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Promotion Plan of Bioderma' Toner for 2024

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June 2023



BUSINESS
SCHOOL

Department of Marketing, Operations and General
Management

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Acknowledgements

The one-year study at ISCTE business school allowed me to gain knowledge, good teachers, and good friends. The writing stage of the thesis also allowed me to apply what I learned to practice and apply what I learned to work to improve work efficiency and potency. The successful completion of this project is due to the mutual help of the students, the careful guidance of the supervisor, and the support of friends and relatives. First, I would like to thank my supervisor, Professor Sofia Lopes Portela. While writing my thesis, Sofia put forward valuable suggestions on the topic selection, structure, and analysis methods of the thesis. She gave her careful support from the beginning to the end. Thank you very much for your guidance and support. At the same time, I would also like to thank the teachers who have taught me courses in the past year. They have laid the foundation of knowledge for me to write this project. Finally, I really want to thank my family for their support. During my one-year study process, they gave me a complete understanding and created a good learning environment to study with peace of mind.

Abstract

NAOS, which has been devoted to supporting skin biology for 40 years, owns the Bioderma brand. They are pioneering professionals in the field of dermatological treatment thanks to their innovations and contributions to dermatological discoveries that enhance skin health.

Bioderma has an extensive product line in the market. Amongst them, Bioderma toner, the star product of Bioderma, has multiple functions such as moisturizing, soothing, and calming the skin. However, although Bioderma Toner is a high-quality and popular product, in a highly competitive market, Bioderma still needs to develop an effective promotion plan to increase its toner awareness and sales. This project aims to design a promotion plan for Bioderma' toner to help it achieve tremendous success in the market in 2024. The specific objectives of this promotion plan are to increase Bioderma's toner recognition, attract new customers to Bioderma's Toner, increase the loyalty of existing customers, and increase Toner's Market Share.

In order to accomplish these objectives, a series of promotion actions were outlined after the analysis of the external situation, internal situation, and SWOT analysis. Understanding the market where Bioderma works and the typical behaviour of the target customer in that same market was crucial for the development plan. As such, a survey was conducted to a non-probabilistic online survey from May 8 to May 12 and got 180 valid responses to gather information on consumers' perception, attitude, behaviour, and opinions about Bioderma's products.

Keywords: Bioderma, Toner, Promotion Plan, Marketing

JEL Classification: M31

Resumo

A NAOS, que se dedica a apoiar a biologia da pele há 40 anos, é proprietária da marca Bioderma. São profissionais pioneiros no campo do tratamento dermatológico graças às suas inovações e contribuições para descobertas dermatológicas que melhoram a saúde da pele.

A Bioderma possui uma extensa linha de produtos no mercado. Entre eles, o tónico Bioderma, o produto estrela da Bioderma, tem múltiplas funções como hidratar, reduzir o desconforto e acalmar a pele. No entanto, embora o tónico da Bioderma seja um produto popular e de alta qualidade, num mercado altamente competitivo, a Bioderma ainda precisa de desenvolver um plano de comunicação eficaz para aumentar o conhecimento do produto pelos clientes e, conseqüentemente, as vendas de tónico. Este projecto tem como objetivo desenhar um plano de comunicação para o tónico da Bioderma para ajudá-la a alcançar maior sucesso no mercado em 2024. Os objetivos específicos deste plano de comunicação são aumentar o reconhecimento do toner da Bioderma, atrair novos clientes para o Toner da Bioderma, aumentar a fidelização dos clientes existentes e aumentar a participação no mercado do Toner.

Para atingir estes objetivos, um conjunto de ações de comunicação foram delineadas após a análise da situação externa e da situação interna, assim como da SWOT. Conhecer profundamente o mercado onde a Bioderma trabalha e o comportamento típico do cliente-alvo nesse mesmo mercado foi crucial para o desenvolvimento deste plano. Assim, foi aplicado um Questionário online, pelo método de amostragem não probabilístico de 8 a 12 de maio e obteve-se 180 respostas válidas para recolher informação sobre a perceção, atitude, comportamento e opiniões dos consumidores sobre os produtos da Bioderma.

Palavras-Chave: Bioderma, Tónico, Plano de Comunicação, Marketing

JEL Classification: M31

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Glossary

GDP - Gross Domestic Product

KOL - Key Opinion Leader

1. Introduction

Bioderma was established in France in 1977 for "Biology at the service of dermatology." With its safety and efficacy, Bioderma products quickly sold well in the French market and worldwide.

However, when it comes to " Bioderma ", the only thing that comes to mind of the consumers is its make-up remover. In the early stages of a brand establishment, using a particular star product to build up the brand's reputation is a good market strategy. However, as a 46-year-old mature brand, it is time to break out of the safety zone and focus on developing and promoting other categories. At present, the overall business performance of Bioderma's brand is heavily dependent on the production and sales of makeup remover. So Bioderma needs to promote other products to avoid the fatal blow to Bioderma if there are problems with the make-up remover business.

The objective of the project is to make a promotion plan for Bioderma toner for 2024 to increase its market share. Enhance Bioderma's toner recognition, attract new customers to Bioderma's Toner, increase the loyalty of existing customers, and increase Toner's Market Share.

As such, the external and internal situational analysis were done, as well as the SWOT analysis. Besides, online survey was conducted by using a non-probabilistic sampling method from May 8 to May 12 and got 180 valid responses to gather information on consumers' perception, attitude, behaviour, and opinions about Bioderma's products.

This project is divided into five chapters. The first chapter is the introduction, which describes the brief background, problem, objectives of the project and methods. The second chapter is the literature review, which defines the marketing concept in detail and the useful management tools to design the promotion plan. The third chapter is the methodology, which justifies the data used to analyse each element. Chapter fourth presents the promotion plan of Bioderma's toner for 2024, which is broken up into several sub-chapters. These sub-chapters include the executive summary and the company's external and internal situation analysis, as well as a set of specific promotion proposals for the toner in study. The last chapter is the conclusion.

2. Literature Review

2.1. Marketing

For any enterprise, the market is the origin and endpoint of marketing activities. In addition to being a function, marketing is also an activity, a process, and a system. Enterprises can create, disseminate and transmit customer value according to their interests and stakeholders' interests, bringing enormous economic value to customers, partners and society. The marketing concept has a series of core concepts, including demands, needs and wants, services and products, satisfaction, value and quality, exchange, transaction and relationship.

According to Kotler (2000), marketing aims to identify and meet social and human needs. Dealing with these exchange processes requires a lot of effort and expertise. There are two types of definitions of marketing: management and social. A management definition, marketing has frequently been referred to as "the art of selling products"(Kotler,2000,p.4). A social definition that fits our needs is as follows: Marketing is a social process that allows people to create, offer, and freely exchange valuable goods and services with one another in order to fulfil their needs and wants (Kotler,2000).

According to Grönroos (2000)'s definition of marketing, it focuses on the purpose of marketing: the process of business activities carried out by enterprises in the ever-changing market environment. Its original intention is to meet the actual needs of consumers while promoting the realization of enterprise objectives to a greater extent. The following are the critical components of marketing activities, a type of business activity closely related to sales: target market selection; market research; product development and promotion; product sales and product promotion (Gupta,2003).

Keller (2013) divided the theoretical definition of marketing into three categories: (1) marketing is regarded as a theory of serving consumers; (2) he emphasizes that marketing is an understanding of social phenomena; and (3) at the same time, Keller also insists that marketing is a process for manufacturing enterprises to strengthen their close relationship with the market.

2.2. Marketing Plan and Promotion Plan

According to McDonald (2007), a marketing plan is the logical progression of a number of steps that results in the design of a strategy for accomplishing marketing objectives.

A marketing plan is a written report that outlines the marketer's knowledge of the market and the company's strategy for achieving its marketing goals (Wood, 2003).

Westwood (2002) concluded that the marketing plan could be considered a strategy to help a company choose how best to use its resources to meet its goals. It may also include a thorough evaluation of the weaknesses and strengths of a business, its products, and its organization.

Promotion plan: It is a strategy design, evaluation, and control process that enables good interaction between promotions and various market tools guided by market objectives (Jiang et al.,2011).

2.3. Structure of a Marketing Plan and a Promotion Plan

Du et al. (2012) mentioned that the composition of the marketing plan included sales promotion, public relations and advertising.

Li (2003) concluded that different marketing plans affect different product life cycle stages. During the introduction period, advertising and public relations played a significant role in expanding product popularity.

According to Kotler (2000), eight sections that make up a typical marketing plan:

- Table of contents and executive summary: Provide a brief summary of the plan so that management can study it quickly.
- Current marketing situation: The marketing audit provides background information for this section, which covers costs, sales, the market, profits, distribution, competitors, and the macroenvironment.
- SWOT analysis: This section outlines the main weaknesses and strengths, threats and opportunities that may affect the business.
- Issues analysis and objectives: The financial and marketing goals are outlined in this section. Furthermore, the problems that have an impact on these goals.
- Marketing strategy: Describes the broad marketing method that is going to be used to accomplish the goals of the plan.
- Action programs: The broad marketing initiatives for accomplishing the corporate goals. The following questions require further explanation of each component of the marketing strategy: What will happen? Who will execute it? What will the price be? When will it be done?
- Projected profit-and-loss statement: The product manager can create a supporting budget using action plans that include projected profit, costs (marketing, physical distribution, and production), and sales volume (average price and unites). The budget serves as the foundation for creating schedules and plans for material procurement, marketing operations, employee recruitment and production schedule once it has been authorized.
- Controls: Explains how the plan's development will be kept under observation.

Promotion plan follows the structure of the marketing plan. In fact, a marketing plan may have numerous promotions running concurrently, each with a set of measurable objectives to measure success (Leonard, 2019).

2.4. External Situational Analysis

Examining the external environment of a company entails taking into account elements including dynamics, competitive position and competitive structure, as well as the macroeconomic, technological, social, political, global and demographic contexts. Finding threats and opportunities in a sector or industry that will promote volatility, growth and profitability is the main goal of external analysis (Kotler, 2000).

2.5. Internal Situational Analysis

The organization's internal components are examined as part of the internal analysis of the company in order to evaluate its competitive advantages, capabilities, competences, characteristics, resources and assets. The identification of the organization's weaknesses and strengths helps leaders during the execution phases, strategy formulation, and decision-making (Mirkovic,2019).

2.6. SWOT Analysis

The SWOT analysis proposed by Weihrich (1982) is an analysis method based on the company's competitive strengths, and weaknesses, and the opportunities and threats that come from the external environment. It is a combination of the company's internal resources and environment. It is widely used in strategic management and competition analysis through the mutual matching and analysis of the four factors to obtain corresponding conclusions and help decision-making.

A marketing opportunity is that the potential of the company succeeding depends on whether its business strengths not only meet the essential success criteria for operating in the target market, but also outperform those of its rivals.

An environmental threat is a risk brought on by a hostile external trend or development that might worsen sales or profit in the absence of preventative marketing measures (Kotler, 2000).

Figure2. 1-The Definition of SWOT



Source: Peterdy (2022)

2.7. Segmentation, Targeting and Positioning

According to the Segmentation, Targeting, and Positioning (STP) marketing model, companies should segment their market, select the target segments in which the companies decide to focus their efforts, and define their positioning (Kotler, 2014).

The concept of market segmentation was proposed by Smith (1956). Every consumer in the market has different demands, which requires companies to carry out market segmentation. Market segmentation is the division of potential consumers into distinct groups based on their similar demands and how they react to marketing initiatives. By using market segmentation, companies can target different consumer groups with differing perceptions of the true worth of particular goods and services (Tarver,2023). Market positioning refers to shaping a particular image or specific personality characteristics of a product, brand, or enterprise in the minds of target customers, retaining a deep impression and unique positioning to gain a competitive advantage (Kompella, 2014).

2.8. Marketing Mix

The 4P theory was put forward by McCarthy (1964), the marketing system design focusing on Product, Price, Place and Promotion. This theory had a profound impact on the development of modern marketing theory.

Table2. 1-Elements of 4 P's

Product	Price	Promotion	Place
Design	Retail	Strategies	Special offers
Technology	Wholesale	Skimming	Endorsements
Usefulness	Internet	Penetration	Advertising
Value	Direct sales	Psychological	User trials
Convenience	Peer to peer	Cost-plus	Direct mailing
Quality	Multi channel	Loss leader	Leaflets/posters
Packaging			Free gifts
Branding			Competitions
Warranties			Joint ventures

Source: (Singh, 2012)

Product

The product is the commodity. It is an exceptional service the enterprise provided for the target market and consumers. It can be tangible or intangible. It covers the product entity, its brand and related services. Different products' characteristics will vary, and the needs of different people will also be differed. As the root of the Ps, only when the product is implemented can the other three P's be implemented, so the product is the most fundamental and important foundation (Singh, 2012).

Price

The price factor can significantly affect consumers' purchase intentions. Therefore, in product pricing, enterprises should fully understand the local economic level and consider the consumption capacity of the target population. Of course, implementing this strategy will also be affected by many factors, and the most important one is the enterprise's market positioning. Enterprises should make a comprehensive and objective assessment based on clearly defining their position and combining the company's objectives. As an essential expression of product value, we can fully understand the intrinsic value of a product through its price. In addition, the company's brand is also an essential factor affecting the price. Therefore, in implementing the price strategy, enterprises should consider their brand value (Singh, 2012).

Place

Place strategy is a series of measures enterprises take to strengthen the connection between products and target consumers. It is a system for getting products from manufacturers and service providers to customers (Singh, 2012).

Promotion

Promotion is a set of actions to communicate with the customers and to try to influence them to buy the products or to increase the corporate branding. As such, promotion is about advertising, public relations, merchandising, social media, website, email marketing, influencers, key opinion leaders, how to communicate inside the stores in order that customers want to buy the products, etc. An essential component of promotion is advertising. Advertising's primary objective is to create and shape a product's reputation in a given market (Singh, 2012).

3. Methodology

This promotion plan mainly uses the following three methods: literature review, a survey and its data analysis. Besides, the analysis of external and internal environment of Bioderma, and the consequent SWOT analysis (which summarizes Bioderma's strengths, weaknesses, opportunities and threats) will be the basis for the design of the promotion plan for Bioderma's toner for 2024. To this end, it was conducted research and collected preliminary information and data that can support this promotion plan to understand Bioderma's situation better, namely its current sales model, marketing strategy, and the micro-environment it faces.

Through questionnaire it could be understood consumers' perception, attitude, behaviour and opinions about Bioderma's products. In this survey, 180 questionnaires were collected by using the convenience non-probabilistic method through the WeChat questionnaire platform-Questionnaire Star. The survey time of this questionnaire is from May 8 to May 12, 2023. The question setting of the questionnaire follows the principle of gradually increasing the depth of thinking from shallow to deep. Based on the reference template provided by the Questionnaire Star platform, I designed this set of questionnaires with Bioderma Toner as the research object.

Through the analysis of these data, the market is segmented, then set market targets, clarify product positioning, determine the budget, and formulate an effective promotion plan of Bioderma's toner for 2024.

4. Promotion Plan of Bioderma' Toner

4.1. Executive Summary

At present, the overall market concentration of toner is low, the number of companies is significant, and brand competition is fierce.

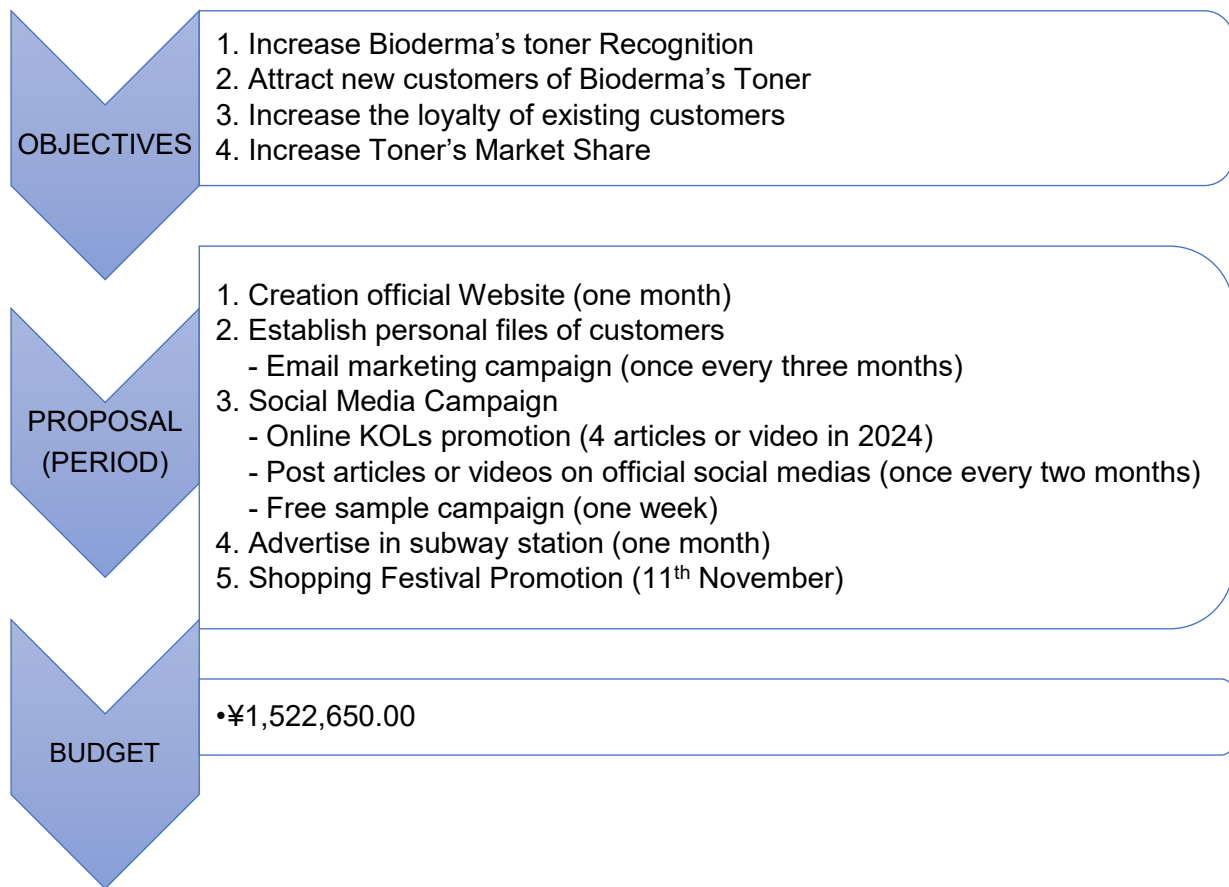
The primary purpose of Bioderma Toner's 2024 promotion plan is to increase Bioderma's toner recognition, attract new customers to Bioderma's Toner, increase the loyalty of existing customers, and increase Toner's Market Share, so that it can expand and develop its business sustainably.

Considering these overall goals, we have comprehensively analysed Bioderma and its environment from three aspects: external analysis, internal analysis and SWOT analysis. Using the PESTE method, the influence of some factors in China, such as Political and Legal, Economic, Socio-cultural, Technological and Environmental on cosmetics companies in recent years has been studied. Secondly, through the Sector, Competitor, Porter's Five Forces and Consumer preference analysis, further understand the changes in the external environment that Bioderma is facing.

According to Bioderma's Characterization, Business Strategy and Positioning, Bioderma's mission, vision and values, Portfolio and customer analysis, Bioderma's internal environment is analysed. The situation of Bioderma's market is analysed using SWOT analysis. On this basis, the STP was used to study the market Segmentation, and define the target and positioning of Bioderma.

Finally, based on the above data analysis, Bioderma's toner promotion plan for 2024 and the leading action suggestions to be put into practice to achieve these goals are put forward.

Figure 4. 1-Promotion objectives, proposal and budget of Bioderma's toner for 2024



4.2. External Situational Analysis

4.2.1. PESTE Analysis

4.2.1.1. Political and Legal Context

China's cosmetics industry policies and legal mainly involve import tax, consumption tax, brand access and product registration. According to the "Notice of the Finance Ministry of the State Taxation Administration on Adjusting the Cosmetics Consumption Tax Policy", from October 1, 2016, cancellation of consumption tax on skin care products.

At present, China's political and legal on the supervision of imported cosmetics mainly include: "Supervision and Inspection Administration of Imported and Exported Cosmetics" issued by the State Administration of Entry-Exit Inspection and Quarantine, "Approval Document for Imported Special-purpose Cosmetics Sanitation License" issued by the National Medical Products Administration, etc.

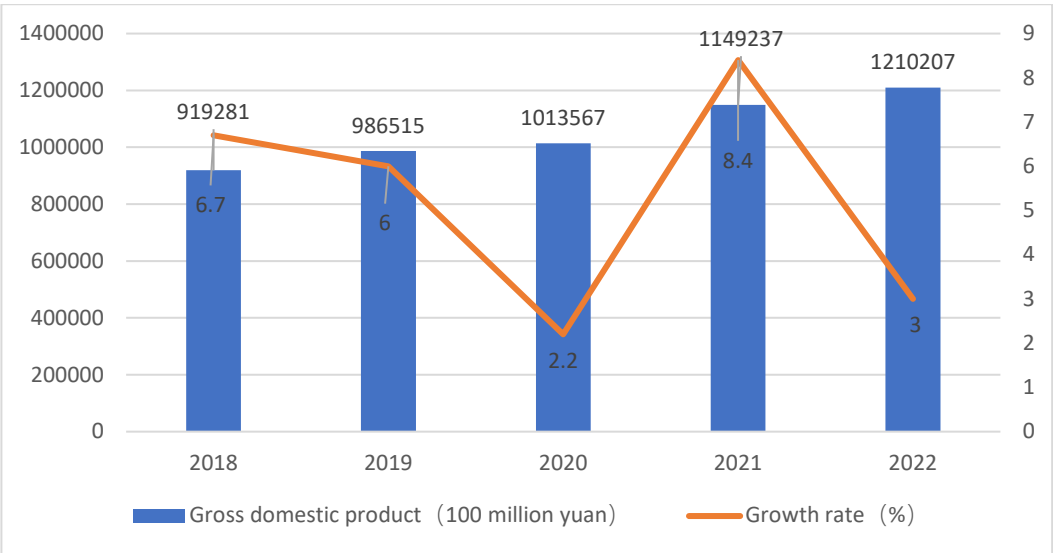
In recent years, relevant departments in China have actively released relevant policies and legal for the cosmetics industry to promote the standardization of the cosmetics industry and achieve healthy and orderly development. Taking consumer demand as the starting point and

ultimate goal, adhere to the new development concept, improve the quality of industry development, and implement the new development concept in a complete, accurate and comprehensive way throughout the entire process and all aspects of industry development, enhance development momentum with innovation, coordinate and improve the development of the entire industry quality, ensure the sustainability of industry development with green, expand new space for industry development with openness, and create a new situation for high-quality cosmetics development.

4.2.1.2. Economic Context

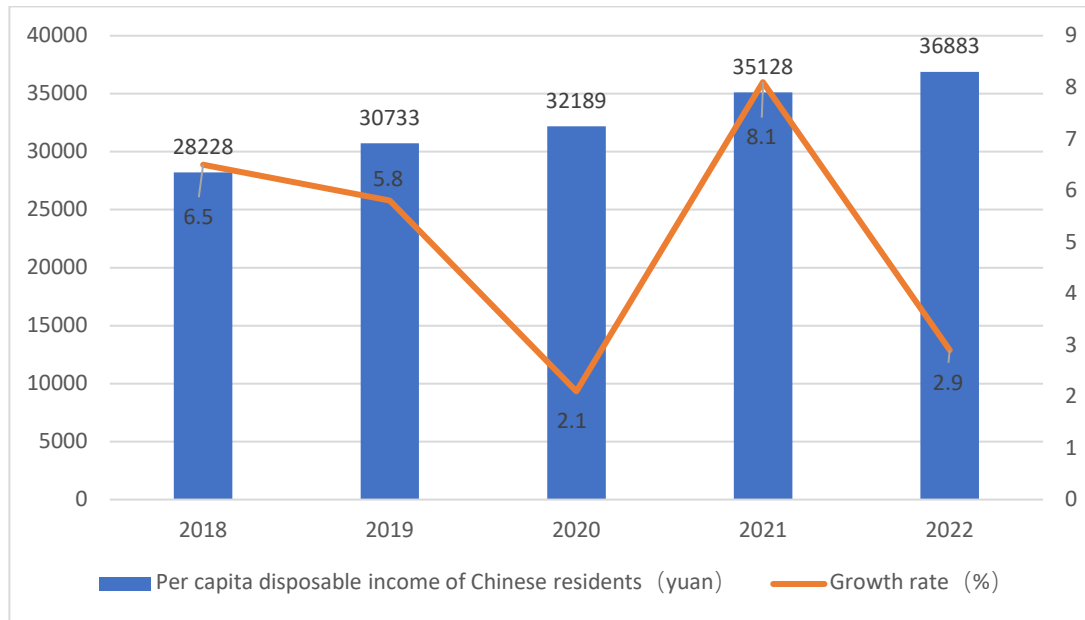
With the development of China's social economy, people's living standards are constantly improving, and cosmetics have gradually become people's daily necessities. According to data from the National Bureau of Statistics, China's GDP in 2022 was 121020.7 billion yuan, an increase of 3.0% over the previous year. The annual per capita disposable income of Chinese residents was 36,883 yuan, an increase of 5.0% over the previous year, and a real increase of 2.9% after deducting price factors. The cumulative retail sales of cosmetics in China reached 393.6 billion yuan in 2022, although compared to 2021(402.6billion yuan), the sales decrease of 2.2%, looking at the annual sales trends in the past six years (2017-2022), the sales of the cosmetics market continue to rise. At present, China's economy is steadily improving. The development trend is constantly consolidating and strengthening. In the future, the Chinese cosmetics market will surely usher in more significant development space.

Figure 4.2-2018-2022 GDP (unit: 100 million yuan, %)



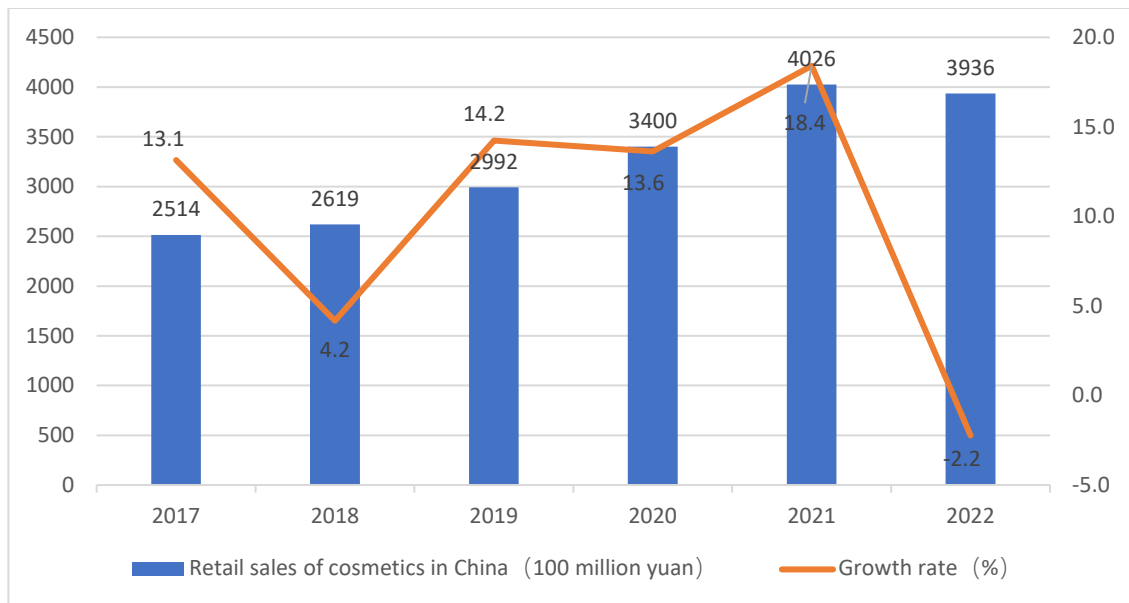
Source: National Bureau of Statistics (2023)

Figure 4.3-Per capita disposable income of Chinese residents from 2018 to 2022 (unit:yuan,%)



Source: National Bureau of Statistics (2023)

Figure 4.4-Retail sales growth of cosmetics in China from 2017 to 2022 (unit: 100 million yuan, %)



Source: National Bureau of Statistics (2023)

4.2.1.3. Socio-cultural Context

The social environment is an essential factor for the cosmetics industry because various changes and trends will occur in the social environment, thereby affecting the cosmetics industry. Coupled with China's huge population base and the constant pursuit of improving the quality of life, it will stimulate further development of China's cosmetics industry. With the

continuous development of society, people's increasingly improved living environment and open and inclusive attitude towards life have made more and more people pay more attention to their maintenance and have the courage to express their pursuit of beauty. More people are proactive in buying makeup and personal care products, which will significantly increase the scale of China's cosmetics industry market sales. The increasing satisfaction of worldly life has also improved people's aesthetic ability, and they have more product requirements, which is also a new opportunity for the cosmetics industry.

4.2.1.4. Technological Context

The cosmetics industry is knowledge-intensive, covering biology, chemistry, physics, medicine, psychology, aesthetics, materials, and other knowledge from production and sales. On the one hand, from non-chemically treated oils and fats from animal, plant, or mineral sources to cosmetics based on chemical treatment technology, to cosmetics from various animal and plant extracts, and finally to the current use of biotechnology to produce products with similar structures and properties to the human body. High-affinity animal and plant extracts are compounded into cosmetics to supplement, repair, and regulate cytokines. The cosmetics development is a historical silhouette of the development and changes in various science and technology, processing technology, and raw materials.

On the other hand, in the "Internet +" era, enterprises' competitiveness largely depends on enterprises ability to interact with users, which means that mobile Internet will be the most vital channel for enterprises to interact with users. Use various social media platforms to establish a brand image, interact with potential customers, provide high-quality services, and carry out marketing activities to greatly expand sales channels and achieve the goal of doubling sales. In addition, through various channels such as its own website, e-commerce platform, WeChat applet, APP, etc., it has opened up online sales channels for skin care brands. And use big data analysis and other means to carry out personalized marketing, improve customer loyalty and user experience, and then improve sales performance. Whether an enterprise has established effective network channels and network communication methods for interacting with users determines the success or failure of enterprise marketing.

4.2.1.5. Environmental Context

In recent years, the improvement of consumers' awareness of environmental protection is an important driving force for China's skin care industry to move towards green and environmental protection. More and more consumers are paying attention to the environmental performance

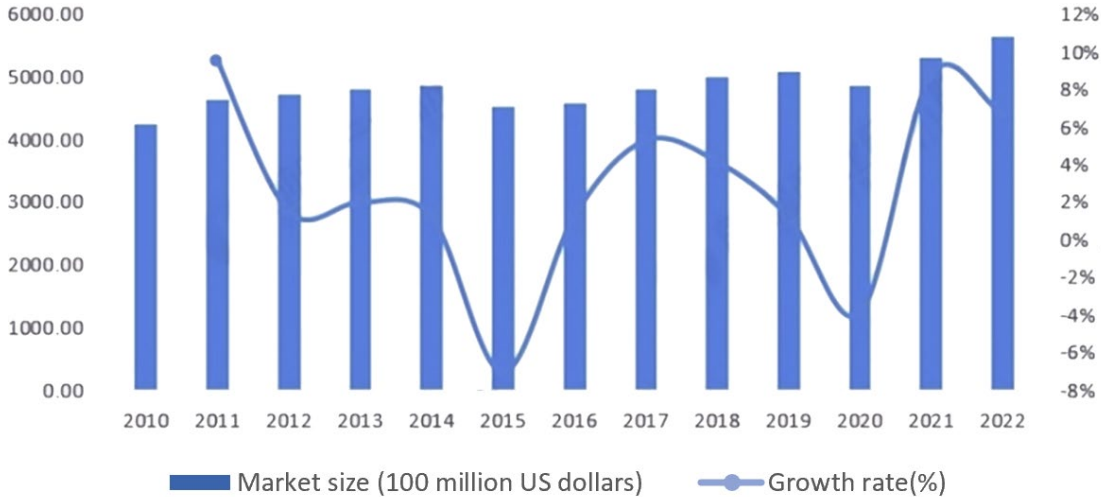
of products, and regard environmental protection as one of the important criteria for purchasing skin care products. This has also prompted skin care product manufacturers to begin to pay attention to green environmental protection. As an important element in skin care products, natural and organic ingredients have rapidly gained the favour of consumers in the Chinese market in recent years. Compared with chemically synthesized ingredients, the use of natural and organic ingredients is safer and less irritating to the skin. Their packaging is becoming more environmentally friendly to reduce the effect on the environment.

Nevertheless, the widespread use of plastic in the cosmetic and skin care industries is becoming a significant problem. The chemicals used in products other than skin care, such as shampoo and spray deodorants, can hurt the environment.

4.2.2. Sector Analysis

In 2020, affected by the epidemic, according to data from Euromonitor the scale of the global cosmetics market shrank, and the market growth rate dropped by 3.92%, but the overall market size remains above 480 billion US dollars. From 2021 to 2022, the scale of the global cosmetics market rebound rapidly. In 2022, the scale of the global cosmetics market reached its highest value in the past ten years is 565.20 billion US dollars.

Figure 4.5-Global cosmetics market size and growth from 2010 to 2022 (unit: USD 100 million, %)

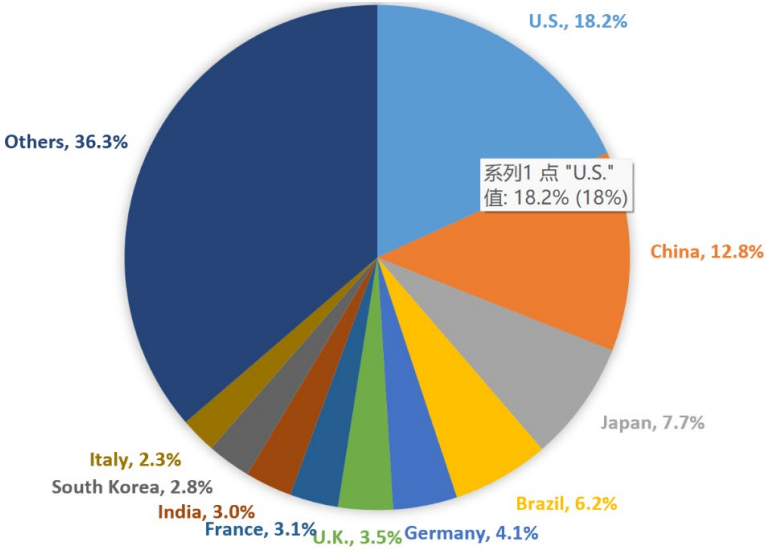


Resource: Euromonitor (2023)

According to the data released by Euromonitor, in 2019, the United States will still be the world's largest consumer of cosmetics, accounting for about 18.2%. China is currently the world's second-largest cosmetics consumer market, with a market share of 12.8% in 2019.

Japan, Brazil, Germany, the United Kingdom, France, and other countries have also entered the ranks of the world's top ten cosmetics consumption regions by 2019.

Figure 4.6-Market share of global cosmetics consumer countries in 2019 (unit: %)

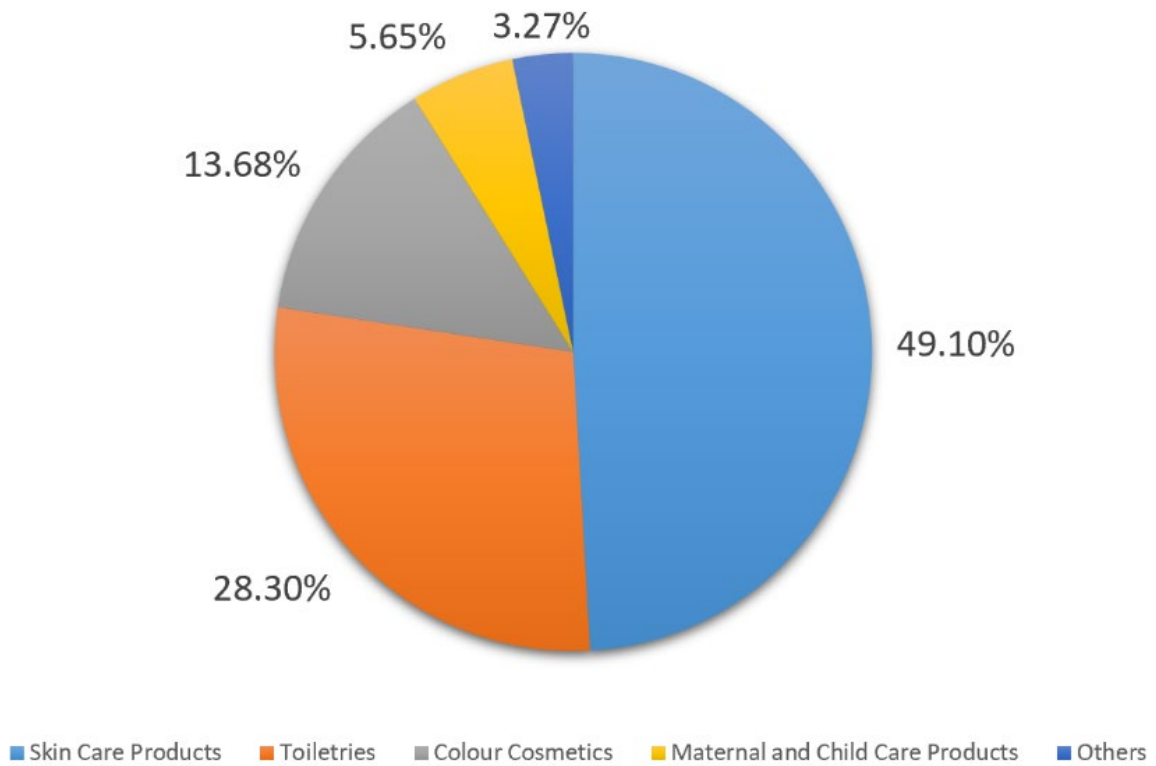


Source: Euromonitor (2020)

"RCEP Cosmetics Market Research Report (ASEAN Chapter)(Du,2023)" was released at the "China Cosmetics International Cooperation Forum." The sources of China's cosmetics imports are mainly concentrated in Europe, America, Japan and South Korea. In 2022, the top five countries of China's imports were France, Japan, South Korea, the United States and the United Kingdom, accounting for 83% of China's total cosmetics imports. France replaced Japan as China's largest source of cosmetics imports for the first time, and its exports to China increased by 0.96% year-on-year. In contrast, Japan's exports to China experienced negative growth for the first time since it became China's largest cosmetics importer in 2019, with a year-on-year decrease of 9.12%.

From the perspective of imported product categories, the cosmetics category with the most significant import value in China is beauty and skin care products. The import value of this type of product reached 18.032 billion US dollars in 2022, accounting for 81% of the total cosmetics imports, a decrease of 11.2% from 2021. According to the ASKCI (2022), cosmetics can be divided into five categories: skin care products, toiletries, colour cosmetics, maternal and child care products, and others. In 2021, its retail sales were 464.9 billion yuan, 267.9 billion yuan, 129.5 billion yuan, 53.5 billion yuan, and 31 billion yuan, accounting for 49.10%, 28.30%, 13.68%, 5.65%, and 3.27%, respectively.

Figure 4.7-Market share of China's cosmetics industry by product category in 2021

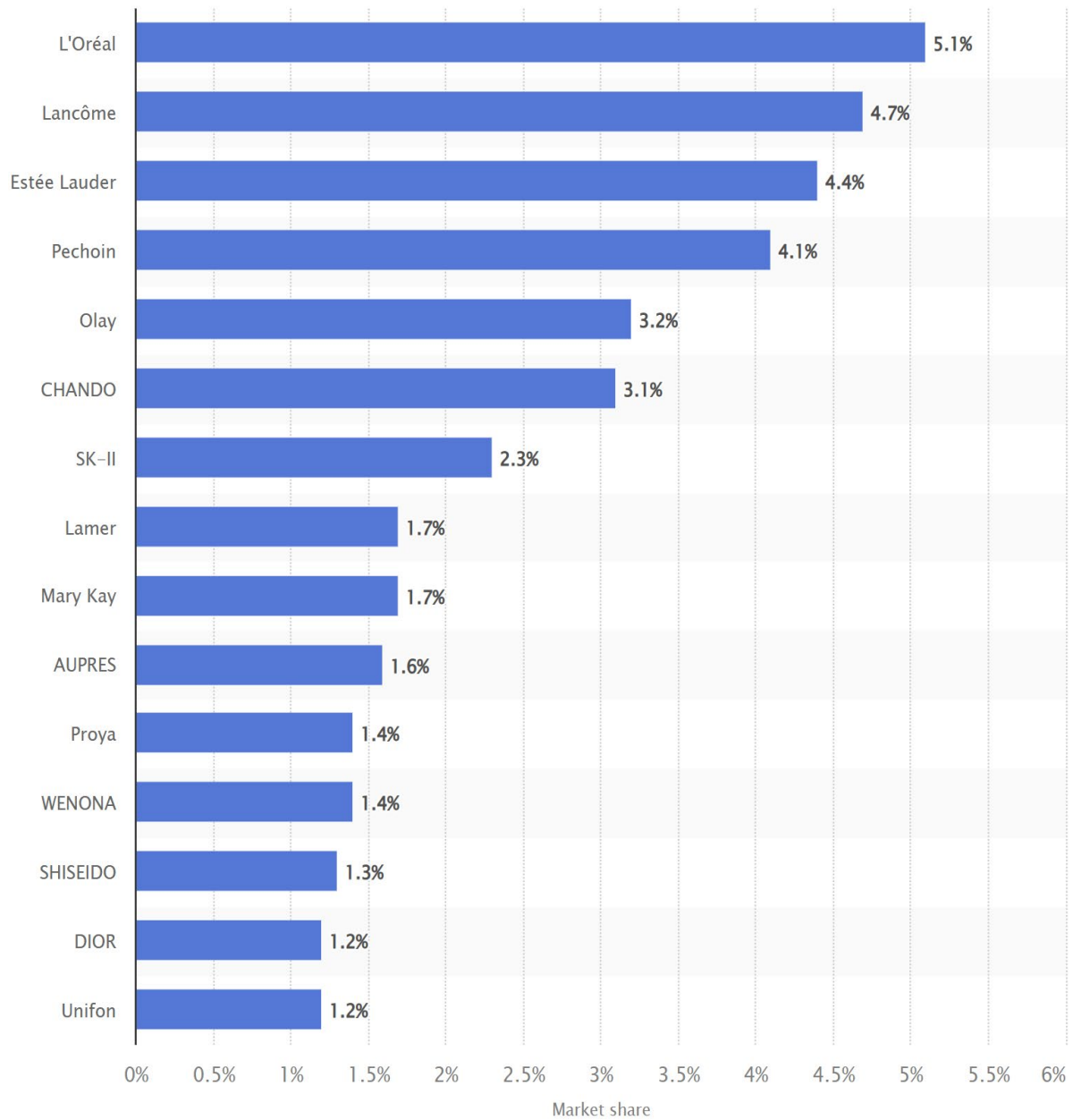


Source: ASKCI (2022)

4.2.3. Competitor Analysis

From the perspective of skin care products, although domestic brands have made breakthroughs, international brands still dominate the market. In the Chinese skincare market 2020, L'Oreal, Lancôme, and Estee Lauder occupied the top three shares, accounting for 5.1%, 4.7%, and 4.4%, respectively. Among the top ten brands by market share, there are two domestic brands, of which Pechoin has a 4.1% share and Chando has a 3.1% share, ranking fourth and sixth.

Figure 4.8- Distribution of the skin care product market in China in 2020 by leading brands



Source: Ma (2022)

Avène

The Pierre Fabre Laboratories' dermo-cosmetic division controls the Avène brand. Due to the thermal spring water at the core of all its products, Avène is particularly well-known. Avène is suitable for all skin sensitivity levels, much like Bioderma. According to the firm, the extraordinary quality of Avène goods results from this rare and pure water. The medicine has undergone more than 150 clinical and clinical investigations, demonstrated its efficacy and led to more than 50 articles in the most esteemed worldwide medical journals mentioning the brand. The company markets itself as the solution for even the most delicate skin.

The most well-liked Avène product lines include Tolérance, Cleanance, and Hydrance. "Lotion Tonique douceur" is the Bioderma Sensibio Tonique product most closely resembles it. In terms of price, Bioderma is cheaper than Avène. For example, on Watsons's e-commerce platform (www.watsons.com.hk), we can see that Sensibio Tonique 250ml from Bioderma is priced at HK\$210.00, while Lotion Tonique douceur 200ml from Avène is priced at HK\$237.00 (Figure 4.9). Regarding marketing initiatives, Avène will take part in several significant domestic shopping events in China, including 20% off counters, albeit the discount is not as significant as that offered by Bioderma.

The brand's key selling point is that it is a product of Laboratories Pierre Fabre. Its primary flaw is that the branding receives little awareness, and the marketing needs to be more present.

Figure 4.9-The screenshot of Avène Hydrance Lotion



Source: Watsons.com.hk (2023)

Vichy

French company Vichy is part of the L'Oreal Group. In 1955, the dermo-cosmetic company joined the organization. The Vichy Laboratory has always had the same mission: to collaborate closely with the international scientific and medical communities to increase our understanding of the skin. The company has always been dedicated to offering solutions for healthy skincare, and it is recommended by more than 50,000 dermatologists worldwide.

Vichy can succeed lies in the following two points: one is its unique selling point, and the other is its distinct customer base. The name Vichy comes from the name of the famous

thermal spring sanctuary in central France. Vichy City is also known for its thermal springs. Vichy is using this to make a big selling point. Even in its advertising slogans and product instructions, the unique efficacy of Vichy Thermal Springs is always highlighted: "Natural medicine for the prevention and treatment of skin diseases".

Vichy's most popular series are Mineral, Liftactiv, Neovadiol, Aqualia Thermal and Normaderm. Vichy products are suitable for sensitive skin, and it is a leading brand of professional skin care for sensitive skin worldwide. Vichy's Aqualia Thermal Hydrating refreshing water is equivalent to Sensibio Tonique from Bioderma. A bottle of Aqualia Thermal Hydrating refreshing water 200ml is priced at HK\$245.00 (Figure 4.10), which is HK\$35.00 more expensive than 250ml Sensibio Tonique at HK\$210.00. In terms of promotion, Vichy's activities are stronger than Avène's. For example, buy 200ml and get a free 100ml sample.

Finally, Vichy's key competitive advantages include its goods being widely endorsed by medical professionals, brand awareness, ownership of the L'Oreal Group, and brand image. The product's excessive price is its primary flaw.

Figure 4.10-The screen shot of Vichy Aqualia Thermal Hydrating refreshing water



Source: Watsons.com.hk (2023)

Kiehl's

Like Vichy, Kiehl's is also a brand of L'Oreal Group. Kiehl's was founded in Manhattan in 1851. In the early days, Kiehl's, as a typical 19th-century pharmacist, provided New Yorker potions and ointments extracted from natural ingredients. It mainly sells herbs, essential oils, prescription drugs, tea and honey. Kiehl's blended the knowledge background of professional fields such as beauty, herbal medicine, pharmacy and medicine, gradually established its unique image, and then developed into a comprehensive pharmacy and launched the first

skincare product named Kiehl's. In the early 1960s, Kiehl's pharmacists had rich experience and professional knowledge, and began to develop different series of skin care products suitable for both women and men according to customer needs. For more than 150 years, Kiehl's is still committed to providing customers with the most professional consultation services, as well as top-of-the-line care products for face, body, hair and even post-workout. In 2000, Kiehl's officially joined L'Oreal.

In 2019, it ranked third in the "2019 Winter Skin Care Products New Consumer Brand List" released by iiMedia Ranking.

Dermatologist Michelle Henry, MD, explains that the Kiehl's Calendula Herbal Extract Toner cleanses and refreshes oily skin. However, due to its relaxing, plant-based ingredients, even people with the most delicate skin types can use it without risk.

Regarding sales channels, Bioderma, Vichy and Avène have their products in drugstores and rarely have independent counters in shopping malls. Kiehl's is just the opposite. Offline channels are only sold at counters in shopping malls. Kiehl's has a best-selling toner, Calendula Herbal Extract Alcohol-Free Toner. Unlike Sensibio Tonique from Bioderma, this product gently soothes, calms and refreshes skin and helps visibly reduce redness, excess oil and the appearance of pores. It also helps visibly improve skin texture and relieve sensitive skin from discomfort. The key ingredients are Calendula extract, Allantoin and Great Burdock Root. For a bottle of 250ml, the official price is HK\$355.00 (Figure 4.11). It also often participates in large-scale shopping holidays; for example, buy 200ml and get 200ml free.

Kiehl's has a high brand effect, and many Hollywood stars are loyal users of Kiehl's skin care products. Kiehl's customers can place orders directly on the official website (www.kiehls.com.cn), whereas Bioderma does not have a Chinese website. Both Avène (www.eau-thermale-avene.cn) and Vichy (www.vichy.com.cn) have Chinese official websites, but they do not sell their products on the Chinese official website. Still, they have a direct link from their website to an e-retailer website.

Furthermore, although Kiehl's cosmetics focus on natural ingredients, people with trouble with sensitive skin still need to use them cautiously.

Figure 4.11-The screenshot of Kiehl's Calendula Herbal Extract Alcohol-Free Toner

金盞花植物精華爽膚水

1次即時 舒緩泛紅 減少油光*

每8秒售出1瓶[^]。蘊含金盞花精華、人手採摘原片金盞花瓣及其他植物萃取，有效：

- ✓ 舒緩保濕
- ✓ 減退泛紅
- ✓ 平衡水油
- ✓ 調理粉刺
- ✓ 減少過剩油脂
- ✓ 收細毛孔
- ✓ 細緻膚質
- ✓ 加速暗瘡疤痕癒合

配方不致粉刺，不阻塞毛孔。無添加酒精、人造香料、人造色素、防腐劑PARABEN，敏感肌膚適用。

[^]根據Kiehl's 2022年內部銷售數據，金盞花植物精華爽膚水為Kiehl's 品牌內國際售予零售商銷量最高之爽膚水。

*59位亞洲女性使用產品後之即時評估

選擇 SIZE 250ml 500ml **HK\$355.00**

立即擁有

Source: Kiehls.com.hk (2023)

4.2.4. Porter's Five Forces

Bioderma is a global skincare brand providing innovative solutions for various skin concerns for over 40 years. The company is recognized for its high-quality and innovative product formulations catering to various skin types. It is essential to analyse the industry's competitive landscape in today's highly competitive market to understand the various factors that affect the brand's growth and success.

The following will analyse the competitive environment of Bioderma through Porter's five forces method. By examining these factors, we can gain insights into the brand's market challenges.

Threat of new entrants

The threat of new entrants in the toner industry is relatively low due to high entry barriers, primarily caused by brand recognition. These requirements make it challenging for new entrants to enter and compete with established brands like Bioderma.

Bargaining power of suppliers

The bargaining power of suppliers is a crucial factor that determines the profitability and competitiveness of a company. In the case of Bioderma, the bargaining power of suppliers is moderate due to its global sourcing strategy. Despite this positive relationship with its suppliers,

Bioderma is not immune to the challenges posed by supplier power. One is that as suppliers become more consolidated and gain more bargaining power, they can demand higher prices or more favourable terms. The other is global sourcing involves dealing with suppliers from different countries, each with its laws, regulations, and cultural norms. Bioderma has implemented several strategies to manage supplier power to mitigate these risks. For example, they have developed long-term partnerships with key suppliers, which allows them to secure consistent supplies of high-quality ingredients at competitive prices. The company also maintains close relationships with its suppliers and regularly monitors their performance to ensure that they meet the required standards.

Threat of substitute products

The threat of substitute products for Bioderma toner is high due to the availability of similar products in the market. Bioderma is a leading brand in the skincare industry, and its toner is highly regarded for their effectiveness. One of the main factors contributing to the high threat of substitute products is the ease of access to information about toner. With the advent of the internet, customers can easily research and compare different brand's toners before making a purchase decision. Bioderma must focus on toner differentiation and innovation to counter the threat of substitute products. Bioderma must continue to create a unique value proposition that sets it apart from its competitors.

Bargaining power of buyers

Bioderma toner has been doing promotions, hoping to better retain customers, but over time, customers will either wait for the next big sale to buy, or they will ask for more gifts. This has greatly increased the bargaining power of buyers, and sales have plummeted during non-promotional periods, which has had a great impact on our current market model.

Rivalry among existing competitors

The competition among existing competitors of Bioderma is intense, with each brand striving to offer better toners and services to attract more customers to be stepping up their game to gain a larger market share.

At present, in terms of the price of Bioderma toner, the main competitors are Eucerin, La Roche-Posay, and Winona. Although the toners of these brands are very close in price, each promotion is very strong, often buy one get one free, or even get more. As a result of the competition, Bioderma has seen a decline in its market share. So, it has been investing heavily in research and development to create more effective toners that cater to its customers' needs.

4.2.5. Customer analysis

Through the WeChat questionnaire platform-Questionnaire Star, 180 questionnaires were collected by using the convenience non-probabilistic method. The statistics are as follows:

Table 4.1-The statistics of the survey

Questions	Options	Subtotal	Proportion
1. Gender	Female	157	87.2%
	Male	23	12.8%
2. Age	35-45 years old	75	41.7%
	28-34 years old	58	32.4%
	23-27 years old	32	17.8%
	18-22 years old	4	2.1%
	Over 45 years old	4	2.1%
	Under 18 years old	7	3.9%
3. Are you using skin care products	Yes	161	89.6%
	No	19	10.4%
4. The willing purchase price of 200ML toner is? (Up to 3 options)	Within 100	60	33.3%
	100-200	68	37.5%
	200-500	79	43.8%
	500-1000	30	16.7%
	More than 1000	11	6.3%
5. Do you think toner is important in skin care?	Very important	120	66.7%
	General	53	29.2%
	Not important	7	4.1%
6. What is the impact on your selection of skin care products? (Up to 4 options)	Recommended by friends	143	79.2%
	Network reputation	90	50.0%
	Advertising	41	22.9%
	Recommended by sales counter	30	16.7%
7. When purchasing skin care products, what do you like? (Up to 5 options)	Efficacy	140	77.8%
	Quality	109	60.4%
	Brand	86	47.9%
	Price	86	47.9%
	Convenient to buy	37	20.8%
8. What platform do you like to buy skin care products? (Up to 6 options)	Exclusive stores	105	58.3%
	Online shopping	101	56.3%
	Mall counter	94	52.1%
	Supermarket	23	12.5%
	Buy on sb.'s behalf	79	43.8%
	Others	19	10.4%
9. How often do you use toner?	Every day	116	64.6%
	Sometimes	45	25.0%
	Few	19	10.4%
10. What problems do you have when purchasing toner? (Up to 3 options)	I don't know about the product and how to select it.	94	52.1%
	I don't know my own skin and which one to choose.	90	50.0%
	I don't know the function of toner.	23	12.5%
	I don't know where to buy it.	4	2.1%
	Others	23	12.5%
11. Do you know the brand of BIODERMA?	Yes	101	56.3%
	No	79	43.7%
12. Have you used BIODERMA's makeup remover and toner?	Neither makeup remover nor toner has been used.	98	54.2%
	Used makeup remover	56	31.1%
	Both makeup remover and toner have been used	15	8.3%
	Used toner	12	6.4%
13. Occupation	Student	60	33.3%
	Employed	109	60.6%
	Unemployed	9	5.0%
	Retired	2	1.1%
14. How many product do you buy each time you go to Bioderma	1 Product	93	51.7%
	2-3 Products	3	1.7%
	More than 3 Products	1	0.5%
	None	83	46.1%

In this survey, 82.7% of the respondents are women, their age ranges from 23 to 45 years old, and 60.6% are employed. 89.6% using skin care products. And the acceptable price is one hundred to five hundred. The awareness of whether toner should be used is relatively high, and only 4.1% of respondents think it is irrelevant, so they fully affirmed the efficacy of toner. Most respondents don't know about the product and how to select it (52.1%) and which one to choose (50%), so 79.2% of them recommend it through friends. 77.8% of people value the efficacy of the product. They mainly buy skin care products through platforms such as exclusive stores (58.3%), online shopping (56.3%) and mall counter (52.1%). Bioderma is very well-known, and more than half of the respondents (56.3%) know Bioderma. But only 6.4% of people have used Bioderma toner. Only 46.1% of the respondents went to Bioderma and did not buy anything, indicating that the remaining 53.9% were Bioderma customers (Appendix A).

4.3. Internal Situational Analysis

4.3.1. Characterization of the Company

Bioderma is a French skincare brand that has gained much attention for its natural ingredients and effective skincare products. In 2001, the first branch of Bioderma was established in Italy, which marked that the laboratory of Bioderma has officially moved towards internationalization since its establishment in the 1990s. In 2011, Bioderma established a subsidiary in Shanghai.

One key feature that sets Bioderma apart from other skincare brands is its focus on gentle yet effective formulations. Bioderma's products are designed to hydrate, soothe, protect, and nourish the skin, making them suitable for individuals with sensitive skin. The products of Bioderma officially entered China and soon became famous. The products' strong sales soon extended the market in China.

Bioderma offers a wide range of cleansers, toners, moisturizers, and serums that cater to various skin types and concerns. The cleansers from Bioderma are mild and efficient, and they are made to remove makeup and pollutants without drying out the skin's natural oils. Their toners help to balance the skin's pH levels, while their moisturizers provide hydration and nourishment to the skin. High quantities of active chemicals are used in the formulation of Bioderma's serums to focus on issues with the skin, such as fine lines, dark spots, and uneven texture. Their formulations are designed to penetrate deep into the skin layers and provide long-lasting hydration, which helps in improving the skin's overall texture and appearance.

Another significant benefit of using Bioderma products is their soothing effect on the skin. Bioderma's formulations are enriched with ingredients that help calm the skin, reducing redness and inflammation. Bioderma products are ideal for people with sensitive skin or those suffering from rosacea, eczema, or psoriasis.

4.3.2. Business Strategy and Positioning

In 2016, China's make-up market was booming, and the make-up remover market continued to expand. Bioderma rapidly expanded the market and almost became a standard in beauty store channels. Antonin Godin (CEO of China) found that many unauthorized stores were selling Bioderma Cleanser. Unfortunately, many stores follow trends and need to learn more about Bioderma's other products and the brand itself.

Therefore, Antonin Godin has established a comprehensive branding strategy centered on skin cleansers and actively expanding other categories. On the one hand, Bioderma increased its online investment and highlighted product features by promote on social platforms such as Xiaohongshu and Weibo. On the other hand, offline activities such as campus tours and training are used to build a brand image for consumers with high-quality products and professional services.

After several years of accumulated investment, Bioderma has achieved sales growth and established more links with consumers. In 2018, the skin cleanser category alone sold more than 10 million bottles, and sales exceeded 1 billion yuan for the first time. Regarding channels, Bioderma has over 3,600 supermarket outlets, nearly 4,000 cosmetics stores, and more than 200 online cooperative stores. Now China has become Bioderma's second-largest market globally, second only to the French domestic market.

Beyond that, Bioderma prioritizes research and innovation, using advanced technology to create products that are both effective and safe for the skin. Another way Bioderma differentiates itself from its competitors is by focusing on specific skin concerns. Instead of appealing to a broad range of customers, Bioderma develops products for specific concerns, such as dry, sensitive, and acne-prone skin.

This strategy has enabled Bioderma to develop a devoted following of consumers who use its products to address their specific skincare requirements. Additionally, Bioderma has a team of dermatologists and other skincare experts who oversee product development and ensure that each product meets the brand's rigorous standards. By prioritizing quality and safety, Bioderma has earned a reputation as a trusted and reliable skincare brand, further strengthening its competitive advantage.

Bioderma positions itself as a scientific and innovative brand offering dermatological solutions for all skin types. Bioderma focuses on developing products that are gentle on the skin while effectively providing solutions for various skin concerns. Bioderma's product positioning helped it stand out from rivals and develop a following of devoted customers.

One of the unique features of Bioderma products is that they use patented technologies, such as Fluidactiv® Technology, which regulates sebum production in oily and acne-prone

skin. The brand's Sensibio H2O micellar water is another unique product sought after for its gentle yet effective cleansing properties. Bioderma's products contain premium ingredients like Niacinamide, Hyaluronic Acid, and Vitamin E.

4.3.3. Mission, Vision and Values

Mission – “Biology at the service of Dermatology”

Vision – “To become the leading brand in dermatology”

Values – “We are passionate about caring for, supporting and improving the quality of life of each individual”.

4.3.4. The Customers of Bioderma

Bioderma's patrons may experience various complexion issues, including hypersensitivity, acne, dryness, and moisture deficiency. Subsequently, they can select the items that suit them best, ranging from facial washes, lotions, and sunblock to specialized items like ointments, jellies, or elixirs.

Bioderma products are designed to be used by both genders, with most users being female. Females are more inclined to splurge on skincare items and are more likely to purchase them than males. Bioderma products are tailored to tackle skin problems more likely to affect females, like hormonal acne and dehydrated skin.

Bioderma has a global presence with a solid customer base in Europe, Asia, and the United States. This global reach allows Bioderma to cater to clients with different incomes and skincare needs.

4.4. SWOT Analysis

Strengths

- Link with NAOS Group
- Brand loyal customers
- Cooperation with pharmacists and dermatologists
- Product ingredients are effective and gentle
- A range of goods suitable for different skin needs
- Focus on environmental impact

- Market leader in micellar water
- Extensive use of social media to promote the company and products

Weaknesses

- No Tv adverting
- Limited Market Presence
- Greater price compared to other similar brands in the local market
- No official website in China
- Bioderma Focuses on Selling micellar water, Ignores toner

Opportunities

- Consumers increasingly focus on daily skincare
- Consumers pay more attention to the environment and production process
- Influence from dermatologists and specialists
- The rise in the total amount of social network users across all age groups
- Technological progress

Threats

- Intense market competition
- Increase in inflation
- The environmental impact of using and producing dermo-cosmetic products.
- Consumer Preferences and Trends

4.5. Promotion Plan Objectives

Bioderma's toner promotion plan is crafted to direct the company's activities and is strongly connected to its purpose and positioning. A clear objective is the strategic core point of a promotion plan. This promotion plan focuses on the following objectives:

- Increase Bioderma's toner Awareness and Recognition
- Attract new customers of Bioderma's Toner
- Increase the loyalty of existing customers
- Increase Toner's Market Share

4.6. Segmentation, Targeting and Positioning

This chapter uses the STP analysis method to explore Bioderma toner. According to the analysis of the above chapters, a more systematic analysis is carried out from three aspects: segmentation, targeting, and positioning

Segmentation

Using personas to conduct the segmentation, as follows:

Table 4.2-Personas

	Customer A	Customer B	Customer C
Self introduction	Reluctant to spend money, low requirements on quality of life	Like shopping, even don't have much money	Have financial ability, have own pursuit of life
Gender	Male	Female	Female
Age	17	24	30
Location	Shanghai	Shanghai	Beijing
Occupation	College Student	Writer	Seller
Salary	1500 monthly living expenses given by parents	8~9000/Month	20000~25000/Month
Skin type	Oil, Sensitive	Oil in Summer, Dry in winter	Very dry
Marital status	Single	Single	Married
Goal	Improve acne skin	Find a moisturizing product	To remain youthful looking

Targeting

Combined with the promotion plan of Bioderma Toner, Customer B is closest ideal target Bioderma wants to focus to sell toners.

Positioning

- Gentle and effective: Emphasize the gentle nature of the toner, formulated to soothe and nourish the skin, suited for sensitive skin as well as other skin types. This positioning assures consumers they can use the product without worrying about adverse reactions.
- Dermatologist recommended: Highlight partnerships with dermatologists, conveying credibility and trust.
- Natural and skin-friendly: Promote natural ingredients and highlight the absence of harsh chemicals, appealing to health-conscious consumers.

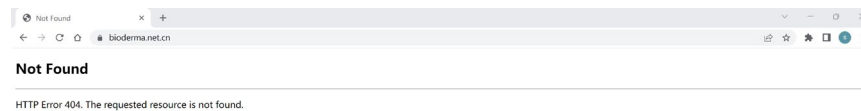
4.7. Promotion Proposals

4.7.1. Creation official Website

Nowadays, if people want a product, they will find it through search engines, so if Bioderma wants to let its users find it, it must have its own official website. Because the malls cannot use

keywords to search, and cannot understand Bioderma's products, services, and differences from competitors at a glance. If Bioderma cannot be searched, it means that potential customers will turn their attention to Bioderma's competitors. The mall is just a channel of communication, and the official website can be searched through search engines. However, Bioderma does not have its own official website in Chinese mainland, so Bioderma must create its own official website that can establish the brand image, provide product information, interact with customers, and promote sales.

Figure 4.12-The screenshot of Bioderma.net.cn



Source: Bioderma.net.cn (2023)

For the creation of the Bioderma Chinese mainland official website, there is a model that can be used for reference - Bioderma US official website. The website should be open to all users to access on various devices (mobile phones, desktops, tablets). The website will provide the following information.

- Home page
 - Product display
 - Brand slogan,
 - Customer support (contact number, email)
 - Promotion activities
 - Social media links
 - Find sales points
 - Online order e-retailer links
- Product catalogue: divided into 4 main categories by product series
 - Cleansers
 - Skin care

- Sun care
- Baby care
- About Bioderma
 - Brand Story
 - Service Commitment
 - Dermatological expertise
 - Brand Proposal (Mission, Vision and value)

Figure 4.13-The homepage of Bioderma U.S.



Source: www.bioderma.us (2023)

4.7.2. Establish personal files of customers

Customer files are an important carrier for recording customer information, and also an effective way to understand, analyse and grasp customers. Nowadays, in a highly competitive market, if a company has more and more complete customer information, it will be easier for them to use technical analysis, market analysis, competitor analysis, and their own positioning analysis and marketing analysis to design a product in time. So as to remain invincible in the competition.

First of all, to create a customer file and collect customer information, including name, age, gender, contact number, email address and so on. Secondly, understand customer needs and collect as much information as possible about customers' skin texture and consumption preferences. Update customer information, communication records, and service records in time to keep file information complete. Classify customers according to their different needs and characteristics, so as to effectively manage customer information, thereby enhancing

customer loyalty. Finally, analyse customer data to lay the foundation for future marketing planning.

Figure 4.14-Example of person file

The image shows a mobile application interface for a 'PERSONAL INFORMATION' form. At the top, there is a header with a back arrow, the title 'PERSONAL INFORMATION', and two icons (three dots and a camera). Below the header is a banner image showing four Bioderma skincare products (a spray, two tubes, and a bottle) next to a woman's shoulder. The form consists of several input fields, each with an icon and a label: 'NAME' (person icon), 'CELL NUMBER' (phone icon), 'GENDER' (gender icon) with radio buttons for 'FEMALE' and 'MALE', 'BIRTHDAY' (cake icon), 'CITY' (location pin icon) with a dropdown arrow, 'E-MAIL' (envelope icon), 'SHOPPING CHANNEL' (envelope icon) with a dropdown arrow, 'MARITAL STATUS' (two people icon) with a dropdown arrow, and 'SKIN TYPE' (skin icon) with a dropdown arrow. At the bottom of the form is a dark blue rounded rectangular button labeled 'SUBMIT'.

Source: Author's creation

In addition, Bioderma send customers a regular newsletter with updates about Bioderma toners, skincare tips, and promotions to their e-mail box (which filled in by the customer in the personal file) once every three months. It also gives customers personalized push according to their skin type and problems. Use e-mail automation tools to send targeted messages to Bioderma's subscribers, such as birthdays, holidays, and promotions.

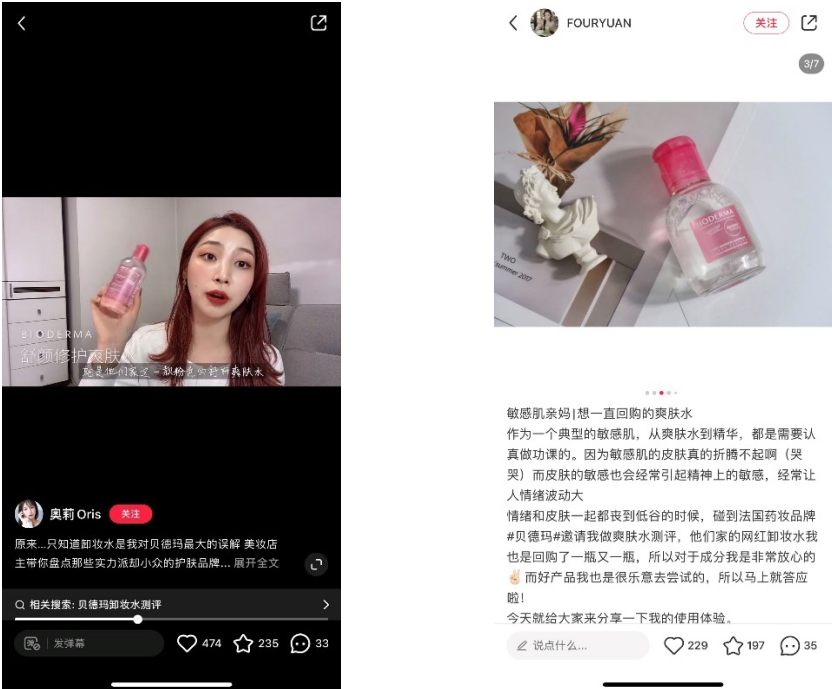
4.7.3. Social Media Campaign

The target customer group of Bioderma Toner is young women. Beauty KOLs will specifically impact young people with relatively strong purchasing power during the rapid development of online social platforms. Through beauty KOLs promoting Bioderma's toner on some social

media platforms such as Bilibili and Xiaohongshu, consumers will be interested in this toner. A large fan base coupled with short videos, live broadcasts, and other methods can also provide consumers with professional and diverse content to effectively enhance consumers' favourability and stimulate consumption.

Therefore, in this promotion plan, Bioderma needs to select 2 KOLs, give them Bioderma toner, and ask them publish 2 articles or videos about Bioderma toner within one year.

Figure4. 15-The screenshot of KOLs' recommend in Xiaohongshu



Source: Xiaohongshu (2023)

In addition, Bioderma needs to publish some related articles or videos on the official social media platform to let the target audience understand the importance of toner and the specific advantages of Bioderma toner. At the same time, it provides corresponding solutions for some common skin care problems.

Figure 4.16-The official article in Xiaohongshu



Source: Xiaohongshu (2023)

Finally, post a free sample or travel-size Bioderma toner campaign on social media platforms to let your customers try it out, and then they'll likely to become repeat customers. In addition, it can also attract more people to follow the official social media account, gain higher attention. This is very important for the subsequent publicity work.

Figure 4.17-The free sample campaign posted in Xiaohongshu



Source: Xiaohongshu (2023)

4.7.4. Advertise in subway station

Placing advertisements in the subway is a very effective way of publicity. It makes full use of the characteristics of subway stations and carriages with a large flow of people, so that it can complete advertising in a shorter period of time. In a city, the subway is a very busy means of transportation, and thousands of people take it every day. Many of them will see the advertisements of the subway, because the advertisements of the subway are all over the stations and carriages. In a certain period of time, subway advertisements are generally played continuously on the platform and in the carriages. This means that an advertisement can be viewed by many people at the same time, which can increase exposure and enhance brand recognition.

Bioderma will choose Shanghai Nanjing West Road Subway Station for a month-long advertisement placement. Nanjing West Road is one of the commercial centers in Shanghai. The subway station runs through 3 subway lines. According to the statistics of the Traffic Control Center of Shanghai Municipal Transportation Commission, In November 2021, the average daily passenger flow in and out of West Nanjing Road Station was 144,000.

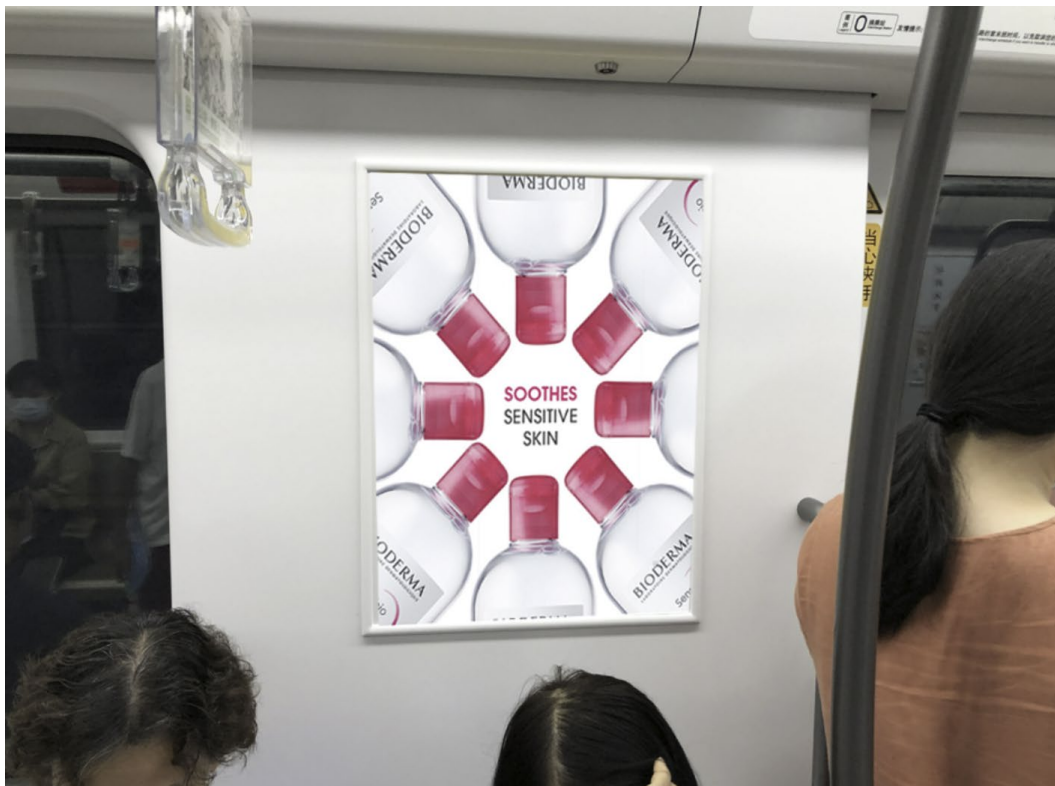
Figure 4.18-Example of the advertise in subways walkway



Figure 4.19-Example of the advertise in subways station



Figure 4.20-Example of the advertise in carriage



4.7.5. Shopping Festival Promotion (11th November)

The annual “Double Eleven” promotion has become one of the most popular shopping festivals every year. Many brands will launch various promotional activities on this day to attract a large number of consumers to participate in it. And in 2024, Bioderma will take Bioderma toner to participate in the Double Eleven Shopping Festival.

One week before the start of the Double Eleven Shopping Festival, Bioderma will simultaneously spread the promotional announcements through WeChat, Weibo, and Tiktok. During the event, release and update materials on time every day to increase customer attention and improve work efficiency. In addition, in order to better publicize and promote Bioderma Toner, Bioderma also invited professionals to live broadcast to explain the efficacy and usage of Bioderma Toner in detail, so as to achieve the recognition of "Bioderma Toner" products. Better publicity and promotion purposes.

Figure 4.21-Example of 618 shopping festival

The image shows a promotional banner for Bioderma skin water on the 618 shopping festival. The banner features a central image of a Bioderma skin water bottle. The text on the banner includes: "BIODERMA 法国贝德玛 天猫618", "修护爽肤水 拍1至多享4件", "“舒缓保湿 修护敏感肌”", "直播讲解", "法国原装进口", "进直播间 获取优惠", "91% 补水保湿", "91% 提升皮肤舒适度", "¥20 会员专享券", "1. 会员限时加赠 赠眼部9ml+pp霜8ml*2 限量8000份", "2. 单笔实付满249元享 赠妍爽肤水250ml", "参考到手价 ¥148", "活动时间: 6/7 0:00 - 6/13 23:59", "市场价 ¥198", "限时省 ¥30", "会员专享券 ¥20", "聚划算·限时超低价", "距结束 18:28:21", "¥168 购买得积分", "最高享3期免息", "天猫【直播间专享】贝德玛舒妍修护爽肤水敏肌清爽补水保湿缓解正品", "月销900+ | 聚划算100+件已售", "入会邀请 入会可领5元新会员礼包", "加入购物车 马上抢".

Figure 4.22-Live broadcast in 12th June 2023

贝德玛官方旗舰店 BIODERMA 74123 法国贝德玛 | 天猫618

618活动开启直播间下单抽正装防晒

24号链接 清洁修护王牌搭档 清洁修护二合一

29号链接

9.9元礼赠 现货礼赠

¥73 秒杀尝鲜装 (500ml粉水) 每个ID限一份

618活动已开启 立即下单

下单套组备注暗号 我爱贝德玛

点费抽奖 点赞6k抽 250ml粉水*1 点赞1w抽 防晒喷雾200ml

预告 今天 08:00 开播 | 立即预约 >

【直播间专享】贝德玛舒... 618直播领直播25元券直播到手... 马上抢

step1 关注入会 step2 领直播间专属优惠券 step3 下单参与直播抽奖活动

4.8. Schedule

Table 4.1-Whole Year Promotion Plan

TIME	ACTIVITIES
Jan	Analyses market and competitor
	Confirm target audience
	Positioning for Bioderma products
	Confirm promotion plan objectives
Feb	Create promotional materials and assets
	Establish personal files system
	Select 2 KOLs
	Create official website
Mar	Posting articles or videos about Bioderma toner on official social medias
	Send Bioderma toner to selected KOLs
	Email marketing campaign about Bioderma toner
Apr	KOL A post article or video about Bioderma toner
	Select the subway stations to advertise
May	Posting articles or videos about Bioderma toner on official social medias
	Shoot advertising materials about Bioderma toner
Jun	KOL B post article or video about Bioderma toner
	Advertise in Shanghai Nanjing West subway station
	Email marketing campaign about Bioderma toner
Jul	Posting articles or videos about Bioderma toner on official social medias
	Post a free sample or travel-size Bioderma toner campaign on social media
Aug	KOL A post article or video about Bioderma toner
Sep	Posting articles or videos about Bioderma toner on official social medias
	Email marketing campaign about Bioderma toner
Oct	KOL B post article or video about Bioderma toner
	Spread the promotional announcements through WeChat, Weibo, and Tiktok
Nov	Posting articles or videos about Bioderma toner on official social medias
	Live broadcast to explain the efficacy and usage of Bioderma Toner in detail
	Participate the Double Eleven Shopping Festival with Bioderma Toner
Dec	Email marketing campaign about Bioderma toner
	Evaluate the overall effectiveness of the promotion plan

4.9. Budget

Table 4.2-Budget

ACTIVITIES	BUDGET
Creat official website	
Creat a new website	¥8,000.00
Website Maintenance Fee per year	¥800.00
Establish personal files system	
System Maintenance Fee per year	¥1,500.00
Email marketing campaign	
Mailbox Maintenance Fee per year	¥950.00
Online KOLs promotion (2KOLs)	
2 Promotional Vlogs (Million traffic blogger)	¥200,000.00
2 Promotional Plogs (Million traffic blogger)	¥180,000.00
Posting articles or videos on official social medias	
2~3 Video shooting fee	¥40,000.00
Free sample campaign (Online raffle-200 samples)	
Logistics	¥2,400.00
Advertise in subway station (one month)	
10 Advertising Billboards(3.5m*1.5m)	¥1,000,000.00
Billboard production and installation fees	¥20,000.00
Shopping Festival Promotion (11th November)	
Promotional announcements (a week)	¥45,000.00
Live broadcast expert fee (3 days)	¥24,000.00
Total	¥1,522,650.00

4.10. Control and Assessment

Table 4.3-Control and Assessment

OBJECTIVES	KPI
Increase Bioderma's toner Awareness and Recognition	Grow official social platform followers+2%
	The average monthly visits to the official website reached 100 thousand
	Grow branded searches in search engine+5%
Attract new customers of Bioderma's Toner	Get>10% of new customers to purchase
Increase the loyalty of existing customers	Get>10% of existing customers to repeat purchase
Increase Toner's Market Share	Grow revenue +20%

5. Conclusions

In China, due to the rapid growth of toner market, the competition is relatively fierce. The competition among brands is relatively fierce. In this project, the main purpose of Bioderma toner 2024 promotion plan is to increase its toner's market share, enhance Bioderma's toner recognition, attract new customers to use Bioderma toner, increase the loyalty of existing customers, and increase the market for the Bioderma Toner share.

First of all, this project focuses on the materials and documents needed for the research and has carried out much collection and sorting work. It introduces the marketing status and existing problems of Bioderma's toner. At the same time, it analyses the market segmentation, target, and positioning to determine the promotion plan of Bioderma's toner for 2024.

Based on the marketing environment analysis, the market opportunities and threats, weaknesses and strengths of Bioderma toner are clarified. From a macro point of view, the policy environment is gradually improving, the economy drives demand, social culture influences concepts, and the foundation promotes product innovation. From a micro point of view, it has good scientific research conditions (cooperating with pharmacists and dermatologists) and safe, gentle, and effective ingredients. Advantages, insufficient advertising, sales channel construction needs to be improved (no official website in Chinese mainland), small market share, and other disadvantages. Analysing these issues will help establish the promotion plan of Bioderma Toner and determine the market positioning.

According to the above analysis, based on the current marketing status and target group characteristics, combined with its market positioning, the project formulated a promotion plan for Bioderma toner that included eight activities and a budget of ¥1,522,650.00. For example, establishing an official website, advertising, and social platforms to increase the popularity and recognition of toner (brand search volume increased by 5%) while increasing customer loyalty (get more than 10% of existing customers to repeat purchases. Promote sales and increase market share by 20% through email promotions, free samples, and participation in shopping festivals.

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Appendices

Appendix A –Survey

1. Gender

<input type="radio"/> Female
<input type="radio"/> Male

2. Age

<input type="radio"/> 35–45 years old
<input type="radio"/> 28–34 years old
<input type="radio"/> 23–27 years old
<input type="radio"/> 18–22 years old
<input type="radio"/> Over 45 years old
<input type="radio"/> Under 18 years old

3. Are you using skin care products?

<input type="radio"/> Yes
<input type="radio"/> No

4. The willing purchase price of 200ML toner is 【最多选择3项】

<input type="checkbox"/> Within 100
<input type="checkbox"/> 100–200
<input type="checkbox"/> 200–500
<input type="checkbox"/> 500–1000
<input type="checkbox"/> More than 1000

5. Do you think toner is important in skin care?

<input type="radio"/> Very important
<input type="radio"/> General
<input type="radio"/> Not important

6. What is the impact on your selection of skin care products? 【最多选择4项】

<input type="checkbox"/> Recommended by friends
<input type="checkbox"/> Network reputation
<input type="checkbox"/> Advertising
<input type="checkbox"/> Recommended by sales counter

7. When purchasing skin care products, what do you like? 【最多选择5项】

<input type="checkbox"/> Efficacy
<input type="checkbox"/> Quality
<input type="checkbox"/> Brand
<input type="checkbox"/> Price
<input type="checkbox"/> Convenient to buy

8. What platform do you like to buy skin care products? 【最多选择6项】

<input type="checkbox"/> Exclusive stores
<input type="checkbox"/> Online shopping
<input type="checkbox"/> Mall counter
<input type="checkbox"/> Supermarket
<input type="checkbox"/> Buy on sb.'s behalf
<input type="checkbox"/> Others

9. How often do you use toner?

<input type="radio"/> Every day
<input type="radio"/> Sometimes
<input type="radio"/> Few

10. What problems do you have when purchasing toner? 【最多选择3项】

<input type="checkbox"/> I don't know about the product and how to select it.
<input type="checkbox"/> I don't know my own skin and which one to choose.
<input type="checkbox"/> I don't know the function of toner.
<input type="checkbox"/> I don't know where to buy it.
<input type="checkbox"/> Others

11. Do you know the brand of BIODERMA?

<input type="radio"/> Yes
<input type="radio"/> No

12. Have you used BIODERMA's makeup remover and toner?

<input type="radio"/> Neither makeup remover nor toner has been used.
<input type="radio"/> Used makeup remover
<input type="radio"/> Both makeup remover and toner have been used
<input type="radio"/> Used toner

13. Occupation

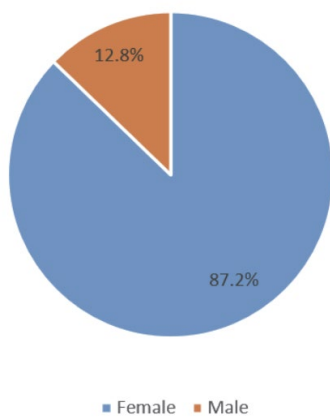
<input type="radio"/> Student
<input type="radio"/> Employed
<input type="radio"/> Unemployed
<input type="radio"/> Retired

14. How many product do you buy each time you go to Bioderma

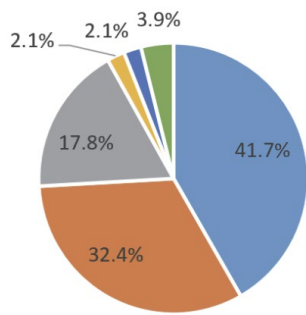
<input type="radio"/> 1 Product
<input type="radio"/> 2-3 Products
<input type="radio"/> More than 3 Products
<input type="radio"/> None

Appendix B – Survey results

Q1

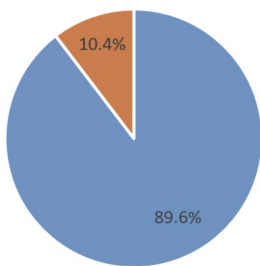


Q2



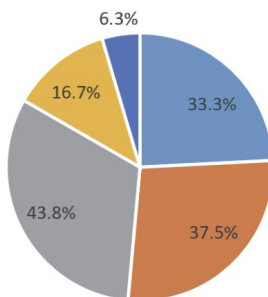
■ 35-45 years old ■ 28-34 years old ■ 23-27 years old
■ 18-22 years old ■ Over 45 years old ■ Under 18 years old

Q3



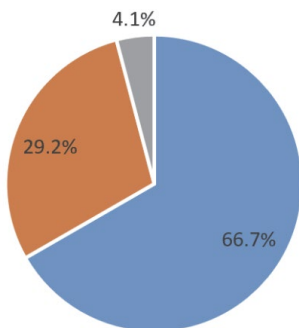
■ Yes ■ No

Q4



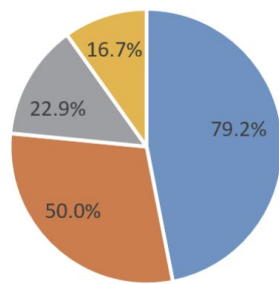
■ Within 100 ■ 100-200 ■ 200-500 ■ 500-1000 ■ More than 1000

Q5



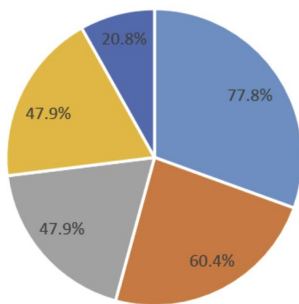
■ Very important ■ General ■ Not important

Q6



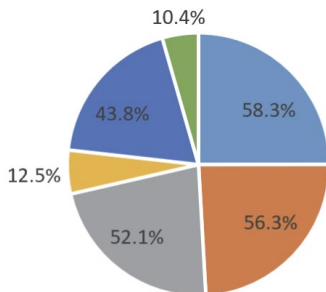
- Recommended by friends
- Network reputation
- Advertising
- Recommended by sales counter

Q7



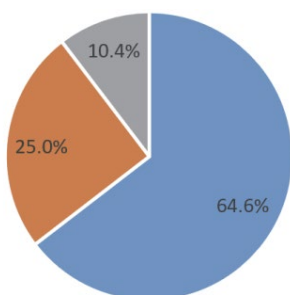
- Efficacy
- Quality
- Brand
- Price
- Convenient to buy

Q8



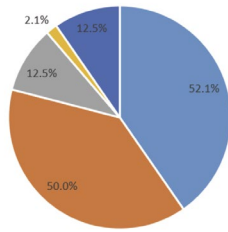
- Exclusive stores
- Online shopping
- Mall counter
- Supermarket
- Buy on sb.'s behalf
- 6.Others

Q9



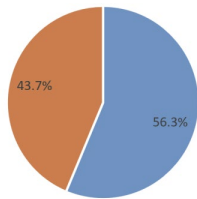
- Every day
- Sometimes
- Few

Q10



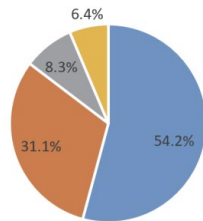
- I don't know about the product and how to select it.
- I don't know my own skin and which one to choose.
- I don't know the function of toner.
- I don't know where to buy it.
- Others

Q11



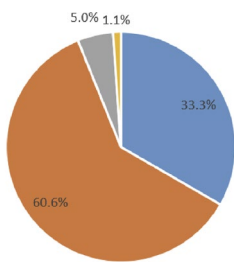
- Yes
- No

Q12



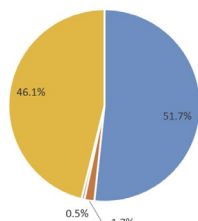
- Neither makeup remover nor toner has been used.
- Used makeup remover
- Both makeup remover and toner have been used
- Used toner

Q13



- Student
- Employed
- Unemployed
- Retired

Q14



- 1 Product
- 2-3 Products
- More than 3 Products
- None