STRATEGIC MARKETING PROPOSAL

PLAN FOR A COSMETICS COMPANY

Case: BB Cream of Maybelline New York Vietnam

Lahti University of Applied Sciences
Degree Programme in International Business

NGUYEN, THI XUAN QUYNH: Strategic Marketing Plan for
                                              a Cosmetics Company
                                              Case: BB Cream of
                                              Maybelline New York Vietnam

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ABSTRACT

Background. Maybelline New York is one of the world's leading cosmetics brands, with availability in more than 100 countries around the world. Since it first entered the Vietnamese market in 2007, the brand has grown rapidly and dominated the mass makeup market in the categories of Eye and Lip. However, BB Cream is a highly potential market that the company has not exploited.

Aims. The aim of this study is about gaining valuable consumer insights in order to suggest strategic proposals to grow Maybelline's current BB Cream business in the Vietnamese market.

Methods. Deductive method is applied in this research. Additionally, data was collected by combining both qualitative (focus group discussions and interviews) and quantitative research (surveys).

Results. Based on in-depth consumer research and thorough analyses, two "weapons" to grow BB Cream business have been suggested. The first one is to recruit new users by emphasizing education and launching new blemish balm. The second one is to explore opportunities to expand the market by catching up new trend of CC Cream.

Conclusion. These suggestions are just the first steps of a marketing plan. In order to implement these proposals, the author advised that more studies should be done relating to consumer responses to specific products.

Key words: cosmetics, product marketing, strategic marketing, consumer insights

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GLOSSARY

ACD	Active Cosmetics Division
BA	Beauty Advisors
BB Cream	Beauty Balm/ Blemish Balm Cream
CC Cream	Color Correction Cream
CPD	Consumer Product Division
CT	Counters
FGD	Focus Group Discussion
GT	General Trade
LPD	Luxury Product Division
MBL	Maybelline
MM	Marketing Manager
MNY	Maybelline New York
MT	Modern Trade
PPD	Professional Product Division

1   INTRODUCTION

1.1   Background

Since the first time entering the Vietnamese market in 2007, Maybelline New York Vietnam has obtained a rapid growth over years. In a recent report, MNY Vietnam has the highest growth rate in the Asian Pacific area with 22% (Asian zone report in 2014). Within less than 10 years, MNY has become the leader in the mass makeup market, especially the mascara segment with 90% market share. Lip business has also proved to perform well, highly competitive in color lip products with a growth rate of 23%. However, the facial category does not enjoy as high a growth rate as the others. Maybelline still has a long way to go to compete with LG's Essance (Korean brand) for the first place in makeup powder. Meanwhile, BB Cream maintains the same sales figures without much promising advancement in the near future. (L'Oréal Vietnam Internal report Q-2 2014).

However, BB Cream market in Vietnam is growing at a rapid rate, proving to be a very potential market in a short period of time. In 2008, MBL was the first brand in the market introducing BB Cream, a breakthrough product replacing traditional foundation and moisturizer. Two years later, Korean brand Essance jumped into the field and started to share the market with Maybelline. Until now, 2014, almost every cosmetics brand in Vietnam has its own range of BB Cream. This market has become highly competitive. In the mass market, there are three main players: Ponds (Unilever), Essance (LG), MBL (L'Oréal) and lots of Korean and unbranded products. With lack of focus on this segment, MBL BB Cream cannot secure its success from earlier days.

In order to improve this business, MBL has requested the author to do research and propose plans to solve this issue and make MBL No.1 in this market. To prepare a feasible plan, the author was advised to conduct market research to understand the market and get sufficient consumer insights.

1.2   Thesis objectives and research questions

This thesis aims at providing valuable consumer insight about BB Cream and good understanding of the current market. Based on that, the research will help point out the way to develop this category of MBL. Therefore, the ultimate goal of this report is to provide the commission company a feasible plan to grow its BB Cream business strategically.

The main research question: *How can MBL grow its BB Cream business in Vietnam?*

In order to achieve the objective as well as answer the main research question, the following sub-questions are established:

- What are the consumer insights about BB Cream?
- How well is MBL BB Cream performing in the market?
- What are competitors doing in the market?
- What is the trend of BB Cream in Vietnam?
- How should MBL position its BB Cream portfolio in the market?

1.3   Research methodology

A snap-shot of this study's research methodology is provided in the following figure:
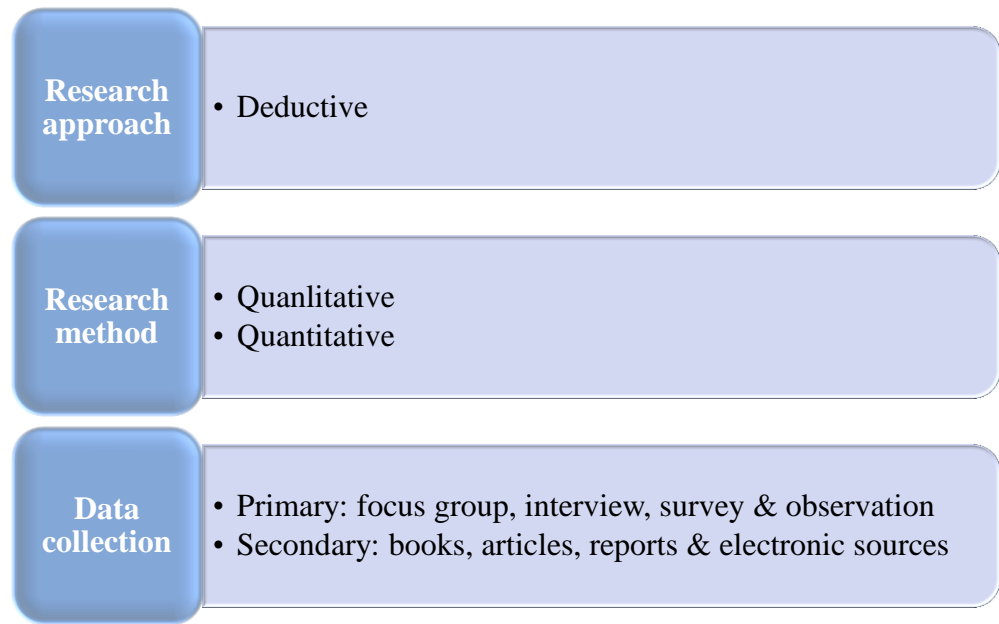
FIGURE 1. Research methodology

Research approach

According to Saunders (2009, 124-129), there are two common types of research reasoning: deductive and inductive methods. In order to choose a suitable approach, the author needs to understand the nature as well as the relationship between theory and research of this study. In the deductive approach, a researcher starts to work from a more general level to a more specific one. Informally, this reasoning can be called "top-down" approach.

FIGURE 2. Deductive approach

On the other hand, inductive reasoning has an opposite approach, starting from specific observations and facts to find out patterns in the data. From that, the researcher generalizes theories that could explain these patterns. This reasoning can be informally called as "bottom-up" approach.
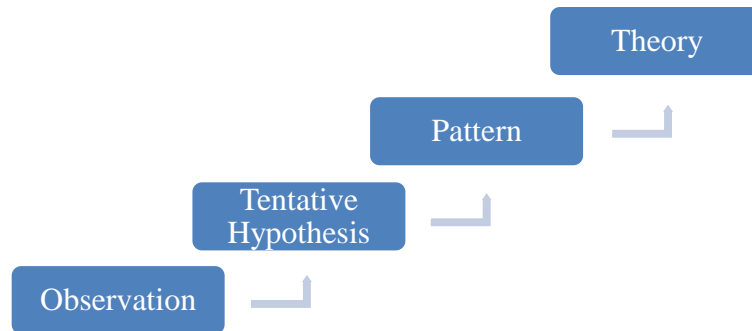
FIGURE 3. Inductive approach

(Burney 2008.)

The nature of the research is the one that decides which approach to apply. As for this study, the deductive reasoning will be applied.

Research method

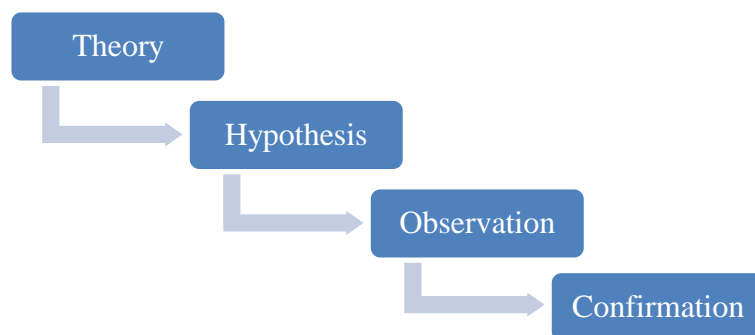In business and management research, qualitative and quantitative are the most common methods to collect and analyze data. These two can be differentiated simply by checking whether the collected data focusing more on numeric (quantitative) or non-numeric (qualitative) data. (Saunders 2009.) According to Zikmund (2010, 133-135), qualitative research focuses on discovering true inner meaning and new insights by using techniques that allow researcher to provide elaborate interpretations of phenomena without depending on numerical measurement. Meanwhile, quantitative uses empirical assessments involving numerical measurement and analysis to address research objectives.

This study has a strong focus on market research. It not only process qualitative data with interview and focus groups, but also performs a survey which gives the

case company in-depth understanding of targeted consumer insights. As a result, the mixed method approach consisting of both qualitative and quantitative research is applied. Tashakkori and Teddlie (2003) have stated that this approach can help providing better opportunities to answer research questions with two major advantages. The combination of different methods can be used for different purpose of the study. At first, the author employs interviews and focus groups to get a feel for the key issues. By then, a questionnaire is conducted to collect descriptive data.

Data collection method

In order to have comprehensive and sufficient information, the need of collecting data from different sources is vital. Besides the primary data, in which the author acquires information by interview, focus group and survey, the secondary source is also paid attention to. Books, articles and electronic resources are explored to get more adequate information as well as to understand the market thoroughly for this study. (Eriksson 2008.)

1.4   Scope and limitations

In this thesis, the author only focuses on young female consumers aging from 15 to 27, which is considered as main target groups. The consumer insights play a vital role in building the marketing plan. Even though Maybelline has the highest level of sales channel coverage (General Trade, Modern Trade and Counter), the brand positions itself as Consumer Products. Therefore, this research only focuses on competitors in the mass market. The market research and survey are conducted in five big cities of Vietnam (Ho Chi Minh, Ha Noi, Nha Trang, Da Nang and Bien Hoa) where cosmetics products are well consumed.

It should be noted that this study only aims at giving the case company suggestions based on insights of end-consumers and analysis of main competitors' promotion activities. The thesis does not focus on wholesalers, retailers and trade marketing issues. Differences between distribution channels will be discussed but not in-depth analysis as well. Besides, the proposal plan is just the guideline for Maybelline setting its strategy, not a detail launching or communication plan.

Therefore, it is highly recommended that the company should carry out further research to form a specific product marketing plan, if it decides to extend the portfolio and consumer base.

This research is relatively broad as the author aims at providing the case company better understanding about its consumer so that MBL can re-evaluate its performance as well as prepare for new launch projects in the near future.

1.5   Thesis structure

This thesis is structured into two main sections. The first section is about theoretical framework, which is discussed in Chapter 2 with all the theories, tools and methods applied in the empirical issues in the second section. Those theories include the 4C's model to analyze the company current business situation, consumer-value strategy and new model of marketing mix.

The second section of this thesis consists of two chapters. Chapter 3 is about the market research process indicating how the author managed to get consumer insights and market intelligence by conducting focus group interview, mass survey and field visits. After that, Chapter 4 discusses about BB Cream business of Maybelline and how to grow this category in the Vietnamese market by stratetries formulated from information acquired in previous chapter.

Chapter 5 helps to answer the main research question and some recommendations are formed for further research. Last but not least, a summary of the whole research project will be provided in Chapter 7.

Following is the illustration of this thesis's structure:

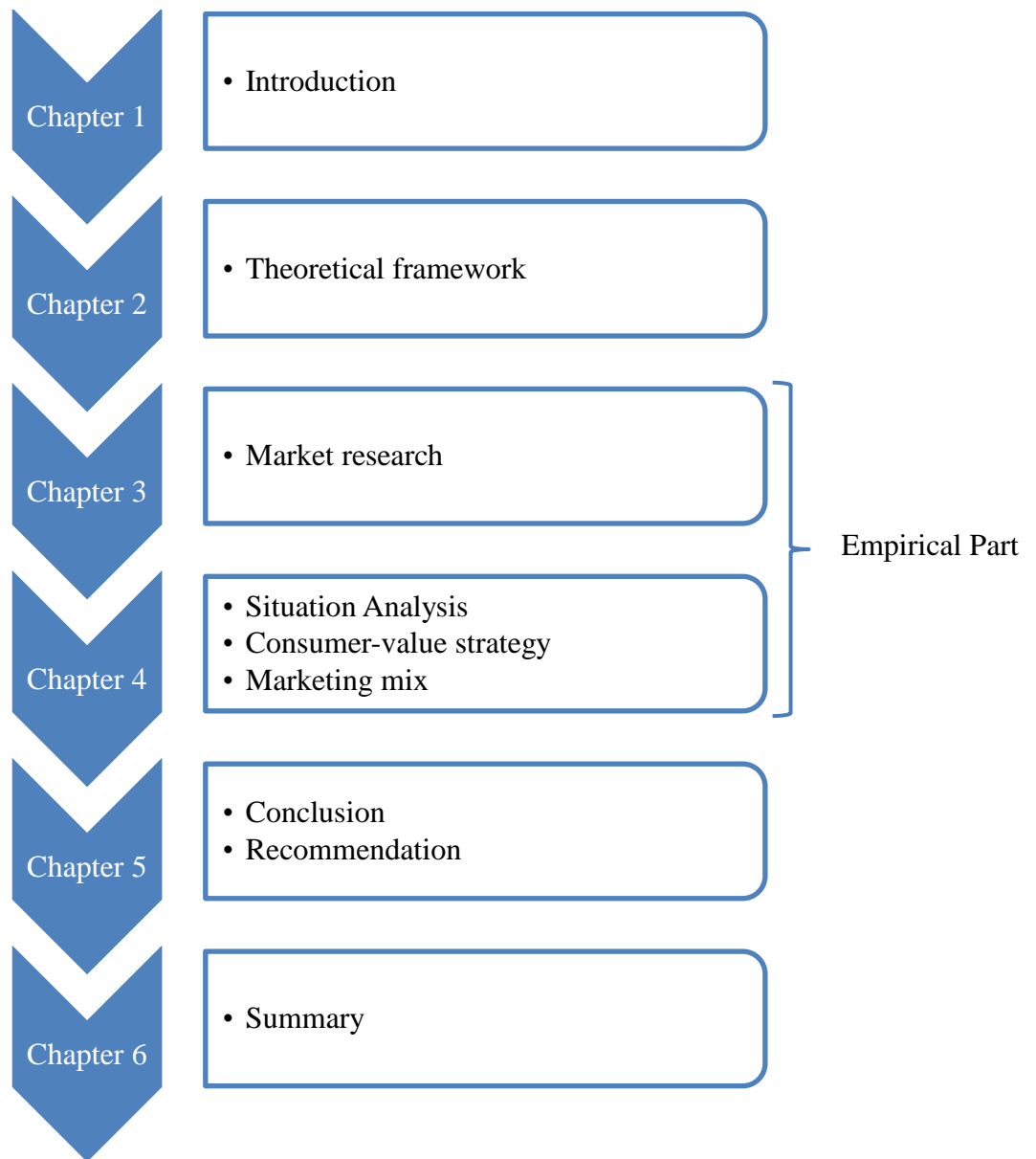| Chapter 1 | • Introduction |
Chapter 2	• Theoretical framework
Chapter 3	• Market research
Chapter 4	• Situation Analysis • Consumer-value strategy • Marketing mix
Chapter 5	• Conclusion • Recommendation
Chapter 6	• Summary

Empirical Part

FIGURE 4. Thesis structure

2   STRATEGIC MARKETING PLAN

Over the past four decades, marketing strategy has become the subject of considerable research in both business and marketing literature. Marketing strategy can be defined shortly as "the means an organization uses to achieve its goals". (West 2010, 34-37.) According to Craven et.al (2009), the development of marketing strategy consists of forming a strategic vision and selecting market targeting as well as positioning strategy for each market target. To complete this process, the understanding of the marketing environment and competitive space plays a vital role. (Cravens 2009, 31-49.)

In order to profitably satisfy consumer needs, a company must understand its marketing environment thoroughly (Situation Analysis). Kotler (2012) emphasizes that marketers must pioneer in being "environmental trend trackers and opportunity seekers". It is important for a company to study its marketing situation carefully so that it can adapt strategies to meet new marketplace challenges and opportunities. (Kotler 2012, 90.)

According to Johnson and Scholes (2005), a holistic strategic marketing plan consists of three stages: Strategic analysis, Strategic choice and Strategic implementation. Strategic analysis helps marketers understand the strategic position of the company in terms of internal competencies, external environment and stakeholder's influence. Based on the analysis, strategic choice generates strategic options for evaluation. Finally, after weighing all the options, strategic implementation plays the role of being the translation of strategy into actions with tactical plans. (West 2010, 70-71.)

Since the outcome of this study is providing case company with strategic proposals, suggesting direction to develop its BB Cream business, the author only focuses on strategic analysis and strategic choice. Strategic implementation will not be discussed in detail in this research.

2.1   Situation Analysis (3Cs)

As an integral part of strategic formulation, a strategic analysis involves collecting
and analyzing relevant types of information about not only the environment and
trends, but organizational competencies and resources as well. A company's
marketing environment consists of two distinct levels: internal and external
environment. The external environment is further divided into two sub-categories:
macro and micro environment. The analysis of external environment helps
detecting opportunities and threats, both present and potential, while the internal
analysis results in the identification of strengths and weaknesses that exist within
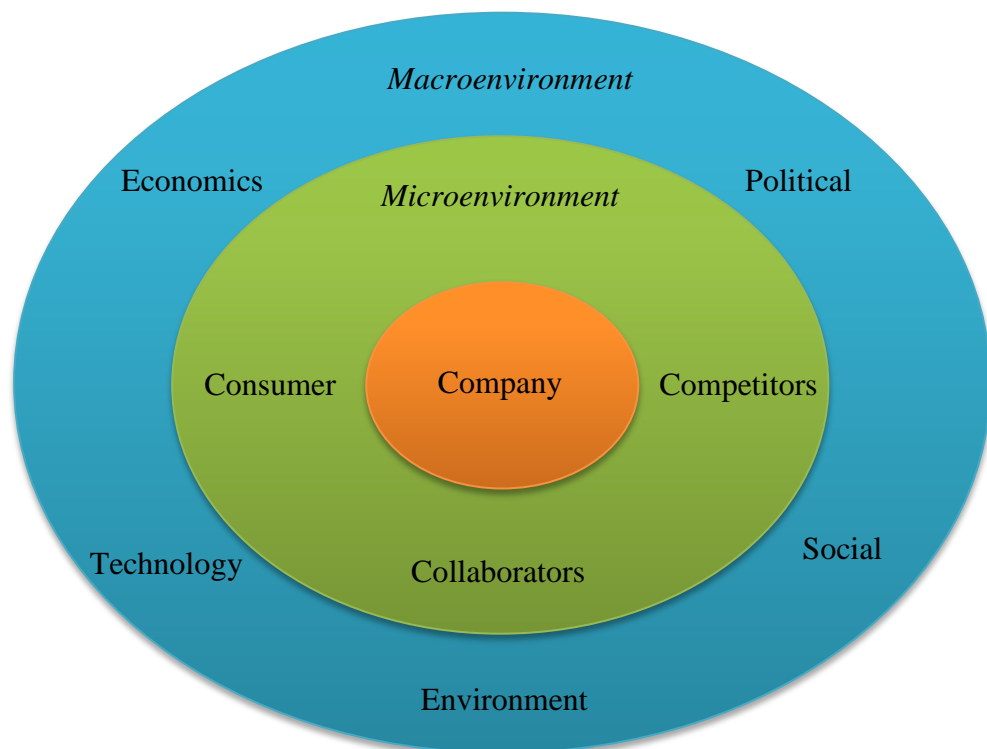the company's culture and structure.

FIGURE 5. The marketing environment

(West 2010, 71-72.)

To maintain sustainable success, a company must stays in tune with external
environment. In other words, a company's offers have to fit with the environment
wants. Therefore, a "strategic fit" is in need for the company to quickly respond
and adapt to changes of the market.

Since the case company – Maybelline New York – has already in the market and established its brand awareness and success for a while, macro analysis is not studied in this research, but in-depth analyses of micro and internal environment will be provided.

In order to perform the marketing environment analysis, the author decides to use 3C's model of Kenichi Ohmae (1982), which focuses on three factors for success: the company itself, its consumer and competition (Tarun 2007).

2.1.1 Company

The aim of internal analysis is to acquire adequate understanding of a company's aspects that are of strategic importance. An internal assessment has a pivotal role in formulating marketing strategies. Along with external analysis, thorough understanding of the company's resources and competencies is required to support making marketing decision. It has been claimed that differences among companies may be best explained by differences in the firm's resources and their application.

(West 2010, 88.)

In this part, three aspects of internal analysis will be discussed. The first one will be about the overall statement of the company, including mission, vision, broad strategies and policies. The second aspect is about performance analysis, which consists of brand association, consumer satisfaction, product portfolio and employee capability. The third one is to identify strengths and weaknesses of the company. Based on that, responsive strategies will be developed to utilize or exploit strengths while overcome or correct weaknesses. (Aaker 2008.)

2.1.2 Consumers

Amstrong and Kotler (2013, 97-98) have emphasized the role of consumer as the most important one, forming the basis of any strategy (Ohmae 1982). Since the ultimate goal of a business is to satisfy consumer needs and build strong bond with them, the foremost concern of a company is the interests of its consumer. As a result, a consumer analysis is considered one of the most important parts that

need to be done in strategic marketing planning contexts. A consumer analysis can be divided into three parts:

- Market segmentation
- Consumer behaviors
- Unmet needs

Aaker (2008, 24) has defined "segmentation" as the identification of consumer groups that respond differently from other groups to competitive offerings. Hence, different segments require different methods of approach and different offers. Therefore, a company needs to understand its consumer characteristics and identify which segmentations they are belong to.

An analysis of consumer behavior helps a company to understand the marketplace appeal of a product or opportunities for sales within a target consumer group. This part will focus on the product perception and brand association. Besides, frequency of product use and purchase as well as attitude towards merchandize are also studied carefully. Moreover, the identification and evaluation of factors affecting purchasing decision is also an integral part of this analysis. Based on these studies, a company figures out consumer triggers and barriers so that it can formulate tactics to shift non-users into users, thus gaining more market share.

Meanwhile, unmet needs provide insights on consumer needs that current products or services in the market cannot satisfy them. It is strategically important for a company to identify unmet needs because they represent opportunities to acquire new consumers and expand the business (Aaker 2008). Apparently, these needs are so not obvious that consumers are not aware of themselves sometimes. It may be difficult to identify, but by being the first to address this gap, a company can win a big deal and move forward aggressively.

The following table gives a brief of consumer analysis:

TABLE 1. Consumer analysis (Aaker 2008, 24)

SEGMENTATION

- What are the consumers?
- How can they be segmented into groups?
- What are the characteristics of each segment?

CONSUMER BEHAVIOR

- Brand awareness & perception
- Product perception
- Usages and Attitudes (price, merchandize, etc.)
- Triggers and barriers
- Factors affect purchasing decision
- Media touch points

UNMET NEEDS

- Why are some consumers dissatisfied?
- Why do some switch brands?
- Do these unmet needs represent leverage points for new business?

Since the case company requested author to focus on finding consumer insights, this part will be paid more attention and effort to dig deep into consumer's perception, habits and attitude toward Maybelline brand and the research product category.

2.1.3 Competitors

It is widely acknowledged that satisfying consumers is the central activities of a marketing strategy. However, this part alone is not enough to guarantee success. A company has to review its own strategy to evaluate whether it can do this job better than its competitors or not. In order to achieve consumer satisfaction and being able to offer greater value than the competition, a company needs to have thorough understanding of not only its consumers but also its competitors. A good

competitor analysis will help a company to gain better understand of its competitors. Accordingly, it can predict their reaction to any marketing initiative that the company might make and exploit any weaknesses they might possess. (D. Jobber 2010, 705.) Based on this, the company can learn from their competitors and adjust its own strategy to maintain being competitive in the market. Thus, a competitor analysis is crucial to the successful implementation of marketing strategy, to help the company survive and grow.

This part consists of two components. Firstly, it is about an overview about the industry the case company operating in in order to catch a glimpse of the competition intensity. The following part is about identifying competitors, both current and potential ones, and analyze its strategies and actions.

2.1.3.1 Competitive industry

In an article, Eskildson (2010) pointed out that it is the job of the strategist to understand and cope with competition. In order to define whether an industry is enjoying high long-run profit or not, it cannot just base on consumer satisfaction level. There are other factors and determinants that will shape the rules of the competition, including both established rivals and potential new entrants, customers, suppliers and substitute products. These determinants are identified by Porter as the five forces that shape competitive industry structure (Eskildson 2010). Each of these five forces then comprises a number of elements, which together, combine to determine the strength of each force and its effect on the competition (D. Jobber 2010, 705-707). Therefore, Porter's five forces model will be applied in this study to understand the competitive situation of the industry.
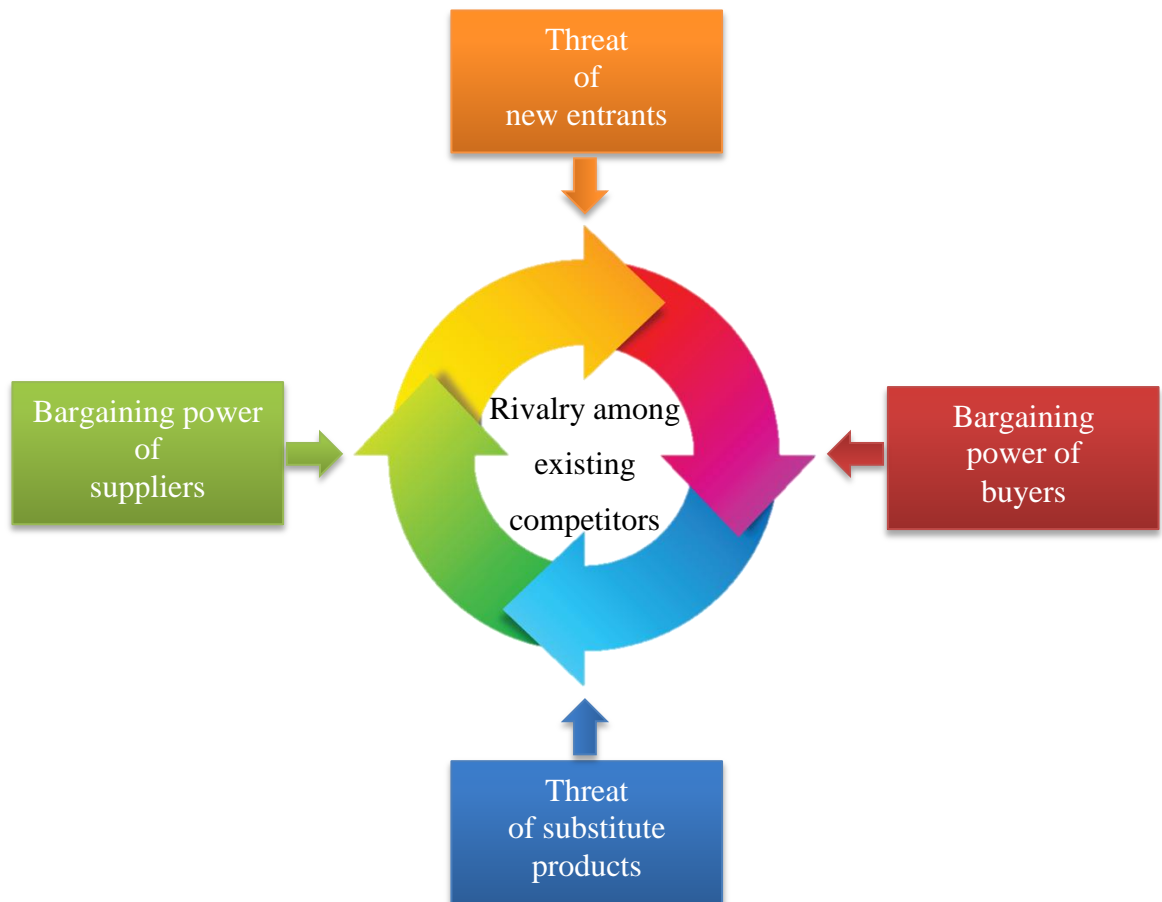
FIGURE 6. Industry structure: The five forces (Porter 2008)

However, in this case study, the aspect of supplier's bargaining power will not be discussed. As a fact, Maybelline Vietnam is operating as a franchise BB Cream business; therefore, all the products will be imported from manufacturing hubs in Asia (Indonesia and China). The company would have no supplier in Vietnam in this case.

2.1.3.2   Competitor analysis

Aaker (2008) stated that understanding competitors and their activities can bring back several benefits. First of all, a good study of the current strategy's strengths and weaknesses of competitors can suggest opportunities and threats that will merit response to adjust the case company's strategy. Secondly, insights into future strategies of competitors may lead into threats and opportunities prediction. Thirdly, the ability to forecast likely reaction of key competitors can easily result in decision about strategic alternatives. Finally, this analysis can also help the case

company to identify some strategic uncertainties that need more observation and monitoring over time. (Aaker 2008, 44-48.)

Therefore, the goal of competitor analysis is set to acquire insights that influence the development of a successful business strategy (Aaker 2008, 39). The first step of this analysis to identify not only current but potential competitors that may enter the market in the near future. After that, the focus will be shifted into attempt to understand them and their strategies.

According to Jobber (2010, 708-711), the process of gathering data about competitors' strengths and weaknesses consists of three stages:

1. Identify key success factors of the industry

An important output of a competitive analysis is the identification of key success factors for players in the market. These factors are competencies and assets providing the basis for competing successfully. (Aaker 2008, 71-72). Researcher is recommended to identify about six to eight factors to avoid diffusion. These factors can be the ability to capture consumer needs quickly, innovativeness or the capability to provide satisfactory services. The identified criteria will be used to compare the case company with its competitors.

2. Rate the case company and its competitors on each key success factor, using a rating scale

After defining key success factors of the industry that the case company is operating in, the next step is to gather data related to its capability profiles accordingly with those criteria. Normally, each factor will be assessed based on a scale ranging from 1 (very poor) to 5 (very good).

Based on this, strengths and weaknesses of competitors in the market can be visualized for better interpretation.
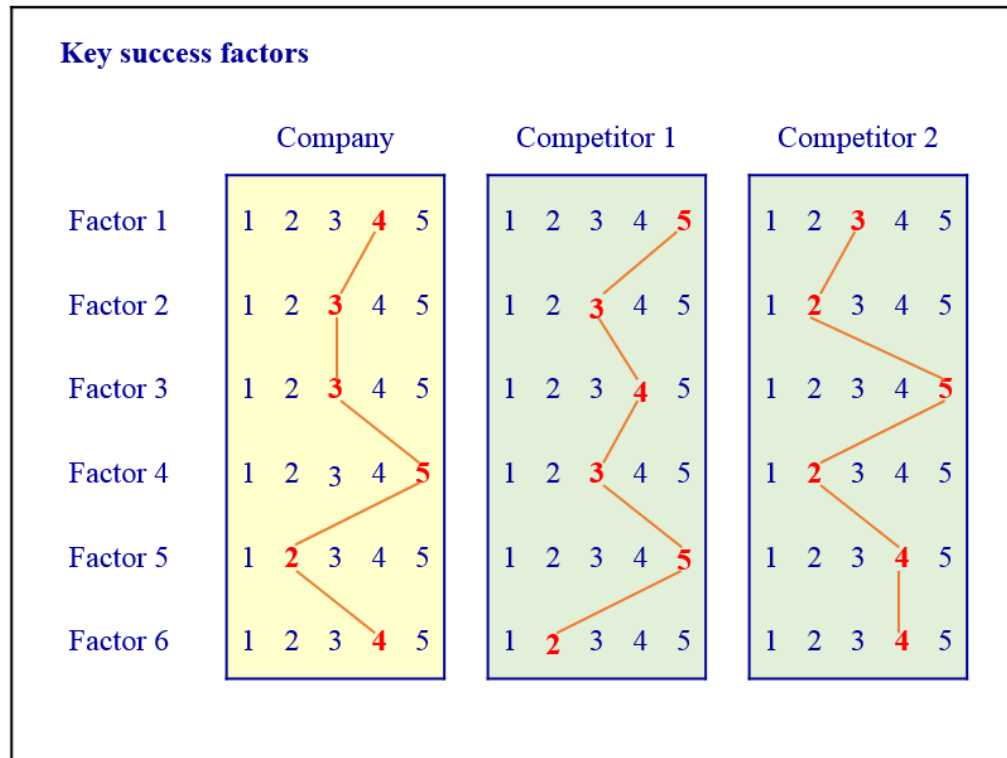
FIGURE 7. Company capability profiles

   3. Consider the implications for competitive strategy

The above profile analysis provides better understanding of the competitive situation and helps identifying possible strategies. The study would help case company in defining where to focus and improve its performance to match and exceed its competitors.

Along with good understanding of competitors' strengths and weaknesses, it is also useful to their strategy objectives as well. This would be very beneficial in predicting the likely strategies and tactics in near future. Jobber (2010, 712) suggested that in-depth studies of competitors' marketing mix would result in indicating target market while consumer perception research would be used to assess relative differential advantages.

(D. Jobber 2010, 708-713.)

2.1.4 SWOT Analysis

After gather sufficient data related to company, its consumers and competitors,
SWOT analysis is used as a systematic way for integrating internal and external
analysis. This would help to formulate a strategic fit between what the
environment wants and what the case company has to offer, as well as what the
company needs and what the environment can provide.(West 2010, 93-95.) Trim
and Lee (2008, 731-745) described SWOT as a well-established method, which is
used to appraise a company situation. It can also extend by linking results of the
analysis to enhance the strategic decision making process. Thus, SWOT is
considered as an important foundation for any plan to help producing realistic and
meaningful strategic recommendations for a company's future direction. In fact,
the aim of SWOT analysis is to figure out the extent in which relevant strengths
and weaknesses of the company are capable of dealing with the changes taking
place in the business environment.

Despite its broad usage, SWOT has been subject of several criticisms because of
its apparent limitations, mostly caused by the simplicity. In this study, the TOWS
matrix will be applied instead of traditional SWOT tool. This matrix was
proposed by Weihrich (1982) as a very useful tool for creating a series of strategic
options for decision-makers to consider by illustrating alternative ways in which a
company can use its strengths to minimize threats and invest in available
opportunities to overcome weaknesses.

(West 2010, 71.)

TABLE 2. TOWS Matrix (Weihrich 1982, 60)

Internal

Strengths	Weaknesses
Strategic options	

	Opportunities	S+O Strengths can be used to capitalize or build upon existing or emerging opportunities	W+O The strategies developed need to overcome a company's weaknesses if existing or emerging opportunities are to be exploited
External	Threats	S+T Strengths in the company can be used to minimize existing or emerging threats	W+T The strategies pursued must minimize or overcome weaknesses and, as far as possible cope with threats

2.2   Consumer-Driven Marketing Strategy

Nowadays, consumer needs have become too numerous and widely scattered. It is great challenge for companies to capture and satisfy all consumers in the market place – or at least all buyers in the same way. Thus, a consumer-driven marketing strategy is pivotal for a company to build the right relationships with the right consumers.

There is a shift in the way companies practice their marketing strategies. Most of them have moved away from traditional mass marketing and toward target marketing involving: segmenting the market into specific groups, targeting one or more of them and positioning its products in the mind of consumers. (Kotler 2012, 212-214.)

Figure 8 below shows major steps in designing a customer-driven marketing strategy.
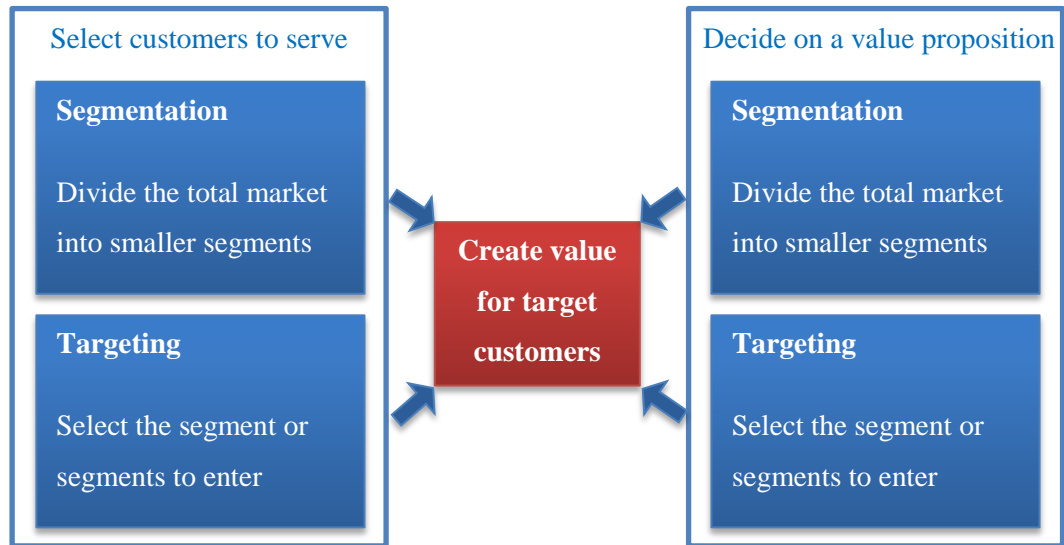
FIGURE 8. Designing a Consumer-Driven Marketing Strategy (Kotler 2012, 215)

2.2.1   Segmenting

Market segmentation is vital for the success of a company (West 2010, 152). Kotler (2012, 214) has defined this term as follow:

> *"Market segmentation: Dividing a market into smaller segments with distinct needs, characteristics or behavior that might require separate marketing strategies or mixes."*

The aim of segmenting is to identify groups of customers with similar needs and preferences so that they can be served effectively while being of a sufficient size for a product to be offered effectively (D. Jobber 2010, 260). Based on this, a company can choose which group or groups to focus on and develop a series of strategies tailored to each group's distinctive characteristics and requirements.

According to West (2010, 153-168), the most common variables for identifying segments are as follow:

TABLE 3. Common criteria for identifying

Geography	Demography	Psychography	Behavior
• Global	• Gender	• Personality	• Usage rate
• National	• Age	• Lifestyle	• Loyalty level
• City/ state	• Education	• Values	• Event creation

Climate	Income		Key benefits
	• Occupation		
	• Religion		

Since the case company in this study operates in mass market of Vietnam, there will be no different in product offers among regions. Demographic and behavior are two main metrics used to segment the cosmetics market in this research.

Demographic bases

Based on demographic, age, gender and occupation serve as appropriate bases for segmentation. Since the case company's business is about color cosmetics, only female group will be studied. This group of consumer will be then, divided into smaller group according to their ages and level of education or occupation. Based on this, level of income and purchasing power can be predicted as well.

Behavioristic bases

These bases are built around groups of consumers with similar perceptions and responses toward particular products or services. There are different criteria within this group such as loyalty level, brand insistence or creation of special events, etc. However, main factors chosen to segment based on consumer behaviors are usage rate and benefit segmentation. Usage rate involves the amount which is normally consumed by individual consumers. Normally, consumers will be classified into two groups: non-users and users. Then, within users, they will continue to be divided into clusters of light, moderate and heavy users. Apparently, the wants and needs of these groups are somewhat different from each other. Meanwhile, benefit segmentation is based on key benefits that consumers are seeking from the use of particular products or services. Even though there can be two or more segments purchasing same products, the benefits they are looking for can be very different.

(West 2010, 152-168.)

2.2.2 Targeting

After the company has segmented the market into groups with distinctive needs and characteristics, the next step is targeting. This process involves evaluating market segments and deciding which ones to serve.

Evaluate market segments

When evaluating market segments, a company has to address these two issues: market attractiveness and the company's capability to compete in the segment (D. Jobber 2010, 278).

Market attractiveness can be assessed by looking at market factors, competitive factors and social factors:

- Regarding the market factors, it is important to evaluate whether a segment is potential or not. In order to clarify this, the company should pay attention to segment size, growth and its profitability. Another important criteria needed to be concerned is barriers to market segment entry, which can take the form of the high marketing expenditures necessary to compete or high switching costs for consumers.
- Competitive factors consist of three elements: nature of competition, new entrants and competitive differentiation. A segment with low level of competition appears to be more attractive. However, the company must take into account the likelihood of new entrants and the dynamics of the market, especially with rapid changes of new technology nowadays. Besides, segments will be even more attractive and potential if there is a real probability of creating a differentiated product that consumer values. This depends on how the company identifies unmet needs existing in the market and its capability to fill this gap.
- Most relevant social factor which will be studied in this research is about trends in the cosmetics industry. A company needs to keep track with changes in the market and make sure to be agile to follow the trend. Big gains can be rewarded to first entrants.

The following figure helps summarizing factors to assess market attractiveness:
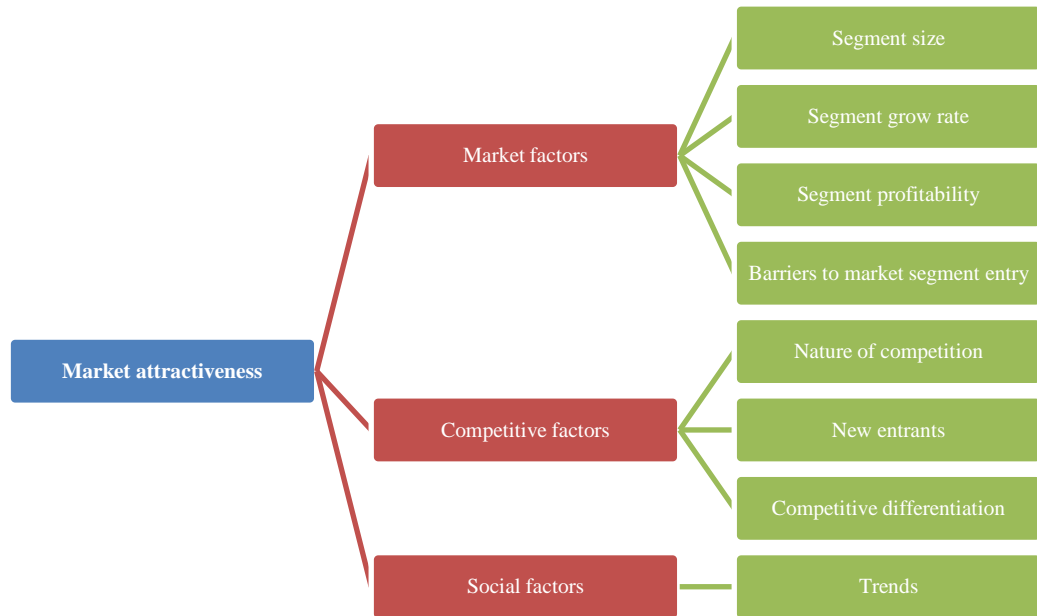
FIGURE 9. Factors used to assess market attractiveness (D. Jobber 2010, 279)

(D. Jobber 2010, 278-281.)

Company capability

Even if a segment has high potential and is structurally attractive, a company cannot choose to target this segment solely based on those factors. The company must consider its own objectives and resources whether it can serve that group or not. Some attractive segments can be dismissed quickly because they are not aligned with the company's long-term objectives. Or on the other hand, the company may be lack of skills and resources required to compete successfully in a potential segment. Therefore, a company should only enter segments in which it can create superior value for consumers and gain advantages over its competitors.

(Kotler 2012, 225.)

Target marketing strategies

After a company has evaluated all market segments, it is time to make decision on which segments to target and serve. Market targeting can be carried out at different levels (Kotler 2012, 225). According to Jobber (2010, 281-284), there are four generic target strategies: undifferentiated marketing, differentiated

marketing, focused marketing and customized marketing. These strategies are illustrated in the following figure:

Undifferentiated marketing

Marketing mix → Whole market

Differentiated marketing

Marketing mix 1 → Segment 1

Marketing mix 2 → Segment 2 ← **Focused marketing** Marketing mix

Marketing mix 3 → Segment 3

Customized marketing

Marketing mix 1 → Customer 1

Marketing mix 2 → Customer 2
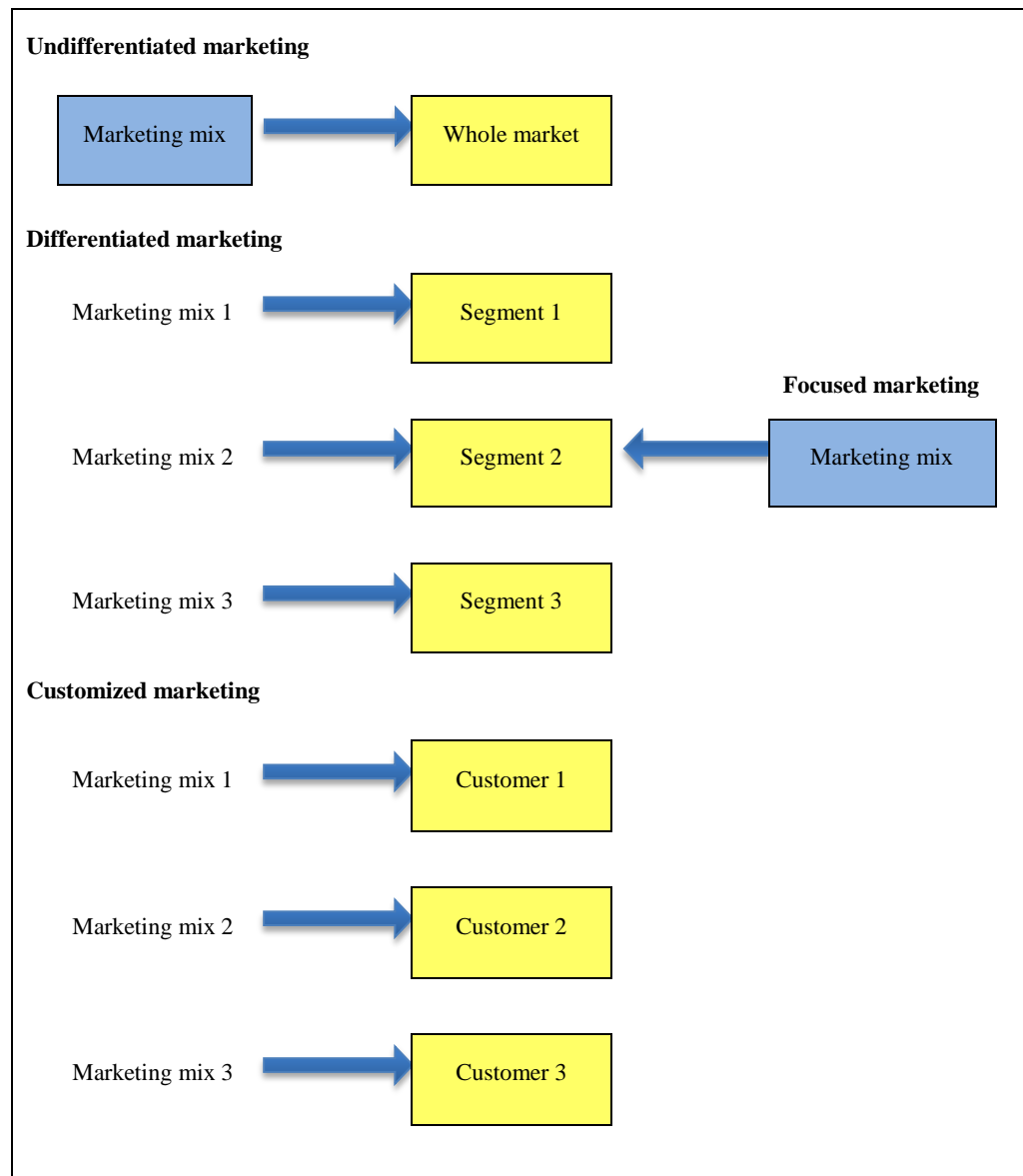
Marketing mix 3 → Customer 3

FIGURE 10. Target market strategies (D. Jobber 2010, 282)

Undifferentiated marketing

Kotler (2012, 225) has defined undifferentiated marketing as following:

> *"A market-coverage strategy in which a firm decides to ignore market segment differences and go after the whole market with one offer"*

This strategy can be used when a market analysis shows no strong differences in customer characteristics (D. Jobber 2010, 280). By applying this strategy, the company will focus on common needs of consumers instead of digging deep into what is different. Thus, the company will treat the market as a whole and design a single marketing to appeal the largest number of customers.

However, undifferentiated market also has its drawback. Apparently, there are difficulties in designing one product that can satisfy all consumers. Besides, mass marketers often appear to be less competitive in comparison with more focused companies that do a better job of addressing the needs of specific segments. (Kotler 2012, 225-226.)

Differentiated marketing

> *"A market-coverage strategy in which a firm decides to target several market segments and designs separate offers for each"* (Kotler 2012, 226)

When market segmentation reveals several attractive targets, a company can design specific marketing mixes, tailored to the characteristics of each group. This strategy focuses on exploiting differences among segments in the market. By practicing differentiated marketing, a company can offer product variations to segments and hope for gaining higher sales, wider coverage and stronger position within each targeted segment. However, this application would cause higher costs of doing business for the company. Developing separate marketing plan for separate segments requires extra investment in market research, sales analyses and promotion activities. Therefore, a company is advised to weigh increased sales against additional costs when deciding on a differentiated marketing strategy.

(Kotler 2012, 226.)

Focused marketing

It is not necessary for a company to serve all the segments in the market but only one that is most appealing and suitable to the company's resources. Thus, the company only develops one single marketing mix aimed at one target market. This strategy is claimed to be most appropriate for companies with limited

resources. (D. Jobber 2010, 282-283). Through focused marketing, a company can achieve a strong market position because of its great knowledge of consumer needs in the niche segment it serves. It can also market more efficiently, target its whole business including product portfolio, sales channels and communication programs toward only consumers that it can serve best and most profitably (D. Jobber 2010, 227).

Customized marketing

In some specific markets, the needs and requirements of individual customers are so different and their purchasing power is sufficient enough for companies to develop a separate marketing mix for every single customer. In this case, the application of customized marketing is required. (D. Jobber 2010, 284). Different form mass marketing, customized marketing has made relationships between suppliers and customers become more important than ever (Kotler 2012, 229).

 In this study, the case company chooses to apply differentiated marketing buy using different approach for different target group, in order to serve their needs effectively.

2.2.3   Positioning

After defining the market segmentations and potential groups to target, the next step, also the most important one, is to position a company's offers in the mind of consumers successfully. This process is one of the most important aspects in a marketing strategy because, nowadays, the market place has become over-communicated and consumers constantly exposed to too many advertising messages daily. Adding to this, the volumes of information spreading over internet, the print and broadcast media can cause consumer suffering from information overload. (D. &. Jobber 2009, 122.) Hence, typical consumers have a natural tendency to discard all information that does not immediately find an empty slot in their minds (Pearson 2014, 145-146). To cut through this clutter and stand out from the rest, a company is in need of messages that are "simple, direct and that resonate with the consumer's needs" (D. &. Jobber 2009, 122).

Besides, Al Ries and Jack Trout also strongly state that it is positioning that is the strategic key. If the consumer has a particular top-of-mind product when a specific need arises in that category, it is the product that consumer is most likely to buy. The point is to keep the company's brand name automatically pop up as a top of choices. (West 2010, 171.) Noel Peebles (2012), author of "*How to Sell Your Business the Easy Way!*" emphasizes the importance of positioning:

> *"Positioning is the marketing tool that helps prospects and customers identify what's unique about your product, service or company. Use Positioning to give your advertising purpose, to give it a message, and to give it the appropriate tone. Then and only then, are you on your way to developing a good advertising strategy."*

Positioning statement

A key element of positioning is the creating of a positioning statement, which is "a memorable, image enhancing, written summation of the product's desired stature" (D. &. Jobber 2009, 122). According to Jobber (2010, 285), a successful positioning statement relies on four factors, as shown in below figure.
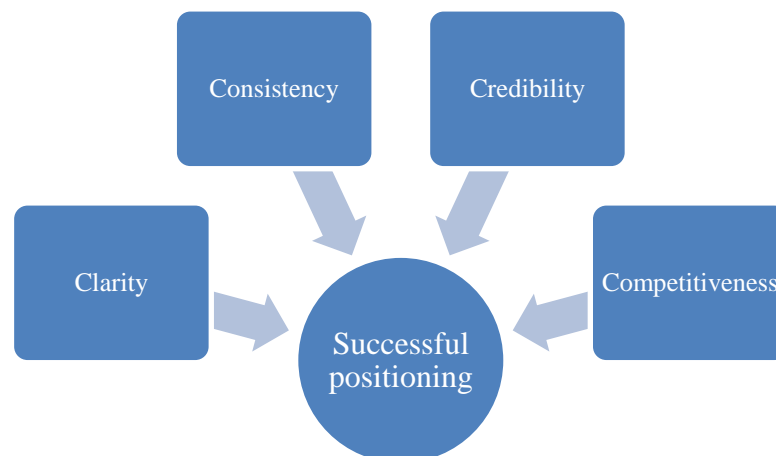
FIGURE 11. The 4Cs Positioning framework (D. Jobber 2010, 285)

- o Clarity: a positioning statement needs to be clear of the target market and differential benefits that are offered for this group
- o Consistency: all the messages delivering to consumers must be consistent with each other to minimize any confusion.

  o Credibility: all the benefits marketing to consumers must be credible and claimable to make it believable to the target audience.

  o Competitiveness: the differential advantage should offer consumers something of value that competitors cannot provide.

(West 2010, 173.)

Perceptual mapping

After finalizing a positioning statement, the next step is to examine ways in which the company can assess its perceptual position inside the heads of its target audience (West 2010, 174). In this case, a perceptual map can be used to determine the position of a brand in the marketplace. According to Jobber and Fahy (2009, 123), a perceptual map is "a visual representation of consumer perceptions of a brand and its competitors, using dimensions that are important to consumers". They also suggested key steps to produce a perceptual map as follow:

1. Identify main players in the markets
2. Identify key criteria consumers use when choosing between brands (based on qualitative research)
3. Check how consumers assess these criteria for each brand (quantitative research)
4. Plot brands on a two-dimensional map

Dimension 1
High

Brand B

Brand C   Brand A

Dimension 2   Dimension 2
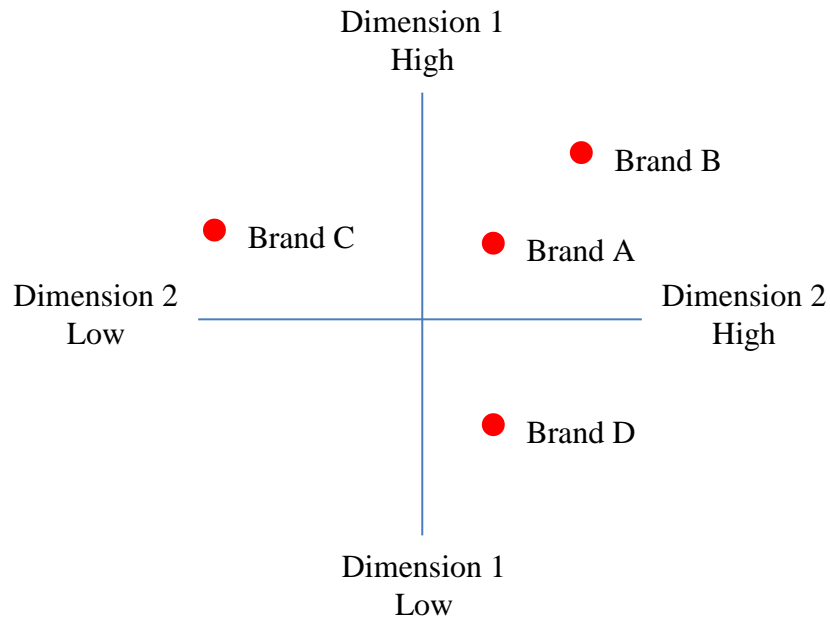Low   High

Brand D

Dimension 1
Low

FIGURE 12. A perceptual map (modified from Jobber and Fahy (2009, 123))

Repositioning

When a product is not performing well, perhaps because of changes in consumer tastes or internal conflicts causing by adding more products into the current portfolio, that product need to be re-positioned. Repositioning involves changing current target market into a new segment, choosing new differential advantages to emphasize or both. Based on this, there are three options to consider:

1. Same market, same target, different image of product: this option will help the company's offer flexible address the changing need of consumer
2. Same target, modify product: this alternative is only suitable for company owning the whole process of manufacturing. In this case, Maybelline Vietnam operates as a franchise business. Thus, the case company has no right of modify products but just import them from manufacturing hubs around the world. As a result, this option is not applicable.
3. Same product, change target consumer: A company can re-segment its current market into smaller and more specific groups in order to offer each product efficiently and avoid internal competition among units in the same portfolio.

However, a decision to reposition a product or a brand should not be taken lightly as there are risks of losing sales attached to this strategy. Thus, repositioning is very challenging and should be undertaken with great care, supporting by thoroughly market research and in-depth understanding of consumer insights.

(D. &. Jobber 2009, 123-126.)

Unique Selling Proposition

According to Kippenberger (2000, 6), the only way companies can use with the hope of surviving and thriving in this ruthless competitive environment is to differentiate their offers. Thus, it is very important to find and use their own unique selling proposition (USP) to compete with other players in the market.

The concept of the USP was first developed by Rosser Reeves, creative head of Ted Bates – a US advertising agency in 1960. Reeves argued that every advertisement had to propose a specific benefit to consumer, one that competitors could not or did not offer. Besides, that proposition had to be strong and unique enough to acquire new consumers. (Kippenberger 2000, 6). In other words, the key point of proposition is to seek a point of difference, distinguish a company's products from other competitors in the mind of consumers (Pearson 2014, 152-153).

In order to differentiate its offers from other competitors, Jack Trout (2008) suggested four steps a company must follow:

1. Understand the target consumer's perception of all the brands in the market, both strengths and weaknesses of each brand including case company, in order to create a message that make sense in that "category context"
2. Find the differentiating idea, which can set the company's offer apart from its counterparts in the market.
3. Have the credentials to back up and market its "differentness" believable
4. Constantly communicate this difference

Following these steps, a company can create the USP for its product, which must be simple, visible and delivered again and again to maintain a differentiated position in the highly competitive market place.

(Kippenberger 2000, 8.)

2.3   Marketing Mix (4C's)

Customers are the epicenter of any business. In fact, the survival of any company is heavily dependent on customer's acceptability and satisfaction of the company's offerings. Therefore, business organizations would make all possible attempts to satisfy their customers, by implementing a marketing mix strategy that best suits those target groups. Over time, there are plenty of marketing mix models, and most of them are seller or product centric and not given due attention to the consumer-centric perspective. (Tarak 2014, 51.)

Lauterborn (1990) suggested a new model, replacing the traditional 4Ps marketing mix of Mc.Carthy (1960) by the new 4Cs format, which focuses on customer centric view of marketing. According to him, for a successful marketing strategy, customers must be placed in the center of the plan. The 4Cs include Customer, Cost, Convenience and Communication. (Tarak 2014, 52.)

Since this study emphasizes on consumer value, 4Cs model of Lauterborn will be applied instead of traditional marketing mix 4Ps, which helps the author better study and understand the customer from varies aspects.

2.3.1   Consumer value

The first element of the new 4Cs model is about consumer value. Nowadays, companies can just push whatever they can produce to the consumers any more. It is important for companies to understand what their target consumer's wants and needs so that they can sell products that consumers want to buy. Being built on the consumer centric view, this concept is based on the fact that consumers are more interested in how offers in the market solve their problems rather than the products or services themselves (Tarak 2014, 52). "The frenzy feeding is over; the

fish are out of school. Now they need to be lured one by one, with something particularly wants." (Lauterborn 1990, 26.)

2.3.2 Consumer costs

Cost is equivalent to Pricing in the traditional marketing mix. Cost is a very important consideration during consumer decision making and hence in this 4 C's principle, cost variable is given special attention. Following this practice, a company has to plan the cost of the product on the basis of its customer.

(Lauterborn 1990.)

However, price is only a part of the total cost to satisfy a want or a need. Consumer costs include all those costs required for acquiring a product or service for actual use. Thus, price of product displays the seller centric view while consumer cost represents the buyers' centric view.

(Tarak 2014, 52.)

2.3.3 Convenience

Convenience is equivalent of distribution or placement of the traditional marketing mix. The consumer convenience concept emphasizes on the convenience of purchasing a product or service rather than the place of availability of the offer (Tarak 2014). To be more specific, convenience takes into account the ease of finding a product, finding information about that product and buying it, etc. Therefore, marketers have to know how each sub-segment of the market prefer to buy, how to be there and be ubiquitous, in order to guarantee convenience to buy (Lauterborn 1990). Tarak (2014) stated that consumer convenience element of the 4Cs model has provided a comprehensive sense to place concept from consumer's point of view.

2.3.4 Communication

The concept of communication remains same for both, the traditional marketing mix as well as for the 4 C's of marketing. While promotion tends to be "manipulative", pushed from the seller; communication appears to be "cooperative" built from the buyer centric view, with the aim to create a dialogue with the potential customers based on their needs and lifestyles (Lauterborn 1990). This approach represents a broader focus. Communications can include all promotion elements involving advertising, public relations, personal selling, viral advertising, and any form of communication between the organization and the consumer (Kotler 2012). In short, this element of Lauterborn's 4Cs marketing mix framework provides a comprehensive sense of promotional activities from consumer's point of view (Tarak 2014).

3 MARKETING RESEARCH

In addition to general information about consumers, competitors and marketplace happenings, it is pivotal to have formal studies which provide consumer and market insights for specifics situations and decisions. Kotler (2012) has defined the term of marketing research as follow:

> *"The systematic design, collection, analysis, and reporting of data relevant to a specific marketing situation facing an organization"*

According to Kotler, a good marketing research can help a company to assess market potential and market share or measure the effectiveness of current marketing mix strategy.

The marketing research process includes four steps, which are shown in the following figure:

FIGURE 13. The Marketing Research Process
(Kotler 2012, 127.)

3.1 Defining the problem and research objective

In a marketing research process, the first step – defining problems research objectives – is probably the most difficult but also most important one. There is an adage "a problem well defined is a problem half solved" (Zikmunk 2010, 64). This statement appeared to be applicable in business research as well. With careful attention to problem definition, researcher can set proper research objectives. The clear the purpose of the research is, the higher chances of collecting necessary and relevant information while minimizing wasted time and effort. Zikmund (2010) also suggested that "the best place to begin a research

project is at the end". In other words, the research process can be planned based on the outcome expected to get out at the end of the research.

Different types of objectives will lead to different types of research designs to acquire information. Generally, the objectives can only be determined when there is a mutual understanding or agreement between marketing managers and researchers (Zikmunk 2010, 63). There are three most common types of objectives: exploratory research, descriptive research and causal research. Depending on the level of uncertainty surrounds the situation motivating the research, researcher can choose the most appropriate type. Comparison of these types of objectives can be found in following table:

TABLE 4. Characteristics of Different Types of Business Research (Zikmunk 2010, 60)

	Exploratory Research	Descriptive Research	Causal Research
Amount of Uncertainty Characterizing Decision Situation	Highly ambiguous	Partially defined	Clearly defined
Key Research Statement	Research question	Research question	Research hypothesis
When Conducted?	Early stage of decision making	Later stages of decision making	Later stages of decision making
Usual Research Approach	Unstructured	Structured	Highly structured
Examples	"Our sales are declining for no apparent reason." "What kind of new products are customers interested in?"	"What kind of people patronize our stores compared to our primary competitor?" "What product features are most important to our customers?"	"Will consumers buy more products in a blue package?" "Which of two advertising campaigns will be more effective?"
Nature of	Discovery	Can be	Confirmatory

Research	oriented, productive but still speculative. Often in need of further research.	confirmatory although more research is sometimes still needed. Results can be managerially actionable.	oriented. Fairly conclusive with managerially actionable results often obtained.

Related to this study, the research was guided by Maybelline Marketing Manager (MM) with clear instruction about what kind of information is needed. As mentioned in the first chapter, the business objective is to suggest a strategic marketing proposal to grow current BB Cream business of Maybelline New York in the Vietnamese market. In order to achieve this goal, it is crucial to have in-depth studies about the market and its target consumers as a solid foundation to build the plan. Thus, the research objective is set to be acquiring necessary consumer and market insights to support planning the marketing strategy. To be precise, this research aims at collecting data to examine three aspects of the situation analysis including Company, Competitors and Consumers.

Based on the nature of the research, which is to get to know the market and discover ideas that may be potential business opportunities (Zikmunk 2010, 54), exploratory research appears to be the most appropriate one to apply in this study.

3.2   Develop research plan

After the problems are clearly defined and the objectives of the research is carefully set, the next step is to translate these objectives into specific information needed. Based on this, researcher can develop a plan to collect required data efficiently. This plan provides a framework of action for the research (Zikmunk 2010, 66), outlines the specific research approaches, contact methods, sampling plans and instrument that researchers will use to gather new data (Kotler 2012, 128).

Based on the objectives set in the previous part, the author outlines key information needed in this research:

- ❖ Market insights:
  - o Competitors' activities
  - o Trends
  - o Brand awareness, brand loyalty, brand images, marketing activities
- ❖ Consumer insights:
  - o Perception
  - o Behavior: Usage and Attitude
    - ▪ How-to
    - ▪ Usage frequency
    - ▪ Factors affecting purchasing decision
    - ▪ Pricing assessment
  - o Triggers and Barriers to start using BB Cream
  - o Unmet needs existing
  - o Media touch points

In order to acquire the listed information, the researching process is planned to have two stages: Exploratory (qualitative) and Verifying (quantitative) stage.

1. Exploratory stage

    This stage applies qualitative research method in order to collect data and figure out possibly valuable insights. To be more specific, information will be obtained by different approaches:

- Interview with retailers in General Trade (GT) channel and Beauty Advisors (BAs) in Modern Trade (MT) and Counter (CT) channels. These three are distribution channels of MBL Vietnam.
- Market visits to observe sales activities in different channels, consumer buying behavior and competitors' PR activities, etc. These visits have to cover all three distribution channels of Maybelline. Therefore, they include visits to key markets (GT), super markets (MT) and shopping malls (CT).
- Focus groups with target groups of consumers. A focus group is defined as "a small group discussion (consists of six to twelve people) about some

research topic led by a moderator who guides discussion among the participants" (Zikmunk 2010, 65). This method is claimed to be a useful way to obtaining background information about a particular subject to formulate specific research questions for quantitative research conducted later on (Rea 2014, 81).

2. Verifying stage

   This stage will utilize data collected from earlier stage to formulate questionnaires (quantitative research). It consists of three steps:

❖ Sampling plan

Market researchers usually study a small group of consumers and based on that, draw conclusions about the total consumer population. Ideally, a sample should be representative in order to make accurate estimates of behaviors of the larger population. (Kotler 2012, 138.)

In order to design sample, three decisions need to be made.

- Sampling unit: Researchers have to decide on the profiles of respondents. In this particular study, the survey is targeted at female students, age from 15 to 27, including high school, college students and first jobbers.
- Sampling size: The larger the samples are, the more reliable the results are. However, it is not necessary to sample the entire market to get reliable results, since larger samples usually require more costs. After discussion with marketing manager of MBL, the author was advised to conduct the survey with around 150-200 respondents.
- Sampling procedure: Respondents will be picked randomly at public places such as schools, parks or shopping malls, etc. Since the author had the ability to travel, the survey will be conducted not only in one but five big cities of Vietnam: Ho Chi Minh City, Hanoi, Bien Hoa, Da Nang and Nha Trang.

❖ Designing the survey instrument

The development of the survey questionnaire is a crucial component of the survey research process. It is pivotal that all the questions must be unbiased and well-structured. This is an extremely detailed and time-consuming

process. Based on different contact methods e.g. in-person interview, web-based, telephone survey, etc., the format and wording of questions can be different. Besides, the length of the survey is worth to pay attention to. The author was advised by MBL Marketing Manager to put all the words within two side of an A4 paper. The longer the questionnaires are, the lower the response rates are. (Rea 2014, 31.)

Related to this study, there will be two questionnaires, distributed separately to two groups of consumers. One will be for BB Cream users and the other is for non-users. By dividing into two surveys, participants only need to read and answer relevant questions and the survey paper will not look too lengthy to be bothersome.

Instead of in-person interview, mail out or web-based interview, etc., intercept survey is chosen to be the contact method. This is a variation of the in-person survey whereby information can be obtained from respondents in populated public area such as parks, schools, retail malls, etc. Respondents are actually intercepted individually by the interviewer to participate in the survey. The reasons behind choosing this method are listed as follow:

- The opportunity to explain unclear questions and use visual aids or product testers in the conduct of the interview
- Questions are ensured not being skipped and there are no uncompleted answers
- The outcome data can be more reliable
  (Rea 2014, 25-26.)
❖ Pretesting the survey instrument
  After a draft version of the survey is prepared, it is important to pretest the questionnaire under actual survey conditions. This process will help identify poorly worded questions. Thus, the overall quality of survey will be adjusted and refined. (Rea 2014, 31).)
❖ Implementing the survey
  This is the most critical phase of the research process. The author had to pay attention to maintaining the established random sampling procedure.

(Rea 2014, 32.) Besides, timeline is set to manage this stage within the timeframe of one month. Because the questionnaires are printed on paper, the author had to input the data into computer for processing. Since the number of participant is not too big (N=180), Excel is recommended as the main tool to analyze.

TABLE 5. Summarize of planning primary data collection (adapting from Kotler (2012, 130))

Research approach	Contact methods	Sampling
Observation	Personal	3 channels: - Markets: - Super markets: - Shopping malls
Interview	In-person	- Retailers in markets: 20 shops - BAs (MT & CT): 10
Focus group	Discussion	4 groups (6 people/group): 1. Age 18-22 – BB users 2. Age 18-22 – non BB users 3. Age 15-18 – BB users 4. Age 15-18 – non BB users All must be non-marketing background
Survey	Intercept	- Female students age 15-27 - N=180 - Randomly picked, in 5 big cities of Vietnam

3.3   Data acquisition

This stage helps to provide a holistic view of the data acquisition process. The below figure illustrate how every single step is done and how it contributes to reach the final goal of the research:

Company info	Focus groups	Interview & Market visits	Survey design	Survey implementation	Final analysis
Jan – May 2014	Feb 2014	Mar 2014	April 2014	May 2014	Jun 2014
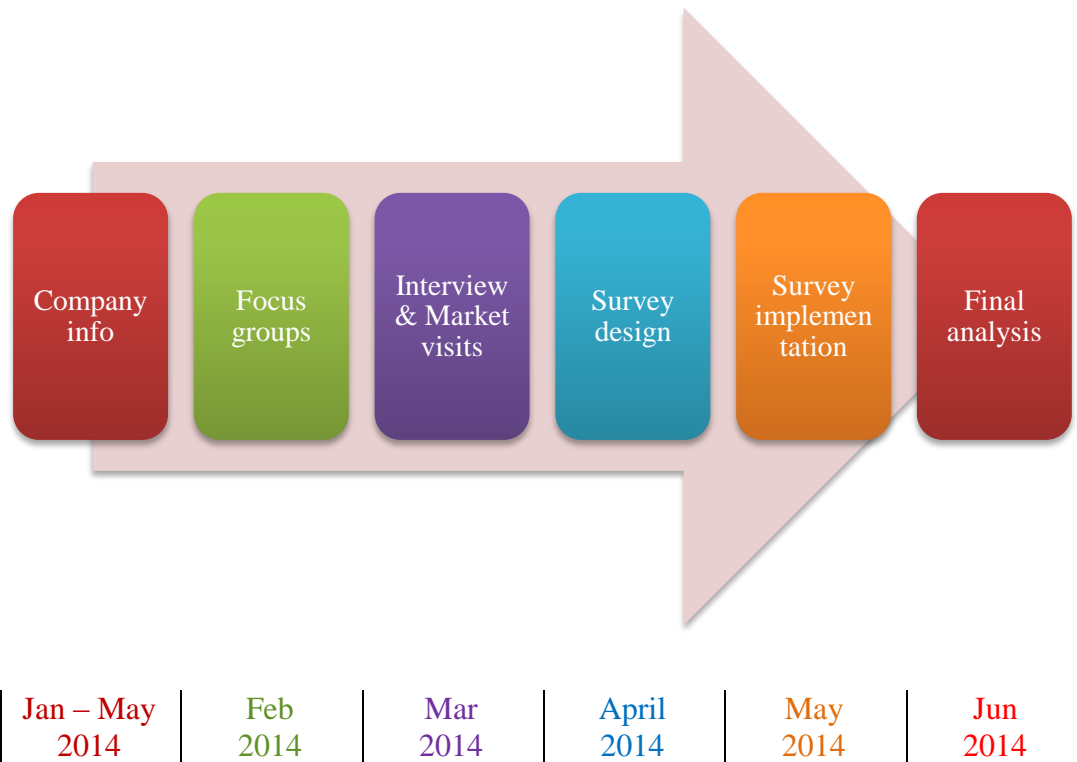
FIGURE 14. Research process timeline

During the first five months of the internship, the author had chance to learn about L'Oréal Company, its culture and Maybelline brand spirit. Marketing manager and line manager provided great support in acquiring necessary information related to the brand's mission, vision and brand DNA as well as the current business of Maybelline BB cream in the Vietnamese market. Most of information about the company is from unpublished sources, which are case company's presentations and internal reports, and given directly to the author. Moreover, during the time of the project, guidance and advice are constantly offered by both marketing manager and line managers whenever any issues arise that the author wants to clarify.

The next step is to conduct four focus groups. The first two weeks were for participating some focus groups of other projects. Then, based on observation, the author prepared her own lists of questions for this study. During this period, the author also needed to find participants with proper profiles following the sampling plan. The next two weeks were reserved for actual group discussions. After completing all four focus groups, all the information will be collected and compare between groups in order to figure out some interesting insights and ideas

that worth testing in larger scale. During that period, the author was advised to pay visits to key markets and super markets around Ho Chi Minh City to observe consumer behavior and conduct interviews with shop owners and Beauty Advisors. There was large number of places to visit while the author was still an intern and had to actively support marketing team with daily tasks, these visits took a lot of time to finish. The outcome of these interview and observation was also beneficial for designing the questionnaires.

The next period was for collecting quantitative data. Designing a questionnaire is a very time-consuming process and need to pretest a couple of time in order to make sure the survey was well structured and good wording. Since it was intercept interview, the author had to wander in public places such as big parks around the city where students often hang out after school, or in universities, high schools and shopping centers to pick up individuals and ask them to do the survey. The total number of 180 people was approached and there are all valid answers. This amount is accepted by the case company to represent the larger population that this research is targeted at. At the end of the internship, the author was required to analyze all information obtained and based on that, suggesting plan to grow the current business of MBL BB Cream in the Vietnamese market.

3.4   Data analysis

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4 CASE STUDY: BB CREAM MAYBELLINE NEW YORK VIETNAM

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5   CONCLUSION AND RECOMMENDATIONS

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6   SUMMARY

BB Cream is a highly potential market with rapidly increasing penetration over the year. However, Maybelline has not focused on this area but Eye and Lip categories instead. Thus, the author was commissioned to study this market and provide a feasible proposal to expand this line of business.

The author has applied both qualitative and quantitative methods to collect valuable consumer insights. Qualitative data was gathered by focus group discussion, in which the main purpose was to generate ideas. After that, questionnaires were built to reconfirm those insights collected from FGD.

During the research, the author has made key findings:

- Consumer insights:
    o Skin issues: Acnes and irritation preventing more frequent users
    o Consumer's lack of how-to
- MBL BB Creams are strong at smooth and natural features
- BB Cream in the market cannot solve oil issues
- There is a new trend toward CC Cream

Based on research and thorough analyses, the author came up with a solution for growing BB Cream business of Maybelline in the Vietnamese market by suggesting to recruit new users and explore new opportunities to expand the market and steal market share from the competitors.

Further research is advised to implement these proposals.

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Interview

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APPENDICES

APPENDICE 1. Focus group discussion guideline for BB Non-users

WARM UP	
Introduction	Moderator introduces herself and Maybelline New York Explain the Project's purpose: *We are working on a Project on make-up habits and lifestyles to explore insights and behaviors of the consumers. You have been invited to join us here today because of your experiences and knowledge in this area and your interest together with the valuable perspectives you can share with us.* *There are no right or wrong answers – you will each have your own point of view and there is no need to reach a consensus at the end.* *Be as honest as you can and try to think beyond the obvious – really think about how you feel deep down.* *Now let's have everyone introduce herself. Please tell us your name, age, career and anything you want to let us know about you.*
PERCEPTION	
Beauty Ideal skin General perception	- What do you think about beauty? What could you do to make your beauty up? How important make up is for your beauty? - What is your definition of "make up"? Roles of make up? - What is your ideal skin? Skin tone that you like? What is a beautiful make-up skin? - Your general perception toward cosmetics? Like or dislike? Why?
USAGE	
Trigger Barrier Usage frequency	- How many types of make-up products do/did you used to use? What is your first cosmetics product (cleanser, moisturizer, etc.)? Why do you use these? Benefits that you are looking for in these products? - What are your daily cosmetics products? Why?

	- Have you ever done make-up? Frequency? At what time? At which occasion? - How is the difference between occasions (weekday/ weekend/ special occasions, etc.)? - Why don't you do make-up? Why don't you make-up regularly? - Have you ever thought about starting to make-up? When? Why only until then? Why not now? Reasons to make-up more regularly? - What is your 1st choice of products when you start doing make-up? Why? - How is an ideal facial make-up product (for skin)? What are the benefits you're looking for when choosing a facial make-up product? Could you list down top 5 benefits?
PROBE FOR BB CREAM PRODUCTS	
Perception about BB Cream Brand awareness	- List all facial make-up (liquid foundation) products that you know? Do you know any brands of liquid foundation in market recently? What are they? *Moderator writes all brands they mentioned in small cards – then ask one by one for all brands by using follow questions* - Could you please group these brands based on these criteria: popular/ unpopular, suitable/ unsuitable with you, premium/ mainstream, benefits, etc.? Why do you group these brands together? Moderator asks for each brand to check perception/ image of each brand - How do you think about this brand? What's come to your mind first when you heard about this brand? - What advantages/ disadvantages of this brand? What make you say so? - What do you like/ dislike of this brand? - What do you know about Maybelline? Maybelline's products? - Do you know BB Cream? What do you know about BB Cream? Have you ever tried BB Cream before? What do

	you feel when you use it?
	- Why don't you use BB Cream anymore? What benefits do you expect BB Cream to have to start using it?
PURCHASING BEHAVIOR	
Buying channels Factors affect purchasing decisions	- Where do you often buy facial cosmetics (cleanser, moisturizer, color cosmetics, etc.)? Why do you go there to buy? - Factors affect your purchasing decisions at selling point (price, beauty advisors, merchandise, etc.)? What is your buying habits? What is your normal budget for a facial cosmetics product? Probe for BB Cream or liquid foundation in general. - What kinds of product features that most affect your buying decision? - Frequency of purchasing?
MEDIA	
Hobbies Media touch point	- What do you often do in your free time? Frequency? Why? - How do you know about new products or promotion campaign? Most common information channels? (YAN, Star Movie, Ads in cinemas, etc.) - Do you like watching vlog? Specifically vlog about beauty and make-up? Do you know famous blogger e.g. Michelle Phan, From top to toe, Hana Tam, etc.? Frequency of watching these videos? - Where do you learn to know make-up how-to? You like to be tutored on how to make-up? What kind of methods do you prefer? Personal vlog, professional tutorial, pictures only, instructions from make-up artists, etc.? - Do you like to know make-up tips? Tips on how to makeup and mix-match clothes to create total look?

APPENDICE 2. Focus group discussion guideline for BB Users

	BB USER
Intro	Moderator introduces herself and Maybelline New York Explain the Project's purpose: *We are working on a Project on make-up habits and lifestyles to explore insights and behaviors of the consumers. You have been invited to join us here today because of your experiences and knowledge in this area and your interest together with the valuable perspectives you can share with us.* *There are no right or wrong answers – you will each have your own point of view and there is no need to reach a consensus at the end.* *Be as honest as you can and try to think beyond the obvious – really think about how you feel deep down.* *Now let's have everyone introduce herself. Please tell us your name, age, career and anything you want to let us know about you.*
Perception - Beauty - Ideal skin - General perception - Usage frequency	- What is your definition of "make up"? Roles of make-up? What do you do to make beauty up? - What is your ideal skin? Skin tone that you like? What is a beautiful make-up skin? - What kinds of facial make-ups are you using? - How often do you make-up? When? Which occasion? - How do you do your make-up for different occasions (to school, to work, to party) - What cosmetics do you use daily? Why? - Why don't you use more often? What can make you to use more often?
Usage	- What do you know about BB Cream? Why do you use it? What are the benefits of BB Cream (what if you don't use)? - What do you expect when using BB Cream? Which benefit is the most important? - What don't you like about BB Cream?

	- What are the 5 most important factors that affect your purchase decision of a BB Cream?
	    o Product (Natural ingredients, no irritation, high coverage, etc.)
	    o Affordable price
	    o Recommendations from friends/family
	    o Advertisements, displays, etc.
	- Acceptable price range? (18ml & 30ml)
	- Make-up steps?
	- How do you use your BB Cream?
	    o How often?
	    o When?
	    o How much?
	    o Use alone or with other products (powder, sun cream)? Why?
	    o Re-apply?
	    o How many tubes per year?
	- BB Cream vs Foundation vs CC Cream

Brand's perception	- What BB Cream brands do you know? Can you categorize them? (price, functions, prestige, etc.) - What first comes to your mind when you think about this brand? Pros and cons of each brand? What makes you think so? What do you like/dislike about these brands?
- Brand ever used - Brand using - Expectation	- Which BB Cream/Foundation brands have you used? How do you feel? - What do you like/dislike? - Why do you want to switch brands? How often? - Which BB Cream brand are you using? Why not others? How do you feel about the product? What makes you think so? - What do/don't you like about you current product? - 3 most important features of an ideal BB Cream/Liquid foundation?
Purchase	- Where do you often buy BB Cream? Why not other channels? - What affect your purchase decision? How much do you usually pay for a BB Cream?

	- Which product features affect your purchase decision?
Ending - CC Cream - Media - Interests	- Do you know what a CC Cream is? How do you know about it? Have you tried? Do you like/dislike about CC Cream? Can you compare BB Cream and CC Cream? - What do you do in your free time? How often? - Through which channels do you get information about new products/promotional programs? (YAN, Star Movie, Advertisements in the cinema, Facebook, Google search, Kenh14, …) - Do you enjoying watching vlog? Do you like vlogs about make-up (e.g. Michelle Phan)? How often? - Do you enjoy make-up tutorials? Vlog, photos, make-up artists, etc.? - Do you like to know more about how to makeup as well as tips on total looks? Make-up tips?

APPENDICE 3. Survey for Non BB-users

1. Age range:
   ☐ Below 15   ☐ 15 – 18   ☐ 18 – 22   ☐ Above 22

2. Occupation:
   ☐ Office workers   ☐ High school students

   ☐ Undergraduates   ☐ Workers

   ☐ Other:_____

3. Your skin type:
   ☐ Dry skin   ☐ Oily skin

   ☐ Sensitive skin ☐ Combination skin ☐ Not sure

4. Your preference:
   ❖ Skin tone:
   ☐ Brightening   ☐ Brightening white

   ☐ Pinkish white   ☐ Porcelain white

   ☐ Honey skin   ☐ Other: _____

   ❖ Skin texture:
   ☐ Smooth   ☐ Dewy   ☐ Pinkish

   ☐ Even   ☐ Flawless   ☐ Other: _____

5. Skin problems that you concern:
   - ☐ Acnes
   - ☐ Blemishes
   - ☐ Uneven skin tone
   - ☐ Dry skin
   - ☐ Un-smooth skin
   - ☐ Other (specify):_____
   - ☐ Scars
   - ☐ Under-eye circles
   - ☐ Oily skin
   - ☐ Pores
   - ☐ Pale skin
   - ☐ Dull skin

6. **Facial** cosmetics products that you're using:
   - ☐ Face wash
   - ☐ Moisturizer
   - ☐ Primer (base)
   - ☐ BB Cream
   - ☐ Makeup powder
   - ☐ None
   - ☐ Toner
   - ☐ Sun cream
   - ☐ Liquid foundation
   - ☐ CC Cream
   - ☐ Concealer
   - ☐ Other (specify):_____

7. About your moisturizer (if applicable):
   - ❖ Reasons for using moisturizer:
   - ☐ Skin brightening
   - ☐ Skin smoothening
   - ☐ Anti-aging
   - ☐ Acnes treatment
   - ☐ Skin nourishing
   - ☐ Skin whitening
   - ☐ Even out skin tone
   - ☐ Skin firming
   - ☐ Moisturizing
   - ☐ Other (specify): _____

   - ❖ Frequency of usage:
   - ☐ Daily
   - ☐ 3-4 times/week
   - ☐ Special occasions only
   - ☐ 5-7 times/week
   - ☐ 1-2 times/week
   - ☐ Others (specify):_____

8. About your sun cream (if applicable):
   - ❖ Reasons for using sun cream:
   - ☐ Avoid tanning
   - ☐ Avoid dark pigmentation
   - ☐ Avoid aging
   - ☐ UV protection
   - ☐ Other (specify): _____
   - ❖ Frequency of usage:

☐ Daily   ☐ 5-7 times/week

☐ 3-4 times/week   ☐ 1-2 times/week

☐ Special occasions only   ☐ Others (specify):_____

9. About your foundation (if applicable):
   ❖ Reasons for using foundation

   ☐ Skin brightening   ☐ Skin whitening

   ☐ Even out skin tone   ☐ Skin smoothening

   ☐ Blemish concealing   ☐ Oil control

   ☐ Other (specify):_____

   ❖ Frequency of usage:

   ☐ Daily   ☐ 5-7 times/week

   ☐ 3-4 times/week   ☐ 1-2 times/week

   ☐ Special occasions only   ☐ Others (specify):_____

10. How do you define a beautiful skin after make-up?

    ☐ Bright   ☐ Smooth

    ☐ White   ☐ Pinkish white

    ☐ Even skin tone   ☐ Non-blemish

    ☐ Not cakey   ☐ Poreless

    ☐ Natural   ☐ Other (specify):_____

11. Why don't you use make-ups regularly?

    ☐ Fear of aging

    ☐ Fear of being too dependent on make-ups

    ☐ Fear of break-outs or irritations

    ☐ Waste of time

    ☐ Complicated

    ☐ Takes time to remove make-ups

    ☐ Unsuitable for my case

    ☐ Don't know how to do make-up

    ☐ Other (specify):_____

12. Do you know about BB Cream?

    ☐ Yes   ☐ No

13. What is BB Cream in your opinion?

    _____

    _____

14. What is the purpose of BB Cream in your opinion?

☐ Concealing   ☐ Even out skin tone

☐ Skin smoothening   ☐ Skin brightening

☐ Skin whitening   ☐ Skin nourishing

☐ Moisturizing   ☐ Oil control

☐ Acne treatment   ☐ Anti-aging

☐ Sun protection   ☐ Natural make-up

☐ Alternative for powder   ☐ Other (specify):_____

15. BB Cream brands that you're aware of:

☐ The Face Shop   ☐ Essance   ☐ Maybelline

☐ L'Oréal   ☐ Bourjois   ☐ Mira

☐ Skinfood   ☐ Skin79   ☐ Missha

☐ Etude   ☐ Other: _____

16. Why don't you use BB Cream if you know about it?

☐ Don't know how to use

☐ Never tried before

☐ Low coverage compared to foundation

☐ No suitable shades to match my skin tone

☐ Unsuitable for my case

☐ Other (specify):_____

17. What are the 5 most important factors of an ideal facial (foundation/BBCream)?
(from 1 – 5: low importance – high importance)

__ Skin smoothening   __ Skin brightening

__ Even out skin tone   __ High coverage

__ No irritations   __ Moisturizing

__ Long lasting   __ Non-greasy

__ Light-weight, natural   __ Don't clog pores

__ Cooling ingredients   __ Easy to apply

__ Others (specify):_____

18. How the following factors affect your purchase decision of a facial make-up (BB Cream/Foundation)?

	Not relevant at all	Not relevant	Neutral	Relevant	Very relevant
Product features:					
Shades	☐	☐	☐	☐	☐
Brightness	☐	☐	☐	☐	☐
Smooth	☐	☐	☐	☐	☐
Coverage	☐	☐	☐	☐	☐
Long lasting	☐	☐	☐	☐	☐
Oil control	☐	☐	☐	☐	☐
Moisturizing	☐	☐	☐	☐	☐
Other (specify):	☐	☐	☐	☐	☐
Famous brands	☐	☐	☐	☐	☐
Nice packaging, informative	☐	☐	☐	☐	☐
Affordable price	☐	☐	☐	☐	☐
BAs attitudes	☐	☐	☐	☐	☐
BA's makeup	☐	☐	☐	☐	☐
Display of products in store	☐	☐	☐	☐	☐
Promotion, discounts	☐	☐	☐	☐	☐
Tester offered	☐	☐	☐	☐	☐
Good reviews	☐	☐	☐	☐	☐
Recommendation from friends/family	☐	☐	☐	☐	☐
Other (specify):	☐	☐	☐	☐	☐

19. How do you get information about a new product or promotional campaign?

☐ Posters, billboards on the streets/at the bus stops

☐ TV:

☐ HTV3	☐ HTV7
☐ YANTV	☐ YEAH1
☐ VTV3	☐ SCTV5 - SCJ
☐ VTV1	☐ Lotte Đất Việt
☐ E Channel	☐ Other (specify):

☐ Online newspapers:

☐ Kênh 14	☐ VnExpress
☐ Eva	☐ Webtretho
☐ 24h	☐ ione.net
☐ Ngoisao.vn	☐ Other (specify):

☐ Newspapers, magazines:

☐ VTM	☐ Tiếp thị & Gia đình
☐ Hoa học trò	☐ Thế giới văn hóa
☐ Đẹp	☐ Cosmopolitan
☐ Her World	☐ Other (specify):

☐ Facebook

☐ Official website of the brand

☐ Product displays in the stores

☐ Recommendation from sellers

☐ Recommendation from friends/family

☐ Other (specify):_____

20. How do you perceive the following price levels:

VND	Too cheap, must be low quality	Cheap but acceptable quality	Expensive but still affordable	Too expensive to afford
40.000				
60.000				
80.000				
100.000				

125.000				
150.000				
200.000				
250.000				
300.000				
350.000				
400.000				
500.000				

21. About make-up tutorials: Do you like to:

	Don't care	Don't like	Neutral	Like	Really like
Read make-up tutorial articles (magazines, etc.)	☐	☐	☐	☐	☐
Watch make-up tutorial videos (Michelle Phan, Hana Tam)	☐	☐	☐	☐	☐
Watch make-up tutorial videos by make-up artists	☐	☐	☐	☐	☐
Receive make-up tutorials at the point of sale	☐	☐	☐	☐	☐

APPENDICE 4. Survey for BB-users

22. Age range:
   ☐ Below 15   ☐ 15 – 17
   ☐ 18 – 22   ☐ 23 – 27
   ☐ Over 27

23. Occupation:
   ☐ Student   ☐ Office workers
   ☐ Undergraduates   ☐ Workers
   ☐ Other:_____

24. Your skin type:
   ☐ Dry skin   ☐ Oily skin
   ☐ Sensitive skin   ☐ Combination skin
   ☐ Not sure

25. Your preference:

🔸 Skin tone:	🔸 Skin texture:
☐ Bright	☐ Bright
☐ Whitening bright	☐ Dewy
☐ Pinkish white	☐ Smooth
☐ Porcelain white	☐ Even
☐ Chocolate skin	☐ Flawless
☐ Honey skin	☐ Other: _____

26. Skin problems that you concern:

☐ Acnes	☐ Scars
☐ Blemishes	☐ Under-eye circles
☐Uneven skin tone	☐ Oily skin
☐ Dry skin	☐ Pores
☐ Un-smooth	☐ Pale skin
☐ Dull skin	☐ Other (secify): _____

27. How do you define a beautiful skin after make-up?

☐ Bright	☐ Smooth
☐ White	☐ Pinkish white
☐ Even skin tone	☐ Non-blemish
☐ Non-powdery	☐ Poreless
☐ Natural	☐ Other (specify): _____

28. **Facial** cosmetic products that you're using:

☐ Moisturizer	☐ Sun cream
☐ Primer (base)	☐ Liquid foundation
☐ BB cream	☐ CC Cream
☐ Make-up powder	☐ Concealer
☐ Other (specify): _____	

29. How often do you use BB Cream?

☐ Daily	☐ 5-7 times/week
☐ 3-4 times/week	☐ 1-2 times/week
☐ Special occasions	☐ Other (specify): _____

30. When do you use BB Cream?

☐ Going to school	☐ Going to work
☐ Hanging out with friends	☐ Going to wedding, party
☐ Every time I go out	☐ Other (specify): _____

31. How do you usually use BB Cream?
    ☐ BB Cream alone (one-step make-up)

☐ In combination with	☐ Moisturizer
	☐ Sun cream
	☐ Concealer
	☐ Make-up powder

32. Why do you use BB Cream in combination with other products?

☐ More moisture	☐ Protect skin
☐ Brighter skin	☐ Smother skin
☐ Better coverage	☐ Better sun protection
☐ Better oil control	☐ Longer lasting
☐ Other (specify):_____	

33. Why do you use BB Cream?
- ☐ Fast and convenient
- ☐ Easy to use, easy to blend
- ☐ Thin make-up
- ☐ Moisturizing
- ☐ Sun protection function
- ☐ Natural shade
- ☐ No need to use make-up powder
- ☐ Recommendation from friends
- ☐ Recommendation from sellers
- ☐ Start makeup with BB Cream
- ☐ Influenced by ads
- ☐ Brand preference
- ☐ Other (specify): _____

34. Why don't you use BB Cream more often?
- ☐ Fear of skin aging   ☐ Fear of being dependent on make-up
- ☐ Waste of time   ☐ Fear of skin irritations/break-outs
- ☐ Takes time to remove make-ups   ☐ Unsuitable for my case
- ☐ Complicated   ☐ Don't know how to do make-up
- ☐ Other (specify):_____

35. How satisfied are you with your current BB Cream? (specify):_____

	Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
Shade/color	☐	☐	☐	☐	☐
Brightness	☐	☐	☐	☐	☐
Smooth	☐	☐	☐	☐	☐
Coverage	☐	☐	☐	☐	☐
Long lasting	☐	☐	☐	☐	☐
Oil control	☐	☐	☐	☐	☐
Moisturize	☐	☐	☐	☐	☐
Light-weight	☐	☐	☐	☐	☐
Price	☐	☐	☐	☐	☐
Other (specify):	☐	☐	☐	☐	☐