The U.S. Market for Men's Grooming Products

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Overview

Market Si e and Growth

• Sales con's arc might due so protification ss-market outlets in the Unit due to get on \$7 billion in 777, for a compound at using growth rate of 7.7% for the period.

Market Definition Composition

• The men's growning larket is efined in this report, consists of six major categories avided by dues for hee products, deodorant products, haircare, skincare products, and bath and shower products. Unisex products and men's usage of female products are not included. Shaving products and men's fragrance products are far and away the largest men's grooming categories, together accounting for more than three-quarters of all men's grooming sales in 7777.

Market Shares

Taken together, mass-market brands of the top ten men's grooming marketere accounted for 77% of the market's sales in 7777. Gillette, elf a mark h other marketer \%. had a stre it do ble ligits. t marketers—Joh. A. he kt/ **VO**)S(Palmo /e-Bencki ch ad f sales in 7777. Estee Lauder leads prestige men's grooming.

Market Forecast

• Sales of men's graming pode to pected to grow from less than \$7.7 billion in 77 to mo than \$1.7 billion in 777.

Retail Distribution

 Approximately 77% of men's grooming products are sold in massmarket outlets, 77% in prestige outlets. (This estimate excludes alternative retail). Among the three outlets surveyed by Information Resources Inc., mass merchandisers accounted for 77% of massmarket sales in 7777, drugstores for 77%, and supermarkets for 77%.

Overview - continued

Marketing Promotion

• Trace. Advertis g specific es or er goon ing products totaled are n \$/ / r llic in 77 . 5 or the messare often used to identify colletry products as specificary "male." Sampling is widely used in the marketing of both mass-market and prestige men's grooming products.

The Consumer

• Some men's goom' good its luck as laving and deodorant products, are so widely used that little distinguishes the typical consumer from U.S. men in general. Overall usage of most men's grooming products goes down after 77. Young men are more prone to experiment with edgy men's grooming products such as hair dyes, skincare, bath and shower, or prestige fragrances; older men are more conservative but for obvious reasons provide more customers for the graying and thinning hair segments.

Not

Competitive Profiles:

- Colgate alm ve
- Combe hc.
- Coty
- Estee Lauder
- Gillette

Cite

Market Size and Growth

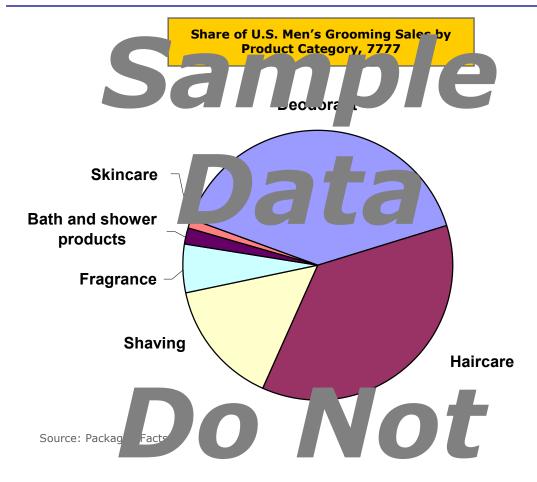


- Sales of men's grooming products through prestige and mass-market retail outlets increased from a level of about \$7.7 billion in 7777 to almost \$7.7 billion in 7777, for a compound annual growth rate of 7.7% for the period.
- The men's shaving category posted double-digit year-to-year growth for most of the 7777-7777 period, growing 77% to \$7.7 billion in 7777. The strong performance of the shaving category was due largely to innovation in the wet razor segment.

Market Size and Growth

- Sales of ment fragrance products grew much more slowly, but made the next grest con lib ion or en growing at dollar growth-increasing to \$ 77 ill no 77 of two no 77 and 7777 to approach \$7.7 billion. Growth was their faster for magrances at prestige outlets than in mass-market outlets.
- Men's deodorant are view rapidly from \$777 million in 7777 to \$777 million in 7777 despite the relative naturals of this segment. This robust growth is in each of in each of interest results of the segmentation of the consumers are using unises deodorants, more are using those brands or lines specifically defined as male or female.
- The opposite phenomenon is at work in the men's hair category, making growth look smaller than it probably would if male consumption of hair products could be considered apart from brands. Men's hair products grew a little over \$77 million between 7777 and 7777, primarily through increasing sales of haircoloring products. In 7777 sales of haircare products specifically aimed at men totaled \$777 million.
- Specifical mr 2-15 of osed to unit of kind reflected bath and shower products are still relatively few and are found almost entirely in the prestige sector and sales estimates for these categories are necessarily imprecise. Skincare products are estimated \$77 million in 7777, while bath and shower, a steep ry cordisting of individual items in prestige men's grooming lines, grew for an attracted \$77 million in 7777 to \$77 million in 7771
- In most personal care categories men purchase fewer products than women do, and therefore, while they represent a smaller part of the market, they offer greater potential for growth. Asked about the growth of men's grooming products, marketing executives usually cite the influence of two demographic groups--aging male baby boomers and younger men, 77-77. The baby boomers are more traditional and more conservative in their use of grooming products, but they are being forced to make changes simply because they are getting older and their grooming requirements are changing. Men 77-77, on the other hand, are disposed to experiment with men's grooming products that help set them off from the fuddy-duddies.

The Products

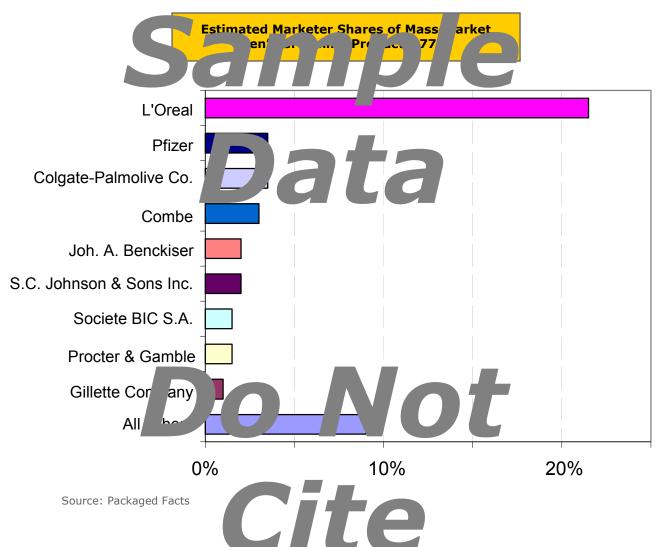


- The men's grooming market consists of six major categories: shaving products (including state grotions, creams, soaps, foams, and gels; preshave; aftershaps; and yest soor purpot electric shavers); fragrance products including fregrances rabeled as cologne, eau de toilette, or some variation or theor); accurrant products (including antiperspirants); haircare products (including haircoloring, styling, and non-drug thinning hair products); skincare products (facial moisturizers, hand and body moisturizers, and facial cleansers); and bath and shower products (including body scrubs and aromatherapy bath products). Unisex products and men's usage of female products are not included.
- In 7777 shaving products accounted for 77% men's grooming sales, fragrance for 77%; deodorant, 77%; hair products 7%; skincare products 7%; and bath and shower products 7%.

The Products - continued

- are of the men's grooming may et declined between Fragran 7777 al 7777, and KS th SIVI and deodorant ro categories. eu nom 77% in 7777 shi deodorants from 77% to 77%. The swift growth of shaving products during the period under consideration is due primarily to the expansion of the premium v or segment
- By pooling sales of specificar lide that the primarily aftershave, Packaged Facts has arrived at a rough commate of market composition in mass fragrance. Fragrances other than shave related are estimated to have registered 77% of men's fragrance sales in these outlets in 7777. Aftershave lotions accounted for 77% and pre-shave for the remaining 7%
- Based largely on Information Resources Inc.'s InfoScan Review's three-outlet study, Packaged Facts estimates that the wet razor segment (including razor systems and refills as well as disposable razors) compared 77% of mass ark a shaving stress in 7777, and shaving compared forms gels, so a large forms gels and ge

Market Shares



- Reliable brand share data are available for sales through supermarkets, mass merchandisers, and drugstores. Gillette sits in the center of mass-market men's grooming, accounting for 77% of combined sales in supermarkets, drugstores and mass merchandisers in 7777. No other company had a share in double digits. When prestige outlets are considered as well, Gillette's share of the market falls to about 77%, but it is still the leading marketer by a comfortable margin.
- Despite the large number of categories and companies competing for the male grooming dollar in mass outlets, on examination the market as a whole turns out to be fairly concentrated. The top ten marketers in 7777 accounted for approximately 77% of sales.

Market Shares - continued

- Shaving the eodorant are the men's groomical categories that present to greates alexact to rky (concentration and four of the five company) share share styles at very % in a /% compete in shaving, deodorant, or both. The one exceptions Jon. A concentre, whose 7% share in 7777 was derived from sales in the relatively fragmented men's fragrance category. Colgate-Palmolive with 7%, and Procter & Gamble, with 7% compete in thaving and deodorant; Pfizer and S.C. Johnson, each with 7%, and proceed in thaving category.
- The remaining four of the opten marked are BIC, Combe, and L'Oreal, each with a 7% share of men's grooming at mass market in 7777, and Revlon, with 7%. BIC competes solely in the disposable segment of the wet razor category. The others compete primarily with each other in the haircoloring segment of men's haircare products, though L'Oreal owes most of its share to men's fragrances.

Market Forecast

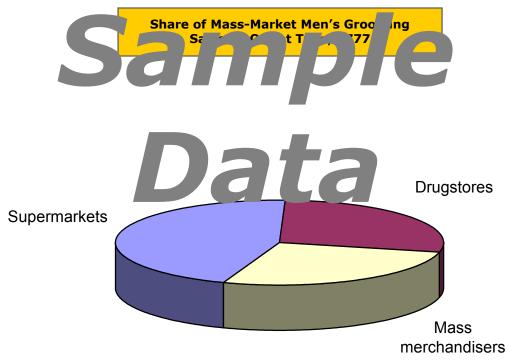
| Pr Retail Sale | s of Men's G | rooming Produ | s, 7777-7777 |
|----------------|--------------|---------------|--------------|
| 32 | ı m əns | dc rs) | |

| Year | Sales | % Change |
|------|-----------|----------|
| 7777 | \$7.777.7 | 7% |
| 7777 | 7,7) | |
| 7777 | 7,7' | |
| 7777 | 1,177.7 | |
| 7777 | 7,777.7 | 7 |
| 7777 | 7,777.7 | - |

Source: Packaged Facts

• The market for men's grooming products is expected to grow moderately between 7777 and 7777, averaging approximately 7% yearly to 1000 7 billion dollars 1000 7. This projection is conservative with new ured as instance open where the market in the trace prospond wenever established by the con's grooming market the previous five years. Conclusions are based on the assumption that the smallest and newest categories, such as haircare and bath and shower, will grow faster than the more established categories of fragrance, shaving, and deodorant. Projections assume that the tivity in the wet shaving market has shifted to the vome is a giment. The numbers also factor in the expected effects of a recession.

Retail Distribution



Source: Package Package

- Markete ners via a greater Jming I bdu variety of sales venues than ever before. The retail picture is growing ever more complex as new venues grow in importance and as traditional retail characteristic beach to copy each other's formats and h prestige outlets still tend infringe on each of ar's special. "the self-service format" to define their mas marke cor bet a un king if ir counters and giving many department customers greater access to the product. Today supermarkets sell drugs, drugstores sell food, and many mass merchandisers sell both, so that each format is defined by its retailing emphasis rather by adherence to a hard and fast rule.
- Mass-market outlets are estimated to account for around 77% of total men's grooming products, and prestige for 77%. Among the three outlets surveyed by Information Resources Inc.'s *InfoScan Review*, mass merchandisers accounted for 77% of mass-market sales in 7777, drugstores for 77%, and supermarkets for 77%.

Retail Distribution - continued

- The out as mmonly defined as "prestige" in lude department stores and specialty stores such processing of the Bath & Body Works. Original all escirce, and Anadore went as spas and dermated sists of cess.
- The mass-market outlets for men's grooming products consist primarily of mass the handisers (cherwise known as "discount" stores), drugstor s, at super at the primarily amount of more stores, and super at the primary moves through convenience stores, parbeautings, and proposes at health clubs.
- Finally, there are substantial and growing sales through a number of other channels collectively called "alternative retail" including health foods stores, direct marketing (that is marketing solely by sales rep--a channel consisting for men's grooming primarily of two companies, Avon and Mary Kay), direct mail, telemarketing, and the World Wide Web.
- Throughor of r w retail for ats put enormous 7777s the grow ad se er grom over-building pressure retaile 3 da on as een one result of in the 77 retail on this presume, so the safe decade ended will fewen hopendent retailers and a greater number of drugstores, supermarkets, and mass merchandisers in the hands of a relatively small group of corporate owners. Meanwhile dvent e-commerce raises the specter of a world in which people do the supplied a computer terminal via marketers' web pa

Marketing and Promotion

- Men's gram g marketers devoted an estimated \$777 million to mass media a vertising experience of the line produce and public relations experiences) 17/7 There is responsible for around 77% of measured advertising expenditures for the entire men's grooming market.
- Gillette, which leads the industy repales, was also by a large margin the biggest sper er, bein approximately 7 million in 7777, nearly twice as much accessed an gg special in the market. Gillette put most of this money behind a pair of new product introductions: almost \$77 million went to support the launch of the Mach7 razor for men, and a little over \$77 million was spent to tout the benefits of the new Right Guard Extreme Sport antiperspirant.
- Combe, Pfizer and Procter & Gamble were the second, third and fourth place spenders respectively. Combe spent around \$77 million on men's haircoloring products, Pfizer spent a little over \$77 million on ducts, while Promer 8 Samble spent around \$77 Schick raz pic Codorant. Other million, m stly s versi S of , and Joh. A. leading a verti ud 7 we B. e l Benckise
- Whatever the men's grooming category, advertising for prestige and mass brands are distincted different in style and overall approach. Prestige ads are short on contractive images wife any overt benefit claims. Everything a according ed a contractive images. Models tend to be young, in a contractive images. Models tend to be young, in a contractive images. Models tend to be young, in a contractive images. Models tend to be young, in a contractive images. Models tend to be young, in a contractive images. Models tend to be young, in a contractive images. Models tend to be young and are found engaged in activities that are not directly related to the product; we find them on vacation in some garden spot untouched by industry. As in women's cosmetics, very often there is no model and the product itself is shown alone looking beautiful enough to be worth what it costs.
- Mass-market ads by contrast tend to make an overt case for the products' value. Ads for mass-market men's grooming products are often aggressively macho. The men in mass men's grooming ads are often shown at work, talking about the tough jobs that make you sweaty, dirty, unkempt, and in need of grooming. Mass-market ads are also much more likely to use humor than are prestige ads.

Marketing and Promotion - continued

• Consum a motions resemble those in other personal care categor. In this makes the action of the personal care are coordinated in FS dr s d ore even and coupons in print ads; call as it and podults included as the coupons in print ads; call as it and podults included as the categories, and in a major launch marketers will also appeal to consumers through direct mail.

Data

The Consumer

- lion men, or 77.7% of the adult hale population in the Around ac re' ig tes uses United \ ter 10 ol Simmons' Spring 777) di nguish this large T ics section are production from the same mans as a group are not very pronounced. Older men, 77-77, and slightly more likely than average to use fragrance; Asian Americans are significantly less likely to be users.
- Around 77 million adv A er an len se tershave at least once a week, according to simmons, white draws 77 million use cologne once a week (overlapping usage leads to a total of about 77 million). Age is the chief factor separating the aftershave users from the cologne users. Older men prefer aftershave; younger men prefer cologne.
- About 77 million men, or 77% of adult males in the United States, use shaving cream. As a result there is little to distinguish all U.S. male users of shaving cream from the overall population of U.S. males. Men over 77 appropriate of Asian original est newhat less likely to use shaving coam array age.
- Deodorant is the most widely used men's grooming product--used by a projected 77 million, or 77% of American males. The profile of all users is therefore almost identical to the profile of the American male. Examination of the differences among light, medium and heavy users, however shows that deodorant usage goes down with advancing age. Research confirms that men very heavily lean toward the use of deodorants that are identified as "for men" (a designation that is far less important when it comes to styling products or shampoos).

The Consumer - continued

- Approximate 7.7 million adult American mans, or 7.7% of the nation's stal, uses median and irration g, cor and to Simmons Market Reservition each alk use of hir olding skews sharply toward an quite americant age group, ane young and, presumably, fashion-forward) and the middle-aged to old (and presumably graying). Ethnic origin also plays a significant role. Asian Americans, African American and Americans wing their race as "other" are significantly more likely than a large to us haircoloring and whites are significantly as I' all and average to se haircoloring.
- Around 77 million American men, or 77%, use hairspray. As a group hairspray users are older than average. Men between 77-77 are "resisters" using less than their share, those 77-77 use more and those over 77 are most likely to use. To those who understand the special relationship between the spray and the comb-over, there is no mystery here.

Competitive Profile: Colgate-Palmolive Company

- Colgate-Table Company, with headquarters in New York City, is the number of the products and products, and are products, and are products and houseld be added to the control of the company and net sales of \$7.7 billion, up 7.7% from 7777.
- Familiar Colgate— live brands and products include Colgate toothpaste, tooth rush so, and having the prince of Irish Spring deodorant soap, Palmolive shw his puic and me Jennen and Lady Speed Stick brands of the perspect, Jec and the company derives approximately 77% of its sales from international operations. In 7777 77% of sales came from products introduced within the previous five years.
- Colgate-Palmolive competes in three men's grooming categories in the United States--shaving cream, fragrance, and deodorant. The company has given these categories relatively little attention over the last few years, introducing no new products, and leaving advertising levels low the shaving cream and fingrance categories, neglect has ere translate of ot o redu ct. Jales declines. The cominy find two lines of sha tion Monen Skin Bracer q eclined owl and Afta 777, while sales of s sa fro. Mennen Skin Bracer declined steeply. This during years in which the men's fragrance category expanded.
- Colgate-Palmolive's primary has been a jivity on behalf of its aerosol shaving cream has been to life it in tones sizes, a tactic which has proven unexciting the structure of shaving cream sales declined for four years in a row--most recently by over 77% in 7777. During these years the shaving cream market as a whole expanded between 7% and 7% yearly.
- In the deodorant category as well, Colgate-Palmolive seems content to coast; however it has been coasting here on the impetus from more recent merchandising activity (the introductions of Lady Speed Stick and Mennen Speed Stick Ultimate Deodorant). Thus the company began the period under consideration with three strong years of higher growth and increasing brand shares. Only in 7777 did the push begin to wear out and Mennen's deodorant sales declined by 7%

Competitive Profile: Combe, Inc.

- Combe privately held company with he dquarters in White Plains, we York, to be added to rk term on's haircoloring products, as we as a ledit morketer of modificed skincare, feminimente, the area for company with he dquarters in White Plains, we you as a ledit morketer of modificed skincare, feminimente, the area for company with he dquarters in White Plains, we you as a ledit of the products. Combe products are sold in 77 countries of six continents.
- n D. Combet the company prides itself on Founded in 7777 Vaan t is introcated brands that provided innovation, and er t For example, in 7777 Combe the basis for whene ie introduced the med C this day the most well recognized brand in its category (currently marketed by Procter & Gamble). In the early 7777s Combe revolutionized the men's haircoloring category with the introduction of Grecian Formula gel, a haircoloring that darkens hair gradually over repeated applications. In 7777 the company launched the liquid-based Just For Men hair dve. which remains the top-selling men's haircoloring and the fourth bestselling product in the overall haircoloring market.
- Other fam combe brands include I nacane and Lanicort anti-itch creams, I gicil no sy cort fe in in itch combe dor-Eaters foot deodorars, ar S atc ex and suit en pet ne cines.
- About 7% of American men use hair dyes, according to company studies. The number remains small because "men are still uncomfortable about the inglish hair." This is also one reason the company tends to cus on live using the than on promotions, intent on educating tonsum are additionally men's attitudes toward haircoloring. Comband spending on shall of its hair coloring products has increased steadily over the last several years.
- Combe's men's haircoloring products have enjoyed double-digit growth for the last 77 years. The company has a nearly three-quarter share of the men's haircoloring segment. However, Combe faces stronger challenges than it ever has before, now that the some of the world's largest personal care and cosmetics companies confront it in the marketplace with a host of new products. Revlon (with men's ColorStay), Bristol-Myers Squibb (with Men's Choice, Natural Instincts for Men, and XtremeFX) and L'Oreal (with Casting ColorSpa for Men and Feria) are all vying for the male haircoloring dollar.

Competitive Profile: Combe, Inc. - continued

• The low and focus of mass merchandisers, valide the continued basis of their can success in a cappa's an order a pods overall, places intered as a real real access to major appliers that, like the mass merchandisers themselves, milk profits from economies of scale rather than premium prices. Smaller, independent retailers and their regional, spour suppliers at often casualties of such pressures, making many mercanic pers, are given by with pet superstores, a two-edged sworp in the cappacity arket growth.

Competitive Profile: Coty (subsidiary of Joh. A. Benckiser)

- Coty In the subsidiary of Joh. A. Benckiser, large German consum. goods co bather the firme York City, Coty is the world of all markers mass- are agrances for men and women. Company sales for its 1777 were 4777 billion, up 7% from 7777.
- Coty's greatest stand is in mode Itely priced fragrance brands sold in mass-market stail tless of ver, the ompany also markets prestige fragrants (toping Licar ar vision) and competes in other personal care categories, including bath products, deodorants, aromatherapy, foot care, and sun care. Successful Coty mass-market brands include Adidas, the Healing Garden, Stetson, Jovan, Vanilla Fields, and Rimmed. The company's prestige fragrance and cosmetics brands include Lancaster, Davidoff, JOOP!, Chupardy, Isabella Rossellini's Manifesto, Vivienne Westwood Boudoir, and Yue-Sai.
- While the line between men's fragrances and aftershave in mass market is a shifting one, and Coty's scents are usually offered both as aftershave and pologne, they ten to be positioned as fragrances for men rather than as any acts to the indicate as fragrances for men rather than as any acts to the indicate as fragrances for men rather than as any acts to the indicate as fragrances on the basis of the scale, rather than a the indicate as a low cost alternative to prestige men's fragrances. Coty follows prestige fragrance practice in frequently introducing new scents, both in the form of line extensions and entirely new bracks, hough a also keeps its older customers supplied with a real / supply of the variety ble Stetson and Jovan lines.
- Coty began licensing the Adidas prand name internationally in 7777, and by 7777 the franchise accounted for \$777 million of Coty's sales worldwide. The Adidas Moves brand of aftershave and cologne, introduced in 7777, became the eighth best selling men's fragrance brand within a year of its introduction, and Coty followed up its success by bifurcating the brand into an Adidas Moves for Him and Adidas Moves for her.

Competitive Profile: Coty - continued

- In late 70. The object of the success of its Adidas fragrant with a position of the success of its Adidas fragrant with a position of the late of the literature lies market, with a three-iten in an intendent of it in the stall a position of three new Adidas scents was available in an antiperspirant, a deodorant, and an aftershave. At the time of the launch, Coty executives said they didn't expect the new of the stall and the pose. With 77% of men saying they use antiper pirar of the or it do y, didas will have to win customers from its compensation to the control but the company is banking on the popularity of the Adidas scent and the potential for a "fragrance-based" line of toiletries.
- In first quarter 7777, Coty's Lancaster group weighed into the prestige men's skincare market with an eight stock keeping unit skincare line called Function(s). This new brand is based on Lancaster's decade-old prestige men's fragrance, Davidoff Cool Water.

Competitive Profile: The Estee Lauder Companies Inc.

- The Est der Companies, Inc., with head Jarters in New York, New Your is one or he/ ldi nu act rea and marketers fr ara ce in ha care products. For of prestige ir are mileu many years a private company run by the Lauder runily—starting with founders Joseph and Estee Lauder and continuing with their children the company issued its initial public offering in 7777. The Lauder family continues key mana ment positions and controls more than 77% of its ting hares.
- Estee Lauder presents itself to the consumer in many guises, deploying a host of brands that seem to fill every possible niche in prestige cosmetics. The company is by a comfortable margin the leading marketer of men's grooming products in prestige outlets. Sales of the male-oriented Aramis brand alone would put Estee Lauder in the top rank, but as it happens the company markets best-selling men's fragrances and other men's grooming products under such other brands as Clinique, Tommy Hilfiger, and Donna Karan.
- Estee Lauring Tendency to fill early possible nicht in prestige cosmetics and alementas make a picture in the men's grooming market. In 77 the company authority and he is stonen's skincare line, Clinique and Supplies for Men, a three-step skincare system consisting of products that are allergy tested and fragrance-free. The line currently includes soaps, facial and body scrubs, moisturizing lotions, shaving cream, a "Product ave Holler said to deal with ingrown hairs, as well as a non-stoak "facility mize."

Competitive Profile: Estee Lauder - continued

- irst launched Aramis, the men' ragrance brand that it Estee Land has gra ally expan ed at np he siv m is rooming brand, in 7777. A with the Lab sl ica Comique San Spries Arana Lab Series for Men mingles shaving supplies with skineere products. Aramis is sold in more than 77,777 doors in more than 777 countries and territories. Estee Lauder con to expand mamis's reach in the men's toper 77 the orand moved men's grooming grooming marke In boldly into the f bidd 1 an of plor os etics with Surface In An Instant, the product iteration or microscopy avoids the word "makeup" as it describes a new collection of "self-improvement tools" designed to "enhance the look and feel of skin." The products incorporate the miscrosphere technology currently popular in prestige cosmetics for women.
- In March 7777 the company further extended Lab Series with two antiaging skincare products: Age Rescue, face lotion formulated with retinyl palmitate; and Eye Rescue, a gel cream that promises to diminish the pearance of dark recle and to smalth lines.
- Estee La er f d me s fragrance in rany f is brands. Recent introduction include leasures for Non (2007), under the Lauder brand), Aramis Gold (7777), Clinique Happy (7777), Hilfiger Athletics (7777), Freedom (7777, also under Hilfiger brand), and DKNY The Fragrance for Men (7007), and DKNY The Fragrance for Men.

Competitive Profile: The Gillette Company

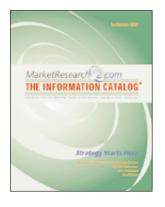
- The Gille prompany is the world's leader in len's grooming product as well as he world's define the new of dwomen's shaving product as each many when he is a dwomen's having products, is how shade ship portable power (battery) and oral care markets.
- Gillette derives a 77% of its recenues from outside the United States and many lctu s is p de 5 in 77 puntries. Net sales for the year 7777 w 'e \$ 1 mg , u 7% ro 7777.
- Familiar Gillette brands include the Sensor, Trac II, and Mach7 wet razors, Afta and Gillette Series aftershaves, Gillette Series and Right Guard deodorants, Duracell alkaline batteries, Oral-B dental care products, and Braun electric shavers. In 7777, blades and razors were responsible for close to 77% of total sales, toiletries for 77.7%, Duracell products for close to 77%, Oral-B products for 7%, and Braun products for 77%.
- After robuse with in its core by negles through the 7777s and for much of the 77 7s Jin tte's pe e three years of the \mathbf{m})C sar bintind ha is in the patteries and oral latter de de v $I \setminus$ or wors. Sals for care ma bla s and razors performed best, growing 7% in 7777 and 7% in 7777--the only segment in which sales grew two years in a row. Gillette's management has planted downs its internal problems, freeing up more funds for research and de hop en as well as for marketing. In mpany las live eu underperforming sales the meantime the segments, including White with house line in 7777 and Jafra Cosmetics International in 7777.
- Gillette's most recent major product initiative was the three-bladed Mach-7 system, which the company began shipping in March 7777. Examination of the sales increases for Schick and Gillette in the disposable, system, and refill segments of wet razors over the years 7777-7777 show the two companies alternately dealing each other blows and reeling from them. Although Gillette razor systems sales grew only once during the four-year period, it grew a whopping 77% that year, 7777, and reaped the rewards the following year with a 77% rise in refill sales. In disposable razors, however, Gillette has steadily lost ground to Warner-Lambert/Pfizer.

Competitive Profile: Gillette - continued

- Gillette's constant products grew faster than the market in 7777, the year after Gillette is planted by Guera ith lighter and Sport. But the companies for raise informed disprintingly over the next three years, as competitors key on meanium, and octer & Gamble (Old Spice) took over the tempo with new product initiatives. Gillette suffered in both the men's and women's segments of deodorant during this period. Sale wight Guard Foreme Sport, which the company introduced in 77%, we also not not one up for the fall-off in sales of Right Gord Sprinting.
- In Gillette's two other major men's grooming categories the company fared better, even though it introduced few new products in the last years of the decade. The Gillette Series aftershave, with a relatively small share of its market, grew modestly in low single digits, but faster than mass-market fragrance overall did between 7777 and 7777. Gillette's shaving cream also gained share, despite steady cannibalization of its Gillette Foamy brand by the more recently introduced Gillette Series shaving cream.

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