The Future of Sephora: Do or Die

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Executive Summary

This research sought to test the importance of in-store pricing and product offerings in the cosmetics industry and how messaging relating to those features might influence sales among select competitors in the industry. Since Sephora has not achieved the same level of success with in-store and online sales during the COVID-19 pandemic as its competitor, Ulta, the Sephora Research Team conducted primary research in the form of a survey to identify and collect information on the primary demographic, women aged 25-40. Based on our consumer behavior survey results, we followed up with the A/B experiment testing ads that highlighted either Sephora's rewards program or their competitively priced brand offerings.

Qualtrics allowed us to collect responses from 140+ respondents, most of whom were women between the ages of 25-40. We found that most consumers were relatively price-sensitive, with most only willing to pay up to $50 on a single item, which aligned with their spending habits at Ulta and drug stores. However, most respondents identified Sephora as the most expensive option, which this team identified as a potential deterrent when consumers were making purchasing decisions. This survey revealed a significant awareness issue regarding Sephora's product and service offerings. Many respondents were unaware that Sephora offered cosmetic services in-store, and some were even unaware of the Sephora line of products, which are competitively priced for the frugal customer. Additionally, testing the products in-store was not as integral to the user journey as anticipated. While many respondents said their primary reason for shopping in-store was to try the products, nearly half of the participants said they were impartial to testing the products before purchase, suggesting that testing the product doesn't drive consumers to the store as we thought.

We constructed two ads to encourage Sephora's customers to shop in-store with this insight. Ultimately, these findings are limited by the methodology and design of both the survey and experiment. Our team identified three major limitations to this study. First, the respondents may have more experience with one brand over the other creating bias without reason. The second limitation is based on the design of survey questions. The questions we asked allowed us to collect quantitative data but didn't allow the respondent to say why they made that decision. Finally, in transferring the data from Qualtrics to SPSS, the variables were mislabeled in some circumstances, resulting in unclear or missing data.

Upon reviewing our findings and identifying the limitations of the study, the Sephora Research Team recommends that Sephora incorporate exclusive in-store discounts into their marketing strategy and increase their in-store services to match that of their competitors. Additionally, we believe Sephora would benefit by promoting their more affordable Sephora line in addition to their luxury products, thus making them more accessible to customers regardless of income level. The hope is that adopting these strategies will drive traffic back in-store, especially since the pandemic further popularized online shopping when shopping in person was not possible.

Introduction

In recent years, Sephora has emerged as a major player in the cosmetics industry, allowing them to open 2700 storefronts worldwide with a base of 500 in the United States alone (Sephora, 2022). While most cosmetic brands feature their products in a retail environment, companies like Sephora and its primary competitor, Ulta, have their stores that carry their products in addition to other brands. During the pandemic, these companies had to resort to online retail as their primary source of sales, with in-person shopping being limited, and according to Gray (2020), in this time frame, Ulta's sales, both in-store and online, exceeded that of Sephora (Statista Research Department, 2022). Our goal with this research is to find a way to drive consumers in-store by examining what they consider important when purchasing cosmetics and prepare ad messaging options to encourage this behavior.

Research Methodology

Research Problem and Questions

The purpose of this research was to examine in-store pricing and product offerings at Sephora. Thus, the main research problem identified was: Sephora focuses on more high-end expensive products, whereas Ulta (Sephora's primary competitor) has lower-priced products and carries more products. Ulta's sales, in-store and online, have surpassed Sephora's throughout the pandemic (Gray, 2020). Based on this problem, our team wanted to discover what marketing messages could potentially bring customers in-store to shop more.

Before designing a survey, our team developed a list of research questions about the in-store shopping experience to inform the survey design. Why are customers more drawn to Ulta's

in-store offerings than Sephora's? What is the primary reason customers choose to shop in-store versus shopping online? How important is the price per item to customers, and does it play a role in the purchasing decision? Related to the in-store shopping experience, how important is it to test products before purchasing them? Sephora and Ulta have various in-store services, so which services do people prefer the most, and which company do they prefer to receive these services from? Our research questions were generated by secondary research we conducted as a group.

Our team utilized both primary and secondary research to gain a foundational understanding of our research problem. First, we conducted secondary research as a team. After secondary research was conducted and research questions were formulated, our team used primary research in the forms of a survey and an experiment.

Design and Data Collection: Survey

Our primary research began with a survey to learn more about in-store product offerings and pricing. With the research questions as a guide, we used Qualtrics to develop twenty research questions using multiple-choice questions and Likert scales (Fig. 1). Qualtrics was also used to distribute the survey. Respondents used Qualtrics to answer the questions from their devices on their own time and from their remote locations.

Each team member participated in the sampling process to gather participants. We used Facebook, LinkedIn, Slack channels, and email communications to ask people to participate in our survey. The survey was published on Thursday, March 3rd, 2022, at 4:00 PM EST and was then sent out to our networks using a link. Participants had until Monday, March 7th, 2022, at 11:59 PM EST to respond. At the time the survey ended, there were 141 responses.

Design and Data collection: Experiment

The second form of primary research we conducted was through an experiment. A/B testing was used to test reactions to two different marketing messages related to affordable in-store product offerings at Sephora. Advertisement A's message was focused on awareness of Sephora brand's affordable cosmetics, skincare, and hair care products with shopping in-store as the call to action (Fig. 2). Advertisement B's messaging was about Sephora's rewards program and earning double points on in-store purchases of Sephora brand products for the month of May (Fig. 3). Both messages were about the affordability of Sephora's product offerings.

To perform the experiment, we used Qualtrics to develop two additional surveys with nine questions each: one survey for A, one for B (Fig. 4). Before the survey began, we inserted

either advertisement for the participant to see, and we inserted it again between questions six and seven. The advertisements were separated into their surveys so participants would see only one of the ads. Research questions took the form of multiple-choice questions, Likert scales, and short responses. Our team wanted to examine if either advertisement would change the likelihood of the participant coming to shop in-store, if it was relevant to the participant, and what they thought the primary goal of the advertisement was. Similar to the first survey conducted, respondents used Qualtrics to answer the questions from their devices on their own time and from their remote locations.

Once again, each team member participated in the sampling process to gather participants. Half of the team sent out the link to the survey for advertisement A, and the other half sent out the link for advertisement B. We used Facebook, LinkedIn, Slack channels, and email communications to ask people to participate in our survey. Both of the surveys were published on Monday, March 7th, 2022, at 8:00 PM EST and sent to our networks simultaneously. Participants had until Wednesday, March 9, 2022, at 11:59 PM to respond to whichever survey they had the link to. By the end of the surveys, advertisement A's survey had 30 responses, and advertisement B's survey had 36 responses.

Methods of analysis

After data was collected from the survey and the experiment, analyses were conducted. Our team utilized the reporting feature within Qualtrics to conduct descriptive and cross-tab statistical tests. Once statistical analyses were completed, we generated useful findings of in-store product offerings and pricing and understood the results related to the effectiveness of advertisements A and B from the experiment.

Findings

Brand Survey

In reviewing the data from our brand survey, the following analyzes our findings from our responses. Using a Descriptive analysis "Frequency" test, our survey concluded that 93.33% of respondents were female.

- 57.15% of respondents have a household income between $50,000 and $149,000
- We asked respondents to tell us where they shop, in-store, for their cosmetics, skincare, fragrance, bath & body, or hair care products.

    - 26.46% chose Sephora
    - 27.24% choose Ulta
    - 31.91% chose Drugstores
    - 14.40% chose Other
- On average, respondents who shop at Sephora spend between $50.01 and $100 on items during a single visit. Compared to Ulta and Drugstores, where, on average, between $0 and $50 spent during a single visit.
- Similarly, most are only willing to pay between $0 and $50 for a single cosmetic (73.15%), skincare (62.04%), bath & body (89.81%), or hair care (80.56%) product, while 28.30% are willing to spend between $50.01 and $100 for fragrance.
- When deciding what products to purchase, respondents find that pricing is important. Additionally, having brand names to choose from is also important (rated on a Likert scale from Very Unimportant to Very Important).
- When asked about the importance of testing a product in-store, the average number of respondents were Neutral (rated on a Likert scale from Very Unimportant to Very Important).
- Regarding in-store services, 46.73% of respondents confirmed that they were aware of services at both stores. Those only aware of services at Sephora were at 13.08%, while 14.02% were aware of services only at Ulta.
    - However, 65.43% of those surveyed noted that they do not currently use Sephora's services, and 67.44% do not currently use the services at Ulta.
    - Additional analysis shows that when asked which services they would prefer to receive at either store, makeup services were the top choice for Sephora, and hair services were the top choice for Ulta.

Experiment Design Between Advertisements A & B (Fig. 4)

Ad A (Fig. 2)

Initial insights for ad A show that respondents were confused about the intention of the ad. Some felt it was cluttered; others thought it showcased that Sephora has its own products

nicely, while many hadn't realized that Sephora had more affordable products. The biggest takeaway was that when people learned that it was driving them in-store, the ad was disregarded.

On average, respondents felt indifferent to the messaging in the ad, rating it Average (on a 5-point Likert scale from Terrible to Excellent). This ad did not sway the respondent to make a trip in-store. However, respondents successfully identified the primary goal of the ad being to drive consumers in-store for Sephora brand items.

Ad B (Fig. 3)

Respondents were overwhelmed and unimpressed with the layout of the ad. Many called out that they would prefer discounts instead of points, calling out that the latter usually comes with many restrictions for double points.

Messaging of Ad B still had the majority of respondents claim the ad was Average in the rating of the message; however, it fared slightly better than Ad A, with more respondents also finding the messaging Good. 36% of respondents found the ad Moderately Favorable (on a 7-point Likert scale ranging from Extremely Favorable to Extremely Unfavorable). However, the ad still did not prompt them to come in-store. Similar to Ad A, respondents for Ad B also successfully concluded that the primary goal of the ad was to drive consumers directly to the store.

Limitations

Survey

This research provided valuable information about consumers' behaviors and attitudes towards Sephora's product offerings and pricing. This research, however, is subject to several limitations concerning the methodology and design of both the survey and experiment. The survey had three main limitations. The first limitation concerns the respondent's awareness of their reasonings for answers. Respondents may not fully know why they prefer Ulta products over Sephora products and vice versa. There could be no valid reason for their preferences, which may cause them to respond in a biased manner. The second limitation concerns the design of the survey. Close-ended survey questions are a great way to get a lot of quantitative data, but it doesn't provide insight into consumers' behaviors or explain their purchasing decisions. The third limitation involves the data analysis section of our project. When exporting the data from

Qualtrics into SPSS, instead of listing the variables as 1=Sephora, 2=Ulta, 3=Drugstore, it instead listed all variables as 1, resulting in missing or unclear data analysis. (See Figure 5)

Experiment

The experiment had two main limitations. The first limitation includes consumer bias. Similarly, with the survey, consumers could react to the ads in a biased way because consumers may interpret different ads in different ways. The second limitation involves the time constraint on getting responses. Due to the time frame that we had to complete this research report, we couldn't reach as many respondents as possible to get more information in real-time.

Effects of Limitations on Research

The first limitation for both the survey and experiment affects our research because respondent reasoning for answers may affect the validity of our research. Some respondents may be biased with answers due to past experience or personal preference, which can affect the data analysis portion of our research. For example, a participant might respond to question 4 by picking cosmetic products only because they have never purchased skincare, fragrance, bath and body, or hair care from them previously. (See Figure 1)

Similarly, they might also feel that one ad is more effective because it is more visually appealing. Other respondents might prefer an ad with more information/words than visuals, which affects our A/B testing results. The third limitation for the survey affects our research because closed-ended questions allow us to miss opportunities to get richer data. Although it allows for better analysis, it limits our understanding of why consumers may feel a certain way about Sephora's product offering and pricing. The third limitation for the experiment affects our research because the time constraints on this research limit our ability to measure change over time and reach as many respondents as possible to understand the general population better. Since we collected data at a single point in time, we missed the opportunity to measure changes in the population over an extended period. The fourth limitation of the survey affects our understanding of analysis results. With this type of error, we cannot analyze the results clearly or efficiently. Some data might be left out due to this error in analysis affecting the validity of results.

Direction for Future Studies

Further data collection would be needed to determine precisely how Sephora's product offering and pricing have affected their sales. One suggestion would be to use a variety of

qualitative measures that include getting information from larger sample groups. Larger sample groups allow for more data to be gathered from the specific target audience. The study would benefit from a more in-depth analysis of this issue, including having focus groups, interviews, and observational research. Getting this information in different formats allows researchers to understand Sephora, Ulta, and Drugstore's consumers' thought process better when it comes to product offering and pricing.

This in-depth analysis should be continuous to measure changing trends in consumer behavior. There are various reasons why consumers' attitudes would change about Sephora's product offering or pricing. Further analysis over a longer period would better understand how consumers' attitudes might be affected during a specific time. A more effective study of how Sephora's product offering and pricing has affected their sales would require further quantitative and qualitative data analysis.

Conclusions and Recommendations

Conclusion

The major findings revealed in our survey and experiment are in line with reported secondary research results and our team's expectations, and these findings highlighted what are bringing the customers to in-store shopping. Our research confirmed that customer in-store shopping experience, brand positioning, product offerings, and pricing were the major drivers for beauty product purchases. In addition, it was no surprise that our survey found females (Q19, 93.33%) and ages between 25-44 (Q18, 89.95%) are the primary market segment of beauty products.

Unlike typical commodities, beauty products are more personal and unique to the individual's needs and choices. The customers' ability to see, touch, smell, and test cosmetic products before buying was rated the most attractive in-store shopping experience and the main driver in drawing the customers to the store (Q3, 46.90%), while sales and promotion accounted for only 12.39% (Q3). Brand loyalty still significantly influences the consumer's choice of cosmetics. In fact, branding ranked as the second most important factor (Q11, 54.29%) in the customer's purchase decision-making because brands are associated with personal reference, trust, and loyalty. Our survey revealed that the customers considered Sephora's cosmetic brands superior to its main competitors, such as Ulta. However, the customers preferred Ulta over

Sephora because of Ulta's broader product offerings, and our survey confirmed the importance of product offerings. In addition, pricing significantly impacts the customer purchase decision (Q3, 12.39%); however, based on our survey and experiment, pricing was not as important as the ability to test products before buying, brands, and product offerings. Perhaps, this helps explain why our team's experiment ads, which focused on sales promotions and membership discounts, did not attract customers to in-store shopping. Our respondents were not thrilled with either experiment ad. Still, they correctly understood our advertising message. The experiment results suggested that Ad B was slightly more effective than Ad A. Finally, women aged between 25-44 are the market segment that determines the cosmetic industry's success or failure, and these customers are among the heaviest users of social media.

Recommendations

Sephora senior management should:

1. Based on our findings from Ad B, customers preferred general discounts and money off of their purchases rather than getting reward points. We recommend that Sephora include exclusive in-store discounts in future promotion campaigns and consider expanding in-store services to drive traffic in-store since there is currently little interest to shop in-store.

2. Offer the customers more choices by enhancing Sephora's product offerings. On top of Sephora's usual promotion of their luxury products, we suggest promoting Sephora's more affordable brand products because our experiment findings indicated a lack of awareness of affordable product offerings.

In summary, Sephora should implement our recommendations. We believe these recommendations will help Sephora increase its sales revenue and market share once fully implemented. Our research findings are valid and reliable, and our recommendations are financially sound, achievable, and empirically supported.

Presentation link: https://youtu.be/zpeeD6b4eKs

Appendixes

References (APA)

Gray, J. (2020, October 9). *Beauty wars: Sephora and Ulta battle for industry dominance in the pandemic era.* The Business of Business. Retrieved from: https://www.businessofbusiness.com/articles/sephora-vs-ulta-beauty-coronavirus-pandemic-data/

Sephora. (2022). *About Us*. About Sephora. Retrieved March 13, 2022, from https://www.sephora.com/beauty/about-us

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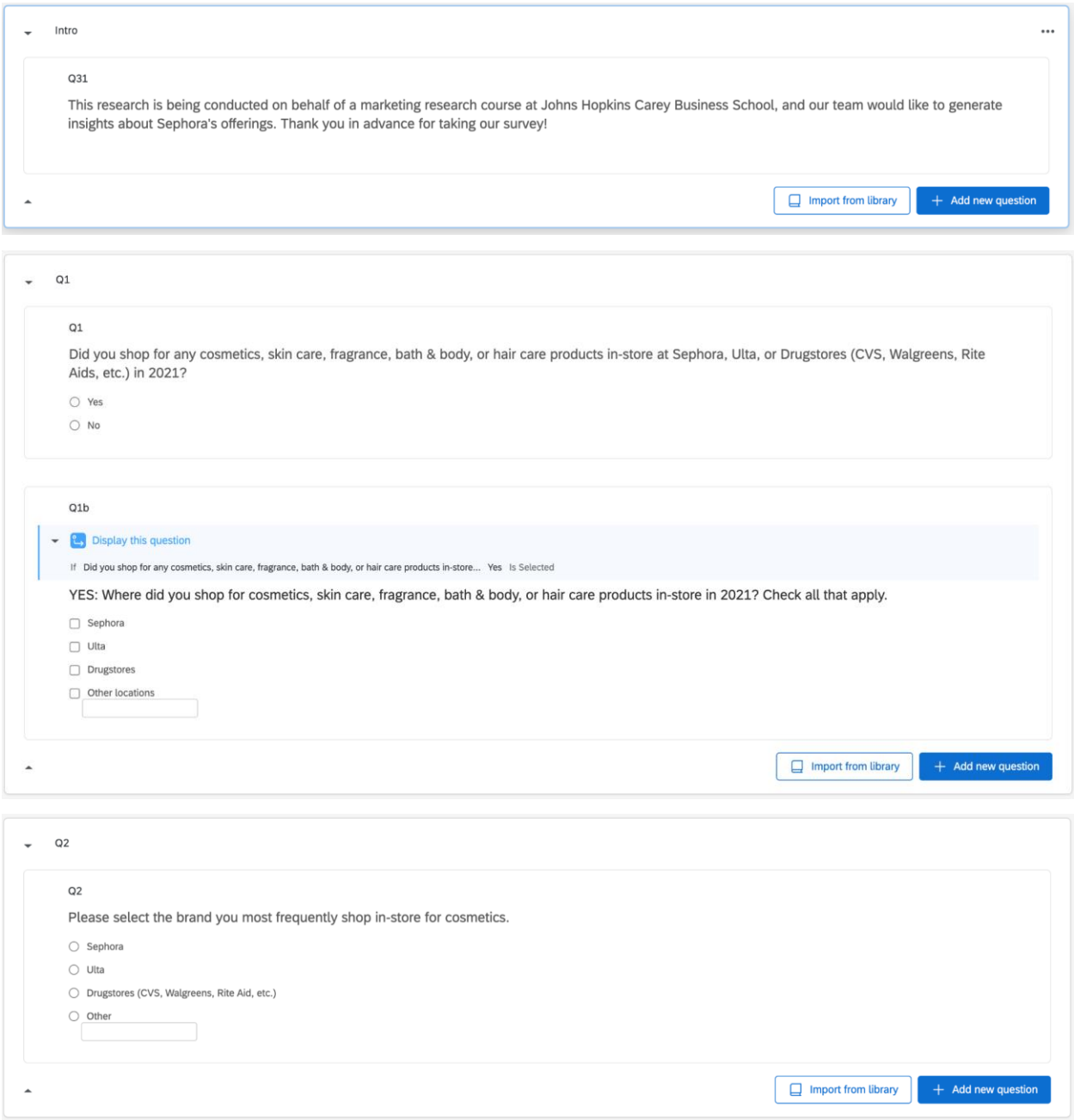
Data Source

Qualtrics, 2022 Sephora Brand Survey

Qualtrics, 2022 Sephora Ad A Survey

Qualtrics, 2022 Sephora Ad B Survey

Fig. 1: Survey questions



Q3

Q3

What is your primary reason for shopping in-store for cosmetics, compared to shopping for cosmetics online?

- In-store services
- Testing products
- Sales and/or promotions
- I don't shop in-store for cosmetics
- Other reason:

Import from library | Add new question

Q4

Q4

What products would you purchase from **Sephora**? Please check all that apply.

- Cosmetics (makeup products)
- Skin care (Cleanser, moisturizer, toner, etc.)
- Fragrance (Cologne, perfume)
- Bath and Body (Body wash, body lotion, body scrubs, etc.)
- Hair Care (Shampoo, Conditioner, hairspray, hair dye, etc)
- None
- Other

Import from library | Add new question

Q5

Q5

What products would you purchase from **Ulta**? Please check all that apply.

- Cosmetics (makeup products)
- Skin care (Cleanser, moisturizer, toner, etc.)
- Fragrance (Cologne, perfume)
- Bath and Body (Body wash, body lotion, body scrubs, etc.)
- Hair Care (Shampoo, Conditioner, hairspray, hair dye, etc)
- None
- Other

Import from library | Add new question

Q6

Q6

What products would you purchase from **Drugstores**? Please check all that apply.

- [ ] Cosmetics (Makeup products)
- [ ] Skin care (Cleanser, moisturizer, toner, etc.)
- [ ] Fragrance (Cologne, perfume)
- [ ] Bath and Body (Body wash, body lotion, body scrubs, etc.)
- [ ] Hair Care (Shampoo, conditioner, hairspray, hair dye, etc.)
- [ ] None
- [ ] Other

Import from library | + Add new question

Q7

Q7

On average, how much did you spend on cosmetics, skin care, etc., in a single visit to **Sephora**?

- ○ I did not shop at Sephora
- ○ $0.00 - $50.00
- ○ $50.01 - $100.00
- ○ $100.01 - $150.00
- ○ $150.01 - $200.00
- ○ $200.01 or more

Import from library | + Add new question

Q8

Q8

On average, how much did you spend on cosmetics, skin care, etc., in a single visit to **Ulta**?

- ○ I did not shop at Ulta
- ○ $0.00 - $50.00
- ○ $50.01 - $100.00
- ○ $100.01 - $150.00
- ○ $150.01 - $200.00
- ○ $200.01 or more

Import from library | + Add new question

Q9

Q9

On average, how much did you spend on cosmetics, skin care, etc,. in a single visit to **Drugstores**?

- ○ I did not shop at Drugstores
- ○ $0.00 - $50.00
- ○ $50.01 - $100.00
- ○ $100.01 - $150.00
- ○ $150.01 - $200.00
- ○ $200.01 or more

Import from library | + Add new question

Q10

Q10

How important is price when deciding what products you're going to buy?

- Very important
- Important
- Neutral
- Unimportant
- Very unimportant

Import from library | Add new question

Q11

Q11

How important are brand names when deciding what products you're going to buy?

- Very important
- Important
- Neutral
- Unimportant
- Very unimportant

Import from library | Add new question

Q12

Q12a:

How much are you willing to pay for a single product in the following categories:

Cosmetics (Makeup products)

- I don't purchase these products
- $0.00 - $50.00
- $50.01 - $100.00
- $100.01 - $150.00
- $150.01 - $200.00
- $200.01 or more

Q12b

How much are you willing to pay for a single product in the following categories:

Skin care (Cleanser, moisturizer, toner, etc.,)

- I don't purchase these products
- $0.00 - $50.00
- $50.01 - $100.00
- $100.01 - $150.00
- $150.01 - $200.00
- $200.01 or more

Q12c

How much are you willing to pay for a single product in the following categories:

Fragrance (Cologne, perfume.)

- I don't purchase these products
- $0.00 - $50.00
- $50.01 - $100.00
- $100.01 - $150.00
- $150.01 - $200.00
- $200.01 or more

Q12d

How much are you willing to pay for a single product in the following categories:

Bath and Body (Body wash, body lotion, body scrubs, etc.)

- I don't purchase these products
- $0.00 - $50.00
- $50.01 - $100.00
- $100.01 - $150.00
- $150.01 - $200.00
- $200.01 or more

Q12e

How much are you willing to pay for a single product in the following categories:

Hair Care (Shampoo, conditioner, hairspray, hair dye, etc.)

- I don't purchase these products
- $0.00 - $50.00
- $50.01 - $100.00
- $100.01 - $150.00
- $150.01 - $200.00
- $200.01 or more

Import from library | + Add new question

Q13

Q13

How important is it to test a product in store before deciding to purchase it?

- Very important
- Important
- Neutral
- Unimportant
- Very unimportant

Import from library | + Add new question

Q14

Q14

Are you aware of the following services at **Sephora or Ulta**: Hair services, Waxing, Skin services, Makeup?

- Yes: only Sephora
- Yes: only Ulta
- Yes: Both
- No: Neither Sephora nor Ulta

Import from library | Add new question

Q15

Q15a

What in-services do you use at **Sephora**? Check all that apply.

- Hair services
- Waxing
- Skin services
- Makeup
- None of these
- Other

Q15b

What in-services do you use at **Ulta**? Check all that apply.

- Hair services
- Waxing
- Skin services
- Makeup
- None of these
- Other

Import from library | Add new question

Q16

Q16

Please select the in-store service you use most frequently.

- Hair services
- Waxing services
- Skin services
- Makeup services
- None of these
- Other

Import from library | Add new question

Q17

Q17

Between Sephora and Ulta, which brand do you prefer to receive these in store services?

	Service Preferences	
	Sephora	Ulta
Hair services	○	○
Waxing services	○	○
Skin services	○	○
Makeup services	○	○

Import from library | Add new question

Q18

Q18

What is your age?

- Under 18
- 18 - 24
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65+

Q19

Gender: How do you identify?

- Male
- Female
- Non-binary / third gender
- Prefer not to say
- Prefer to self-describe

Q20

Which of these describes your household income in 2021?

- Under $10,000
- $10,000 to $24,999
- $25,000 to 49,999
- $50,000 to 74,999
- $75,000 to 99,999
- $100,000 to 149,999
- $150,000 and greater
- Prefer not to answer

Import from library | Add new question

Add Block

End of Survey

We thank you for your time spent taking this survey.

Your response has been recorded.

Fig. 2: Advertisement A

Fig 3: Advertisement B

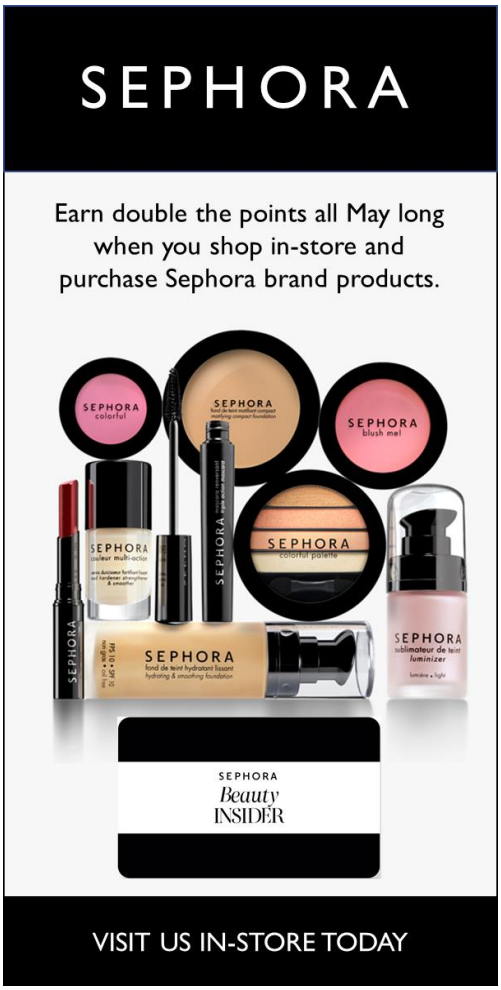


Fig 4: Experiment questions

Q1

These questions are about an ad we are testing. Your answers will help us understand the strengths and weaknesses of the ad.

Page Break

Q2

Please review the advertisement below:

Sephora Ad (A)

Q3

What is your initial reaction to the ad?

Page Break

Q4 *

How would you rate the messaging of the ad?

- Excellent
- Good
- Average
- Poor
- Terrible

Page Break

Q5 *

Compared to other cosmetic ads you have seen, how appealing is the ad?

- Extremely appealing
- Very appealing
- Somewhat appealing
- A little appealing
- Not at all appealing
- I haven't seen other cosmetic ads

Page Break

How favorable or unfavorable is the ad?

- Extremely favorable
- Moderately favorable
- Slightly favorable
- Neither favorable nor unfavorable
- Slightly unfavorable
- Moderately unfavorable
- Extremely unfavorable

Q12 *

How likely are you to shop in-store after viewing this ad?

- Extremely likely
- Moderately likely
- Slightly likely
- Neither likely nor unlikely
- Slightly unlikely
- Moderately unlikely
- Extremely unlikely

Page Break

Q7 *

How relevant or irrelevant is this ad to you personally?

- Extremely relevant
- Moderately relevant
- Slightly relevant
- Neither relevant or irrelevant
- Slightly irrelevant
- Moderately irrelevant
- Extremely irrelevant

Q8

Below is a reminder of the ad we are asking you to evaluate:

Ad (A)

Q9

What do you think the primary goal of this advertisement is?

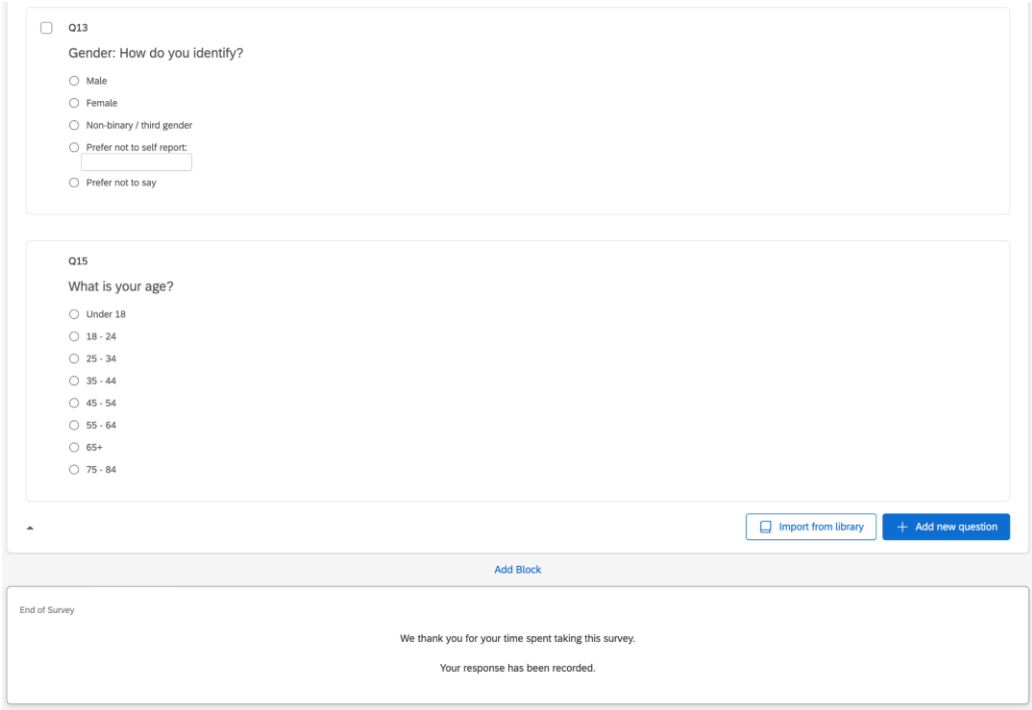
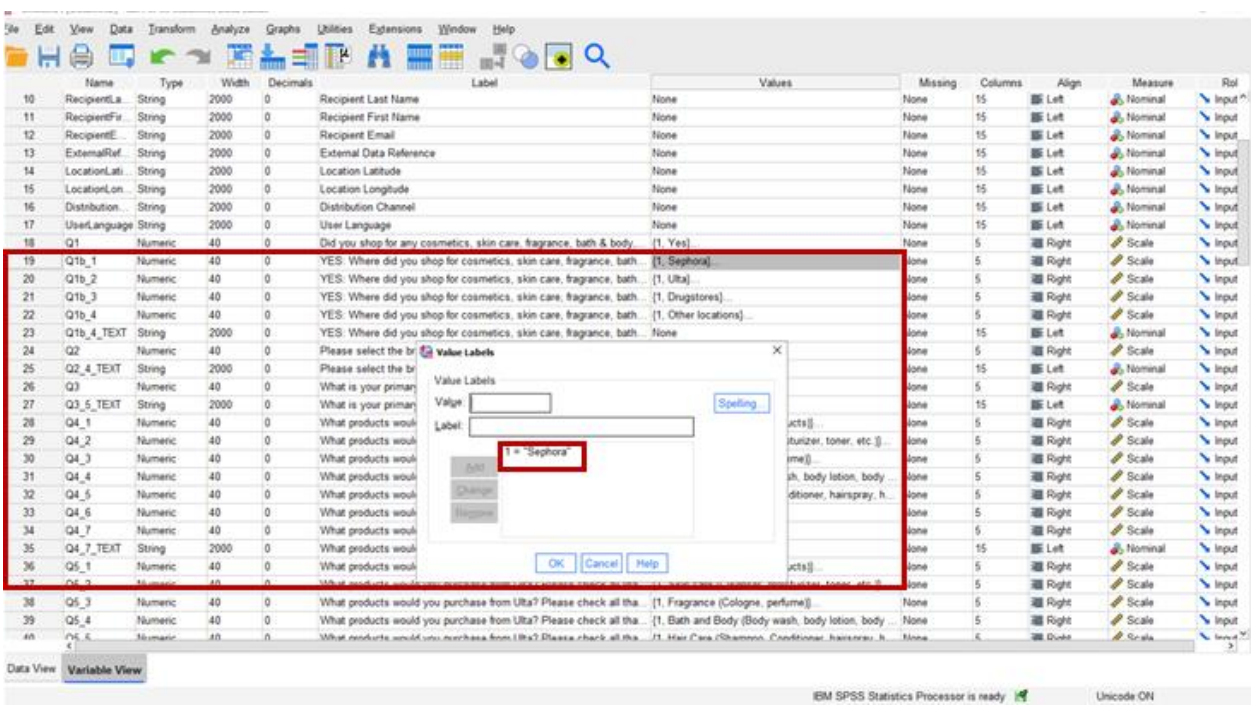

Q13
Gender: How do you identify?
Male
Female
Non-binary / third gender
Prefer not to self report:
Prefer not to say
Q15
What is your age?
Under 18
18 - 24
25 - 34
35 - 44
45 - 54
55 - 64
65+
75 - 84
Import from library
Add new question
Add Block
End of Survey
We thank you for your time spent taking this survey.
Your response has been recorded.

Fig. 5:


File Edit View Data Transform Analyze Graphs Utilities Extensions Window Help
Value Labels
Value
Label
Spelling
1 = "Sephora"
OK
Cancel
Help
Data View
Variable View
IBM SPSS Statistics Processor is ready
Unicode ON

HIRB Certificate of Completion

CITI PROGRAM

Completion Date 16-Feb-2022
Expiration Date 15-Feb-2027
Record ID 47328986

This is to certify that:

Lehana Molino

Has completed the following CITI Program course:

Not valid for renewal of certification through CME.

Your SBR Group
(Curriculum Group)
Social & Behavioral Research - Basic/Refresher
(Course Learner Group)
1 - Basic Course
(Stage)

Under requirements set by:

Johns Hopkins University

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w686fd3c7-fc65-4083-940e-ad80b9ae645b-47328986

CITI PROGRAM

Completion Date 02-Feb-2022
Expiration Date 01-Feb-2027
Record ID 47154693

This is to certify that:

Chelsie Delgado

Has completed the following CITI Program course:

Not valid for renewal of certification through CME.

Your SBR Group
(Curriculum Group)
Social & Behavioral Research - Basic/Refresher
(Course Learner Group)
1 - Basic Course
(Stage)

Under requirements set by:

Johns Hopkins University

CITI
Collaborative Institutional Training Initiative

Verify at www.citiprogram.org/verify/?w00caa3c5-a627-44ad-a8d9-4df3e7494274-47154693