

"2012 looks set to be an exciting and challenging year for the beauty industry. What opportunities do you see for your brand?"

"2011 was an exceptional year for us with a 14 per cent increase in our global turnover reaching \$1.6bn. As we look at 2012 with optimism and through Belgium (which is no longer part of our portfolio), we are confident that the development of our other business will allow us to maintain the excellent results obtained in 2011.

Fortunately we are an export-oriented company and in 2011, 85 per cent of our production in quantity has been sold abroad.

The difficulties in certain European markets have been compensated for by excellent results in other markets such as Germany, Eastern Europe and Russia, the Middle East and the Far East.

In 2012 we will keep working well in these markets and will also reinforce our presence in the Indian market and in some South American markets.

In 2012 we will launch the women's version of Advanced Therapy and a new brand for men.

We will also introduce a new fragrance signature for women. And in 2012 it will be the turn of the new fragrance signature. As we have good reasons to be optimistic."

Richard Mariani, CEO
Chanel, Paris

"Metropolitan Cosmetics store identity have moved towards a more technical (not clinical) and yet friendly environment, additionally we have created a dedicated space for Make Up For Ever in each store, based on a shop in shop option.

We have also set up a very distinctive space for our #1 selling fragrance line Serge Lutens using their specified criteria. The first half of 2011 has been challenging for retail in SA, but we have seen good growth from with brands such as Strivectin, Jack Black and Juliette Has A Gun. A powerful launch was Hollywood brand Glamglow, proving that simplicity (one sku is very well perceived) as well as the new Strivectin-TL.

Based on these changing shopping patterns, and in keeping with what made our reputation, we will effect only two strategic launches in 2012, a new skin care line (novexpert) and one nutraceutical line from Canada. E-commerce will be a priority, with faster and cheaper internet connection in South Africa, our web based sales increased by 37 per cent in 2011."

Wilfrid Moulin, founder,
Metropolitan Cosmetics,
South Africa

"The financial situation means we need to be more innovative, but more than that, more responsible, and show more evidence and respect. To give more thought to our customers is a challenge for all our companies. "Let us be the change we wish to see in the world" is more than just a quotation from Gandhi – it is a code of conduct and a way of living."

Valérie Beaudouin, founder and CEO,
Yves Rocher, France

"Now that the economy seems to be improving, and that consumers have a better stability of their incomes, I am optimistic about 2012. As such, it will definitely be a growth year for Crafting Beauty, as smaller brands are willing to invest in creating and developing their own branded perfumes or candles. Thanks to a full service approach and a reasonable investment."

François Bourde, president,
Crafting Beauty, New York

"In 2012 we are rebranding the brand in some markets as well as expanding our business and the retail brand into the Middle East countries and launching the brand in South Africa, UAE, China and Korea in the first half of 2012. We detect a worldwide focus on the fragrance consumer market, which we expect will offer retail a lot of great opportunities in 2012."

Dr. Yehoshua, CEO & founder, L'Oréal
cosmetics, Research

"The year ahead in 2012 will be no exception for us as well - to keep our spirit and our values alive, I don't believe in 20 brands and an excess for the company's growth as a major goal."

Alain de la Roche, founder of Yves Rocher, France