

# Could Philips get into the personal care routine of young men?

Strategy to bring meaningful shaving solutions to young men

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# Preface

The report describes my graduation project to complete my master in Strategic Product Design, which gives an end to my studies in Industrial Design Engineering.

I started my studies in Industrial Design Engineering in Mondragon Unibertsitatea (Arrasate, Spain), where I learned the relevance of starting the product development process by understanding the user. Then I moved to Delft to do my masters in Strategic Product Design, which opened up my scope of looking at product design by considering the role of the organization, marketing, branding and design research among others to design meaningful solutions to consumers. Finally, I gave an end to my studies performing my graduation project in Philips Consumer Lifestyle (Drachten, The Netherlands) where being part of an organization I took advantage of the opportunity to collaborate with other disciplines to get inspired and inspire them as well.

From the start of my studies in Industrial Design Engineering I was enthusiastic and passionate to design products that could improve people's lives. This report explains my journey on getting to know the first time shaving experience of young men and the current personal care routines, in order to provide guidance to Philip on how to design meaningful solutions that will make a difference to starting to shavers.

Alazne Alberdi Alvaro  
Delft, September 10 2010

## Executive summary

The current electric shaving market is stagnating in many regions of the world; and the blade market share is growing faster than the electric shaving market share. Philips is looking for new business opportunities to grow market share in the shaving market. A growth business opportunity that consists on targeting young men that are about to start shaving with an electric shaving solution has been identified. By targeting youth when they are about to start shaving, Philips could increase the possibility of men to start shaving with the brand's electric shavers. As a result, young men could stay loyal to the shaving method (and the brand) when buying shaving products in the future, ensuring market share growth of electric shaving appliances not only among young men but also among older men in the long term, as 45% of men stick to the shaving method they start shaving with either blade or electric shaving.

The project started by defining the risks which the new business opportunity might mean to Philips, pinpointing the current focus of Philips electric shavers on bringing shaving performance to men above 25 years old, the limited knowledge of the company on young men's needs when starting to shave, young men's shaving competitive product environment, and emerging trends that encourage men to keep up a stubble or styled beard. This encouraged the definition of an exploratory research to better understand trends on young men's personal care market, needs and motivations of young men when starting to shave and the analysis of potential product competitors. In addition, Philips Shaving and Grooming business was analyzed by focusing on the current product portfolio and product market introduction strategies.

The conclusions of the sections exploratory research and Philips Shaving and Grooming business analysis defined the facts that gave the foundation to identify opportunities and threats, to define whether Philips should go forward or not with the new business opportunity of targeting young men (budget restrictions and calculations were not considered in the scope of the project when making the decision). The analysis of the opportunities and threats revealed the following reasons why Philips should go forward with the business opportunity: young men's shaving needs and motivations were identified to which current shaving products in the market do not give a solution; next, opportunities to improve the value proposition for shaving appliances was identified, which could help to define new shaving solutions for starting to shavers that could bring new customers to Philips Shaving and Grooming every year, since the starting to shave market of young men is a yearly new market. In the contrary, the most relevant reasons why not to go further targeting young men were based on the current innovation process of Philips Shaving & Grooming, which is still in the transition of being a user centered company (which does not ensure the ability of the company to deliver on specific needs of young men); furthermore, competing brands showed to have strong communication campaigns that target young men with styling products, whereas Philips market introduction strategies focus on retail shops instead of in end consumers. In addition, young men showed no interest in spending money on shaving appliances, unless shaving would bring more relevance and advantages to their personal care routine.

If the product innovation process Philips currently follows was changed to one that focuses on defining products that deliver on the previously identified specific needs of young men, and also defining a brand that promises to bring a solution to young men's needs and motivations to shave, Philips could define a differential advantage between the rest of the competing products that focus on targeting young men either with styling products (which is not an identified need of starting to shavers), sending razor blades to starting to shavers (razor blades do not deliver on the wish of young men of not getting nicks and cuts when starting to shave) and with low end products (which just focus on cutting the hair of and therefore do not bring an additional value to the personal care routine of young men). **Therefore, I advice Philips to go forward with the new business opportunity by switching the innovation program into a more user and brand driven process, in order to bring meaningful shaving solutions to young men; by developing solutions that deliver on the specific needs of starting to shavers and bring value to the personal care routine of young men.**

The following four steps were followed (based on brand driven innovation process) to define the strategy Philips should follow to bring meaningful solutions to young men. The learnings on the insights of the exploratory research and the analysis of Philips Shaving & Grooming, resulted in guidelines to be considered in the definition of the strategy. **First, a brand that is meaningful for both young men and Philips** was defined, by starting from young men's shaving needs and personal care motivations to define the brand that will guide the company through the innovation process. **Second, a brand push strategy was defined** with specific guidelines that intend to guide the innovation process: three guidelines that came from the analysis of the future personal care market of young men defined the relationship between the brand and the young men, the analysis of the competitive product environment resulted on the definition of the positioning of the brand in the market and, the users needs and motivations analysis defined three different personas that intend to guide Philips when developing shaving solutions (the three personas will help Philips to focus on designing solutions on the aspects of the brand promise that matter the most to each of the different personas). **Third, design guidelines that intend to turn the brand promise into tangible experiences of the young men** were defined: the brand name, logo, guidelines to define the navigation on the website, etc. **And last, different touch points (interaction between the young men and Philips)** were designed which intend to visualize the proposed different interactions between young men and the brand, such as the product, the packaging and a facebook application among others.



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# Table of contents

Preface	3
Executive summary	4
Acknowledgement	7
Table of contents	8
Brief	11
Exploratory research	15
Introduction	16
Trends in personal care of young men	17
Introduction	18
Driving forces	19
Four scenarios	20
Design guidelines	26
References	27
Young men's needs & motivations to shave	29
Introduction	30
Contextmapping	31
Insights on young men	37
Personas	46
References	50
Competitive environment	51
Introduction	52
Definition of potential competing products	53
Learnings of the analysis of competitive brand strategies	57
Opportunities and threats to enter the market	60
Guidelines to overcome teh competition	61
References	62
Conclusions	63



Philips Shaving and Grooming	65
Introduction	66
Philips	67
Shaving and Grooming	67
Strengths and weaknesses	69
Strategic guidelines	70
References	71
Project GO/ no GO strategy definition	73
Introduction	74
GO/no GO strategy definition	75
Brand driven innovation	79
References	81
Strategy	83
Introduction	84
Human centered brand	86
Innovation strategy	89
Design strategy	90
Touch point orchestration	91
Conclusions	95
Implications and recommendations	97
Appendix	99
Appendix 1	101
Appendix 2	118
Appendix 3	150
Appendix 4	160
Appendix 5	161



Brief

In this section the **problem** that encouraged the initiation of the project is presented; next to the **brief** that describes the desired result, and the **solution analysis** where risks and benefits that the project supposes to Philips Shaving and Grooming are defined. And last, the **approach** pursued throughout the development of the project is visualized.

## Problem description

The **current electric shaving market is stagnating in many regions of the world**<sup>1</sup>. And, the blade market share is growing faster than the electric shaving market share. Philips has a long experience in developing electric shavers. The company has been manufacturing shavers for 60 years now, and Philips is global market leader in the dry shaving market. Therefore, Philips is looking for **new business opportunities to grow market share in the electric shaving market**.

**Philips has identified a growth business opportunity that consists on targeting young men that are about to start shaving with an electric shaving solution (see figure 1)**. The project is owned by the Philips Shaving and Grooming business, within the Personal Care value space.

-75% of Philips shaver's customers (in the USA, next to China the most important market for Philips) are older than 50 years<sup>2</sup>. And the use of electric shavers is higher among adults than among young men<sup>3</sup>.

-blades are the most popular shaving method among young men<sup>4</sup>, and over 70% of men start shaving (14-19 years) with a blade<sup>5</sup>.

-blade is the most common shaving method between the ages of 14-25 years. The usage of blades declines at the age of 35, where electric shaver usage increases<sup>6</sup>. Nevertheless, at the age of 50 years 60% of men still use a razor blade.

-45% of men stick to the shaving method they start shaving with (either blade or electric shaving)<sup>3</sup>. Routine and habits are strong in the shaving behavior of men.

**The majority (70%) of men choose to start shaving with a razor blade. The use of electric shaving increases when men become older, however at the age of 50 years 60% of men still use electric shavers. Apparently, the choice of the first shaving method is of vital importance for future shaving habits.**

*Figure 1: facts that provide evidence to the identified new business opportunity.*

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- 1 Heart Beat 2010: Status of Philips Brand in Shavers. Cross country overview
  - 2 Synovate Razor Quarterly Summary Report, 2006
  - 3 Usage & Attitude Tracking Study – Motivation International, Sept-Dec 2004
  - 4 Jongeren Panel Philips, July 2007
  - 5 First shaving experience, BU PC S&G, January 2010
  - 6 Jongeren, wat weten wij van, Philips ARC, 2003

## Goal

My aim is to define whether Philips should go forward with the new business opportunity of bringing shaving solutions to young men that are starting to shave. The definition of the strategy will be based on the opportunities that targeting young men with shaving solutions could bring to Philips Shaving and Grooming, and the effort that supposes to the company to overcome possible challenges and threats in doing so. Considering that it is worth while for Philips to go forward with the new business opportunity, a strategy that defines the way Philips should bring shaving solutions to young men will be defined.

## Solution analysis

Risks and benefits that the project supposes to Philips Shaving and Grooming are defined.

## Risks

### **Philips shavers currently target men that look for shaving performance and shave in everyday basis**

Philips shaving and grooming products target men (25-55 year old men) that are experienced on shaving and men that look for ways to improve their daily shaving performance. However, young men start to shave at the age of 14-19 years.

### **Philips has limited knowledge on young men's needs on shaving**

It is known that most of young men (52%) shave 1-3 times per week<sup>1</sup>. And that fathers' advice (71%) is the main influence for young men when choosing the first shaving method. However, no further knowledge on young men's shaving needs and motivations has been captured before.

### **Competitive shaving environment of young men's market**

Gillette (blade shaver company: part of Procter & Gamble) has a strong strategy to trigger young men to start shaving with a blade: the company sends a free blade to males in the United States and some Western European countries around the time of their 18th birthday. On the other hand, Braun (electric shaver company part of Procter & Gamble) targets young men with the CruZer range that offers an electric shaving appliance that enables to style the beard too.

### **Emerging trends: no shave but a styled or stubble beard**

Having a three day beard and styling the beard is becoming more popular since the end of 2008. The crisis might have influenced the behavior of men to wear a beard to show that they want to start a new life, change their look, and reassure their masculinity<sup>2</sup>. Next, based on the Wall Street Journal, many men grew facial hair after job losses<sup>3</sup>.

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1 First time shaving experiences, BU PC S&G, January 2010

2 Stubble indicator, Dec 11th 2008, The Economist | NEW YORK

3 The face of freedom, Dec 11th 2008, The Wall Street Journal

## Benefits

If Philips targets young men from the moment they start shaving, the chance young men might start shaving with a Philips electric shaving appliance will increase. As a result, based on Philips user behavior studies, men could stay loyal to the shaving method (and the brand) when buying shaving products in the future, and therefore increase the market share of electric shaving appliances not only among young men but also older men in the long term.

## Approach

The approach pursued throughout the development of the project is visualized.

The risks identified in the solution analysis section encouraged the definition of the exploratory research and the Philips Shaving and Grooming business analysis. The conclusions of these sections will define facts to identify the opportunities and threats that will define whether Philips should go forward or not with the project. The learnings and my interpretation on the facts will define guidelines to be considered in the definition of the strategy.

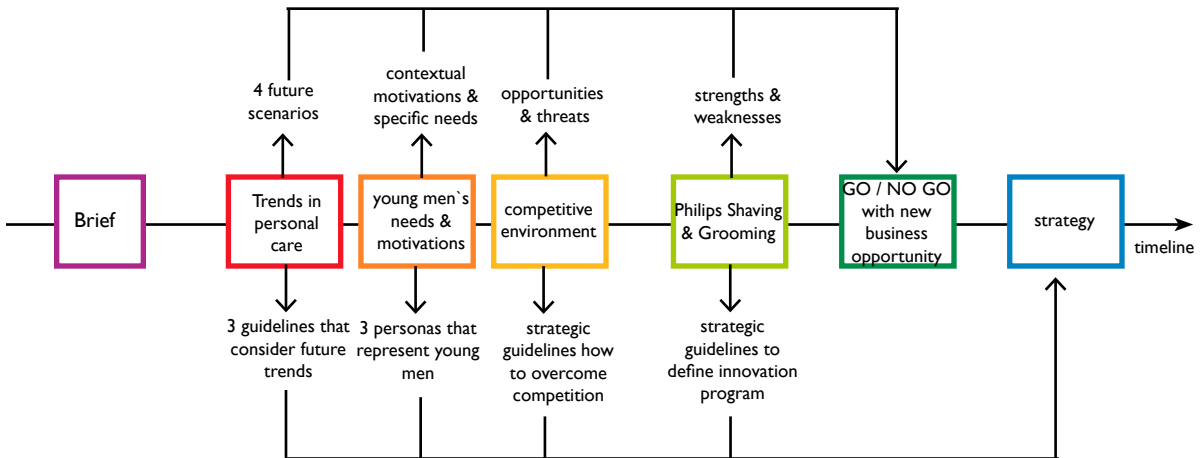


Figure 2: approach.

Exploratory reserach

# Introduction

The analysis of the risks that the new business opportunity may mean to Philips encouraged the definition of an exploratory research. This research intends to bring insights to better understand future trends on young men's personal care market, needs and motivations of young men when starting to shave and potential product competitors for Philips' possible 'first time shaver'.

The analysis of the future trends on young men's personal care market brings an understanding of the factors that may shape the future of young men's personal care market. The results of the future trends set the scope for the analysis of the current needs and motivations of young men to shave. And the analysis of the competitive environment will be based on criteria that will derive from the needs and motivations of starting to shavers.

The research results in facts to be considered when identifying opportunities and threats that will serve to define whether Philips should go forward or not with the new business opportunity of bringing solutions to starting to shavers. In addition, guidelines to be considered when defining meaningful solutions to starting to shavers are defined.



## Trends in personal care of young men

# Introduction

Main drivers of the future personal care market are identified, in order to define possible future scenarios where different personal care contexts of young men are visualized. Personal care is a constantly changing business driven by trends, and early identification of trends is considered as a factor of gaining and sustaining competitive advantage (Becker and Freeman, 2006).

Confronting possible future states will bring insights on the kind of market Philips may encounter in few years from now. Four different scenarios will be defined based on the main driver that may shape the future of young men's personal care market. The aim is to identify opportunities and threats that can influence the strategy definition when defining possible solutions for starting to shave young men. Next, a set of guidelines are defined which intend to define key factors that need to be considered when designing a strategy on how to bring meaningful solutions to starting to shave young men.

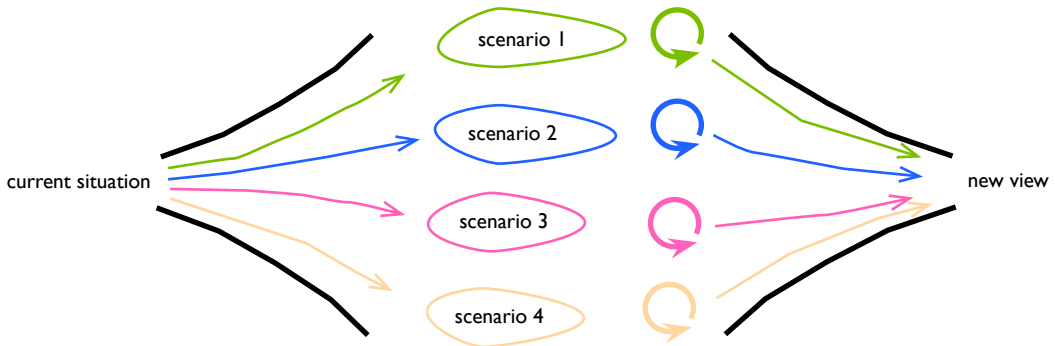


Figure 3: Based on an analysis of the current situation, various future situations are constructed. Each possible future situation is explored with learning loops. Finally, the learnings are integrated into a consistent new view.

# Driving forces

The current environment is analyzed to understand the environmental forces that may shape the future context of young men's personal care market (3-5 years scope). Driving forces that may shape the future lifestyle of young men are analyzed (macro level), and also the forces that are related to the personal care market of young men (micro level). Reports from euromonitor, reports of website specialized in trend watching, latest Philips internal technology scouting reports and men's personal care trend reports have been analyzed to identify the main drivers (See appendix I for further information about the identified main trends).

## Macro level

<b>Demographic</b>	what is the Dutch population going to look like?
<b>Economic</b>	is the personal care market growing?
<b>Political</b>	which are the regulations around personal care products?
<b>Ecologic</b>	which are the environments related latest improvements?
<b>Societal</b>	how is the society changing?
<b>Technical</b>	which are the latest technological developments?

## Micro level

<b>Market</b>	how will the personal care market look like?
<b>Trend</b>	what will be the latest trend? And how will young men react?

Based on scenario development literature, first main driving forces that may define the future situation of the personal care market are extracted, and the independent forces that are high on impact and high on uncertainty are selected as scenario drivers. Then, other drivers that are related to the main driver will be used to further fill out the scenario, in such a way that a full coverage of each possible combination is provided.

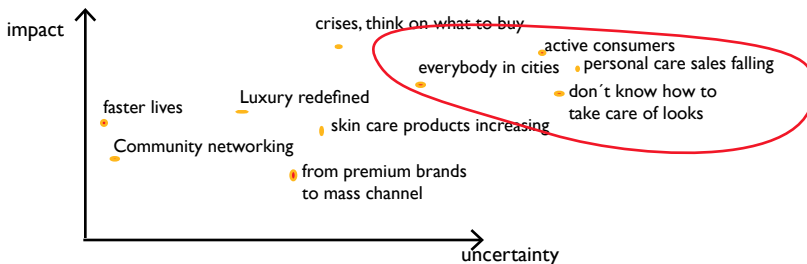


Figure 4: driving forces mapped according to uncertainty and impact. The four in the oval are selected for the creation of scenarios.

Hereby the four main drivers that were selected to be further developed when defining the scenarios.

Driver 1: cities are becoming more crowded and consumers are willing to try out new things that help them stand out from the crowd. Men's grooming is becoming a symbol of status.

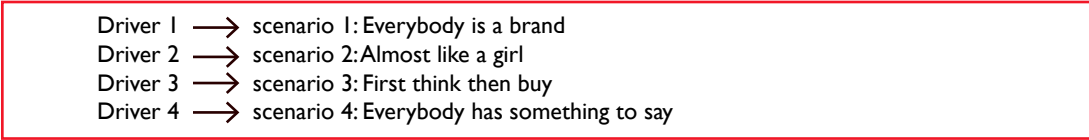
Driver 2: men's grooming business is growing which demonstrates that men want to take care of their looks. However, men feel the need for guidance to look good and they decide to follow women's advice.

Driver 3: the crisis encourages consumers to think twice before they buy a product, by considering whether the product is a real necessity. Personal care products' sales are dropping too.

Driver 4: consumers are more open to give their opinion than ever: two way conversations, co-designing products.

## Four scenarios

Scenarios are further developed in order to be able to experience them and better understand the future situation. The main driver defines the core meaning of the scenario and the context is built up by defining the way the scenario may have evolved; defining specific needs, motivations and aspiration of a persona living in the scenario, etc. The aim is to make the scenario lively and inspiring.



Driver 1 → scenario 1: Everybody is a brand  
Driver 2 → scenario 2: Almost like a girl  
Driver 3 → scenario 3: First think then buy  
Driver 4 → scenario 4: Everybody has something to say

*Figure 5: Scenario that evolved from each driver.*

The four different scenarios are presented in the coming pages (see Appendix I to see the complete development of each scenario). After the scenarios, opportunities and threats on how Philips could improve personal care solutions for young men based on the scenarios are listed.

# scenario I: everybody is a brand

Cities are growing and globalization makes society to look the same. Every individual wants to stand out, and wants to be unique. There is a willingness to try new things.

Society looks alike

↳ need to be different and unique

↳ willing to try new things



## Before

Less than 5 per cent of the world's population lived in cities a century ago, while most of the people lived in villages. Young men were reactive to women's demands, and they were limited array of possibilities through limited exposure and being confined to general/global trends.

## Now

From 2008, 50 per cent of the world's population lives in cities. The result is more sophisticated, more demanding, but also more try-out-prone, super-wired urban consumers. Young men are pro-active in defining their role, and they are looking for opportunities to experiment in self-expression.



It feels like... there are a lot of white sheep's and people are trying to be the black sheep.

## scenario 2: almost like a girl

Men's grooming is an emerging trend. It is a challenge for young men to follow the new trend. On finding ways how to do it, they follow women as the person that knows best.

Men's grooming new

↳ don't know how to do it

↳ follow women

### Before

Women turned the male authoritarian image into an object-of desire

Young men used to use basic products such as deodorant and aftershave to look good.

### Now

Men are growing confidence in their role of object-of-desire and they increasingly enjoy exploring their bodily possibilities.

More advanced products are available in the market: pre- and post- shave creams and gels, scrubs and moisturizers.

**It feels like...** young men know there is a treasure but don't know the way to get there. Women are the person holding the map to get to the treasure and young men follow them.

## scenario 3: first think then buy

The economic down turn has influenced the purchasing behaviour of the young men, by making them consider twice before buying a product. Young men will need to define whether they really have the need to buy the product or not.

Economic crises

↳ think twice which products to buy

↳ personal care products are secondary

### Before

Consumers tend to buy more and more products by following the advice of advertisements. Society and commercials were the drivers of consumer's purchase behavior.

### Now

The economical crisis pushes consumers to reconsider which products they believe they are essential and which not. Hard decision for consumers: what to buy, what to postpone buying and what not to buy at all.

It feels like... going to the candy store and not buying anything because of not feeling hungry.

## scenario 4: everybody has something to say

Consumers have a critical view on the external world. They want to share their thoughts and contribute to the development of society by designing their own products.

Active consumer

↳ not just listen but have a lot to say

↳ proactive in communication & co-design

### Before

One way communication, where consumers listened to what companies had to say to them. Consumers felt safe and comfortable with what the brand promised to them.

### Now

Consumers do not just listen but have a lot to tell. Their behavior is edgy and daring and they constantly question what companies promise them.

**It feels like...** a teenager that doesn't follow his parents' advice but he has something to criticize all the time.



## scenario 1: Everybody is a brand

### **opportunities**

- create communities, products or activities that help young men to be connected to people that share similar values
- help young men to express and share stories about their life and daily activities
- provide young men with a variety of possibilities they can choose from and guide them on the process of choosing the one that suits them most.

### **threats**

No threat has been identified.

## scenario 2: Almost like a girl

### **opportunities**

- invest on communication that educates young men on how to take care of their looks
- define a way (simple, easy, convenient...) that young men could take care of their looks
- provide the tools to help young men experiment and discover new possibilities to take care of their looks.

### **threats**

No threat has been identified.

## scenario 3: First think then buy

### **opportunities**

- create an emotional bond with the product so the young men consider the product as essential
- overcome the expectations of the consumers so they report good reviews of the product
- redefine what luxury in personal care products is in order to increase the value of the product in a way that overcomes the expectations of the consumers. Not just a functional solution, but something else.

### **threats:**

- consumers will make a more thorough analysis of the different possibilities before deciding to buy a product. Young men will rely on internet reviews of the product.
- private labels launch low cost personal care products for young men.

## scenario 4: Everybody has something to say

### **opportunities**

- create a brand that reflects the personal values of young men
- create a two way conversation campaigns with young men to learn more about their life motivations
- create a community where young men are active, can identify the values of the brand and ultimately feel attached to the brand.
- create customizable products that enable customers to express their own personality

### **threats**

No threat has been identified.

## Design guidelines

The analysis of the different possible futures has resulted in three guidelines to be considered if decided to develop shaving solutions for young men:

- **A way to guide young men on the process of defining their personal style is needed.** Young men may want to take care of their looks more than they do nowadays in the near future, by pursuing the definition of their personal style and a ritual that will help them look good.
- **Personal care solutions need to be presented as something else than just taking care of your looks: a way to communicate the values to others.** Young men may consider personal care products as secondary needs and therefore do not spend money on them unless they perceive it as a real necessity.
- **Communication platforms that improve the relationship between the brand and the consumers might be needed.** Consumers are expected to be more active in the relation with the brand.

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Young men's needs & motivations to shave

# Introduction

The analysis of the future possible scenarios of young men showed how relevant it will be for young men to communicate their personal style and their values with their appearance. Therefore, it is considered relevant to learn about personal care and appearance related insights (context information of the shaving ritual), apart from specific information on shaving routines of young men. A contextmapping research is conducted to understand the motivations, concerns and other relevant information about the context that influence the shaving experience of young men when starting to shave.

In design literature it is widely acknowledged that information about the needs and wishes of users in the fuzzy front end is a determinant of success: choices are embedded in the values of the user and this prevents mistakes later in the process (Ottum and Moore, 1997; Rhea, 2003; Kujala, 2003; Callahan and Lasry, 2004; Buijs and Valkenburg, 2005; Sanders, 2005). Thus, the aim is to create a deep understanding of the needs of young men that aims to discover insights that might be relevant for the strategy definition.

Insights about three motivation dimensions (lifestyle, personal care and shaving motivations) that drive young men to shave are presented. Also data about the first shaving experience and the current shaving routine of young men is visualized next to other relevant activities in their personal care routine.

The differences among the insights on lifestyle and personal care motivations encouraged the definition of three personas that represent the different personalities of the young men that participated in the contextmapping research. The personas enable to create an overview of the different motivations of young men to shave and to take care of their looks; and also differences on the first time shaving experience, which will serve as a guideline to be considered in the design of the strategy.

# Contextmapping

Due to the nature of the project (the fuzzy front end of innovation) I considered it important to go beyond fact-based knowledge about shaving experiences, and instead understand the experiences that are meaningful to young men. It is important to me to gain a deep understanding of all the aspects that influence the first time shaving experience: situation, social context and emotions among others; as a basis for creating innovative people-centered products. Therefore, I chose the contextmapping methodology to learn from the user: contextmapping helps to generate rich experience information about the user; and it brings rich and varied information of people's everyday experiences (Sleeswijk Visser, 2009).

*Contextmapping consists of letting people construct a view on the context, by calling up their memories of the past and by eliciting their dreams of the future. As a result, knowledge about what people know, feel and dream will be gathered (Sleeswijk Visser, 2009).*

Froukje Sleeswijk Visser conducted a context mapping study in Philips in 2002 to learn about the shaving experience of men (men between 25-75 years old). The study brought many learnings about the way the context (time, space, mood, people around) influenced the shaving experience of men.

## **Limitations of the method**

Anecdotes are the outcomes of the contextmapping study, containing feelings, values, needs and dreams of the young men. The number of participating users in the contextmapping study was small (8 young men in total) which makes it not possible to generalize the data. Instead, it is considered as inspirational data for the start of the project to get an overview of the needs, problems, and other concerns that matter to young men.

## Procedure of the contextmapping study

1. participant selection

2. Sensitization

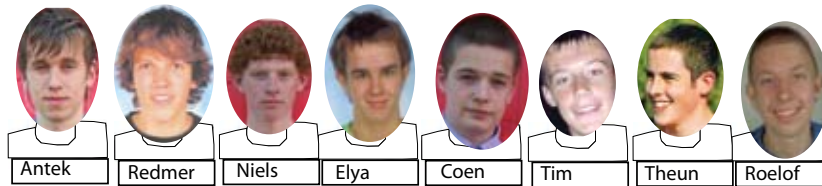
3. Sessions

4. Analysis

Figure 6: steps followed in the contextmapping studies.

### 1. participant selection

Based on Philips internal data, men start shaving at the age of 15-16 years. Thus men that are on the age of 16-18 were recruited, so they could reflect on their shaving routine and the first time shaving experience in the contextmapping study. Eight players of a basketball team in Groningen (The Netherlands) were asked to participate in the study. An advantage of this is that boys already knew each other and this made them feel more comfortable and willing to share their personal stories with me and each other.



\*the photos and the names of the participants are fictive.

### 2. Sensitization

The users were given a sensitizing package that would trigger and encourage them to think, reflect and wonder about their daily routines one week prior to the study. A diary with different topics related to the central research topic (current shaving routine and first time shaving experience) was designed for the young men (see appendix 2 to see the design of the diary).





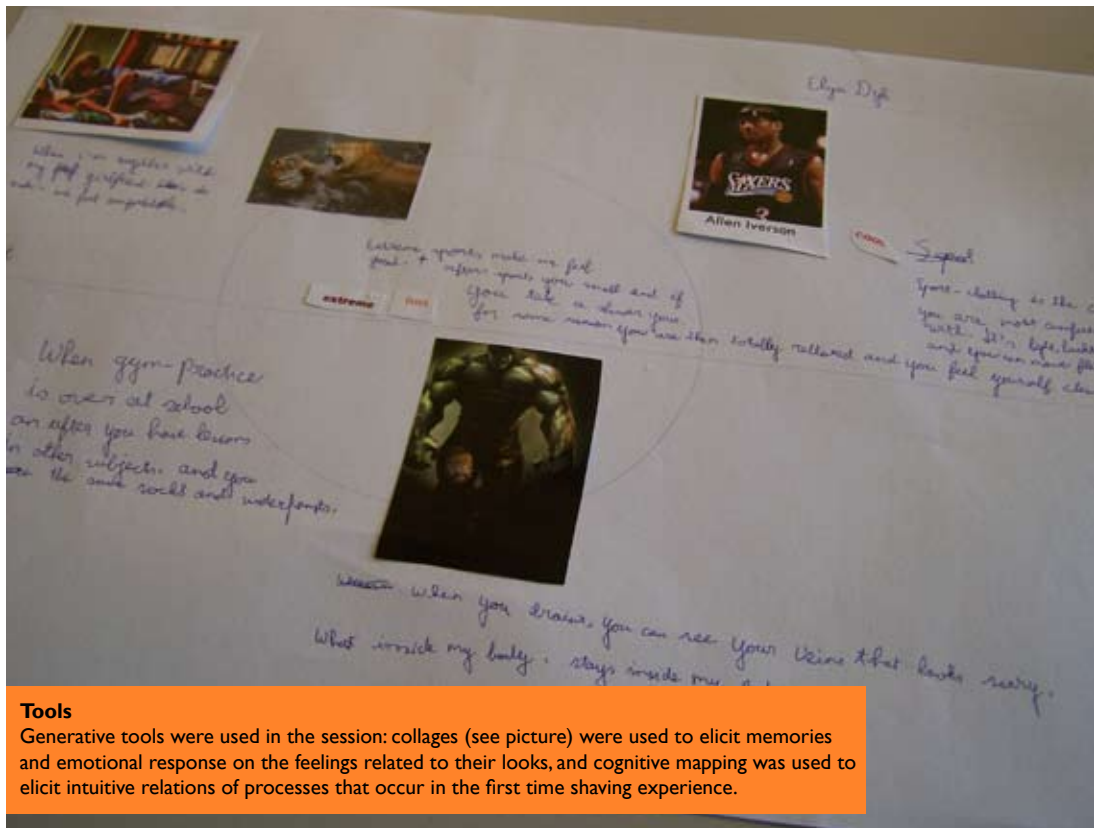
### Tools

Contextmapping tools provided young men with means to explore, reflect on, and express their experiences (Sleeswijk Visser, 2009). Different tools were developed to help young men with the self expression of explicit and implicit knowledge about their own experience in their everyday life.

**Sensitizing package:** A package (booklet, pens, scissors, glue and a photo camera) was sent to the users one week prior to the contextmapping study: filling in the booklet and taking pictures of the most relevant activity of their day were part of the sensitizing exercise. The sensitizing package prepared participants to access their experiences and to express and discuss these in the group sessions in the contextmapping study.

### 3. Sessions

Two contextmapping session were conducted at the Hanzehoogeschool of Groningen (with five participants in the first one and with three in the second one). In the session the participants did generative exercises: participants received instructions and sets of tools to create artefacts that express their thoughts, feelings, and ideas. Their experiences were revealed when they were asked to present and to explain the collages and cognitive maps (artefacts) to the other participants in the group (check appendix 2 for further information about the set up of the session).



#### Tools

Generative tools were used in the session: collages (see picture) were used to elicit memories and emotional response on the feelings related to their looks, and cognitive mapping was used to elicit intuitive relations of processes that occur in the first time shaving experience.

## 4. Analysis

Four steps were followed to analyze the results of the contextmapping study. The aim of the analysis was to create an overview of the contextual aspects that influence the shaving routine of young men. The first three steps are based on contextmapping literature (Slesswijk Visser et al., 2005) and the fourth step is based on an internal tool Philips Design uses to map the insights of the user over different flows of the specific experience is being analyzed.

### 1. Fixate to data.

A transcript of the discussions in the contextmapping session was created. The sensitizing diaries, the collages of the session and specially the transcripts were thoroughly analyzed. The information was printed out and hanged out on the wall to better create an overview of all the information (see appendix 2 for the details on the transcripts).

### 2. Search and be surprised

The information was analyzed over and over and most interesting data was pointed out with markers and post-its.

### 3. Find patterns and create an overview

I looked for similarities between the different stories of the participants in order to create clusters and define the main topics.

### 4. Experience flow to present the dimensional information

An experience flow was used to map the insights related to different motivational dimensions: lifestyle, personal care and shaving. The following three flows were defined: daily routine, personal care routine and shaving routine (see appendix 2 for more information on the experience flow).

#### **Mindmap: tool to map insights gathered in the contextmapping study and discover blind spots**

Making a mindmap before attending the contextmapping session helped me write down all my thoughts and pre-assumptions on the shaving routine of young men. I made a second mindmap after the sessions which helped me discover the following blind spots:

- young men do not have much knowledge about shaving products. They usually use the products that their fathers use.
- hygiene product's brands are not considered important, whereas clothes' brands are very important
- girls do have a lot of influence on the motivation to take care of the looks
- importance of the appearance when young men want to belong to a group
- importance of smell to feel good about the appearance.



**Multidisciplinary workshops to present and further analyze insights of the contextmapping study**

Two workshops were organized to present the results of the contextmapping study to a multidisciplinary team (Philips employees working in different domains: design, product development, marketing, consumer research center attended the workshops). In the user insight workshop main needs and motivations concerning lifestyle, personal care and shaving routine of young men were defined. In the opportunity identification workshop, user insights were translated into problem areas, and opportunities on how to give solution to specific problems was defined (See appendix 2 for further details on the workshops).

## Insights on young men

In this section results about the contextmapping study are presented. The results are divided into two sections. First, information about the context of shaving is presented; second, specific insights on the shaving routine are presented.

- **CONTEXT OF SHAVING.** This section presents different motivations of young men to shave.
- **SHAVING.** This section shows information about the shaving routine of young men.

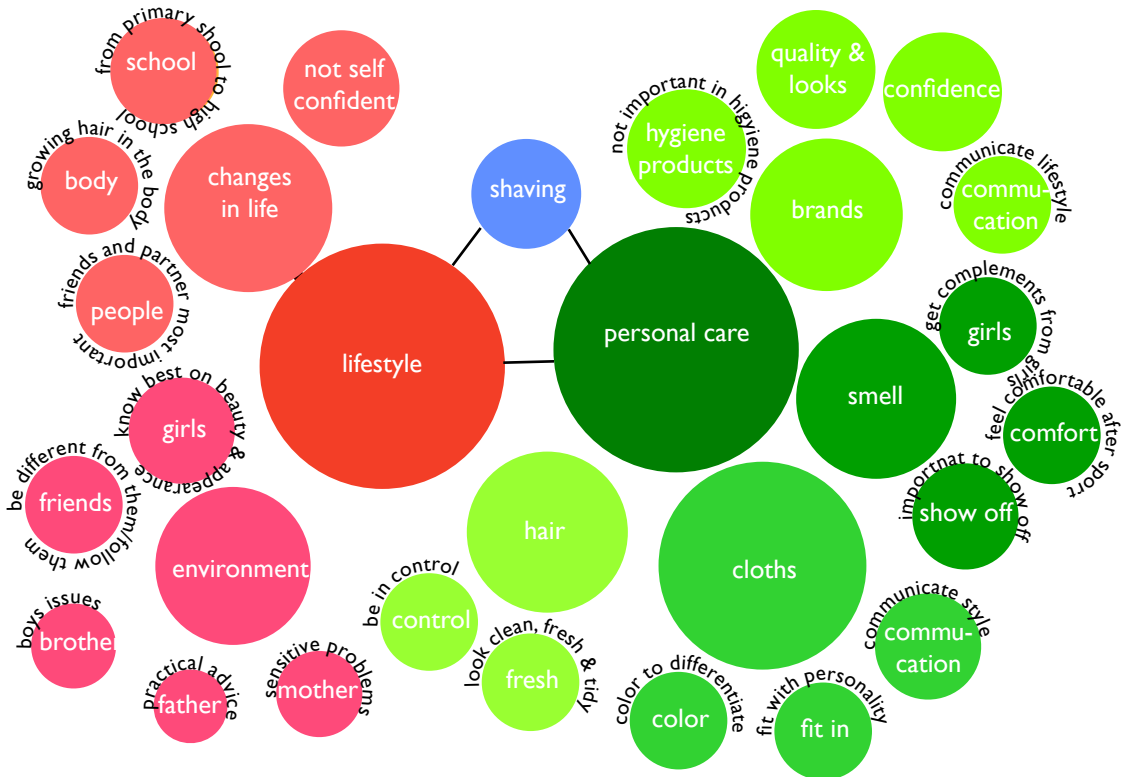


Figure 7: Overview of the insights on lifestyle, personal care and shaving that served as a context to understand the needs and motivations of young men when starting to shave. The size of the circle show the importance of each key word.

## Context of shaving: Personal care and lifestyle motivations

In this section, contextual information that illustrates the different motivational levels of young men to shave is presented. The following three motivational dimensions are defined: lifestyle, personal care and shaving (see appendix 2 for further details in each dimension).



Figure 7: The figure visualizes the different motivational levels of young men to shave. This intends to illustrate the way other motivational dimensions influence the shaving motivations of young men.

Insights on **lifestyle** show that young men are facing many changes in their life, and starting to shave is just one of the many new activities in their life. Young men do not feel in control of every change and this brings them insecurities. They rely on the advice of the people in their environment to make choices. However, they do not rely on their parents that much anymore, but they believe friends understand them better and therefore give them better advice. Girls' advice is becoming central for their choices in beauty and appearance.

Hereby the main **lifestyle motivations** extracted from the insights:

- young men want to look good to feel self confident with their looks
- young men want to get complements from girls. Therefore, young men follow girls' advice to make the rights choices when becomes to beauty and appearance.

Hereby the main **lifestyle needs** extracted from the insights:

- to reduce insecurities by feeling in control and self confident of what they do

Insights on **personal care** show that young men look for ways to enhance their appearance to feel confident with their looks. They have many insecurities about their appearance and they use branded clothes, they put gel in their hair and they try to smell good to show their best. Clothes, hair and smell are most important for them when it comes to personal care. Shaving doesn't contribute to the enhancement of the appearance, therefore it is less valued and not considered relevant. Next to that, young men don't have many hairs in their face so shaving is not the main activity in their personal care routine. Brands that reflect and communicate a certain lifestyle are considered relevant (mainly clothing brands), helping them communicate their personality which is considered very important to them.

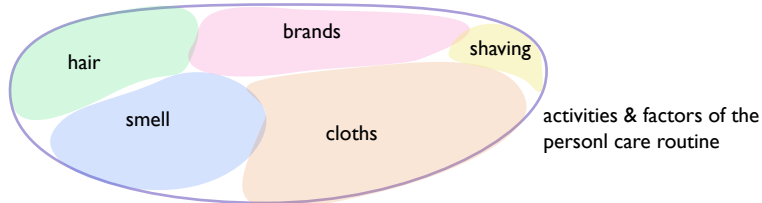


Figure 9: the figure shows that shaving is a small and not relevant activity on the personal care routine of young men.

Hereby the main **personal care motivations** of young men:

- to communicate their personality with the appearance
- young men look for brands that reflect and communicate their lifestyle.

Hereby the main **personal care need** of young men:

- to enhance their appearance

Available insights on **shaving** show that the first time shaving experience is a scary process where young men do not have much knowledge, and therefore they look for an easy to use shaving method. It takes some time to young men to get used to the shaving ritual and to feel self confident with it. Young men do not care about the shaving process that much, but most important is to shave all the hairs off in order to look good for the girls.

Hereby the main **shaving motivation** of young men:

- to look good for the girls and the people around them.
- to feel self confident when they start shaving.

Hereby the main **shaving needs** of young men:

- COMMUNICATION. Education, advice & guidance on shaving
- ACTIVITY. No need to shave every day, and need to shave off every hair (no hair visible important)
- PRODUCT. Easy to use and simple
- EMOTIONAL. Need to feel confident with the usage of the method.

## Shaving: what, who, when, why and how

This section explains the insights gained about shaving specifically. Insights have been clustered into two sections: Shaving experience and the shaving method (either electric shaving or blade shaving). At the end of the section, a diagram visualizes young men's behavior when deciding to buy a shaving appliance.

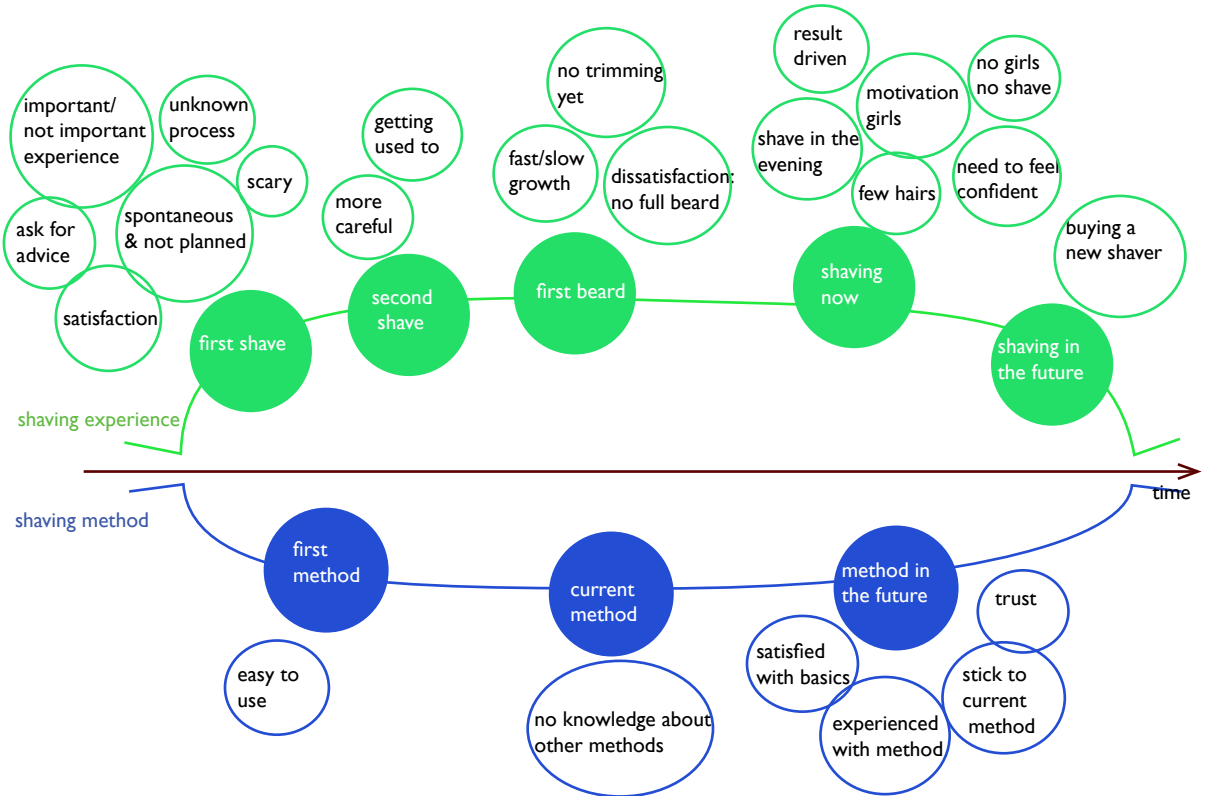


Figure 10: the graph shows main insights about the shaving experience and the shaving method in a timeline.



## Shaving EXPERIENCE

Based on the study, young men feel insecure and scared when shaving for the first time. Shaving can be part of the personal care routine very easily; however it takes some time until young men learn how to shave by feeling self confident. Since shaving is an unknown activity to them, young men do not complain if it is an unpleasant experience (some of them cut themselves while shaving and they feel the skin burns when using the aftershave. All of them need to be very concentrated and precise doing it). And last, young men usually do not look for ways to improve their shaving ritual since they think it is the way to be.

### First shave:

- spontaneous and not planned.** It is a spontaneous activity and it is not planned up front
- ask for advice.** some young men ask for advice to their father / others just grab the shaving tool of their father
- scary and unknown.** It is a scary experience and un-known process. Blade users are more scared to cut themselves than electric users. It becomes a trial and error experience.
- important / not important experience.** Some young men define it as an important experience in their life, others see it as just another activity that needs to happen in their life.
- satisfied with results.** Young men feel satisfied with the results.



Elya

One day I looked in the mirror and I saw some ugly hairs in the upper part of my lip. I just thought.. this looks ugly, I need to shave. And I shaved right after that



Redmer

One day my mom told me, it is time to shave your moustache. Go up stairs and shave it

### Second shave

- more careful.** young men shave more carefully. Most of them cut themselves when they shave for the first time and they are very careful the second time.
- getting used to.** it takes some time to get used to the shaving process. Young men assume that shaving is not an easy process and they take the time to do it very carefully.

## First beards

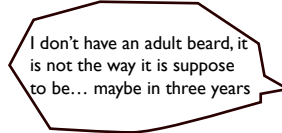
**-dissatisfaction – no full beard.** Young men do not have a full beard and they find it ugly the way the hairs grow in their face. They wish they had an adult looking beard.  
**-fast / slow growth.** Some of them complain the beard grows too fast and that they need to shave very often. Others do not have that much hair growth.  
**-no trimming yet.** Young men would like to trim the beard if they had enough beard to do so. However they don't know which device to use.



if I want to make a nice shape in my beard, I think I need to go to the barber or something.



sometimes I don't even recognize I have a beard



I don't have an adult beard, it is not the way it is suppose to be... maybe in three years

## Shaving now

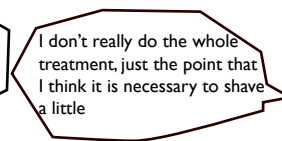
**-few hairs.** Young men don't need to shave the whole face.  
**-shave in the evening.** Young men first need to realize that they have some hairs in their face in order to shave. They usually shave in the evening, once they realize they have few hairs in the face during the day.  
**-need to feel confident.** It is important to feel that they are doing well while shaving. It doesn't need to be a pleasurable process, but it is important to feel confident. If it is too pleasurable, they think it is too luxurious for their age.  
**-result driven.** It is not about a pleasurable shaving experience but about shaving off all the hairs.  
**-motivation girls.** Main motivation to shave is to look good for the girls.



You want to show the girls that you take care of your looks, so you shave



I shave in the evening, when I am back from school and I realize that I have few hairs in my chin



I don't really do the whole treatment, just the point that I think it is necessary to shave a little

## Shaving in the future

**-buying a new shaver.** They don't know what to look for when buying a new shaver. As a result, they tend to look for the price. They would ask their fathers advice since he knows more than they do.

## Shaving METHOD

Based on the contextmapping study, young men find it important to trust the method in order to overcome the insecurities of starting to shave. Next to that, young men tend to look for an easy to use and simple method to start shaving. More insights about the following topics are presented:

### First shaving method:

**-easy to use.** Young men look for an easy to use system since they don't have much experience. Some of them believe the old fashioned method (blades in their opinion) is the easiest one.

**-trust father.** Young men trust their father's device and advice since he has much experience on shaving.

**-old fashioned system.** Young men think their fathers' old fashioned shaving system blade is easier to use since it looks less fancy and doesn't have advanced technology.

I don't shave yet, but if I needed to do it now I would do it the old fashioned way: with a blade. It doesn't have that many buttons and it is easy to use



### Current shaving method

**-trimmer to cut hairs.** Young men tend to have long hairs before they shave. Therefore it is important for them first to cut the hairs (they do it with the trimmer), and then to shave.

**-no knowledge about different systems.** Young men just want to improve the way they shave with the current system they use. They don't know much about the different possible solutions and they are not interested in trying them neither.

My father bought a fancy razor but I don't use it because I don't know how. It has a lot of buttons, and I feel I would spend a lot of time just finding the start button. That's why I still use the old fashioned one



**Luxury**  
 'It is an unnecessary luxury, which makes your life more simple.'  
**Expensive**  
 'It is too expensive'  
**Performance & quality**  
 'Being a machine it has better performance and higher quality''

**BLADE USERS**

**Shave yourself**  
 'I like to shave myself.'  
**Easy and convenient.**  
 'It is easy and convenient once you get used to it, you can shave anywhere you are (ex. on holiday).'

ABOUT  
ELECTRIC SHAVERS

**Avoid nicks & cuts**  
 'Shaving machines avoid nicks and cuts, thus it is easy to use.'  
**Helps your shave**  
 'The shaver helps you shaving.'  
**Onetime inversion**  
 'You don't need to keep on buying foam and blades every now and then',

**ELECTRIC SHAVER USERS**

**Difficult**  
 'Blades are more difficult to use because you need to shave your self and you need to be careful not to cut yourself.'

ABOUT  
BLADES

Figure 11: blade users and electric shaving users opinion on the different methods.

Shaving method in the future

- stick to their current shaving method in the future, Because:
- satisfied with basics. Their goal is to remove the hairs from their face, if the method they currently use does so they don't plan on changing method.
- experienced with method. It takes some time to gain experience on shaving. It is simpler for them to continue shaving with the same method, thus they don't need to learn how to do it again.
- trust. They have been shaving with the same method for some time and they already trust it.



## Young men BEHAVIOUR in first time shaving

Based on the data of the previous sections buying an electric shaver is not a young men's primary choice when deciding to shave for the first time. Data about the way young men experience the first time shave and the way they decide to use a certain shaving method encouraged me to map the possible behavior pattern of young men when deciding to buy a shaver.

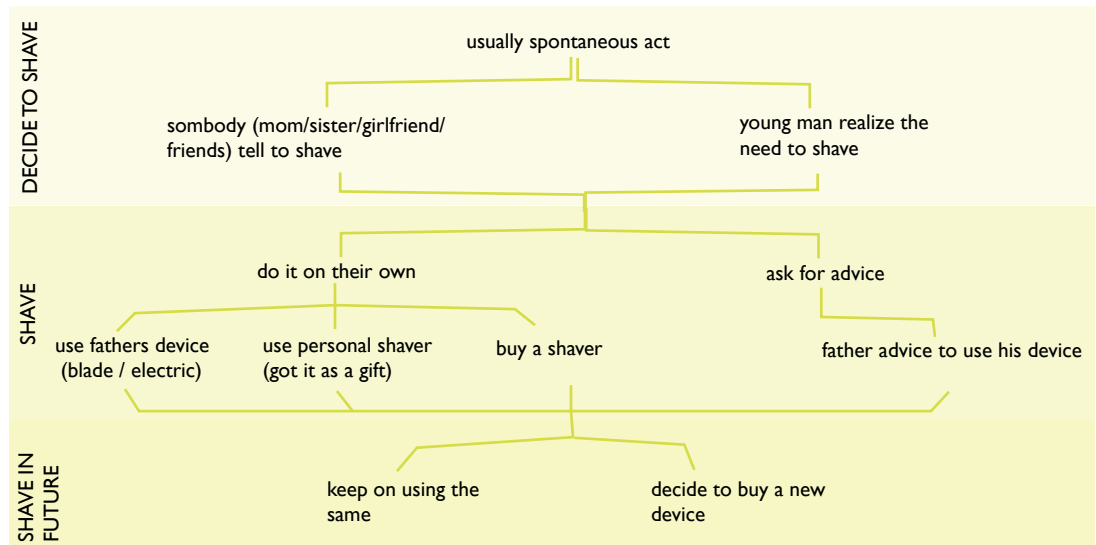


Figure 12: The diagram visualizes the different patterns young men follow when deciding to shave for the first time, and occasionally buy a shaving appliance.

The diagram shows that young men do not often buy a shaver themselves when they shave for the first time (they often use their fathers appliance). Therefore, it is important to consider young men's behavior in the definition of the strategy: a way to persuade young men to buy a shaver instead of borrowing their father's appliance needs to be defined.

# Personas

In this section three different personas are presented. Three personas visualize main differences among 16, 17 and 18 years old young men that participated in the study (differences in personality, personal care and lifestyle motivations). The aim is to clearly visualize differences in motivations of young men, and therefore create more actionable and easy to use guidelines to be considered in the definition of the strategy.

An analogy with a train helps to define the three different personas:



The **'trend setter'** persona is sitting in front of the train. He has a well defined personality and he knows what he wants in life. He is self confident and he has his own way of taking care of his looks. He is experienced with shaving and he doesn't follow the advice of others when it comes to his looks.

The **'follower'** persona is sitting in the middle of the train. He is not as self confident as the 'trend setter' persona and his goal is not to stand out in the crowd, but to look the same as most of the young men in his age and. He follows the main trends and the advice of his girl friend when it comes to personal care.

The **'childish'** persona is sitting at the end of the train. He is a bit childish and his body is not well developed yet. He doesn't shave yet and he looks for comfortable cloths when it comes to personal care.

Further details about the personas is presented in the following pages.

## 'Trend setter' persona - sitting in front of the train

### "I don't want to look the same as everybody else"

He is intelligent and self confident. He has a strong personality and he presents himself as a skater. He like to stand out with his looks. He has a very clear idea of what he wants in life and he fights for it.

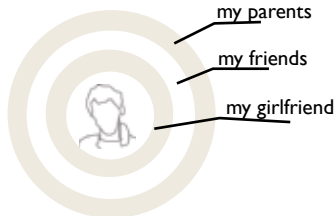
Social life is very important for him: friends and girlfriend are first, and parents come later. He is very close to his girlfriend and he likes to spend time with her.

At the weekends he likes going to the skating park and he likes to hang out with people that also skate.



### "I have my own way of shaving"

#### MY ENVIRONMENT



Different clothes from his friends not to look the same

Skateboarding brands to communicate that he is a skater

Perfect: need to look the same all the time

Good smell important to get complements from his girlfriend

All in one product that avoids buying too many products



**DREAMS:** become a professional skateboarder.

**FEELINGS:** self confident and experiment by my self

**ASPIRATION:** be diifferent and define my own style

**MOTIVATION:** look good and smell good for my girlfriend

**PRODUCT:** do it my self product

**NEED:** to shave often

## 'Follower' - sitting in the middle of the train

### "I take care of my looks because everybody does it"

He doesn't know what his life is going to be like in the future, he just thinks in the present. He has many insecurities and he is not very self confident. He tries to look as the rest of the people not to stand out.

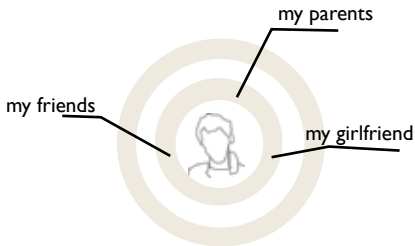
He thinks friends are as important as family is. He likes to spend time with his girlfriend and he is very close to her.

At the weekends he likes to go to the park or to chill in his bedroom with his friends and girlfriend.



### "I used my fathers shaver when I shaved for the first time. My father uses it, so I trust it"

#### MY ENVIRONMENT



Perfect: need to look the same all the time

A way to look the same as his friends.

Trendy brands, the same as his friends

Important to show what you take care of the looks

something that makes you live easier by doing everything for you

Shaving with an electric shaver because it helps you shave by preventing nicks and cuts.



**DREAMS:** to have a comfortable life.

**FEELINGS:** insecure with my self and body

**ASPIRATION:** look as cool as my friends

**MOTIVATION:** feel handsome and look good for my girlfriend

**PRODUCT:** needs to make my life easier

**NEED:** to shave sometimes, don't have many hairs on the chin.



## 'Childish' - sitting at the end of the train

### "I don't go out at the weekends"

He is shy and not as social as the boys of his age. He feels a bit childish in comparison to his friends, and he tries to follow them.

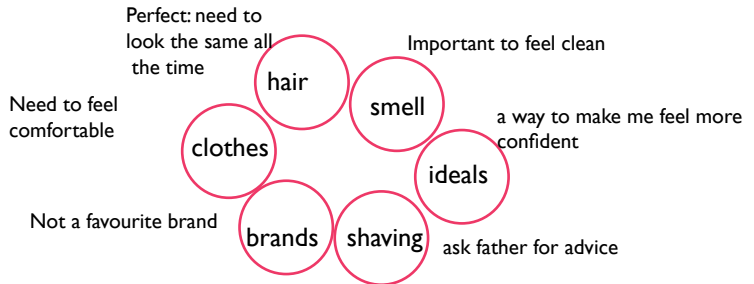
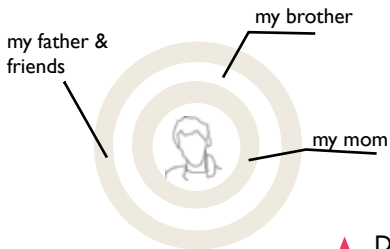
He doesn't have a big social life. He does sports as an activity to socialize with others. His mom is the closest person to him and his brother is more important than his friends.

At the weekends he usually stays home with his brother, and he plays games with him.



### "I didn't shave yet"

#### MY ENVIRONMENT



**DREAMS:** not a clear dream.

**FEELINGS:** childish.

**ASPIRATION:** look as cool as my friends.

**MOTIVATION:** feel comfortable with myself.

**PRODUCT:** needs to make me feel confident.

**NEED:** no need to shave yet.

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Competitive environment

## Introduction

In this section potential competitor products for the possible Philips 'first shave shaver' for young men will be identified (the analysis is narrowed down to products in the Western European countries). The needs and motivation identified in the contextmapping study will define the criteria to identify potential competitor products. Competition analysis is an essential component for new business strategy definition, and getting the overview of the competitive environment will be relevant to define an efficient and effective strategy formulation (Fleisher & Bensoussan, 2007).

The following steps are followed to define the threats and opportunities that the competitive environment suppose for the possible Philips 'first shave shaver' for young men.

1. Potential competing products for the possible starting to shave shaver of Philips are identified.
2. Competing product's brand strategies are analyzed, which will bring learnings to define the degree of risk that previously defined competing products suppose for the Philips 'first shave shaver'.
3. Learnings from the brand strategies analysis will help to define the threats and the opportunities that the competitive environment supposes for the Philips 'first shave shaver'; which will be used for to define whether Philips should Go/no Go with the new business opportunity of targeting young men.
4. In addition, strategic guidelines on the way Philips could overcome the threats that competing products suppose to the 'first shave shaver' will be defined.

The strategy analysis of each brand is based on the information on the websites of the brands and internet reviews of the companies (the websites of the United kindom and the Dutch website have been analyzed).

# I. Definition of potential competing products

In this section products that were already in the market (July 2010) and intended to satisfy the needs of young men when starting to shave were identified. This resulted in an overview of competing products for the possible starting to shave shaver of Philips. In the first part of the section the framework and the criteria to identify competing product is presented. Next, the overview of the competitive products is presented.

## Framework and criteria

### Identifying competition in four different levels

A framework that considers competition in four different levels (product form, product category, generic and budget) was used to identify potential competitive products. The four different levels helped to identify the different levels/degrees to which the products compete with the possible Philips 'first shave shaver'. This provided information to define the degree of risk (high: close to product form or low: close to budget competition) that each product supposes.

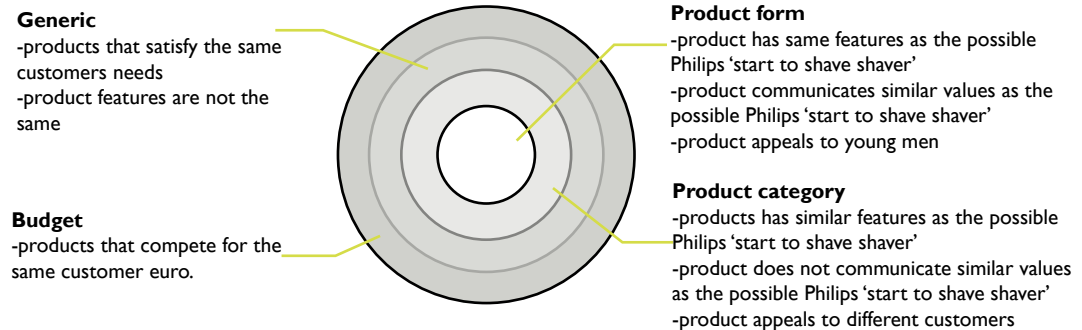


Figure 13: Framework to define competition in terms of product form, product category, generic and budget competition.

## Criteria to be considered to identify competing products

The product features and the product communication claim of the possible Philips 'start to shave shaver' are defined, as a reference to be considered when defining whether a product is competing with the starting to shave shaver or not (criteria is based on the insights of the contextmapping study).

-product features of Philips 'start to shave shaver' based on the needs and concerns of young men:  
-product is easy to use: easy to understand how to use it  
-product is simple: not many features  
-product is safe: avoids nick and cuts  
-product features are focused on shaving and not styling (styling is not a need of starting shavers)

-product communication of Philips 'start to shave shaver' based on the values, concerns and motivations of young men identified in the contextmapping study:  
-to feel self confident  
-to look good for the girls  
-to enhance the appearance  
-to communicate the personality and lifestyle with the appearance

A product feature matrix shows the specific features of the products that satisfy the needs of young men, and the product communication messages that reflect the values of young men (see appendix 3 for the product feature analysis matrix)

## Overview of competitive products



Figure 14: The graph visualizes products that compete in four different levels with the possible 'first shave shaver' of Philips. The aim of this section is to identify the products that compete in the four different levels.

### Product form

-**Braun I** presents similar features **promises easiness of use by low end product features**, and targets shaving beginners.

-The product communication campaign of **Braun cruZer** reflects the values of young men, by promising to **look good for the girls**. However, the **product provides multiple features that are not needed by young men** (features for styling the beard).

### Product category

Both shavers are low end shavers that do not have specific features that satisfy the needs of young men: ES4026NC focuses on shaving convenience when shaving regularly and the R3130 rotary 360 promises closeness of the shave, which are not young men's needs when starting to shave.

### Generic

**Gillette Fusion Power** (Gillette) targets young men's values by promising to **feel confident** while shaving. Next, a promotional campaign ships Gillette Fusion Power blades to young men in the United States around the time of their 18th birthday. **Protector 3** (Wilkinson) targets young men that look for a **safe shave**. The blade Easy (Bic) promises an easy shave. The trimmer **Quattro Titanium precision** (Wilkinson) promises to make trying a new **look simple**.

However, the blade Easy (Bic) and the blade Gillette Fusion Power do not have specific features that satisfy the needs of young men (see appendix 3: product feature analysis), whereas Protector 3 has a specific feature (micro-guard system) that prevents nicks and cuts.

### Budget

**Axe** helps young men to smell good, which is considered a need of young men. Next to that, Axe reflects the values of young men promising them to **attract girls**. Clearasil promises young men to feel confidence with a spot free skin. **Clothing brands (Adidas, G-star) reflect the lifestyle** and values of young men.

Products in the budget give a solution to the concerns and motivations of young men: feeling confident and looking and smelling good for girls, but also reflect the lifetime aspirations of young men to communicate their personality and lifestyle with their looks.



## 2. Learnings from the analysis of competitive brand strategies

The competing brand strategies were analyzed to define the degree of risk that each product supposes to the 'start to shave' shaver of Philips. The positive and negative learnings from the brand's strategy analysis are defined based on the analysis of the objectives, current strategies and prediction of competitor's future likely strategies. The positive learnings mean that the product does not suppose a high risk for Philips, whereas negative learning will be considered when defining the threats that competing product suppose for Philips.

A summary of the objectives and current strategies and predict the competitor's future likely strategies is presented in the appendix 3.

Next to analyzing the competing brands objectives and strategies, a differential competitor analysis has been performed to better understand the competitive differential advantage of each brand (see appendix 3) and to better define the differential positioning each brand intends to have in the market.

### Braun

*Positive learnings:*

**-Braun I (considered one the main competitors of the Philips first time shaver) is not considered a big threat.** The company follows a harvest strategy with Braun I, the company is not expected to invest in communication campaigns to promote Braun I among young men.  
**-the differential advantage of the Braun cruZer is not considered a competitive advantage over the starting to shave shaver of Philips.** Braun cruZer's competitive advantage is the option to style and trim. Styling and trimming is not an identified need of young men when they start shaving.

*Negative learnings that might suppose a threat for Philips:*

**-Braun is expected to bring new products into the styling and grooming market of young men. Young men might consider buying a styling product over the first time shaver if the product communication claims reflect the values, concerns and motivations of young men when starting to shave.** Next, Braun is expected to continue targeting young men with the communication campaigns of Braun cruZer and bodycruZer.

## Panasonic

### *Positive learnings:*

- the product focuses on delivering a close shave which is not an identified need of young men that start to shave.
- there are no signs that the company might focus on something else than promising closeness with future products.

### *Negative learnings that might suppose a threat for Philips:*

- the low price of the shaver could encourage young men to buy the shaver.**

## Remington

### *Positive learnings:*

- the product focuses on delivering a close shave which is not an identified need of young men that start to shave.
- there are no signs that reveals that the company might focus on something else than promising closeness with future products.

### *Negative learnings that might suppose a threat for Philips:*

- the low price of the shaver could encourage young men to buy the shaver.**
- the company **could increase the investment on product communication of electric shavers**, as it did with mens' grooming products.

## Gillette

### *Positive learnings:*

- young men might **not be attracted** by the promise of **having a comfortable shave** since it is not young men's main motivation for shaving.
- blades do **not have specific features** that satisfy the **needs of young men**. (product feature focus on having a comfortable shave when shaving every day).

### *Negative learnings that might suppose a threat for Philips:*

- low price** of the product might attract young men.
- the several **communication campaigns** of Gillette might make **young men be familiar** with the shaving system itself before they start to shave (there is not that much advertisement on electric shaving products).
- Gillette makes it **easy for young men to try** their blades: Gillette organizes events where young men are able to try Gillette blades for free. And, the company has a promotional campaign where blades are sent to men's houses when they turn 18 years old.

## Wilkinson sword

### *Positive learnings:*

- Wilkinson Sword is not expected to invest on product communication of Protector 3, what makes it difficult for Wilkinson Sword to bring the message of a safe shave to the young men.
- Wilkinson Sword targets young men with its product communication campaigns. However, the communication campaigns focus on encouraging young men to style their face and body, which is not related to the needs of men when starting to shave.

No negative learning's that might suppose a threat for Philips have been identified.

## Bic

### *Positive learnings:*

- Bic is planning to sponsor the Major League Gaming with the Comfort 3 Advance product, which intends to make the product more well known among young men. The product features are not considered to satisfy the needs of young men when starting to shave (product feature focus on shaving performance).

### *Negative learning's that might suppose a threat for Philips:*

- when **Bic sponsors the Major League Gaming**, young men might become more aware of Bic blades, and **young men might feel attracted** by the low price of Bic blades

### 3. Opportunities and threats to enter the market

The learnings of the brands analysis helped to identify different threats and opportunities for Philips Shaving and Grooming to be considered in the Go/no Go definition of the strategy.

#### Opportunities

- competition (Braun and Wilkinson) focuses on targeting young men with styling products rather than with first time shaving appliances. Contextmapping research shows that styling is not a need of beginners.
- Philips could define a competitive advantage over the competition, and still resonate with the needs and motivations of the personas that resulted from the contextmapping study if using the following product competitive advantage. A product that will help young men to:
  - define their personal style
  - feel unique
  - feel safe

#### Threats

- Braun is expected to bring new products into the styling and grooming market of young men. And young men might consider buying a styling product over the first time shaver if the product communication message promises to deliver on the motivations of young men when starting to shave.** Next, Braun is expected to continue targeting young men with the communication campaigns of Braun cruZer and bodycruZer.
- the low price of Remington and Panasonic shavers could encourage young men to buy the shaver.**
- Remington could increase the investment on product communication of electric shavers,** as it did with mens' grooming products and therefore make young men aware of the products.
- Gillette's **low price** of the product might attract young men.
- the several **communication campaigns** of Gillette might make young men **be familiar** with the shaving system itself before they start to shave (there is not that much advertisement on electric shaving products).
- Gillette makes it **easy for young men to try** their blades: Gillette organizes events where young men are able to try Gillette blades for free. And, the company has a promotional campaign where blades are sent to men's houses when they turn 18 years old.
- when **Bic sponsors the Major League Gaming**, young men might become more aware of Bic blades, and young men might feel **attracted by the low price** of Bic blades.

## 4. Guidelines to overcome the competition

The analysis of potential competing products of the Philips 'first shave shaver' resulted in the following guidelines to be considered when defining solutions for shaving starters. The following guidelines define the way to overcome potential product threats in each competition level.

*Guidelines to overcome competition in the product form*

-Philips needs to convince young men that the brand **Philips is superior to Braun**.

*Success points of Braun that Philips should overcome*

-Braun has the ability to design and develop new products with a strong product feature based differential advantage (such as Braun cruZer and Braun bodycruZer) by creating new product categories (such as styling) and defining serious long-term threats for the competition.

-Braun has the ability to understand the needs of the consumer and to design product that fit with their specific needs: Braun 3 has defined a new market segment which satisfies the needs of men to shave a stubble beard.

-Brand has the ability to define effective communication campaigns which reflect the needs and aspirations of the consumers (the company has a section in the website where tips about 'first impression counts' are given to men, Braun promises to attract girls by using the styling products for young men).

*Guidelines to overcome competition in the product category*

-young men should be convinced that buying a **dedicated shaver that satisfies their specific needs of starting to shave** is better buying a low end electric shaver.

*Guidelines to overcome generic competition*

-young men should be convinced that **starting to shave with an electric shaver is more easy and safe**, and will bring confidence to them in comparison to a blade.

*Guidelines to overcome competition in the product form*

-the first time shaver should also **reflect lifetime aspirations of young men** to convince them that investing in the first time shaver is the best option to spend their money on.

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## Conclusions

The exploratory research brought facts to be considered when identifying opportunities and threats to define whether Philips should go forward or not with the new business opportunity of targeting young men. Moreover, if applicable, guidelines that intend to guide the way Philips could bring meaningful solutions to starting to shavers were defined.

The **trend analysis** helped to highlight large-scale forces that push the future in different directions. Confronting the different future scenarios helped to learn about the possible futures of the personal care market of young men, and identify opportunities and threats that will help to make better decisions for the definition of the GO/no GO strategy. In addition, three main guidelines that emphasized the importance of **defining a way to guide young men on the process of defining their personal style**, presenting **personal care solutions as a means that helps to communicate personal values to others**, and the relevance of **improving communication platforms to improve the relationship between the brand and the consumers** were defined.

The **contextmapping study** brought insights on the needs and motivations of young men when starting to shave: insights about the context of shaving and the shaving experience and shaving method were gathered. **Context** information showed that **shaving** is not an important activity on the personal care routine of young men. And three different motivational levels of young men to shave were identified (lifestyle motivations, personal care motivations and shaving motivations):

- to feel confident with the looks
- to get compliments from girls
- to enhance their appearance
- to communicate their personality and lifestyle with the appearance

**Shaving** specific insights show that shaving is an unknown process for young men who are unaware about the different shaving possibilities. Many factors that influence the choices young men make when shaving for the first time were identified: young men often follow their father's advice to choose the shaving method and young men look for a simple and easy method.

Three different **personas** were defined, which aim to represent the different personalities of 16, 17 and 18 years old young men to be considered when identifying opportunities to define shaving solutions to them. The different personas will be considered for the definition of the strategy: the different personalities will serve as a starting point to look for different ways to influence the shaving routine of young men.

It is worth to mention that the findings of the contextmapping study resonate with the finding of the future personal care market of young men:

-Young men are willing to communicate their values and personality with their looks

-Young men are not willing to spend much money on hygiene brands (which usually do not reflect lifestyle values of young men).

The **competition analysis** defined the following threats for the definition of the strategy: young men may consider buying products of the competition if the competing brands target young men more aggressively with the product communication campaigns. Young men may buy a styling product instead of the first shave shaver because of the product communication campaigns targeting young men by communication their values (such as looking good for girls). The low prices of competing products can be a reason for men to spend their money on such products instead of in the starting to shave shaver of

In addition, **guidelines that Philips should consider** to overcome the potential competitors were defined: Philips could overcome the threat that the product in the product form competition suppose to the company if defining a brand that young men perceive as being superior to the brand Braun. In addition, Phillips needs to design a product that delivers on the specific needs of young men with the product features, and reflects young men's values and lifetime aspirations with the product claims. In addition, Philips should communicate that the features of an electric shaver delivers better in the needs of young men when starting to shave.

The guidelines that resulted from the competition analysis motivated the analysis of Philips Shaving and Grooming business to understand whether Philips has the resources and competences to go forward with the new business opportunity by considering the insights of the trend analysis and contextmapping study, and the guidelines to overcome the competition.



# Philips Shaving and Grooming

## Introduction

The exploratory research resulted in guidelines to be considered to successfully target young men with shaving and grooming solutions. These guidelines will be considered to analyze the current competences and strategies of Philips Shaving and Grooming when bringing products to the personal care market of men. The focus is to analyze the product portfolio and the market introduction strategies of shaving and grooming products. This aims to identifying strengths and the weaknesses of Philips Shaving and Grooming to bring meaningful products for young men; and to envision the process the company should follow. This results in the definition of strategic guidelines Philips should consider when defining solutions for starting to shavers.

# Philips

Royal Philips Electronics is a multinational Dutch company that was founded in 1891 (the company registered sales up to €23.18 billion in 2009). Philips was known as one of the largest electronics company in the world with product ranges such as consumer electronics, domestic appliances, lighting, medical systems and medical technology. Now (since 2004), the company is presented as a company that brings Health and Well being to people with the three sectors it operates in: Consumer Lifestyle, Lighting and Healthcare. As a result, the company has experienced many internal changes in the organization, where for instance following a user centered product development process is more relevant than ever before.

## Shaving & Grooming

The current product portfolio and product market introduction strategies of Philips Shaving and Grooming are analyzed. First, the specific needs that shaving and grooming products intend to deliver is explained. Next, the resources of the company to bring shaving and grooming solutions are explained.

The shaving and men's grooming product portfolios within the value space of Personal Care focus on bringing solutions to help men taking care of their looks (see appendix 4 to get an overview of the way Personal Care is positioned within the Consumer Lifestyle sector in Philips). The two product ranges (shaving and men's grooming products) intend to satisfy different needs and motivations of men based on a global market research study by Synovate:

- men's grooming products target men that want to stand out and to experiment with their looks.
- shaving products target men that look for feeling confident and capable to shave, having a close shave and avoiding irritation.

The company has several research centers (High Impact Innovation Center, Research Center Applied Technology and Eindhoven Technology Research Center) that work in developing technical solution to satisfy the before mentioned needs and motivations of men. However, the company is still in the transition of defining user centered product development process, and many times technology leads the product development of products.

## Product portfolio

The analysis of the shaving and grooming product portfolio shows the way the products promise to deliver on the different motivations of men.



Figure 15: product claims of different shavers on the shaving product portfolio.



Figure 16: product claims of men's grooming products (hair clippers, beard trimmer and body groomers).

The analysis of the shaving and grooming product portfolio shows that most of the products focus merely on promising products feature related facts: closeness, good performance etc.; instead of focusing on higher level motivations of men to shave (such as feeling in control of the shave and feeling confident). In addition, most of the products focus on promising similar benefits, and the main difference between products is almost narrowed down to the shape and the color of the products. I consider that there is too much focus on communicating product features and too less on benefits for the consumers.

## Product market launch strategy

The analysis of the process Philips Consumer Lifestyle follows when bringing products to the market intends to give an understanding on the way shaving and grooming products are launched to the market.

The market introduction process of shaving and grooming products focuses on defining the way the product hits the shelves of retailers or e-tailers. Thus, it is a 'sales driven' market introduction program, which focuses on having a good logistic system of the product, reducing stock of product, and making sure that there is not lack of samples in retail shops. **The product launch communication strategy is considered poor to properly communicate to the end consumers that a new product has been launched in the market.**

## Strengths and weaknesses

Information of the prior analysis is synthesized by defining the strengths and the weaknesses of the company to successfully develop products for young men, based on the criteria defined in the exploratory research. The strengths and the weaknesses will be considered when defining the GO/no GO strategy.

### Strengths

**-technology Know How.** Philips has a large research center that can give technical solutions to specific needs of young men.

**-brand recognition in the shaving market.** Philips has been present in the shaving market for 60 years now, which has helped the company to be recognized in the shaving market, and create loyalty among customers.

### Weaknesses

**-weak product launch communication strategy.** Philips follows a 'sales driven' market introduction strategy when launching new product to the market, which focuses on retail shops and not enough in end consumers.

**-product communication messages does not resonate with consumer needs.** Product claims focus on explaining feature related information without mentioning the specific consumer needs that the product satisfies.

**-in transition from technology driven innovation process to a user centered one.** Philips is in the transition of becoming a more 'user centered' company. Tests with end consumers are done throughout the product development process. However, still main product innovation programs focus on technology to come up with new solutions.

## Strategic guidelines

Strategic guidelines to be considered when defining shaving solutions for starting to shavers are defined. Product market introduction strategies and the innovation program to target young men are defined:

- More clear **product differentiation** could be done by not just focusing on the shape or the features of the product ('hard' part of the product), but on the **benefit that is communicated to the consumer** ('soft' part of the product).
- **Product communication** messages (product claims) that **reflect the specific shaving needs and motivation** of young men when starting to shave, would make it easier to the customers to identify the most appropriate product for them.
- A **product market introduction strategy** that focuses on the **end consumers** (and also in retail shops). The aim is to create awareness among the consumers that a new product is available in the market.
- The company should follow an **innovation process** that guides the company to deliver on **consumers needs and motivations**.

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Should Philips go forward with the new business opportunity of bringing shaving solutions to young men?

Project Go/No Go strategy definition

## Introduction

This section is divided in two parts. First, the Go/no Go strategy is defined by considering the opportunities and threats identified in the exploratory research and the strengths and weaknesses of Philips that resulted from the analysis of Philips Shaving and Grooming business. And second, the innovation process Philips could follow to target young men is defined.

# Go / No go strategy definition

The following framework intends to synthesize the main findings and conclusions in the exploratory research and the analysis of Philips Shaving and Grooming resources and competences. It is the foundation for the definition of the Go/No go strategy, thus to define whether Philips should invest on targeting young men shaving solutions.



Figure 17: conceptual framework for Go/No go strategy definition.

## Trends of future personal care market

- young men may want to take care of their looks more than they do nowadays in the near future, by pursuing the definition of their personal style and a ritual that will help them look good.
- young men may not know how to take care of their looks.
- young men may consider personal care products as secondary needs and therefore do not spend money on them unless they perceive it as a real necessity.
- consumers are expected to be more active in the relation with the brand.

## Needs and motivations of young men when starting to shave

### **lifestyle need**

- reduce insecurities by feeling in control and self confident of what they do

### **personal care need**

- enhance their appearance

### **shaving need**

- COMMUNICATION. education, advice & guidance
- ACTIVITY. no need to shave everyday. Need shave off every hair
- PRODUCT. easy to use and simple
- EMOTIONAL. need to feel confident

### **lifestyle motivations**

- feel self confident with the looks
- get complements from girls.

### **personal care motivations**

- communicate personality with the appearance
- enhance appearance
- reflect and communicate lifestyle

### **shaving motivation**

- look good for girls
- feel self confident when start shaving

## Opportunities and threats of competitive environment

### **Opportunities**

- competition focuses on targeting young men with styling products and styling is not a need of starting shavers.
- Phillips can define a competitive advantage over the competition

### **Threats**

- young men might consider buying a styling product over the first time shaver.
- the low price of Remington and Panasonic shavers and Gillette blades could attract young men
- Remington could increase the investment on product communication of electric shavers, as it did with mens' grooming products.
- Gillette's low price of the product might
- communication campaigns of Gillette might make young men be familiar with the shaving system itself before they start to shave
- Gillette has several promotional campaigns to make it easy for young men to try their blades
- young men might become more aware of Bic blades when Bic sponsors the Major League Gaming

## Strengths and weaknesses of Philips Shaving & Grooming

### **Strengths**

- technology Know How.
- brand recognition in the mens' shaving market.

### **Weaknesses:**

- product launch communication strategy focused on the retailer.
- product communication messages does not resonate with consumer needs.
- technology driven innovation process.

The competences of Philips were analyzed and mutual relationships between the needs and motivations of young men, the trends and the competitive environment were identified to define the following reasons why Philips should or should not invest on bringing solutions to starting shavers.

**GO. Reasons why Philips should go forward with the new business opportunity**

- unmeet user needs and motivations that are not considered by the competition have been identified, what could bring a competitive advantage to Philips when positioning in the market
- the starting to shave market of young men is a yearly new market, what could bring new customers to Philips every year.
- young men have different needs in comparison to men that shave on a daily bases. Philips can define a new product range in the product portfolio to target young men with products that deliver specifically in their needs.
- key factors that could enhance the value of young men´s shaving and grooming products have been identified, such as providing an add-on service to guide young men on the way to take care of their looks, and therefore create additional value to the products, improve the brand awareness of the products.

**No GO. Reasons why Philips should not go forward with the new business opportunity**

- Philips is in the transition from being a ´technology driven´ company to becoming a ´user centered´ company, what could make it challenging to design a product that delivers specifically in consumers´ needs.
- competition targets young men aggressively with their product communication strategies, while Philips has product launch strategies that focus on the retailer rather than in the end consumer. Next, Philips product communication messages often focus on product features and do not resonate with consumer needs.
- young men might not consider spending money on a shaving appliance, unless shaving is considered more relevant in the personal care routine.

Figure 18: List of reasons why Philips should or shouldn´t target young men based on the conceptual framework for strategy definition.

Many reasons that ensure Philips to increase market share are identified (see figure 18 ).And the most relevant reasons why not to go further targeting young men are based on the current innovation process of Philips Shaving & Grooming business.

If the product innovation process Philips currently follows with the Shaving and Grooming business is changed to a one that focuses on not only defining products that are meaningful for the needs of young men, but also defining a brand that reflects and communicates young men's needs and motivations when starting to shave, Philips could define a differential advantage between the rest of the competition that focuses on targeting young men with styling products (which is not an identified need among starting shavers), sending razor blades to starting to shavers (razor blades do not deliver on the wish of young men of not getting nicks and cuts when starting to shave) and with low end products (which do invest on product communication that reflects young men's shaving related needs and motivations).

Changing the innovation process when defining shaving solutions for young men is considered a big effort for Philips; however, with the highly brand focused competitive environment, where main competing products invest on product communication strategies to attract young men with their product propositions, following a brand driven innovation process is considered needed and essential to ensure future market growth for the company.

In a world where organizational authenticity and end user relevance are increasingly seen as the key success factors in innovation and design, we see the brand as a key driver for innovation. [E. Roscam Abbing, C. van Gessel (2008)]

## So, GO but...

**....Philips should target young men by first switching the innovation program into a more user and brand driven process in order to bring meaningful shaving solutions to them when starting to shave.**

I advice Philips to go forward with the new business opportunity of bringing shaving solution to men that are about to start shaving, by following a more user and brand driven innovation process. This will help the company to design products that are based on young men's needs and motivations, to define a product communication strategy that reflect the needs and motivations of young to shave and a product market introduction strategy that considers the end user.

# Brand driven innovation

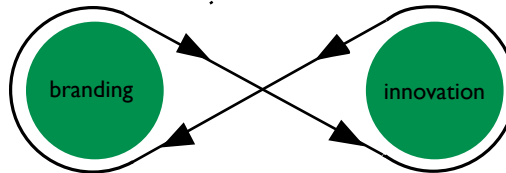
Following a brand driven innovation can help Philips to fill the gap between product development & design, and branding & marketing giving a solution to the previously identified company's weaknesses:

- product launch communication strategy focused on the retailer.
- product communication messages do not resonate with consumer needs.
- technology driven innovation process.

*Brand Driven innovation is a vision on the symbiosis between brands on the one hand and products and services on the other, resulting in a method that uses the brand as driver for product/service innovations that benefit organization and end user alike (see appendix 5 further information).*



The aim to design products that resonate with consumers needs and a brand that communicates their values. Brand driven innovation guides the innovation process to fulfill the brand's promise through new products and services, infusing these new products and services with meaningful value.



User-centered design is a process in which the needs, wants, and limitations of consumers are given extensive attention at each stage of the design process, to develop product that resonate with consumer needs. The same way, the brand nowadays can serve as the vision that inspires and strategically guides the offering for the consumer.

The role of branding has changed considerably in the last years, by shifting from being thought of as merely an addition to the offering (the logo on the product) to its acceptance as a representation of the culture, knowledge, and vision that inspires and strategically guides that offering to the consumers (E. Roscam Abbing, C. van Gessel, 2008).

Hence, I suggest using the brand as a strategic asset to define the strategy to follow with the new business opportunity of Philips to target young men. The brand will be used as an inspirational tool for ideation and action, and to make decisions and to frame the future in an increasingly competitive world.

In the next chapter the strategy Philips could follow to design meaningful solutions for young men based on brand driven innovation is explained.



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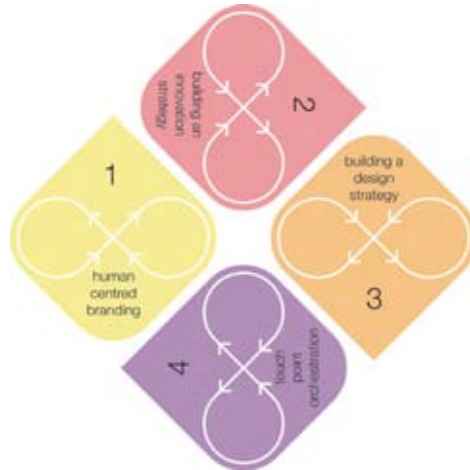
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Strategy

# Introduction

In this section the strategy that Philips Shaving and Grooming could follow to design meaningful solutions for young men is presented. The strategy is built up based on brand driven innovation (see figure 19).



*Figure 19: the figure shows the steps that are followed, by defining a brand that will guide the innovation strategy and design strategy, resulting in touch points that intend to define the interaction between the brand and young men.*

First the brand that will guide the innovation program is defined. A brand that is meaningful for the young men and also for Philips Shaving and Grooming is built. Then, the innovation strategy to be followed is defined, which defines the guidelines Philips should follow to develop meaningful solutions to young men. Third, design guidelines that will make the strategy tangible are defined. Finally the different meaningful connections (touch points) between the brand and the young men are visualized.

It is known that Philips follows a branded house strategy with which the company uses a single primary brand across multiple products and categories. However, it is considered important not to use the model exclusively and define a brand (which still considers Philips as the parent brand) to better reflect the needs and motivations of young men.

Shaving is predominately driven by rituals, rather than by rational thinking. However, shaving is not a ritual yet when young men start to shave, in addition, young men do not know much when they are about to start shaving and they tend to follow their fathers advice. Therefore, Philips has the opportunity to convince young men that Philips provides them the best solution to their needs when starting to shave. In order to do so, a brand that that reflects young men's shaving needs and personal care motivations will be built and, it is defined the way to power it up to deliver a full emotional experience in the minds of the young men. Different touch points that represent the different interaction between the brand and the young men are defined.

## Human centered brand

A brand that embodies a promise that is meaningful for young men and Philips Shaving and Grooming is presented (the brand was built up based on the learning of the exploratory research and the analysis of Philips). The brand will set the direction Philips Shaving and Grooming should follow to deliver solutions that are meaningful for the needs and motivation of young men when starting to shave; by also defining a unique selling proposition for Philips over the identified competition; thus, forming an inspiring platform for innovation and design.

The insights that encouraged the definition of the brand promise:

### **Explore & Experiment**

Competitors target young men with styling products. However, young men do not know what to style, how to style and what to communicate with their looks. Young men need to explore and experiment their bodily possibilities in order to define their personal style.

### **Self confident & free**

Young men aim to feel self confident to try new things and to make choices in their constantly changing life.

Personal care trends show young men will want to communicate their personal style with their appearance and Philips will bring them the freedom to do so.

### **Define & unique**

Young men's personal care main motivations are to define a personal style in order to feel unique.

Hereby the brand's promise that reflects the needs and motivations of young men when starting to shave...

..... to create products that help young men to feel **free** and **self confident** to **experiment** and **define** what is **unique** on them.

### Explore & Experiment

Creating products that encourage young men to explore their bodily possibilities is the main aim for Philips. Phillips will aim for ways to trigger young men to experiment with new looks, new products and new ways that help them enhance their appearance.

### Self confident & free

Philips will bring self confidence to the first time shaving experience, by designing products that will save young men from nicks and cuts.

Philips will bring freedom of choice of products what will enable young men to choose the product that helps them communicate their personal style the best.

### Define & unique

Philips will guide and support young men on the process that needs to be follow to define a unique personal style.

**be active!**

feeling **self confident** and **free**

1. **Explore and experiment** your body
  2. **Define** your style – what is **unique** on you
- 

# Innovation strategy

Philips should follow a brand push innovation strategy, where the brand will inspire the actions to be taken to develop products that fulfill the brand's promise. Hereby innovation guidelines that define the way Philips could fulfill the brand's promise by creating unique value.

## Building a relationship between the brand and the young men

The analysis of future scenarios of personal care of young men helped to define guidelines that define the kind of relationship Philips should have with young men:

- Philips should provide a **service that guides young men** on the process of defining their personal style.
- Philips should **improve the communication platforms** between the brand and the consumers, which intends to improve the mutual relationship.
- Philips should **present the shaving solution as something else than just taking care of your looks**: a way to communicate their values to others.

## Innovation program to deliver in different needs and motivations of young men

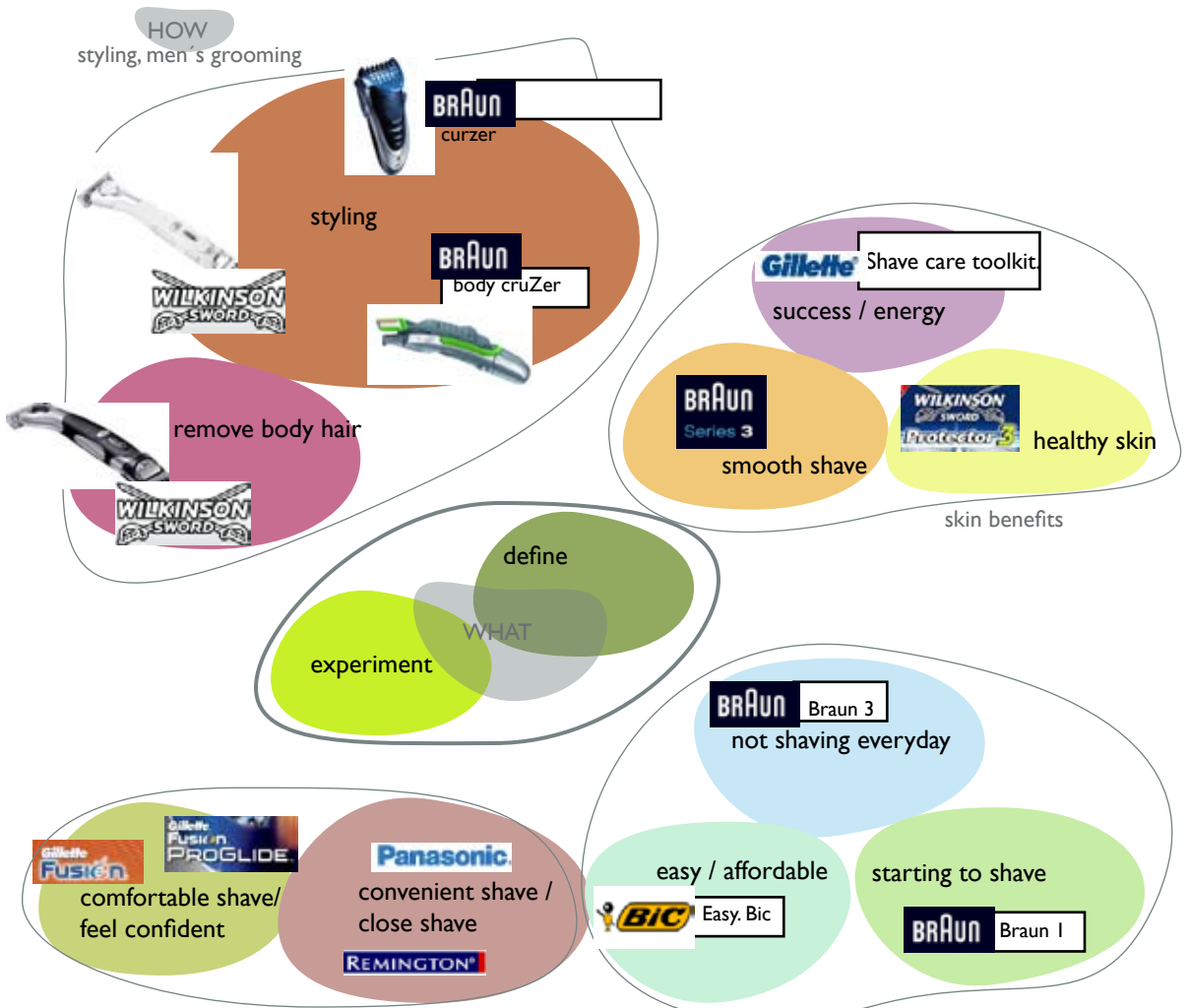
Philips will focused on delivering on the aspects of the brand promise that matter the most to the different persona types ('the trend setter', 'the follower' and 'the childish') when defining solutions to each of them. This intends to define different guidelines and direction that need to be followed when developing solutions to the different personas, to ultimately develop products for the specific needs and motivations of the different personas.

- '**Trend setter**' persona: **define** your style and be **unique**
- '**Follower**' persona: feel **self confident** and **free** to try new styles
- '**Childish**' persona: **explore** your body and **experiment**

## Brand positioning in the market

Philips will bring solutions to young men that are about to start shaving, or started shaving not long time ago. Philips will not focus on bringing shaving specific solutions but providing guidance to young men through the process of defining their personal style (so, WHAT to style), unlike the competition that focus on providing tips and tools that how young men HOW to style. Based on the user insights, young men do not have the need to style their beard yet, but they do want to define a personal style by wearing specific clothes, shoes, perfume, etc.





comfortable and convenient for everyday

easy, affordable & convenient to start with

Figure 19: the figure shows the brand positioning in the market, which intends to define that the brands' aim is to help young men on defining WHAT to style, by defining a new market segment between the buffers define and experiment.

# Design strategy

Now that the directions for innovation are defined, design guidelines are defined. Design guidelines will guide the fulfillment of the brand promise into tangible experiences for young men. Consider that the design guidelines need further detailing and definition.

**-color** blue to create clear associations with the brand Philips. The color blue from Philips will be used to make associations between the new brand and the parent brand Philips. Thus, the new brand will benefit from the already well known brand Philips.

**-name:** eXperiment to reinforce the awareness of a brand's profile. Experiment is defined the key word to be representative of the brand's profile.

**-logo:** X to create simple icon that enhances the name, and helps to make associations with the name.

**-shape:** coherent with the rest of the shaving product portfolio of Philips, to create coherency and familiarity. The same product structure will be used to create the connection with Philips shavers.

**-sound:** a unique sound that is representative of the products of the brand. The aim is to create a recognizable feature that is coherent among all the products. The sound will be played when starting the shaver, low battery, when charging the shaver, etc.

**-smell.** A specific smell will be defined for the packaging of the product. A sensory experience will be designed by adding smell to the unpacking experience, since young men find smell very important in hygiene products.

**-language:** Communication has been built from the bottom up using the words of young men.

'explore your identity' 'experiment' 'start to define your style' 'feel free and self confident'

**-navigation on the website.** The navigation on the website will be designed inspired by the keyword eXperiment. The aim will be to guide consumers through an experience to 'experiment' with every icon, feature, etc.

**-communication message.** The communication message will focus on daring young men to try & eXperiment the products.

**-product specifications.**

- simple and easy to use to encourage young men to try the product.

- reliable to encourage young men to experiment with the product.

**-service.**

-make it easy to young men to try the product.

-provide guidance and advice not only on how to shave, but on how to define the personal style and personal ritual.

# Touch point orchestration

The touch points make the strategy tangible. The aim of the touch points is to turn the fulfillment of the brand promise into a tangible experience for young men (each touch point is seen as an opportunity to strengthen the relationship with them). Each touch point has been designed in a way that communicates its own version of the brand promise, by being in tune with the other touch points, and ultimately bring a consistent message to young men.

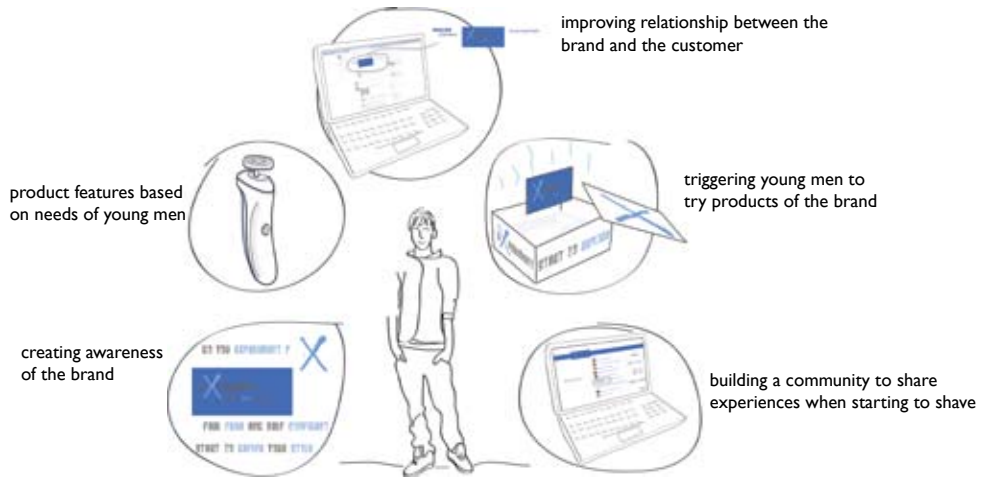


Figure 20: Touch points that will ensure that the young man experiences the brand as a complete story, and can connect with the brand in a durable way.

FEEL FREE AND SELF CONFIDENT



logo that helps young men to make associations with the name



brand name that communicates the key aspect of the brand's profile

communication messages to encourage young men to **experiment by feeling free and self confident**



graphical design that brings coherency to help young men to associate the brand with Philips

DO YOU EXPERIMENT ?

START TO EXPLORE

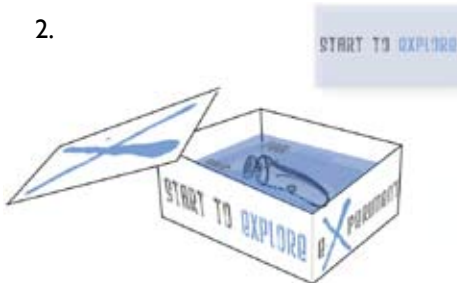
1.



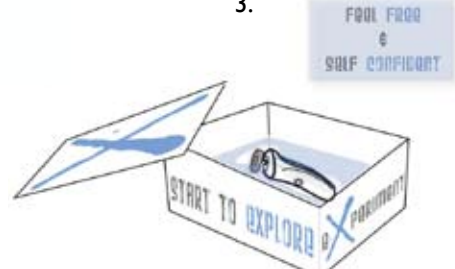
cards on top of the the shaver that aim to bring confidence to young man before starting to use the product.

unpackaging experience focused on bringing **self confidence** to young men

2.



3.



1. trigger young men to join the event by sending an invitation by facebook.



3. create awareness about the brand.

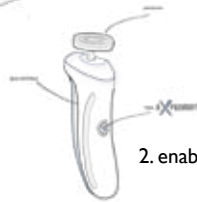


event to **experiment** as a platform to improve the communication between the brand and the young men

Philips will organize 'eXperiment' events create awareness about the brand among young men and to encourage them to try the products.

Workshops where specialist give advice to young men on how to take care of their looks will also be part of the event.

2. enable young men to try eXperiment products for free.



1.



box to trigger young men to start to **explore and experiment** with their bodily possibilities

2.



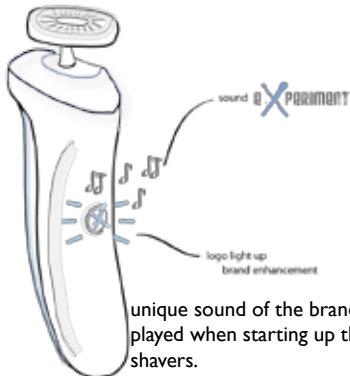
Philips will send the eXperiment box to young men they turn 14. The aim will be to trigger young men to explore the different possibilities Philips brings to them. The box will contain a card that gives them access to the eXperiment community where young men can ask questions, share stories, etc.



young men can ask questions to experts from the eXperiment brand and share stories with their friends

community to help young men to learn from others when **defining their style**

shaving features that look simple and help young men to shave precisely



possible to experiment with foam and dry shaving



product features that bring **self confidence** and **freedom** when starting to shave

## Conclusions

In this section the strategy Philips should follow to bring meaningful solutions to young men was explained. The aim of following a brand driven innovation process is to make the first time shaving experience a branded experience rather than being driven by rational thinking. The contextmapping study showed that shaving for the first time is usually a spontaneous act in which young men are unknowledgeable about the process to be followed. Choosing the method/product to shave for the first time becomes an impulsive choice that the young men do, often influenced by the father.

Creating an early connection between the young men and the brand (eXperiment) Philips could stimulate them to consider buying a Philips electric shaver for the time they start to shave.

The definition of the different touchpoints aims to make the experience of starting to shave with a Philips electric shaving appliance meaningful and valuable for young men, and therefore worth their money. This, could build brand loyalty between young men and Philips, and therefore increase market share of the electric shaving market among young men, creating a loyalty program that would ensure men to stay loyal to the brand when buying electric shaving appliance in the future as well.





## Implications and recommendations

## Recommendations

I recommend to Philips to create tools to do qualitative user research and trend analysis which intend to help the company to remain updated with the needs and motivations of young men, in order to keep on defining meaningful solutions for them.

## Limitations

Limitations were encountered because of using the contextmapping methodology which might have influenced the results of the study. In the contextmapping session participants were asked to communicate their experiences and feelings by making several collages. Participants demonstrated not to be familiar in making collages as a way to express their thoughts. This might have created some frustration in the participants and influenced the outcome of the study.

Next to that, participants were young and not that mature, what caused more difficulties to keep them focused on the exercise and make them reflect on their personal experiences. However, I believe contextmapping helped me to gather intrinsic and deep insights of young men's experiences that could not be gathered with a method that does not use generative tools.

Next, it should be considered that results of the study are based on personal and individual stories of eight Dutch boys living in the area of Groningen. Hence, the results cannot be generalized as being representative of every young man globally.

## Suggestions

It is advised to do more user research in order to verify the insights of the contextmapping study and to get more quantitative results, which could define the relevance of the insights. Next, internationally oriented research could help to validate whether the insights resonate with the needs of young men living with different cultures.

It is advised to make an estimation of the money the conversion of the innovation process means to Philips. And next, it is suggested to make an estimation of the cost that it would suppose for Philips the development of the different touchpoints, considering Philips to be a product focused company, and not willing to invest much in product marketing programs.

Further research could focus on defining the steps Philips would need to follow to internally change the organization innovation platforms to follow a brand driven innovation program.

# Appendix



# Appendix I

## Identified main trends

### MACRO LEVEL

#### **Demographic:**

- Crisis encourages people to think better and more what to buy
- Faster lives → need of convenience & ease of use
- Internet availability?
- Internet availability increases → Internet in retailing

#### **Economic**

- Personal care product sales falling
- Men's grooming growing business

#### **Societal**

- Active consumers → two way advertisement conversations, co-design....
- Globalization. Everybody living in cities → need to stand out, try out prone
- Community-networking → enable connections, know latest news
- Premium brands shifting to mass channel & private label

#### **Technology**

- electronics in the displays: piezo switch, inductive charging
- waves: radio frequency, light, ultrasound.

### MICRO LEVEL

#### **Market**

- Luxury redefined → do it your self at home
  - Deodorants substitutes of fragrances (7% increase),
  - skin care (23% increase) most important category
  - fragrance (1% decrease) try to cover prices by smaller packaging
  - hair care (same) 2 in 1 products more successful
- department stores → mass market (supermarket, pharmacy, drugstore)

#### **behaviour**

- men looking for convenience
- don't know how to take care of looks & follow woman
- private label
- men's grooming as a symbol of status

#### **trends**

- experiment
- fulfillness
- finding identity
- autocontrol

# Appendix I

## Scenarios

### scenario I: everybody is a brand

Cities are growing and globalization makes society to look the same. Every individual wants to stand out, and wants to be unique. There is a willingness to try new things.

Society looks alike

need to be different and unique

willing to try new things

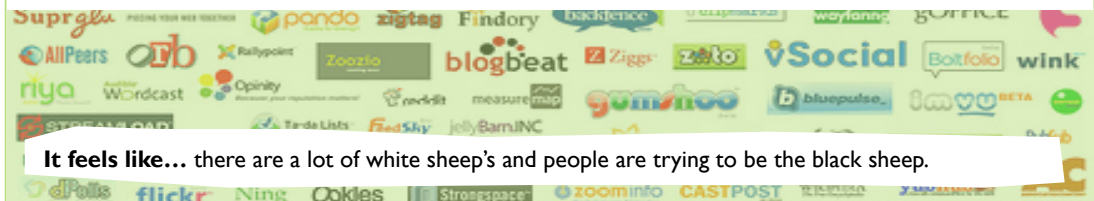


#### Before

Less than 5 per cent of the world's population lived in cities a century ago, while most of the people lived in villages. Young men were reactive to women's demands, and they were limited array of possibilities through limited exposure and being confined to general/global trends.

#### Now

From 2008, 50 per cent of the world's population lives in cities. The result is more sophisticated, more demanding, but also more try-out-prone, super-wired urban consumers. Young men are pro-active in defining their role, and they are looking for opportunities to experiment in self-expression.



It feels like... there are a lot of white sheep's and people are trying to be the black sheep.

**Consumers** are looking for daring innovations, risqué communications and two way conversations. The result is 'daring' goods, services, experiences and campaigns.

**Online communities** make it easier to live in the busy cities. Social media helps inhabitants to follow friends, track them, connecting to them and ultimately meeting up. As a result, young men expect products and services to help them meet people and follow them.

Products display high **transparency and openness** about processes and actions to take, as individual consumers now play with high transparency about their own lives.

## Persona

Inhabitants feel attached to the city they live in. Young men's' identities will be closely tied to a city's culture, its brand, its heritage, its 'being'. Young men are looking for communities to belong to, where they feel they are different from the rest, and they make a difference. They are very transparent with the activities they do and other personal information. There is nothing to hide, maximum transparency.



## Lifestyle aspiration

### identification

exploring new possibilities by redefining what is unique.

### Potentiality

having possibilities and embark on new options. Defying the restraint of the typical all look the same style.



## Lifestyle need

Freedom and courage to explore and define what it means to be a post globalized man.



## Motivation

I want to challenge myself by progressing with society.

## Daily activities...

show personal info in the community

two way conversation advertisement

products with cities characteristics.





### **need to consider...**

- not everybody is looking for ways to be different and products are not accepted by all the consumers
- very strong and provocative advertisement not accepted by everybody
- looks and communication of personal image can become too important and young men could struggle not to show too much of their personality.

### **OPPORTUNITIES**

- create communities, products or activities that help young men to be connected to people that share similar values
- help young men to express and share stories about their life and daily activities
- provide young men with a variety of possibilities they can choose from and guide them on the process of choosing the one that suits them most.

### **THREATS**

No threat has been identified.

## scenario 2: almost like a girl

Men's grooming is an emerging trend. It is a challenge for young men to follow the new trend. On finding ways how to do it, they follow women as the person that knows best.

Men's grooming new

don't know how to do it

follow women

### Before

Women turned the male authoritarian image into an object-of desire

Young men used to use basic products such as deodorant and aftershave to look good.

### Now

Men are growing confidence in their role of object-of-desire and they increasingly enjoy exploring their bodily possibilities.

More advanced products are available in the market: pre- and post- shave creams and gels, scrubs and moisturizers.

**It feels like...** young men know there is a treasure but don't know the way to get there. Women are the person holding the map to get to the treasure and young men follow them.

media plays an important role on making men's grooming more familiar by creating role models in terms of lifestyle, appearance and buying habits.

alerts of latest news in men's grooming will help young men to be up to date with the latest possibilities, by making possible for the young men to forget or miss out trends but still giving them a level of control.

products that offer ease-of-use and convenience will drive the choice of the consumer.

magazines for young men have special reviews with advice on how to pumper.

internet is a serious player in the overall retail environment.

## Persona

Recent graduate or young worker who moved to a single-person household in an urban area. He has a fast pace of living, but with a wide range of options on how to spend the free time. People around him look very good and there is pressure to take care of the looks. There is a wide range of possibilities but he doesn't know where to start from. He likes to explore new ways but convenience will be the driver of his decisions. Internet will be used as an information tool to make wise decisions.



## Lifestyle aspiration

### Autonomy

orchestrating the body and mind to control the desirability and achieve the desired outcome.

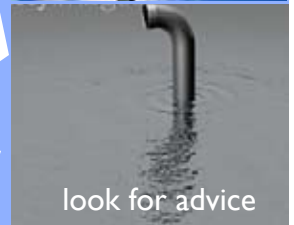
### Achievement

striving for personal accomplishment by discovering what is possible.



## Lifestyle need

to be creator of the personal tangible image and to feel confident by doing so.



## Motivation

I want to be in control of my looks.



## Daily activities...

buy personal care products in the internet

browse men magazines to look for advice

what can I buy?

### **need to consider:**

- not everybody likes to show that they take care of their looks
- young men get annoyed with the fact that they need to buy products all the time
- women like the products of men and young men need to share them

### **OPPORTUNITIES**

- invest on communication that educates young men on how to take care of their looks
- define a way (simple, easy, convenient...) that young men could take care of their looks
- provide the tools to help young men experiment and discover new possibilities to take care of their looks.

### **THREATS**

No threat has been identified.

## scenario 3: first think then buy

The economic down turn has influenced the purchasing behaviour of the young men, by making them consider twice before buying a product. Young men will need to define whether they really have the need to buy the product or not.

Economic crises

↳ think twice which products to buy

↳ personal care products are secondary

### Before

Consumers tend to buy more and more products by following the advice of advertisements. Society and commercials were the drivers of consumer's purchase behavior.

### Now

The economical crisis pushes consumers to reconsider which products they believe they are essential and which not. Hard decision for consumers: what to buy, what to postpone buying and what not to buy at all.

It feels like... going to the candy store and not buying anything because of not feeling hungry.

real time reviews of products in the internet and wireless connection will encourage consumers to check reviews before making purchase decisions.

luxury is redefined by not focusing on expensive products but limited locations where people don't have access that easily (by internet...).

being a luxury brand is no longer enough to warrant sales. Consumers are likely to switch down to lower-price products if the product doesn't deliver results.

Do it yourself products have full potential as a building block to personal services.

low end retailers increase the premium product offering to retain consumers.

department store → supermarket/parapharmacy/drugstore/ specialist beauty retailers  
The beauty and personal care retail market is concentrated by chained supermarkets and parapharmacies/drugstores whose products are well-trusted by consumers.

## Persona

Young men are highly sensible to price and they demand for cheaper brands and private label. Young men make sacrifices by not buying luxury brands but private label; they switched from buying premium brands to buy in mass channels. Young men look for specific and claimed results and they will spend on luxury only if they can justify it to themselves as a need. Young men have more decision power and they define what they buy.



## Lifestyle aspiration

### Significance

organizing life around what is important to you, pursuing a life of freedom and play.

### Autonomy

controlling your life self-responsibly by creating your own rules and making own decisions.

need to choose



## Lifestyle need

to spend your life doing passionately what you enjoy, and differentiate yourself from the establishment.



## Motivation

I have only one life, so I better spend it in a way that is meaningful to me



## Daily activities...

internet retailing will help consumers to compare products and prices before deciding what to buy.

all in one products become popular as they are perceived as more affordable and advantage to save money

private label





### **need to consider...**

- difficult for the company to manage real time information
- how to address the consumers that are not cutting their spending in personal care?
- consumers spending on men's grooming products are perceived as prestigious and symbols of status.

### **OPPORTUNITIES**

- create an emotional bond with the product so the young men consider the product as essential
- overcome the expectations of the consumers so they report good reviews of the product
- redefine what luxury in personal care products is in order to increase the value of the product in a way that overcomes the expectations of the consumers. Not just a functional solution, but something else.

### **THREATS**

- consumers will make a more thorough analysis of the different possibilities before deciding to buy a product. Young men will rely on internet reviews of the product.
- private labels launch low cost personal care products for young men.

## scenario 4: everybody has something to say

Consumers have a critical view on the external world. They want to share their thoughts and contribute to the development of society by designing their own products.

Active consumer

↳ not just listen but have a lot to say

↳ proactive in communication & co-design

### Before

One way communication, where consumers listened to what companies had to say to them. Consumers felt safe and comfortable with what the brand promised to them.

### Now

Consumers do not just listen but have a lot to tell. Their behavior is edgy and daring and they constantly question what companies promise them.

**It feels like...** a teenager that doesn't follow his parents' advice but he has something to criticize all the time.

consumers create their own commercials

advertisements are conversations instead of one way conversations.  
Communication is a collaboration instead of us-them mentality.

companies keep customers connected to the brand by asking them to be part of the community, in order to collaborate in communication campaigns and co-create in the design of products. Consumers are willing to be part of a community where they feel they can make a difference.

products mirror societal beliefs and communication messages are proactive and more real conversations with customers.

## Persona

Young men are willing to show their opinion about products, behaviors, happenings... Consumers have influence to do things differently driven by their personal preferences and behaviors. Young men's behavior is edgy and daring, and they don't shut their mouth if they feel they shouldn't. Young men have strong values and they want to design their own products to be in control of own identity and communicated image.



## Lifestyle aspiration

### Authority

having own values and beliefs and sharing them with others

### Autonomy

controlling and defining self beliefs



## Lifestyle need

freedom and resources for self expression



## Motivation

I want to share my thoughts and feelings with others



## Daily activities...

online sales and mass customization will increase. successful internet interaction with customers will be crucial.

do it yourself will increase by the willingness of consumers to create their own products.

everybody is able to share their opinion in the internet, upload movies, comment the news... Internet is a way to share personal opinion and stories across borders.

### **need to consider...**

- not all the consumers are that proactive
- companies need to be the drivers and proactive in setting the direction. The company cannot be driven by the consumer.
- not all consumers know exactly what they want

### **OPPORTUNITIES**

- create a brand that reflects the personal values of young men
- create a two way conversation campaigns with young men to learn more about their life motivations
- create a community where young men are active, can identify the values of the brand and ultimately feel attached to the brand.
- create customizable products that enable customers to express their own personality

### **THREATS**

No threat has been identified.

# Appendix 2

sensitizing diary



Hi,  
Welcome to my research on Young Mies.

My goal is to get to know your life more better. Therefore, I would like you to help me finding out what you like doing in your everyday life. This booklet will help you inform me what you like to do.

It is important that everyday you take some time to fill in the booklet. You just need to take 30 minutes per day to fill it in. It will not work if you do it all at once.

Remember that it is all about your life, so there is no wrong answer when filling the booklet.

It is all about your own experience and opinion 😊

It would be cool if you filled in the booklet in English, but there is no problem if you need to use Dutch words to express yourself better!

**USEFUL TIPS (RULES OF THE GAME)**

the dice will indicate you when you need to fill in each section.

you can use the **stickers** to help you express your thoughts better.

the **papers** will help you communicate your emotions more accurately.

you can use the words and the pictures to help you communicate a situation.

Use the **camera** to take pictures of products, people and situations you find special and interesting to tell me.

Me and my environment

Who are your friends?

My dream is to...

Draw the clothes you usually wear

I like / don't like going out with friends because...

I like playing basketball because...

I go to \_\_\_\_\_ school.

Who are your friends?

What does your environment look like? Family, friends—fill in the diagram with the people that are close to you. Position the people you consider most important closer to you than the rest.

Define the person by writing his name in the circle, mark, draw, then fill in clothes of basketball...

Me and my environment

o Man

Me and my family

Name the most important members of your family who are they and are they important for your Dad/mom, younger brother, sister, grand mother...



Name: _____
because: _____
_____
_____

Name: _____
because: _____
_____
_____

Name: _____
because: _____
_____
_____

Name: _____
because: _____
_____
_____

o Man

Me and my environment

Me and my house

Which is the room/place you like the most in your house? Why do you like it that much?



Make a drawing of the room/place. Where are you?



Take a picture of your bedroom.

Use the picture to position yourself in the room.

My everyday life

o Man

How is your day?

Describe and draw the different activities you do during the day.

The words and pictures in the envelope may help you explain it better.



morning



evening



Take a picture of the most beautiful moment during the day.

My everyday life

o Man

How is your morning?

Describe the different things you do in the morning.

wake up



go to school



My everyday life

of Man

My favorite day

What is your favorite day in the week? Explain why it is important for you.

My favorite day is \_\_\_\_\_

When do you rise

When water

morning



You can bring the camera with you to take pictures!



is Man

My everyday life

where?

when?

morning



My everyday life

of Man

Going out

Where do you like to go out in Groningen and do you like to go there?



Click the faces to mark the places in your surroundings.

of Man

My everyday life

Make a drawing of the place you like most to go.  
Who is with you?



My and my style

is Man

My clothes

Draw and explain the top or clothes you like the most. Why are they that color?



Jeans



Trousers



Coat



Backpack



Shoe

is Man

My and my style

My brands

These are the brands that I like the most...

Clothing



BRAND \_\_\_\_\_

I like this brand because...

It is better than other brands because...

The brand makes me feel...

Technology / Gadgets



BRAND \_\_\_\_\_

I like this brand because...

It is better than other brands because...

The brand makes me feel...

Hygiene



BRAND \_\_\_\_\_

I like this brand because...

It is better than other brands because...

The brand makes me feel...



to Man

Me and my style

look like that....



I would like to look that way next weekend...



Me and my style

to Man

Feeling good really matters!  
The words and pictures will help you describe it better 😊

I don't feel handsome if I look like that....



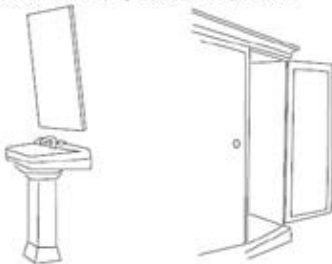
I feel self confident if

Me and my style

to Man

How to feel good with my self  
This is what I always do to feel good with my self.  
Draw and draw the different activities you do in order to feel good and consistent with your mood.

Which products do you use?



to Man

Me and my style

Which clothes do you wear?



Ready to go to the session

Thank you for saying the class to fit in the program!

I love you because it 😊

I see you love in the session

Happy program

Alaine



## Appendix 2

### Set up of the contextmapping sessions

#### Agenda of the sessions

**15 min Introduction.** The session started by eating pizza and getting to know each other. The goal was to create an atmosphere where the young men felt comfortable and confident to share their personal stories. The set up of the session and the goal of the research was explained to the participants. Participants were told that there was no wrong or right answer and that everything they would say was important for the research.

**5 min warm up.** The participants were asked to share their experience on filling the booklet. The goal was to make the participants share their own experiences within the group.

**75 min exercises.** Three exercises (each 25 min long) were defined in order to get information about personal care related issues of the boys. Each exercise had a main question that needed to be answered. Three steps were followed in each exercise:

“Make” part. The question was explained and participants were told to make a collage to access and express their thoughts, feelings and ideas in order to answer the question. Participants were given an A3 paper where they could glue pictures and words, and write down everything that would help them answer the question.

“Say” part. Each participant presented the collage to the rest of the participants.  
Discussion. Participants were asked to react on each other stories.

**10 min end of session.** A short reflection on the process was done and participants were thanked to participate in the session.

## Appendix 2

Transcript of the discussion on the contextmapping studies.

### Contextmapping study I

*[participants of the discussion]*

**Alazne (researcher)**

**Merijn Stam (facilitator of the discussion)**

**Antek (16 years old boy)**

**Coen (17 years old boy)**

**Niels (16 years old boy)**

**Teun (17 years old boy)**

**Tim (16 years old boy)**

*[Introduction]*

**Antek:** Hi I'm Antek (he's waving, the others are laughing). I'm 16 years old and I'm studying MBO Sport & Beweging. I play basketball and hang out with friends. I spend a lot of time on my internship and study. [A001]

**Niels:** Hi I'm Niels and I'm 16 years old. I'm studying on the level of VMBO-T (theoretical). I also play basketball and hang out with my friends. And more... ehmmmm... eating... school... [A002]

**Teun:** I'm Teun and I'm also playing basketball. And I'm 17 years old. I'm in the fifth year of atheneasium (highest level on high school). And I also like chilling with friends (everybody including himself is laughing). Who don't? [A003]

**Tim:** I'm Tim and I'm 16 years old. I'm studying on the level of VMBO-T. And I also like hanging out with friends (others are laughing). [A004]

**Coen:** I'm Coen and I'm 17, my birthday was just a couple of days ago. I also play basketball. I'm studying at the MBO, Technical School, engineering. [A005]

*[Explanation of exercise]*

**Alazne:** I'll explain you a bit what we are going to do during the session. We are mainly going to do the exercises. I'll give you a paper and you can cut pictures, you know, as in the booklet. It will help you to answer the questions I ask you. I'm also curious about the way you filled in the booklet. What did you find about yourself? Did you find something you didn't know before? [A006]

**Antek:** Some questions were a little bit tough. Like a small picture of your room. I didn't make that much pictures, but I did it as detailed as possible. [A007]

**Merijn:** How was the experience to do it, to think about the things you were actually doing and to write those things down. [A008]

**Teun:** It wasn't too hard. [A009]

**Antek:** There was one question, I did not really understand. It was about the way you feel confident (he is raising his shoulders). [A010]

**Teun:** Also the brand of your hygiene product. I don't really have a favorite brand. [A011]

**Alazne:** But for instance, do you have a favorite brand in clothing? [A012]

**Teun:** Yeah! Ehmm... Not really a favorite... There are some things I like of the brand, their style. Chasin, it's like a cheaper version for G-Star. [A013]

**Antek:** When I'm the shop and I like a product I'll buy it. When it's not my "favorite" brand, I buy it as well. [A014]

**Teun:** When I even don't know the brand, I still buy it. It's not like, I don't know the brand, so I won't buy it. [A015]

**Antek:** In Holland we don't following a trend, because everybody here want to be unique. When you see someone on the street wearing a particular type of cap, you won't buy the same. You'll buy another cap or a different color. [A016]

**Teun:** Every person has a own style, they won't wear the same clothes as others. [A017]

**Alazne:** What do you think it's like a style? [A018]

**Antek:** Wearing clothes nobody does. Always be different. [A019]

**Teun:** You won't buy a sweater a friend has in another color. You will buy another sweater with another pattern or something. [A020]

**Alazne:** Is it also with the hair? Do you like to change the hair or.. [A021]

**Antek:** I'll shave it off and it will grow again (others are laughing). [A022]

**Alazne:** Do you think hair is important to show yourself? [A023]

**Antek:** Yes, you will look a bit smoother, or how do you say. [A024]

**Alazne:** The pictures, where did you take pictures of? [A025]

**Antek:** I skipped that question, because my room was a mess. [A026]

**Teun:** I took pictures of the places I like, my computer, tv, cd's, dvd's. [A027]

**Merijn:** Do some of you like it to do it in Dutch? [A028]

**Teun:** The others are just not that communicative (laughing). [A029]

**Merijn:** What are your favorite places in the house? [A030]

**Niels:** my own room, because all the facilities I need are there. I can relax in my own room. [A031]

**Antek:** I don't have like a favorite place in the house. Just the house is my favorite place. [A032]

**Tim:** also my own room, because of my tv and computer. [A033]

**Alazne:** There was a question about a important person in your life. What did you do there? [A034]

**Teun:** My girlfriend and after that my friends and my family (laughing). [A035]

**Antek:** Your parents are not that important for you? (laughing) [A036]

**Niels:** at first my friends and after that my family. [A037]

**Antek:** For me it's the other way around, first my family and after that my girlfriend and third friends. [A038]

**Coen:** also family and after that friends. [A039]

**Tim:** I have, family, friends and at third my grandfather (laughing). [A040]

*[Discussion about first collage]*

**Merijn:** Why am I doing the things which I'm doing to look good? [A041]

They're going through the magazines and laughing by seeing nice ladies. They don't speak that much, because they're busy with looking for pictures.

**Alazne:** Shall we explain the collages? [A042]

**Niels:** in the middle family and around the family are friends. [A043]

**Merijn:** in the morning, what are you doing? [A044]

**Niels:** I wake up, I make myself breakfast, take a shower, tooth brushing, doing my hair and going to school. [A045]

**Merijn:** why showering? [A046]

**Niels:** because I'm used to it and it makes me feel fresh. Everybody does it. I'm immediately awake. [A047]

**Merijn:** do you have moments that you want to look very tide, more than normal? [A048]

**Niels:** not really. Maybe at high school prom or a party. [A049]

**Merijn:** what's your goal with looking more tide? [A050]

**Niels:** look more beautiful, pretty. Everybody does it, so do I. With prom everybody looks nice. [A051]

**Merijn:** for instance, I want to look classy, young, professional and fresh (showing a picture from the magazine). And when you go to school? [A052]

**Niels:** I do my hair, but nothing special more. [A053]

**Merijn:** do you think about your clothing in the morning? [A054]

**Niels:** no, I pick something out of my closet, random. [A055]

**Merijn:** how do you create your own style, based on what? [A056]

**Niels:** when I go out shopping and I see something nice, I just buy it. I do not have a particular style. [A057]

**Tim:** after waking up I take a shower. I go downstairs to make breakfast, tooth brushing. Those kind of things and then I'm going to school. After school I start my homework. [A058]

**Merijn:** are there clothes you won't wear? [A059]

**Tim:** gothic, it looks weird. I won't feel comfortable in it. All the people who wear it are looking very depressive. I wear the clothes I like, because they look nice and I look nice in the clothes (everybody agree). It fits me, my personality. [A060]

**Antek:** some stores I've never been inside and other stores I visit regularly, like H&M. The change is bigger to find something which reflect your style. [A061]

**Teun:** the clothes you wear are depending on your hobbies and sports and also on your education. It also depends on your family and with sibling are wearing. Also the music you like are influencing the clothing style. When you like rock music, you will look like a rock star. When you like skating, you look like a skater with wide and comfortable clothes. [A062]

**Coen:** I wanna feel sporty. [A063]

**Teun:** I've never worn a trainingsjacket and pants to school. It will look like I don't care what I'm wearing. And I will not that people think in that way about me. Also with shaving, I'm also shaving. Otherwise others will say like, you look like you haven't shaved yourself for years. On primary school I wore clothes from my brother and my parents bought me clothes. Since I'm on high school I decide myself what to wear. [A064]

**Antek:** I had many styles. First I was a gangster, after that a skater... Periods of different kind of styles. Searching for my own style. Now I've my own style. I'd grow up to an adult, so I don't think that I've a different kind of style in two years. [A065]

**Alazne:** does friends or advertisements influence you? [A066]

**Antek:** no I don't think so. In your own friends group, most of the time they have the same style. [A067]

**Alazne:** does your mom influence you? [A068]

**Niels:** no, because I'm buying my clothes and shaving things myself or my girlfriend does it. [A069]

*[Discussion about second collage]*

**Alazne:** how do you take care of your looks? Where, when, why? Think of one special moment? What are the different steps you follow? [A070]

**Merijn:** this assignment is more easy, right? [A071]

They all agree.

**Alazne:** what do you do to do not like a bomb? [A072]

**Antek:** shaving, doing my hair, wearing clean clothes, look fresh, healthy and sporty, smell nice. [A073]

**Alazne:** how was it to shave for the first time? [A074]

**Antek:** first once a month, now one time in the two days. [A075]

**Alazne:** do you like it? Is it already normal? [A076]

**Teun:** I don't use blades but a shaver. It's done very quickly, it doesn't take that much time, just 1 minute. [A077]

**Antek:** it is also part of my morning routine, same like brushing teeth. I shave myself with blades. [A078]

**Merijn:** how did you decided to choose blades instead of a shaver? [A079]

**Antek:** I just started with blades and I'm still using them. I don't feel pressure from my mom. [A080]

**Teun:** I'm using a shaver from Philips, because it was the cheapest. [A081]

**Niels:** I'm using both, a shaver and blades. [A082]

**Coen:** I'm using a shaver, two times a week. I think one from Philips, my dad gave it to me for my birthday. [A083]

**Alazne:** How did it go when you were shaving for the first time? Did your dad give you tips, or something like that? [A084]

**Antek:** My dad shaved me for the first time and then he said to me what I need to do when I shave. And then the second time I did it by myself. [A085]

**Tim:** I also use a shaver that I got it from my dad for my birthday. I have three times a week. [A086]

**Niels:** I also got a shaver for my birthday. I don't know why I use both a shaver and blades. When I have more time I use blades and when I want to do it quickly I use the shaver. In the weekend I mostly use blades and on schooldays I use the shaver. [A087]

**Alazne:** What influences you when you choose a shaver or blades? [A088]

**Teun:** Your dad, because he gives you tips about it. And I trust my dad, because he has more experience with shaving. [A089]

**Antek:** Eh.. I don't know. If I'm going to buy a shaver, maybe I ask me friends which one they have. Then you can hear if it works well, if the result is good, things like that. [A090]

**Koen:** I just go to the shop and look at the price. [A091]

**Alazne:** How do you choose the shaver when you are in the shop? [A092]

**Teun:** I just choose the cheapest one. I don't really care what other people think of me, if they think I'm rich or not. Its more important to me how I look and how I am inside. [A093]

**Antek:** I think its more important if your nice to people and accept other people than having the newest shoes and mobile phone. [A094]

**Alazne:** So now we go on about what you do in the morning. What do you do in the morning? [A095]

**Tim:** I take a shower and shampoo. Then I put on clean clothes and eat something. Then I brush my teeth. I do my hair, get my things for school and go to school. [A096]

**Alazne:** Do you talk to your friends about what kind of deodorant or shampoo you use? [A097]

They all say no.

**Teun:** I only care about how it smells. But girls can also give you advise. [A098]

**Alazne:** For the next exercise we are going to explain what we are wearing, so we can get to know our style. Alazne starts and explains her outfit and why she is wearing it. [A099]

**Koen:** I'm wearing sneakers and a regular jeans. Sometimes I wear a vest with a t-shirt underneath. I usually buy my clothes at h&m. I only buy my shoes from a special brand. And I use gel in my hair. [A100]

**Niels:** I'm wearing Lacoste shoes, my pants and sweater are from the h&m. I bought my shoes because I just liked them. I use nothing on my face. When I shave I only use shaving cream. I never leave the house without doing my hair. [A101]

**Tim:** My jacket and shirt is from h&m. Just a jeans. And my shoes are Nike Air Max. [A102]

**Alazne:** Do you use special brands for your face or deodorant? [A103]

**Antek:** No. [A104]

They all agree.

**Antek:** It just matters what kind of smell it is and not what brand name is on it. [A105]

Teun: I'm wearing Nike sneakers. I'm always wearing Chasin' jeans. And my shirts and sweaters are from h&m. My perfume is mostly from Hugo Boss, but it's not because of the smell but because of the smell. My girlfriend likes the smell. And I use Axe deodorant, because it smells the best. [A106]

Antek: I'm wearing Lacoste shoes. I really like the shoes, because they are convenient but also trendy. I think shoes are the most important of the things you are wearing. Also, I'm wearing Jack and Jones jeans. I got this Adidas sweater from my girlfriend. And just a black t-shirt underneath. I prefer clothes that are from a special brand. I would rather have not many clothes that are branded than a lot of clothes that are not from a brand. I also use Axe en some perfume. Sometimes my girlfriend spoils me with perfume from Hugo Boss. I think expensive perfume like Hugo Boss is worth buying, because its unique. [A107]

Alazne: And with your blades, do you like a special brand for that? [A108]  
Antek: No, my dad buys them. I don't really pay attention to that. I think products like blades have to be useful and efficient. The looks and the brand isn't important. I try to look more at the efficiency of a product and not be influenced by advertisement. [A109]

They all agree.

Alazne: Do you think about changing brands when it comes to your shaver? [A110]

Koen: No. When it gets old I just buy another one from the same brand, Philips. [A111]

Antek: Philips is a really dominating brand I think. I can't really say another brand. Philips has a good price-quality. Maybe you pay more for Philips but you get twice as much quality then with other brands. [A112]

*[Discussion about third collage]*

Merlijn: Last exercise. Its about the same as the ones before. We discussed already what you want to achieve with your clothes and look. About the ritual in the morning. And now we are going to talk about what you want to change to make your morning ritual more pleasant, if everything is possible with technique and such issues. [A113]

Niels: When you wake up you can go on your mattress to the bathroom and there is a machine that does everything, like do your hair, shower, brush your teeth and wash your face. [A114]

Merlijn: And you? [A115]

Koen: A kind of jar which you can use to do everything, like do your hair and brush your teeth. You can open that jar and everything is in it for the morning. I want this because with this you don't have to buy all the products. You just have to buy one product, its easier and cheaper. [A116]

Merlijn: What is the benefit from your product (Niels)? [A117]

Niels: I can just wake up in the morning. Everything is done for me, I don't have to do anything. [A118]

Tim: A robot with a remote control. And when you want something you just click on the remote and the robot comes and brings it to you. So I can sleep in and have more time to sleep. It can bring drinks, computer or a tv so you can watch a movie. It can also bring hair gel or toothpaste. [A119]

Merlijn: And you? [A120]

Teun: A machine that does everything. I type in what I want, like what kind of clothes I want to wear and how I want my hair, and then it just makes me like that. And the machine also makes my breakfast. I want this so I have more time in the morning and can wake up relaxed. I get more energy, because I can sleep longer. [A121]

Alazne: And you? [A122]

Antek: A jar with a substance you can use for everything. You can wash your hair with it, use it as shower gel, you can brush your teeth with it, use it as gel, shave with it. So I don't have a drawer full of bottles for everything. I also want a shaver or blade that adjusts to your face. You only need to use it one time over your face, because usually I need to shave two or more times. A kind of magnet so that its attached to your face, so that when you go over it your sure that its gone. Because when I shave I always see I forgot something and then when I think I'm finished I still see a spot that I missed. [A123]

Merlijn: people who use a shaver, do you recognize this? [A124]

Teun: No, not really. My shaves forms to my face. [A125]

Alazne: I notice that you all want everything in one. Is it because it saves you time? [A126]  
They all agree.

Koen: Its easy. [A127]

Niels: You don't have to look for something or go somewhere else to get something. [A128]

Antek: In the morning you just want to relax. The morning is not the time be so active or really busy. [A129]

Alazne: So I think its clear for me now. Thank you for your participation. [A130]



# Appendix 2

Transcript of the discussion on the contextmapping studies.

## Contextmapping study 2

[ participants ]

**Alazne** (researcher)

**Willem-Jan** (facilitator of the session)

**Redmer** (18 years old boy)

**Elya** (17 years old boy)

**Roelof** (17 years old boy)

[ introduction ]

**Roelof:** I do not care of the brand, I just want the product to be cheap, I would choose the cheapest brand. [B001]

[ discussion about the sensitizing booklets ]

**Roelof:** my dream is to become happy. [B002]

**Others:** I have the same actually. To become a happy man. [B003]

**Elya:** live in Santa Barbara, California. I also want to fly. [B004]

**Willem-Jan:** to fly like a bird? Or a plane? [B005]

**Elya:** just to fly. Like a bird. [B006]

**Willem-Jan:** and why Santa Barbara? [B007]

**Elya:** you know from the commercials on the tv.. The white sand beaches.. Palm trees everywhere.. Along the road, on the beach.. Everybody is very friendly and polite. [B008]

**Roelof:** I want to be happy. I think, when you are healthy, you will also be happy. I also think to have fun with your friends is good for you social life. In front of your friends you can be yourself. When you're sitting with each other, each individual has the possibility to tell what they want to. [B009]

**Willem-Jan:** And then.. I like playing basketball because... [B010]

**Roelof:** it includes different aspects.. Dunking, walking, running, etc... Reverse lay-up. [B011]

**Elya:** One of the first and main reason why I decided to start playing basketball, was because of the movie Space Jam. I saw Michael Jordan and I was thinking.. I want that as well. The second reason for playing basketball is because of soccer is played by everybody. [B012]

**Willem-Jan:** so for you, it was soccer or basketball. [B013]

**Elya:** actually yes. It's not that I hate soccer, I just hate the people with the scarves of FC Groningen in front of the stadium. [B014]

**Willem-Jan:** Is it important for you how you look? [B015]

**Redmer:** I just like the clothes I wear and they also do fit me the best. And when it is a brand I like, that is coincidence. [B016]

**Willem-Jan:** and Redmer, for what reason are you playing basketball? [B017]

**Redmer:** because it is a team sport. And everything is going very fast. [B018]

**Elya:** yeah, that is also one of my reasons. With soccer it takes sooo long.. [B019]

**Willem-Jan:** how did you come in contact with basketball? [B020]

**Redmer:** because of my dad, he also played basketball. [B021]

**Willem-Jan:** what type of clothes have you drawn? [B022]

**Elya:** I prefer comfortable clothing. Like a shirt from the brand Curl, it's a skateboarders brand. And a green jacket with grey sleeves. [B023]

**Willem-Jan:** you just mentioned the brand and also that you like comfortable clothes. Is it important to find something with both aspects in it? [B024]

**Elya:** most of the time I wear very colorful clothes, not totally dressed in black. I like the color blue. [B025]

**Redmer:** I like to wear a long sleeve. [B026]

**Willem-Jan:** are you influenced by your environment? [B027]

**Redmer:** no, I wear what I like myself and what suites me. [B028]

**Elya:** everybody at school wears G-Star, Polo and Bjorn Borg. I don't like that. I wear skateboard brands. [B029]

**Roelof:** I like brands. I prefer wearing good brands instead of having a lot of clothes. I also don't like a really big brand names on clothes. [B030]

**Redmer:** I don't care of brands, I'm not sensitive for brands. I prefer comfortable clothes. [B031]

**Elya:** I don't care about brands of clothes that much. But if I had to choose between a Fiat or a Ferrari, I would choose the Ferrari. Because there's a bigger difference between those brands than in clothes. Than I would go for quality and how it looks. [B032]

**Willem-Jan:** now about your environment. What does it entail? [B033]

**Roelof:** my family, parents, sibling and friends. For example, my grandma isn't that close. But my parents are. In some cases I prefer to talk with my dad, but in other situations I rather like to talk with my mom. With boy-things I would go to my father. And with more sensitive things I would go to my mom. What type of clothes I wear, I never discuss with my parents. [B034]

**Elya:** for boy-things I would go to my brother. He is more capable to understand my problems than my parents would do. He's from my generation. [B035]

**Willem-Jan:** and about things of beauty and skin, hair etc. [B036]

**Elya:** I go to my sister. She knows a lot about those things and she is advising my. [B037]

**Redmer:** I never really thought about those things. My parents don't help me with clothing. If I have skin problems I go to my mom. [B038]

**Willem-Jan:** any other subjects where you like to talk about? [B039]

**Redmer:** no, not really. [B040]

**Elya:** I hang out a lot with friends of my kind, skaters. Other people do not really know my type of person. I like to hang out with people who understand me and where I feel comfortable with. I like to lie down on my bed and listen to music. To get in a trance, that I'm not really on this world anymore. Everything around my will disappear for a moment. [B041]

**Roelof:** I feel comfortable with new stuff, new clothes. It makes me feel good. [B042]

**Elya:** I want to skydive, I think I'll be free and easy. Nobody sees you, it's a very chill feeling I think. [B043]

[ discussion about collage 1 ]

**Willem-Jan:** when do you feel not comfortable? When do you feel ugly? Why do you feel ugly? Because of your surroundings, other people.. [B044]

**Roelof:** when I feel dirty, without my hair done. I feels like everybody stares at me. Even when my hands are dirty. When I'm not shaved. When I have acne. [B045]

**Elya:** sometimes I don't even recognize that I have a beard. [B046]

**Roelof:** by some people it looks very good, but I don't have a lot of hair when I'm not shaved. I looks not good when it's a half one. Maybe when I'm older it will be better, when I have more hair. [B047]

**Willem-Jan:** what are spots doing with you? [B048]

**Roelof:** I feels like everybody stares at me. I rather have a silky skin than one with spots and acne. Also my earring is important for me. I feel not complete without. And my ears are looking big without earrings, it feels like everybody is staring at my ears. [B049]

**Willem-Jan:** what do you have more? [B050]

Roelof: when I see boys like these, very good looking with a lot of visible muscles, it makes me feel like I also want to be like them. [B051]

Willem-Jan: what is the most important feedback you get from your surroundings?

What influences you? [B052]

Roelof: I don't care about others, what they think about me. I have to like it myself and what the others think I don't care. When by friends like long hair more and I like both, short and long hair, I will let it grow. [B053]

Willem-Jan: when you see others with the same clothes, how do you feel about that? [B054]

Roelof: I don't like it, but I can't do anything about it. [B055]

Willem-Jan: in what way influences a group you? Like a group of friends.. [B056]

Roelof: I makes me feel comfortable. [B057]

Willem-Jan: other things? [B058]

Roelof: I like deodorant and eau de perfume. I use AXE, because there's a lot advertisement of the brand. And I also like nice parfumes, Hugo Boss, Burberry, etc. I don't spend a lot of money of skinproducts, I won't buy a skin cr me of 20 euro. I will be the same as a cr me of 5 euro. I also feel good when I made a goal with basketball. It makes me feel good and others are proud of me. [B059]

Redmer: dirty clothes with spots or too small clothes, I don't feel comfortable than. Clothes should look tide. Others will see you positive and otherwise they will think, what the hell does he wear? [B060]

Willem-Jan: what do you think yourself when someone wears dirty clothes? [B061]

Redmer: It doesn't really matter to me, it can happen to everyone. When I visit a place for the first time, I feel very uncomfortable. I start thinking things, what others can think of me. When someone makes me a compliment, it makes me feel confident. It also feels good when family or girls are making compliments. Especially when girls are making compliments, it makes me feel very good. [B062]

Willem-Jan: for example, your clothes are dirty, you have a spot on your face and your hair is greasy. What would you do when you can choose just one thing? [B063]

Redmer: I would choose for nice clothes, because I can see the clothes myself and the other things I can't. [B064]

Elya: I feel handsome in sportswear, I looks great and it suits nice to your body. I feel comfortable by my girlfriend. I feel uncomfortable when I've class after a sport-class. I can smell myself, and I pray that no one other does smell it. I use AXE. Compliments of girls are the most important for me. Those things have a big impact on me. [B065]

Willem-Jan: what about hair, shoes? [B066]

Elya: it looks terrible when I do not shave, because I don't have a full beard. I have to shave every one or two days, because it grows very fast. [B067]

Willem-Jan: do you use perfume? [B068]

Elya: yes, hugo boss. When I feel comfortable I wear a shirt, short and sneakers. I get a lot of compliments because of fancy texts on my shirts, it makes me confident. I feel uncomfortable after cutting my lip while shaving. When I have to go to school with blood on my lip or a plaster. Classmates are recognizing it and that annoys me. [B069]

Willem-Jan: and more? [B070]

Elya: when a good friend is telling me that I look horrible, it really influences me. But when a random person is telling me that I stinks, I don't care. [B071]

Willem-Jan: can you tell me in short what you like the most and what makes you comfortable? [B072]

Elya: a shirt and a comfortable jeans, brand is not important. Nice shoes, which fits well. A fresh look, that I look waken up. [B073]

[explanation exercise 2]

Alazne: the previous exercise consisted in explaining how you feel when you are handsome and when you are ugly. And this exercise is going to focus on shaving. It is about the shaving ritual. We are going to think about the moment when you shaved for the First time. I don't know if it was long time about... or... [B074]

Others laughing [...][B075]

Redmer: never. [B076]

Elya: His First time still has to come... [B077]

Alazne: oohh.. Really?? That is interesting!! Nice. [B078]

And did you already shaved?? [Pointing at Roelof and Elya]. Long time ago?? [B079]

Elya: Yes [B080]

Roelof: Yes, long long time ago [moving the head in affirmative]. [B007]

Elya: when I was 14-15.. when.. when.. the First hairs were coming out [pointing his mustache]. [B081]

Alazne: ok... [B082]

Elya: you think.. ohh.. it looks ugly! So you shaved it away. [B083]

Alazne: and can you still remember this moment? .... [Elya is waving his hand, he is not sure...] When you shaved for the first time?? [B084]

Elya: well.. its not that I can tell you everything but... [B085]

Alazne: well.. so then I want you to think about that specific moment. I would like to know the way you felt before, during and after shaving. I am interested to know your thought before you shaved for the First time... did you see yourself ugly with the hairs in your face? Did you feel excited before you shaved for the First time? .. and how was it when you were shaving???. where you alone? Or was somebody with you?? (... ) I want to know everything about the First time shaving experience. Yeah... and how was it to choose which shaving method to use?? Did you know how to chose that?... think about the situation and tell me the way it went with you. [B086]

(...)

Alazne: I would like to know wheter you looked for information in internet. Did you google it?? [B087]

Elya: [laughing] Yes.. a shaving tool... [Laughing] [B088]

Alazne: I would like to know where you got the information from. [B016]

Elya: yes... [B089]

Alazne: Please... First I would like you to think on your own experience. Think individually on your own situation, and then we will have the opportunity to share it among the other. [B090]

(...)

Alazne: So think about your own story and try to remember all the details. I want to get as specific as possible. Because I have a lot of general information but I believe this is a good opportunity to listen all the different situations you encountered. [B091]

[discussion collage 2]

Alazne: ok.. so now I am curious about.. yeah.. what you wrote down. So.. could you start Roelof? [B100]

Roelof: First time... well... I always saw my father shaving so I wanted too. I was jealous of him [a bit shy, playing with a pen]. When I saw the First hairs growing on my face... I felt excited. And I thought I want more!! But after a while with the hairs... it is dirty! It is not careful. So I shaved with my father's razor... I felt more adult. And I was excited to become more adult [shedding the collage he made]. Nowadays I don't like shaving. Because it is annoying that these hair keep on coming back... and I don't have an adult beard... how do you say?? [thinking]. It is not a full beard. [Laughing silently and seem to be a bit disappointed] It is not the way is supposed to be... Maybe in three years or something... then... ehht... we will see. That was it. [B101]

Alazne: ok... and how was it while you were doing it? [B102]

Roelof: well... ehht... [B103]

Alazne: .. where were you, for instance. Where you at home?? [B104]

Roelof: yeah... I was at home. And I asked my father, and he said, shave yourself. And I took his razor and I ... [explaining how he shaved with his hands], I saw him doing it many times, so I knew how to do it. [B105]

Alazne: .. so you already knew how to do it... [B106]

Roelof: yeah... it is not difficult [small smile] [B107]

Alazne: ok... but did you ask him or... [B108]

Roelof: no... I was proud!! I let them see my... [moving his hands towards the face] mustache. [B109]

Alazne: hmm. Hmm... [B110]

Roelof: and they were laughing. [B111]

Alazne: who was laughing?? [Elya and redmer smile silently] [B112]

Roelof: my mother and my sister. [B113]

Alazne: so... you wanted to take all off... [B114]

Roelof: Nooo! I was proud so... [laughing] because it was the First time... but few year later I... wanted to experience how it is to shave yourself, and how it feels to shave yourself... so I shaved myself. [B115]

Alazne: and why did you chose to use your fathers razor? [B116]

Roelof: because ... yeah... eh... because I can trust it. my father does it so... I felt it was trustworthy to do it too. So I took one of his. Not the blade but [he is showing the way you shave with the hands] the razor. Do you know it? [B117]

Alazne: yes, I do. [B118]

Roelof: ohh, good. No many boys shave with the razor but I do. It doesn't give any nicks and cuts. So it is a lot easier... [Laughing a bit] I think. [B119]

Alazne: Hmm, hmm... ok... so that's why you chose it then. [B120]

Roelof: yess... [some time without saying anything] [B121]

Willem Jan: do you still use the razor of your father?? [B122]

Roelof: yess. It is easy! [B123]

Alazne: Elya, do you want to share something?? [B124]

Elya: yeah... when I was 14 I looked in the mirror and I thought like... oohh... the hairs in my chin... Those hairs look really ugly!! So... yeah... I wasn't thinking... should I ask my dad for that, or should I ask my dad for advice... no no! I grabbed the First razor blade I saw and I went to work. The looks very self confident when he talks] yeah... and ten minutes later I looked on the mirror and I thought... wow, this looks pretty well... (...) and I put aftershave... and it burned!! Really!! Yeah... and you get really little cuts for razor blade but you cannot see if they really bleed. But the after shave... it burns!! Really!! And yeah... that's my story. [B125]

Alazne: .. ok... so you just did it yourself... you didn't ask anybody?? [B126]

Elya: yess... I thought... yeah... it is just like walking. You don't need anybody to teach you. You just do it. [B127]

Alazne: .. and did you take your father device?? [B128]

Elya: ehht... I just opened the drawer in the bathroom and ya... ehht... and on the drawer there is a razor blade... yeah... and I went to work. What can I really say about it? [B129]

Alazne: .. and how did you do it? did you do it just quickly? Or... [B130]

Elya: noo... I... [thinking] I felt like I was busy... and then I felt the blades in my skin and then I thought I cut myself. But then, I looked on the mirror and I realized I didn't so... yeah... (...) nothing specific really [B131]

Alazne: maybe... where you a bit afraid to cut yourself? [B132]

Elya: no no... I thought... eeh... ahht... before I shaved... I already thought; make sure that you can not cut yourself. So whenever movement you are making, if you smack to your face you can cut your self, so I was a little comfortable with it. So I didn't. I was not afraid of it. [B133]

Alazne: so what people told you when you cut your self? [B134]

Elya: eh... my dad... when I came downstairs, my dad said to me... ahh you shaved your self! ... ahht... you noticed ehht?? [touching his chin]. And I was touching my chin how smooth it was ... and yeah... how hair less it was. And he said... hey!! You are bleeding there [he point out the spot under his nose] [and others laugh] and then I looked on the mirror and indeed I had such a little hole [explaining with his hands]. And I thought... ok... that it. [B135]

Alazne: and where you afraid to cut yourself the next time? [B136]

Elya: noo... I was just more careful. And then the second time I did it, I was like... [he explains it with his hands, shaving himself very very very!! Carefully and slowly.] and then like ten times, and I just went 2 cm's further. So... [B137]

Alazne: what you mean with 2 cm's further? [B138]

Elya: so I was like... [explaining the way he shaved very carefully: shiff, and then shiff.] oh, I didn't... ohh... [B139]

Alazne: So then... it was not very fast... [B140]

Elya: Nee.... I was a little afraid... but it didn't hurt that much but... it bleeds hell a lot!! I wasn't really afraid to hurt myself, I was afraid to cut a little. Because... yeah... it bleeds just enough to... [B141]

Alazne: ok... and then when you left the bathroom and you had some blood on your mustache... did somebody notice that you already shaved? [B142]

Elya: No... I used toilet paper to stop it. I really pushed it hard against the skin to stop it and I waited like... 2 minutes and then it stopped bleeding... and yeah... then it is over. And then you could see a really really small cut in my lip, but you can hardly notice. [B143]

Alazne: yess... but your father noticed... [B144]

Elya: Yeah, my father noticed because it was bleeding right on the spot, but after it stopped. But people noticed that... wait... my chin was less hairy!! [B145]

Alazne: who noticed?? [B146]

Elya: A lot of my friends. They said... ooh... you finally shaved! Yeah... you don't start when see a few hairs but... yeah because you cut yourself a way bigger than... I don't know... but I just thought it was the right moment to shave it right now. [B147]

Alazne: so... were your friends giving you some advice? [B148]

Elya: yeah... a few... but ... I hardly use their advice. When I see few hairs, I just shave it a bit. I Don't really... ehht... I don't really do the whole treatment... not each by each... just the point that I think it is necessary to shave a little. Yeah... that's fine by me. [B149]

Alazne: ok, and do you use aftershave cream the next time? Because I understood that it really hurt the First time. [B150]

Elya: yeah... the First four to five times it burnt a little bit. But if you do it good and very careful you don't feel it. no!! [B151]

Alazne: so you didn't think about the way to improve it... but you just did it again and again... [B152]



**Elya:** yeah... and my father bought a razor, but... and I don't use it because I don't know how! Yeah... Its a really luxurious razor and it has all remote buttons and one is for making this feel good, and one is for making feel less painful and... so I was First on thinking how to find the start button... so.. yeah.. it took a while. So... that's why I still use an old fashioned razor. [B153]

**Alzane:** ... why?? .. because...?? [B154]

**Elya:** yeah, they are easier! If you know how... eehh... you don't have the whole razor doing the work for you, you just have a razor blade and you can do it yourself. And with your razor blade, you don't have to be... you don't have to count on... when you are on vacation, you have your razor and your battery is low... and it's empty and you cannot shave yourself anymore. So... it is rather necessary that you have razor blades, it is very Handy. So... yeah... that's actually my own story. [B155]

**Alzane:** yeah, good. So then, what do think about shaving, because you told me that you still didn't shave.. [B156]

**Redmer:** My friends say that I am Lucky that I still don't need to shave..

[laughing]. Yeah.. I feel a little bit lucky. Yeah.. I don't.. I don't need to shave myself. And I just feel comfortable that way. And there is not much hair here so.. [pointing his mustache]. ... I have to wait. [B157]

**Alzane:** .. but would you like to experience it?? [B158]

**Redmer:** no... [B159]

**Alzane:** No?? [B160]

**Redmer:** no... [B161]

**Alzane:** So then you are just waiting... and it comes then.. [B162]

**Redmer:** Yeahh... then I need to shave but otherwise.. [B163]

**Alzane:** ok, so it is fine with you? [B164]

**Redmer:** yess.. [B165]

**Alzane:** you don't care then. Even if you friends shave. [B166]

**Redmer:** they all say that I am Lucky so.. yeah. [B167]

**Alzane:** so, what did you write on the collage, then? [B168]

**Redmer:** that if I needed to do it for the First time, then I would do it the same way as my father does. Yeah.. not with the razor.. [pointing to Roelof] but just the old fashioned way. [B169]

**Alzane:** and which is the old fashioned way?? [B170]

**Redmer:** yeah.. with gel... or with shaving foam. Yeah.. just with a blade. [B171]

**Alzane:** and why?? [B172]

**Redmer:** yeah.. I think it is easier. And then, as he said.. on vacation then you don't need Electricity and.. yeah... you can go with it anywhere. [B173]

**Elya:** yess.. you don't need to depend on Electricity. [B174]

**Alzane:** .. so then... do you have anything else to tell us?? [B175]

**Redmer:** No... [B176]

**Alzane:** because, you tell that you don't depend on Electricity but then.. you also get cuts. You told me that [pointing to Roelof] with the shaving machine you don't get any cuts. [B177]

**Roelof:** No... one time, it was ehh... I did it wrong. I cut my lip. But you couldn't see it so... it wasn't so big.. so... [B178]

**Alzane:** and how did it change with the time your shaving ritual. You started with the shaving machine, for instance. And do you continue with the same one nowadays too? [B179]

**Roelof:** Yess, why shouldn't I?? [B180]

**Alzane:** I don't know.. maybe.. [B181]

**Roelof:** your hair will go away so... that's the idea. So... [B182]

**Alzane:** but would you like to try the way they do it? [pointing at Elya and Redmer]. [B183]

**Roelof:** no.. I want to do it my own way. [B184]

**Alzane:** hmm.. so you already defined the way you want to do it. [B185]

**Roelof:** yeah, exactly. But sometimes if you shave with a razor you forget some places on your skin. Then there are some hairs left so you need to do it specific. [B186]

**Alzane:** and how do you do that? Do you have a specific way to do it? [B187]

**Roelof:** I look on the mirror and I ... go to work. Then I look very good when I shave with my razor. [B188]

**Alzane:** and could you tell me the routine you follow. Which steps do you follow?

**Do you First have a shower before shaving, for instance?** [B189]

**Roelof:** I guess I do it before taking a shower. So if there are hairs then wash them away. When you shave you get really tiny hairs, so when I shave I can get them away. When you shave you get some hair on your face. [B190]

**Alzane:** ohh, so this is because you don't use foam then... [B191]

**Roelof:** yess, I don't use anything. And then in the shaving machine... [B192]

**Alzane:** so then it is Handy to have a shower, so you can take all the hair away. [B193]

**Roelof:** you also get some hairs in the shaving machine. So then you need to open it and through the hair away on the sink [he explains how he does it with the hands]. [B194]

**Alzane:** and is it a lot of work, or... [B195]

**Roelof:** no, I just look on the mirror and just move the shaver around my face [explains how to do it with his hands]. It takes like ten minutes? [B196]

And I hate it when I get some parts shaved and others not. So I do it very carefully. [B197]

**Alzane:** and which shaver do you have? [B198]

**Roelof:** Philips [time in silent] [B199]

**Alzane:** ok.. and what.. [B200]

**Roelof:** and I can do my hair and I can do everything. [B201]

**Alzane:** with the shaver?? [B202]

**Elya:** it is a electric.. ehhh... machine.. [B203]

**Roelof:** it is a machine and you can shave your hair [they show it how to do it with their hands]. [B204]

**Alzane:** ohh.. really?? [B205]

**Roelof:** you didn't know?? [B206]

**Alzane:** no... [B207]

**Elya:** it is useful, not just to do your face. [B208]

**Roelof:** you have blades, but you also have some machines [showing the shape with the hands]. You can load it and then it can work wireless. After you load it you can... [B209]

**Alzane:** so you use it for your face? [B210]

**Roelof:** you can do this [pointing face] and you can do this [pointing hair]. If you do another setting, and then use it in your hair, You can shave your hair. And if you do like this you shave your face [B211]

**Alzane:** ok... [B212]

**Roelof:** it is easy [B213]

**Willem Jan:** is it with the same part that you shave your face, that you shave your hair? [B214]

**Roelof:** yeah.. you do something and [explaining with the hands the way he pushes the button to open an application in the shaver] then another thing come out. You can push a button and another application pops-up. Eeh.. hmm.. there is another blade.. and then you can do your hair or whatever. And there is another blade and you can shave your beard. [B215]

**Alzane:** and do you like that? That it has two functions? [B216]

Roelof: yes... hmm.. because if there are long hairs.. with the first setting sometimes is painful so.. then, first you do with first setting and then you use the second setting, so its smooth. [B217]

Alazne: ok... [B218]

Roelof: and if you shaved long time ago. Then you have long hairs.. so it is painful. So then you shave first with the second setting. [B218]

Alazne: ok... so then.. to make it less painful you first do it with the other setting [B220]

Roelof: yes... it is less painful! [B221]

Alazne: and.. if you needed to buy a new shaver, what would you do? [B222]

Roelof: just the same or something [moving shoulders up]. I like it. It is trusted so... [moving shoulder up again]. [B223]

Alazne: it is what? [B224]

Roelof: Trusted!! I know how to do it so... it is easier for me. Because I think if I have the gel, the foam, I make a lot of... you need to take a lot of things with you.. so... I use my machine. [B225]

Alazne: ok... so then for you is more simple to do it with the machine? [B226]

Roelof: yess [B227]

Alazne: .. but not for you... [pointing at Elya and Redmer]. [B228]

Elya: what do you mean? [B229]

Alazne: you told me you prefer it with the foam [B230]

Elya: you mean the blade and that?? noo.. I am used to that. But I think I can also get used to... just using a machine. [B231]

Alazne: mhh.. mhhhh [B232]

Elya: well.. it is not that hard.. it is just a machine.. only.. you don't need to be very careful. You can just put it on your face and work every part of your face. [B233]

Roelof: you want get any cuts so... [B334]

Elya: you don't need to be that careful [B335]

Alazne: and.. why don't you choose a shaver then? [B236]

Elya: for me??.. ehh.. too expensive!.. and way to much work... and I .. I am... eeh.. and the fact that I am used to using a blade. I think it is less work. I think it is unnecessary luxury! [very self confident] [B237]

Roelof: it is less work and it is less expensive I think. Because you don't need to buy any gel or foam and.. you can use the machine itself.. just all the time long. (... like ten years or something. And you don't have to all the time buy foam, and gel and blades.. [B238]

Elya: yeah.. but your machine takes electricity and mine not.. [B239]

Roelof: yes... [B240]

Willem Jan: is it the only reason why you use blade? [B241]

Elya: it is easier for me.. because.. yeah.. I just think it is unnecessary luxury.. [moving shoulders up] [B242]

Alazne: what do you mean with luxury? [B243]

Elya: Luxury is.... Eeh.. we understand luxury of.. a way to make things easier for ... for.. the people and yeah.. with this machine it takes 5 minutes.. and it with my blades it takes 10 minutes, I don't really care!! It just takes 5 more minutes.. nobody really cares about it! [B244]

Roelof: [small laugh] [B245]

Alazne: no? and in the morning? [B246]

Roelof: I don't shave in the morning [B247]

Elya:[laughing] I also don't [B248]

Alazne: when do you shave then? [B249]

Roelof: in the evening [B250]

Elya: in the evening. When I am back from school, and ehh.. when I notice at school that I have few hairs in my chin,[touching his chin] yeah.. and then I use my razor [B251]

Alazne: so then, first you need to notice that you have some hairs and then you shave. [B252]

Elya: yes [B253]

Alazne: it is not that.. [B254]

Roelof: when I am on holiday.. I don't notice it.. I.. I am not carey about it.. I think it is fine to see how long your hair will grow. [B255]

Elya: yeah... [B256]

Roelof: and how it looks to you when you have all with hair [moving his hands around the face] [B257]

Elya: and you don't need to worry about pretty much about other people, because they think the same.. when I am in the camp, you don't really take care of yourself. You are just one of them. You just see how big it can get. [B258]

Willem Jan: how does it make you feel when you have a big beard? [B259]

Elya: menly [B260]

Willem Jan: yeah? And why? [B261]

Elya: I don't really know.. women don't get beard... [B262]

Everybody laughing

Elya: some do.. [laughing]. I just camp.. but then you are mostly with a... it was a camp.. a survival camp.. it wasn't with girls or something.. so most men don't really care! ☹ [B263]

Alazne: so then.. there were no girls so you didn't really care [B264]

Elya: so then you didn't worry about the opinion of some girl, who might influence on the other boys so they think they look stupid too. [B265]

Alazne: [small smile] what do you mean??.. I didn't understand it well... [B266]

Elya: well.. what the girls say and the bow.. well if it is a pretty girl.. it needs to be a pretty girl.. she puts out an influence on all the boys so.. so her opinion will be the same as the one of the boys.. [explaining it very seriously] so what she says the boys think!! [Affirmative with his body]. [B267]

Alazne: ok, so what you say is.. that the girl influences the boys also, so the boys may tell you: wow, you should take the beard off [B268]

Elya: but they are mostly quiet if they also have that.. so when you have a mustache and girls think it is stupid.. and the boys around you also have a mustache... then they say nothing.. and the boys just hide the mustache for a few time and then they go home and shave it. And the day after come back with a clean chin!lip. [B269]

Alazne: so then.. you do it for the girl. [B270]

Roelof: girls are also the reason why men shave themselves... [B271]

Alazne: yeah?? [B272]

Roelof: I guess so... [B273]

Elya: I guess it is.. [B274]

Roelof: yeah.. because when you see this boy with a beard.. looks uncared, and then the girls think: ooh! That boy doesn't take care of himself... so it is a bad boy.. or something [small smile] so.. boys shave themselves to look good for the girls [B275]

Alazne: ok.. so then if a girl says that having beard it is good. Do you all do that? [B276]

Roelof: noo.. [B277]

Elya: well... [B278]

Roelof: most men would you it.. [B279]

Elya: I guess so.. [B280]

*Willem Jan: so first you said.. I am going to shave because I feel like a real man, but then you have to take it all off for the girls, to find you attractive, what does this feel? [B281]*

Roelof: you don't have too.. some grow small beard.. or.. [B282]

Elya: yeah.. because then you get pushed to do something you don't feel to do [B283]

Roelof: but there are so many things you do for girls!.. [B284]

Elya: yeah.. just the fashion... the way they push to be like everybody else.. that's why you see in my school.. as a matter of fact.. a lot of people with almost the same cloths, but just different color.. but from the same.. [B285]

Roelof: brand. [B286]

Elya: [smile] [B287]

Roelof: and when you see TV spots or something. You see is not done when you have a beard like this or something... [showing a big beard with his hands]. You have to shave yourself and all the people around you will tell you that it is not normal to do it that way... you listen to it.. [B288]

Alazne: you also mentioned before, that you don't want to look the same as the others, but you want to be unique. [B289]

Elya: ohh.. well.. not specifically unique but, not like everybody else.. just makes me feel like... how do you say that? Like.. everybody has a style I don't really prefer so.. I don't want to be.. I don't want to get to the style they are.. because maybe they are wearing a polo.. or.. I don't really like these cloths.. brands.. I don't like this stereotypes.. [B290]

Alazne: and now.. these guys are talking about their personal experiences [pointing at Elya and Roelof], but how do you think about their own experiences? You still didn't shave.. so maybe you are lucky.. because you are trendy for the girls. You still don't have mustache and.. yeah.. how do you think about it? [B291]

Roelof: yeah.. but not all girls. Yeah.. I think some girls like a beard. [B292]

Elya: I don't really know why but.. yeah.. [B293]

Roelof: some girls just.. thing it is sexy to have a small ring just right here [showing with his hands around the edge of the face]. [B294]

*Elya and roelof laughing*

Roelof: you see some guys with a beard so.. it isn't that weird when you have a beard.. but.. [B295]

Alazne: but do you know how to make that ring around you face? [B296]

Roelof: no.. I tried to do it but.. [B297]

Alazne: oh.. [B298]

Elya: yeah.. you can't eh.. push yourself to grow a beard.. really... you don't have muscle that pushes the beard or something to grow.. [B299]

Roelof: I think you need to go to a barber or something, where they have something what they can shave with. And the time to do that.. I don't have a full grown beard so I cannot do it.. you can see my beard.. you can see it.. but it isn't nice. [B300]

Elya: yeah.. we are still a kid.. [B301]

*Willem Jan: and what does the first shave mean to you? [B302]*

Redmer: well.. not something special.. well.. a little bit but not something I look forward to it.. [B303]

*Willem Jan: and why not? [B304]*

Roelof: yeah.. If you are going to marry is.. [B305]

Elya: yeah.. it is not like getting marries or something.. [B306]

Roelof: you will remember.. but when you shave.. it isn't that important I think. You feel more adult I think but.. [B307]

Elya: it isn't that special.. [B308]

Roelof: there are some greater things to do in your life [B309]

Elya: than just grow a beard.. [laughing] [B310]

Roelof [laughing] [B311]

*[Explanation of exercise 3]*

Alazne: It is about what is your ideal way to take care of your looks. I want you to think about the things that you think are bad or wrong now. And the ones you would like to change and improve. [B312]

(...)

Alazne: So this is a box, right? There were some Martians that forgot the box in a field and you just find it. Inside the box there is something that will help you take care of your looks. So there is something inside the box that will help you to be and feel perfect with yourself. So I want you to think about the ideal way. It could be anything so feel free to dream about it. [B313]

Roelof: I don't like creams that make you feel younger. I think when you get older, you cannot make anything about it. It is natural. People put Botox on their face for the wrinkles and I don't like it. And I wish I had something that made you muscled and strong. And something that could delete your spots. Something that makes you smell good all the time. And something that you put it in your hair and it looks the way you want to. [B314]

Alazne: So you would like something that helps you to put the hair the position you want to be. [B315]

Roelof: Yeah, I want something that it keeps my hair always the same. Not that you have to do it every morning. But it stay in the same position. [B316]

Alazne: So then, when you do it ones, you don't need to do it every day. [B317]

Roelof: Noo, but you can do it ones, and next day stays the same. And you can change something about it and.. [B318]

Elya: otherwise, you get up, and you need to put water in your hair.. and then shower.. and then style the way you prefer. [B319]

Roelof: and sometimes just doesn't look the way you want to.. [B320]

Alazne: I think it is funny that you want your hair to look the same everyday but on the other hand, you want to change the cloths everyday. [B321]

Roelof: but you can change your hair.. but you want your hair perfect. So perfect, as it is possible. If I have bad hair... I don't feel confident.. [B322]

*Willem Jan: what do you have? [asking to Redmer] [B323]*

Redmer: yeah.. I have the same.. I want the hair to look good. Yeahh.. when I ride my bike, my hair is.. [moving his hands around his head]. So I want a product that makes my hair stay the same, and don't change. [B324]

Elya: at the weekends, every time I get out of bed, I have this perfect temperature.. and that's why I prefer to lay on bed for few more minutes every morning.. so I wish I had a machine or something, that could take care of the perfect temperature of the room. [B325]

Alazne: and how does it help you to look better? [B326]

Elya: yeah.. because temperature is one of the factors that you know.. that it takes care of your feeling. And when I am grumpy, you don't look really good. And when you are comfortable with the temperature in your room, you go out with a smile, and a little more happier. When you look happy, mostly you look good. Soo.. yeah.. I can think about a machine or something that could take care of that would really help to improve your looks. Not some kind of cream or something.. [B327]

Alazne: so then you want to set a perfect temperature, that you feel relaxed? Or.. [B328]

Elya: so you can wake up relaxed, go out of bed, still good feeling.. not like.. hhuuumm, it is a new day, and you need to go to school... AGAIN!. ☹ and when I leave the room I always think that, this is another type of temperature, much cooler probably. And then you get like... oohhh men!! I wish I stayed in my room!.. [B329]

Alazne: I understand what you mean, but this is something for your room. But how could this be for your skin? .. I am thinking about shaving now.. would you like to warm up your face while shaving, for instance? [B330]

Elya: ..eh.. heating.. in the shaving machine.. when you shave you can put water and hits up something. [B331]

Alazne: and this would be good for you... [B332]

Elya: I think so.. because.. yeah.. I get always grumpy when I get out of bed.. because it is very cold out of my room. [B333]

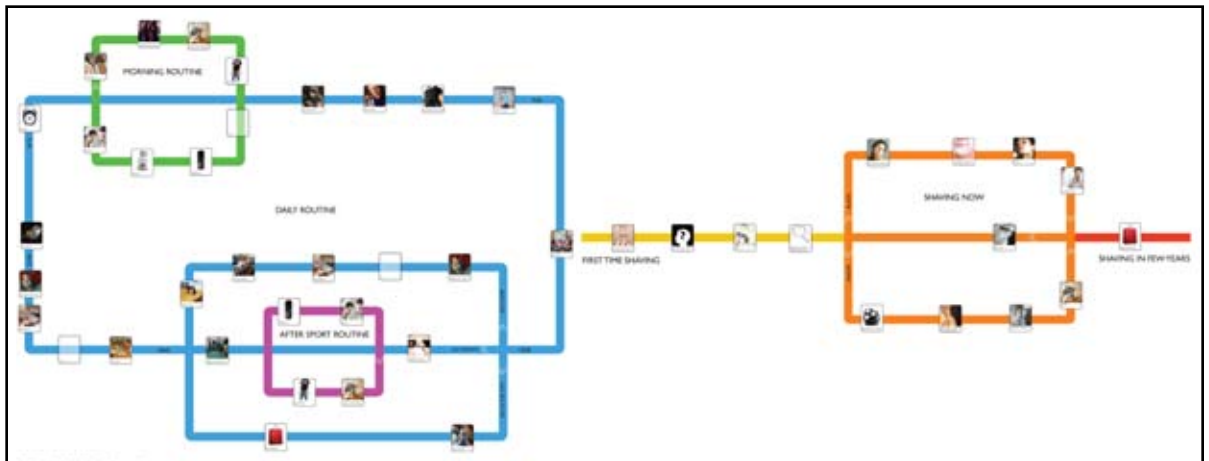
Alazne: ohh.. well. Very interesting stories! Thank you for sharing your personal stories with me. It was great to listen to all of your thoughts, it really helped me to get to know you better. Thank you again.

## Appendix 2

### experience flow

*Experience flow is a visualized overview of the functional and emotional experiences of people across places and time.*

The insights of the contextmapping session were mapped into three regular patterns of activities that young men follow in their lives structure: daily routine, morning routine, and shaving routine. In the shaving routine, two extra activities were added: the first time shaving experience and the shaving in the future story line. The experience flow helped to cluster all the insight of the contextmapping study within the different rituals which resulted in the differentiation of three different levels of motivations when shaving: lifestyle, personal care and shaving.





# Appendix 2

contextmapping workshops (user insights workshop and opportunity identification workshop)

The aim of the workshops was to inspire the team with the results of the contextmapping study, and to analyze the results with them (inspired and based on 'Bringing the everyday life of people into design' thesis by Froukje Sleswijk Visser). Next, the team was encouraged to identify opportunities on how to improve young men's personal care routines.

## User insight workshop

### Before the workshop

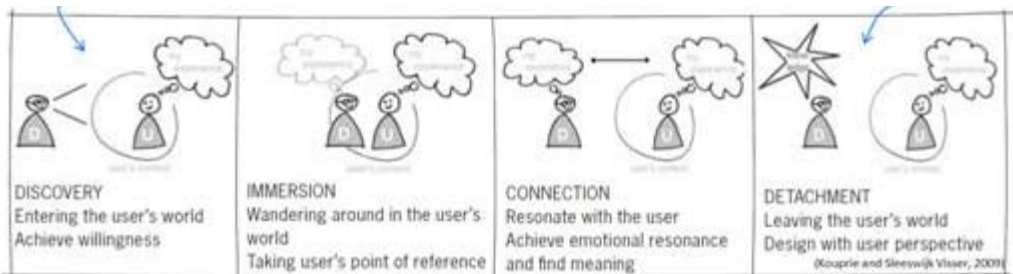
In order to sensitize participants before attending the workshop, two short presentations and a sensitizing exercise were sent to the participants.

1. Sneak preview of main insights of the user research
2. Presentation of the young men that participated on the users research
3. Exercise for the attendees of the workshop to reflect on their personal care routine and identify differences with the personal care routine of young men.

### During the workshop

The following process was followed in order to create inspiration, empathy and engagement towards young men among the participants during the workshops:

Discovery - Immersion - Connection - Detachment



2009

### After the workshop

A presentation was sent to the participants where the main insights identified during the workshop were presented. Next to that, the digital version of the material in the workshop was sent to the participants to enable them revise the data and make them reflect. The goal was to keep them thinking and engaged for the opportunity identification workshop.

My dream is to...  
be successful

I like / don't like going out with friend because...  
it's fun and other stuff I would sit at home all day

My name is Lucas  
I am 17 years old  
I live in California

I like playing basketball because...  
it's the best and more some exciting game in the world

I go to Alh. College S & P school

My dream is to...  
Become A happy Man,

I like / don't like going out with friend because...  
you can be yourself

My name is Lucas  
I am 17 years old  
I live in California

I go to Govance College school

I like to have great friends cause instead of having a ton of friends...  
that when I leave it doesn't hurt I can't live without them I can't live without them

I like to have a job in the future  
I need to learn to be a doctor

I like to have a job in the future  
I need to learn to be a doctor

I like to have a job in the future  
I need to learn to be a doctor

I like to have a job in the future  
I need to learn to be a doctor

My dream is to...  
Don't have any school I just want to be happy have a good job

I like / don't like going out with friend because...  
I like

My name is Lucas  
I am 17 years old  
I live in California

I like playing basketball because...  
it's the best and more some exciting game in the world

I go to Alh. College S & P school

My dream is to...  
Live in Santa Barbara California because you can skateboard, surf and hang on the beach

I like / don't like going out with friend because...  
I like

My name is Lucas  
I am 17 years old  
I live in California

I go to Manhattan College school

I like having a shaving machine is an unnecessary feature

When boys think I go to my teachers, with some feminine things we are mean and when I come to school, I go to my room I do make a list about the things and she advice me well

I don't like my teachers help and don't really don't know how to talk to them, I don't like the old fashioned way, it is boring

part of the sensitizing presentations where insights of the users were presented and the boys that participated in the contextmapping study.

My dream is to...  
I don't want

I like / don't like going out with friend because...  
I like to hang out with my friends and do some stuff in California

My name is Lucas  
I am 17 years old  
I live in California

I like playing basketball because...  
it's the best and more some exciting game in the world

I go to Manhattan College school

My dream is to...  
be successful

I like / don't like going out with friend because...  
it's fun and other stuff I would sit at home all day

My name is Lucas  
I am 17 years old  
I live in California

I like playing basketball because...  
it's the best and more some exciting game in the world

I go to Alh. College S & P school

## Process followed in the workshops

### DISCOVERY

1. Participants were asked to dive into the information about the consumers. A movie with highlights of the contextmapping session was presented. Next to that, three posters were used to visualize the main findings of the user research.

### IMMERSION

2. Three different personas that are representative of the users were presented to the participants. General information about the lifestyle and personal care rituals of each persona was presented. The poster of the personas had real quotes of the user that gave more detailed insights about the young men to the participants.

### CONNECTION

3. An experience flow was presented where different routines of a young man were visualized. The routines show different activities that young men do in the daily routine and personal care routines. Focus was done in the morning and after sports personal care routines; and the first time shaving experience and the current shaving routine.

4. Participants were asked to read the different quotes on each persona to better understand the different concerns, need and aspirations of each persona. Participants were asked not only to read the quotes, but to place them in the experience flow chart.

### DETACHMENT

5. the exercise resulted in a experience flow, where the different quotes that represented three different personas were plotted over the experience flow. This resulted in a more insightful understanding of the daily routines of the young men. The experience flow helped the participants to have an overview of the concerns and aspirations of young men not only through their daily routines, but through their personal care routines too.

6. At the end of the workshop participants were asked to share their main insights about the lifestyle of young men and personal care routines.



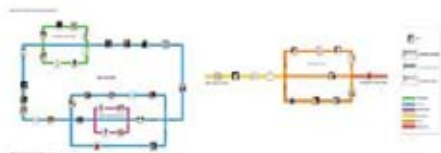


Movie with highlights of session  
+

Three posters which show raw data about from the sensitizing booklets, transcripts and collages.



Three personas



Experience flow



Card set with quotes of the different personas

The tools that were used in each step during the workshop

## Tools used in the workshop

Tools were specially design to encourage participants to participate in the understanding of the results of the user research. Tools in which designers are participative in interpreting the message are most fruitful for a deep understanding of the user (Sleeswijk Visser et al. 2007)

### TOPIC POSTER

Three different posters were created to visualize the results of the contextmapping sessions. The visualization was composed by: quotes of the users, cutouts of the collages that were created in the contextmapping sessions and cutouts of the booklets that were used to sensitize the young men before attending the contextmapping sessions.

*Why young men take care of their looks?*

*How do they take care of their looks?*

*The shaving experience*

### PERSONA POSTER

three different young men persona types were defined when the data of the user research was analyzed. Information about the lifestyle (definition of persona, family type, environment, daily routine, morning routine and bedroom visualization) and personal care routines (feeling ugly and handsome, and shaving context) was visualized. Next to that, notes with real quotes of the users were placed in the persona poster in order to provide more detailed and inspiring information, making sure that the personal stories gathered in the contextmapping session were not lost.

the trend setter

the one following the crowd

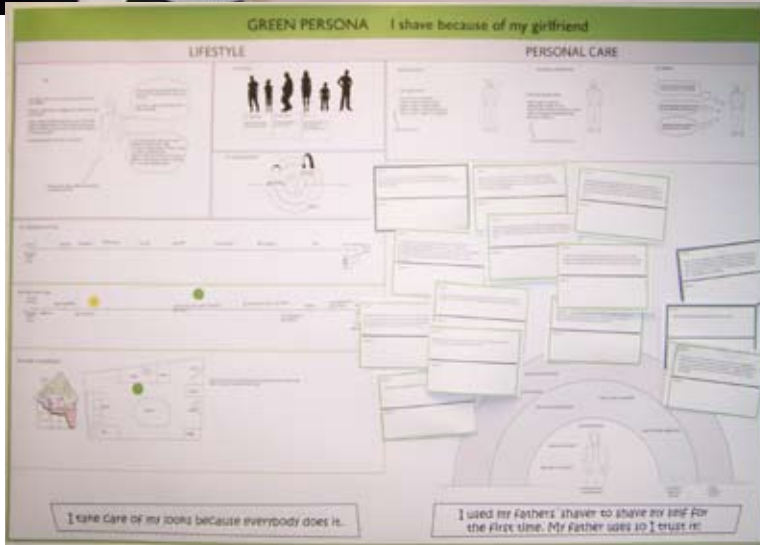
the most childish men

### EXPERIENCE FLOW POSTER

The experience flow was used as a communication tool to visualize the daily routine activities and personal care routines of young men. Two main flows were visualized. The first one visualized the daily routine, emphasizing the morning routine and the after sports routine. The second one was focused on the shaving experience, visualizing the first time shaving activities, activities related to shaving nowadays, and shaving in few years. The diagram enabled to have an overview of the concerns of the different personas related to daily activities and personal care routines.

*How does shaving fit in the daily routine of the young men?*

*How does the shaving routine of the young men look like?*



## Results

Two different results were identified:

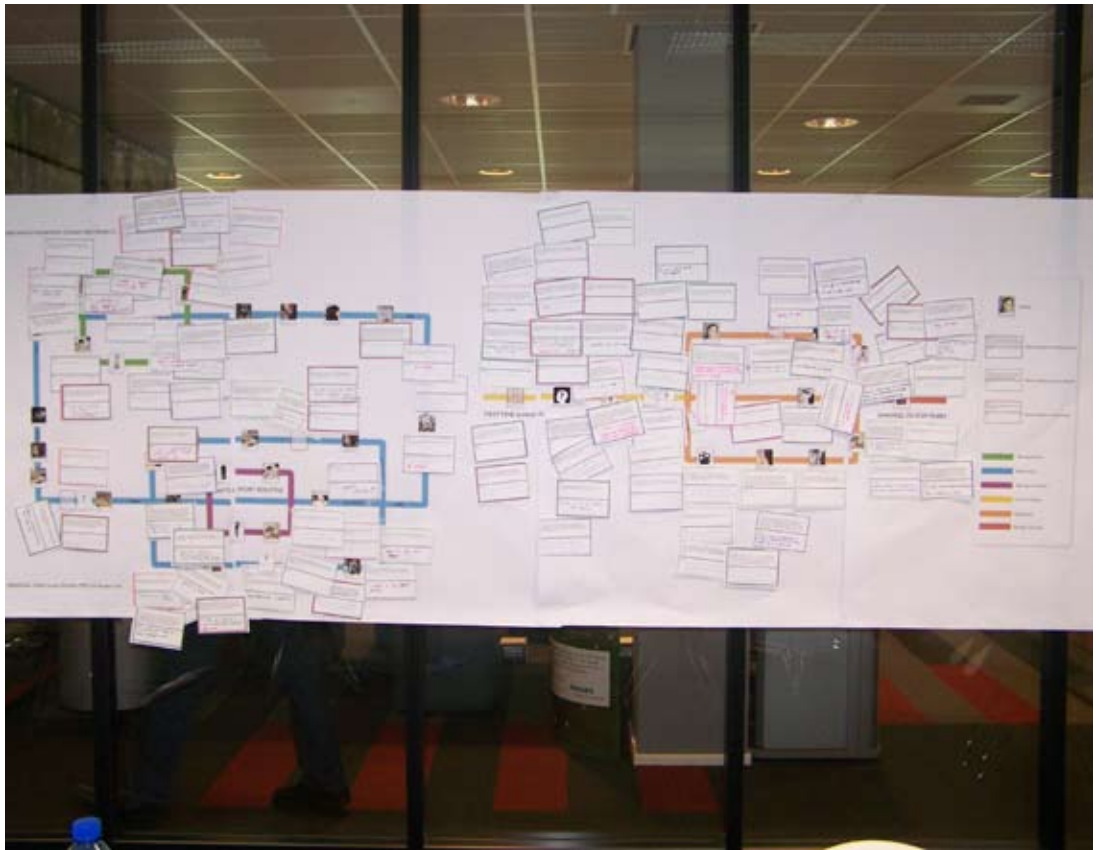
1. An inspired and enthusiastic multidisciplinary team willing to participate in the opportunity identification workshop
2. An experience flow with insights of the different personas
3. A list of main insights about young men's lifestyle and personal care routines

### Lifestyle

Blue persona	Green persona	Red persona	General
<ul style="list-style-type: none"> <li>-advice to his brother or sister, not to his father</li> <li>-look good for his girlfriend</li> <li>-stand out and be different</li> <li>-price driven</li> </ul>	<ul style="list-style-type: none"> <li>-stand out but still be part of the group</li> <li>-look good to feel self confident</li> <li>-rely on expensive brands to look good</li> <li>-opened to new products to enhance his life</li> <li>-looking cool important</li> <li>-look good for girls</li> </ul>	<ul style="list-style-type: none"> <li>-fit in</li> <li>-feeling comfortable important</li> <li>-looking good is looking not bad</li> <li>-unknown situations make feel insecure</li> </ul>	<ul style="list-style-type: none"> <li>-want to be unique</li> <li>-want to be self confident</li> <li>-follow advice from girls to look good.</li> <li>-for about looks than shaving</li> <li>-want to be unique but rely on common brand to define what is unique</li> </ul>

### Personal care

Blue persona	Green persona	Red persona	General
<ul style="list-style-type: none"> <li>-don't want dad's advice, want to do it own way</li> </ul>	<ul style="list-style-type: none"> <li>-need to feel secure, don't know much about shaving</li> <li>-time spent in shaving is not important, result is most important.</li> <li>-all in one easy life</li> <li>-need to feel secure with brand. Feeling secure is related by feeling secure with girls</li> </ul>	<ul style="list-style-type: none"> <li>-didn't shave yet</li> </ul>	<ul style="list-style-type: none"> <li>-result of the shave is important, process is not important. Results you can show but process not.</li> <li>-not experienced with shaving (need to be easy to use)</li> <li>-need to be and feel save</li> <li>-trust important: dad or reliable brand</li> <li>-unknowledgeable about shaving</li> <li>-shaving = removing every facial hair</li> <li>-it is not about shaving but about appearance</li> <li>-only few hairs. feel embarrassed with 3 hairs in the face. Styling is not an option</li> <li>-motivation to shave comes from outside and not inside</li> <li>-shaving ritual in the evening</li> <li>-easy to influence</li> <li>-choice driven by trust</li> <li>-not shave everyday, just when they realize they need to shave</li> <li>-complexity not required, it just adds on insecurity. Shaver are over engineered for young men.</li> <li>-kiss. Keep it simple and rapid.</li> </ul>



## Reflection user insight workshop

The different points of view of the different participants brought new insights to the already identified needs of the young men. Sharing the results with a multidisciplinary team and discussing them within a team made the insights more clear, it helped to identify new insights.

Regarding the process, the design of the tools helped participants to get a general understanding of the lifestyle and personal care routines of young men. But most important, differences between the motivations and concerns of the different personas were taken into consideration. As a result the participants got a deep understanding of the different persona types.

It is worth to mention that at the end of the workshop participants were using quotes of the young men; for the surprise of the researcher. This demonstrated the effectiveness of encouraging participants to be active in understanding the results of user research. In contrast, not everybody was willing to follow the process defined for the workshop. Some participants were hesitant to jump to the next step and come up with conclusions.

## Opportunity identification workshop

### **Tool**

Experience flow.

List of insights of the user insight workshop

### **Process**

1. Participants were asked to analyze the experience flow to identify the main insights.
2. Participants shared the main insights and the insights from the user insight workshop were presented to make an overview.
3. A discussion was started to identify needs and problem areas within the insights. The goal was to identify main problem areas of young men (related not only to shaving, but to personal care and lifestyle too)
4. Once problem areas were identified, an exercise was done in order to better understand the identified problem areas. Questions like why, what, who, when, how... were asked to define the problem in detailed.
5. Idea generation was done to come up with opportunity ideas that could give a solution to each problem area.
6. Ideas were clustered into opportunity themes.



## Results

The workshop resulted in a list of idea opportunities to give solution to the main problems areas:

### Unknown process

- Simple and easy to use product
- Rolemodel/guide to learn from
- Gifting
- Educate them on process
- Make it visible
- Create internet community to learn from
- Let them try/experience

### Unaware

- Easy accessible/ easy entry
- Branding – new image
- Education / parental influence/ masculinity

### Results/ enhance appearance

- Promise a save shave & no nicks and cuts
- Not focus on shaving but on result. Reduce importance of shaving
- Address motivations (feel confident – feel comfortable – feel unique – define personal style)
- Make shaving proactive instead of reactive (take care of skin before hair starts to grow)
- Make it part of lifestyle
- Redefine shaving....What is shaving for young men?
- Product

### Self confident / being accepted

- Personalize
- Increase masculinity – adds masculinity & hair growth
- Convenient
- Target Insecurities

### Reflection in opportunity identification workshop

The workshop helped not only to translate user insights into problem areas, but to identify opportunities on how to give a solution to specific problems. Having a multidisciplinary it helped to think not only on product ideas, but also marketing (promotion, place and price) related opportunities.

The problem areas and the opportunity themes will be used as an input for the opportunity identification phase.



## Appendix 2

Different motivational levels of young men to shave: lifestyle, personal care and shaving.

### LIFE STYLE

#### Changes in life

Young men are becoming adults and many aspects in their life are new for them. Their body is changing (they are growing hair in different parts of the body, their voice is changing, they get pimples), their environment is changing (parents are less important and friends and partner become central), they go to new places and they meet new people (going out to pubs, they move from primary school to high school).

#### Who to rely on

Next to facing many changes in life, they need to make many choices: they need to choose which high school to go to, they need to choose their friends, they need to define their personal style. In order to make decisions, they often rely on the people around them. Before they used to follow their moms advice but now they need to make decisions by themselves. However, they consult different people for different purposes. They go to their mom for sensitive problems, they go their father for practical advice, they go to their brother to talk about boy things, and they sister and girlfriend gives them advice on beauty and appearance

Brother “I have fun with him”

Sister “She gives me advice for beauty”

Friend “I tell them what is bothering me”

Mom “she gives much love to me and she takes care of me”

Dad “He shares my music taste”

#### Influenced by the environment

Young men are very vulnerable to everything surrounds them. They are influenced by different people:

**Idols.** They perceive idols as somebody to follow: ‘I want that as well’ However, not many young men mentioned that follow idols that much.

**Friends.** Young men are very influenced by what their close friends do. Most of them want to fit in with the standards of the group of friends they hang out with: ‘I just do it because everybody does so’. Some others like to be a bit different to stand about from the group and be more special.

**Parents.** Parents became less important. Young men listen to the practical advice of the dad and mom gives them solutions to more sensitive issues: ‘if I have skin related issues I go to my mom’. However, they don’t follow their advice when it comes to clothing and personal style.

**Girls and sister.** Young men rely on girls’ advice when it comes to beauty and appearance.

**Brother.** When young men have boys’ problems that they go to their brother, they believe their father cannot advice them well since he is not from their same generation: ‘for boy things I go to my brother. He is more capable to understand my problems than my parents do’.

### Luxurious lifestyle

Some young men need to work in order to have money to spend it in their whims. However, most of the young men have enough money to buy the cloths they like and they often have a bedroom with a computer and video games. For most of the young men their bedroom is the favorite room in the house where they can bring friends and relax on their own.

### Not self confident

Young men are facing a lot of changes in their life and they don't feel confident of the things they do. They are not in control of all the different happenings around them and it doesn't make them feel good.

## PERSONAL CARE

Young men have many insecurities since their body is constantly changing and they are constantly experiencing new situations in their life: meeting new classmates, getting a new job, meeting new friends. They are very concerned about what people think about themselves and they want to look good for the people around them. Young men want to feel comfortable and self confident with their looks. Then, what is most important for them when it comes to the looks?

### WHAT. What does personal care mean to the young men?

Young men define personal care as making the hair looks good, wearing clothes they like and smelling good.

*The aim is to have a fresh and clean look in order to show they do matter about their looks.*



#### Want to avoid:

- Hairs in the chin
- Bad smell
- Dirty cloths
- Uncaired hair



#### Want to achieve:

- Perfect hair
- Silky skin
- Good smell: fresh and clean look
- Cloths that fit with their style

### WHY. Which are the motivations to take care of their looks?

Young men are in the process of defining their personal style. They want to be special and unique; and the aim is to communicate their personality and style with their looks.

The main motivation to take care of their looks is to get complements from the people around them (especially from girls). Getting complements makes them feel more self confident and comfortable with themselves.

### Feeling confident

Young men want to feel confident with themselves. It is important to get complements from girls and surrounding in order to feel comfortable and confident about themselves. *'When someone makes me a complement it makes me feel confident. Especially when girls make me complements I feel very good.'*

Hereby situations where they feel confident and not confident with their looks:

Young men don't feel confident if they have:

- Wear dirty cloths
- Don't do the hair before going out
- Smell bad
- Wear dirty shoes

Young men feel confident if:

- Wear their own cloths
- Wear new cloths
- Wear branded cloths
- Hair looks perfect
- Smell good

Details that cover insecurities help young men to feel more confident: *'My earrings are very important for me. I don't feel complete without them. My ears look bigger without them.'*

Pimples are one of the insecurities of young men: *'I feel like everybody is staring at me. I rather have a silky skin than one with pimples and acne.'*

Compliments from the surrounding what makes them feel confident. Young men often try to wear special cloths/items to get complements: *'I get a lot of complements because of the fancy texts in my shirts, it makes me feel confident.'*

### Feeling comfortable

Young men do not feel comfortable when they cut their lip while shaving, or when their hair is messy after riding the bike: *'when I cut my lip my classmates recognize it and it annoys me'*. Hence, it seems that they need to be in control of their looks to feel comfortable with it. Next to that, they feel comfortable when their looks don't change too much but stay similar all the time.

Young men feel comfortable with the people that have their same interests and same thoughts. They like to hang out with people with the same values: *'I hang out a lot with other skaters. Other people don't really know the type of person I am. I like to hang out with people that understand me'*.

### Feeling unique

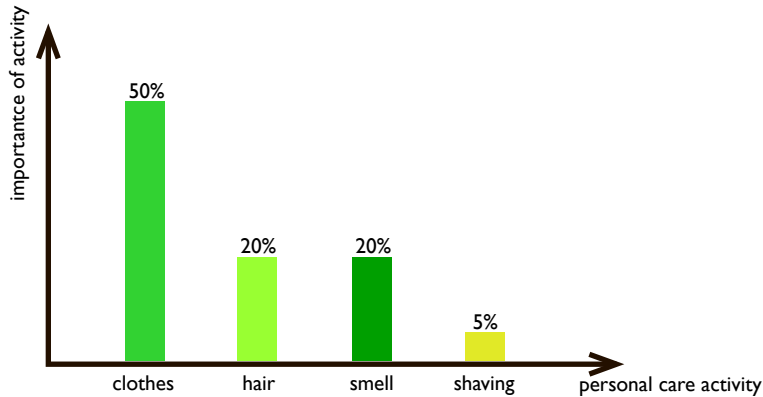
Young men want to look different to the people around them. They look for ways to be different, unique and feel special. *'If somebody has a cap I like, I will buy it but in a different color not to look the same', 'everybody has it's own style, we shouldn't look the same as the rest'. 'I prefer cloths that are from a special brand. It doesn't need to be trendy, but it needs to be special and different'*.

### Define personal style

Young men define style as being unique, having own standards and being yourself. However, two different groups have been identified: the ones that try to be different and unique, and the ones that try to fit in in the group and look the same. It was observed that even if young men want to look different, most of them look the same and wear similar cloths.

## HOW. Which are the most important activities in their personal care routine?

**Clothes** are most important for young men: branded cloths help them communicate their personality and style to others in the best possible way. Having a perfect **hair** during the whole day is very important. Using deodorant and perfume helps them **smell** good during the entire day. **Shaving** prevents them to look uncared when hairs grow in their face. Shaving doesn't enhance the appearance but it makes it look good.



Thus, nice clothes, good looking hair and fresh smell enhance the appearance of the young men. While, shaving just gets the hairs off from their face. As a consequence, shaving is not considered as such an important step in their personal care routine: 'shaving is not that important, it just removes the hairs.' Shaving doesn't add anything to the appearance of the young men, therefore it is miss appreciated.

## CLOTHES

### Communication of style and personality

Cloths are a means to communicate personality and style. Young men use different cloths to communicate different aspects of their style: they use jeans to look casual and shoes define their style (nike: sporty, lacoste: classy, all star: informal). *'I like shirts form the brand Rip Curl because it is a skateboarder brand.'*

### Fit with personality

Young men feel confident when clothes communicate their personality: *'I like to wear my own cloths, I feel uncomfortable wearing somebody else's clothes'*. When going shopping, young men look for cloths that fit with their personality. Next to that, they are still in the process of defining their personality, what makes them be more opened to try new things.

### Color to differentiate

Young men like to wear all different types of colors: *'most of the time I wear very colorful cloths, not totally dressed in black'*. They use color as a way to differentiate their clothes form the ones of their friends: colors help them show diversity in the same style.

## BRANDS

Young men believe that brands help them communicate their personality. However, they mainly see brands as an icon in their cloths, and they don't fully understand the message the brand is bringing across. Hereby the way they describe some of the brands:

Jack & Jones: feel my self

iPod: easy to use

Axe: better smell & feel sexy

G-star: the trousers fit better in your body

Philips: cheap and good quality. It makes you feel clean.

## Brands as lifestyle

Young men consider important to have branded cloths whereas *'I like brands, I prefer wearing good brands than having a lot of cloths'*. Brands that reflect a lifestyle and communicate it clearly (with a logo, colors...) are considered important by young men. However, hygiene products are not considered that relevant since the result of using the product is not that visible when communicating lifestyle.

## Hygiene product = functionality and efficiency

Young men do not consider important the brand of their hygiene products: *'I don't spend a lot of money on skin care products. I won't buy a skin cream of 20 euro, I believe is the same as the cream of 5 euro'*. They look for functionality and efficiency in hygiene products: *'products like blade need to be functional and efficient. The looks and the brand is not important'*.

## Quality and looks

Quality and looks are most important characteristics when buying an expensive product. *'If I needed to choose between Ferrary and Fiat, I would go for Ferrary, I would go for quality and how it looks.'*

## Well known brands

Young men consider important that brands have strong advertisement. *'I use AXE because there is a lot of advertisement of the brand'*

## Confidence

Brands bring confidence to the young men. They rely on the brand to cover their uncertainties.

## Uniqueness

Brands brings uniqueness.

## SMELL

Smelling good helps young men to look clean and fresh during the day. They use deodorant (most of them Axe) and perfume (most of them Hugo Boss) to smell good during the whole day. *'I use Axe deodorant because it has a very good smell'*.

## Get complements

Smelling good is important to get complements from girls. *'complements from girls are most important for me, they have a big impact on me. I use AXE.'* *'Usually girls give me advice on which perfume and deodorant to use'*.

## Feeling comfortable after sport

Young men don't feel comfortable after practicing sport: *'I feel uncomfortable when I have class after practicing sports. I can smell myself and I pray nobody else does it'*

## Important to show off

Smell is an important element when choosing hygiene products. The end result of hygiene products is not always visible, but smell makes the result more tangible. *'when choosing hygiene products, I only care the way it smells'*.

## HAIR

Making the hair look good is the minimum aspect to look clean, fresh and tidy. However, young men do not like to vary their hair style much. They like their hair to look the same all the time, they want to be in control of the way it look: *'I never leave my house without doing my hair'*.

## IDEALS FOR PERSONAL CARE

The main goal of young men is to be in control of their appearance. They are looking for a way to keep their appearance the way they want it to be:

- a way to delete the spots on my face
- a way to make sure I shave all my hairs
- a way to make me smell good all the time
- a way to keep my hair look perfect all day long
- a way to help me wake up in the morning with a smile in my face (I become grumpy if I am happy in my bed and I need to wake up)
- an all in one solution to help me get ready in the morning (doing hair, good smell...), so I can wake up in a relaxed way and have more energy for the day.

# Appendix 3

the product feature analysis matrix

Product		Braun Cruzer 3	Braun I
Company		Braun	Braun
features	benefit		
Floating foil system	Adjust to skin and facial contours	*	
Flexing heads (rota)			
Smart Foil	capture hair growing from different directions	*	*
Rotating styler with two sides	precisely define lines and edges.	*	
Multi-length beard trimming attachment	four length settings from short to full beard.	* 4 length setting	
Pop up trimmer			*
Short Beard Attachment	For an "unshaven" stubble look	*	
washable		*	*
3 stage shaving system	Rapid closeness		*
Corded		No	No
Micro pulses	Feel the blades less		
15 microfines	Follow the contour of the face		
3D pivoting razor head	blades stay closer to the face		
micro-guard system	Protect against nicks & cuts		
Precision trimmer			
blades			
Aloe vera & vitamine E			
Price		£60	\$44.99
Product claims		Shave, style and trim all in one! for an outrageously hot beard style	Easy shaving
Target consumer		willing to style & looking for easy to shave, style and trim product	Beginner looking for easy to use product with value for money.
Brand positioning		Styling – criminal/illegal	Smooth shave - elegant
Brand slogan		Shave your style	Get in touch with your smooth side

The product feature analysis shows that most of the product focus on defining feature that improve the closeness and performance of the shave, which are not the main concerns of the young men that shave for the first time

ES4026NC	R3130 Rotary 360	Fusion Power	Protector 3	Easy
Panasonic	Remington	Gillette	Wilkinson Sword	Bic
*				
	* 3			
	*			
no	yes			
		*		
		*		
			*	*
			*	
		*		
		* 5	* 3	* 3
			*	*
\$ 49.99	\$ 39.99	\$9.94	£8.99	\$2.5
Shave wet & dry	Completely close even on the neck. Flex 360 with titanium	Most comfortable shave	safer shave to encourage healthier and smoother looking skin	the first shaver all in one : 1 handle + 6 cartridges
Looking for convenient shave that allows wet & dry shave	Looking for cutting performance and technology advance products.	Looking for precision, feeling confident and comfortable	Looking for skin friendly shaving system that avoid nicks & cuts	Looking for easy and affordable shave
Close shave -efficient	Close shave - efficient	Most Comfortable shave	save shave	Easy shave
	The power of titanium. looking your best for less	The best a man can get	Free your skin	Easy – make the consumers life easier

# Appendix 3

objectives, current strategies and prediction of competitor’s future likely strategies

## Braun

### Brand objectives

Braun follows different strategies with the different products in its product portfolio. Braun appears to follow a market share growth strategy with the Braun cruZer; whereas it seems that the company follows a harvest strategy with the Braun I. This means that for the Braun I profit is more important than market share.

### Brand strategies

The main learnings of the analysis of the brand strategies are summarized as it follows:

- The product Bran cruZer is positioned in the market as a styling product and its differential advantage is based on product features that promise easiness to shave, style and trim.
- The product Braun I is positioned in the market segment of shaving beginners, and it promises a simple and easy close shave. The differential advantage of the product is based on price (it is the cheapest product in the product portfolio of Braun) and the product does not have a communication campaign that target young men, other than the presentation of the product in the website of the company.

	Braun cruZer	bodycruZer	Braun 3	Braun I
Market selection	Beard styling	Body grooming	Shaving stubble beard	Shaving beginners
Core strategy	Easy to use shaver, styler and trimmer all in one device.	bodygroomer with a precision trimmer and a blade allowing to trim and shave body hair in just one stroke.	Smooth skin result even shaving a stubble beard	Simple and easy close shave
Differential advantage	Based on product features.	Based on product features	Based on Value. Perceptual difference.	Based on price
Implementation – marketing mix – tactical decisions	<b>Promotion.</b> Provocative advertising inviting the consumer to be a criminal and to try to style the beard. The goal to make consumers try the product by making it to be illegal. Show that women feel attracted by the man.	<b>promotion:</b> provocative and informative advertisement about the benefits of the product.	<b>promotion:</b> advertisement showing lifestyle of young men and benefits of the shaver.	<b>Price:</b> Cheapest product in the product portfolio. <b>Communication:</b> focus on easiness

### Prediction of future strategy

Braun is expected to bring more products that will enable young men to groom their face and body. The company is expected to target young men with the styling products, whereas not much investment is expected for the product Braun I to target young men.



# Panasonic

## Brand objectives

Panasonic appears to follow a harvest strategy with most of its electric shaving appliances (also with the product ES4026NC). It seems that the company doesn't intend to invest much on product communication, but just on product development, focusing on improving product features of mainly high end products.

## Brand strategies

The main learning of the brand strategy show that:

-The product ES4026NC is positioned in the convenient shave market segment and the product differential advantage is based on product features that promise a close shave. The product follows a low entry strategy focused on low price.

	ES4026NC
Market selection	convenient shave
Core strategy	close dry or wet shave
Differential advantage	based on product features
Implementation	<b>price:</b> low end shaver with basic features

## Prediction of future strategy

It is expected that Panasonic will bring incremental product innovation that focus on the improvement of technical feature, such as closeness. There are no signs that the company might improve the products communication towards the consumers and its ability to market.

# Remington

## Brand objectives

Remington appears to follow a market share strategy with the men's grooming products (beard trimmers and body groomers) but it seems to follow a harvest strategy with most of the shaving appliances (also with the product R3130 Rotary 360). The company invests on product communication campaigns for the men's grooming product whereas it mainly focuses on product development with the elective shaving appliances.

## Brand strategies

The main learning of the brand strategy show that:

-The product R3130 Rotary 360 is positioned in the convenient shave market segment. The product differential advantage focuses on product features that intend to improve the closeness of the shave (the use of titanium technology is stated as a product differentiation advantage).

	R3130 Rotary 360
Market selection	convenient shave
Core strategy	close rota shave with titanium technology
Differential advantage	based on product feature
Implementation	low end shaver with basic features

## Prediction of future strategy

It is expected that Remington will bring incremental product innovation that focus on the improvement of technical features. There are no signs that the company might improve the products communication towards the consumers and its ability to market.

# Gillette

## Brand objectives

Gillette appears to pursue a market growth strategy with most of its products by investing in product communication expecting more men to buy their products. The company has also launched new products into new markets (such as deodorant and shaving creams) widening their product range.

## Brand strategies

The main learning of the brand strategy show that:

-The product Gillette fusion power is positioned in the comfortable shave market segment (as most of the rest of the blades of the company). The product promises confidence and having a comfortable shave. Its product differential advantage is based on product features (the product has micro pulses to feel the blades less) and its value relation between price and features. Gillette sponsors sports men, and organizes promotional campaigns where the company gives the chance to young men to shave with a Gillette blade in music festivals and other events where young men gather.

	Gillette fusion power	Gillette fusion proGlide	Shaver care
Market selection	comfortable shave	Comfortable shave	Shave care
Core strategy	feel confident with a comfortable shave	Providing incredible comfort, even if you shave everyday	Prepare and energize your skin.
Differential advantage	based on product features (5 blades) and value relation between price and features.	Based on product feature (low-resistance coating, blades with edges that are thinner than Fusion).	Based on perceived quality of not just cutting of the hairs but taking care of the skin while shaving.
Implementation – marketing mix – tactical decisions	<p><b>promotion:</b> sponsor of sports man, tips on how to get the perfect shave in the website.</p> <p><b>Distribution:</b> Gillette is present in every supermarket and drugstore making it easy for the customer to buy the product.</p>	<p><b>product capabilities:</b> micro comb to enable to shave stubble and low-resistance coating to allow blades to glide effortlessly through hair.</p> <p><b>promotion:</b> two men were sent all over USA to interview men about their experience with Gillette fusion proGlide blades, movies are being uploaded in the website</p>	<p><b>product capabilities:</b> the perceived benefit is higher by presenting a combination of different products and getting a better result.</p> <p><b>promotion:</b> it is presented as a package that brings higher benefit to the consumer by being used in combination.</p> <p><b>distribution.</b> The products are presented together with the blades, being a toolkit.</p>

## Prediction of future strategy

It is expected that Gillette will continue to improve the performance of the blade in order to promise an even more comfortable shaving experience. The company might launch even more products that intend to improve the comfort when shaving (the company already launched shaving foam and gels). The company is expected to continue sponsoring sports men and also making it easy for young men to experience their blades.

# Wilkinson Sword

## Brand objectives

Wilkinson Sword appears to follow different strategies with the razor blades and the men's grooming products. The brand seems to follow a market growth strategy by men's grooming products (Quattro titanium body and Quattro titanium precision) such as by investing in product communication and promotion. Whereas, the brand seems to follow a harvest strategy with the razor blades (the brand does not invest on product communication of the product Protector 3).

## Brand strategies

The main learnings of the brand strategy show that:

-The product Protector 3 is positioned in the safe shave market segment. The product promises a healthier and smoother looking skin with a product feature based differentiation strategy (product features like aloe vera lubricating strip brings a smoother skin, and a micro-guard system avoids nick and cuts). There is no advertisement on the product.

-The products Quattro titanium body and Quattro titanium precision are positioned in the market segments effective styling and easy facial styling. The brand invests strong communication campaigns on both products, with the aim of encouraging young men to style their face and body (product communication focuses on informing young men how to style).

	Protector 3	Quattro titanium body	Quattro titanium precision
Market selection	Safe shave	Effective styling	Easy facial styling
Core strategy	healthier and smoother looking skin	Effectively shave and trim the body hair	First wet razor that shaves, edges and trims all in one: It's never been simpler to try a new look. Simple styling.
Differential advantage	Based on product feature (Alpha Diamond coating, advanced micro-guard system and aloe vera lubricating strip)	Based on product feature (combination of blade and trimmer)	Based on product feature (combination of a blade and trimmer)
Implementation	<b>promotion:</b> there is no advertisement around the product. The product is presented in the companies' website, but nothing more. <b>distribution:</b> the product is present in many supermarkets and drugstores.	<b>promotion:</b> 'Hair off your style' provocative advertisement encouraging and informing how to shave away the body hair. The association of the mens body with a car is made to explain how to shave the different parts of the body. Problem with body hair is emphasized and exaggerated to encourage young men to shave of the body hair.	<b>promotion:</b> informative advertisement showing that it is very simple to facial style.

## Prediction of future strategy

Wilkinson Sword is expected to develop more facial and body hair stylers and to introduce new products in the facial and body styling market segment. The company is expected to invest on product communication of men's grooming product (which is targeting young men), and the brand is expected to improve its communication channels with the customers (the websites already provides games that customers can play with, which intend to inform customers of the advantages of the brand's products). The company is expected not to invest on product communication of Protector 3.

# Bic

## Brand objectives

Bic follows a harvest strategy with most of its products (such as the product Bic Easy), with which the company focuses on producing low cost products that most of the consumers can afford. Next to that, it seems that Bic is going to follow a market growth strategy with some products of the product portfolio (such as Comfort 3 Advanced).

## Brand strategies

The main learning's of the brand strategy show that:

-the product Bic Easy is positioned in the affordable and reliable shave market segment. The product promises an easy shave, following a price based differential advantage where the company focuses on producing low cost products with basic features.

-Bic will sponsor the Major League Gaming with the Comfort 3 Advanced product.

	Easy
Market selection	affordable and reliable shave
Core strategy	easy shave
Differential advantage	based on price. The company produces low cost products.
Implementation	<b>price:</b> low end razor blades <b>promotion:</b> the company will sponsor the Major League Gaming with the Comfort 3 Advance product. <b>product capabilities.</b> The product promises to deliver good quality still in an affordable price.

## Prediction of future strategy

Bic is expected to follow a harvest strategy with most of its product, focusing on the low cost of its product. However, it seems that the company plans to target young men more with its products by investing in products' communication campaigns and sponsoring events that are of young men's interest.

# Appendix 3

## competitive differential advantage of each brand

	Braun Cruzer 3	Braun I	ES4026NC
Company	Braun		Panasonic
Parent company	Procter & Gamble		
Products	<ul style="list-style-type: none"> <li>-Shaving and Grooming (electric shaving, hair trimming, beard trimming)</li> <li>-Oral Care (now under the Oral-B brand)</li> <li>-Beauty Care (hair care and epilation)</li> <li>-Health and Wellness (ear thermometers, blood pressure monitors)</li> <li>-Food and Drink (coffee makers, coffee grinders, toasters, blenders, juicers)</li> <li>-Irons</li> <li>-Clocks and Calculators</li> </ul>		<ul style="list-style-type: none"> <li>-televisions</li> <li>-video</li> <li>-audio</li> <li>-camers &amp; camcorders</li> <li>-phone &amp; faxes</li> <li>-computers &amp; networking</li> <li>-home appliances</li> <li>-building products</li> <li>-personal &amp; healthcare (men shavers, men grooming, women shavers and depilators, women beauty, oral care)</li> </ul>
Latest product	Braun bodycruZer – precise, clean & comfortable shave (combination of electric trimmer and blades)	Braun 3 – tough on beard and smooth on skin. Target men that do need to shave a stubble beard on Monday	ES-LA93-K. close shave every morning, with the fastest shaver that features the sharpest blades.
Sponsorship			Olympic Partner in the Video and Audio Equipment category
Website	Webpage dedicated to Braun CruZer and bodycruZer specially designed for young men. Link to bodygrooming trends and tips. Advertisement of the product in the main page.	Webpage that clearly presents the four different types of shavers by focusing on the benefit of each shaver. Tips for men on how to look attractive.	Information about features of the product. Difficult to understand the benefit of each shaver.
Advertisement message	Illegally-hot styling (Boy with two women)	Be irresistible smooth to the touch	
Other	Braun Cruzer is presented as a styler in the product portfolio, separated from the shavers.	Problems that the shaver solves communicated in the consumer's language.	Not clear communication message of the advantage of each shaver

Differential competitor analysis to better understand the competitive differential advantage of each brand.

R3130 Rotary 360	Fusion Power	Protector 3	Easy
Remington	Gillette	Wilkinson Sword	Bic
Spectrum brands	Procter & Gamble	Energizer holdings	
-men shavers (foil shaving, rota shaving & cleaning system) -men's grooming (body groomers, trimmers, hair cut kits) -women's hair removal -haircare -parts and accessories	razors -gillette fusion power phenom -gillette fusion phenom -gillette M3 power -gillette mach3 turbo gels -aftershave -pre-shave scrub -shave gel & moisturizer -deodorant	-razors -blades -brushes and soap -gels and foam	-stationery -lighters -shavers (for men and women). Shavers for men divided into: -value range -premium range -system
MS680CS Foil Shaver with Cleaning System. Easy one touch cleaning.	Gillette fusion ProGlide. Providing incredible comfort, even if you shave everyday	Quattro titanium body. effectively shave and trim your body hair	Bic eolutions. First shaver with a bioplastic handle: more environmentally friendly shave.
Sponsor of United Autosports sports car racing	sports events: Rugby League Tri-nations. Athletes: Roger Federer, Tiger Woods, ...		Comfort 3 Advance - world's largest professional video game league in the world
Information about product features. Not clear difference on benefit between using rota or foil shavers.	Flashy website with movies, games, information about product and practical tips for grooming.	-product presented by a person. -grooming section provides guidance on how to choose razor -tips how to look good. -pacman game where blades are points and rota shave blades are the bad people	Simple website with products divided into value range, premium range and system. The benefits of each product are listed but no additional help is provided to choose the most suitable blade for each consumer.
	everyday is a chance to show the world how phenomenal you can be. Feel confident and have the most comfortable shave.	It's never been simpler to try a new look	keep it simple! No need for 5 blades, but 3 are enough.
	Strong communication targeting young men	New promotion 'Hair of my stuff' provocative and funny.	Not consistent message across different advertisements

# Appendix 4

Overview of the way Personal Care is positioned within the Consumer Lifestyle sector in Philips.

## Sense and simplicity

Philips aims to make the everyday life of people more simple by designing meaningful products that will improve people's lives:

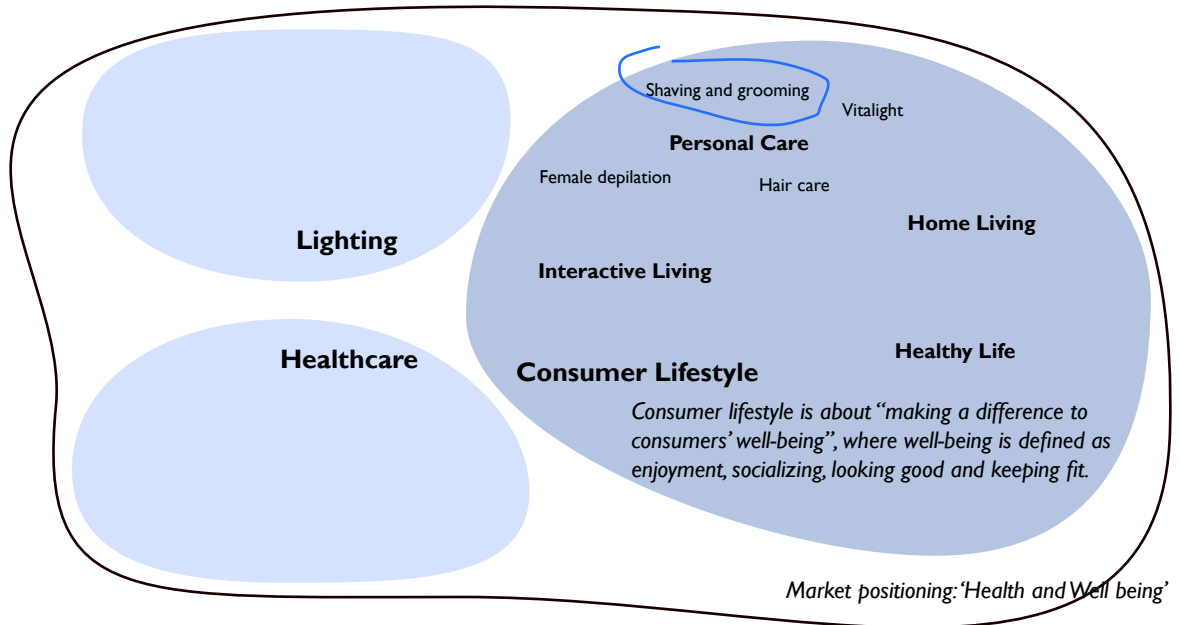
### Vision

"In a world where complexity increasingly touches every aspect of our daily lives, we will lead in bringing sense and simplicity to people"

### Mission statement

"to create value with meaningful innovations that improve people's health and well-being"

*Brand promise: "sense and simplicity"*



The graph gives an overview of the way shaving and grooming is positioned within the Personal Care value space in Consumer Lifestyle.



# Appendix 5

## Brand driven innovation

<b>The brand</b>	<b>The product</b>
Provides direction for Innovation	Fulfills the brands promise
Provides authentic source for differentiation	Turns the brand into a tangible experience
Provides focus	Connects the end-user to the brand
Provides consistency in the innovation portfolio	Create the brands portfolio
Facilitates choices	Leverages brand value into bottom-line value
Provides the vision for growth	Provides the growth to activate vision

*How the brand and the product benefit from each other.*

<b>Benefit for the organization</b>	<b>Benefit for the end-user</b>
Increases innovation authenticity	Increases innovation relevance
Provides a unique innovation strategy	Delivers a tangible brand experience
Growth based on internal drive vs. external force	Provide a rich product context
Organization synergy between departments	Fulfilled brand promise
Increases innovation efficiency	Provides security when choosing innovative products
Increases innovation effectiveness	Facilitates choices between innovations
	Increases product attachment (Mugge 2007)

*How the product-brand symbiosis benefits the organization and the end user.*

