

While brands such as Purina and Hartz are major players in the mass market for pet supplies and products, numerous smaller brands exist that fill various niches in the market. One such company that is riding this premium pet wave is Complete Natural Nutrition, which sells all natural products for discerning pet parents. A core aspect of this company's approach is that its products are human food, "disguised" as pet treats. According to its website:

Complete Natural Nutrition is a health "solutions" company for discriminating pets whose parents accept nothing less than the very best. In 2005, Complete Natural Nutrition set out to develop products that would make a significant difference in the daily lives of dogs and cats. We understood that pet parents did not need another treat, cookie, raw hide or body part to feed their companion pet. Rather, we set out to provide frustrated pet parents with treat solutions for pets with specific health issues like diabetes, overweight, finicky, allergies or on restricted diets. We set out to provide discriminating pet parents, who read labels and who want US made and US sourced ingredients, with the world's healthiest pet treats.

Complete Natural Nutrition offers Cheese Please, made from 100 percent pure Wisconsin cheese, which they describe as "a human snack disguised as a training treat." A 7-oz bag sells for \$15.99. The company also offers different Real Food Toppers such as beef, chicken, and salmon, which are 100 percent meat. Each 4-oz bag sells for \$15.99. Complete Natural Nutrition products can be bought (a) online at its website, (b) through specialty online stores, and (c) through specialty retail pet stores.

Discussion Questions

1. Visit Complete Natural Nutrition's website (www.completenaturalnutrition.com). What types of attitude change strategies is it utilizing? Do you think they are effective?
2. What learning approach and principles would you use to teach consumers about Complete Natural Nutrition's products such as Cheese Please and Real Food Toppers? Is this reflected in the company's website?
3. Develop a psychographic profile relating to the type of person who would be most likely to purchase pet food products from Complete Natural Nutrition. That is, generate a list of attitudes, values, activities, and interests that are specifically related to having a dog that Cheese Please and Real Food Toppers buyers would likely possess.
4. Based on the demographic data in Table A, what would be the best target(s) market for Cheese Please and Real Food Toppers, assuming the company is targeting the premium market?
5. Develop an ad or marketing approach to create a positive attitude toward Cheese Please or Real Food Toppers, focusing on the following components:
 - a. Cognitive
 - b. Affective
 - c. Behavioral
6. Develop an ad or marketing approach to create a positive attitude toward Cheese Please or Real Food Toppers, using the following:
 - a. Humor
 - b. Emotion
 - c. Utilitarian appeal
 - d. Value-expressive appeal
 - e. Celebrity endorser
 - f. Self-concept
 - g. Fear

Source: J. Fetto, "'Woof, Woof' Means, 'I Love You,'" *American Demographics*, February 2002, p. 11; R. Gardyn, "Animal Magnetism," *American Demographics*, May 2002, pp. 30-37; *Market Trends: Premium Pet Demographics and Product Purchasing Preferences* (Rockville, MD: Packaged Facts, August 2007); and information from Complete Natural Nutrition's website, accessed July 13, 2011.

CASE 3-6 LANCÔME LUXURY SKINCARE LINE FOR MEN GETS THE AXE: UBERSEXUALS AND THE CHANGING MALE LANDSCAPE

The men's grooming market in the United States is currently at around \$14 billion and expected to reach \$21 billion by the middle of the decade. Reasons for the size and growth of this market is that men feel more comfortable using grooming products beyond the traditionally accepted deodorant and shaving products, and

men feel more pressure to look "attractive," which typically code for younger. In a recent survey, roughly 80 percent of men agreed that (a) there is more pressure to look younger than your actual age, and (b) there is less stigma today about "men who take pride in their appearance."

Understanding men's attitudes, motivations, and behaviors regarding grooming products is critical. Consider the following statistics and excerpts:

- When it comes to [products like] Dove for men or L'Oréal for men, I've actually had guys say to me: "Come on—aren't they just changing the color of the packaging or something?" The challenge [these brands] face is the connotation that they are marketing products to men that are first and foremost for women. Women use cosmetics products to beautify, but men have a totally different approach and totally different goals. Men use cosmetics products in order to cover up or correct imperfections, not to enhance beauty. [Also] men want the quick fix, and they don't understand the concept of process . . . and won't follow more than two steps.
- Asked what image they wanted to project, U.S. men indicated (1) confident, (2) masculine, (3) intelligent, (4) cool, and (5) classic.
- Over 90 percent of men surveyed disliked the term metrosexual, perhaps due to its heavy feminine connotations or because it suggests a level of concern about grooming and looks that men are still uncomfortable with. Sixty-five percent of men in the same survey indicated "I like to look my best, but often pretend not to care."

Notions of what is "manly" and "acceptable" male behavior continue to evolve. One study has identified a number of male segments with distinct demographic and psychographic characteristics as follows:

- *Ubersexuals* (25 percent). With a mean age of 38 and a mean income of \$60,600, this group sees no problems between the sexes, and most agree that this is a good time to be a man.
- *Regular Joes* (27 percent). With a mean age of 43 and a mean income of \$61,900, this group has no problems with how men are portrayed in the media and don't feel threatened by women.
- *Marked Grouchos* (30 percent). With a mean age of 47 and a mean income of \$55,500, this group is confused about what women want and don't like the way women expect more of them.
- *Neutrals* (18 percent). With a mean age of 41 and a mean income of \$53,500, this group is less resentful of women than Grouchos and are accepting of changing gender roles.

Research suggests that ubersexuals may be taking the place of metrosexuals.

The ubersexual is less concerned with fashion and more inclined to develop his own sense of style. He dresses more for himself than for others. The ubersexual possesses a type of masculinity that combines the best of traditional manliness (strength, honor, character) with positive traits traditionally associated with females (nurturance, communicativeness, cooperation).

Demographics may also play a role. One expert notes that among younger men the potential is highest because each new generation of men is less likely to view grooming products as beauty products. Table A provides selected demographics (including age) for various types of men's grooming products.

Many companies are making strong moves within the men's grooming market. Some companies such as Nivea and Clinique started with mostly female-focused products and then moved into the men's market. More recently, companies and brands such as Axe, Old Spice, and Diesel with more male-focused products and images have entered the market and have been very competitive. These brands have focused heavily on younger men, use humor and sex appeals, and tend to focus on fragrance-based products, including body washes. Mënaji has taken the men's focus one step further by marketing a full line of men's grooming products, including concealer and antishine powder while positioning its brand as "masculine and undetectable."

Not all brands have found acceptable levels of success in this market. Lancôme recently discontinued its luxury skincare for men line, which included exfoliating cream, cleansing gel, and antiwrinkle cream.

Discussion Questions

1. Conduct an analysis to explain why Lancôme withdrew from the men's skincare market. Include in your analysis a discussion of (a) the evolving market segments and characteristics in the men's grooming market, (b) the evolving competitors, products, strategies, and brand positions, and (c) Lancôme's approach to the men's market.
2. Using the demographic and psychographic information provided in the case, describe the traits that would make the most desirable target market for a line of men's grooming products if Lancôme were to reenter this market. Explain.
3. Using Questions 1 and 2 as a starting point, develop a marketing strategy for Lancôme to reenter the men's grooming market with a complete product