What caught your attention when you opened your parcel?</b> It was in a bag, not a cardboard package since I went to the shop, I found it better because it takes up less space.</p> <p><b>Do you remember receiving gifts or samples? How did you feel about it?</b> Yes of course, as usual at Sephora, I like the perfume but for the creams I don't use them and it's a bit of a waste, so it's important to be able to choose the samples sometimes. But it doesn't change anything for me. I don't care if they're there or not, although it's nice.</p>	<p><b>QUESTIONS</b></p> <p><b>What did you do when you received your package?</b> I tried the highlighter back home in the evening!</p> <p><b>Did you return the product or were you satisfied?</b> I was satisfied, it met my expectations, I would find it normal to be able to return a cosmetic product, if it's in the case of an allergy or a problem with the product then ok, but if it's just because the product is not to my liking, I find that a bit abusive. Personally, in that case I would keep the product. That's part of the risk of buying online for me. However, for expensive cosmetic products like luxury brands, I think the idea of a micro-dose would be a real plus, because if the product is not to my liking, at least it's interesting to be able to send it back.</p>	<p><b>RECOMMENDATIONS</b></p> <p><b>Did you share your experience?</b> I don't share too much with my friends, even if I'm satisfied, I buy too much cosmetics for that (laughs). Even with the brand, when I get an email to write down my experience, I usually don't do it, but if I do it has to be quick and not too long. If I have to write something down I don't do it, if it just starts to rate it's ok.</p>	<p><b>LOYALTY</b></p> <p><b>Would you buy this product again or another product of the same brand?</b> Yes, of course I would!</p> <p><b>How did you feel about the brand after your purchase?</b> Generally I trust Sephora yes, their advantage is that they allow you to find several products of different brands in one site, which is convenient.</p> <p><b>Did you join the loyalty program after your purchase?</b> Yes, they offered to make a card and as I plan to make a lot of purchases since it is a brand that includes several brands I like, I thought it was a good idea.</p>	
LEVEL 1: EMOTIONAL STATE	A - Hesitating and reassured Mixed feelings	A - Confident Positive	A - Satisfied and Happy Positive	LEVEL 1: EMOTIONAL STATE	A - Satisfied Positive	A - Satisfied Normal state	A - Satisfied and loyal Positive
LEVEL 2: ACTIONS	Put the products into my basket Pay directly on the payment interface by credit card or Paypal if no card within reach Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the click & collect point	Received an email to tell me that the package was available at the click & collect shop Walk to the click & collect shop Ask to the vendor for my package Took my package and go home Open the package	LEVEL 2: ACTIONS	Look at the product Open it to see the texture and color Use it in the evening	Did not share her experience	Will buy another product from the same brand later in the future Register to the loyalty program
LEVEL 3: TOUCHPOINTS	Website: basket page Website: payment interface or Paypal interface Bank mobile app Emails confirmation and receipt	Website: delivery interface Postal service: tracking system	Click & collect shop Click & collect Manager Package	LEVEL 3: TOUCHPOINTS	The product		Website: registration account page
LEVEL 4: PAIN POINTS				LEVEL 4: PAIN POINTS			
LEVEL 5: SATISFYING POINTS	Secured and fast payment	Fast & convenient delivery No shipping fees Efficient package tracking system	Light and little package (a bag) Friendly saleswoman Samples	LEVEL 5: SATISFYING POINTS	Qualitative and effective products		Interesting Loyalty program

# M3.

PHASE		PRE-PURCHASE	
STAGES	AWARENESS	CONSIDERATION	
QUESTIONS	<p><i>Think about the NEW cosmetic you bought recently online, what was it:</i></p> <p>The Ordinary products such as facial products for hydration, containing hyaluronic caffeine, it could be for face or eyes and creams.</p> <p><i>What motivated your purchase? How did it start?</i></p> <p>Basically, it starts because friends of mine or my sister recommended me to buy it online, that it is super cool skin product, that is why I bought it. That's how it started, I was curious to try, and now I am buying it regularly because it is maybe empty, or I need a new one. I went directly on the website to look at their products.</p>	<p><b>What do you recall seeing on the website?</b></p> <p>The website was very clean, super wide, simple, minimalist, esthetic. When you go online, you can find different product categories (for dry skin, ...) and look for the product portfolio to check if they fit you.</p> <p><b>So I entered a product category and I went through the product portfolio.</b></p> <p><b>What did you think about it? At first it's a bit confusing because every product look the same (same packaging), but there is a short description of the product, super clean presentation but maybe too clean, they should add maybe more color to separate the product a bit more on a visual aspect.</b></p> <p><b>You said you were a bit confused at first sight, what did you think or feel about these visuals?</b></p> <p>I like the fact that they don't use any marketing for each product, I think it is very cool as they put their products directly on the spotlight and it make it only about your skin. The photos are only about packshot, you can see the glass bottles and I find it really nice. I feel they really know much about skin.</p> <p><b>Before buying the product, how do you proceed? Did you feel the need to make further research on it?</b></p> <p>No not that much, because I got all the information on their website. I was not that keen with skin care before, and then I tried to use The Ordinary and when I went on the website I found all the information I needed really: what's in there, what's is good for my skin, they have such good knowledge that I would trust them.</p> <p><b>Now, could you open the website we were talking about and share your screen with me please? What do you think at first sight? What do or don't you like?</b></p> <p>I think it's very satisfying. I like that they show the product like really, you are not distracted by any colors, since is only about the skin, and you only see the product as clear as it is. It immediately gives me the impression that no perfume is used and it's natural, and it looks super clean. Super esthetic design.</p>	<p><i>What did you want to know about the product before you bought it? What kinds of information did you look for?</i></p> <p>I look for the composition, its use, and maybe the price also.</p> <p><i>Why did you need to look for these info?</i></p> <p>Because I was not that informed before, I did not know the product, and I wanted to learn more about the skin care because I think it's important to start to look for this kind of things at a young age.</p> <p><i>Do you remember reading comments, recommendations and ratings on product? What did you think about it? How did you feel?</i></p> <p>Not that much, I think I trusted my sister enough to buy them directly, as she was very happy with it and we have the same skin type so I just bought them. I would not have a clear impact on my purchase.</p> <p><i>Do you remember using skin/hair diagnostics to define the most suitable product? What do you think about these?</i></p> <p>I once tried it, but it was in a complete other frame. I tried it for fun, and it was kind of good, but I think that these kinds of tools are not developed enough sometimes. But maybe it will be more advanced in the next year.</p>
LEVEL 1: EMOTIONAL STATE	A - Curious Normal state	C - Critical comments A - Confused, Satisfied, confident Mixed feelings	
LEVEL 2: ACTIONS	<p>Heard of the brand from a relative</p> <p>Browse on the brand website</p> <p>Click on the menu to see the product categories</p>	<p>Click on the menu to see the product categories</p> <p>Go through the product portfolio</p> <p>Overview of the product page</p> <p>Pay attention to the composition of the products and prices</p> <p>Look for info about usability into routine and added value</p> <p>Can use an online diagnosis if proposed</p>	
LEVEL 3: TOUCHPOINTS	<p>Relatives</p> <p>Brand website: home page</p> <p>Brand website: products portfolio</p>	<p>Website: products portfolio</p> <p>Website: product page</p>	
LEVEL 4: PAIN POINTS		<p>Maybe too minimalistic design</p> <p>Few photos</p> <p>Lack of colours</p>	
LEVEL 5: SATISFYING POINTS	<p>Brand reputation of the products</p> <p>Specific products that can't be found elsewhere</p>	<p>Great UX dev : easy to navigate on the website, very clear and minimalistic design</p> <p>Very clean product presentation</p> <p>No unnecessary marketing</p> <p>Qualitative packaging</p>	

PHASE	PURCHASE			PHASE	POST-PURCHASE		
STAGES	PAYMENT	DELIVERY	RECEPTION	STAGES	CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p><i>Now that you had chosen what you wanted to buy, what did you do?</i></p> <p>I put things in the basket, and I just look around to see if there are other stuffs that I could buy, I look for the product suggestions to see if another product would match my initial order. Then I proceed to the payment. There wasn't a security system as I paid through Paypal.</p> <p><i>How did you proceed for the payment/receipt?</i></p> <p>It was a random interface, you could put your credit card or use Paypal, and it was very fast actually because I used Paypal, and everything is already entered. I just had to confirm the payment. It's very easy and convenient. I received the confirmation email as soon as I paid.</p> <p><i>What do you recall having thought/felt at this stage?</i></p> <p>Sometimes skin care product are expensive but I think that The Ordinary is kind of fun, somehow I thought I would something good for my skin, like I felt it did thing good for myself.</p> <p><i>Do you remember ever giving up during a purchase? What were the reasons?</i></p> <p>Yes, sometimes when the loading page is too long. And sometimes I put some stuffs in my basket and go look around and when I want to go back the basket is empty again because it was too long. That's why sometimes I give up, because I was annoyed that it couldn't be saved or when the payment take too long and that I cannot pay by Paypal.</p>	<p><i>What do you recall about the delivery?</i></p> <p>The delivery was fine, I could track my package through the link, and I received the package with all the stuffs in it, super simple, everything fine.</p> <p><i>I chose home delivery, because I live in a very small town in Germany and the package station/pick-point is far away from my house, and the opening hours are not that long.</i></p> <p><i>What did you think of the web interface design?</i></p> <p>It was very clear, you could choose between express and standard delivery. I chose the standard delivery as it is cheaper, and I was fine waiting 2 or 3 days.</p> <p><i>Did you pay for delivery fees? How did you feel?</i></p> <p>No there was no samples, I think it's fine, we can't get everything for free nowadays, sometimes it's annoying because when you are a student you don't have that much money but if you order every 3 months, I think it's totally fine to pay for it.</p>	<p><i>How was the reception of your package? What caught your attention when you opened your package?</i></p> <p>I received email to tell me about the delivery day, and then received the package in my mail box. The particularly about the ordinary is that don't do much marketing so they only put the product, and it was very nice that they don't put any marketing flyers in it. There was some leaflet about the product but I don't want, I can look up on the website. I was super simple with a box in carton and the products were protected with paper, super sustainable. I felt very happy to have my product, and customer about the product. Believed that my stock of skin care products was full again.</p> <p><i>Do you remember receiving any goodies or samples? How did you feel about that?</i></p> <p>No there was no samples, I think it's very good, but it depends on the product, because if I buy skincare product which I know I'm only going to use them then I don't want any other skin care, but if it would be make or perfume, I think would love to test it somehow.</p> <p><i>What did you like or not in the way you got your order?</i></p> <p>I don't like the fact that I was delivered rather a long time as the brand is located in England, I had to wait one week at least. But it was ok. I like the fact that it came out like it was on the website, very esthetic and minimalist.</p>	QUESTIONS	<p><i>After you received the package, what did you do? I tried it immediately on the back of my hand.</i></p> <p>And I usually try to reuse the packaging before to throw it away.</p> <p><i>Did you return the product or were you satisfied?</i></p> <p>I was very satisfied with the product and to be honest I'm not sure I would have return it even if I was not completely satisfied because it's a lot of shipping again. But maybe I would have talk too the brand saying that I was not satisfied and they would have send me another product.</p> <p><i>Why were you satisfied then?</i></p> <p>Because I was really curious about the product, and I can say that they are really helpful for my skin.</p>	<p><i>Did you share your experience? Why did you share it or not?</i></p> <p>Yes, I told a lot of friends, like my sister told me, and I convince 3 friends to buy the ordinary and now they are all doing it again. It was random conversation with friends.</p> <p><i>Did you not put an advice on the website because normally I have a good skin, no particular problems, and I think people should write something and give their advice if they have a bad skin problem that they solved thanks to the products or not.</i></p> <p><i>Why did you share it?</i></p> <p>I shared it because I was so overwhelmed with the product, that was really thin good, so natural, without perfume and I really seen the difference, I was convinced.</p>	<p><i>How did you feel toward the brand after your purchase?</i></p> <p>I felt a connection I think because I thought I would buy it again, I was very happy about the product, and every time I see an ad from the brand, I feel a kind of belonging to the brand.</p> <p><i>Did you join the loyalty Program after your purchase? Why didn't you?</i></p> <p>There was no loyalty program, that's why I didn't join one, but if there would be one, I think I would.</p>
LEVEL 1: EMOTIONAL STATE	A - Satisfied Positive	A - Satisfied, confident Normal state	A - Happy, curious, impatient, relieved Mixed feelings	LEVEL 1: EMOTIONAL STATE	A - Satisfied Positive	A - Satisfied, convinced Positive	A - Happy, and loyal Positive
LEVEL 2: ACTIONS	<p>Put the products into my basket</p> <p>Take a last look at the product suggestions</p> <p>Pay by Paypal</p> <p>Confirm the payment on Paypal interface</p> <p>Wait for the confirmation emails and receipt</p>	<p>Fill the delivery info</p> <p>Look for the cheaper and convenient option</p> <p>Choose the standard home delivery</p> <p>Pay for delivery fees</p>	<p>Received an email to tell me about the delivery day and time</p> <p>Get the product in my mail box</p> <p>Open the package</p>	LEVEL 2: ACTIONS	<p>Look at the products</p> <p>Open them to try them</p> <p>Use them immediately</p>	<p>Discuss with relatives about the products</p> <p>Can fill a feedback email about an experience if it's not too long</p>	<p>Will buy another product from the same brand later in the future</p> <p>Register to the loyalty program</p>
LEVEL 3: TOUCHPOINTS	<p>Website: basket page</p> <p>Website: payment interface</p> <p>Paypal interface</p> <p>Email confirmation and receipt</p>	<p>Website: delivery interface</p> <p>Postal service: tracking system</p>	<p>Postal service: delivery email confirmation</p> <p>Postal service: delivery</p> <p>Package: leaflet</p>	LEVEL 3: TOUCHPOINTS	The products	Relatives	Website: registration account page
LEVEL 4: PAIN POINTS				LEVEL 4: PAIN POINTS			
LEVEL 5: SATISFYING POINTS	Very fast and secured payment	Easy/simple delivery Efficient package tracking system	Product well protected Nice product presentation and packaging Little leaflet but no ads Sustainable packaging	LEVEL 5: SATISFYING POINTS	Qualitative and effective products		Opportunity for a loyalty program

# M4.

PHASE STAGES	AWARENESS	PRE-PURCHASE	CONSIDERATION
QUESTIONS	<p><b>Think about the NEW cosmetic you bought recently online, what was it?</b> It was a shampoo from L'Oreal Professionnal but I already knew the brand. Otherwise, before that I bought a serum and a shampoo on Freshly cosmetics.</p> <p><b>What motivated your purchase? How did it start?</b> My motivation to buy this L'Oreal shampoo? Because I was super disappointed by Freshly shampoo. So I was looking for another shampoo and I knew the brand already, I knew the product would be as I wanted. Concerning Freshly Cosmetics, it is a new brand and there are advertising everywhere in Barcelona's streets and on Instagram. So I was eager to try this new brand, and there from Barcelona so I really wanted to try this brand, also to support local brand.</p> <p><b>What do you recall seeing and what did you think?</b> The ads on Instagram were products photos on colorful backgrounds. I love the colors. I like the fact that they were collaborating with a lot of influencers that I knew fight for a cause. It looks fresh, young and I liked the fact that it was created in Spain. I wanted to support that. I felt that they were committed to some cause in which I was interested in, like a common ground. The natural aspect of the product was well represented, and I liked the fact that the mannoquin was not super skinny as usual model, there was diversity of bodies with more curvy models.</p>	<p><b>Before buying the product, how do you proceed? Did you feel the need to make further research on it?</b> For L'Oreal products, I went directly on the web page as I already knew what to look for, I went through product categories and product portfolio. I did not do additional research on the product. I took the time to look the ingredients as I was looking for a lightening-preserving product in addition of a shampoo, and this kind of product are purple. I was a bit scared at the beginning that it could die my hair, but it was well explained on the website, so I was reassured then. I read the description on the website.</p> <p><b>For Freshly Cosmetics I almost did the same as I was determined to test the brand, and as everybody was talking about it, I was not suspicious. But I looked more into comments and ratings.</b></p> <p><b>How did you get more information then? (Media: website, social networks, blog, in-store etc.)</b> I looked on the website only, I went to the technical part of the product page and I read it, I read the specification for ingredients and the reviews. I didn't do a lot of searches as I was trusting the brand.</p> <p><b>What do you recall concerning the website on which you bought the product? What did you like or not concerning its design? Do you remember going through the product portfolio? What did you like or not like?</b> For L'Oreal, it was easy, very intuitive. The design was very sober, everything in black and white it looks very professional. What I like also, when you were on the product page, there was product recommendations at the bottom, so I did not have to look for the mask and conditioner, it was already suggested, which makes it easy and quick. For Freshly, I was more colorful, looks very young and fun. They also propose a skin and hair diagnostics.</p> <p><b>How did you feel about the recommendations and comments?</b> Well, the opinions are great, and it was fine to read them, but I don't really pay a lot of attention as I was sure to buy the product. Of course, it was written "worst product ever" I would think twice.</p> <p><b>For Freshly, I paid attention to the influencer videos and their comments because I follow them. But as I'm used to pharmaceuticals brands, I usually trust the brands, so I haven't made a habit of looking into it much.</b></p>	<p><b>What did you want to know about the product before you bought it? What kinds of information did you look for? Why did you need to look for these info? What did you think about it? How did you feel?</b> See question in part 1.2.</p> <p><b>Do you remember using skin/ hair diagnostics to define the most suitable product? What do you think about these?</b> There was one on Freshly cosmetics, but I did not do the diagnosis. It's useful, because it helps at least to not make mistakes and buy adapted products for your skin type. I also think that this kind of diagnostics can improve client loyalty as they are well advised, they tend to be more satisfied and so on.</p>
LEVEL 1: EMOTIONAL STATE	A - Curious, supportive, excited Positive	A - Careful, reassured, confident Positive	
LEVEL 2: ACTIONS	Saw printed ads on the streets Saw ads on social media (Instagram)	Go to the brand website Click on the menu to see the product categories Go through the product portfolio Overview of the product page Pay attention to the composition of the product, the technique information Read comments and reviews Can use an online diagnosis if proposed	
LEVEL 3: TOUCHPOINTS	Printed ads Social media : native ads by influencers Influencers	Website: home page > menu > categories Website: products portfolio Website: product page	
LEVEL 4: PAIN POINTS			
LEVEL 5: SATISFYING POINTS	Great brand reputation Great brand image Nice ads (colorful, natural and fresh) Local brand	Great UX dev : easy to navigate on the website (intuitive), very clear and appealing design Qualitative and healthy brand image Online hair diagnosis Appealing reviews	

PHASE STAGES	PAYMENT	PURCHASE DELIVERY	RECEPTION	PHASE STAGES	CUSTOMER SERVICE	POST-PURCHASE RECOMMENDATIONS	LOYALTY
QUESTIONS	<p><b>Now that you had chosen what you wanted to buy, what did you do?</b> I bought it directly, I don't like to spend much time in my life for this kind of stuff. So I buy it and it's done.</p> <p><b>How did you proceed for the payment/checkout?</b> Everything was fine, I used my credit card as I always do, then I received a notification from my bank on my mobile phone, and I have to enter the key that they send me on text message.</p> <p><b>What do you recall having thought/feel at this stage?</b> It's great it's for security even if sometimes it can be annoying because it's a little amount of money. But it is reassuring.</p> <p><b>Did you receive an email confirmation and how did you feel about that?</b> I immediately received an email confirmation for the payment. If I don't have it, I start to worry and I think something is wrong.</p> <p><b>Do you remember ever giving up during a purchase? What were the reasons?</b> Yeah, sometimes when I have to pay a lot for delivery fees compared to the price of the product, I hesitate, and I think to buy in a shop nearby.</p>	<p><b>What do you recall about the delivery?</b> Usually, I choose the standard home delivery option and this time it was fine. I do this because the times of the relay points do not fit in with my work. Otherwise, it was a bit annoying that in the delivery process, they send at least five emails for just tracking the package delivery, and I found that completely that unnecessary even if I know where it is.</p> <p><b>What did you think of the web interface design?</b> I don't really remember, but I think it was 5 years.</p> <p><b>How did you feel?</b> I feel that sometimes it's too much depending on the price you pay for the product, even if I agree that it's normal to pay for the service.</p>	<p><b>How was the reception of your package? (at home or in-store for pick-up)?</b> I was delivered directly to my mailbox; I was not at home. But everything was fine. Nothing was broken.</p> <p><b>What caught your attention when you opened your package?</b> The presentation was fine. For Freshly, and L'Oreal, it was a box with carton in it to protect the product. Recycled. Very sustainable.</p> <p><b>Do you remember receiving any goodies or samples? How did you feel about that?</b> For Freshly, there was also a little card, and it was really cute, I loved it. I felt surprised in a good way. For L'Oreal, it was much sober, but I was expecting that, so I was not disappointed.</p> <p><b>What did you like or not about the way you got your order?</b> I like the experience to open a box and see something that reminds me of the brand later. I would have been nice to have a sample. When I get one, I usually try it, and if I like I can buy it after.</p>	<p><b>QUESTIONS</b></p> <p><b>After you received the package, what did you do? I opened it, and I smelled the products.</b> I was satisfied with L'Oreal product it was as I expected it to be.</p> <p><b>And for Freshly? You could have return this kind of product, would you?</b> No, I'm not that kind of person that return things (laugh) even if I was not satisfied with the product. But if the product is expensive, I would consider returning it if not satisfied. For Freshly it would have been nice to have tested the product with a sample, at least I would have avoid to buy a whole bottle of product that I will not use.</p> <p><b>But here as well, it's part of the risk when buying cosmetics online.</b></p>	<p><b>Did you share your experience? Why did you share it or not?</b> Yes with some friend in the office, but I never rate or post a review on a cosmetic product. I do it for restaurant but not for cosmetics. I know should, but I don't. Because first I don't have a lot of time and then because it means that I have to register and then it means that I will receive more newsletters, and I tired of ads, and I'm tired in advance about going on the website to unsubscribe. Also for Freshly, I did not do it because I thought that it was not the ideal target profile for this brand so my advice did not really matter as it was biased, but for L'Oreal, I was satisfied.</p>	<p><b>How did you feel toward the brand after your purchase? Would you buy it again or another product of the same brand?</b> For Freshly, I like their philosophy, but I know that behind their communication, not 100% is that good, it's not that sustainable. I'm not mad at them as I said, I think my case is particular, it was not bad product, it was just me who did not like it. But I'm a bit disappointed and I will not buy it again.</p> <p><b>For L'Oreal, I like this brand for its qualitative products. I would recommend it but on the other hand they don't really take into account the environment what they take do something as they are huge. They are starting to launch more sustainable lines, but I think it's more for marketing image then for real.</b></p> <p><b>Did you join the loyalty Program after your purchase? Why did/didn't you?</b> There was not I think, but I would join the program if there was, I would be loyal to the brand.</p>	
LEVEL 1: EMOTIONAL STATE	A - Reassured Positive	A - Satisfied & annoyed Mixed feelings	A - Satisfied & Happy Positive	LEVEL 1: EMOTIONAL STATE	A - Satisfied & disappointed for Freshly Mixed feelings	A - Satisfied for L'Oreal but disappointed for Freshly Mixed feelings	A - Loyal to L'Oreal but disappointed for Freshly Mixed feelings
LEVEL 2: ACTIONS	Put the products into my basket Pay directly on the payment interface by credit card Receive a notification from the bank Validate the purchase with the code send by the bank service Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	LEVEL 2: ACTIONS	Look at the products Open them to smell them Use them on the evening	Discuss with relatives about the products	Will buy another product form L'Oreal Would register to the loyalty program
LEVEL 3: TOUCHPOINTS	Website: basket page Website: payment interface Bank service : sms Bank interface Emails confirmation and receipt	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: little card	LEVEL 3: TOUCHPOINTS	The products	Relatives	
LEVEL 4: PAIN POINTS		Too many email for the package tracking		LEVEL 4: PAIN POINTS			
LEVEL 5: SATISFYING POINTS	Secured payment	Easy/simple delivery Efficient package tracking system	Product well protected Nice product presentation and packaging Little card Sustainable packaging	LEVEL 5: SATISFYING POINTS	Qualitative and effective products		Opportunity for a loyalty program

# M5.

PHASE STAGES	AWARENESS	PRE-PURCHASE	CONSIDERATION
<b>QUESTIONS</b>	<p>Think about the NEW cosmetic product you recently bought online: I bought Rituals creams for sensitive skin and some perfume.</p> <p>What motivated your purchase? How did it start?</p> <p>Now that I'm in my thirties, I'm finding that my skin is drying out more quickly and I need to moisturize it, so I was looking for a product to moisturize my skin. Now that I'm earning a bit more money, I thought I wanted good quality products, and people around me recommended Rituals, I already smelled their perfumes, and I really liked it, so I went to their website to see if they had any creams too, I was curious. As I wanted to save time, I sent them an email directly to ask for advice. They replied in great detail, with a complete routine consisting of the different products of the brand with their use in each case and the link to the product page. So I bought all the products mentioned, and now that I've tried them, some of them are great, some of them are not suitable for my skin after all.</p> <p>What do you remember seeing? I don't remember much, but the website was very clean. Ok no worries we'll come-back to that at the end.</p> <p>Do you remember seeing ads? Of course, on all the social networks.</p> <p>And how did you feel about the visuals?</p> <p>I'm looking at the website right now, and it's true that it's very sober, uncluttered, I like the Zen universe, it looks very natural, that's what attracted me because I wanted products that respect my sensitive skin, and they also play on that because, you know, it's not that so natural. About the ads on social networks, it was that kind of visuals too, very attractive visuals, same photos and videos that I can find on the website right now.</p>	<p>Before buying the product, how did you proceed? Did you feel the need to do further research on the product? How did you get more information at that time?</p> <p>It's pretty basic, I first look on the brand's website, review the product portfolio, then I go to other websites like Douglas or Ici Paris where I can get more feedback on the brand, read different reviews, and see how the product is rated overall. Especially for Rituals where the descriptions are very storytelling whereas the review sites are more hidden and talk more about the product and its features. Then for the purchase I look at where it is cheapest and the best recommended site.</p> <p>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike about it?</p> <p>The image of the brand is really young, natural, zen and I like it, especially since it's part of my professional training to have an opinion, it's a good site. There is not too much text, the visuals are dynamic and if I really want more content it's well organized in product categories or product collections.</p> <p>What I don't like is that you always have to click on "see more" when you get to the bottom of the product portfolio page, it's annoying that not everything appears. There's also a lot of storytelling blah blah blah and sometimes it's too much. And sometimes the site is a bit slow.</p>	<p>What did you want to know about the product before you bought it? What kind of information did you look for?</p> <p>So, I don't really know much about ingredients although I do ask around, but I really mainly pay attention to people's comments/reviews.</p> <p>Why did you need to look up this information?</p> <p>Because I have sensitive skin and so I'm careful about what I put on it. It's for reassurance really.</p> <p>What did you think? How did you feel about all this information?</p> <p>I thought that there was quite a lot, that it was quite mixed, there were a lot of people who were very happy and others who were not at all. But the fact that the brand had been recommended by relatives originally, I still decided to buy without taking too much account of the mixed reviews.</p> <p>Do you remember using skin and hair diagnostics to determine the most suitable product? What did you think?</p> <p>No the site didn't offer one, but as I said, because I emailed I got a personalized routine of sorts and then they gave me a number to contact them directly if I needed further advice. But if it would have been an option, maybe I would have done it before asking by email.</p>
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Curious, motivated, impatient Positive	A - Interested, confident, annoyed, demanding Mixed feelings	
<b>LEVEL 2: ACTIONS</b>	Want a skin care product Heard of the brand from a relative Tested some other product at the relative's house Saw ads on social media (Instagram)	Go on the website to look for skin care Browse the brand website Go through the product portfolio Send an email to the brand asking for advice Receive an answer from the brand Looking at the suggested products Overview of the product page Read the product description Read comments and reviews Go on other website to read more reviews and ratings Go on other retailers websites to compare prices	
<b>LEVEL 3: TOUCHPOINTS</b>	Relatives Social media ads	Brand website: home page Brand website: products portfolio Brand contact email Brand website: products pages Douglas website Ici Paris website Retailers websites	
<b>LEVEL 4: PAIN POINTS</b>		Too much storytelling and not enough technical information Lack of emphasis on the website reviews Little UX development problems: slow loading time	
<b>LEVEL 5: SATISFYING POINTS</b>	Great brand reputation Qualitative brand image Beautiful ads (zen, natural)	Very clean, well organized and appealing website design Qualitative and healthy brand image Nice visuals (natural, zen) Very responsive customer service Appealing reviews	

PHASE STAGES	PAYMENT	PURCHASE DELIVERY	RECEPTION	PHASE STAGES	CUSTOMER SERVICE	POST-PURCHASE RECOMMENDATIONS	LOYALTY
<b>QUESTIONS</b>	<p>Now that you have chosen what you want to buy, what did you do? I went straight to the website.</p> <p>How did you proceed with the payment/check-out?</p> <p>I paid via iDeal, it's like PayPal but in the Netherlands, it's quick, the bank details are already entered, you just have to press pay. Then my bank application asks me for a security code to validate the purchase, and I received a confirmation email.</p> <p>What do you remember thinking/feeling? I find it very reassuring to have successive verifications from the bank, with my work I know how it is possible to hack someone credit card online, so I prefer to have this kind of security.</p> <p>Do you remember ever giving up on a purchase? What were the reasons?</p> <p>Yes, it has happened to me when I was hesitating about the product in question, I always gave up thinking about it a bit more.</p>	<p>What do you remember about the delivery? It went well, normally.</p> <p>What do you mean by that? For Rituals it takes a bit longer than for other brands, I was delivered by a well-known private delivery service in the Netherlands, I can always track my orders to know where my package is, and the day and time of its delivery. The parcel arrived in a cardboard box that looks ordinary on the outside but on the inside, it is Rituals style, always very well presented, I loved it!</p> <p>When choosing the delivery method, did you have the option of going to a pick-up point? Yes, but I didn't take it because it's more convenient for me because now I work from home because of Covid, so whatever happens I'm always at home to receive the package. And then it avoids going to shops where there are people passing by, which is not ideal with the corona virus.</p> <p>Did you pay delivery fees?</p> <p>No, I didn't because I had reached the minimum amount that allowed me to have free delivery, otherwise it was 2.90€.</p> <p>How did you feel about not having to pay the delivery fee?</p> <p>It saves me a euro (laughs). But in itself, more and more I'm thinking that the delivery fee is not that high and it saves me a lot of money on petrol and it saves me time. It's kind of the price I have to pay for this comfort. After all, it depends, if the delivery costs are proportionally too high compared to the price of the order, then it discourages me a bit and I don't feel like paying.</p>	<p>Was the parcel delivered directly to your letterbox or did you see the delivery man? For small parcels it's in the letterbox but the delivery man ring because the parcel didn't fit.</p> <p>What caught your eye when you opened your package?</p> <p>As I said, the inside of the package is really nicely done, it's in the Rituals style, all the products are wrapped in coloured tissue paper to protect them, it was beautiful and I was so excited and happy!</p> <p>Do you remember receiving any gifts or samples?</p> <p>Not really, but every once in a while I get a free gift as I am a Rituals member.</p> <p>How did you feel about this package?</p> <p>I was very happy, almost excited to receive a nice package with all my products in it! It's always nice to receive a beautiful package.</p>	<p><b>QUESTIONS</b></p> <p>After receiving the package, what did you do? I opened it immediately and smelled the perfume.</p> <p>Were you satisfied? I normally speaking, yes, but I like some products more than others. I didn't like the make-up remover for example, I can't even use it because it burns my eyes.</p> <p>How do you ever considered returning cosmetics? No, I never thought about returning cosmetics, although I would have liked to return the make-up remover.</p>	<p><b>QUESTIONS</b></p> <p>Did you share your experience with friends or on the internet?</p> <p>Yes for everything, I was happy with, especially the Rituals perfumes, after I smelled it I immediately sent a picture to my friends and family to tell them that it smelled so good!</p> <p>Did you get an email to rate your experience or did you put a review on the website?</p> <p>No, but I never do that, because it annoys me, all the brands ask me to do it and I feel like if I fill in the review, the brands harass me with their newsletters, so I ignore those emails.</p>	<p>Would you buy this product again or another product from the same brand? Would you buy the same brand again?</p> <p>Yes, other way, so I really like the perfumes and shower gels.</p> <p>How did you feel about the brand after your purchase?</p> <p>I was a little disappointed that their creams didn't live up to my expectations and promises, but then I think it's mainly my skin type that doesn't fit for these types of products.</p> <p>Did you join the loyalty programme after your purchase? I am a member, which means I have an account with them as I mentioned, but there is not really a loyalty program.</p>	
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Reassured Positive	A - Satisfied, conscious Normal state	A - Happy & excited Positive	<b>LEVEL 1: EMOTIONAL STATE</b>	A - Satisfied and disappointed Mixed feelings	A - Satisfied Positive	A - Satisfied, disappointed Mixed feelings
<b>LEVEL 2: ACTIONS</b>	Put the products into my basket Pay on the payment interface by iDeal (like PayPal) Receive a notification from the bank Validate the purchase with the code sent by the bank service Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery	Received an email to tell me about the delivery day and time Get the product from the delivery man Open the package	<b>LEVEL 2: ACTIONS</b>	Look at the products Open them to smell them and try them Use them on the evening	Discuss with relatives about the products	Will buy another product from the brand Register to the membership
<b>LEVEL 3: TOUCHPOINTS</b>	Website: basket page Website: payment interface iDeal Bank service : sms Bank interface Emails confirmation and receipt	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery man Package	<b>LEVEL 3: TOUCHPOINTS</b>	The products	Relatives	Website: registration account page
<b>LEVEL 4: PAIN POINTS</b>		Long delivery time		<b>LEVEL 4: PAIN POINTS</b>	A disappointing product	No email to rate the experience	
<b>LEVEL 5: SATISFYING POINTS</b>	Secured and fast payment	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Nice product presentation and packaging Coloured tissue paper Free gifts once in a while	<b>LEVEL 5: SATISFYING POINTS</b>	Some products were great	Amazing smells	Membership

# M6.

PHASE	PRE-PURCHASE		
STAGES	AWARENESS	CONSIDERATION	
QUESTIONS	<p><b>Think about the NEW cosmetic product you recently bought online, what was it?</b></p> <p>A MAC lipstick and an eye pencil that I bought on private sale (Veepee). I took the risk of buying online and loved it, and when I wanted to buy the lipstick back from the Mac shop, they didn't have it in stock so buying online can be beneficial!</p> <p><b>What motivated your purchase? How did it start?</b></p> <p>I was on Veepee, I look at the app very regularly, and I saw an offer for the MAC brand. I was curious to try as the brand was very famous and recommended by a lot of people, and it was the occasion as it was cheaper.</p> <p><b>What do you remember seeing?</b></p> <p>There was a brand banner on the homepage that I scrolled through, and I saw the brand MAC, and I know very well that this brand is great and very good quality because my make-up artist friend already recommended it to me.</p> <p>On the banner there was the brand name and icons of several cosmetics. Then I clicked and looked at the product portfolio.</p>	<p><b>Before buying the product, how did you go about it? Did you feel the need to do further research on the product? How did you get more information at that time?</b></p> <p>Yes, I always try to check that the product is cruelty free to animals. But in this case the information was not available on the Veepee app so I went to Google to do my research myself.</p> <p><b>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</b></p> <p>The design of Veepee is pink, very girly, a bright colour that attracts, the application is well done, but I hate the fact that you are reminded every 15 minutes to confirm or not your basket, it's constraining, oppressive. Sometimes I also get notifications on my mobile and I don't like it.</p> <p><b>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike about it?</b></p> <p>As I said it's very well explained, it's quite playful/visual with the colour bands and the marks. It's quite classic.</p>	<p><b>What did you want to know about the product before you bought it? What kind of information did you look for?</b></p> <p>The labels as I said are very important, and I take the time to look at the composition, especially to avoid carcinogenic components or really a very low concentration. For Mac I didn't look at it very much because I was confident because of the reputation of the brand.</p> <p><b>Do you remember reading comments, recommendations and evaluations on the product?</b></p> <p>I don't remember reading the comments, but I won't really pay attention to them I must admit.</p> <p><b>What kind of visual content caught your attention when you were buying? (Photos, videos, quantity, quality, etc.) Why did they catch your attention?</b></p> <p>There were several visuals (2/3) for the lipstick, the first was the colour on the lips, then after that the product itself. The photos were of good quality and I think it's important to have several photos to see how it looks on the skin.</p> <p><b>Why did you need to look for this information?</b></p> <p>Because it is important to know what I am buying and investing in.</p> <p><b>Do you remember using Insta &amp; Snap filters/apps/virtual fitting software to try on makeup? What did you think of them?</b></p> <p>No I didn't even know they existed! It's a good idea, especially since even in shops, testers are not hygienic, especially in Covid weather. I would have liked to test this for lipsticks.</p>
LEVEL 1: EMOTIONAL STATE	A - Curious Normal state	C - Critical comments A - Annoyed and confident Mixed feelings	
LEVEL 2: ACTIONS	Go on a mobile apps for Private sales Check the private sale offer See a make-up offer from a well-known brand Heard of the brand from a relative Click on the offer I Go through the product portfolio on the app	Overview of the product page Look for cruelty free labels Look at the product composition Go on Google to find more info about the cruelty label Go back on the mobile app	
LEVEL 3: TOUCHPOINTS	Mobile app for Private sales: home page Relatives Mobile app for Private sales: brand product portfolio	Mobile app: products pages Google Other websites	
LEVEL 4: PAIN POINTS		Lack of information Deletion of the basket after 15min Too many apps notifications	
LEVEL 5: SATISFYING POINTS	Great brand reputation of the product Lower price	UX dev : easy to navigate on the app, clear design Playful style Several pictures	

PHASE	PURCHASE			PHASE	POST-PURCHASE		
STAGES	PAYMENT	DELIVERY	RECEPTION	STAGES	CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p><b>Now that you have chosen what you want to buy, what did you do?</b></p> <p>I bought quickly, but usually it depends on whether I already know the brand or not.</p> <p><b>How did you proceed with the payment/checkout?</b></p> <p>I pay by credit card and I have a verification with my bank's mobile app. I think it's very good, it's more reassuring, psychologically it's better. I also have an order confirmation email, which is very important, I panic if I don't receive anything and I call the brand.</p> <p><b>Do you remember ever giving up on a purchase? What were the reasons?</b></p> <p>Yes, it has happened to me, it's when I have doubts about the necessity of the purchase.</p>	<p><b>What do you remember about the delivery?</b></p> <p>It was ok, it was with Chronopost so I could track the package, but I hate UPS delivery, I always had bad surprises, they always say that there is no one at home and then they leave the package in a relay point without you being able to choose it.</p> <p><b>What delivery method have you chosen? (click and collect in shop, express/standard, home delivery, collection points) Why did you choose this one?</b></p> <p>I chose the point relais because it was convenient for me, I didn't know what time I would be home so I could be in control of the day and time of the reception.</p> <p><b>What do you think of the design of the web interface?</b></p> <p><b>Did you pay a delivery fee?</b></p> <p>Yes, I paid a 5-6€ fee.</p> <p><b>What do you think of it?</b></p> <p>I know that on Vinted it's cheaper, but I find that 6€ is expensive, and it pushes me to buy more.</p>	<p><b>How was the reception of your package?</b></p> <p>Everything went well, I got my package after receiving an email to inform of the availability of my package in relay point. But again, for a tiny lipstick, the package was completely out of proportion. It was well protected.</p> <p><b>Do you remember receiving any gifts or samples? How did you feel about it?</b></p> <p>There was just the lipstick. I really like the well-presented, fragranced packages with the bill folded. I think it's very nice and it makes you want to buy again. It wasn't very well presented, which is a shame, but it's Veepee so I wasn't expecting it.</p>	QUESTIONS	<p><b>After receiving the package, what did you do? I opened the lipstick and tried the shade on my hand first. I tried it on my lips later in the evening.</b></p> <p><b>Did you return the product or were you satisfied?</b></p> <p>I was satisfied but it would be really nice to be able to return some products, especially when they are expensive, so a micro-dose system would be a real plus to be able to test the product without opening it completely. Because if it doesn't work at all, I'd like to be able to send the product back.</p>	<p><b>Did you share your experience?</b></p> <p>I shared my experience with my family as I was satisfied, I never share my opinion on the internet, I consider that my opinion is not necessarily useful.</p> <p>I hate marketing emails to rate the product, it's too long and anyway, I did not receive an email I think.</p>	<p><b>Would you buy this product again or another product of the same brand?</b></p> <p>It depends if the offers are good on Veepee for example, so I can buy with clothes and make a group order to pay lower delivery costs.</p> <p><b>How did you feel about the brand after your purchase?</b></p> <p>It's fine, I'm still convinced of the quality of MAC products. I don't hold the Veepee experience against me as I know that if I had ordered via the brand's website directly, it wouldn't have been the same.</p> <p><b>Did you join the loyalty program after your purchase?</b></p> <p>No there wasn't really one as it was through Veepee, but I like testing new brands too much so I very rarely join.</p>
LEVEL 1: EMOTIONAL STATE	A - Satisfied, reassured Positive	A&C - Confident (in control) and annoyed Normal state	A - Satisfied, Annoyed Mixed feeling	LEVEL 1: EMOTIONAL STATE	A - Satisfied Positive	A - Satisfied Positive	A - Versatile Normale state
LEVEL 2: ACTIONS	Put the products into my basket Pay directly on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the most convenient option Choose the relay point Pay for delivery fees	Received an email to tell me that the package was available at the relay point Walk to the relay point Ask to the delivery manager for my package Took my package and go home Open the package	LEVEL 2: ACTIONS	Look at the product Open them to try it Use it later in the evening	Discuss with relatives about the product	Do not know if will buy another product again
LEVEL 3: TOUCHPOINTS	Mobile app: basket page Mobile app: payment interface Bank mobile app Emails confirmation and receipt	Mobile app: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Relay point Relay point Manager Package	LEVEL 3: TOUCHPOINTS	The product	Relatives	
LEVEL 4: PAIN POINTS		Expensive delivery fees	No presentation effort Package size not adapted	LEVEL 4: PAIN POINTS		No email to rate the experience	
LEVEL 5: SATISFYING POINTS	Secured payment	Easy/simple delivery Efficient package tracking system	Product well protected	LEVEL 5: SATISFYING POINTS	Qualitative and effective product		

## Appendix E. Analysis of Group O transcripts

The following tables are the "coding" by keywords of the transcripts of group O according to the pre-established structure of the customer journey and the different categories analyzed.

### 01.

PHASE STAGES	AWARENESS	PRE-PURCHASE CONSIDERATION	
QUESTIONS	<p><b>Think about the NEW cosmetic product you recently bought online:</b></p> <p>I did an online order this week, it was a L'Oreal private sale, so I placed an order for conditioners, men's gift sets, shower gels to give back to associations as part of the Restos du cœur collection.</p> <p><b>What motivated your purchase? How did it start?</b></p> <p>A relative of mine is working at L'Oreal, and she told me about these private sales. It was really because it was a special occasion as I said, the opportunity of this private sale because it allows me to buy great products cheaper. And also the need to buy some products that were missing.</p>	<p><b>Before buying the product, how did you proceed?</b></p> <p>So I received an invitation by email with a link to this online private sale, it's a specialised site for private sales. I had to log in and register online.</p> <p><b>Did you feel the need to do any further research on the product?</b></p> <p>Not really because they are big brands and the aim was to buy in quantity at low prices, so I didn't hesitate too much, I trusted the brands because I already knew them.</p> <p><b>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</b></p> <p>Everything looked like a basic website to me, except that yes, there was little care taken with the design, it was very simple, white with black writing. There were product categories, it was well organised. I could also do a specific search. But there was one thing that really annoyed me, and that was that I had made my product selection and I didn't buy what I had put in my basket straight away, and when I went back the next day, my selection hadn't been saved.</p>	<p><b>What did you want to know about the product before you bought it? What kind of information did you look for?</b></p> <p>I don't look too much at the composition, I generally trust the big parapharmacy brands that I like and buy like La Roche Posay because being a pharmacist, I know that the compositions are not perfect but at least these brands are experts in their field. Professional deformation (laughs). After that I look for attractive prices, hence the online sales, and I pay a minimum of attention to the packaging because I like a minimum of coherence between the product and its characteristics.</p> <p><b>Do you remember reading comments, recommendations and evaluations about the product? So it depends on the type of purchase, in this case, and generally speaking for cosmetics, I don't read too many reviews because I rely more on my own opinion as it's my job. But for products that I have no knowledge of at all, yes of course I read the comments and then I take them into account.</b></p> <p><b>What kind of visual content caught your attention when you were buying? (Photos, videos, quantity, quality, etc.) Why did they catch your attention?</b></p> <p>No video content, but there were photos, it was very basic, and frankly if there is no visual I don't buy, I have this need to see the packaging that it matches my expectations. I don't really care if I can see the texture for skin care or hair care. Except for make-up, where I need to be able to see several shots.</p> <p><b>Do you remember using skin and hair diagnostics to define the most suitable product? What do you think about it?</b></p> <p>I don't remember it being suggested to me, and even though, being a pharmacist, I don't really need to be guided. I generally know what suits me and what products suit me. After that, if I didn't have that knowledge, I could certainly be tempted by the experience. I think it might be relevant for consumers who don't have that knowledge, to be oriented a minimum, but it will not replace a real skin diagnosis.</p>
LEVEL 1: EMOTIONAL STATE	No particular emotions Normal state	C - Critical comments A - Confused, Satisfied, confident Mixed feelings	
LEVEL 2: ACTIONS	<p>Heard about the brand private sales thanks to a relative</p> <p>Face the occasion of a private sale</p>	<p>Receive an email invitation</p> <p>Click on the link to the private sales brand website</p> <p>Register for an account</p> <p>Go through the product portfolio</p> <p>Overview of the product page</p> <p>Pay attention to prices, the packaging and comments</p> <p>Look for info about usability into routine and added value</p>	
LEVEL 3: TOUCHPOINTS	Relatives	<p>Email Invitation</p> <p>Private sales brand website: account registration</p> <p>Private sales brand website: home</p> <p>Private sales brand website: products portfolio</p> <p>Private sales brand website: product page</p>	
LEVEL 4: PAIN POINTS		<p>Too basic design</p> <p>Lack of pictures</p> <p>Deletion of the basket after 15min</p>	
LEVEL 5: SATISFYING POINTS	<p>Brand reputation of the products</p> <p>Lower price</p>	Great website organization	

PHASE STAGES	PAYMENT	PURCHASE DELIVERY	RECEPTION	PHASE STAGES	CUSTOMER SERVICE	POST-PURCHASE RECOMMENDATIONS	LOYALTY
QUESTIONS	<p><b>Now that you have chosen what you want to buy, what have you done?</b></p> <p>I always tend to go back and check out my basket, often I put in all the products I like and then sort them out before checking out.</p> <p><b>How did you proceed for the payment/check-out?</b></p> <p>By credit card, I don't use Paypal, I have all the bank mobile verifications, I think it's great because it validates the transaction, for me it's very simple, only have to validate the action in my banking app with my fingerprint so it's very fast. It's very reassuring, secure and smooth.</p> <p>I also received the order confirmation email, if I don't receive it I don't like it, I have the impression that there is a problem.</p> <p><b>Do you remember ever giving up on a purchase? What were the reasons?</b></p> <p>Yes of course, as I said, if my basket empties before I've had time to buy it discourages me very quickly.</p>	<p><b>What do you remember about the delivery?</b></p> <p>I chose a relay point because it was free, so clearly if there is a free delivery method it is the one I take. And as far as the opening hours were concerned, it wasn't a problem because they were also open at weekends, so it was fine. I had a bad experience with a home delivery recently, the delivery man had supposedly passed by without leaving a note, so it was a pain to find the package! Now I have a tracking system, and it's really useful, it's reassuring but I don't need the details either, but at least I can check it whenever I want.</p> <p><b>Did you pay a delivery charge?</b></p> <p>No it was free at the relay point. But if I have to pay them, I do it as long as it's reasonable, it's legitimate, normal, since it's a service that saves me time and avoids me having to go out. But instinctively it's true that I have this reflex to order the amount to have these free delivery charges, it's very psychological. In any case, if the costs are around 5€ or more, I would definitely abandon my purchase because it's too high.</p>	<p><b>How was the reception of your package?</b></p> <p>I wait pretty well since it was in a relay point, I didn't have too much time to wait, I received an email to confirm the delivery date. But I've already received an exploded Clarins package. I'm not sure how long it took to get the product, but it was a bit too big for what it contained, as is often the case. And it's something and it annoys me because as I said I pay attention to the packaging, and sometimes it's exaggerated.</p> <p><b>What caught your attention when you opened your package? Do you remember receiving gifts or samples? How did you feel about this?</b></p> <p>I appreciate that there is a nice tissue paper, a little card. It's part of the experience, and it's nice, I appreciate that kind of attention, especially if I've spent a lot of money. And if I like the sample, I often want to buy the product afterwards.</p>	QUESTIONS	<p><b>After receiving the package, what did you do? I open my package and I like to smell my products.</b></p> <p><b>Did you return the product or were you satisfied?</b></p> <p>I was satisfied, the product are qualitative and as expected. I have never returned a cosmetic product anyway.</p> <p>In any case, the micro-dose could be an argument, especially for make-up remover, perfumes or other. It would certainly be an argument to make me buy more often online, but only if I don't have to pay the shipping costs for a return.</p>	<p><b>Did you share your experience?</b></p> <p>Yes, I share it with my friends mainly, but not on social networks, because that's not really my thing about cosmetics. However, when it comes to emails from brands to evaluate the experience, it depends on my mood and the time I have when I check my emails. If I'm particularly happy with a purchase, then I take the time to give my opinion if it's simple enough with a rating system. I don't like writing comments. If I'm really unhappy, I can also say so.</p>	<p><b>Would you buy this product again or another product from the same brand?</b></p> <p>Yes of course, after the product range is large at L'Oréal, but in this case I would repurchase it during a next private sale.</p> <p><b>Do you find it restrictive to join a loyalty programme after your purchase?</b></p> <p>Not at all, in fact I do it when I can because I go back to the same sites, the ones I was satisfied with and I know I will recommend them. It's interesting from a discount point of view.</p>
LEVEL 1: EMOTIONAL STATE	A - Satisfied, reassured Positive	A - Reassured, confident (in control) Positive	A - Satisfied & Demanding Mixed feelings	LEVEL 1: EMOTIONAL STATE	A - Satisfied Positive	No particular emotions Normal state	A - Satisfied Positive
LEVEL 2: ACTIONS	<p>Put the products into my basket</p> <p>Sort the products I really want before validation</p> <p>Pay on the payment interface by credit card</p> <p>Receive a notification from the bank</p> <p>Validate the purchase into the bank's application by fingerprint</p> <p>Wait for the confirmation emails and receipt</p> <p>Receive the confirmation emails and receipt</p>	<p>Fill the delivery info</p> <p>Look for the cheaper and convenient option</p> <p>Choose the relay point</p>	<p>Received an email to tell me that the package was available at the relay point</p> <p>Walk to the relay point</p> <p>Ask to the delivery manager for my package</p> <p>Took my package and go home</p> <p>Open the package</p>	LEVEL 2: ACTIONS	<p>Look at the products</p> <p>Open them to smell them</p> <p>Use them when needed</p>	<p>Discuss with relatives about the products</p> <p>Can fill a feedback email about an experience if it's not too long</p>	<p>Will buy another product from the same brand later in the future</p> <p>Register to the loyalty program</p>
LEVEL 3: TOUCHPOINTS	<p>Private sales brand website: basket page</p> <p>Private sales brand website: payment interface</p> <p>Bank mobile app</p> <p>Emails confirmation and receipt</p>	<p>Private sales brand website: delivery interface</p> <p>Postal service: tracking system</p>	<p>Postal service: delivery email confirmation</p> <p>Relay point</p> <p>Relay point Manager</p> <p>Package: tissue paper, little card</p>	LEVEL 3: TOUCHPOINTS	The products	Relatives Feedback rating email	Website: registration account page
LEVEL 4: PAIN POINTS			Package size not adapted	LEVEL 4: PAIN POINTS			
LEVEL 5: SATISFYING POINTS	Very fast and secured payment	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Nice presentation with tissue paper	LEVEL 5: SATISFYING POINTS	Qualitative products		

O2.

PHASE	PRE-PURCHASE	
STAGES	AWARENESS	CONSIDERATION
QUESTIONS	<p><b>Think of the NEW cosmetic product you recently purchased online:</b></p> <p>Typology products: facial moisturiser, an eye serum, products for my husband, mint hydrosol, acne serum for my daughter.</p> <p><b>What motivated your purchase? How did it start?</b></p> <p>For the first time because of an advertisement on Instagram. I saw it several times before I decided to purchase the brand. I started by thinking about my husband, testing a product but also ordering for myself.</p> <p>I went straight to the website after seeing the advert.</p> <p><b>What appealed to you about the ad?</b></p> <p>The minimalist and uncluttered packaging, the natural products highlighted, the fact that it was aesthetically pleasing, I don't know if this product is made in France... Anyway, I was curious.</p>	<p><b>What did you want to know about the product before you bought it? What kind of information did you look for?</b></p> <p>I don't remember much but I went to the categories for acneic skin and for men, then I went through the product portfolio. I think I saw some positive reviews. And then I took a good look at the product description. After that, I didn't do any specific research really.</p> <p><b>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</b></p> <p>It was just like the product, the website was clean, the photos were of very good quality, the packaging was minimalist, no over-packaging. I don't remember seeing any videos.</p> <p>You can do an online skin diagnosis, which I did. At the same time, it didn't make much of an impression on me because I don't remember it. It did not generate any purchase on my part, too general information that did not make me want to go further. In the end, it was of no interest because it was not useful to me, I did not buy the products suggested.</p> <p><b>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike?</b></p> <p>Well, right away we come across this beautiful photo in the homepage, it's really very clean and minimalist. The site is very appealing in any case, I loved it. As I said, the photos are of very good quality, with very aesthetic raw packaging, a bit like a vintage pharmacy. The fact that there are categories produced is also very practical, it saves time. And then I was talking about the skin diagnosis, you see it is well highlighted.</p>
LEVEL 1: EMOTIONAL STATE	A - Curious Positive	A - Satisfied Positive
LEVEL 2: ACTIONS	Saw ads on social media (Instagram) Go on the brand website	Click on the menu to see the product categories Go through the product portfolio Overview of the product page Read comments and reviews Read the product description Do the online skin diagnosis
LEVEL 3: TOUCHPOINTS	Social media: Instagram ads Website: home page	Website: menu and categories Website: products portfolio Website: product page
LEVEL 4: PAIN POINTS		Online skin diagnosis is not enough and can't replace a real analysis
LEVEL 5: SATISFYING POINTS	Appealing ads Qualitative and natural brand image Specific products that can't be found elsewhere	Very clean, well organized and appealing website design Very qualitative pictures Minimalistic packaging Online skin diagnosis

PHASE	PURCHASE			PHASE	POST-PURCHASE		
STAGES	PAYMENT	DELIVERY	RECEPTION	STAGES	CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p>Once chosen, I buy the products I want to have right away.</p> <p><b>How did you go about paying/checking out?</b></p> <p>I paid by credit card, sometimes PayPal, I can do both. I have a validation from my bank mobile app which gives an extra security, it's reassuring and fast.</p> <p>I received an order confirmation email, which is an essential process. It is the proof of my order. No specific problems on this site, however, nothing that has impressed me.</p> <p><b>Do you remember ever giving up on a purchase? What were the reasons?</b></p> <p>I've abandoned online purchases of clothes before, because "I don't need them".</p>	<p><b>What do you remember about the delivery?</b></p> <p>The delivery was on time for Typology. In general, I use home delivery, it's more convenient, even more with the tracking link. I don't like to go to a relay point, because of the sometimes restrictive opening hours, not always compatible with my working hours.</p> <p>I choose standard delivery, depending on the urgency and the amount of the order. Sometimes, for large purchases, delivery is free.</p> <p><b>Did you pay any delivery charges?</b></p> <p>I didn't pay any delivery costs. I add a product if I'm within 5 euros of the free delivery. I appreciate the commercial gesture if it is possible. At the same time, it's normal to pay shipping costs, it's a cost for the company.</p>	<p><b>How did you receive your package?</b></p> <p>The package was delivered by hand at the day and time I was informed by email. The packaging is good, cardboard and without plastic, in line with the brand recycled cardboard and kraft paper, well proportioned.</p> <p>The package was well prepared, care was taken with the packaging, the environment was respected and consistent with their brand message.</p> <p><b>Do you remember receiving gifts or samples?</b></p> <p><b>How did you feel about it?</b></p> <p>No samples in the package, but I remember in the purchase process for the amount of the order, I could choose to receive samples. This can be a plus, when I go to the pharmacy, they give me some and I test the products, sometimes I like the sample and decide to buy the product.</p>	QUESTIONS	<p><b>After receiving the package, what did you do?</b></p> <p>My first instinct when I received the product was to open it to smell the scent. I was happy to receive my package. I couldn't wait for my husband to try the eye serum as it was a new product.</p> <p><b>Did you return the product or were you satisfied?</b></p> <p>Quite satisfied with the products, they are good but compared to the novelty of the product, the quality of the product did not reassure me, so I am not convinced by the effectiveness of the serum. For example, the product for acne was not convincing and I went back to the pharmacy.</p>	<p><b>Did you share your experience?</b></p> <p>I didn't really share my experience, I gave the products to my family because I liked the concept of the brand.</p> <p>Generally speaking, I don't give my opinion on products because we get so many emails and it's a time-consuming, pointless process. It happens to me when the service is great.</p>	<p><b>Would you buy this product again or another product from the same brand?</b></p> <p>I would not buy the same products again but new ones to test other products, scrubs, body care without special treatments.</p> <p><b>How did you feel about the brand after your purchase?</b></p> <p>It's effective in terms of marketing. I still like it but I might buy scrubs, not specific treatments as I might be disappointed with the effectiveness.</p> <p><b>Did you join the loyalty program after your purchase?</b></p> <p>I don't remember any loyalty program. These programmes encourage me to buy and I don't like them, I like to vary the brands and be free to buy, use different brands at the same time.</p>
LEVEL 1: EMOTIONAL STATE	A - Satisfied, reassured Positive	No particular emotions Normal state	No particular emotions Normal state	LEVEL 1: EMOTIONAL STATE	A - Satisfied but not 100% convinced Mixed feelings	No particular emotions Normal state	A - Satisfied Positive
LEVEL 2: ACTIONS	Put the products into my basket Pay on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery	Received an email to tell me about the delivery day and time Get the product from the delivery man Open the package	LEVEL 2: ACTIONS	Look at the products Open them to smell them Use them when needed	Offers some products to family members	Will buy another product from the same brand later in the future
LEVEL 3: TOUCHPOINTS	Website: basket page Website: payment interface Bank mobile app Emails confirmation and receipt	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery man Package	LEVEL 3: TOUCHPOINTS	The products	Relatives	
LEVEL 4: PAIN POINTS				LEVEL 4: PAIN POINTS	Disappointing effectiveness of the product		
LEVEL 5: SATISFYING POINTS	Very fast and secured payment	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Nice presentation with tissue paper Package size adapted Sustainable packaging: in line with the apps and brand values	LEVEL 5: SATISFYING POINTS		the concept of the brand	

03.

PHASE	PRE-PURCHASE		
STAGES	AWARENESS	CONSIDERATION	
QUESTIONS	<p><b>Think of the cosmetic product you recently bought online:</b> So I bought an Aveda shampoo.</p> <p><b>What motivated your purchase? How did it start?</b> I already knew the brand thanks to Instagram ads, it's really quality shampoos so it's quite simple I went directly to the website, and I felt confident about the brand. But I'm afraid that more generally, I'm still very influenced by Instagram and the ads that I like.</p>	<p><b>Before buying the product, how did you go about it? Did you feel the need to do further research on the product? How did you get more information at that time?</b> Yes, I research other products from the brand, I look at the whole product portfolio to get an overview of their range, I look at the compositions of course a little bit and then if they are suitable for my hair type, I like when the packaging is nice.</p> <p><b>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</b> I like it, it's well organised, it's easy to find the product I'm looking for, it's structured. I also like the fact that the photos are of good quality, because that is important.</p> <p><b>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike?</b> For the Biotiful box website, I like the design, it's colourful, it's lively, it's fun, but then there's too much information, the colours get mixed up. Like on the Aromazone website too, where I often buy cosmetics. On the other hand, it is very well structured.</p>	<p><b>What did you want to know about the product before you bought it? What kind of information did you look for?</b> Generally I prefer to do my own research as I don't fully trust ads either. I look at cruelty free labels, this is very important to me, organic and natural. If it's not indicated on the website, I will go on other websites to find the information. I also look at where the products come from as some Chinese products test on animals.</p> <p><b>Do you remember reading reviews, recommendations and ratings on the product?</b> Yes I read them, I take them into consideration, and especially if the rating is not good I question myself, it influences my purchase.</p> <p><b>What types of visual content caught your attention during the purchase? (Photos, videos, quantity, quality, etc.) Why did they catch your attention?</b> I think tutorials and good quality videos are really important to make people want to buy.</p> <p><b>Why did you need to look for this information?</b> Because it is important for me to choose products that correspond to what I want, that are as ethical as possible.</p>
LEVEL 1: EMOTIONAL STATE	A - Confident Positive	A - Satisfied Positive	
LEVEL 2: ACTIONS	Saw ads on social media (Instagram) Go on the brand website	Go through the product portfolio Overview of the product page Read the product description Pay attention to the composition, cruelty free labels, origin and natural ingredients Read comments and reviews Go on other websites to find out about labels if not indicated	
LEVEL 3: TOUCHPOINTS	Social media: Instagram ads Website: home page	Website: menu and categories Website: products portfolio Website: product page Other websites for labels	
LEVEL 4: PAIN POINTS			
LEVEL 5: SATISFYING POINTS	Appealing ads Qualitative brand image	Very clean , well organized and appealing website design Very qualitative pictures	

PHASE	PURCHASE			PHASE	POST-PURCHASE		
STAGES	PAYMENT	DELIVERY	RECEPTION	STAGES	CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p><b>Now that you have chosen what you want to buy, what did you do? I buy straight away without questioning because I am usually sure of my choice.</b> <b>How did you proceed with the payment/checkout?</b> I very often pay by Paypal, whenever I can. It's fast, more convenient, no need to look for your card, and I find it's more secure, I don't like to enter my card number on the internet because I had bad experiences, including a scam. <b>I received a confirmation email and that reassures me too.</b> <b>Do you remember ever giving up on a purchase? What were the reasons?</b> Yes, it happened to me, because sometimes I can't find all the products I want on the same website.</p>	<p><b>What do you remember about the delivery? It was quite fast, I often choose the relay point because it's free and it's close to my house. And it's more secure because sometimes there can be thefts during home delivery.</b> <b>What would be your requirements for an ideal delivery service?</b> I think that Collissimo is very well done, it's very practical to be able to follow your package with the tracking link. <b>Did you pay any delivery charges? How did you feel about it?</b> I don't think so, as I chose the relay point. I prefer not to pay them, but I think it is normal to pay them. Psychologically, if they are more than 8€ it bothers me, I find it too expensive. 4€ is still reasonable, but only if it's for a certain number of items in order to be profitable. Maybe if it was included from the start I would be less disappointed.</p>	<p><b>How was the delivery of your package? Here I got an email to inform me that I could get my package at the relay point. The delivery goes quite well in general, but I've had bad experiences too, my package was sent to the wrong place. The brand had sent me the same package afterwards, I found it very serious and professional.</b> <b>What caught your attention when you opened your parcel? Do you remember receiving gifts or samples? How did you feel about it?</b> I'll take the example of the Biotiful box I receive every month with lots of organic products, I'm always excited and happy to receive it. Each time it's great, the package is beautiful, well wrapped, the box itself is always very nice with illustrations, the products are well arranged and protected. And then there are lots of little leaflets to give information about each of the products. I think that the presentation of a package is really important, and the little touches are welcome, it makes me want to recommend and it leaves a good impression of the brand.</p>	QUESTIONS	<p><b>Did you return the product or were you satisfied? With Aveda shampoos there are no big surprises, it's always qualitative products, but I am always satisfied. I never think of returning a product.</b></p>	<p><b>Did you share your experience? Yes I have, but for all my purchases actually as I have an Instagram account where I share all my impressions of brands. I do un-packing by tagging the brand.</b> <b>Why did you share it? I share my experience because it makes me happy, it's like a passion, like it. And it's rewarding and it allows me to create an exchange with the brands I identify.</b></p>	<p><b>Would you buy this product again or another product from the same brand? For Aveda, yes, the scrubs or others, why not. For the box it is particular. I thought of unsubscribing because of the quantity of products I received.</b> <b>How did you feel about the brand after your purchase? For Aveda, I trust the brand. I know that their shampoos are really good quality. For the box I am very satisfied, and that's why I didn't unsubscribe because I am satisfied with the offer in general and the quality of the products.</b> <b>Did you join the loyalty program after your purchase? For the box, it is already a subscription in itself, but it is a special case because the products sent each month are different, it is not redundant. Otherwise I'm not a big fan of loyalty programs because I like to try new brands and discover new products. That's why I signed up for this box.</b></p>
LEVEL 1: EMOTIONAL STATE	A - Satisfied, reassured Positive	A - Satisfied, reassured Positive	A - Satisfied, happy Positive	LEVEL 1: EMOTIONAL STATE	A - Satisfied Positive	A - Happy, passionate Positive	A - Satisfied, confident Positive
LEVEL 2: ACTIONS	Put the products into my basket Pay by Paypal Confirm the payment on Paypal interface Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the relay point	Received an email to tell me that the package was available at the relay point Walk to the relay point Ask to the delivery manager for my package Took my package and go home Open the package	LEVEL 2: ACTIONS	Look at the products Use them when needed	Talk about the product experience on an Instagram account	Will buy the same or another product from the same brand later in the future
LEVEL 3: TOUCHPOINTS	Website: basket page Website: payment interface Paypal interface Emails confirmation and receipt	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Relay point Relay point Manager Package: illustrated box	LEVEL 3: TOUCHPOINTS	The product	Instagram Followers Relatives	Website: registration account page
LEVEL 4: PAIN POINTS				LEVEL 4: PAIN POINTS			
LEVEL 5: SATISFYING POINTS	Very fast and secured payment	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Very nice packaging Illustrated box Little leaflets	LEVEL 5: SATISFYING POINTS	Qualitative products		



# 04.

PHASE	PRE-PURCHASE		
STAGES	AWARENESS	CONSIDERATION	
QUESTIONS	<p><i>Think about the NEW cosmetic product you recently bought online:</i> The last online purchase was a deodorant roll-on from the brand "Les enfants sauvages". <b>What motivated your purchase? How did it start?</b> I saw an ad on Facebook, no specific research on my part beforehand. I had already bought another organic deodorant "like before" so I think I was targeted by this new brand. I was on Facebook and opened the advertisement page with "go to site". The deodorant wasn't produced yet, it was a pre-sale and so I was delivered 3 months later. <b>What kind of format was it for the ad? And what did you think of it?</b> It was a video. The philosophy of the brand was described in a video with explanations on the organic approach and concept, why and for what purpose they were going to make this product, I appreciated this transparency and I was in line with their speech. There were few comments because the product did not really exist yet, no detailed visuals on the product itself.</p>	<p><i>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product portfolio? What did you like or dislike about it?</i> I don't remember much about the website. It was very plain with a natural, uncluttered, white visual feel with a few photos. I liked it, it didn't overdo it and it was in line with the image of the brand, simple, no frills, and effective. <b>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike about it?</b> I'll log on to my phone to review the site, let's see if it's mobile friendly here! That would be better, all sites should be... The first information given is: "48 hour delivery, biocosmetics, vegan, zero waste, made in France. At first sight, the image is nice and the mentions "zero waste, organic, 100% natural, 100% effective". The product alone with a green background, well done, the product is presented simply with packs 4 months, 8 months, couple, refills. It's easy to navigate the site and find the product straight away. This site only makes this type of product, the choice is limited to the "citrus" and "sandalwood" scents. Postage costs are 3.90 euros and are free for purchases of 30 euros or more. I remember that the price of my purchase was quite expensive because I bought 3 products, but the 4 month solo product is worth 22 euros.</p>	<p><i>What did you want to know about the product before you bought it? What kind of information did you look for?</i> I looked at the composition because this was what interested me most when I was buying. The "organic" and "effective" advertising, I had already bought an organic deodorant that I didn't find effective with a "cocoa butter" smell, it smelled like chocolate, strange for a deodorant. This one has a "yuzu" scent that I was tempted by, I had read it in the description. It's fresh, it smells like lemon, the product had a clear bottle with a roll-on and it's refillable, which is a plus. I don't remember looking at the 'organic' labels as it was obvious for me. <b>Why did you need to look for this information?</b> For me it was good for the skin, the environment, the packaging is not plastic. It's an authentic product, different from others, in the "organic" spirit, without additives, eco-responsible with its refills, but with proven effectiveness. As for the effectiveness, it's difficult to judge without specific comments since the deodorant was not produced, and anyway, even in a shop, it's difficult to evaluate the effectiveness of a deodorant. I said to myself "I'll buy it and see...". <b>What I liked was the little "participate in the creation of a company" aspect.</b> I would have participated in the creation of a company, with crowdfunding, that's what attracted me to the concept. <b>Do you remember using skin and hair diagnostics to define the most suitable product? What do you think of it?</b> I've never had any experience with skin diagnosis applications. I'm probably too old for that (laughs).</p>
LEVEL 1: EMOTIONAL STATE	A - Intrigued, curious Positive	A - Satisfied, curious, invested Positive	
LEVEL 2: ACTIONS	Saw a video ad on social media (Facebook) on mobile app Click on the ad "go to site" Go on the brand website	Go through the product portfolio Overview of the product page Read the product description and pay attention to the composition	
LEVEL 3: TOUCHPOINTS	Social media: Facebook ads Website: home page	Website: products portfolio Website: product page	
LEVEL 4: PAIN POINTS		Limited product choice	
LEVEL 5: SATISFYING POINTS	Appealing video ad Qualitative and natural/organic brand image Specific products that can't be found elsewhere	Very clean, well organized and simple website design Very qualitative pictures Minimalistic packaging	

PHASE	PURCHASE			PHASE	POST-PURCHASE		
STAGES	PAYMENT	DELIVERY	RECEPTION	QUESTIONS	CUSTOMER SERVICE	RECOMMENDATIONS	LOYALTY
QUESTIONS	<p><i>How did you proceed with the payment/checkout?</i> I put it in my basket, I buy immediately with my credit card. No specific worries with a confirmation from my bank mobile app at the time of the 3D Secure payment. <b>What do you remember thinking/feeling?</b> I like it when it's mapped out like that, it's reassuring. I prefer it when it's proposed, I leave my money in going in the right place. <b>Do you remember ever giving up on a purchase? What were the reasons?</b> I've already given up on purchases, especially on the Sephora website, the site didn't work well, it was slow, it was slow and it irritated me so I gave up. I started again from this inconclusive experience.</p>	<p><i>What do you remember about the delivery?</i> The delivery took a long time on the product was not available as it was still being manufactured, but I was kept informed of the delivery times. <b>What delivery method did you choose? (click and collect in shop, express/standard, home delivery, collection points) Why did you choose this one?</b> The delivery was home delivery, I prefer it, even with the proposal of a relay point because it doesn't suit me, it's too far from my home and it makes me take the car. It's a small package that's easy to put in the letterbox so I know it wouldn't be a problem. <b>Did you pay a delivery charge?</b> I think there was a delivery fee because these products are not necessarily very expensive. For a 30 euro mascara, it's always a bit too much to have delivery charges. I prefer when this amount is integrated directly into the cost of the product, it is psychologically more interesting. I often try to buy several products to make my purchases profitable, taking into account the delivery costs. If there is a delivery charge, I find it nice when the products are delivered quickly. I always take the classic delivery because the express delivery often has much higher costs for a result that is not necessarily convincing.</p>	<p><i>How did you receive your package?</i> I received my package in my mailbox the day indicated in the email I received, the box was in good condition, small size, adapted to the capacity of the well protected products. <b>What attracted your attention when you opened your package?</b> When I opened the product, there was a thank you card, kraft paper, the product was not over-packaged, I appreciated the care taken with the package, I was satisfied. <b>Do you remember receiving gifts or samples? How did you feel about it?</b> I never use samples, it is not important and it does not influence my impression.</p>	<p><i>What did you do after receiving the package?</i> I try the products right away when I receive them, I opened them to smell as it was the aspect that I couldn't test online. <b>Did you return the product or were you satisfied?</b> Satisfied, the product was effective, the smell is very pleasant and I am happy with it. I don't see myself sending it back if it doesn't suit me, I'm not going to bother with that, I don't see the point of it for this type of product.</p>	<p><i>Did you share your experience?</i> I haven't especially shared my experience with my friends because they don't buy online. At the same time, it's a very personal purchase. I don't remember responding if I received a satisfaction email and responded to it. If the answer is quick, I do it, if the questionnaire is too long I stop answering during the process, it annoys me. Even if there was a discount, I wouldn't do it.</p>	<p><i>Would you buy this product again or another product from the same brand?</i> I will gladly buy this product, as soon as I finish the bottle I will re-purchase refills. It meets my expectations, with everything I wanted, nice, effective, good packaging, refillable. The brand is a good one. I didn't receive a reminder email, no memory of a loyalty program, I don't pay attention to it. But I registered as a customer to keep my delivery details and avoid having to fill them in again next time. Maybe if I continue to buy this brand, I would like to subscribe to receive every 4 month the product.</p>	
LEVEL 1: EMOTIONAL STATE	A - Satisfied, reassured Positive	No particular emotions Normal state	A - Satisfied Positive	LEVEL 1: EMOTIONAL STATE	A - Satisfied, happy Positive	No particular emotions Normal state	A - Satisfied, loyal Positive
LEVEL 2: ACTIONS	Put the products into my basket Pay on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product from the delivery man Open the package	LEVEL 2: ACTIONS	Look at the products Open them to smell them Use them immediately	Did not share her experience	Will buy the same product from the same brand later in the future
LEVEL 3: TOUCHPOINTS	Website: basket page Website: payment interface Bank mobile app Emails confirmation and receipt	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package	LEVEL 3: TOUCHPOINTS	The products		Website: registration account page
LEVEL 4: PAIN POINTS		Long time delivery		LEVEL 4: PAIN POINTS		No email to rate the experience	
LEVEL 5: SATISFYING POINTS	Secured payment	Regularly informed of the product progress	Product well protected Nice presentation with tissue paper Package size adapted Sustainable packaging: in line with the apps and brand values	LEVEL 5: SATISFYING POINTS	Qualitative and effective products Nice smells		Opportunity for a loyalty program

# 05.

PHASE STAGES	PRE-PURCHASE CONSIDERATION	
	AWARENESS	CONSIDERATION
<b>QUESTIONS</b> Think about the NEW cosmetic product you recently bought online: The last purchase was a GARANCIA facial care product and make-up remover. What motivated your purchase? How did it start? What motivated my purchase was the fact that I was not in France, but I wanted to buy these products. I've known about this product for a long time, I'm not allergic to it, although I have a skin condition, and I like the fragrance and texture of this brand. The names of the products are also very creative, a humour I love! It's very natural as a product, it's very nice. I discovered the make-up remover at the beginning thanks to a sample and when I bought I left with a micellar water, care products, other types of products because I trust the brand.	<b>Before buying the product, how did you proceed?</b> I bought directly from the GARANCIA website. On the product page, I didn't look into details because I already know the brand. If the product is expensive, I look at certain information and reviews. I prefer organic labels for the face in particular as I am more likely to tolerate the product given my allergic condition, so I pay attention to that usually. <b>What do you remember about the website where you bought the product? What did you like or dislike about its design? Do you remember browsing the product range? What did you like or dislike about it?</b> For the website, the look and navigation are not the priority. The most important thing is the packaging, as I am very sensitive to the aesthetic aspect of the packaging. I know a brand of cosmetics called Air d'Antan that exploded in terms of online sales on Amazon, thanks to the photo of the product and this brand was then distributed by others. I hate being pressured to buy, by adding items or aggressively promoting other products to complete my purchase. If I'm on a website that doesn't allow me to go back to the product description to check a piece of information while I'm in my basket, I stop browsing. <b>Now, can you open the website we were talking about and share your screen with me please? What do you think at first sight? What do you like or dislike about it?</b> Well, as you can see it's very magical, there's a whole mysterious universe developed. You can see it in the names of the products and on the packaging. It's really playful! After the website is quite classic in itself, there are some malfunctions in the display of the product categories, but otherwise it's quite basic.	<b>What did you want to know about the product before you bought it? What kind of information did you look for?</b> For Garancia, as I said, I already know the brand quite well, but when I don't, it's very important to have nice pictures and sometimes video content. I had another online experience with New skin cosmetics thanks to MLM network workshops (co-opted network sales) I signed up for these workshops which allowed me to discover the product with films, very well done tutorials with a concept that attracts me "before / after". On Instagram, there are make-up demonstrations that are quite amazing even when you don't know the brand and it's quite amazing. <b>Do you remember reading comments, recommendations and reviews about the product?</b> Not for this particular purchase, but if I don't know the brand, yes of course I look at those reviews and ratings. <b>What types of visual content caught your attention during the purchase? (Photos, videos, quantity, quality, etc.) Why did they catch your attention?</b> As I also mentioned, I really like it when there is video content, there is very little for Garancia, but for New Skin cosmetics it really stands out. <b>Do you remember using skin and hair diagnostics to determine the most suitable product? What do you think?</b> I've never used a skin diagnosis, as I know the brand, I don't see the point, it doesn't appeal to me. I have other interests on the internet with another Instagram feed and don't want to spend my time on these types of products.
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Amused Positive	No particular emotions Normal state
<b>LEVEL 2: ACTIONS</b>	Knew the brand already Is in a foreign country Decide to order online to get the products	Click on the menu to see the product categories Go through the product portfolio Overview of the product page read the comments if it is an expensive product
<b>LEVEL 3: TOUCHPOINTS</b>	Shops in France	Website: home page Website: menu and categories Website: products portfolio Website: product page
<b>LEVEL 4: PAIN POINTS</b>		Little UX development problems on the website
<b>LEVEL 5: SATISFYING POINTS</b>	Original and humorous brand image Specific products that can't be found elsewhere	Playful and magic brand identity

PHASE STAGES	PURCHASE DELIVERY RECEPTION			PHASE STAGES	POST-PURCHASE CUSTOMER SERVICE RECOMMENDATIONS LOYALTY		
<b>QUESTIONS</b> How did you go about paying/checking out? I use my credit card which is usually registered as I often shop on the same sites, it's a facility I appreciate. I don't have PayPal but Apple Pay which is very convenient too. I don't have bank verification on small amounts, under 50€. When it's a brand I know, it doesn't bother me. I always get an email confirming my purchase. I have already had to contact customer service via chat. <b>Do you remember ever giving up on a purchase? What were the reasons?</b> I have already abandoned a purchase because the final cost of the order was too high. I sometimes delete items to reduce the overall cost and finalise my purchases.	<b>What do you remember about delivery?</b> For Garancia, no worries about delivery with delivery within a week and I had the tracking link to monitor the delivery. <b>Did you pay a delivery charge?</b> Yes, as almost always. Psychologically, delivery charges are not pleasant and can influence my purchase. For example, at FedEx I have already had to add charges on top of the price I paid when buying the product from the distributor, this doubles the price and I will never buy a product again if I have to take FedEx for delivery. If the delivery costs are reasonable, I go for it because I care too much about these products. Delivery charges are often high on England but as I don't want to buy English or other brands, I can accept them depending on the type of product I need. For the speed of delivery, Amazon is for me a reference, it is efficient, it is an advantage for me, it is practical, fast with an adapted return policy and often the delivery costs are reduced, compared to those charged directly with direct suppliers	<b>How was the reception of your package?</b> It was fine with Garancia, I was satisfied and happy to receive the products. The packaging was not suitable for the products, it was too big and the delivery man had to handle it to me. It's annoying, cumbersome and not environmentally friendly. But I didn't have any breakages. <b>What caught your attention when you opened your parcel?</b> There were some nice little gifts, and there was bubble wrap to protect the products. <b>Do you remember receiving gifts or samples? How did you feel about this?</b> A little card, a sample, to thank you for buying. I love this kind of attention, it makes me buy again, I am very receptive.	<b>QUESTIONS</b> <b>Did you return the product or were you satisfied?</b> I was very satisfied! I opened some products, the one I wanted to smell first to be sure that they were ok. I like the idea of micro-doses to return a product if possible, it's very interesting! The return policy is very important to me, I like to have the choice to keep or return a product. The more I order online the more I realize that it's really good to have the choice.	<b>Did you share your experience?</b> Yes, I tell my friends and family about it very spontaneously, especially if it's a very good or very bad experience. Otherwise I don't remember receiving an email to rate the customer experience. I don't think so. The emails from brands about customer experience annoy me, it's often too long to give feedback, and I rarely do. But at the same time, I feel guilty because I know it's important from a marketing point of view. It's really when the brand has made an effort to thank you with little touches in the parcel that I'll make an effort to rate the brand correctly, I want to help in that case.	<b>Would you buy this product again or another product of the same brand?</b> Yes, without any worries, but it's true that since the Covid, I only buy online, it creates a reflex to buy online now. <b>How did you feel about the brand after your purchase?</b> I still like the brand of course! <b>Did you join the loyalty programme after your purchase?</b> If Garancia had a loyalty program with benefits such as delivery, I would have taken it because it's really the only thing I'm afraid to buy from them more often because of my geolocation. I'm not afraid to position myself as a loyal customer, but I don't like the principle of subscription to pay less, I find it too hypocritical.		
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Satisfied, reassured Positive	No particular emotions Normal state	A - Satisfied, Happy, annoyed Mixed feelings	<b>LEVEL 1: EMOTIONAL STATE</b>	A - Satisfied Positive	No particular emotions Normal state	A - Satisfied, loyal Positive
<b>LEVEL 2: ACTIONS</b>	Put the products into my basket Pay on the payment interface by credit card with Apple pay Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product from the delivery man Open the package	<b>LEVEL 2: ACTIONS</b>	Look at the products Open them to smell them Use them when needed	Offers some products to family members	Will buy another product from the same brand later in the future Will register to the loyalty program
<b>LEVEL 3: TOUCHPOINTS</b>	Website: basket page Website: payment interface Apple pay Emails confirmation and receipt	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery man Package: little card, sample	<b>LEVEL 3: TOUCHPOINTS</b>	The products	Relatives	
<b>LEVEL 4: PAIN POINTS</b>		Very expensive delivery fees for England	Package size not adapted	<b>LEVEL 4: PAIN POINTS</b>		No email to rate the experience	
<b>LEVEL 5: SATISFYING POINTS</b>	Very fast payment	Efficient package tracking system	Product well protected Nice presentation Little card and samples	<b>LEVEL 5: SATISFYING POINTS</b>		the concept of the brand	Opportunity for a loyalty program

06.

PHASE STAGES	AWARENESS	PRE-PURCHASE	CONSIDERATION
<b>QUESTIONS</b>	<p><b>What motivated your purchase? How did it start?</b></p> <p>I was on Facebook and I remembered to get the ad several times showing a product I used to buy the famous powder "Terracotta". I clicked on the ad and it opened the Guerlain website. I visited the website several times before buying a skin care "fond de teint" I get for the first time, a perfume, the same I bought ten years ago, even I was not sure at all that was the same, so it is why I hesitated, and two lipsticks one for me, one for my mother.</p> <p><b>What do you recall seeing?</b></p> <p>Simple and impactful visual, a banner with a picture of the product on a white background. On the website, nice visuals caught my eyes and I started to look for other categories of products for skin care, make-up as lipstick and perfumes.</p> <p><b>What did you think at that point? How did you feel? What did you do then?</b></p> <p>I like the prestige of the brand, these products are synonym of luxurious things, like jewellery. I went several times on the website to discover it even if I knew the brand. I discovered products I did not know, I found it easy to explore it with intuition. There are two categories I like "les nouveautés", "Les best-sellers". For special occasions, you have the opportunity to offer incredible things for people you love and you can also personalize the bottle of your perfume.</p>	<p><b>Before buying the product, how do you proceed?</b></p> <p>I do not check the composition of the products as I am not an expert, I trust this brand. Sometimes for expensive products, it helps to compare prices and to go through other websites I do not know. At the same time, some services are exclusive on the website of the brand, like this personalization for example.</p> <p><b>Did you feel the need to make further research on it?</b></p> <p>I like to spend time and go back several times on the website, it is what I did with Guerlain website. At the same time, I trust the brand for its reputation and the quality of the service. I also bought the product without checking the tint of the face powder and it was a mistake because it was brighter than I expected and I finally did not use so much the product. An expensive product for a minimal use. I did not check the description of the product because the intensity of the tint was given. Maybe to confidant in the brand...</p>	<p><b>What did you want to know about the product before you bought it? What kinds of information did you look for?</b></p> <p>Packaging and design are the most important things. It has to be esthetic first. That influences my choice. Then, this is the flavor/odor of the product and the texture (easy to apply) and a simple communication.</p> <p><b>Do you remember using Insta &amp; Snap applications/filters/virtual fitting software to try on make-up? What do you think about these?</b></p> <p>I do not use these filters on Instagram, even so I spend a lot of time on the apps. On the Guerlain website, you have this possibility to test your lipstick. This is funny and could help for the choice I did before buying.</p> <p><b>Do you remember using preference diagnostics to define the fragrance that suits you best? What do you think about these?</b></p> <p>No but I read on the official website the description of the fragrance and it was helpful because I did not remember what was the perfume I bought ten years ago and I hesitated between two of them, just remembering the names of the perfumes. There is also a part with some advice to combine different perfumes together in order to make your own and unique signature. On the site, you have some suggestions to associate two fragrances from the category Aqua allegoria.</p>
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Curious Positive	A - Confident Positive	
<b>LEVEL 2: ACTIONS</b>	Saw ads on social media (Facebook) Recognise a brand she used to buy younger Click on the ad Redirected to the brand website Look at product categories	Go through the product portfolio Overview of the product page Read the product description Pay attention to prices, packaging, aesthetics Go back and forth from other website and the brand website to compare prices	
<b>LEVEL 3: TOUCHPOINTS</b>	Social media: Facebook ads Website: home page Website: menu and categories	Website: products portfolio Website: product pages Other websites Website: virtual make-up fitting software Website: perfume combinatoire algorithm	
<b>LEVEL 4: PAIN POINTS</b>		Not enough photos on skin to figure out the teint on the skin	
<b>LEVEL 5: SATISFYING POINTS</b>	Appealing ads Great brand reputation Prestige brand image Nice visuals Possibility to personalize your perfume bottle Easy website navigation	Personalization exclusive services Online make-up try-on software Online perfume "combinator" Qualitative brand image Wide product selection	

PHASE STAGES	PAYMENT	DELIVERY	RECEPTION	PHASE STAGES	CUSTOMER SERVICE	POST-PURCHASE RECOMMENDATIONS	LOYALTY
<b>QUESTIONS</b>	<p><b>How did you proceed for the payment/checkout? What do you recall having thought/felt at this stage?</b></p> <p>As I went several times on the official website to be sure, I followed the process several times before to order definitively. At the beginning, I put in my basket many things because I added other products as I found it could be a nice opportunity to please my daughter and my mother. I did not want to buy only for me... it is because in this case I feel less guilty to buy such expensive things.</p> <p>The final price was so expensive and I saw that I was influenced by the Marketing process... I deleted some products before finalizing my order. I had to make a choice for a question of budget.</p> <p>I had also to create an account and I took time to fill my profile as a new client, it was a bit annoying, and sometimes when it is too long, I can give up... and go back after, it is just a question of time, because I am still seduced by the product, difficult to resist.</p> <p>I paid with my AMEX. Moreover, it is very easy to pay because there was no any other checking. For some websites, they are referenced as "safe". It means "double check" and it reassures me. I had to the possibility to choose the address for delivery and for the invoice. I find that it is important to get that information and to easily differentiate those addresses.</p>	<p><b>What do you recall about the delivery?</b></p> <p>I chose a standard "home delivery" and as it was an expensive order there was no shipping fees, it was easy. This is fine when you have an order above 60-80 euros to get no additional fees. It means for me that it is included in the price of the product. If the delivery fees are too expensive, it could lead to give up my order for sure. I also had a link to track the package during the delivery process.</p>	<p><b>How did you receive your package?</b></p> <p>The packaging was a big cartobox because it contains several products, so it was delivered by the delivery man, the day indicated in the email. I received. Of course I opened the package straight away to check the content.</p> <p><b>What attracted your attention when you opened your package?</b></p> <p>Each product has a separate, specific and costly packaging. For the perfume, I remember a white box with a gold rim and silk scented paper in it. Some samples for skin care and lovely cards with personalized words. Very chic!</p> <p>I felt as a princess, very excited to discover one by one all the surprises. I kept the packaging of two products.</p>	<b>QUESTIONS</b>	<p><b>Did you return the product or were you satisfied? Why?</b></p> <p>I was satisfied and enthusiastic by my order and the products. I opened my products to smell the perfume and try the tint of the face powder. One product, the face powder disappointed me a bit because of the tint and the texture. At the same time, I could not return it because it was too late, I used it.</p> <p>It could have been a good thing to get a sample first in order to test it before, knowing that are expensive products. As it was also the less expensive one of the order, I thought that it was ok but not sure that I will re-order without checking some information now.</p> <p>I looked at the website today and I saw now they are sending more samples, even for small orders such as miniature for the perfume.</p>	<p><b>Did you share your experience? Why did you share it or not?</b></p> <p>I just shared my experience with my mother because I know she likes the brand and used to buy the same perfume for years now. I also offered one of the product, the lipstick.</p> <p>I did not see if there are some comments on the website, I remember a kind of ranking with stars but I did not fill a form to rate my experience. I don't have the time and this is not so important for me, that is strange because for electronic furniture I like to do it spontaneously.</p>	<p><b>How did you feel toward the brand after your purchase? Would you buy it again or another product of the same brand? Did you join the Loyalty Program after your purchase? Why didn't you?</b></p> <p>I like loyalty program and I registered for Guerlain on the website and this is personalized, and I had also credits on my Amex, so I cumulate for this order this aspect.</p> <p>At the same time, I do not check how many credits I got on my account since I bought last time. But I consider myself as a satisfied and loyal customer.</p>
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Reassured and annoyed Mixed feelings	No particular emotions Normal state	A - Excited, enthusiast, flattered Positive	<b>LEVEL 1: EMOTIONAL STATE</b>	A - Satisfied, enthusiast but bit disappointed at the end Mixed feelings	No particular emotions Normal state	A - Satisfied, loyal Positive
<b>LEVEL 2: ACTIONS</b>	Put the products into my basket Sort the products I really want before validation Pay on the payment interface by Amex Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	Fill the delivery info Look for the most convenient option Choose the standard home delivery	Receive an email to tell me about the delivery day and time Get the product from the delivery man Open the package	<b>LEVEL 2: ACTIONS</b>	Look at the products Open them to smell them Try the colors and textures Use them	Offers some products to family members Share my experience with a relative	Will buy another product from the same brand later in the future Register into the loyalty program
<b>LEVEL 3: TOUCHPOINTS</b>	Website: basket page Website: payment interface Emails confirmation and receipt	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery man Package : scented paper, little card, samples	<b>LEVEL 3: TOUCHPOINTS</b>	The products	Relative	Website: registration account page
<b>LEVEL 4: PAIN POINTS</b>				<b>LEVEL 4: PAIN POINTS</b>	Disappointing colors and texture for one products		
<b>LEVEL 5: SATISFYING POINTS</b>	Fast and secured payment	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Nice presentation with silk scented paper Little cards Samples	<b>LEVEL 5: SATISFYING POINTS</b>			Interesting Loyalty program

## Appendix F. Analysis of verbatims for Level 1: Emotional state

The following tables are the weighted analysis of the results from the encoded transcripts for the "Emotional state" category at each stage of the consumer journey. This analysis consists in weighting by 1 the recurrent keywords in order to obtain the number of times it is mentioned in total and thus obtain its percentage of recurrence among a group or on the overall sample.

### F.1. Awareness stage

RESPONDENTS	AWARENESS	Positive	Mixed feelings	Normal state	Affective	Negative	Curious/ Intrigued/ Interested	Happy/ Pleased/ Amused	Excited/ Impatient	Determined/ Motivated	Confident/ Supportive	Reassured	Annoyed	No particular emotions
Y1	A - Excited & Happy Positive	1			1			1	1					
Y2	A - Curious, determined & reassured Positive	1			1		1			1				
Y3	A - Curious & happy Positive	1			1		1	1						
Y4	A - Curious, determined & reassured Positive	1			1		1			1				
Y5	A - Happy & excited Positive	1			1			1	1					
Y6	A - Curious/Intrigued Positive	1			1		1							
Y7	A - Excited & Happy Positive	1			1			1	1					
Y8	A - Curious & interested Positive	1			1		1							
<b>TOTAL PERCENTAGE</b>		8 100,0%	0 0,0%	0 0,0%	8 100,0%	0 0,0%	5 62,5%	4 50,0%	3 37,5%	2 25,0%	0 0,0%	2 25,0%	0 0,0%	0 0,0%
M1	A - Annoyed and reassured Mixed feelings		1										1	
M2	A - Curious and motivated Positive	1					1			1				
M3	A - Curious Normal state	1					1							
M4	A - Curious, supportive, excited Positive	1					1		1		1			
M5	A - Curious, motivated, impatient Positive	1					1		1					
M6	A - Curious Normal state		1				1							
<b>TOTAL GROUP PERCENTAGE GROUP</b>		4 66,7%	1 16,7%	1 16,7%	6 100,0%	0 0,0%	5 83,3%	0 0,0%	2 33,3%	2 33,3%	1 16,7%	1 16,7%	1 16,7%	0 0,0%
O1	No particular emotions Normal state													1
O2	A - Curious Positive	1					1							
O3	A - Content Positive	1									1			
O4	A - Intrigued, curious Positive	1					1							
O5	A - Amused Positive	1						1						
O6	A - Curious Positive	1					1							
<b>TOTAL GROUP PERCENTAGE GROUP</b>		5 83,3%	0 0,0%	1 16,7%	5 83,3%	0 0,0%	3 50,0%	1 16,7%	0 0,0%	0 0,0%	1 16,7%	0 0,0%	0 0,0%	1 16,7%
<b>TOTAL PERCENTAGE</b>		17 85%	1 5%	2 10%	19 95%	0 0%	13 65%	5 25%	5 25%	4 20%	2 10%	3 15%	1 5%	1 5%

## F2. Consideration stage

RESPONDENTS	CONSIDERATION	Positive	Mixed feelings	Normal state	Negative	Affective	Cognitive	Curious/ Intrigued/ Interested	Satisfied	Happy/ Pleased/ Amused	Excited/ Impatient	Determined/ Motivated	Confident/ Supportive/ Conscious	Reassured	Annoyed/ Confused	Disappointed	Careful/ Suspicious/ Attentive	Critical comments	Demanding	No particular emotions
Y1	C - Critical comments A - Satisfied, curious and excited Mixed feelings		1			1	1	1	1	1										
Y2	A - Satisfied & reassured Positive	1				1								1						
Y3	A - Satisfied, reassured & confident Positive	1				1							1							
Y4	C - Critical comments A - Critical & disappointed Negative				1											1				
Y5	A - Satisfied, demanding and attentive Positive	1				1														
Y6	A - Suspicious, demanding & curious Mixed feeling		1			1														1
Y7	A - Confident Normal state			1		1							1							
Y8	A - Conscious & Satisfied Positive	1				1							1							
<b>TOTAL GROUP</b>		4	2	1	1	8	2	2	2	0	1	0	3	2	0	1	2	2	2	0
<b>PERCENTAGE GROUP</b>		50,0%	25,0%	12,5%	12,5%	100,0%	25,0%	25,0%	25,0%	0,0%	12,5%	0,0%	37,5%	25,0%	0,0%	12,5%	25,0%	25,0%	25,0%	0,0%
M1	C - Critical comments A - Confident, curious and demanding Mixed feelings		1			1							1							1
M2	C - Critical comments A - Disappointed Negative				1											1				
M3	C - Critical comments A - Confused, Satisfied, confident Mixed feelings		1			1							1							1
M4	A - Careful, reassured, confident Positive	1				1							1							
M5	A - Interested, confident, amused, demanding Mixed feelings		1			1							1							1
M6	C - Critical comments A - Annoyed and confident Mixed feelings		1			1							1							1
<b>TOTAL GROUP</b>		1	4	0	1	6	4	2	2	1	0	0	5	1	3	1	1	4	2	0
<b>PERCENTAGE GROUP</b>		16,7%	66,7%	0,0%	16,7%	100,0%	66,7%	33,3%	16,7%	0,0%	0,0%	0,0%	83,3%	16,7%	50,0%	16,7%	16,7%	66,7%	33,3%	0,0%
O1	C - Critical comments A - Confused, Satisfied, confident Mixed feelings		1			1							1							1
O2	A - Satisfied Positive	1				1							1							
O3	A - Satisfied Positive	1				1							1							
O4	A - Satisfied, curious, invested Positive	1				1							1							
O5	No particular emotions Normal state			1		1							1							1
O6	A - Confident Positive	1				1							1							
<b>TOTAL GROUP</b>		4	1	1	0	5	1	1	4	0	0	0	2	0	1	0	0	1	0	1
<b>PERCENTAGE GROUP</b>		66,7%	16,7%	16,7%	0,0%	83,3%	16,7%	16,7%	66,7%	0,0%	0,0%	0,0%	33,3%	0,0%	16,7%	0,0%	0,0%	16,7%	0,0%	16,7%
<b>TOTAL</b>		9	7	2	2	19	7	5	5	0	1	0	10	3	4	2	2	7	4	1
<b>PERCENTAGE</b>		45%	35%	10%	10%	95%	35%	25%	25%	0%	5%	0%	50%	15%	20%	10%	15%	35%	20%	5%

### F3. Payment stage

RESPONDENTS	PAYMENT	Positive	Mixed feelings	Normal state	Negative	Affective	Cognitive	Curious/ Intrigued/ Interested	Satisfied	Happy/ Pleased/ Amused	Excited/ Impatient	Determined/ Motivated	Confident/ Supportive/ Conscious	Reassured	Annoyed/ Confused	Disappointed	Careful/ Suspicious/ Attentive	Critical comments	Demanding	No particular emotions
Y1	No particular emotions			1																1
Y2	A - Reassured Normal state			1										1						
Y3	A - Reassured Normal state			1										1						
Y4	A - Reassured Normal state			1										1						
Y5	C - Critical comments A - Upset and anxious Negative			1	1		1								1				1	
Y6	A - Reassured Normal state			1										1						
Y7	A - Careful, confident and reassured Normal state			1										1						
Y8	A - Reassured Positive	1												1						
<b>TOTAL GROUP</b>		12.5%	0.0%	75.0%	12.5%	87.5%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	62.5%	12.5%	0.0%	12.5%	12.5%	0.0%	12.5%
M1	A - Annoyed and reassured Mixed feelings		1											1	1					
M2	A - Hesitating and reassured Mixed feelings		1											1						
M3	A - Satisfied Positive	1							1											
M4	A - Reassured Positive	1												1						
M5	A - Reassured Positive	1												1						
M6	A - Satisfied, reassured Positive	1							1					1						
<b>TOTAL GROUP</b>		4	2	0	0	6	0	0	2	0	0	0	0	5	1	0	0	1	0	0
<b>PERCENTAGE GROUP</b>		66.7%	33.3%	0.0%	0.0%	100.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	83.3%	16.7%	0.0%	16.7%	0.0%	0.0%	0.0%
O1	A - Satisfied, reassured Positive	1							1					1						
O2	A - Satisfied, reassured Positive	1							1					1						
O3	A - Satisfied, reassured Positive	1							1					1						
O4	A - Satisfied, reassured Positive	1							1					1						
O5	A - Satisfied, reassured Positive	1							1					1						
O6	A&C - Reassured and amused Mixed feelings	5	1	0	0	6	1	0	5	0	0	0	0	6	1	0	0	0	0	0
<b>TOTAL GROUP</b>		83.3%	16.7%	0.0%	0.0%	100.0%	16.7%	0.0%	83.3%	0.0%	0.0%	0.0%	0.0%	100.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>TOTAL</b>		10	3	6	1	19	2	0	7	0	0	0	2	16	3	0	0	2	1	0
<b>PERCENTAGE</b>		50%	15%	30%	5%	95%	10%	0%	35%	0%	0%	0%	10%	80%	15%	0%	10%	5%	0%	5%

## F4. Delivery stage

RESPONDENTS	DELIVERY	Positive	Mixed feelings	Normal state	Negative	Affective	Cognitive	Curious/ Intrigued/ Interested	Satisfied	Happy/ Pleased/ Amused	Excited/ Impatient	Determined/ Motivated	Confident/ Supportive/ Conscious	Reassured/ Relieved	Annoyed/ Confused/ Struggling	Disappointed	Careful/ Suspicious/ Attentive/ Concerned	Critical comments	Demanding	No particular emotions
Y1	C - Concerned about the fees for the delivery Mixed feelings		1																	
Y2	A - Relaxed & confident Normal state			1																
Y3	A - Relaxed & confident Positive	1				1							1							
Y4	C - Concerned about the fees for the delivery Mixed feelings		1																	
Y5	A - Happy & annoyed Mixed feelings		1			1									1					
Y6	Regarding about the fees or the delivery Normal state			1																
Y7	A - Struggling, annoyed and reassured Mixed feelings		1			1									1					
Y8	A - Patient, annoyed, Satisfied Mixed feelings		1			1														
<b>TOTAL GROUP</b>		25,0%	62,5%	12,5%	0,0%	62,5%	25,0%	0,0%	12,5%	12,5%	0,0%	0,0%	25,0%	12,5%	37,5%	0,0%	37,5%	0,0%	0,0%	0,0%
	C - Critical about the fees for the delivery A - Careful and reassured Mixed feelings																			
M1	A - Confident Positive	1				1									1					
M2	A - Satisfied, confident Normal state	1				1														
M3	A - Satisfied & annoyed Mixed feelings		1			1														
M4	A - Satisfied, conscious Normal state			1		1														
M5	A&C - Confident (in control) and annoyed Normal state			1		1														
M6				1		1														
<b>TOTAL GROUP</b>		16,7%	33,3%	66,7%	0,0%	100,0%	33,3%	0,0%	50,0%	0,0%	0,0%	0,0%	66,7%	16,7%	33,3%	0,0%	16,7%	0,0%	0,0%	0,0%
	A - Reassured, confident (in control) Positive																			
O1	No particular emotions Normal state			1										1						
O2	A - Satisfied, reassured Positive	1				1														
O3	No particular emotions Normal state			1																
O4	No particular emotions Normal state			1																
O5	No particular emotions Normal state			1																
O6	No particular emotions Normal state			1																
<b>TOTAL GROUP</b>		33,3%	0,0%	66,7%	0,0%	33,3%	0,0%	0,0%	16,7%	0,0%	0,0%	0,0%	16,7%	33,3%	0,0%	0,0%	0,0%	0,0%	0,0%	66,7%
<b>TOTAL PERCENTAGE</b>		25%	35%	45%	0%	65%	20%	0%	25%	5%	0%	0%	35%	20%	25%	0%	20%	0%	0%	20%

## F5. Reception stage

RESPONDENTS	RECEPTION	Positive	Mixed feelings	Normal state	Negative	Affective	Cognitive	Curious/ Intrigued/ Interested	Satisfied	Flattered/ pleased	Happy/ Amused	Excited/ Impatient	Determined/ Motivated	Confident/ Supportive/ Conscious	Reassured/ relieved	Annoyed/ Confused	Disappointed	Careful/ Suspicious/ Attentive	Critical comments	Demanding	No particular emotions	
Y1	A - Impatient, Relieved & pleased Positive	1				1				1		1										
Y2	A - Happy Positive	1				1					1											
Y3	A - Happy & flattered Positive	1				1					1											
Y4	A - Happy & excited Positive	1				1					1											
Y5	A - Relieved, Happy and flattered Positive	1				1					1											
Y6	A - Satisfied, flattered & Happy Positive	1				1			1		1											
Y7	A - Careful & Relieved Mixed feelings	1				1									1							
Y8	A - Happy, flattered, reassured, pleased Positive	1				1					1				1							
<b>TOTAL GROUP</b>		<b>7</b> 87,5%	<b>1</b> 12,5%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>8</b> 100,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>1</b> 12,5%	<b>5</b> 62,5%	<b>6</b> 75,0%	<b>2</b> 25,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>4</b> 50,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>1</b> 12,5%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%
<b>PERCENTAGE GROUP</b>																						
M1	A - Satisfied and Happy Positive	1				1			1		1											
M2	A - Satisfied and Happy Positive	1				1			1		1											
M3	A - Happy, curious, impatient, relieved Mixed feelings	1				1		1	1		1				1							
M4	A - Satisfied & Happy Positive	1				1			1		1											
M5	A - Happy & excited Positive	1				1			1		1											
M6	A - Satisfied, Annoyed Mixed feeling	1				1			1		1											
<b>TOTAL GROUP</b>		<b>4</b> 66,7%	<b>2</b> 33,3%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>6</b> 100,0%	<b>0</b> 0,0%	<b>1</b> 16,7%	<b>6</b> 100,0%	<b>0</b> 0,0%	<b>3</b> 50,0%	<b>2</b> 33,3%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>1</b> 16,7%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%
<b>PERCENTAGE GROUP</b>																						
O1	A - Satisfied & Demanding Mixed feelings		1			1			1												1	
O2	No particular emotions Normal state			1																		1
O3	A - Satisfied, happy Positive	1				1			1		1											
O4	A - Satisfied Positive	1				1			1		1											
O5	A - Satisfied, Happy, annoyed Mixed feelings	1				1			1		1											
O6	A - Excited, enthusiast, flattered Positive	1				1			1		1											
<b>TOTAL GROUP</b>		<b>3</b> 50,0%	<b>3</b> 50,0%	<b>1</b> 16,7%	<b>0</b> 0,0%	<b>5</b> 83,3%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>4</b> 66,7%	<b>1</b> 16,7%	<b>3</b> 50,0%	<b>1</b> 16,7%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>1</b> 16,7%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>0</b> 0,0%	<b>1</b> 16,7%	<b>1</b> 16,7%
<b>TOTAL</b>		<b>14</b> 70%	<b>6</b> 30%	<b>1</b> 5%	<b>0</b> 0%	<b>19</b> 95%	<b>0</b> 0%	<b>1</b> 5%	<b>11</b> 55%	<b>6</b> 30%	<b>12</b> 60%	<b>5</b> 25%	<b>2</b> 10%	<b>0</b> 0%	<b>5</b> 25%	<b>2</b> 10%	<b>0</b> 0%	<b>1</b> 5%	<b>0</b> 0%	<b>1</b> 5%	<b>1</b> 5%	<b>1</b> 5%
<b>PERCENTAGE</b>																						



## F6. Customer service

RESPONDENTS	CUSTOMER SERVICE	Positive	Mixed feelings	Normal state	Negative	Affective	Cognitive	Curious/ Intrigued/ Interested	Satisfied	Happy/ Pleased/ Amused	Excited/ Impatient	Determined/ Motivated	Confident/ Supportive/ Conscious	Reassured/ Confused	Annoyed/ Disappointed	Careful/ Suspicious/ Attentive	Critical comments	Demanding	No particular emotions	
Y1	A - Happy & Disappointed Mixed feelings		1			1				1						1				
Y2	A - Satisfied Positive	1							1											
Y3	A - Excited & satisfied Positive	1							1											
Y4	A - Satisfied in general Positive	1							1											
Y5	A - Satisfied & Happy Positive	1							1											
Y6	A - Satisfied Positive	1							1											
Y7	A - Satisfied & Disappointed Mixed feelings		1						1											
Y8	A - Happy & Satisfied Positive	1							1											
<b>TOTAL GROUP</b>		<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PERCENTAGE GROUP</b>		<b>75,0%</b>	<b>25,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>100,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>87,5%</b>	<b>37,5%</b>	<b>12,5%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>25,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>
M1	A - Satisfied Positive	1							1											
M2	A - Satisfied Positive	1							1											
M3	A - Satisfied Positive	1							1											
M4	A - Satisfied for L'Oréal but disappointed for Freshly Mixed feelings		1						1											
M5	A - Satisfied and disappointed Mixed feelings		1						1											
M6	A - Satisfied Positive	1							1											
<b>TOTAL GROUP</b>		<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PERCENTAGE GROUP</b>		<b>66,7%</b>	<b>33,3%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>100,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>100,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>33,3%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>
O1	A - Satisfied Positive	1							1											
O2	A & C - Satisfied but not 100% convinced Mixed feelings		1				1		1											
O3	A - Satisfied Positive	1							1											
O4	A - Satisfied, happy Positive	1							1											
O5	A - Satisfied Positive	1							1											
O6	A - Satisfied, enthusiast but bit disappointed at the end Mixed feelings		1						1											
<b>TOTAL GROUP</b>		<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PERCENTAGE GROUP</b>		<b>66,7%</b>	<b>33,3%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>83,3%</b>	<b>16,7%</b>	<b>0,0%</b>	<b>100,0%</b>	<b>33,3%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>16,7%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>	<b>0,0%</b>
<b>TOTAL</b>		<b>14</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>1</b>	<b>0</b>	<b>19</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PERCENTAGE</b>		<b>70%</b>	<b>30%</b>	<b>0%</b>	<b>0%</b>	<b>95%</b>	<b>5%</b>	<b>0%</b>	<b>95%</b>	<b>25%</b>	<b>5%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>25%</b>	<b>5%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

## F7. Recommendations & loyalty stages

RESPONDENTS	RECOMMENDATIONS	LOYALTY	Positive	Mixed feelings	Normal state	Negative	Affective	Cognitive	Curious/ Intrigued/ Interested	Satisfied	Happy/ Pleased/ Amused	Excited/ Impatient	Determined/ Motivated	Confident/ Supportive/ Conscious	Reassured/ Confused	Disappointed	Careful/ Suspicious/ Attentive	Critical comments	Demanding	Loyal	Versatile	No particular emotions
17	A - Happy & Disappointed Mixed feelings	A - Satisfied Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
12	A - Happy & sharing Mixed feelings	A - Satisfied & grateful, versatile Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
13	A - Satisfied Normal	A - Satisfied & confident Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
14	A - Satisfied Normal	A - Satisfied & confident Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
15	A - Satisfied & Happy Positive	A - Satisfied Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
16	No particular emotions Normal state	A - Satisfied, confident, versatile Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
17	A - Satisfied Positive	No particular emotions Normal state	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
18	A - Satisfied Positive	A - Satisfied Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
<b>TOTAL GROUP</b>			8	2	4	0	8	0	0	0	8	3	0	0	0	0	0	0	0	0	0	2
<b>PERCENTAGE GROUP</b>			100,0%	25,0%	50,0%	0,0%	100,0%	0,0%	0,0%	100,0%	37,5%	0,0%	0,0%	25,0%	0,0%	12,5%	0,0%	0,0%	0,0%	0,0%	0,0%	25,0%
M1	A - Happy & Disappointed Mixed feelings	A - Satisfied and loyal Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
M2	A - Satisfied Normal state	A - Satisfied and loyal Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
M3	A - Satisfied, convinced Positive	A - Happy, and loyal Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
M4	A - Satisfied for L'Oréal but disappointed for Freshly Mixed feelings	A - Loyal to L'Oréal but disappointed for Freshly Mixed feelings	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
M5	A - Satisfied Positive	A - Satisfied, disappointed Mixed feelings	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
M6	A - Satisfied Positive	A - Versatile Normale state	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
<b>TOTAL GROUP</b>			5	3	2	0	6	0	0	0	6	2	0	0	0	0	0	0	0	0	3	1
<b>PERCENTAGE GROUP</b>			83,3%	50,0%	33,3%	0,0%	100,0%	0,0%	0,0%	100,0%	33,3%	0,0%	0,0%	16,7%	0,0%	0,0%	0,0%	0,0%	0,0%	50,0%	16,7%	0,0%
01	No particular emotions Normal state	A - Satisfied Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
02	No particular emotions Normal state	A - Satisfied Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
03	A - Happy, passionate Positive	A - Satisfied, confident Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
04	No particular emotions Normal state	A - Satisfied, loyal Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
05	No particular emotions Normal state	A - Satisfied, loyal Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
06	No particular emotions Normal state	A - Satisfied, loyal Positive	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
<b>TOTAL GROUP</b>			6	0	5	0	6	0	0	0	6	1	0	0	0	0	0	0	0	0	1	0
<b>PERCENTAGE GROUP</b>			100,0%	0,0%	83,3%	0,0%	100,0%	0,0%	0,0%	100,0%	16,7%	0,0%	0,0%	16,7%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%
<b>TOTAL</b>			19	5	11	0	20	0	0	0	20	6	0	0	0	0	0	0	0	0	6	5
<b>PERCENTAGE</b>			95%	25%	55%	0%	100%	0%	0%	100%	30%	0%	0%	20%	0%	20%	0%	0%	0%	30%	15%	35%

## Appendix G. Analysis of verbatims for Level 2: Actions

The following tables are the weighted analysis of the results from the encoded transcripts for the "Actions" category at each stage of the consumer journey.

### G1. Awareness stage

RESPONDENTS	AWARENESS	Saw an ad on social media/Go on social media to follow the brand	Click on the ad	Follow influencers	Search on the Internet	Go on the brand website	Go on a retailer's website	Click on the menu to see the product categories	Go through the product portfolio	Go on a mobile apps for Private sales	Check the private sale offers	Heard of the brand from a relative	Tested the product before / Knew the brand already	Click on the offer I was interested in	Saw some visual content online	Saw visual content off-line	Face a specific occasion, such as a private sales, or a gift
Y1	Know the brand on social media Go on a mobile apps for Private sales Check the private sale offer Click on the offer I was interested in		1								1	1		1			1
Y2	Made Internet research about acne/skint Saw an ad on social media (Instagram) - before/after pictures Go on the brand website		1			1	1								1		
Y3	Heard of the brand from a relative Tested the product at the relative's house Go on social media (Instagram) to follow the brand Go on the brand website Click on the menu to see the product categories Go through the product portfolio for the chosen category	1						1	1			1	1				
Y4	Heard of the brand from a relative Go on the brand website Look around on the website to get an overview Go through the product portfolio						1		1				1				
Y5	Heard of the brand from a relative Tested the product at the relative's house and in shop Go on a mobile apps for Private sales Check the private sale offer Click on the offer I was interested in																1
Y6	Saw native ads on social media (Instagram) Read articles in fashion magazines	1														1	1
Y7	Talk to some relatives and experience make up for the week-end Decide to buy some make up Go on a mobile apps for Private sales Check the private sale offer See a make-up offer from a well-known brand Click on the offer I										1	1	1	1			1
Y8	Heard of the brand from a relative Go on social media (Instagram) to follow the brand Saw a lot of pictures and videos Go on the brand website	1					1									1	
<b>TOTAL GROUP</b>		5	0		1	4	0	1	2	3	3	5	3	3	3	3	3
<b>PERCENTAGE GROUP</b>		63%	0%		13%	50%	0%	13%	25%	38%	38%	63%	38%	38%	38%	38%	38%
M1	Face the occasion to make a gift to relatives Know what to offer Go directly on parfumo or can search on Google or Sephora Search for the product Click on the offer I was interested in					1	1	1							1		1
M2	Follow beauty influencers on youtube Saw videos about the product on youtube Want to buy the product Go on internet Look for website that sell the product Go on Sephora's website	1		1	1		1									1	
M3	Heard of the brand from a relative Browse on the brand website Click on the menu to see the product categories						1		1			1					
M4	Saw printed ads on the streets Saw ads on social media (Instagram)	1															1
M5	Want a skin care product Heard of the brand from a relative Tested some other product at the relative's house Saw ads on social media (Instagram)	1										1	1				1
M6	Go on a mobile apps for Private sales Check the private sale offer See a make-up offer from a well-known brand Heard of the brand from a relative Click on the offer I Go through the product portfolio on the app																1
<b>TOTAL GROUP</b>		3	0	1	2	2	2	1	1	1	1	3	1	2	3	1	3
<b>PERCENTAGE GROUP</b>		50%	0%	17%	33%	33%	33%	17%	17%	17%	17%	50%	17%	33%	50%	17%	50%
O1	Heard about the brand private sales thanks to a relative Face the occasion of a private sale																1
O2	Saw ads on social media (Instagram) Go on the brand website	1				1										1	
O3	Saw ads on social media (Instagram) Go on the brand website	1				1										1	
O4	Saw a video ad on social media (Facebook) on mobile app Click on the ad "go to site" Go on the brand website	1	1			1										1	
O5	Knew the brand already Is in a foreign country Decide to order online to get the products					1	1	1					1				
O6	Saw ads on social media (Facebook) Recognize a brand she used to buy younger Click on the ad Redirected to the brand website Look at product categories	1	1										1			1	
<b>TOTAL GROUP</b>		4	2	0	1	4	2	0	1	0	0	1	2	0	4	0	1
<b>PERCENTAGE GROUP</b>		67%	33%	0%	17%	67%	33%	0%	17%	0%	0%	17%	33%	0%	67%	0%	17%
<b>TOTAL</b>		12	2	1	4	10	4	2	4	4	4	9	6	5	10	2	7
<b>PERCENTAGE</b>		60%	10%	5%	20%	50%	20%	10%	20%	20%	20%	45%	30%	25%	50%	10%	35%

## G2. Consideration stage

RESPONDENTS	CONSIDERATION	Click on the menu to see product categories	Go through the product portfolio	Read the product page and the product description	Pay attention to the composition	Pay attention to usability and added values	Pay attention to the price	Pay attention to the product origin	Pay attention to the labels	Pay attention to the packaging/ aesthetics	Read reviews, comments, ratings	Look at pictures	Do the online skin diagnosis or virtual fitting software for make up	Go back and forth between different websites to compare the info
11	Click on the banner of the offer Read info about the composition Look at the pictures Go on the brand website to get more info Read the product page Pay attention to price, composition, the product origin, environmental/ecological commitments of the brand, and her reputation Read reviews Dissect the composition Compare the info from the website to the one on the app Can use an online diagnosis if proposed Go back and forth between the app and other website													
12	Click in the menu "acneic skin products" Go through the portfolio for acneic skin Choose a product Read comments and rating Read the product page Read info about the composition Look for info about usability into routine and added value Look at the price													
13	Read the product page Pay attention to the composition, the product origin, the natural characteristics, and the price Read reviews													
14	Look for information on the website Read the product page Pay attention to price, the product origin, certification and label, and reviews Go on blogs to read reviews Dissect the composition Compare the info from the website to the one on the app Can use an online diagnosis if proposed													
15	Redirected to the brand website Look through the portfolio Look at the different offers Look at the different pictures Choose the product I wanted													
16	Browse the web Go on the brand website to get more info Read the product page Read info about the composition Dissect the composition Read reviews Pay attention to price and the product origin Go on beauty blogs to get other reviews Can use an online diagnosis if proposed													
17	Go on the brand website Click on the menu to see the product categories Go through the product portfolio for the chosen category Choose the products I need													
18	Go on the brand website Click on the menu to see the product categories Go through the product portfolio for the chosen category Read the product page Pay attention to the composition, the product origin, the natural characteristics, and the price Read reviews													
<b>TOTAL GROUP</b>		38%	50%	75%	75%	13%	63%	63%	13%	0%	73%	25%	38%	38%
<b>PERCENTAGE GROUP</b>														
M1	Browse on the chosen website Pay attention to the different offers Pay attention to prices Overview of the product page Look for info about usability into routine and added value Pay attention to the pictures and other visual content Read some reviews Can use an online diagnosis if proposed													
M2	Browse the web Go on blogs and reviews website Go on Sephora's website Overview of the product page Read the comments and reviews Pay attention to the pictures and other visual content Can use an online diagnosis if proposed but don't find it relevant													
M3	Click on the menu to see the product categories Go through the product portfolio Overview of the product page Pay attention to the composition of the products and prices Look for info about usability into routine and added value Can use an online diagnosis if proposed													
M4	Go to the brand website Click on the menu to see the product categories Go through the product portfolio Overview of the product page Pay attention to the composition of the product, the technique information Read comments and reviews if proposed Can use an online diagnosis if proposed													
M5	Go on the website to look for skin care Browse the brand website Go through the product portfolio Send an email to the brand asking for advice Receive an answer from the brand Looking at the suggested products Overview of the product page Read the product description Read comments and reviews Go on other websites to read more reviews and ratings Go on other retailers websites to compare prices													
M6	Overview of the product page Look for cruelty free labels Look at the product composition Go on Google to find more info about the cruelty label Go back on the mobile app													
<b>TOTAL GROUP</b>		33%	67%	100%	50%	50%	33%	0%	17%	0%	67%	33%	67%	50%
<b>PERCENTAGE GROUP</b>														
O1	Receive an email invitation Click on the link to the private sales brand website Register for an account Go through the product portfolio Overview of the product page Pay attention to prices, the packaging and comments Look for info about usability into routine and added value													
O2	Click on the menu to see the product categories Go through the product portfolio Overview of the product page Read comments and reviews Read the product description Do the online skin diagnosis													
O3	Go through the product portfolio Overview of the product page Read the product description Pay attention to the composition, cruelty free labels, origin and natural ingredients, and aesthetics Read comments and reviews Go on other websites to find out about labels if not indicated													
O4	Go through the product portfolio Overview of the product page Read the product description and pay attention to the composition													
O5	Click on the menu to see the product categories Go through the product portfolio Overview of the product page read the comments if it is an expensive product													
O6	Go through the product portfolio Overview of the product page Read the product description Pay attention to prices, packaging, aesthetics Go back and forth from other website and the brand website to compare prices													
<b>TOTAL GROUP</b>		33%	100%	100%	33%	17%	33%	17%	17%	50%	67%	0%	17%	33%
<b>PERCENTAGE</b>		33%	70%	90%	55%	25%	43%	30%	15%	15%	70%	20%	40%	40%

### G3. Payment stage

RESPONDENTS	PAYMENT	Put the products into my basket	Pay directly on the payment interface after putting the products in th ebasket	Pay by credit card	Wait for the confirmation email and receipt	Receive the confirmation email and receipt	Receive a notification or a sms from the bank	Validate the purchase into the bank's application	Pay by Paypal or a similar mode	Confirm the payment on Paypal interface	Do not pay directly after putting the product in the basket
I1	Put the products into my basket Pay directly on the payment interface by credit card Wait for the confirmation email and receipt Receive the confirmation email and receipt	1	1	1	1	1	1	1			
I2	Put the products into the basket Check everything is ok Pay on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation email and receipt Receive the confirmation email and receipt	1		1	1	1	1	1	1		1
I3	Put the products into the basket Pay directly on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation email and receipt Receive the confirmation email and receipt	1		1	1	1	1	1	1		1
I4	Put the products into the basket Pay directly on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation email and receipt Receive the confirmation email and receipt	1		1	1	1	1	1	1		1
I5	Put the products into my basket Call Relatives to get their advice Create a customer account on the brand website Pay on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation email and receipt Do not receive it the confirmation email and receipt	1		1	1	1	1	1	1		1
I6	Call relatives to get their advice Put the products into my basket Add a promotional code Pay on the payment interface by credit card or Paypal if no card within reach Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation email and receipt Receive the confirmation email and receipt	1		1	1	1	1	1	1		1
I7	Put the products into my basket Pay directly on the payment interface by credit card Wait for the confirmation email and receipt Receive the confirmation email and receipt	1		1	1	1	1	1			
I8	Put the products into the basket Pay directly on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation email and receipt Receive the confirmation email and receipt	1		1	1	1	1	1			
<b>TOTAL GROUP</b>		8	5	8	8	7	6	6	0	0	3
<b>PERCENTAGE GROUP</b>		100%	63%	100%	100%	88%	75%	75%	0%	0%	38%
M1	Put the products into my basket Add the promotional code Pay on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1		
M2	Put the products into my basket Pay directly on the payment interface by credit card or Paypal if no card within reach Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1		
M3	Put the products into my basket Take a last look at the product suggestions Pay by Paypal Confirm the payment on Paypal interface Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1			1	1	1	1	1	1	1
M4	Put the products into my basket Pay directly on the payment interface by credit card Receive a notification from the bank Validate the purchase with the code send by the bank service Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1		
M5	Put the products into my basket Pay on the payment interface by iDeal (like Paypal) Receive a notification from the bank Validate the purchase with the code send by the bank service Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1	1	1
M6	Put the products into my basket Pay directly on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1	1	1
<b>TOTAL GROUP</b>		6	4	4	6	6	5	4	2	2	1
<b>PERCENTAGE GROUP</b>		100%	67%	67%	100%	100%	83%	67%	33%	33%	17%
O1	Put the products into my basket Sort the products I really want before validation Pay on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application by fingerprint Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1		1
O2	Put the products into my basket Pay on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1		
O3	Put the products into my basket Pay by Paypal Confirm the payment on Paypal interface Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1	1	1
O4	Put the products into my basket Pay on the payment interface by credit card Receive a notification from the bank Validate the purchase into the bank's application Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1		
O5	Put the products into my basket Pay on the payment interface by credit card with Apple pay Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1	1	1
O6	Put the products into my basket Sort the products I really want before validation Pay on the payment interface by Amex Wait for the confirmation emails and receipt Receive the confirmation emails and receipt	1		1	1	1	1	1	1	1	1
<b>TOTAL GROUP</b>		6	4	4	6	6	3	3	2	2	2
<b>PERCENTAGE GROUP</b>		100%	67%	67%	100%	100%	50%	50%	33%	33%	33%
<b>TOTAL</b>		20	14	16	20	19	14	14	4	4	6
<b>PERCENTAGE</b>		100%	70%	80%	100%	95%	70%	70%	20%	20%	30%

## G4. Delivery & reception stages

RESPONDENTS	DELIVERY	RECEPTION	Fill the delivery info	Look for the cheaper option	Look for the convenient option	Look for the cheaper and convenient	Choose the relay point/pick-up point/click-collect	Choose the standard home delivery	Pay for delivery fees	Do not pay for delivery fees	Received an email to tell me that the package was available	Walk to the pick-up/click&collect/trayday point	Ask to the manager for my package	Took my package and go home	Get the product from the postman	Get the product in my mail box	Open the package
I1	Fill the delivery info Look for the cheaper option Choose the relay point Pay for delivery fees	Received an email to tell me that the package was available at the pick-up point Walk to the pick-up point Ask to the manager for my package Took my package and go home Open the package	1	1			1		1		1	1	1	1			1
I2	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	1					1	1		1					1	1
I3	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery	Received an email to tell me about the delivery day and time Get the product from the postman Open the package	1			1		1		1	1					1	1
I4	Fill the delivery info Look for the convenient option Choose the standard home delivery Pay delivery fees	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	1		1			1	1		1					1	1
I5	Fill the delivery info Look for the cheaper option Choose the free home delivery	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	1	1				1		1	1					1	1
I6	Fill the delivery info Look for the cheaper option Choose the free standard home delivery	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	1	1				1		1	1					1	1
I7	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Open the front door to the deliveryman Get the product from the elevator Open the package	1			1		1	1		1					1	1
I8	Create a customer account on the brand website Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery	Received a sms to tell me about the delivery day and time Get the product from the postman Open the package	1			1		1	1		1					1	1
<b>TOTAL GROUP</b>			8	3	1	4	1	7	4	4	8	1	1	1	1	3	4
<b>PERCENTAGE GROUP</b>			100%	38%	13%	50%	13%	88%	50%	50%	100%	13%	13%	13%	38%	50%	100%
M1	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	1		1			1	1		1					1	1
M2	Fill the delivery info Look for the cheaper and convenient option Choose the click & collect point	Received an email to tell me that the package was available at the click & collect shop Walk to the click & collect shop Ask to the vendor for my package Took my package and go home Open the package	1			1	1			1	1	1	1	1			1
M3	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	1			1		1	1		1					1	1
M4	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product in my mail box Open the package	1			1		1	1		1					1	1
M5	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery	Received an email to tell me about the delivery day and time Get the product from the delivery man Open the package	1			1		1		1	1					1	1
M6	Fill the delivery info Look for the most convenient option Choose the relay point Pay for delivery fees	Received an email to tell me that the package was available at the relay point Walk to the relay point Ask to the delivery manager for my package Took my package and go home Open the package	1			1		1	1		1	1	1	1			1
<b>TOTAL GROUP</b>			6	0	1	5	2	4	4	2	6	2	2	2	2	1	3
<b>PERCENTAGE GROUP</b>			100%	0%	17%	83%	33%	67%	67%	33%	100%	33%	33%	33%	17%	50%	100%
O1	Fill the delivery info Look for the cheaper and convenient option Choose the relay point	Received an email to tell me that the package was available at the relay point Walk to the relay point Ask to the delivery manager for my package Took my package and go home Open the package	1			1	1			1	1	1	1	1			1
O2	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery	Received an email to tell me about the delivery day and time Get the product from the delivery man Open the package	1			1		1	1		1					1	1
O3	Fill the delivery info Look for the cheaper and convenient option Choose the relay point	Received an email to tell me that the package was available at the relay point Walk to the relay point Ask to the delivery manager for my package Took my package and go home Open the package	1			1		1	1		1	1	1	1			1
O4	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product from the delivery man Open the package	1			1		1	1		1					1	1
O5	Fill the delivery info Look for the cheaper and convenient option Choose the standard home delivery Pay for delivery fees	Received an email to tell me about the delivery day and time Get the product from the delivery man Open the package	1			1		1	1		1					1	1
O6	Fill the delivery info Look for the most convenient option Choose the standard home delivery	Received an email to tell me about the delivery day and time Get the product from the delivery man Open the package	1			1		1	1		1					1	1
<b>TOTAL GROUP</b>			6	0	1	5	2	4	4	2	6	2	2	2	2	4	6
<b>PERCENTAGE GROUP</b>			100%	0%	17%	83%	33%	67%	67%	33%	100%	33%	33%	33%	67%	67%	100%
<b>TOTAL</b>			20	3	3	14	5	15	10	10	20	5	5	5	8	7	20
<b>PERCENTAGE</b>			100%	15%	15%	70%	25%	75%	50%	50%	100%	25%	25%	25%	40%	35%	100%

## G5. Customer service stage

RESPONDENTS	CUSTOMER SERVICE	Look at the products	Open them to smell them	Open them to see, feel and smell	Open them to see the colours	Open them to try it	Use them but not immediatly	Use them the same day of the reception
Y1	Look at the products Open them to smell them Use them but not immediatly	1		1			1	
Y2	Look at the products Open them to see, feel and smell Use them the same day of the reception	1			1			1
Y3	Look at the products Open them to see, feel and smell Use them the same day of the reception	1			1			1
Y4	Look at the products Open them to see, feel and smell Use them but not immediatly	1		1			1	
Y5	Look at the products Open them to see the colours Use them the same day of the reception	1				1		1
Y6	Look at the product Open it to see, feel and smell Use it the same day of the reception	1			1			1
Y7	Look at the products Open it to see, feel and smell Use it the same day of the reception	1			1			1
Y8	Look at the products Open it to see, feel and smell Use it the same day of the reception	1			1			1
<b>TOTAL GROUP</b>		8	1	6	1	0	2	6
<b>PERCENTAGE GROUP</b>		100%	13%	75%	13%	0%	25%	75%
M1	Look at the product Open them to try them Use it later in the evening	1				1		1
M2	Look at the product Open it to see the texture and color Use it in the evening	1			1			1
M3	Look at the products Open them to try them Use them immediatly	1				1		1
M4	Look at the products Open them to smell them Use them on the evening	1	1					1
M5	Look at the products Open them to smell them and try them Use them on the evening	1	1			1		1
M6	Look at the product Open them to try them Use it later in the evening	1				1		1
<b>TOTAL GROUP</b>		6	2	0	1	4	0	6
<b>PERCENTAGE GROUP</b>		100%	33%	0%	17%	67%	0%	100%
O1	Look at the products Open them to smell them Use them when needed	1	1				1	
O2	Look at the products Open them to smell them Use them when needed	1	1				1	
O3	Look at the products Use them when needed	1					1	
O4	Look at the products Open them to smell them Use them immediatly	1	1					1
O5	Look at the products Open them to smell them Use them when needed	1	1				1	
O6	Look at the products Open them to smell them Try the colors and textures Use them when needed	1		1	1		1	
<b>TOTAL GROUP</b>		6	4	1	1	0	5	1
<b>PERCENTAGE GROUP</b>		100%	67%	17%	17%	0%	83%	17%
<b>TOTAL</b>		20	7	7	3	4	7	13
<b>PERCENTAGE</b>		100%	35%	35%	15%	20%	35%	65%

## G6. Recommendations & loyalty stages

RESPONDENTS	RECOMMENDATIONS	LOYALTY	Discuss with relatives about the products	Did not share her experience	Offers some products to family members	Can complete the experience rating email if received and not too long	Will buy another product form the same brand later in the future	Will not buy necessarily another product form the same brand later in the future/ Do not know	Register to the loyalty program
Y1	Discuss with relatives about the products	Will buy another product form the same brand later in the future	1				1		
Y2	Discuss with relatives about the products	Will buy another product form the same brand later in the future	1				1		
Y3	Discuss with relatives about the products Can complete the experience rating email if received and not too long	Will buy another product form the same brand later in the future	1			1	1		
Y4	Discuss with relatives about the products Can complete the experience rating email if received and not too long	Will buy another product form the same brand later in the future	1			1	1		
Y5	Discuss with relatives about the products	Will buy another product form the same brand later in the future	1				1		
Y6	Discuss with relatives about the products	Will buy another product form the same brand later in the future	1				1		
Y7	Discuss with relatives about the products	Will not buy necessarily another product form the same brand later in the future	1					1	
Y8	Discuss with relatives about the products	Will buy another product form the same brand later in the future	1				1		
<b>TOTAL GROUP</b>			8	0	0	2	7	1	0
<b>PERCENTAGE GROUP</b>			100%	0%	0%	25%	88%	13%	0%
M1	Discuss with relatives about the products Can fill a feedback email about an experience if it's not too long	Will buy another product form the same brand later in the future Register to the loyalty program	1				1	1	1
M2	Did not share her experience	Will buy another product form the same brand later in the future Register to the loyalty program		1				1	
M3	Discuss with relatives about the products Can fill a feedback email about an experience if it's not too long	Will buy another product form the same brand later in the future Register to the loyalty program	1			1		1	1
M4	Discuss with relatives about the products	Will buy another product form L'Oréal Would register to the loyalty program	1				1		1
M5	Discuss with relatives about the products	Will buy another product form the brand Register to the membership	1				1		
M6	Discuss with relatives about the product	Do not know if will buy another product again	1					1	
<b>TOTAL GROUP</b>			5	1	0	2	4	2	3
<b>PERCENTAGE GROUP</b>			83%	17%	0%	33%	67%	33%	50%
O1	Discuss with relatives about the products Can fill a feedback email about an experience if it's not too long	Will buy another product form the same brand later in the future Register to the loyalty program	1			1	1		1
O2	Offers some products to family members	Will buy another product form the same brand later in the future			1		1		
O3	Talk about the product experience on an Instagram account	Will buy the same or another product form the same brand later in the future	1				1		
O4	Did not share her experience	Will buy the same product form the same brand later in the future		1			1		
O5	Offers some products to family members	Will buy another product form the same brand later in the future Will register to the loyalty program			1		1		1
O6	Offers some products to family members Share my experience with a relative	Will buy another product form the same brand later in the future Register into the loyalty program	1				1		1
<b>TOTAL GROUP</b>			3	1	3	1	6	0	3
<b>PERCENTAGE GROUP</b>			50%	17%	50%	17%	100%	0%	50%
<b>TOTAL</b>			16	2	3	5	17	3	6
<b>PERCENTAGE</b>			80%	10%	15%	25%	85%	15%	30%



## Appendix H. Analysis of verbatims for Level 3: Touchpoints

The following tables are the weighted analysis of the results from the encoded transcripts for the "Touchpoints" category at each stage of the consumer journey.

### H1. Awareness stage

RESPONDENTS	AWARENESS	Social media	Brand website	Retailers website	Relatives	Privates sales apps/websites	Influencers	Fashion magazines/printed ads	Google	Brick and mortar Shops
Y1	Mobile app for Private sales Social media	1				1				
Y2	Google Ads on social media: after/before pictures Social media: brand account Brand website	1	1						1	
Y3	Relatives Social media: brand account Social media: pictures and videos Brand website	1	1		1					
Y4	Relatives Brand website: home page Brand website: portfolio		1		1					
Y5	Relatives Mobile app for Private sales : home page				1	1				
Y6	Ads on social media (Instagram) Beauty influencers Fashion magazine	1					1	1		
Y7	Relatives Mobile app for Private sales : home page				1	1				
Y8	Relatives Social media : Instagram brand page Pictures and videos Brand website: home page	1	1		1					
<b>TOTAL GROUP</b>		5	4	0	5	3	1	1	1	
<b>PERCENTAGE GROUP</b>		63%	50%	0%	63%	38%	13%	13%	13%	
M1	Google Sephora Parfundo				1					1
M2	Youtube: beauty influencers videos Beauty Influencers Google Sephora's website	1		1			1			1
M3	Relatives Brand website: home page Brand website: products portfolio		1		1					
M4	Printed ads Social media : native ads by influencers Influencers	1					1	1		
M5	Relatives Social media ads	1			1					
M6	Mobile app for Private sales: home page Relatives Mobile app for Private sales: brand product portfolio				1	1				
<b>TOTAL GROUP</b>		3	1	2	3	1	2	1	2	0
<b>PERCENTAGE GROUP</b>		50%	17%	33%	50%	17%	33%	17%	33%	0%
O1	Relatives				1					
O2	Social media: Instagram ads Website: home page	1	1							
O3	Social media: Instagram ads Website: home page	1	1							
O4	Social media: Facebook ads Website: home page	1	1							
O5	Shops in France									1
O6	Social media: Facebook ads Website: home page Website: menu and categories	1	1							
<b>TOTAL GROUP</b>		4	4	0	1	0	0	0	0	1
<b>PERCENTAGE GROUP</b>		67%	67%	0%	17%	0%	0%	0%	0%	17%
<b>TOTAL</b>		12	9	2	9	4	3	2	3	1
<b>PERCENTAGE</b>		60%	45%	10%	45%	20%	15%	10%	15%	5%

## H2. Consideration stage

RESPONDENTS	CONSIDERATION	Social media	Brand website	Google	Other websites for reviews, labels	Privates sales apps/websites	Blogs
Y1	Private sales mobile app: the brand banner for the sale, the composition paragraph and the picture of the product Brand website: product page Inky Beauty Google Private Beauty Youtube videos Skin diagnosis sites		1	1	1	1	
Y2	Brand website: home page Brand website: portfolio Brand website: product page		1				
Y3	Brand website: home page Brand website: products portfolio Brand website: product page Social media: brand account	1	1				
Y4	Brand website: product page Blogs for reviews		1				1
Y5	Brand website: home page Brand website: products portfolio Brand website: product page		1				
Y6	Google Brand website: home page Brand website: product portfolio Brand website: product page Beauty blogs		1	1			1
Y7	Mobile app: the brand banner for the sale Mobile app: brand page Mobile app: product page Brand website		1			1	
Y8	Brand website: home page Brand website: portfolio Brand website: product page		1				
<b>TOTAL GROUP</b>		1	8	2	1	2	2
<b>PERCENTAGE GROUP</b>		13%	100%	25%	13%	25%	25%
M1	Brand website: home page Brand website: products portfolio Brand website: product page		1				
M2	Google Blogs Reviews website Brand website: home page Brand website: product page		1	1	1		1
M3	Brand website: products portfolio Brand website: product page		1				
M4	Brand website: home page > menu > categories Brand website: products portfolio Brand website: product page		1				
M5	Brand website: home page Brand website: products portfolio Brand contact email Brand website: products pages Douglas website Ici Paris website Retailers websites		1		1		
M6	Mobile app: products pages Google Other websites			1		1	1
<b>TOTAL GROUP</b>		0	5	2	2	1	1
<b>PERCENTAGE GROUP</b>		0%	83%	33%	33%	17%	17%
O1	Email Invitation Private sales brand website: account registration Private sales brand website: home Private sales brand website: products portfolio Private sales brand website: product page						1
O2	Brand website: menu and categories Brand website: products portfolio Brand website: product page		1				
O3	Brand website: menu and categories Brand website: products portfolio Brand website: product page Other websites for labels		1		1		
O4	Brand website: products portfolio Brand website: product page		1				
O5	Brand website: home page Brand website: menu and categories Brand website: products portfolio Brand website: product page		1				
O6	Brand website: products portfolio Brand website: product pages Other websites Brand website: virtual make-up fitting software Brand website: perfume combinatore algorithm		1		1		
<b>TOTAL GROUP</b>		0	5	0	2	1	0
<b>PERCENTAGE GROUP</b>		0%	83%	0%	33%	17%	0%
<b>TOTAL</b>		1	18	4	5	4	3
<b>PERCENTAGE</b>		5%	90%	20%	25%	20%	15%

### H3. Payment stage

RESPONDENTS	PAYMENT	Classic payment interface	Private payment interface	Bank mobile app	Bank sms	Email confirmation and receipt
Y1	Mobile app: basket page Mobile app: payment interface Email confirmation and receipt	1				1
Y2	Brand website: basket page Payment interface Bank mobile app Email confirmation and receipt	1		1		1
Y3	Brand website: basket page Payment interface Bank mobile app Email confirmation and receipt	1		1		1
Y4	Brand website: basket page Payment interface Bank mobile app Email confirmation and receipt	1		1		1
Y5	Brand website: basket page Brand website: registration page Payment interface Bank mobile app	1		1		
Y6	Brand website: basket page Brand website: registration page Brand website: Payment interface Bank mobile app Email confirmation and receipt	1		1		1
Y7	Mobile app: basket page Email confirmation and receipt	1				1
Y8	Brand website: basket page Payment interface Bank mobile app Email confirmation and receipt	1		1		1
<b>TOTAL GROUP</b>		8	0	6	0	7
<b>PERCENTAGE GROUP</b>		100%	0%	75%	0%	88%
M1	Website: basket page Website: payment interface Bank mobile app Emails confirmation and receipt	1		1		1
M2	Website: basket page Website: payment interface Bank mobile app Emails confirmation and receipt	1		1		1
M3	Website: basket page Website: payment interface or Pay pal Paypal interface Emails confirmation and receipt	1	1			1
M4	Website: basket page Website: payment interface Bank service : sms Bank interface Emails confirmation and receipt	1			1	1
M5	Website: basket page Website: payment interface iDeal Bank service : sms Bank interface Emails confirmation and receipt		1		1	1
M6	Mobile app: basket page Mobile app: payment interface Bank mobile app Emails confirmation and receipt	1				1
<b>TOTAL GROUP</b>		5	2	3	2	6
<b>PERCENTAGE GROUP</b>		83%	33%	50%	33%	100%
O1	Private sales brand website: basket page Private sales brand website: payment interface Bank mobile app Emails confirmation and receipt	1		1		1
O2	Website: basket page Website: payment interface Bank mobile app Emails confirmation and receipt	1		1		1
O3	Website: basket page Website: payment interface Paypal interface Emails confirmation and receipt		1			1
O4	Website: basket page Website: payment interface Bank mobile app Emails confirmation and receipt	1		1		1
O5	Website: basket page Website: payment interface Apple Pay Emails confirmation and receipt		1			1
O6	Website: basket page Website: payment interface Emails confirmation and receipt	1				1
<b>TOTAL GROUP</b>		4	2	3	0	6
<b>PERCENTAGE GROUP</b>		67%	33%	50%	0%	100%
<b>TOTAL</b>		17	4	12	2	19
<b>PERCENTAGE</b>		85%	20%	60%	10%	95%

## H4. Delivery & reception stages

RESPONDENTS	DELIVERY	RECEPTION	Pick-up or Relay point	Home delivery	Classic package	Package with particular gesture
Y1	Mobile app: delivery interface	Postal service: delivery email confirmation Pick-up point in a shop Pick-up Manager Package	1		1	
Y2	Brand website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: descriptive liflet		1	1	
Y3	Brand website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: coloured boxes, nice packaging		1		1
Y4	Brand website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: coloured boxes, nice packaging		1		1
Y5	Brand website: delivery interface	Postal service: delivery email confirmation Postal service: delivery Package: small card, perfumed tissue paper, samples		1		1
Y6	Brand website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: tissue paper, samples		1		1
Y7	Veepee Mobile app: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package		1	1	
Y8	Brand website: delivery interface Postal service: tracking system	Postal service: delivery sms confirmation Postal service: delivery Package: coloured boxes, nice packaging, nice little gifts		1		1
<b>TOTAL GROUP</b>			1	7	3	5
<b>PERCENTAGE GROUP</b>			12,5%	87,5%	37,5%	62,5%
M1	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: couloured box, sample		1		1
M2	Website: delivery interface Postal service: tracking system	Click & collect shop Click & collect Manager Package	1		1	
M3	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: leaflet		1	1	
M4	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package: little card		1		1
M5	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery man Package: coloured tissue paper		1		1
M6	Mobile app: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Relay point Relay point Manager Package	1		1	
<b>TOTAL GROUP</b>			2	4	3	3
<b>PERCENTAGE GROUP</b>			33%	67%	50%	50%
O1	Private sales brand website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Relay point Relay point Manager Package: tissue paper, little card	1			1
O2	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery man Package		1	1	
O3	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Relay point Relay point Manager Package: illustrated box	1			1
O4	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery Package		1	1	
O5	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery man Package: little card, sample		1		1
O6	Website: delivery interface Postal service: tracking system	Postal service: delivery email confirmation Postal service: delivery man Package : scented paper, little card, samples		1		1
<b>TOTAL GROUP</b>			2	4	2	4
<b>PERCENTAGE GROUP</b>			33%	67%	33%	67%
<b>TOTAL</b>			5	15	8	12
<b>PERCENTAGE</b>			25%	75%	40%	60%

## H5. Post-purchase phase

RESPONDENTS	CUSTOMER SERVICE	RECOMMENDATIONS	Feedback rating email	Relatives	Social media	LOYALTY	Registered to a loyalty program
Y1	The products	Relatives		1			
Y2	The products	Relatives		1			
Y3	The products	Relatives Feedback rating email	1	1			
Y4	The products	Relatives		1			
Y5	The products	Relatives		1			
Y6	The product	Relatives		1			
Y7	The products	Relatives		1			
Y8	The products	Relatives		1			
<b>TOTAL GROUP</b>			1	8	0		0
<b>PERCENTAGE GROUP</b>			13%	100%	0%		0%
M1	The products	Relatives Feedback rating email	1	1		Website: registration account page	1
M2	The product					Website: registration account page	1
M3	The products	Relatives		1		Website: registration account page	1
M4	The products	Relatives		1			
M5	The products	Relatives		1		Website: registration account page	1
M6	The product	Relatives		1			
<b>TOTAL GROUP</b>			1	5	0		4
<b>PERCENTAGE GROUP</b>			17%	83%	0%		67%
O1	The products	Relatives Feedback rating email	1	1		Website: registration account page	1
O2	The products	Relatives		1			
O3	The product	Instagram Followers Relatives		1	1	Website: registration account page	1
O4	The products					Website: registration account page	1
O5	The products	Relatives		1			
O6	The products	Relative		1		Website: registration account page	1
<b>TOTAL GROUP</b>			1	5	1		4
<b>PERCENTAGE GROUP</b>			17%	83%	17%		67%
<b>TOTAL</b>			3	18	1		8
<b>PERCENTAGE</b>			15%	90%	5%		40%

## Appendix I. Analysis of verbatims for Level 4: Pain points

The following tables are the weighted analysis of the results from the encoded transcripts for the “Pain points” category at each stage of the consumer journey.

### I1. Awareness stage

RESPONDENTS	AWARENESS	NO PAIN POINTS
Y1	NO PAIN POINTS	1
Y2	NO PAIN POINTS	1
Y3	NO PAIN POINTS	1
Y4	NO PAIN POINTS	1
Y5	NO PAIN POINTS	1
Y6	NO PAIN POINTS	1
Y7	NO PAIN POINTS	1
Y8	NO PAIN POINTS	1
<b>TOTAL GROUP</b>		8
<b>PERCENTAGE GROUP</b>		100%
M1	NO PAIN POINTS	1
M2	NO PAIN POINTS	1
M3	NO PAIN POINTS	1
M4	NO PAIN POINTS	1
M5	NO PAIN POINTS	1
M6	NO PAIN POINTS	1
<b>TOTAL GROUP</b>		6
<b>PERCENTAGE GROUP</b>		100%
O1	NO PAIN POINTS	1
O2	NO PAIN POINTS	1
O3	NO PAIN POINTS	1
O4	NO PAIN POINTS	1
O5	NO PAIN POINTS	1
O6	NO PAIN POINTS	1
<b>TOTAL GROUP</b>		6
<b>PERCENTAGE GROUP</b>		100%
<b>TOTAL</b>		20
<b>PERCENTAGE</b>		100%

## I2. Consideration stage

RESPONDENTS	CONSIDERATION	Lack of pictures or video content	Lack of detailed info	Website UX dev problems	Questionable aesthetics Website Design	No efficient Online skin diagnosis	Deletion of the basket after 15min	Not qualitative Brand image	Too much marketing stimuli/ Cookies/ Notifications	NO PAIN POINTS
Y1	Lack of product pictures Lack of other info compared to the brand website UX development problems on the app Online skin diagnosis is not enough and can't replace a real analysis	1		1			1			
Y2	Online skin diagnosis is not enough and can't replace a real analysis						1			
Y3	Cookies banner (even if this is mandatory) Online skin diagnosis was not offered at the time Videos were not proposed on the website, only on Instagram	1								1
Y4	Bad UX dev : to many infomration, messy and flashy design Lack of product categorization Not clear communication of the reviews Not qualitative brand image: bad image quality No online skin diagnosis	1	1	1			1		1	
Y5	Cookies pop-up window (even if this is mandatory)									1
Y6	Online skin diagnosis is not enough and can't replace a real analysis, it's marketing						1			
Y7	No reviews directly on the app Lack of product pictures Deletion of the basket after 15min	1	1							1
Y8	Not enough videos content on the website	1								
<b>TOTAL GROUP</b>		5	2	2	0	5	1	1	2	0
<b>PERCENTAGE GROUP</b>		63%	25%	25%	0%	63%	13%	13%	25%	0%
M1	Too many marketing stimuli Lack of videos for product presentation little UX development problems Bad aesthetics	1		1	1					
M2	Too many marketing stimuli Lack of videos for product presentation Bad aesthetics Bad pictures quality	1			1			1	1	
M3	Maybe too minimalistic design Few photos Lack of colours	1			1					
M4	NO PAIN POINTS									1
M5	Too much stroytelling and not enough technical information Lack of emphasis on the website reviews Little UX development problems: slow loading time		1	1						
M6	Lack of information Deletion of the basket after 15min Too many apps notifications		1					1		1
<b>TOTAL GROUP</b>		3	2	2	3	0	1	1	2	1
<b>PERCENTAGE GROUP</b>		50%	33%	33%	50%	0%	17%	17%	33%	17%
O1	Too basic design Lack of pictures Deletion of the basket after 15min	1			1			1		
O2	Online skin diagnosis is not enough and can't replace a real analysis						1			
O3	NO PAIN POINTS									1
O4	Limited product choice									
O5	Little UX development problems on the website			1						
O6	Not enough photos on skin to figure out the teint on the skin	1								
<b>TOTAL GROUP</b>		2	0	1	1	1	1	1	0	1
<b>PERCENTAGE GROUP</b>		33%	0%	17%	17%	17%	17%	17%	0%	17%
<b>TOTAL</b>		10	4	5	4	6	3	2	4	2
<b>PERCENTAGE</b>		50%	20%	25%	20%	30%	15%	10%	20%	10%

### I3. Payment stage

RESPONDENTS	PAYMENT	NO PAIN POINTS	Have to create a new customer account to pay	No email confirmation	Too many emails confirmation
Y1	NO PAIN POINTS	1			
Y2	NO PAIN POINTS	1			
Y3	NO PAIN POINTS	1			
Y4	NO PAIN POINTS	1			
Y5	Had to create a new customer account on the brand website to pay Get some problems because of the email address used No email confirmation from the brand			1	1
Y6	NO PAIN POINTS	1			
Y7	NO PAIN POINTS				
Y8	Had to create a new customer account on the brand website to pay		1		
<b>TOTAL GROUP</b>		5	2	1	0
<b>PERCENTAGE GROUP</b>		63%	25%	13%	0%
M1	Too many emails confirmation				1
M2	NO PAIN POINTS	1			
M3	NO PAIN POINTS	1			
M4	NO PAIN POINTS	1			
M5	NO PAIN POINTS	1			
M6	NO PAIN POINTS	1			
<b>TOTAL GROUP</b>		5	0	0	1
<b>PERCENTAGE GROUP</b>		83%	0%	0%	17%
O1	NO PAIN POINTS	1			
O2	NO PAIN POINTS	1			
O3	NO PAIN POINTS	1			
O4	NO PAIN POINTS	1			
O5	NO PAIN POINTS	1			
O6	NO PAIN POINTS	1			
<b>TOTAL GROUP</b>		6	0	0	0
<b>PERCENTAGE GROUP</b>		100%	0%	0%	0%
<b>TOTAL</b>		16	2	1	1
<b>PERCENTAGE</b>		80%	10%	5%	5%

### I4. Delivery & reception stage

RESPONDENTS	DELIVERY & RECEPTION	NO PAIN POINTS	Damaged package	Package size not adapted	Expensive shipping fees	Long time delivery	Isolated problem
Y1	Damaged package		1				
Y2	Package size not adapted			1			
Y3	NO PAIN POINTS	1					
Y4	Expensive shipping fees				1		
Y5	No tracking system						1
Y6	NO PAIN POINTS	1					
Y7	Package size not adapted			1			
Y8	NO PAIN POINTS	1					
<b>TOTAL GROUP</b>		3	1	2	1	0	1
<b>PERCENTAGE GROUP</b>		38%	13%	25%	13%	0%	13%
M1	Not the samples I chose						1
M2	NO PAIN POINTS	1					
M3	NO PAIN POINTS	1					
M4	Too many email for the package tracking						
M5	Long delivery time					1	
M6	Expensive delivery fees No presentation effort Package size not adapted			1	1		1
<b>TOTAL GROUP</b>		2	0	1	1	1	2
<b>PERCENTAGE GROUP</b>		33%	0%	17%	17%	17%	33%
O1	Package size not adapted			1			
O2	NO PAIN POINTS	1					
O3	NO PAIN POINTS	1					
O4	Long time delivery					1	
O5	Very expensive delivery fees for England Package size not adapted			1	1		
O6	NO PAIN POINTS	1					
<b>TOTAL GROUP</b>		3	0	2	1	1	0
<b>PERCENTAGE GROUP</b>		50%	0%	33%	17%	17%	0%
<b>TOTAL</b>		8	1	5	3	2	3
<b>PERCENTAGE</b>		40%	5%	25%	15%	10%	15%



## I5. Customer service stage

RESPONDENTS	CUSTOMER SERVICE	NO PAIN POINTS	No return option available	Disapointing product
Y1	No return option available Disapointing smell		1	
Y2	No return option available (but difficult in this case)		1	
Y3	NO PAIN POINTS	1		
Y4	Some smells are disapointing			1
Y5	NO PAIN POINTS	1		
Y6	No return option available		1	
Y7	Disapointing colours and quality			1
Y8	No return option available		1	
<b>TOTAL GROUP</b>		2	4	2
<b>PERCENTAGE GROUP</b>		25%	50%	25%
M1	No return option available		1	
M2	NO PAIN POINTS	1		
M3	NO PAIN POINTS	1		
M4	NO PAIN POINTS	1		
M5	A disapointing product			1
M6	NO PAIN POINTS	1		
<b>TOTAL GROUP</b>		4	1	1
<b>PERCENTAGE GROUP</b>		67%	17%	17%
O1	NO PAIN POINTS	1		
O2	Disapointing effectiveness of the product			1
O3	NO PAIN POINTS	1		
O4	NO PAIN POINTS	1		
O5	NO PAIN POINTS	1		
O6	Disapointing colors and texture for one products			1
<b>TOTAL GROUP</b>		4	0	2
<b>PERCENTAGE GROUP</b>		67%	0%	33%
<b>TOTAL</b>		10	5	5
<b>PERCENTAGE</b>		50%	25%	25%

## I6. Recommendations & loyalty stage

RESPONDENTS	RECO & LOYALTY	NO PAIN POINTS	No email to rate the experience
Y1	No email to rate the experience		1
Y2	NO PAIN POINTS	1	
Y3	NO PAIN POINTS	1	
Y4	NO PAIN POINTS	1	
Y5	No email to rate the experience		1
Y6	No email to rate the experience		1
Y7	No email to rate the experience		1
Y8	No email to rate the experience		1
<b>TOTAL GROUP</b>		3	5
<b>PERCENTAGE GROUP</b>		38%	63%
M1	No email to rate the experience Too many marketing emails		1
M2	NO PAIN POINTS	1	
M3	NO PAIN POINTS	1	
M4	NO PAIN POINTS	1	
M5	No email to rate the experience		1
M6	No email to rate the experience		1
<b>TOTAL GROUP</b>		3	3
<b>PERCENTAGE GROUP</b>		50%	50%
O1	NO PAIN POINTS	1	
O2	NO PAIN POINTS	1	
O3	NO PAIN POINTS	1	
O4	No email to rate the experience		1
O5	No email to rate the experience		1
O6	NO PAIN POINTS	1	
<b>TOTAL GROUP</b>		4	2
<b>PERCENTAGE GROUP</b>		67%	33%
<b>TOTAL</b>		10	10
<b>PERCENTAGE</b>		50%	50%

## Appendix J. Analysis of verbatims for Level 5: Satisfying points

The following tables are the weighted analysis of the results from the encoded transcripts for the "Satisfying points" category at each stage of the consumer journey.

### J1. Awareness stage

RESPONDENTS	AWARENESS	Specific products that can't be find elsewhere	Lower price	Nice pictures and videos	Detailed content	Great brand reputation	Great brand image	Appealing ads	Isolated Opportunities
Y1	Specific products that can't be find elsewhere Lower price	1	1						
Y2	Good reviews Specific products that can't be find elsewhere	1					1		
Y3	Nice pictures and videos Detailed content Specific products that can't be find elsewhere	1		1	1				
Y4	Great brand reputation Specific products that can't be find elsewhere	1					1		
Y5	Great brand reputation Products choice Additional products offer						1		1
Y6	Great brand reputation Great brand image						1	1	
Y7	Great brand reputation Lower price		1				1		
Y8	Great brand reputation : strong values Qualitative and healthy brand image Nice and usefull content on social media and website Specific products that can't be find elsewhere	1		1	1	1	1		
<b>TOTAL GROUP</b>		5	2	2	2	6	2	0	1
<b>PERCENTAGE GROUP</b>		63%	25%	25%	25%	75%	25%	0%	13%
M1	Lower price Brand reputation of the products		1				1		
M2	Brand reputation of the product						1		
M3	Brand reputation of the products Specific products that can't be find elsewhere	1					1		
M4	Great brand reputation Great brand image Nice ads (colorful, natural and fresh) Local brand						1	1	1
M5	Great brand reputation Qualitative brand image Beautiful ads (zen, natural)						1	1	1
M6	Great brand reputation of the product Lower price		1				1		
<b>TOTAL GROUP</b>		1	2	0	0	6	2	2	1
<b>PERCENTAGE GROUP</b>		17%	33%	0%	0%	100%	33%	33%	17%
O1	Brand reputation of the products Lower price		1				1		
O2	Appealing ads Qualitative and natural brand image Specific products that can't be find elsewhere	1						1	1
O3	Appealing ads Qualitative brand image							1	1
O4	Appealing video ad Qualitative and natural/organic brand image Specific products that can't be find elsewhere	1						1	1
O5	Original and humoristic brand image Specific products that can't be find elsewhere	1						1	
O6	Appealing ads Great brand reputation Prestige brand image Nice visuals Possibility to personalize your perfume bottle Easy website navigation			1					1
<b>TOTAL GROUP</b>		3	1	1	0	2	5	4	1
<b>PERCENTAGE GROUP</b>		50%	17%	17%	0%	33%	83%	67%	17%
<b>TOTAL</b>		9	5	3	2	14	9	6	3
<b>PERCENTAGE</b>		45%	25%	15%	10%	70%	45%	30%	15%

## J2. Consideration stage

RESPONDENTS	CONSIDERATION	Qualitative and healthy brand image	Lower prices	Detailed information	Nice representation of the product (pictures/videos...)	Packaging appeal	Great UX website dev: easy to navigate on and well organized	Specific softwares: online skin diagnosis, make fitting software	Appealing reviews	Wide product selection	Playfull approach
Y1	Clear design Detailed composition paraprag Lower prices Qualitative and organic brand image	1	1	1				1			
Y2	Great UX dev : easy to navigate on the website Wide product selection Detailed composition paraprag Affordable price Nice representation of the product : nice pictures Qualitative and healthy brand image	1	1	1	1		1			1	
Y3	Great UX dev : easy to navigate on the website Accessible detailed information Nice representation of the product : nice pictures Appealing reviews Qualitative and healthy brand image	1		1		1	1		1		
Y4	Detailed info Playfull approach Photos from different angles Cheap prices		1	1		1	1				1
Y5	Consistency of the offer between the app and the brand Great UX dev : easy to navigate on the website, nice design Affordable price Wide product selection Nice representation of the product : nice pictures, different angle, zoom on skin Qualitative brand image Online colour fitting system	1	1			1	1	1		1	
Y6	Great UX dev : easy to navigate on the website, very clear and nice design Appealing reviews Qualitative and healthy brand image Detailed composition paraprag Nice representation of the product : nice pictures, nice lifestyle	1		1		1	1		1		
Y7	Great UX dev : easy to navigate on the website, very clear and appealing design Nice representation of the product					1	1				
Y8	Great UX dev : easy to navigate on the website, very clear and appealing design Accessible detailed information Nice representation of the product : nice pictures Appealing reviews Online skin diagnosis available Sustainabel packaging					1	1	1	1		1
<b>TOTAL GROUP</b>		5	4	6	7	0	8	2	3	2	1
<b>PERCENTAGE GROUP</b>		63%	50%	75%	88%	0%	100%	25%	38%	25%	13%
M1	Detailed product page Lower price Wide product selection Nice representation of the product Easy website navigation		1	1	1		1			1	
M2	Detailed product page Easy website navigation Wide product selection: different brands on the same website			1			1			1	
M3	Great UX dev : easy to navigate on the website, very clear and minimalistic design Very clean product presentation No unnecessary marketing Qualitative packaging	1				1	1				
M4	Great UX dev : easy to navigate on the website (intuitive), very clear and appealing design Qualitative and healthy brand image Online hair diagnosis Appealing reviews	1					1	1	1		
M5	Very clean , well organized and appealing website design Qualitative and healthy brand image Nice visuals (natural, zen) Very responsive customer service Appealing reviews	1				1	1		1		
M6	UX dev : easy to navigate on the app, clear design Playful style Several pictures					1	1				1
<b>TOTAL GROUP</b>		3	1	2	4	0	6	1	2	2	1
<b>PERCENTAGE GROUP</b>		50%	17%	33%	67%	0%	100%	17%	33%	33%	17%
O1	Great website organization						1				
O2	Very clean , well organized and appealing website design Very qualitative pictures Minimalistic packaging Online skin diagnosis				1	1	1	1			
O3	Very clean , well organized and appealing website design Very qualitative pictures				1		1				
O4	Very clean , well organized and simple website design Very qualitative pictures Minimalistic packaging				1	1	1				
O5	Playful and magic brand identity										1
O6	Personalization exclusive services Online make-up try-on software Online perfume "combinator" Qualitative brand image Wide product selection	1						1		1	
<b>TOTAL GROUP</b>		1	0	0	3	2	4	2	0	1	1
<b>PERCENTAGE GROUP</b>		17%	0%	0%	50%	33%	67%	33%	0%	17%	17%
<b>TOTAL</b>		9	5	8	14	2	18	5	5	5	3
<b>PERCENTAGE</b>		45%	25%	40%	70%	10%	90%	25%	25%	25%	15%

### J3. Payment stage

RESPONDENTS	PAYMENT	Fast Payment	Secured Payment	Both : secured and fast
Y1	Fast payment	1		
Y2	Secured payment		1	
Y3	Secured payment		1	
Y4	Secured payment		1	
Y5	Secured payment		1	
Y6	Secured payment		1	
Y7	Fast payment	1		
Y8	Secured payment		1	
<b>TOTAL GROUP</b>		2	6	0
<b>PERCENTAGE GROUP</b>		25%	75%	0%
M1	Secured payment		1	
M2	Secured and fast payment			1
M3	Very fast and secured payment			1
M4	Secured payment		1	
M5	Secured and fast payment			1
M6	Secured payment		1	
<b>TOTAL GROUP</b>		0	3	3
<b>PERCENTAGE GROUP</b>		0%	50%	50%
O1	Very fast and secured payment			1
O2	Very fast and secured payment			1
O3	Very fast and secured payment			1
O4	Secured payment		1	
O5	Very fast payment	1		
O6	Fast and secured payment			1
<b>TOTAL GROUP</b>		1	1	4
<b>PERCENTAGE GROUP</b>		17%	17%	67%
<b>TOTAL</b>		3	10	7
<b>PERCENTAGE</b>		15%	50%	35%

## J4. Delivery & reception stage

RESPONDENTS	DELIVERY	RECEPTION	Fast delivery	Efficient package tracking system	No shipping fees	Package size adapted	Product well protected	Package made of recyclable material	In line with the apps and brand values	Nice product presentation and packaging	Samples	Card/Leaflet
J1	Quick delivery	Package size adapted Product well protected Package made of recyclable material In line with the apps and brand values	1				1	1	1			
J2	Quick and easy delivery Efficient package tracking system	Product well protected Descriptive liftlet Package made of recyclable material	1	1			1	1				1
J3	Quick and easy delivery Free shipping Efficient package tracking system	Package size adapted Product well protected Little thank-you card Nice product presentation and packaging Package made of recyclable material	1	1	1	1	1	1			1	1
J4	Quick and simple delivery Efficient package tracking system	Package size adapted Product well protected Descriptive booklet Nice product presentation and packaging Package made of recyclable material	1	1		1	1	1		1		1
J5	Quick delivery No shipping fees	Package size adapted Product well protected Nice product presentation and packaging Small card Correct samples	1		1	1	1			1	1	1
J6	Quick and simple delivery Efficient package tracking system	Package size adapted Product well protected Nice product presentation and packaging In line with the apps and brand values Qualitative image	1	1		1	1		1	1		
J7	Quick and simple delivery Efficient package tracking system	Product well protected	1	1			1					
J8	Fast and simple delivery Efficient package tracking system No shipping fees	Package size adapted Product well protected Nice product presentation and packaging In line with the apps and brand values Qualitative image Little cards	1	1			1					1
<b>TOTAL GROUP</b>			8	6	3	6	8	4	3	5	1	5
<b>PERCENTAGE GROUP</b>			100%	75%	38%	75%	100%	50%	38%	63%	13%	63%
M1	Fast delivery Efficient package tracking system	Product well protected Nice product presentation and packaging Sample	1	1			1			1	1	
M2	Fast & convenient delivery No shipping fees	Light and little package (a bag) Friendly saleswoman Samples	1	1	1	1					1	
M3	Easy/simple delivery Efficient package tracking system	Product well protected Nice product presentation and packaging Little leaflet but no ads Sustainable packaging	1	1			1	1		1		1
M4	Easy/simple delivery Efficient package tracking system	Product well protected Nice product presentation and packaging Little card Sustainable packaging	1	1			1	1		1		1
M5	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Nice product presentation and packaging Coloured tissue paper Free gifts once in a while	1	1	1		1			1	1	
M6	Easy/simple delivery Efficient package tracking system	Product well protected	1	1			1					
<b>TOTAL GROUP</b>			6	6	2	1	5	2	0	4	3	2
<b>PERCENTAGE GROUP</b>			100%	100%	33%	17%	83%	33%	0%	67%	50%	33%
O1	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Nice presentation with tissue paper	1	1	1		1			1		
O2	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Nice presentation with tissue paper Package size adapted Sustainable packaging: in line with the apps and brand values	1	1	1	1	1	1	1	1		
O3	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Very nice packaging Illustrated box Little leaflets	1	1	1		1			1		1
O4	Regularly informed of the product progress	Product well protected Nice presentation with tissue paper Package size adapted Sustainable packaging: in line with the apps and brand values			1		1	1	1	1		
O5	Efficient package tracking system	Product well protected Nice presentation Little card and samples					1			1		1
O6	Easy/simple delivery No shipping fees Efficient package tracking system	Product well protected Nice presentation with silk scented paper Little cards Samples	1	1	1		1			1	1	1
<b>TOTAL GROUP</b>			4	6	4	2	6	2	2	6	1	3
<b>PERCENTAGE GROUP</b>			67%	100%	67%	33%	100%	33%	33%	100%	17%	50%
<b>TOTAL</b>			18	18	9	9	19	8	5	15	5	10
<b>PERCENTAGE</b>			90%	90%	45%	45%	95%	40%	25%	75%	25%	50%

## J5. Customer service stage

RESPONDENTS	CUSTOMER SERVICE	No opportunities	Qualitative and efficient products
Y1	Qualitative and effective products		1
Y2	Qualitative and effective products		1
Y3	Qualitative and effective products		1
Y4		1	
Y5	Qualitative and beautiful products		1
Y6	Qualitative and effective products		1
Y7		1	
Y8	Qualitative and effective products		1
<b>TOTAL GROUP</b>		2	6
<b>PERCENTAGE GROUP</b>		25%	75%
M1	Qualitative and effective products		1
M2	Qualitative and effective products		1
M3	Qualitative and effective products		1
M4	Qualitative and effective products		1
M5	Some products were great		1
M6	Qualitative and effective product		1
<b>TOTAL GROUP</b>		0	6
<b>PERCENTAGE GROUP</b>		0%	100%
O1	Qualitative products		1
O2		1	
O3	Qualitative products		1
O4	Qualitative and effective products Nice smells		1
O5		1	
O6		1	
<b>TOTAL GROUP</b>		3	3
<b>PERCENTAGE GROUP</b>		50%	50%
<b>TOTAL</b>		5	15
<b>PERCENTAGE</b>		25%	75%

## Appendix K. Customer's Journey Map in tables

The following tables show the results of the weighted analyses for each group and according to each phase/stage of the customer journey when buying cosmetics online. The results are the one summarized and presented on the customer journey maps.

### K1. Customer Journey Map of Group Y

PHASES STAGES	PRE-PURCHASE			PURCHASE		POST-PURCHASE	
	AWARENESS	CONSIDERATION	DECISION & ACQUISITION	DELIVERY & RECEPTION	CUSTOMER SERVICE	RECOMMENDATIONS & LOYALTY	
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Curious (62.5%), Happy (50%), Excited (37.5%) Positive (100%)	A - Confident (37.5%), Careful (25%), Demanding (25%), Curious (15%) Positive (50%)Mixed feeling (25%)	A - Reassured (62.5%), Confident (25%) Normal state (75%)	DELIVERY: A & C - Careful (37.5%), Annoyed (37.5%) Mixed feelings (62.5%) RECEPTION: A - Happy (75%), Flattered (62.5%), Relieved (50%) Positive (87.5%)	A - Satisfied (87.5%), Happy (37.5%) Positive (75%)	A - Satisfied (100%) Positive (100%) / Normal (50%)	
<b>LEVEL 2: ACTIONS</b>	1. Went on social media and saw on ad on it (63%) and/or Heard of the brand from a relatives (63%) and tested the product before (38%) 2. Go on the brand website (50%) or go on a Private sales app (38%) 3. Go through the offers (38%) 4. Click on the offer (38%)	Go through product portfolio Read the product page/description (75%) Pay attention to composition (75%), price (63%) and product origin (63%) Read reviews, comments, rating (75%)	Put the products into the basket Pay directly (63%) on the payment interface by credit card (100%) Receive a notification from the bank and validate the purchase into the bank's application (75%) Wait for the confirmation email and receipt (100%) Receive the confirmation email and receipt (88%)	Fill the delivery info Look for the cheaper and convenient option (50%) but mostly the cheaper option usually Choose the standard home delivery (88%) Pay for delivery fees (50%) / Did not pay for delivery fees (50%) Received an email to tell me about the delivery day and time Get the product in my mail box (50%) Open the package	Look at the products Open them to see, feel and smell (75%) Use them the same day of the reception (75%)	Discuss with relatives about the products (100%) Will buy another product from the same brand later in the future (88%) > Only 25% say to be willing to complete the customer feedback form if it's not too long	
<b>LEVEL 3: TOUCHPOINTS</b>	Social Media Relatives Brand website Private sales app	Brand website Google Private sales app Blog	Basket Classic payment interface Bank mobile app Email confirmation and receipt	Home delivery (87.5%) Pick-up delivery (12.5%) Package with particular gesture from the brand (62.5%) Classic package (37.5%)	No use of the after-sales service	Feedback rating email (13%) Relatives (100%)	
<b>LEVEL 4: PAIN POINTS</b>	No apparent pain points	Lack of product pictures, videos, or visual content (63%) Not efficient Online skin diagnosis (63%) Lack of detailed info (25%) Website UX dev problem (25%) Too much marketing stimuli (25%)	Almost no pain points (37% de pain points)	Package size not adapted (25%) Damaged package (13%) Expensive shipping fees (13%) Isolated problem: no tracking system (13%)	No return option available (50%) Disappointing product (25%)	No email to rate the customer experience (63%)	
<b>LEVEL 5: SATISFYING POINTS</b>	Great brand reputation (70%) Specific products that can't be find elsewhere (63%) Lower price (25%) Nice pictures and videos (25%) Detailed content (25%) Qualitative brand image (25%)	Great UX website dev: easy to navigate on and well organized (100%) Nice representation of the product: pictures, videos etc. (88%) Detailed information (75%) Qualitative and healthy brand image (63%) Lower prices (50%) Appealing reviews (38%)	Secured payment (75%) via a bank application	Fast delivery (100%) Efficient package tracking system (75%) No shipping fees (38%) Product well protected (100%) Package size adapted to the product (75%) Nice product presentation (63%) Card/L.leaflet (63%)	Qualitative and efficient products (75%)	Opportunity for a loyalty program (50%)	

### K12. Customer Journey Map of Group M

PHASES STAGES	PRE-PURCHASE			PURCHASE		POST-PURCHASE	
	AWARENESS	CONSIDERATION	DECISION & ACQUISITION	DELIVERY & RECEPTION	CUSTOMER SERVICE	RECOMMENDATIONS & LOYALTY	
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Curious (83.3%), Excited (33.3%), Motivated (33.3%) Positive (66.7%)	C - Critical comments (66.7%) A - Confident (83.3%), Annoyed (50%) Mixed feelings (66.7%) > Affective answer 100% of the time, but 66.7% of cognitive answer too	A - Reassured (83.3%) Positive (66.7%)	DELIVERY: A - Confident (66.7%), Satisfied (50%) Normal (66.7%) RECEPTION: A - Satisfied (100%), Happy (50%) Positive (66.7%)	A - Satisfied (100%) Positive (66.7%) > 33% disappointed	A - Satisfied (100%), Disappointed (50%), Loyal (50%) Positive (83%)Mixed feelings (50%)	
<b>LEVEL 2: ACTIONS</b>	1. Went on social media and saw on ad on it (50%) and/or Heard of the brand from a relatives (50%), or face a specific situation (50%) 2. Search on the internet (33) 3. Go on the brand website (33%) or go on a retailer's website (33%) 4. Click on the offer (33%)	Go through the product portfolio Read the product page and description Pay attention to the composition (50%), the usability and added values (50%) Read reviews (67%) Go back and forth between different websites to compare the info Can do the online skin diagnosis or virtual fitting software for make up (67%)	Put the products into the basket Pay directly (83%) on the payment interface by credit card (67%) Receive a notification from the bank and validate the purchase into the bank's application (83%) Wait for the confirmation email and receipt (100%) Receive the confirmation email and receipt (100%)	Fill the delivery info Look for the cheaper and convenient option (83%) but mostly the most convenient Choose the standard home delivery (67%) Pay for delivery fees (67%) Received an email to tell me about the delivery day and time Get the product in my mail box (50%) Open the package	Look at the products Open them to try them directly (67%) Use them directly	Discuss with relatives about the products (83%) Will buy another product from the same brand later in the future (67%) Register to the loyalty program (50%) > Only 33% say to be willing to complete the customer feedback form if it's not too long	
<b>LEVEL 3: TOUCHPOINTS</b>	Social Media Relatives Retailer website Google	Brand website Google Other websites for reviews and labels	Basket Classic payment interface Bank mobile app Email confirmation and receipt	Home delivery (67%) Pick-up delivery (33%) Package with particular gesture from the brand (50%) Classic package (50%)	No use of the after-sales service	Feedback rating email (17%) Relatives (83%) Loyalty program registration (67%)	
<b>LEVEL 4: PAIN POINTS</b>	No apparent pain points	Lack of product pictures, videos, or visual content (50%) Lack of detailed info (33%) Website UX dev problem (33%) Questionable aesthetics Website design (33%)	Almost no pain points (27% de pain points)	Isolated problem linked to the package presentation (33%) Package size not adapted (17%) Expensive shipping fees (17%) Long timing for the delivery (17%)	No return option available (17%) Disappointing product (17%)	No email to rate the customer experience (50%)	
<b>LEVEL 5: SATISFYING POINTS</b>	Great brand reputation (100%) Lower price (33%) Qualitative brand image (33%) Appealing ads (33%)	Great UX website dev: easy to navigate on and well organized (100%) Nice representation of the product: pictures, videos etc. (67%) Qualitative and healthy brand image (50%) Detailed information (33%) Appealing reviews (33%) Wide product selection (33%)	Secured payment (50%) via a bank application Secured and fast payment (50%) via bank application > the appreciation of the speed of payment is very personal	Fast delivery (100%) Efficient package tracking system (100%) No shipping fees (33%) Product well protected (83%) Nice product presentation (67%) Samples (50%)	Qualitative and efficient products (100%)	Opportunity for a loyalty program (33%)	

### K3. Customer Journey Map of Group O

PHASES	PRE-PURCHASE		PURCHASE		POST-PURCHASE	
STAGES	AWARENESS	CONSIDERATION	DECISION & ACQUISITION	DELIVERY & RECEPTION	CUSTOMER SERVICE	RECOMMENDATIONS & LOYALTY
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Curious (50%) Positive (83,3%)	A - Satisfied (66,7%), Confident (33,3%) Positive (66,7%)	A - Reassured (100%), Satisfied (83,3%) Positive (83,3%)	DELIVERY: No particular emotions (66,7%), slightly relieved (33,3%) Normal (66,7%) > Affect 33% only RECEPTION: A - Satisfied (66,7%), Happy (50%) Positive/Mixed feelings (50/50)	A - Satisfied (100%) Positive (66,7%)	A - Satisfied (100%), Loyal (50%), No particular emotions (83,3%) (for the recommendation part especially) Positive (100%) / Normal (83%)
<b>LEVEL 2: ACTIONS</b>	1. Went on social media and saw on ad on it (67%), and/or knew the brand before (33%) 2. Click on the ad (33%) and is redirected to the brand website or go directly to the brand website (67%)	Go through the product portfolio (100%) Read the product page and description (100%) Pay attention to the packaging, the aesthetics (50%) Read reviews (67%)	Put the products into the basket Pay directly (67%) on the payment interface by credit card (67%) Receive a notification from the bank and validate the purchase into the bank's application (50%) Wait for the confirmation email and receipt (100%) Receive the confirmation email and receipt (100%)	Fill the delivery info Look for the cheaper and convenient option (83%) but mostly the most convenient Choose the standard home delivery (67%) Do not pay for delivery fees (67%) Received an email to tell me about the delivery day and time Get the product from the postman (67%) Open the package	Look at the products Open them to smell them (83%) Use them when needed (83%)	Discuss with relatives about the products (50%) Offers some products to family members (50%) Will buy another product from the same brand later in the future (100%) Register to the loyalty program (50%) > Only 17% say to be willing to complete the customer feedback form if it's not too long
<b>LEVEL 3: TOUCHPOINTS</b>	Social Media Relatives Brand website	Brand website Other website for reviews and labels	Basket Classic payment interface Bank mobile app Email confirmation and receipt	Home delivery (67%) Pick-up delivery (33%) Package with particular gesture from the brand (67%) Classic package (33%)	No use of the after-sales service	Feedback rating email (17%) Relatives (83%) Loyalty program registration (67%)
<b>LEVEL 4: PAIN POINTS</b>	No apparent pain points	Lack of product pictures, videos, or visual content (33%)	No apparent pain points	Package size not adapted (33%) Expensive shipping fees (17%) Long timing for the delivery (17%)	Disappointing product (33%)	No email to rate the customer experience (33%)
<b>LEVEL 5: SATISFYING POINTS</b>	Qualitative brand image (83%) Appealing ads (67%) Specific products that can't be found elsewhere (50%) Great brand reputation (33%)	Great UX website dev: easy to navigate on and well organized (67%) Nice representation of the product: pictures, videos etc. (50%) Packaging appeal (33%) Specific software: online skin diagnosis, make fitting software (33%)	Secured and fast payment (67%) Secured payment (17%) > the appreciation of the speed of payment is very personal	Fast delivery (67%) Efficient package tracking system (100%) No shipping fees (67%) Product well protected (100%) Nice product presentation (100%) Card/Leaflet (50%)	Qualitative and efficient products (50%)	Opportunity for a loyalty program (33%)

### K4. Customer Journey Map of the whole sample

This table combines the results of the weighted analysis for the overall sample.

PHASES	PRE-PURCHASE		PURCHASE		POST-PURCHASE	
STAGES	AWARENESS	CONSIDERATION	DECISION & ACQUISITION	DELIVERY & RECEPTION	CUSTOMER SERVICE	RECOMMENDATIONS & LOYALTY
<b>LEVEL 1: EMOTIONAL STATE</b>	A - Curious (65%), Motivated (20%), Happy (52%), Excited (25%) Positive (85%) > Affective answer 95% of the time	C - Critical comments (35%) A - Confident (50%), Satisfied (25%), Curious (25%) Positive (45%) / Mixed feelings (35%) > Affective answer 95% of the time, but 35% of cognitive answer too	A - Reassured 80% (here, it means that they are careful/anxious at the beginning and then are reassured), Satisfied (35%) Positive (50%) / Normal (30%)	DELIVERY: A (65%) - Confident (35%), Satisfied (25%), Annoyed (25%) Normal (45%) > Affect 65% RECEPTION: A - Happy (60%), Satisfied (55%), Flattered (30%) Positive (70%) > Zero cognitive here	A - Satisfied (95%), Happy (25%), Disappointed (25%) Positive (70%) / Mixed feelings (30%)	A - Satisfied (100%), No particular emotions (35%), Loyal (30%), Happy (30%) Positive (95%) / Normal state (55%)
<b>LEVEL 2: ACTIONS</b>	1. Went on social media and saw on ad on it (60%), and/or Heard of the brand from a relatives (45%) 2. Go on the brand website (50%)	Go through the product portfolio (70%) Read the product page and description (90%) Pay attention to composition (55%), price (45%) Read reviews (70%)	Put the products into the basket Pay directly (70%) on the payment interface by credit card (70%) Receive a notification from the bank and validate the purchase into the bank's application (70%) Wait for the confirmation email and receipt (100%) Receive the confirmation email and receipt (100%)	Fill the delivery info Look for the cheaper and convenient option (70%) Choose the standard home delivery (75%) Pay for delivery fees (50%) / Did not pay for delivery fees (50%) Received an email to tell me about the delivery day and time Get the product from the postman (40%) or in the mail box (35%) Open the package	Look at the products Open them to smell them (40%) Use them immediately or the same day of the reception (65%) > It is clear that here the smell is the element that is most missing when buying online, and in addition, we can add 35% that say opening them to smell, feel the texture, and see the colours	Discuss with relatives about the products (80%) Will buy another product from the same brand later in the future (85%) > Only 25% say to be willing to complete the customer feedback form if it's not too long > Only 30% say to be willing to register to the loyalty program
<b>LEVEL 3: TOUCHPOINTS</b>	Social Media Relatives Brand website	Brand website Other website for reviews and labels	Basket Classic payment interface Bank mobile app Email confirmation and receipt	Home delivery (75%) Pick-up delivery (25%) Package with particular gesture from the brand (60%) Classic package (40%)	No use of the after-sales service	Feedback rating email (15%) Relatives (90%) Loyalty program registration (40%)
<b>LEVEL 4: PAIN POINTS</b>	No apparent pain points	Lack of product pictures, videos, or visual content (50%) Not efficient Online skin diagnosis (30%) Website UX dev problem (25%) Lack of detailed info (20%) Questionable aesthetics website design (20%) > The percentage of pain points is 50% in this phase	Almost no pain points (20% de pain points): Have to create a new customer account No email confirmation or too many	Package size not adapted (25%) Expensive shipping fees (15%) Isolated problems (15%) Long time delivery (10%) > the percentage of pain points is 60% in this phase	No return option available (25%) Disappointing product (25%) > the percentage of pain points is 50% in this phase	No email to rate the customer experience (50%) > the percentage of pain points is 50% in this phase
<b>LEVEL 5: SATISFYING POINTS</b>	Great brand reputation (70%) Qualitative brand image (45%) Appealing ads (30%) Specific products that can't be found elsewhere (45%)	Great UX website dev: easy to navigate on and well organized (90%) Nice representation of the product: pictures, videos etc. (70%) Qualitative and healthy brand image (45%) Detailed information (40%)	Secured payment (50%) via bank application Secured and fast payment (67%) > the appreciation of the speed of payment is very personal > majority of secured payment proposed on the website now	Fast delivery (90%) Efficient package tracking system (100%) No shipping fees (45%) Product well protected (100%) Nice product presentation (75%) Card/Leaflet (50%) Package size adapted to the product (45%) > only 25% received samples !	Qualitative and efficient products (75%)	Opportunity for a loyalty program (40%)



## Appendix L. Analysis of the additional notes

The following tables are the weighted analysis of some affirmation from the encoded transcripts (sentences highlighted in purple in the transcripts).

RESPONDENTS	High delivery costs can have a big impact on my decision to buy online	The fact that there is no return option for cosmetic products does not seem to shock consumers, but many seem interested in a micro dose system to avoid the inconvenience due to the fact that it is not possible to try and smell the product when buying online (especially if the product is expensive).	Loyalty programs are not always successful because they are synonymous with tons of advertising mails/newsletters and they push you to consume always more and more, consumers also prefer to remain free to change of brands	Loyalty programs are interesting and useful	Skin care diagnosis does not seem particularly impactful, they are not developed enough and at the end, it is always about buying more products	Skin care diagnosis is useful just for interest, to be advised or have new products suggestions	Try-on software for make-up are not precise enough to show a result close to the reality	The more the product is expensive, the more consumers need detailed information
Y1	1	1	1	1	1	1		
Y2								
Y3	1			1	1	1	1	
Y4		1		1	1	1		
Y5	1		1			1	1	
Y6	1		1					
Y7	1		1			1		
Y8		1	1	1	1	1		
<b>TOTAL GROUP</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	
<b>PERCENTAGE GROUP</b>	<b>62,5%</b>	<b>50,0%</b>	<b>62,5%</b>	<b>37,5%</b>	<b>37,5%</b>	<b>25,0%</b>	<b>25,0%</b>	
M1	1	1		1			1	
M2	1	1		1			1	
M3				1			1	
M4	1	1						
M5	1			1		1		
M6		1	1					
<b>TOTAL GROUP</b>	<b>4</b>	<b>4</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>3</b>	
<b>PERCENTAGE GROUP</b>	<b>66,7%</b>	<b>66,7%</b>	<b>16,7%</b>	<b>66,7%</b>	<b>0,0%</b>	<b>16,7%</b>	<b>50,0%</b>	
O1	1	1		1			1	
O2			1					
O3	1		1					
O4	1							
O5	1	1		1			1	
O6	1	1				1		
<b>TOTAL GROUP</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>0</b>	
<b>PERCENTAGE GROUP</b>	<b>83,3%</b>	<b>50,0%</b>	<b>33,3%</b>	<b>33,3%</b>	<b>33,3%</b>	<b>16,7%</b>	<b>0,0%</b>	
<b>TOTAL</b>	<b>14</b>	<b>11</b>	<b>8</b>	<b>9</b>	<b>5</b>	<b>5</b>	<b>4</b>	
<b>PERCENTAGE</b>	<b>70%</b>	<b>55%</b>	<b>40%</b>	<b>45%</b>	<b>25%</b>	<b>25%</b>	<b>20%</b>	

RESPONDENTS	Experience rating emails are not welcome as they are often too long to answer.	The quantity and the quality of visual content is key (video especially are not enough posted on product page).	Familiar with Pay Pal or similar service.	Not receiving the confirmation email is causing stress to the customer.	Relay point are not practical for me, I prefer home delivery.	Samples or little gift cards play a role in my opinion toward the brand and make me want to buy more.	Sample does not change anything.	Are influenced by social networks in their interest in a brand but always check several sources as they are suspicious that it is coming from social networks.
Y1	1	1	1	1	1	1	1	1
Y2	1	1	1	1	1	1	1	1
Y3	1	1	1	1	1	1	1	1
Y4	1	1	1	1	1	1	1	1
Y5	1	1	1	1	1	1	1	1
Y6	1	1	1	1	1	1	1	1
Y7	1	1	1	1	1	1	1	1
Y8	1	1	1	1	1	1	1	1
<b>TOTAL GROUP</b>	6	4	1	7	4	4	4	2
<b>PERCENTAGE GROUP</b>	75,0%	50,0%	12,5%	87,5%	50,0%	50,0%	50,0%	25,0%
M1	1	1	1	1	1	1	1	1
M2	1	1	1	1	1	1	1	1
M3	1	1	1	1	1	1	1	1
M4	1	1	1	1	1	1	1	1
M5	1	1	1	1	1	1	1	1
M6	1	1	1	1	1	1	1	1
<b>TOTAL GROUP</b>	4	2	3	4	3	0	0	0
<b>PERCENTAGE GROUP</b>	66,7%	33,3%	50,0%	66,7%	50,0%	0,0%	0,0%	0,0%
O1	1	1	1	1	1	1	1	1
O2	1	1	1	1	1	1	1	1
O3	1	1	1	1	1	1	1	1
O4	1	1	1	1	1	1	1	1
O5	1	1	1	1	1	1	1	1
O6	1	1	1	1	1	1	1	1
<b>TOTAL GROUP</b>	4	3	2	3	2	4	2	0
<b>PERCENTAGE GROUP</b>	66,7%	50,0%	33,3%	50,0%	33,3%	66,7%	33,3%	0,0%
<b>TOTAL</b>	14	9	6	14	9	8	6	2
<b>PERCENTAGE</b>	70%	45%	30%	70%	45%	40%	30%	10%