

CAS SPA

Le Groupe Accord a reçu un dossier (provenant d'une société américaine spécialisée dans la conception de SPA de luxe) sur la possibilité de l'implantation d'un SPA dans la région parisienne en bordure de Seine (Paris intra-muros inclus). Cette proposition semble séduire certaines personnes influentes du CODIR, en revanche les DG et DGA sont très réservés.

Vous êtes le conseiller personnel des DG et DGA.

Le travail qui vous est demandé n'est pas de répondre à la question en lieu et place du CODIR, ni même d'apporter certains éléments de réponse et encore moins de donner votre avis personnel (sauf dans la partie « Conclusion »). Il vous est demandé de fournir un travail préalable à la réflexion, c'est-à-dire élaborer la liste des questions auxquels il faudra répondre et la liste des personnes à qui vous confier le soin de trouver ces réponses, vous ajouterez le délai raisonnable que vous fixez à ces personnes pour rendre leurs dossiers.

Cette liste de question devra être hiérarchisée par importance décroissante.

Attention cette liste de questions doit être exhaustive pour prendre la future décision : si toutes les réponses étaient apportées, les DG et DGA devraient être capables de prendre leur décision à la lumière de des documents fournis.

Pour rendre votre dossier, une présentation stricte est imposée :

Page 1 : page de garde avec titre, date, nom des étudiants, école, promotion, matière, nom du professeur ...

Page 2 : résumé managérial

Page 3 : sommaire

Page 4 et 5 : historique du groupe Accord

Page 6 : chiffres clés du groupe Accord

Page 7 à 11 : tableau de la liste des questions avec les personnes responsable

Page 12 : Conclusion

NOTA : nous vous demandons de choisir votre mise en page avec soin car nous vous demanderons de la conserver tout au long de l'année.

NOTA 2 : ce travail est strictement personnel sauf pour les parties « historique du groupe Accord » et « chiffres clés du groupe Accord ».

NOTA 3 : lors de la remise des dossiers 5 personnes, tirées au sort, devront présenter leur travail oralement en 3 minutes devant un jury composé du responsable du cas et d'une personne spécialisée dans l'implantation de SPA en France.

Annexe : dossier

DOSSIER SPA-ACCORD

190.000 square feet dedicated to Aesthetics. Relaxation. Fitness. Culinary



AESTHETICS & RELAXATION

SPA-ACCORD offers an extensive range of treatments as well as residential accommodation in 23 rooms and suites, 14 of which feature La Seine river views, custom-designed futon beds, oversized bath with rain shower and LCD Television. SPA-ACCORD is available to hotel guests and outside visitors by appointment.

Products used: Carita, Decleor, Talika, Peggy Sage, Nars

Treatments include:

- Shiatsu, Chinese, Swedish, Thai, Reflexology, Hot Stones and Sports Massage
- Body Scrubs and Wraps
- Vichy Shower Treatments
- Bronzing
- Skin-whitening
- Waxing
- Facial Skincare: rehydration, radiance, anti-aging
- Eye-care
- Make-up and Hair Finishing
- Manicure, Pedicure, Hand and Foot Care
- Sauna and steam facilities



FITNESS

Fitness and Exercise Studios are equipped with a wide selection of cardiovascular and conditioning equipment including.

Free Weights	18 pieces of equipment
Toning	21 pieces of equipment
Cardio	21 pieces of equipment
Stretch	9 pieces of equipment
Conditioning	17 pieces of equipment

50-meters outdoor heated swimming pool available for year-round use



CULINARY

- ***The Pool House*** : A private function venue for up to 96 persons.
- ***The Grill***: Outdoor poolside restaurant open for lunch and dinner, weather permitting.
- ***The Courtyard*** : Serving light refreshments under the trees.



SPA-ACCORD offers a new range of facilities, services and experiences. Guests will be greeted at a new reception area. Adjacent to it will be a series of spacious, state-of-the-art fitness and exercise studios. These are for the exclusive use of hotel guests. The other facilities will be available by appointment to hotel and outside guests. SPA-ACCORD provides an extensive range of treatments as well as residential accommodation in 23 guestrooms and suites.

These rooms have been created for those who want the convenience of the adjacent athletic, garden and recreation facilities together with a unique guestroom experience.

Immediately beyond the reception lobby is an expansive set of outdoor spaces. The first is a courtyard with formal planting and pool. It can be used by SPA-ACCORD guests for breakfast and refreshments throughout the day. Beyond this space lies the garden area, which has a 50-meters swimming pool at its centre and views of the la seine river along one side.

Poolside facilities include saunas and locker rooms, a multi-purpose function room, which will seat 96 for dining and is backed by a full kitchen. At the far end a barbeque/buffet will be available on fine days for those who want to dine out-of-doors next to the pool. Fountains, pools, a waterfall and extensive landscaping combine to form an oasis in the middle of Ile-de-France.



SPA-ACCORD Relaxation

SPA-ACCORD has been designed as a completely self-sufficient environment to assure privacy, seclusion and quiet escape, whether it is for a few hours, an entire day, or longer. A specially selected, carefully trained staff assures discretion and graceful attentions to all details. Specialists are available by appointment for a variety of services aimed at total relaxation, including massage, reflexology and hydrotherapeutic massage. Bathing in private pools, sauna steam rooms and peaceful surroundings are all part of the total experience.

SPA-ACCORD Fitness

Professional sports masseurs and masseuses offer specialized massage for the treatment of stress and various physical strains.

SPA-ACCORD Aesthetics



A wide range of therapeutic and grooming services is available, with all treatment rooms complete with private en-suite facilities. Employees have been especially trained to provide all services to the highest international standards, reflecting SPA-ACCORD's philosophy of simplicity, integrity and correctness.

All services are offered in a designed environment. Architecture, gardens and a combination of unique interior space take into the objective of escape, tranquility, visual and mental enjoyment and relaxation. Integral to this environment are a large number of specially commissioned artworks.

SPA-ACCORD Culinary

Specialized food and beverage services have been created for guests using private rooms and suites throughout SPA-ACCORD. Guests may also use an adjacent courtyard for continental breakfast, daytime snacks and evening cocktails when weather permits. A 96-seat function room has been built next to the swimming pool with the objective of providing a unique alternative venue for parties and special functions. A full kitchen will also serve poolside dining during the day as well as a barbeque and buffet restaurant at night, weather permitting.

SPA-ACCORD will be designed as a completely self-sufficient environment to assure privacy, seclusion and quiet escape, specially selected, carefully trained staff assure discretion and graceful attentions to all details.

TREATMENTS

SPA-ACCORD offers a mixture of European and Asian treatments. Face and body treatments are results orientated with a special focus on the care and protection of the skin. The extensive list of treatments has been exclusively developed for SPA-ACCORD, using essentially French products.

Treatments include Swedish, reflexology, sports, shiatsu, hot stone and Thai massage, facial treatments, bronzing (using lotions), waxing, Vichy shower treatments, body scrubs and envelopments and foot and hand care.

PRODUCTS

SPA-ACCORD treatments using French brands Carita, Talika and Peggy Sage are exclusive to SPA-ACCORD whilst Declor has created a range of treatments exclusively for SPA-ACCORD. Nars make up is used. Experts from these beauty houses arrived four months prior to opening to train the SPA-ACCORD aestheticians.

SIGNATURE TREATMENTS

Signature treatments include the SPA-ACCORD Face Treatment, the SPA-ACCORD Massage, the Hong Kong Massage, the Salt and Pepper Scrub and the Pro-lifting process incorporated into four different facials.

- **The SPA-ACCORD Face Treatment:** Created exclusively for SPA-ACCORD, using Declor products this treatment uses a vitamin C serum to even skin tone, brighten the complexion and protect the skin against damaging environmental factors.
- **The SPA-ACCORD Massage:** Uses a combination of Shiatsu, Thai and Swedish massage techniques. Guests may choose from four different aromatherapy massage balms. The **Relax** uses sandalwood, incense, lavender and myrrh to ease tension and help the body and mind to unwind. The **Detox** option uses lemongrass, rosemary, geranium and sandalwood to help speed up elimination and detoxify the body. The **Flow** uses lavender, angelica, lemon and cypress to provide a highly stimulating massage which helps improve circulation and elimination. The **Tonic** energises the skin and body with a blend of rosewood, lemongrass and mint. The unique Hong Kong deep pressure massage combines Swedish massage techniques with the renowned benefits of Chinese acupressure. Whilst ancient traditions are respected, the Hong Kong massage adapts pressure levels to suit the guest's preference.
- **The Salt and Pepper Scrub :** A full body treatment using an olive oil based balm. Salt is used to exfoliate the skin and pepper to energise and stimulate the body.
- **Pro Liftin :** This procedure has been described as a non-surgical face-lift, combining the exclusive Rénovateur product with modern technology developed by Carita. The pro-lifting machine applies a very gentle electric current to the skin. The treatment cleanses by liquefying the impurities in the pores and provides rejuvenating, anti-ageing effects by lifting and firming the skin. The visible effect is immediate. For longer lasting results, a series of treatments is recommended.

TREATMENT ROOMS

A selection of treatments may be performed in the 14 guestrooms and suites. The full complement of treatments is available in nine treatment rooms. These include two massage rooms with en suite bathrooms and a Lutron dimmer system. This dimmer system is available in every guestroom and treatment room providing the four different light settings, which have been pre-determined for each treatment.

Four treatment rooms, two of which offer expansive river views, contain Nemectron beauty treatment chairs, chosen for their high degree of comfort. Aestheticians have been provided with the best available technology, enhancing the results of every treatment. Feather light down duvets covered in crisp white cotton keep guests warm and relaxed during their treatment and add to the overall luxury of the surroundings.

In the Vichy Suite, warm water from a specially designed shower positioned over the massage table allows guests to experience the healing benefits of water therapy. Body scrubs, massages and Vichy Shower treatments are performed in this suite.

The two deluxe treatment suites offer two-hour programmes allowing guests enough time to enjoy the facilities after the treatment concludes. The Water Garden Suite offers massage and body scrubs, a Jacuzzi, shower, changing room and floor to ceiling windows overlooking a calming water garden. The SPA-ACCORD Deluxe River View treatment room offers a personal relaxation area, massage table, steam room, rain shower and a 30 square foot Jacuzzi overlooking the river (La Seine for Paris). Body scrubs and treatments conducted in this suite incorporate the suite's private steam room into the treatment.

MAKE UP

Before guests leave SPA-ACCORD and return to the outside world, guests may choose to enlist the professional help of a make-up artist. This aesthetician will use the Nars range of cosmetics to create a personalised look for the guest. Make up applications may be natural, special occasion or for a wedding day.

TREATMENT PROGRAMMES

Three and five hour Treatment Programmes include a welcome tea service, a selection of treatments and the use of a River view SPA-ACCORD guestroom for the designated period. Guestrooms offer oversized baths, rain showers, custom designed futons and LCD televisions. Access to SPA-ACCORD's 50 meters heated outdoor

swimming pool and the five fitness and exercise studios for the whole day of the treatment is also offered. (This access does not apply to three-hour programmes booked on weekends and public holidays).

Dedicated to Aesthetics, Relaxation, Fitness and Culinary, this new 190.000 square foot facility provides an extensive range of treatments as well as residential accommodation in 23 Guestrooms and suites, Fitness and Exercise Studios, a 50-meters outdoor, heating swimming pool, an outdoor grill restaurant, a tree-lined Courtyard serving light refreshments and a private dining venue overlooking the swimming pool and gardens.

FACIAL TREATMENTS
SPA-ACCORD FACE TREATMENT
A vitamin C facial. Evens the skin tone and protects the skin from damaging environmental factors. <i>1 hour \$875</i>
RENOVATEUR HYDRATION INTENSE
Commencing with the exclusive Renovateur exfoliation, this deeply hydrating facial restores suppleness to the skin, leaving it glowing and refreshed. <i>1 hour 30 minutes \$975</i>
RENOVATEUR PROTECTION ECLAT COMBINATION SKIN
Designed to delay the ageing process, this treatment offers maximum protection and preventative care. Skin that appears dull, tired or fragile can once again radiate good health and well being. <i>1 hour 15 minutes \$950</i>
RENOVATEUR LIFT FERMETE
Firming care of mature skin, this facial counteracts and repairs the effects of time. It provides an instant lift and radiance to the complexion. <i>1 hour 30 minutes \$1,375</i>
RENOVATEUR WHITE
The deep cleansing facial whitens and balances skin tone, leaving the complexion brighter and more radiant. <i>1 hour 30 minutes \$925</i>
FACIAL TREATMENTS
HARMONY FACIAL
Essential oils and other plant extracts calm irritated skin, diminish redness and offer protection from damaging environmental factors. <i>1 hour \$650</i>
AROMAPLASTY
For all skin types, this double layer facial, customised to individual skin type, will leave the complexion feeling rebalanced, revitalised, and refreshed. <i>1 hour \$575</i>
REGULATING
An intensive deep cleansing treatment, this facial uses natural products to clean, treat, and regulate oily and combination skin. <i>1 hour 15 minutes \$725</i>
EYE RITUAL
Concentrating on the eyes, this holistic treatment improves skin elasticity, dark circles and adds energy to the entire face. <i>1 hour \$675</i>
5 SESSIONS OF PRO LIFTING
Through modern technology Carita has exclusively developed Pro Lifting to offer an immediate visible effect of skin cleansing, lifting and firming without surgery. <i>\$3600</i>
MASSAGE TREATMENTS
SPA-ACCORD MASSAGE
Using a combination of Shiatsu, Thai and Swedish massage techniques and essential oils, this massage will relieve tired muscles and soothe the mind. Choose from the following aromatherapy massage balms: RELAX: Sandalwood, Incense, Lavender and Myrrh. Eases tension and helps the body and mind to unwind. FLOW: Lavender, Angelica, Lemon and Cypress. Helps to improve circulation and elimination. Highly stimulating. DETOX: Lemongrass, Rosemary, Geranium and Sandalwood. Helps to speed up elimination and detoxify the body. TONIC: A blend of Rosewood, Lemongrass and Mint. Energises the skin and body. <i>1 hour 15 minutes \$800</i>
SWEDISH
A classic massage. Relieves tired muscles, improves circulation and creates a feeling of relaxation. The therapist will adjust the level of pressure as preferred. <i>1 hour \$725</i>
HONG KONG
Considered a deep pressure massage, Hong Kong massage incorporates Swedish massage techniques with accupressure. <i>1 hour \$725</i>
REFLEXOLOGY
Using mostly thumb pressure, the therapist concentrates on the specific reflex points of the feet to promote better health and relaxation. <i>1 hour \$700, 30 minutes \$375</i>
SPORTS
Various massage and stretching techniques are used on specific muscle groups. Releases tension, increases the range of motion and promotes muscle recovery after exercise. Loose, comfortable clothing to be worn. <i>Requires 24 hours advance reservation. 1 hour \$750</i>
MASSAGE TREATMENTS
SHIATSU
Uses thumbs, fingers and elbows to stimulate and rebalance energy pathways of the body. It creates a deeply relaxing and balancing effect. Loose, comfortable clothing to be worn. <i>1 hour \$725</i>
STONE
Warm, smooth stones are used to massage the body. The heat and weight of the stones allows for deeper muscle penetration with this profoundly relaxing experience. <i>1 hour \$750</i>
THAI

Focusing on the energies of the body, the therapist uses gentle hand compressions, rocking and yoga stretches to balance the body, mind, and spirit. Loose, comfortable clothing to be worn. <i>1 hour 30 minutes \$895</i>	
BODY TREATMENTS	
SPA-ACCORD BODY TREATMENT	
An Abhyanga inspired massage using an exfoliating massage balm is the first step in this unique and invigorating treatment. This is followed by a steam treatment and finishes with a massage application of cool and refreshing body lotion. Ideal for improving circulation and boosting energy levels. <i>1 hour \$850</i>	
RENOVATEUR REVITALISANT	
This unique and sensuous treatment combines the exclusive Renovateur exfoliation with a body wrap and hot stone massage. <i>1 hour 30 minutes \$1,150</i>	
BODY TREATMENTS	
BRONZING	
Obtain a natural, healthy looking, all-over tan without damaging the skin. <i>1 hour \$600</i>	
HAND RITUAL	
This unique experience combines essential oils and massage with the healing energies of crystals. Deeply moisturises the hands while re-balancing the entire being. <i>45 minutes \$475</i>	
FOOT RITUAL	
Feet are exfoliated and massaged with crystals. This unique foot treatment restores energy to the feet and body. <i>45 minutes \$475</i>	
BODY ENVELOPMENTS	
Treat the body and relax the mind. Body treatments help to cleanse the body inside and out. Treatments begin with a full body exfoliation followed by an application of essential oils and body mask.	
AROMA RELAX	
Clay, sugar and papaya soften and purify the skin. <i>1 hour \$775</i>	
AROMA DETOX	
Seaweed has long been recognised for its draining and slimming effects on the body. The combination of seaweed, essential oils and different plant extracts detoxifies the body. <i>1 hour \$775</i>	
SERIES OF SIX TREATMENTS <i>\$4,500</i>	
BODY SCRUBS	
SPA-ACCORD SCRUB	
This exclusive treatment uses a combination of raw sugar and green tea to exfoliate, soften and nourish the body. This is followed by a steam treatment and finishes with a massage using a toning body balm. Ideal for sensitive skins. <i>1 hour 30 minutes \$925</i>	
SALT AND PEPPER SCRUB	
Salt exfoliates and softens the skin while pepper energises and stimulates the body. <i>1 hour \$650</i>	
RENOVATEUR "PEAU DE SATIN"	
This invigorating experience begins with the exclusive Renovateur exfoliation. Incorporating the long, gentle strokes of lymphatic massage, the skin's texture is restored to an incomparable softness and glow. <i>1 hour \$1,125</i>	
VICHY SHOWER TREATMENTS	
Enjoy the healing benefits of water therapy through Vichy treatments. Whilst water from a specially designed shower bar stimulates the lymphatic system, a massage therapist will perform a massage using a unique balm.	
RELAX	
A gentle relaxing massage under a warm shower with essential oils of Sandalwood, Frankincense and Myrrh. <i>45 minutes \$725</i>	
FLOW	
Essential oils of Lavender, Lemon, and Pepper are mixed with a natural exfoliating powder to create this wonderfully invigorating experience. <i>45 minutes \$725</i>	
VICHY SHOWER TREATMENTS	
DETOX	
Rosemary and Lemongrass essential oils combine to detoxify the body. <i>45 minutes \$725</i>	
JUST LEGS	
PERFECT CONTOUR	
This re-defining treatment includes essential oils, ginger, hibiscus and a sculpting massage. <i>1 hour \$475</i>	
JET LAG TREATMENT	
A refreshing and invigorating treatment for sore, tired legs. Excellent for stimulating circulation and eliminating swollen lower legs and feet. <i>1 hour \$475</i>	
FOOT CARE AND PEDICURE	
SPA-ACCORD DELUXE PEDICURE	
Feet are soaked and massaged with a warmed moisturising lotion, followed by a scrub, mask and pedicure. Finishes with a Paraffin Treatment resulting in deeper hydration and softer skin. <i>1 hour 15 minutes \$595</i>	
PARAFFIN TREATMENT <i>15 minutes \$200</i> PEDICURE <i>1 hour \$450</i> FRENCH PEDICURE <i>1 hour \$475</i>	NAIL POLISH APPLICATION <i>15 minutes \$175</i> FRENCH NAIL POLISH APPLICATION <i>20 minutes \$200</i>
HAND CARE AND MANICURE	
SPA-ACCORD DELUXE MANICURE	
Hands are soaked and massaged with a warmed moisturising hand lotion, followed by a scrub, mask and manicure. Finishes with a Paraffin Treatment resulting in deeper hydration and softer skin. <i>1 hour 15 minutes \$550</i>	

PARAFFIN TREATMENT 15 minutes \$200 MANICURE 45 minutes \$350 FRENCH MANICURE 45 minutes \$375	NAIL POLISH APPLICATION 15 minutes \$175 FRENCH NAIL POLISH APPLICATION 20 minutes \$200 NAIL REPAIR 15 minutes \$200
WAXING	
FULL LEG \$400 HALF LEG \$275 UNDERARM \$165 BIKINI LINE \$200 BRAZILIAN \$425	ARMS \$325 EYEBROWS \$165 EYEBROW - SHAPING \$125 UPPER LIP \$125
MAKE UP	
SPA-ACCORD NATURAL \$575	
COCKTAIL PARTY AND EVENING 1 hour \$625	
WEDDING Includes 2 sessions (1 hour 30 minutes each) A consultation in advance of the wedding. Wedding day make-up. 3 hours \$1,750	
EXPRESS TREATMENTS (30 minutes)	
ANTI STRESS FACIAL \$350 NECK AND SHOULDER MASSAGE \$275 EYE RITUAL \$475	SCALP MASSAGE \$225 MANICURE \$250
POUR L'HOMME Well-being dedicated for Men	
SKIN FITNESS ESSENTIAL	
Cleansing Facial Treatment, a facial designed especially for men using the award winning men's line by Decléor. 1 hour \$575	
SKIN FITNESS EXPERT	
Energizing Facial Treatment, customised facial according to individual skin type. 1 hour 30 minutes \$725	
FACIAL RENOVATEUR PROTECTION ECLAT COMBINATION SKIN 1 hour 15 minutes \$950	
PURIFYING BACK TREATMENT	
This deep cleansing back facial includes exfoliation, extraction and massage. 1 hour \$495	
BACK WAXING \$500	
TREATMENT PROGRAMMES	
Treatment Programmes include: Use of a harbour -view SPA-ACCORD Room for the designated period. These rooms offer custom designed futons, oversized baths, with rain showers and LCD televisions. Welcome tea service Access to the swimming pool and fitness and exercise studios for the whole day (For guests booking the three-hour programmes, this access is not available on weekends and public holidays). Changing rooms with sauna and lockers are available.	
THREE HOUR PROGRAMMES	
RELAXATION SPA-ACCORD Massage 1 hour 15 minutes Aromaplasty Face Treatment 1 hour \$1,850 FITNESS Shiatsu Massage 1 hour Aroma Detox Body Envelopment 1 hour \$1,950	AESTHETICS Harmony Facial 1 hour Hand Ritual 45 minutes Nail polish application 15 minutes \$1,775 CULINARY Salt and Pepper Scrub 1 hour Manicure 45 minutes SPA-ACCORD Cuisine \$1,625
TREATMENT PROGRAMMES	
FIVE HOUR PROGRAMMES	
RELAXATION \$2,975	
SPA-ACCORD Massage 1 hour 15 minutes Salt and Pepper Scrub 1 hour Harmony Facial 1 hour	
FITNESS \$3,275	
Thai Massage 1 hour 30 minutes Detox Body Envelopment 1 hour Aromaplasty Facial or Fitness Facial for Men 1 hour	
AESTHETICS \$3,250	
SPA-ACCORD Body Treatment 1 hour Rénovateur Hydration Intense Facial 1 hour 30 minutes Hand Ritual 45 minutes	
CULINARY \$3,350	
SPA-ACCORD Scrub 1 hour 30 minutes SPA-ACCORD Face Treatment 1 hour Manicure 45 minutes SPA-ACCORD Cuisine	
RESERVATIONS	
HOURS OF TREATMENT Messages are available from 9:00 am to 10:00 pm daily. All other treatments are available from 10:00 am until 9:00 pm daily	
DELUXE TREATMENT ROOMS For an additional supplement, selected treatments may be conducted in Deluxe Treatment Rooms. This supplement allows you to remain and enjoy the facilities in these rooms after your treatment has concluded. More details are available from SPA-ACCORD Reservations.	
PRE ARRIVAL INFORMATION Please arrive at the SPA-ACCORD Reception Desk at least 15 minutes prior to your scheduled appointment. Late arrivals will be subject to a time reduction from the scheduled treatment.	
GIFT CERTIFICATES Gift certificates are available for purchase and may be used for all SPA-ACCORD facilities.	

PRODUCTS USED AT SPA-ACCORD SPA-ACCORD treatments using French brands Carita, Talika and Peggy Sage are exclusive to SPA-ACCORD whilst Decleor has created a range of treatments exclusively for SPA-ACCORD. A selection of products used in treatments are available for purchase.

Carita - The House of Beauty Exclusive to SPA-ACCORD, Carita is favoured by the discerning person who desires style, an allure of seductive beauty and for whom, refinement is a way of life. A history immersed in the finest traditions of beauty is enhanced by a commitment to modern methodology.

Decleor In the world of beauty Decleor is the leader in the art of aromatherapy with a reputation for truly natural treatments that refresh the mind whilst rejuvenating the body.

Talika Talika treatments are young, fresh, and full of flair. Particular concentration on the beauty of the eyes.

Peggy Sage : Classic style with an expertise in nail care that has evolved through innovation and inspiration.

Nars Francois Nars, successful photographer and a legend in make up artistry believes that women must shine through make up. Known for their beautiful colors and smooth texture, Nars creations have transformed the accepted face of beauty.