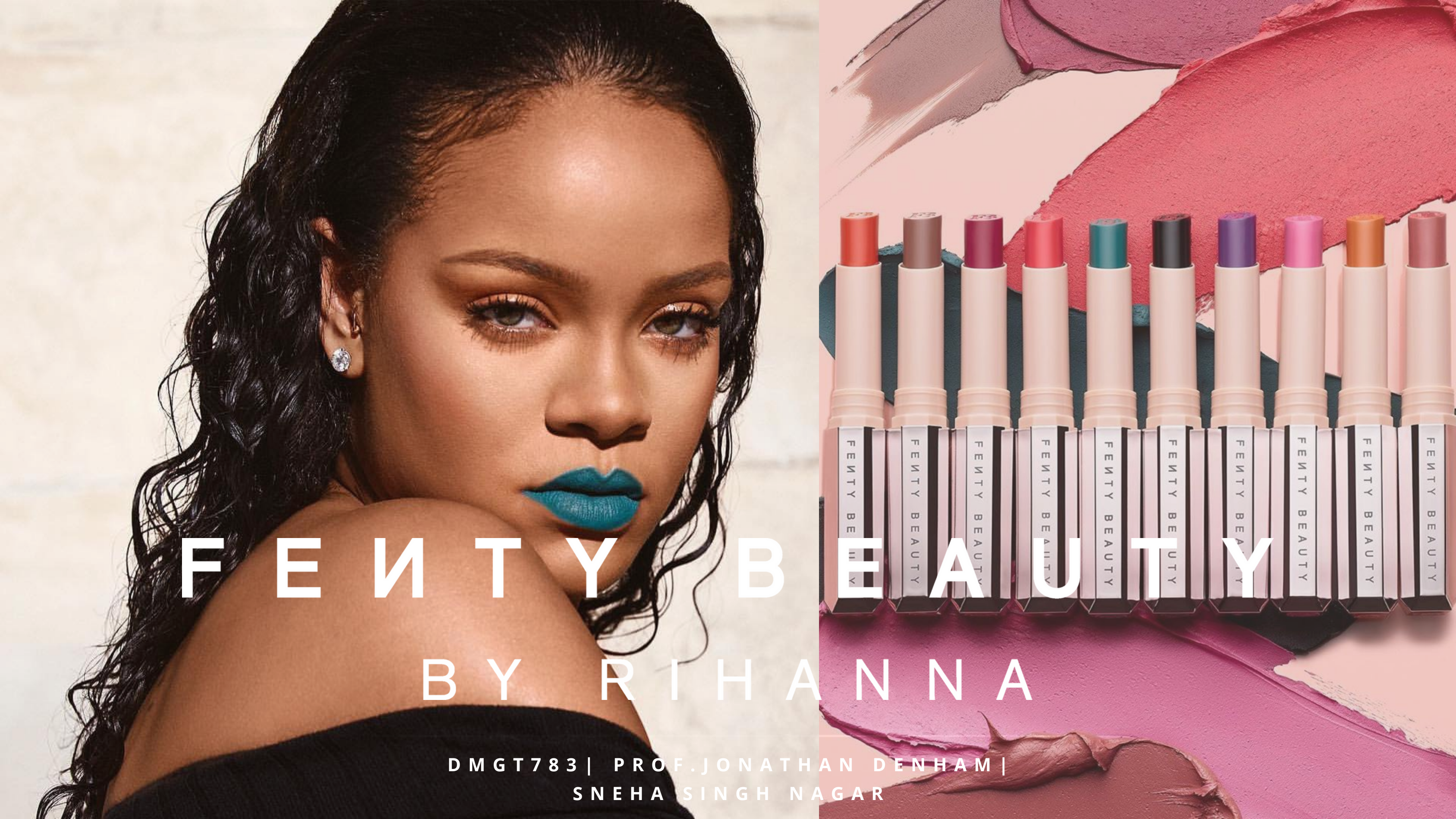




FENTY BEAUTY

BY RIHANNA

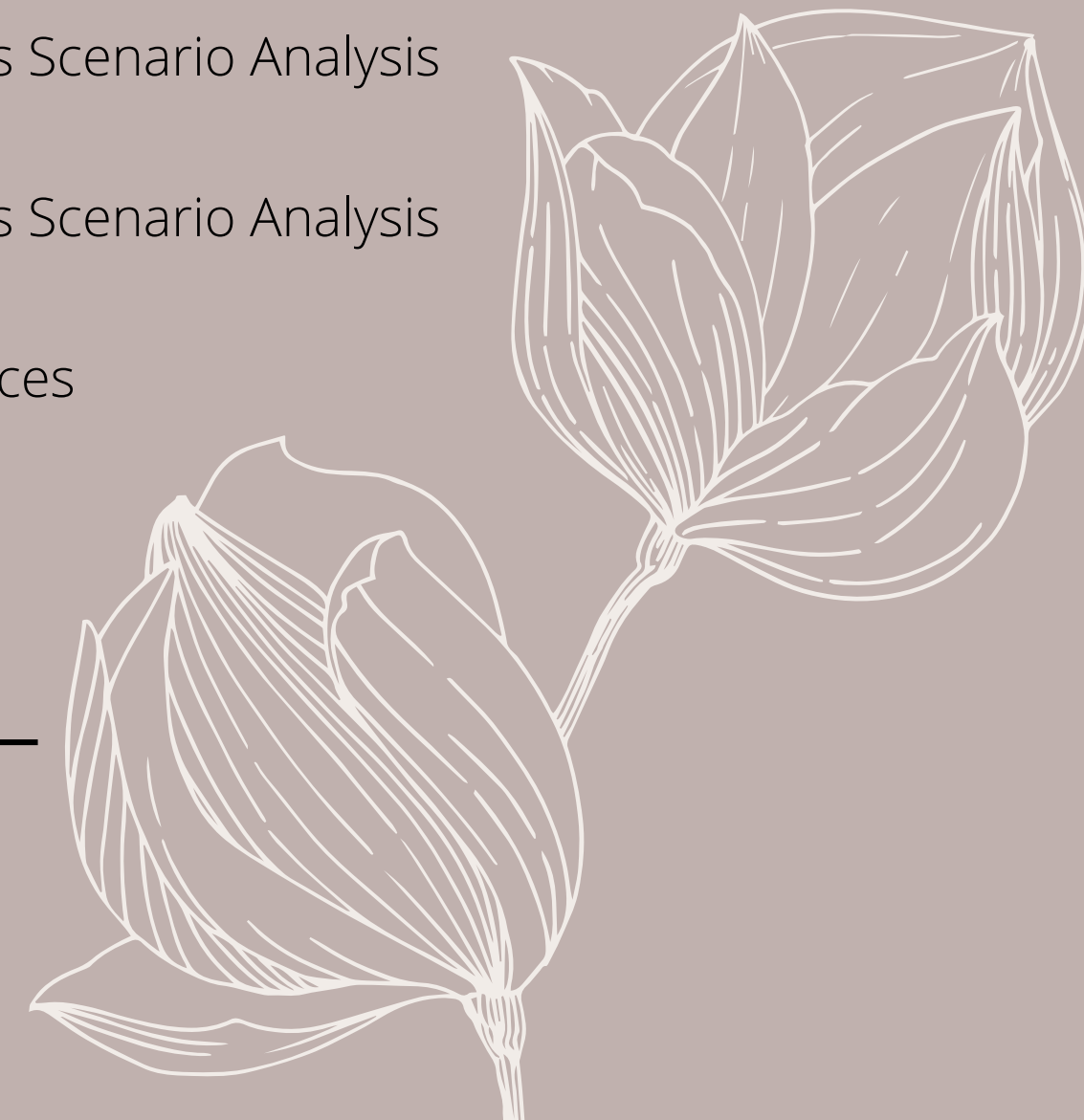
DMGT783 | PROF. JONATHAN DENHAM |
SNEHA SINGH NAGAR

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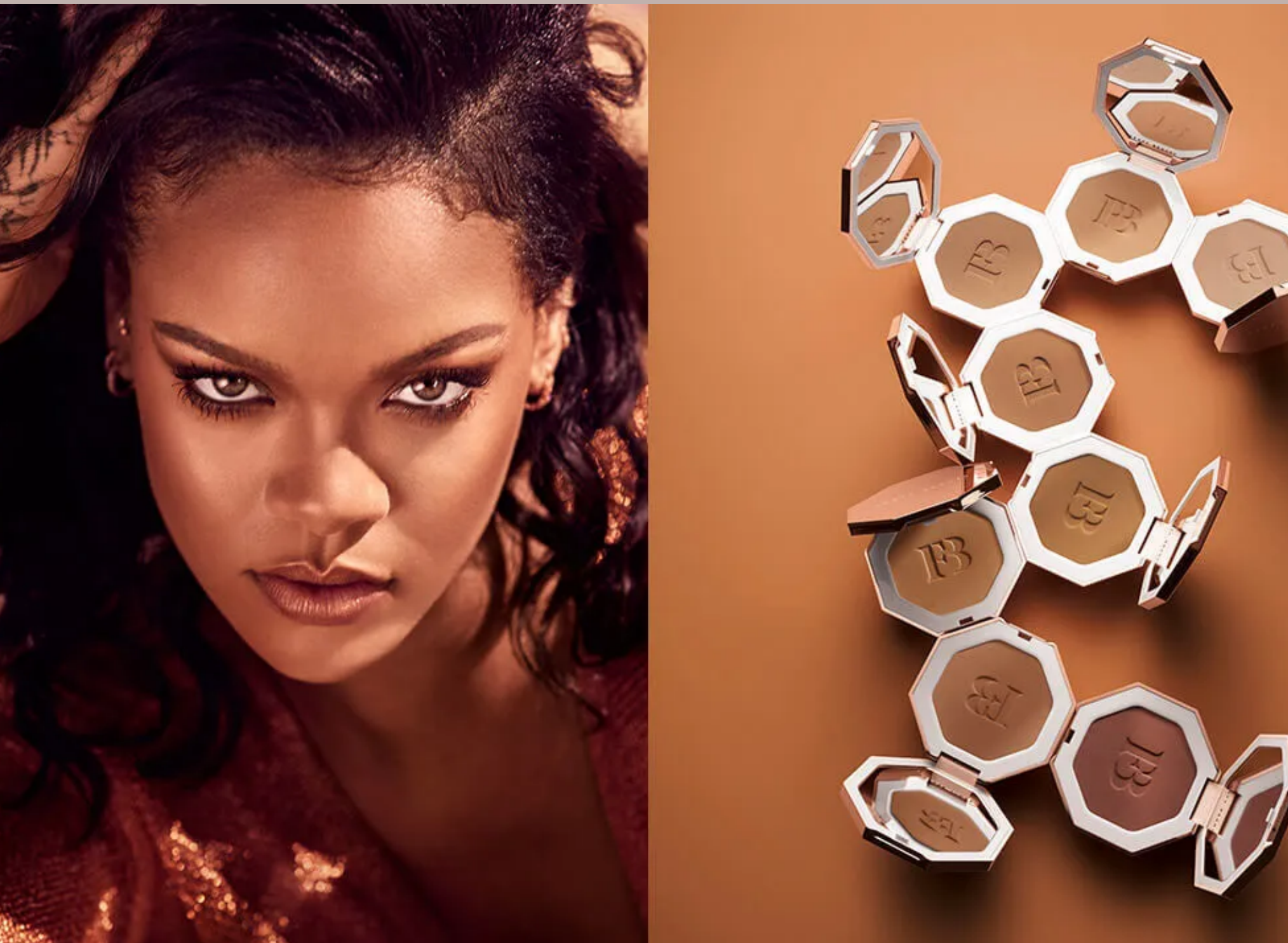
- Brand Overview
- Brand Purpose
- Functional and Emotional brand attributes
- Challenge question



- 5 Years Scenario Analysis
- 10 Years Scenario Analysis
- 15 Years Scenario Analysis
- References



EXECUTIVE SUMMARY



When Rihanna's Fenty Beauty line was announced in 2017, it marked the beginning of a dramatic sea change. With its promo video starring Rihanna herself alongside a diverse cast of women – Slick Woods, Duckie Thot, Paloma Elsesser, and Halima Aden – it was clear what Fenty wanted to stand for: a more inclusive cosmetics industry and representation of beauty. Fenty Beauty is a constantly evolving brand. It is a social movement and has influenced other established brands to do better and be inclusive.

When starting on this scenario planning process, the challenge question raised was what will be Fenty's next step to grow and fight competition, as more and more brands become diverse and inclusive like them. Through the process, I uncovered various ways Fenty beauty may grow in the future, be it a more domesticated supply chain, the expansion strategy in countries like Africa, and water conservative approach. Focusing on these scenarios I have developed some potential outcomes and how Fenty can tackle them.



FENTY BEAUTY BY RIHANNA

Created by Rihanna with her vision that's always ahead of the game, Fenty Beauty redefines the rules with light-as-air formulas that love to be layered—in a global lineup of shades designed for all.

The first-ever global beauty launch in history, Fenty Beauty by Rihanna premiered simultaneously online and in 1,620 stores in more than 17 countries.

Rihanna leads the charge with her fearless reinvention, bringing to life a unique vision for beauty that is feminine and edgy, individual and inclusive, and always keeps makeup-wearers around the globe guessing. From packaging design to formula and shade development, she is intimately involved in every aspect of the brand's creation, and always will be.

PURPOSE

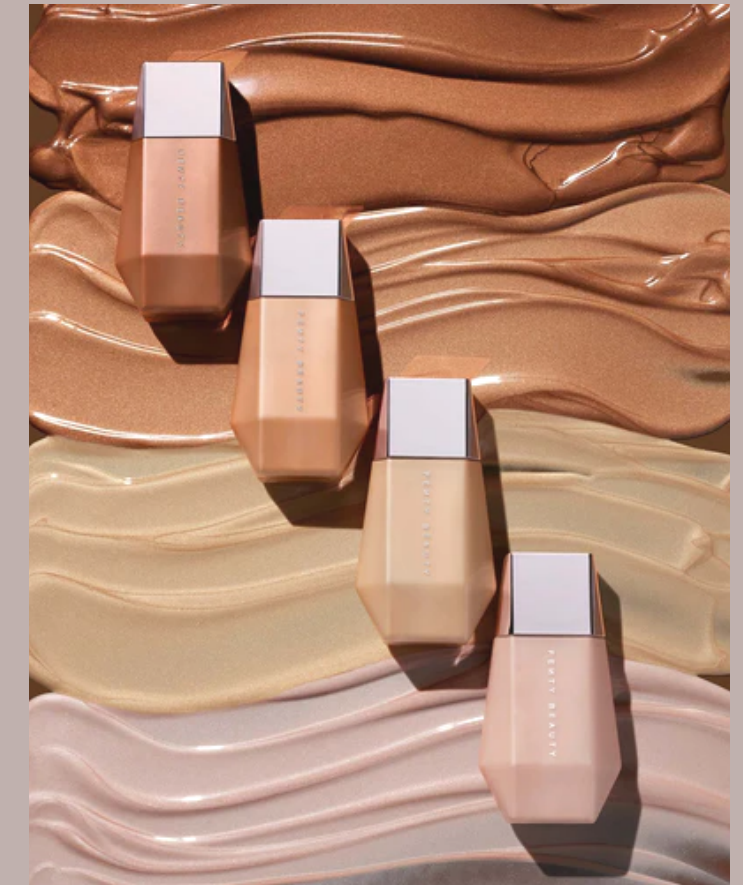
Rihanna created Fenty Beauty so that women everywhere would be included, focusing on a wide range of traditionally hard-to-match skin tones, developing formulas that work for all skin types, and pinpointing universal shades. Her vision, above all, is to inspire.

"MAKEUP IS THERE FOR YOU TO PLAY WITH. IT'S THERE FOR YOU TO HAVE FUN WITH. IT SHOULD NEVER FEEL LIKE PRESSURE, AND IT SHOULD NEVER FEEL LIKE A UNIFORM."

- RIHANNA
FOUNDER, CEO & AND OWNER OF FENTY BEAUTY



FUNCTIONAL ATTRIBUTES



INCLUSIVE

A brand that is inclusive of all shades and complexions around the globe.

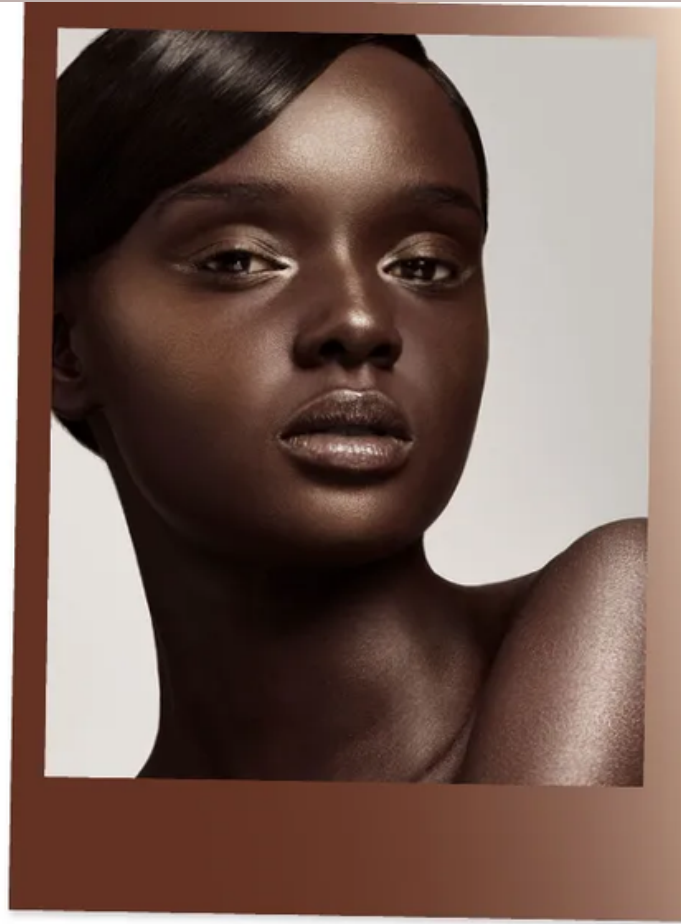
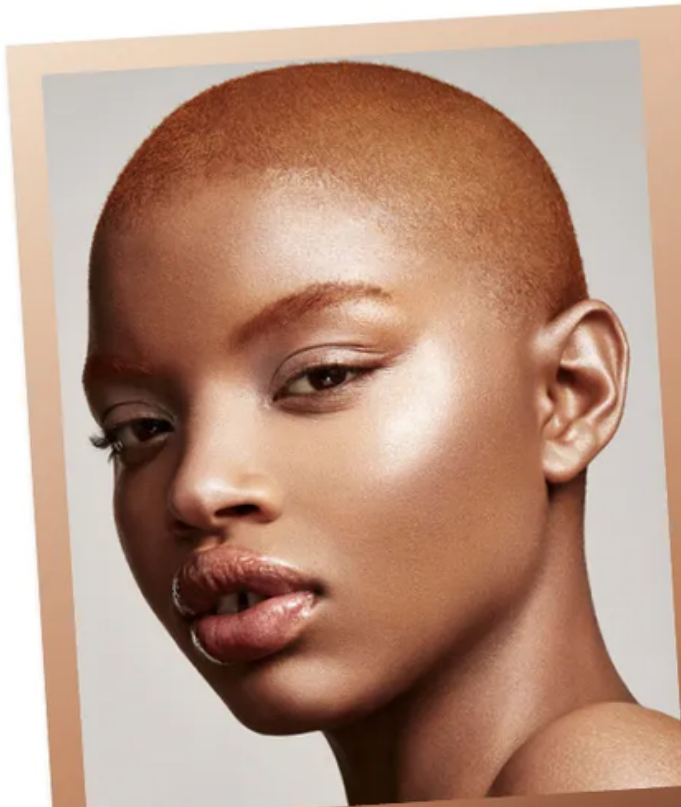
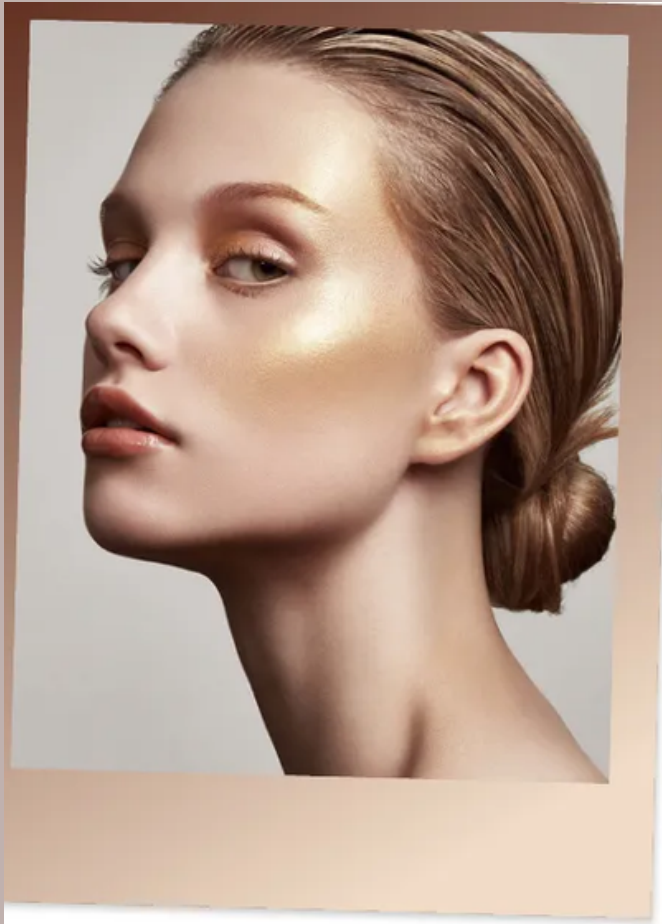
INNOVATIVE

A brand that stands true to its DNA and identity.

EFFICACIOUS

A brand that has been successful in producing a desired quality and variety of products at comparatively reasonable prices.

EMOTIONAL ATTRIBUTES



AUTHENTIC

A brand that stands true to its DNA and identity of being inclusive and diverse.

REBELLIOUS

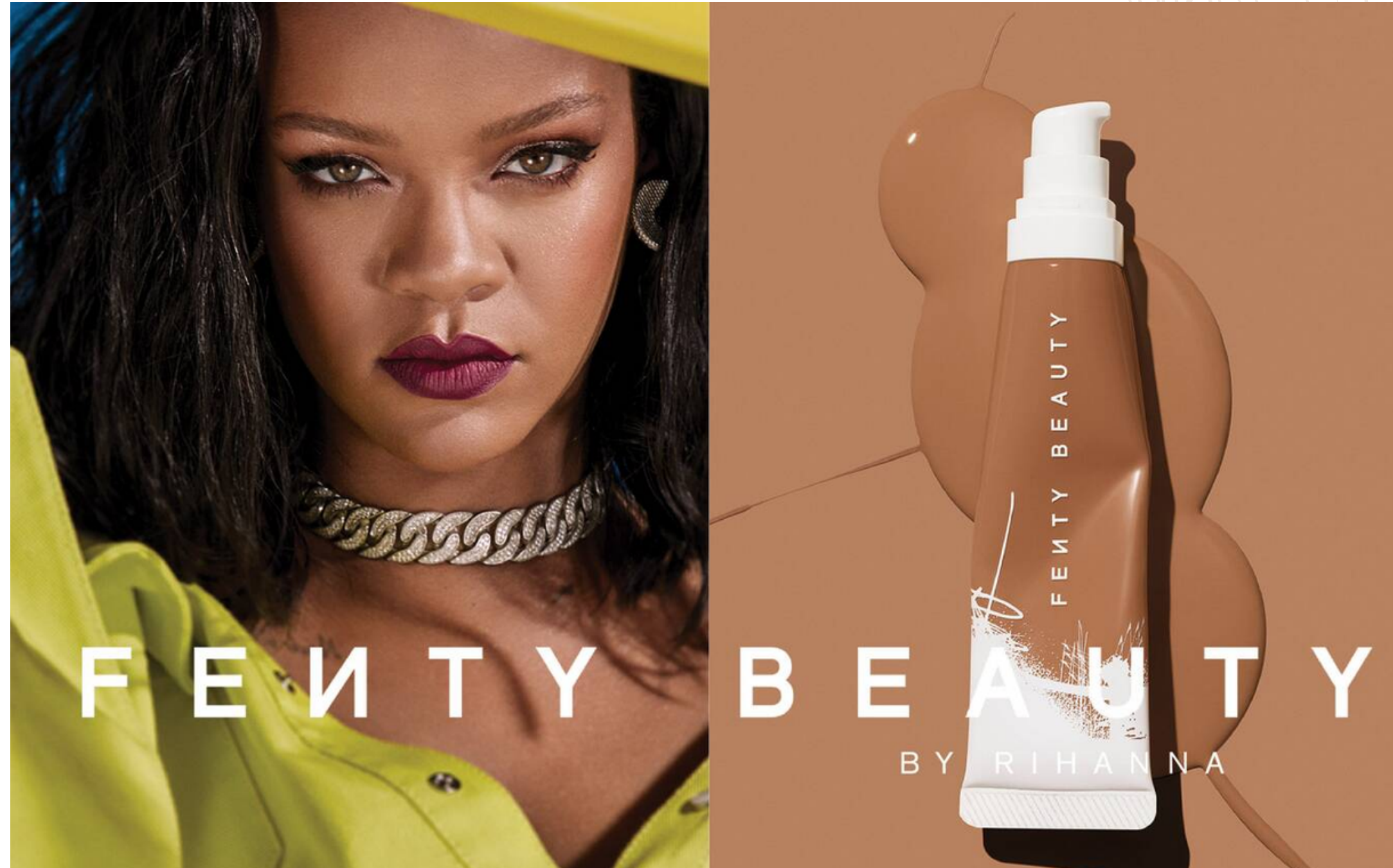
A brand that broke the standard norms of the beauty industry.

REALIABLE

A brand that is reliable as millions of people connect and trust in the celebrity founder.

Challenge Question:

A brand that has already revolutionized and pioneered its positioning in the inclusive product category. What will be the next step for Fenty beauty?





5 YEAR SCENARIO ANALYSIS

5 YEAR STEEP ANALYSIS



HONEY
CITRINE

BRONZE
JASPER

HONEY
CITRINE

BRONZE
JASPER

TAFFY
TOPAZ

HONEY
CITRINE

TAFFY
TOPAZ

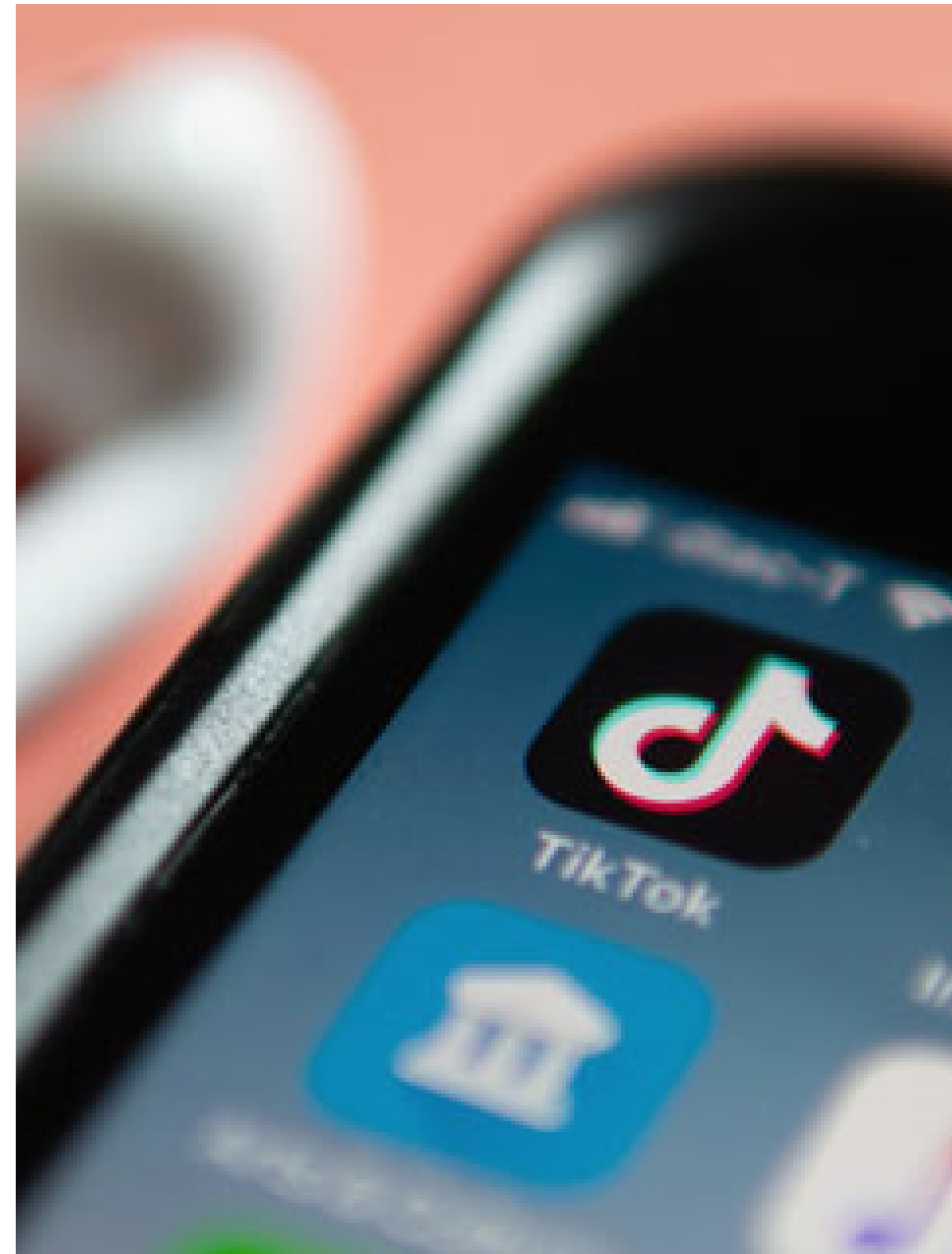
HONEY
CITRINE

PINK
PEARL

TAFFY
TOPAZ

SOCIAL

- The massive shift of virtual presence has been a constant increase post-pandemic. Younger generations like GenZ are more inclined to social media platforms like TikTok which is at continuous surge.
- The identity of the conscious consumer has evolved to affect what they buy, their influence over other consumers, their brand loyalty, and even the employers in which they're willing to invest their time and talents.
- The gradual shift in residence of the human population from rural to urban areas. Today, 55% of the world's population lives in urban areas, a proportion that is expected to increase constantly in the coming years.
- The overall growth of the world's population is on rising; with 90% of this increase taking place in Asia and Africa
- Personalization will be the prime driver of marketing success in the coming years, as consumers are seeking personalized and unique experiences.





TECHNOLOGICAL

- With the emergence of supercomputers, Quantum computing is another game-changer, with the ability to process data at blazing fast speeds. It can be especially critical when it comes to enhancing cybersecurity since it will enable us to "encrypt smarter".
- The growth of artificial intelligence in the technology sector has been remarkable, and there have been no signs of its slowing down. In the coming years, we can expect that they will play a significant role in transforming the workplace environment and replacing manual labor.
- Physical spaces will be 'digitized', using tools like advanced analytics, AI, facial recognition, location recognition, and biometric sensors. The next level of in-store personalization is likely to include providing these kinds of experiences to all customers as well as pulling in more advanced AR features to help customers experience products and services in different environments.
- Smart supply chains applying AI to predict demand and calculate supply will result in a direct benefit to the environment. Instead of mountains of waste, data and AI will predict stock requirements, thereby limiting wastage and reducing the impact on the environment.
- Consumers will have seamless shopping experiences through social platforms in the coming years, shrinking waiting time for customer service queries with smart chatbots and bringing highly personalized experiences through user-generated content.

ECONOMIC

- Inflation will remain high and storm clouds grow in later years from now. The war in Ukraine raged with uncertain outcomes while this forecast was prepared. Business leaders should expect that in 2024 and beyond, the economy will be more cyclical than they have experienced over most of their careers.
- Employers are embracing remote work, the reality is many businesses have learned that working from home, at least part of the time, significantly boosts productivity.
- The reduction of global workforces impacts growth, the global graying of the workforce means it is shrinking.
- Blockchain, not Bitcoin, Blockchain is really what is going to make an impact on the economy versus the digital economy. Blockchain by itself is another disinflationary force, just like automation because what it allows is financial institutions to automate a significant amount of their paperwork and back office.
- Count on taxes going higher, Northern Trust is projecting the U.S. corporate tax rate to be anywhere between 25% and 26.5%.





ENVIRONMENTAL

- The world is taking steps to fight climate change. Industrial investments in China have significantly decreased the cost of photovoltaic cells, making solar energy price-competitive in many places. And the U.S. is very close to implementing policies with attractive tax incentives for investing in renewable energy as part of the Inflation Reduction Act.
- Consumers want to be part of the environmental solution, not the problem. As such, there's been a shift toward more sustainable business practices in the cosmetics industry, specifically with regard to packaging.
- More and more countries are committing to working towards achieving net-zero emissions year by year. This means that they're attempting to hit a balance between the amount of carbon that they release into the air and the amount that they take out. Businesses have a big role to play in this process and consumers know it. Analysts expect the trend to continue growing in the years to come.
- Environmental-conscious consumers are starting to expect the companies that they support to have clearly-defined policies around sustainability. Many companies are even starting to update their customers on their sustainability progress at set intervals. This can be an excellent way to convey that you're serious about working towards a more environmentally-friendly future and may even help you win new business.
- With the rise of electric-powered transportation, numbers show a clear explosion in the consumer demand for cleaner transportation alternatives. It's a trend that should only continue growing as the environment becomes an increasingly important part of human life.

POLITICAL

- Here comes **deglobalization**: A significant portion of the once-rising global middle class slid back into poverty as a result of the pandemic and its economic ramifications, reversing perhaps humanity's biggest achievement in recent decades. Without targeted policy interventions, the world is verging on a return to a two-speed world of "haves" and "have nots."
- From **disruption** to reinvention: The future of **supply chains** in Europe. Due to the pandemic, companies were already struggling with supply chain disruption. Economic losses due to supply chain disruptions in the Eurozone are estimated at €112.7 billion, or 0.9% of GDP.¹ the war in Ukraine has compounded these challenges. Energy prices and inflation, raw material shortages and logistics breakdowns, and talent shortages are exacerbating the shock to supply.
- **Market volatility** will likely pick up as Election Day draws near. Some will be tempted to make politically motivated investment decisions.
- Asian economies are **domesticating**. They are consuming more of what they produce, and they are building domestic supply chains, reducing their exposure to trade.
- As governments become more financially constrained over the next five years and beyond, businesses will assume additional responsibilities to support and fill gaps—even in the absence of government regulations to guide their activities.

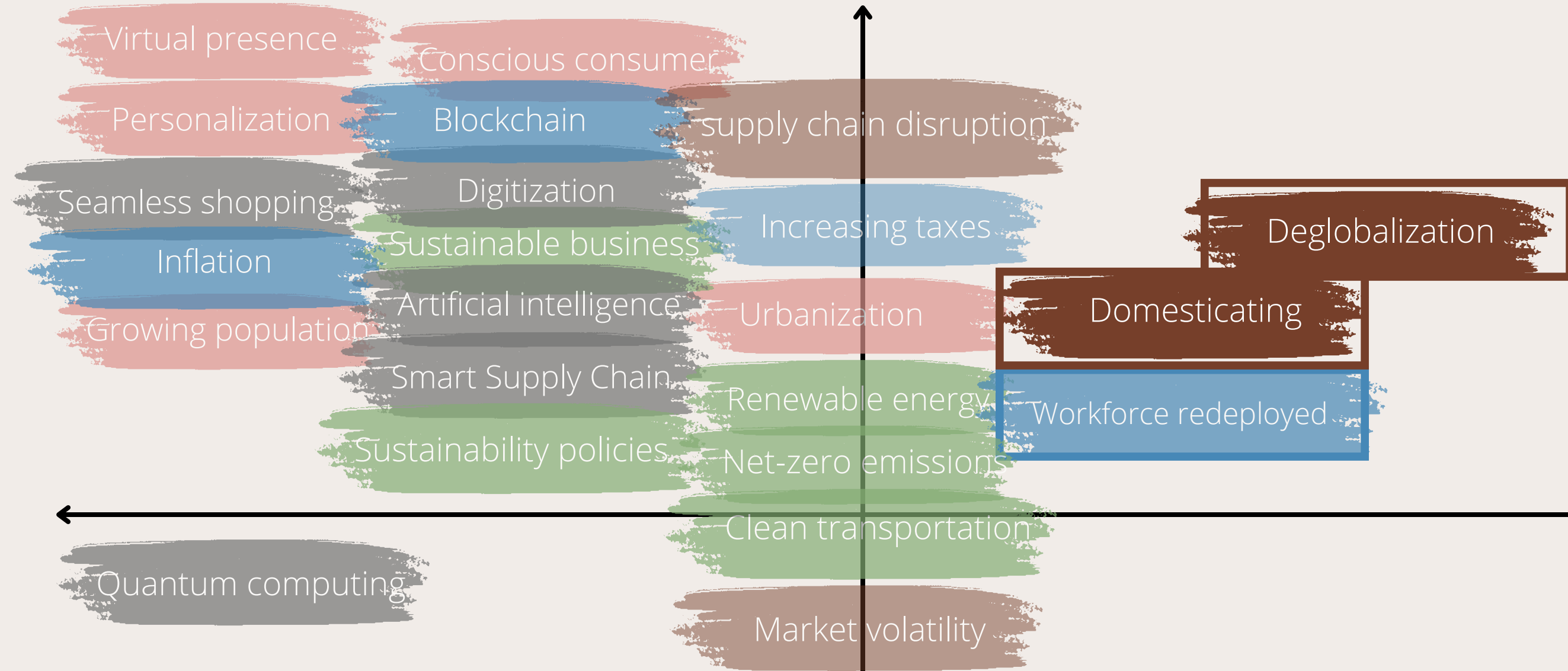


5 YEAR MAPPING STEEP DRIVING FORCES





MORE SIGNIFICANCE



CERTAIN

UNCERTAIN

LESS SIGNIFICANCE

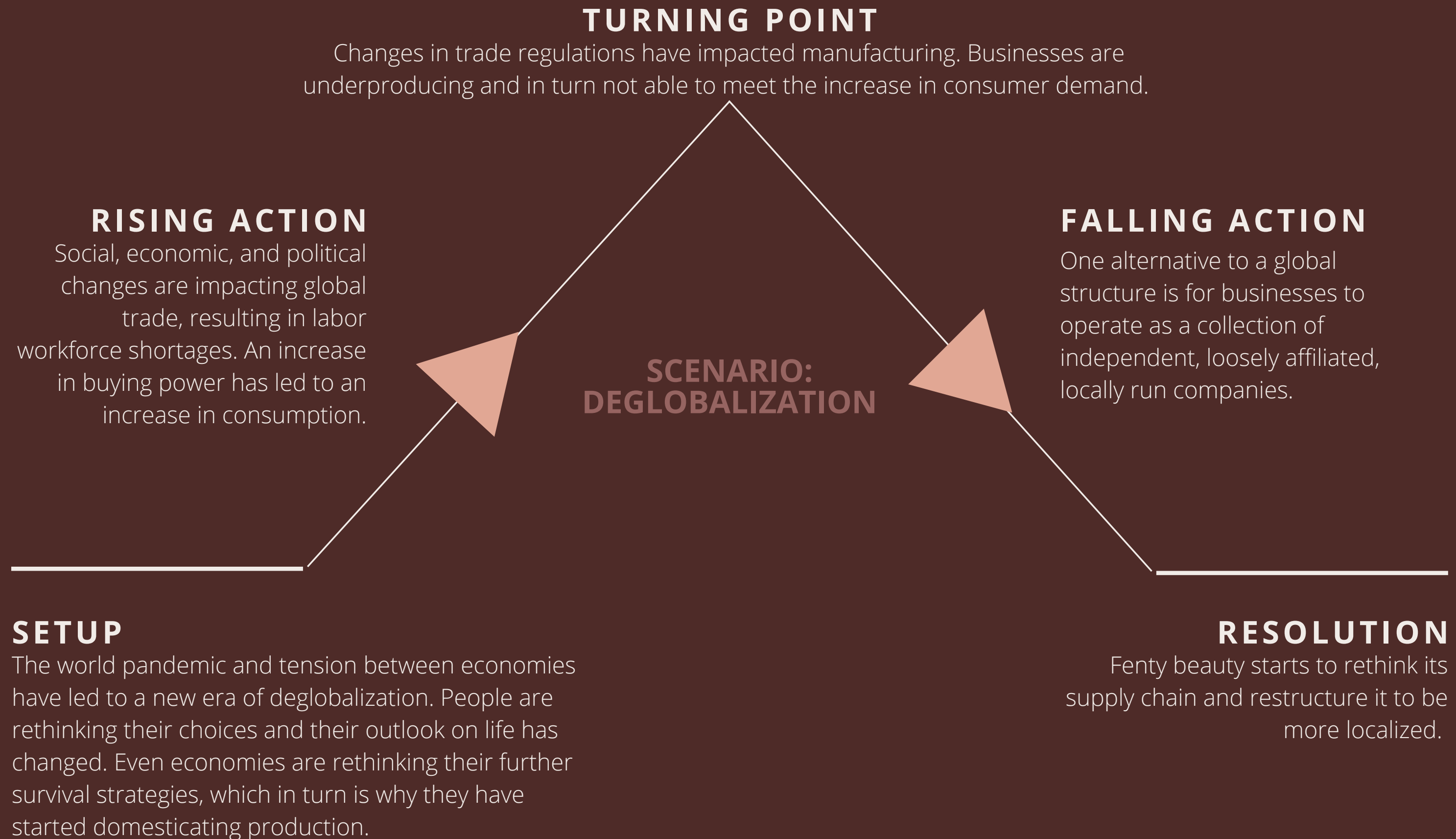
5 YRS

- SOCIAL
- TECHNOLOGICAL
- ECONOMICAL
- ENVIRONMENTAL
- POLITICAL



5 YEAR CAUSE AND EFFECT PLOT

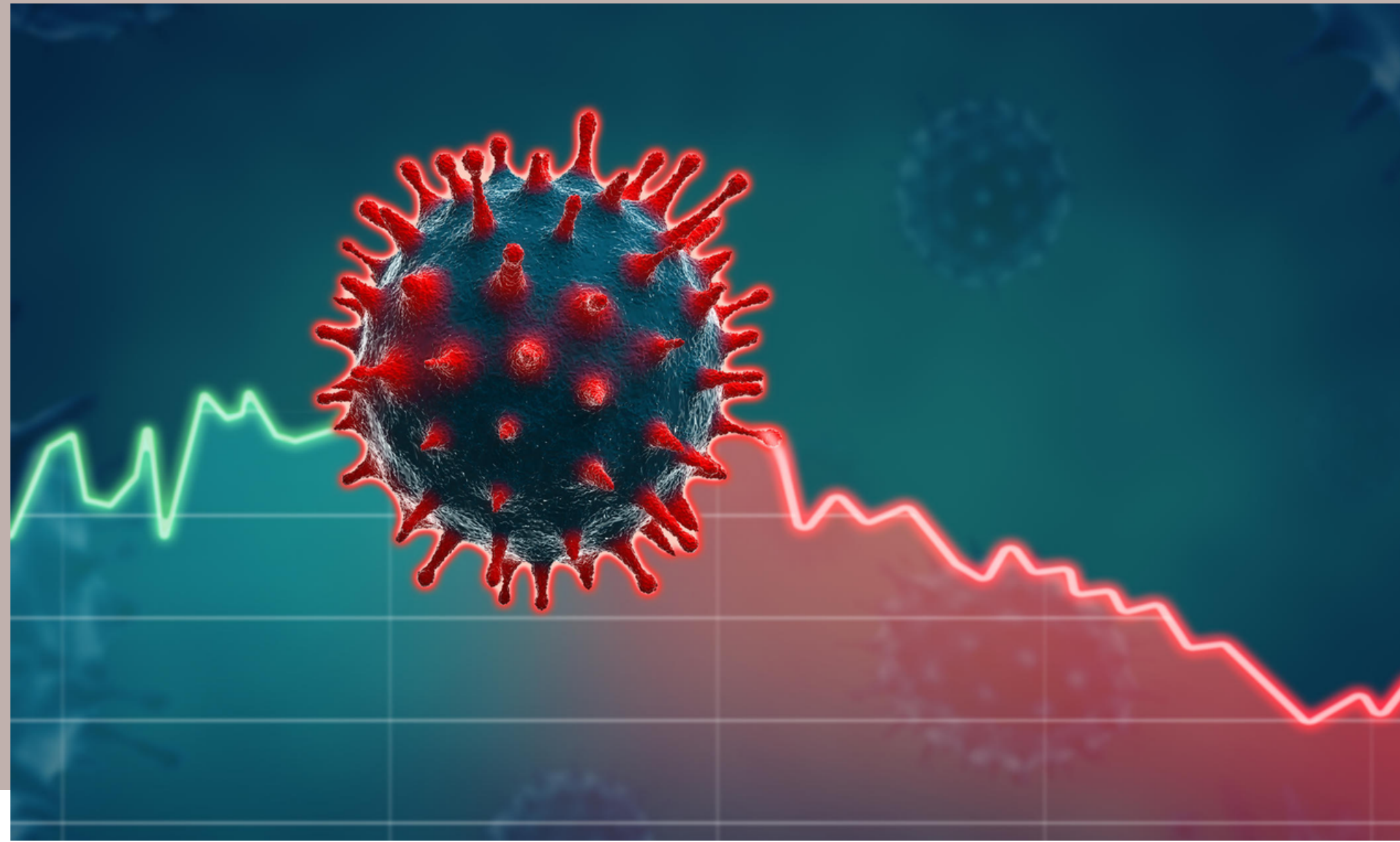






5 YEAR BLACK SWAN PLOT





BLACK SWAN: COVID PANDEMIC

TURNING POINT

Changes in trade regulations have impacted manufacturing. Businesses are underproducing and in turn not able to meet the increase in consumer demand.

RISING ACTION

Social, economic, and political changes are impacting global trade, resulting in labor workforce shortages. An increase in buying power has led to an increase in consumption.

FALLING ACTION ***BLACK SWAN***

Another wave of COVID hits the world hard. Further pushing businesses to source and produce domestically due to lockdowns, and travel restrictions.

SCENARIO:
DEGLOBALIZATION

SETUP

The world pandemic and tension between economies have led to a new era of deglobalization. People are rethinking their choices and their outlook on life has changed. Even economies are rethinking their further survival strategies, which in turn is why they have started domesticating production.

RESOLUTION ***BLACK SWAN***

Fenty Beauty loses thousands of dollars in revenue and production. Pushing the localization and supply chain relocation strategies even more at the forefront.

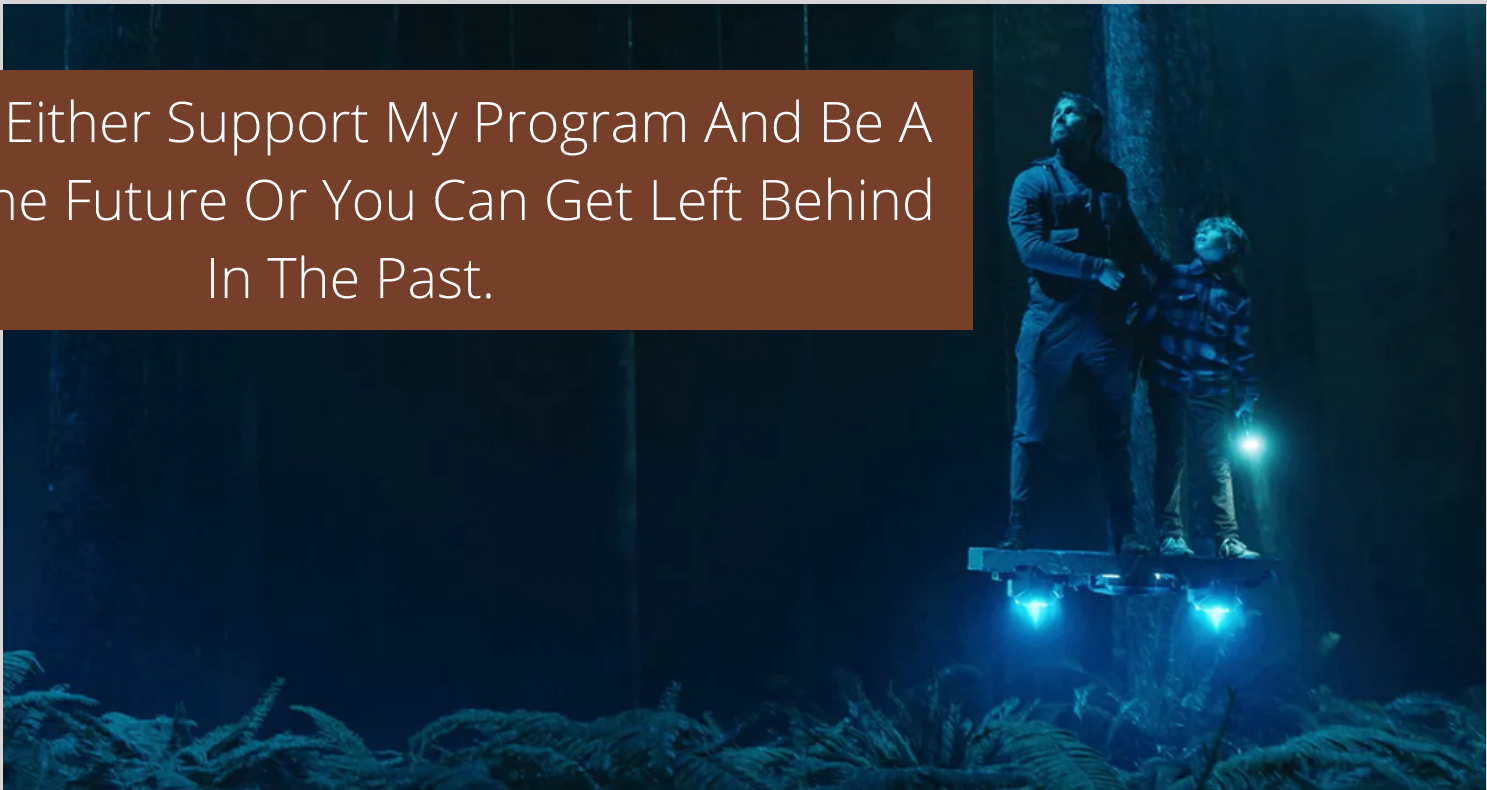


5 YEAR SCENARIO LOGIC



GROWTH

You Can Either Support My Program And Be A Part Of The Future Or You Can Get Left Behind In The Past.



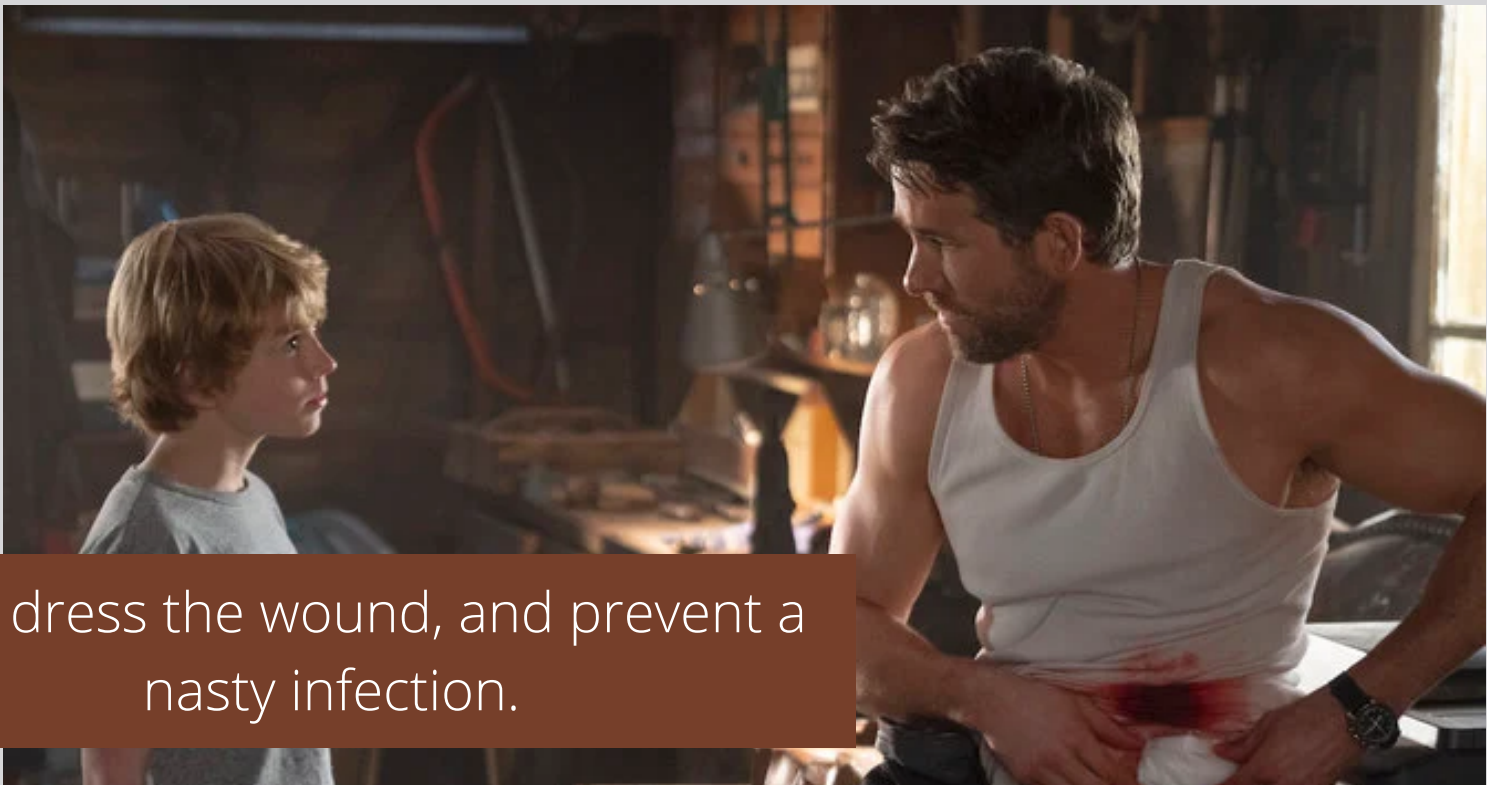
The adam's project:
The future of
advancement.



UNCERTAIN

CERTAIN

Gotta dress the wound, and prevent a
nasty infection.



POLITICAL

Oh, this shit is about to get weird.



DECLINE

Movie: The adam's project



5 YEAR
VISUAL
RHETORIC



DESTRUCTION
TAKES
PLACE



AFTERMATH

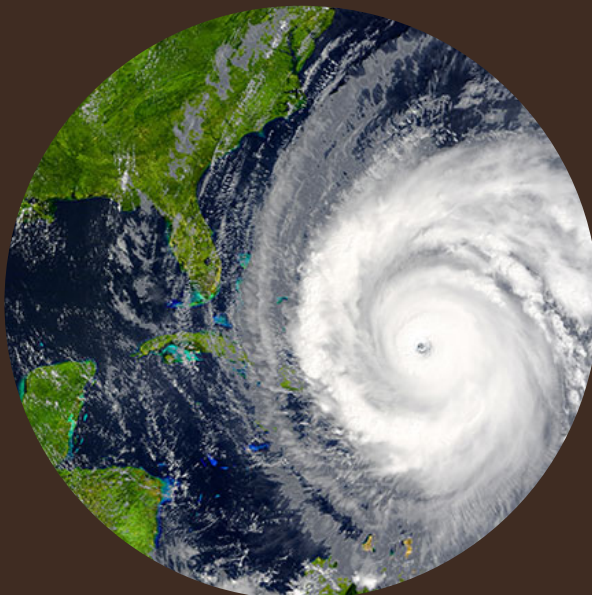
SCENARIO:
DEGLOBALIZATION

PLOT: DEALING WITH
DISASTERS



EVACUATION
PLAN

CYCLONE
HITS



RECOVERY
AND
REBUILDING



DESTRUCTION
TAKES
PLACE



AFTERMATH

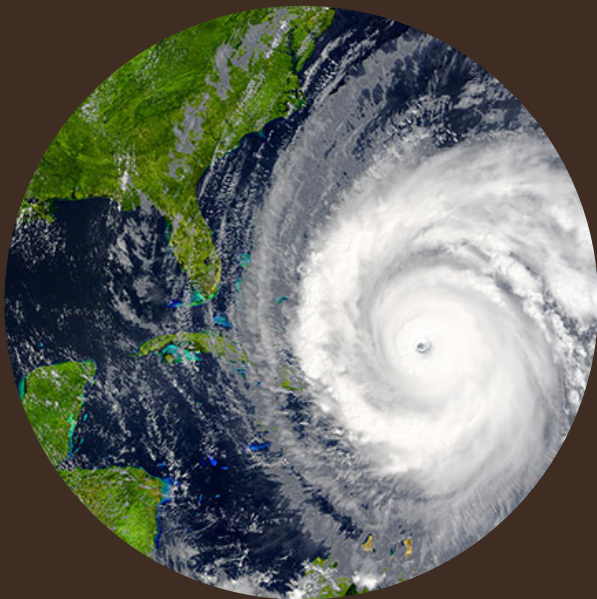
SCENARIO:
DEGLOBALIZATION

PLOT: DEALING WITH
DISASTERS

WIDESPREAD
INFECTIONS



CYCLONE
HITS



PLOT: BLACK SWAN

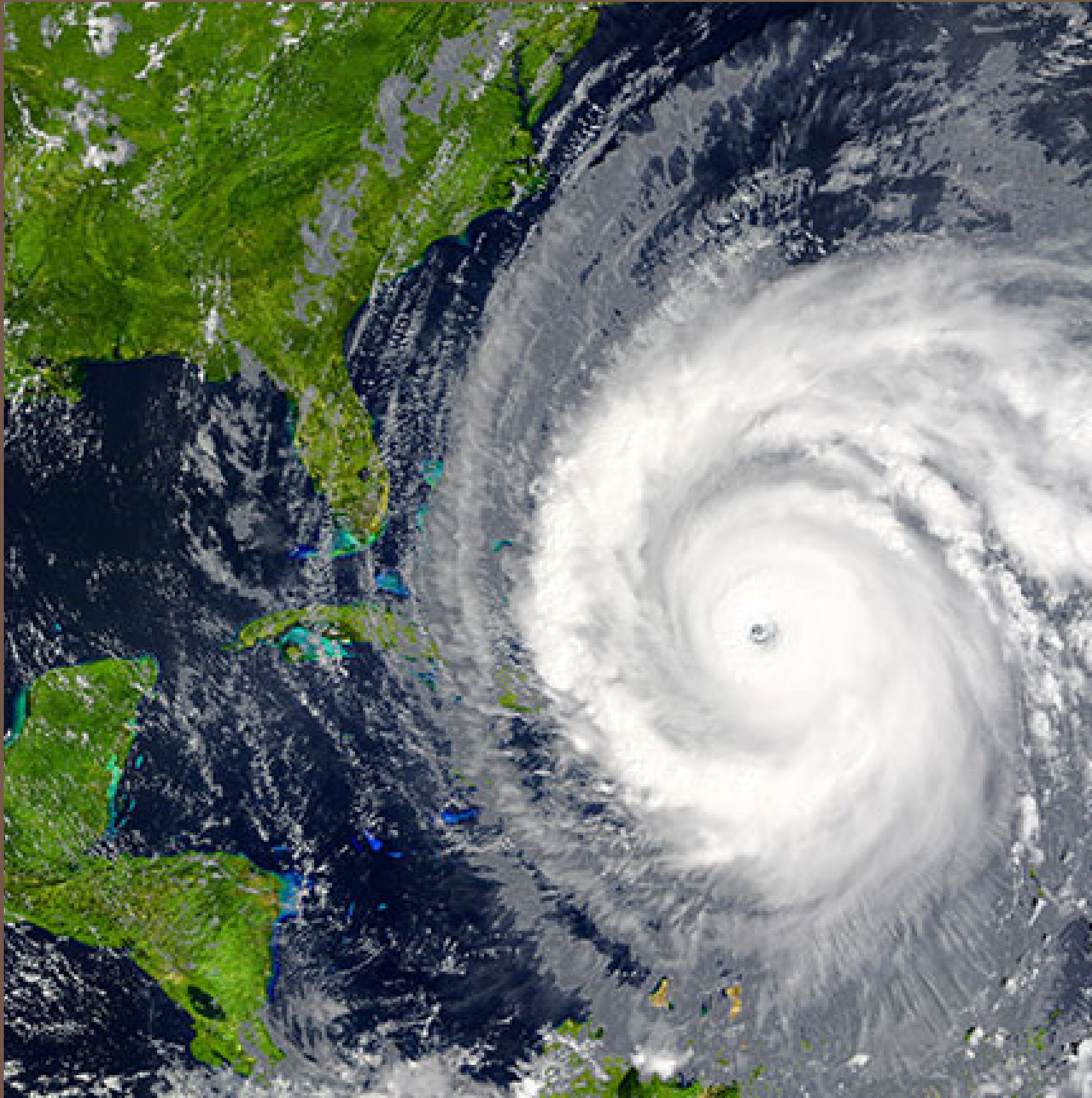
EVACUATION
AND
RELOCATION





5 YEAR NARRATIVES





Global warming is increasing the frequency and severity of extreme weather events. These climatic events are affecting populations and geographies all over the world. The impact on the environment we can see is an increase in temperature, sea level rise, changes in weather patterns, and much more.

Things that we depend upon and value on a day-to-day base such as water, energy, transportation, wildlife, agriculture, ecosystems, and human health are experiencing the effects of this changing climate. It will primarily influence economic growth through damage to property and infrastructure, lost productivity, mass migration, and security threat.

CYCLONE HITS

**DESTRUCTION TAKES PLACE**

Businesses are facing various negative impacts as well. Organizations are noticing the operational impacts of these disasters, such as facilities getting damaged and workforce disruption. There is a clear regulatory and political environment uncertainty. This is resulting in environmental sustainability efforts becoming core tenets of the organization's culture and brand identity.

As people face these extreme conditions normal way of living has been disrupted. They are making different life choices and prioritizing survival, health, and family over work. These extreme weather conditions make it tougher to distribute products over long distances, the risks are higher. Thus many countries are feeling a greater need to become more self-reliant. This tosses out some of the benefits of interdependence and moving towards deglobalization.



AFTERMATH

Due to this damage-inflicted world, we see a fall in the productive capacity of the world economy. This translates into a downward shift in the world production function as each unit of labor produces less output. We see a negative effect on trade as extreme weather events raise the cost of trade, disrupting distribution and supply chains by destroying or degrading transport infrastructure and reducing agricultural production.

While the term “climate change” has trended over the long-term, there has been a recent rise in searches for “sustainable products,” “eco-friendly” and “environmentally friendly,” suggesting a shift in consumer consumption preferences and are more likely to be attached to a product choice. The decline in workforce and difficulties in distribution further triggers consideration of more locally manufactured and also pertains to the possibility of robotics and more automation balanced with the available workforce.



Policymakers and business leaders are now questioning whether global supply chains have been stretched too far. In an environment where alliances are uncertain and international cooperation is absent, they are also asking whether they should reduce their economic interdependence.

Hence they are moving towards more localized manufacturing, and finding alternatives with the help of technology like the possibility of robotics and increased automation to support and balance out the declined workforce.



As business move towards a more localized approach to fight climate change and its effect on the world economy and trade policies. A business like Fenty beauty has predominantly relied on sourcing and producing from other nations like China, France, Italy, and Malaysia. needs to rework and enforce a new strategy.

Fenty beauty's top management and team work on building a new ecosystem for themselves domestically. Moving sourcing and production from outsourced to locally sourced and produced. It helps that they had already started working with some domestic suppliers for packaging. The intensive project on the move starts with heavy R&D and supply chain activity, to develop new capabilities and make sure the project is developed, managed, and engineered appropriately.

RECOVERY AND REBUILDING



WIDESPREAD INFECTIONS

In the process of still recovering from various natural disasters and their impact on economies. A new wave of Covid variant hits the world. This new variant is coming out to much deadlier to humankind with a fast spread rate. This has left governments around the world scrambling. With rising and wide spreading cases there is the implementation of travel restrictions and the restrictions in trade have strained the supply chain, in terms of getting products to more locations. Even if they can supply the quantity has significantly decreased.

This has pushed the idea of localization for Fenty even further. The consumption habits of consumers have shifted to more local or domestically produced goods. The uncertainty of life and living in isolation have brought a shift in people's priorities and values. Quality and domestically sourced or produced goods are becoming the norm. In the beauty industry, there has been a new wave of a consumption shift towards beauty skincare products than just plain old cosmetics.

**EVACUATION AND RELOCATION**

This shift in consumer lifestyles and consumption habits provides a great opportunity for Fenty to cater to these customers. The pandemic has bought some social changes where more and more people have started to prioritize themselves and inculcate healthy habits. That has increased the overall number of skincare-consuming consumers. As the world shifts to work-from-home culture, zoom meetings have become the norm and everyone wants to look presentable in front of these unflattering cameras.

Fenty can be a one-stop destination for these customers if they work on providing more product range catering to skincare that maintains their skin health. Also for a smooth supply chain with overseas restriction hindrances, they need to start implementing the localization process in full force.

5 YEAR IMPLICATION AND RESPONSE





INFLATION

Response: Moving swiftly to adjust pricing and hedge for the future to make the difference in a successful change in pricing strategy and adding value to support price increases like free samples.

REMOTE WORK

Response: Augment local teams with your remote workers. Utilize remote workers as specialists to provide additional help to the local team, increasing productivity.

WORKFORCE SHRINKAGE

Response: Work on utilizing the technology of robotics and increasing automation in operations.

DISRUPTED SUPPLY CHAIN

Response: Identify backup suppliers and diversify your supply base. Organize a domestic supply chain plan in case of international trade complications.



A photograph of Fenty Beauty Baby Lights Duo packaging and product. The packaging is a clear box with a floral design and text: 'FENTY BEAUTY BY RIHANNA', 'BABY LIGHTS DUO', 'MINI FLUID-FREESTYLE HIGHLIGHTER DUO', 'DUO DE MINI ENLUMINEURS LIQUIDES POLYVALENTS', and '2x70ML / 2x0.24FL.OZ'. The product is a white tube with a gold band and 'FENTY BEAUTY' text. A gold brush is shown with a swatch of the product. The background is a solid pink color.

10 YEAR SCENARIO ANALYSIS





10 YEAR STEEP ANALYSIS



SOCIAL

SOCIAL COMMERCE: Social media is a part of the daily routine for Millennials and GenZ and will keep growing with further generations. Social commerce would definitely be a big trend for the beauty industry on social media platforms.

PERSONAL CARE:

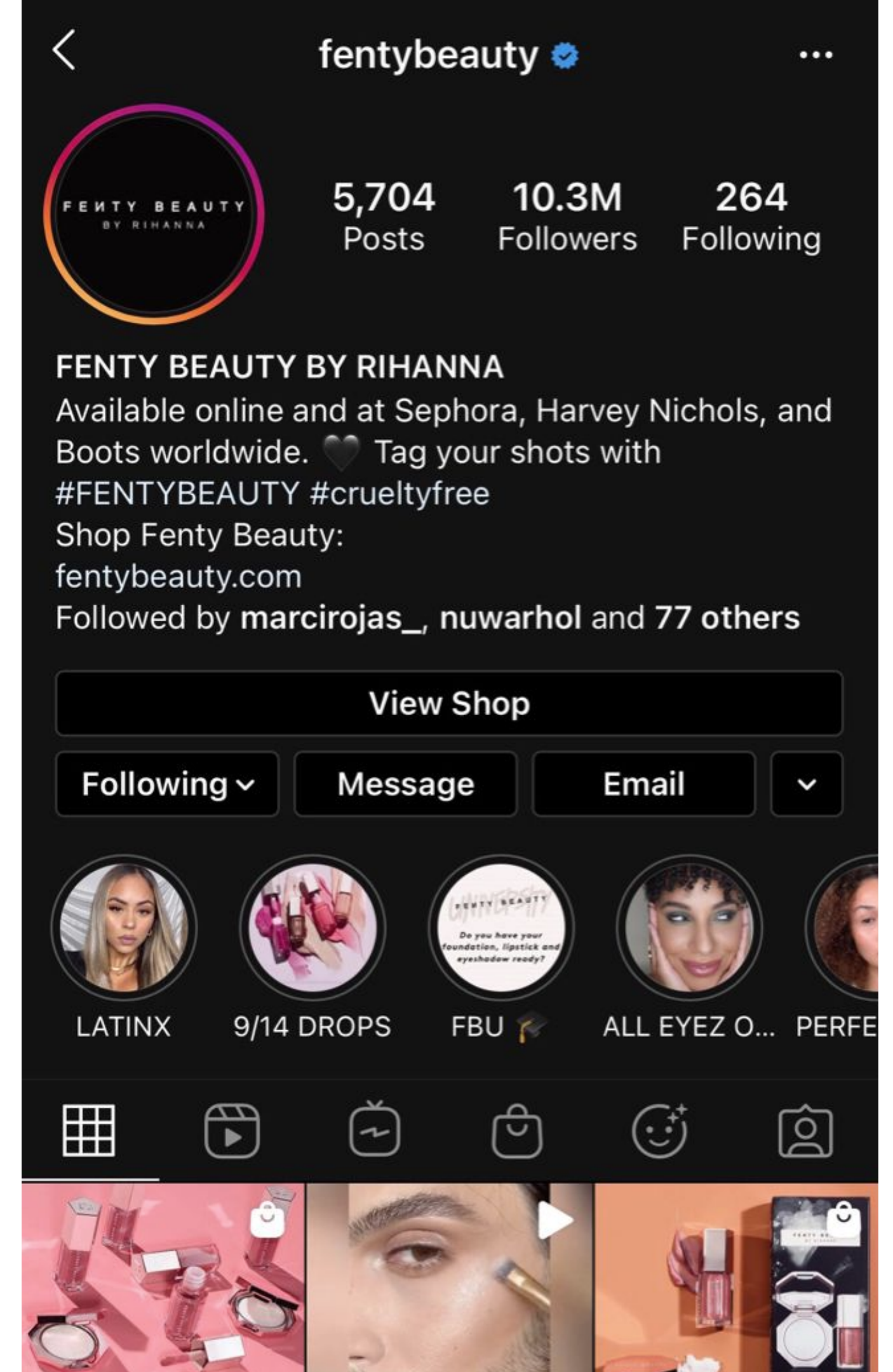
- The increasing awareness of customers about their appearance is boosting the premium beauty and personal care products market expansion.
- Millennials are increasingly using beauty and personal care items such as skin care, color cosmetics, and hair care as part of their regular grooming routine.

CUSTOMIZATION:

- The idea of personalization in the beauty industry is a long way from saturation.
- A convergence of information on digital platforms has taught customers about their beauty needs.
- They understand that one size doesn't fit all, so personalization in beauty offers a credible solution.

GENERATION S:

- Millennials and Gen Z get more than their fair share of trend headlines, the global population is aging.
- Creating opportunities to address the needs of Generation Silver. People are living and working and staying active longer, necessitating aesthetic products and biohacking solutions to manage age holistically—physically, emotionally, cognitively, etc.



TECHNOLOGICAL

DIGITAL HUMANS: As the policies and understanding of these new technologies catch up, users will increasingly have more access to their digital human identity and use it to transact digitally. Organizations must be prepared for “digital humans” as their customers compared to the current conventional ones.

3D PRINTING: Advancement in 3d printing technology. So instead of going to a makeup counter to buy a palette, you could print your own at home.

AI COSMETIC SAFETY: Collaborative efforts between AI engineers in academia and private industry, scientists in personal care, dermatologists, and others could help to build this information on ingredients as well as consumer data, clinical efficacy, and safety data to improve overall product quality and better meet consumer needs and expectations.

SMART SUNSCREENS: The technology to activate ingredients with temperature and light, so it's an obvious and hopefully inevitable next step to have sunscreens that are more protective in UV-intense situations.



ECONOMIC

ASIA: China has already overtaken the United States as the world's largest economy, but India is projected to remain in third place until after 2030 when half of the top ten economies — China, India, Indonesia, Brazil, and Mexico — will be emerging nations.

CHINA: China's Economy Could Overtake the US Economy, the status of the world's largest economy has the ability to influence things. The result of this expectation has been a bolder PRC (People's Republic of China) foreign policy that seeks to settle regional disputes in China's favor and to de-legitimize U.S. regional and global leadership under the assumption that China is destined to set the new rules of international relations.

AFRICA: Africa's billion-dollar beauty market has attracted global brands. Changing demographics and improving business environments across the continent will be the factors contributing to rising household consumption, which is predicted to reach \$2.5 trillion by 2030.



ENVIRONMENTAL

CIRCULAR BEAUTY: The market value for circular beauty products expanded at a CAGR of 4.8% during the last four years and is poised to escalate at a CAGR of 5.8% through 2032.

CLIMATE CONDITIONS: Rising cases of skin diseases such as photo-aging are increasing across the globe due to excessive pollution and worsening climate, resulting in sunburn, hair loss, acne, and other skin diseases is driving the market for the beauty industry.

SUSTAINABLE SUSTAINABILITY:

- Being more inclusive and more sustainable will be non-negotiable.
- After years of talking about sustainability, consumers are increasingly paying attention to what brands are really doing.
- Greenwashing isn't enough, instead, brands accused of greenwashing risk being publicly shamed and see sales declining, together with their market capitalization.

BIODEGRADABLE PACKAGING: One of the most promising solutions is bacteria. A process is being analyzed, in which researchers feed a particular strain of bacteria until the organisms explode into a plastic-like material that can hold liquids and is also biodegradable since it's biological in origin.



POLITICAL

INCREASED VOLATILITY: Led to the breakdown of political order and outbreak of political violence in numerous countries, particularly in the developing world.

NEW COLD WAR: With China aggressively expanding its economic and political influence around the world, particularly in the developing world, the possibility of a new cold war cannot be underestimated. In fact, the world may already be at the start of one.

INTERNAL CONFLICT: Internal conflict in the US will increase as both sides continue to disagree about the best path forward. It's much easier to compromise in 'good times, while 'bad times increase the likelihood of more radical action (like revolution) as broader swaths of society reject the status quo.

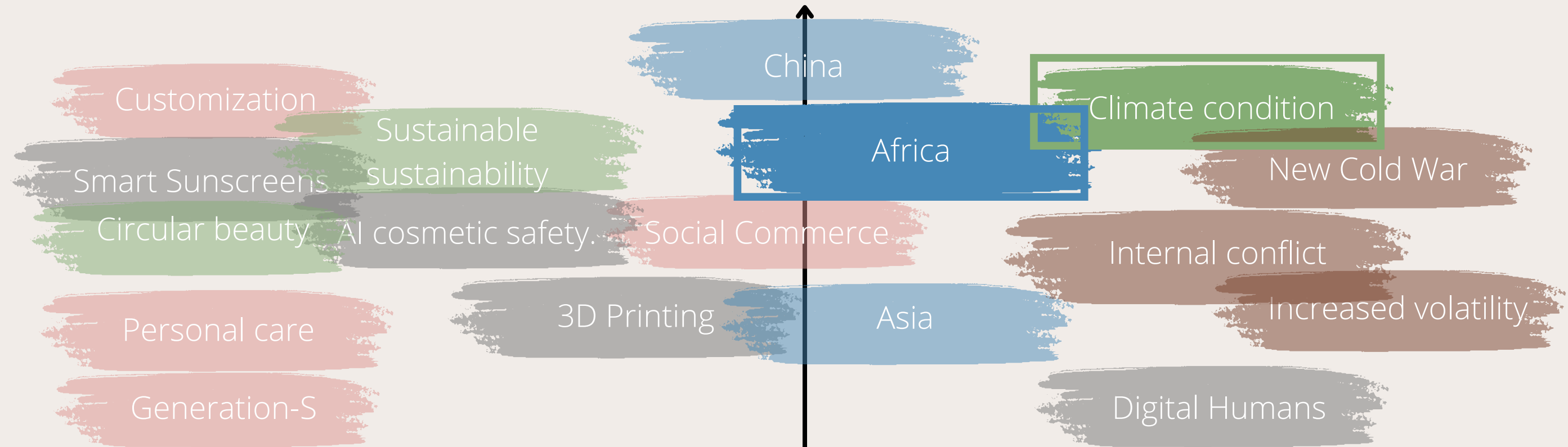


10 YEAR MAPPING STEEP DRIVING FORCES





MORE SIGNIFICANCE



CERTAIN

UNCERTAIN

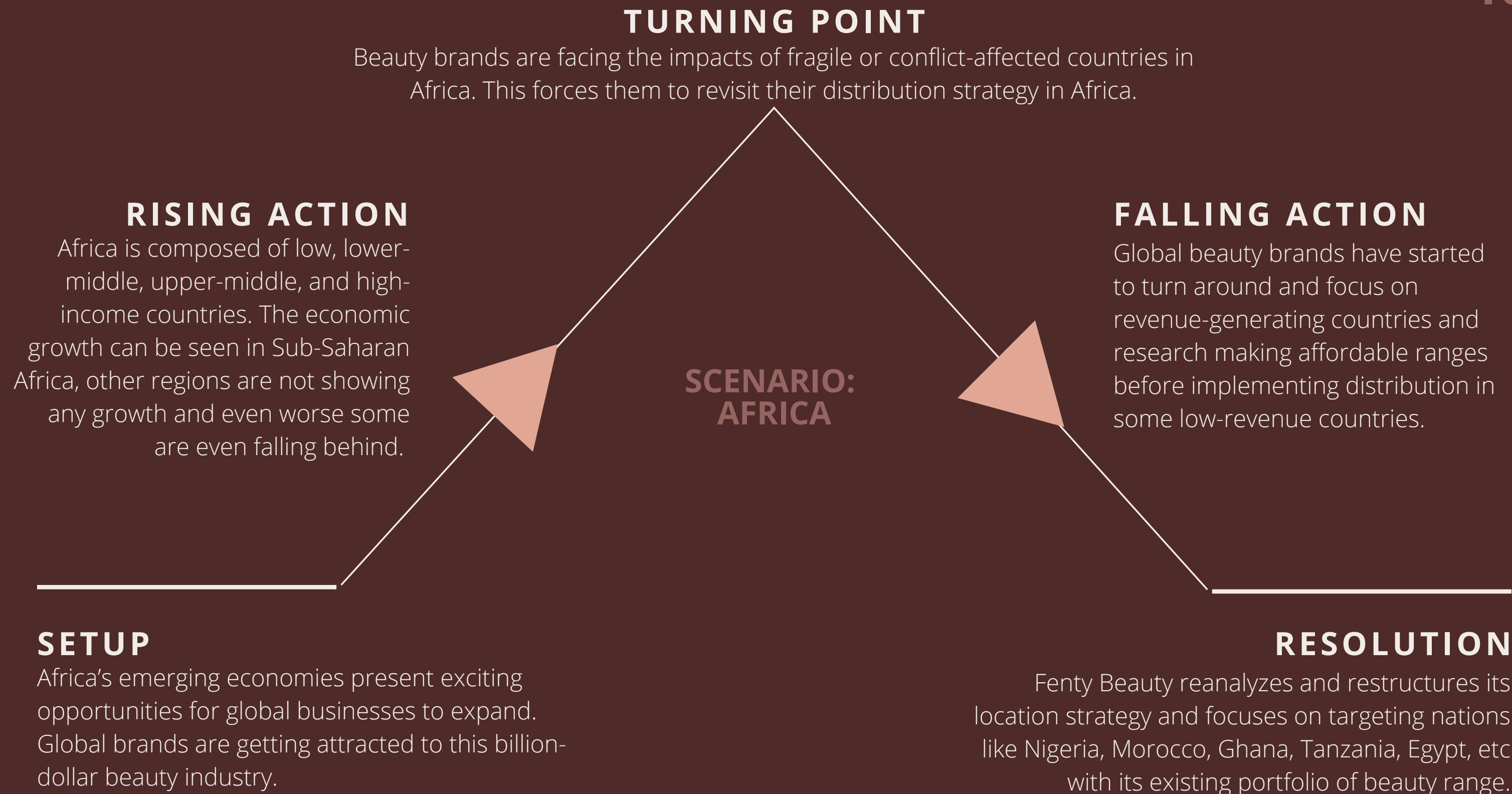
LESS SIGNIFICANCE

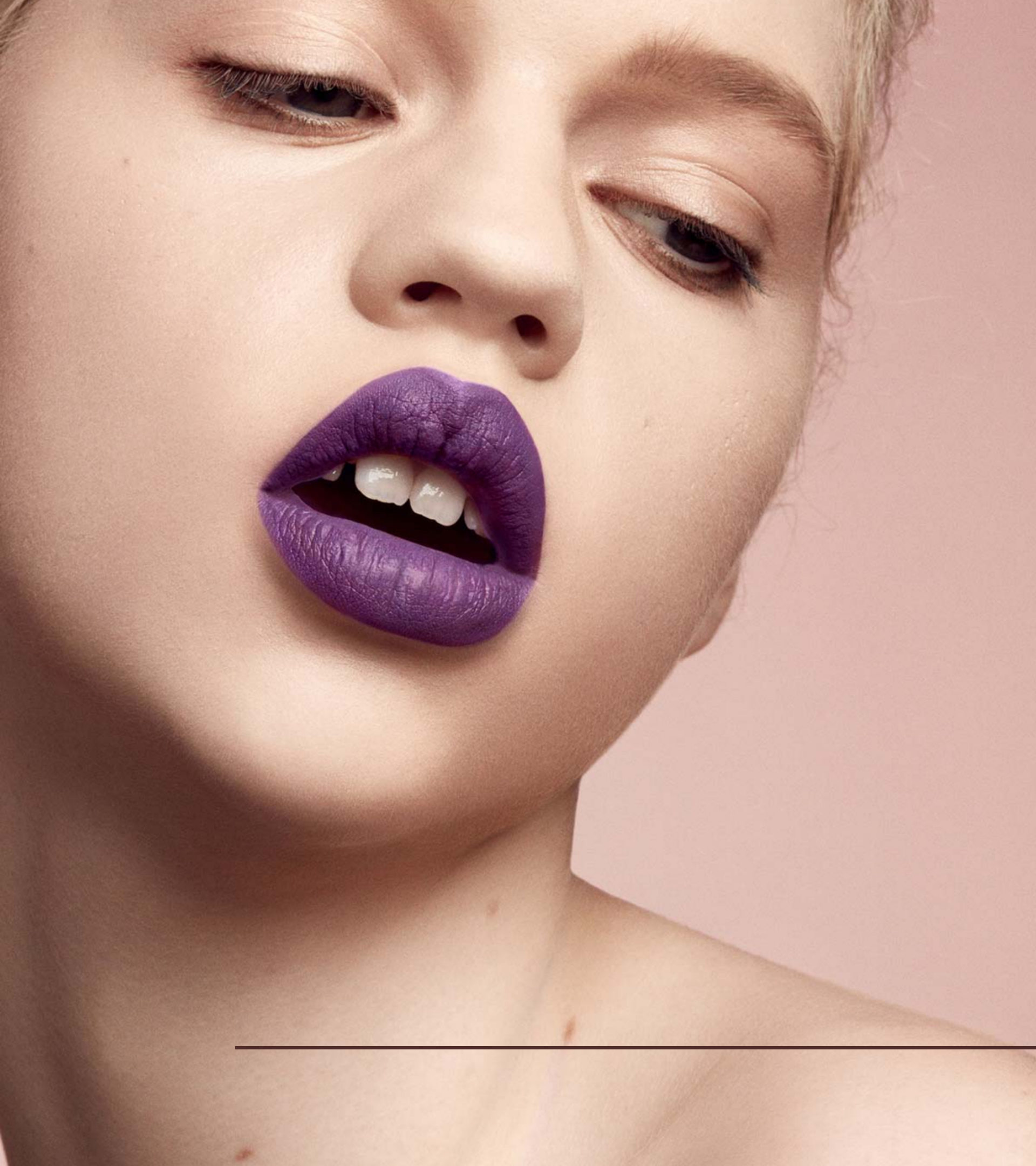
- SOCIAL
- TECHNOLOGICAL
- ECONOMICAL
- ENVIRONMENTAL
- POLITICAL

10 YRS

10 YEAR CAUSE AND EFFECT PLOT







10 YEAR BLACK SWAN PLOT





BLACK SWAN:
NATURAL DISASTER: FLOODS

TURNING POINT

Beauty brands are facing the impacts of fragile or conflict-affected countries in Africa. This forces them to revisit their distribution strategy in Africa.

RISING ACTION

Africa is composed of low, lower-middle, upper-middle, and high-income countries. The economic growth can be seen in Sub-Saharan Africa, other regions are not showing any growth and even worse some are even falling behind.

FALLING ACTION

BLACK SWAN

Climate change has affected Africa in a hazardous way. The sea level rise along African coastlines has been faster than the global mean, which has resulted in coastal flooding and erosion.

SCENARIO:
AFRICA

SETUP

Africa's emerging economies present exciting opportunities for global businesses to expand. Global brands are getting attracted to this billion-dollar beauty industry.

RESOLUTION

BLACK SWAN

Fenty beauty faces hefty losses with property destruction, inventory damages, loss of data, etc. The brand needs to pause and think about the climatic conditions on the continent. Analyze the business operations on such stressful and hazardous land.

10 YEAR SCENARIO LOGIC



GLOBALIZATION



WE RULE THE WORLD

Zayde wolf



UP IN FLAMES

FLAMES- Mod Sun ft. Avril Lavigne

ECONOMICAL

BETTERMENT

DEGRADATION

ENVIRONMENTAL



LET THE SUN SHINE

Labrinth



SLOWLY FADING

Native

LOCALIZATION

10 YEAR VISUAL RHETORIC





INSTANT REGRET



ANALYZING WHAT WORKS & WHAT DOESN'T



UNCERTAINTY OF OUTCOMES



ACCEPTANCE AND MOVING ON TO NEXT



EXCITEMENT OF TRYING A NEW TREND

SCENARIO: AFRICA
PLOT: EMOTIONAL STAGES OF GETTING A NEW HAIRCUT

UNCERTAINTY
OF OUTCOMES



INSTANT REGRET



COMPLETE
DISASTER



SCENARIO: AFRICA
PLOT: EMOTIONAL
STAGES OF GETTING A
NEW HAIRCUT

EXCITEMENT
OF TRYING A
NEW TREND



PLOT: BLACK SWAN

RESET



10 YEAR NARRATIVES





Africa's emerging economies present exciting opportunities to global businesses for expansion in retail and distribution. Changing demographics and improving business environments across the continent will be just two of the factors contributing to rising household consumption.

Major players in the global beauty and cosmetics industry are making the most of the boom projected for the industry in sub-Saharan Africa, a continent seen as the “next frontier” in the sector. The rising middle class and amplified urbanization have positioned the region to that status, with the beauty market expected to double over the next decade.

EXCITEMENT OF TRYING A NEW TREND



Although growth in the sector is global, Sub-Saharan Africa is marked by significant disparities between the countries in the region and therefore cannot be approached as a single market.

The largest market in the Sub-Saharan region is South Africa, the majority of sales in the country are made within structured distribution channels. By comparison, in other countries such as Kenya, only 15% of beauty and personal care products are sold in supermarkets. However, It is less clear whether the gains in economic growth have been shared equally across regions within countries.

This composition of low, lower-middle, upper-middle, and high-income countries. Many countries are not showing any growth and even worse some are even falling behind.

UNCERTAINTY OF OUTCOMES



Beauty brands are facing the impacts of fragile or conflict-affected countries in Africa. On one side there is a boom in sales from various African countries like South Africa, Ghana, Nigeria, Egypt, and Kenya to name a few. On the other side countries like Somalia, Madagascar, the Democratic Republic of the Congo, etc. are in the lower Middle-Income countries of the world, where people live in poverty and are struggling for necessities. In countries, where necessities are a daily struggle, skin and beauty products, are the least of their concerns.

Hence beauty brands that expanded into the African market are facing challenges in extremely volatile countries. Forcing them to shut operations in some and restructure the distribution strategy.

INSTANT REGRET



In such volatile conditions, beauty brands are analyzing and investigating their current markets in Africa. Eliminating some countries where the business is stagnant or declining and working on building better distribution in the revenue-generating countries instead. They are also keeping a close eye on the volatile markets to be aware and implement changes wherever necessary before encouraging huge losses or impact on business.

So there is a clear turnaround and rework on their distribution strategy in African countries. The focus is shifted to less volatile and more revenue-generating countries.

ANALYZING WHAT WORKS & WHAT DOESN'T



Fenty Beauty has also analyzed and restructured its location strategy and is now focusing on targeting on revenue-generating nations like Nigeria, Morocco, Ghana, Tanzania, Egypt, Kenya etc with its existing portfolio of beauty range.

As well as the brand has started researching and strategizing to make affordable ranges before implementing distribution in some low-revenue countries that can provide revenue sales in volume.

ACCEPTANCE AND MOVING ON TO NEXT



Climate change has affected Africa in a hazardous way. The sea level rise along African coastlines has been faster than the global mean, which has resulted in coastal flooding and erosion.

This has affected some major countries of Africa like South Africa, Tanzania, Kenya, Nigeria, etc. These countries are some of the key operation and distribution locations for Fenty beauty, hence it has impacted the business by shut down in the local vicinity and slowing down the supply chain in the countries. As well as a decrease in demand in the impacted regions due to shift in priorities of the people as they recover from various losses.

COMPLETE DISASTER



Fenty beauty faces hefty losses with property destruction, inventory damages, loss of data, shutdown, slowing down the supply chain, and a decrease in demand.

As the brand was recently restructuring its distribution due economic volatility of various countries, this would be the right time to rethink and analyze these countries that are prone to such climatic conditions. Making these extremely stressful and hazardous land to continue operations on, due to constant natural disruptions.

The brand needs to place itself in more climatically and economically stable regions of Africa to be able to completely utilize the African growth potential.

10 YEAR IMPLICATION AND RESPONSE





INCREASE IN PERSONAL CARE CONSUMPTION

Response: Build a strong supply chain to address the growing demand, and keep working on innovating product range to maximize on this heated demand.

CUSTOMIZATION

Response: Provide the customers to customize and personalize some features of the product, this would give them some sense of personal touch, and uniqueness that makes them feel special.

CIRCULAR BEAUTY

Response: Hopping on to the green business model in a plausible capacity, from reusable packaging to transforming the way their manufacturing line works and making ingredients last longer than they usually do.

CURRENCY VOLATILITY

Response: Set up an early payment in place and utilize the forward contracts that keep you safe and allows you to set the current rate in advance.



15 YEAR SCENARIO ANALYSIS

15 YEAR STEEP ANALYSIS



SOCIAL

GENDER INCLUSIVE: As the new generation of beauty buyers becomes increasingly gender fluid, we'll see brands place gender inclusivity at the forefront of their launch and expansion plans.

GENERATION ALPHA: This generation is the first to be born entirely in the 21st century, in a fully digital world. Alpha is also expected to be the largest generation in history with over 2 billion people by 2025. With those numbers, this generation will have a lot of buying power, so companies need to prepare their marketing strategies.

TRANSPARENCY: No Longer An Option; It's A Must. Mandatory for all businesses to be transparent. Transparency is demonstrated through a company culture that encourages the open sharing of information and accountability at all levels. Organizational transparency must be concretely backed by company policies and decisions rather than just being a vague, empty saying or catchphrase.

WELLNESS WAY OF LIFE: Natural ingredients will be wholly embraced by consumers who want both organic and sustainable production, and therefore, organic and sustainable products. These products will also feature waste-free claims –waste streams will enter the product development pipeline in response to sustainability trends. Packaging functionality will also be reinvented to reduce waste and enhance the sensory experience of the consumer. The ultimate goal is the promotion of a total wellness platform that will transcend categories.



TECHNOLOGICAL

3D HOLOGRAPHIC COMMUNICATION: A 3D hologram doesn't look like you—it is you. Holographic communication refers to the real-time capturing, encoding, transporting, and rendering of 3D representations.

MICRO-BIOME: Everyone's microbiome is unique, and researchers are working on- exactly how or why these bacteria-balancing ingredients work. In the future, expect a more targeted approach. It's conceivable that you could mail in a skin swab (similar to how you take a DNA test), then receive products customized for you.

AUTONOMOUS LOGISTICS: In an autonomous supply chain standardization, connectivity, and intelligence supports the ability to anticipate events, develop plans and improve logistics.

ELECTRONIC VEHICLES: Many manufacturers have announced plans to phase out the production of internal combustion engine (ICE) vehicles altogether in the next 10 to 15 years. Leading the charge with the most stringent mandates, California's legislators have banned selling new ICE vehicles in the state starting in the year 2035.



ECONOMIC

DIFFUSION OF POWER: The diffusion of power among countries will have a dramatic impact by the 2030s. Asia will have surpassed North America and Europe combined in terms of global power, based on GDP, population size, military spending, and technological investment.

EQUALITY AND OPENNESS: Authoritarian regimes, particularly, will face increasing pressures for greater accountability, openness, and citizen participation. Despite having some more powerful tools of their own, governments that fail to liberalize and open up are likely to face a losing battle. In the next 15-20 years, there will be a rise of a growing middle class, although income inequalities in many societies both in the emerging and developed world will remain large. Other forms of inequality will become increasingly important.

MIDDLE-CLASS GROWTH: Individual empowerment will accelerate substantially during the next 15-20 years owing to poverty reduction and the huge growth of the global middle class. The growth of the global middle class constitutes a tectonic shift: for the first time, a majority of the world's population will not be impoverished, and the middle classes will be the most important social and economic sector in the vast majority of countries around the world.

EMERGING POWER: In the coming decades, not only will the big emerging powers like China, India, and Brazil make relative economic gains, but Colombia, Mexico, Indonesia, South Korea, Turkey, and potentially Nigeria also will make their marks.



ENVIRONMENTAL

RECYCLABLE PLASTIC: Scientists at Berkeley Lab have designed a recyclable plastic that, like a Lego playset, can be disassembled into its constituent parts at the molecular level, and then reassembled into a different shape, texture, and color again and again without loss of performance or quality. US plastics industry sets 100% packaging diversion goal.

WATER RESOURCES: If current usage trends don't change, the world will have only 60 percent of the water it needs in 2030. By 2035, the world's energy consumption will increase by 35 percent, which in turn will increase water use by 15 percent according to the International Energy Agency.

WILDFIRE: Climate change, with rising temperatures and shifts in precipitation patterns, is amplifying the risk of wildfires and prolonging the season. Dry vegetation in hot regions lights up easily, which means more frequent, bigger wildfires.

CARBON EMISSIONS: U.S. Energy Information Administration (EIA) projects that U.S. energy-related carbon dioxide (CO₂) emissions will fall to 4.5 billion metric tons in 2037.

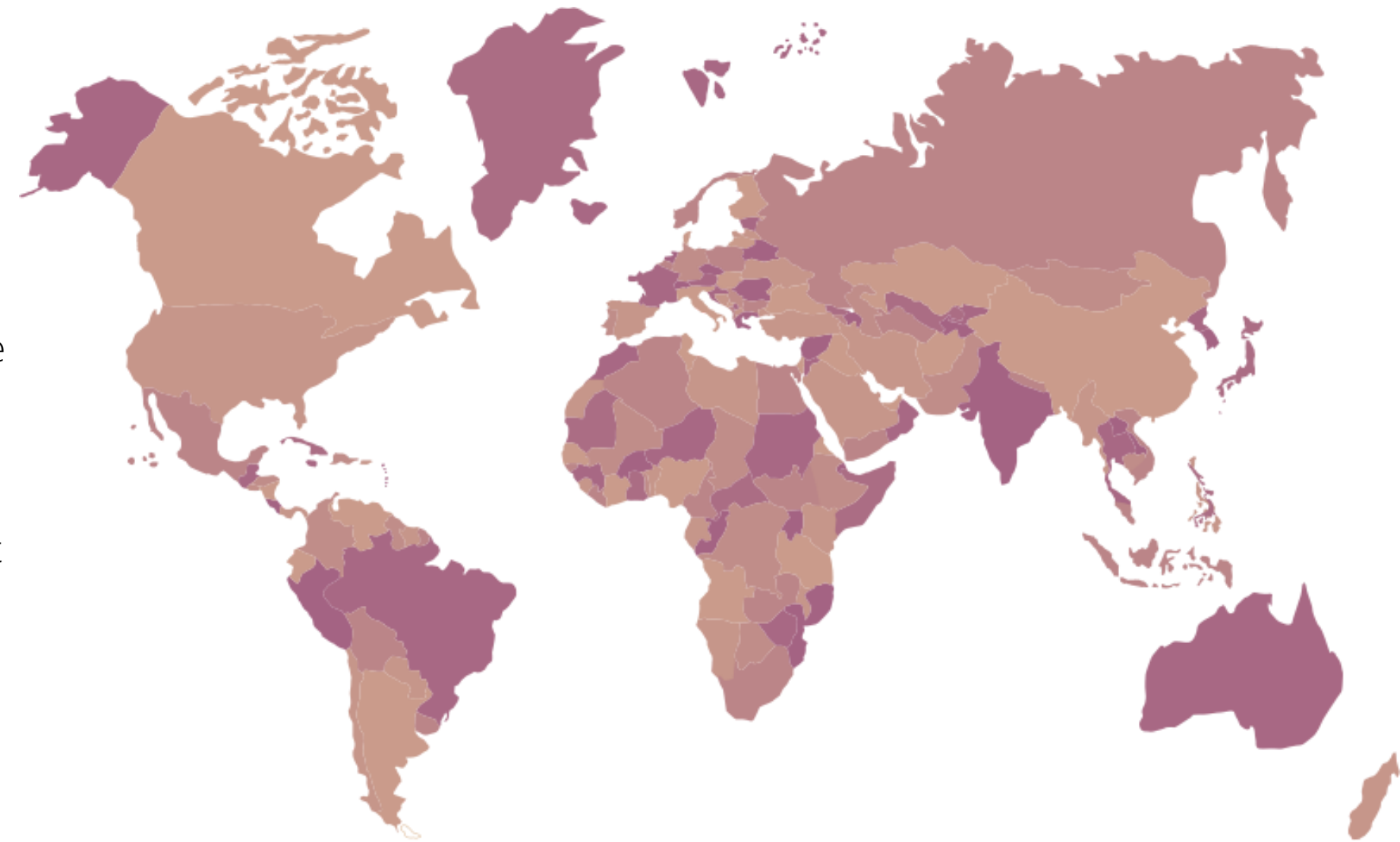


POLITICAL

CO-EXISTENCE: The United States and China prioritize economic growth and restoring a robust trading relationship, but this economic interdependence will exist alongside competition over political influence, governance models, technological dominance, and strategic advantage. The risk of a major war is low, and international cooperation and technological innovation make global problems manageable over the near term for advanced economies.

OPEN DEMOCRACIES: The world is in the resurgence of open democracies led by the United States and its allies. Rapid technological advancements fostered by public-private partnerships in the United States and other democratic societies transform the global economy, raising incomes, and improving the quality of life for millions around the globe. The rising tide of economic growth and technological achievement enables responses to global challenges, eases societal divisions, and renews public trust in democratic institutions.

WORLD DRIFTING: The international system becomes directionless, chaotic, and volatile. Organization for Economic Cooperation and Development (OECD) countries get plagued by slower economic growth, widening societal divisions, and political paralysis. China taking advantage of the West's troubles to expand its international influence, especially in Asia but lacks the will and military might to take on global leadership, leaving many global challenges, such as climate change and instability in developing countries, largely unaddressed.

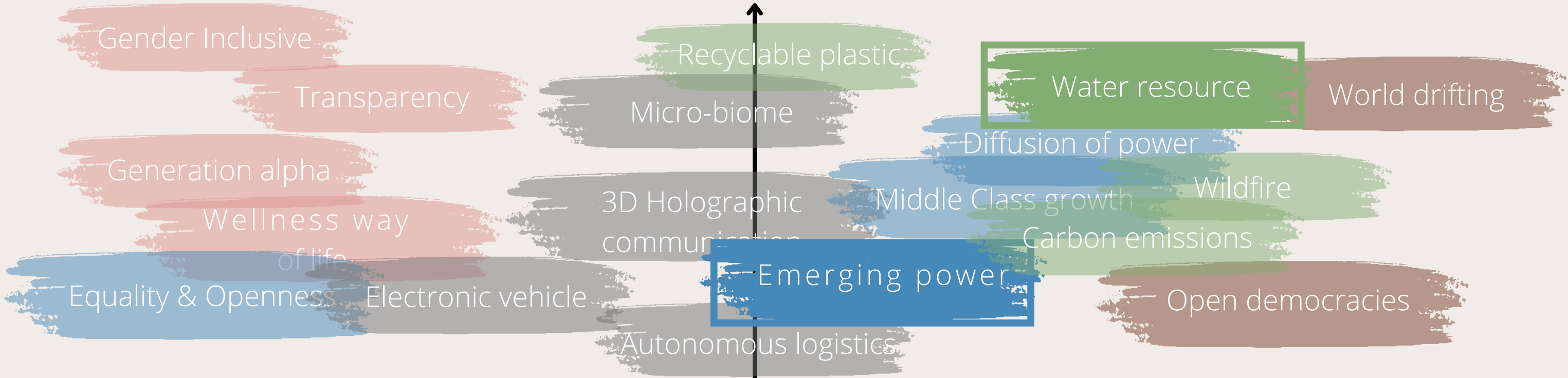


15 YEAR MAPPING STEEP DRIVING FORCES





MORE SIGNIFICANCE



CERTAIN

UNCERTAIN

- SOCIAL
- TECHNOLOGICAL
- ECONOMICAL
- ENVIRONMENTAL
- POLITICAL

LESS SIGNIFICANCE

15 YRS

PALETTES SNAP TOGETHER



15 YEAR CAUSE AND EFFECT PLOT



TURNING POINT

Consumer awareness, private sector initiatives, governmental regulation, and targeted investments are moving move towards sustainable water use. These steps make it mandatory for businesses all around the globe to start taking action on their water consumption, especially the beauty industry where not only the consumption in production is high but the water content in their products as well.

RISING ACTION

The vast majority of Gen Z shoppers prefer to buy sustainable brands, and they are most willing to spend 10 percent more on sustainable products. Gen A is not only going to follow in the footsteps of Gen Z but conscious consumption will become critical for them for survival.

FALLING ACTION

Beauty brands work to create more sustainable value chains and question and edit their use of water as another effort to aid the planet and provide to consumer demand.

SCENARIO: WATER RESOURCES

SETUP

The growing scarcity of freshwater due to rising water demands is seen as a major risk for the global economy.

RESOLUTION

Fenty Beauty works on water conservation plans, and implements them inside the brand operations but also outside by developing awareness programs on how to eliminate, find alternatives, or recycle.



15 YEAR BLACK SWAN PLOT





BLACK SWAN: CIVIL WAR



TURNING POINT

Consumer awareness, private sector initiatives, governmental regulation, and targeted investments are moving move towards sustainable water use. These steps make it mandatory for businesses all around the globe to start taking action on their water consumption, especially the beauty industry where not only the consumption in production is high but the water content in their products as well.

RISING ACTION

The vast majority of Gen Z shoppers prefer to buy sustainable brands, and they are most willing to spend 10 percent more on sustainable products. Gen A is not only going to follow in the footsteps of Gen Z but conscious consumption will become critical for them for survival.

FALLING ACTION

Civil war breaks out in US, impacting the economy negatively. Businesses see difficulties due to inflation, a reduced labor force, and less capital available for investment

BLACK SWAN

SCENARIO:
WATER RESOURCES

SETUP

The growing scarcity of freshwater due to rising water demands is seen as a major risk for the global economy.

RESOLUTION

Fenty Beauty prioritizes survival in the hope for the war to end soon and revive the brand .

BLACK SWAN

15 YEAR SCENARIO LOGIC



STABLE



HEALTHY SKIN 101



TREATMENTS TO THE RESCUE

ECONOMICAL

PREDICTABLE

UNPREDICTABLE



HEALTHY OR UNHEALTHY

ENVIRONMENTAL



LIFE-THREATENING SKIN CONDITION

VOLATILE



15 YEAR VISUAL RHETORIC





ETHICAL AND SUSTAINABLE TRANSFORMATION

CONSCIOUS CONSUMERISM



ALTERNATIVES



SCENARIO: WATER RESOURCES

PLOT: THE SHIFT TO CONSCIOUS CONSUMPTION

ENVIRONMENTAL AND SOCIAL ISSUES



INNOVATING AND PROMOTING CONSCIOUSNESS





ETHICAL AND SUSTAINABLE TRANSFORMATION

CONSCIOUS CONSUMERISM



AGRICULTURE SCARCITY



SCENARIO: WATER RESOURCES

PLOT: THE SHIFT TO CONSCIOUS CONSUMPTION

ENVIRONMENTAL AND SOCIAL ISSUES



PLOT: BLACK SWAN

SURVIVAL



15 YEAR NARRATIVES





ENVIRONMENTAL AND SOCIAL ISSUES

The World Economic Forum listed water scarcity as one of the three global systemic risks of highest concern, an assessment based on a broad global survey on risk perception among representatives from business, academia, civil society, governments, and international organizations. Freshwater scarcity manifests itself in the form of declining groundwater tables, but also in the increasing costs of supply and treatment, intermittent supplies, and conflicts over water.

The growing scarcity of freshwater is increasingly seen as a major risk for the global economy. The private sector is becoming aware of the problem of freshwater scarcity. Consumer awareness, private sector initiatives, governmental regulation, and targeted investments are urgently needed to move towards sustainable water use.



The consumer model is constantly shifting with changes in environmental and social conditions, with many customers focusing on what is known as “conscious consumerism”—the buying practices driven by a commitment to making purchasing decisions that have a positive social, economic, and environmental impact. consumers are buying into businesses—both big and small—that lead with their moral compasses, not compromising the well-being of workers, animals, or the environment for financial profits. This practice is consistently on the uptrend, and businesses are taking notice, with many changing their models to appeal to the “conscious consumer” market.

A vast majority of Gen Z shoppers prefer to buy sustainable brands, and they are most willing to spend 10 percent more on sustainable products. Gen A is not only going to follow in the footsteps of Gen Z but conscious consumption will become critical for them for survival.

CONSCIOUS CONSUMERISM



Consumer awareness, private sector initiatives, governmental regulation, and targeted investments are moving move towards sustainable water use. This practice is consistently on the uptrend, and businesses are taking notice, with many changing their models to appeal to the “conscious consumer” market. Businesses are in business to make money, bottom line. However, a company can be ethical and maintain exponential net profits, as consumer move towards supporting ethical and sustainable businesses.

These chnages make it mandatory for businesses all around the globe to start taking action on their water consumption, especially the beauty industry where not only the consumption in production is high but the water content in their products as well.



The beauty industry is leading the trend in sustainable alternatives. While most of the water usage occurs in agriculture, personal care and cosmetics are growing contributors. Consumers are placing more pressure on brands to create sustainable solutions, and the industry is responding. Brands are working to create more sustainable value chains and question and edit their use of water as another effort to aid the planet and provide to consumer demand.

Working on finding alternatives like Anhydrous Beauty, it refers to products that are free from water. Because beauty products like cleansers, and foundations can contain 80 to 90 percent water, old habits are changing. Water, traditionally used as a filler, provided a low price point and made it more profitable to use in the past. Today's consumers, especially young ones, are willing to pay a higher price and give up the ease of use if the new products help create a sustainable future. There are skincare benefits when powders, exfoliators, and facemasks eliminate water. Vitamin C deteriorates over time in water, whereas powder keeps it naturally preserved. The use of water-free cosmetics reduces the need for preservatives, a leading cause of skin irritation.



Fenty Beauty has been a pioneer in revolutionizing the purpose of providing for all. Now they are doing it again by building state of art facilities to work innovating and producing alternatives to diminishing natural resources like water.

The brand has started implementing water conservation plans not only on the inside the operations and manufacturing of their products but also outside by developing research and informational programs, like various organizing events/workshops to spread awareness on how to eliminate, find alternatives, or recycle natural resources

INNOVATING AND PROMOTING CONSCIOUSNESS



Not long ago, the idea of another American Civil War seemed outlandish. Now the notion has proved to be right, the political divisions in the country and the growing odds of extreme political violence have indeed led to Civil war in the US.

This breakout has severely impacted the economy of the country. Businesses are suffering as they face major difficulties due to the volatile state of the economy, rising inflation, a massive decline in the labor force, conflict around, and less capital available for investment.

AGRICULTURE SCARCITY



Fenty beauty is faced with similar challenges linked to operating responsibly in conflict-prone environments, they are increasingly trying to use various concepts to better adapt their interventions to the operational context. They are taking the conflict-sensitive business approach to better adapt their interventions to the operational context. They are constantly trying to understand the conflict environment in which they operate, are aware of potential positive and negative impacts the company might have on the conflict environment, and implements policies to avoid causing or further exacerbating conflict and wherever possible takes steps to positively contribute to peace and stability.

Keeping this strategy in mind Fenty Beauty can continue its operations to survive and hope for the war to end soon. As well as be prepared for what's to come on the other side of the war and revive the brand accordingly.

15 YEAR IMPLICATION AND RESPONSE





MANDATE TRANSPARENCY

Response: Incorporating transparency throughout the organizational structure through policies and decisions to back it up. Publishing company values and their transparent way of working.

MIDDLE-CLASS GROWTH

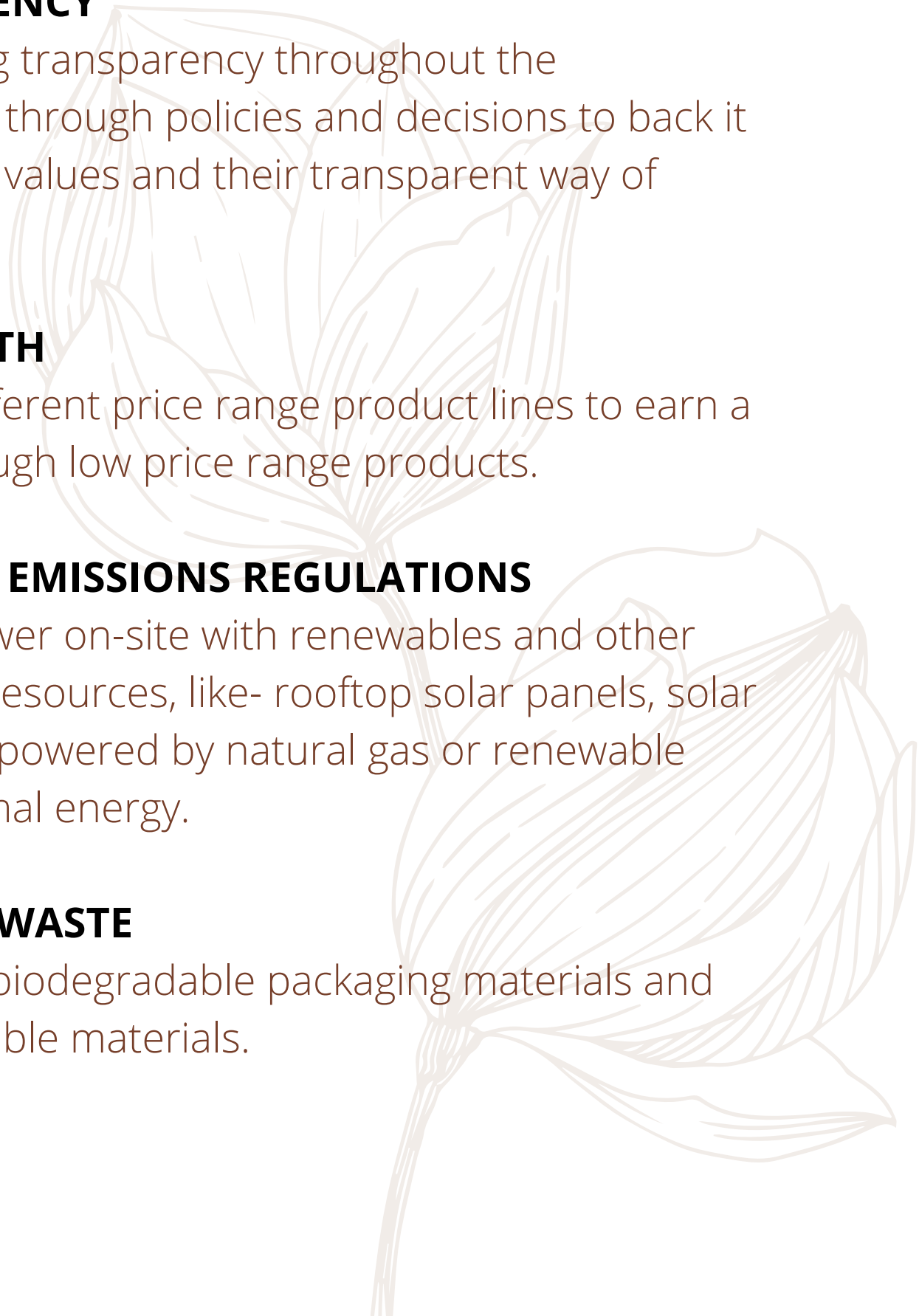
Response: Providing different price range product lines to earn a volume of revenue through low price range products.

INCREASE IN CARBON EMISSIONS REGULATIONS

Response: Making a power on-site with renewables and other climate-friendly energy resources, like- rooftop solar panels, solar water heating, fuel cells powered by natural gas or renewable hydrogen, and geothermal energy.

INCREASE IN PLASTIC WASTE

Response: Incorporate biodegradable packaging materials and innovate to build recyclable materials.



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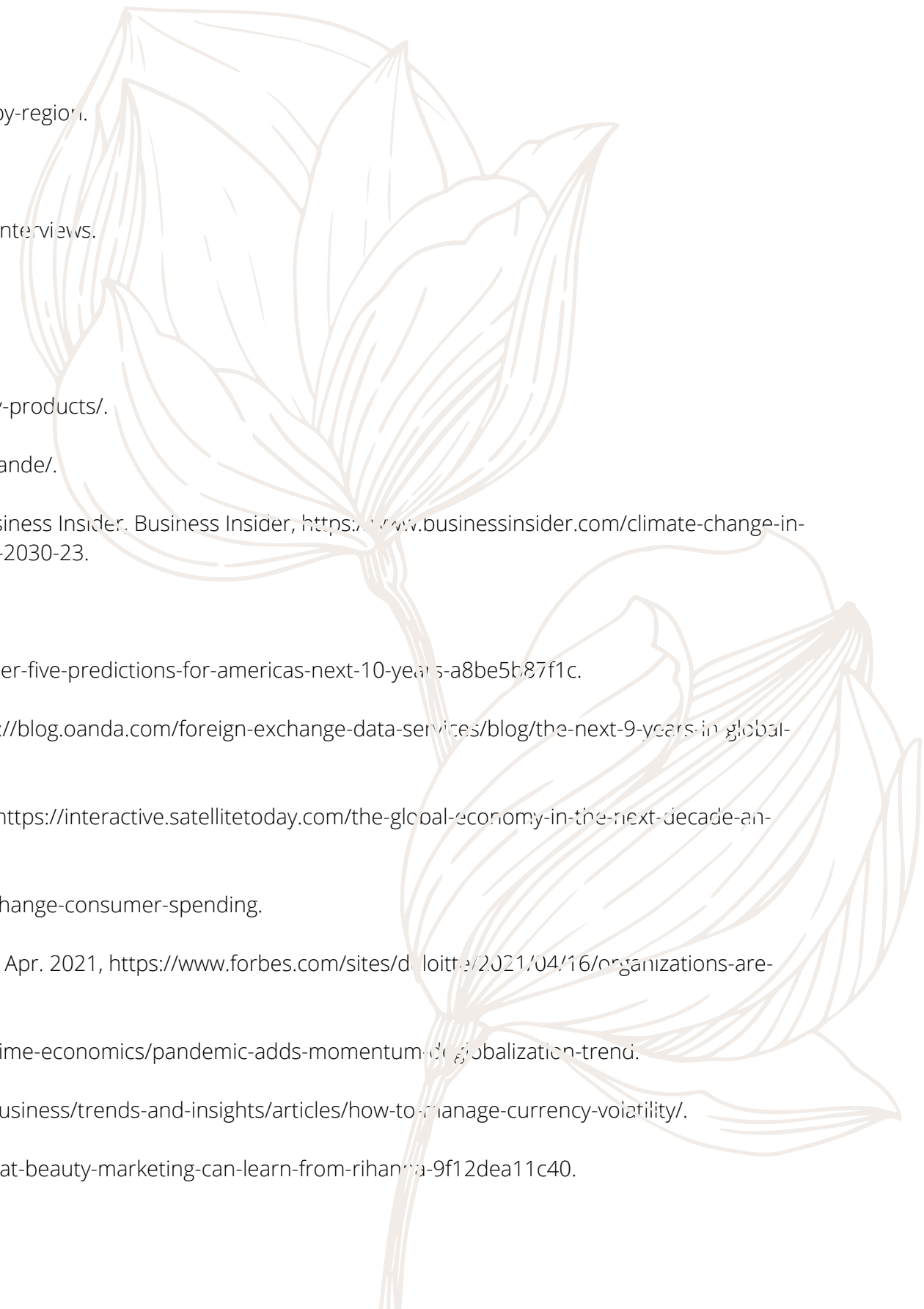
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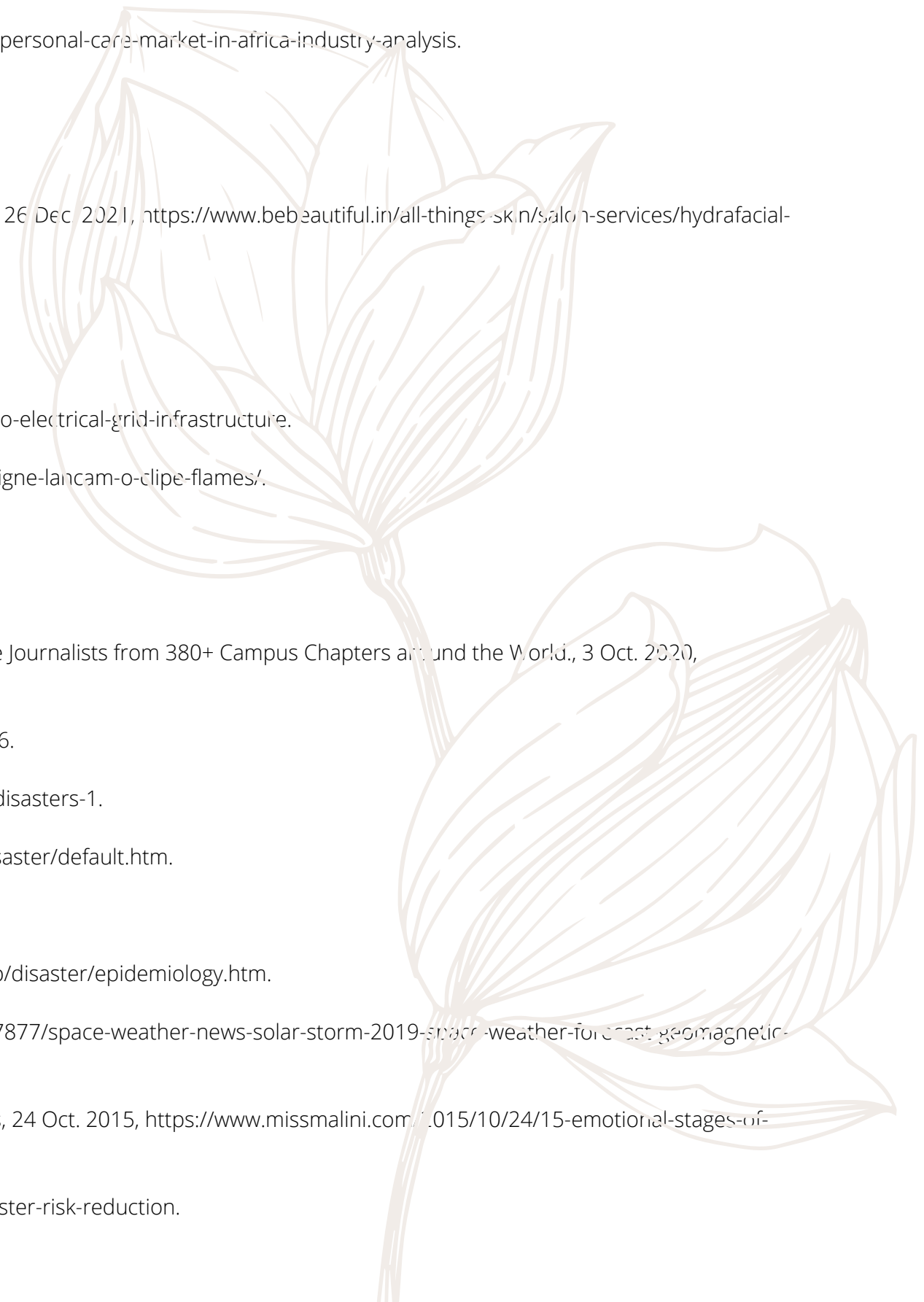
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