

DOI: 10.15276/ETR.03.2025.1  
 DOI: 10.5281/zenodo.15772939  
 UDC: 658.827:658.8:615.065  
 JEL: L66, M14, M31, Z13

## INCLUSIVE BRANDING AS THE BASIS FOR FENTY BEAUTY'S STRATEGIC POSITIONING IN THE GLOBAL BEAUTY INDUSTRY

### ІНКЛЮЗИВНИЙ БРЕНДИНГ ЯК ОСНОВА СТРАТЕГІЧНОГО ПОЗИЦІОНУВАННЯ FENTY BEAUTY У СВІТОВІЙ ІНДУСТРІЇ КРАСИ



Anastasiia V. Zharova  
 Jönköping International Business  
 School, Jönköping, Sweden  
 ORCID: 0009-0005-2315-017X  
 Email: anastasiia.zharova7@gmail.com



Oleksandr P. Krupskiy, PhD in  
 Psychology, Associate Professor  
 Oles Honchar Dnipro National  
 University, Dnipro, Ukraine  
 ORCID: 0000-0002-1086-9274  
 Email: krupskyy71@gmail.com



Yuliia M. Stasiuk  
 Oles Honchar Dnipro National  
 University, Dnipro, Ukraine  
 ORCID: 0000-0001-6644-8658  
 Email: stas.yul@gmail.com

Received 10.05.2025

*Жарова А.В., Крупський О.П., Стасюк Ю.М. Інклюзивний брендинг як основа стратегічного позиціонування Fenty Beauty у світовій індустрії краси. Науково-методична стаття.*

Зростає значення інклюзивного брендингу в індустрії краси, що відображає стратегічний зсув у бік етичного та соціально резонансного створення цінності. У цьому дослідженні розглядається позиціонування Fenty Beauty як приклад стратегічної інклюзивності, аналізуючи, як маркетинг, орієнтований на розмаїття, та дизайн продукції формують конкурентні показники. Дослідження висвітлює кілька стратегічних вимірів інклюзії: емоційну лояльність до бренду, ідентифікацію споживачів з цінностями бренду та вимірювану диференціацію на насичених ринках. Результати дослідження підтверджують, що інклюзивність, коли вона автентично інтегрована в архітектуру брендингу, функціонує як моральний імператив і життєздатна бізнес-стратегія. Стаття пропонує практичні поради для бренд-менеджерів, які прагнуть перетворити інклюзивні цінності на стійке зростання та стратегічне лідерство на ринку.

*Ключові слова:* інклюзивність, стратегія позиціонування, брендинг, мультикультуралізм, б'юті-маркетинг

*Zharova A.V., Krupskiy O.P., Stasiuk Yu.M. Inclusive Branding as The Basis for Fenty Beauty's Strategic Positioning in the Global Beauty Industry. Scientific and methodical article.*

The growing significance of inclusive branding in the beauty industry reflects a strategic shift toward ethical and socially resonant value creation. This study explores Fenty Beauty's positioning as a case of strategic inclusivity, analyzing how diversity-driven marketing and product design shape competitive performance. The research highlights several strategic dimensions of inclusion: emotional brand loyalty, consumer identification with brand values, and measurable differentiation across saturated markets. The findings support the argument that inclusivity, when integrated authentically into branding architecture, functions as both a moral imperative and a viable business strategy. The paper offers practical insights for brand managers seeking to translate inclusive values into sustainable growth and strategic market leadership.

*Keywords:* inclusivity, positioning strategy, branding, multiculturalism, beauty marketing

Inclusive branding is increasingly recognized not merely as an ethical imperative, but as a strategic foundation for achieving long-term competitiveness in today's global market. The case of Fenty Beauty serves as a compelling example of how the intentional integration of diversity and representation into brand strategy can not only transform industry standards but also drive sustainable profitability (Teng, 2023; Wu, 2024). Grounded in the principle of "beauty for everyone", the brand successfully combines inclusivity with high product quality and affordability, reshaping contemporary perceptions of cosmetics and their intended audiences (Heldreth et al., 2023).

Fenty Beauty's innovation lies in its ability to translate evolving social expectations into actionable market practices. Its use of digital platforms—particularly TikTok and Instagram—together with partnerships, influencer engagement, and user-generated content, has extended beyond conventional marketing to foster an emotionally engaged consumer community (Candi et al., 2024). This approach reflects broader trends in digital transformation, where brand communication increasingly relies on platform-specific engagement strategies and consumer co-creation dynamics (Vorobiova et al., 2023). These strategies have helped the brand transcend

transactional relationships and establish deeper, values-based loyalty.

Amid growing consumer demand for authentic representation, Fenty Beauty directly addressed the historical invisibility of underserved demographics, particularly women with non-standard skin tones. The launch of over 40 foundation shades, supported by global partnerships and rapid market entry, became a hallmark of what has been termed the "Fenty Effect" (Heldreth et al., 2023). This strategy not only fulfilled unmet market needs but also set new industry benchmarks for diversity and inclusion. Importantly, Fenty Beauty does not merely respond to existing trends—it actively shapes the brand narrative by placing representation, emotional connection, and inclusive values at the core of its positioning. Such an approach warrants contextualization within broader branding discourses that emphasize cultural, technological, and behavioral dimensions.

Recent scholarship underlines the growing strategic significance of branding across varied sectors and sociocultural contexts. Cultural differences play a pivotal role in shaping global branding practices, with adaptive strategies enabling firms to build competitive advantages in local markets (Urupa, 2024). Many successful global brands emerge from strong national identities, though digital branding—while promising—requires thoughtful recalibration to resonate across markets (Kholodna, 2023). Branding not only guides consumer behavior through visual identity and messaging, but also engages individuals across functional, emotional, spiritual, and symbolic domains (Zhurylo et al., 2023). This multidimensional influence is evident not only in commercial branding but also in public sectors such as tourism, where it enhances regional competitiveness and international image (Sereda, 2023).

The objective is to analyze how inclusivity influences consumer engagement, brand positioning, and long-term competitiveness, while also identifying key mechanisms through which inclusion-oriented strategies affect reputational capital and emotional loyalty. By examining the operational dimensions of inclusive practices – such as product development, pricing, visual identity, and ethical responsibility – the research seeks to outline a comprehensive model of value creation through representation. The findings are intended to inform both academic discourse and managerial practice, contributing to a broader understanding of how inclusivity reshapes branding logic in culturally diverse and highly competitive markets.

**Methods.** This research adopts a qualitative case study approach to examine the strategic role of inclusive branding in the beauty industry through the example of Fenty Beauty. The study is grounded in the interpretivist paradigm and aims to analyze how inclusion-oriented business practices affect brand perception, loyalty formation, and competitive positioning.

The methodological framework involves a structured analysis of secondary data, including peer-reviewed academic publications, brand communi-

cations, market reports, and industry analytics from 2017 to 2024. Key materials were selected using relevance criteria aligned with five core dimensions of inclusive strategy: emotional loyalty, digital communication, product accessibility, ethical responsibility, and reputational effect. The study further integrates theoretical lenses from service branding theory, customer experience theory, differentiation strategy, emotional loyalty models, and touchpoint management to interpret the data. These frameworks provide the analytical structure through which strategic mechanisms of value creation were identified and systematized.

To enhance analytical validity, the study incorporates a synthesis of empirical insights from previously published research and industry monitoring, contextualized with illustrative tables summarizing strategic components and business outcomes.

### **Analysis of recent research and publications**

In today's world, the issue of equality remains one of the most pressing. In the 21st century, inclusiveness in business, particularly in the beauty industry, is no longer just a trend, but a real demand of the time. Before the advent of Fenty Beauty, the main excluded group of cosmetics consumers were women of different racial and ethnic identities. In 2017, Fenty Beauty first introduced a full-fledged line of shades for women with dark skin, in particular for black women, who were previously often ignored in the beauty industry. The lack of products for women of color and people with heterogeneous color types remained an unresolved issue for years, which companies partially compensated for with marketing, but not with real solutions (Baboolall et al., 2022). As Dixon (2017) emphasize, colorism—the hierarchy of skin color even within racial groups – has a global dimension and significantly impacts access to economic, social, and cultural resources, including representation in media and consumer marketing. In the beauty industry, this manifests itself in a narrow range of shades that effectively perpetuates the preference for lighter skin as the norm.

The idea of inclusivity has become important not only from a moral point of view, but also a driving force for modern business. The founder of the brand, Rihanna, not only created the concept of her business around an unfilled niche, but also turned it into a global phenomenon that changed the direction of development of the sphere as a whole. Thus, Fenty Beauty demonstrates that inclusivity is not just an ethical value, but also an effective business strategy that shapes a profitable brand of the future.

**Go-to-market:** how a brand became a global hit overnight.

Since the dawn of the modern beauty industry, the availability of cosmetic products with shades for women that differed from "traditional" beauty standards has been non-existent. The market has focused on the "more common" color type, mistakenly ignoring the need for products for dark-skinned or ethnically diverse people (Werle, 2019). Based on a marketing survey by Ipsos (2016), about

79% of women aged 18 to 35 believed that a device for selecting a foundation shade would help them save resources by eliminating the need to buy multiple products to find the perfect shade. This indicated a serious gap in the market, which the Fenty Beauty brand later filled.

In 2016, the singer signed a contract with the luxury conglomerate Louis Vuitton Moët Hennessey (LVMH, 2018) to produce Fenty Beauty through Kendo holdings. In addition, LVMH invested about \$35 in the project and thus became a 50.01% owner of the brand. The Kendo Brands platform specializes in launching new beauty brands with unique and promising concepts, using the corporation's resource base in its work. Therefore, Rihanna's cooperation with a company of this level gave a powerful start, which made it possible to effectively scale an innovative brand with high potential, as in the case of Fenty Beauty (LVMH Annual Report, 2018). In 2013, singer and businesswoman Rihanna registered the Fenty trademark, which was the first step towards creating a global brand that embodies the ideas of accessibility and beauty "for everyone." This decision was not just an emotional impulse, it was based on Rihanna's centuries-old and personal experience as a black woman who could not find the right foundation for years (Forbes, 2017). Later, in 2014-2016, the Fenty Beauty team, in collaboration with Kendo Brands, began actively developing a line of products for all skin types and tones. During this stage, the group actively studied the global market and the needs of consumers with different racial and ethnic backgrounds, tested shades on real women of different backgrounds, and also analyzed consumer behavior and the spread of complaints about the limited range of shades from competing brands. This stage lasted for more than 2 years, which indicates a strategic approach and high standards. In 2017, Fenty Beauty officially launched in partnership with Sephora in 17 countries simultaneously, as well as online in over 150 countries, which was absolutely unprecedented for new brands and the global market. The main product was the "Pro Filt'r" foundation in 40 shades. The Fenty Beauty brand instantly received tremendous support from Internet influencers, consumers and the press, and also collected over \$100 million in revenue in the first weeks of sales. After such success, many brands were forced to review their palettes and expand the available shades. This breakthrough fundamentally shifted the industry dynamics, setting new expectations for inclusivity in product development and brand communication (Milner, 2020). This phenomenon was even called the "Fenty Effect". This case perfectly demonstrated strategic planning in an innovative niche, targeting an oppressed audience, and also proved that inclusivity is a weighty and ambitious marketing and management approach.

Positioning strategy: affordable luxury and partnership with Sephora.

The main idea of Fenty Beauty is "beauty for everyone". For this reason, the brand also positions its products in the "premium mass market" category.

Thanks to this, the products look expensive and high-quality, but still remain affordable for most buyers. Fenty Beauty attracts an audience with different income levels, consumers feel involved in an "elite brand", while not spending hundreds of dollars. It is also worth adding that instead of creating its own chain of stores, Fenty Beauty entered into a partnership with Sephora, which ensured global coverage (17 countries on the first day of opening) and a strong customer base. According to internal reports from LVMH, sales in the first weeks of launch exceeded expectations by 300% and became Sephora's best-selling brand in 2018. Fenty Beauty chose a strategy of "affordability with high quality" and "global reach through a powerful partner", which allowed the brand to be "for everyone" at the same time – both in color, wallet and geography (Teng, 2023). In 2018, the Fenty Beauty brand, founded by Rihanna in collaboration with LVMH, demonstrated outstanding results, earning almost 500 million euros in its first full year of operation. Such success was made possible by a revolutionary approach to inclusivity in the cosmetics industry. In particular, the launch of 40 shades of foundation allowed to meet the needs of customers with different skin types, which ensured the brand's popularity among a wide audience. In addition, the partnership with Sephora created an effective distribution channel that contributed to the rapid growth of the brand. These achievements testify not only to the significant demand for products, but also to the successful implementation of the idea of social inclusion, which became a determining factor for the rapid return on LVMH's investments. One of the key components of Fenty Beauty's strategic positioning was a pricing policy focused on the balance between premium quality and affordability. Instead of the usual luxury approach, the brand occupied the niche of the so-called "affordable luxury", defining the average price range at \$20-50. This approach made it possible to effectively reach a wide consumer audience – in particular, young women and representatives of generation Z – who seek high-quality products at an affordable price. According to the case study, Fenty Beauty consciously chose a pricing strategy that allows it to compete in the premium segment without creating barriers for the majority of consumers. Thus, Fenty Beauty has demonstrated the effectiveness of combining social values with practical elements of the business model, particularly in the area of pricing, which is an important factor in ensuring the long-term competitiveness of the brand (Retailboss, 2024).

### **The main part**

The analysis of Fenty Beauty's case demonstrates how inclusive branding functions not only as a reputational construct, but as a strategic asset that influences core business indicators. Unlike theoretical generalizations that treat inclusivity as a moral imperative or a social campaign, this section focuses on how it is systematically embedded into business processes, customer interaction models, and brand architecture. The selected brand serves as a relevant

benchmark due to its explicit reliance on inclusivity to enhance consumer trust, reduce market barriers, and increase repeat purchase behavior. This discussion is structured around key operational domains where inclusivity proves its managerial relevance: emotional loyalty formation, digital communication effectiveness, adaptive brand positioning, and the optimization of service experience. These elements are assessed not as isolated practices but as interconnected vectors of competitive advantage, especially within highly saturated and culturally diverse markets.

Inclusion as a factor of success in business.

Inclusion today is no longer viewed merely as a social imperative; it has become an essential pillar of global business strategy. According to a McKinsey & Company study, organizations with high levels of ethnic and racial diversity are 35% more likely to outperform the industry average in terms of profitability (Hunt, Layton & Prince, 2015). Inclusive enterprises demonstrate greater flexibility, are more responsive to evolving customer needs, and are better positioned to engage diverse consumer groups. This capacity not only increases commercial resilience but also fosters brand trust and long-term loyalty.

In the beauty industry, where products inherently affect personal identity and self-perception, emotional engagement is especially critical. Recent research confirms that emotionally driven service significantly strengthens client loyalty – particularly when consumers feel recognized and aesthetically empowered by their brand interactions (Krupskiy & Kravchuk, 2025). Further supporting this, Deloitte reports that inclusive workplace cultures also correlate with higher levels of customer satisfaction, employee retention, and organizational cohesion (Deloitte, 2017).

Fenty Beauty exemplifies this logic in practice: its strategic focus on representation across advertising and product design has generated strong emotional alignment with diverse consumer segments. As a result, the brand enjoys increased reputational equity and positive media visibility, both of which enhance its market positioning. However, translating such inclusive branding strategies to local contexts may require adaptation to infrastructural, regulatory, and socio-cultural conditions. For example, empirical findings from the Eastern European beauty market indicate that service models grounded in inclusivity are often shaped by licensing frameworks, regional urban dynamics, and culturally mediated customer expectations (Kolodkina & Krupskiy, 2024). Beyond the ethical rationale, inclusion also demonstrates measurable operational and financial advantages—especially when supported by workforce training, pricing innovations, and customer experience management. These components have been shown to improve the sustainability and competitiveness of service businesses (Krupskiy, Stasiuk, & Huk, 2024). Moreover, this reflects a broader market evolution toward the "inclusive consumer" – a demographic cohort that increasingly values brand authenticity, ethical alignment, and social visibility in purchasing decisions (Brown et al., 2022). The brand effectively

creates a specialized group of followers. In the Fenty Beauty scenario, success was achieved through genuine dialogue, a wide range of products and the demonstration of actual diversity in all advertising efforts. Invisible consumers, who now see the beauty sector, felt a stronger connection and desire to retain the brand's offerings. Inclusivity also significantly influenced the brand's media. Shortly after Fenty Beauty debuted, it generated millions of natural mentions online, mostly with a positive emotional tone. The huge social reaction fueled the phenomenon of social proof - consumers began to trust the brand over any direct interaction with the product. Combined with superior quality and low cost, Fenty Beauty has achieved not only commercial success, but also examples of ethical entrepreneurship, where social values are incorporated into business strategies at all levels.

Thus, Fenty Beauty illustrates that inclusivity is not mandatory in modern branding. It is essential for trust, sustainable profitability and social impact. In a world of international competition, labels that immediately understand and implement these principles will be at the forefront

Inclusivity as the core of the brand. The Ignored Majority: A Systemic Problem in the Beauty Industry.

Until Fenty Beauty, the beauty industry systematically neglected the needs of a significant portion of consumers—particularly those whose skin tones fell outside of the conventional "standard" or "most common" tones (Frisby, 2019). The lack of products for women of color and people with heterogeneous color types remained an unresolved issue for years, which companies partially compensated for with marketing, but not with real solutions. According to a survey by Make Up For Ever in partnership with the NPD Group, more than 70% of women considered choosing the right shade of foundation to be the most difficult step in the purchasing process, and more than half of the participants indicated that choosing the right shade was more important than the brand or texture of the product (Matusow, 2013). This demonstrates that the accuracy of the palette was a critical but underestimated factor.

The data also suggests that the problem was not narrowly specialized – it was acutely felt even by those who belonged to the active consumer audience. Thus, according to a study by Ipsos (2016), a significant part of women aged 18-35 noted that choosing a shade often led to unnecessary expenses due to the need to buy several products to achieve the desired effect. This not only reduced the level of satisfaction, but also made it difficult to form brand loyalty. That is why the appearance of Fenty Beauty with a full line of 40 (later 50+) shades at the time of launch was not just an innovation – it was a response to the demand accumulated over years, which was systematically ignored by other market players. Inclusion in the beauty industry has long surpassed moral requirements and has become a powerful tool for strategic growth for brands. This is especially true for product portfolios that today must not only meet

the basic expectations of consumers, but also reflect the cultural and ethnic diversity of a global society. Today's market increasingly requires brands to take into account the needs of different demographic groups when developing formulations, shades, packaging and communications – ignoring this requirement carries reputational and commercial risks. According to a joint study conducted by Make Up For Ever and the NPD Group, over 73% of women admit that they struggle to find the perfect foundation shade, while 54% consider it a major obstacle to product selection (Penning, 2013). This not only highlights the lack of flexibility in the product line, but also the systemic problem of insufficient coverage of the needs of consumers with atypical skin types. This pain point became a strategic niche for brands like Fenty Beauty, which changed the "one color fits all" model and offered over 40 shades at launch.

From moral choice to commercial risk: reputation and sales.

As the United States and other multicultural countries have shown, ignoring inclusivity in product design can lead to a loss of consumer trust. Deloitte claims that over 61% of employees are forced to "hide" their identity in the workplace, that is, suppress expressions of race, gender, sexual orientation, or religion in order to conform to corporate norms (Deloitte, 2023). This approach has a direct impact not only on the microclimate of the team, but also on the strategic thinking of the company – after all, the same picture is manifested in the communication between brands and consumers: we often see not real inclusion, but "symbolic" results. However, the data shows a clear shift in corporate awareness. According to another Deloitte study, companies that actively implement inclusive practices in their product strategy are 30% more likely to become innovation leaders in their industry (Deloitte, 2021). Modern business models built on diversity are not only better able to adapt to change, but also create more enduring audience loyalty. As a report by Sustainability Magazine highlights, diversity and inclusion are not just a trend today, but also "the most compelling example of business growth", especially in an era of globalization and societal transformation (Birch, 2023).

In today's branding environment, representation is no longer just an ethical imperative – it has become a strategic resource with real impact on brand profitability and positioning. A new generation of consumers, the so-called "inclusive consumers", expect brands to not just deliver a great product, but also to deeply align with their values (McKinsey, 2022). According to another research by Chui et al. (2021), black Americans spend over \$300 billion each year, yet 73% of them say that brands do not understand their culture. This opens up huge opportunities for brands that are willing to not only declare but also embody representation in their communication. An inclusive approach also responds to the needs of a wider demographic. A report by Deloitte Digital (2022) states that brands with an active DEI strategy (diversity, equality, inclusion)

grow almost twice as fast as brands that avoid this topic. This shows that representation is not just "socially correct", but also economically beneficial. McKinsey (2023) in a more recent study demonstrates that the need for "ethical consumer choice" is growing. Brands that truly integrate representation into their DNA, starting from product development and ending with collaborations, have higher NPS (Net Promoter Score) and customer loyalty. Representation here becomes not just a showcase, but a tool of empathy and trust. Thus, representation in branding is not an aesthetic gesture, but a strategy for long-term growth that combines cultural competence with economic efficiency. In this context, Fenty Beauty is not an exception, but a vivid example of the transformative power of inclusive thinking in the beauty industry.

According to a McKinsey & Company report (2021), the problem of underrepresentation of black consumers in the cosmetics industry is not only social, but also economic: up to \$ 10 billion in potential profit is lost annually in the American market due to a lack of inclusivity. Researchers emphasize that brands that systematically and consistently work with DEI (diversity, equity, inclusion) at all levels – from management to product development – demonstrate faster growth, higher consumer loyalty, and are better able to adapt to changes in society and consumer culture (McKinsey, 2022). This view is supported by an analysis from Smith I. et. al (2021), which notes that inclusive leadership in companies is not only a value, but also a competency that directly affects management effectiveness, team creativity, and brand sustainability in the long term. Leaders who possess inclusive skills – such as empathy, cultural sensitivity, and flexibility in decision-making – are able to shape a truly innovative environment that meets the needs of different consumer groups (Bourke & Espedido, 2019).

Today, inclusiveness is about strategic vision, leadership, and long-term effectiveness. A 2024 meta-study "Implications of inclusive leadership for individual employee outcomes: A meta-analytic investigation of the mediating mechanisms and boundary conditions" demonstrates that inclusive leadership has a powerful impact on employees' psychological safety, engagement, and productivity. An analysis of 87 empirical studies found that leaders who practice inclusive approaches-including being open to feedback, supporting diverse perspectives, and actively engaging marginalized voices-create a culture of trust that directly impacts business outcomes. These findings are particularly relevant in the beauty industry, which has historically been exclusive and standardized. When a brand like Fenty Beauty puts inclusion at the center of its identity, it effectively implements elements of inclusive leadership into its consumer communications. This strategy transforms shoppers from passive customers into an engaged community where everyone feels visible and valued. The result is emotional loyalty, higher market share, and increased referral marketing.

Another meta-study, "Enhancing organizational performance through diversity and inclusion initiatives: A meta-analysis" (Okatta, 2024), lends additional weight to these arguments. It systematized more than 120 studies covering corporate D&I practices in global companies. The authors concluded that organizations with clearly formulated and integrated D&I strategies demonstrate significant growth in three key dimensions: innovation, market adaptability, and financial performance. Significantly, brands that incorporated inclusive initiatives at all levels—from HR to branding—showed up to 30% improved results compared to those that were limited to formal D&I policies.

Brand management and marketing strategy.

While Fenty Beauty integrates inclusivity into the very essence of the brand, many other companies use the idea as a marketing ploy – more like a "showcase" of diversity. For example, brands like Dior and Estée Lauder sometimes launch campaigns with models of different races or body types, but their foundation lines are still limited to shades for fair skin. Such superficial representation creates the illusion of inclusion, but does not solve the underlying problems of invisibility for many consumers. This demonstrates how unique Fenty's position in the beauty industry is: it does not simply "reflect" trends, but changes the very essence of the industry.

As Business of Fashion (2020) notes, the launch of Fenty caused the so-called "Fenty Effect" – a domino effect that forced competitors to reconsider their own product palettes and standards of representation. Thus, Fenty did not just offer inclusive cosmetics – it established a new norm in the global beauty industry, formed at the intersection of social demand and archetypal identity. One of the key communication tools of the Fenty Beauty brand is social networks, where the brand does not just promote products, but tells stories, showcases real people and creates a space for self-expression.

The main platforms are Instagram, TikTok and YouTube, where instead of glossy advertising – make-up routines, honest reviews, diverse faces. Collaborations with influencers of different races, gender identities and cultural backgrounds have become especially effective, which embodies inclusivity in practice, and not only in marketing slogans. The brand also actively works with UGC (user-generated content): fans and ordinary users independently create content, shooting their own images with Fenty products, which strengthens the emotional connection with the brand. A great example of this was the Fenty Skin launch campaign, where TikTok videos about the new product went viral instantly, driving massive organic reach without the use of traditional advertising. This approach is not only cost-effective, but also builds a community around the brand.

Representation Marketing: When a Company is a Language of Visibility.

Visual identity and packaging are key components of strategic brand management. Fenty Beauty demonstrates an exceptional approach to creating a

visual language that combines aesthetics with strategy to build a strong and recognizable brand image. The modern minimalist packaging design, focused on neutral tones and clear geometric shapes, clearly reflects the brand's core values: inclusion, innovation and versatility. According to the concept of brand archetypes described in the PMAI Manual (Blandin et al., 2021), Fenty Beauty embodies the Rebel archetype, which opposes traditional standards of beauty and transforms packaging from a simple form of product presentation to a tool for communicating social ideas.

From the point of view of marketing strategy, the visual component of packaging plays an important role in brand positioning. Its adaptability to digital platforms, high receptivity to the target audience (in particular, the Gen Z generation), as well as the ability to generate high-quality visual content for social networks are significant advantages. The Business of Fashion publication notes that a significant part of the brand's success was achieved due to the way Fenty Beauty effectively communicates with consumers through each visual component – from the color palette to textures. This enhances the recognition and consistency of communication. In Fenty Beauty branding, the concept of inclusivity is embodied not only through the variety of shades of tonal bases or types presented in advertising campaigns, but also through a strategically sound approach to the distribution and positioning of products. Fenty is positioned as a premium affordable segment brand, located at the intersection of aesthetics and luxury quality with financial accessibility for a wider consumer audience. This format helps create a sense of belonging: the consumer gets the opportunity to purchase not just a cosmetic product, but a whole system of values that this product represents.

Launching the brand through the Sephora platform in partnership with LVMH, focusing on digital-first communication channels, and ensuring global availability of products through the official website are targeted elements of an inclusive marketing strategy. The innovation of Fenty's approach lies in making the representation not only noticeable, but also truly accessible to a wide range of people, regardless of geographical location or income level.

Ethical business and responsibility.

Since its inception, the Fenty Beauty brand has positioned itself not only as innovative and inclusive, but also as a company that actively implements high ethical standards in its activities. In the context of modern global challenges related to sustainable development, transparency and social responsibility, the brand demonstrates a purposeful integration of ethics into its business strategy (Boyles, 2023). One of the key aspects of the company's ethical identity is a categorical refusal to test products on animals. Fenty Beauty has the official status of a cruelty-free brand: no stage of production, laboratory testing or distribution of products involves testing on animals. The brand also consciously avoids entering markets where animal testing is a mandatory regulation (such as, for example, in mainland China), which testifies to

its unwavering commitment to principles, even in the face of economic losses (LVMH, 2023). Such an approach reflects a broader strategic shift towards integrating social values into core business operations, consistent with modern CSR models that emphasize transparency, stakeholder engagement, and ethical leadership across global industries (Karpiuk, Krupskiy, & Stasiuk, 2023).

In terms of sustainability, the brand is taking concrete steps to reduce its environmental footprint. These initiatives include using recycled materials in packaging, minimizing excess packaging, and implementing refill systems for selected products. These actions are in line with current global expectations for eco-efficiency in the beauty industry and highlight the brand's proactive stance in responding to climate and resource challenges (Fenty, 2025). Fenty Beauty also ensures transparency in its supply chain in line with international standards, including the California Transparency in Supply Chains Act. The brand actively reports on measures to prevent worker exploitation, including child and forced labor, and sets high social and ethical standards for its suppliers. However, some reports have raised concerns regarding mica supply chains, including potential use of child labor. Although the brand has not officially confirmed these allegations, the case has highlighted the need for even stricter monitoring mechanisms (Eithan, 2025). This demonstrates the company's comprehensive approach to responsible supply chain management (Fenty, 2025).

Inclusivity as the main principle of the brand is expressed not only in the creation of a palette of tonal products for different skin color types, but also in the

deeply rooted ethical position of the brand. It is important to emphasize that Fenty Beauty refuses to exploit social and ethnic identities solely for the sake of marketing campaigns. The founder of the brand Rihanna has repeatedly emphasized that representation should be authentic and based on real values, and not be formal or symbolic. At the same time, Fenty Beauty is not without its shortcomings. In particular, the brand currently does not have official vegan status, and some products contain ingredients obtained using animal resources. In addition, in 2020, the media reported on possible violations of labor rights by suppliers of the ingredient mica (mica), which included cases of child labor. Although the brand has not officially confirmed these allegations, the issue has highlighted the need for stronger supplier ethics controls (American Worthy, 2025).

Overall, Fenty Beauty is an example of a modern brand that effectively integrates ethical standards into the foundation of its operational processes and communications strategy. According to Smith I. et. al (2021) companies that adhere to high ethical principles tend to demonstrate a better reputation, higher levels of customer trust, and long-term financial performance.

Thus, Fenty Beauty stands not only as a cosmetic brand, but also as an ethical platform that serves as an example of how social values can be organically implemented into a successful business model without compromising fundamental principles. To consolidate the analytical findings, Table 1 presents a synthesized overview of how inclusive branding, as implemented by Fenty Beauty, generates strategic effects across multiple dimensions of business performance.

Table 1. Strategic effects of inclusive branding (case of Fenty Beauty)

Domain of impact	Key outcomes
Emotional loyalty	Strengthened attachment via representation, values, and product relevance
Brand trust	Positive media coverage and organic UGC engagement
Competitive advantage	"Fenty effect" pressuring market competitors to adopt inclusive standards
Reputational capital	Establishment of a socially responsible brand identity
Marketing effectiveness	Lower acquisition cost via viral content and efficient Sephora partnership
Innovation and adaptability	Market-standard disruption and rapid global scalability

Source: compiled by authors on materials [7, 14, 15, 17, 36, 40]

The data in Table 1 demonstrates that inclusivity, when applied as a central element of brand logic, contributes not only to customer perception but also reinforces the brand's structural competitiveness. These outcomes are interrelated and suggest that emotional resonance and visibility can be leveraged into operational and reputational capital, especially in

saturated or socially sensitive markets. To further specify the link between branding instruments and measurable business outcomes, Table 2 outlines core strategic components of Fenty Beauty's model, illustrating how inclusive design translates into consumer engagement and market impact.

Table 2. Relationship between inclusive strategy components and business outcomes

Strategic component	Fenty Beauty implementation	Business effect
Product inclusivity	Over 40 foundation shades	Expanded reach and purchase frequency
Price accessibility	Affordable premium (\$20-50)	Broader market appeal, repeat buying
Digital communication	TikTok, Instagram, UGC, influencer partnerships	Virality, loyalty-building
Visual identity	Multimodal aesthetics with inclusive representation	Enhanced recognition and differentiation
Ethical responsibility	Cruelty-free, avoidance of controversial testing markets	Increased trust and reputational advantage

Source: compiled by authors on materials [14, 15, 32]

Table 2 highlights the practical mechanics of inclusive brand positioning and its cumulative impact on loyalty, perception, and sustained differentiation. These findings emphasize that inclusivity is not an auxiliary value but a business system element that amplifies brand relevance and resilience.

Lessons from Fenty Beauty: An Inclusive Brand of the Future.

The launch of Fenty Beauty was a key event in the transformation of the beauty industry, setting new standards where inclusivity is no longer perceived as a temporary trend, but rather as a strategic necessity for brands to succeed in today's market environment. The company's innovative approach not only restored the balance between representing diverse consumer groups and achieving economic benefits, but also forced competitors to reconsider their strategies in favor of targeting a wider audience and diversity. Inclusivity, which Fenty Beauty actively supports, goes beyond ethical or social considerations, establishing itself as an effective economic strategy. Research data confirms the importance of considering different skin tones in cosmetic lines as a key factor in attracting buyers. The more brands cover the diverse needs of consumers, the greater the potential they have to expand market share. Fenty Beauty convincingly proved that products developed with the principles of inclusion in mind have significant commercial potential. Thanks to its ability to cater to diverse consumer groups and set new industry standards, the brand has enjoyed phenomenal success.

Fenty Beauty's strategy is based on the idea that beauty is everyone's right, regardless of race or ethnicity. Before the brand was launched, the cosmetics industry largely ignored the needs of people with diverse skin tones, especially when it came to foundation. Fenty Beauty changed this status quo by offering a wide range of shades that cater to almost all skin types, ensuring that every consumer has access to a product that is as personalized as possible. The brand has not only become an innovator in the cosmetics industry, but also an example of a successful marketing approach. The use of social media has helped create a community of loyal customers and has drawn attention to the importance of inclusivity. The team led by Rihanna has developed a platform that does more than just promote products – it shapes new social norms, affirming the idea of beauty as a means of self-expression. According to Teng (2023), Fenty Beauty has been instrumental in building a strong online presence and encouraging customer engagement through the strategic use of

digital platforms and celebrity endorsement, especially through Rihanna's active involvement.

## Conclusions

The case of Fenty Beauty proves that inclusivity, when embedded not as a marketing façade but as a fundamental business strategy, reshapes not only consumer expectations but also industry-wide norms. The brand's ability to integrate diversity, ethical positioning, and emotional resonance into its product development, communication, and distribution has set a new benchmark for competitiveness in the global beauty sector.

This study affirms that inclusive branding is not a transient trend, but a structural driver of brand loyalty, media resonance, and strategic differentiation. Fenty Beauty's model demonstrates that authentic representation, coupled with operational integrity and digital responsiveness, enables companies to address historically marginalized segments while unlocking scalable business potential. Therefore, the future of branding in saturated markets belongs to those who treat inclusivity not as an accessory, but as a core asset of value creation.

### Limitations of the Study.

While this paper provides a theoretically grounded and strategically informed analysis of inclusive branding using Fenty Beauty as a case study, several limitations must be acknowledged. First, the research is based exclusively on secondary sources, including scholarly publications, industry reports, and publicly available data. This limits the empirical generalizability of the conclusions and prevents a full assessment of internal brand dynamics or managerial decision-making processes.

Second, the single-brand case study design does not allow for direct comparative benchmarking with other beauty industry players. As such, the findings may reflect unique contextual advantages related to Fenty Beauty's founder profile, early media positioning, or access to high-capacity retail platforms like Sephora.

Third, the study does not include primary consumer data or ethnographic insights, which would allow for a more detailed understanding of how inclusivity is perceived by different consumer groups across markets. Finally, although the strategic effects of inclusivity are discussed, the long-term sustainability and replicability of Fenty Beauty's model require further longitudinal observation and comparative validation.

## Abstract

The growing significance of inclusive branding in the beauty industry reflects a strategic shift toward ethical and socially resonant value creation. This study explores Fenty Beauty's positioning as a case of strategic inclusivity, analyzing how diversity-driven marketing and product design shape competitive performance. By using qualitative content analysis of public communications, media reports, brand campaigns, and scholarly research, the paper examines the mechanisms through which Fenty Beauty has redefined brand-consumer relationships.

The research highlights several strategic dimensions of inclusion: emotional brand loyalty, consumer identification with brand values, and measurable differentiation across saturated markets. Emphasis is placed on

how digital communication and influencer collaborations facilitated the creation of a loyal community, while broad foundation shade ranges and affordable premium pricing extended brand accessibility. Furthermore, the brand's ethical stance – including cruelty-free policies and supply chain transparency – enhances reputational capital and long-term brand equity.

The findings support the argument that inclusivity, when integrated authentically into branding architecture, functions as both a moral imperative and a viable business strategy. Fenty Beauty exemplifies how brands can align social advocacy with profit generation through coherent communication, inclusive design, and consumer-centered innovation. The paper offers practical insights for brand managers seeking to translate inclusive values into sustainable growth and strategic market leadership.

### Список літератури:

1. Baboolall, D., Burns, T., Weaver, K., & Zegeye, A. (2022, June 10). Black representation in the beauty industry. McKinsey & Company. Retrieved from: <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/black-representation-in-the-beauty-industry>.
2. Birch, K. (2023, December 21). The most compelling business case for diversity yet. Sustainability Magazine. Retrieved from: <https://sustainabilitymag.com/diversity-and-inclusion-dandi/the-most-compelling-business-case-for-diversity-yet>.
3. Blandin, K., Marr, H.K., & Pearson, C.S. (2021). PMAI Manual: A Guide for Interpreting the Pearson-Marr Archetype Indicator Instrument. Center for Applications of Psychological Type, Inc. Retrieved from: [https://cdn.prod.website-files.com/5fc7fbb375805cc285353295/65d8ffa286160b97014347f7\\_PM\\_AI\\_Manual\\_2021-1.pdf](https://cdn.prod.website-files.com/5fc7fbb375805cc285353295/65d8ffa286160b97014347f7_PM_AI_Manual_2021-1.pdf).
4. Bourke, J., & Espedido, A. (2019). Why inclusive leaders are good for organizations, and how to become one. Harvard Business Review, 29(03). Retrieved from: <https://hbr.org/2019/03/why-inclusive-leaders-are-good-for-organizations-and-how-to-become-one>.
5. Boyles, M. (2023, July 27). What are business ethics and why they are important. Harvard Business School Online. Retrieved from: <https://online.hbs.edu/blog/post/business-ethics>.
6. Brown, P., Lucas, C., Zizaoui, I., Burns, T., & Harris, T. (2022, February 8). The rise of the inclusive consumer. McKinsey & Company. Retrieved from: <https://www.mckinsey.com/industries/retail/our-insights/the-rise-of-the-inclusive-consumer>.
7. Candi, K., Setiawan, D., & Linando, B.F. (2024). Be Fearless with Fenty: A Campaign Exploring Fenty Beauty Inclusive Beauty Concept. K@ta Kita, 12(2), 102-108. DOI: 10.9744/katakita.12.2.102-108.
8. Chui, M., Gregg, B., Kohli, S., & Stewart, S. III. (2021, August 6). A \$300 billion opportunity: Serving the emerging Black American consumer. McKinsey & Company. Retrieved from: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/a-300-billion-dollar-opportunity-serving-the-emerging-black-american-consumer>.
9. Deloitte Digital. (2022, August 14). Global marketing trends. Retrieved from: <https://www.deloitte.com/se/en/insights/perspective/global-marketing-trends2.html>.
10. Deloitte. (2021, February 24). The future of racial equity depends on business taking bold action now. PR Newswire. Retrieved from: <https://www.prnewswire.com/news-releases/deloitte-the-future-of-racial-equity-depends-on-business-taking-bold-action-now-301234490.html>.
11. Deloitte. (2023, November 14). New Deloitte study reveals most US workers cover their identities at work-to their and their employers' detriment. PR Newswire. Retrieved from: <https://www.prnewswire.com/news-releases/new-deloitte-study-reveals-most-us-workers-cover-their-identities-at-work-to-their--and-their-employers--detriment-301986744.html>.
12. Dixon, A.R., & Telles, E.E. (2017). Skin Color and Colorism: Global Research, Concepts, and Measurement. Annual Review of Sociology, 43(1), 405-424. DOI: 10.1146/annurev-soc-060116-053315.
13. Eithan. (2025, January 27). How did Fenty Beauty face the child labor crisis? American Worthy. Retrieved from: <https://americanworthy.com/how-did-fenty-beauty-face-the-child-labor-crisis>.
14. Fenty Beauty. (n.d.a). About Fenty Beauty. Retrieved from: <https://fentybeauty.com/en-nl/pages/about-fenty-beauty>.
15. Fenty Beauty. (n.d.b). Global impact. Retrieved from: <https://fentybeauty.com/en-se/pages/global-impact>.
16. Frisby, C.M. (2019). Black and Beautiful: A Content Analysis and Study of Colorism and Strides toward Inclusivity in the Cosmetic Industry. Advances in Journalism and Communication, 07(02), 35-54. DOI: 10.4236/ajc.2019.72003.

17. Heldreth, C.M., Monk, E.P., Clark, A.T., Schumann, C., Eye, X., & Ricco, S. (2024). Which Skin Tone Measures Are the Most Inclusive? An Investigation of Skin Tone Measures for Artificial Intelligence. *ACM Journal on Responsible Computing*, 1(1), 1-21. DOI: 10.1145/3632120.
18. Hunt, V., Layton, D., & Prince, S. (2015, January 1). Why diversity matters. McKinsey & Company. Retrieved from: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-diversity-matters>.
19. Ipsos. (2016, June 9). Nearly nine in ten women would try a hand-held device which guarantees to find their perfect foundation match. Ipsos. Retrieved from: <https://www.ipsos.com/en-us/nearly-nine-ten-women-would-try-hand-held-device-which-guarantees-find-their-perfect-foundation>.
20. Karpiuk, Z., Krupskyi, O., & Stasiuk, Y. (2023). Prospects for the development of social responsibility based on the experience of global pharmaceutical companies. *Science Notes of KROK University*, 1, 136-151. DOI: 10.31732/2663-2209-2022-69-9-136-151.
21. Kholodna, Y. (2023). World practices of brand development in modern conditions. *Economy and Society*, (54). DOI: 10.32782/2524-0072/2023-54-37.
22. Kolodkina, Y., & Krupskyi, O. (2024). Analysis of the conditions for starting a small business in the beauty industry: the case of the city of Dnipro. *Challenges and Issues of Modern Science*, 3, 265-273. Retrieved from: <https://cims.fti.dp.ua/j/article/view/217>.
23. Kravchuk, Y., & Krupskyi, O. (2025). The Impact of Emotionally Driven Service on Customer Loyalty in the Beauty Services Sector. *Challenges and Issues of Modern Science*, 4. Retrieved from: <https://cims.fti.dp.ua/j/article/view/274>.
24. Krupskyi, O., Stasiuk, Y., & Huk, O. (2024). Improving business efficiency in cosmetology institutions. *Innovative economy*, (3), 92-102. DOI: 10.37332/2309-1533.2024.3.12.
25. Li, X., Ling, C.-D., & Zhu, J. (2024). Implications of inclusive leadership for individual employee outcomes: A meta-analytic investigation of the mediating mechanisms and boundary conditions. *Asia Pacific Journal of Management*, 1-38. DOI: 10.1007/s10490-024-09987-9.
26. LVMH. (2019, January 29). 2018 full year results. Retrieved from: <https://www.lvmh.com/en/financial-calendar/2018-full-year-results>.
27. LVMH. (2024). Is Fenty Beauty cruelty-free? Cruelty Free Kitty. Retrieved from: <https://www.crueltyfreekitty.com/brands/fenty-beauty>.
28. Matusow, J. (2013, September 16). Make Up For Ever's poll reveals foundation issues. *Beauty Packaging*. Retrieved from: <https://www.beutypackaging.com/breaking-news/make-up-forevers-poll-reveals-foundation-issu>.
29. Milner, D. (2020, April 7). How Fenty Beauty changed the state of play in the industry. *Business of Fashion*. Retrieved from: <https://www.businessoffashion.com/articles/news-analysis/how-fenty-beauty-changed-the-state-of-play-in-the-industry>.
30. Okatta, C., Ajayi, F., & Olawale, O. (2024). Enhancing organizational performance through diversity and inclusion initiatives: a meta-analysis. *International Journal of Applied Research in Social Sciences*, 6(4), 734-758. DOI: 10.51594/ijarss.v6i4.1065.
31. Penning, A. (2013, November 7). Make Up For Ever, NPD Group study shows dissatisfaction with foundation. *Cosmetics & Toiletries*. Retrieved from: <https://www.cosmeticsandtoiletries.com/research/consumers-market/news/21846404/make-up-for-ever-npd-group-study-shows-dissatisfaction-with-foundation>.
32. RetailBoss. (2024, July 19). Fenty Beauty business model (2017–2024). RETAILBOSS INC. Retrieved from: <https://retailboss.co/fenty-beauty-business-model>.
33. Sereda, N. (2023). Marketing and branding in tourism: promotion strategies and competitiveness of tourist destinations. *Economy and Society*, (57). DOI: 10.32782/2524-0072/2023-57-100.
34. Shatzman, C. (2017, September 8). Rihanna's makeup line, Fenty Beauty, makes its debut. *Forbes*. Retrieved from: <https://www.forbes.com/sites/celiashatzman/2017/09/08/rihannas-makeup-line-fenty-beauty-makes-its-debut>.
35. Smith, I. H., & Kouchaki, M. (2021). Building an ethical company: Create an organization that helps employees behave more honorably. *Harvard business review*, 2021, 132-139. Retrieved from: <https://hbr.org/2021/11/building-an-ethical-company>.
36. Teng, Q. (2023). Celebrity Beauty Brand Digital Marketing Strategy : A Case Study of Fenty Beauty. *BCP Business & Management*, 38, 2066–2071. DOI: 10.54691/bcpbm.v38i.4037.
37. Urupa, I.O. (2024). The Impact of Cultural Differences on the Development of Global Branding Strategies. *Problems of Modern Transformations. Series: Economics and Management*, (14). DOI: 10.54929/2786-5738-2024-14-04-13.
38. Vorobiova, V.V., Krupskyi, O.P., & Stasiuk, Y. (2023). The Role of Digital Technologies in Modern Trade: A Study of Global Trends and Prospects for Ukraine. *Economic Journal Odessa Polytechnic University*, 2(24), 45-55. DOI: 10.15276/ej.02.2023.5.
39. Werle, A. (2019). Beyond light, medium, and dark: Diversity and inclusivity in the makeup and beauty industries (Honors thesis, Western Kentucky University). Mahurin Honors College Capstone Experience/Thesis Projects. Retrieved from: [https://digitalcommons.wku.edu/stu\\_hon\\_theses/831](https://digitalcommons.wku.edu/stu_hon_theses/831).

40. Wu, X. (2024). Analysis of Fenty Beauty's Marketing Strategies from a Digital Marketing Perspective. *Advances in Economics, Management and Political Sciences*, 134(1), 21-28. DOI: 10.54254/2754-1169/2024.18721.
41. Zhurylo, V., Chepurnyy, S., & Soima, S. (2023). Influence of branding on consumer decisions: analysis of important aspects and trends. *Economy and Society*, (56). DOI: 10.32782/2524-0072/2023-56-150.

## References:

1. Baboolall, D., Burns, T., Weaver, K., & Zegeye, A. (2022, June 10). Black representation in the beauty industry. McKinsey & Company. Retrieved from: <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/black-representation-in-the-beauty-industry> [in English].
2. Birch, K. (2023, December 21). The most compelling business case for diversity yet. *Sustainability Magazine*. Retrieved from: <https://sustainabilitymag.com/diversity-and-inclusion-dandi/the-most-compelling-business-case-for-diversity-yet> [in English].
3. Blandin, K., Marr, H.K., & Pearson, C.S. (2021). PMAI Manual: A Guide for Interpreting the Pearson-Marr Archetype Indicator Instrument. Center for Applications of Psychological Type, Inc. Retrieved from: [https://cdn.prod.website-files.com/5fc7fbb375805cc285353295/65d8ffa286160b97014347f7\\_PM\\_AI\\_Manual\\_2021-1.pdf](https://cdn.prod.website-files.com/5fc7fbb375805cc285353295/65d8ffa286160b97014347f7_PM_AI_Manual_2021-1.pdf) [in English].
4. Bourke, J., & Espedido, A. (2019). Why inclusive leaders are good for organizations, and how to become one. *Harvard Business Review*, 29(03). Retrieved from: <https://hbr.org/2019/03/why-inclusive-leaders-are-good-for-organizations-and-how-to-become-one> [in English].
5. Boyles, M. (2023, July 27). What are business ethics and why they are important. *Harvard Business School Online*. Retrieved from: <https://online.hbs.edu/blog/post/business-ethics> [in English].
6. Brown, P., Lucas, C., Zizaoui, I., Burns, T., & Harris, T. (2022, February 8). The rise of the inclusive consumer. McKinsey & Company. Retrieved from: <https://www.mckinsey.com/industries/retail/our-insights/the-rise-of-the-inclusive-consumer> [in English].
7. Candi, K., Setiawan, D., & Linando, B.F. (2024). Be Fearless with Fenty: A Campaign Exploring Fenty Beauty Inclusive Beauty Concept. *K@ta Kita*, 12(2), 102-108. DOI: 10.9744/katakita.12.2.102-108 [in English].
8. Chui, M., Gregg, B., Kohli, S., & Stewart, S. III. (2021, August 6). A \$300 billion opportunity: Serving the emerging Black American consumer. McKinsey & Company. Retrieved from: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/a-300-billion-dollar-opportunity-serving-the-emerging-black-american-consumer> [in English].
9. Deloitte Digital. (2022, August 14). Global marketing trends. Retrieved from: <https://www.deloittdigital.com/se/en/insights/perspective/global-marketing-trends2.html> [in English].
10. Deloitte. (2021, February 24). The future of racial equity depends on business taking bold action now. *PR Newswire*. Retrieved from: <https://www.prnewswire.com/news-releases/deloitte-the-future-of-racial-equity-depends-on-business-taking-bold-action-now-301234490.html> [in English].
11. Deloitte. (2023, November 14). New Deloitte study reveals most US workers cover their identities at work-to their and their employers' detriment. *PR Newswire*. Retrieved from: <https://www.prnewswire.com/news-releases/new-deloitte-study-reveals-most-us-workers-cover-their-identities-at-work-to-their-and-their-employers--detriment-301986744.html> [in English].
12. Dixon, A.R., & Telles, E.E. (2017). Skin Color and Colorism: Global Research, Concepts, and Measurement. *Annual Review of Sociology*, 43(1), 405-424. DOI: 10.1146/annurev-soc-060116-053315 [in English].
13. Eithan. (2025, January 27). How did Fenty Beauty face the child labor crisis? *American Worthy*. Retrieved from: <https://americanworthy.com/how-did-fenty-beauty-face-the-child-labor-crisis> [in English].
14. Fenty Beauty. (n.d.a). About Fenty Beauty. Retrieved from: <https://fentybeauty.com/en-nl/pages/about-fenty-beauty> [in English].
15. Fenty Beauty. (n.d.b). Global impact. Retrieved from: <https://fentybeauty.com/en-se/pages/global-impact> [in English].
16. Frisby, C.M. (2019). Black and Beautiful: A Content Analysis and Study of Colorism and Strides toward Inclusivity in the Cosmetic Industry. *Advances in Journalism and Communication*, 07(02), 35-54. DOI: 10.4236/ajc.2019.72003 [in English].
17. Heldreth, C.M., Monk, E.P., Clark, A.T., Schumann, C., Eye, X., & Ricco, S. (2024). Which Skin Tone Measures Are the Most Inclusive? An Investigation of Skin Tone Measures for Artificial Intelligence. *ACM Journal on Responsible Computing*, 1(1), 1-21. DOI: 10.1145/3632120 [in English].

18. Hunt, V., Layton, D., & Prince, S. (2015, January 1). Why diversity matters. McKinsey & Company. Retrieved from: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/why-diversity-matters> [in English].
19. Ipsos. (2016, June 9). Nearly nine in ten women would try a hand-held device which guarantees to find their perfect foundation match. Ipsos. Retrieved from: <https://www.ipsos.com/en-us/nearly-nine-ten-women-would-try-hand-held-device-which-guarantees-find-their-perfect-foundation> [in English].
20. Karpiuk, Z., Krupskiy, O., & Stasiuk, Y. (2023). Prospects for the development of social responsibility based on the experience of global pharmaceutical companies. *Science Notes of KROK University*, 1, 136-151. DOI: 10.31732/2663-2209-2022-69-9-136-151 [in Ukrainian].
21. Kholodna, Y. (2023). World practices of brand development in modern conditions. *Economy and Society*, (54). DOI: 10.32782/2524-0072/2023-54-37 [in Ukrainian].
22. Kolodkina, Y., & Krupskiy, O. (2024). Analysis of the conditions for starting a small business in the beauty industry: the case of the city of Dnipro. *Challenges and Issues of Modern Science*, 3, 265-273. Retrieved from: <https://cims.fti.dp.ua/j/article/view/217> [in Ukrainian].
23. Kravchuk, Y., & Krupskiy, O. (2025). The Impact of Emotionally Driven Service on Customer Loyalty in the Beauty Services Sector. *Challenges and Issues of Modern Science*, 4. Retrieved from: <https://cims.fti.dp.ua/j/article/view/274> [in Ukrainian].
24. Krupskiy, O., Stasiuk, Y., & Huk, O. (2024). Improving business efficiency in cosmetology institutions. *Innovative economy*, (3), 92-102. DOI: 10.37332/2309-1533.2024.3.12 [in Ukrainian].
25. Li, X., Ling, C.-D., & Zhu, J. (2024). Implications of inclusive leadership for individual employee outcomes: A meta-analytic investigation of the mediating mechanisms and boundary conditions. *Asia Pacific Journal of Management*, 1-38. DOI: 10.1007/s10490-024-09987-9 [in Ukrainian].
26. LVMH. (2019, January 29). 2018 full year results. Retrieved from: <https://www.lvmh.com/en/financial-calendar/2018-full-year-results> [in Ukrainian].
27. LVMH. (2024). Is Fenty Beauty cruelty-free? Cruelty Free Kitty. Retrieved from: <https://www.crueltyfreekitty.com/brands/fenty-beauty> [in Ukrainian].
28. Matusow, J. (2013, September 16). Make Up For Ever's poll reveals foundation issues. *Beauty Packaging*. Retrieved from: <https://www.beutypackaging.com/breaking-news/make-up-forevers-poll-reveals-foundation-issu> [in Ukrainian].
29. Milner, D. (2020, April 7). How Fenty Beauty changed the state of play in the industry. *Business of Fashion*. Retrieved from: <https://www.businessoffashion.com/articles/news-analysis/how-fenty-beauty-changed-the-state-of-play-in-the-industry> [in Ukrainian].
30. Okatta, C., Ajayi, F., & Olawale, O. (2024). Enhancing organizational performance through diversity and inclusion initiatives: a meta-analysis. *International Journal of Applied Research in Social Sciences*, 6(4), 734-758. DOI: 10.51594/ijarss.v6i4.1065 [in English].
31. Penning, A. (2013, November 7). Make Up For Ever, NPD Group study shows dissatisfaction with foundation. *Cosmetics & Toiletries*. Retrieved from: <https://www.cosmeticsandtoiletries.com/research/consumers-market/news/21846404/make-up-for-ever-npd-group-study-shows-dissatisfaction-with-foundation> [in English].
32. RetailBoss. (2024, July 19). Fenty Beauty business model (2017–2024). RETAILBOSS INC. Retrieved from: <https://retailboss.co/fenty-beauty-business-model> [in English].
33. Sereda, N. (2023). Marketing and branding in tourism: promotion strategies and competitiveness of tourist destinations. *Economy and Society*, (57). DOI: 10.32782/2524-0072/2023-57-100 [in English].
34. Shatzman, C. (2017, September 8). Rihanna's makeup line, Fenty Beauty, makes its debut. *Forbes*. Retrieved from: <https://www.forbes.com/sites/celiashatzman/2017/09/08/rihannas-makeup-line-fenty-beauty-makes-its-debut> [in English].
35. Smith, I.H., & Kouchaki, M. (2021). Building an ethical company: Create an organization that helps employees behave more honorably. *Harvard business review*, 2021, 132-139. Retrieved from: <https://hbr.org/2021/11/building-an-ethical-company> [in English].
36. Teng, Q. (2023). Celebrity Beauty Brand Digital Marketing Strategy : A Case Study of Fenty Beauty. *BCP Business & Management*, 38, 2066–2071. DOI: 10.54691/bcpbm.v38i.4037 [in English].
37. Urupa, I.O. (2024). The Impact of Cultural Differences on the Development of Global Branding Strategies. *Problems of Modern Transformations. Series: Economics and Management*, (14). DOI: 10.54929/2786-5738-2024-14-04-13 [in English].
38. Vorobiova, V.V., Krupskiy, O.P., & Stasiuk, Y. (2023). The Role of Digital Technologies in Modern Trade: A Study of Global Trends and Prospects for Ukraine. *Economic Journal Odessa Polytechnic University*, 2(24), 45-55. DOI: 10.15276/ej.02.2023.5 [in English].
39. Werle, A. (2019). Beyond light, medium, and dark: Diversity and inclusivity in the makeup and beauty industries (Honors thesis, Western Kentucky University). Mahurin Honors College Capstone Experience/Thesis Projects. Retrieved from: [https://digitalcommons.wku.edu/stu\\_hon\\_theses/831](https://digitalcommons.wku.edu/stu_hon_theses/831) [in English].

40. Wu, X. (2024). Analysis of Fenty Beauty's Marketing Strategies from a Digital Marketing Perspective. *Advances in Economics, Management and Political Sciences*, 134(1), 21-28. DOI: 10.54254/2754-1169/2024.18721 [in English].
41. Zhurylo, V., Chepurnyy, S., & Soima, S. (2023). Influence of branding on consumer decisions: analysis of important aspects and trends. *Economy and Society*, (56). DOI: 10.32782/2524-0072/2023-56-150 [in English].

**Посилання на статтю:**

Zharova A.V. *Inclusive Branding as The Basis for Fenty Beauty's Strategic Positioning in the Global Beauty Industry* / A.V. Zharova, O.P. Krupskyi, Yu.M. Stasiuk // *Економіка: реалії часу. Науковий журнал*. – 2025. – № 3 (79). – С. 5-17. – Режим доступу до журн.: <https://economics.net.ua/files/archive/2025/No3/5.pdf>. DOI: 10.15276/ETR.03.2025.1. DOI: 10.5281/zenodo.15772939.

**Reference a Journal Article:**

Zharova A.V. *Inclusive Branding as The Basis for Fenty Beauty's Strategic Positioning in the Global Beauty Industry* / A.V. Zharova, O.P. Krupskyi, Yu.M. Stasiuk // *Economics: time realities. Scientific journal*. – 2025. – № 3 (79). – P. 5-17. – Retrieved from <https://economics.net.ua/files/archive/2025/No3/5.pdf>. DOI: 10.15276/ETR.03.2025.1. DOI: 10.5281/zenodo.15772939.

