

# SHINE

NO. 01 | MARCH 2026

THE HAPPINESS ISSUE

“WE’D  
LOVE  
TO SEE  
**YOU**  
SHINE”

— KAREN CORRIGAN

**TRAFFIC!**  
IT REALLY  
GETS YOU  
THERE

PAGE 15

**ICI PARIS XL**

“THE  
VITALITY  
CURVE  
how  
dominance  
will keep  
you ahead

PAGE 38



“

Our people. Our clients.  
And ultimately: yours.  
Even if the world of  
beauty is not always  
beautiful, we are ready  
to help you shine. ”

I'm truly thrilled to be part of this journey with ICI PARIS XL. Like ICI PARIS XL, Happiness was born in Ixelles, twenty years ago, with the same ambition: to compete with the world's biggest players on the strength of deep local knowledge and people who are the best in their field. Beyond our common place of birth, there are four other things that connect us both.

### 1. THE BEAUTY CATEGORY

What an intriguing world, and a deeply personal one. After one of my first meetings as Managing Director (I was barely 32 years old), someone guessed I was around 40 years old. I walked straight into the nearest beauty store and asked for the best anti-wrinkle cream they had. I still use it today. Not because it (necessarily) works miracles, but because it has become something more: a contract with myself. A daily act of care and self-respect. A way of generating my own inner energy. That's what beauty really is. Not outer perfection but inner confidence. I prefer a natural look, but give me a red lipstick, a radiant skin and a subtle perfume, and nothing can stop me.

We know this world well. We spent over twelve years across the entire NIVEA ecosystem: skincare, bodycare, make-up, haircare and NIVEA Men, learning what truly drives people in beauty, and how differently brands can position themselves to win.

### 2. THE CHALLENGE

How do you reposition a well-established brand in a market shaken by exciting, disruptive players? How do you reconnect with your core and go back on the offensive? It's a challenge we love. We've done it with FMCG leaders

like NIVEA and SPA, and with powerful retailer brands such as Toyota, KIA, Quick and Marktplaats / 2dehands / 2ememain.

### 3. THE BENELUX

This is exactly where we chose to grow: building Happiness Brussels and Happiness Amsterdam around the same proposition and culture: one team, one dream, respecting local nuances while sharing momentum and efficiency. We listen, we respect, we combine pragmatism with creativity, and we constantly evolve to stay relevant for you.

### 4. WE'D LOVE TO SEE YOU SHINE

Why a magazine you might ask yourself... Well, we believe that 'We love to see you shine' has the potential to become a powerful creative brand platform. At the same time, it naturally opens the door to our vision of ICI PARIS XL as a "Brand as a Publisher". That is why we captured our strategy in the form of a magazine. Turns out it was quite hard to explain all this in a Tik Tok series.

You will find out: Happiness is more than our name. It's our philosophy. We do everything to make people happy. Because happy people create great work. And great work makes people happy.

Our people. Our clients. And ultimately: yours. Even if the world of beauty is not always beautiful, we are ready to help you shine.

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**Karen Corrigan,**  
**Co-Founder/CEO Happiness**

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# 1

# Strategic introduction



on



## THE LOCAL JEWEL

In a market that is becoming increasingly crowded, it is no longer enough to just exist; we must lead. These first few pages set the stage for a new strategic direction. We aren't just looking for a new campaign, but a new way to connect with our audience on an emotional level.

ICI PARIS XL is leader in terms of 'number of outlets' and 'share of market', both in Belgium, Luxembourg and in the Netherlands. It is the historic reference in its markets, a true local jewel. But today we're being chased by

- Douglas: already very strong in the Netherlands and starting to develop very strongly in Belgium.
- Sephora: very aspirational retailer brand that is known and loved even without outlets.

Add to that the secondary competitors such as the lower priced drugstores, online megastores and pharmacies (especially skincare in Belgium).

Despite being the local hero, it's never easy to compete against those big international, sometimes even global players. As an agency, we experience this every day, working for clients such as Marktplaats taking it up against ao. Vinted, or Quick competing against McDonald's, or Spa against Vittel and Evian.

What it comes down to is to outsmart those bigger players, by resisting the temptation to play their game, but instead focus on what they will never be able to beat us with: a genuine understanding of the local consumer and their needs and aspirations. Because money might buy them some share of market, but it will not be enough if we own the biggest share of heart.

## THE CHALLENGE OF **STANDING OUT**

By its very nature, the beauty market is difficult to navigate visually. Most brands use the same types of imagery and colors. To truly stand out and lead the category, we must find an “emotional territory” that we can own. This domain must be relevant to the modern customer and unique to our heritage. ICI PARIS XL is clearly the most established and known outlet, in terms of total awareness. The question is: how can it also stay or become the most loved, preferred and visited outlet in this crowded category?

Therefore, the main objective has been described as:

Strengthen ICI PARIS XL’s brand positioning and brand preference in the Benelux.

That said, the interesting and challenging thing about ICI PARIS XL is: You are not just a brand. Nor are you just a retailer.

*You are a*



INTRODUCTION

# INTRODUCTION

That's why we redefined your key objective not only in terms of your brand objectives, but also in terms of your **retailer-brand** objectives.



BRAND





**THE KEY  
QUESTIONS  
WE WILL  
ANSWER  
IN THIS  
MAGAZINE  
ARE:**



1. WHAT IS OUR **BUSINESS STRATEGY?** WHERE WILL GROWTH COME FROM?

2. WHAT COULD BE THE **BRAND STRATEGY** THAT GUIDES US?

3. WHAT IS THE MOST EFFECTIVE **COMMUNICATION STRATEGY,** EXECUTION AND PLAN?

4. WHAT IS THE **CREATIVE STRATEGY** AND THE ROLE OF 'WE LOVE TO SEE YOU SHINE'?

5. WHAT WILL BE THE **CREATIVE TRANSLATION** OF THESE STRATEGIES?

A young woman with long, wavy reddish-brown hair is smiling broadly, looking off to the right. She is wearing a light-colored, textured knit beanie and a dark leather jacket. The background is a blurred city street scene with a cafe or restaurant patio featuring outdoor seating and umbrellas.

2

# Business strategy

WHERE WILL GROWTH  
COME FROM?



*When it  
comes to  
business  
strategy,  
there are  
three  
objectives*

1. *TRAFFIC*  
2. TRAFFIC  
3. *TRAFFIC*



# DIVE INTO SHOPPING *behaviour*

exploring audiences that will generate growth for ICI PARIS XL.

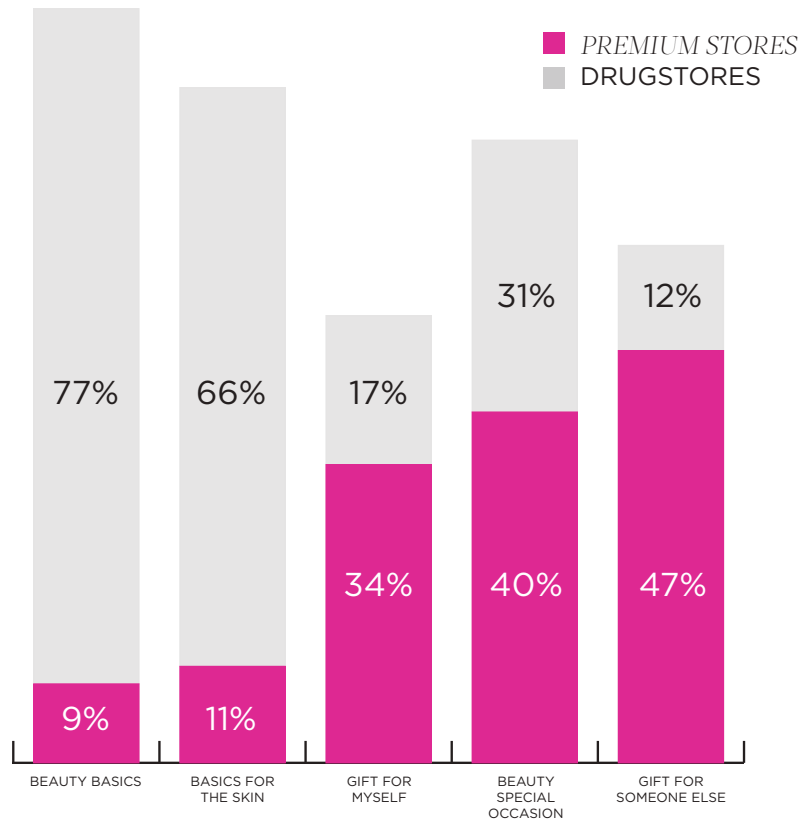


## Primed to shop: what do we buy where?

As we want to focus on generating traffic, knowing what people tend to buy where, is essential. We commissioned a quantitative study among 248 women aged 18-55 in the Netherlands to understand how loyal they are to which type of outlet, for which occasions or sub-categories. The results, alongside more motivational questions, allowed us to bring more colour to our different potential growth audiences.



# FIRST STORE OF CHOICE PER BEAUTY OCCASION



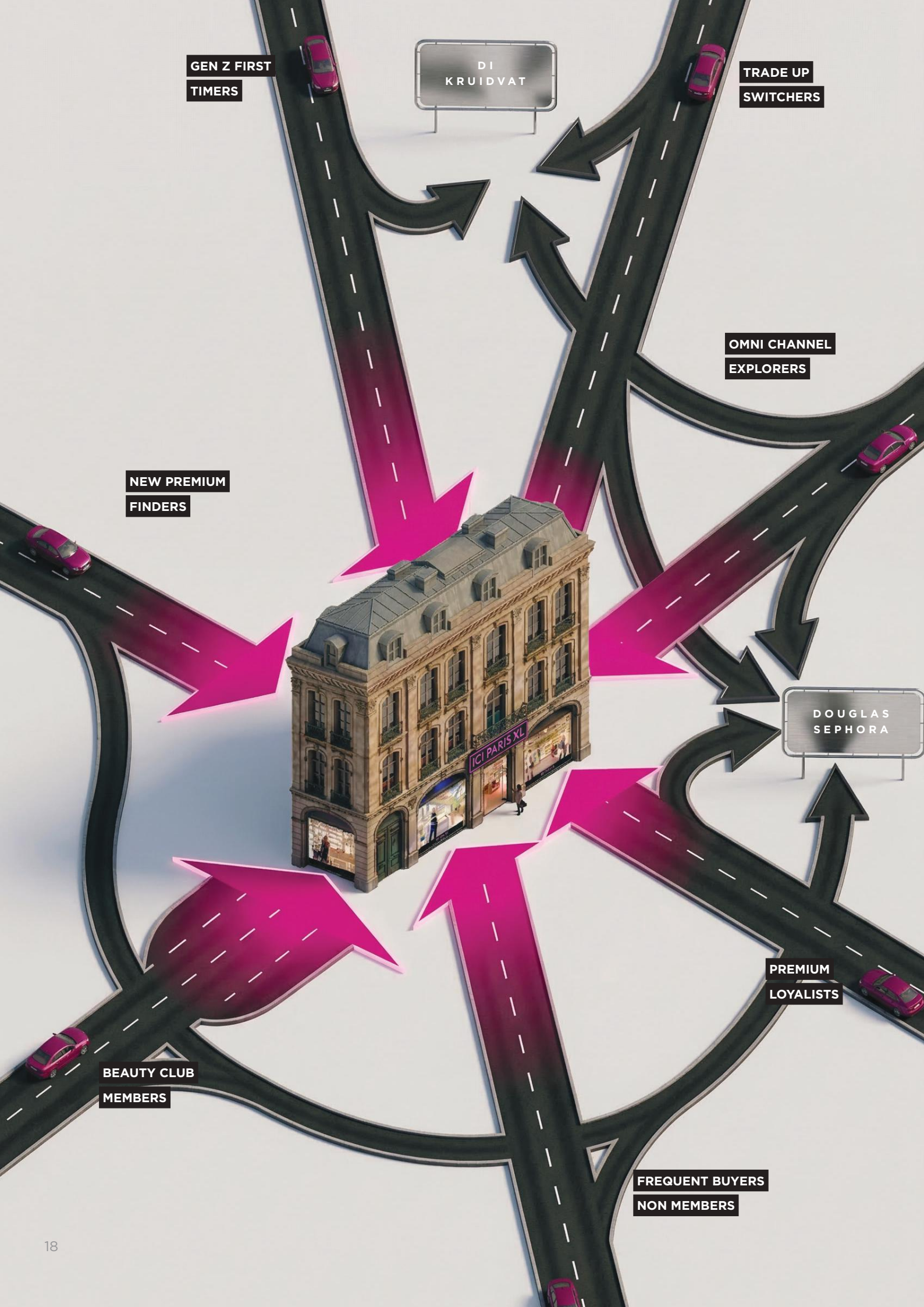
People visit premium beauty stores for moments that matter, but the biggest opportunity may be the one they're not yet giving themselves: self-gifting.

When the occasion is everyday, shoppers default to the drugstore: 77% go there for beauty basics, 66% for skincare essentials. But when the occasion feels special, the picture reverses. For gifting to someone else, 47% choose a premium store first, and for a special beauty occasion, 40% do the same.

What stands out, however, is the middle ground: gifting to yourself. At 34%, it already outperforms the drugstore (17%)

by a significant margin, suggesting that when people treat a purchase as something they deserve, rather than something they simply need, they instinctively reach for a premium experience. Yet compared to gifting for others, the self-gift occasion remains underdeveloped.

**THIS POINTS TO AN INTERESTING OPENING TO EXPLORE CREATIVELY: BY FRAMING MORE OF THE EVERYDAY BEAUTY EXPERIENCE AS AN ACT OF SELF-CARE AND PERSONAL REWARD, ICI PARIS XL CAN EXPAND ITS RELEVANCE BEYOND THE EXCEPTIONAL AND MAKE THE PREMIUM CHOICE FEEL NATURAL, NOT JUST OCCASIONAL.**



# WHERE WILL TRAFFIC COME FROM?

## 01 NEW BUYERS REGENCY

New buyers for ICI PARIS XL fall into two key groups. **New Premium Finders** are current drugstore-only shoppers who are open to discovering and buying in premium perfumeries like ours. **Gen Z First-Timers** are young shoppers who enter the beauty category directly via premium, skipping the mass channels that usually serve as a first step. Both groups require a recency-driven approach: with timely, relevant communication we want to attract and convince them to choose us, with our brand story, our category stories, and at their specific moments of truth.

## 02 OCCASIONAL BUYERS FREQUENCY

A second objective is to grow traffic by increasing the visit frequency of occasional buyers. This group consists of three sub-segments. **Premium Loyalists** prefer premium outlets but have no fixed retailer and switch easily between them. **Trade-Up Switchers** usually buy in drugstores but upgrade to premium for important occasions; they are occasion-driven and crucial in gifting periods, so we must expand the number of occasions where they consider us.

**Omnichannel Explorers** research and buy across online and stores in both directions (ROPO); here we must clearly show our added value versus other retailers (service, expertise) and deliver a coherent, streamlined experience.

## 03 FREQUENT BUYERS MONETARY VALUE

Growth also comes from **Beauty Club members**, where we see clear potential to increase value. While these customers are less likely to switch to other premium retailers, there is still room to maximize value extraction. **Frequent buyers** at ICI PARIS XL who are not yet members need to be actively convinced to join. Membership not only deepens their emotional bond with the brand, it also creates opportunities to increase basket size and ticket value. We can drive this through direct Beauty Club communication as well as dedicated events and activations.



## OMNI-CHANNEL EXPLORERS

### FREQUENT BUYERS

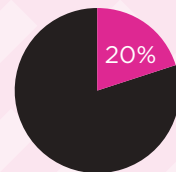
Shoppers who research and buy across online and stores (ROPO).

-20% of active customers.

Based on our research and the question: I buy primarily online. They buy across channels and often in higher-priced categories (fragrance, skincare sets).

These are convenience/efficiency-driven; brand matters, but seamless channel experience, UX, stock availability, and digital tools matter equally or more.

**% OF THE MARKET**



**MOST SENSITIVE TO**



**MONETARY VALUE**

They visit frequently across channels; the win is increasing basket size and keeping the full journey (research + buy) within the ICI PARIS XL ecosystem

As the market leader, we can't rely on one single audience for growth to come from. The advantage however of being such leader, is that anyone who is drawn to the category, might be convinced to shop at ICI PARIS XL.

In our communication, we should therefore pay attention to all three steps of RFM; Recency, Frequency and Monetary Value. Increase recency for those who rarely or barely visit us, raise frequency for those who do occasionally, and increase the monetary value for regular customers.



## BEAUTY-CLUB MEMBERS

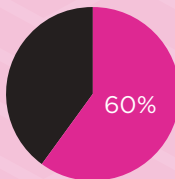
### FREQUENT BUYERS

Premium shoppers who favor one perfumery and are members of its loyalty program.

In NL and BE, about 60% of ICI PARIS XL transactions are linked to a loyalty ID, with room to grow. Benchmarks from Sephora (~80% of sales from members), Ulta (~95%), and Douglas (~59M members) show that most premium beauty shoppers enroll in loyalty programs.

Once enrolled, program mechanics (points, perks, tiers, personalization) drive behavior more than brand storytelling.

### % OF THE TRANSACTIONS



### MOST SENSITIVE TO



### MONETARY + FREQUENCY

Maximize value extraction: higher spend per visit (upsell, cross-sell) and more visits per year through targeted triggers and rewards.



## NON-CLUB MEMBER

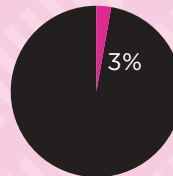
### FREQUENT BUYERS

Premium shoppers who prefer one perfumery but are not loyalty members.

An estimated ~20% of premium loyalists are not enrolled in any loyalty program at their main perfumery. As premium loyalists represent ~15% of the market, this group is small (~3% of the market) but a high-value, low-hanging recruitment pool.

They already choose premium repeatedly; barriers to sign-up are mostly functional (privacy concerns, hassle, or simply never being asked).

### % OF THE MARKET



### MOST SENSITIVE TO



### REGENCY OF ENROLMENT & MONETARY VALUE

The #1 job is converting them into the loyalty program (a recency challenge: sign up now) and then extracting value through the same levers used for members. They already spend when they visit; the goal is to increase frequency and convert them to loyal ICI PARIS XL club members.



## NEW PREMIUM FINDERS

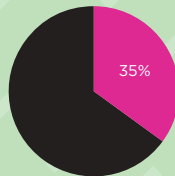
### NEW BUYERS

Drugstore-only buyers who we want to discover and start buying in premium outlets.

-50% of market  
(Our research based on question Where do you buy your beauty products primarily?)

First contact is often driven by occasion (gift, treat), location, or recommendation; brand awareness matters but preference isn't the main trigger yet.

### % OF THE MARKET



### MOST SENSITIVE TO



### RECENCY

They're lapsed or never-visited; #1 job is getting a first or recent visit: just get them through the door.



## GEN Z FIRST TIMERS

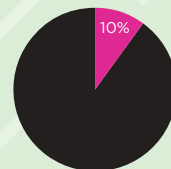
### NEW BUYERS

Young beauty shoppers increasingly enter the category through premium brands, skipping mass.

While Gen Z (18-27) represents ~10% of beauty buyers with high lifetime value, about 20-30% already purchase prestige annually. The majority still shop mass, making them the key pool for premium recruitment.

Gen Z chooses brands based on identity, social proof, and values, often seeing the brand itself as the product.

### % OF THE MARKET



### MOST SENSITIVE TO



### RECENCY

They're category entrants; the objective is acquiring them now (first visit, first purchase) so you become their "home" before a competitor does.



## PREMIUM LOYALISTS

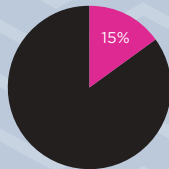
### OCCASIONAL BUYERS

Premium shoppers who prefer premium stores and often have one favourite luxury chain.

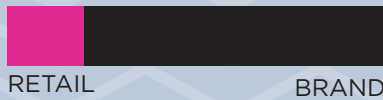
-15% of market (Source: our research based on question Where do you buy your beauty products primarily?)

They already buy premium; the only reason to pick ICI PARIS XL over Douglas for example, is brand preference, store experience, emotional connection.

**% OF THE MARKET**



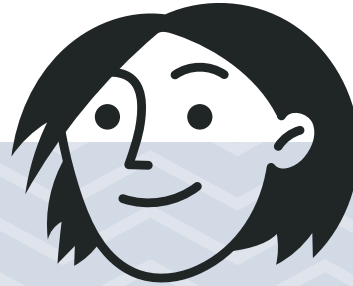
**MOST SENSITIVE TO**



**KEY OBJECTIVE:**

**FREQUENCY & MONETARY VALUE**

They're already in; goal is more visits and larger basket (cross-sell categories, exclusive launches).



## TRADE-UP SWITCHERS

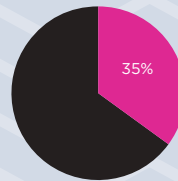
### OCCASIONAL BUYERS

Shoppers who usually buy in drugstores but upgrade to premium when it matters.

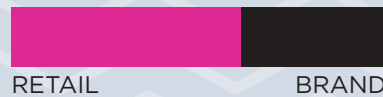
-35% of the market (based on our research and the question Where do you buy your beauty products regularly minus Where do you buy your beauty products primarily?)

The brand matters a lot to pull them up from mass, but price/promo and convenience play a really important role in the actual switch moment.

**% OF THE MARKET**



**MOST SENSITIVE TO**



**KEY OBJECTIVE = FREQUENCY**

They already spend when they come; the challenge is getting them to come more often to premium stores instead of defaulting back to drugstores.

THE BUSINESS STRATEGY IS CLEAR.

NOW, HOW CAN THE BRAND  
LIVE UP TO THE NEEDS OF THIS  
GROWTH STRATEGY?

3

# Brand strategy

WHAT ROLE DOES THE  
BRAND AIM TO PLAY IN  
PEOPLE'S LIVES?



## 3.1

# THE HAPPINESS BRAND HOUSE

LA MAISON DE LA MARQUE D'ICI

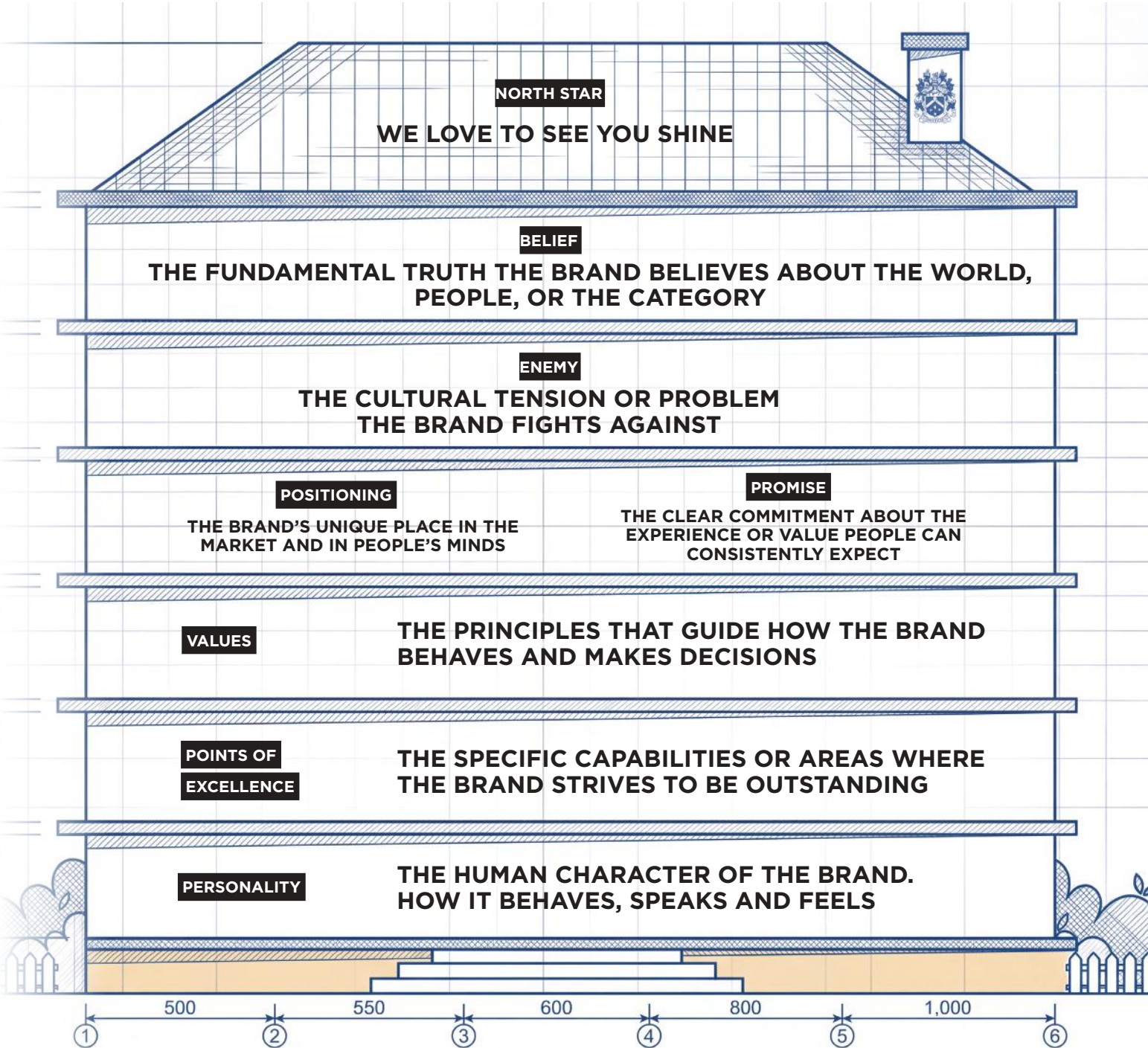
For every brand we work for, we co-create a Brand House. We say 'co-create' because it's in client-agency partnership that we usually build the house, brick by brick.

We do not try to replace what a client already has. We just put it into a language that works for everybody who, directly or indirectly, helps to shape a singular, strong brand. Therefore we keep it simple clear, structured, and built for creative action.

From the foundation of Personality, Values and Points of Excellence up through Positioning, Enemy and Belief, to the North Star that gives the brand a clear direction, each layer earns its place and connects to the ones around it. When the House is solid, everything built

on top of it tends to stand strongly. The House becomes our shared reference point throughout the entire collaboration.

For now, we put the bricks one by one ourselves. We were fortunate being able to draw inspiration from the ICI PARIS XL Brand Flower, which is a strong and well-constructed brand model. It captures the full richness of the brand in a way that creates alignment across the entire organisation.



# 3.2

UNDER  
CONSTRUCTION

## THE ICI PARIS XL BRAND HOUSE

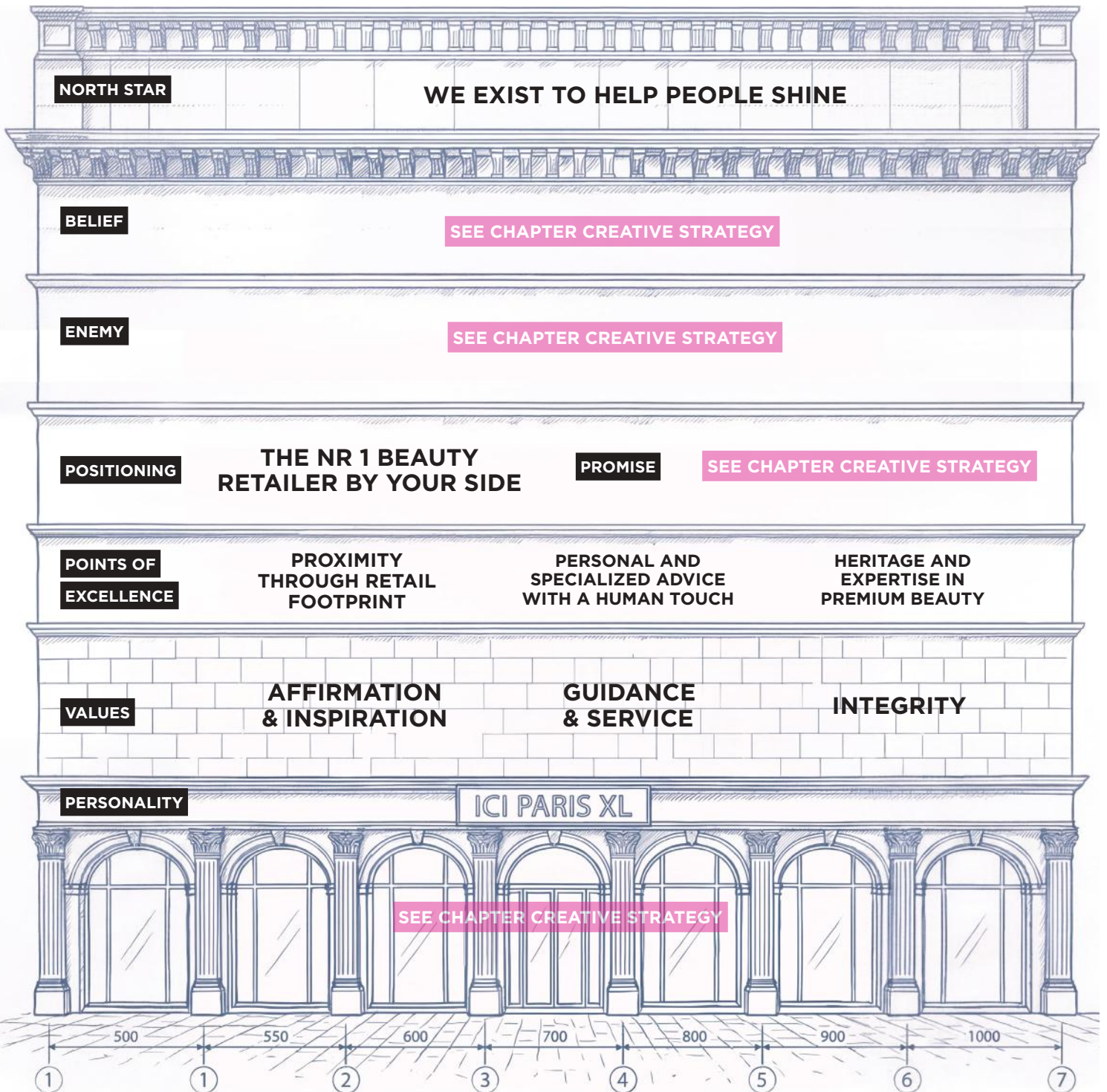
As a creative agency, our job is to translate that brand richness into work that cuts through.

To do that effectively, we need a tool that's built specifically for creative development, one that gives our teams a clear conviction to build from, a defined tension to create against, and a sharp filter to evaluate ideas with.

Think of it this way:  
the Brand Flower tells us who ICI PARIS XL is. The Brand House tells our creative teams what to make.

We used this model as a guiding star throughout this work. Near the end of the document, you will see how we filled it out and brought it to life.

This is what our ICI PARIS XL Brand House will theoretically look like. We already crafted it almost entirely in this chapter. Some of the elements though, will be completed throughout the presentation.





4

COMMUNICATION

STRATEGY



HOW CAN COMMUNICATION  
SERVE BOTH THE RETAILER  
& THE BRAND OBJECTIVES?  
AND HOW CAN WE BRING IT  
TO LIFE?

AWAR

AWAR

AWAR

ENESS

ENESS

ENESS

*NOT KN*

**= NOT L**

**= NOT VI**



UNKNOWN  
LOVED  
VISITED

SO, LET'S DIVE  
DEEPER INTO  
THIS PART OF OUR

*retailer  
brand  
objectives*



**AS THE DOMINANT  
PLAYER WITH THE  
MOST STORES,  
YOU CAPTURE  
THE MAJORITY  
OF THE MARKET.**

**BUT: BEING THE  
LEADER MEANS  
YOU'RE THE  
HUNTED, NOT  
THE HUNTER.**

## 4.1

THE  
VITALITY  
Curve

The Vitality Curve indicates the stage of brand development in a category. It does so by plotting a comprehensive number of brands on 2 simple axes: spontaneous awareness (SA) and total awareness (TA). These two parameters are simple yet crucial to understand a category dynamic. Total awareness will show the (passive) knowledge that exists of the brands. Spontaneous awareness on the other hand is an indicator of the 'active knowledge' and thus the affinity one may have with the brands.

The position and moving direction of brands along the curve throughout time demonstrate the brand's vitality and define its best course of action. We distinguish 3 main 'phases' & action:

**1. LEGITIMATION (UNTIL 20% SA)**

Young or niche brands that need to focus on differentiation and build identity

**2. PROXIMITY (BETWEEN 20% AND 60% SA)**

More mature brands that need to make their differentiation more relevant to a broad audience, emotionally and practically.

**3. DOMINANCE (AS FROM 60% SA)**

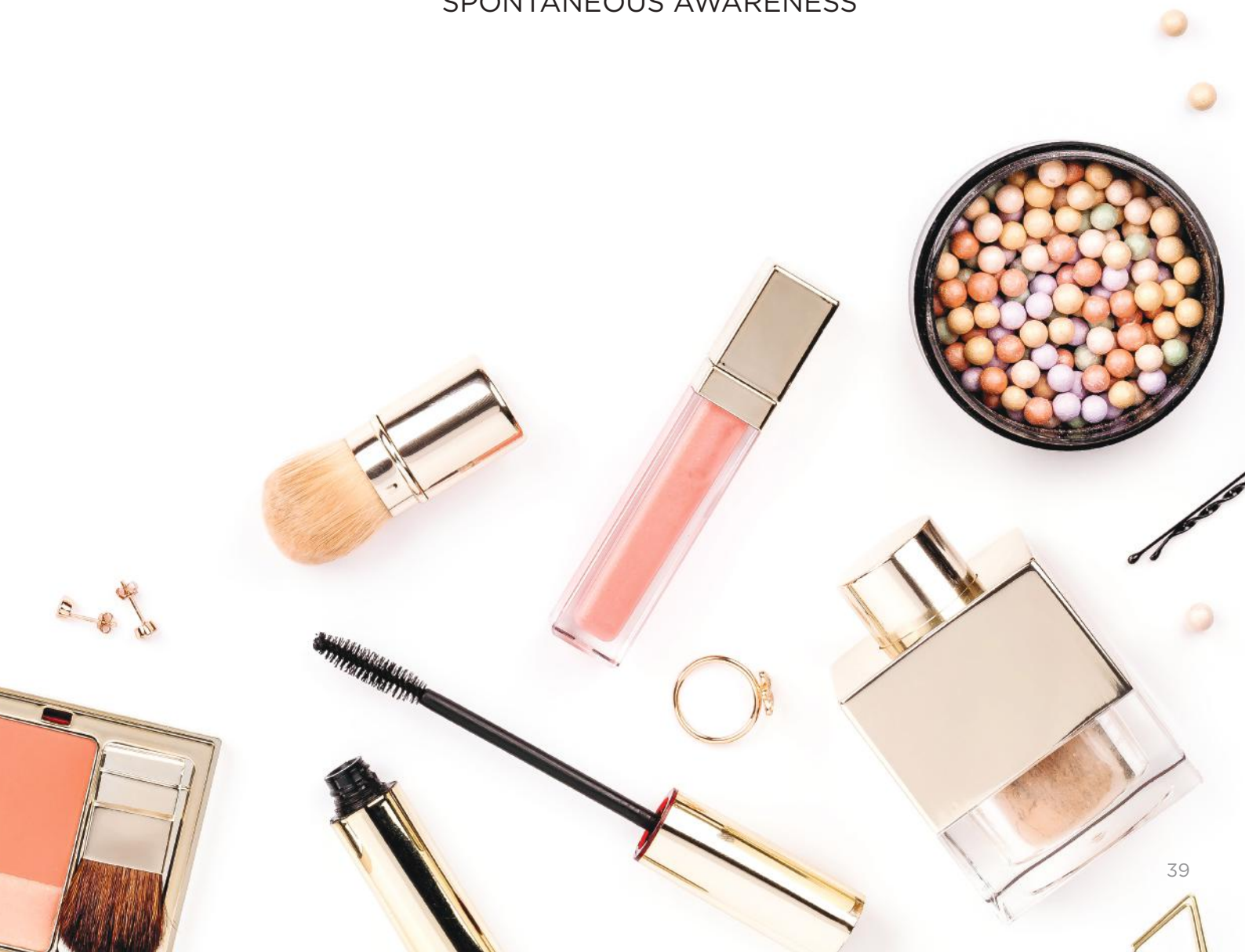
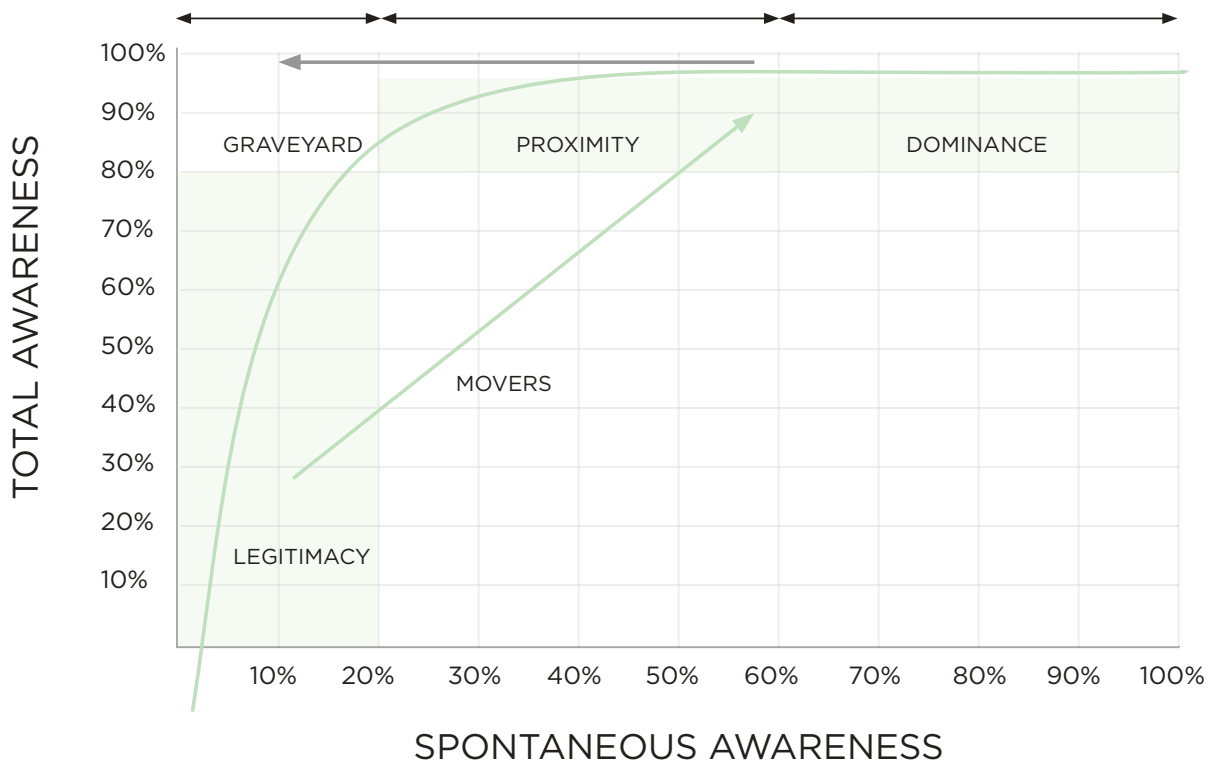
Leader brands who need to try and stay relevant by innovating the category, making it grow etc.

A crucial element in the model is the "graveyard" spot. Brands that are still well known when prompted to people but that weren't mentioned spontaneously, miss the vitality necessary for future growth.

Established brands may well keep up a high total awareness -many people still know Kodak or Polaroid for example- but if their spontaneous awareness is in decline, this may indicate they are losing out on affinity and relevance for people. And this will almost always result in a decline of market-share after one or two years.

Being the market leader, challenged by younger players such as Douglas and Sephora, it is of the utmost importance to see where we stand today and how we can keep up the affinity.





Since we didn't have access to ICI PARIS XL's proprietary data, we commissioned a quantitative survey through the research agency IVOX, polling 600 respondents across the Benelux: 200 in the Netherlands, 200 in Flanders and 200 in Wallonia. As this is an ad hoc study, it offers a snapshot rather than a trend, meaning we cannot draw conclusions about the direction in which ICI PARIS XL is evolving over time. What it does give us, however, is a clear picture of where the brand stands today relative to its competitors, and a solid basis from which to define the communication objectives that will move it in the right direction.

The data yields several interesting observations, market by market.



**THE NETHERLANDS**

- ICI PARIS XL sits at the top of the proximity space: a strong position, with Douglas occupying similar territory.
- Since this is a snapshot rather than a tracking study, we cannot assess the vitality or trajectory of either brand. What the figures do reveal, however, is a striking gap in Top of Mind awareness: Douglas is mentioned first by 40% of respondents, compared to just 13% for ICI PARIS XL.
- This points to significantly higher vitality for Douglas at this moment. For ICI PARIS XL to move into the dominance phase ahead of its rival, it will need to build deeper emotional affinity across audiences, grounding its communication in genuine consumer insights, winning Share of Heart and converting that into Top of Mind.

**FLANDERS AND WALLONIA**

- In Belgium, ICI PARIS XL is firmly anchored in the dominance phase, a strong starting point.
- Without trend data we cannot determine whether the brand is growing or declining in vitality, but

one number warrants attention: Top of Mind awareness stands at 53%, which feels low relative to a spontaneous awareness of 81% in Flanders.

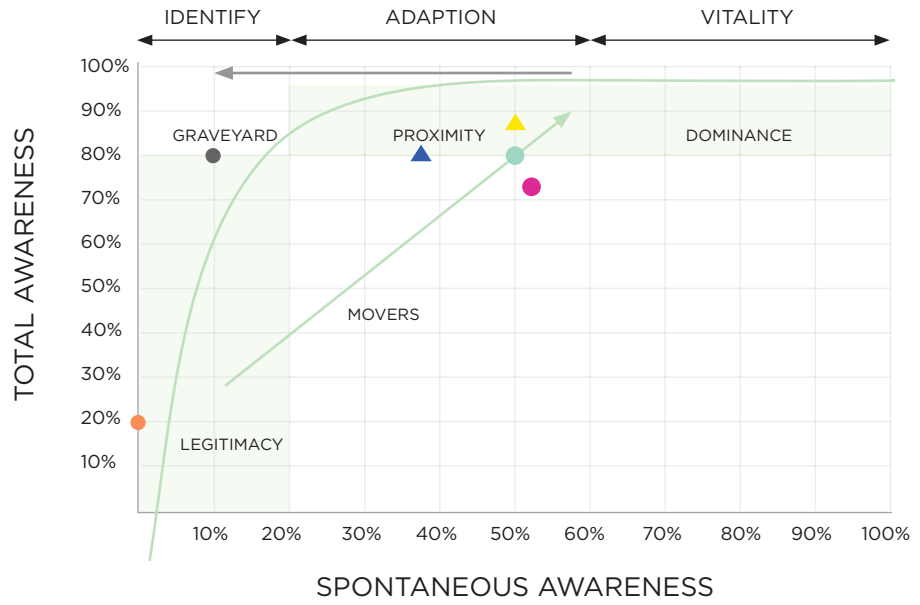
- Other brands are claiming a disproportionate share of attention. Douglas has only just entered the proximity phase in Flanders and is virtually absent in Wallonia, but it is not yet a threat.
- To protect its dominant position, ICI PARIS XL must continue to anchor its 'local jewel' proposition and keep surprising its audience through communication, offers, products and services. Every distinctive moment is an opportunity to remind people why our brand is theirs.

**THE COMPETITIVE LANDSCAPE**

- Sephora, yet to open stores, is already firmly present in consumers' minds in Wallonia and is beginning to gain traction in Flanders and the Netherlands.
- Kruidvat, as a drugstore brand, commands high affinity across both markets: a confirmation that the competitive frame extends beyond premium beauty retail. And that 'new buyers' can be found there.

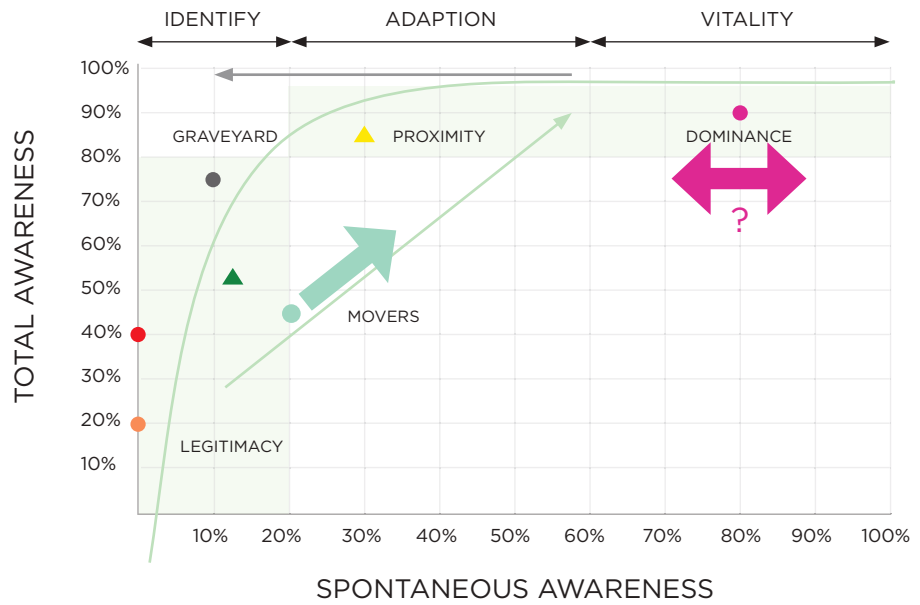
**THE NETHERLANDS**

- ICI PARIS XL
- Douglas
- Sephora
- Rituals
- ▲ Kruidvat
- ▲ Etos



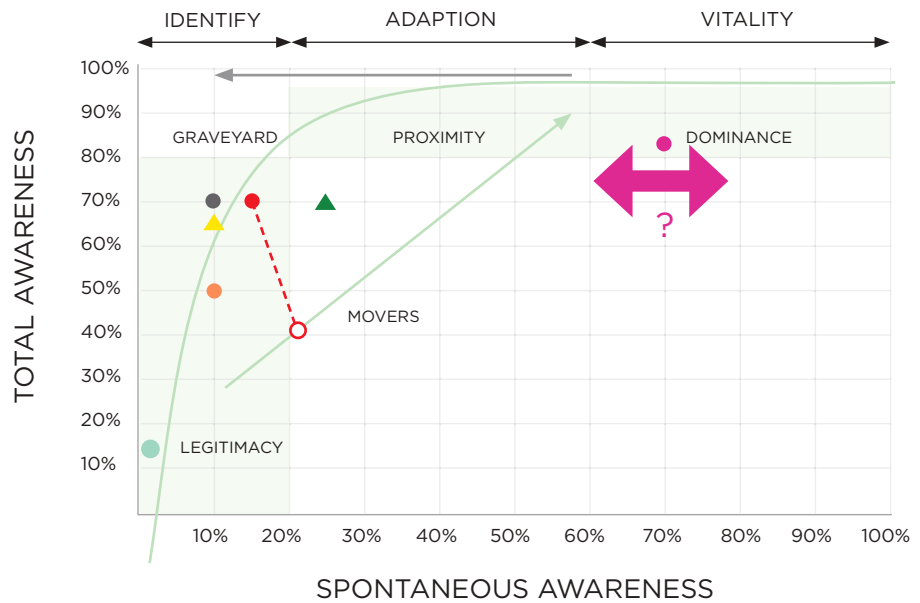
**FLANDERS**

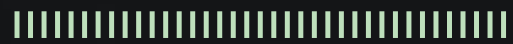
- ICI PARIS XL
- Douglas
- Sephora
- Rituals
- Planet Parfum
- ▲ Kruidvat
- ▲ DI



**WALLONIA**

- ICI PARIS XL
- Douglas
- Sephora
- Rituals
- April
- Planet Parfum
- ▲ Kruidvat
- ▲ DI





“If you know yourself  
but not the enemy,  
for every victory gained  
you will also suffer a  
defeat.

If you know neither the  
enemy nor yourself, you  
will succumb in every  
battle.

**If you know the enemy  
and know yourself, you  
need not fear the result  
of a hundred battles. ”**

SUN TZU,  
THE ART OF WAR

## CONCLUSION

The position of brands on this curve isn't just a snapshot of today. Research has shown that the evolution of awareness is a strong predictor of tomorrow's market share.

The logic is simple: awareness drives traffic, and traffic builds awareness.

Looking at where Sephora and Douglas sit on the curve, both punching above their weight in spontaneous and top-of-mind awareness relative to their current market share, tells us something important: awareness moves ahead of market share. That's exactly the dynamic we can work with.

For ICI PARIS XL, this is a clear signal and a real opportunity. Widening the awareness gap with Sephora and Douglas in Belgium, and closing the Top of Mind gap with Douglas in the Netherlands, are the highest-leverage moves we can make, and the ones most likely to translate into future market share growth. **Given our position today, we can quickly gain results. But the time is now, not later.**

**If it were easy,  
everybody would do it.**  
So yes, we need to know our  
competition, but above all, we  
need to know ourselves.  
That's where it starts.  
Our weapons are clear:  
a sharp brand vision and a  
retailer-brandcommunications  
approach to match.  
Let's build them. Let's own them.  
And then, we win.



A SOLID RETAILER-BRAND COMMUNICATION APPROACH

# RETAILER-BRAND OBJECTIVES



IN ORDER TO COVER ALL OUR RETAILER-BRAND OBJECTIVES,  
WE USE THE MODEL 'SEE/THINK/DO/CARE'



A SOLID RETAILER-BRAND COMMUNICATION APPROACH

# 4.2 *Communication* OBJECTIVES



SEE

THINK

ACT AS A...

RETAILER **BRAND**

RETAILER BRAND

COMMUNICATION  
OBJECTIVE

**TOP OF MIND &  
REPUTATION  
& PREFERENCE**

**MOTIVATION &  
CONSIDERATION**

TASK

**INCREASE  
TOP OF MIND**  
through a stand-out  
communication concept embedded  
in relevant consumer insights.  
=  
The right emotion at the right time  
to the right audience

**MOTIVATE**  
through a deeper understanding  
of the categories, services, products.  
=  
The right message at the right time  
to the right audience

RECENCY

FREQU

# EXPLANATION

This chart lays the foundation of how we think about communicating for ICI PARIS XL. We use the SEE/THINK/DO/CARE-model as our strategic spine, and for each stage we define both what role the brand should play and what the communication objective is.

In the **SEE** phase, ICI PARIS XL acts as a Retailer Brand, with the emphasis on 'brand', focused on building top-of-mind awareness (see 'awareness, awareness, awareness') through emotionally resonant brand storytelling.

In **THINK**, the emphasis shifts to retailing

aspects of the brand, motivating and informing, thus deepening consumers' connection to the categories, products and services. In **DO**, it steps into pure Retailer mode, driving footfall or visits to the site with sharp, compelling propositions. And in **CARE**, we close the loop; turning existing customers into loyal, frequent buyers through smart rewards and personalisation. The arrow at the bottom is key: everything ties back to Recency, Frequency and Monetary Value. That's the commercial heartbeat behind each communication choice we make.



## DO

## CARE

**RETAILER**

**RETAILER BRAND**

**DRIVE-TO-STORE  
(OR SITE)**

**SELL MORE & SELL  
MORE FREQUENTLY**

**DRIVE TO STORE**  
through the right 'killer proposition'  
in terms of message and price  
=  
The right offer at the right time  
to the right audience.

**SELL MORE AND MORE  
FREQUENT**  
=  
The right 'reward' at the right  
time to the right audience.

**RECY** **MONETARY VALUE**

# 4.3 Media OBJECTIVES

SEE

THINK

<b>ACT AS A...</b>	<b>RETAILER BRAND</b>	<b>RETAILER BRAND</b>
<b>COMMUNICATION OBJECTIVE</b>	<b>TOP OF MIND &amp; REPUTATION &amp; PREFERENCE</b>	<b>MOTIVATION &amp; CONSIDERATION</b>
<b>MEDIA OBJECTIVE</b>	<b>AWARENESS THROUGH REACH</b>	<b>REPETITION</b>
<b>TASK</b>	<b>BUILD THE 'LOVE BRAND'</b> by reaching a broad audience	<b>PROVE THE 'LOVE BRAND'</b> through tips, advice, demo's, ...
<b>POTENTIAL TOUCHPOINTS</b>	TVC, (longer) OLV, OOH, Print, PR, Display (digital), POS, ...	(shorter) OLV, radio, OOH, Print, PR, Display (digital), social, performance, POS, ...
	<b>RECENCY</b>	<b>FREQUENCY</b>

Building on the previous chart, this translates communication objectives into media objectives and touchpoints: not just what to say, but where and how.

- In **SEE**, the goal is reach: building the love brand through broad channels like social media, online video, TVC, OOH, print, and PR.
- In **THINK**, the focus shifts to repetition, reinforcing the brand with category arguments, tips, and how-to content via shorter video, audio,

social, and performance media.

- In **DO**, the objective is activation, showing up at key physical and digital moments: website, app, in-store, and near-store.
- In **CARE**, we move to interaction and retargeting, reconnecting through data-driven channels like social, display, and digital.

The underlying logic is the RFM model: increasing recency, frequency, and value in every customer relationship.

# DO

# CARE

**RETAILER**

**RETAILER BRAND**

**DRIVE-TO-STORE  
(OR SITE)**

**SELL MORE & SELL  
MORE FREQUENTLY**

**ACTIVATION &  
STIMULATION**

**INTERACT &  
RETARGET**

**ACTIVATE**

at the place and moment  
of truth: O+O

**CREATE A  
CONNECTION**

with those who have shown interest  
in your brand and products.

Website, app, instore, near-store, ...

Touchpoints that allow data collection  
like social, display, digital, ...

**RECENCY**

**MONETARY VALUE**

## 4.4

PRINCIPLES FOR  
THE 'SEE/THINK/DO/  
CARE' TOUCHPOINTS

## PRINCIPLE 1

## SOCIAL FIRST &amp; LED

On beauty, competition is fierce and our budgets are tight; outspending rivals simply isn't an option. But there's a second, equally compelling reason to be social-first: this is where our audience lives. Social media is the place where beauty lovers discover, discuss and share trends, tips, products, routines. It's not just a channel. It's the beating heart of the category. That's why our recommendation is clear: be social-first, and let it lead.

In practice, this means that the social assets drive the media strategy, not the other way around. Other channels follow and amplify what social establishes, rather than dictating it. That said, 'social' is not a single medium. It is a vast and diverse ecosystem of platforms, each with their own culture, formats and unwritten rules. Treating them as interchangeable would be a mistake. The real opportunity lies in being deliberate: choosing the right platform for the right purpose, and showing up in a way that feels native rather than imported.



Social Media is a broad term. Still, each channel can serve a different objective for the brand.

*How do we leverage the different channels in our strategy?*





WHAT ARE PEOPLE LOOKING FOR?

ASPIRATION

*Participation*

**STRAIGHT FORWARDNESS**



SAME ... BUT DIFFERENT (RELEVANCE)



## PRINCIPLE 2

In order to raise Top Of Mind awareness, it is important to rise above the competition. But of course, smart budget management doesn't allow us to outshout our competitors. Instead, we should embrace:

# CON.DO

**CONCENTRATE**

**DOMINATE**

CON.D.O.M.

**MAXIMIZE**

## CONCENTRATE

our means in a limited number of media, in order to:

## DOMINATE

those media as much as possible, in order to:

## MAXIMIZE

our budget as much as possible; through partnerships, volume deals etc.

The most important reason to use CON.D.O.M. as a principle is - you guessed it - protection. It protects the brand's messaging from being scattered and diluted across multiple media and executions and thus never reaching the critical mass to really make a lasting impression.

5



THE COMMUNICATION  
STRATEGY IS ALL LAID OUT.

NOW, HOW CAN CREATIVE  
HELP TO ENGAGE PEOPLE  
WITH THE BRAND?

CREATIVE

STRATEGY

HOW DO WE MAKE  
'WE LOVE TO SEE YOU SHINE'  
DELIVER FOR THE BRAND?

A smiling woman with long dark hair, wearing a dark blue blazer and a black bag, stands in a warmly lit room. The room features autumnal decor, including a large potted plant, a framed picture, and a window with a view of the outdoors. The text "WE LOVE TO SEE YOU shine" is overlaid on the image.

WE  
LOVE TO  
SEE YOU  
*shine*



With more stores and strong online presence, you capture a large *share of market*

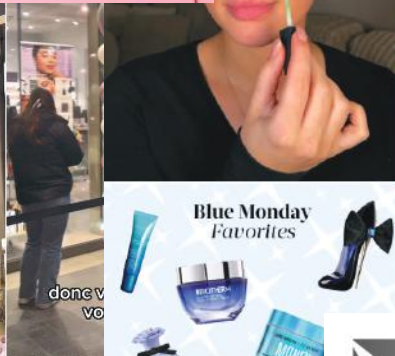
But we need more *share of heart* to grow it and secure it.

This line has everything we need. It will help to be 'known' (it brings consistency) and 'loved' (it is appealing).

As long as we give it the right meaning. So, let's explore how we do this.

BY THE NATURE  
OF THE MARKET,  
IT IS HARD TO STAND  
OUT VISUALLY.

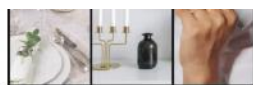
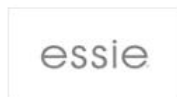
DI



**NEW POPULAR**  
BEAUTY BASICS  
De meester van geuren: hoe Michael Edwards de parfumerwereld in kaart bracht  
09/01/26

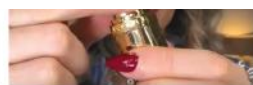


**POPULAR**  
Back to black: Grunge Make-up weer helemaal in kaart gebracht  
07/01/26



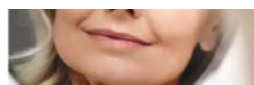
**Hagerty: Care for precious objects**  
For over 130 years, Hagerty has been the global benchmark in the care of precious objects. From jewelry to silverware, from delicate textiles to decorative items.

[Read the article](#)



**Our Valentine's Day makeup routine by MUA**, featuring our Panorama mascara from L'Oréal Paris!  
Have you spotted this fresh and bright look by @goheerin on social media? Today we're revealing all the products used to perfectly recreate this Valentine's Day-themed routine.

[Read the article](#)



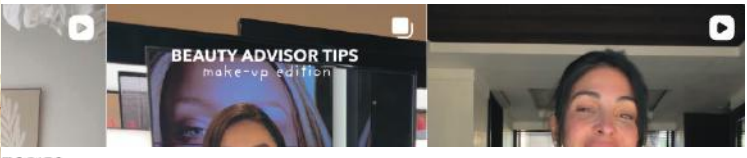
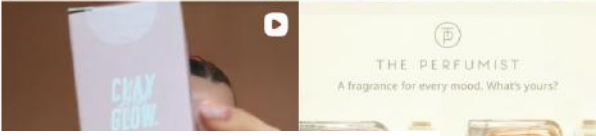
**The magic of K-beauty: more than a trend, a true art of living**  
You've probably already heard of K-beauty, the wave from Korea that has conquered beauty routines worldwide. But beyond the trend, Korean skincare embodies a true philosophy of skincare, based on gentleness, prevention, and respect for the skin's natural balance.

[Read the article](#)

PARIS XL



DOUGLAS



**TRENDS**  
Butter Skin: De make-up trend die je huid laat stralen  
06/01/26

**POPULAR**

**TIPS & ADVIES**  
Geef je huid een reset met de lekkerste boosters voor een skin detox  
05/01/26

**STORIES**

**POPULAR**

**GET INSPIRED**  
Skincareproducten voor iedereen  
Koreaanse skincare is de skincare hype die je niet wilt missen.

**ALL ABOUT**  
SKINCARE WEEKS  
Beautiful and healthy skin begins here!

**ALL ABOUT**  
De kracht van huidverzorging  
Geef je huid elke dag de verzorging die ze verdient.

**GET INSPIRED**  
Fenty Beauty  
Exclusief verkrijgbaar bij Douglas.

**DOPAMINE PRODUCTEN**  
to survive the blue mood

**ONZE TOPMERKEN**

CHANEL DIOR RITUALS... HERMES PARIS GIVENCHY BE YVES SAINT LAURENT LANCÔME ESTÉE LAUDER CLINIQUE



CREATIVE STRATEGY



## 5.1 OBSERVATION

# THE BEAUTY CATEGORY IS A VISUAL ECHO CHAMBER.

Every beauty retailer carries the same hero brands. Every campaign features the same aspirational faces. Every product shot follows similar codes. Add to that the rise of UGC and tutorials, where even the format and the gestures have become uniform, and it becomes clear: playing the category's visual game is a race you can't win on visuals alone. The answer isn't to look more beautiful. It's to be more recognisable.

That means building a small, deliberate set of brand assets: not just a logo or a colour, but a consistent world of cues that people learn to associate with ICI PARIS XL specifically. And crucially, loading those assets with emotion: warmth, confidence, the feeling of being seen. Because in a feed full of similar imagery, what people remember isn't the most polished visual. It's the one that made them feel something.

We need to  
“ find *our own*  
emotional and  
visual territory  
to lead. An emotional  
“ domain that  
is *ownable* and  
*relevant today*  
*and tomorrow.*



# A brief history of beauty.

BACK THEN:  
(1950 - 1999)

BE DESIRABLE



Fashion to Flatter  
Every Figure



NOW

(2020 - ONWARD)



Unleash Your Beauty  
from Within with  
LOVELY LAGUERRE and  
PURE HEAVENLY HAIR & BEAUTY BOUTIQUE



WHAT MAKES A WOMAN MEMORABLE



HOW 5 GROOVY MEN WOULD MAKE YOU OVER INTO THEIR DREAM GIRL



Get An Insane Body It's Hard, But You'll Look Hot!



WHY DON'T YOU EVER MEET ANYONE AT PARTIES TO ASK YOURSELF... HOW YOUR FATHER INFLUENCES THE KIND OF MEN YOU ARE DRAWN TO... REJECTION: 5 SUCCESSFUL WOMEN TELL HOW THEY HANDLE IT



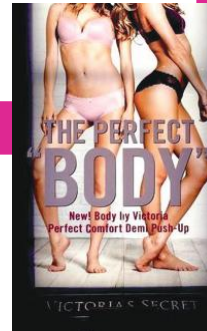
NEW YEAR NEW YOU! make your beauty dream come true



"Different Is What I'm About" Dakota Johnson's Wild Ride

RECENT: (2000 - MID 2010)

DUALITY: EMERGING INTERNAL MOTIVES



THE PERFECT BODY New! Body by Victoria Perfect Comfort Demi Push-Up VICTORIA'S SECRET



THEIR WAY WOMEN PHOTOGRAPHERS GET CREATIVE WITH FASHION

SIMONE BILES STANDING UP SPEAKING OUT, AND SETTING HER SIGHTS ON OLYMPICS 2021



NEW FRONTIERS The models changing the face of fashion



Malala The extraordinary life of Malala Survivor, activist, legend

CREATIVE STRATEGY

# 5.2

## SOCIETAL INSIGHT



Social  
culture  
has  
evolved.



From outer motivation to inner motivation. From 'impression of others' to 'expression of self'. Therefore, we defined the Brand Promise that will charge 'We love to see you shine' with consistency and novelty as:



WELCOME TO  
**BEAUTIFUL**

- DOUGLAS -

WE BELONG  
TO SOMETHING  
**BEAUTIFUL**

- SEPHORA -

From  
**beauty**

**OUTER BEAUTY**

Van  
**uiterlijk**

WE LOVE  
TO SEE  
YOU **SHINE**

- ICI PARIS XL -

to  
**shine**

**THE SUM OF OUTER**

**AND INNER BEAUTY**

naar  
**uitstraling**

**LOOKING GOOD BY  
FEELING GOOD.  
FEELING GOOD BY  
LOOKING GOOD.**

**What we observe** is a beauty culture in full transition. For decades, the category spoke the same language: fix yourself, be desirable, get noticed. Even as the conversation began to shift toward self-esteem and realness, the underlying logic remained external; beauty as something you perform for others. Today, that has fundamentally changed. People don't just want to look good. They want to feel their beauty rise from within. They want to radiate it.

**What this means for ICI PARIS XL** is an opening. Competitors are still largely operating in the outer beauty space, welcoming people to beautiful, belonging to something beautiful. It's product-led, category-generic, and increasingly disconnected from where culture is heading. "We love to see you shine" doesn't belong in that space. It never did. Shine isn't a surface quality. It's the sum of outer and inner beauty: the impression you leave, the energy you carry, the glow that lingers after you've left the room.

**That is how we will interpret the line.** Not as a compliment on how you look, but as a celebration of how you make people feel, starting with yourself. The creative territory we're building is the space between beauty and radiance, between appearance and aura, between walking into a room and the moment just after you've walked out. That is the emotional territory that is ownable for ICI PARIS XL, and that is where "We love to see you shine" truly lives.

**UNDER THE SKIN:  
A SURVEY INTO  
WHAT DRIVES  
BEAUTY CHOICES.**

As we developed our strategy for ICI PARIS XL, one question sat at the heart of our thinking: does this dialog between inner and outer beauty hold up in reality with our shoppers? From early conversations and desk research, we found that genuine radiance is not purely a question of products and looks, but also of inner confidence: the feeling of being recognisably, unapologetically yourself.

To sense-check this direction and understand the balance between inner and outer beauty perception among real shoppers, we commissioned a quantitative study among 248 women aged 18-55 in the Netherlands. Central to the research is the 'Inner-Outer' scale. It is a validated measure (Cronbach's  $\alpha = 0.79$ ) built from four statements that together capture inner-directed beauty motivation:

- I have a clear idea of what I want to look like and don't let myself be influenced by what others expect of me;
- The way I wear my make-up, hair and fragrance reflects who I am;
- The beauty products I choose feel more like 'typical me' than 'like everyone else';
- When I look in the mirror on a good day, I think: 'yes, this is me'.

Respondents scored each statement on a scale of 1 to 7, giving us a robust measure of how much their relationship with beauty is driven from within rather than shaped by external expectations.

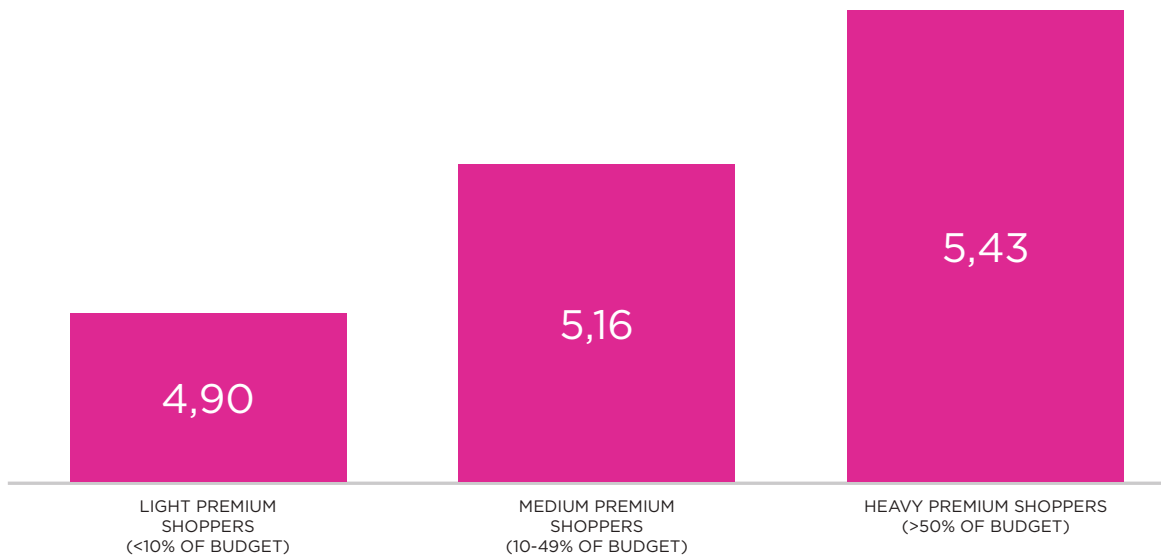
**THE MORE SOMEONE CHOOSES FOR PREMIUM BEAUTY, THE MORE THEIR MOTIVATION COMES FROM WITHIN.**

Heavy premium shoppers (ICI PARIS XL's core audience) score significantly higher on 'Inner-Outer' motivation than any other group (5.43 out of 7). For them, beauty is not about following trends or meeting others' expectations. It's a personal statement: a reflection of who they are, expressed through the products they choose and the way they present themselves.

This is the conversation our audience is most ready to have. A brand strategy built around confidence and authentic radiance doesn't just feel right; the data shows it's where our most valuable customers already live.

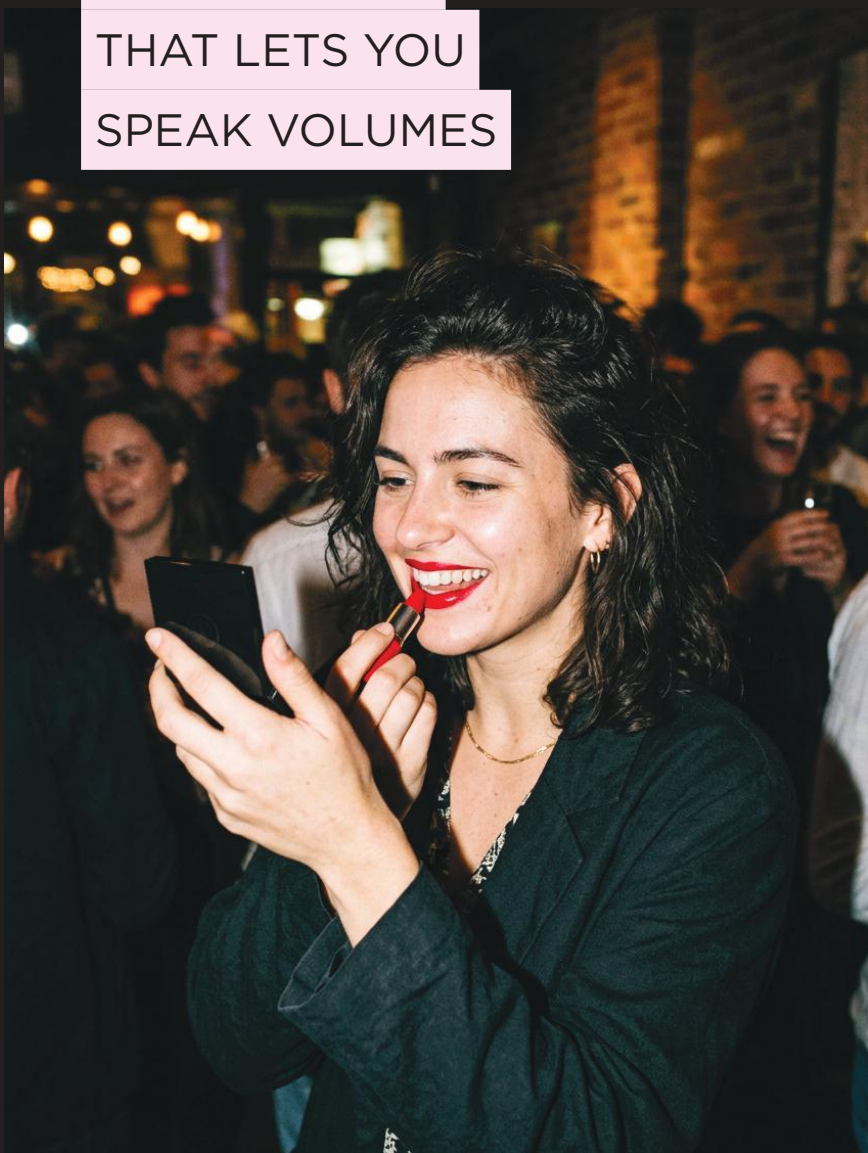
Research among 248 women aged 18-55 in the Netherlands (Bureau Fris, nationally representative sample).

*'INNER-OUTER' MOTIVATION*  
IMPORTANCE GIVEN ON A SCALE OF 7



From a  
lipstick that  
looks great

TO A LIPSTICK  
THAT LETS YOU  
SPEAK VOLUMES



From perfe  
your look i  
make-up n

TO ENJOYING  
RADIANCE IN  
REFLECTION



ecting  
n a  
mirror

G YOUR  
N ANY



From gifting  
your friend a  
nice perfume



TO GIFTING YOUR  
FRIEND A **TOUCH OF**  
**EXTRA CONFIDENCE**

From hiding your  
freckles with a  
concealer

TO HIGHLIGHTING  
THEM WITH  
A PENCIL



From 'wow'  
when you enter  
the room

TO 'WOW'  
WHEN YOU  
JUST LEFT  
THE ROOM







5.3

CREATIVE  
STRATEGY

*framework*

# #1 CONTENT LAYERS

These layers form the strategic guideline or framework for all creative briefings, in all communication stages.

## THE 'SEE/THINK/DO/CARE' THEMES & STORIES

# SEE

# THINK

ACT AS A...

RETAILER **BRAND**

RETAILER **BRAND**

COMMUNICATION  
OBJECTIVES

**AWARENESS &  
REPUTATION**

**MOTIVATION &  
CONSIDERATION**

BRAND  
STORIES

La Maison ICI  
'We love to see you shine'

La Maison ICI  
advice & ICI PARIS XL  
exclusive products

CATEGORY STORIES  
E.G. SKINCARE

La Maison ICI  
'Skincare stories & advisors'

La Maison ICI  
the right skin-advice & the right  
product advice

MOMENTS  
OF TRUTH

La Maison ICI  
Gifting e.g. the pleasure  
of giving and receiving

La Maison ICI  
the wide range of gifting products

This framework shows how we actually fill media touchpoints mentioned before with content, and we do it across three distinct layers, each applied consistently through the full STDC funnel.

The first layer is **Brand Stories**, centred around La Maison ICI and the 'We Love to See You Shine' platform. This is our emotional equity layer: from inspiration to advice to offer to reward.

The second layer is **Category Stories**: Skincare is the example here, but this logic applies to any category. It's about positioning ICI PARIS XL as the expert:

inspiring content at the top of the funnel, personalised advice in the middle, and a compelling category offer to drive purchase.

The third layer is **Moments of Truth**: occasions like Gifting where purchase intent is especially high. Here we lead with the emotional value of the moment itself, reinforce the product breadth, and close with a strong offer.

What this framework gives us is a structured, scalable way to plan content. Every piece has a purpose, and every layer feeds into the commercial goal.

# DO

**RETAILER**

**DRIVE-TO-STORE  
(OR SITE)**

We Love To See You Shine offer (e.g. free samples, demo)

Skincare offer

Gifting offer

# CARE

**RETAILER BRAND**

**SELL MORE & SELL  
MORE FREQUENTLY**

Reward and suggest

Reward and suggest  
Skincare

Reward and suggest  
Gifting

CREATIVE STRATEGY

#2

THE CREATIVE  
PRINCIPLES

TO  
AVOID

ICI PARIS XL is not in the business of telling people what's wrong with them, but advising them on stuff they want help with.

**FRAMING BEAUTY AS  
FIXING A FLAW**

They are always one thought.

**SEPARATING INNER  
AND OUTER BEAUTY**

2

The advisor listens before they recommend.

**REDUCING THE  
BEAUTY ADVISOR TO  
A TRANSACTION**

Words like "flawless," "glow up," "perfection" or "transform yourself" are category wallpaper.

**USING GENERIC  
BEAUTY LANGUAGE**

4

ICI PARIS XL's strength is its accessibility - the wide range, the personal advice, the welcoming in-store experience. Aspirational should never tip into unattainable. It's not for the happy few, it can make everybody happy.

**MAKING IT FEEL  
INTIMIDATING OR  
EXCLUSIVE**

# TO ENCOURAGE

1

**CASTING PEOPLE WHO  
FEEL PRESENT,  
NOT PERFECT**

Choose faces and bodies that radiate energy and character, not flawless symmetry.

**SHOWING INNER AND  
OUTER BEAUTY FLOW  
IN BOTH DIRECTIONS.**

Inner confidence that radiates outward. Or the reverse: the right product that shifts your mood.

3

**GIVING THE BEAUTY  
ADVISOR A  
STARRING ROLE**

Show the personal, knowledgeable, warm relationship they build with each customer.

**USING LIGHT AND  
LUMINOSITY AS A  
VISUAL LANGUAGE**

Radiance is a look, a feeling and a metaphor.

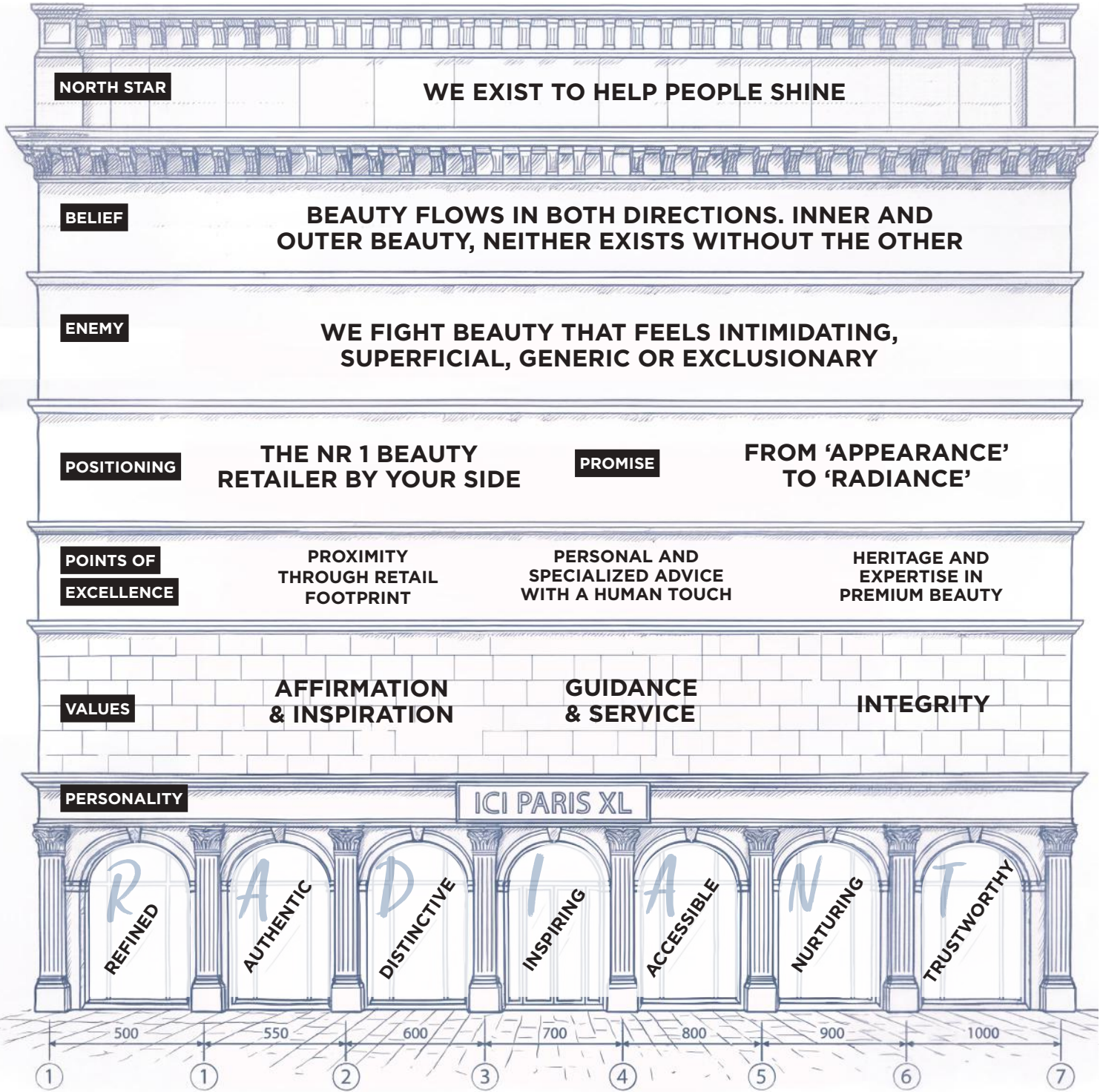
5

**LANDING ON A  
FEELING, MORE THAN  
JUST A LOOK**

The take-away of the communication should be emotional: I feel more like myself.

# #3

## THE (COMPLETED) BRAND HOUSE



# #4

## THE BRAND PERSONALITY AND ITS LOOK&FEEL

Everything  
we do will  
radiate  
'Accessible  
yet Inspiring'  
Beauty

### REFINED

ICI PARIS XL exudes elegance without intimidation. Every detail, from the in-store experience to the way it communicates, reflects taste and thoughtfulness.

### AUTHENTIC

No empty promises, no unattainable ideals. ICI PARIS XL is honest about what beauty is and what it can genuinely do for you.

### DISTINCTIVE

The brand has its own unmistakable identity in a crowded landscape. You recognise the brand instantly, not just by how it looks, but by how it speaks to you.

### INSPIRING

ICI PARIS XL sparks curiosity and the desire to explore. ICI PARIS XL shows you what's possible, not as a standard to meet, but as an invitation to discover.

### ACCESSIBLE

Beauty is for everyone, and ICI PARIS XL means it. The brand welcomes every woman and man, regardless of budget, age or experience.

### NURTURING

ICI PARIS XL understands that beauty is also self-care. It surrounds you with expertise, genuine attention and the reassuring feeling that you're in good hands.

### TRUSTWORTHY

Decades of expertise and a carefully curated assortment make ICI PARIS XL a brand you can rely on. You always know what you're getting and it never disappoints.



6

Creative  
*teaser*

HOW WILL THIS TRANSLATE INTO  
ENGAGING CREATIVE WORK?



# #1

## INSIGHT LED

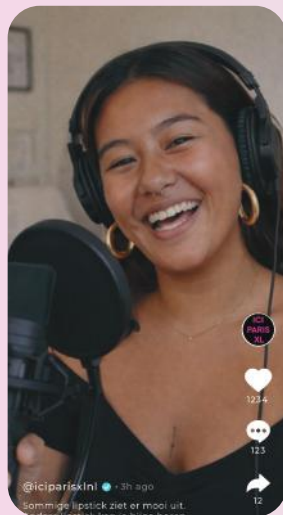
The creative work will integrate Brand and Retail into one communications approach, where each strengthens the other.

## CONSUMER & PRODUCT BASED 'SHINE

### BRAND

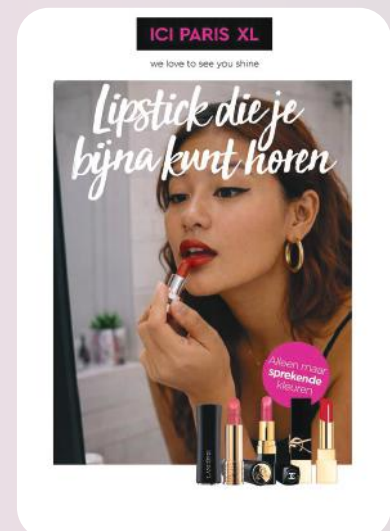
La Maison ICI

## SEE



An engaging content episode of La Maison ICI based on the insight. Focus on awareness, but always with a role for the product.

## THINK



A campaign layer that presents the product in combination with the insight. Showing a character from La Maison ICI.

ICI PARIS XL WE LOVE TO SEE YOU SHINE

## ' INSIGHT

Distinctive Brand Assets  
**RETAIL**

# DO



Pure product & promo layer, connecting it to the insight through just copy.

## OU SHINE

For each campaign we will find an emotional, but product based insight. How will this product make you shine?

This will form the foundation for an intergrated approach where brand and retail will strengthen each other.

The insight translates into SEE / THINK / DO campaign layers.

Resulting in various campaign assets that add up to one cohesive RETAILER BRAND story, but still drive their own purpose. From growing brand affinity to pure sales.

Because all executions are based on a singular 'shine' insight, they will always lead to the same baseline: ICI PARIS XL. We love to see you shine.

# CREATIVE TEASER

#2 BRAND ASSETS

The creative work will increase the mental availability of ICI PARIS XL, by enhancing and elevating the two brand assets:

We love to see you shine & La Maison ICI.



THE BRAND PLATFORM

WE  
LOVE TO  
SEE YOU  
*shine*

WE GIVE "SHINE" A DISTINCTIVE MEANING THAT  
SETS ICI PARIS XL AHEAD OF THE COMPETITION

NOT JUST INNER CONFIDENCE  
NOT JUST OUTER BEAUTY

SHINE IS THE POWER OF THE SUM OF BOTH

LA MAISON ICI

#3

BRAND AS  
A PUBLISHER

The most powerful brands today don't just sell, they tell. The concept of "brand as a publisher" is built on a simple but transformative idea: a brand creates content that people actually want to consume. Not because it promotes a product, but because it entertains, informs, moves or speaks to them.

And in doing so, the brand earns something advertising alone rarely can: real affection, trust and a sense of shared identity.

The payoff is well-documented. M&M's built an entire comedic universe around its characters, turning candy-coated chocolates into personalities people root for across generations.

Albert Heijn took a different path with De Wereld in het Kleijn, a warm, human series that had nothing to do with promotions and everything to do with life as people actually live it, earning an Effie award as proof that storytelling converts into commercial results.

Red Bull, perhaps the most radical example, built a fully-fledged media house producing films, sports coverage and editorial content that attracts audiences entirely on its own merits. The energy drink is almost incidental. The world Red Bull created is the point.

What these brands understood is that familiarity breeds preference and content builds familiarity faster and deeper than any campaign.

For a beauty brand, this approach is not just attractive. It's necessary. The beauty category is one of the most cluttered media environments that exists, flooded with demos, tutorials, before-and-afters and influencer testimonials that increasingly blur into one another. In this context, recurring content formats with recognisable characters, relatable people in whose stories every viewer can see a little of themselves, become a genuine differentiator. Not just a way to be liked, but a way to be remembered, trusted and chosen. Because in beauty, feeling seen is everything.

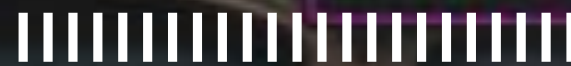




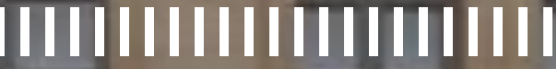
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CAMP  
AND CU**



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# SAISON ERS THE ETWEEN PAIGN ULTURE

ris XL



MEET  
YOUR NEW  
NEIGHBOURS



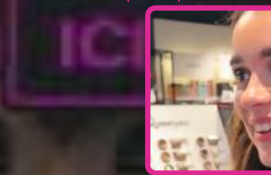
MARGOT



ROB & CHANTI



T



ICI PA  
BEAUTY



To help build recognition and affinity, La Maison ICI will welcome a fixed cast of new residents. With a core story revolving around the strategy:

*from beauty to shine.*

Our main character will be Tess. A young woman with a very successful podcast called "From beauty to shine."

But behind every success story, there's always a silent force. In this case our Beauty Advisor, who always manages to give Tess the perfect advice, insight or realisation about the topic at hand. Not intentional per se, but more unknowingly. Making her the humble star of the show.

Plus a diverse group of other residents, providing us with all the ingredients we need to build a SEE/THINK/DO/CARE campaign that will help grow both Brand and Retail.



LENNERT & MO



RONALD & JET



TESS



LARIS XL  
ADVISOR



|||||

**COMING**  
TO A M  
ROOM IN

|||||

COMING SOON  
MEETING  
IN BREDA

CHRIS XL





# HAPPINESS

ADDENDUM | MARCH 2026

THE ICI PARIS XL ISSUE

The first  
Happiness office  
Av. du Brésil 3,  
1050 Ixelles,  
Belgium

## Welcome to *Happiness XL*

YES, JUST LIKE ICI PARIS XL,  
HAPPINESS WAS BORN IN IXELLES.

ICI PARIS XL



Some people  
spend a lifetime  
looking for  
happiness.

***You found it.***



“I shine when my energy matches the bounce in my curls.



# Meet Toprak Özturan

## MANAGING DIRECTOR

Arriving as a 7-year-old kid from Istanbul in The Netherlands, Toprak's survival mechanism of choice was observing the 'new people' and their culture to find common ground to make a connection - her ticket into their world. Building bridges became her default state. And capturing what's top of mind for the audience to find relevant opportunities for a brand to engage in the conversation, one of her favourite things to do.

## BEHIND THE TITLE

Toprak helped many brands find their unique voice and activate audiences through integrated, digital, social media and influencer marketing campaigns: EA Games, ING Bank, DHL, Heineken, Hugo Boss, Depop, GAP, Volvo, Las Vegas Convention and Tourist Authority (LVCVA), Holly Hunt, Waldorf Astoria, and Lancôme to name a few.

2025

**Happiness Amsterdam**  
Managing Director

New York City / 2018-2024

**Spring Studios**  
Client Partner

**Grey New York**  
VP Account Director

**Jane Smith Agency**  
Account Director

**Annex88**  
Account Director

Amsterdam / 2008-2017

**J.Walter Thompson**  
Client Service Director

**DDB**  
Global Account Director

**180**  
Global Account Director

**Wieden + Kennedy**  
Account Manager

HAPPINESS AAMS

# Meet Daan de Raaf

STRATEGY PARTNER

## Happiness Amsterdam

Strategy Partner & Co-Founder  
*Jan 2023 - present*

## Erasmus University Rotterdam

Assistant Professor Marketing  
*2000 - present*

L'Oréal Brandstorm tutor  
*2000 - present*

## Dare! Strategy

Owner  
*Owner / 2014 - 2023*

## JWT Amsterdam

Executive Strategy Director  
*2015 - 2018*

## DDB & Tribal Worldwide, Amsterdam

Strategy Director  
& Head of Strategy  
*2002 - 2014*

## Van Spaendonck Management Consultants

Senior Consultant  
*1997 - 2002*

Daan has a history of being the odd one out in the organizations he worked for, but never out of place. He was a very commercial person among scientists, a communications professional among management consultants and the brand & business consultant in a creative communications agency. He combines rigor and imagination. He loves to cook, is a padel aficionado and boss to Bobbie the office dog.

### BEHIND THE TITLE

Daan has experience on a wide variety of clients. In the financial industry he worked for Centraal Beheer Achmea, ING, Nationale Nederlanden, etc.. He also worked on a variety of retailers such as PLUS, WE, GAMMA and Praxis, car brands like Audi and BMW and the telecom brands Ziggo and Vodafone.

“I shine when  
how I look and  
feel matches  
what my day  
calls for.





*Meet*  
*Nik Sluijs*

CREATIVE PARTNER / CEO

“I shine when I get a facial make-over by my daughter. She’s four.



Nik dropped out of TU Delft Architecture to become an internationally awarded creative. Still applying the same analytical and creative problem solving skills, except without having to calculate whether his creations will actually defy physics. Living with his wife, three daughters and a (female) dog, there is no shortage of beauty products and talk at home.

#### BEHIND THE TITLE

Nik has worked on various brands, from ambitious scale ups to global players: Telecommunications (Vodafone, Tele2, Ziggo, Telfort, XS4ALL), financials (ING Bank, AXA Bank, KNAB), retail (PLUS supermarkets, Coolblue), FMCG (KITKAT Global, PepsiCo, Unilever, Nestlé, Heineken, Tony’s Chocolonely), automotive (Mercedes-Benz, Hyundai), leisure & entertainment (Holland Casino) and consumer electronics (LG, Sony PlayStation).

#### Happiness Amsterdam

Creative Partner & CEO  
*March 2023 - present*

#### Fitzroy Amsterdam

Creative Director  
*May 2022 - Feb 2023*

#### Wunderman Thompson Amsterdam

Senior Creative  
*Jan 2020 - May 2022*

#### INDIE Amsterdam

Senior Creative  
*May 2017 - Jan 2020*

#### Duval Guillaume Antwerp & Brussels

Senior Creative  
*Jun 2015 - May 2017*

#### Fitzroy Amsterdam

Creative  
*2014 - 2015*

#### N=5 Amsterdam

Creative  
*2010 - 2013*

# Meet Tom Theys

GROUP CHIEF STRATEGY OFFICER

## Happiness Brussels

Group Chief Strategy Officer  
*2025 - present*

## FCB Global

EVP Global Strategy  
*2014 - 2025*

## Publicis Brussels

Chief Strategy Officer  
*2009 - 2014*

## DuvalGuillaume Brussels

Strategy Director  
*2004 - 2009*

## MTV / TMF

Marketing Manager  
*2003 - 2004*

## VTM

Sales Development Director  
*1997 - 2003*

Tom dreamed of becoming an actor but ended up studying journalism. In his role as a strategist, he finds the best of both worlds: the journalist's curiosity and analytical mindset, and the entertainer's ability to make things engaging and accessible. Raised in Brussels, literally on the border between two cultures, and backed by years of experience working on global brands, Tom is the ideal person to help brands bridge cultures and differences.





#### BEHIND THE TITLE

In his 25 year career as a strategist, there's almost no category Tom hasn't worked for. From retailers such as Albert Heijn, Carrefour and MediaMarkt, to telco's like Belgacom, Orange and Telenet, to electronics like Bosch and Huawei, and global assignments like Nivea, AB InBev, Kimberly-Clark, Kellanova and Škoda inbetween.

#### AWARDS

7 EFFIE Awards  
5 Cannes Lions  
14 Eurobest

“I shine when someone I believe in becomes successful by doing what they love



HAPPINESS BRUS



“I shine when I embrace an adventure, letting excitement and thrill guide me.



**Happiness Brussels**

Business Director  
*2023 - present*

Account Director  
*2019-2023*

**Publicis Group**

Senior Account Manager  
*2016 - 2019*

**Happiness Brussels**

Account Manager  
*2014 - 2016*

Traffic Manager  
*2012 - 2014*

# Meet Barbara Devaux

**BUSINESS DIRECTOR**

Barbara studied art and design, always dreaming of working in advertising—without really knowing what role she would play in that world.

Fifteen years ago, she knocked on the door of Happiness looking for a design internship. The agency quickly spotted something else: a natural business instinct and a strong commercial sense. Raised in Africa by parents who traveled extensively, Barbara grew up surrounded by different cultures, which shaped her curiosity and openness to new perspectives.

Today, as a Business Director, she is someone clients can trust – listening carefully to their needs and translating them into clear direction for the teams to deliver the best possible work.

## **BEHIND THE TITLE**

Barbara has built a rich and diverse portfolio, working across a wide range of brands—from fashion retail with Pimkie and its 150 stores across Europe, to major international groups like Beiersdorf (Nivea, Labello, Hansaplast and Eucerin), as well as more strategic and technical missions such as BNP Paribas Fortis. She has also led brands with a lighter, more humorous tone of voice but strong competitive stakes, notably in the fast-food sector with Quick and Burger King, which she managed for several years.

## **AWARDS**

3 EFFIE Awards  
5 Cannes Lions  
8 Eurobest  
16 THE ONE SHOW  
2 D&AD

HAPPINESS BRUSSELS

# Meet Katrien Potters

## CREATIVE

Katrien started her career as an account manager, learning the business side of brands while secretly envying the creatives on the other side of the table. Curious enough to try it herself, she entered a competition for young creatives and won a ticket to Cannes, where she got hooked on the world of ideas and went on to win it two more times.

Today she's a creative at Happiness, combining ideas with strategic thinking, business insight and a restless curiosity that rarely sticks to just one hobby.

## BEHIND THE TITLE

Over the years, Katrien has worked on a diverse mix of brands. In brand activations, she focused on FMCG (Unilever, Alken-Maes, Rémy Cointreau, Cote d'Or), telco (Telenet, BASE), and fashion & beauty (MAC, L'Oréal, H&M, Philips Personal Care). As a digital account manager she handled Q8 and Lidl, and today, as a creative at Happiness, she works across the agency's broad client portfolio.

## AWARDS

3 YoungDogs Awards

## Happiness Brussels


Concept Creative  
2024 - present

## iO

Digital Account Manager  
2023 - 2024

## Butik Agency

Client Lead Brand Activations  
2014 - 2023



“I shine brighter  
than a highlighter  
when it’s just  
me, the mirror, a  
closed door, and  
Dua Lipa.





“I shine when  
all three of my  
children shine  
– brighter than  
I ever could.



# Meet Geoffrey Hantson

GROUP CHIEF CREATIVE OFFICER

Geoffrey's ambition was to become a poet. In love with Gitano flamenco culture, he moved to southern Spain to write, earning a living by selling items on the beach. There, by chance, he met a copywriter and realised he could also make a living with his pen—that's how he ended up in advertising. At 27, he became one of the youngest Creative Directors in Belgium, at Duval Guillaume, where he spent 13 years helping to turn the agency into one of the most creative in the world. Eventually, it was time to write his own story: Happiness.

## BEHIND THE TITLE

Geoffrey has worked for a wide range of clients, including many retail brands such as 2dehands.be, Marktplaats.nl, Quick, Burger King, Albert Heijn, DVV, Nivea and many others. He has also handled numerous global and European assignments for Carlsberg, Coca-Cola Zero, Komatsu and Nikon Europe—greatly helped by the fact that he speaks four languages fluently.

## AWARDS

52 Cannes Lions  
17 EFFIE awards

## Happiness Anywhere

Chief Creative Officer  
2015 - present

## Duval Guillaume

Executive Creative Director  
2003 - 2014

HAPPINESS BRUSSELS

“ Luckily,  
we had a  
wonderful  
DOP who  
kept shouting  
*“Happiness!”*”



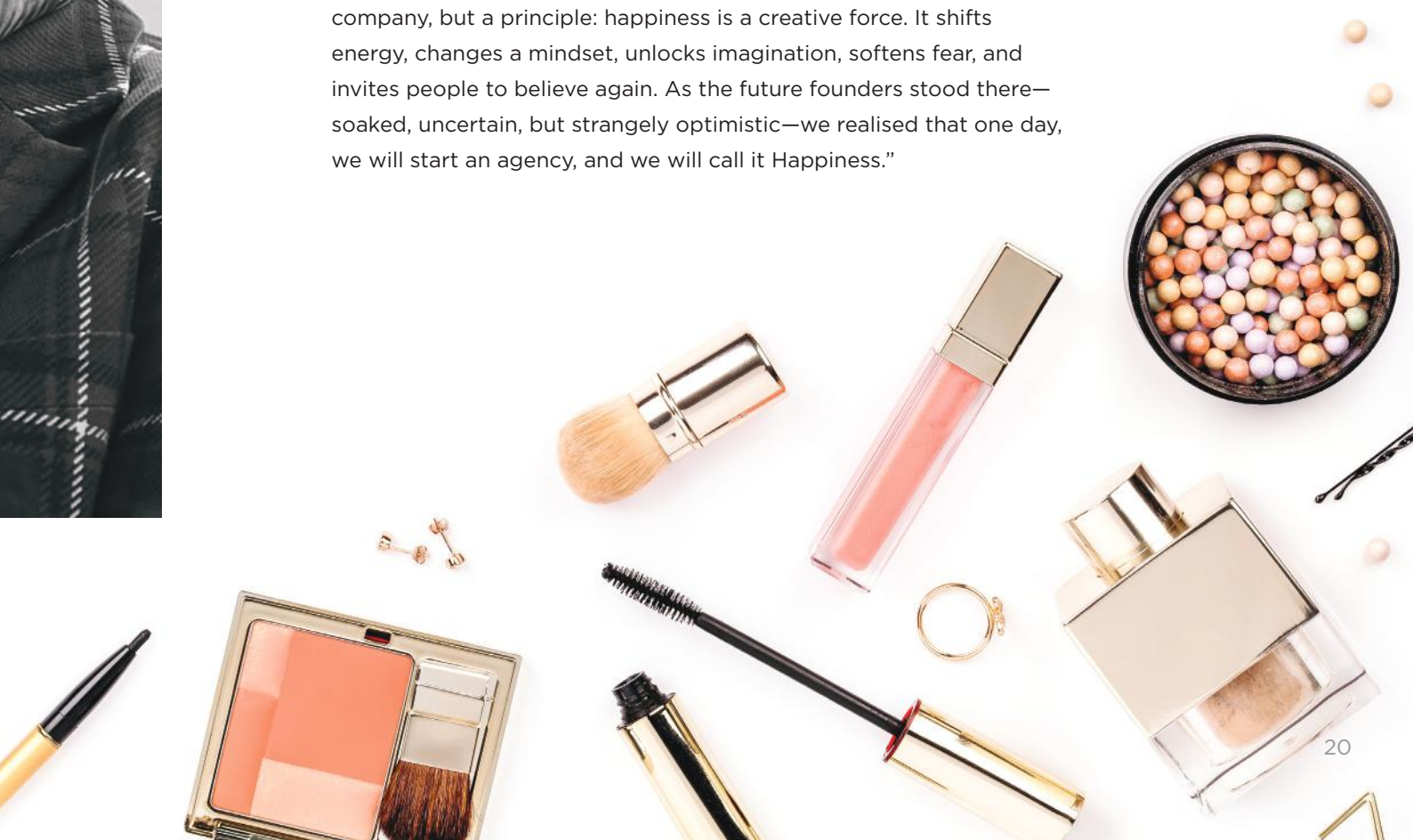
**KAREN CORRIGAN**  
*Your Group CEO / Happiness Anywhere*



# WHY WE ARE CALLED HAPPINESS.

“We became Happiness long before the agency existed. The word found us during a shoot in the middle of a South African rainstorm. Not a polite drizzle, but three full days of merciless rain—just when we desperately needed shots of sun. Luckily, we had a wonderful DOP who kept shouting “Happiness!” every time a crack of light appeared. And weirdly, it worked. Every time he shouted it, something happened. Tension dissolved. Smiles surfaced. Possibility returned.

What we discovered in that moment was not the name of a future company, but a principle: happiness is a creative force. It shifts energy, changes a mindset, unlocks imagination, softens fear, and invites people to believe again. As the future founders stood there—soaked, uncertain, but strangely optimistic—we realised that one day, we will start an agency, and we will call it Happiness.”



# 66 HAPPINESS

*is the ultimate rebellion.  
Against negativities.  
Against impossibilities.*



“Once the agency was founded, we decided to build an entire culture, a way of thinking and even our creative philosophy with that one vision in mind: happiness. What if advertising could give people a sense of happiness — optimism, positivity, light — at the end of a story, instead of negativity or fear-based narratives? It would be better. For people. For brands. For business.

But let’s be clear: we never meant “happy-clappy.” Not the superficial “show-some-smiling-people-and-call-it-a-day” kind of happiness. What we mean is something much deeper — the feeling after the story lands. A sense of contentment. Recognition. Pride. Hope. The joy of being surprised. The quiet reward the brain gives when something finally makes sense.

That kind of happiness requires new ways of thinking. New ways of telling old and new brand stories.”



**GEOFFREY  
HANTSON**  
*Group Chief  
Creative Officer*  
Happiness Anywhere



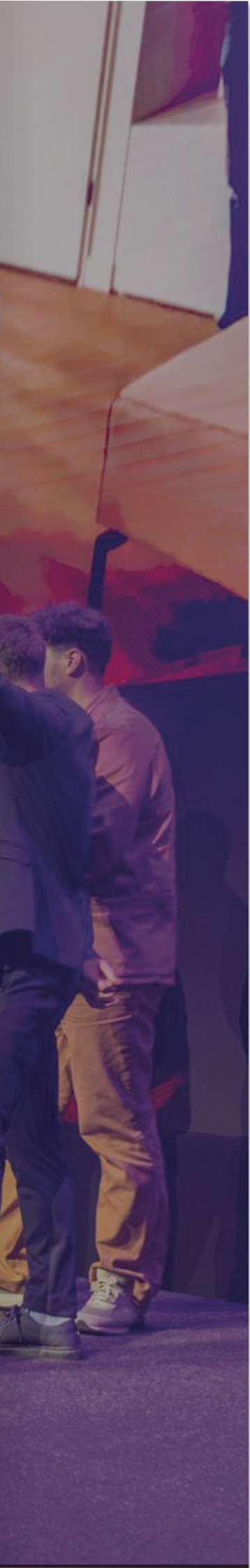
# Prompt or Google

🔍 Marktplaats toys speelgoed van een ander



# Prompt or Google

Q Happiness Effie winner



# 66 HAPPINESS is an economical multiplier.



“When the agency was founded, it was just a hunch. A gut feeling. In the meantime, it turned out to be much more than that. Today, it’s finally scientifically proven: happiness is an economic multiplier. Science confirms what great creatives have always known: happiness changes the brain. Happiness is 2x as affective as any other positive emotion (source: System 1). It releases the chemicals that make people curious, open, generous, and ready to act. It turns stories into experiences and brands into emotional anchors.

And in a marketplace increasingly filled with AI-generated sameness, happiness becomes even more valuable, because human emotional resonance can’t be automated. That is the happiness multiplier: creativity that lifts people, lifts business. In the end, happiness is not a soft metric; it is the sharpest competitive edge a brand can have.”



**DAAN  
DE RAAF**  
*Strategy Partner*  
Happiness Amsterdam

# ANEKDOTES OF HAPPINESS



“In my early twenties, I wanted to impress my girlfriend with a present. Her being a Parisienne, I thought buying a perfume would land well. As it so happened, I lived in Ixelles back then (true story!) so I walked into an ICI PARIS XL store for the first time in my life, unexperienced.

Overwhelmed by choice, I asked a kind lady for help and simply described my girlfriend in terms of the music she loved, books she read etcetera. The lady gave me good advice and the present was a hit, as was the Paris-Ixelles label. Our relationship didn't last but last I heard, she stills wears the perfume!”

**TOM THEYS**  
GROUP CHIEF STRATEGY OFFICER



I moved to New York in 2018 with 2 suitcases, a work visa, and a dream. My confidence got some big blows while looking for a job the first few months. “You’re too experienced. You don’t have the right experience. We filled the role internally.” Etc. Etc. Trusting the process became harder with each rejection.

I remember feeling so crushed after one rejection, that I needed to do something radical to shift my energy back to winner mentality. It turned out buying a luxe 65 dollar lipstick was everything I needed to get back on top. Not much later I landed my first job. It turned out better than the dream....

**TOPRAK OZTURAN**  
MANAGING DIRECTOR



I experienced my wife’s cancer from very close by. Even as she lost her hair, eyebrows and weight, she invested a lot in looking good with beauty products and fashion. It gave her confidence and support.

I later found research showing that beauty treatments can stop the usual drop in **hopefulness** during treatment, and keep fighting spirit higher.

The outside is actually protecting the inside. How beautiful is that.

**DAAN DE RAAF**  
STRATEGY PARTNER

# HAPPINESS

Anywhere, from  
Amsterdam.



“With a strong team of 4 partners (Toprak, Daan, Nik and Joey), Happiness Amsterdam added a strategically important local base in 2023 to serve Benelux and local Dutch clients, with Marktplaats as founding client. We took a very solid start since our first year of existence. Soilmates, Wingman, Nationale Vacaturebank, Independer and LG Electronics Benelux appointed Happiness Amsterdam as lead agency, allowing the us to do some remarkable work.

With some accolades to show for Soilmates (shortlist at Eurobest) and Marktplaats (multiple EFFIE’s, SAN Award, 3x ADCN Award, Best of show and silver at European ADC\*E).

The experience and entrepreneurship of the Dutch team, backed by Happiness Anywhere in Brussels, means we’re ready to rumble.”



**TOPRAK  
ÖZTURAN**  
*Managing  
Director*  
Happiness Amsterdam

180  
TALENTS



3  
CREATIVE  
AGENCIES

BRUSSELS, AMSTERDAM, SAIGON



2  
**PRODUCTION  
STUDIOS**

# Benelux is our core



YOUR  
ICI PARIS XL  
TEAM



**GEOFFREY HANTSON**  
CHIEF CREATIVE OFFICER



**KAREN CORRIGAN**  
CEO



**NIK SLUIJS**  
CREATIVE DIRECTOR, NL



**JOEY BOETERS**  
CREATIVE DIRECTOR, NL

CREATIVE

STRATEGY

**DAAN DE RAAF**  
STRATEGY DIRECTOR, NL

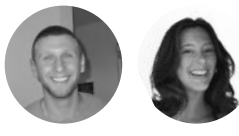


BUSINESS

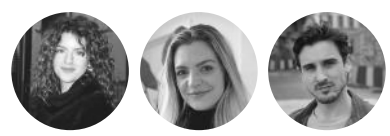
**TOPRAK ÖZTURAN**  
BUSINESS DIRECTOR, NL



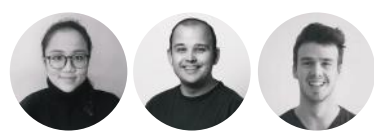
**ACCOUNT**  
**LIVIA SCHOLTENS (NL)**  
**BARBARA DEVAUX (BE)**



**STRATEGY**  
**TYLER HUTTON (NL)**  
**MARIE BUYS (BE)**



**CREATIVE**  
**MARLOES HARTSUIKER (NL)**  
**KATRIEN POTTERS**  
**& GIL GAUNIAUX (BE)**



**DESIGN & MOTION**  
**NICK SWARTSENBURG (NL)**  
**GIANG NGUYEN (NL)**  
**DRIES LAUWERS (BE)**



**PAIA / AI SERVICES**  
**VICTOR BOLS (BE)**

# ANEKDOTES OF HAPPINESS



Living a life full of women (my wife, three daughters and even the dog), I am blessed to be exposed to beauty and care products far more than the average man.

The downside is that I have to fight for space on our bathroom vanity, even though my entire routine consists of just three products. Somehow, they still end up squeezed into the smallest corner.

The upside: From hair to skincare, I've discovered what works for me. And I've learned how much the right products can actually boost how I feel about myself.

**NIK SLUIJS**  
CREATIVE PARTNER & CEO

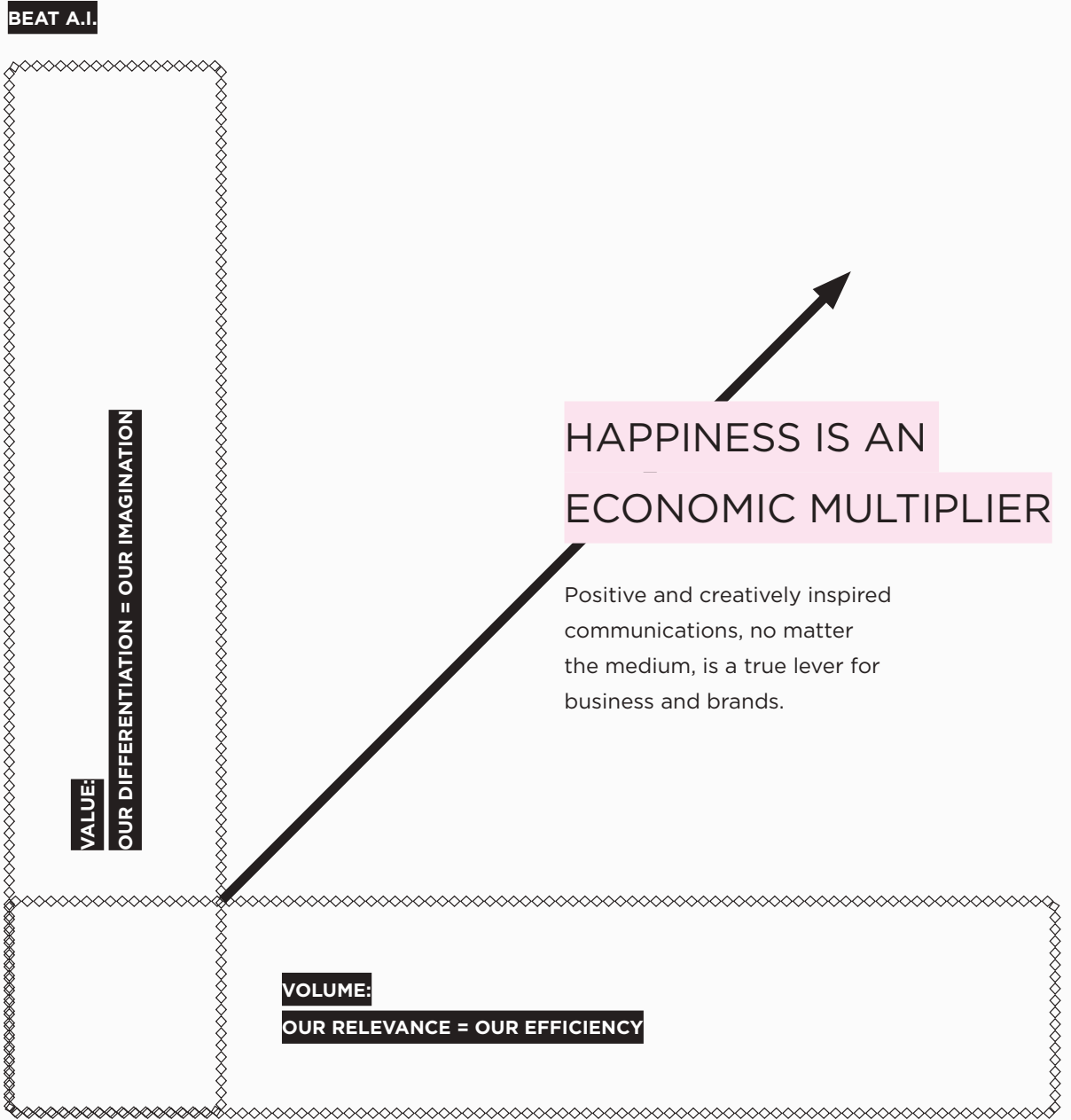


To me, growing up a tomboy while my sister played princess, admitting that makeup might be fun felt like betrayal. But curiosity eventually won. I swallowed my pride and asked her to take me to ICI PARIS XL for my very first lipstick.

We found a Chanel shade called “Marie.” My name — a little wink from the universe. When I tried it on, it didn’t feel like becoming someone else. It actually just felt like me. That lipstick became our thing. I still wear it today! But the beauty of it is: when my sister later asked me to be her maid of honour, she gave me that exact same shade again.

**MARIE BUYS**  
BRAND STRATEGIST

Creativity  
that triggers happiness  
that triggers business



Digital-first content in  
'Everything is media'

**ABUSE AI**



# OUR VISION ON AI

## *Beat AI – Abuse AI*



“At Happiness, we believe we must outthink AI every single day when it comes to creativity and imagination. That’s our differentiator—the added value we bring to our clients. We call it ‘Beat AI’.

Our relevance, and therefore our efficiency, lies in scale. Here, we fully embrace AI and push it to its limits, so we always have the best people and the best tools to produce your work in the most efficient way possible—delivering the highest quality and impact for your investment. We call this ‘Abuse AI’.

Our unique Happiness positioning is that we can demonstrably do both within the same agency. We beat AI by creating top-level creative work, and we also abuse AI to the fullest in purely executional tasks through our in-house developed PAIA (Personal Artificial Intelligence Assistant).”



**TOM THEYS**  
*Group Chief  
Strategy Officer*  
Happiness Brussels



**WE BUILD**  
long term  
relationships and  
long term creative  
platforms.”



“We value the loyalty of existing clients just as much as the trust of new ones. At Happiness, our real focus is on keeping and growing the business we already have. We are very careful not to welcome new clients through the front door while letting existing ones slip out the back because they feel neglected. You win a client, then you consolidate—that’s how it works at Happiness.

We’re extremely proud that almost 80% of our clients have been with us from 2 up to even 20 years. For each and every one of them, we build brand consistency and business results through long-term creative brand platforms. Year after year, we create both novelty and consistency with powerful campaigns that feed those platforms.

It’s no coincidence that Happiness has won 15 EFFIE (effectiveness) awards in the last four years.”



**NIK  
SLUIJS**  
*Creative Partner / CEO*  
Happiness Amsterdam



**SINCE 2010**



Bronze EFFIE 2024



**SINCE 2013**



Gold EFFIE 2017  
Bronze EFFIE 2023  
Bronze EFFIE 2025



**SINCE 2015**



Silver EFFIE 2018



**SINCE 2016**



Gold EFFIE 2023  
Special mention Strategy  
Silver EFFIE 2025



**2017**



Silver EFFIE 2020



**SINCE 2021**



Silver EFFIE 2023  
Silver EFFIE 2025



**SINCE 2022**



Bronze EFFIE 2024  
Special mention Strategy



**SINCE 2023**



Silver EFFIE 2024  
Silver EFFIE 2025



**SINCE 2023**



**SINCE 2024**



**SINCE 2024**



**SINCE AUG 2025**

# ANEKDOTES OF HAPPINESS



My mornings are a whirlwind — two little ones, a job I adore, days slipping through my fingers. Always moving, barely pausing.

Then comes this pause. My skincare. My mirror. A breath held just long enough to meet myself.

The little traces on my face tell my story. Dark circles from sleepless nights, laugh lines, the furrow from focus, creases from joy. Each one a witness to a life lived fully.

And then my daughter, eighteen months old, copying my movements, asking for her own dab of cream. Already learning that taking care of yourself is to see yourself — and love yourself a little more each day.

**BARBARA DEVAUX**  
BUSINESS DIRECTOR



I don't remember every makeup item I ever bought. But I do remember the first one.

On a Wednesday afternoon in 2013, without telling anyone, I cycled to a beauty store. I wandered between the aisles. Until a pink lip gloss shaped like a flower caught my eye.

I paid for my purchase with the pocket money I had scraped together. That evening, I wrote in my diary: "I grew up today."

I now have several lip glosses. And every time I put one on, I feel like I'm twelve again. Just as grown up.

**LOTTE STEENS**  
ART DIRECTOR

# 66 HAPPINESS

*is also how we  
work and how  
we flow.”*



Our core mantra is called ‘Creative Management’. Meaning: no creativity for creativity’s sake, no strategy for strategy’s sake. First make it right. Then make it great.

This Creative Management really is the engine behind all campaigns. It consists of three key people: the Business Director, who represents the client’s perspective; the Strategic Director, who defines the strategy; and the Creative Director, who translates that strategy into the right creative work. Creative Management is therefore the heart of how Happiness operates, and it is consistently applied at every level throughout the entire process.

Besides this, Happiness works with a six-phase process or workflow, covering everything from strategy through to campaign dashboarding and optimisation. This process makes it clear what needs to be discussed at which moment, who within the agency holds which responsibilities at each stage and where AI comes in as a supportive tool or as a leading FTE.



**TOPRAK  
ÖZTURAN**

***Managing  
Director***

Happiness Amsterdam

# How we flow in 6 taskforces

1

**STRATEGY**

2

**CONCEPT &  
CONTENT  
PLATFORM**

3

**CONTENT  
CREATION**

Create the 'Master Content' on key touchpoints

4

**CONTENT  
EXECUTION**

Detailed Content Execution & Planning

5

**PRODUCTION**  
(Pre)Production & Mediabuying

6

**DASHBOARDING**

Measure, Analyse, Optimise

## TIER 1 CAMPAIGNS

360° concept & content providing + production. We are looking for a great platform on which we can create and produce great content.

**AI IS SUPPORTING** AI AS A TOOL

## TIER 2 CAMPAIGNS

Creating new content on an existing 'concept & content platform'. Or creation of content (without a platform).

In this phase, there is still the need for an 'idea', a concept, however small it may be.

## TIER 3 CAMPAIGNS

Content adaptations or pure executional content. No ideas are asked here, just a great execution or adaptation or copy or newsletter etc...

**AI IS LEADING** AI AS A FTE



# Prompt or Google

Q De Wereld in het Kleijn



# OUR UNDERSTANDING Of retail



Because retail is where creativity meets reality, every day, at the shelf, at the checkout, in the numbers.

As Chief Creative of the Happiness Group, I deeply believe in the power of creativity and ideas. Especially in a world where mediocrity too often rules, but rarely truly wins people's hearts.

But in retail, creativity is never the goal. It's the engine.

An engine to generate traffic. To raise ticket value. To increase frequency. And ultimately to grow the value of every customer relationship.

Over the years, we have developed this approach with retail-driven brands like Albert Heijn, KIA, Marktplaats / 2dehands / 2ememain, Quick, DVV Insurance, Burger King, Heytens Decoration and many more.

From building brands people genuinely love, to crafting promotions people can't ignore, to activating the point of sale, to building campaigns that turn attention into action.

Because in retail, the best ideas are the ones that move people — literally and figuratively.



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What better  
gift than  
Happiness



A S C E N T D E S I G N E D T O M A K E Y O U S H I N E