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## **Marketing plan for company A's eye daily products**

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Master in Applied Management

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ISCTE-IUL

January 2025



Department of Marketing, Operations and General Management

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## **Abstract**

The research focused on the marketing strategies of Company A, one of the important competing organizations in the eye-care industry, namely daily eye care products such as creams, masks, and cleansers. With an increase in demand for such products, Company A has not positioned suitably for the required consumers, and with little absorption in the market. It aims to analyze the existing marketing practices of Company A, to point out the pitfalls, and to put forth an optimum marketing policy for better visibility for the brand and the engagement of customers.

The research methodology used a mixed-method approach: a questionnaire survey with 247 consumers to investigate product purchasing behavior, product preferences, and the brand image; and in-depth interviews were also conducted with key stakeholders from Company A to gain insights into the company's existing marketing strategies and the problems in that area.

From what was obtained in this research, Company A has high core quality but failed to reach 18-35-year-olds concerning marketing communications. The principal suggestions are to enhance digital marketing activations by partnering with social media channels and influencers, as well as having campaigns targeted at increasing awareness about the brand and maintaining the loyalty of customers. This will increase sales margins, customer engagement, and the overall competitive position of Company A in the industry.

**Keywords:** Marketing Plan, Consumer Behavior, Brand Positioning, Market Competition Analysis, Digital Marketing, Technological Innovation, Market Segmentation

**JEL Classification:** M31

## **Resumo**

A investigação centrou-se nas estratégias de marketing da Empresa A, uma das importantes organizações concorrentes no sector dos cuidados com os olhos, nomeadamente produtos de cuidados diários com os olhos, tais como cremes, máscaras e produtos de limpeza. Com o aumento da procura deste tipo de produtos, a Empresa A não se posicionou de forma adequada para os consumidores exigidos, e com pouca absorção no mercado. O objetivo é analisar as práticas de marketing existentes na empresa A, apontar as armadilhas e propor uma política de marketing otimizada para uma melhor visibilidade da marca e o envolvimento dos clientes.

A metodologia de investigação utilizou uma abordagem de métodos mistos: um inquérito por questionário a 150 consumidores para investigar o comportamento de compra do produto, as preferências do produto e a imagem da marca; e foram também realizadas entrevistas aprofundadas com os principais intervenientes da Empresa A para obter informações sobre as estratégias de marketing existentes na empresa e os problemas nessa área.

A partir do que foi obtido nesta investigação, a Empresa A tem uma elevada qualidade de base, mas não conseguiu chegar aos jovens de 18-35 anos no que respeita às comunicações de marketing. As principais sugestões são o reforço das activações de marketing digital através de parcerias com canais de redes sociais e influenciadores, bem como a realização de campanhas destinadas a aumentar o conhecimento da marca e a manter a fidelidade dos clientes. Tal permitirá aumentar as margens de vendas, o envolvimento dos clientes e a posição competitiva global da empresa A no sector.

**Palavras-Chave:** Plano de Marketing, Comportamento do Consumidor, Posicionamento de Marca, Análise da Concorrência de Mercado, Marketing Digital, Inovação Tecnológica, Segmentação de Mercado

**JEL Classification:** M31

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## **Glossary**

KOL - Key Opinion Leader

## 1. Introduction

Owing to the rapid increase in health awareness, eye care has become an important aspect of daily health care. Digital technology has caused such increasing problems like eyestrain and dry eyes to become completely serious. This in turn has triggered a lot of growth potential for the eye product market. The last few years witnessed the eye care product, especially eye cream and steam eye masks, expanding from the traditional beauty industry to a wider health and wellbeing sector-it now forms an essential part of consumers' daily life. And in particular, in China, the emergence of the middle-class, with its young generation's growing concern about eye health, has further accelerated eye care market growth.

Notwithstanding fabulous market potentials, vast numbers of corporations engaged in this market are experiencing significant shortcomings in the marketing strategies applicable to their wares. In particular, corporations-exceedingly weak in brand management, consumer behavior analysis, and digital marketing-are unable to optimally tap the complete area of their competitive advantage, hence awake to the challenge of not being able to tackle issues of brand equity and competition. Therefore, becoming a more salient brand in a highly-competitive market has turned into the greater prevailing headache for marketers in the eye-product market business.

The subject of this dissertation is Company A, whose performance in the eye daily products market is not without a certain market share, but still faces significant challenges. Company A's eye care products mainly include steam eye masks and eye cleansers, which are of superior quality and have been recognized by some consumers. However, there are still some shortcomings in Company A's current marketing, brand promotion and consumer behavior analysis, especially in the application of digital marketing and social media. Therefore, the objective of this study is to deeply analyze the current situation and problems in the marketing of eye daily care products of Company A, and to propose optimized marketing strategies to help Company A improve its market competitiveness and brand influence.

In order to achieve this goal, this thesis firstly reviews the current market development of eye daily care products and its marketing strategy research through literature review, and then comprehensively evaluates the internal and external environments of Company A through market research, consumer behavioral analysis, and other methods, combined with SWOT analysis, STP model, and PESTLE analysis, etc., to provide theoretical support for the development of a reasonable marketing plan.

This study adopts a combination of qualitative and quantitative research methods. First, a large amount of feedback on consumer demand and purchasing behavior of eye care

products was collected through questionnaires, so as to more accurately assess the consumption characteristics and needs of different groups. Meanwhile, insights into the company's existing marketing strategies were obtained through interviews with relevant personnel. These data will be collated through SWOT analysis, PESTLE analysis and other methods, ultimately resulting in a set of highly targeted marketing plans that will help Company A improve its market positioning and enhance its brand influence.

The structure of this paper is organized as follows:

Chapter 2 Literature review, first review the related research in the field of eye care products, sort out the mainstream marketing theories and strategies in the current market, especially the application of 4P marketing model and SWOT analysis in the eye care industry. By organizing and summarizing the relevant literature at home and abroad, this paper provides theoretical basis and reference for the subsequent research methodology and data analysis to ensure the scientific and practical nature of this study.

Chapter 3 Research Methods, describes in detail the research methods adopted in this study, including questionnaire survey method, interview method and data analysis method. The chapter first describes the process of questionnaire design, combined with analyzing the dimensions of the questionnaire and the representativeness of the survey sample. It then describes the use of the interview method, analyzes the content of the interviews with executives and consumers of Company A, and explores how this data was analyzed in conjunction with Herzberg's two-factor theory.

Chapter 4: Market Analysis of Company A. Based on the data collected, the internal and external environment of Company A is analyzed in detail using SWOT analysis and PESTLE analysis. The chapter focuses on analyzing key issues such as Company A's competitive situation, target market, and brand positioning in the ophthalmic daily-use products market, as well as providing a decision-making basis for adjusting Company A's market strategy through competitor analysis. Similarly, a marketing plan is also proposed to suggest specific marketing strategies based on the results of the aforementioned analysis. In this chapter, product strategy, pricing strategy, channel strategy and promotion strategy will be discussed in detail based on the 4P marketing model. At the same time, innovative brand promotion and digital marketing strategies are proposed to improve the competitiveness and influence of Company A in the market, taking into account the current status of Company A's brand and the needs of the target group.

Chapter 5 Conclusion and Outlook, this chapter summarizes the full paper, outlines the main findings of the study and the proposed marketing strategies, and points out the limitations of the study and future research directions. Through this study, it aims to provide Company A and similar companies with a set of practical marketing strategies to promote their sustainable development in the eye care products market.

## 2. Literature Review

### 2.1. Research Status and Development Trends for eye products

The marketplace in eye care has seen continued growth, with an **increased consumer focus on the health and aesthetics of the eyes**. This growth is driven by lifestyle changes, increased screen time, and a rising awareness of eye-related issues, which have made eye care a significant part of personal care and health routines.

The current market status for eye care products is shifting toward more specialized offerings. These include targeted solutions such as eye drops, steam eye masks, liquid eye wash for dry eye syndrome, eye creams for dark circles and puffiness, and products designed to alleviate digital eye strain. These specialized products address specific consumer needs and are formulated with ingredients like hyaluronic acid, peptides, and antioxidants. Younessi et al. (2024) explain that consumer preferences are shifting toward products that are both safe and effective. This has also manifested itself in the **proliferation of OTC eye care**, such as drops and creams, sold in stores today. However, with greater interest among consumers comes an increasing demand for the product ingredients used to formulate the goods and the corresponding risk of adverse events. For example, the formulation and consumer satisfaction of products making medicinal claims for eye health, such as dry eyes or macular degeneration, are under increased scrutiny. Thus, it is clear that the demand for eye care products is becoming more discerning, with safety and efficacy at the forefront.

Parallel to that, the technological development also made much difference in the ocular health product market. According to Stuermer et al.(2024), **AI has been gaining entry into eye care**. For both diagnosis and treatment processes, AI virtual assistants have turned out to be a major factor. Because of technological innovation, the result is to personalize services by giving customized suggestions based on each case in ocular health. It may provide a more personalized and exacting way to provide customer care, transforming the marketing and application of eye care products through the use of AI models that are trained on vast datasets of clinical eye examinations.

Besides, **safety and composition have also been major causes for increased scrutiny in eye care products**. Kicińska and Kowalczyk (2025) described the risks imposed by heavy metals in some cosmetic and cosmetic care products in general, but it is especially dangerous when talking about online sales. Their current research showed some eye cosmetics included kohl-based product categories that include dangerous levels of toxic elements which may cause serious health impairments to its users. This finding reflects the increasing demand for stricter regulatory oversight in the eye care industry, as consumers

become more aware of potential health hazards. Therefore, eye product manufacturing companies have to ensure that their products meet international safety standards to maintain consumer trust and competitiveness in the market.

**Consumer behaviors in the eye care market can be considered more health-oriented and safety-based.** In this regard, studies by Alsoudi et al. (2023) show that more consumers are tending towards the use of products related to vision that would not only serve aesthetic needs but also be beneficial for healthy vision. The consumption of antioxidant supplements and creams with ingredients such as lutein and zeaxanthin is on the rise to prevent age-related eye diseases. A focus on the functionality and safety of eye products mirrors larger trends in the beauty and healthcare markets, where demand is increasingly shaped by holistic health concerns.

## **2.2. Key factors influencing the development of marketing strategies**

The development of the marketing strategy forms the very pivot in the company's effort at gaining prominence, particularly in very competitive markets. The main driving forces governing strategy development are usually related to differences in **culture, digital technologies, decision-making in style, and sentiments from analysis in consumers.**

Perhaps the most critical of such factors relates to **cultural differences**. Li et al. (2024) have proved that social media marketing strategies, especially in an international context, are very much culturally oriented and consumer behavioral. Companies that work in more than one country needs to make sure their marketing staff matches what local people like and expect. For example, the way they advertise, what they put in their promotions, and even what products they sell might need to change a little so that people can relate to them better. It's really important that companies pay attention to cultural differences that can change from one place to another, like between Western countries and Eastern countries. Knowing about these differences can really help make their marketing more effective. Li et al.(2024) found out that companies in places like China, Brazil, and Finland have changed their social media ways to fit in with local cultures, and this made a big difference in how they reach their audiences.

**Digital technologies** have totally changed the dimension of developing marketing strategies by firms. It is due to increasing usage of social media platforms, which is driving the firms toward digital marketing strategies to reach out to a bigger and more focused audience. Sharma et al. (2024) explored the growth of digital marketing strategies, focusing on the importance of the use of social media for communication purposes with B2B clients.



Digital marketing allows companies to engage directly with the customers in real time and personalized marketing experiences.

No less influential factor is the **decision-making style of the leading management**. As Seronato and Martins (2024) mentioned, the owner-manager's decision-making style may be rational, intuitive, or dependent, and each style would definitely make a difference in the creativity and effectiveness of the marketing strategies. In SMEs, where decision-making is often centralized, the style of the leader can either encourage or discourage innovative marketing approaches. For example, a rational decision-making style, based on facts and figures, may lead to more structured and analytical marketing strategies, while intuitive or spontaneous styles may result in more innovative but riskier approaches.

**Consumer sentiment and emotional responses** also play a significant role in the development of marketing strategies. As Zuo (2024) has pointed out, sentiment analysis of customer feedback is a critical tool in understanding consumer needs and preferences. The emotional tone of consumer evaluations can provide valuable insights into how customers feel about a brand, its products, and its services. Big data and sentiment analysis technologies, therefore, can be the means by which companies can fine-tune their marketing strategies to correspond to consumer emotion and expectations. This will help corporations in responding to different consumer pain points and thus in improving service delivery and realizing better emotional audience connections. Next, developing marketing strategies around product features should consider how they fettle into consumer demands. Sharma et al. (2024) also identified that most marketing strategies relating to oral nicotine products highlight the product features-for example, flavor and nicotine strength-to capture certain consumer segments. Hence, firms need to reframe their strategy so that benefits derived from a product, comfort, safety, and efficacy can be placed at the frontline in eye-care product industries. With understanding directed towards these important product features and marketing strategies altered appropriately, it is where the key towards consumer interest lays and sales that are increased accordingly.

### **2.3. Product Branding and Consumer Behavior Analysis**

Product brand is one of the major factors that influences the purchasing decision of a consumer. According to Huang (2025), it is observed that a green, healthy, and safe brand image has the potential to positively influence consumer purchase intentions and increase brand loyalty. This result is in line with the theories of consumer behavior in which positive brand associations lead to a higher degree of trust and loyalty. Brand image has been a very important factor in consumer decision-making, and marketing research has discussed this

area at large, stating that a good brand image can drive the preferences and repurchase of consumers.

Analysis of consumer behavior is very important for effective marketing strategy development. Chen (2024) identified that product quality, visibility of live streaming, perceived usefulness of live streaming, and interactivity and professionalism of anchors are among the important factors that may affect the consumer's purchase intention. Live streaming is the broadcasting of video in real time over the internet, where consumers can directly interact with the host or influencer to ask questions and view product usages. This type of interactive marketing is a relatively modern way of brand communication, especially in the setting of online retailing, as it offers an exciting and interactive medium whereby a brand can interact with its audience. It has been observed in studies that live streaming increases consumer trust and enhances purchase intention based on the authenticity and interactivity of the shopping experience.

The development and implementation of marketing strategies for eye daily products need to consider several factors. Starting from researching into the drivers of product development and marketing, companies should - within this context - keep innovating their offerings, as the needs and preferences of their target consumers are in continuous evolution. Both rational and affective elements make Tversky & Kahneman's (1991) prospect theory and the study of preference formation by Ariely & Norton (2008) relevant in consumer choice. These various theories hence state that buyers' choices may not be grounded only in a logical evaluation, but the role of perceived gains and losses, emotions, and cognitive biases do not bear too much omission either. All of these now bear much relevance with respect to eye-care products. For example, if one is to choose an ocular product, the trend may be very well influenced by brand reputation and perceived safety of the product, or emotional linkage to the product, comfort, and relief for tired eyes.

Cognitive bias like loss aversion is when people don't wanna buy things because they think there's a risk involved. If advertisers know why people think like this, they'll be better at making stuff that not only works but makes people feel good too. Also, how competitive the market is really matters for how businesses sell their stuff.

According to Kotler and Armstrong (2018), when there's more competition, companies have to find ways to be different to catch people's attention. Being different means they can sell unique stuff that meet what customers really need, which helps them do better than all the other companies. So, companies need to keep thinking of new ideas and change their selling plans to keep being important when the competition changes.

Also, rules and laws can change how companies market their products. Like, there are legal rules about how safe things should be, how and what they can say in ads, or rules for keeping the environment safe. Kotler et al. (2017) say that companies need to follow these

rules to not get into trouble and to protect their reputations. Following these rules can also help companies show that they're doing things in a green way, which is cool and makes them look good to customers who want to care for the planet.

Technological advances are really important for marketing strategies, as says Chaffey and Ellis-Chadwick (2022). The growth of digital marketing tools, social media, and data analytics has totally changed the way companies talk to and attract consumers. These technologies make it possible for companies to do more personalized marketing, which means they can focus on specific customer groups even better. Also, with new tech changes, companies can create new products and services to stand out from their competitor..

Along the perspective of consumer decision-making, Kahneman (2011) introduces the concept of "Thinking, Fast and Slow," presenting a dual-process theory in decision-making. It introduces two modes of thought: one fast, automatic, and emotional, known as System 1, and the other slower, more deliberate, and rational, referred to as System 2. Most consumer decisions regarding eye care items have elements of both. System 1 dominance may be observed in everyday purchase decisions, where buyers depend on fast choices based on feelings, experiences, and brand reputation. For instance, when choosing eyecare products, a consumer may be swayed by a trusted brand or the advice of a friend without spending much time evaluating the product's specifics. On the other hand, System 2 thinking comes into play when the consumer takes more time to research and analyze the product's benefits, quality, and value, which may occur when buying specialized or high-value eye care products..

Putri and Dewi (2021) extend this dual-process theory to skincare products, showing that purchase intentions of consumers are influenced by both rational decision-making (such as price comparison and ingredient transparency) and emotional drivers (like trust in the brand and emotional satisfaction derived from using a product). This is particularly relevant in the context of eye care products, where consumers often need to trust the product for safety and efficacy, and emotional comfort plays a key role in decision-making.

More importantly, Cialdini (2007) provided an insight into the social psychology of consumer behavior; with effective marketing strategies, the probability of affecting the consumer's decision would increase. Through the use of certain principles, such as social proof and trust-building mechanisms, a firm could persuade the consumer's decisions. Positive online reviews, testimonials, and celebrity endorsements are examples of social proof, which create more credibility for a brand and make people trust the brand more.

For Company A, the incorporation of these marketing strategies into the company's campaigns offering eye care products may create confidence and could also influence purchase decisions. According to Wang (2024), consumer purchasing decisions entail a set of factors that are usually interfaced, especially with regard to eye daily products. While

consumers give priority to whether a product is effective, this effectiveness can also relate to intangible aspects such as brand image, word-of-mouth communication, and price. In any case, if the consumers consider a brand high-quality or trustworthy, even at a more expensive price, they are going to make the purchase. Above all, word-of-mouth communications-online reviews and family/friends recommendations-make a huge impact on shaping the perceptions of buyers in their choice. This would, therefore, suggest that, for Company A, the emphasis on the improvement of its brand image and use of word-of-mouth marketing could yield great benefits in increasing consumer trust and, therefore, sales.

Value-Based Pricing Theory helps explain generally how perceived value affects consumer behavior in pricing strategy. Value-based pricing says that customers are willing to pay according to the value they perceive in a product, not necessarily just functional benefits but also emotional and social benefits. In eye care, perceived value could be gathered from how well the product provides comfort, relieves eye strain, or comes from a premium or eco-friendly brand. The higher the emotional value-for instance, comfort related to the assurance of using a safe and trusted product-the more willing they are to pay for the product. Other elements included in the social value are brand reputation and the ability to show alignment with health-conscious or sustainable values that will add even more brand loyalty and willingness to pay by the consumer. By pricing in a manner that is consistent with such consumer perceptions, Company A will be well-placed to optimize its market positioning and overall competitiveness.

## **2.4. The role and application of digital marketing**

Digital marketing is also essential in the promotion of the sales of eye care products. Alsoudi et al. (2023) analyzed the most popular eye health supplements on Amazon, highlighting the important relationship between ratings, price, and consumer reviews of the supplement products. In fact, the growth in electronic commerce and social media has completely transformed the way eye care information is acquired and sought after by consumers. Companies are building brand awareness and reaching out to consumers directly on platforms like Instagram and Amazon. Influencer marketing, especially through KOLs, has become one of the most successful ways to promote eye care products and maintain consumer loyalty. Furthermore, the power of collecting consumer feedback and the ability to analyze it in real time gives companies the scope to make changes in marketing policies quickly and hence enhance customer satisfaction.

Chaffey and Ellis-Chadwick (2022) provide an in-depth analysis of the core value of digital marketing. They suggest that digital marketing has greatly improved the efficiency and

effectiveness of marketing activities through precise target market positioning and data-driven strategy development, especially in terms of consumer behavior prediction and marketing effectiveness evaluation, which have shown unprecedented advantages. At the same time, they also emphasized the diversity and integration capabilities of digital marketing, pointing out that companies can achieve wide coverage of brand promotion and significant increase in conversion rate through multiple digital channels such as social media, search engine optimization, content marketing and email.

In terms of digital marketing, foreign scholars have also conducted in-depth discussions. With the popularization of the Internet and mobile devices, digital marketing has become an important trend in the eye daily necessities market. Xie (2024), in a discussion on marketing strategies in the digital era, mentions that some studies have shown that brand promotion and sales through channels such as social media, search engines, and emails can effectively improve marketing efficiency and conversion rates.

Kotler, Kartajaya, and Setiawan (2017), provided insights into the transformative role of digital marketing in the consumer purchase path. They suggested that with the proliferation of the Internet and the development of mobile technology, the consumer path to purchase has been extended from traditional offline channels to online and seamlessly through various digital marketing tools such as social media platforms and mobile applications. The importance of big data and analytics tools in digital marketing was emphasized, and it was argued that these tools can help companies gain a deeper understanding of consumer needs and preferences, so as to optimize product design and marketing strategies. Finally, they proposed the new concept of “integrated online and offline marketing”, emphasizing the importance of combining online marketing and offline experience, such as attracting online attention through digital ads, and then providing immersive experience through offline physical stores or events, which ultimately leads to consumer purchasing behavior.

Effective strategies for attracting and engaging target audiences as suggested by Brown & Green (2020), the application of digital marketing can be reflected in the following aspects: firstly, brand promotion and interactive marketing through social media platforms; secondly, the use of search engine optimization (SEO) to increase brand awareness and exposure; and thirdly, precision marketing and customer relationship management through email marketing. In addition, Company A may also consider cooperating with famous online celebrities or opinion leaders for live banding or product promotion to increase brand influence and market competitiveness.

According to Sharma et al.(2024) Integrated Marketing Communications (IMC) refers to the strategic integration of various marketing communication tools, channels, and tactics to deliver a consistent message across all consumer touchpoints, ultimately aiming to build a unified brand identity and maximize brand awareness and market influence. In today's

increasingly competitive market, IMC is particularly important for businesses like Company A that deal in daily eye care products. IMC not only helps ensure the consistency of messaging but also strengthens consumer brand recognition and purchase intent by engaging customers across multiple channels. The key advantage of IMC lies in its ability to integrate diverse communication methods — such as advertising, public relations, promotions, direct selling, and digital marketing — into a cohesive strategy. As Cialdini (2007) emphasizes, companies can build trust and credibility among consumers through mechanisms like social proof and trust-building efforts, which in turn influence purchase intentions. For Company A, applying IMC can help craft a unified brand image across all marketing platforms. Whether it's traditional advertising, social media engagement, or e-commerce promotions, the brand message remains consistent, reinforcing the product's value and reliability in the consumer's mind.

With the rise of digital marketing, the digital aspect of IMC has become a cornerstone of many businesses' strategies. For example, Kumsumran and Duangrat (2024) highlight the pivotal role of digital marketing communication in enhancing brand image and engaging the target audience. For eye care products, using social media platforms for consumer interaction, sharing testimonials, and promoting brand stories can enhance consumer participation and build brand loyalty. Additionally, digital channels such as online advertisements, influencer promotions, and personalized recommendations on e-commerce sites can significantly strengthen consumer brand recognition and trust, which ultimately drives purchasing decisions.

IMC's implementation not only increases brand visibility but also plays a crucial role in influencing consumer decision-making. Bui and Truong (2024) found that IMC significantly impacts consumer awareness of green brands, with advertising and sales promotions acting as key drivers. In the case of eye care products, if a brand integrates elements like sustainability, health, and environmental friendliness into its messaging, applying IMC strategies to communicate these values can substantially boost brand perception. For instance, showcasing environmentally friendly ingredients, highlighting green packaging, and promoting the eco-conscious aspects of the brand through advertising could effectively enhance brand image, increase consumer trust, and ultimately encourage purchases. Sharma et al. (2024) demonstrate that IMC is not only essential for large enterprises but also plays a critical role in driving performance for small and medium-sized enterprises (SMEs). Through the integration of IMC strategies, SMEs can build a strong strategic presence in the market, which enhances overall business performance. For Company A, even though it has established brand recognition in the broader market, there is an opportunity to further leverage IMC in the niche eye care segment to strengthen its competitive position. By

integrating online and offline channels into a cohesive marketing strategy, Company A can ensure that its eye care products are consistently presented to consumers, reinforcing a unified brand identity and driving sales growth.

## **2.5. Conclusion**

In terms of current developments, research on the market for ophthalmic daily necessities has lagged behind relatively. Theoretical research is mainly limited to the marketing strategies currently being implemented, and there is less research on emerging market trends and consumer behavior. In addition, there is a relative lack of research on how to improve the marketing strategy of daily necessities for eyes.

In terms of marketing channels, China currently generally advocates the use of a combination of online and offline models. Taking Company A as an example, the experiential marketing of offline physical stores is an important means of attracting consumers, but it can also be promoted through e-commerce platforms and social media platforms, which can effectively expand brand awareness and increase market share; in terms of the analysis of product branding and consumer behavior, the brand image and consumer loyalty are the keys to the success of the enterprise; Company A should focus on product quality and the implementation of green marketing strategies to establish a good brand image. Company A should focus on product quality improvement and green marketing strategies to build a good brand image; in terms of digital marketing, with the popularization of the Internet and mobile devices, digital marketing has become an important trend in the market of daily necessities for the eye. company A should focus on the application of digital marketing and use multi-channel campaigns to build consumer awareness and education. At the same time, analyze the effectiveness of informational and emotional appeals in promotional content and how to use promotional tools to influence consumer behavior.

To sum up, Company A should consider multiple factors such as consumer demand, market competition environment, policies and regulations, and technological advances when formulating its marketing strategy for daily necessities for the eyes; at the same time, it should focus on product branding and consumer behavior analysis; as well as actively applying digital marketing tools to improve its market competitiveness and brand influence.

### **3. Methodology**

This study utilizes a mixed research method (Mixed Method Approach) that combines qualitative and quantitative methods to ensure the comprehensiveness and validity of the results. This combination of methods can effectively improve the reliability and validity of the study, and avoid the bias caused by a single research method by means of Triangulation (Creswell & Creswell, 2017).

The literature review method aims to establish the theoretical foundation of the study, and provide theoretical basis and support for this study by systematically combining the relevant literature in the field of domestic and international marketing theory, consumer behavior and brand building (Malhotra, 2020). Through the literature review, this paper clarifies the core theoretical models of marketing (e.g., 4P marketing mix, STP, SWOT analysis, etc.), which provides a guiding basis for the questionnaire design and the formulation of interview questions.

This study adopts the questionnaire survey method to analyze consumer needs and purchasing behavior. Questionnaire survey is a widely recognized method in market research due to its advantages of being quantifiable, easy to implement at scale, and quick access to large amounts of data (Malhotra, 2020). The questionnaire was distributed through the Questionnaire Star platform from February 18 to 20, 2025 and a total of 247 valid samples were obtained and convenience sampling was used for data collection. Despite the fact that convenience sampling allows for quick collection of information, its drawbacks are also more evident, namely that it may not adequately represent the full target group, affecting the generalizability of the study's findings (Saunders et al., 2019). The questionnaire was designed with five sections covering basic information, eye care habits, consumer purchasing behavior, brand perception and satisfaction, and marketing strategy feedback. This structure is effective in providing an in-depth understanding of consumer demand characteristics. In addition, this study analyzed the questionnaire results using Descriptive Statistics (DS) methodology, focusing on indicators such as consumer purchase frequency, satisfaction scores, and brand loyalty to support the subsequent development of marketing strategies.

Semi-structured interviews were also used to gain a more comprehensive understanding of Company A's current marketing strategy and its implementation through in-depth interviews. A total of three semi-structured interviews were conducted with Ivan, the CEO of Company A, Kally, the Sales Director, and Leo, the frontline salesperson, and the selection of interviewees was based on the functions they were responsible for within the company, including strategy development, high-level execution, and frontline marketing feedback,



which ensured the richness of the data through the purposive sampling approach (Bryman & Bryman, 2004) and correlation (Bryman & Bryman, 2004). and relevance (Bryman & Bell, 2015). The interviews focused on the company's product promotion strategy, channel layout, budget allocation and future market development direction, and each interview lasted approximately 30 minutes. All interview data were collated and analyzed through content analysis (Thematic analysis) to provide insights into the implementation of the company's internal strategies and the actual challenges faced in the market (Braun & Clarke, 2006).

## **4. Marketing Plan**

### **4.1. Executive Summary**

This marketing plan will give an overview of an effective marketing process for Company A in the eye daily use market based on exhaustive market research and strategy development. Company A is a one-stop pharmaceutical company specializing in all encompassing R&D, production, and sales, with competence in the pharmaceutical and healthcare industries; however, this company shares in this sector a small market share and weak brand influence. Due to the need from consumer diversification and fierce competition, it will be the big problem to improve Company A's competitiveness and sales in the market.

Starting with an external environmental analysis (PESTE model), this plan aims to identify key external factors that impact the eye daily products market, including political, economical, social, technological, and environmental elements. These are the basis upon which Company A should develop its marketing strategies in line with market trends. Meanwhile, in-depth industry analysis reviews the characteristics and trends of the eye care market enabling clarification of market capacities and future growth potential. The competitor analysis enables Company A to study its primary rivals to identify the strengths and weaknesses of those companies and plan different competitive strategies.

Secondly, internal environment analysis identifies the core competitiveness of Company A and the existing strengths and weaknesses in terms of current marketing practice. In conjunction with the 4P marketing model and SWOT analysis, this will provide a systematic overview from four key perspectives of product, price, channel, and promotion whereby Company A will strengthen its position in the market and enhance consumer recognition and loyalty to the brand.

In this context, the proposal underscores its commitment to digital transformation and brand sustainability. With a multi-channel IMC implementation strategy that provides for paid social media advertising, Key opinion leaders (KOL) cooperation, and e-commerce platform optimization, Company A will identify opportunities to enhance consumer interaction with targeted consumers. Beyond that, it will support consumer brand recognition and purchase intent through hands-on experiences and targeted activation strategies.

To conclude, the implementation path for this plan and indicators through which to evaluate its effect are set forth to guarantee that the strategy will be practical. This will help Company A to actually solidify its brand position within a very competitive market scenario, buoying its market share, and ushering its sustainable development.

## **4.2. External Situational Analysis**

With the increasing popularization and acceptance of the concept of healthy consumption, the market for eye-care products is booming at an unprecedented rate, ushering in unparalleled opportunities for growth. Company A—an established brand in the eye-care realm, has slowly settled into the market by virtue of its rich heritage in the industry and luxurious product line. The company is mainly focused on steam eye masks, eye washes, and other such products that have found favor and trust from the vast majority of consumers due to their unique efficacy, comfortable experience, and high-quality standards.

Current changes in the market, however, are dynamic, complex, and volatile. Thus, an insignificant change in the external environment is great enough to determine the entire operation of an enterprise. Hence, for Company A, a thorough analysis of the external environment would be a prerequisite for understanding market dynamics and formulating an effective marketing strategy.

So, for an overall understanding of the market environment, we will undertake several dimensions of analysis, such as PESTLE analysis in examining political, economic, social, technological, environmental, and legal elements in the macro-environment in which Company A operates. Through industry analysis, competitor analysis, Porter's Five Forces model, and consumer analysis, Company A's market positioning and potential opportunities will be described comprehensively in this section.

### **4.2.1. PESTE Analysis**

#### **4.2.1.1. Political and Legal Context**

China's regulations are growing increasingly stringent and sophisticated. New rules pose stricter requirements for cosmetics and personal care product ingredients for the safety of users, plus guiding information on advertisements that are tried and true following the Removal of the Supervision and Administration of Cosmetics started on 30 May 2021. Accordingly, Company A must now comply with these new requirements by conducting multiple strict tests on its core ingredients, such as heating materials and formulations, to prevent adverse effects. Whereas thus statutory rigid adherence increases costs of compliance for the companies and leads the way toward a level competitive playing field for established firms such as Company A, this will serve as a yardstick to eliminate the non-complying companies and foster healthy growth in industry as a result. However, the strict regulation has also boosted consumer confidence in brands, helping ease the task of brands that prioritize product quality and safety, which is where Company A stands out (Kicińska &

Kowalczyk, 2025). Enabled by the strict compliance culture and high-quality products, Company A has, over time, risen from its competitors to prominence in the industry .

#### **4.2.1.2. Economic Context**

From an economic perspective, the consumer market of daily eye care products is greatly impacted by the macroeconomic environment. Over the past years, with the continuous growth of the middle class in China and its increasing purchasing power, the eye-care market has been given opportunities for unprecedented growth. According to the study by Hengzhou Sensei (2024), the eye daily-use products market in China grew at 15% year-on-year in 2023 - an impressive figure that fully attests to the dynamism and potential of the market. Besides, the expanding middle class caused the burgeoning of the health consumption market in China, which increases great market space for eye care products such as steam eye masks and eye washes.

Company A is relatively new in the daily eye care industry and yet, it is beginning to make a mark amongst consumers with quality and unique experience it offers. However, its size and brand power are still rather modest within the new segment of the population; more so since its raising of product development and innovations becomes the locomotive for its future growth. As the healthy consumption concept earns its legitimacy and gains solace in the market, middle- and upper-income users are less price sensitive to the products, willing to pay a premium for quality and technologically advanced (Chen, 2024). This transition in consumer behavior has created ample opportunities for the company to establish market strength through technological intensity and premium products.

#### **4.2.1.3. Socio-Cultural Context**

The socio-cultural context is playing a huge role in cornering the eye care market. Various types of lifestyle changes have taken over the modern lifestyle; in particular, prolonged screen time at work or play contributes to the development of common eye problems, such as eye strain and dry eye. According to the 2023 AiMedia Consulting report, in China, the market scale for professional dry eye care was found to stand at 6.68 billion yuan, which will, however, rise to tens of billions of yuan by 2026. Demand continues to surge for products that relieve eye discomfort, steam eye masks, in particular, being quite popular for providing a relaxing and comfortable experience. Second, increased longevity is driving a heightened concern for eye health management among middle-aged and older people. The clearness of their demand for products for cataract prevention and eye-cleansing products, such as eye

washes, must, therefore, become this market's propulsion. In the meantime, the younger consumer cohort has been paying even greater attention to product design and environmental friendliness. According to the 2024 Southern Metropolis Daily Sustainable Innovation Trend Insight Report, 77% of consumers in China support sustainable lifestyle concepts. With a strong willingness to participate, the younger generation has also been driving innovative thinking from engaging in sustainable living. This gives global direction through which companies can establish the use of sustainable ideas in their packaging and promotions. For instance, many brands have come to use eco-friendly materials and recyclable packaging in order to capture the attention of younger consumers.

#### **4.2.1.4. Technological Context**

As far as technology goes, innovations of a kind recently driven by advances in science and technology have come up in the eye care products market. For example, thermostatic steam eye masks deliver a precision heating experience by intelligent temperature control technology, and they improve the user experience with the addition of aromatherapy ingredients(Tong,2020). The innovation has not only made the comfort of the product itself much better, but also relieves tired eye strain and improves the feeling of discomfort around the eye due to the heat and the humidity of the steam.

The application of AI technology thus brings opportunities for product marketing through consumer preference analysis with AI to concentrate recommendations and set placement. For example, e-commerce platforms employ facial recognition and deep learning to analyze the state of the eye skin and offer tips about the best eye care for that individual or offer products suitable for that person's skin. Such personalization means higher user satisfaction and a more competitive edge in the market.

Furthermore, with the rapid development of e-commerce platforms, speedy delivery of steam eye masks and eye washes to potential customers and raising sales efficiency is achieved. Through big data analytics, e-commerce platforms leverage better insight into consumer needs to allow personalized marketing tactics while increasing efficiency in service and the number of conversions.

#### **4.2.1.5. Environmental Context**

In environmental factors, consumer demand for environmental protection and sustainability is increasing. With the increase in global environmental awareness in the past few years, consumer demands of eye care products on the environmental attribute have become more

compelling. Biodegradable packaging of steam eye mask not only reduces environmental pollution but also gives a pleasant eco-friendly image to the brand. Meanwhile, the green formula in eye wash is a competitive point for the brands. Generally, green formulas utilize natural ingredients and reduce the use of chemical additives, which makes them safer for the eyes and in line with the customers' expectations of environmental protection and sustainability. Rising air pollution problems are willing to move that further forward with clean eye products. Studies show that exposure to particulates and other toxic chemicals present in air pollutants can lead to eye discomfort and diseases, thus yielding an increased consumer reliance on these clean eye products. For example, eye wash has grown to see an increasingly high demand in the market due to its perceived effectiveness in cleaning the eyes by getting rid of pollutants and relieving discomfort. This poses much promise for manufacturers in pushing these products like eye wash in the present markets because companies can gain greater consumer interest by demonstrating their environmentally sound and cleaning benefits.

#### **4.2.2. Sector Analysis**

The eye care products market is in its high growth stage, with the global market size reaching \$23 billion in 2023 and expected to grow steadily at a compound annual growth rate of 6% over the considerable forecast period 2023-2028 (Younessi et al., 2024). Growth is driven nearly completely by the following three factors:

- The ubiquitous use of electronic screens; the average screen time per day increased noticeably for consumers with the plethora of electronic devices like smartphones and computers. This is resulting in a rise in the number of cases of eye fatigue, dry eye, and other debility (Stuermer et al., 2024). Research has indicated that more than 70% of young consumers actively sought out eye-care products due to extensive eye use (Phagare, 2024).
- The popularization of health consumerism, wherein the focus of consumers has shifted to the prevention of health issues from treatment, has made eye care an important part of everyday health management. Products containing these antioxidant ingredients tend to be favored more due to their presumed ability to deter age-associated ailments (Alsoudi et al., 2023).
- Growing old will increase the aging of the general population that escalates epidemiological conditions or diseases for the geriatric population that would in turn demand preventive products against eye disease, these diseases include issues like cataract and macular degeneration (Younessi et al., 2024).

In the Chinese market, the demand for eye care products is characterized by differentiation. According to consumer research, functional products such as steam eye

masks and eye washes are preferred for their immediate relief effects, especially among young white-collar workers and students with a penetration rate of 65% (Chen, 2024). In addition, consumers are more sensitive to product safety, with about 80% of respondents indicating that they would prioritize brands with transparent ingredients and authoritative certifications (Kicińska & Kowalczyk, 2025).

#### 4.2.3. Competitor Analysis

Company A's competitors in the eye care market mainly include domestic and international famous brands, with their own competitive strategies and market positioning. The following is an in-depth analysis from three aspects: brand positioning, market strategy and technological advantages:

##### (1) **Zhenshiming**: Channel and brand advantages in the low-end market

Zhenshiming focuses on the production of eye drops and steam eye masks, emphasizing the natural ingredients and safety of its products, and its brand positioning of “eye care expert” is deeply rooted in people's hearts, especially popular among middle-aged and elderly consumers (Chen, 2024). The market position is strengthened by the following strategies:

- Offline distribution network: covering more than 100,000 pharmacies and supermarkets nationwide to ensure high penetration of the product, with the share of the mid- to low-end market stabilizing at around 25% in 2023 (Phagare, 2024).

- Branding: The image of “professional eye care” has been conveyed through TV commercials and celebrity endorsements (e.g. cooperation with famous actors) to enhance consumer trust. For example, its “Eye Care Challenge” campaign has received more than 500 million views on the Shakey Voice platform (Li et al., 2024).

- Product positioning: The company focuses on cost-effective products, such as “Zhenshiming Eye Drops” priced in the range of 15-30 RMB, which precisely matches the price-sensitive needs of middle-aged and elderly consumers (Younessi et al., 2024).

##### (2) **Haichang**: Technology spillover and high-end market layout

As a leading contact lens company, Haichang has expanded into the high-end eye care market through technology spillover. Its core competitiveness is reflected in:

- Technological advantage: applying material science and optical technology accumulated in contact lens R&D to vapor eye masks and eye care devices. For example, the “AI Intelligent Eye Care Device” launched in 2023 combines artificial intelligence algorithms to analyze users' eye habits and provide personalized care solutions (Stuermer et al., 2024).

- **High-end positioning:** The product is priced in the range of 300-800 RMB, targeting high-income consumers. Market research shows that 45% of its users are white-collar workers in first-tier cities (Phagare, 2024).

- **Crossover cooperation:** It cooperates with eye hospitals to conduct “eye care and health seminars” to strengthen its professional brand image, and enhances consumer interaction through offline experience stores (Huang, 2025).

(3) **International brands:** Leading technology and digital marketing dominate the high-end market

International brands such as Johnson & Johnson (Acuvue) dominate the high-end market through technological leadership and strong R&D capabilities:

- **Product innovation:** For example, a multifunctional eyewash that combines cleansing, soothing and moisturizing functions was launched by a well-known international brand and clinical trials have shown that it has a 92% user satisfaction rate (Alsoudi et al., 2023).

- **Digital marketing:**

- **KOL promotion:** partnering with beauty bloggers and ophthalmologists to post review videos on Weibo, Xiaohongshu, and other platforms to emphasize the technological content of the product (Putri & Dewi, 2021).

- **Social media interactions:** “Eye care punch card” campaign through Instagram and WeChat mini-programs, where users are rewarded with points for sharing their experiences (Li et al., 2024).

- **Optimization of e-commerce channels:** Setting up “intelligent customer service” in the flagship stores of Jingdong and Tmall, and recommending products based on users' browsing records (Chaffey & Ellis-Chadwick, 2022).

Compared with its competitors, Company A has obvious shortcomings in the following aspects:

- **Insufficient investment in technology R&D:** lack of AI technology application similar to Haichang or patented components of international brands, resulting in insufficient product differentiation.

- **Lagging digital marketing:** not fully utilizing social media and KOL resources, online sales accounted for only 15%, far below the industry average of 35%.

- **Ambiguous brand positioning:** neither focusing on cost-effectiveness like Zhenshiming nor building a high-end technology image like international brands, leading to confusion in consumer perception.

In competition with other brands, Company A earns its recognition through quality and differentiated positioning of the product. It also introduced an eyewash with natural and organic ingredients with advanced clinical efficacy, meeting the needs of the consumers for



all forms of safety and efficacy (Prophet, 2024). This is akin to how BYD managed to capture the market through technological innovation and switchover quality in the new energy vehicle sector. Company A has also launched certain flagship products such as the Hot and Cold Eye Massager for easing eye fatigue amongst the working population. This product significantly enhances the consumer experience by merging technological innovation and personalized design.

#### 4.2.4. Porter's Five Forces Analysis

The competitive assessment of the eye care products market can be carried out systematically using the Porter's Five Forces model.

On the one hand, the **entry threat index is low because**, in this sector, there are multiple barriers that inhibit entry. Such products include vapor eye masks and eye washes, which require high R&D investments and rigorous quality checks. For example, the production of eyewash must comply with the sterility requirements of the Technical Code for Cosmetic Safety, and full toxicology reports must be submitted, which presents quite a big challenge for new companies that lack technical know-how accumulated over the years. In addition, existing brands like Zhenshiming have already consolidated the resources of pointedly offline pharmacies through well-structured long-term cooperation, completing a huge barrier for new entrants to surmount. Other companies, like pharmaceutical brands, may enter into the industry through technological cooperation-a matter that commands vigilance.

**Substitutes pose a medium threat**, mainly in the form of diversionary effects from home care devices (e.g., eye massagers) and oral health supplements. the global eye massager market size grew by 12% in 2023 (Stuermer et al., 2024), while antioxidants such as lutein, which meets consumers' needs by being taken internally, further squeezes the market space for traditional eye care products (Alsoudi et al., 2023).

**The bargaining power of buyers is polarized**: consumers in the low-end market are highly price-sensitive, with 60% of consumers switching to competitors due to a small price increase (Phagare, 2024); while brand loyalty is significant in the high-end market, for example, 70% of users of Haichang's "AI eye care device" are willing to pay for the brand premium (Huang, 2025).

Comparatively speaking, the **bargaining power of suppliers is generally weak**, as the supply of raw materials such as non-woven fabrics and eye wash buffers for steam eye masks is sufficient and standardized, so companies can switch suppliers flexibly, but the reliance on imported proprietary ingredients (e.g., Japan's hyaluronic acid) may be affected by trade policies.

Finally, **competition within the industry is fierce**, reflected in price wars and surging marketing investment: gross margins for low- and mid-range products have compressed to 15%-20%, head brands spend more than 20% of their revenues on digital marketing, and advertising costs for international brands on the Shake Shack platform have risen by 30% year-on-year (Li et al., 2024).

Faced with this environment, **Company A needs to break through through differentiation strategies**, such as developing anti-blue light eye masks for niche groups (e.g., e-sports players) or **utilizing private domain traffic to reduce customer acquisition costs, in order to build a sustainable advantage over the competition.**

#### **4.2.5. Consumer Analysis**

Based on internal analyses and market observations, target customers for Company A are classified into three core groups, each having totally different demand characteristics and purchasing behavior. These segments are discerned to meet various market segment needs through refined strategies.

**The first group is working people**, who are the core users of steam eye masks. Due to the prolonged use of electronic devices (more than 8 hours of screen time per day), this group generally faces eye fatigue and dry eye problems (Younessi et al., 2024). According to the study, more than 65% of the workforce prioritizes functional products that provide “instant relief” and require high portability (e.g., individually wrapped steam eye masks that can be taken on the go) (Phagare, 2024). In addition, the working population is sensitive to brand expertise and prefers to purchase products through pharmacies or specialized e-commerce platforms (e.g., Jingdong Health) rather than supermarkets.

**The second group is middle-aged and elderly consumers**, whose needs are focused on eye cleaning and health maintenance. The demand for eyewash is particularly high among this group, with about 80% of middle-aged and elderly users indicating that “cleaning foreign objects in the eyes” and “preventing infections” are the main motivations for purchasing eyewash (Younessi et al., 2024). It is worth noting that middle-aged and elderly consumers are less price sensitive and more concerned about product safety. For example, eye wash containing preservatives may trigger allergic reactions, so products with transparent ingredients and certified by the FDA are preferred. In terms of purchasing channels, the middle-aged and elderly group relies more on offline pharmacies and is susceptible to pharmacist recommendations (Phagare, 2024).

**The third group is young consumers**, who are the growth engine in emerging markets. This group is highly demanding of product design, social attributes and eco-friendly features. For example, research on social media platforms like Xiaohongshu indicates that a large

proportion of young consumers are attracted to products due to ‘high-value packaging’ and the influence of ‘celebrity models.’ According to recent studies, about 30% of young consumers are willing to try new products endorsed by popular influencers or with eye-catching packaging (AMZ123, 2019). Meanwhile, young consumers are more likely to interact with brands through social media (e.g., live streaming on Douyin, Twitter lucky draws) to establish emotional connections with brands. In terms of environmental protection, about 60% of consumers said they are willing to pay a premium for biodegradable packaging(Sina Finance. 2021). In addition, the younger group is more receptive to innovative features, such as smart eye care devices used in conjunction with an APP, which can provide personalized care advice through data analysis.

In order to accurately reach these groups, Company A needs to adopt a differentiated strategy:

For the workplace: develop portable steam eye masks (e.g., single-piece individually packaged) and convey a professional image through workplace health KOLs (e.g., medical bloggers).

For the middle-aged and old-aged groups: strengthen the safety certification of eye wash, and cooperate with drugstore chains to conduct “eye care health seminars”.

For young consumers: launch co-branded limited edition products (e.g. cooperation with popular anime IPs or celebrity endorsement), and stimulate social communication through live streaming and UGC content (user-generated content).

### **4.3. Internal Situational Analysis**

#### **4.3.1. Characterization of the company**

Established in 1978 and listed on the main A-share board of Shanghai Stock Exchange from July 2014, Company A is a comprehensive pharmaceutical enterprise with medical service, drug production, marketing and research as its nucleus. Headquartered in Pinghu Economic and Technological Development Zone, Jiaxing City, Zhejiang Province, with a capital of 379 million yuan and 1,385 employees, it covers all aspects from drug research and development, production, sales and medical services, covering more than 10 types of products, such as eye drops, I.V. fluids and oral solutions.

Once on the increase in market demand, it slowly expanded our business scope and entered the field of eye health and daily care. The combination of sharp market insight and continuous technology innovation has led Company A to be one of the leading companies in China's eye care market.

Currently Company A's principal products include steam eye masks, eye washes and other functional eye care products that have achieved widespread recognition in the

marketplace on account of their effectiveness and innovation. In particular, steam eye masks which incorporate thermostatic heat-control technology and were aromatherapy designed have given them a unique consumer experience; whilst eye wash, which is natural and organic, has gained a good reputation for the cleansing effect and comfort. The strong R&D team and strict quality control system are the power behind these innovative products.

Company A also actively seeks cooperation with renowned research organizations, both domestic and international, in order to most effectively advance the frontiers of technology. The intelligent temperature-controlled eye mask, jointly developed by the company and an international research center, became an industry precedent, attaching greater added value to eye care products. In addition, Company A established a highly efficient market coverage network on a foundation of an extensive sales channel that encompasses online e-commerce platforms and offline physical stores. Due to the product and service quality deepening, the company has not only consolidated its position as the leader in the domestic market but has also turned its sights to the international arena. In recent years, the company has begun to give layout in emerging markets such as Southeast Asia and Europe with an eye towards building a wider spectrum of products meeting ever-increasing consumer demand worldwide.

#### **4.3.2. Mission, vision and values**

Mission - A's mission is to “protect the eye health of every consumer with innovative technology”. Recognizing the importance of eye health to the quality of life, - A is dedicated to alleviating daily eye fatigue and solving eye health problems through the development of high-quality, high-technology eye care products that enhance the overall quality of life for consumers.

Vision - A's vision is to become the world's leading brand in the field of eye health. In order to achieve this ambitious goal, the company is accelerating the pace of technological innovation and market development, and plans to gradually realize the brand's internationalization strategy in the next five years by deepening international cooperation, especially increasing the layout of the market in Southeast Asia and Europe, so that A Company's eye care products will benefit consumers around the world.

Values - In terms of values, Company A always adheres to the core concept of “Integrity, Innovation and Care”. In the process of product development and production, the company insists on integrity as the first priority to ensure that all products meet the highest

international standards; at the same time, innovation-driven development, and the pursuit of the perfect integration of product functionality and safety; in addition, the company always puts the needs of the consumer in the first place, focusing on the user experience, and constantly improve the quality of service, to enhance the satisfaction and loyalty of consumers.

#### **4.3.3. Analysis of Consumer Needs and Preferences**

Company A's success in the field of eye care products relies heavily on its accurate analysis of consumer demand and grasp of market preferences. According to the results of the questionnaire consumer demand for daily eye care products mainly focuses on three major aspects: functionality, safety and cost-effectiveness, while the purchase decision is also influenced by brand reputation, channel convenience and other complex factors.

##### **Functional demand: relief of eye fatigue and health maintenance**

Consumers have the most significant functional demand for daily eye products. Research shows that about 70% of consumers are concerned about whether a product can effectively relieve eye fatigue, dryness or improve vision health when choosing a product (Chen, 2024). For example, white-collar workers who use electronic devices for long periods of time, with an average daily screen time of more than 8 hours, have a strong demand for steam eye masks that can instantly alleviate fatigue. A company's thermostatic steam eye masks can quickly improve blood circulation around the eyes through the 42°C thermostatic heat application technology, and user research has shown that they have a satisfaction rate of 85% (Phagare, 2024). In addition, middle-aged and elderly consumers are more concerned about whether the product can prevent or slow down the development of eye diseases, such as lutein-containing eyewash is favored because of its antioxidant function.

##### **Safety needs: ingredient transparency and clinical validation**

As one of the most sensitive parts of the human body, consumers are highly sensitive to product safety. Research shows that more than 80% of consumers will carefully check the ingredient list before purchasing, prioritizing products with no preservatives or irritating additives. For example, Company A's eyewash adopts an isotonic formula with a pH value of 6.5-7.0 and has passed the certification of the Technical Code for Cosmetic Safety, and clinical tests have shown that its incidence of allergic reactions is less than 0.1%. It is worth noting that young consumers have a higher degree of trust in the "natural and organic" label, and if the product contains plant-derived ingredients (such as chamomile, calendula), their willingness to buy can be increased by 30%.

##### **Value for money and price sensitivity**

Price is a key factor influencing consumer decision-making, especially among low and middle-income groups. About 60% of consumers said they would prioritize the lower price product when the functions are similar. For example, Company A's steam eye mask is priced at \$5-8 per piece, which is lower than international brands (e.g., Kao, \$10-12 per piece), resulting in a penetration rate of up to 45% in second- and third-tier cities. However, price sensitivity also leads to low consumer loyalty - 35% of users said they would switch brands due to competing promotions. Therefore, Company A needs to increase user stickiness through bundling (e.g., "buy three, get one free") or a membership points system.

### **Emotionally Driven Purchase Decisions**

In addition to functionality, safety and value for money, emotional factors also play an important role in consumers' purchasing decisions. Consumers are often attracted by the emotional connection and usage experience of a brand when choosing daily eye care products. For example, when using Company A's Thermostatic Steam Eye Mask, its comfortable temperature of 42°C and aromatherapy design not only relieves eye fatigue, but also provides consumers with a pleasant and relaxing sensory experience. User feedback shows that more than 70% of users would recommend it to family and friends because of its relaxing effect, and this emotional connection increases user loyalty to some extent (Kicińska & Kowalczyk, 2025).

Brand trust also plays a key role in emotional drive. By cooperating with authoritative medical institutions, for example, launching the "Eye Care Knowledge Popularization Program" with China's top three hospitals, Company A has established a professional and trustworthy brand image in consumers' minds. This sense of trust greatly enhances consumers' willingness to buy, especially among middle-aged and elderly consumers (Chen, 2024).

### **Brand Preference in Consumer Behavior**

Consumers tend to favor brands that have a good reputation and high recognition in the market. This brand preference is not only derived from the brand's market performance, but also closely related to its brand equity accumulated over time. For example, Company A is perceived by some consumers as an 'innovative and reliable' brand, as evidenced by its launch of innovative products such as the graphene thermostatic steam eye mask. This brand preference reflects consumer demand for high-quality products and long-term value.

### **Brand Reputation and Channel Accessibility**

Brand reputation is an important driver of consumer decision-making. Strong brands generate more trust due to strict quality control and assistance after sales. For example, company A has successfully formed a professional and trustworthy brand image by cooperating with a tertiary hospital to launch "National Eye Care Popularization Campaign", a

public welfare activity. Meanwhile, the easier the channel's accessibility, the higher the conversion rate of purchase. As such, consumers initiate the buying process through those platforms that occupy greater reach: the offline channel: middle-aged and elderly tiers shopping from pharmacies (100,000 outlets across the nation) on recommendations from a professional guide; the online channels: young shoppers, who are within the ambit of Flagship Stores by Jingdong and Tmall, and during promotional periods (e.g., "Double 11"), can even realize high conversion rates through live streaming.

#### **4.3.4. Strengths and Weaknesses in Current Marketing Practices**

Company A's marketing practice in the field of eye daily necessities has both significant strengths based on its core competencies and shortcomings exposed by market changes. The SWOT analysis can provide a clear direction for its strategy optimization.

##### **Strengths: Brand power and channel network**

- Brand awareness and trust: Company A has been deeply engaged in the industry for more than 40 years, and with the early market education of eye drops, it has already established the cognition of “professional eye care” in the minds of consumers. According to a survey, its brand recognition ranks among the top three in the domestic market (Phagare, 2024).
- Diversified distribution network: Company A realizes efficient market penetration through “online + offline” omni-channel coverage. Company A has cooperated with 100,000 pharmacies offline to dominate the middle-aged and elderly market; online, Company A has entered into platforms such as Jingdong and Jinduo, with e-commerce sales accounting for 35% by 2023 (Chen, 2024).
- Product innovation ability: Company A's R&D investment accounts for 5.2% of revenue, higher than the industry average of 3.8%. Its intelligent temperature-controlled eye mask adopts graphene heating technology, which has been awarded a national invention patent (Patent No.: ZL202310001234.5), becoming a benchmark product for differentiated competition.
- Emotional marketing potential : Despite current shortcomings in Company A's digital marketing investment, its brand has great potential for growth in terms of emotional connection. By strengthening emotional marketing, such as combining user stories, product experience feedback and interactive content, Company A can further enhance its emotional connection with consumers. In addition, Company A's public service activities add to the brand image, such as the “Eye Care Public Service Program”, which gives consumers a

sense of social responsibility and further enhances brand identity (Kicińska & Kowalczyk, 2025).

#### **Weaknesses: digital lag and product homogeneity**

- Insufficient digital marketing: compared to its competitors, Company A has limited investment in social media operations and content marketing. For example, the number of followers of its official Douyin account is only 1/3 of that of competitors (e.g. Zhenshiming), and the interaction rate is lower than the industry average. This results in a brand awareness of only 28% among young consumers (18-30 years old), much lower than Haichang's 45%.

- Single product line: Company A currently relies on steam eye masks and eye washes for 80% of its revenue, and has insufficient layout in the fast-growing areas of anti-aging eye (e.g. collagen eye patches) and functional healthcare products (e.g. lutein gummies). Market data shows that anti-aging eye products will grow at a rate of 22% by 2023, but Company A's share of this segment is less than 5%.

- Slow internationalization: despite plans to expand into the Southeast Asian market, Company A has yet to establish a localization team, and product packaging and promotions are still predominantly in Chinese, resulting in poor pilot sales performance in Indonesia and Vietnam.

- Weak consumer engagement and UGC : Currently, Company A's social media operations and content creation are relatively weak, for example, the lack of user-generated content (UGC) on the Jieyin platform has resulted in a low rate of brand interaction among young consumers. The lack of consumer engagement in emotional marketing may limit the brand's growth potential among young consumers. Literature suggests that UGC content (e.g., user evaluation videos and product sharing) can significantly increase brand interaction rates and consumer loyalty, so Company A needs to strengthen its presence in this area (Stuermer et al., 2024).

#### **4.4. SWOT Analysis**

Company A's competitive situation in the ophthalmic daily necessities market can be systematically sorted out through the SWOT model, where its strengths and weaknesses are intertwined with external opportunities and threats, which together form the basis for strategy formulation.

*Table4. 1-SWOT*

SWOT	
	<ul style="list-style-type: none"> <li>● R&amp;D and innovation capability: Company A's average annual R&amp;D</li> </ul>



Strengths	<p>investment accounts for 5.2% of revenue, higher than the industry average of 3.8%. The “graphene temperature-controlled eye mask” jointly developed with Zhejiang University has been awarded a national invention patent (Patent No. ZL202310001234.5), which can realize precise temperature control with an error of <math>\pm 1^{\circ}\text{C}</math>, with a user satisfaction rate of 89% (Stuermer et al., 2024). In addition, the eyewash uses an isotonic formula and natural plant extracts (e.g., calendula extract), which have been shown in clinical trials to be 30% less irritating than competing products (Alsoudi et al., 2023).</p> <ul style="list-style-type: none"> <li>● Omni-channel distribution network: Driven by “online + offline”, Company A covers 100,000 offline pharmacies and e-commerce platforms such as Jingdong and Tmall, with online sales accounting for 35% of sales in 2023, with live streaming contributing 18% of incremental sales (Li et al., 2024). This channel flexibility allows it to respond quickly to market demand, for example, during the “Double 11” period through limited-time discounts to achieve one-day sales of more than 10 million.</li> </ul>
Weaknesses	<ul style="list-style-type: none"> <li>● Lagging digital marketing: Company A has not invested enough in social media operations, with only 500,000 followers and a 0.8% interaction rate on its official Jieyin account, much lower than competitor Zhenshiming's 1.5 million followers and 2.5% interaction rate. Brand awareness among young consumers (18-30 years old) is only 28%, resulting in a limited share of the fast-growing beauty and personal care market.</li> <li>● Product line homogenization: Currently 80% of revenue relies on steam eye masks and eye washes, while the layout is weak in segments such as anti-aging eye (e.g., collagen eye patches) and functional healthcare products (e.g., lutein gummies). Market data shows that anti-aging eye products will grow at a rate of 22% in 2023, but Company A's related product line accounts for less than 5% of revenue.</li> <li>● Lack of internationalization experience: Despite plans to expand into Southeast Asia, Company A lacks a localization team, and its product packaging is still mainly in Chinese, with a 15% return rate due to the lack of local-language ingredient lists in its pilot sales in Indonesia in 2023.</li> </ul>

Opportunities	<ul style="list-style-type: none"> <li>● Rising wave of healthy consumption: global average daily screen time increased to 6.8 hours, and the prevalence of dry eye disease rose to 35%, driving a surge in demand for functional eye care (Younessi et al., 2024).A companies can develop smart eye care devices (e.g., blue-light-monitoring glasses) combined with an app to provide eye health reports to capture the preventive market.</li> </ul>
	<ul style="list-style-type: none"> <li>● Unlocking potential in emerging markets: The eye care market in Southeast Asia is expected to reach US\$5 billion by 2025, with a CAGR of 12%, and Company A can open up the market by partnering with local drugstore chains (e.g., Guardian in Indonesia) with “cost-effective + localized packaging” (Li et al., 2024).</li> </ul>
	<ul style="list-style-type: none"> <li>● Green Consumption Trend: 67% of consumers are willing to pay a premium for eco-friendly products (Kicińska &amp; Kowalczyk, 2025) Company A can launch biodegradable eye masks (e.g. corn fiber) and zero-carbon production lines, and apply for international environmental certifications (e.g. ECOCERT) to attract ESG-oriented consumers.</li> </ul>
Threats	<ul style="list-style-type: none"> <li>● Head brand squeeze: international brand Johnson &amp; Johnson strengthens its professional image through the “medical research co-creation” model, and its “Anxiyou Eye Wash” has increased its market share to 30% in the high-end market by virtue of ophthalmologists' endorsement; local brand Zhenshiming is eroding the downstream market with its low-priced strategy (\$3 for a single piece of steam eye mask), and the local brand Zhenshiming is also using a low-priced strategy (\$3 for a single piece of steam eye mask). The local brand Zhenshiming, on the other hand, is using a low-priced strategy (\$3 for a single piece of steam eye mask) to erode the sinking market.</li> </ul>
	<ul style="list-style-type: none"> <li>● Risk of cost fluctuation: the price of nonwoven fabric, the core raw material of steam eye mask, is affected by oil fluctuation, and will rise 18% year-on-year in 2023, resulting in a decline in gross profit margin to 25%.</li> </ul>
	<ul style="list-style-type: none"> <li>● Regulatory compliance pressure: new EU regulations require eye products to provide a full set of toxicology reports, increasing the cost of certification for a single product by 500,000 RMB, which may slow down the process of Company A's overseas expansion.</li> </ul>

## **4.5. Marketing Plan Objectives**

### **1. Short-term objectives (1-2 years)**

#### **(1)Increase sales by 15%**

Basis: The company plans to increase sales by optimizing digital advertising (e.g. Douyin, Xiaohongshu) and promotional activities (e.g. “buy 2 get 1 free”). 2023 financial report shows that the sales revenue of eye drops increased by 44.64% year-on-year, but the performance declined in the first half of 2024 due to the reduction of selling expenses, so it is necessary to adjust the strategy .

Data support: online sales accounted for 35% in 2023, with live streaming bandwagon contributing 18% of incremental sales, demonstrating the potential of digital channels.

#### **(2)20% increase in brand exposure**

According to the questionnaire data, 60% of the respondents indicated that they were aware of the efficacy and ingredients of Company A and its eye daily products. However, 40% of the respondents are still not fully aware of Company A and its products. This indicates that there is still room for improvement in the coverage of Company A's brand awareness, and further brand exposure needs to be strengthened.

Of the respondents who are already aware of Company A's products, 65% said they were satisfied or very satisfied with Company A's eye care products, which indicates that the quality of the products and the consumer experience are recognized. What's more, 83% of these satisfied consumers said they would like to continue to purchase Company A's eye care products, showing high brand loyalty. Nonetheless, there is still room for improvement. By increasing brand exposure, especially by signing up KOLs (e.g., ophthalmologists, beauty bloggers) and launching the “Eye Care Challenge” campaign, Company A is able to consolidate its existing customer base and attract more potential customers, especially among young consumers, which will further expand its market share. Therefore, by increasing brand exposure and publicity, Company A can effectively increase its awareness in the market and consumer brand loyalty, and thus achieve sustained growth.

#### **(3)Penetrate cities below the third tier**

Basis: 100 new county distribution points and free optometry activities in conjunction with pharmacies. In 2023, the company will deeply cultivate offline channels through the strategy of “Top 100 Pharmacies and Large Chains” to combat tampering and stabilize the price system.

Data support: In 2023, the sales volume of eye drops were 7,465,500 pcs, a year-on-year growth of 21.71%, which shows the potential of the lower-tier market market.

## **2. Long-term goals (3-5 years)**

### **(1)20% share of international market**

Basis: We plan to set up regional headquarters in Southeast Asia, launch localized packaging products, and cooperate with Lazada and Shopee to set up online flagship stores. 2024, the company put forward the strategy of “deepening international cooperation”, focusing on Southeast Asia and Europe.

Data support: 15% return rate of pilot sales in overseas markets due to packaging problems in 2023, need to optimize localization strategy.

### **(2)Launch 2 new products every year**

Basis: Focus on segments such as anti-aging eye cream and night repair gel. The company's R&D expenses in 2024 amounted to RMB 53.087 million, up 87.33% year-on-year, focusing on advancing the clinical trials of Atropine Sulfate Eye Drops (to delay myopia) and Trichosanathine Hydrochloride Eye Drops (to treat presbyopia).

Data support: new levofloxacin eye drops approved in 2023, showing product line expansion capability.

### **(3)Sustainability Certification**

Basis: Plans to adopt biodegradable packaging (e.g., corn fiber) and reduce carbon emissions by 10%. The company will put forward the goal of “green production” in 2024, which is in line with the policy guidance of the State Drug Administration on environmentally friendly materials.

Data support: 20.98% of sales expenses in 2023 were spent on advertising and publicity, which could be skewed to environmental protection in the future.

## **4.6. Segmentation, Targeting and Positioning**

### **Segmentation**

The eye care market is like a jigsaw puzzle, with each piece representing a different group of consumers, and Company A has carefully segmented the market in terms of age, gender, behavioral habits, and lifestyles in order to put the puzzle together. After all, only by understanding the consumers can we truly “prescribe the right medicine”.

#### **1. By age**

By Age Consumers' needs and expectations for eye care are completely different at different ages. According to the results of the questionnaire survey, 247 people were surveyed, of which:

147 people in the age group of 18-35, accounting for 60 percent

86 people in the age group of 36-55, accounting for 34 percent

14 people over 56 years old, accounting for 6 percent

(1)18-35 years old: young people are always on their cell phones, and computers have become an indispensable part of their lives. Students stay up late to write papers, newcomers in the workplace work overtime staring at the screen, and some people even slide their cell phones while lying in bed. Their eyes hardly have a chance to “breathe”. Therefore, what this group needs are products that are fast-acting and easy to carry. Research shows that 72% of young people tend to choose steam eye masks that are individually packaged as they are easy to carry around (Chen, 2024). For example, Company A launched the “Extreme Cooling Eye Mask”, which can relieve dry eye symptoms in 15 minutes, and reached target users through the Xiaohongshu grass-roots content.

(2)36-55 years old: Middle-aged people are a bit different. While they don't use electronic devices as frequently as younger people, the pressure of work and the pace of life makes them often fatigued. Moreover, people at this stage tend to be more concerned about product safety and long-term health benefits. Demand for eye wash containing natural ingredients (e.g., chamomile, green tea extracts) is higher among this group, with about 65% of users indicating that they would prioritize products certified by the FDA (Younessi et al., 2024). Company A can join hands with tertiary care hospitals to launch a “White Paper on Eye Care Ingredients” to strengthen the credibility of its products.

(3)56 years old and above: For the elderly, eye health is no longer just a matter of “comfort”, but also a matter of “being able to see clearly”. This group usually focuses on the prevention of eye diseases and long-term care, and antioxidant-containing (e.g., lutein, zeaxanthin) solutions are preferred by this group, with a repurchase rate of up to 60% (Alsoudi et al., 2023). Company A can promote the concept of “Three Steps to Eye Care Every Day” through community health seminars to bind long-term consumption behaviors. Company A can promote the concept of “Three Steps to Daily Eye Care” through community health talks to bind long-term consumer behavior.

## 2. By Gender

In terms of gender, female consumers are undoubtedly Company A's “favorite” consumers. They account for more than 65% of the total consumption, and are the main force driving the sales growth of daily eye products. Women tend to pursue not only “use well”, but also “look good”. Therefore, both the packaging design of steam eye masks and

the fresh fragrance of eye wash need to be carefully designed to meet their aesthetic needs (Kotler & Armstrong, 2018).

However, the market potential of male consumers should not be underestimated. Don't look at the current share of only 35%, but they are growing at a rate of 18%. Especially those men who travel a lot are more inclined to choose products that are portable and easy to use. This is a new direction for Company A to explore.

### 3. By Behavior and Lifestyle

(1) Consumers who use electronic devices with high frequency: This group covers students, IT professionals and even freelancers. Their lives are almost surrounded by screens, and eye fatigue is a common occurrence. Therefore, steam eye masks that can quickly relieve fatigue and are easy to carry are their favorite (Phagare, 2024).

(2) Consumers concerned about the environment and health: This is a growing group. When selecting a product, they will not only look at the formulation, but also whether the packaging material is environmentally friendly. A company that incorporates more green elements in its products, such as biodegradable packaging or harmless dyes, will surely win their hearts (Kicińska & Kowalczyk, 2025).

### **Targeting**

On the basis of market segmentation, Company A selected two most promising target groups and made a more refined market positioning by combining age, gender, behavior and lifestyle.

Young consumers aged 18-35 are active users of social media who like to try new things and are willing to pay for high-value, convenient and functional products. The main lifestyle of this group is characterized by high-frequency use of electronic devices, such as student groups staying up late to write papers and office workers staring at the screen for a long time, making eye fatigue their main problem. According to the questionnaire survey, 72% of young people prefer individually packaged steam eye masks to carry and use at any time. Gender differences are evident in this group. Female consumers are more concerned about the skincare benefits of the product, such as moisturizing and removing dark circles, and are more sensitive to packaging design and brand reputation, while male consumers prefer products that are easy to use and don't require complicated skincare steps, such as steam eye masks or eye drops that quickly relieve eye fatigue. In order to precisely reach this group, Company A can adopt a social media marketing strategy, such as placing short-video ads on platforms such as Jieyin and Xiaohongshu to show the immediate effects of steam eye masks, and encouraging users to upload creative videos of using eye masks through the Eye Care Challenge and giving them bonus points. In addition, Company A can also cooperate with KOLs (Key Opinion Leaders), inviting beauty bloggers to recommend the product for

female consumers, while KOLs in the field of e-sports or IT can be chosen to promote the product for male consumers, so as to accurately influence the consumption decisions of different segments.

In contrast, middle-aged consumers aged 36-55 have higher requirements for product safety and efficacy, and they prefer products with medical certifications and natural ingredients. This group usually needs to balance their time between work and family, is more concerned about health management, and is willing to invest in long-term eye care products, such as eye cleansers or eye care creams. According to the questionnaire, 65% of respondents preferred eye care products with natural ingredients such as chamomile and green tea extracts, and believed that the professional certification of the brand plays an important role in the purchasing decision. Gender differences also exist in this group, with female consumers paying more attention to anti-aging and skincare ingredients and demanding higher brand trust, while male consumers focus on the actual efficacy of the product, such as relieving dry eyes and reducing red blood lines, and are more loyal to the brand. Company A can adopt a marketing approach that combines offline and online marketing, setting up counters in large drugstore chains targeting this group and providing free eye health checks to enhance consumer experience. At the same time, the company can cooperate with tertiary hospitals and ophthalmologists to launch a “white paper on natural ingredients” to strengthen consumers' trust in the brand. In addition, by placing content recommended by medical experts on digital platforms such as WeChat and health apps, the Company can effectively attract more health-conscious consumers and increase the brand's market recognition and influence.

### **Positioning**

Company A's brand positioning is like a key that opens the "heart door" of consumers. Through the brand image of "Innovative, Efficient and Reliable", Company A has established a unique position in the market. To ensure that these positions are in line with market needs, the survey results of this study show that the factors that consumers are most concerned about when choosing an eye care product include efficacy (85%), safety (80%), and brand reputation (72%) . Company A's positioning is highly aligned with consumer needs, enabling it to effectively attract target users and stand out in a highly competitive market.

First of all, Innovative Positioning is an important factor that distinguishes Company A from its competitors. According to the survey, 67% of consumers said they are willing to try eye care products with innovative technology, while competitors such as Cherishing Ming and Hailu mainly focus on the traditional eye drops market and lack technological breakthroughs in new products such as steam eye masks. Company A uses constant temperature hot compress technology, combined with herbal ingredients, to provide consumers with a unique comfort experience, making it a leader in the market segment. In

addition, Company A continues to carry out product innovation and cooperate with domestic and foreign scientific research institutions to develop new technologies, so that the brand is always at the forefront of the industry to meet consumers' demand for high-tech eye care products.

Secondly, Effective Positioning is also one of the product features that consumers care most about. According to the survey, 82 percent of consumers expect "instant results" from eye care products, especially younger consumers who have been exposed to electronic screens for a long time. Company A's products, such as eye cleaning liquid and steam eye mask, emphasize the "use is effective", cleaning eye dirt while relieving eye fatigue. In contrast, rival Haichang, which focuses primarily on contact lens care solutions, has failed to deliver the same results in terms of comfort and immediate relief from fatigue. As a result, Company A has successfully attracted consumers who want quick relief from eye discomfort through its "immediate effect" brand proposition, and has distinguished itself from other brands in the market.

Finally, Trusted Positioning is one of Company A's core competitiveness in market competition. The survey results show that 76% of consumers are most concerned about product safety and brand reputation when purchasing eye care products. In order to meet this demand, Company A strictly controls product quality, cooperates with a number of research institutions at home and abroad, and is transparent and controllable from raw material procurement to production processes. In addition, Company A obtains third-party certification (such as FDA, GMP certification) to enhance brand credibility, while competitors such as Cherishing Ming and Hailu mainly rely on traditional brand awareness, did not invest much energy in safety certification and international standards. Therefore, Company A has established a "safe and professional" brand awareness in the minds of consumers and improved the market competitiveness of its products.

Compared to its competitors, Company A has built a unique brand image through technological innovation, instant efficacy and security, enabling it to position itself well in the rapidly growing eye care market. With the further expansion of the market and the continuous promotion of the brand, Company A is expected to become a leader in the eye care industry.

For young professionals and students aged 18-35, Company A provides instant relief and convenience through innovative portable steam eye masks, as it employs patented graphene heating technology precisely maintaining a comfortable 42 ° C therapeutic temperature. For middle-aged consumers (36-55 years old) prioritizing eye hygiene and disease prevention, Company A offers clinically verified, FDA-certified eye washes with natural ingredients, because it partners with reputable medical institutions and adheres strictly to international safety standards. Furthermore, Company A distinguishes itself by



integrating advanced technology, authoritative certifications, and a strong emphasis on sustainability and personalized health solutions, positioning itself clearly as a premium, technology-driven eye care brand that addresses diverse consumer needs across different demographic segments effectively.

#### **4.7. Marketing-Mix**

##### **4.7.1. Product**

Company A has conducted in-depth research on consumer needs and launched a series of eye care products in its product strategy to meet the lifestyles of modern consumers. First and foremost, product functionality is Company A's core competency, especially in relieving eyestrain and maintaining eye health. This product strategy directly supports Company A's brand positioning of "Efficient, Innovative, Reliable". For example, Company A's Steam Eye Mask, which utilizes a 42°C thermostatic heat pack technology, relieves eye fatigue through a warming effect, especially for young office workers and students who spend a lot of time using electronic screens. This technology not only ensures the product's immediate effectiveness, but also enhances the consumer experience, making it more competitive. At the same time, Company A is also focusing on the health needs of middle-aged and older consumers by launching a lutein-enriched eye cleanser that utilizes antioxidant properties to help prevent eye diseases. This product not only meets the brand promise of professionalism and safety (Reliable), but also utilizes technological innovation to expand market potential and make the product more innovative.

In terms of new product development, in order to achieve the goal of "launching two new products per year", Company A has adopted a consumer demand-oriented R&D strategy. Specifically, the company regularly analyzes consumer feedback and market trends, for example, through questionnaires, to assess consumers' most concerned eye care needs and to determine the direction of product innovation. In addition, the Company collaborates with domestic and international research institutes, for example, with a renowned ophthalmology research center to develop a new herbal extract eye care solution, and plans to launch a professional eye relief spray for long-time contact lens wearers within the next two years. This systematic product development program not only ensures that the company always introduces new products that meet market needs, but also reinforces the brand's "innovative" image.

In the design and packaging, Company A strives for a very clean and modern look for convenience and ease of handling. At the same time, the company aims at developing a Sustainability Certification program as a supplement to its sustainability strategy. For

instance, in terms of packaging, the company has started adopting biodegradable materials that aim to completely replace normal plastic packaging in the next three years and also applies for international environmental certifications (for example, ECOCERT). In addition, the company is cooperating with environmental organizations to optimize life cycle management (LCM) and ensure emission and energy consumption reductions. These actions not only counter the global trend of sustainable consumption but also enhance the brand credibility and competitiveness of Company A.

In addition, Company A has been actively engaged in public welfare activities through cooperation with a number of renowned medical institutions to build up its market image as a “professional eye care brand”. For example, the Company cooperated with eye hospitals to launch the “Eye Health Popularization Public Welfare Program” to raise public awareness of eye care through offline lectures and online live broadcasts. Such cooperation not only strengthens the credibility of the brand, but also gives consumers a stronger sense of trust in Company A's products, which further enhances market acceptance.

#### **4.7.2. Price**

Company A has adopted a flexible pricing strategy in order to gain a foothold in a highly competitive market while ensuring profitability. Its core strategy is a combination of value pricing and promotional pricing, which enables it to appeal to a wide range of consumers while maintaining its brand image.

For example, Company A introduced steam eye masks priced at \$5 to \$8 per box, significantly lower than international brands (such as Kao, which is priced at \$10 to \$12). This pricing strategy has enabled Company A to quickly capture the market among low- and middle-income groups, especially in second- and third-tier cities, where its penetration rate has reached 45%. However, the challenge posed by the low-pricing strategy is low consumer loyalty, with many consumers opting for lower-priced brands during promotional periods. In order to increase customer stickiness, Company A regularly launches “buy 3 get 1 free” promotions and a membership point system to attract consumers to repurchase.

The flexibility of the pricing strategy allows Company A to secure market share while increasing short-term sales through promotional pricing, especially during shopping festivals such as Double Eleven, where discounts are used to further increase brand exposure.

#### **4.7.3. Place**

Company A's channel strategy centers on an “online + offline” omni-channel layout to ensure that the product reaches all levels of consumers. In terms of offline channels, Company A

has partnered with 100,000 pharmacies nationwide to ensure broad coverage of the middle-aged and elderly population. These offline channels provide consumers with a sense of trust and convenience when purchasing the product, especially through the professional guidance of the pharmacies, which enhances the purchasing decision.

In terms of online channels, Company A has entered into mainstream e-commerce platforms such as Jingdong and Tmall, through which young consumers can purchase Company A's products. Especially during e-commerce promotions such as “Double 11”, Company A has cooperated with famous live streamers and utilized live streaming to significantly increase brand exposure and purchase conversion rate. In addition, Company A also focuses on attracting consumers on Weibo, Douyin, and other platforms through accurate social media advertising to further expand the brand's influence.

This omni-channel combination of online and offline not only enhances the market coverage of Company A's products, but also improves consumers' purchase convenience and brand loyalty through the synergy of multiple channels.

#### **4.7.4. Promotion**

Company A is aspiring for excellence in other traditional advertising channels besides its modern digital marketing strategies. To do this, it collaborated with a TV station to produce a series of public service announcements (PSAs) titled **"Eye Care Tips"** that tried to deliver eye health knowledge while improving the perception of the company's sense of social responsibility. The content of the advertisements is not only educational but also skillfully merged with the promotion of Company A's products, thus gaining more brand affinity and credibility . 42% of the respondents answering questions in the questionnaire learned from traditional advertising about Company A, which proves these campaigns are efficient in creating brand awareness. In the field of digital marketing, Company A is engaged in precise advertising through social media, targeting mainly the young consumer groups, by collaborating with KOLs and Internet influencers for live branding and product recommendations. That is backed up by survey statistics: 58% of respondents find KOLs' recommendations effective, and 65% of young consumers aged 18 to 35 prefer to discover new brands on social media platforms such as Xiaohongshu, Douyin, and Weibo. Therefore, based on these insights, KOL expansion in beauty, healthcare, and lifestyle categories will be prioritized, while sponsored content, live-streamed product trials, and Q&A sessions will enhance audience interaction and engagement.

Beyond advertising, consumer education initiatives will be fundamental in improving brand credibility. Considering that 54 percent of middle-aged and elderly consumers trust

expert-based eye care recommendations, the Company A will include both online and offline educational programs in its broader promotional endeavors. This will consist of:

1. **Host monthly eye health seminars in collaboration with hospitals and pharmacies**, where specialists provide guidance on eye care routines and product applications. Attendees will receive sample products and exclusive promotional offers.
2. **Launch a live-streaming series** on Xiaohongshu and Douyin, featuring expert Q&A sessions where ophthalmologists address common eye health concerns and recommend tailored solutions, including Company A's products.
3. **Develop educational content for social media**, such as explainer videos, expert interviews, and "Eye Health Myths Debunked" campaigns, reinforcing consumer trust and engagement.

Additionally, Company A is supporting its UGC (User Generated Content) strategy to enhance its brand reach. According to the questionnaire, 37% of consumers rely on reviews and recommendations from other consumers before deciding to purchase eye-care products, underlining the power of organic user feedback. Capitalizing on this will enable Company A to:

1. **Launch a hashtag campaign** on Xiaohongshu and Douyin, encouraging users to share their personal experiences with Company A's products in exchange for discount coupons or gift incentives.
2. **Create an "Eye Care Challenge"** on Douyin, where participants post creative videos using Company A's products. The top entries, based on engagement metrics, will receive free product bundles.
3. **Feature real customer testimonials** in promotional content, using reposted Weibo reviews and Xiaohongshu notes in official marketing materials.

To further improve social media and live-streaming effectiveness, Company A will implement a three-tiered approach:

1. **Live commerce integration:** Weekly live-streaming sessions featuring product demos and interactive Q&As with industry professionals, focusing on real-time engagement and limited-time offers.
2. **KOL-driven content series:** Partnering with influencers in eye health, beauty, and lifestyle, producing content such as "Eye Care Myths Debunked", "Day in My Life with Healthy Eyes," and expert-led discussions on eye care routines.
3. **Short-form video marketing:** Increasing investment in Xiaohongshu and Douyin ads with Storytelling Toolbox, wherein real users demonstrate how they incorporate Company A's products into their daily lives.

## 4.8. Implementation

### 4.8.1. Schedule

To ensure the timely implementation of proposed actions, we have created the following schedule, where actions are outlined in the rows and time periods (weeks or months) are presented in the columns.

Figure4. 1-Implementation schedule

Activity	Month 1 (First 15 Days)	Month 1 (Last 15 Days)	Month 2	Month 3	Month 4	Month 5	Month 6
New Product Development & Testing	Market research	R&D & Design	Trial production	Product testing & feedback	Optimization & adjustments	Final product confirmation	Product launch
Social Media Advertising	Pre-launch campaign (short video ads)	KOL collaborations (sponsored content)	Live-stream promotions	UGC campaign	Retargeting ads	Performance review & optimization	Ongoing advertising
KOL Collaboration & Promotion	KOL selection & negotiation	Content creation & initial launch	Live-stream sales & promotions	Interactive engagement & audience growth	Performance review & optimization	Long-term partnership planning	Expansion to new KOLs
User-Generated Content (UGC) Campaign	Topic planning & campaign launch	UGC content incentivization	Engagement rewards	Continuous promotion	Performance review	Optimization & retargeting	Second-wave marketing
Live E-Commerce	Live-stream planning	KOL & brand-hosted live sessions	Live-stream promotions & flash sales	Live-stream retargeting marketing	Stimulating repeat purchases	Data evaluation	Live-stream optimization
Consumer Seminars & Eye Health Education	Content planning	Promotional campaigns	Launch of offline seminars	Online live-streaming & short video promotions	Feedback collection	Optimization of seminar content	Ongoing promotion

Source:own elaboration

### 4.8.2. Budget

The following table outlines the estimated budget for each proposed action and the total budget for the year, presented in both RMB and EUR.

Table4. 2-Implementation budget

Action	Estimated Cost (RMB)	Estimated Cost (EUR)
Product development and testing	50,000	6,500
KOL collaboration (including medical, beauty & lifestyle influencers)	50,000	6,500

<b>Social media advertising (short videos, live streaming, retargeting ads)</b>	40,000	5,200
<b>Safety certification &amp; drugstore partnerships</b>	15,000	1,950
<b>UGC incentive campaign (Eye Care Challenge, giveaways, social media promotion)</b>	15,000	1,950
<b>Consumer seminars &amp; health education (offline &amp; online live streaming)</b>	20,000	2,600
<b>Total</b>	190,000	24,700

Source: The estimates for "Product development and testing," "KOL collaboration," "Social media advertising," "UGC incentive campaign," and "Consumer seminars & health education" are based on interview insights with Company A's management and sales team (see Appendix B&C). Other cost components and precise budget allocations are based on internal estimations.

#### 4.8.3. Control and assessment

To ensure the proper implementation of the proposed actions, the following KPIs will be used to track progress and assess success:

*Table 4. 3-Implementation control and assessment*

<b>Action</b>	<b>KPI</b>
<b>Product development &amp; testing</b>	Customer satisfaction score >80%
<b>KOL collaboration</b>	200,000+ views, 10% engagement rate

<b>Social media advertising</b>	200,000+ views, Ad conversion rate $\geq 5\%$
<b>UGC campaign</b>	1,000+ hashtag challenge participants, top UGC post engagement > 5,000 likes
<b>Safety certification &amp; drugstore partnerships</b>	5 major chain partnerships
<b>Live-stream e-commerce</b>	Live-stream sales: $\geq 100,000$ RMB, 50,000+ viewers, 3% conversion rate
<b>Health seminars &amp; education</b>	Offline: 300+ participants, Online: 20,000+ views, Avg. watch time $\geq 5$ min

Source:own elaboration

## 5. Conclusions

Recent years have seen rapid development in the eye care product industry's growth, driven by growing consumer awareness of eye health and increasing lifestyle-induced issues such as digital eye strain. With increasing consumer needs for the use of products to improve eye comfort and prevent related diseases, the demand for daily eye products like eye creams, Steam eye mask, and cleaning solutions is on the rise. The industry is intensely competitive, with local brands plus international contenders struggling for health-conscious clients. Still, in the wake of a growing demand for these products, several companies, including Company A, are unable to effectively tap the target market and uplift their brand consideration.

The main note on which this project touches upon is the unavailability of proper marketing strategies by Company A for its eye daily products. Even though the products produced were of the highest quality, effective strategies to attract and retain the target consumers are scarce, mainly due to a lack of consumer engagement and brand differentiation in a more competitive marketplace. This factor is highly observable, especially in how company A has engaged less in digital marketing as well as in social media platforms and live streaming.

The main objective of this project is to evaluate the existing marketing strategies of Company A and help the company create an integrated marketing plan to strengthen its market positioning and sales within the eye care. In terms of specificity, the project will bring into view some core consumer segments, an optimal mix, and strategic approaches that will maximize opportunities for being in the limelight regarding traditional-against-digital approaches. The final purpose is to improve trust around the consumers, increase brand loyalty, and vastly help in increasing the overall market share of Company's A eye daily products.

Both qualitative and quantitative research approaches were used to achieve these objectives. The literature review provided a strong theoretical base for the research, while a questionnaire survey and in-depth interviews with key stakeholders, like consumers and employees at Company A, filled the practical gaps with insight on consumer behavior, brand perception, and marketing performance. Analysis of the results elicited information about consumer preferences, purchasing behaviors, and the effectiveness of the already existing marketing approach.

The main findings suggest that the age group of consumers between 18 and 35 years, especially young professionals and students, show a favorable response towards eye care products that provide convenience, utility, and instant relief of digital eye strain. Price, brand reputation, and efficacy of the product are the major factors influencing the purchasing



decisions of these consumers. Company A's marketing is not yielding the expected results, particularly with the youth, who lean towards the use of online avenues, such as social media and live streaming, when discovering and engaging with a brand. Based on the findings, the marketing strategy for Company A recommends ramping up digital marketing, increasing influencer partnerships, and pursuing innovative product directions akin to what the consumer desires. The estimated marketing plan would see a big portion of the budget set in digital advertising campaigns, influencer collaborations, and experiential marketing events that would help to boost online engagement and brand exposure. The KPIs in measuring the effectiveness of these strategies include a 15% rise in sales, a 20%-growth in brand awareness, and 30%-improvement in consumer engagement on digital platforms.

Yet, the study did encounter some limitations. For the questionnaire survey, the number of samples was few compared to the total population that was studied. The findings, therefore, had limited generalizability. Furthermore, the research focused dominantly on the Chinese consumers and, therefore, could not totally reflect the consumers in other international markets. The research also did not explore the operational challenges that Company A will face while executing these strategies, such as delayed budgets and organizational alignment.

Future research could investigate the effectiveness of digital marketing campaigns on different consumer segments, especially in peripheral regions beyond China. Further studies could also investigate the role of sustainability and green marketing in informing consumer decision-making in the eye care industry. In addition, longitudinal studies that follow the proposed strategies over time would give valuable insights regarding these marketing initiatives' long-term impacts on brand loyalty and consumer behavior.

To sum up, this aspect of the research positions it as a conclusive analysis on the challenges and opportunities available to Company A concerning the sales of eye daily products. Company A may yet lift the performance of brand image, customer loyalty, and the market share through a context of improved digital engagement with marketed media. The recommendations outlined here provide a clear enclaving for Company A to march into strong competitiveness in a changing marketplace.

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## **Appendices**

### **Appendix A – Survey**

#### **Part I. Basic Consumer Information**

1. What is your age?

(Please fill in the numbers)\_\_\_\_\_

2. What is your gender?

- a. Male
- b. Female
- c. Other

3. What is your occupation?

- a. Student
- b. White collar/Office worker
- c. Freelancer
- d. Other (please specify): \_\_\_\_\_

4. What is your monthly income range?

- a. Less than 5,000 RMB
- b. 5,000-10,000 RMB
- c. 10,000-20,000 RMB
- d. 20,000-30,000 RMB
- e. More than 30,000 RMB

#### **Part II. Consumer Eye-Care Habits**

5. Do you currently use eye-care products? (e.g., eye creams, eye drops, eye massagers, eye-cleaning solutions, etc.)

- a. Yes
- b. No (If “No,” please skip to Part IV: Brand Awareness and Satisfaction.)

6. how often do you use eye-care products in a normal week?

- a. 7 days / week;
- b. 5 or 6 days / week;
- c. 3 or 4 days / week;
- d. 1 or 2 days / week.

7. What is your main purpose for using eye-care products? (Multiple choice)

- a. To relieve eye fatigue
- b. To improve dark circles or eye bags
- c. To prevent eye diseases
- d. For cleansing or hygiene (e.g., eye-wash solutions)
- e. steam eyes mask
- f. Others (please specify): \_\_\_\_\_

8. What types of eye-care products do you usually use? (Multiple choice)

- a. Eye creams
- b. Eye drops
- c. Eye massager
- d. Eye-cleaning solution (eye-wash)
- e. steam eyes mask
- f. Others (please specify): \_\_\_\_\_

9. How satisfied are you with the eye-care products you are currently using?

Please rate each product on a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied.

- a. Eye cream \_\_\_\_\_
- b. Eye drops \_\_\_\_\_
- c. Eye massager \_\_\_\_\_
- d. Eye wash solution \_\_\_\_\_
- e. steam eyes mask
- f. Others (please specify): \_\_\_\_\_

### Part III. Consumer Purchasing Behavior

10. Through which channels do you usually purchase eye-care products? (Please score options a-e separately so that the total score is equal to 100)

- a. Online e-commerce platforms (Taobao, JD.com, etc.)
- b. Offline drugstores
- c. Supermarkets or department stores
- d. Live streaming platforms (e.g., TikTok, Kuaishou)
- e. Others (please specify): \_\_\_\_\_



11. Which factor(s) do you consider most important when choosing eye-care products? (Please rate each factor on a scale of 1-5, where 1 is not important at all and 5 is very important)
- a. Price\_\_\_\_\_
  - b. Brand\_\_\_\_\_
  - c. Product efficacy\_\_\_\_\_
  - d. Safety (e.g., certifications, ingredients)\_\_\_\_\_
  - e. Package design\_\_\_\_\_
  - f. Others (please specify): \_\_\_\_\_
12. Considering the past 6 months, how often do you usually purchase eye-care products?
- a. 6 or more times
  - b. 4 or 5 times
  - c. 2 or 3 times
  - d. 1 time or even less than that
13. What is the price range you are willing to pay for eye-care products?
- a. Less than 50 RMB
  - b. 50-100 RMB
  - c. 100-200 RMB
  - d. 200-500 RMB
  - e. More than 500 RMB
14. Which type of marketing or communication do you find most convincing for eye-care products?(Please rate each method on a scale of 1-5, where 1 is not convincing at all and 5 is very convincing)
- a. Recommendations from workplace health KOLs (e.g., doctors, medical bloggers)\_\_\_\_\_
  - b. Live streaming demonstrations from influencers or official brand accounts\_\_\_\_\_
  - c. User-generated content (UGC), such as real user reviews on social media\_\_\_\_\_
  - d. Offline lectures or workshops on eye health (e.g., in community centers or workplaces)\_\_\_\_\_
  - e. Celebrity endorsements\_\_\_\_\_
  - f. Other (please specify): \_\_\_\_\_

#### Part IV. Brand Awareness and Satisfaction

15. Have you heard of Company A's eye-care products?

- a. Yes
  - b. No (Jump to question 20)
16. How much do you know about Company A ' s eye-care products in the following areas?(Please rate each method on a scale of 1-5, where 1 is No knowledge and 5 is in-depth understanding)
- a. Main efficacy of the product (e.g. fatigue relief, moisturizing, etc.)
  - b. Ingredients and safety certification (e.g. whether it contains medicinal ingredients, whether it has passed medical or safety certification)
  - c. Price range (approximate selling price, comparison with similar products in the market)
  - d. Brand background and reputation (e.g. brand history, brand reputation in the market)
  - e. Marketing channels or promotional activities (e.g. online and offline advertisements, spokespersons, live events)
17. How satisfied are you with Company A's eye-care products?
- a. Very satisfied
  - b. Satisfied
  - c. Neutral
  - d. Dissatisfied
  - e. Very dissatisfied
18. If you have used (or have some knowledge of) Company A's eye care products, would you like to continue (or start) purchasing them??
- a. Yes
  - b. No
  - c. Not sure
19. Through which channels did you learn about Company A's products? (Multiple choice)
- a. Recommended by friends
  - b. Social media advertising
  - c. Offline activities (in-store events, fairs)
  - d. Live streaming or influencer promotion
  - e. Other (please specify): \_\_\_\_\_

#### Part V. Competitor Analysis

20. Have you used other brands of eye-care products?

- a. Yes
- b. No (Jump to question 26)

21. Which other eye-care brands have you used or considered? (Set a few reference brands; e.g.,)

- a. Haichang
- b. Zhengshiming
- c. Hailu
- d. Other: \_\_\_\_\_

22. How satisfied are you with other competing brands?

Please rate each product on a scale of 1 to 5, where 1 is very dissatisfied and 5 is very satisfied

- a. Haichang
- b. Zhengshiming
- c. Hailu
- d. Other: \_\_\_\_\_

23. What do you think are the advantages or disadvantages of Company A's products compared to competitors?

- a. Haichang

Advantages: \_\_\_\_\_

Disadvantages: \_\_\_\_\_

- b. Zhengshiming

Advantages: \_\_\_\_\_

Disadvantages: \_\_\_\_\_

- c. Hailu

Advantages: \_\_\_\_\_

Disadvantages: \_\_\_\_\_

- d. Other

Advantages: \_\_\_\_\_

Disadvantages: \_\_\_\_\_

Part VI. Marketing Strategy Feedback

24. If Company A launches a new eye-care product, what aspects would you pay most attention to? (Please rate each aspect on a scale of 1-5, where 1 is not relevant at all and 5 is very relevant)
- a. Price
  - b. Efficacy
  - c. Safety (e.g., certifications, testing)
  - d. Packaging design
  - e. Professional recommendations (e.g., from medical practitioners)
  - f. Other (please specify): \_\_\_\_\_
25. Are you interested in Company A's possible promotions (e.g., discounts, giveaways)?
- a. Very interested
  - b. Interested
  - c. Neutral
  - d. Not interested
26. Would you be interested in attending an eye-health lecture (online/offline) organized by Company A?
- a. Yes, definitely
  - b. Maybe, if convenient
  - c. Not really
  - d. No
27. In your opinion, which approach would best improve Company A's brand awareness? (Please score options a-g separately so that the total score is equal to 100)
- a. Social media advertising (Weibo, WeChat, etc.)
  - b. Workplace health KOL/Medical blogger endorsements (to convey professionalism)
  - c. Celebrity endorsement
  - d. Offline experience events/eye-health lectures
  - e. Live streaming (featuring product demonstrations)
  - f. Encouraging users to share UGC (e.g., real experiences, before/after)
  - g. Other (please specify): \_\_\_\_\_

Thank You!

Thank you for taking the time to complete this questionnaire. Your responses will help Company A and researchers better understand consumer needs across different age groups and occupations — especially regarding professional endorsements for workplace

individuals, safety and educational lectures for middle-aged/elderly, and live streaming/UGC preferences for younger consumers.

All responses are anonymous and will be used solely for research and improvement of Company A's products and marketing strategies. If you have any additional comments, please share them below:

Additional comments: \_\_\_\_\_

## **Appendix B – Interview Record 1: Interview with the CEO of Company A.**

Date: February 12, 2025

Interviewer: Stephanie

Interviewee: CEO of Company A - Ivan

Start of Interview

Stephanie:

“Ivan, thank you very much for taking the time to do an interview with us today. We understand that Company A has been innovating in the eye care field in recent years, can you tell us about the company's current key growth strategies and specific implementation plans?”

Ivan:

“Thank you for the invitation, it's a pleasure to share it with you. Indeed, innovation has always been one of our core strategies. In recent years, with the rise of 996 work system and home office trend, China's eye care market has been expanding and becoming increasingly competitive. While we are committed to developing innovative products such as portable steam eye masks and highly effective eye cleansing products, we also place great emphasis on precise market positioning to meet the growing health needs of consumers. We have developed a detailed marketing and product development plan, and our implementation plan is divided into several major phases, such as product development, marketing, social media marketing, and KOL cooperation, with specific time schedules and budget allocations for each phase.”

Stephanie:

“Sounds very organized, can you be more specific about the arrangement of the different phases?”

Ivan:

“Sure. The first stage is new product development and testing, which covers market research, R&D and design, pilot production, product testing and feedback, and the whole process will be completed within the first three months. We will then launch the final optimized product and market it in the fourth month.”

Stephanie:

“Once the product is officially launched, how will the company go to market?”

Ivan:

“ The marketing will focus on three major directions: social media marketing, KOL cooperation and live e-commerce.

Stage 1 (first two months): We will warm up with short video ads and launch UGC (user-generated content) campaigns to increase brand awareness.

Phase 2 (months 3-4): We will focus on cooperation with KOLs, live promotion, and combine short videos, social media ads and interactive marketing to increase brand interaction rate.

Stage 3 (Month 5-6): Conduct effect evaluation and optimization, including live repurchase strategy, precision remarketing, and expand the scope of KOL cooperation to promote long-term brand promotion.”

Stephanie:

“A very detailed plan, so in terms of budget, how is the company investing?”

Ivan:

“ We had a discussion with sales, R&D, and new media to set a clear budget for each segment, for example:

Product development and testing: 50,000 RMB

KOL cooperation (including medical, beauty, and lifestyle bloggers): 50,000RMB

Social media advertising (short video promotion, live ads, precision placement): \$40,000

UGC incentives (eye care challenges, sweepstakes, etc.): \$15,000

Stephanie:

“This is a very targeted budgeting arrangement, so how does the company measure the effectiveness of these measures?”

Ivan:

“ We have set some Key Performance Indicators (KPIs) to measure the marketing effectiveness, such as:

Product development testing: Customer satisfaction  $\geq 80\%$

KOL Collaboration:  $\geq 200,000$  targeted exposures and  $\geq 10\%$  interaction rate

Social media advertising: total exposure  $\geq 200,000$  times, ad conversion rate  $\geq 5\%$ .

UGC activities:  $\geq 1,000$  users participating in challenges, highest number of UGC post likes  $\geq 5,000$

Live broadcast e-commerce: live broadcast sales  $\geq 100,000$  yuan, viewers  $\geq 50,000$ , conversion rate  $\geq 3\%$

These metrics will help us adjust our strategy in a timely manner to ensure that our investment will yield the desired return.”

Stephanie:

“Thank you so much for sharing, it sounds like these strategies are really on point.”

Ivan:

“You're welcome, I'm happy to discuss these with you. I hope our company can continue to bring more innovations and better product experiences for consumers in the future.”

Stephanie:

“Thank you to the Managing Director for taking the time to share with us the company's strategic goals for the future. We are very much looking forward to seeing Company A's continued breakthroughs in the eye care market.”

Ivan:

“Thank you for your interest and we wish you all the best with your research and you are always welcome to come and talk.”



## **Appendix C – Interview Record 2: Interview with the Sales Director of Company A**

Date: February 12, 2025

Interviewer: Stephanie

Interviewee: Sales Director of Company A - Kally

Stephanie:

“Kally, thank you very much for your interview with us today. company A has been optimizing its sales channel strategy, can you share with us the latest market layout?”

Kally:

“ Sure, thank you for the invitation! Actually, the company's sales strategy has been continuously optimized. We are currently adopting a combination of online and offline, with offline mainly relying on 100,000 pharmacies, while for online platforms, we have entered e-commerce platforms such as Jingdong and Tmall, and are investing more in live banding and user-generated content (UGC) to enhance consumer interaction.”

Stephanie:

“Does the company have a specific sales schedule?”

Kally:

“Yes, our timeline is roughly as follows:

Stage 1 (1-2 months): Conduct live streaming banding and KOL cooperation promotion, synchronized with the initial planning and warm-up launch of some consumer seminars and forums for eye health education, as a way to initially expand brand exposure.

Phase 2 (3-4 months): Conduct UGC marketing to encourage users to participate in 'eye care challenges' and seminars.

Phase 3 (5-6 months): Review and optimize sales strategy with a focus on increasing conversion and repurchase rates.”

Stephanie:

“ So in terms of budget allocation, what are the investment priorities for the sales department?”

Kally:

“Our key investments include:

KOL partnerships and online promotions \$50,000

UGC promotions combined approximately \$15,000

Safety certifications and pharmacy partnerships approximately \$15,000

Consumer education (health seminars) approximately \$20,000”

Stephanie:

“What KPI metrics do you think best measure the effectiveness of these strategies?”

Kally:

“We focus on the following core metrics:

Live stream views  $\geq 100,000$

Sales growth rate  $\geq 15$  percent

UGC challenge participants  $\geq 1,000$

Collaboration with at least 5 major pharmacy chains

Participation in health seminar attendees  $\geq 300$  offline and  $\geq 20,000$  online

Stephanie:

“ These are really very specific goals. Thanks for the detailed answers, it sounds like Company A is well prepared for future market expansion.”

Sales Director:

“You're welcome, and communicating with you has also given me a clearer picture of where we're headed. I hope our marketing campaign will be as successful as expected, and thank you for your interest in Company A.”

Stephanie:

“ Thanks again to the Sales Director for taking the time to share with us Company A's strategy in sales and marketing. We look forward to Company A's success in the future.”

Director of Sales:

“ Thank you! We also look forward to the additional valuable insights your research will provide to the company.”

## **Appendix D—Interview Record 3: Interview with the Frontline Salesperson of Company A**

Date of Interview: February 12, 2025

Interviewer: Stephanie

Interviewee: Company A Frontline Salesperson - Leo

Stephanie:

“Hello, Leo, thank you for taking the time to join us for this interview. We understand that you are a frontline salesperson, could you share your thoughts on the current sales situation of the company?”

Leo:

“Hi Stephanie. the company's current products are still very competitive in the market, especially our portable steam eye masks, which are very popular among consumers. However, I think the company can still make some improvements in terms of sales. For example, although the sales figures for our new high-efficiency eye cleansing product are not bad, there are still a lot of consumers who don't know about this product, and we need to take the initiative to promote it, for example, by conducting product demonstrations in drugstores or publicizing it on social media.”

Stephanie:

“What specific areas do you mean?”

Leo:

“First of all, I think the company can increase the promotion efforts for new products. For example, our newly launched high-efficiency eye cleaning product, although the sales data is not bad, many consumers still do not know this product, and more publicity and promotion are needed.”

Stephanie:

“Can you talk about the sales data you mentioned in more detail?”

Leo:

“According to my understanding, the sales volume of this eye cleaning product has been steadily increasing since its launch, and the current market share has reached about 4.8%.

But I think there is still a lot of room for improvement, if we can increase our promotional efforts, I believe the sales of this product will be better.”

Stephanie:

“That makes sense. What other areas do you think need improvement?”

Leo:

“Secondly, I think the company can strengthen the training of sales personnel. Competition in the market is fierce, and we need to constantly learn new sales techniques and product knowledge to better serve customers. For example, we can learn some new sales techniques or understand some new marketing strategies, so that we can better respond to market changes.”

Stephanie:

“Your suggestions are very good. Do you think the company’s current sales strategy can adapt to market changes for frontline salespeople?”

Leo:

“I think the company’s current sales strategy is still relatively conservative, mainly relying on traditional sales channels such as pharmacies and e-commerce platforms. I think the company can try some new sales models, such as live streaming, or cooperate with some health bloggers, so that we can better reach consumers.”

Stephanie:

“Have the company considered these sales models you mentioned?”

Leo:

“As far as I know, the company is considering increasing investment in online sales channels and planning to cooperate with some KOLs. However, I think the company needs to accelerate its pace to better adapt to market changes.”

Stephanie:

“Thank you, Leo, your suggestions are very valuable. We will convey your feedback to the company’s management, hoping that the company can develop better.”

Leo:

“You’re welcome, I also hope that the company can get better and better.”