

Insights & Outsights



Welcome to our fourth **Insights & Outsights** annual newsletter,
a round up of the year's highlights and intriguing trends we see emerging in the world of brands,
commerce and fake fake news

insights: "discerning the true nature
of a situation"

outsights: "clearly perceiving and understanding
external things"

IN THIS REVIEW

A couple of updates
from us...



Snapshots of our work



Our newsletters



Dollar clubs



Beauty is being Ubered



Fake news



Asymmetric risk



Emotion metrics



Repatriation of profits



L'Oréal and DTC



AI, chatbots, VR, robots



Mysticism and magical thought

...and a few things about
CPGs, brands and the
broader markets that we
thought were interesting

Snapshots of our work

In 2016 we took a moment to stand still and take stock before moving forward

One of the things we did was bring together a series of snapshots of recent work to better lay out the work we do for clients, to...

Inspire and ignite ideation

Competitor performance and intent

Track and curate critical news

Identify consumer trends

Find and assess acquisition targets

Build high ROI growth plans

Competitor e-commerce strategies

You can see the full document [here](#) or some snapshots of the snapshots to the right



INSPIRE AND IGNITE IDEATION

We hold sessions for companies that want to understand product landscapes, gathering products from markets worldwide to illustrate trends, demonstrate innovations and challenge thinking. These sessions ignite teams at the early stages of the innovation process and help marketers understand the competitors they might face in the market.

One challenge... Find product examples that show new, better ways to:

- Deliver convenience
- Engage visually
- Facilitate sharing
- Communicate sustainability

- Synthesis of multi-language research
- Half-day workshop with many hundreds of products from around the world laid out for R&D and brand teams to see, touch and smell

Ideation packs:

- 4-6 weeks to complete
- Roughly \$1-2k per country
- Half-day workshops add ~\$2.5k
- Excludes product, shipping and travel expenses

"Such a great help! A really good way to see what other companies have done and where we need to focus our efforts"



FIND AND ASSESS ACQUISITION TARGETS

Companies tap our research and analysis expertise to help them identify and evaluate possible early stage acquisition targets. We help clients locate initial potential candidates for acquisition that fit their strategic criteria, and run screens to sift out the best opportunities for further analysis. We also support the acquisition effort through research as part of the due diligence process.

One challenge... Identify a series of private companies that:

- Are well-placed in natural anti-agers
- Have yet to obtain national distribution
- Have sales of \$10 million or less, ideally focused in one or two products

- A summary spreadsheet with core details of possible targets
- Supporting short company briefs
- Supplementary focused research and analysis for prioritized targets

Acquisition studies

- \$3-25k per market

"[Company Name] was a very successful acquisition for us, putting us squarely at the leading edge of a critical consumer trend. Your discrete research and solid analysis were essential."



COMPETITOR PERFORMANCE AND INTENT

To assess how competitors are performing and their strategic intent, we prepare competitor briefs, covering financial performance (and benchmarking with peers), strategic intent and actions, category and regional performance, category-based performance and activities, share price reaction and analyst response. This work is sometimes on an ad hoc basis but usually part of regular (e.g. quarterly, annual) updates.

One challenge... Provide valuable reviews of competitor performance to:

- Inform executives and their support teams
- Give actionable early warning of competitor intent
- Provide easy-to-digest performance comparison

- Quarterly individual competitor profiles covering a broad range of business areas
- Competitor comparison study

Competitor profiles

- \$1-2k per company

"Your work is an essential component to our competitive intelligence. Over the decade you've been doing this we've got to work 'as one' and your insights add great value to our most senior teams"



IDENTIFY CONSUMER TRENDS

We conduct consumer trends studies for clients looking at the consumer space generally and often focusing on segments most relevant for their products and categories. Most tend to encompass a wide range of consumer drivers, including social, cultural, economic, political and environmental.

One challenge... Understand our future consumers, focusing on:

- External market forces (cultural, economic, social, environmental, political...)
- Gen Z and Millennials in 10 years time
- Consumption differences between genders
- Emerging influences (lifestyle, technology...)

- A wide-ranging consumer study that sets the scene for how Millennials and post-Millennials will drive elements of the category, and how their purchasing and consumption behavior will evolve during the next 10 years

Consumer trends study

- \$5-20k per market

"A remarkably comprehensive review that will serve as the foundation for a lot of our innovation work. Thank you!"



BUILD HIGH ROI GROWTH PLANS

Business360 helps companies identify internal growth opportunities that are often readily available. Through interviews, research and thinking, we work with clients to develop useful ideas and concepts for further analysis, dig deeper to evaluate each (in terms of possible returns, inputs required, risks...), and create a path for development and implementation.

One challenge... Find ways to increase the sales growth trend line, ensuring:

- 3-5% sales increment
- New revenue to start flowing within 18-36 months
- Sizeable R&D efforts to be avoided

- Used a large number of internal and external interviews, focus groups and existing internal documents
- Compiled a list of 20+ promising concepts, filtered down to the dozen strongest opportunities, ready for funding assessment

Growth opportunity projects

- \$10k-100k

"Very valuable exercise that delivered an impressive set of actionable opportunities. Makes me much more confident about hitting growth targets"



COMPETITOR ONLINE ENGAGEMENT AND E-COMMERCE STRATEGIES

For various clients we've used a range of approaches to clarify competitor online engagement strategies and how well they are performing. We have also conducted a number of proprietary studies in the e-commerce space, including multinational reviews of Direct-to-Consumer strategies, as well as prepared regular snapshots of how competitors are engaging consumers online.

One challenge... Provide a multi-country assessment of how a set of personal care brands engage consumers online, covering:

- The complete range of social media tools used
- Direct-to-Consumer purchase options
- Fulfillment strategies by country

- Comprehensive analysis of each brand's online engagement activities across social media in each country
- Brand performance benchmarked across numerous objective measures

E-commerce studies

- \$2k-20k, depending on depth and scope

"Excellent. A very valuable addition to our digital strategy thinking. Unearthed important missed opportunities and some competitor vulnerabilities"

Our newsletters got busy in 2016...

Usage of our newsletters took off in 2016. We now send out over 1,000 personalized alerts each day with users at all the top ten beauty companies, personal care companies and food companies

Three advances helped:

- More analytical and provoking pieces, often covering themes. **Prestige** was one: we looked at [Unilever's foray into prestige skin care](#), covered [ELC's prestige push in India](#) and released an analysis of [L'Oréal's strategy to push into prestige](#)
- Expanded range of sources, including investor presentations, which revealed [Natura's emphasis on digitization and fragrance](#)
- Output in any language. We use Google Translate that has had a notable [quality improvement](#) due to its switch to an [AI-based methodology](#) (or [listen](#))



...but it's the next iteration we're most excited about

Learn more...

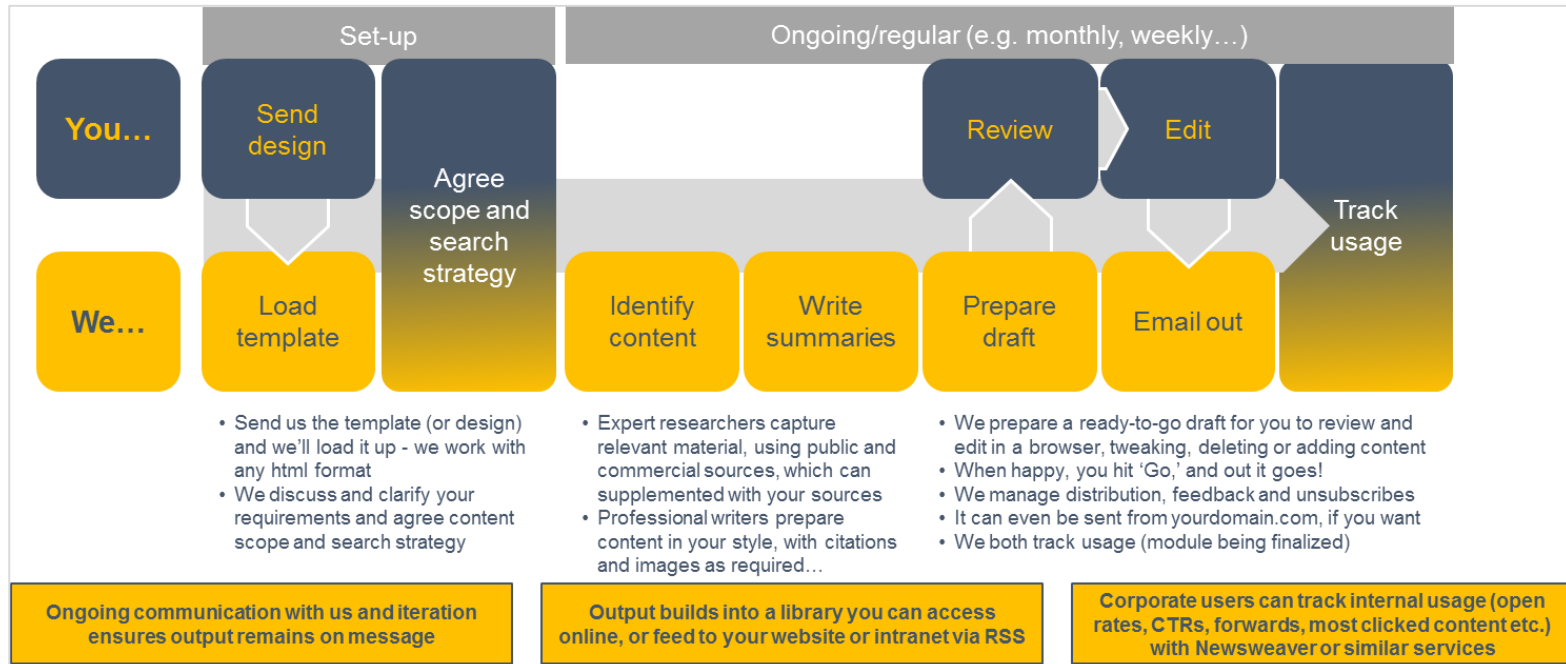
At last, a full solution for your corporate newsletters...

If you've ever prepared a newsletter, you know just how time-consuming it can be to locate good material, put sharp summaries or commentary into a template, add supporting images and send it out

Our next release **does all this for you**, and also gives you the chance to edit everything in easy-to-use browser functionality, before sending it out to your distribution list

It means teams can outsource newsletter preparation to secure cost and time savings while still retaining full control of any output. Email us for more...

How it works...



Dollar clubs are multiplying

...and chipping away at brands and retailers

Dollar clubs and other subscription offerings continue to proliferate and look set to grow further as major players get on board

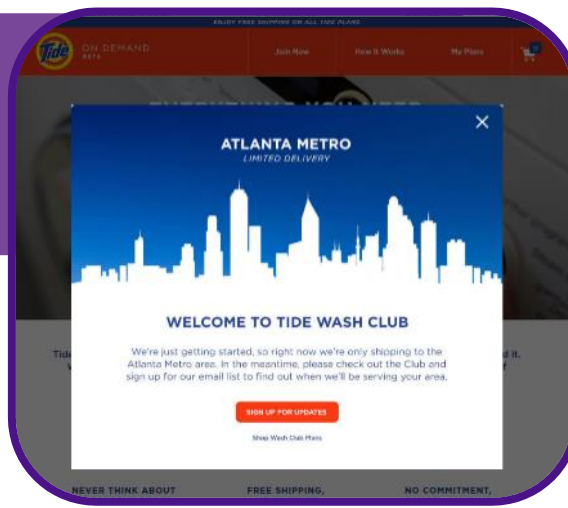
[Dollar Shave Club](#) (DSC) was the first to get traction (we still love the [launch video](#)) and through 2015 it added a small number of grooming products

In 2016, we alerted senior people at companies we knew well, including Unilever, to our discovery of public data showing P&G had in February registered various dollar clubs (Dollar Wash Club, Dollar Laundry Club, Tide Dollar Laundry Club, Tide Dollar Wash Club (see sidebar)...), showing their intent to work with this model

Then in July, Unilever bought DSC for a tidy \$1 billion. Coincidence? Probably. But certainly, seeing factors at play, it made a lot of sense. Buying DSC gave Unilever a chance to threaten P&G that is already vulnerable with declining razor share, and an opportunity to capture a new, emerging channel

Meanwhile, P&G pressed on, registering the TideWashClub.com domain in March and filing for the Tide Wash Club trademark in July

The Tide Wash Club site is now [in beta](#) for Atlanta Metro (see right)



Some P&G trademarks around dollar clubs (all filed February 2016)

Dollar Laundry Club

Laundry and dry cleaning services

Dollar Wash Club

Dry cleaning services

Tide Dollar Laundry Club

Dry cleaning services

Tide Dollar Wash Club

Dry cleaning services

Next...

Expect to see subscription models everywhere. From beauty to beer, you find them in most categories. Here's a selection mostly targeted at men... [Rubber Club](#) ('Get caught with your pants down!'), [Dollar Beard Club](#), [Dollar High Club](#) (for 'smokers'), [APOCABOX](#) (survival tools and gear), [Five Four Club](#) (clothing), [Game Box](#) (tabletop games), [Geek Fuel](#) ('geeky goodness'), [KINDERBOX](#) ('A monthly dose of MANLINESS'), [MANTRY](#) (artisanal food)...

Beauty is being Ubered

...is your category next?

We're learning to expect what we want when we want it, a trend long in the making but boosted by technology and Uber's influence

Uber itself has moved into other categories – its UberEATS promises food delivery in 10 minutes or so – but changes are coming in most categories

In Beauty, consumers increasingly want their treatments as and when they want them and new businesses are emerging to serve this demand.

Two broad business models are competing – retail 'bars' and apps offering at-home service...

Retail bars offer a very defined service, often on a walk-in basis. Examples include [Skin Laundry](#) for a '15-minute laser & light facial' (\$65 base price), [drybar](#) for a wash and blow dry (\$45) or [Madison Reed Color Bar](#) that will touch up your roots for \$45 in 45 minutes. Other services available from similar beauty bars include makeup applications, chemical peels and eyelash extension application

Against these retail offerings are apps that seek to be the Uber of beauty services, bringing together a range of professionals who will provide services at-home. Leaders include [Zeel Massage](#) ('same-day, in-home massages with the best licensed and vetted massage therapists'), [The Ritualist](#) ('in-home skin care treatment'), [Glamsquad](#) ('Your pro team for hair, makeup and nails—anytime, anywhere'), [Vênsette](#) ('Luxury blowouts, hairstyles, and makeup on demand'), and most recently, [Colour](#) ('the first app for in-home hairstyling, on demand, created by women of color, for women of color')

Both models work best in dense urban populations but this is truer of apps that need to balance demand and work flow for a team of contractors. In both cases, venture funding is bankrolling service rollouts in the hope of securing a position in 'convenient beauty.' Beauty, it seems, is revolting

Skin Laundry

drybar

zeel
Massage On Demand

GLAMSQUAD

THE RITUALIST

VÊNSETTE

Some fake fake news...

FAKE

The New York Times

NEWS ANALYSIS
Rocky First Weekend for Trump Troubles Even His Top Aides

Trump Speaks With Netanyahu: Seeking to Thaw U.S. Relations


Trump Won't Release His Tax Returns, a Top Aide Says

LIFE AS A RUNWAY
What 11 Protesters Wore to the Women's March on Washington

POLITICS

EXCLUSIVE: It's All Fake! Russia Behind Extensive News Fabrication Operation, Says Business360

By ARTHUR KLUE JAN. 23, 2017



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Sidebar
Coverage and consideration of developments in the world of law:

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WASHINGTON — Shocking allegations are emerging of a vast Russian led news fabrication operation that has duped populations worldwide. According to reports, both the 'Brexit' victory along with the surprise win by President Trump are elaborate hoaxes propagated by Russia that surreptitiously took control of the global news media and leveraged CGI to stage events.

The cover up was exposed by research and analysis firm, Business360, who found implicating papers in a dumpster just blocks from Trump Tower. Email transcripts apparently also show that the reported deaths of David Bowie and Prince are fake. The two musicians had been held at the Russian embassy but are now planning a joint spring time come back concert in Central Park.

News of the 'reality altering' fabrication will come as a relief to many liberals but raises worrying questions about the ease with which foreign powers can manipulate our media.

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Yes,
it's ridiculously easy to create fake news
But, what does it mean for brands?

Overleaf...

Fake news: brands next in the crosshairs?

...brands will have to become content providers

The genie is out of the bottle! We now know fake news is powerful and that it can make money

Going forward, small players with little to lose but much to gain will be hiding behind their First Amendment rights, trying to find that story that gets traction, goes viral and nets a tidy \$50k, and all with minimal effort

Brands are already implicated. They're finding themselves sitting beside fake and sometimes offensive news – see [RAMs ad awkwardly beside Yoko Ono's confession of an affair with Hillary Clinton](#) – but we predict more

But we think brands will soon be targets

So brands must up their game and be ready to respond to fake or malicious news within minutes, not days. This will cause a sea change in response readiness for brands and their supporting agencies

But there's also an opportunity here. Brands need to own their messaging and not stand vulnerable to possible fake news: the best defense is attack

Brands must fill the void and broadcast convincing, compelling content

Content marketing is already large and set to grow. As this neat [infographic](#) includes, 84% of agencies say they expect content to become more important

The screenshot shows a news article with the headline "YOKO ONO: 'I HAD AN AFFAIR WITH HILLARY CLINTON IN THE '70S'" and a photo of Yoko Ono. Below the photo are social media sharing icons for Facebook (932k), Twitter, Google+, LinkedIn (1.27k), Pinterest (659), and Email. The article text mentions that Yoko Ono shocked reporters in Los Angeles by responding to a question about her presidential run. To the right of the article is a vertical advertisement for the RAM 1500, featuring the text "THE 2017 RAM 1500", "Ready for years and years of weekend wandering.", and "AMERICA'S LONGEST-LASTING PICKUPS". At the bottom of the ad are buttons for "BUILD & PRICE" and "SEARCH INVENTORY".

So, write on!

Asymmetric risk in nutrition disadvantages big players ...leaving massive markets open to untrusted startups

Sometimes reputation is a constraint

Demand for products that address specific health issues is exploding, especially for diseases that impacts Boomers. Dementia, for example, affects 47 million worldwide but this will double every two decades, hitting 130 million by 2050 and becoming a trillion dollar disease by 2018, \$2 trillion by 2030

Supplement and vitamin makers find a ready market with people that want to preserve mental acuity and bodily fitness, and often lead with unsubstantiated promises

Risk here lies mainly with the consumer, who is too often duped by dubious claims, but also with large health companies with solid reputations they wish to preserve. They tread carefully, launch slowly and claim conservatively, knowing that overstepping risks both their reputation and large liabilities

Small startups, on the other hand, have every incentive to overstep. They have no reputation to protect and little capital to lose. They can fold, reincorporate and try again

Large companies will pick off successful startups as clinical trials evidence claims, or take stakes in them to preserve options and capture value, but meanwhile, expect to see an ongoing proliferation of small companies making baseless claims that draw in vulnerable consumers that crash and burn (the companies, not the consumers ☺)

"There's a special place in hell for anyone marketing dietary supplements that falsely claim to cure Alzheimer's or dementia — but that's exactly what we have seen manufacturers doing"

Sen. Claire McCaskill (D-Mo.), the ranking member on the U.S. Senate Special Committee on Aging

BRAIN ARMOR Protection Against Alzheimer's, Dementia, Stroke, Memory Loss, Cognitive Decline. Tastes Great, Many other benefits.

Amazon.com: BRAIN ARMOR Protection Against Alzheimer's, Dementia, Stroke, Memory Loss, Cognitive Decline. Tastes Great, Many other benefits. by A Better Brain Naturally. 8 customer reviews.

List Price: \$29.99
Price: \$24.99
Save: \$5.00 (16.7% off)
You Save: \$7.04 (23%)

In Stock.
Sold by White Jambhala and Fulfilled by Amazon. Gift-wrap available.

Want it tomorrow, March 18? Order within 8 hrs 31 mins and choose **One-Day Shipping** at checkout. Details

- **POWERFUL PROTECTION** - greatly improve your odds of avoiding Alzheimer's, memory loss, etc.
- **NEUROPROTECT** - the effects of herbs documented in clinical trials and laboratory analysis
- **INCREASES RESISTANCE** to internal and environmental stressors that may lead to brain stress
- **MANY POSITIVE SIDE-EFFECTS** - herbs are good for digestion, anti-inflammatory, anti-oxidants, etc.
- **GUARANTEED** - 100% money back guarantee if not satisfied

Shipping Address: [Redacted]
Add to Wish List

Turn on 1-Click ordering

Qty: 1
Add to Cart

Roll over image to zoom in

[Screenshot of Brain Armor on Amazon](#), used by McCaskill in her complaint

Emotion metrics will disrupt advertising...

...can you feel the difference?

That classic quote – “*Half the money I spend on advertising is wasted; the trouble is I don't know which half*” – is starting to look quaint

These days, data allows us to assess which ads work and which don't, and often why.

[BrainJuicer](#), for example, even claims it can predict an ad's success based on how the ad makes people feel

Ad agency [System1](#) has taken BrainJuicer's learnings and applied them to a new and potentially disruptive [advertising development model](#)

The agency uses BrainJuicer's methodology to pre-test and screen ideas early in the creative development process to ensure an ad will rank highly on its impact metrics

System1 guarantees its ads will deliver brand growth. A compelling proposition for any brand manager

Looking broader, we expect better metrics will start to force other services shift to payment on outcome, not time. Next up, researchers, consultants, innovation advisors, lawyers, PR...

[BrainJuicer](#) assesses ads on emotional impact and assembled the [50 highest ranked](#) list. Some shown below with others we like:

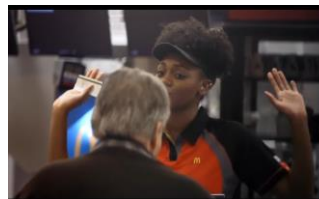
[Guinness – Made Of More](#)



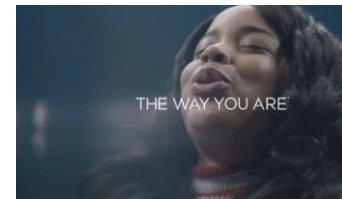
[Nivea Doll](#)



[McDonald's Pay with Lovin'](#)



[Samsung The Way You Are](#)



[Swiss Post Rolling Parcels](#)



[“Regular Speed Chase” by Brett](#)



Repatriation of foreign earnings...

...a potential windfall for many Fortune 500 corporations

US companies might soon get a large cash injection

Fortune 500 companies combined have some [US\\$2.5 trillion](#) in undistributed international earnings “indefinitely reinvested” (or maybe cowering) overseas in foreign subsidiaries. That’s about 14 percent of 2015 US GDP, or about half of Japan’s

It’s not all cash, but some estimates suggest that some US\$1 trillion is cash and cash equivalents

Apple has by far the largest cash stash overseas, a cool US\$216 billion, but many US companies have sizable amounts in undistributed earnings overseas (Microsoft, US\$124 billion; General Electric, \$100 billion; Pfizer \$80 billion...)

Trump wants to offer a (yet to be disclosed) lower repatriation tax rate to make returning profits palatable (currently they face a 35 percent federal rate, plus any state taxes) and provide a one-off tax revenue boost



Bush's administration offered a one-year **5.25%** rate on repatriated earnings

US\$300 billion came back in 2005

More is expected to return this time

If **US\$500 billion** comes back, a 10% tax rate would net the companies **US\$450 billion**

Most would probably finance share buybacks and special dividends

Estimates suggest **over 90%** was returned to shareholders in 2005

Things get more interesting if we think how they might use it for other purposes, such as **aggressive marketing and promotions or acquiring companies**

That's what we touch on overleaf...

P&G stands to gain big...

...what might it do with an extra \$10 billion?

Who wins?

Only US companies will benefit from this deal

Non-US companies won't see a windfall, and nor will US companies with minimal earnings that could be repatriated

Within CPG, the standout potential beneficiary is Procter & Gamble

A plausible scenario

P&G had "undistributed earnings of foreign subsidiaries of approximately" at June 30, 2016 of around

\$49 billion

"Cash, cash equivalents and marketable securities" held off-shore by foreign subsidiaries was some

\$11 billion

If it repatriated the \$11 billion, a 10 percent tax would leave P&G with almost

\$10 billion

P&G could use the \$10 billion in a number of ways...



Acquisitions

Buying cash, a company close to the size of

Church & Dwight

or **10 Dollar Shave Clubs**

or **20 Urban Decays** (pre-L'Oréal)



Advertising

Ad

20% increase on its 2016 advertising budget for over

6 years

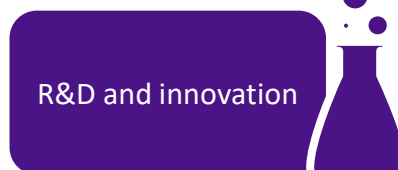


Debt Reduction

Debt

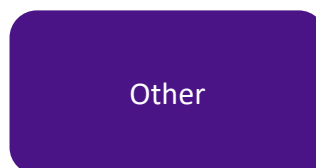
Reduce its short- and long-term debt by around

30 percent



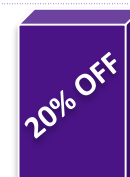
R&D and innovation

Double its 2016 R&D spend for the next **5 years**



Other

P&G might use some of the funds to step up its **trade promotion** spend, expand its **share buyback** scheme or increase shareholder **dividends**



L'Oréal is betting on DTC...

...and leads many of its rivals, especially in Premium Beauty

Just over two years ago [our report](#) on the e-commerce landscape in personal care found direct-to-consumer (DTC) channels were poorly developed (email us for a copy)

Some companies fared very poorly. Colgate, for example, had virtually no e-commerce activity on its brand sites outside the US. It was also not using brand domains registered two decades ago, but instead directed consumers to brand sections of its corporate site, a waste of prime web real estate

Today, it's clear that many brands and companies have developed their ecommerce businesses, and are embracing DTC, through channel evolution and acquisitions

Some of this push comes from emerging brands that see the direct route as an alternative to developing traditional retailer relationships, often using new selling models, such as subscription services

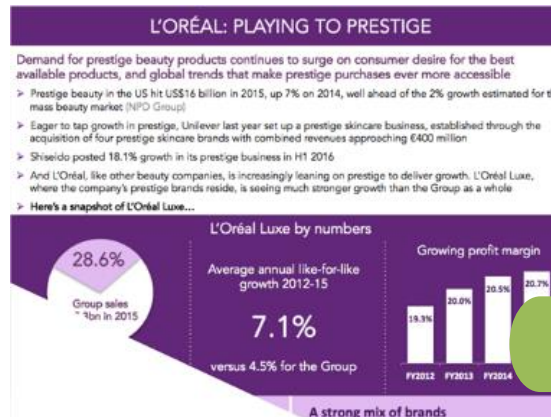
But big players are investing too

In 2014, we found L'Oréal more committed than its personal care rivals to e-commerce generally, and DTC specifically

It continues to lead and advance, evolving its brands' channel mix, acquiring brands that use DTC models (including offline), and opening physical stores for some of its Luxe Division brands

The chart shows the depth of ecommerce across companies and markets: red indicates minimal ecommerce and green represents more developed ecommerce, including some DTC

	P&G	Unilever	Colgate	L'Oreal
China	Green	Yellow	Red	Green
Japan	Green	Yellow	Red	Green
United States	Green	Yellow	Red	Green
United Kingdom	Green	Yellow	Red	Green
South Korea	Yellow	Orange	Red	Yellow
Germany	Green	Yellow	Red	Green
France	Green	Yellow	Red	Green
Brazil	Green	Yellow	Red	Green
Australia	Orange	Orange	Red	Yellow
Canada	Green	Yellow	Red	Yellow



Premium Beauty is a particularly good fit for DTC

Products are high margin and often bought singularly rather than as part of a broader grocery shopping expedition

Our recent paper shows that [L'Oréal Luxe](#) has grown sales and margins, partly through success with e-commerce and DTC

AI, chatbots, VR, robots...

...call it what you want, they're all coming

In fact, in many ways they're already here – as this list of 50 innovative [ways brands have used chatbots](#) shows. With 'humiforms' now having uncanny likeness to humans and relationship software advancing brace yourself for seeing them in many service roles, across your devices and as companions (both social and sexual – eek!)

Expect many setbacks (like [Microsoft's Tay spouting racist epithets](#) a day after launch) but automation is coming and we already see ways brands are leveraging them effectively

Many apps are following a predictable path



Image credit © Sephora

Sephora shows a fast mover but predictable response. It's first virtual artist came early 2016 and in November it rolled out two bot-powered beauty tools for Facebook's Messenger. Its Color Match scans any photo and provides the closest lipstick color match from Sephora's assortment. But careful to draw consumers into its stores, Sephora uses more sophisticated technology with its in-store [IQ offering](#) that covers skincare, color and fragrance

But technology is allowing much more unexpected and disruptive innovations

Nosulus Rift is a thought provoking example. It's a wearable headset that delivers odors to gamers. [South Park](#) released a classy game to fart on other gamers. Distasteful, certainly, but how long can it before we see this or similar technologies applied to fragrances and perfumes?



Nosulus Rift - amusing and distasteful

[Watch people testing it as they play South Park: The Fractured But Whole](#)

Mysticism and magical thought...

...Millennials react against science to look within for inspiration

With our increasingly soulless virtual, robotized and digital lives it's perhaps no surprise that we see an upswing in spiritualism and magical thinking. Terms once disdained – astrology, crystallogogy, gemology, witchcraft, magic, chakras, energy lines – are becoming mainstream

With little meaning but much uncertainty and stress coming from our work lives, political leaders and social sphere, consumers are expressing a desire to know themselves and understand their futures more deeply

As ever, in uncertain times, people turn to religion and mystical thinking to frame understanding

It probably signifies a fraying in our faith in science and technology and looks like a deep trend set to continue (see [Carl Sagan's prescient warning](#))

It's already close to mainstream in beauty, both as a definable subcategory – mystical beauty – but also in the messaging and iconography across other segments...



[Beauty Dust](#)
[Moon Juice](#)
anyone (it's
not really
moon juice)?



Perhaps some [Moonstone Rejuvenation Elixir](#) (sorry, it's not really moonstone)?

Or even [Diamond Powder](#) (no, it's not really diamond powder)?



And an interesting aside... [Fresh's Zodiac collection](#) supplied a horoscope booklet with each soap and sold a year's supply in four months

Perhaps they should have seen that in the cards?

Talk to us

Thanks for reading this, and we hope you have a very enjoyable 2017

And finally, this is our last *Insights & Outsights* in this format. Going forward, we're taking our own medicine and using SmartNews360 to send out our *Insights & Outsights* newsletter more frequently

As ever, contact us if you have any questions. It's always good to talk!

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