

Claude3 Opus Sales Report  
**Hair Color, ~Yn-1 vs ~Y Oct 2017**  
Prepared: 08 April 2024

This report uses charts designed according to the International Business Communication Standards (IBCS) to ensure clarity, consistency, and information density.

Key elements:

1. **Consistent chart design:** All charts follow a uniform design, making it easier for readers to understand and compare data across different visualizations. This includes consistent use of fonts, sizes, and positioning of elements.
2. **Simplified and focused content:** Charts are designed to be easily readable, with a focus on essential information. Unnecessary decorative elements are avoided to maintain clarity.
3. **Proper labeling and titling:** Each chart includes clear, descriptive titles and labels to ensure that the data is easily understood without additional context.
4. **Standardized notation:** IBCS-compliant charts use standardized notation for elements such as time periods, units, and scenarios, making the information more accessible and comparable.

The following conventions are used throughout the report:

- **Black** represents actual values for the current year
- **Grey** represents data from the previous year
- **Red** indicates negative or "bad" performance
- **Green** indicates positive or "good" performance
- **"PY"** is used to denote the previous year values
- **"AC"** refers to the actual current year values
- **Underscore "\_"** is used to represent year-to-date data
- **Tilde "~"** indicates a rolling year or 12-month period

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## **Market Overview**

The hair color market, led by L'Oréal, Coty, and Revlon, is undergoing a shift towards non-permanent, fashion-forward options. Permanent hair color still dominates with 73% of sales, but the market saw a 0.6% drop of \$7.2 million from the previous period. Natural brown remains the most popular color choice. Smaller brands are showing resilience, indicating a competitive landscape with opportunities for both established and emerging players.

## **Sales and Pricing Strategies**

Brands employ various pricing strategies to capture market share across different consumer segments. Permanent hair color products generate the highest sales revenue at \$871.5M despite having the lowest unit price. The market is highly concentrated, with just 9.4% of brands driving over 80% of sales. Brown and Blonde lead in both units sold and total sales. Permanent All Over color is the top-selling sub-type, while Root touch-up and Artistry categories also contribute significantly.

## **Brand Performance**

L'Oréal and Revlon show the strongest overall performance, particularly in their Root and Artistry products, which achieve sales growth and successfully implement price increases in a stable and predictable market. However, traditional leaders are facing declining sales while niche and emerging brands gain traction, driven by changing consumer preferences towards more flexible, less permanent solutions.

## **Market Challenges and Opportunities**

Despite some sub-brands and categories showing growth, like Feria, Splat, Root Touch Up, and the Root category, the overall market has seen a negative CAGR of -1.3% from ~Yn-2 to ~Y, with total units sold declining at a -4.4% CAGR. To address these challenges and capitalize on growth opportunities, companies may need to reassess their market strategies, product offerings, and operational efficiencies, focusing on the successful sub-brands and emerging categories.

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**At a glance:** The hair color market is seeing a shift towards non-permanent, fashion-forward options, with L'Oréal dominating despite mixed performance from Coty and Revlon. While permanent hair color made up 73% of sales in October 2017 with natural brown being most popular, the market saw a 0.6% drop of \$7.2 million from the previous period. Smaller brands are showing resilience, suggesting a competitive landscape with opportunities for both established and new players. Pages 8 to 14.

**Sales breakdown:** The hair color market, dominated by L'Oréal, Coty, and Revlon, is led by the Permanent category, which accounts for 73% of total sales. Brands employ various pricing strategies to capture market share across different consumer segments, with Permanent hair color products generating the highest sales revenue at \$871.5M despite having the lowest unit price. The market remains fragmented, with many smaller brands collectively holding a substantial share. Pages 16 to 27.

**Data insights:** The hair color market is highly concentrated, with just 9.4% of brands driving over 80% of sales, and Brown and Blonde leading in both units sold and total sales. Permanent All Over color is the top-selling sub-type, while Root touch-up and Artistry categories also contribute significantly, exhibiting varying pricing and volume strategies among brands. L'Oréal and Revlon show the strongest overall performance, particularly in their Root and Artistry products, which achieve sales growth and successfully implement price increases in a stable and predictable market. Pages 29 to 41.

**Trends:** The hair color market is experiencing significant shifts, with traditional leaders facing declining sales while niche and emerging brands gain traction, driven by changing consumer preferences towards more flexible, less permanent solutions. Despite some sub-brands and categories showing growth, like Feria, Splat, Root Touch Up, and the Root category, the overall market has seen a negative CAGR of -1.3% from ~Yn-2 to ~Y, with total units sold declining at a -4.4% CAGR. To address these challenges and capitalize on growth opportunities, companies may need to reassess their market strategies, product offerings, and operational efficiencies, focusing on the successful sub-brands and emerging categories. Pages 43 to 56.

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The hair color market is experiencing shifts in consumer preferences, with a move towards non-permanent and fashion-forward options. Fashion Non-permanent and Non-permanent Root sub-types showed the most growth, while the Permanent All Over sub-type declined (p.11). Root type products and less common colors are gaining traction, suggesting a trend towards niche color preferences and specific maintenance products (p.12).

L'Oréal dominates the market with strong sales and growth in the 'Demi' and 'Other rank >3' categories, despite slight dips in 'Permanent All Over' (p.14). The company saw significant growth in Root and Artistry hair color products, despite a slight decline in Permanent sales (p.13). Coty's performance is mixed, with big drops in 'Permanent All Over' and 'Demi' but a solid presence in 'Permanent Root' (p.14). Revlon is notable in 'Permanent All Over' and 'Other rank >3' but declining or minimal elsewhere (p.14). Developplus struggles significantly in 'Permanent All Over' and lacks presence in 'Permanent Root' and 'Demi' (p.14).

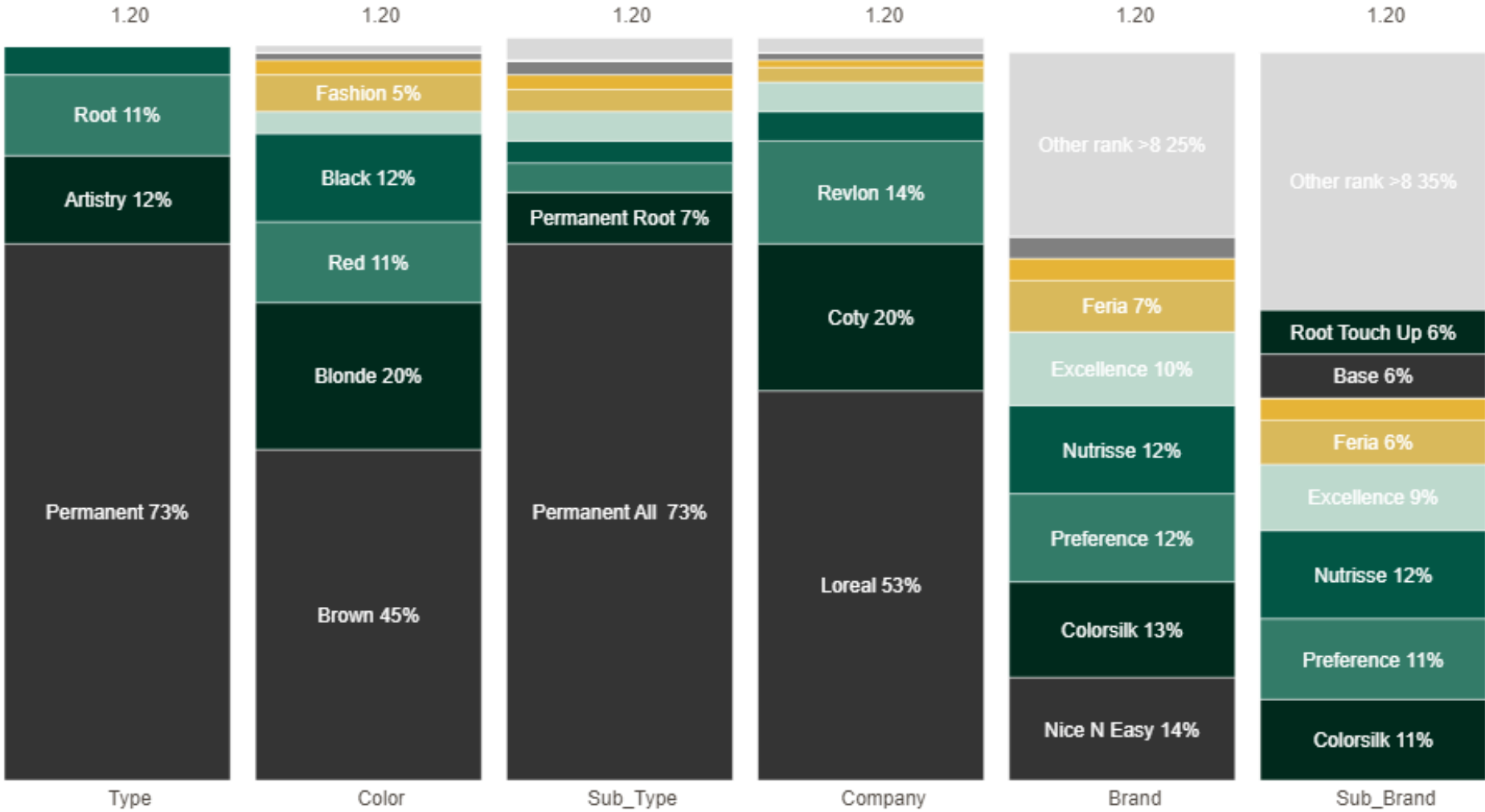
In October 2017, permanent hair color solutions dominated with 73% of sales, with natural colors being strongly preferred and brown being most popular at 45%. L'Oréal led the market at 53% share, far ahead of Coty and Revlon. However, a significant portion of sales went to smaller brands, indicating a diverse and competitive landscape with opportunities for established and new players (p.9).

Sales decreased by \$7.2 million from period ~Yn-1 to ~Y, a 0.6% drop. Units and mix accounted for \$5.3 million of the decrease, while price changes contributed \$1.9 million (p.10). The 'Other rank >4' category shows resilience, growing in 'Permanent All Over' and 'Other rank >3', hinting at a competitive market beyond the big brands (p.14).

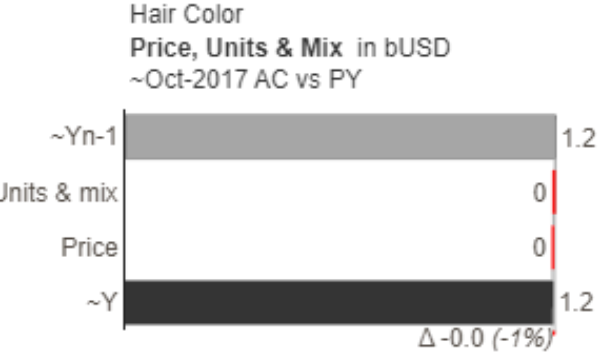


In October 2017, permanent hair color solutions dominated with 73% of sales. Natural colors were strongly preferred, with brown being most popular at 45%. L'Oréal led the market at 53% share, far ahead of Coty and Revlon. However, a significant portion of sales went to smaller brands, indicating a diverse and competitive landscape with opportunities for established and new players.

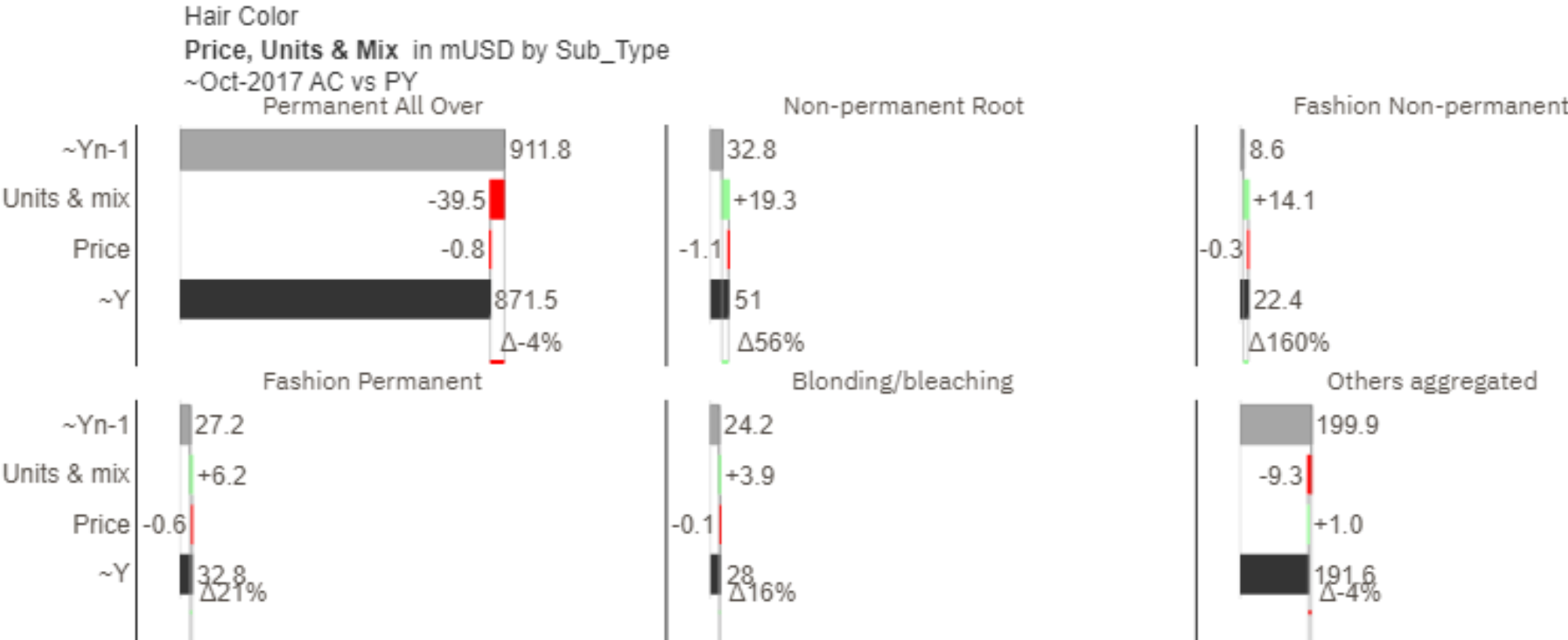
Hair Color  
Sales in bUSD by dimension  
~Oct-2017



Sales decreased by \$7.2 million from period ~Yn-1 to ~Y, a 0.6% drop. Units and mix accounted for \$5.3 million of the decrease, while price changes contributed \$1.9 million.



The hair color market is seeing a shift in consumer preferences towards non-permanent and fashion-forward options. Fashion Non-permanent and Non-permanent Root sub-types showed the most growth, driven by positive units & mix variances. This suggests successful marketing and consumer trends favoring these products. However, the Permanent All Over sub-type notably declined, mainly due to negative units & mix variance, indicating a potential shift away from permanent coloring. Price changes had a relatively minor impact on sales variance across all sub-types.

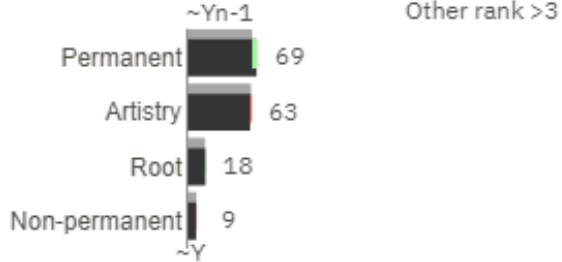
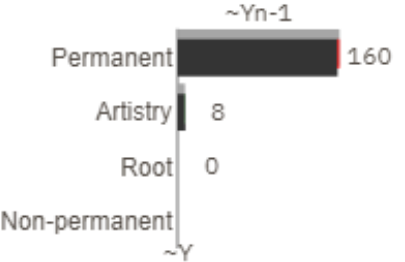
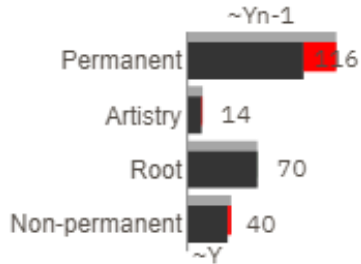
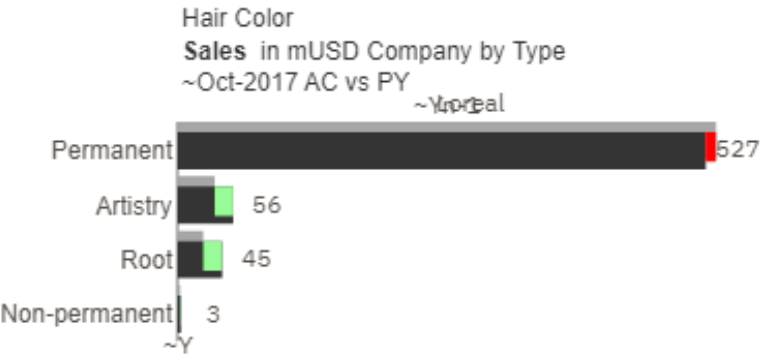


The hair color market is seeing shifts. Root type products and less common colors are gaining traction, with rising sales. This suggests a trend towards niche color preferences and specific maintenance products. Non-permanent root products are seeing significant growth, up 15.3%, pointing to increasing interest in temporary root solutions. L'Oréal is growing while Coty declines, hinting at competitive dynamics in play. Overall, permanent color sales are declining as non-permanent options grow, possibly reflecting a broader shift towards flexibility and less commitment in hair color choices.

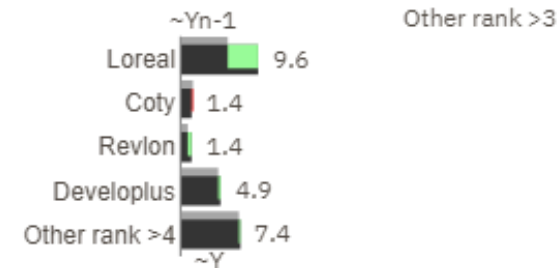
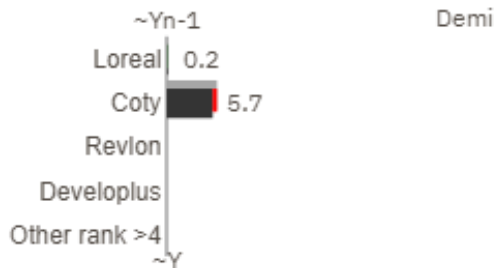
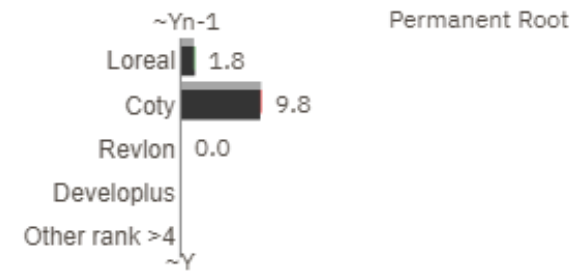
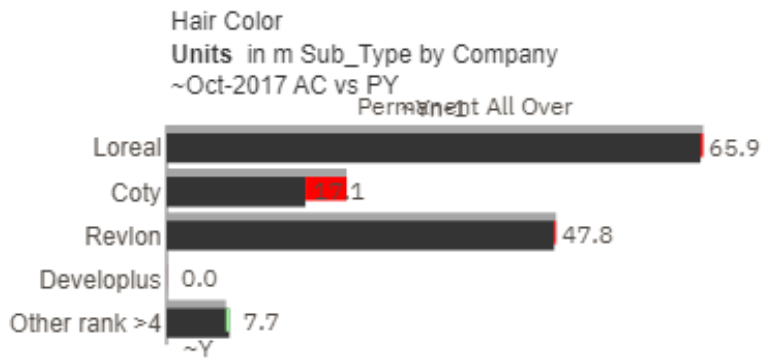
Hair Color  
Sales in mUSD by dimension  
~Oct-2017 AC vs PY



L'Oréal saw significant growth in Root and Artistry hair color products, despite a slight decline in Permanent sales. In contrast, Coty experienced notable declines in Permanent and Non-permanent categories. Revlon had mixed results, with a minor increase in Artistry and a slight decrease in Permanent sales. Other smaller companies showed resilience, with a notable increase in Permanent sales and slight movements in other categories.



L'Oréal dominates the hair color market, with strong sales and growth in the 'Demi' and 'Other rank >3' categories, despite slight dips in 'Permanent All Over'. Coty's performance is mixed, with big drops in 'Permanent All Over' and 'Demi' but a solid presence in 'Permanent Root'. Revlon is notable in 'Permanent All Over' and 'Other rank >3' but declining or minimal elsewhere. Developplus struggles significantly in 'Permanent All Over' and lacks presence in 'Permanent Root' and 'Demi'. The 'Other rank >4' category shows resilience, growing in 'Permanent All Over' and 'Other rank >3', hinting at a competitive market beyond the big brands.



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The hair color market is dominated by the Permanent category, which accounts for 73% of total sales, with the 'Permanent All Over' sub-type making up 100% of this category's sales, indicating a strong consumer preference for long-lasting hair color solutions (p.17). L'Oréal leads the market with total sales of \$630.3 million, followed by Coty (\$240.8 million), Revlon (\$167.5 million), and other companies (\$158.8 million) (p.18). The 'Permanent All Over' sub-type is a significant contributor to sales for all major companies, with L'Oréal leading the highly competitive market, while Coty and Revlon also have a strong presence (p.19).

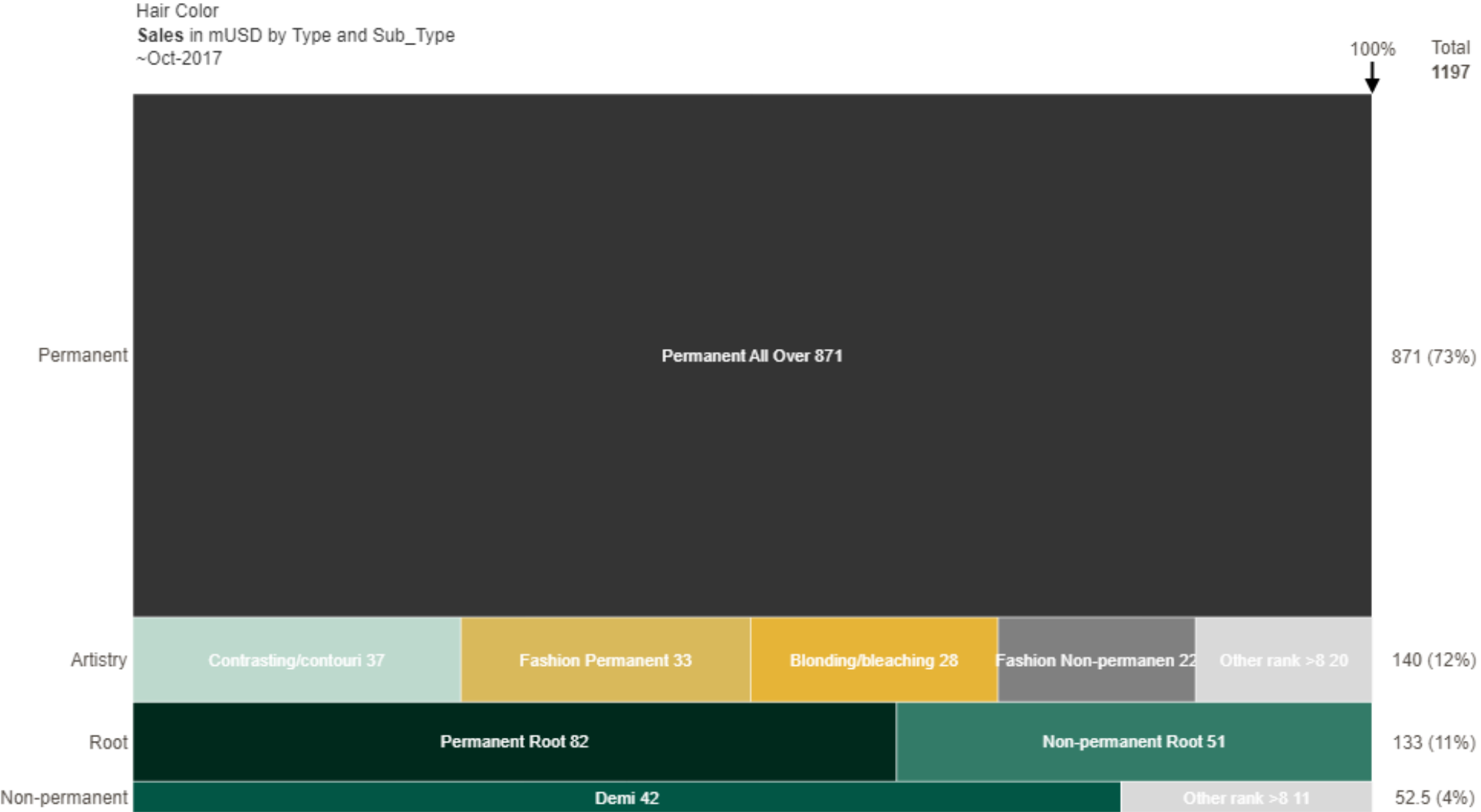
Root touch-up products are a significant market segment, with Coty dominating the Root category through its Nice N Easy brand (58% of category sales) (p.20). Brown is the most popular hair color (34%), followed by Blonde (21%) and Black (16%), with Nutrisse, Colorsilk, and Preference being major sub-brands across all main color categories (p.21). Permanent hair color products have the lowest unit price at \$6.29 but generate the highest sales revenue at \$871.5M due to a substantial volume of 138.6M units sold (p.23).

L'Oréal dominates the Permanent hair color category with sales of \$526.7 million, selling a high volume of 65.9 million units at a competitive unit price of \$7.99 (p.24). The company has a strong market presence across all hair color categories, balancing competitive pricing with high sales volumes (p.25). The hair color market is segmented by price and product positioning, with brands like Root Cover Up targeting premium customers, Colorsilk appealing to value-oriented consumers, and Nutrisse and Preference capturing the mid-range market (p.26).

Brands employ different pricing strategies to capture market share, with Nice N Easy and Colorsilk using lower prices to boost sales, while Preference and some smaller brands aim for premium segments with higher prices (p.27). The fragmented hair color market has many smaller brands collectively holding a substantial market share, as indicated by the 'Other rank >4' and 'Other rank >10' aggregations (p.20, p.26).

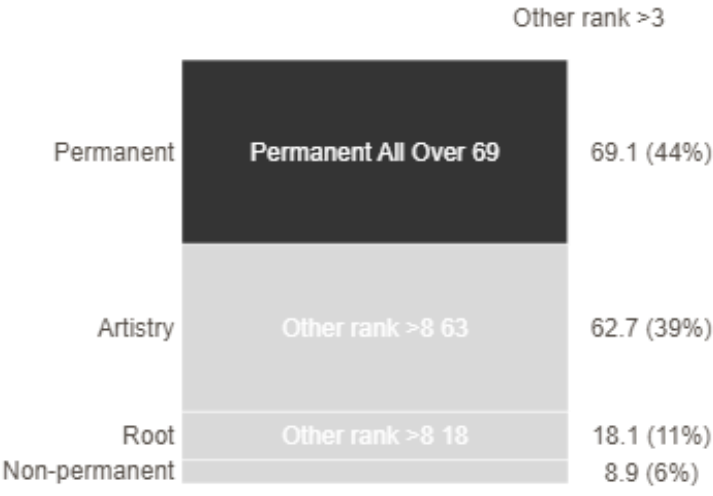
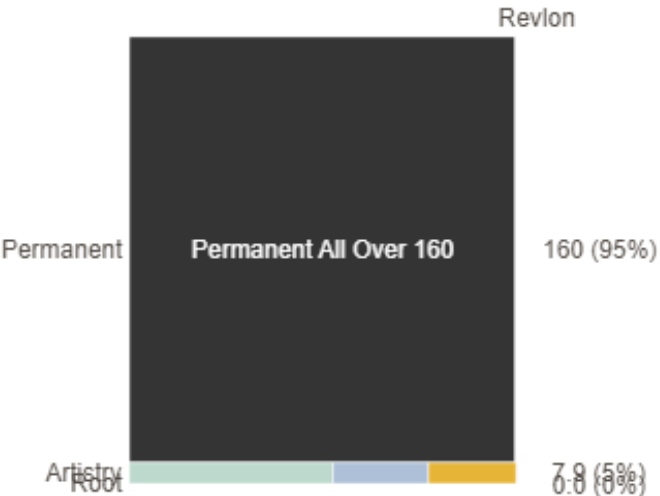
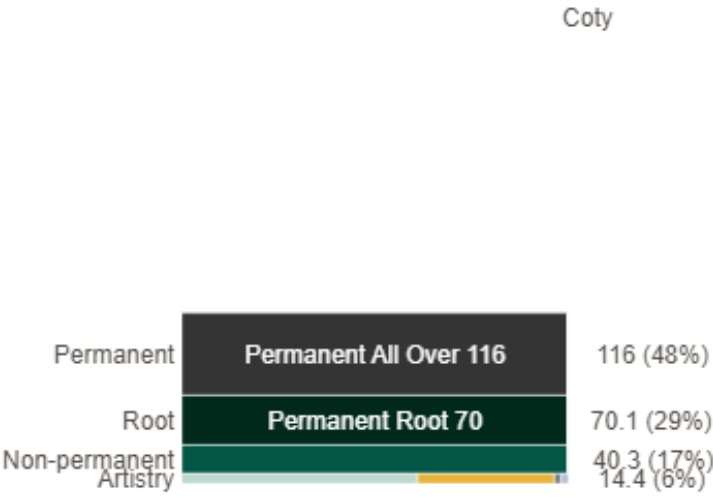
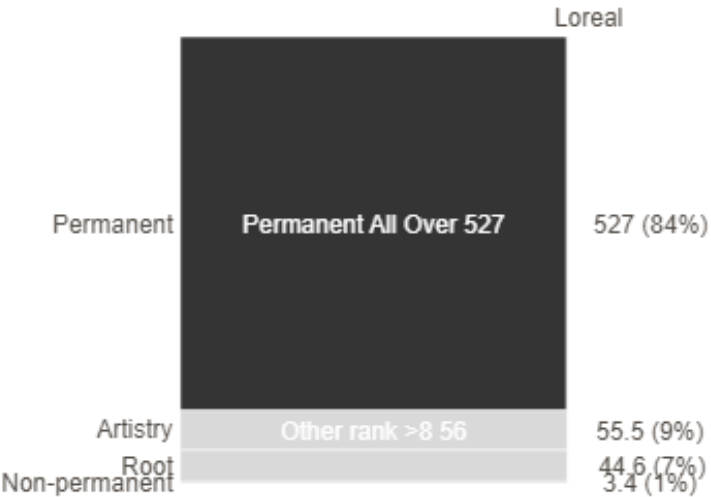


The Permanent category dominates the hair color market with 73% of total sales. The 'Permanent All Over' sub-type makes up 100% of this category's sales, showing a strong consumer preference for comprehensive, long-lasting hair color solutions.



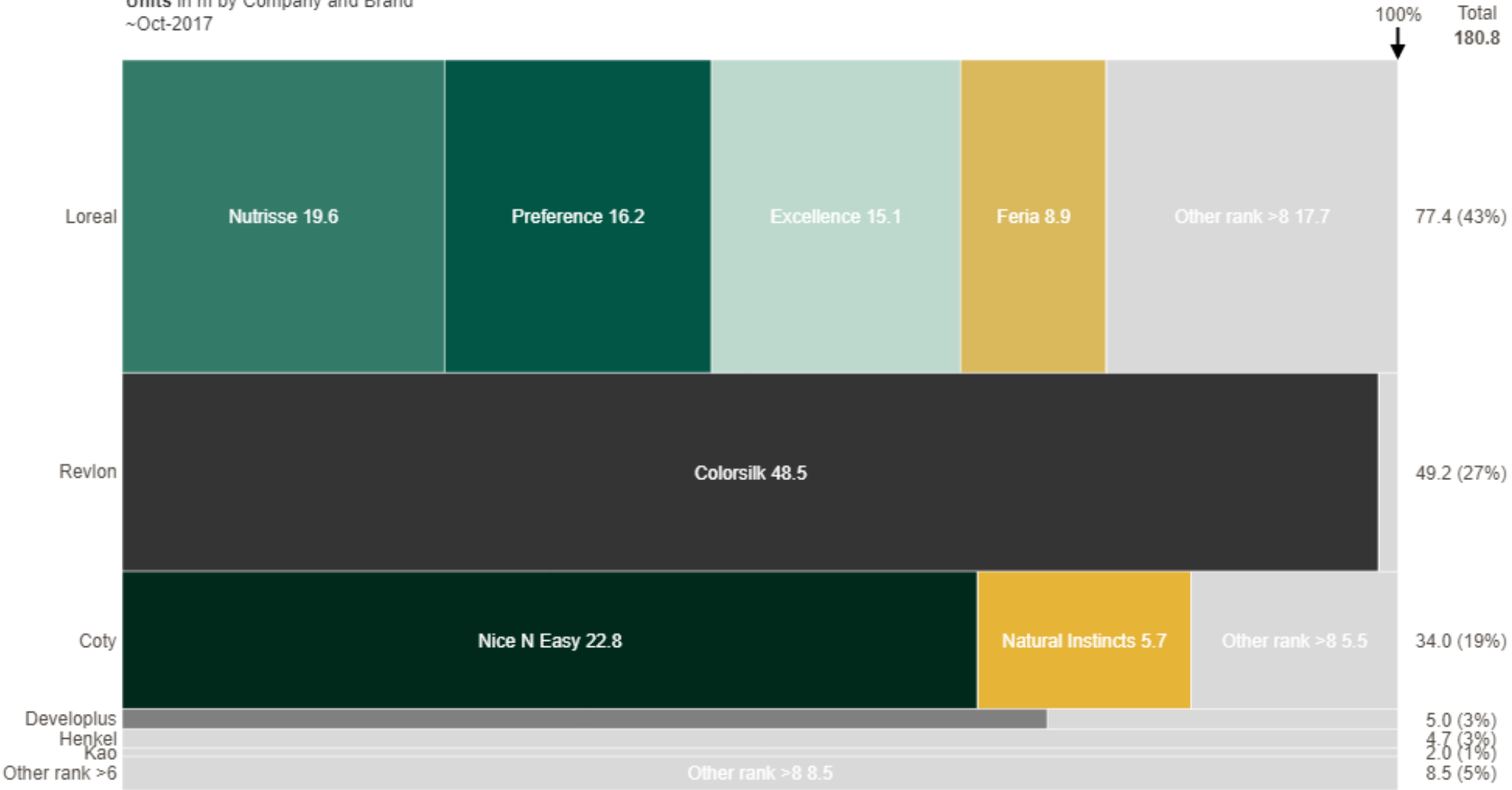
L'Oréal leads the market with total sales of \$630.3 million. Coty follows with \$240.8 million, Revlon with \$167.5 million, and other companies with \$158.8 million. The 'Permanent All Over' sub-type is a significant contributor to sales for all major companies.

Hair Color  
Sales in mUSD by Company, Type and Sub\_Type  
~Oct-2017

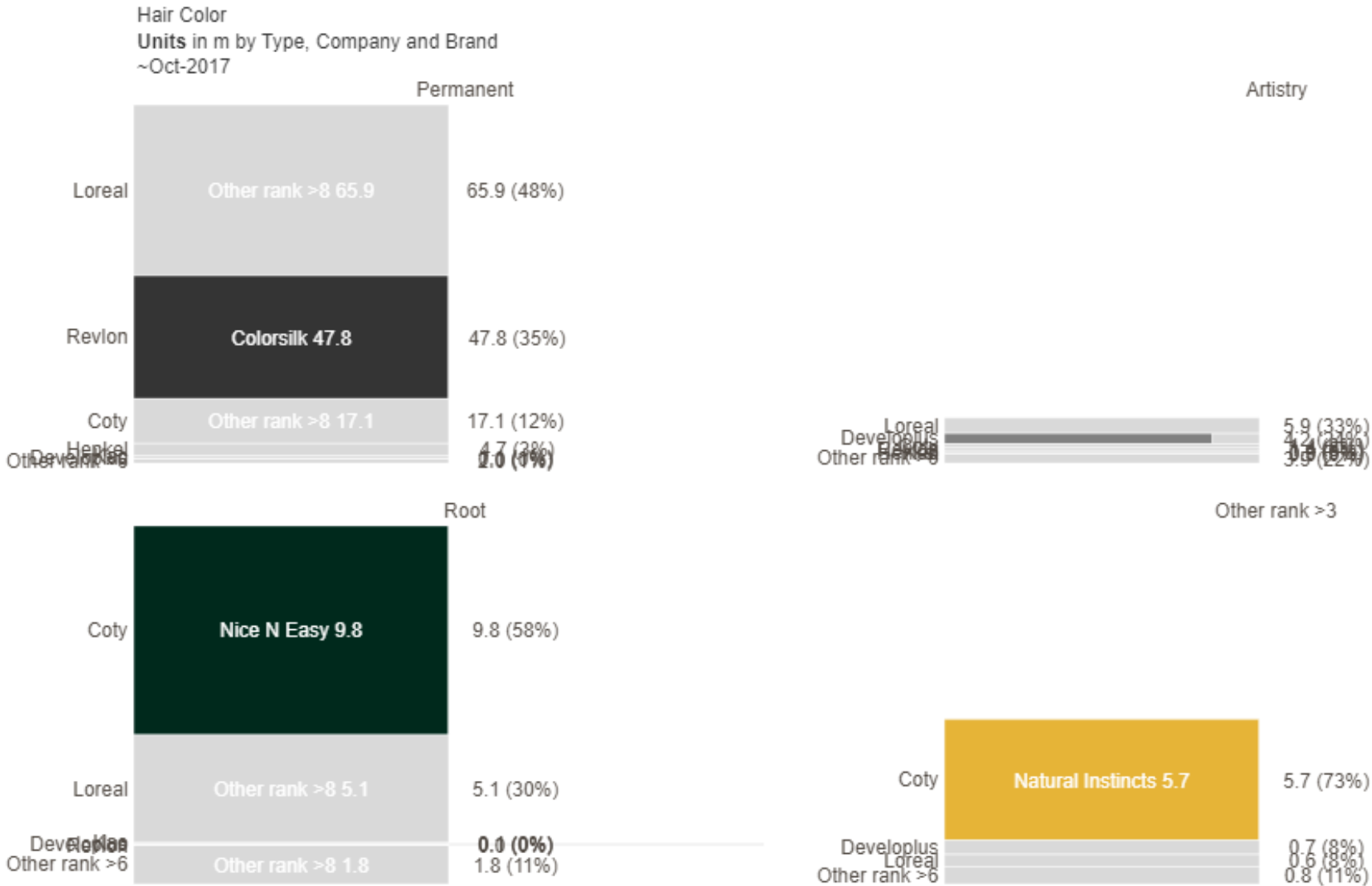


L'Oréal leads the highly competitive market in overall sales, but faces strong competition from Coty, Revlon, and many smaller companies. Colorsilk accounts for 99% of Revlon's sales. Coty's sales are primarily driven by Nice N Easy at 67% and Natural Instincts at 17%.

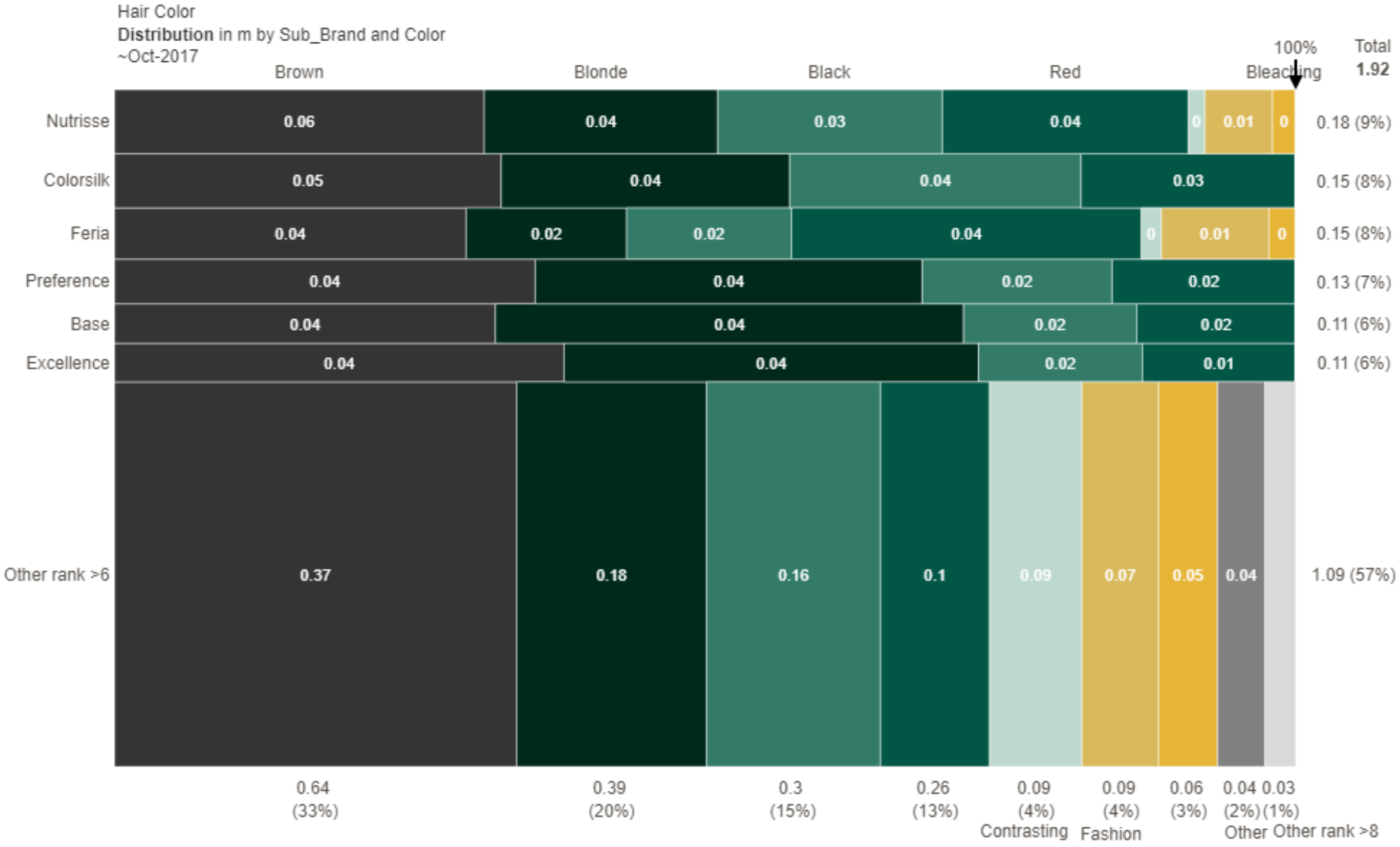
Hair Color  
 Units in m by Company and Brand  
 ~Oct-2017



Root touch-up products are a significant market segment. Coty dominates the Root category through its Nice N Easy brand with 58% of category sales. L'Oréal and Coty are the leading players in the Permanent and Artistry categories. Smaller companies also have a substantial market presence, as indicated by the 'Other rank >4' aggregation.

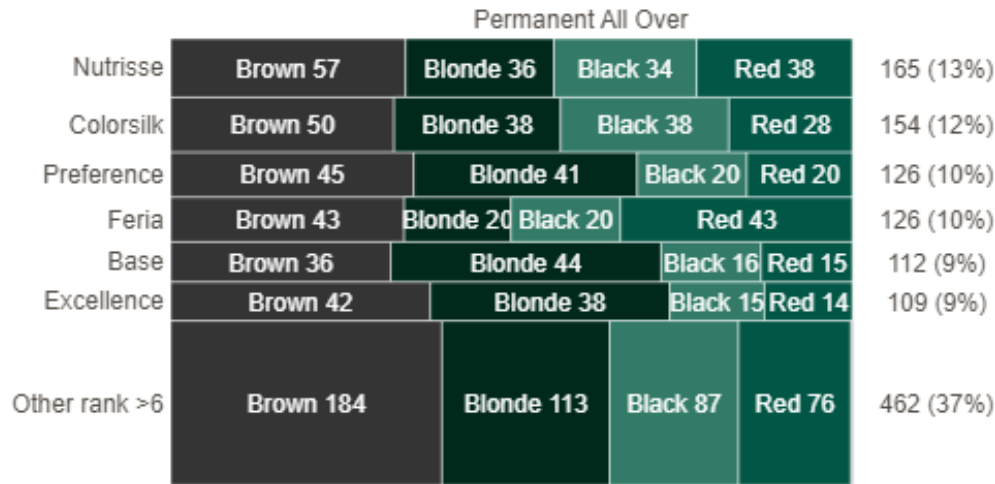


Brown is the most popular hair color at 34%, followed by Blonde at 21% and Black at 16%. Nutrisse, Colorsilk, and Preference are major sub-brands across all main color categories. Smaller, niche brands capture a significant 58% of the total distribution.



Permanent hair color products are the most popular among consumers, with the 'Permanent All Over' sub-type leading the pack. L'Oréal is the top player in this category. Root touch-up products also have a notable market presence, both in permanent and non-permanent forms. Coty and L'Oréal are key brands in the root touch-up segments.

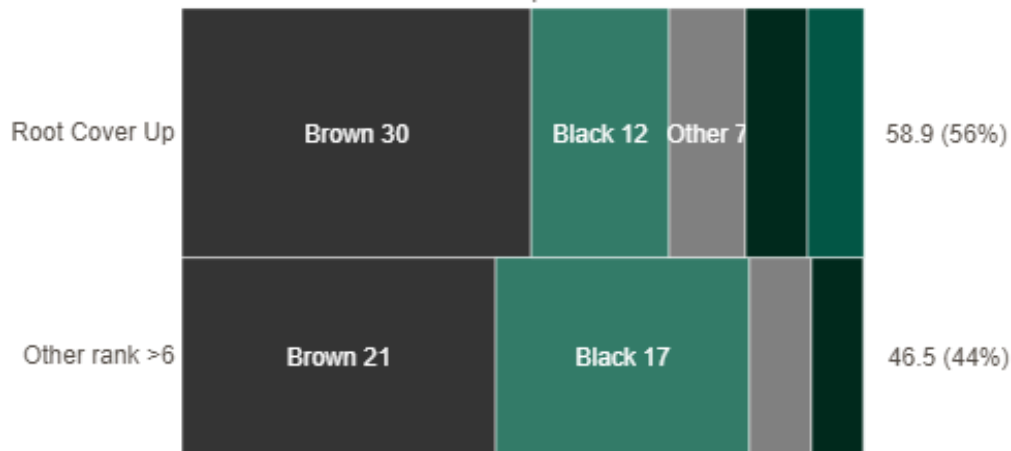
Hair Color  
Distribution in k by Sub\_Type, Sub\_Brand and Color  
~Oct-2017



Permanent Root



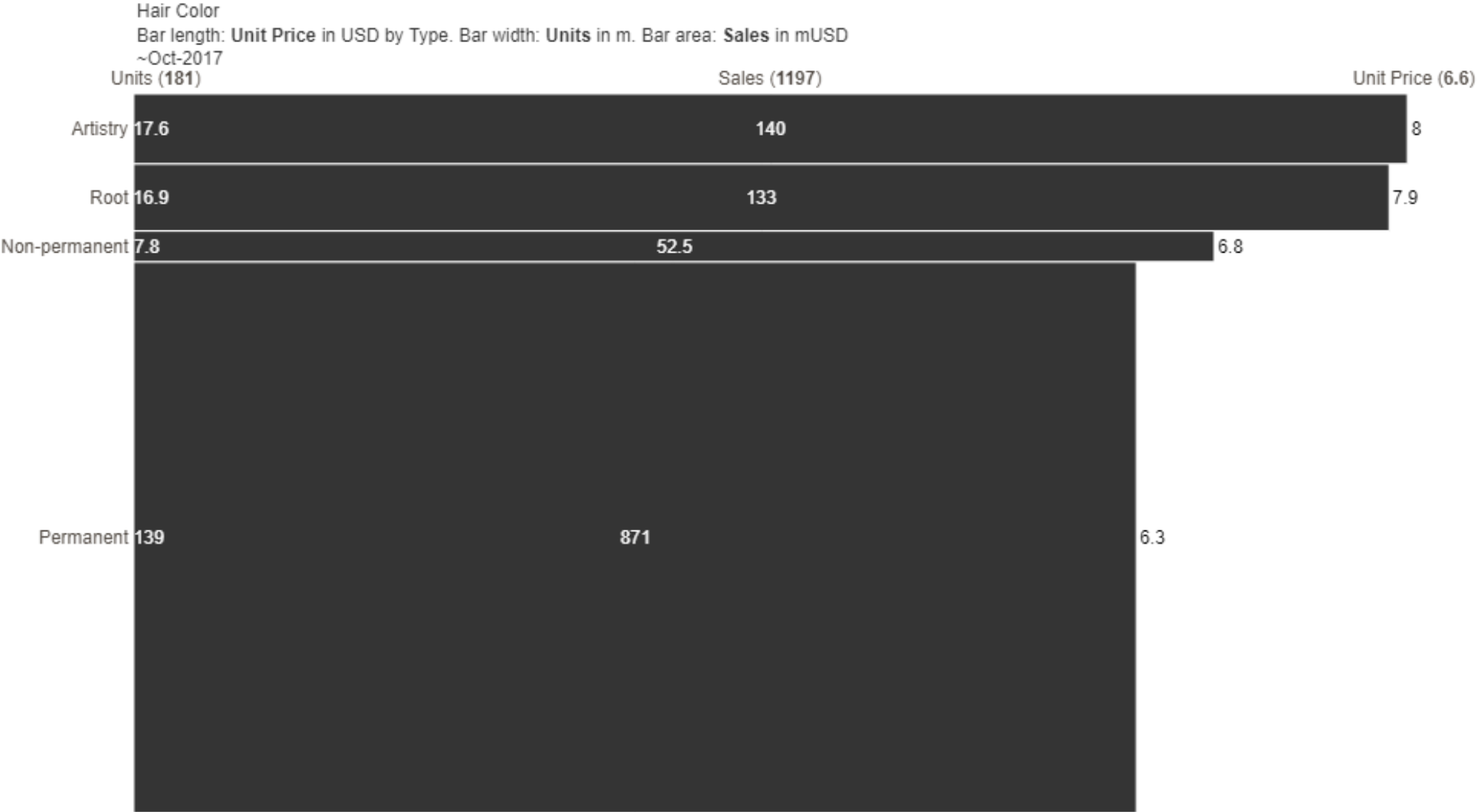
Non-permanent Root



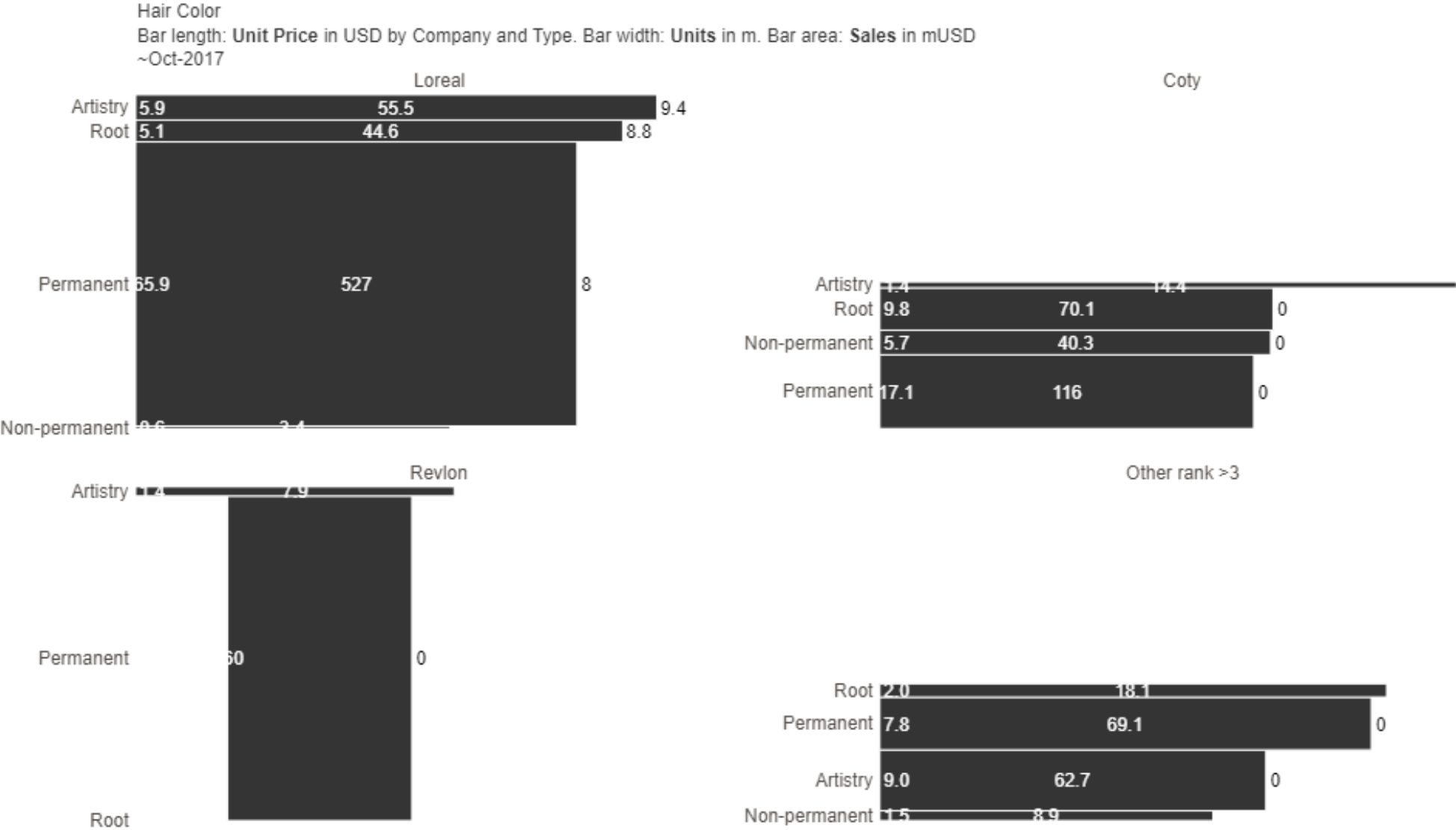
Other rank >3



Permanent hair color products have the lowest unit price at \$6.29, yet they generate the highest sales revenue at \$871.5M due to a substantial volume of 138.6M units sold. This shows the strong demand for long-lasting hair color solutions.

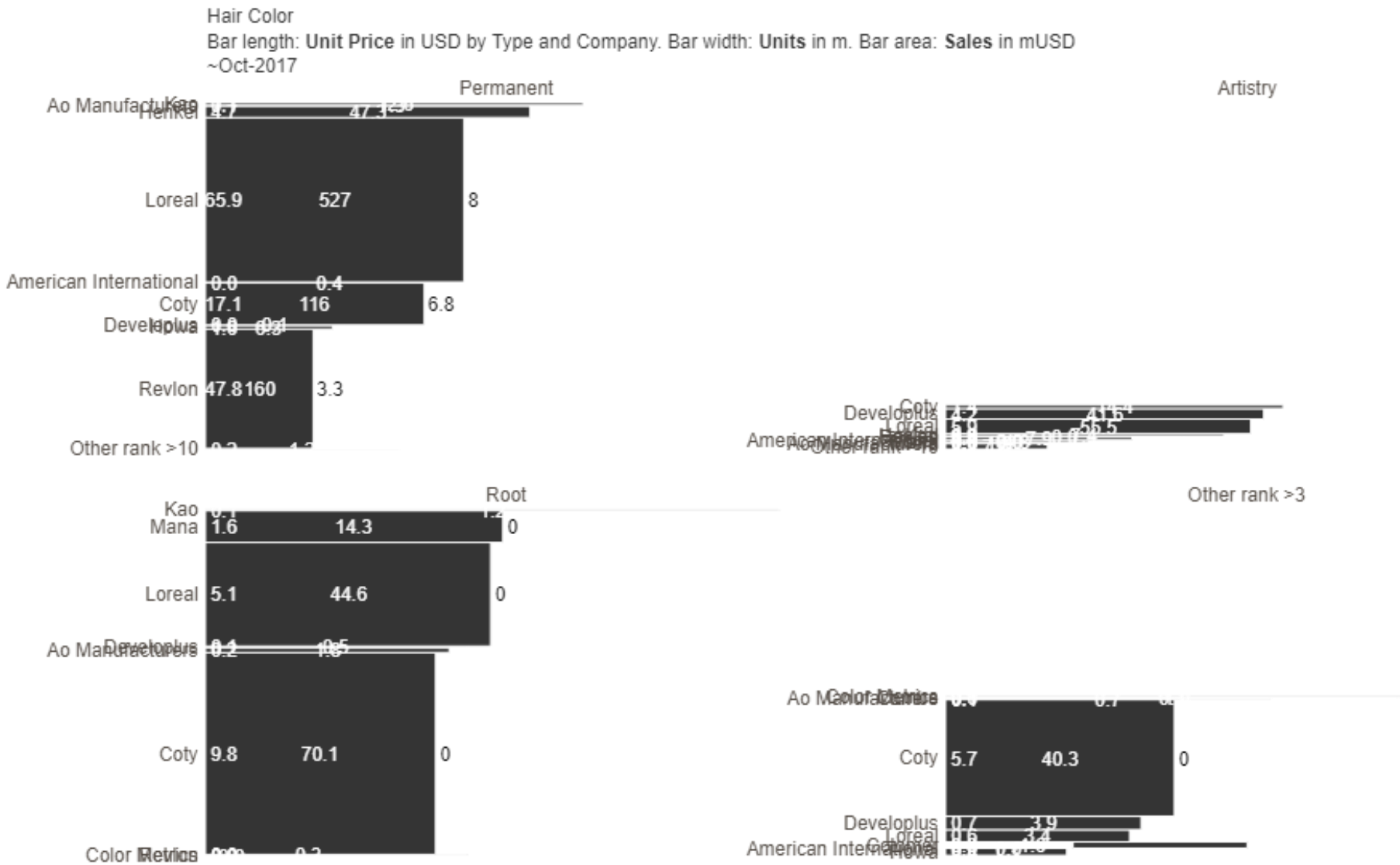


L'Oréal dominates the Permanent hair color category with sales of \$526.7 million. They sold a high volume of 65.9 million units at a competitive unit price of \$7.99. Coty and Revlon also have a significant presence in this category, using different pricing strategies to capture market share.

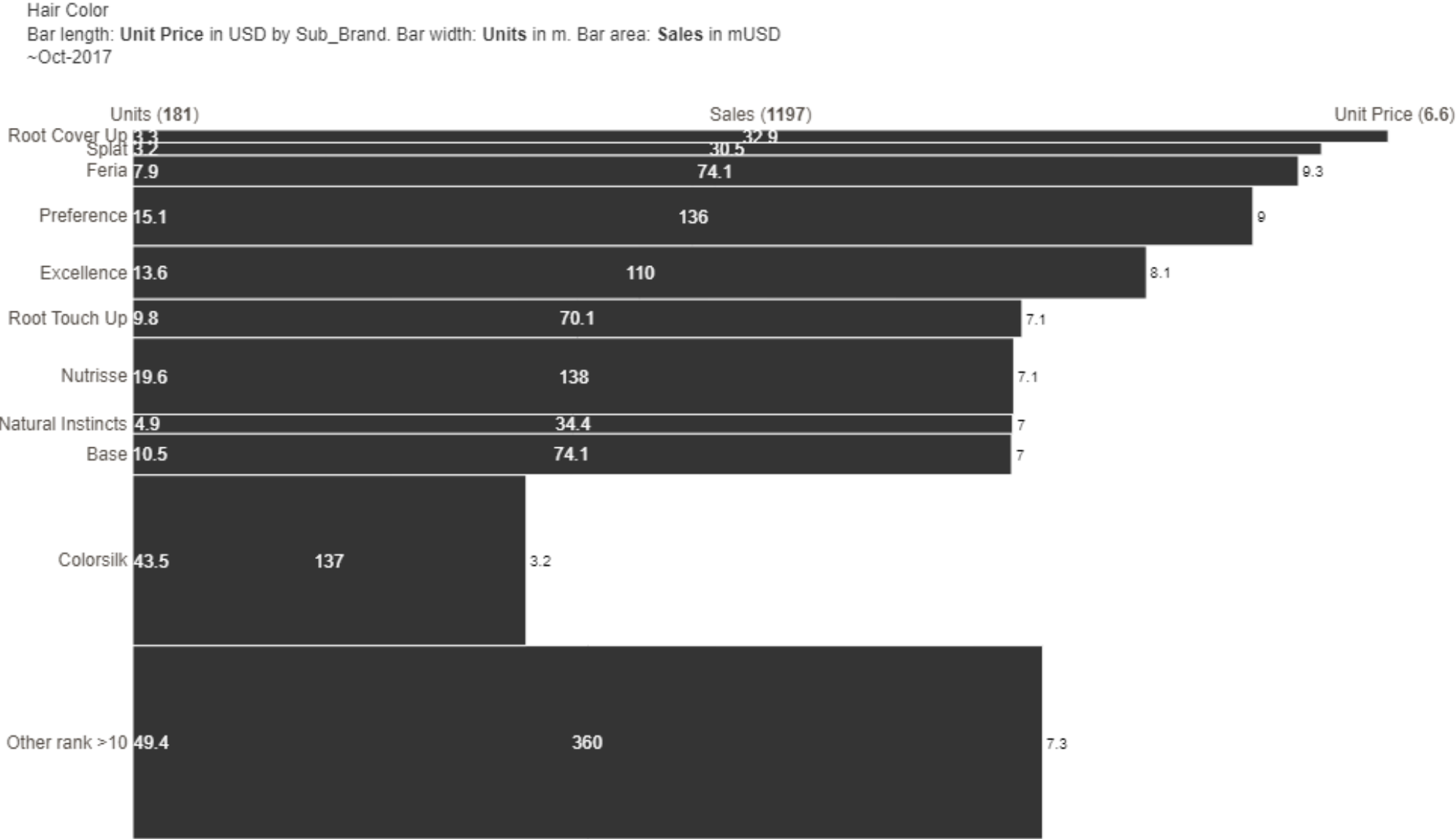




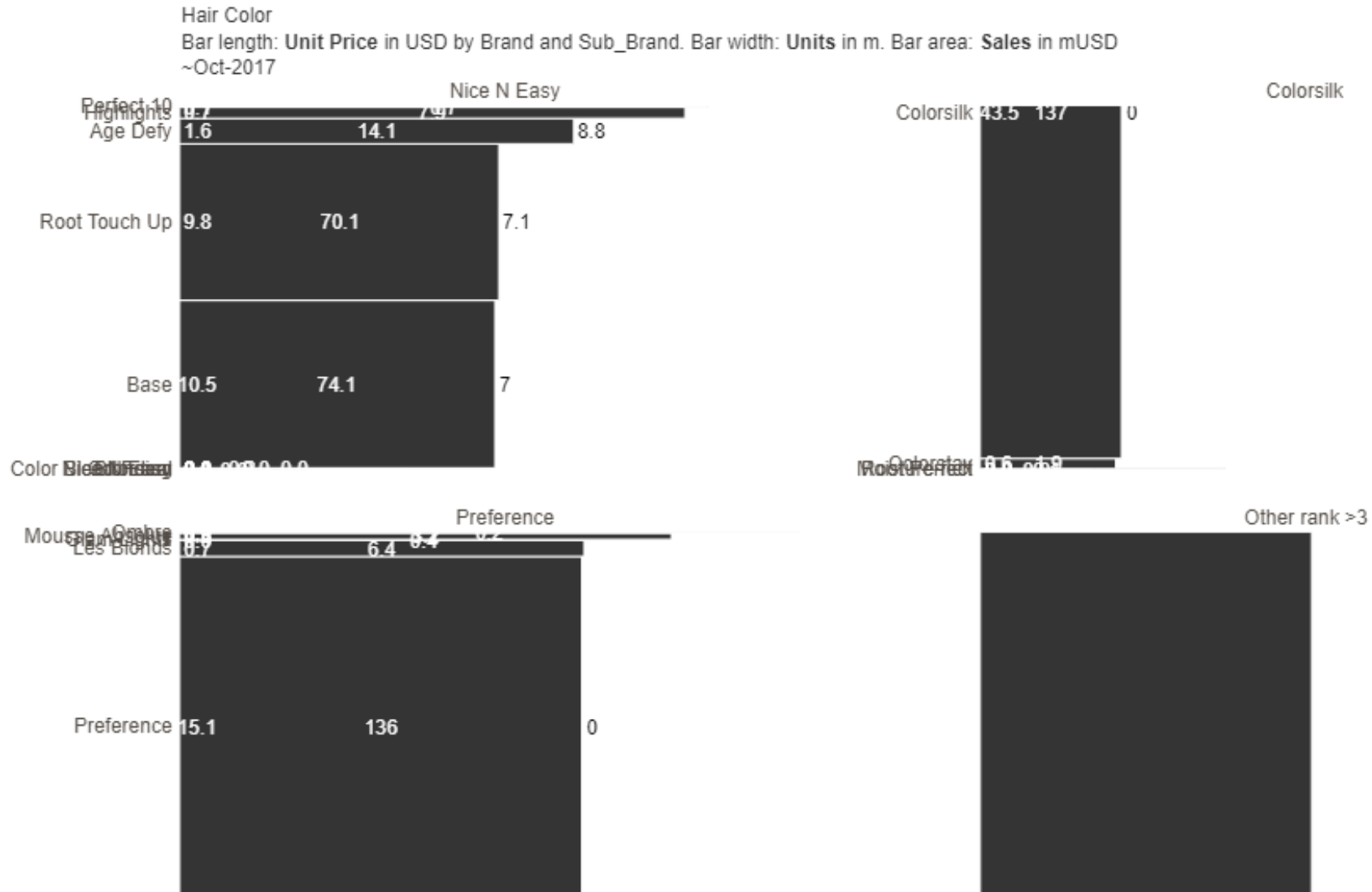
L'Oréal has a strong market presence across all hair color categories, especially in the Permanent segment. The company balances competitive pricing with high sales volumes, showing effective product positioning and distribution strategies.



The hair color market is segmented by price and product positioning. Root Cover Up targets premium customers, Colorsilk appeals to value-oriented consumers, and Nutrisse and Preference capture the mid-range market. The 'Other rank >10' category has high sales volume (\$360.1 million), suggesting a highly competitive landscape with numerous smaller players collectively holding a substantial market share.



Brands like Nice N Easy and Colorsilk use lower prices to boost sales, while Preference and some smaller brands aim for premium segments with higher prices. Colorsilk and Preference have strong customer loyalty, and the fragmented hair color market has many smaller brands with a collective significant share.



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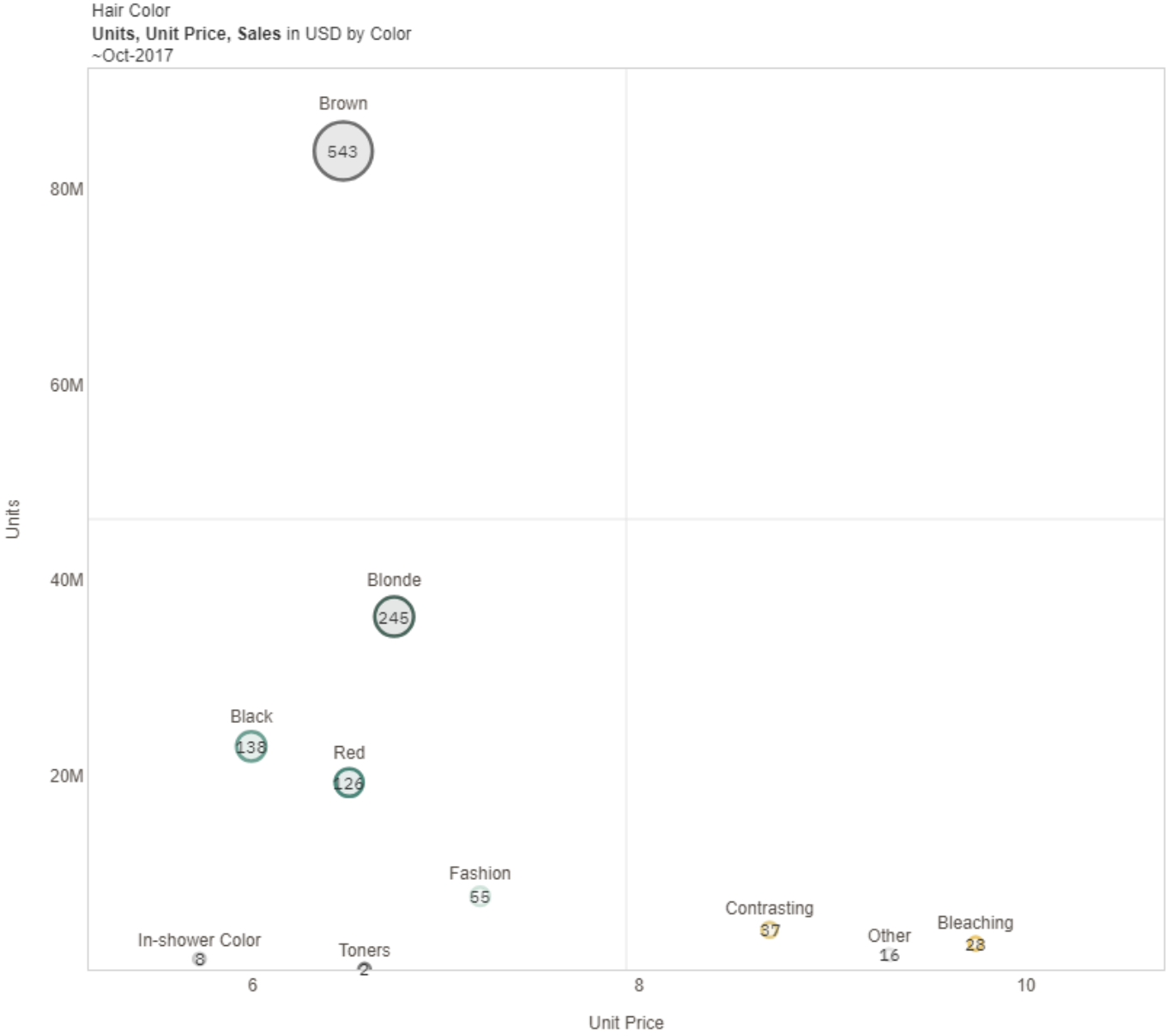
The hair color market is highly concentrated, with a small number of brands, sub-brands, and sub-types driving the majority of sales and units sold. Just 9.4% of brands contribute to 80% of total sales and 81.3% of units sold, demonstrating their efficiency in converting distribution into sales (p.34). Similarly, only 7.5% of sub-brands generate 80% of sales and 79.9% of units sold, while most sub-brands (81.1%) are in class C, contributing just 5% of sales (p.35). The top 3 hair color sub-types account for 78% of distribution and 85% of units sold (p.41).

Brown and Blonde hair colors lead in both units sold and total sales, with Brown generating around \$543.0 million and 83.9 million units sold, and Blonde following with \$244.5 million and 36.3 million units (p.30). Permanent All Over hair color is the top-selling sub-type with sales of \$871.5 million, a high distribution level, and a competitive unit price of \$6.29 (p.32). Root touch-up products and Artistry categories, including Contrasting/contouring, Fashion Permanent, and Blending/bleaching sub-types, also contribute significantly to sales, with higher unit prices suggesting potential for premium pricing in specialized segments (p.30, p.32, p.33).

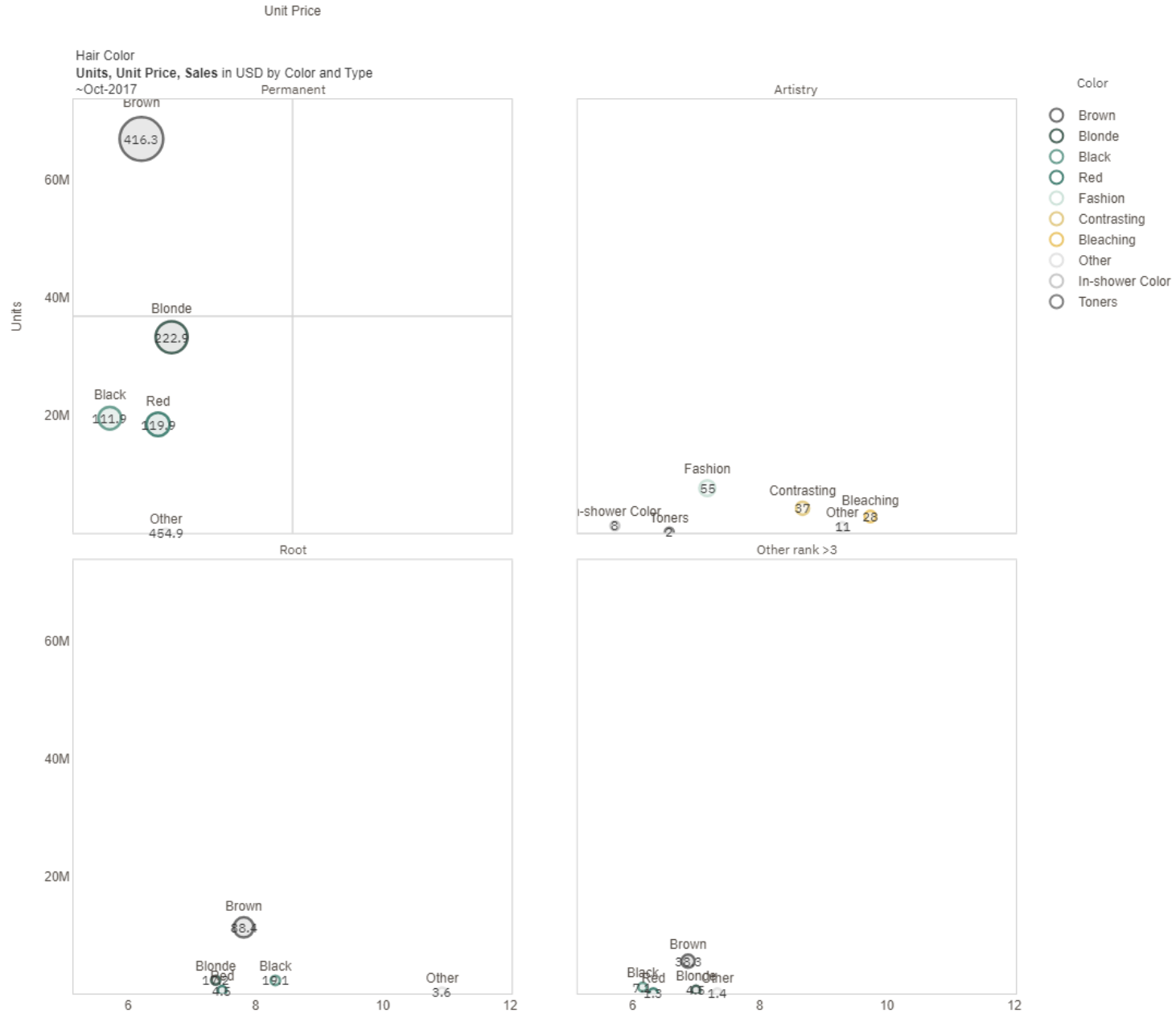
The hair color market exhibits different pricing and volume strategies among brands. Colorsilk has high sales volume and low prices, while most brands are mid-range in price and volume. Some brands have premium pricing, but none have both high sales and high prices, suggesting a price-volume trade-off (p.37). Artistry hair color products are seeing strong sales growth over 10% with minimal price increases, while Root products have moderate growth around 5% along with the highest price hikes. Permanent color sales are flat despite a nearly \$4 drop in unit price, and non-permanent colors show little change in either growth or pricing (p.38).

L'Oréal and Revlon show the strongest overall performance, with their Root and Artistry products achieving sales growth and successfully implementing price increases. Coty's Root product also exhibits positive growth and price trends, though to a lesser extent (p.39). The absence of negative sales or units and the consistent proportionality within each class indicate a stable and predictable market (p.40).

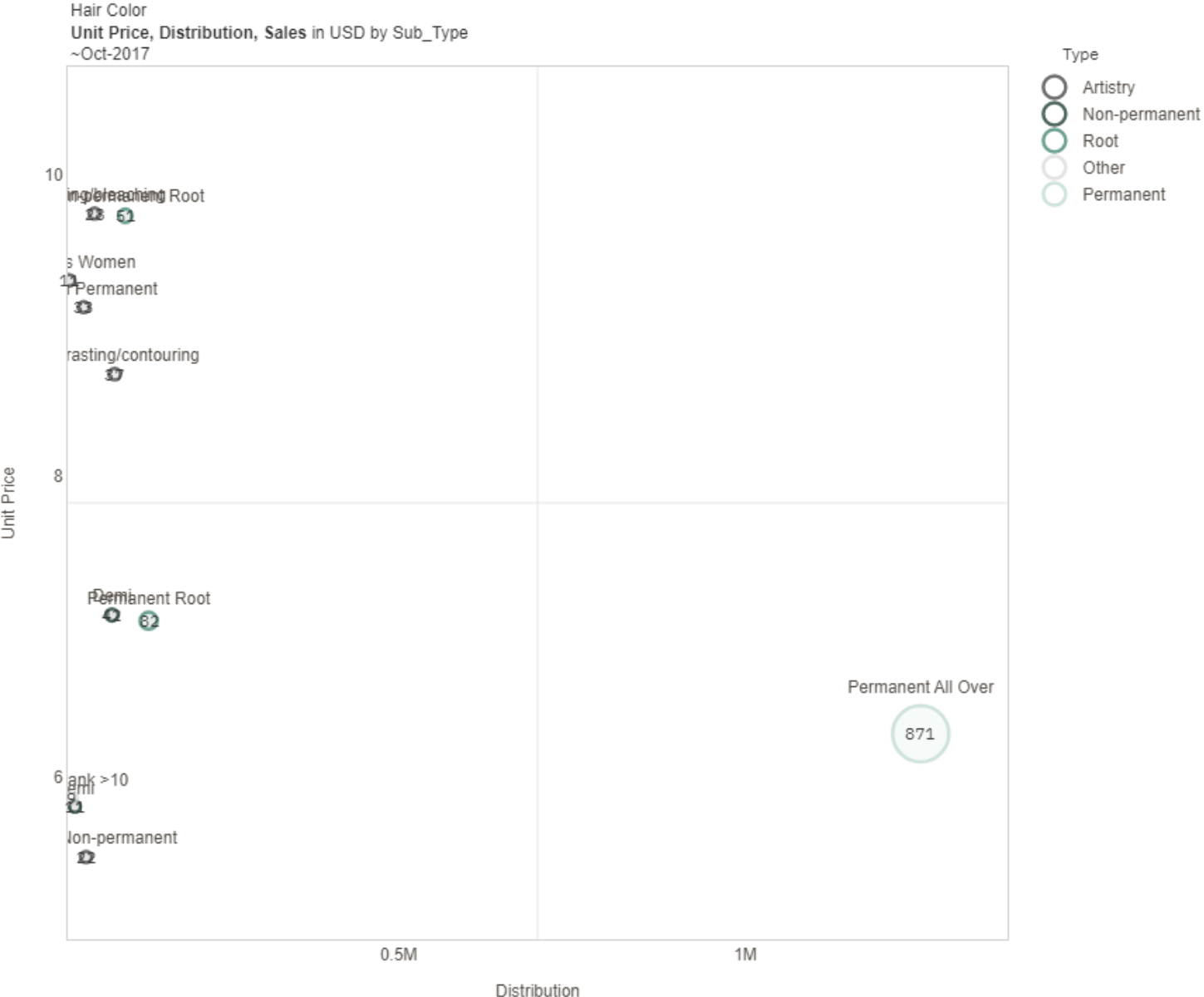
Brown and Blonde hair colors lead in both units sold and total sales. Brown generates around \$543.0 million with 83.9 million units sold, while Blonde follows with \$244.5 million and 36.3 million units. Niche categories like Fashion, Contrasting, and Bleaching colors have higher unit prices, suggesting potential for premium pricing in specialized segments.



Brown and blonde permanent hair colors drive most sales. Artistry colors like fashion, contrasting, and bleaching have higher prices. Root touch-ups also sell well, especially in brown.

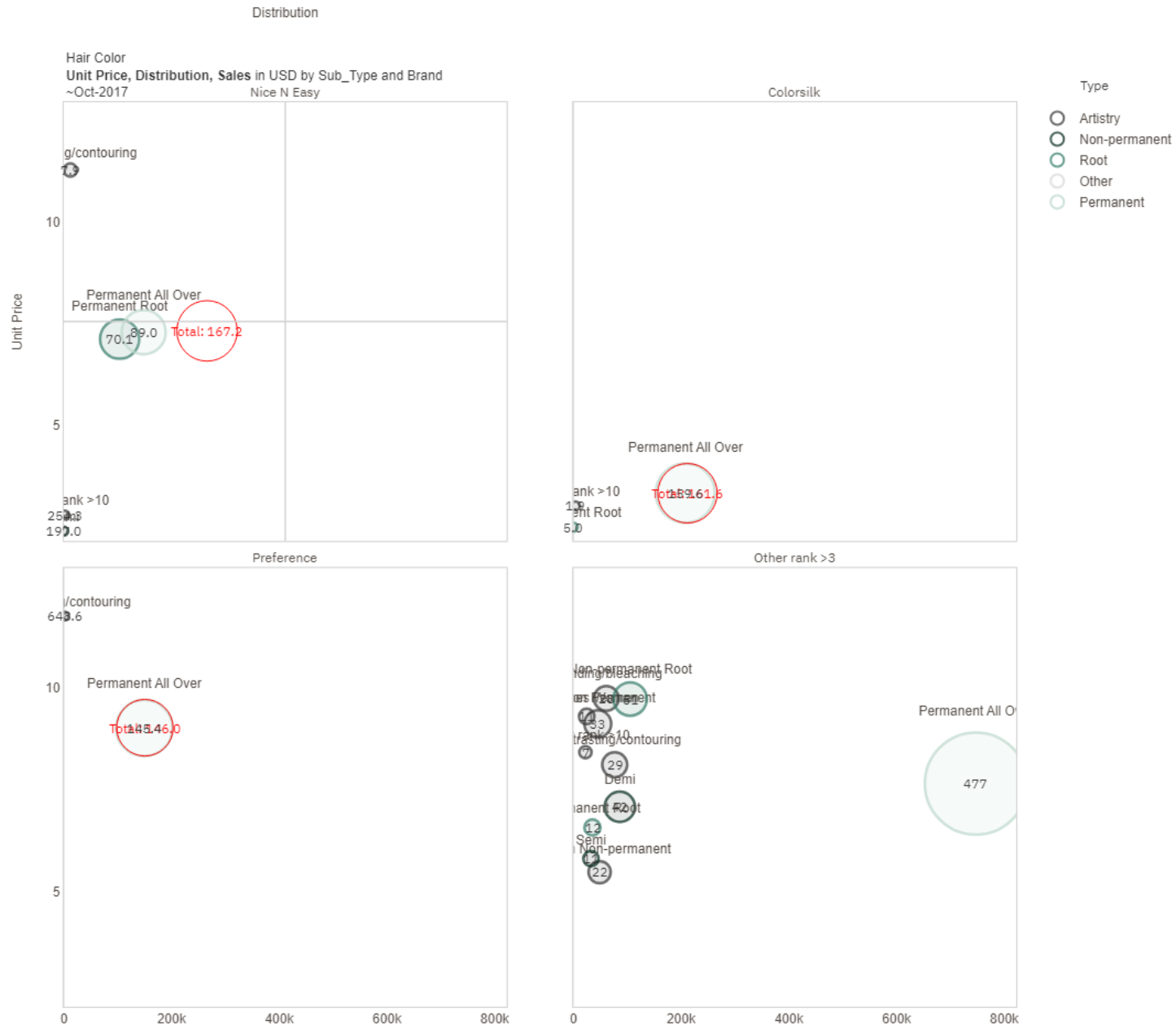


Permanent All Over hair color is the top-selling sub\_type with sales of \$871.5 million, a high distribution level, and a competitive unit price of \$6.29. Root touch-up products, both permanent and non-permanent, also contribute significantly to sales with higher unit prices. The Artistry category, including Contrasting/contouring, Fashion Permanent, and Blonding/bleaching sub\_types, commands premium prices and generates substantial sales despite lower distribution levels.

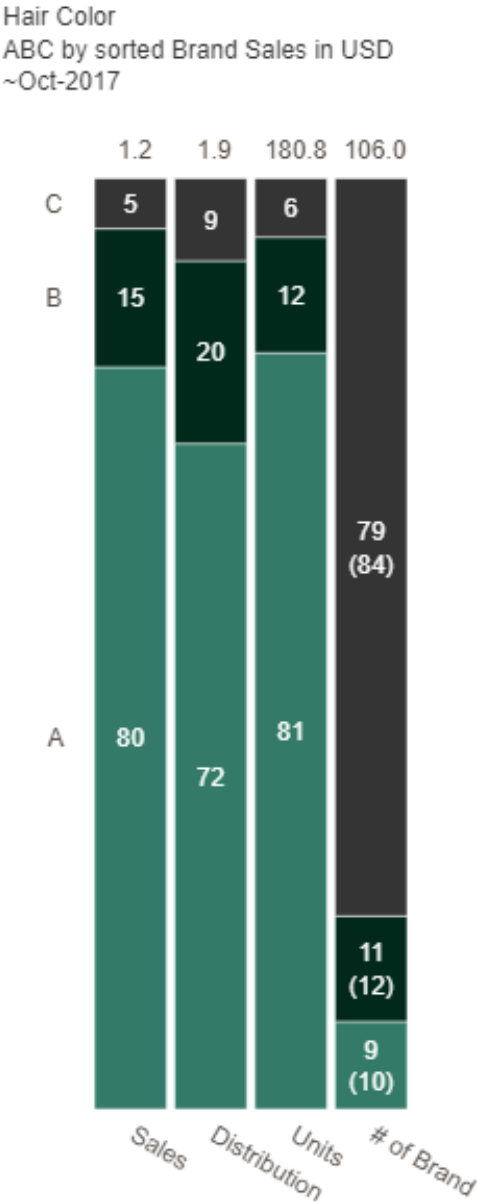




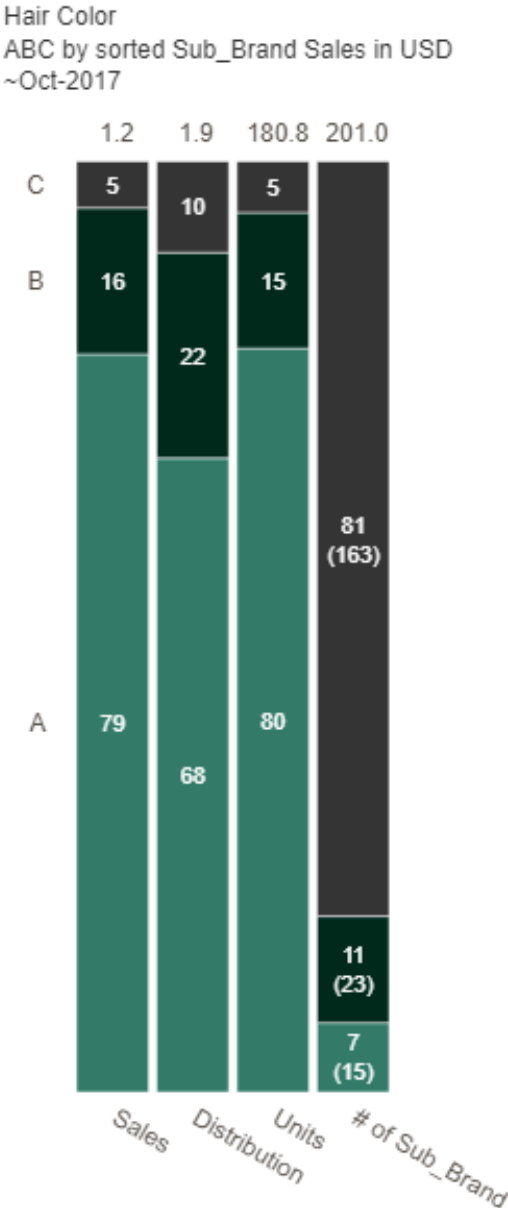
A small number of sub-types drive most of the hair color sales revenue. Permanent All Over color leads in sales for most brands, but Colorsilk stands out with a low unit price of \$3.3, resulting in high volume. Artistry sub-types like Contrasting/contouring and Fashion Permanent achieve considerable sales for Nice N Easy and Preference despite higher prices, indicating demand for premium, specialized products.



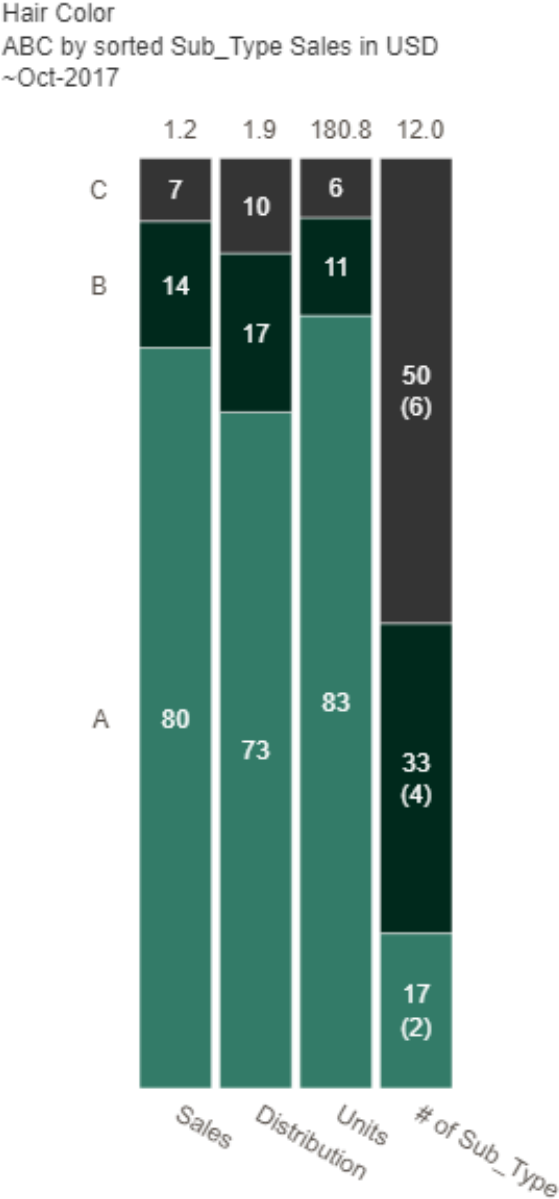
A small percentage of hair color brands (9.4%) contribute to 80% of total sales. This concentration is even more pronounced in terms of units sold, with these brands accounting for 81.3% of units. Top-performing brands are highly efficient at converting distribution into sales.



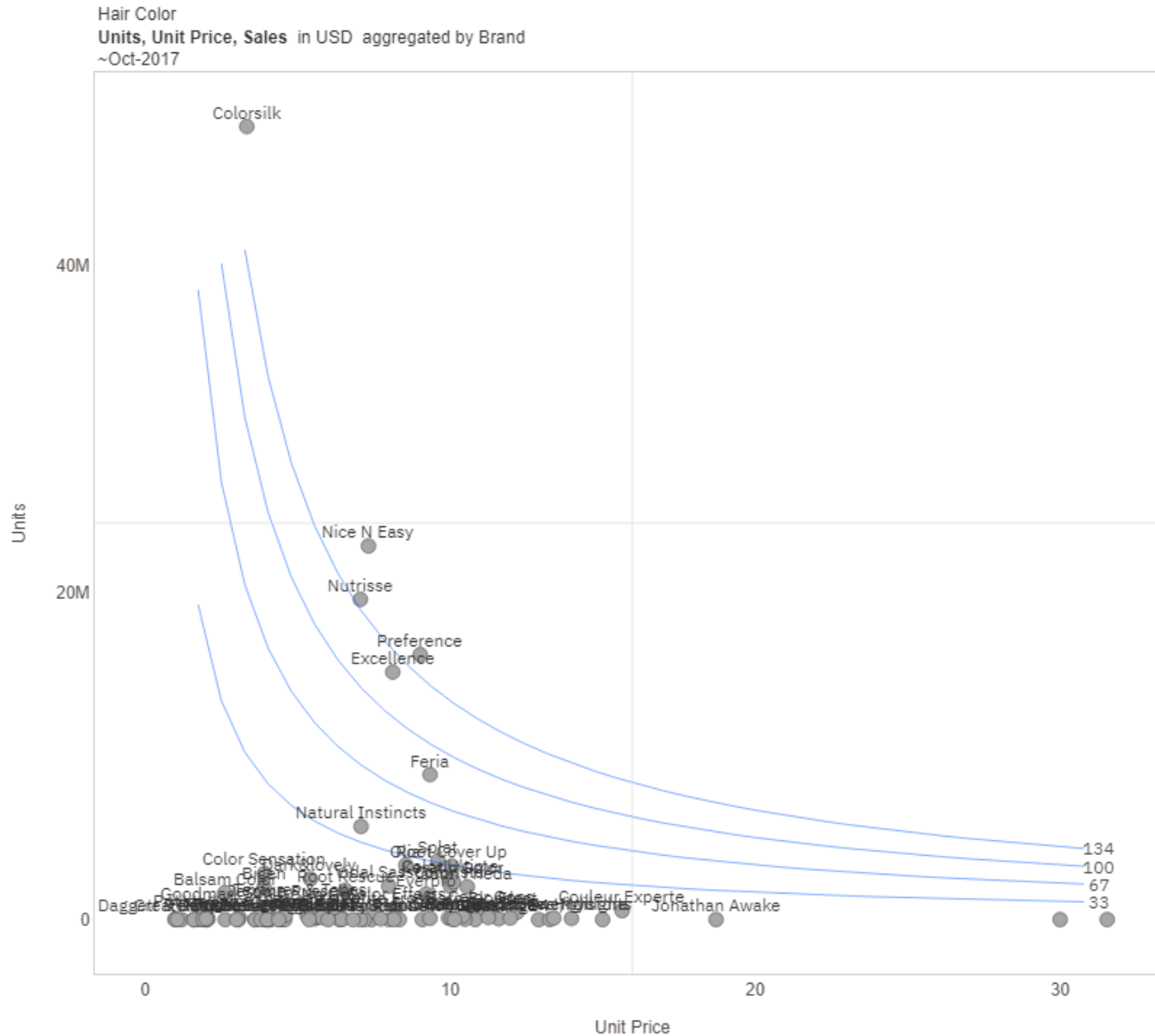
Only 7.5% of sub-brands generate 80% of sales. These top sellers account for an even higher 79.9% of units sold, showing strong demand and pricing. Most sub-brands (81.1%) are in class C, contributing just 5% of sales, suggesting a long tail of underperformers that could be optimized.



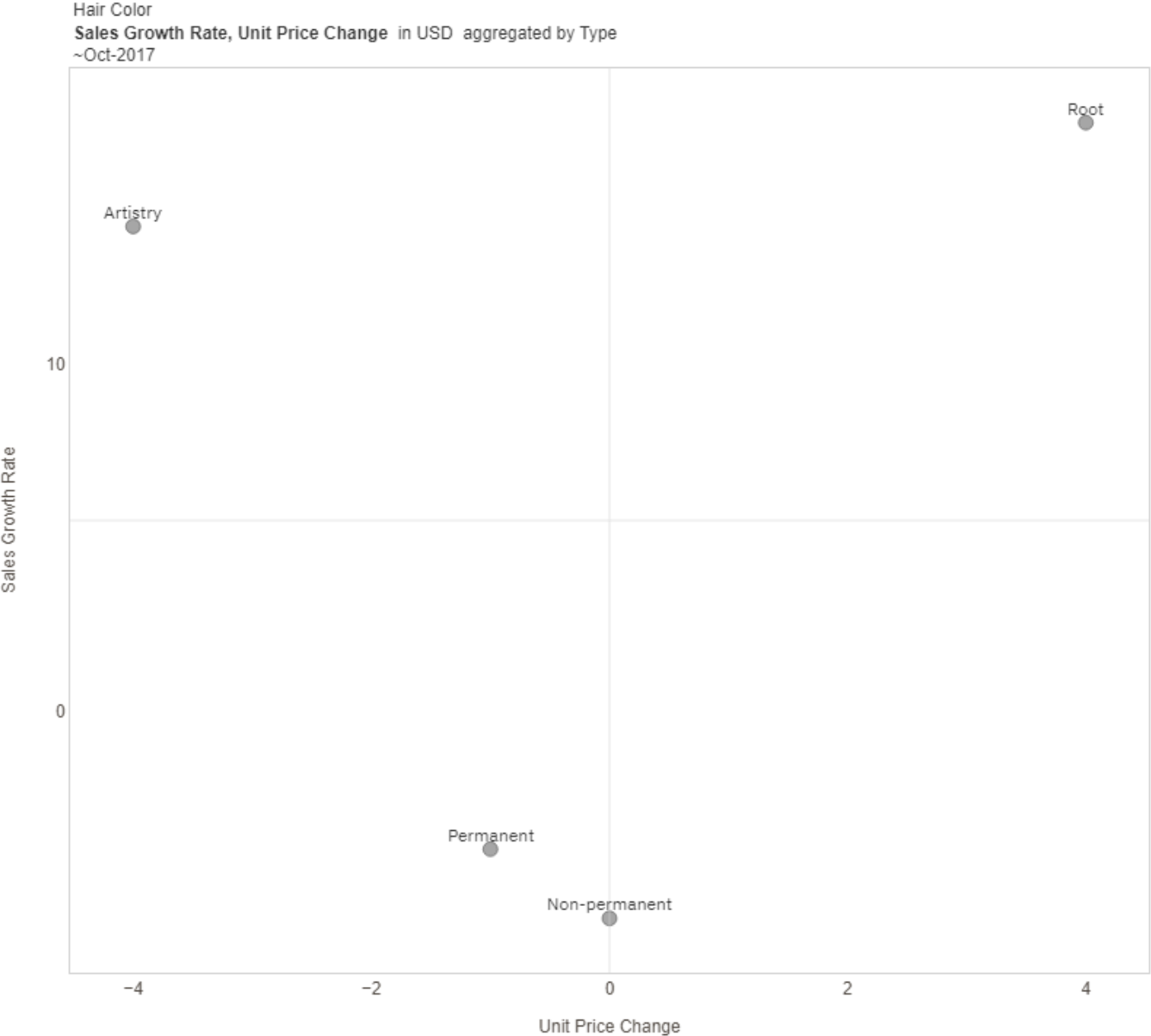
Just 16.7% of hair color sub-types generate 79.6% of sales and 83.1% of units sold. Permanent hair color leads in sales but declines 4% in growth. Artistry and Root categories show strong growth at 14% and 17% respectively, despite higher prices, reflecting changing consumer preferences.



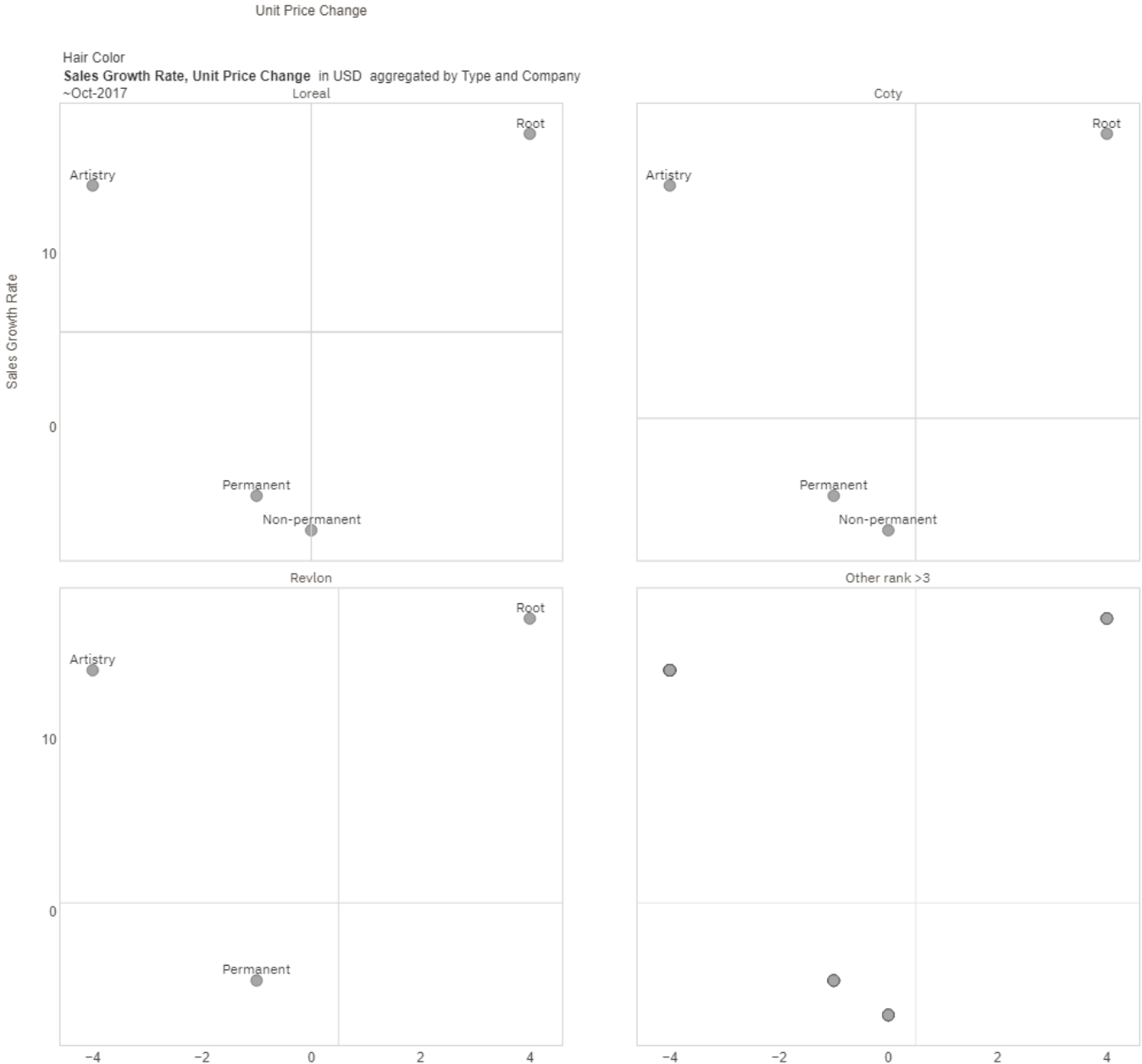
The company's hair color brands have different pricing and volume strategies. Colorsilk has high sales volume and low prices. Most brands are mid-range in price and volume. Some brands have premium pricing, but none have both high sales and high prices, suggesting a price-volume trade-off in this market.



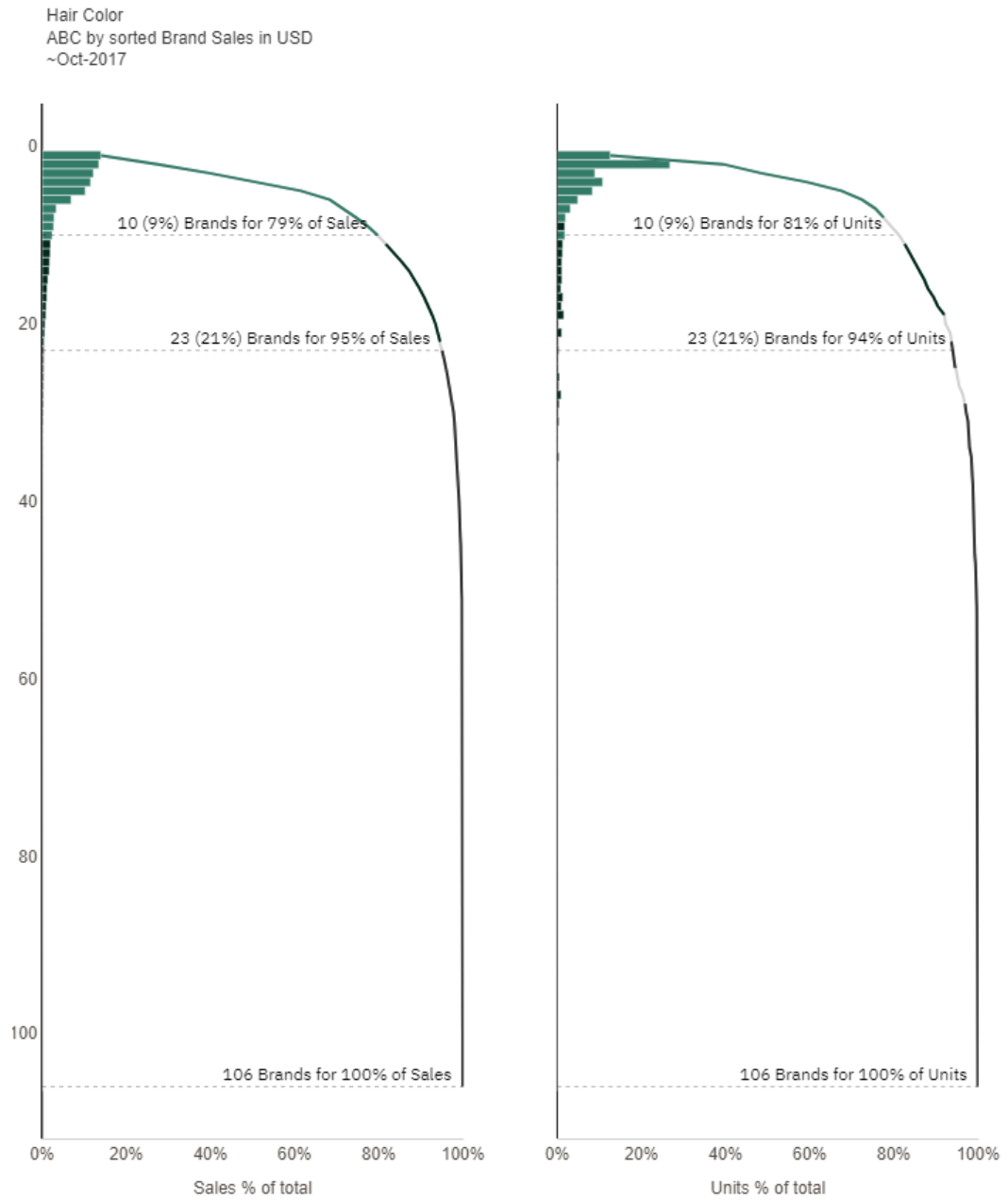
Artistry hair color products are seeing strong sales growth over 10% with minimal price increases. Root products have moderate growth around 5% along with the highest price hikes. Permanent color sales are flat despite a nearly \$4 drop in unit price. Non-permanent colors show little change in either growth or pricing.



L'Oréal and Revlon show the strongest overall performance, with their Root and Artistry products achieving sales growth and successfully implementing price increases. Coty's Root product also exhibits positive growth and price trends, though to a lesser extent. The Other category shows mixed results, with one product growing sales while another faces declining growth without a price change, highlighting the challenges of a fragmented market.

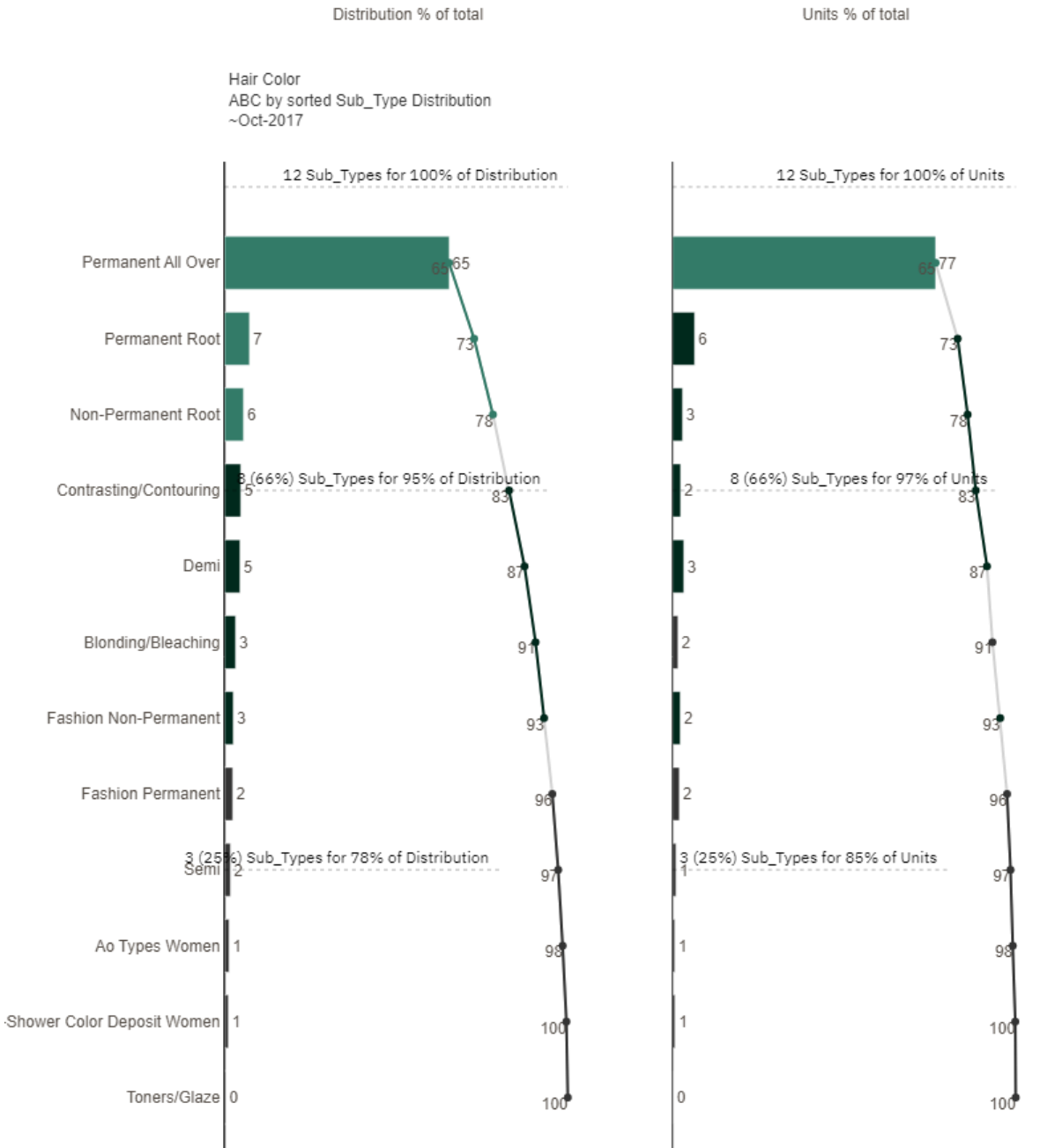


Just 9% of hair color brands contribute 79% of sales and 81% of units sold, closely following the Pareto principle. The identical brand ranking for both sales and units suggests a consistent hierarchy of importance. The absence of negative sales or units and the consistent proportionality within each class indicate a stable and predictable market.





The top 3 hair color sub-types account for 78% of distribution and 85% of units sold. The cumulative distribution and units sold percentages for the top sub-types are closely aligned.



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The hair color market is experiencing significant shifts in consumer preferences, with traditional leaders facing declining sales while niche and emerging brands gain traction (p.45). Sales decreased from \$1.2 billion in ~Yn-2 to \$1.2 billion in ~Y, with a negative CAGR of -1.3% (p.44). Most major brands like Nice N Easy, Excellence, Natural Instincts, Nutrisse, and Preference have seen declining sales, with Preference having the biggest year-over-year decline at 19% (p.45, p.57). However, niche brands Feria and Splat are growing, along with the "Other rank >8" category (p.45).

The oldest Brand cohort contributes the most sales but is gradually declining at -3.2% CAGR, while the newer cohort shows remarkable 93.5% CAGR growth (p.46). The brand's overall sales have declined from \$11.8 million in ~Yn-2 to \$11.3 million in ~Y, a negative CAGR of -2.2% (p.47).

Consumer preferences are shifting towards more flexible, less permanent hair solutions (p.48). Non-permanent Root is growing significantly at a 94.5% CAGR, while traditional categories like Permanent All Over and Demi are declining (p.48, p.49). Artistry and Root hair color sub-types are growing at 6.5% and 11.5% CAGRs, while Permanent and Non-permanent sub-types are declining at -3.5% and -7.1% CAGRs (p.51). The Root hair color category is growing rapidly at 20.6%, while Permanent and Non-permanent categories are declining at -4.2% and -5.8% respectively (p.52).

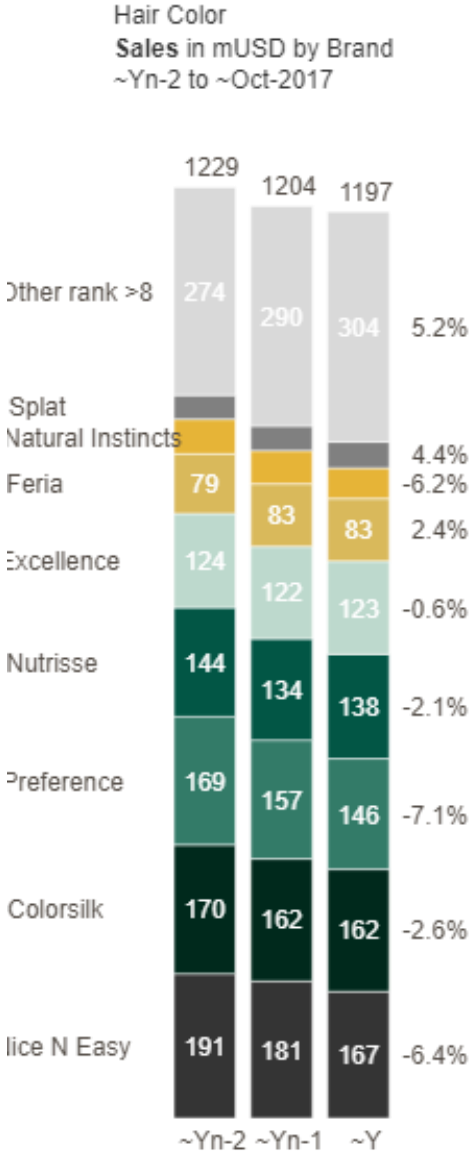
Among the hair color sub-brands, only Feria and Root Touch Up show positive CAGRs at 0.6% and 1.4%, indicating growth (p.53). Hair Color product sales decreased 6% year-over-year, from \$1.2 billion to \$1.13 billion, with most months seeing lower sales (p.54). October consistently sees a significant decline in sales across all categories and brands, likely due to seasonal impact or a market event (p.55, p.56). However, December and September show strong sales performance, suggesting they may be key periods for driving sales (p.55, p.56).

The business faces a challenging period, with total units sold declining at a -4.4% CAGR from ~Yn-2 to ~Y (p.51). Strategic changes may be needed to improve performance in declining categories and apply winning strategies from successful sub-brands to others (p.52, p.53). The shifting consumer preferences highlight the need to reassess market strategies, product offerings, and operational efficiencies to address the underlying causes of the sales decline and capitalize on growth opportunities in emerging categories and brands (p.50, p.45).

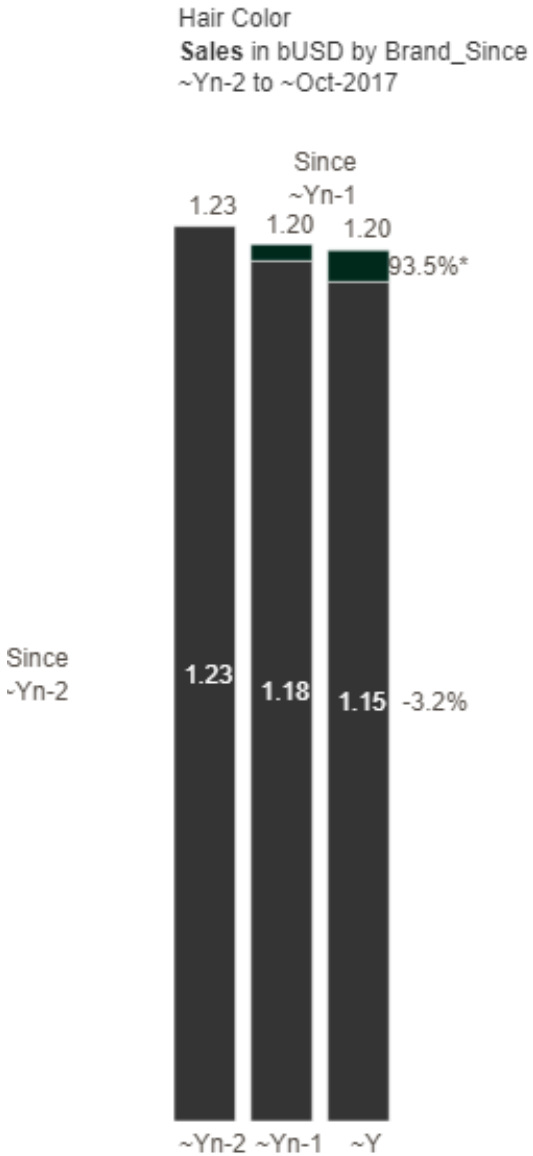
Sales decreased from \$1.2 billion in ~Yn-2 to \$1.2 billion in ~Y, with a negative CAGR of -1.3%. Units sold also decreased from 186.9 million in ~Yn-2 to 180.8 million in ~Y. The parallel decline suggests a correlation between units sold and sales revenue, assuming a relatively stable average selling price per unit.



Most major hair color brands like Nice N Easy, Excellence, Natural Instincts, Nutrisse, and Preference have seen declining sales. But niche brands Feria and Splat are growing, along with the "Other rank >8" category, which leads in both sales volume and CAGR. There seems to be a shift from traditional leaders to niche and emerging brands that may be better at capturing trends or meeting consumer needs.



Sales performance varies significantly among Brand cohorts based on when they joined. The oldest cohort from about 2 years ago contributes the most sales but is gradually declining at -3.2% CAGR. In contrast, the newer cohort from last year shows remarkable 93.5% CAGR growth and rising overall sales contribution. This highlights the success of recent strategic initiatives, marketing, products, or market conditions favoring newer brands.

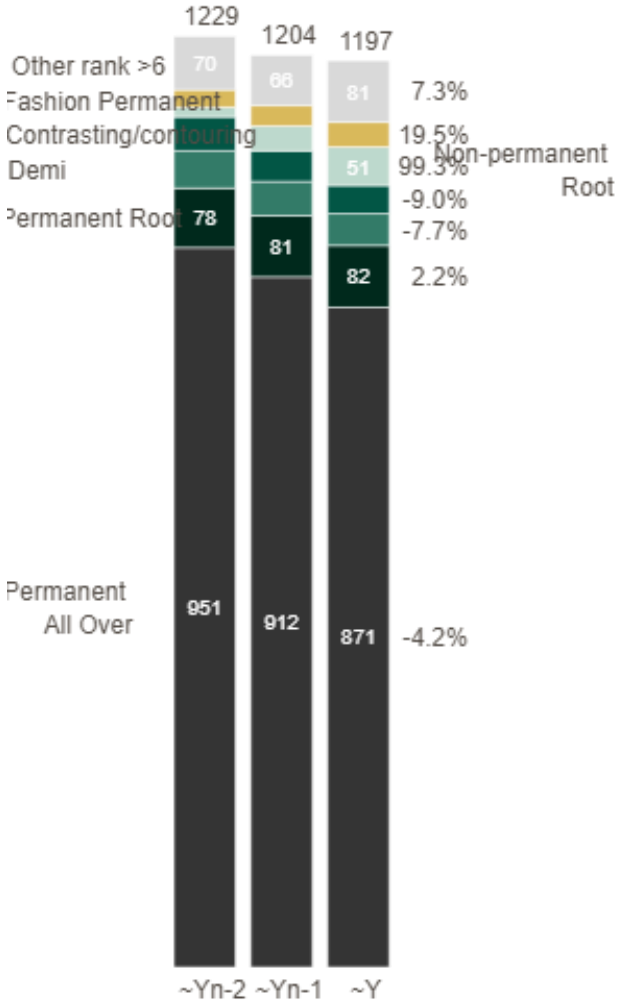


The brand's sales have declined from \$11.8 million in ~Yn-2 to \$11.3 million in ~Y, a negative CAGR of -2.2%. Despite a slight recovery in the last period, sales in ~Y remain below ~Yn-2 levels, indicating a net decrease and need for strategic interventions to reverse the decline.



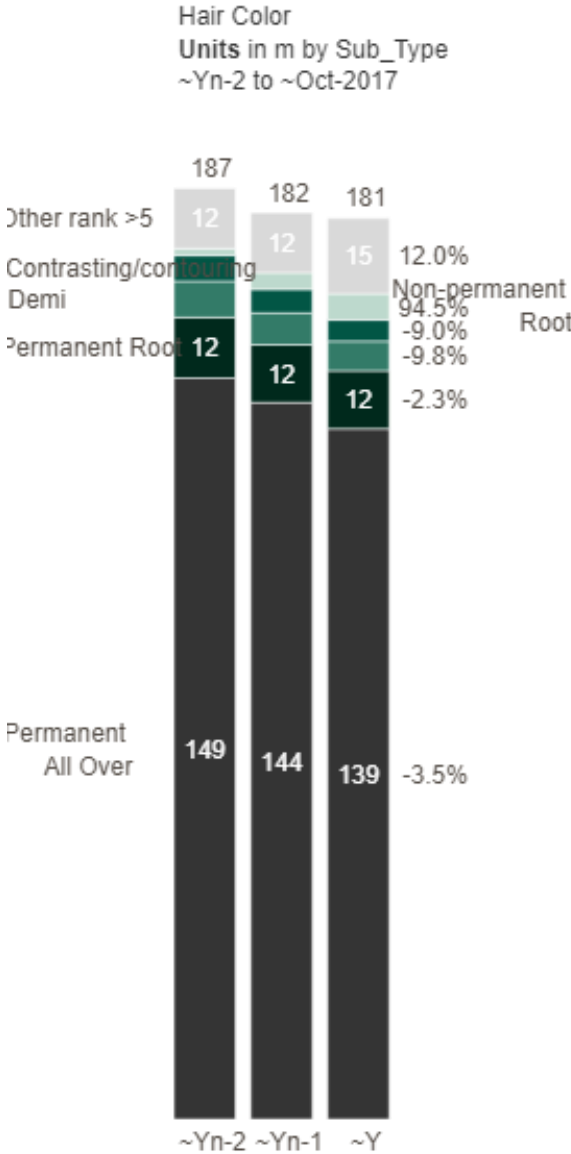
The hair color market is seeing shifts in consumer preferences. Non-permanent Root is growing significantly, while traditional categories like Permanent All Over and Demi are declining. The trend suggests people want more flexible, less permanent hair solutions, possibly due to changing fashion, less commitment to one color, or increased hair health awareness.

hair Color  
 Sales in mUSD by Sub\_Type like-for-like Type ~Yn-2 to ~Y  
 ~Yn-2 to ~Oct-2017





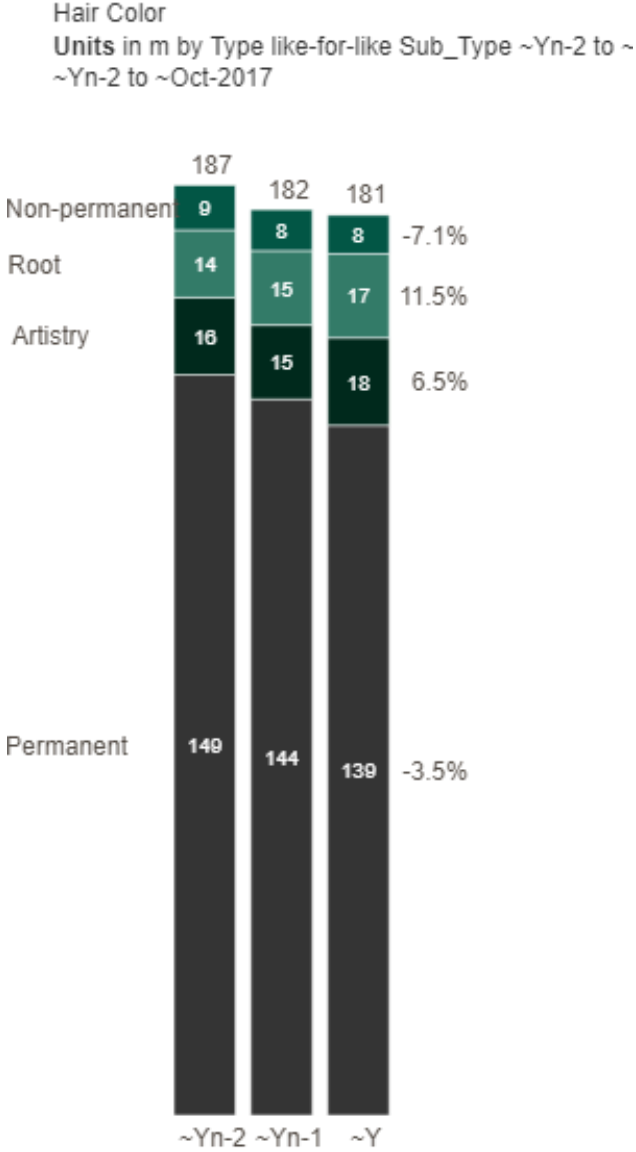
Most hair color sub-types saw declining sales, with Permanent All Over, Permanent Root, Demi, and Contrasting/contouring posting negative CAGRs. But Non-permanent Root sub-type surged, with a 94.5% CAGR, showing fast-growing demand. This highlights the consumer shift towards non-permanent hair solutions.



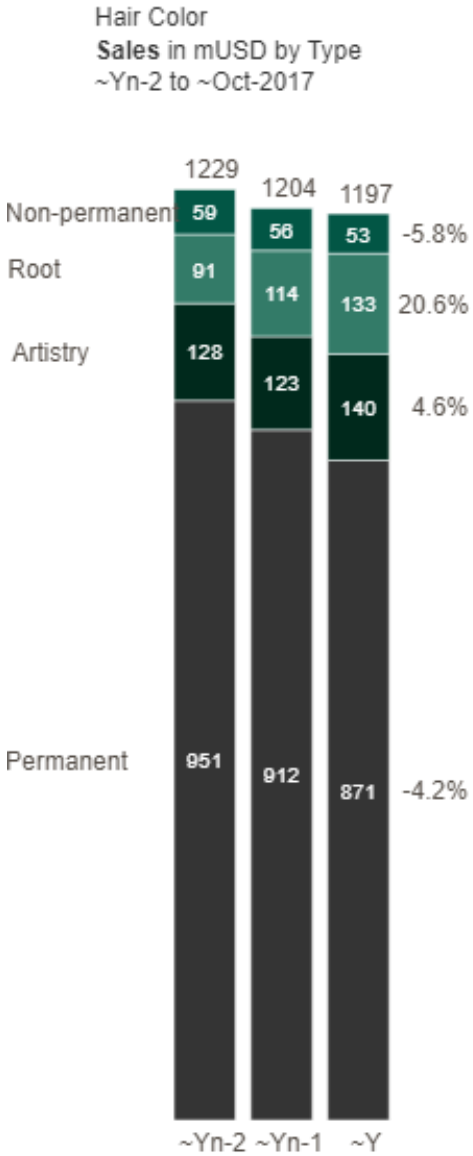
The business faces a challenging period, with total units sold declining at a -4.4% CAGR from ~Yn-2 to ~Y. The rate of decline slowed between ~Yn-1 and ~Y, but the overall trend remains negative, suggesting a need to reassess market strategies, product offerings, or operational efficiencies to address the underlying causes of the sales decline.



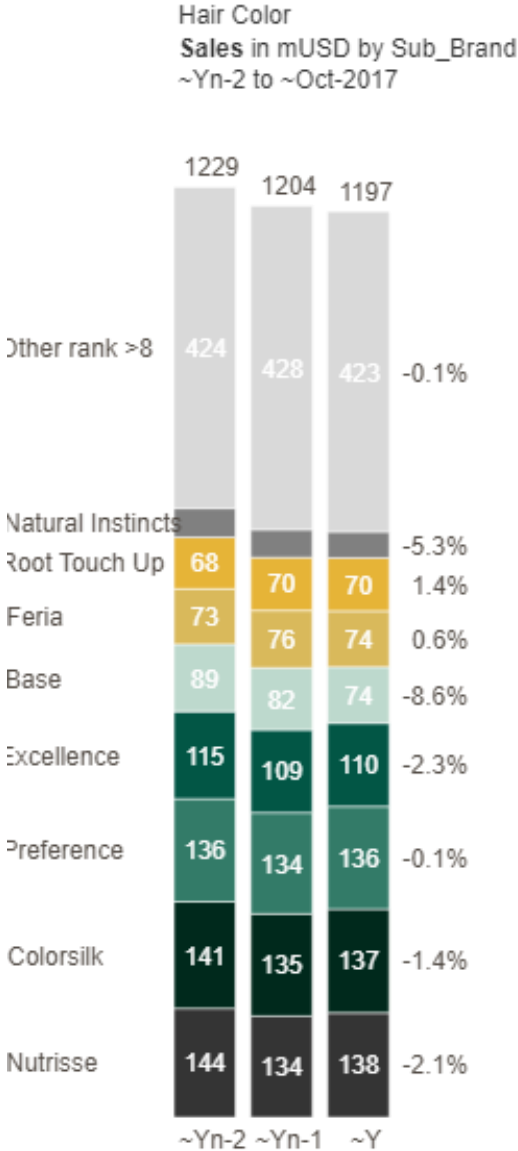
Artistry and Root hair color sub-types are growing at 6.5% and 11.5% CAGRs, while Permanent and Non-permanent sub-types are declining at -3.5% and -7.1% CAGRs. Consumers seem to be shifting away from Permanent and Non-permanent options, favoring more innovative or specialized products in the Artistry and Root categories.



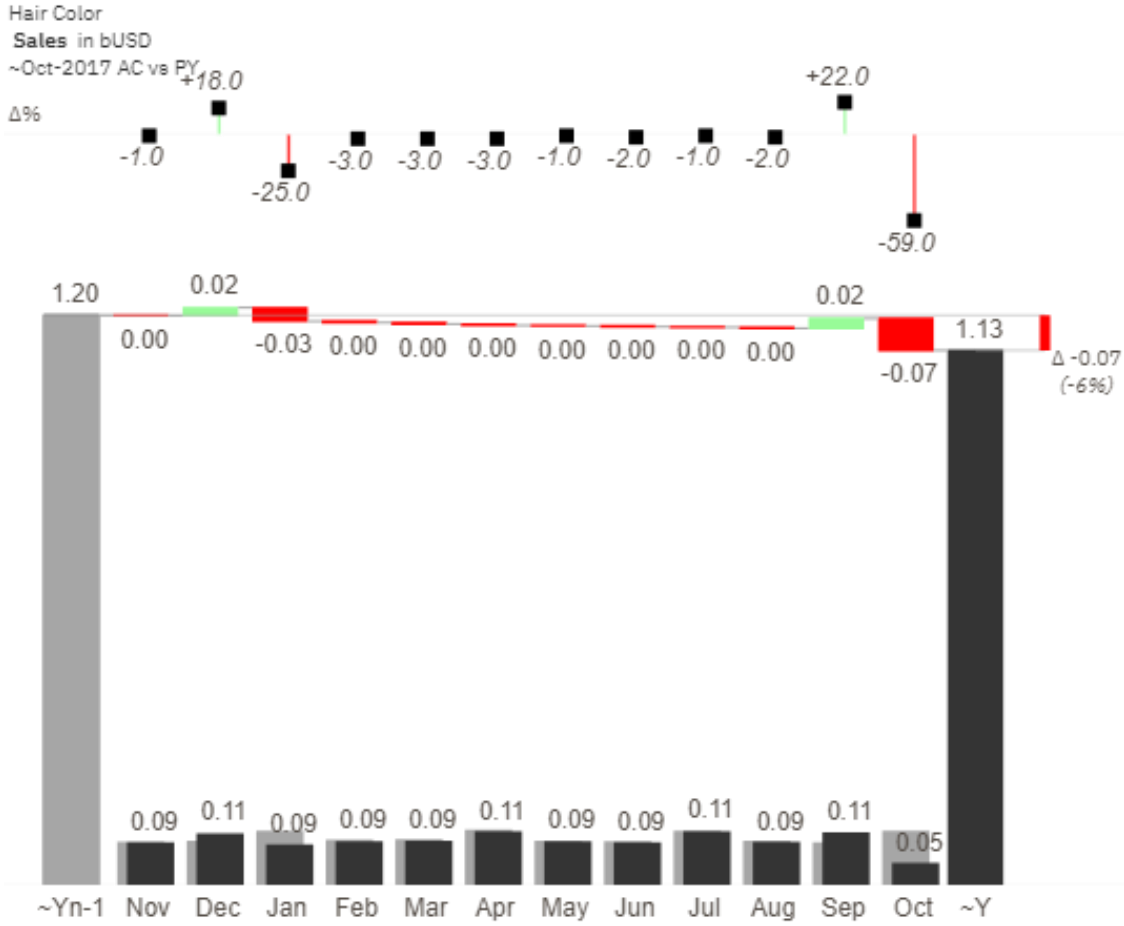
The Root hair color category is growing rapidly at 20.6%, while Permanent and Non-permanent categories are declining at -4.2% and -5.8% respectively. Artistry is seeing modest growth of 4.6%. With shifting consumer preferences, strategic changes may be needed to improve performance in declining categories.



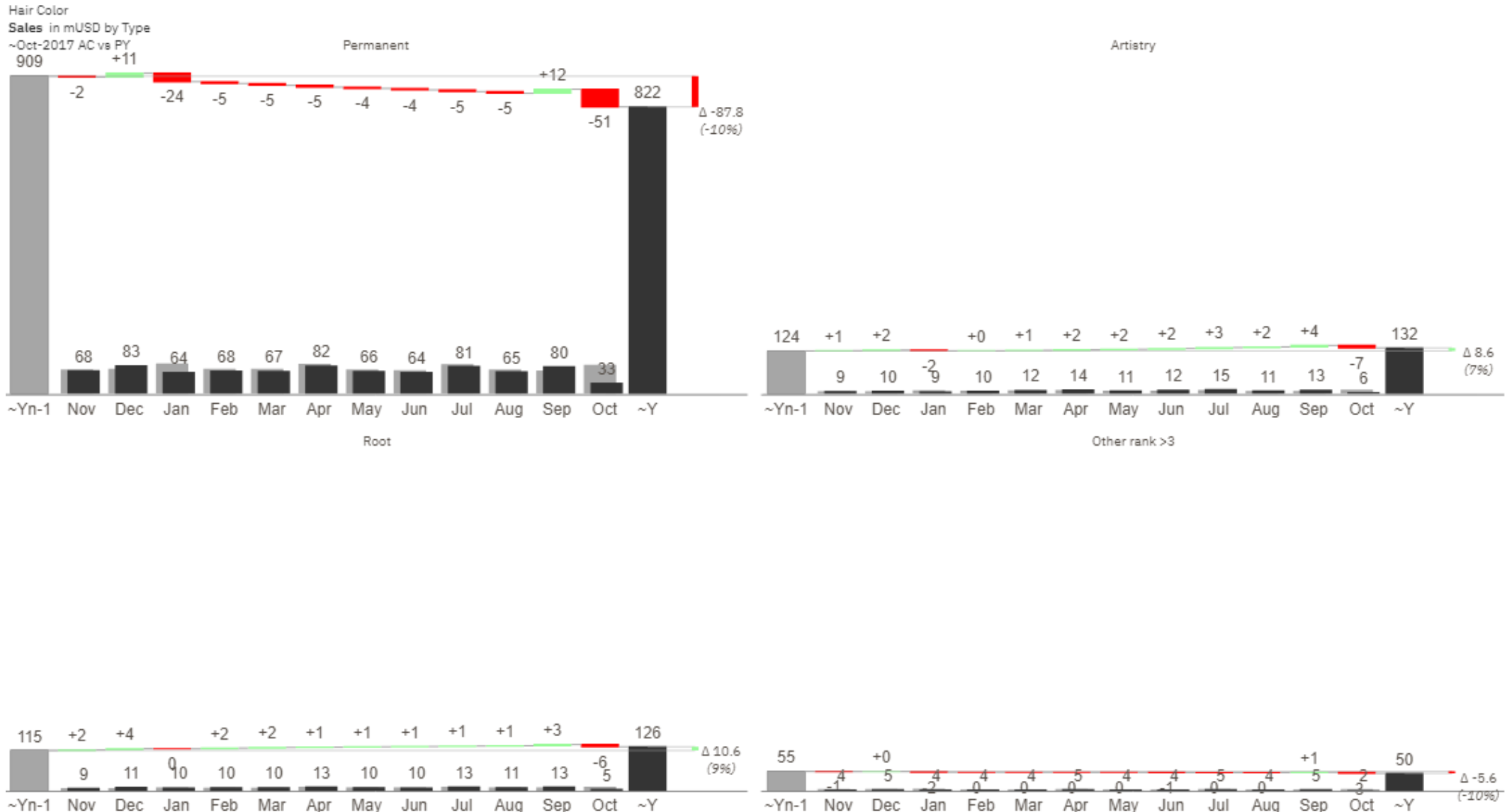
Among the hair color sub-brands, only Feria and Root Touch Up show positive CAGRs at 0.6% and 1.4%, indicating growth. Natural Instincts had the biggest drop with a -5.3% CAGR. Colorsilk, Preference, and Nutrisse proved resilient with gradual sales increases, maintaining or slightly growing market share despite most sub-brands having negative CAGRs. Feria and Root Touch Up's success highlights opportunities to apply their winning strategies to other sub-brands.



Hair Color product sales decreased 6% year-over-year, from \$1.2 billion to \$1.13 billion. Most months saw lower sales, with January down 25% and October plummeting 59%. However, December and September were bright spots, up 18% and 22% respectively compared to the previous year.



Artistry and Root hair color categories grew 7% and 9% year-over-year, while Permanent and Other Rank >3 categories decreased by 10% each. October consistently sees a significant decline in sales across all categories, likely due to seasonal impact or a market event. On the other hand, December and September show strong sales performance in several categories, suggesting they may be key periods for driving sales.

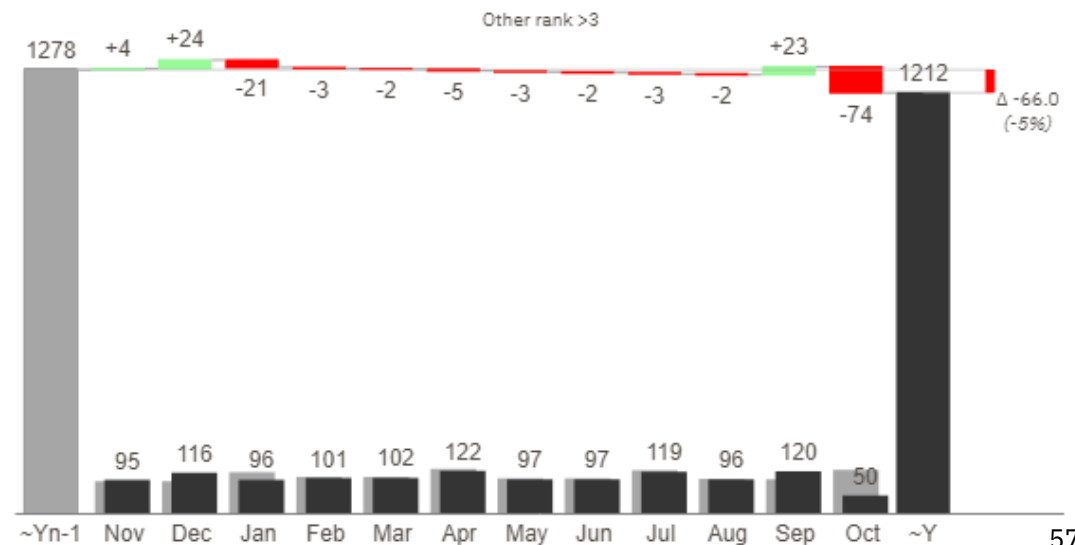
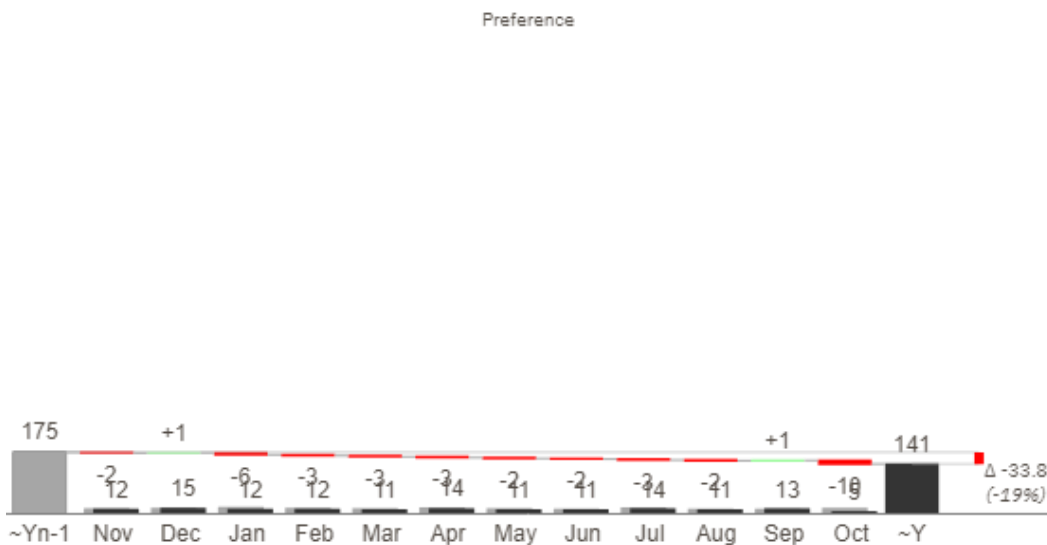
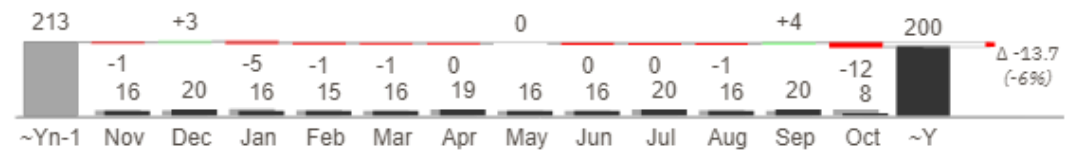
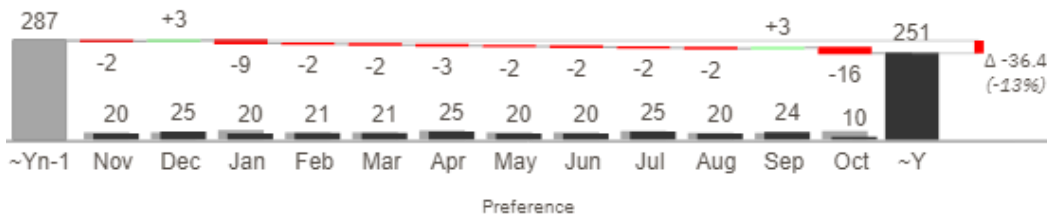


All hair color brands saw a drop in year-over-year sales. 'Preference' had the biggest decline at 19%, followed by 'Nice N Easy' at 13%, 'Colorsilk' at 6%, and 'Other rank >3' at 5%. October had significant sales dips across all brands, hinting at a market-wide event or change in consumer behavior. But there were some bright spots, with each brand seeing positive growth in certain months, especially December and September. This suggests potential opportunities or successful marketing strategies during those times.

Hair Color  
Distribution in k by Brand  
~Oct-2017 AC vs PY

Nice N Easy

Colorsilk





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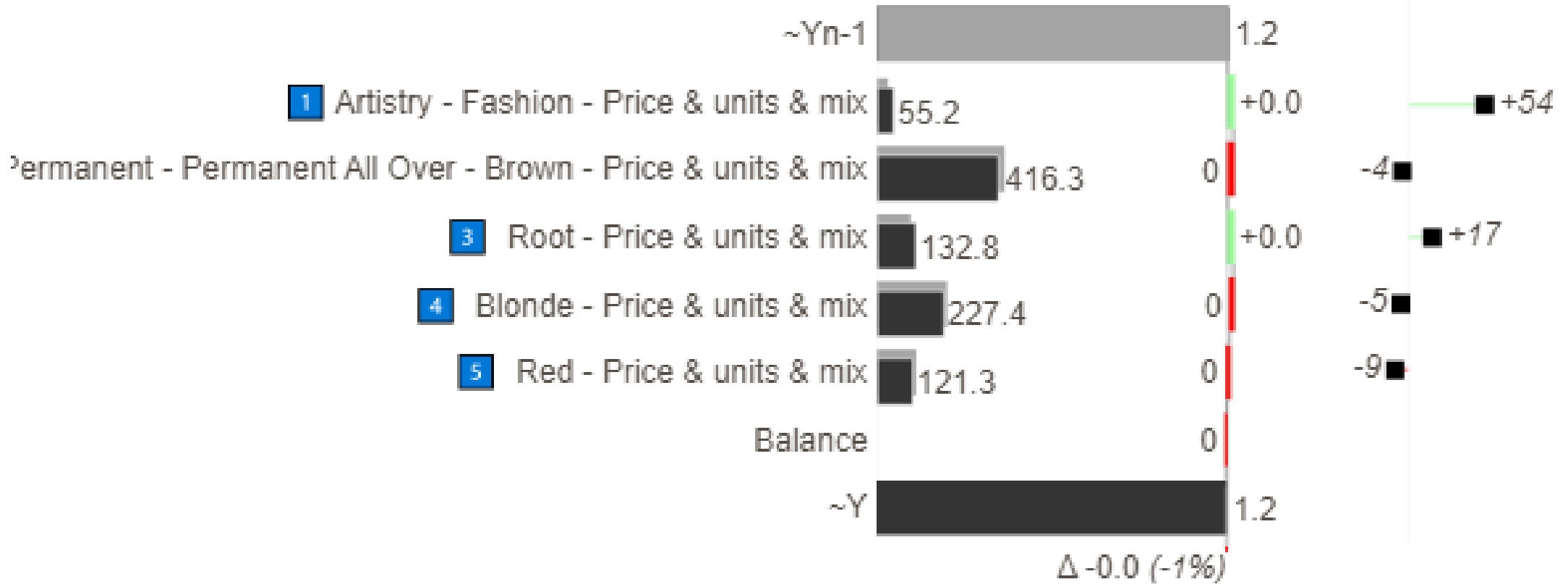
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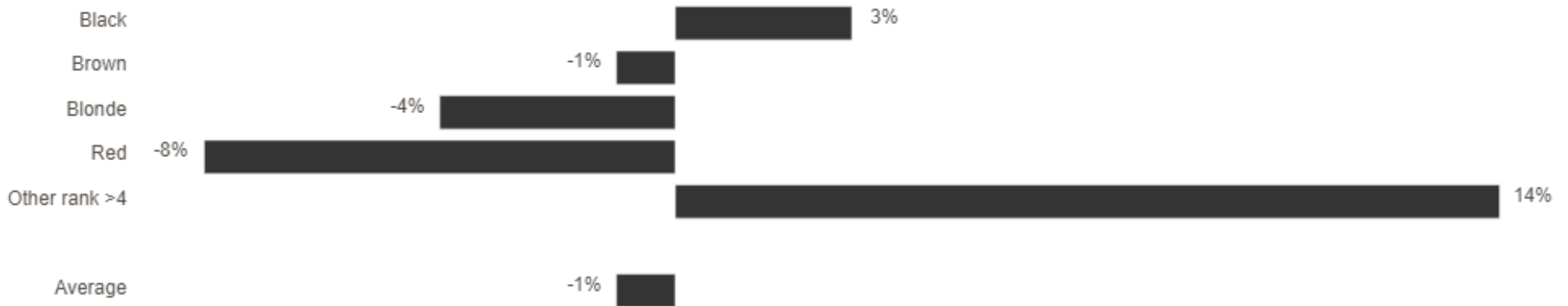
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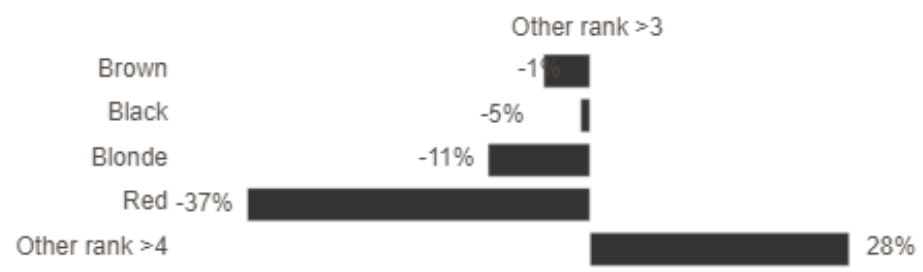
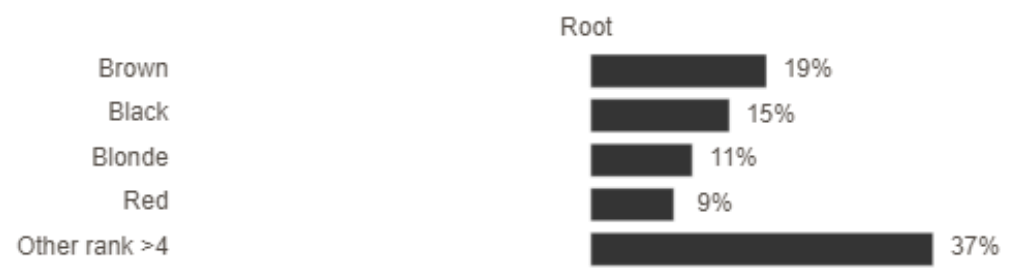
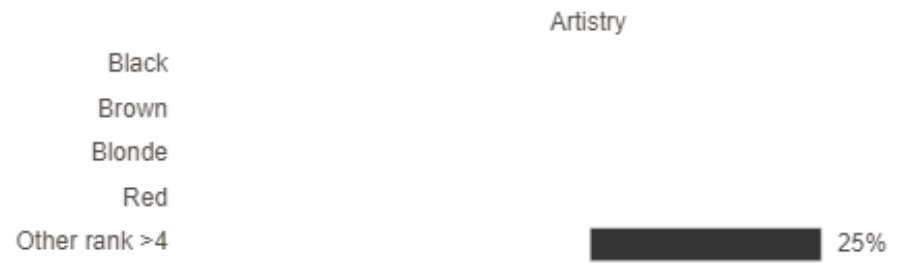
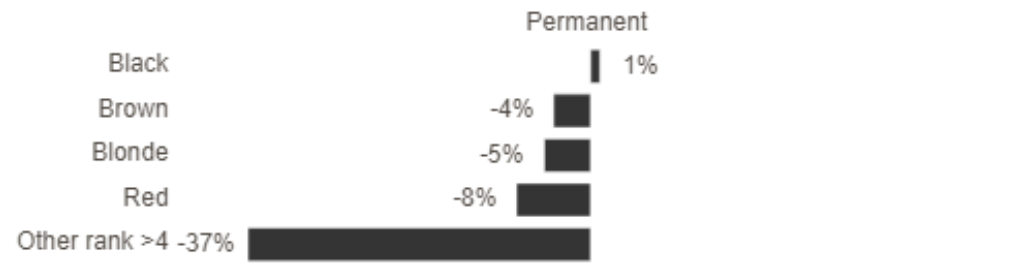
Hair Color  
Price & Units & Mix in bUSD  
~Oct-2017 AC vs PY



Hair Color  
Sales Growth Rate in USD by Color  
~Oct-2017



Hair Color  
**Sales Growth Rate in USD by Type and Color**  
 ~Oct-2017

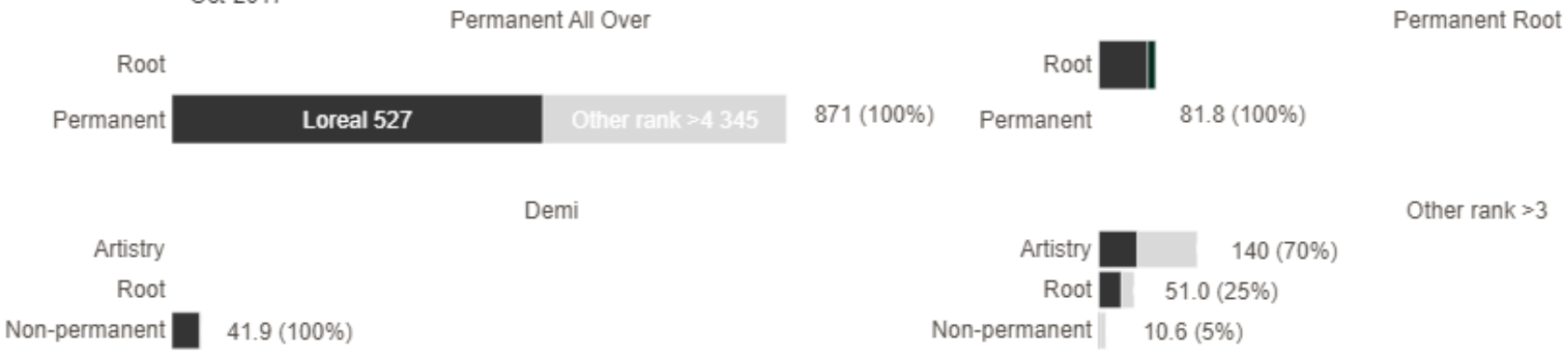


Hair Color  
**Sales in mUSD by Type and Company**  
 ~Oct-2017

Total  
**1197**



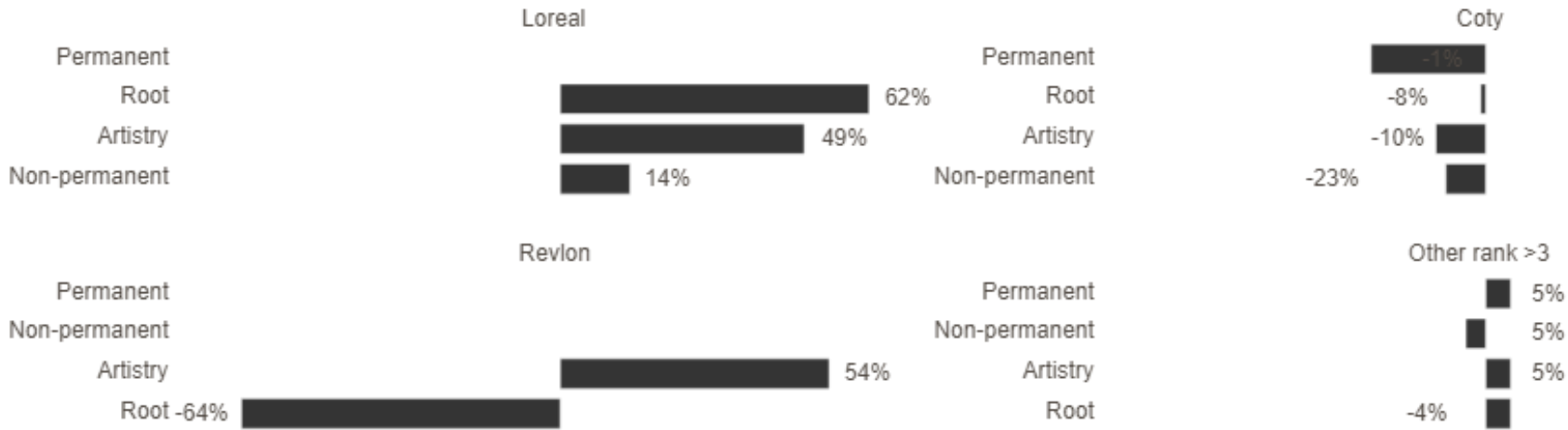
Hair Color  
**Sales** in mUSD by Sub\_Type, Type and Company  
 ~Oct-2017



Hair Color  
Units Growth Rate by Type  
~Oct-2017



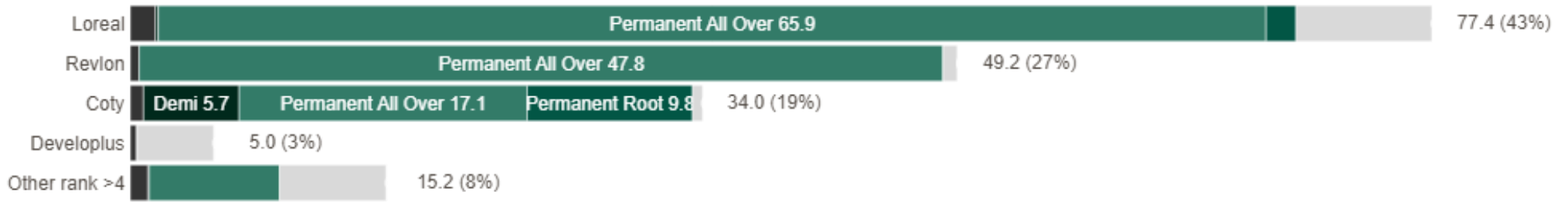
Hair Color  
**Units Growth Rate by Company and Type**  
 ~Oct-2017





Hair Color  
 Units in m by Company and Sub\_Type  
 ~Oct-2017

Total  
**180.8**

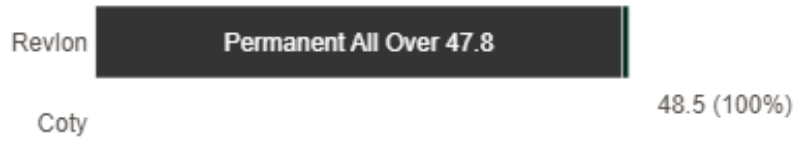


Hair Color  
 Units in m by Brand, Company and Sub\_Type  
 ~Oct-2017

Nice N Easy



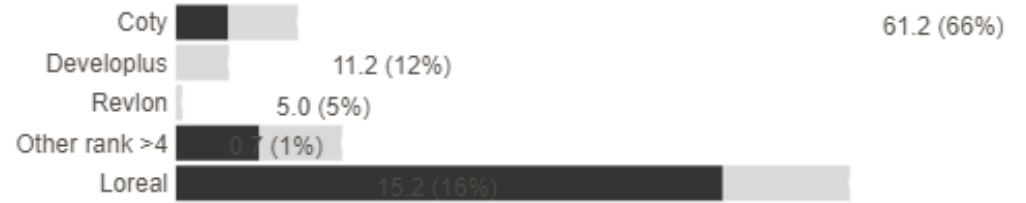
Colorsilk



Preference



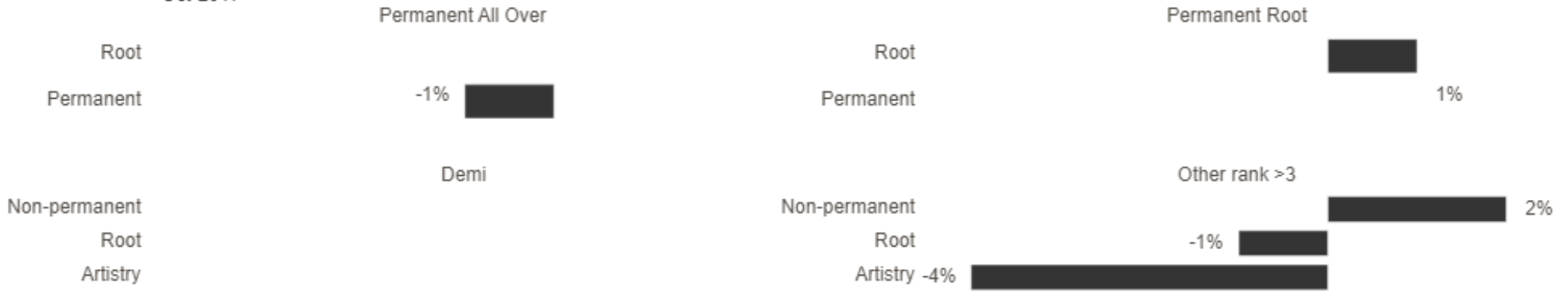
Other rank >3



Hair Color  
Unit Price Change in USD by Type  
~Oct-2017



Hair Color  
**Unit Price Change in USD by Sub\_Type and Type**  
 ~Oct-2017



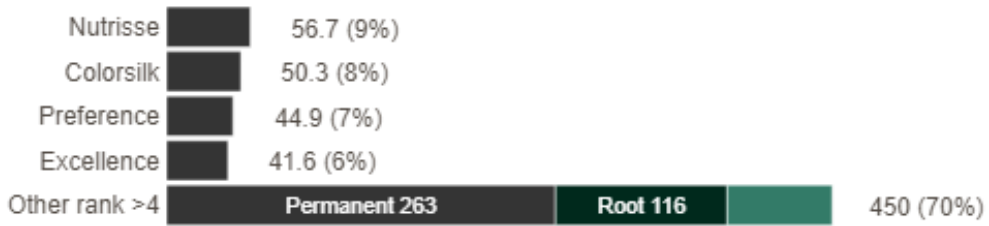
Hair Color  
Distribution in m by Sub\_Brand and Type  
~Oct-2017

Total  
1.92

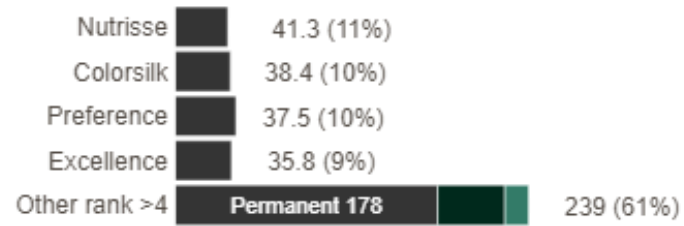


Hair Color  
**Distribution** in k by Color, Sub\_Brand and Type  
 ~Oct-2017

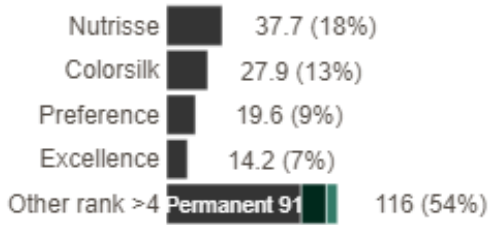
Brown



Blonde



Red



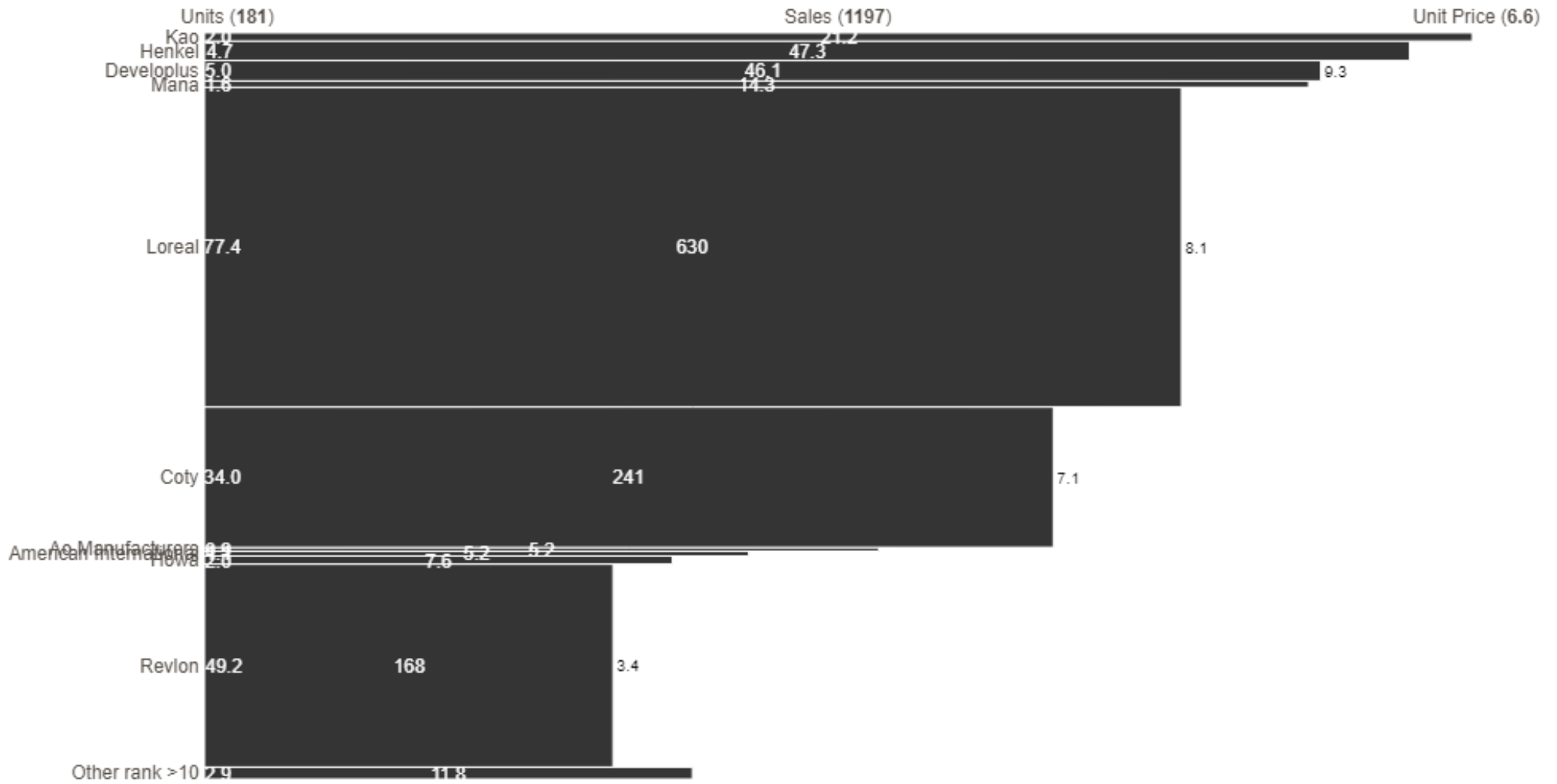
Other rank >3



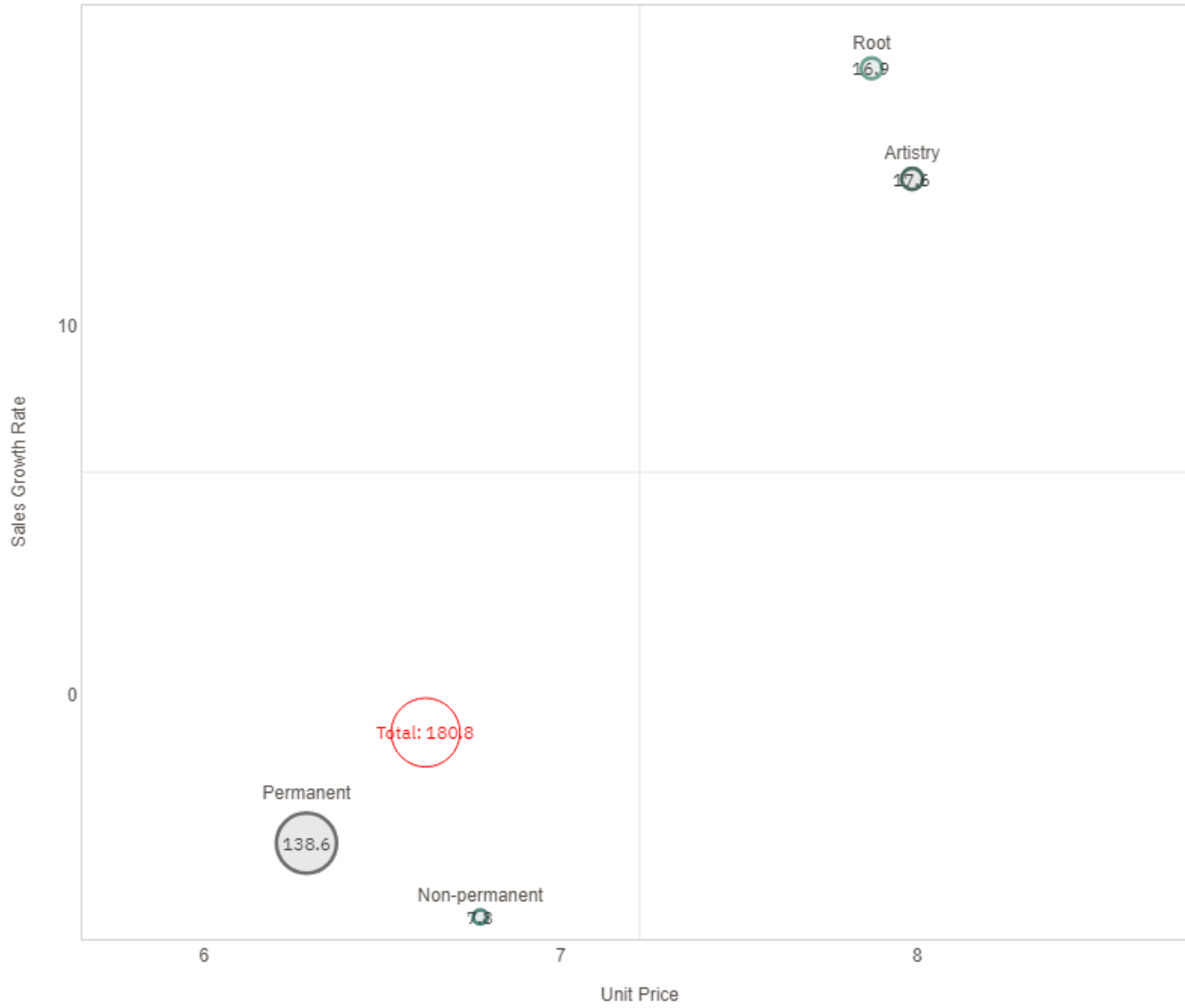
Hair Color

Bar length: Unit Price in USD by Company. Bar width: Units in m. Bar area: Sales in mUSD

~Oct-2017

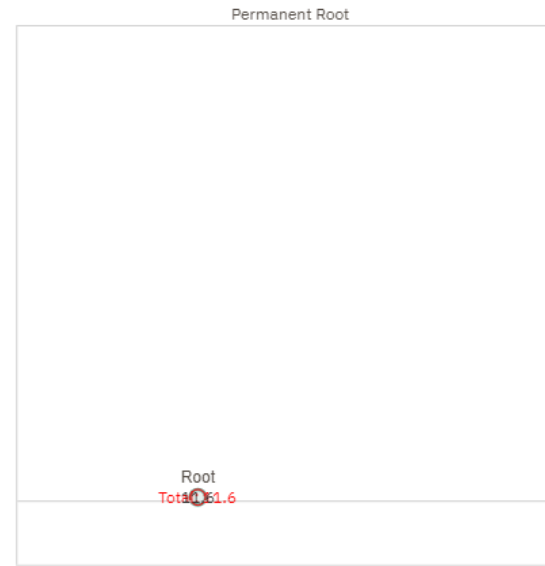
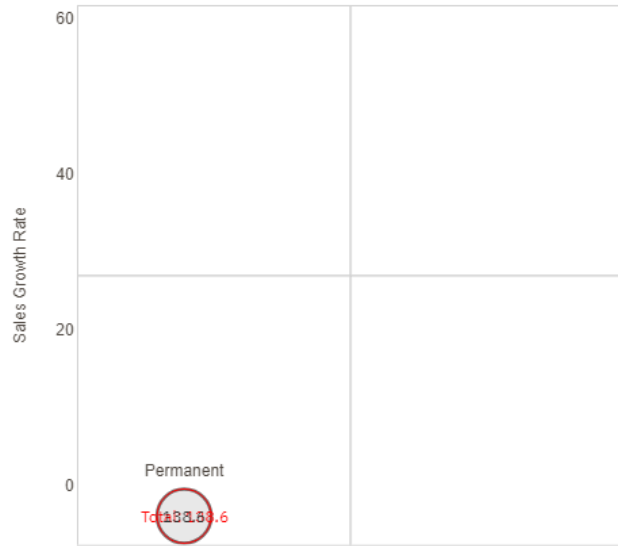


Hair Color  
Sales Growth Rate, Unit Price, Units by Type  
~Oct-2017

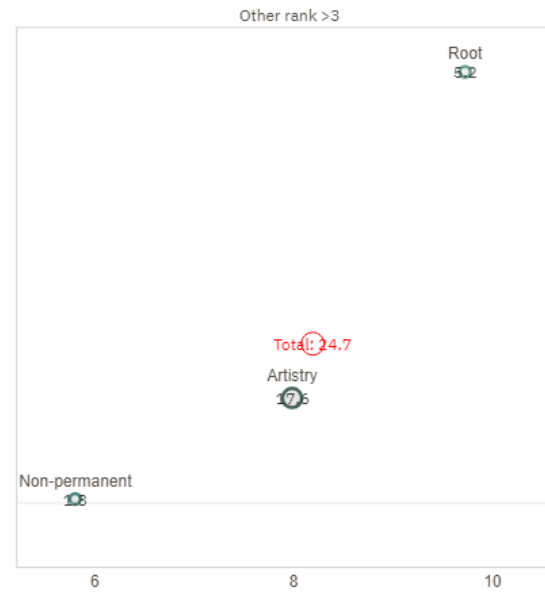
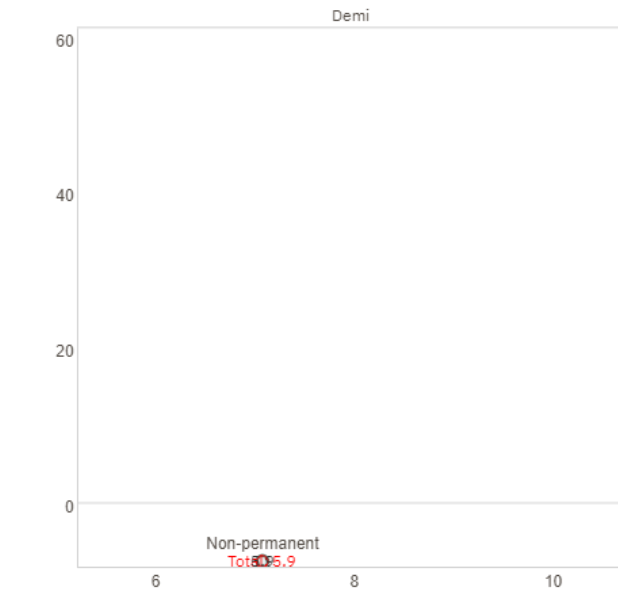




Hair Color  
**Sales Growth Rate, Unit Price, Units by Type and Sub\_Type**  
 ~Oct-2017 Permanent All Over



- Type
- Permanent
  - Artistry
  - Root
  - Non-permanent

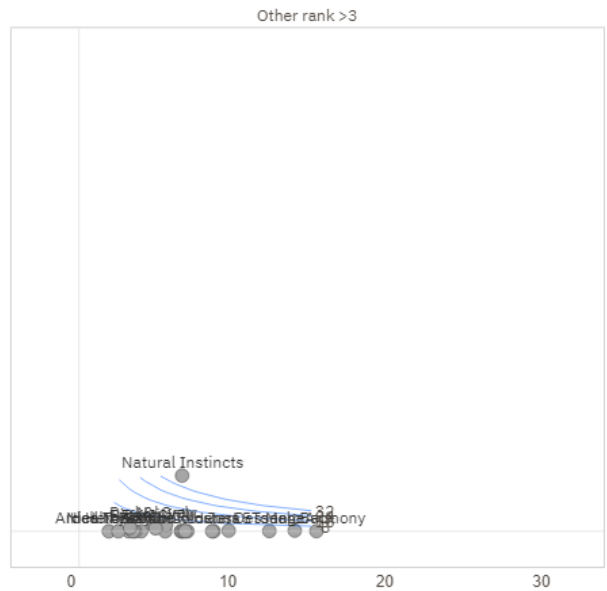
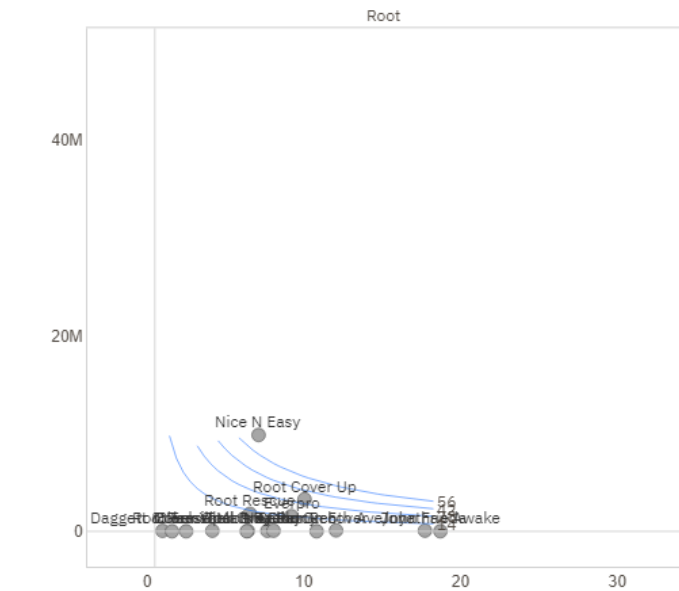
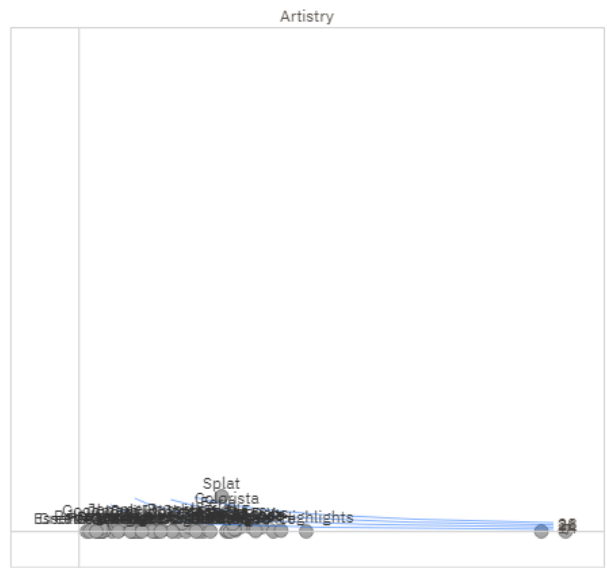
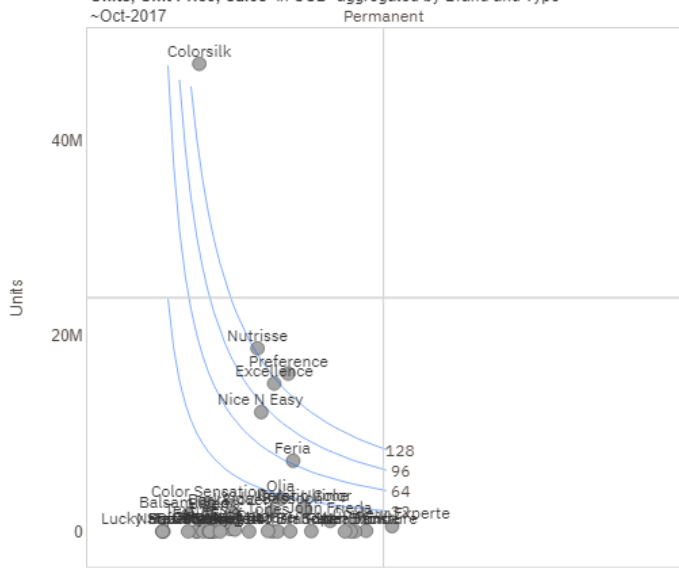


Hair Color

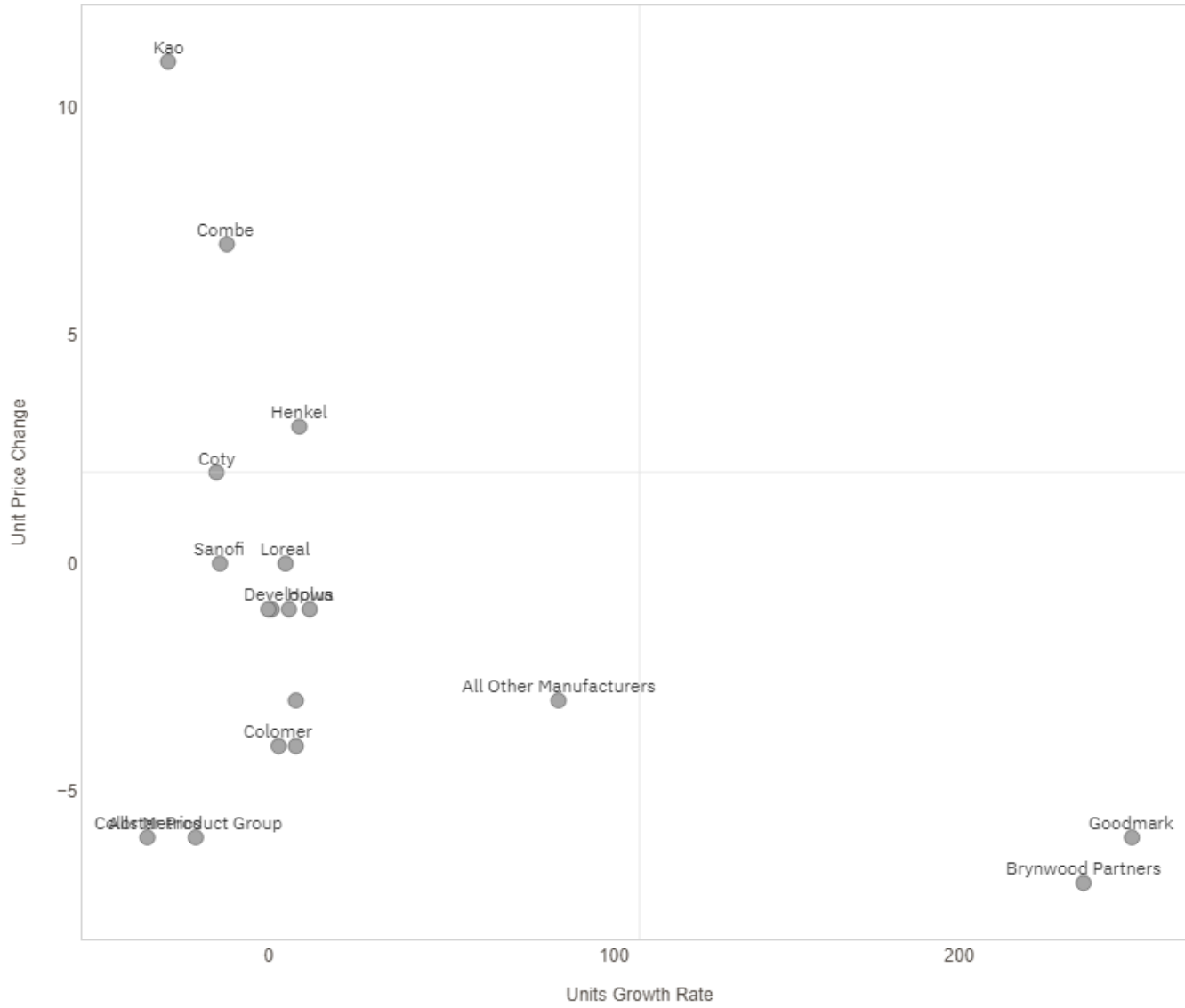
Bars: Unit Price in USD. Line: Distribution in m  
~Yn-2 to ~Oct-2017



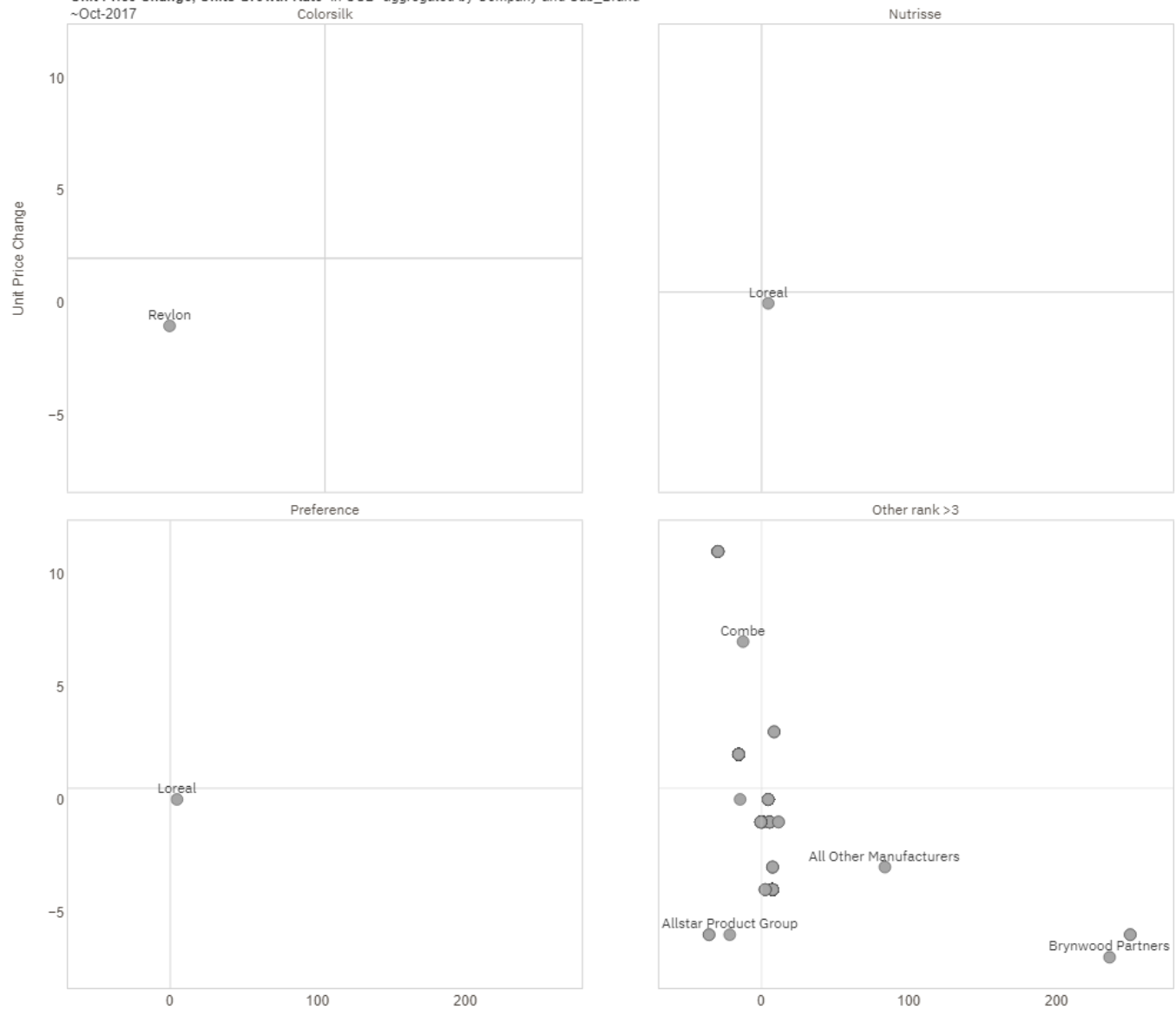
Hair Color  
Units, Unit Price, Sales in USD aggregated by Brand and Type  
~Oct-2017



Hair Color  
 Unit Price Change, Units Growth Rate in USD aggregated by Company  
 ~Oct-2017

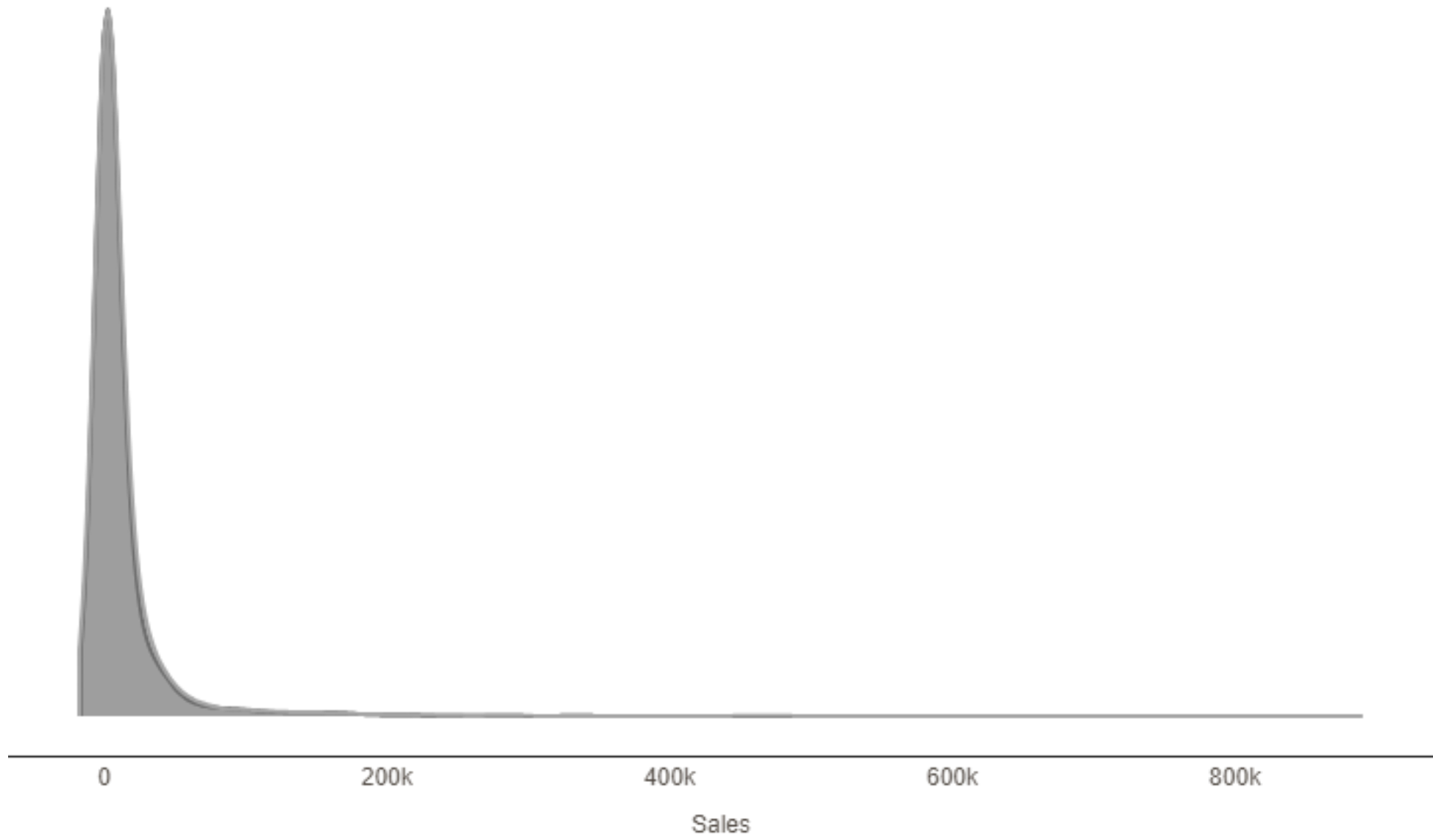


Hair Color  
 Unit Price Change, Units Growth Rate in USD aggregated by Company and Sub\_Brand  
 ~Oct-2017

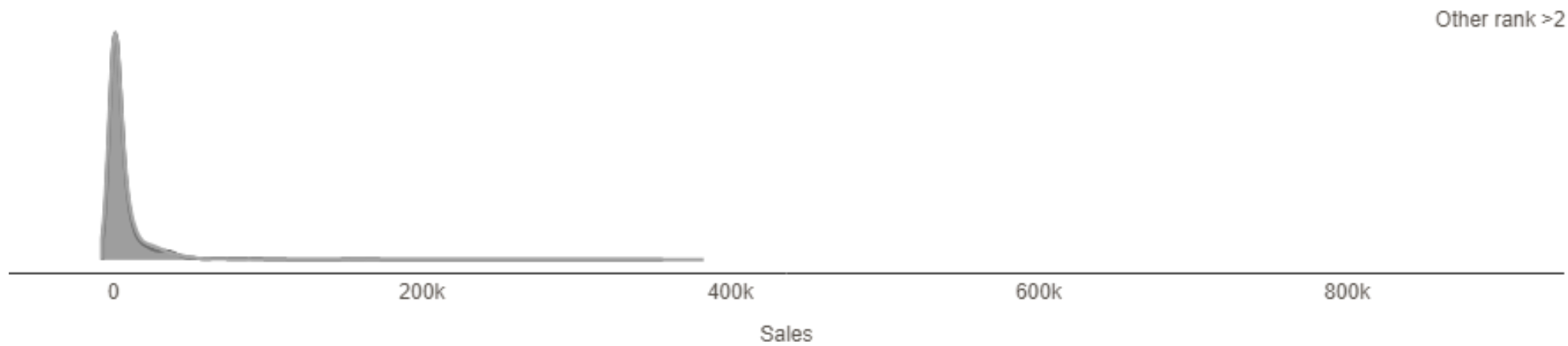
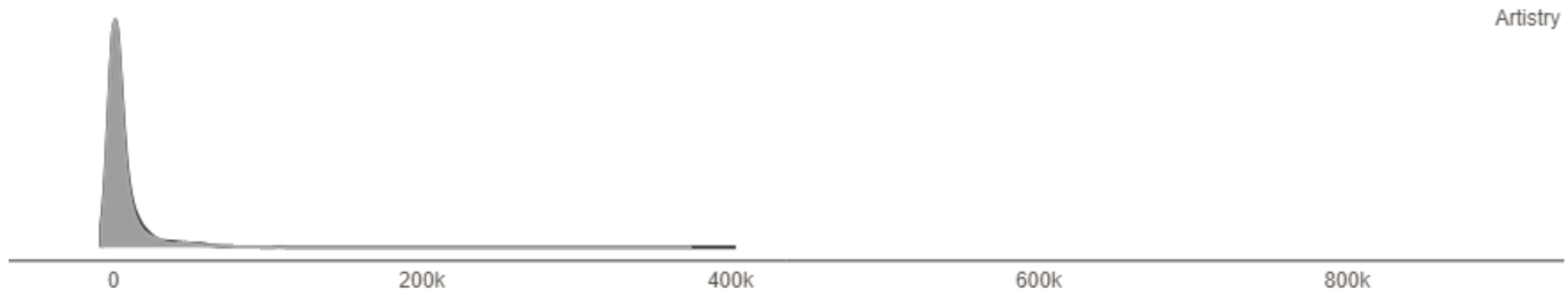
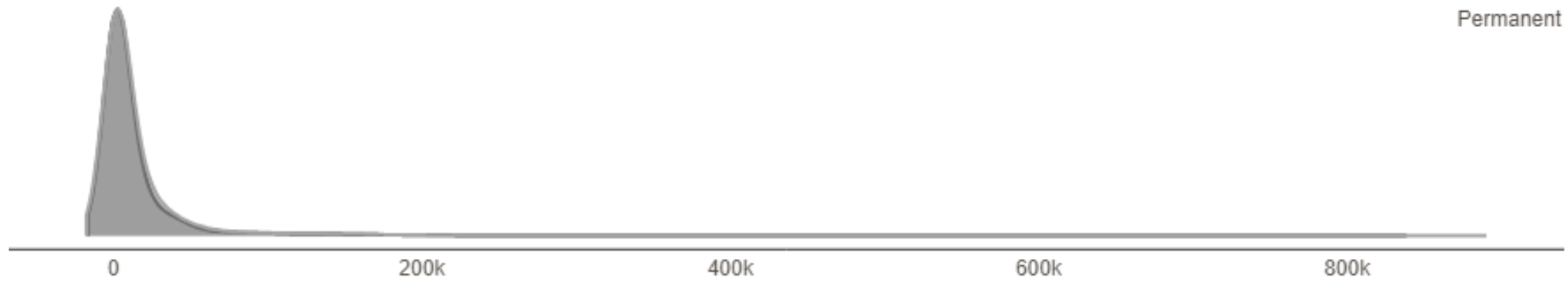


Hair Color  
Sales in USD, by observation  
~Oct-2016 vs ~Oct-2017

■ ~Y  
■ ~Yn-1

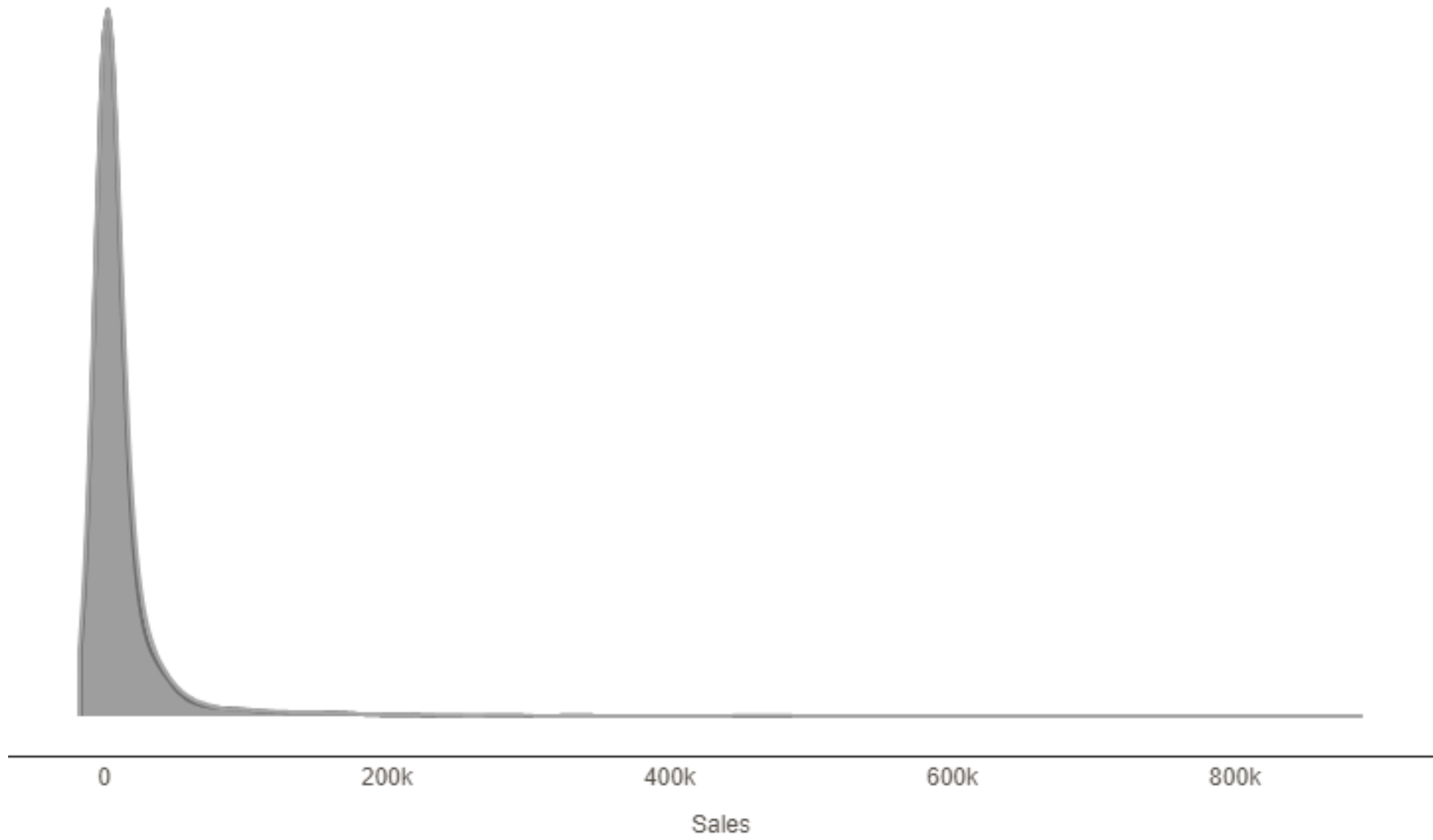


Hair Color  
Sales in USD, by observation by Type  
~Oct-2016 vs ~Oct-2017



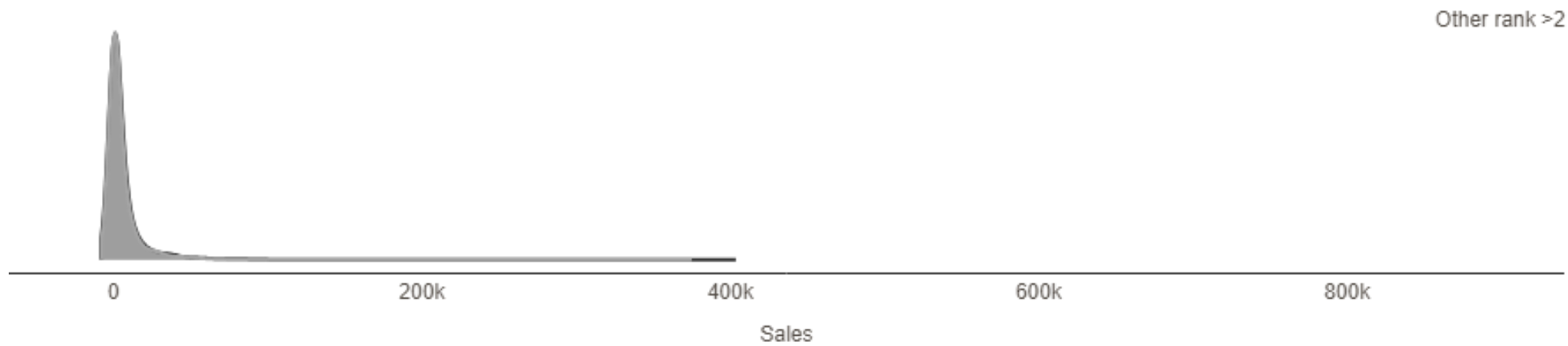
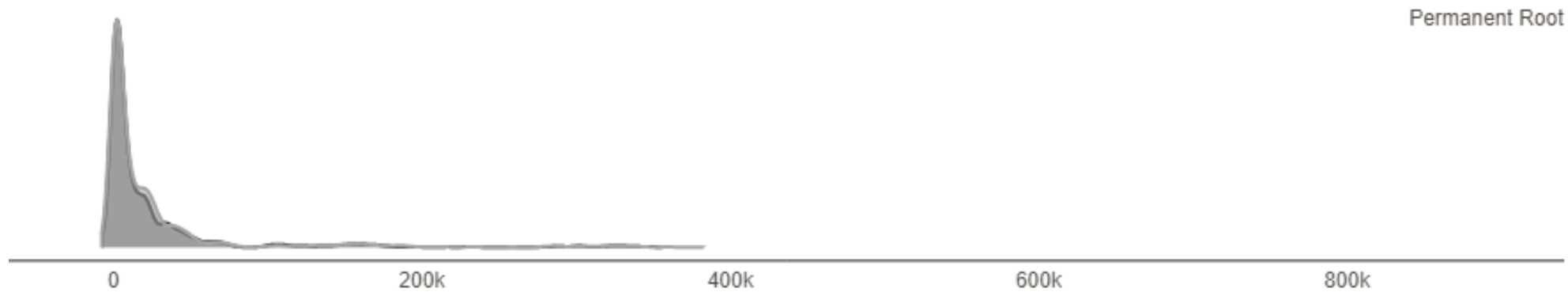
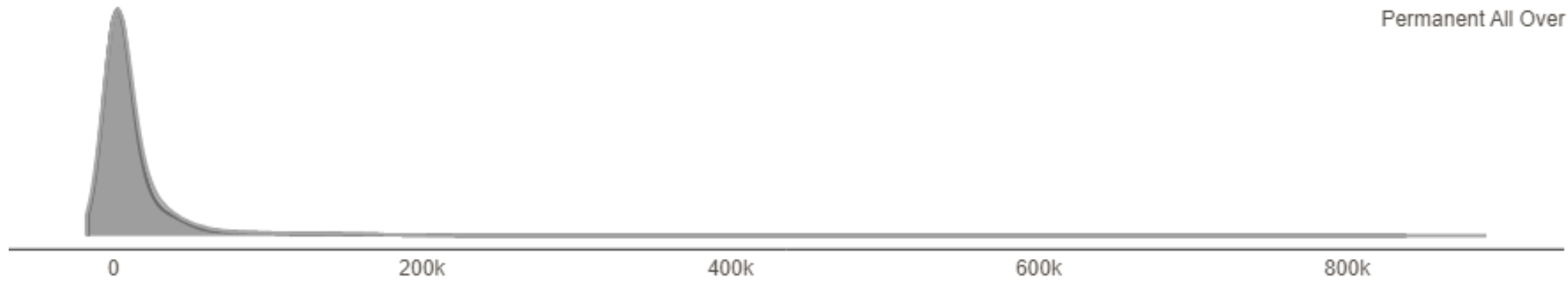
Hair Color  
Sales in USD, by observation  
~Oct-2016 vs ~Oct-2017

■ ~Y  
■ ~Yn-1





Hair Color  
Sales in USD, by observation by Sub\_Type  
~Oct-2016 vs ~Oct-2017



~Y  
~Yn-1