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**Marketing plan for FOREO: introducing the innovative skincare brand in the Netherlands**

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Master in Marketing

Supervisor: Professor Ricardo Godinho Bilro, Assistant Professor, Marketing, Operations and Management Department, ISCTE Business School

October, 2021

Department of Marketing, Strategy and Operations

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## **Resumo**

O objetivo deste projeto é criar uma estratégia de marketing para a marca FOREO nos Países Baixos e fornecer recomendações a nível tático e operacional. Para tal, foram utilizados modelos teóricos através de uma revisão bibliográfica, bem como investigação documental e de campo. Os dados obtidos conduziram a uma estratégia global de marketing para FOREO nos Países Baixos.

Foram realizadas entrevistas semiestruturadas, foi realizado um Focus group e um questionário, bem como dados secundários fiáveis. Estas contribuíram para a visão geral da situação interna e externa da FOREO nos Países Baixos e ajudaram a identificar os pontos fortes, fracos, oportunidades e ameaças. A investigação acabou por conduzir à seguinte opção estratégica: A FOREO deveria utilizar os seus produtos inovadores de alta qualidade com características únicas para se posicionar como uma marca premium. Para preservar esta imagem de marca, deveria cortar todas as promoções, uma vez que estas não se enquadram na imagem de marca premium. Deveria utilizar uma estratégia de diferenciação (análise de Porter) para aumentar a fidelidade à marca e menor sensibilidade aos preços. A marca deve usar a sua vantagem de vender em lojas físicas e proporcionar experiência física aos clientes. Tanto os funcionários como os clientes devem ser esclarecidos sobre os cuidados com a pele e os benefícios dos produtos. A marca deve concentrar-se em melhorar o website, o marketing por e-mail e o conteúdo do YouTube nos Países Baixos. O plano contém recomendações a nível tático e operacional, com base nesta estratégia.

## **Palavras-chave:**

Pesquisa de Mercado, Estratégia de Marketing, Técnica de Beleza, Cuidados com a Pele

## **Sistema de Classificação JEL:**

M310 - Marketing



## **Abstract**

The aim of this project was to create a valuable marketing strategy for FOREO to be implemented in the Netherlands and to provide recommendations on tactical and operational level. To reach this goal, theoretical models were used which were discovered through a literature review.

Both desk and field research were used in this research. The data obtained led to an overall marketing strategy for FOREO in the Netherlands. Semi-structured interviews were carried out, a focus group was held, an online survey was conducted, and reliable secondary data sources were used. These contributed to the overview of the internal and external situation of FOREO in the Netherlands and helped to identify the strengths, weaknesses, opportunities, and threats. The research eventually led to this strategic option:

“FOREO should use its innovative products of high quality with unique features to position itself as a premium brand. To preserve this brand image, it should cut all promotions as these do not fit the premium brand image. It should use a differentiation strategy by Porter to increase brand loyalty and reach lower sensitivity to prices. The brand should use its advantage of being the only brand that sells in physical stores and provide physical experience to the customers. Both employees and customers shall be better educated on skincare and products benefits. The brand should therefore focus on improving the website, email marketing and YouTube content in the Netherlands.”

The plan contains recommendations on tactic and operational level, based on this strategy.

## **Keywords:**

Market Research, Marketing Strategy, Beauty Tech, Skincare

## **JEL Classification System:**

M310 – Marketing



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## 1. Introduction

FOREO is a Swedish, innovative beauty tech company. This in-company project focuses on helping the brand to successfully enter the Dutch market by developing a marketing strategy, including recommendations on tactic and operational level.

FOREO was founded in 2013 and decided to expand its business to the Netherlands early 2020. At present, it has sold over 36 million products in more than 75 different countries. FOREO's products are innovative, electronic skincare devices that prevent and solve several skin problems using their own patented techniques. FOREO stands for "For Everyone", suggesting everyone can experience the luxury of a beauty treatment with their products.

Entering a new market should start with gaining as much information on both the internal and external situation of a company. Instead, FOREO positioned itself the same way on the Dutch market as it did in other countries without considering the Dutch consumer. Although this could work, market research into the Netherlands is crucial and a solid marketing strategy needs to be determined.

The aim of this research was therefore to provide FOREO with recommendations on how to market itself in the Netherlands. Recommendations will be given on strategic, tactic and operational level. To do this both desk and field research have been carried out. A mixed methods approach was used with both qualitative and quantitative research methods. Semi-structured interviews were held with employees of the company, a survey with 217 Dutch respondents was executed and a focus group was conducted as input for questions for this survey. The main question to be answered in this research is "What shall be the overall marketing strategy for FOREO in the Netherlands?" The research questions on which this project is based are:

1. What is the internal situation of FOREO in the Netherlands?
2. What is the external situation of FOREO in the Netherlands?
3. What are the strengths, weaknesses, opportunities, and threats for FOREO in the Netherlands?
4. What overall marketing strategy shall be implemented by FOREO in the Netherlands?
5. What are the recommendations for FOREO in the Netherlands on tactic and operational level?

The research provided insights in the opportunities and threats for FOREO in the Netherlands. It became clear that some fields need to be improved to achieve better results and enhance the brand image. The insights showed that some changes shall be applied in FOREO's marketing strategy and

distribution channels. The observations form the base for a set of recommendations for FOREO in the Netherlands on strategic, tactical, and operational level.

The literature review gave insight into the framework of the in-company project. It covers all topics related to forming an overall marketing strategy, including the segmentation, targeting, and positioning, the elements of a marketing plan, insights into relevant internal and external analysis, and different types of innovations. The literature review is constructed in the second chapter.

Chapter three covers the methodology of the research, including the research philosophy, approach to theory development, methodological choice, research designs, research strategy and quality of the research. Both primary and secondary data were used as input for the internal and external analysis of the company. Different sampling techniques are used, including a survey, focus group and semi-structured interviews.

The fourth chapter constructs the internal and external situation of FOREO in the Netherlands, including company information, a country, market, competitor, and consumer analysis in which both the focus group and survey have been analysed. Subsequently, the strengths, weaknesses, opportunities, and threats are taken from this and formed the base for confrontation matrix. Together with the strategic options and the SFA principle the strategy for FOREO could be determined.

The recommendations for FOREO on strategic, tactic and operational level are presented in chapter five. Finally, the sixth chapter shows the conclusions derived from the research.

## 2. Literature review

### 2.1 Marketing Strategy

According to Kotler & Armstrong (2016, p. 37) “the marketing strategy outlines which customers it will serve and how it will create value for these customers.” It provides direction for the way companies achieve their corporate and marketing objectives. “To find the best marketing strategy and mix, the company engages in marketing analysis, planning, implementation, and control” (Kotler & Armstrong, 2016, p. 74).

Companies are aware that they cannot serve everyone in the same way and should therefore focus on target groups to obtain the most profit (McDonald & Dunbar, 2012, p. 9)(Kotler & Armstrong, 2016, p. 222). *Segmentation, targeting and positioning (STP)* is a valuable tool in helping companies determine what groups they should target and crucial for developing a marketing strategy (Palmatier & Sridhar, 2017, p. 60). McDonald & Dunbar (2012, p. 9) define segmentation as “the process of splitting customers, or potential customers, in a market into different groups, or segments” to which Donicar, Grün & Leisch (2018, p.14) add: within which customers share a similar level of interest in the same, or comparable, set of needs satisfied by a distinct marketing proposition.” The major variables used to segment consumer markets are geographic, demographic, psychographic and behavioural (Kotler & Armstrong, 2016, p. 223). After segmenting the market, the company must evaluate the segments and determine how many and which it can serve best resulting in the target group(s). Finally, the company will be able to provide a target audience profile.

The last part of the customer-value driven marketing strategy is the determination of positioning. The value proposition tells “how it will create differentiated value for targeted segments and what positions it wants to occupy in those segments” and the product position is “the way a product is defined by consumers on product attributes” (Kotler & Armstrong, 2016, p. 238).

After the strategy has been determined, the plan will be made more concrete under the tactic level. This is where the steps for the marketing strategy are described. All strategies should be implemented in the marketing mix (Palmatier & Sridhar, 2017, p. 3)(McDonald & Wilson, 2011, p. 227). The marketing mix is composed out of 4P's: product, price, place, and promotion. Kotler & Armstrong (2016, p.29) define the *marketing mix* as: “set of marketing tools that work together to engage customers, satisfy customer needs, and build customer relationships.” Kotler & Armstrong (2016, p. 37) share how to use the marketing mix: “To deliver on its value proposition, the firm must first create a need-satisfying market offering (product). It must then decide how much it will charge for the

offering (price) and how it will make the offering available to target consumers (place). Finally, it must engage target consumers, communicate about the offering, and persuade consumers of the offer's merits (promotion)." After determining the strategy of the company and filling in the tactic level, the company shall make it clear on operational purpose. Within this operational level a time planning is described.

## **2.2 Elements of the Marketing Plan**

*"Marketing research* is the process of designing, gathering, analysing, and reporting information that may be used to solve a specific marketing problem" (Burns & Bush, 2006, p. 7). It helps to identify market opportunities and problems (Burns & Bush, 2006, p. 10). Marketing research can be divided into two parts: the internal and the external part. Marketing research for FOREO in the Netherlands will allow the company to gain insight into its internal strengths and weaknesses and identify opportunities and threats. The output from this investigation will be the best base for recommendations on a strategic, tactic and operational level for the company and help tremendously when putting itself on the Dutch market.

### **2.2.1 Internal analysis**

The internal analysis covers all information related to your own company (McDonald and Wilson, 2011, p. 44) and involves a great amount of research that, when analysing well, allows the marketer to identify the strengths and weaknesses of its own company. It is necessary to carry out an internal analysis when marketing a brand in a new market, because success depends not only on your own company, but also the relationships you have with the rest of the microenvironment (Kotler & Armstrong, 2016, p. 95).

Some models that can be used to perform and analyse the internal audit are the 7S model by McKinsey and the Business Model Canvas by Alex Osterwalder. Both are especially useful to chart the internal situation of an organization. For this research, the Business Model Canvas has been chosen as it puts more focus on the value that has been created for the customer and how this value creation can be improved (Managementmodellensite, 2018). The nine building blocks of the BMC are: Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships and Cost Structure (Osterwalder & Pigneur, 2010, pp. 16-17).

### **2.2.2 External analysis**

In the external analysis, also referred to as the macroenvironment, the marketer looks at trends and developments to define economic, technological, political-legal, ecological and social-cultural changes that can affect marketing decisions and/or form threats to performance and potential profits (Wood, 2005, p. 7)(Ferrell & Hartline, 2010, p. 101)(Marketingscriptie, 2020). Apart from this it also considers other factors over which the company has no control such as the market and the competitors.

There are several tools, like the PEST, PESTLE and DESTEP models to chart the external environment of an organization (Story, 2020). For this research the *DESTEP* has been chosen, as this model covers the demographics of a country as well where the PEST and PESTLE lack. The demographics will come in useful when segmenting the market and predicting the size of the potential customers. When using the DESTEP, the researcher should study the developments and describe the importance for the organization in a concrete way (Schop, 2019). The DESTEP covers demographic, economic, social-cultural, technological, ecological, and political-juridical factors. Ecological and political-juridical factors have been left out since they are not relevant for this project. For this research, the DESTEP will be carried out with secondary data from the Netherlands.

On top of this, the external audit should also capture a *market analysis*, including the market size, growth and trends and product life cycle. Market characteristics and developments shall also be provided, including products, prices, physical distribution, channels, customers, consumers, communication, and industry practice.

Another part of the external audit is the *competitor analysis*. The three steps that need to be taken in the competitor analysis are (1) identifying the company's competitors, (2) assessing competitors' objectives, strategies, strengths and weaknesses and (3) selecting which competitors to avoid or attack (Kotler & Armstrong, 2016, p. 569)(McDonald & Wilson, 2011, p. 44)(Ferrell & Hartline, 2010, p. 101). Ferrell & Hartline (2010, p. 103) distinguish four basic type of competitors: "*brand competitors* (which market products with similar features and benefits to the same customers at similar prices), *product competitors* (which compete in the same product class, but with products that are different in features, benefits, and price), *generic competitors* (which market very different products that solve the same problem or satisfy the same basic customer need), *total budget competitors* (which compete for the limited financial resources of the same customers)". Considering the price range of FOREO's product, only brand, product and generic competitors will be reviewed in this research. The competitor analysis will help in assessing the internal strengths and weaknesses of the brand and reveal the competitive advantage. These outputs can be a great input for the positioning statement in the STP model discussed later in this chapter.

The consumers shall also be considered when researching the external environment. The 6W Model from Ferrell can be used to get a structured overview of the needs and desires of a company's (potential) consumers. "During this analysis, information should be collected that identifies: (1) the firm's current and potential customers, (2) the prevailing needs of current and potential customers,

(3) the basic features of the firm's and competitors' products perceived by customers as meeting their needs, and (4) anticipated changes in customers' needs" (Ferrell & Hartline, 2010, p. 95). To obtain this information, the researcher shall answer the following questions: who our current and potential customers are, what customers do with our products, where customers purchase our products, when customers purchase our products, why (and how) customers select our products and why potential customers do not purchase our products (Ferrell & Hartline, 2010, p. 96). The answers to these questions will be a great input for the STP model and the strategic level of the recommendations for FOREO.

After researching the internal and external environment of the company, the SWOT-analysis shall be carried out. SWOT is short for strengths, weaknesses, opportunities, and threats. The *SWOT-analysis* is a summary that helps to decide how to exploit a company's strengths, conquer your weaknesses, grab your opportunities and defend yourself against threats (Westwood, 2016, p. 29) (Wood, 2005, p. 21)(McDonald & Wilson, 2011, p. 45). "Strengths include internal capabilities, resources, and positive situational factors that may help the company serve its customers and achieve its objectives. Weaknesses include internal limitations and negative situational factors that may interfere with the company's performance. Opportunities are favourable factors or trends in the external environment that the company may be able to exploit to its advantage. And threats are unfavourable external factors or trends that may present challenges to performance. The goal is to match the company's strengths to attractive opportunities in the environment, while simultaneously eliminating or overcoming the weaknesses and minimizing the threats" (Kotler & Armstrong, 2016, p. 82)(Wood, 2005, p. 21)(Westwood, 2016, p. 29). By listening all strengths, weaknesses, opportunities, and threats on one page it creates a summary that is useful for marketers in their situation analysis.

The SWOT comes in most useful when combined with a *confrontation matrix* (Kotler, 2003). Weihrich (1982) came up with the *TOWS matrix*, a tool derived from the SWOT analysis where the letters TOWS have similar meaning to the letters in the SWOT. With use of the input of the SWOT analysis, this tool helps marketers to formulate strategic issues and eventually connect them to strategic options (Weihrich, 1982)(Johnson, Scholes & Whittington, 2008, p. 218). It connects the internal strengths and weaknesses to the external threats and opportunities of the company resulting in four types of strategic issues set by Weihrich (1982):

1. Maxi-maxi strategies (SO): A *growth strategy* in which internal strengths are used to maximize external opportunities.
2. Maxi-mini strategies (ST): A *defending strategy* that is based on strengths in the company that can deal with threats in the external environment.
3. Mini-maxi strategies (WO): An *improve strategy* where the company minimizes weaknesses and maximizes opportunities.

4. Mini-mini strategies (WT): A *survive/withdrawal strategy* in which the company minimizes weaknesses and threats.

Strategic options can be formed based on these strategic issues. The strategic options will be concerned with a marketing strategy. Several strategic issues will be extracted from the TOWS matrix and strategic options will become clear. These are necessary to develop the marketing strategy for FOREO. "A *strategic option* can be seen as a road to a goal or objective" (Nijssen & Frambach, 2001, p. 105). All shall be evaluated before chosen.

A good evaluation of strategic options considers a broad range of criteria. The evaluation of the strategic options is done using the SFA principle which is based on three criteria: Suitability, Acceptability and Feasibility (Johnson et al., pp. 218-219)(Nijssen & Frambach, 2001, p. 106). "*Suitability* is concerned with whether a strategy addresses the key issues that have been identified in understanding the strategic position of the organization (Johnson et al., p. 365). "*Feasibility* is concerned with whether an organization has the resources and competences to deliver a strategy" (Johnson et al., 380). "*Acceptability* is concerned with the expected performance outcomes (such as the return or risk) of a strategy and the extent to which these meet the expectations of stakeholders" (Johnson et al., p. 366). The marketeer must make sure to include all case relevant items from the aforementioned criteria plus motivation when evaluating the options (Nijssen & Frambach, 2001, p. 107). The evaluation of the strategic options will be done to guarantee the choice for the best strategy for FOREO without subjectively picking one.

### **2.3 Innovation**

According to OECD & Eurostat (2005) in (Zuñiga-Collazos & Castillo-Palacio, 2016, p. 70) there exist four types of innovation: "(1) *product innovations*, referring to significant change in the characteristics of goods and services, meaning new products and improved existing products; (2) *process innovations*, referring to significant changes in the methods of product and distribution; (3) *organizational innovations*, referring to the implementation of new methods of organizations; and (4) *marketing innovations*, referring to all practices of developing new marketing processes, marketing, and selling products or services." According to professor R. Godinho Bilro (personal communication, April 2 2020) an innovation can be either *incremental* (normally a set of line extensions modelled after existing in market products) or *radical* (dramatic change in performance, an inflection point or discontinuity), *component* (does not alter the basic product architecture) or *architectural* (takes existing components and combines them in novel ways), *competence enhancing* (innovations that build on a company's

current knowledge and resource base) or *competence destroying* (innovations that require completely new skills and resources) and sustaining or disruptive. *Disruptive innovations* have the power to change the way markets function and define new categories. FOREO's products are radical innovations.

Whether a radical innovation gets adapted by the customer relies not only on the firms, but a lot on the customer as well. "In order for radical innovations to spread in the market, market barriers have to be overcome (Sandberg & Aarikka-Stenroos, 2014) and the right market entry (Montaguti, Kuester, & Robertson, 2002) and marketing strategy (Reinders, Frambach, & Schoormans, 2010) have to be pursued." The product life cycle stages can be of great value when deciding on the marketing strategy for an innovative product. There are four product life cycle stages: introduction, growth, maturity, and decline. Each stage comes with its own marketing objectives and marketing strategies (R. Godinho Bilro, personal communication, April 2, 2020).



### 3. Methodology

Figure 3.1 shows the ‘research onion’ composed by Saunders, Thornhill & Lewis (2019, p. 130). It is a diagram that can be used to illustrate the choice of data collection methods. Most of the methodology has been conducted based on this tool, including additional theory and choices on desk and field research, and research designs.

**Figure 3.1 The “research onion”**

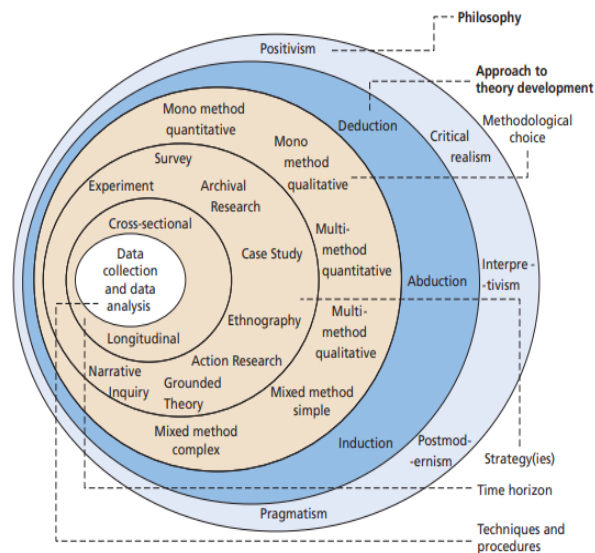


Figure 4.1 The ‘research onion’  
Source: ©2018 Mark Saunders, Philip Lewis and Adrian Thornhill

Source: (Saunders et al., 2019, p. 130)

#### 3.1 Questions

The main question addressed in the research is “What shall be the overall marketing strategy for FOREO in the Netherlands?” The sub-questions concerned with this main question are (1) what is an overall marketing strategy (2) how to develop an overall marketing strategy (3) what are innovative products and (4) what shall be considered when marketing innovative products and brands.

#### 3.2 Research philosophy

The outer layer of the research onion is concerned with the research philosophy: “the term *research philosophy* refers to a system of beliefs and assumptions about the development of knowledge” (Saunders et al., 2019, p. 130). Whether they realize it or not, people make assumptions when performing research. Crotty (in Saunders et al., 2019) states that these inevitably form the way one understands its research questions, the methods used and how one interprets its results. “A well-thought-out and consistent set of assumptions will constitute a credible research philosophy, which

will underpin your methodological choice, research strategy and data collection techniques and analysis procedures” (Saunders et al., 2019, pp. 130-131).

There are five major philosophies in business and management: positivism, critical realism, interpretivism, postmodernism and pragmatism. The research philosophy followed in this research is *pragmatism*. “For a pragmatist, research starts with a problem, and aims to contribute practical solutions that inform future practice” (Saunders et al., 2019, p. 151). Kelemen and Rumens (in Saunders et al., 2019, p. 151) state “pragmatism asserts that concepts are only relevant where they support action.” The objective of this project is to come up with a solution for a practical problem within a company and the pragmatism research philosophy was therefore appropriate.

### **3.3 Approach to theory development**

According to Saunders et al. (2019) there are three approaches to theory development: *deductive* (research starts with theory collected from academic literature, followed by the designing of a research strategy to test the theory) *inductive* (research start by collecting data with the aim of exploring a phenomenon, followed by building a theory) and *abductive* (combination of the aforementioned two: the researcher collects data to explore a phenomenon, identifies themes and explains patterns in order to generate a new, or modify an existing theory which can then be tested with further data). The approach used in this research is deductive as the research started with collecting theories in the literature review which were later tested and carried out during the rest of the research.

### **3.4 Methodological choice and research designs**

The different mix of elements within a research design can be captured by the methodological choice. The first decision concerned with the methodological choice is to use a quantitative, qualitative, or mixed methods research design. “*Quantitative research* is any data collection technique or data analysis procedure that generates or uses numerical data” (Saunders et al., 2019, p. 165). “*Qualitative research* is any data collection technique or data analysis procedure that generates or uses non-numerical data” (Saunders et al., 2019, p. 165). The researcher uses both qualitative and quantitative research methods and analyses in a mixed methods research design (Creswell & Creswell, 2018)(Saunders et al., 2019). It is common to use the mixed methods research design with a pragmatist philosophy and a deductive approach to theory development. Within this research, the choice for the *fully integrated mixed methods research design* (Saunders et al., 2019) had been made: both quantitative and qualitative research methods were used and followed each other in different stages of the research.

Saunders et al. (2019) distinguish four types of research designs: *descriptive* (aiming to gain a profile of events, persons, or situations), *exploratory* (with the aim of discovering what is happening and gaining insight into a topic), *explanatory* (aiming to unravel relationships between variables) and

*evaluative* (aiming to find out how well something works). Lastly the choice for a combination of these designs can be made (Saunders et al., 2019). The exploratory research design was used in this research as it was the purpose to gain insight into the internal and external environment of FOREO in the Netherlands.

### **3.5 Research strategy**

Saunders et al. (2019, p. 177) define the *research strategy* as: “a plan of how a researcher will go about answering his or her research question.” Denzin and Lincoln (in Saunders et al., 2019): “It is the methodological link between your philosophy and subsequent choice of methods to collect and analyse data.”

The *survey strategy* is often used to answer ‘what’, ‘who’, ‘where’, ‘how much’ and ‘how many’ questions (Saunders et al., 2019). Therefore, it was convenient to use this strategy as input for the consumer analysis in combination with the 6W model of Ferrell. The survey was an excellent choice, since it made it easy to collect standardized data from a certain population (Saunders et al., 2019). Before conducting a survey, a focus group was held which was used as input for the survey questions.

The *archival and documentary research strategy* refers to the access to various sources from across the globe, including governmental, university-based, organizational, media documents and other data. Most of this data is secondary data, and the researcher therefore needs to consider that data was collected with different purpose than its own research (Saunders et al., 2019). This research strategy has been used as well. Many secondary data have been collected from different repository’s, including the one from ISCTE, Hogeschool van Amsterdam and Hogeschool Utrecht.

*Action research* refers to a research process that is created to come up with solutions to organizational problems in a collaborative approach which will eventually have consequences for both the participants and the organization itself (Saunders et al., 2019). This research strategy was also used. The researcher has been in close contact and collaboration with A. Beukema, the Marketing Specialist of FOREO the Netherlands and A. Guerra, the Head of Business Development of FOREO. All sources of personal communication can be found in Annex A, Section 1.

### **3.6 Time horizon**

The time horizon of the research refers to whether the research is a representation of a particular time or of events over a certain amount of time. Saunders et al. (2019) distinguish two types of time horizons: cross-sectional and longitudinal studies. *Cross-sectional studies* can be used to study something at a particular time whilst *longitudinal studies* are concerned with studying the

development or change of something over a certain period. For this study, the cross-sectional study time horizon has been used. One of the reasons is the time constraint of the project.

### **3.7 Quality of the research**

The quality of the research can be assessed by looking at the reliability and validity of the research. The two judgements are coherent: invalid research will be unreliable and the other way round (Saunders et al., 2019).

#### **3.7.1 Reliability**

“*Reliability* refers to replication and consistency. If a researcher can replicate an earlier research design and achieve the same findings, then that research would be seen as being reliable” (Saunders et al., 2016, p. 202). The reliability of the research shall be ensured, because neglecting it could have a negative effect on the validity. Saunders et al. (2019) define four threats to reliability: *participant error* (factors that negatively changes the way a participant performs), *participant bias* (factors that generate false responses), *researcher error* (factors that change the interpretation of the researcher) and *researcher bias* (factors that distort researcher’s recording of responses). In this research, each step taken has been reported to ensure the reliability of the research. The research matrix (Annex A, Section 2) shows what theoretical models were used for various parts of the research and all sources used are listed in the bibliography.

The participant error was dodged by picking out favourable timeframes for the participants. The point of time for answering the survey was up to the respondent itself, the interviews with A. Beukema were planned according to her time schedule and the focus group was executed in the evening, considering the schedules of the participants. The participant bias was prevented by constructing the interviews and focus group on closed Zoom meetings. The participants of the focus group have signed a confidentiality agreement ensuring their anonymity and privacy and a control question was added to the survey to check whether participants were still paying attention. The researcher error has been avoided, because the researcher made sure to be well rested and well prepared before any kind of interaction with the research. Finally, the researcher bias was prevented by approaching the investigation objectively and discussing results with both ISCTE supervisor R. Godinho Bilro and company supervisor A. Beukema.

#### **3.7.2 Validity**

Saunders et al. (2016, p. 202) define *validity* as: “the appropriateness of the measures used, accuracy of the analysis of the results and generalizability of the findings.” There are three types of validity: *measurement validity* (whether the findings measure what they are supposed to measure), *internal validity* (when the results show the correct derived relationships between two or more variables) and *external validity* (whether results can be generalized to other settings or groups). There are two

validation techniques that can be used to improve the quality of the research: *triangulation* (using multiple sources and data collection methods to affirm validity, credibility, and authenticity) and *participant or member validation* (sharing research data back to the participants, giving them the chance to comment, correct or validate) (Saunders et al., 2016, p. 202). Triangulation has been used by collecting multiple sources to verify the same statement. Participant or member validation has also been used. A transcript of the focus group has been shared with the participants to give them the chance to comment, correct and validate the information.

The questionnaire and script for the focus group was checked by R. Godinho Bilro (university supervisor), A. Beukema (Marketing Specialist at FOREO), A. Guerra (Head of Business Development at FOREO) and M. Panera (Head of Marketing at FOREO) before shared and executed. The original survey can be found in Annex B, Section 2. The translated version (English) is in Annex B, Section 3. Interviews held with A. Beukema were checked up front by R. Godinho Bilro. Secondly, all secondary data sources used were evaluated on their credibility and relevancy before applied to the research. Finally, all results of the questionnaire were analysed using SPSS to make statistical conclusions and generalize results.

### **3.8 Sampling**

Due to impractical, time and budget concerns it is most of the times not possible to yield data from the whole population, therefore samples can be used so one can still generalize data statistically from there. The sample should represent the full population, and this shall be able to be justified. It should in any case be related to the highlighted population in the research questions and objectives (Saunders et al., 2016). There are two types of sampling techniques: *probability or representative sampling* (chance for everyone in the target population to be picked for the research is equal) and *non-probability sampling* (when the chance of each case being selected from the target population is not known) (Saunders et al., 2016). A non-probability sampling method has been used for the survey since there was no *sampling frame* (a list of all cases within the target population) available. The target population was people living in the Netherlands, all genders, and all ages. The survey was published on Google Survey. No responds to the surveys were gathered in presence of the researcher, as this could have negatively affected the reliability of the research. The purpose of the survey was to gain insight into the consumer of FOREO in the Netherlands, therefore all questions were composed according to the 6W principle of Ferrell. Beside this, they were based on the outcome of the focus group.

### **3.9 Desk and field research**

*Desk research* (also referred to as secondary data) is when the researcher uses existing data such as literature, prior research, internet sources or databases, (Julsing & Fischer, 2019, p. 61)(Grit & Julsing, 2015, p. 68) *field research* is when the researcher collects the data himself “on location” (Julsing & Fischer, 2019, p. 61). During this research both desk and field research have been carried out.

## **4. Information presentation and analysis**

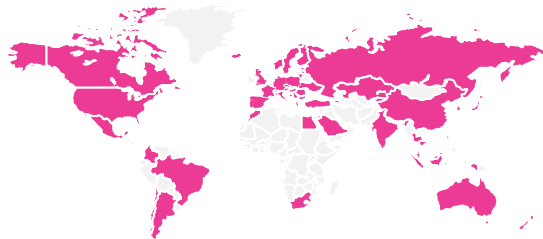
This chapter constructs the internal and external situation of FOREO in the Netherlands. The brand will be charted by its mission and vision and explained with use of the Business Model Canvas. After, the external situation will be shown with a DESTEP, market, competitor, and consumer analysis, including an analysis of the focus group and survey. Finally, strengths, weaknesses, opportunities, and threats will be identified which will then be confronted in the confrontation matrix with the purpose of determining a strategy. The strategic options will be composed and evaluated with use of the SFA principle and a strategy for FOREO will be determined. This will lead to the list of recommendations for the company which is constructed in Chapter 5.

### **4.1 Internal analysis**

#### **4.1.1 Company information**

FOREO is a Swedish, innovative, beauty tech company that was founded in 2013. The brand now has over 25 million consumers and is available in 86 markets worldwide. It is one of the leading beauty brands in the world (A. Beukema, personal communication, November 5, 2020).

**Figure 4.1 International reach FOREO**



Source: (A. Beukema, personal communication, November 5, 2020)

#### **4.1.2 Mission and vision**

FOREO's mission is to brighten each consumer's life by commercializing in innovative skincare tools that improve the appearance and health of the skin. Everything the brand does is designed to make the consumer feel more confident. According to them, confidence makes life more vibrant adding to this that perception of physical appearance has a profound impact on each one's well-being. FOREO's vision is to be known as a brand that links and bridges health, beauty, and tech sectors, defined by its young, innovative, and daring character. Thanks to a non-stoppable aim for innovation and research, FOREO will be synonymous of innovation not only in the beauty industry but also in other industries,

and the pioneer of the tech beauty sector. It sees improvement as a bar too low and therefore does not just improve existing designs, but rather tears them down completely and restart from the ground up. Their products can be classified as radical innovations (A. Beukema, personal communication, December 2, 2020).

#### **4.1.3 Business Model Canvas**

The Business Model Canvas is a tool to chart the internal situation of FOREO. An overview can be found in Annex C, Section 1. A more elaborate view of the nine building blocks will be described in the following sections.

##### **Customer segments**

FOREO only sells B2C in the Netherlands. The brand serves different customer segments within this market. The segments have been constructed in Annex C, Section 2. These customer segments are made up based on FOREO's average customer internationally and are simultaneously FOREO's target groups. No distinction has been made for the products of FOREO (A. Beukema, personal communication, December 2, 2020).

##### **Value proposition**

FOREO's products are innovative electronic skincare devices that prevent and solve several skin problems. They are easy to use and can be customized to the user's preference through the ForYou app. The 100% waterproof products are made from high quality anti-bacterial silicon and come with a powerful, rechargeable battery. All products bring a home spa experience at a fraction of the price of a real spa with the comfort from your home (A. Beukema, personal communication, December 2, 2020).

##### **Channels**

FOREO's customers are reached through a mix of own and partner channels. Own direct channels are its website, Instagram, Facebook, newsletter, Adwords and own YouTube channel. Partner channels include paid influencers, earned influencers, paid online media, press events or journalists, paid offline media, earned media coverage (online and offline), Point of Sales stores, online retail campaigns using their channels, cross brand activations and marketplace advertisings. All channels serve different purposes which are constructed in Annex C, Section 4.

##### **Customer relationships**

FOREO uses co-creation content wise. They also give consumers the possibility to leave reviews on the products which can be viewed on their website. These reviews can only be placed by people who have registered their products with the FOREO app (A. Beukema, personal communication, December 2, 2020).



### **Revenue streams**

The revenue stream of FOREO is asset sale. Revenue is obtained through the sales of its products, both directly to customers through their own channels or through other retailers (A. Beukema, personal communication, December 2, 2020).

### **Key resources**

The physical key resources of FOREO include office buildings, factories, machines, and storage facilities. FOREO's intellectual key resources include patented technologies, CRM database, copyright on products, designs, techniques, and partnerships. Lastly, the human key resources include FOREO's staff who are more than 3200 employees worldwide working from different offices over the world with the headquarters in Stockholm. The team for the Netherlands works from the office in Madrid and consists of one employee, A. Beukema who carries the title of Marketing Specialist for the Netherlands. She works closely with regional Head of Business Development A. Guerra (A. Beukema, personal communication, December 2, 2020).

### **Key activities**

FOREO's takes care of everything from A – Z inhouse. Key activities include research and development. The brand is constantly working on innovating its products and releases a new device every six months (A. Guerra, personal communication, December 2, 2020). Other key activities include marketing, customer service, financial, and sales (A. Beukema, personal communication, December 2, 2020).

### **Key partnerships**

FOREO formed strategic alliances with other (luxury) brands within the beauty and skincare industry. Key activities performed by partners are distribution and marketing. The brand uses partners to gain more brand awareness (A. Beukema, personal communication, December 2, 2020).

### **Cost structure**

The costs range from office spaces to employees, website costs and platform service costs. The most important costs in the business model are marketing costs on all channels. These are also the most expensive (A. Beukema, personal communication, December 2, 2020).

#### **4.1.4 Marketing mix**

##### **Product**

FOREO's skincare products include the LUNA™ range, UFO™ range, BEAR™ range, UFO activated masks, IRIS, ESPADA, SERUM SERUM SERUM and MICRO FOAM CLEANSER (see Figure 4.2). Apart from skincare the brand also sells oral care products, however these are not addressed in this research. The

brand has over 80 patents on its name, including techniques, designs of the products and product ranges (A. Beukema, personal communication, December 2, 2020).

**Figure 4.2 FOREO skincare product range**



Soucre: (A. Beukema, personal communication, November 5, 2020)

LUNA is the electronic facial cleansing device range of FOREO. The newest products within this range are the LUNA 3 and LUNA mini 3. The LUNA 3 is available at a price of €299 and the LUNA mini 3 costs €159 (FOREO, n.d.-d). The LUNA devices cleanse much deeper than manual cleansing and lift to 99,5% of dirt, oil and makeup residue from the pores using the patented T-Sonic™ pulsations technique with up to 8,000 pulsations per minute at sixteen adjustable intensity levels. Additional benefits to this technique are the stimulation of microcirculation in the face which increases blood circulation up to 450% and the massage which increases product absorption both during and after use which increases the effect of the products. On top of this they relax facial muscle tension points which reduces the appearance of fine lines and wrinkles, stimulate lymphatic drainage, which reduces puffiness and dark circles and stimulate the natural processes and production of collagen and elastin which helps the skin to retain its firmness longer (A. Beukema, personal communication, April 21, 2021). The difference between the LUNA 3 and the LUNA 3 mini is in the size, price, number of intensity levels and additional massage function of the LUNA 3 (A. Beukema, personal communication, April 21, 2021).

FOREO's UFO products are smart masks devices, reducing the time of a normal face mask to 90 or 120 seconds. It is the first and only smart facemask device available on the market. The newest products are the UFO 2 and UFO mini 2. The UFO 2 is available at a price of €279 and the UFO mini 2 costs €179. The device makes use of Thermo-Therapy, Cyro-Therapy (only UFO 2), T-Sonic™ pulsations and LED lights. The difference between the UFO 2 and the UFO mini 2 is the Cyro-Therapy which is not available on the UFO mini 2 (FOREO, n.d.-e). The devices can be used with and without FOREO's own sheet mask collection. In case of use with one of FOREO's sheet masks, the device recognizes the

substance and activates a program designed to give the maximum benefits to the skin. It brings calming facial massage which boost skin's radiance and the eight kinds of LED lights help the skin to look rejuvenated for refined complexion. UFO's slogan is "discover a whole new way to mask" (A. Beukema, personal communication, December 2, 2020). FOREO has a video on YouTube that gives information on the product, however this is in German. The website gives information on the product, but does not clearly state all benefits nor does it give information on how to use the product (FOREO, n.d.-e)(FOREO, 2013).

The FOREO BEAR range is a product range of microcurrent devices that tone and firm the face. The BEAR costs €299 and the BEAR mini is available at a price of €199. The difference between these two are the intensity levels (BEAR has five whereas the BEAR mini has three) and the size (FOREO, n.d.-a). BEAR is slightly bigger than BEAR mini and is therefore good for both full facials as targeted areas whereas the BEAR is only good to use for targeted areas (A. Beukema, personal communication, December 2, 2020). The BEAR range builds collagen, repairs elastin, and tightens the face. The device uses microcurrent that reach the muscles in both the face and neck. It stimulates them and trains them like a workout. It has various intensity levels that can be customized to each preference to personalise the routine (FOREO, n.d.-a). The Anti-Shock System™ is a patented technique of FOREO and makes it a safe experience. BEAR's slogan is "feels like a facial, tones like a workout". Stated benefits and guidance on how to use the product are different on FOREO's YouTube channel, website and BEAR manual (FOREO, n.d.-a)(FOREO, 2013).

IRIS is an electronic eye massage device. The device is available at a price of €139. It is inspired by a famous massaging technique practiced in Asia. It boosts the technique that is normally performed by finger tops and goes beyond the capability of hands. The device uses T-Sonic™ pulsations and has two different modes: Spa & Pure (FOREO, n.d.-c). The main benefit of IRIS is younger looking eyes. It reduces the appearance of fine lines, wrinkles, dark circles, and puffiness under and around the eyes. The Spa mode erases pronounced signs of aging and the Pure mode prevents the signs of aging. FOREO's YouTube channel, the website and the manual give different information on how to use the product (FOREO, n.d.-c)(FOREO, 2013).

## **Place**

FOREO is available at the following online retailers: FOREO, Bol.com, Amazon.nl, Zalando, Bijenkorf, Douglas, ICI Paris XL. The brand does not have any physical stores of itself in the Netherlands, however their products are available in-store at (luxury warehouse) Bijenkorf in Rotterdam, Eindhoven, and the

Hague and at three points of sales in Amsterdam Schiphol Airport. Channels that give the highest ROI are FOREO, Bol.com and the Bijenkorf. The channels that are most cost-efficient are FOREO's own and the marketplaces (Bol.com and Amazon.nl)(A. Beukema, personal communication, December 2, 2020). FOREO's Dutch website is not consistent in languages. Some landing pages are available in English, some in Dutch and some are a mix of both languages (FOREO, n.d.-b). Consult Annex C, Section 3 for an analysis of the website made by the researcher.

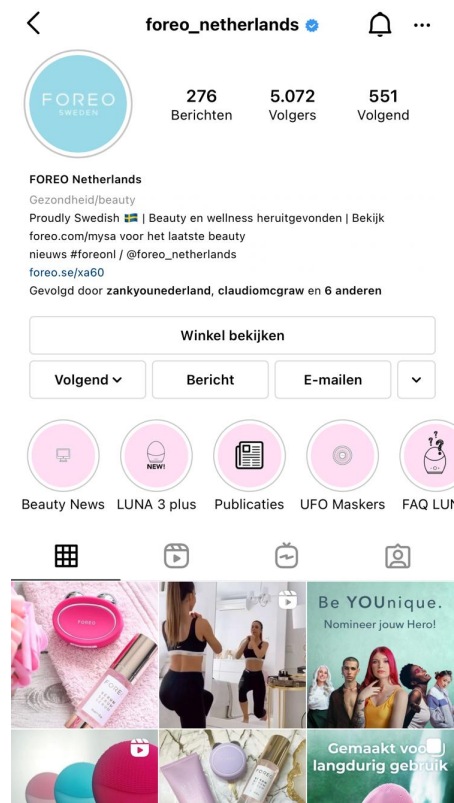
### **Price**

FOREO maintains premium pricing for its products. Most ranges have a mini version available in addition to the normal one. This one is slightly cheaper than the normal variant. The brand used to not give discounts on its products which helped to create the premium brand identity it desired. However, since the arrival of the new CEO early 2021's this changed. FOREO now regularly offers up to 35% discount on its products (A. Beukema, personal communication, May 14, 2021). There are two internal factors that could cause a venture to fail; misfortunes which are out of the entrepreneur's control, yet essential to a company's success and mistakes which are business person's errors (Bilro & Cunha, 2021). FOREO's heavy discounts is considered a mistake.

### **Promotion**

In terms of advertising, FOREO uses the social media channels Instagram, Facebook, and YouTube for advertising purposes. FOREO's Instagram channel @foreo\_netherlands is completely in Dutch. However, a great part of the posted content is created by the global social media team of FOREO. The content is a mix between content suggested by the global social media team of FOREO and Dutch specific content, such as Dutch influencers using the products. The global team posts content in a content calendar daily which then will be translated by the marketing specialist of FOREO the Netherlands. The colour scheme of the Instagram channel is similar to the website and the products, using the same colours as the products which are bright, happy colours (see Figure 4.3). The content used varies from casual product pictures to influencers using the products and give-aways. The brand uses Instagram as its main promotional channel and collaborates a lot with Dutch influencers, both paid and earned (A. Beukema, personal communication, December 2, 2020)

**Figure 4.3 Instagram feed @foreo\_netherlands**



Source: Instagram @foreo\_netherlands on June 3th, 2021

The brand has a verified Facebook account @FOREO where it posts features in articles, customers using the products and product pictures in English daily. The YouTube account of FOREO @FOREO features both product and how to use videos. The account is used for all countries. The languages used in the videos vary and format for the videos are not the same for every language. There are no Dutch videos available (FOREO, 2013). FOREO works with Dutch PR agency SimplyPR. They write press releases, arrange magazine publications, and find influencers for the brand to collaborate with (A. Beukema, personal communication, December 2, 2020).

FOREO also uses public relations. The press events are either organized by SimplyPR or by FOREO itself. The main purpose of these events is to create awareness (A. Beukema, personal communication, December 2, 2020).

The brand uses direct marketing as well. FOREO sends out a newsletter to its subscribers two times a month. The language of this newsletter varies and can be either in English or in Dutch. Content includes new discounts, product releases and skincare trends (A. Beukema, personal communication, December 2, 2020).

FOREO also uses personal selling, however not much since the only physical selling points are at Bijenkorf Eindhoven, Rotterdam and the Hague and three Amsterdam Schiphol selling points. A mystery guest test organized by A. Beukema (personal communication, October 29, 2020) showed that employees of these stores are not well informed about the products and give out false information.

## **4.2 External analysis**

### **4.2.1 Country analysis**

#### **Demographics**

The Dutch population counts 17.407.585 inhabitants in October 2020. The division between men and women is nearly equal with 8.759.554 women and 8.648.031 men. The average age for men is 41,3 years old, 43 years old for women and 42,2 for the total population. The demographic grey pressure<sup>1</sup> is increasing, whilst the demographic green pressure<sup>2</sup> is decreasing simultaneously. The population of the Netherlands is expected to continue growing over the next years (CBS, 2020d). The number of households has grown rapidly over the years of 2008-2019, almost twice as much as the population itself. It owes this growth to the increasement of singles as opposed to multi-persons households as result of more divorces (Sociaal en Cultureel Planbureau, 2020b).

#### **Economic**

The Covid-19 outbreak has had a huge impact globally as on the Netherlands itself. Experts can see this in the numbers of 2020 as in predictions made for the future (CBS, 2020d). The Dutch economy decreased with 1% in the first quarter of 2020 and has had its biggest shrinkage in the second quarter with 8,5%, which was never measured before. The GDP was 9,3% lower than the year before. The Dutch GDP manages to grow with 7,7% in the third quarter leaving it at 107,2. This growth is a result of the extreme increasing consumption of Dutch households. The GDP in the third quarter is only 3% lower than the GDP at the end of 2019, whereas the GDP of Europe is 4% lower compared to the end of 2019. Compared to other economies in Europe, the Dutch economy has not been hit that hard by Covid-19 (CBS, 2020d). The average standardized income<sup>3</sup> in 2018 was €31,500 and the average personal income<sup>4</sup> in 2018 was €32,300. Both have increased over the last years (CBS, 2020e).

It is still too soon to say what exact effect Covid-19 will have on the purchasing power of the Dutch; however, it can be concluded that it does not look good for the self-employed, flexible workers and starters. The Dutch government has taken some measures to save companies, however these were not able to tackle all bankruptcies (CBS, 2020e). Consumers have spent 11,8% less in the second

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<sup>1</sup> Population aged above 65 relative to the working population aged between 20 and 65 (CBS, 2020d)

<sup>2</sup> Population aged between 0 and 20 relative to the working population aged between 20 and 65 (CBS, 2020d)

<sup>3</sup> The disposable income corrected for differences in sizes and compositions of households (CBS, 2020e)

<sup>4</sup> Total income from work, own enterprises, insurance income benefits and social security benefits (CBS, 2020e)

quarter of 2020 compared to the second quarter of the previous year. They spend less on leisure, culture, transportation, and care, but increased their expenditures on in house decorations, food, and electronic devices (CBS, 2020a). The consumer confidence has seen the greatest setback it has ever seen in April 2020 by the arrival of Covid-19. It has been decreasing until June and is slowly getting back on its feet with a small setback in August ever since (CBS, 2020d). To beauty and skincare brands it is important that consumer confidence and buying willingness to buy stay up, despite the insecurity of the pandemic and Brexit (NCV, 2019).

The unemployment labour force in the Netherlands is defined as the population between the age of 15 and 75 who does not have work but has been searching for it recently and is available to work directly. Currently, it is at its lowest since 2002. The unemployment has gone up with nearly 70 thousand people from the second to the third quarter of 2020 leading up to an unemployment rate of 4,5% of the labour force (419 thousand people). This sharp increase is a result of the first months of the Covid-19 pandemic. The number of people that have been unemployment on a long term (for one year or more) is similar to previous year (CBS, 2020c). In predictions made by Centraal Planbureau the organization states that the unemployment rate could reach up to 10%. They expect the unemployment to be twice as big in 2021 as in the beginning of 2020 (Sociaal en Cultureel Planbureau, 2020a).

### **Socio-cultural**

The focus on health and beauty is growing. The interconnectedness of beauty and health is approached from a holistic vision in which the body and mind are inextricably linked and need to be connected and in balance for good health. Considering this approach, self-care is now essential for physical, emotional, and mental health. Many people are looking for balance and therewith spend more attention to skin improving treatments at beauty salons or products for at home. There is also a greater awareness for skin-related diseases due to sun exposure. Both increases in awareness will foster growth in the skincare industry (NCV, 2019)(Grand View Research, 2019).

### **Technological**

The Netherlands currently counts 11 million active social media users and is increasing still. The most used social media platform in the Netherlands is Whatsapp with 83% of the internet users between the age of 16 and 64 using it. Followed by YouTube with 79%, Facebook with 71% and Instagram with 58% (We Are Social & Hootsuite, 2020)(Statista, 2020c)

The highest percentage of Instagram users in the Netherlands in 2020 are between the age of 25 and 34 with in general more women than men using the network. The use of Instagram is increasing among all age groups, but especially in groups under the age of 40 (Statista, 2020a).

Facebook remains one of the most popular social networks in the Netherlands, yet its reputation has been hit hard due to privacy concerns and public scandals. The largest group of users is between the age of 25 and 34. Video posts provide the best engagement on Facebook (Statista, 2020a).

The total number of downloads of the Pinterest app in the Netherlands seem to be decreasing, however in 2019, the last known numbers, the number of downloads was still over 1,1 million. The biggest age group among the respondents using Pinterest in 2018, were 20 – 39 years old, followed by 40 – 64 years old with 21% (Statista, 2020c).

The number of people accessing the internet through a tablet device is decreasing with 39% to a percentage of 4,4% in 2020. Access through mobile devices is rising with 16% up to 39,4% now (We Are Social & Hootsuite, 2020).

The most-visited website in the Netherlands is by far Google.com with a monthly traffic of 853,900,000. Youtube.com comes in on the second place with a traffic of 302,500,000, followed by Facebook.com on the third place with 230,000,000 (We Are Social & Hootsuite, 2020). Based on Google index in 2018, Wikipedia.org is leading in terms of SEO visibility, YouTube.com comes in on the second place and Facebook third (Statista, 2020c).

86% of the Dutch internet user's population between the ages of 16 and 64 watch videos online. Other online activities include watching vlogs (21%), listening to music and streaming services (48%), listening to online radio stations (33%) and listening to podcasts (21%). Half of the internet users between the age of 16 and 64 have expressed concerns about how companies use their personal data (We Are Social & Hootsuite, 2020).

The total e-commerce turnover in the Netherlands in 2020 was 26,6 billion euros of which 24 billion euros was spend in the Netherlands itself and 2,6 billion euros cross-border. This is 7% higher than the year before. Even though numbers have been increasing consistently for a few years already, Covid-19 is the main reason behind this massive increase. 335 billion online purchases were made which is an increase of 27% compared to the previous year. The average customer made 24 purchases online and the number of online customers increased with 2% to 13,8 million (van Paesschen, 2021).

According to an annual research performed by Twinkle100, the ten biggest web shops in the Netherlands in 2020 are: 1. Bol.com (€2,17 billion), 2. Coolblue (€1,11 billion), 3. Albert Heijn (€680 billion), 4. Zalando (€670 billion), 5. Wehkamp (€490 billion), 6. Amazon (€400 billion), 7. Jumbo (€350 billion), 8. About You (€280 billion), 9. Bijenkorf (€250 billion) and 10. H&M (€250 billion)(Ecommerce News Nederland, 2020). The e-commerce website Bol.com is on the ninth place of the most-visited websites in the Netherlands (We Are Social & Hootsuite, 2020) and fourth in leading domains by SEO



visibility (Statista, 2020). Coolblue.nl is on the second place of the fastest-growing domains in the Netherlands based on average SEO visibility in the national Google index (Statista, 2020b).

#### **4.2.2 Market analysis**

The Dutch skincare market accounts for €429 million in 2019 with a turnover development of approximately 1%. The biggest category within skincare in the Netherlands is facial care with a percentage of 68.1% of the market's overall value. Anti-aging is the largest sub-category within. The interest in skincare that helps anti-aging is growing under people in their 20 – 30's. Research shows that one in three women under the age of 35 use anti-aging products on a regular basis (Moloughney, 2020). The biggest growth within personal care products in general is seen for households, except for people between 50 – 64 years old (NCV, 2019). Research by Moloughney (2020) proves that women between the age of 18 and 34 are more devoted to skin care routines and are willing to use products next to their traditional ones to improve their skin.

MarketLine (2020) expected the skincare market to grow by 2.9% in 2020, however this estimation has been adjusted to a growth of 1.9% in 2020 by reason of the Covid-19. A significant trend is luxury skin care under the younger generation. The luxury customer wants to be able to find information both online and offline and expects a cross-channel experience that is consistent through all touchpoints. Using technology will help brands to communicate their brand value stronger and widen their footprint on the market (Bilro, Loureiro & dos Santos, 2021). Skin care among males is also growing, however it is still very early, and it is often the partner who buys the products for them (NCV, 2019)(CB Insights, 2020). The unfortunate economic situation also causes a slower growth of the market, which is expected to stabilize when measures return to normal (Moloughney, 2020).

Despite Covid-19, the future for personal care is still bright: cosmetics, and products used for personal care, such as hygiene, protection, care, beauty, that contribute to self-confidence and well-being will still be needed (NCV, 2019). In fact, Covid-19 has caused people all over the world to focus more on their well-being. People have been focusing less on their appearances because of the pandemic, yet "skin care has remained just as important as it was prior to the pandemic and maybe more so as the condition of your skin is more visible" (Molyneaux in Moloughney, 2020). The impossibility of booking an appointment at a beauty salon resulted in more people taking care of their skin at home (Moloughney, 2020). Categories of growth in Covid-19 are skin health, oral care, and women's health (Culliney, 2020).

According to Grand View Research (2019), the market penetration of electric face cleansers compared to other beauty devices is relatively low. Yet it is expected to grow at yearly rate of 5.4% from 2019 to 2025 to reach 10.01 billion US dollars by 2025. Drivers of growth of electric face cleansers are the increase in skin-related diseases and growing beauty consciousness among consumers. The offline channel occupied 84.1% of the overall revenue in sales of electronic facial cleansing devices in 2018.

There are several trends and developments for skin care in the Netherlands. The number of beauticians in the Netherlands has grown over 2019 this is most likely concerned with the growing interest for skin care in times of economic growth (NCV, 2019) (MarketLine, 2020). According to Grand View Research (2019), higher product visibility in salons and spas will foster growth of electric face brushes. Consumers start to invest more in their well-being and do so by focusing more on their health and skin care (NCV, 2019). People were forced to take control of their beauty rituals by themselves because of beauty salons closing during the pandemic. At home kits for beauty treatments that were normally performed in beauty salons gained popularity and are predicted to stay on as Covid-19 measurements will return to normal (Utroske, 2020).

People become more aware of the ingredients of skincare products and spend more time doing researching what is considered safe before making a purchase. Customers are looking for more natural and clean formulations and more transparency in products (CB Insights, 2020)(Moloughney, 2020)(CBI, 2019). Simultaneously they care for efficacy of the ingredients and are looking for more science-driven solutions (Moloughney, 2020). They are also looking for products that are easy simple to use and convenient to take with you. The customers seek ways to simplify their routines by purchasing products that serve multiple purposes rather than having more different products to address other issues (Grand View Research, 2019)(Moloughney, 2020)(NCV, 2019).

Sustainability has shown the biggest growth in interest over the last five years. 24% of the respondents between 18-34 of a study carried out by Moloughney (2020) are concerned about the environmental impact of their skincare product.

#### **4.2.3 Competitor analysis**

The competitors of FOREO in the Netherlands will be compared on product ranges, product features, prices, promotion, target groups, website, distribution, and social media performance. An overview of all invested competitive brands is shown in Annex E.

Looking at the product features of the FOREO LUNA range compared to its competitors (Annex F, Section 1, Table F.1.1.) it can be concluded that the quality of the FOREO products is better. The products have more features, can be personalized, are made of higher quality materials, the battery lasts longer, and the parts do not have to be replaced which makes the product more long lasting and

better for the environment. On top of this the T-Sonic™ pulsations technique does not damage the skin in contrast to the rotation technique used by many competitors. The main competitors in terms of features would be Silk'n Bright and Silk'n Bright mini. Looking at the competitive chart in Annex F, Section 1, Figure F.1.1. these products are found in a different price range and are rated significantly lower in terms of quality reviews. Silk'n is currently being sued by FOREO and will most likely be taken from the market soon as the products are in violation with FOREO's patents (A. Beukema, personal communication, March 31). The competitive chart in (Annex F, Section 1, Figure F.1.1.) shows that all competitors, except for FOREO, compete in similar price/quality range. FOREO's LUNA products seem more expensive at first glance but are comparable in price in the long run. This is because FOREO's products do not require the additional purchase of replaceable brushes every three months. The costs of these brushes are €10 - €15 per brush which adds up to an additional €40 - €60 yearly. The FOREO brush lasts up to ten years and will therewith repay itself within a matter of a few years. Nearly all competitors are available on Bol.com and most can be ordered on Amazon as well. FOREO is the only one of its competitors that also sell their products in physical stores (Annex F, Section 1, Table F.1.2.)

FOREO's BEAR is compared to competitive products on similar features in Annex F, Section 2, Table F.2.1. Most competitors on the FOREO BEAR make use of different techniques. The main competitor on features is NuFACE as it also uses microcurrent. FOREO as NuFACE are similar in features, yet FOREO adds the T-Sonic™ pulsations technique feature and the compatibility with the FOREO ForYou app. The additional feature of the NuFACE Trinity is that it can be used with different attachments. The competitive chart in Annex F, Section 2, Figure F.2.1. shows that NuFace Trinity and NuFACE mini are the main competitors in terms of reviews and price. All competitors can be purchased on Amazon. The FOREO BEAR and BEAR mini are the only products that can be bought in physical stores (Annex F, Section 2, Table F.2.2.).

A comparison of FOREO's IRIS and similar competitive products can be found in Annex F, Section 3, Table F.3.1. FOREO IRIS has more intensity levels than the NuFACE FIX. Both devices work with different techniques. The NuFACE FIX needs to be used with an additional serum, whereas FOREO IRIS can be used by itself (FOREO, n.d.-c)(NuFACE, n.d.). The FOREO IRIS and its competitor NuFACE FIX do not differ much in terms of price. Looking at the competitive chart in Annex F, Section 3, Figure F.3.1., both brands are quite close to each other. The FOREO IRIS is rated slightly higher. Both FOREO and NuFACE FIX are available on Bol.com, Lookfantastic and CurrentBodyNL. FOREO IRIS is available at

more web shops and can, as opposed to NuFACE FIX, also be bought in a physical store (Annex F, Section 3, Table F.3.2.)

The FOREO UFO is so innovative that no direct competitor can yet be identified. Indirect competitors however can range everywhere from drugstore to premium facemasks and beauty salons.

Carmen, Remington, NuFACE and Silk'n work with social media accounts specifically targeted at the Dutch target group (Benelux or Netherlands accounts). Silk'n, Carmen and NuFACE can be seen as competitors on Instagram. Silk'n can also be seen as a competitor on YouTube as is NuFACE. NuFACE has a lot of clear stated benefits and instruction videos on YouTube (Annex E). The main competitors for FOREO to attack are NuFACE and Silk'n.

#### **4.2.4. Focus group**

A focus group was conducted as part of this project. The main purpose of the focus group was to use be used as input for the survey questions. In addition, conclusions could also be used in the final recommendations for FOREO.

The focus group took place on the 27<sup>th</sup> of January 2021. It was conducted through Skype due to the pandemic and restrictions set by the Dutch government prohibiting more than two different households to gather. The session lasted 45 minutes and was, with consent of the participants, recorded by the moderator.

The seven participants of the focus group were determined in consultation with FOREO. The age of the participants varies between the age of 23 and 63. Both men and women participated with five women and two men. The choice was to have more female than male participants, since they form the current target group of FOREO. However, the choice was made not to exclude men, since their insights could be valuable to the research too. All participants are Dutch, have different occupations and vary between students to full time workers, ranging from single and mother. Each participant is indicated by a letter to ensure anonymity. Find the characteristics of the participants in Annex D, Section 1.

The researcher of this project served as moderator to guide the focus group. The original script for the focus group is shown in Annex D, Section 2. The translated version can be found in Annex D, Section 3. The script was created in collaboration with A. Beukema and A. Guerra and approved by R. Godinho Bilro before being conducted. The main objective of the focus group was to (1) discover answers that could serve as input for the (multiple-choice questions) in the survey, (2) to gain insight into skin care habits of the participants and (3) to discover inspiration sources for their skincare products. The answers were successfully collected and used in the survey.

The focus group can be summarized as follows: female participants have more of a daily skincare routine than the male participants who solely use a face cream. All the participants use day cream. The participants do not use the same skin care brands. They seem loyal to some of the products they have

been using for years, but do not stick to one brand for all their skincare products. Regarding skin problems, most of them mentioned acne as a problem in the past. Especially the men do not seem to be aware or care about their skin problems. The skin care problem in the future indicated by everyone is wrinkles and some of them already started to tackle this. (Expensive) creams seems to be the solution to all their problems; acne in the past, wrinkles in the future and dry skin. Many of the participants get their inspiration for skincare products from family. Women have some different sources of inspiration including YouTube, friends, and Instagram, but the men only got their inspiration from family and have been using the products for years. The women seem to rely on friends a lot when it comes down to skincare products where men on the contrary would never even speak about skin care to their pals. All would trust influencers to promote a brand, yet it depends on the influencer and what they promote exactly. Everyone tries to buy their skincare products in store, due to environmental awareness, but could divert from this method when (1) products are not available in store (2) online has cheaper options. The participants do not know much about electronic skincare and would need more information before they spend money on it. There is no interest in IRIS. The other products from FOREO might be interesting, yet again the participants would need more information.

#### **4.2.5 Survey**

The survey used as input for the customer analysis was based on the outcome of the focus group. It was filled in by 217 respondents. The profile of these respondents can be found in Annex B, Section 1. The vast majority was female with 96,8% and most of them were between the age of 18 and 31 years old. Due to Covid-19 and to ensure reliability of the research, the survey was carried out online. The original survey format used can be found in Annex B, Section 2 and is translated to English in Annex B, Section 3.

The questions of the survey were based on the outcome of the focus group (Annex D, Section 2 and Section 3) and the 6W model of Ferrell. The aim of the survey was to reveal customer segments, confirm information found in previous analyses, discover distribution channels, and reveal inspiration sources for skincare products.

The most important findings are:

1. The biggest skin problem indicated by the respondents were blackheads, followed by dry skin, sensitive skin, and big pores. Skin problems feared for in the future are noticeably different with wrinkles running the lead (Annex B, Section 4, Figure B.4.1. and Figure B.4.2.).

2. Most of the respondents has visited a skin specialist in the past. The most chosen reason for this visit were skin problems concerning acne or blackheads, to get a deep cleansing or just to relax (Annex B, Section 4, Figure B.4.3. and Table B.4.1.)
3. Nearly one third of the respondents would be interested in products that create a home spa experience, indicating there is an interest in FOREO's products (Annex B, Figure B.4.4.).
4. The most used skincare products are day creams, followed by night creams by nearly one third of the respondents. Micellar water and SPF are also indicated by a large group to be used daily (Annex B, Section 4, Figure B.4.5.).
5. Quality is the most important pillar for Dutch customers when buying skincare products, followed by price (Annex B, Section 4, Figure B.4.6.)
6. More than half of the respondents gets inspiration for skincare products from friends. Other great sources of inspiration are Instagram and online in general (Annex B, Section 4, Figure B.4.7.)
7. The main online sources of inspiration for skincare products are YouTube, Douglas, Google, and reviews (Annex B, Section 4, Table B.4.2.).
8. The magazines LINDA., LINDA. Meiden and Vogue are the most chosen inspiration source for respondents who get their inspiration for skincare products from magazines (Annex B, Section 4, Table B.4.3.).
9. Douglas and ICI Paris XL were most chosen as stores where the physical employees provide the best inspiration for skincare products (Annex B, Section 4, Table B.4.4.)
10. Respondents do not strongly prefer to buy skincare products in store or online (Annex B, Section 4, Figure B.4.8.).
11. Douglas, ICI Paris XL, Bijenkorf (all online and in store), FOREO.com and Bol.com have been indicated as the main points to purchase a FOREO product by the respondents (Annex B, Section 4, Figure B.4.9.).
12. LUNA is quite well recognized as an (electronic) facial cleanser. BEAR, UFO and IRIS seem to be less well known in terms of product name and functions (Annex B, Section 4, Table B.4.5. – Table B.4.8.).
13. The respondents do not indicate to be willing to prices set for the FOREO products (Annex B, Section 4, Figure B.4.10 – Figure B.1.13)
14. LUNA is chosen as favourite product, followed by UFO and BEAR (Annex B, Section 4, Figure B.4.14.).
15. Most of the respondents who knew FOREO got to know it online (Annex B, Section 4, Figure B.4.15.).

16. The main brand associations to FOREO are luxury and good quality (Annex B, Section 4, Figure B.4.16.)

The difference in skin problems for the future most likely have to do with age. The first wrinkles start somewhere around the age of 30. Considering the age of the respondents, most of them do not experience any problems yet. However, as research by Moloughney (2020) states, women under the age of 35 use anti-aging products on a regular basis, plus the interest in anti-aging among women between 20-30 years is growing, so they do fear wrinkles in the future, confirming the results of the survey.

Finding 4 shows that day creams are the most used products in the daily routine. This is substantiated by the focus group. Another conclusion is that there is a growing awareness for SPF which also became clear in the focus group. This agrees with the growing awareness in skin related diseases following sun exposure as stated by NCV (2019) and Grand View Research (2019). Combined with day cream as most chosen skincare products to use daily, it is a development that FOREO should keep an eye on. The brand could consider launching a day cream with SPF to tap into this opportunity. Nearly half of the respondents use something other than hands to clean their face with, meaning there is an opportunity for FOREO's LUNA range.

Quality is a very important aspect for the Dutch skincare customer. The research in this project shows that FOREO's products are better quality, but also in a higher price range than competitors. Other reasons for customers to buy FOREO's products are the anti-age effect, the possibility to perform a salon-based treatment at home which will save them time in their hectic lives, and the possibility to unclog their pores that are blocked due to air pollution.

A great part of the respondents gets their inspiration for skincare products from friends. The focus group supports this statement, however only for women. Another great inspiration source is online. Considering finding 15, and that both influencers and Instagram advertisements are online channels, it can be concluded that online advertising has been an effective way for FOREO to create more brand awareness.

Respondents do not prefer buying skincare products online or in store. The participants of the focus group indicated to prefer shopping in store, partially due to environmental awareness. Research by Grand View Research (2019) shows that offline sales occupied 84.1% of the electronic facial cleansers sales. Finding 9 shows that Douglas and ICI Paris XL are sources of inspiration for skincare products. On top of this, finding 11 states that both have been indicated as points of purchase for

FOREO products. Considering the world of today and the competitive advantage gained when FOREO continues to stay available in stores, the products shall be available both in store and online.

It can be concluded that IRIS, UFO and BEAR are still in the introduction phase of the product lifecycle as opposed to LUNA, which was far more recognized as a facial cleanser by most respondents of the survey and participants of the focus group and is therewith found in the growth stage of the product lifecycle.

Finding 13 shows that respondents indicate not to be willing to pay the price for FOREO's products. Research by Grand View Research (2019) shows that premium pricing of electronic facial cleansing devices could be a reason for customers not to make a purchase. However, research by NCV (2019) shows that Dutch people do not have a problem spending money on treatments and products that foster good care and wellbeing when they offer something of good quality and are unique which is the case for FOREO. The main brand associations to FOREO are luxury and good quality which is the brand perception FOREO wishes to maintain in the customer's head. If these are achieved, the premium pricing strategy would not be a problem.

#### **4.3 SWOT**

The information as stated in Chapter 4.1 served as input for the strengths and weaknesses of the SWOT and the information as stated in Chapter 4.2 provided insight into the opportunities and threats for FOREO in the Netherlands. The most important have been summarized in a SWOT analysis which can be found in Annex G, Section 1.



#### **4.4 Confrontation matrix**

The strengths, weaknesses, opportunities, and threats as stated in the SWOT have been confronted in the confrontation matrix which is shown in Annex G, Section 2. The notes used are like S1, O2, W3 and T4. The matrix is used to form strategic options.

#### **4.5 Strategic options**

Strategic options 0, 1, 2, and 3 are composed based on the strategic issues emerged in the confrontation matrix. The evaluation of the strategic options is carried out by means of the SFA principle. The weight scores of the SFA principle can be found in Annex G, Section 3. The justification of the determination of strategy is shown in Annex G, Section 4.

##### **Strategic option 0**

“What will happen when FOREO decides not to change anything concerning the current business operations, marketing strategy and marketing mix?”

The strategic option 0 is not to make any changes regarding the current business operations, marketing strategy and marketing mix.

##### **Strategic option 1**

Grow: S1 + S2 + S3 & O1 + O3

“How can FOREO grow by using its high-quality products with unique features, trustworthy brand image and strong online marketing activities to respond the big market for anti-aging products and the growing interest in luxury skincare amongst the younger generation and the opportunity for offline visibility?”

Marketing strategy: market penetration (Ansoff)

FOREO is already active in the market for anti-aging products and among the younger generation but could focus on selling more of their existing products to them. The strategy for this option shall therefore be market penetration by Ansoff. Their online presence and especially use of influencers grasps the younger generation. The brand should focus on promoting its high-quality products with unique features in a better way, so the desired premium brand identity comes more forward. It could use its online reach as a starting point to promote the brand offline.

##### **Strategic option 2**

Survive: W1 + W2 + W3 & T1 + T3

“How can FOREO defend itself by improving the lack of website, email marketing and YouTube content in Dutch, poorly informed employees at physical selling points and loss of brand identity due to

marketing efforts to tackle the premium pricing issue regarding the purchase of electronic facial care and competitors with lower prices and strong marketing efforts?”

Marketing strategy: differentiation (Porter)

FOREO should use its innovative products of high quality with unique features to position itself as a premium brand. To preserve this brand image, it should cut all promotions as these do not fit the premium brand image. It should use a differentiation strategy by Porter to increase brand loyalty and reach lower sensitivity to prices. The brand should use its advantage of being the only brand that sells in physical stores and provide physical experience to the customers. Both employees and customers shall be better educated on skincare and products benefits. The brand should therefore focus on improving the website, email marketing and YouTube content in the Netherlands.

### **Strategic option 3**

Improve: W1 + W3 & O3

“How can FOREO improve its website, email marketing and YouTube content in Dutch and recover its loss of brand identity due to marketing efforts to respond to the growing interest for luxury skincare amongst the younger generation?”

Marketing strategy: focus strategy (Porter)

FOREO could overcome its weaknesses and respond to the growing interest for luxury skincare amongst the younger generation at the same time by using Porter’s focus strategy. The brand will reach success when it focusses its website, email marketing and YouTube content in Dutch entirely on the younger generation and positions itself as a premium brand.

The testing of the strategic options with use of the SFA principle ultimately led to the choice of strategic option 2, a defending strategy. The recommendations on strategic, tactical, and operational level are based on this strategic option and will be constructed in Chapter 5.

## **5. Implementation**

The research led to a list of recommendations for FOREO. The list of recommendations to be implemented by the company covers the strategic, tactical, and operational level.

### **5.1 Strategic level**

The segmentation is described in Annex C, Section 2 and shall remain the same. The market for luxury skincare is growing in the younger generation, as well as the affinity for anti-aging products. The main problem of the customers is their hectic lifestyle which is why they do not have much time for skin care. They want products of good quality (preferably scientifically backed), that are easy and non-time consuming. Considering the purchasing power, the choice for FOREO's target groups is the Beauty Addict & Young-working & Trendy Mom segments. However, the other segments rule close to the chosen target groups and will therefore still yield sales as well. The target persona of Beauty Addict can be found in Annex H, Section 1 and the one of Young-working trendy mom is shown in Annex H, Section 2.

The differentiation strategy by Porter requires a perception of exclusivity (Porter, 1998, p.38). On top of this, Loureiro & Bilro (2019) state that if a brand achieves to manage the brand asset in the right way, this will create differentiation, relevance, and affinity. Besides, the brand name is related to the perception of brand trust (Loureiro & Bilro, 2019). The positioning strategy is therefore to strengthen the current position (Ferrell & Hartline, 2010, p. 213). To succeed, FOREO must continuously focus on reaching beyond the customer's expectation, therefore giving more luxury and quality. The main problems of the consumers are their hectic lifestyles, the fact that they want something easy that works well and that they do not know what works well for their skin. The benefits offered by FOREO are products with unique, scientifically proven techniques, quick treatments that are customizable and user-friendly. Considering the wishes of the customers and FOREO's mission and vision as described in Chapter 4.1.2, FOREO's value proposition shall be "your most confident skin in just a few minutes" supported by the sub headline (product positioning) "easy to use high quality skincare tools with unique, scientifically proven techniques to get your skin at its finest from the luxury of your own home." Important are the high quality, unique scientifically proven techniques, and the fact that it is easy and non-time consuming. The value propositions of the products shall remain the same.

## 5.2 Tactic level

Research shows that FOREO does not have to make any changes regarding the products. The products are innovative, work with unique techniques and have better quality than competitors. They follow function and add extra benefits on top of this. They are safe to use, customizable, unique and have a nice design. Considering that (potential) customers are looking for convenient, all-in-one products, the brand could spend more attention to promoting their newest product, the LUNA 3 plus, in the Netherlands. The design of the packaging does not require change either right now, however the material of the packaging does. It is consistent in design throughout all products which makes it recognizable, and it shows the product well, however package material. FOREO should use recycled plastic. This is better for the environment and will gain them a competitive advantage, since competitors are not spending attention on environmental awareness. It also contributes to the brand's differentiation strategy. The research shows that day cream is daily used by most of the respondents and that there is a growing awareness for skin related issues due to sun exposure. It is therefore suggested to FOREO to assign its research and development team to work on a SPF day cream to add to the skincare line in the future.

The premium pricing strategy shall not be changed in the future. This pricing strategy fits the differentiation strategy, the premium brand image, and the price can be justified by the unique features and outstanding quality offered by FOREO compared to competitors. The high discounts that the brand has been giving since the beginning of 2021 shall be stopped immediately. They damage the premium and luxury brand perception that the brand wishes to maintain. Instead, the brand should leave the price out of their branding strategy, like Apple and Tesla, and focus on the USP instead.

Research shows that a great share of electronic facial cleansers is sold via offline channels. Additionally, field research showed that (potential) customers would buy FOREO in Douglas, ICI Paris XL and Bijenkorf stores. Considering that these stores could enhance the brand image of FOREO and will assure more offline visibility as well, the company should work on getting the stores to sell their products in store. It should focus on the following big cities in the Netherlands first: Amsterdam, Rotterdam, the Hague, Utrecht, Eindhoven, Zwolle, and Groningen. After achieving these stores as selling points, the brand should re-evaluate sales numbers and continue with Dutch rim cities in the future. FOREO's own channel, [www.foreo.com](http://www.foreo.com), is one of the biggest sales channels of the brand. The research shows that there are some points to be improved on the website, some parts are in English and some in Dutch. It is recommended to have the website completely translated to Dutch. This will contribute to the professionalism of the company.

Research shows that FOREO's target groups are big users of Instagram and Facebook. The Dutch Instagram channel of FOREO (@foreo\_netherlands) is currently well taken care of. It succeeds to show the brand identity and features various types of content. FOREO's products are radical innovations and

still in the early adaption face. Some products are in the introduction face (UFO, BEAR, IRIS), whereas LUNA seems to be moving up to the growth stage of the product lifecycle. This statement substantiates the fact that FOREO needs to focus on educating the customer on the benefits of the products. The brand also needs more two-way communication. Consumer engagement can lead to value for the firm (Bilro & Loureiro, 2020). It is recommended to combine these two by starting off with more interactive Instagram lives in Dutch on their Dutch Instagram account. It should distinguish between different topics: (1) the secret to glowing skin, (2) the secret to anti-aging and (3) the secret to self-care. See the Instagram live plan for FOREO in Table 5.1. In the future, FOREO could consider using virtual reality as this will create more interest for generations like the Millennials and Generation Z (Loureiro, Bilro & Angelino, 2020).

**Table 5.1 Instagram live plan**

<b>Name</b>	The secret to glowing skin	The secret to anti-aging	The secret to self-care
<b>Name (Dutch)</b>	<i>Het geheim voor een stralende huid</i>	<i>Het geheim tot een jonger uitziende huid</i>	<i>Het geheim voor zelfzorg</i>
<b>Main product</b>	LUNA 3 (plus)	BEAR	UFO 2
<b>Additional products</b>	UFO 2	UFO 2, LUNA 3 (plus)	LUNA 3 (plus)
<b>Topics</b>	Skincare routines, the right way to cleanse your skin, taking care of your skin (do's and don'ts) techniques, explained, how to use LUNA, benefits LUNA	Skin training, taking care of your skin (do's and don'ts, Microcurrent explained, techniques explained, how to use BEAR, benefits BEAR	Skin needs on a regular basis, elaboration on different skin masks, techniques explained, how to use UFO, benefits UFO
<b>Employee</b>	Online Marketing Specialist	Online Marketing Specialist	Online Marketing Specialist
<b>Duration</b>	40 min	40 min	40 min

Source: own elaboration

Another way to educate the target group is through YouTube. Research shows that YouTube is on the second place of most-visited websites and SEO visibility in the Netherlands. This medium is a great

way for the brand to provide more information to customers and create more visibility on their products. The brand should focus on providing more Dutch content on YouTube to benefit from this opportunity and to compete with competitors who are already doing so. FOREO should have the following videos in Dutch on their account: product videos, how to use videos and short animated videos explaining the techniques and benefits. The Dutch YouTube playlist shall be featured in the Instagram bio of @foreo\_netherlands.

FOREO currently uses one Facebook page for all countries with English content. It should use Facebook Global Pages. With this tool, the brand will continue to use a universal brand name, URL and share the fan base, yet show localised content to customers worldwide. Using this tool allows the brand to post content in Dutch which increases the trust and connection to the customers. It shall continue to share features in articles, Instagram posts and put a new refined focus on videos since research shows that this provides the greatest engagement on Facebook. The videos shared shall be from FOREO's own Dutch YouTube channel, Instagram lives and videos featuring FOREO's products posted by influencers or Dutch celebrities.

The brand should stick with email marketing as such it is doing it right now, except it should only send out Dutch emails to the Dutch email list. This will come across more reliable, make it easier for them to understand and will feel more personal than English. The newsletter should contain more market specified information, in other words, Dutch related. For example, the announcement of a new selling point in the Netherlands (f. ex.: *FOREO is nu ook verkrijgbaar bij Bijenkorf in Zwolle!*). The new Online Marketing Specialist will be responsible for these emails.

Additionally, the brand should focus on getting as much reviews as possible. Research by Rosada-Pinto, Loureiro & Bilro (2020) shows that it is an essential source of information with a high level of engagement between consumer and brand and brand authenticity.

FOREO currently has one employee working on the Dutch market. The brand should expand the team with two new employees to be able to reach the objectives set in these recommendations. They should hire a Business Development Manager and an Online Marketing Specialist. Find the job description for Business Development Manager in Annex I, Section 1 and the one for Online Marketing Specialist in Annex I, Section 2.

### **5.3 Operational level**

Table 5.2 shows the operational planning for the upcoming year for FOREO. After achieving these goals and therefore improving the current position of the company, the brand should reevaluate its situation and consider the following idea: the organisation of FOREO Spa Days. Research shows that higher product visibility of electronic face brushes in salons and spas will foster growth. The brand should collaborate with a luxury spa in the Netherlands and organize the event there. The activities included

in the event shall contain beauty treatments performed by specialist with products of FOREO, a lunch including short masterclasses educating the participants on skincare with different themes (anti-aging, cleansing, the relation between skincare and mental health). The first event shall be organised from a public relations perspective with well-known Dutch influencers and beauty bloggers as attendees. These attendees will be handed a goodie bag with FOREO products. The idea of this goodie bag is that it is this easy to take the feeling of a luxury spa home with you when you use FOREO's products. They will post the event on Instagram and therewith create buzz for FOREO. Eventually, they will share a sign-up link through which "normal" customers can sign up for the next event. This will (1) result in greater brand awareness (2) generate more customers (3) benefit the word-of-mouth advertising when customers attend the event and (4) show what influencer has the best impact on the target group of FOREO. Of course, FOREO's products can then be purchased at this event.

**Table 5.2 Operational planning for the upcoming year**

	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												

1: Post job opportunity Business Development Manager & Online Marketing Manager

2: Hire Business Development Manager & Online Marketing Manager

3: Translate complete website into Dutch

4: Start negotiations with Bijenkorf (cities)

5: Translate product videos for YouTube

6: Create how to use videos for YouTube in Dutch

7: Start negotiations with ICI Paris XL

8: Start negotiations with Douglas

9: IG lives

10: Training of employees of distribution channels





## 6. Conclusion

Based on this in-company project it can be concluded that the future for FOREO in the Netherlands is bright. Considering the strong position worldwide, it is no surprise that the brand also has several opportunities and a growing market to tap into in the Netherlands. However, the research showed that the brand should start off by overcoming its weaknesses to defeat the threats as identified in the research if it wants to succeed in the Dutch market. It can do this by implementing the recommendations as listed in this research.

FOREO has many strengths and advantages over its competitors which are beneficial for its position. To summarize, FOREO's products are high quality products with unique features that offer the benefits sought by the target group. Secondly, it is known as a trustworthy brand for beauty tech and skin care worldwide and thirdly it already has strong online marketing activities in the Netherlands. Despite the strengths, the research shows that FOREO also has some weaknesses that need to be improved to succeed in the Netherlands. To illustrate, the brand has a lack of email marketing, website, and YouTube content in Dutch, and it has poorly informed employees at physical selling points, which comes across unprofessional. Besides, it uses poor marketing efforts, such as high discounts, which lead to the loss of brand identity. It is advised for the brand to improve its position by translating its website and some YouTube videos into Dutch, training personnel of physical selling points and improving its email marketing. Considering the current small team of the Netherlands, it should hire two new employees: a Business Development Manager and an Online Marketing Specialist to help with the implementation of the new recommendations and growth of the brand.

The opportunities retrieved from the research show that there is a big market for FOREO in the Netherlands. Firstly, it can be concluded that there is a big market for anti-aging products. Secondly, there is a growing interest in luxury skincare amongst the younger generation and thirdly there is an opportunity for brands that are available in physical stores. FOREO should tap into these opportunities by focusing on the segment of a Beauty Addict and Young-working & Trendy Mom. It shall educate potential customers on skincare through different channels, starting with Instagram live and YouTube and eventually collaborations with spas. Besides, it shall focus on being available in physical stores, such as Bijenkorf, Douglas and ICI Paris XL. The identified threats include competition with lower prices and strong marketing efforts, electronic skincare, which is not widely accepted, and the premium pricing which is among main reasons not to buy electronic facial cleansers.

Considering all internal and external factors derived from the research, confronting them, and scoring the strategic options lead to the following marketing strategy for FOREO:

“FOREO should use its innovative products of high quality with unique features to position itself as a premium brand. To preserve this brand image, it should cut all promotions as these do not fit the premium brand image. It should use a differentiation strategy by Porter to increase brand loyalty and reach lower sensitivity to prices. The brand should use its advantage of being the only brand that sells in physical stores and provide physical experience to the customers. Both employees and customers shall be better educated on skincare and products benefits. The brand should therefore focus on improving the website, email marketing and YouTube content in the Netherlands.”

The differentiation strategy will be used and will help to achieve the luxury brand image which the brand is aiming to achieve. Considering the target groups hectic lifestyles and desire for easy to use, non-time-consuming products of good quality, the new value proposition shall be “your most confident skin in just a few minutes” supported by the sub headline “easy to use high quality skincare tools with unique, scientifically proven techniques to get your skin at its finest from the luxury of your own home.” Furthermore, the brand should cut its heavy discounts and add more physical (luxury) stores to the distribution strategy. Both will contribute to the desired brand image. It should strive for more consumer engagement to build a better brand community and therefore start off with more Instagram lives which will also help to educate the consumer on skincare and product benefits. Another way to build brand community is to put focus on getting more reviews. The great visibility opportunity for YouTube will be used by providing more Dutch content and both the Facebook page as email marketing will be available in Dutch. To achieve all the goals set for the first year, FOREO will hire two new employees to work for the Netherlands.

The operational level recommendations in this project will help FOREO to successfully position itself as a beauty tech brand in the Netherlands. It includes a plan for the upcoming year to be executed by the company. In conclusion, FOREO has great strengths and advantages in core. The brand therefore has every chance to become the trustworthy brand for beauty tech in the Netherlands once they overcome their weaknesses.

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## Annexes

### Annex A. Research approach

#### Section 1. Sources of personal communication

Name	Company	Job	Date	Method of approach	Part of the research
Ricardo Godinho Bilro	ISCTE	Professor	02.04.20	Innovation and creativity lecture	Literature review
Anke Beukema	FOREO	Marketing Specialist	05.11.20	PowerPoint presentation	Internal analysis
Anke Beukema	FOREO	Marketing Specialist	02.12.20	Zoom meeting	Internal analysis
Anke Beukema	FOREO	Marketing Specialist	21.04.21	Zoom meeting	Internal analysis
Anke Beukema	FOREO	Marketing Specialist	14.05.21	Zoom meeting	Internal analysis
Ana Guerra	FOREO	Head of Business Development	02.12.20	Email	Internal analysis, market analysis

## Section 2. Research matrix

Question	Desk Research	Field Research	Theory or model
What is an overall marketing strategy?	Literature review	-	-
How to develop an overall marketing strategy?	Literature review	-	BMC, DESTEP, 6W's of Ferell, SWOT, confrontation matrix (TOWS), SFA model
What are innovative products?	Literature review	-	-
What is the internal situation of FOREO in the Netherlands?	Internal desk research	Personal communication	BMC
What is the external situation of FOREO in the Netherlands?	External desk research	Personal communication, focus group, survey	DESTEP, 6W's of Ferell
What are the strengths, weaknesses, opportunities and threats of FOREO in the Netherlands?	Internal and external desk research	Personal communication, focus group, survey	SWOT
What overall marketing strategy shall be implemented by FOREO in the Netherlands?	-	-	SWOT, Confrontation matrix and SFA Model
What are the recommendations for FOREO in the Netherlands on tactic and operational level?	-	-	-

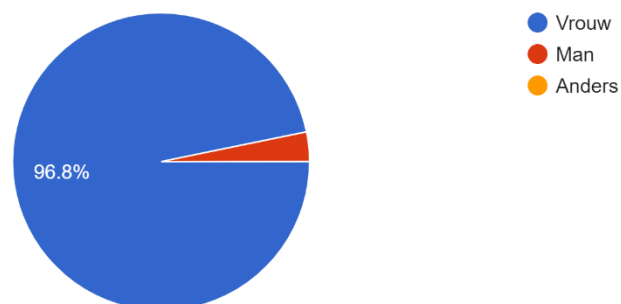
## Annex B. Survey

### Section 1. Survey respondents

**Figure B.1.1 Gender of the respondents**

Wat is jouw geslacht?

217 responses



The majority of the 217 respondents, 96.8%, was female.

**Table B.1.1 Age of the respondents**

#### AgeGroup

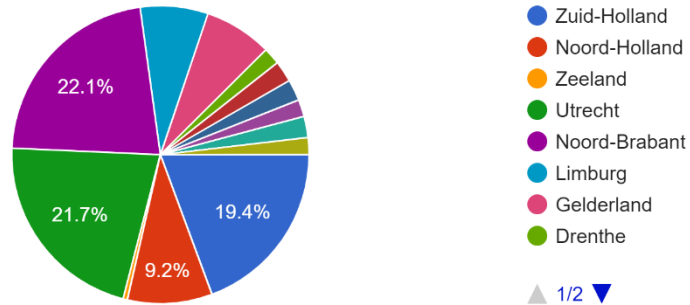
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<18	11	5,1	5,1	5,1
	18-24	93	42,9	42,9	47,9
	25-31	57	26,3	26,3	74,2
	32-38	20	9,2	9,2	83,4
	39-45	12	5,5	5,5	88,9
	46-52	7	3,2	3,2	92,2
	53-59	7	3,2	3,2	95,4
	60-65	5	2,3	2,3	97,7
	65+	5	2,3	2,3	100,0
	Total	217	100,0	100,0	

As seen in Table B.1.1, the greater part of the respondents were between the age of 18-24, followed by the age group of 25-31. Nearly three-quarter of the respondents is 31 years or younger.

**Figure B.1.2 Residency respondents**

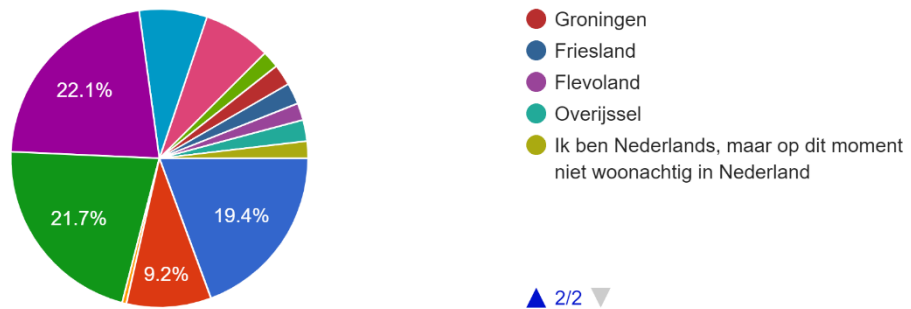
In welke provincie woon je?

217 responses



In welke provincie woon je?

217 responses



The residency of the respondents is displayed in Figure A.1.2. The question regarding the residency of the respondents was concerned with the province in which the respondents live.

Het doel van deze enquête is om inzicht te verkrijgen in de manier waarop Nederlanders hun huid verzorgen. De doelgroep van de vragenlijst is dan ook inwoners van Nederland. Jouw antwoord wordt anoniem gehouden en zal niet met derde partijen worden gedeeld. Vul de gehele enquête in om erachter te komen hoe je een FOREO LUNA mini 3 kunt winnen.

Alvast bedankt voor je hulp!

Wat is jouw geslacht?

☐ Vrouw

☐ Man

☐ Anders

---

In welke provincie woon je? \*

Kiezen

---

Hoe oud ben je? \*

Kiezen

Van wat voor huidproblemen heb je last? \*

- ☐ Eczeem
- ☐ Droge huid
- ☐ Couperose
- ☐ Gevoelige huid
- ☐ Rimpels
- ☐ Mee-eters
- ☐ Acne
- ☐ Pigmentvlekken
- ☐ Glanzende huid
- ☐ Vochtarme huid
- ☐ Slappe huid
- ☐ Vette huid
- ☐ Grote poriën
- ☐ Rode huid
- ☐ Rosacea
- ☐ Puistjes onder de baard
- ☐ Anders: \_\_\_\_\_

Over wat voor huidproblemen maak jij je in de toekomst het meest zorgen? \*

- ☐ Eczeem
- ☐ Droge huid
- ☐ Couperose
- ☐ Gevoelige huid
- ☐ Rimpels
- ☐ Mee-eters
- ☐ Acne
- ☐ Pigmentvlekken
- ☐ Glanzende huid
- ☐ Vochtarme huid
- ☐ Slappe huid
- ☐ Vette huid
- ☐ Grote poriën
- ☐ Rode huid
- ☐ Rosacea
- ☐ Puistjes onder de baard
- ☐ Anders: \_\_\_\_\_



Ben je ooit bij een specialist geweest om jouw huid te laten verzorgen? \*

- ☐ Ja
- ☐ Nee
- ☐ Dat zeg ik liever niet

---

Als je "Ja" hebt geantwoord, wat was dan de reden voor jouw bezoek?

Jouw antwoord

---

Heb je interesse in producten die thuis een spa ervaring creëren? \*

- ☐ Ja
- ☐ Nee
- ☐ Misschien

Welke producten gebruik je in jouw dagelijks verzorging? \*

- ☐ Gezichtsgel
- ☐ Miccelair water
- ☐ Tonic
- ☐ Serum
- ☐ Dag crème
- ☐ Nacht crème
- ☐ Hydraterende gel crème
- ☐ Oog crème
- ☐ SPF
- ☐ Anti-rimpel crème
- ☐ Jade roller
- ☐ Washandje
- ☐ Gezichtsreinigingborstel
- ☐ Elektronische gezichtsreinigingborstel
- ☐ After shave
- ☐ Masker
- ☐ Exfoliator
- ☐ Apparaat voor lymfedrainage (bijv. Jade roller, oogmassager)
- ☐ Verstevigingsapparaat (bijv.: Microstroomapparaat)
- ☐ Anders: \_\_\_\_\_

Hoe belangrijk zijn de volgende aspecten voor jou bij het kopen van  
huidverzorgingsproducten? \*

	1	2	3	4	5
Prijs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kwaliteit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Merk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Geur	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aanbevolen door...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Waar haal jij je inspiratie voor het kopen van huidverzorgingsproducten vandaan? \*

- ☐ Instagram
- ☐ Influencers
- ☐ Facebook beauty groepen
- ☐ Online
- ☐ Vrienden
- ☐ Familie
- ☐ Tijdschriften
- ☐ Dokter
- ☐ Medewerker schoonheidssalon
- ☐ Medewerker drogist (bijv.: Etos, Kruidvat)
- ☐ Fysieke medewerker (bijv.: Douglas, Bijenkorf, ICI Paris XL)
- ☐ Apotheekmedewerker
- ☐ Anders: \_\_\_\_\_

Als je "Online" hebt geselecteerd, welke websites bezoek je dan?

Jouw antwoord \_\_\_\_\_

Als je "Influencers" hebt geselecteerd, welke influencers vertrouw je dan?

Jouw antwoord \_\_\_\_\_

Als je "Tijdschriften" hebt geselecteerd, welke tijdschriften lees je dan?

Jouw antwoord

---

Als je "Fysieke medewerker" hebt geselecteerd, welke winkels bezoek je dan?

Jouw antwoord

---

Shop je huidverzorgingsproducten liever online of in de winkel? \*

- ☐ Online
- ☐ In de winkel
- ☐ Ik heb geen voorkeur
- ☐ Welke goedkoper is

## Elektronische huidverzorging

Heb je er ooit aan gedacht om elektronische huidverzorgingsapparaten in jouw routine te gebruiken? \*

- ☐ Ja
- ☐ Nee

Als je antwoord "Ja" was, welke merken heb je dan verkend?

Jouw antwoord \_\_\_\_\_

Wat denk je dat dit is? \*



Jouw antwoord

---

Wat denk je dat dit is? \*



Jouw antwoord

---



Wat denk je dat dit is? \*



Jouw antwoord \_\_\_\_\_

Wat denk je dat dit is? \*



Jouw antwoord

---

De FOREO LUNA is een elektronische gezichtsreinigingsborstel gemaakt van antibacteriële siliconen die gebruikt kan worden in combinatie met je favoriete facewash en die 99,5% van al het vuil, olie en make-up van je gezicht verwijdt. Het resultaat is een zachtere huid, een gezonde glans en een duidelijkere teint. In tegenstelling tot andere gezichtsreinigingsapparaten hoeft deze borstel niet te worden vervangen. Het product gaat ongeveer 10 jaar mee.



Hoeveel zou je bereid zijn te besteden aan het bovenstaande product? \*

Kiezen

De FOREO UFO is een smart maskerapparaat dat LED-therapie, Cryotherapie, thermotherapie en T-Sonische pulsaties gebruikt om een volledige gezichtsbehandeling te bieden met meer dan alle voordelen van een normaal gezichtsmasker in slechts 90 seconden in plaats van 20 minuten. Het product gaat 10 jaar mee.



Hoeveel zou je bereid zijn te besteden aan het bovenstaande product? \*

Kiezen

De FOREO IRIS is een oogmassage-apparaat geïnspireerd op een Aziatische massagetechniek. Het stimuleert de lymfedrainage, vermindert en voorkomt donkere kringen onder de ogen, rimpels en kraaienpootjes. Het product gaat 10 jaar mee.



Hoeveel zou je bereid zijn te besteden aan het bovenstaande product? \*

Kiezen

De FOREO BEAR is een gezichtsversterkend apparaat dat microstroombollen gebruikt om de spieren in je gezicht en nek te trainen voor een natuurlijke lift, om de huid strakker te maken en rimpels te voorkomen. Het maakt de huid steviger en vormt de contouren van het gezicht. Het product gaat 10 jaar mee.



Hoeveel zou je bereid zijn te besteden aan het bovenstaande product? \*

Kiezen



Welk FOREO product zou jij gebruiken? \*

- ☐ LUNA (gezichtsreinigingsborstel)
- ☐ UFO (smartmaskerapparaat)
- ☐ BEAR (apparaat voor gezichtsversterking)
- ☐ IRIS (oogmassage-apparaat)
- ☐ Geen van bovenstaande

Als je bekend bent met het merk FOREO, hoe heb je deze dan ontmoet? \*

- ☐ Vrienden
- ☐ Familie
- ☐ In de winkel
- ☐ Online
- ☐ Tijdschriften
- ☐ Influencers
- ☐ Instagram advertentie
- ☐ Facebook advertentie
- ☐ Pinterest
- ☐ Ik ken het merk FOREO niet
- ☐ Anders: \_\_\_\_\_



Wat associeer je met het merk FOREO (op het eerste gezicht)? \*

- ☐ Goede kwaliteit
- ☐ Luxueus
- ☐ Duur
- ☐ Thuis spa
- ☐ Anti-veroudering
- ☐ Milieubewust
- ☐ Voor vrouwen
- ☐ Professioneel
- ☐ Influencers
- ☐ Geen van bovenstaande
- ☐ Anders: \_\_\_\_\_

Waar zou jij een FOREO product kopen? \*

- ☐ In de winkel: Bijenkorf
- ☐ In de winkel: Douglas
- ☐ In de winkel: ICI Paris XL
- ☐ Online: Bijenkorf
- ☐ Online: Douglas
- ☐ Online: ICI Paris XL
- ☐ Bol.com
- ☐ Coolblue
- ☐ Zalando
- ☐ FOREO.com
- ☐ Boozyshop
- ☐ Little Wonderland
- ☐ Lookfantastic
- ☐ Bij mijn dermatoloog
- ☐ Schoonheidssalon
- ☐ Anders: \_\_\_\_\_

Bedankt voor jouw medewerking!

Om kans te maken op een FOREO LUNA mini 3 ter waarde van €159 laat je hier jouw email adres achter. Meedoen kan eenmalig. De winnaar ontvangt een mail op 31 maart 2021.

Jouw antwoord \_\_\_\_\_

### Section 3. Survey format (English)



## Skin care in the Netherlands

The purpose of this survey is to gain insight into how Dutch people care for their skin. The target group of the questionnaire is therefore residents of the Netherlands. Your answer will be kept anonymous and will not be shared with third parties. Complete the entire survey to find out how you can win a FOREO LUNA mini 3.

The survey takes 5-10 minutes to complete.

Thank you for your help!

What is your gender?

- ☐ Woman
- ☐ Man
- ☐ Different

---

In what province do you live? \*

Choose ▼

---

How old are you? \*

Choose ▼

What kind of skin problems do you experience? \*

- ☐ Eczema
- ☐ Dry skin
- ☐ Couperose
- ☐ Sensitive skin
- ☐ Wrinkles
- ☐ Blackheads
- ☐ Acne
- ☐ Pigmentation spots
- ☐ Shiny skin
- ☐ Dehydrated skin
- ☐ Weak skin
- ☐ Oily skin
- ☐ Big pores
- ☐ Red skin
- ☐ Rosacea
- ☐ Pimples under the beard
- ☐ Other: \_\_\_\_\_

What skin problems do you fear in the future? \*

- ☐ Eczema
- ☐ Dry skin
- ☐ Couperose
- ☐ Sensitive skin
- ☐ Wrinkles
- ☐ Blackheads
- ☐ Acne
- ☐ Pigmentation spots
- ☐ Shiny skin
- ☐ Dehydrated skin
- ☐ Weak skin
- ☐ Oily skin
- ☐ Big pores
- ☐ Red skin
- ☐ Rosacea
- ☐ Pimples under the beard
- ☐ Other: \_\_\_\_\_

Did you ever visit a specialist to treat your skin? \*

- ☐ Yes
- ☐ No
- ☐ I prefer not to say

If your answer was "Yes", then what was your reason for the visit?

Your answer

Are you interested in products that create a home spa experience? \*

- ☐ Yes
- ☐ No
- ☐ Maybe

What products do you use in your daily skincare routine? \*

- ☐ Face gel
- ☐ Miccelair water
- ☐ Tonic
- ☐ Serum
- ☐ Day cream
- ☐ Night cream
- ☐ Hydrating gel cream
- ☐ Eye cream
- ☐ SPF
- ☐ Anti-wrinkle cream
- ☐ Jade roller
- ☐ Was cloth
- ☐ Face cleansing brush
- ☐ Electronic face cleansing brush
- ☐ After shave
- ☐ Mask
- ☐ Exfoliator
- ☐ Device for lymphatic drainage (f.ex.: jade roller, eye massager)
- ☐ Firming device (f.ex.: microcurrent device)
- ☐ Other: \_\_\_\_\_



How important are the following aspects for you when buying skin care products? \*

	1	2	3	4	5
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Design	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recommended by ...	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Where do you get your inspiration for skin care products from? \*

- ☐ Instagram
- ☐ Influencers
- ☐ Facebook beauty groups
- ☐ Online
- ☐ Friends
- ☐ Family
- ☐ Magazines
- ☐ Doctor
- ☐ Employee beauty salon
- ☐ Employee drugstore (f.ex.: Etos, Kruidvat)
- ☐ Physical employee (f.ex.: Douglas, Bijenkorf, ICI Paris XL)
- ☐ Pharmacy employee
- ☐ Other: \_\_\_\_\_

If you've selected "Online", then what websites do you visit?

Your answer \_\_\_\_\_

If you selected "Magazines", what magazines do you read?

Your answer \_\_\_\_\_

If you selected "Physical employee", then what stores do you visit?

Your answer \_\_\_\_\_

Do you prefer to shop your skin care products online or in store? \*

- ☐ Online
- ☐ In store
- ☐ I don't have a preference
- ☐ Whichever is cheaper

What do you think this is? \*



Your answer

---

What do you think this is? \*



Your answer

---

What do you think this is? \*



Your answer

---

What do you think this is? \*



Your answer

---

The FOREO LUNA is an electronic facial cleansing brush made of antibacterial silicone that can be used in conjunction with your favorite face wash to remove 99.5% of all dirt, oil and makeup from your face. The result is softer skin, a healthy glow and a clearer complexion. Unlike other facial cleansing devices, this brush does not need to be replaced. The product lasts for approximately 10 years.



How much would you be willing to pay for the product above? \*



The FOREO UFO is a smart mask device that uses LED therapy, Cryotherapy, Thermotherapy and T-Sonic pulsations to provide a full facial treatment with more than all the benefits of a normal facial mask in just 90 seconds instead of 20 minutes. The product lasts for 10 years.



How much would you be willing to pay for the product above? \*

Choose



The FOREO IRIS is an eye massage device inspired by an Asian massage technique. It stimulates lymphatic drainage, reduces and prevents dark circles under the eyes, wrinkles and crow's feet. The product lasts for 10 years.



How much would you be willing to pay for the product above? \*

 ▼

The FOREO BEAR is a facial enhancement device that uses microcurrent to train the muscles in your face and neck for a natural elevator, to tighten the skin and prevent wrinkles. It makes the skin firmer and contours the face. The product lasts for 10 years.



How much would you be willing to pay for the product above? \*

A dropdown menu with the word "Choose" and a small downward-pointing arrow.

What FOREO product would you use? \*

- ☐ LUNA (electronic facial cleansing brush)
- ☐ UFO (smart mask device)
- ☐ BEAR (device for facial firming and toning)
- ☐ IRIS (eye massage device)
- ☐ None of the above

If you're familiar with FOREO, how did you get to know the brand? \*

- ☐ Friends
- ☐ Family
- ☐ In store
- ☐ Online
- ☐ Magazines
- ☐ Influencers
- ☐ Instagram advertisements
- ☐ Facebook advertisements
- ☐ Pinterest
- ☐ I do not know the brand FOREO
- ☐ Other: \_\_\_\_\_

What do you associate with FOREO (first impression)? \*

- ☐ Good quality
- ☐ Luxurious / premium
- ☐ Expensive
- ☐ Home spa
- ☐ Anti-age
- ☐ Eco-friendly
- ☐ For women
- ☐ Professional
- ☐ Influencers
- ☐ None of the above
- ☐ Other: \_\_\_\_\_

Where would you buy a FOREO product? \*

☐ In store: Bijenkorf

☐ In store: Douglas

☐ In store: ICI Paris XL

☐ Online: Bijenkorf

☐ Online: Douglas

☐ Online: ICI Paris XL

☐ Bol.com

☐ Coolblue

☐ Zalando

☐ FOREO.com

☐ Boozyshop

☐ Little Wonderland

☐ Lookfantastic

☐ At my dermatologist

☐ Beauty salon

☐ Other: \_\_\_\_\_

Thank you for your participation!

For a chance to win a FOREO LUNA mini 3 worth €159 leave your email address here.  
Participation is only possible once. The winner will receive an email on March 31, 2021.

Your answer \_\_\_\_\_

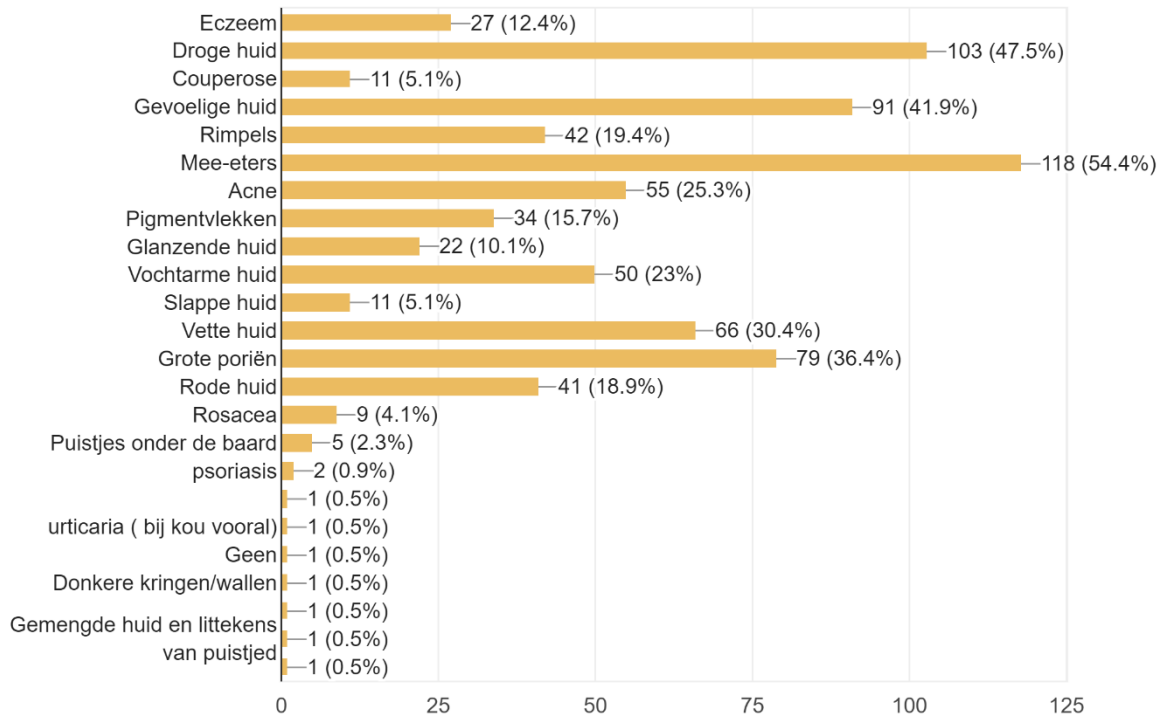


## Section 4. Survey results

Figure B.4.1 Skin problems

Van wat voor huidproblemen heb je last?

217 responses



Question: What kind of skin problems do you experience?

The most indicated skin problem by the 217 respondents of the survey is blackheads, with 54.4%.

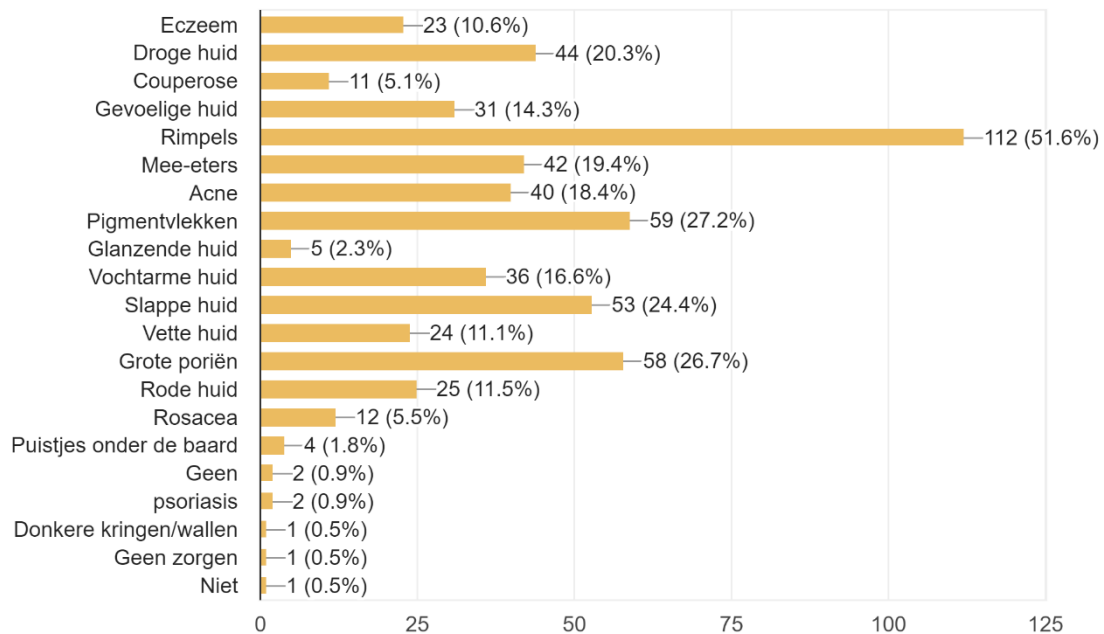
Other important skin problems are dry skin (47.5%), sensitive skin (41.9%), big pores (36.4%), oily skin (30.4%), acne (25.3%) and dehydrated skin (23%).



**Figure B.4.2 Skin problems future**

Over wat voor huidproblemen maak jij je in de toekomst het meest zorgen?

217 responses



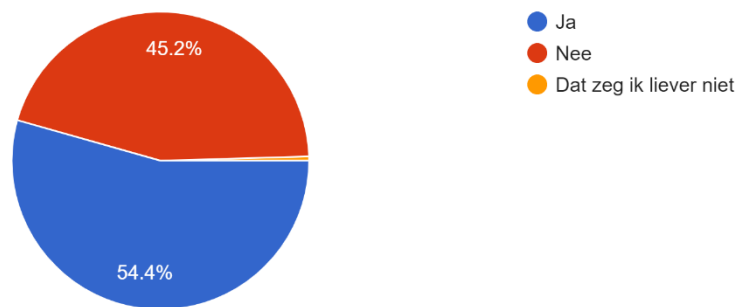
Question: What skin problems do you fear in the future?

Directly after the question about current skin problems, the question on worries for skin problems in the future was asked. The results are different from the current skin problems. The skin problems feared for in the future by the 217 respondents are wrinkles (51.6%), pigmentation (27.2%), big pores (26.7%), weak skin (24.4%) and dry skin (20.3%).

**Figure B.4.3. Visited a skin specialist**

Ben je ooit bij een specialist geweest om jouw huid te laten verzorgen?

217 responses



Question: Did you ever visit a specialist to treat your skin?

Figure B.4.3. shows that most of the respondents (54.4%) has visited a specialist to treat their skin in the past.

**Table B.4.1. Reasons to visit a skin specialist**

Reasons to visit	Times
Acne	35
Deep cleansing	15
Blackheads	11
Relaxing	11
Eczema	8
Impurities	7
Information/advice	6
Pigmentation	5
Skin improving	5
Peeling	4
Full facial	4
Skin boost	4
Scars	3
Rosacea	3
Regular visit	3
Before special occasion	2
Big pores	2
Beauty treatment	2
Couperose	1
Dry skin	1
Urticaria	1
Exfoliation	1
Dull skin	1
Anti-aging	1
Psoriasis	1

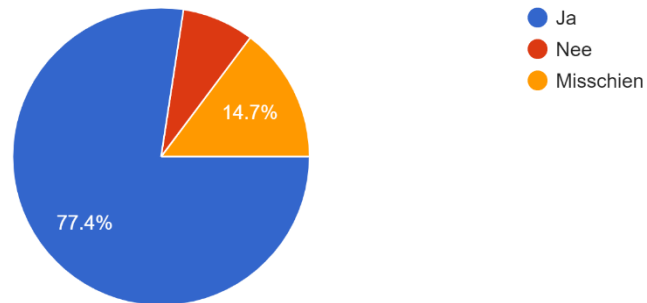
Question: If your answer was “Yes”, then what was your reason for the visit?

The researcher illustrated the answers in a table to get a better overview of the answers. The most chosen reason to visit a specialist to treat the skin was acne (35 out of the 117 respondents, 29.9%), other reasons were deep cleansing (12.8%), relaxing (9.4%) and blackheads (9.4%).

**Figure B.4.4. Products that create a home spa experience**

Heb je interesse in producten die thuis een spa ervaring creëren?

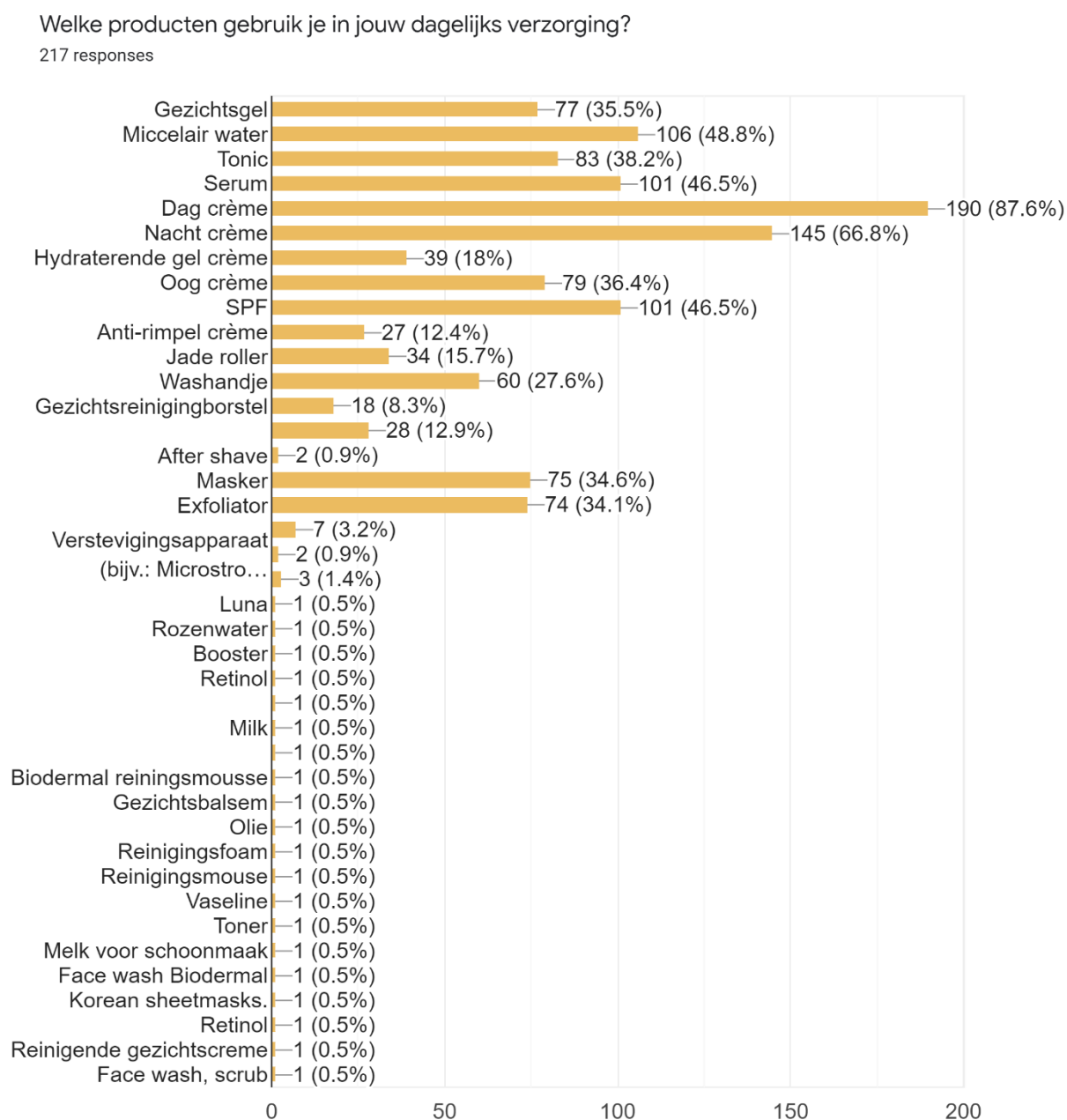
217 responses



Question: Are you interested in products that create a home spa experience?

Figure B.4.4. shows that the majority (77.4%) of the 217 respondents would be interested in products that create a home spa experience, 14.7% answered maybe and the rest said no.

**Figure B.4.5. Products used in daily routine**



Question: What products do you use in your daily skin care routine?

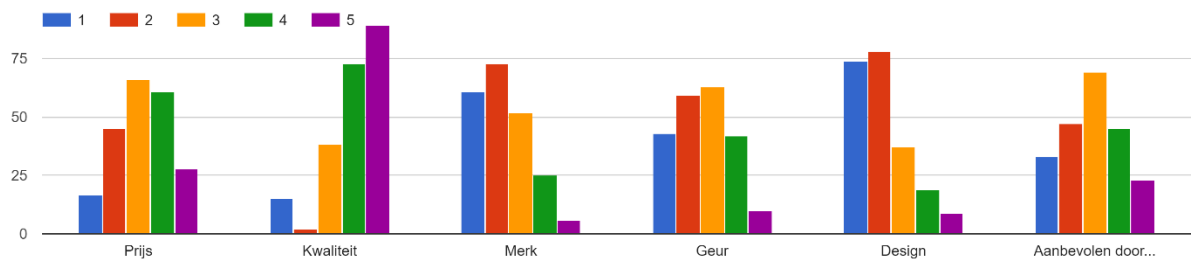
The vast majority (87.6%) said to use day cream, followed by night cream with 66.8%. Almost half of the respondents (48.8%) uses micellar water and (46.5%) use SPF daily.

**LUNA** 27.6% of the respondents uses a washcloth, 8.3% uses a facial cleansing brush and 12.9% uses an electronic facial cleansing brush meaning that 48.8% of all respondents use something to cleanse their face with. **IRIS** 18.9% uses a device for lymphatic drainage. **UFO** 34.6% of all respondents uses a

mask on a regular base. **BEAR / anti-aging** 12.4% of the respondents uses an anti-wrinkle cream. 0.9% uses a firming device.

**Figure B.4.6. Important aspects when buying skin care products**

Hoe belangrijk zijn de volgende aspecten voor jou bij het kopen van huidverzorgingsproducten?



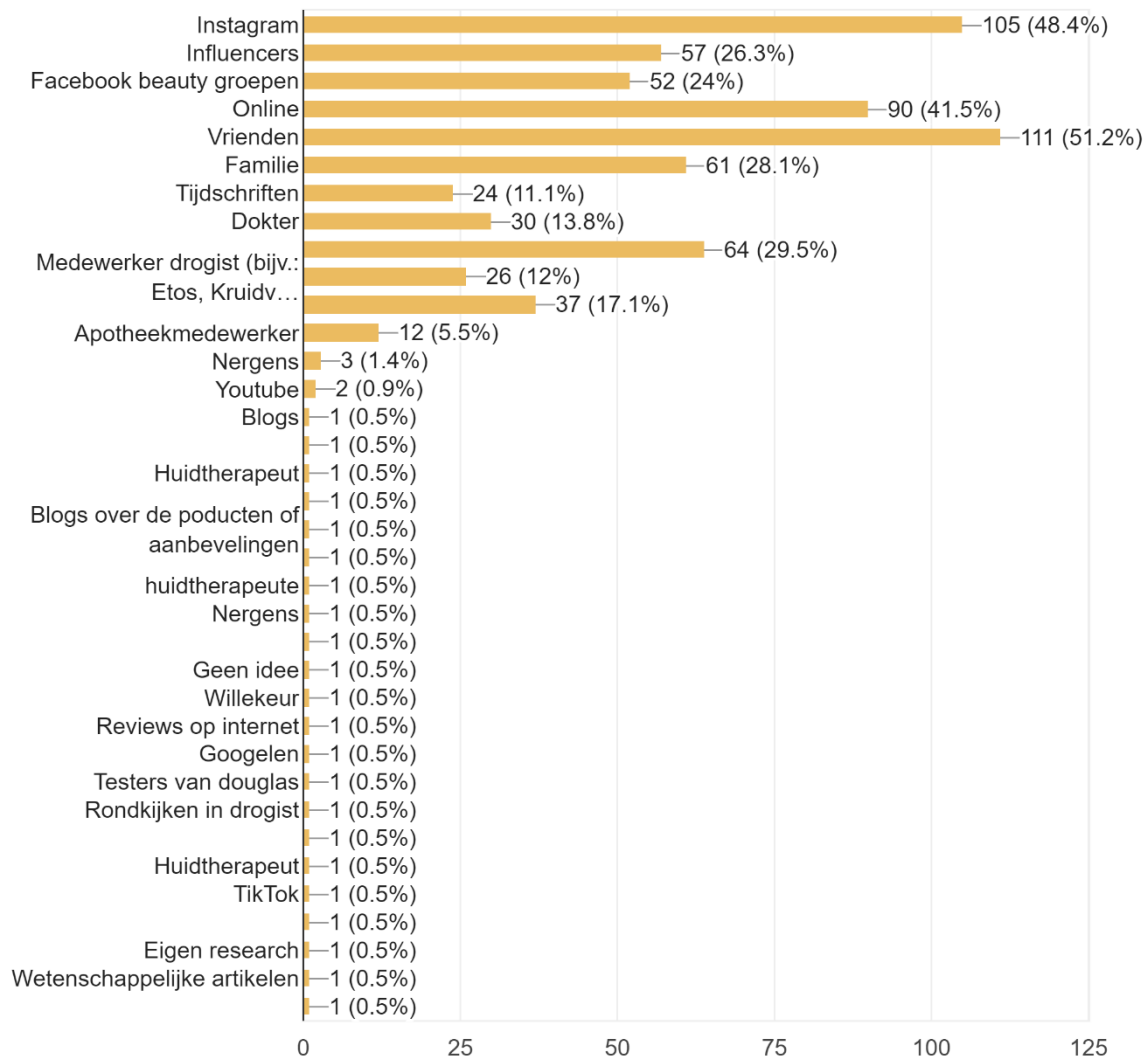
Question: How important are the following aspects for you when buying skincare products?

Figure B.4.6. shows that quality is by far indicated as most important aspect to the respondent when buying skincare products. Other important aspects are price and recommendations by others. Brand and design seem to be the least important pillars.

**Figure B.4.7. Inspiration skin care products**

Waar haal jij je inspiratie voor het kopen van huidverzorgingsproducten vandaan?

217 responses



Question: Where do you get your inspiration for skincare products from?

The greater part of the 217 respondents (51.2%) says to get their inspiration for skincare products from friends, 48.4% from Instagram, 41.5% online, 29.5% from a beauty salon employee, 28.1% from family, 26.3% from influencers and 24% use Facebook beauty groups.



**Table B.4.2. Online sources for inspiration**

Source	Times
YouTube	15
Douglas	14
Google	14
Reviews	13
Blogs	8
ICI Paris XL	4
Lookfantastic	5
Paula's Choice	5
Magazine websites	3
Kruidvat	2
Rituals	2
Vogue	2
INCI Beauty	2
FOREO	2
Reddit	2
Jeske Ultee	2
Etos	1
Online drugstore	1
Pharmacy	1
Care for skin	1
The Ordinary	1
Fadims beautyspace	1
Blogs on skincare	1
Forums	1
Linda	1
Libelle	1
Wishtrend.com	1
<a href="http://www.imageskincare.nl">www.imageskincare.nl</a>	1
Kiehl's	1
Brands	1
Clinique	1
Beautypedia	1
Dermaceutic	1
Littlewonderland	1
Yesstyle	1
Notino	1
Bol.com	1
Victoria's Health	1
Plein	1
International beauty websites	1

Question: If you've selected "Online", then what websites do you visit?

This follow-up question is to see where respondents who get their inspiration from skin care products online, get their inspiration from exactly. The question was answered by 95 respondents. The researcher manually created Table B.4.2. to get an overview of the answers because it was an open question. The main online sources of inspiration are YouTube, Douglas, Google and reviews.

**Table B.4.3. Magazine inspiration sources**

Magazine	Times
LINDA.	6
LINDA. Meiden	5
Vogue	5
Cosmo	4
Flair	3
Glamour	3
Vriendin	2
Grazia	2
Libelle	1
Margriet	1
Happy in Shape	1
Womens Health	1
&C	1
Ouders van nu	1
Kek Mama	1
Plus	1
Viva	1
Wendy	1

Question: If you've selected "Magazines", then what magazines do you read?

This follow-up question is to see what magazines respondents who get their inspiration for skin care products from magazines read exactly. The question was answered by 32 respondents. Because it was an option question, Table B.4.3. was manually created by the researcher to get a clear overview of the answers. The main chosen magazine by the respondents was LINDA. and LINDA. Meiden, followed by Vogue. However, they are not mentioned in high numbers.

**Table B.4.4. Physical employee inspiration sources**

<b>Stores</b>	<b>Times</b>
Douglas	23
Ici Paris XL	14
Bijenkorf	8
Etos	6
Kruidvat	5
Holland & Barrett	4
Rituals	2
Da	2
Body Shop	1
Apotheek	1
Beauty salon	1

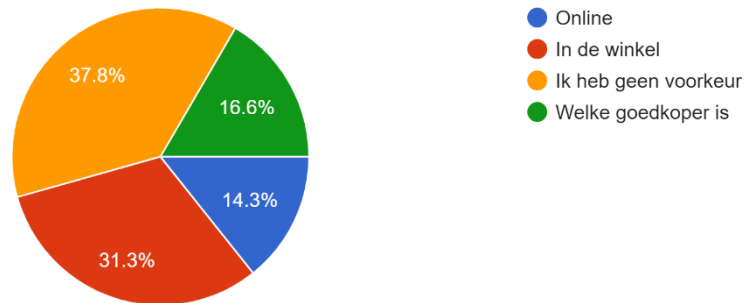
Question: If you've selected "Physical employee", then what stores do you visit?

This follow-up question is to see what stores respondents who get their inspiration for skin care products from physical employees visit exactly. The question was answered by 52 respondents. Because it was an option question, Table B.4.4. was manually created by the researcher to get a clear overview of the answers. The main chosen stores by the respondents were Douglas and ICI Paris XL.

**Figure B.4.8. Shop online or in store**

Shop je huidverzorgingsproducten liever online of in de winkel?

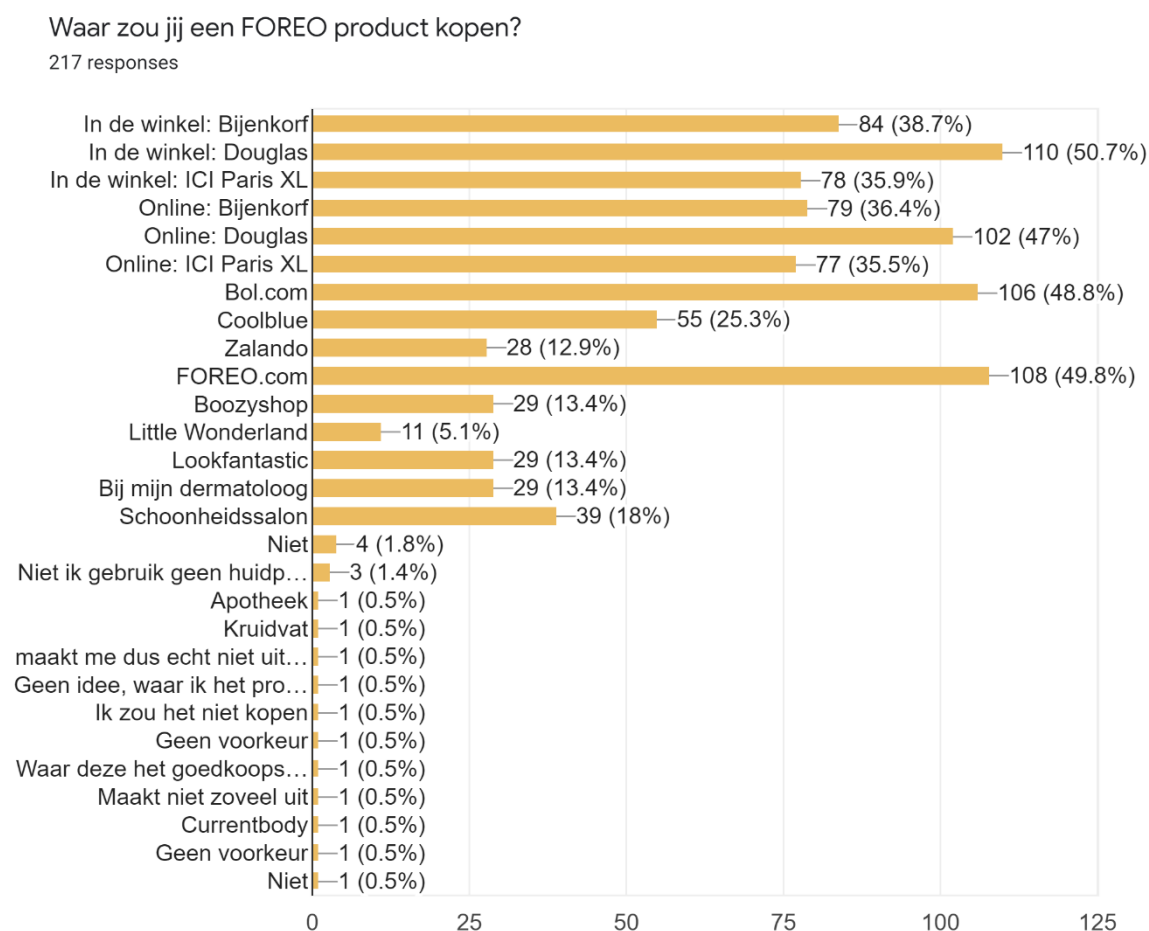
217 responses



Question: Do you prefer to shop your skincare products online or in store?

Most of the respondents (37.8%) do not prefer buying their skin care products online or in store, followed by 31.3% who prefer to shop their skin care products in store. Another part, 14.3% prefer to buy them online and the remaining part of 16.6% buys them wherever they are cheaper.

**Figure B.4.9. Place to buy FOREO**



Question: Where would you buy a FOREO product?

Over half of the 217 respondents (50.7%) said they would buy it in the Douglas store. Other popular retail channels are FOREO.com (49.8%), Bol.com (48.8%), the online website of Douglas (47%). Retail channels with less interest, but still a fair amount are de Bijenkorf in store (38.7%), de Bijenkorf online (36.4%), ICI Paris XL in store (35.9%) and ICI Paris XL online (35.5%).

FOREO's products are innovative and have innovative designs. Therefore, it is not easy for everyone to recognize the function. To unravel brand and product recognition, the questions to guess the function behind the products have been asked. Pictures of the products were shown, and respondents have been asked to identify the products. The question used was: What do you think this is? The answers to the questions have been manually noted in tables (Table B.4.5. – Table B.4.8.) by the researcher because the questions were open.

**Table B.4.5. Guess the function: LUNA**

<b>Answer</b>	<b>Times</b>
Facial cleansing brush	114
LUNA 3	24
Electronic facial cleansing brush	21
No idea	16
Facial massaging device	11
Scrub	11
Silicon facial cleansing brush	4
Perfume	3
Sonic facial cleansing brush	2
Exfoliator	2
Skin flaker	2
Some sort of brush	1
Electronic egg	1
Mini	1
Cotton pad 2.0	1
Air cleanser	1
Skin care tool	1
Face cream	1

Table B.4.5. shows the results to the question related to LUNA. A large part of the 217 respondents knew the function of the product or guessed it right.

**Table B.4.6. Guess the function: UFO**

Answer	Times
No idea	51
Mask device	45
UFO 2	28
Massage device	25
Skin cleansing device	19
Scrub device	10
LED device	7
Skin care tool	5
Electronic exfoliator	4
To clean out pores	3
Facial vibrator	2
Epilation device	2
Skin brush	2
Callus	2
Electronic skincare tool	1
For serums	1
Feet scrubber	1
Powder	1
Warmth lamp	1
Face plumper	1
Radio	1
Perfume	1
For the eyes	1
Relaxing device	1
Shower head	1

Table B.4.6. shows the results to the question related to UFO. Many of the 217 respondents did not know what it was, but a large group also answered correctly by indicating that it is a mask device or even by giving the right name of the product, “UFO 2”.



**Table B.4.7. Guess the function: BEAR**

Answer	Times
Massage device	76
No idea	41
BEAR	26
To firm the skin	9
Skin sculpting device	7
Facial roller	7
Device for the cheekbones	5
An alarm clock	5
Electronic skin care device	4
Face trainer	4
Collagen stimulator	4
Skin care tool	4
Device to keep the skin flexible	4
Vibrating device	3
Bags under the eyes reducer	3
Micro current device	2
Something with electricity	2
For wrinkles	2
For the eyes	1
Device for lymphatic drainage	1
Skin cleansing device	1
Perfume	1
A storage box	1
Scrub device	1
Cellulite	1

Table B.4.7. shows the results to the question related to BEAR. About one third of the 217 respondents thought BEAR was a massage device, 18.9% does not have an idea and only 11% knew the right name to the product.

**Table B.4.8. Guess the function: IRIS**

Answer	Times
No idea	87
Massage device	15
IRIS	14
For your eyes	10
To remove blackheads	9
Eye massage device	7
To remove the bags under your eyes	6
Laser device	6
Skin care tool	5
Sex toy	4
UV light device	4
Shaving device	4
Anti-wrinkle	3
Skin cleansing device	3
To clean your pores	3
To apply creams and serums	3
To firm the skin	2
Perfume	2
To remove dead skin cells	2
To clean your lymph nodes	1
USB stick	1
Vibrating device	1
Device against acne	1
Bike light	1
Something to dry with air pressure	1
Electronic pimple popper	1
To firm the neck	1
To remove pigmentation spots	1
Scrub	1
To stimulate blood circulation	1
Shaping device	1
Hair removal device	1

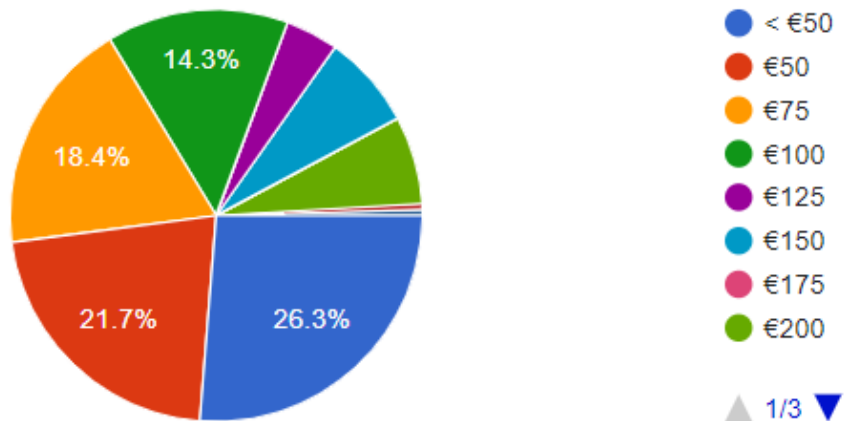
Table B.4.8. shows that the majority of the 217 respondents (40.1%) did not know what kind of device IRIS is or what the function of the product is.

Figures B.4.10 – B.4.13. are concerned with the price willing to pay for the products indicated by the respondents. The question used was: How much would you be willing to pay for the product above? The products taken were LUNA 3, UFO 2, BEAR and IRIS.

**Figure B.4.10. Money to spend on LUNA 3**

Hoeveel zou je bereid zijn te besteden aan het bovenstaande product?

217 responses

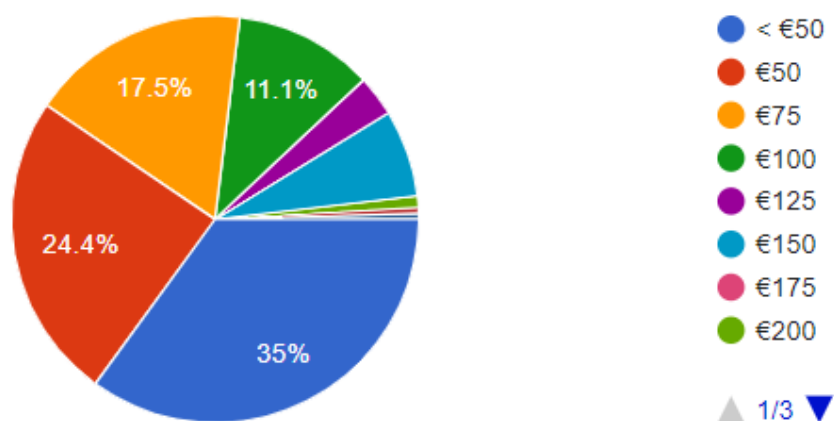


Over half of the 217 respondents (51.6%) says they will not be willing to spend more than €50 on the FOREO LUNA. 19.5% would spend €125 or more.

**Figure B.4.11. Money to spend on UFO 2**

Hoeveel zou je bereid zijn te besteden aan het bovenstaande product?

217 responses

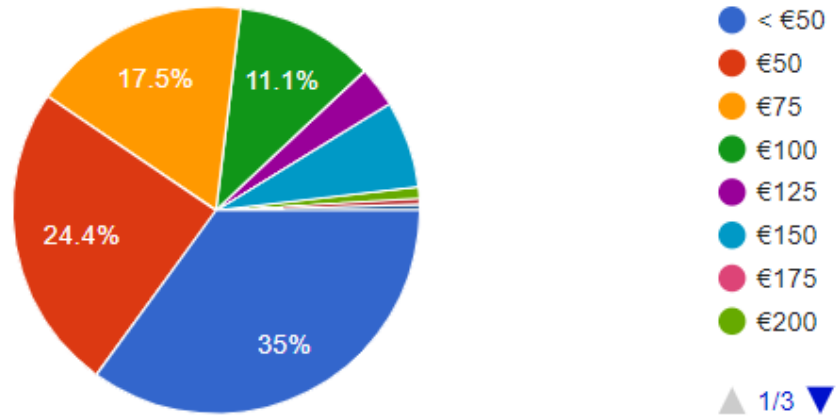


Nearly half of the 217 respondents (48%) would not spend more than €50 on the FOREO UFO. The highest amount indicated to spend on it has been €250.

**Figure B.4.12. Money to spend on BEAR**

Hoeveel zou je bereid zijn te besteden aan het bovenstaande product?

217 responses

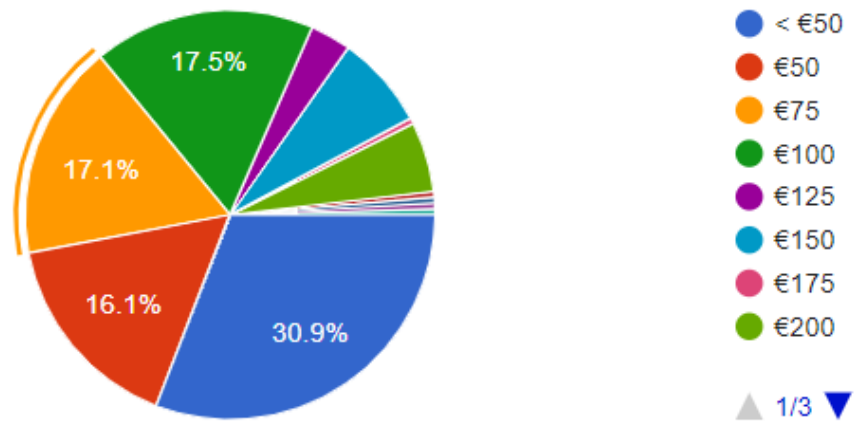


Over three-quarters of the respondents (76.9%) would not spend more than €75 on the FOREO BEAR. The remaining part of the respondents would spend between €100 and €225.

**Figure B.4.13. Money to spend on IRIS**

Hoeveel zou je bereid zijn te besteden aan het bovenstaande product?

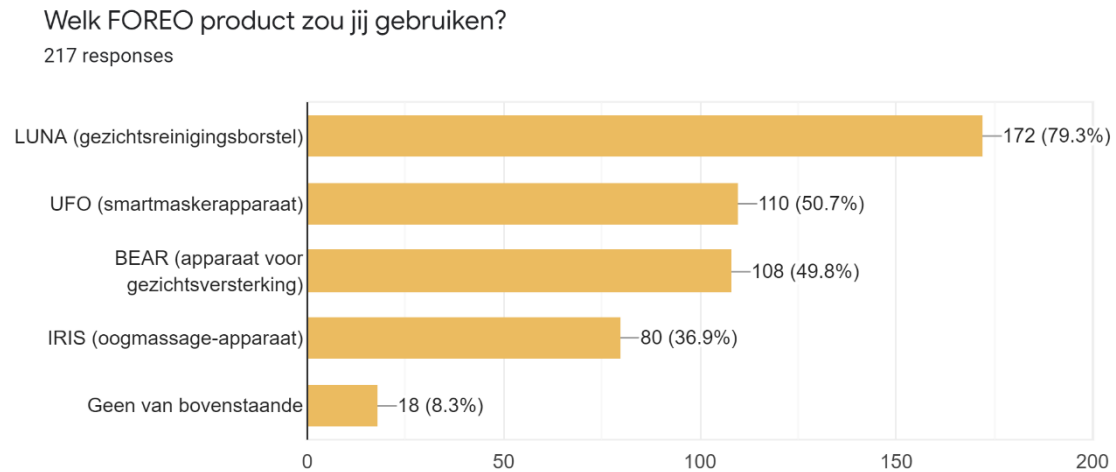
217 responses



The majority of the 217 respondents (53%) would be willing to spend €75 or more on the FOREO IRIS.

The respondents would spend between <€50 up to €300 on the device.

**Figure B.4.14. Favorite FOREO product**



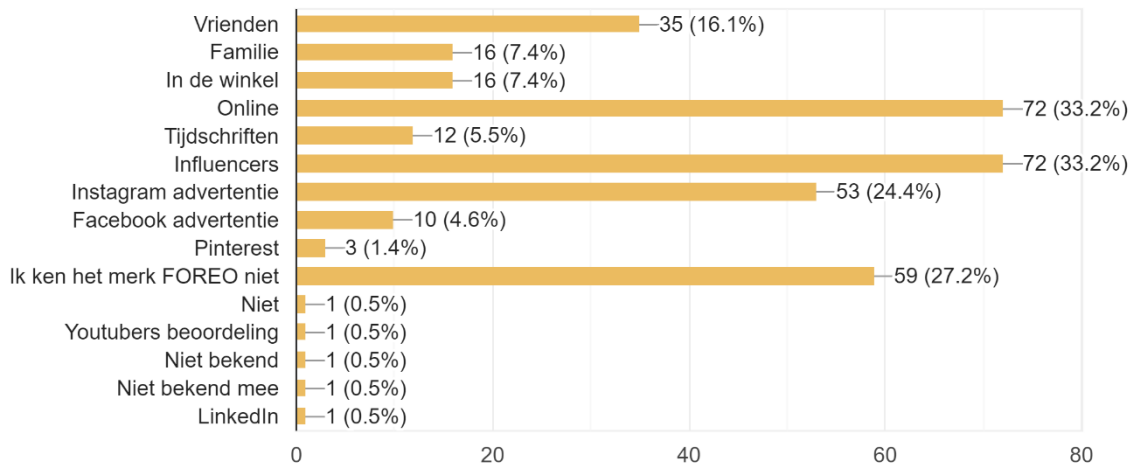
Question: What FOREO product would you use?

172 out of 217 respondents (79.3%) said they would use LUNA, 110 (50.7%) would use UFO, 108 (49.8%) would use BEAR, 80 (36.9%) would use IRIS and 18 (8.3%) of the respondents would not use any.

**Figure B.4.15. Meet FOREO**

Als je bekend bent met het merk FOREO, hoe heb je deze dan ontmoet?

217 responses



Question: If you're familiar with FOREO, how did you get to know the brand?

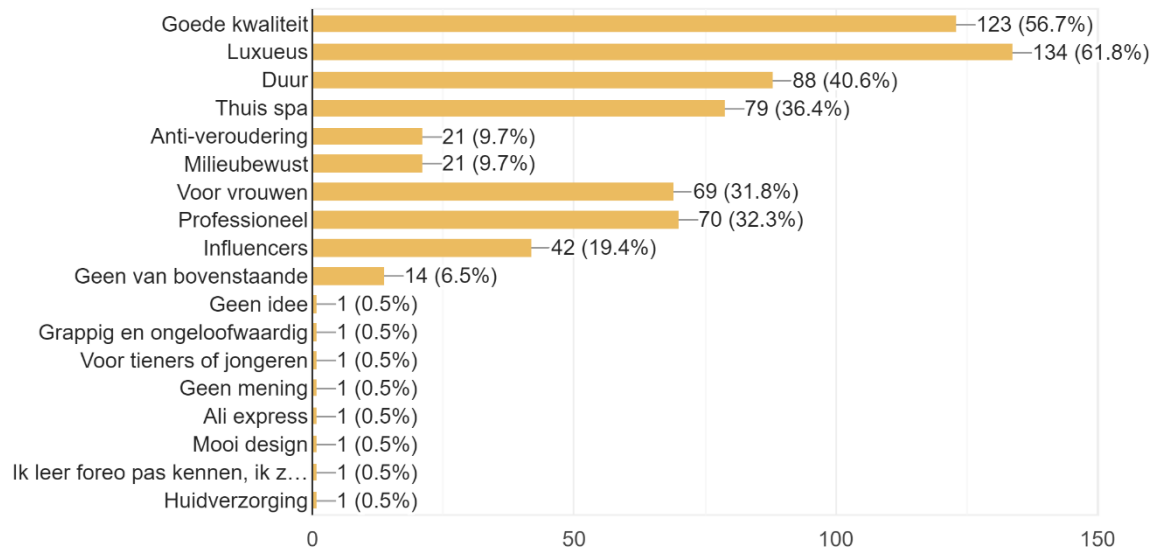
A little over one quarter of the 217 respondents (27.2%) said they did not know the brand before. The biggest channels to get to know the brand are online (33.2%), influencers (33.2%) and Instagram advertisement (24.4%). Considering that both influencers and Instagram advertisements are also online channels, it can be concluded that online advertising is the most effective.



**Figure B.4.16. FOREO brand associations**

Wat associeer je met het merk FOREO (op het eerste gezicht)?

217 responses










Question: What do you associate with FOREO (first impression)?

When asked what the respondents associate to the brand FOREO, over half of the 217 respondents (61.8%) said they associate luxury to the brand. Good quality came in second place with 56.7%, followed by expensive (40.6%), home spa (36.4%), professional (32.3%) and for women (31.8%). A fairly big part also mentioned influencers (19.4%).



## Annex C. Internal situation FOREO

### Section 1. Business Model Canvas

<p><b>Key Partners</b> </p> <ul style="list-style-type: none"> <li>* (Luxury) beauty and skincare brands</li> </ul> <p>The brand does not have many partners as it takes care of everything in house.</p>	<p><b>Key Activities</b> </p> <ul style="list-style-type: none"> <li>* Research &amp; development</li> <li>* Marketing</li> <li>* Customer service</li> <li>* Financial</li> <li>* Sales</li> </ul>	<p><b>Value Propositions</b> </p> <ul style="list-style-type: none"> <li>* Innovative</li> <li>* Prevent and solve skin problems</li> <li>* Easy</li> <li>* Good quality</li> <li>* App-connected</li> <li>* Powerful, rechargeable battery</li> <li>* Home spa experience</li> </ul>	<p><b>Customer Relationships</b> </p> <ul style="list-style-type: none"> <li>* Co-creation (content wise)</li> <li>* Reviews</li> <li>* Bijenkorf stores</li> </ul>	<p><b>Customer Segments</b> </p> <ul style="list-style-type: none"> <li>* Student</li> <li>* Beauty Addict</li> <li>* Young, Working &amp; Trendy Mom</li> <li>* Career Woman &amp; Mother</li> <li>* Mom of Two &amp; Working Mother</li> <li>* Senior and High Purchasing Power</li> </ul>
<p><b>Cost Structure</b> </p> <ul style="list-style-type: none"> <li>* Office buildings</li> <li>* Employees</li> <li>* Marketing costs</li> <li>* Website costs</li> <li>* Platform costs (Zoom etc.)</li> </ul>		<p><b>Revenue Streams</b> </p> <ul style="list-style-type: none"> <li>* Asset sale (sales of products)</li> </ul>		

## Section 2. Customer segments of FOREO

Table C.2.1. Customer segments of FOREO

Customer segment	Age	Activities	Location
Student	16 – 24	Full-time student, weekend job	Urban
Beauty addict	25-45	Full-time job	Urban
Young, working & trendy mom	26-35	Full-time job, mom	Urban
Career woman & mother	36-45	Full-time job, career	Urban
Mum of two and working mother	45+	Part time job, mom	Urban
Senior and high purchasing power	55+	Retired	Urban

Source: (A. Beukema, personal communication, December 2, 2020)

### **Section 3. Website FOREO**

The website [www.foreo.com](http://www.foreo.com) is easily accessible through both computer as mobile phone. It is also easy quick and easy to order products through both ways. There is an option to view the website in Dutch, however even when the option “Dutch” is chosen, most of the webpages is still in English which seems unprofessional. The website is a “happy place”, with bright colours. The main colours are pink, fuchsia, blue, purple, white and black. All products are displayed in the same way, PNG image with a white background, changing into the colour of the product when the mouse moves over it. Contact details can be found on the bottom of the page and include a contact form (which is a mix of English and Dutch). Quicker support can be found either in the app or when the customer logs in to his/her FOREO account.

The links to FOREO social media accounts (Facebook, Twitter, Instagram, Pinterest, YouTube, LinkedIn and Weibo) are displayed on the bottom of the website. Instagram is linked to the main FOREO account, not to the one targeted on the Netherlands. Subscription to the FOREO newsletter is also found on the bottom of the webpage (FOREO, n.d.-b)(own elaboration).

## Section 4. Channels

**Table C.4.1. Channels of FOREO**

		Channel types	Channel phases				
			1. Awareness	2. Evaluation	3. Purchase	4. Delivery	5. After sales
		Website (available in English)	Overview products	Product descriptions Reviews by customers	Purchase through website	Home delivery	
		Social media channel Instagram (@foreo_netherlands)	Showcasing products Information on products	Showing customer experiences	Instagram shopping	Home delivery	Customer contact through direct message
		Newsletter					
		YouTube	Informative (how to use) Introduction of new products	Comparing products			
	Direct	Reputation management					
Own		Affiliation					
		PPC (Adwords)	Promotion the brand				
		Paid influencers	Creating awareness and trustworthiness				
		Earned influencers	Creating awareness and trustworthiness				
		Paid online media	Creating awareness and trustworthiness				
		Events for press and journalists	Creating awareness				
		Paid offline media (focus on magazines)	Creating awareness				
		Earned media coverage (online and offline)					
		POS Stores					
		Online retail campaigns using their channels					
		Cross-brand activations	Creating awareness				
Partn	Indir	Marketplace advertising?			Making them available to customers		

Source: (A. Beukema, personal communication, December 2, 2020)

## **Annex D. Focus group**

### **Section 1. Participants**

- Participant A: female, 23 years old, Cultural Management and Anthropology Student at Vrije Universiteit Amsterdam. Single, living in Amsterdam, part time job at an SMS service company.
- Participant B: female, 24 years old, European and Global Law Student at Universitat Pompeu Fabra – Barcelona. In a relationship, living in Barcelona, part time job at an Acai Bowl café.
- Participant C: female, 27 years old, full-time employee in the disabled care at Reynaarden. Lives together with her partner, living in Houten, graduated with an MBO diploma.
- Participant D: male, 27 years old, full-time Sales employee at VSN Verhuizingen. Lives together with his partner, living in Houten, did not pursue an education.
- Participant E: female 32 years old, E-Service Specialist at Jacobs Douwe Egberts Professional. Lives together with her partner, living in Utrecht, Master in New Media and Digital Culture.
- Participant F: male, 32 years old, Data Analyst at Cushman & Wakefield. Lives together with his partner, living in Utrecht, Master in Finance and Real Estate Finance.
- Participant G: female, 63 years old, Coordinator Social Domain Municipality of Zeist. Mother of three, living with her partner in Houten, Bachelor in Social Academy.

## Section 2. Script focus group original (Dutch)

**Moderator:** Thirza Martens

**Datum:** 27/01/2021

**Locatie:** Skype

**Deelnemers:** Vrouw (27), vrouw (32), man (32), man (27), vrouw (63), vrouw (23), vrouw (23).

### Introductie

“Hallo allemaal, allereerst wil ik jullie bedanken voor het vrijmaken van tijd om deel te nemen aan deze focus groep. Zoals jullie weten ben ik op dit moment bezig met het afronden van mijn scriptie voor de master in Marketing aan ISCTE in Lissabon. Jullie input van vandaag is van grote waarde bij mijn onderzoek.

Voor degenen die niet precies weten wat een focus groep is: een focus groep is als het ware een groepsdiscussie of groepsgebesprek. Ik als moderator zal vragen stellen en onderwerpen aankaarten en het is de bedoeling dat jullie hierover in gesprek gaan samen. Wees niet bang om je mening uit te spreken en toe te lichten.

We gaan het vandaag hebben over huidverzorging. We kunnen huidverzorging begrijpen als een reeds praktijken die de integriteit van de huid ondersteunen, het uiterlijk verbeteren en huidaandoeningen verlichten. Het doel van deze focusgroep is om inzicht te krijgen in de manier waarop Nederlanders hun huid verzorgen.

### Overeenkomsten

Om te voorkomen dat iedereen door elkaar heen gaat praten heb ik een aantal regels opgesteld. Allereerst wil ik jullie vragen om allemaal jullie telefoon op stil te zetten, zodat we niet onderbroken worden. Om te zorgen dat we goed kunnen volgen wat er gezegd wordt wil ik vragen om één iemand tegelijkertijd aan het woord te laten. Onderbreek anderen dan ook niet wanneer zij aan het woord zijn. Een van mijn taken vandaag als moderator is om ervoor te zorgen dat alle onderwerpen aan worden gekeerd. Als ik jou dus iets vraag of onderbreek terwijl je aan het woord bent moet je dit niet ongeleefd opvatten, ik zorg er zo gewoon voor dat iedereen een kans heeft om zijn zegje te doen en we op tijd doorgaan naar het volgende onderwerp. Alles wat vandaag besproken wordt is volledig vertrouwde. Ten slotte wil ik mededelen dat de sessie wordt opgenomen, zodat ik na afloop alles goed kan samenvatten. Een verslag hiervan stuur ik later naar jullie op de mail. De sessie zal iets langer dan een uurtje duren en ik houd de tijd bij.

Voor we beginnen wil ik iedereen vragen om zichzelf kort voor te stellen door zijn of haar **naam**, **leeftijd**, **studie/baan** en **woonplaats** te noemen. Laten we beginnen met **NAAM**. Na **NAAM** kunnen jullie zelf beslissen wie daarna komt, zodat je doorkrijgt dat we niet in een bepaalde volgorde hoeven te spreken. Laten we beginnen.



## Vragen

Reinigingsroutine // 10 minuten

### **1. Hoe ziet jouw reinigingsroutine eruit?**

Wat voor producten gebruik je in je reinigingsroutine?

Wat voor merken koop je meestal en waarom?

Wat zijn de grootste voordelen van die merken?

Wat zijn de grootste nadelen aan die merken?

Wanneer ze geen reinigingsroutine hebben: *de voornaamste reden achter het hebben van een reinigingsroutine is dat het je huid in goede conditie houdt. Een effectieve routine kan huidproblemen voorkomen en houdt jouw huid gezond en zorgt ervoor dat hij er op zijn best uit ziet.*

Huidproblemen // 10 minuten

### **2. Wat voor huidproblemen heb je last van?** (onzuiverheden, rimpels, verlies van een glow, droge huid, pigment, niet strak)

Wat doe je in jouw dagelijks routine om deze problemen te verhelpen?

Wat doe je buiten jouw dagelijkse routine om deze problemen te verhelpen? (beauty salon, facials etc.)

Wat mis je in jouw dagelijkse routine om deze problemen te verhelpen?

Voor wat voor huidproblemen ben jij bang in de toekomst?

Wat doe je om die huidproblemen te voorkomen?

Inspiratie // 10 minuten

### **3. Waar haal je de inspiratie vandaan om deze producten te kopen?**

Wie vertrouw je als het gaat om huidverzorgingsproducten? (mama, influencers, vrienden)

Welke media gebruik je om inspiratie om te doen voor huidverzorgingsproducten? (Instagram, Facebook, YouTube, tijdschriften)

Vertrouw je deze bronnen?

Punt van aankoop // 10 minuten

### **4. Waar koop jij je huidverzorgingsproducten?**

Waarom geef je de voorkeur aan daar shoppen?

Koop je jouw producten liever online of offline en waarom?

Elektronische gezichtsverzorging // 10 minuten

### **5. Wat is jouw mening over elektronische gezichtsverzorging?**

Zou je het willen proberen, waarom wel of niet?

Wat voor merken op het gebied van elektronische gezichtsverzorging ken je al?

Wat betekenen deze merken voor jou?

FOREO // 5 minuten

*Show LUNA:* Weet je wat voor een product dit is?

*Show UFO:* Weet je wat voor een product dit is?

*Show BEAR:* Weet je wat voor een product dit is?

*Show IRIS:* Weet je wat voor een product dit is?

*Als ze het weten:*

#### **6a. Wat betekent het merk FOREO voor jou?**

Wat is jouw favoriete product?

Zou je overwegen om een product aan te schaffen, waarom wel of niet?

Wat voor product(en) zou je kopen, waarom wel of niet?

Waar zou je het product het liefste kopen en waarom?

*Als ze het niet weten:*

**6b.** FOREO is een innovatief beauty tech merk uit Zweden. In 2013 lanceerde het merk LUNA, een elektronische gezichtsreinigingsborstel die 99,5% van al het vuil van je gezicht verwijdt en sindsdien lanceren ze een nieuw product ieder jaar. Alle producten zijn gemaakt van antibacterieel siliconen materiaal, kunnen worden gebruikt met de FOREO app en zijn ervoor ontworpen om het resultaat van een professionele spabehandeling thuis op de bank te verkrijgen. FOREO krijgt steeds meer voet aan de grond op het gebied van huidverzorging wereldwijd.

- LUNA: een smart gezichtsreinigingapparaat dat gebruikt kan worden met een gezichtsreiniger. Zoals ik net al zei verwijdt het apparaat 99,5% van al het vuil, olie, zweet en dode huidcellen.
- UFO: een smart masker apparaat dat gebruikt maak van LED therapie, cyro therapy, thermo therapy en T-sonic pulsations waardoor je in plaats van 20 minuten, in 90 seconden al alle voordelen van jouw masker ervaart.
- BEAR: naast sporten voor het lichaam moeten we ook ons gezicht trainen. BEAR is een smart gezichts toning apparaat wat de huid strakker maakt en rimpels voorkomt.
- IRIS: een oogmassage apparaat dat geïnspireerd is door een Aziatische massagetechniek. Het vermindert donkere kringen onder de ogen, rimpels en kraaienpootjes.

#### **6b. Zou je overwegen om een product aan te schaffen? Waarom wel of niet?**

Welke product(en) zou jij kopen en waarom wel of niet?

Waar zou je deze producten het liefst kopen?

### **Section 3. Script focus group (English)**

Moderator: Thirza Martens

Date: 27/01/2021

Location: Skype

Participants: woman (27), woman (32), man (32), man (27), woman (63), woman (23), woman (23).

#### **Introduction**

"Hello all, first of all I would like to thank you for taking the time to participate in this focus group. As you know, I am currently completing my thesis for the Master's in Marketing at ISCTE in Lisbon. Your input today is of great value in my research.

For those of you who don't know exactly what a focus group is: a focus group is like a group discussion or group conversation. I as the moderator will ask questions and raise topics and the idea is for you to engage in a conversation about them together. Don't be afraid to speak up and explain your opinions.

Today we are going to talk about skin care. We can understand skin care as already practices that support the integrity of the skin, improve appearance and alleviate skin conditions. The purpose of this focus group is to gain insight into how Dutch people care for their skin.

#### **Agreements**

In order to prevent everyone from talking through each other, I have set up a few rules. First of all, I would like to ask you all to put your phones on silent so that we are not interrupted. To make sure we can follow what is being said, I would like to ask you to allow one person to speak at a time. Please do not interrupt others when they are speaking. One of my jobs today as moderator is to make sure all topics are addressed. So if I ask you a question or interrupt you while you are speaking don't take it as rude, I am just making sure that everyone has a chance to have their say and we move on to the next topic in time. Everything discussed today is completely confidential. Finally, I would like to announce that the session will be recorded so that I can summarize everything properly afterwards. A report of this I will send to you later in the mail.

The session will last a little over an hour and I will keep track of the time.

Before we begin, I would like to ask everyone to briefly introduce themselves by giving their name, age, study/job and place of residence. Let's start with NAME. After NAME, you can decide who comes next, so you can get through that we don't have to speak in any particular order. Let's begin.

#### **Questions**

Cleansing routine // 10 minutes

##### **1. What does your cleansing routine look like?**

What kind of products do you use in your cleansing routine?

What brands do you usually buy and why?

What are the biggest advantages to those brands?

What are the biggest drawbacks to those brands?

When they don't have a cleansing routine: The main reason behind having a cleansing routine is that it keeps your skin in good condition. An effective routine can prevent skin problems and keep your skin healthy and looking its best.

Skin problems // 10 minutes

**2. What kind of skin problems do you suffer from? (blemishes, wrinkles, loss of a glow, dry skin, pigmentation, not tight)**

What do you do in your daily routine to address these problems?

What do you do outside of your daily routine to remedy these problems? (beauty salon, facials etc.)

What are you missing in your daily routine to fix these problems?

What skin problems are you afraid of in the future?

What do you do to prevent these skin problems?

Inspiration // 10 minutes

**3. Where do you get the inspiration to buy these products?**

Who do you trust when it comes to skincare products? (Mom, influencers, friends)

What media do you use to get inspiration for skin care products? (Instagram, Facebook, YouTube, magazines)

Do you trust these sources?

Point of purchase // 10 minutes

**4. Where do you buy your skin care products?**

Why do you prefer to shop there?

Do you prefer to buy your products online or offline and why?

Electronic face care // 10 minutes

**5. What is your opinion about electronic facial care?**

Would you like to try it, why or why not?

What brands in the field of electronic facial care do you already know?

What do these brands mean to you?

FOREO // 5 minutes

Show LUNA: Do you know what kind of product this is?

Show UFO: Do you know what kind of product this is?

Show BEAR: Do you know what kind of product this is?

Show IRIS: Do you know what kind of product this is?

If they know:

**6a. What does the FOREO brand mean to you?**

What is your favourite product?

Would you consider purchasing a product, why or why not?

What product(s) would you buy, why or why not?

Where would you most like to buy the product and why?

If they don't know:

**6b.** FOREO is an innovative beauty tech brand from Sweden. In 2013 the brand launched LUNA, an electronic facial cleansing brush that removes 99.5% of all dirt from your face and since then they

launch a new product every year. All products are made of antibacterial silicone material, can be used with the FOREO app and are designed to give you the result of a professional spa treatment at home on the couch. FOREO is gaining a foothold in the field of skin care worldwide.

LUNA: a smart facial cleansing device that can be used with a facial cleanser. As I just mentioned, the device removes 99.5% of all dirt, oil, sweat and dead skin cells.

- UFO: a smart mask device that uses LED therapy, cyro therapy, thermo therapy and T-sonic pulsations which means that instead of 20 minutes, in 90 seconds you experience all the benefits of your mask.
- BEAR: in addition to exercising for the body, we also need to exercise our face. BEAR is a smart facial toning device which tightens the skin and prevents wrinkles.
- IRIS: an eye massage device inspired by an Asian massage technique. It reduces dark circles under the eyes, wrinkles, and crow's feet.

**6b. Would you consider purchasing a product? Why or why not?**

Which product(s) would you purchase and why or why not?

Where would you most like to purchase these products?



## **Annex E. General information on FOREO's competitors**

### **Section 1. Philips**

Sources: [www.philips.nl](http://www.philips.nl), [www.philips.com](http://www.philips.com), [www.bol.com](http://www.bol.com)



#### **History**

Philips was founded in Eindhoven, the Netherlands in 1891. The company is known as a health technology provider. Their mission is to improve the health of people and to achieve better outcomes across the health continuum, from healthy living and prevention to diagnostics, home care and treatment.

**Figure E.1.2. Philips VisaPure Mini facial cleanser**



#### **Product range**

Philips sells products in the following categories: household items, personal care, sound and vision, care for mother and child, lighting, health, and car lighting. Within the category of personal care, Philips focusses on: male care, female care, oral care and health and wellbeing. The category that is relevant for FOREO is 'skincare', whereas they only sell one product: the VisaPure Mini facial cleanser (and additional brushes). This could be a potential competitor for the FOREO LUNA range.

#### **Website**

Philips.nl is easily accessible through both computer and mobile phone. The website is completely available in Dutch. Colours of the main website are dark blue and white, however when one enters the skin care collection the colours turn into pink. A link to the contact details is displayed on the bottom of the webpage, however it is not easy to find the real contact details. The company seems to work a lot with FAQ's, but talking to them seems to be hard.

#### **Distribution**

Vendors of the Philips skincare line are: Philips, Bol.com, Douglas and ICI Paris XL.

**Reviews**

The VisaPure Mini facial cleanser gets a 4.5/5 star review on Bol.com with 75 reviews in total on the 22<sup>nd</sup> of January, 2021.

**Strengths**

Philips is a well-known brand. The VisaPure Mini facial cleanser gets good reviews.

**Weaknesses**

The skincare line of Philips consists of one product, which is why it is not a big part of the company itself. Concerning the product: the brush needs to be replaced every three months, works with a rotation technique which can damage the skin.



## Section 2. Braun

Sources: [www.braun.nl](http://www.braun.nl), [www.wehkamp.nl](http://www.wehkamp.nl), [www.twitter.com/braun](https://www.twitter.com/braun), [www.facebook.com/braun](https://www.facebook.com/braun), [www.youtube.com/braun](https://www.youtube.com/braun), [www.bol.com](http://www.bol.com)

Figure E.2.1. Braun logo

**BRAUN**

### History

Braun is founded by Max Braun in Germany in 1921. The brand sells hair removal, grooming, and hair care products, but is also present in the household and kitchen industry with Braun International. Their slogan is “Designed for what matters”.

### Product range

The products are divided in four categories: male care, female care, skin care and hair care. There are two product ranges within skin care: the Silk Épil Beauty Set and Braun Face. The newest Braun Face product is the Braun FaceSpa Pro 921. This could be a potential competitor for the FOREO LUNA range. Marketed as ‘the world’s first all-in-one device for epilation, cleansing and firming’.

Figure E.2.2. Braun FaceSpa Pro 921



### Website

Braun.nl is easily accessible through both computer and mobile phone. The website is completely available in Dutch. The website seems to be targeted at men at first, since there is a man shaving his face displayed on the front page. Main colors of the website are black, grey and white. The option to get in touch with Braun is found on the bottom of the webpage. Customer service is open from 09:00 – 17:00 on Monday to Friday and includes a phone number and email address. Social media links can be found on the right bottom of the webpage. They have Twitter, Facebook and YouTube. Facebook and YouTube.

The product page features a video on how to use the product. The woman in the video is about 30 years old and the voice-over in the video (English) feels like a woman of 40 years or older.

### Distribution

The Braun FaceSpa Pro 921 is available on Braun, Wehkamp, Bol.com and Amazon.

**Reviews**

The product gets 4.2/5 stars of the 91 reviews on Bol.com on the 22<sup>nd</sup> of January, 2021.

**Strengths**

Braun is a well-known brand that has been around for a long time. The device itself is an all-in-one device which can be seen as a strength, because it is more convenient.

**Weaknesses**

The brushes used in the facial cleansing mode need to be replaced every three months which costs the customer additional money.

Remarkable is that out of the 22 reviews placed on Wehkamp.nl, only two did not receive the product for free to test. Out of all 22 reviews, four women mentioned that the product is overpriced (so even some of the women who received it for free). It is rated with a 3,8 on Wehkamp.

### Section 3. Carmen

Sources: [www.carmen.nl](http://www.carmen.nl), [www.bol.com](http://www.bol.com)

Figure E.3.1. Logo Carmen



#### History

Carmen is founded by Niels Christian Jorgensen in Denmark in 1963. The brand says to help women to show their natural beauty with products that are easy to use. Their slogan is '*your time to shine*'.

#### Product range

Carmen's products are divided into the following categories: hair dryers, hair dryer brushes, hair straighteners, curling irons & sets and body care. Their Carmen FC1800 Facial Cleanser within the category of body care could be a competitor for the FOREO LUNA range.

Figure E.3.2. Carmen FC1800 Facial Cleanser



#### Website

The website is easily accessible through both laptop and mobile phone. The main colours are white, gold, and grey. Simple font. All products are photographed and displayed in the same way, with a white background. The contact details can be found all the way down on the webpage. The customer service is available on Monday to Friday from 09:00 to 17:00 through an email address, but one can also reach them through their social media (Pinterest, Instagram and Facebook). The subscription to their newsletter is also found all the way down on the webpage. Socials can be found on the top right.

#### Distribution

Intensive distribution. The Carmen FC1800 is available at Bol.com, Carmen, Wehkamp, Blokker, Mediamarkt, Expert and smaller online retailers Ep.nl and Obbink.

#### Social media performance

The brand seems to use Instagram but does not post on a regular basis. They do pay attention to the design of the Instagram page, which also fits the design and vibe of the website. They post pictures of

the target group, who seem to be relatively young (18 – 25). They post “funny” quotes (some in Dutch, some in English) which provoke people to tag others. The mid riff of their page features product pictures and the right one is saved for young women, with a positive attitude. They are tagged in some pictures, but not necessarily much. By women between the age of 18 and 30. Not many comments on their pictures.

**Reviews**

Carmen FC1800 is rated at 4.6/5 stars out of 30 reviews on Bol.com on the 22<sup>nd</sup> of January, 2021.

**Strengths**

The product is relatively cheap compared to substitute products (€59,99) and has good reviews.

**Weaknesses**

The brand Carmen is more known for hairstyling tools and only has one face care product. This product is not dermatology tested.

## Section 4. Remington

Source: [www.remingtonproducts.com](http://www.remingtonproducts.com), [www.nl-remington.europe.com](http://www.nl-remington.europe.com), [www.bol.com](http://www.bol.com)

Figure E.4.1. Logo Remington



### History

Remington is founded in the United States of America in 1937. Their slogan is “tools to express the real you”.

### Product range

The product categories of Remington are: shaving, grooming, hair care, depilation and beauty and wellbeing. There are three subcategories within beauty and wellbeing among which face brush could be a potential competitor for the FOREO LUNA range, including two products: Reveal Facial Brush FC1000 and Smooth & Silky Ultimate Face Care kit EP7070. The price of this brush is €79,99 and can be used to cleans the skin.

Figure E.4.2. Remington Reveal Facial Brush FC1000



Figure E.4.3. Smooth & Silky Ultimate Face Care kit EP7070



The price of the Smooth & Silky Ultimate Face Care kit EP7070 is €59,99. It is an all-in-one device that can be used for depilation, trimming, cleansing, and revitalizing.

### Website

The website does not work optimally on the computer. When searching for something in the search bar it freezes on the page. The website is optimized for mobile phone. It feels a bit cheap, old

fashioned and messy, due to the choice of font (the combination of Times New Roman, sometimes even in capital letters with Arial and even another font on different pages). The products are all displayed in the same way, with PNG background. Contact details are displayed all the way down on the webpage and include a foreign telephone number (00800 821 700 821) and an (international) email address [service@remington-europe.com](mailto:service@remington-europe.com). Social media links can be found on the bottom left of the webpage. The subscription to the newsletter is also displayed on the bottom of the webpage.

### **Distribution**

Remington makes use of intensive distribution. They sell their products B2C. The Remington Reveal Facial Brush FC1000 is available at Bol.com, Coolblue, Douglas and Amazon. The Smooth & Silky Ultimate Face Care kit EP7070 is available at Bol.com, Douglas, Amazon and smaller online retailers like OTTO, Notino and Klingel.

### **Social media performance**

Remington has separate social media accounts for the markets in which it operates. The Dutch one is included in that of the Benelux. They make the most use out of Facebook and are not that active on Instagram. They barely use Pinterest and do not own a Twitter account for the Dutch market. The people showed on their Instagram are mainly women between the age of 25 and 40, but also some men in this age range. Their most showcased products are hair styling tools. They use YouTube, but not that actively and all videos are in English.

Uses middle sized influencers.

### **Reviews**

The Remington Reveal FC1000 is rated with 4.6/5 stars out of 54 reviews on Bol.com on the 22<sup>nd</sup> of January, 2021. The Smooth & Silky Ultimate Face Care kit EP7070 is rated with 4.0/5 stars out of 1 review on Bol.com on the 22<sup>nd</sup> of January, 2021.

### **Strengths**

The product seems to be well rated. A strength is the good price quality ratio.

### **Weaknesses**

The brand is more known for hair styling tools than for face care. The product has a weak battery (fully charged in 6 hours with 30 uses only).

## Section 5. Silk'n

Source: [www.silkn.eu](http://www.silkn.eu), [www.bol.com](http://www.bol.com)

Figure E.5.1. Logo Silk'n



### History

Silk'n has been around for almost ten years now. Their slogan is “beautiful technology”.

### Product range

The product categories of Silk'n are hair removal, facial care, oral care, body care, hair care and intimate care. The subcategories in facial care are facial cleansing, including facial brushes and facial saunas and facial rejuvenation, including anti-wrinkle, microdermabrasion, and facial massages. Potential competitive products for FOREO on facial cleansing (FOREO LUNA range) could be the Bright, Bright mini, Fresh and Pure. Potential competitive products for FOREO on facial firming (FOREO BEAR range) could be FaceTite.

#### *Bright*

This product costs €35,99 / €45,99 and could be considered as a “market fake”. It has a cleansing function and a massage function on the back of the device. (LUNA 3).

Figure E.5.2. Silk'n Bright



#### *Bright Mini*

This product costs €27,65 / €35,- and could also be considered as a market fake. Similar to the Bright, it has a cleansing function on the front of the device and a massage function on the back. (LUNA 3, LUNA mini 3).

**Figure E.5.3. Silk'n Bright mini**



*Fresh*

This product costs €54,41 / €69,-. It is a facial cleansing brush with face wash dispenser. The brush uses a patented 360° Vibration Technology, combining vibration motions with micro rotations.

**Figure E.5.4. Silk'n Fresh**



*Pure*

This product costs €49,00. The facial cleansing brush uses a patented 360° Vibration Technology, combining vibration motions with micro rotations.

**Figure E.5.5. Silk'n Pure**



*FaceTite*

This product costs €199. It is an anti-aging device that tightens the skin, reduces wrinkles and crow's feet and restores collagen and elastin fibers. Uses HT™ (Home Tightening) technology and three sources of energy: bipolair radio frequency energy, LED light energy and infrared warmth energy.



**Figure E.5.6. Silk'n Facetite**



### **Website**

The website works good on both telephone as computer. It is easy to order the products. The website is available in Dutch, English, German, French, Spanish, Italian and English-GBP. It feels like a good website, not especially luxurious or cheap: medium. The main colors are white and black with a touch of green and pink. All products are displayed in the same way showcasing the product with the packaging. The website also shows reviews from known sources such as, Cosmopolitan and Elle. They also have a blog in which they show reviews. Contact details are displayed on the bottom of the webpage, featuring an email address and a phone number. They can be reached on weekdays from 09:00 to 17:00. Social media links and subscription to newsletter can also be found on the bottom of the webpage. They link Facebook, Instagram and YouTube.

### **Distribution**

Silk'n sells its products B2C. They use intensive distribution. The products of Silk'n are available at Silk'n, Bol.com, Douglas, Coolblue, BBC, CurrentbodyNL, Beautyfashionshop, BBC, Kijkshop.nl.

### **Social media performance**

Silk'n actively uses Instagram, Facebook and YouTube. They use both Instagram and YouTube to directly reach their Dutch target group. The brand uses confident women that smile. Especially their YouTube channel seems to be a strong asset on which they inform their customers or soon to be customers on the benefits of their products and instruct them on how to use them. Uses micro influencers.

### **Strengths**

Dutch YouTube channel with regular posts. Clearly stated benefits of the products. Known worldwide.

### **Weaknesses**

Is being sued by FOREO so will soon be taken down. Not available in physical stores.

## Section 6. Beurer

Source: [www.beurer.com](http://www.beurer.com), [www.bol.com](http://www.bol.com),

Figure E.6.1. Logo Beurer



### History

Beurer is founded in Germany in 1919. The brand positions itself as a specialist for health and well-being. Their slogan is “we want you to feel great”.

### Product range

The product categories of Beurer are: beauty, medical, wellbeing, active and baby care. The subcategories in beauty are FaceCare, Hair removal, Barbers corner, Manicure and Pedicure, BodyCare and HairCare. Potential competitive products for FOREO on facial cleansing (FOREO LUNA range) could be: FC 96 Pureo Intense Cleansing, FC 95 Pureo Deep Cleansing, FC 65 Pureo Deep Clear, FC 49, FC 48 and FC 45. A potential competitive product for FOREO on anti-aging (FOREO BEAR range) could be the FC 90 Pureo Ionic Skin Care.

#### *FC 96 Pureo Intense Cleansing*

The product costs €58,18 on Bol.com (advice price is €94,99). It is a facial cleansing brush that uses a rotation technique with gentle pressure to cleanse the face.

Figure E.6.2. Beurer FC 96 Pureo Intense Cleansing



#### *FC 95 Pureo Deep Cleansing (Figure E.6.3)*

The product costs €57,95 on Bol.com (advice price is €115,00). It is a facial cleansing brush that uses a rotation technique to cleanse the face. It has four types of brushes made for different skin types to get the best results.

**Figure E.6.3. FC 95 Pureo Deep Cleansing**



*FC 49*

This product costs €39,99. It is a 2-in-1 facial cleansing brush with massaging technique. The brush works with a special vibration technique and 15 intensity levels to cleanse the skin.

**Figure E.6.4. Beurer FC 49**



*FC 90*

The product costs €79,99 on Bol.com (advice price is €165). It is an anti-aging device that works with a heating, cooling and ion function to prevent it from aging.

**Figure E.6.5. Beurer FC 90**



### **Website**

The website is easy to access through both laptop as mobile phone. The overview is better on the mobile phone, as the categories are too present on the website. The main colour of the website is white, with black font and different colour headings for every product range. The languages in which the website is available are German, English, French, Italian, Spanish and English (USA). All products are displayed the same way, PNG with a white background. Social media links and contact information can be found top right on the website. They do not seem to have a newsletter. If you want to get in

touch with them you can do this through a contact form on the website. You have to choose your country and can proceed afterwards.

**Distribution**

Their face care products are available in the Netherlands on Bol.com, Amazon, Mediamarkt and VidaXL.nl.

**Reviews**

None of the Beurer products mentioned before have reviews on Bol.com.

**Social media performance**

They have Instagram, Facebook, YouTube, LinkedIn and XING. They do not consistently post the same things on Instagram or Facebook. The people showed on their Instagram look happy, healthy and well rested. All pictures are taken in a homey environment. Their face care products do not really show on their social media channels. Does not use influencers.

**Strengths**

Have been around for a long time, since 1919. Many face care products.

**Weaknesses**

Not targeted to the Dutch customer: website is not available in Dutch. Every communication on social media is in German. Not that well known in the Netherlands.

## Section 7. NuFACE

Source: [www.shop.mynuface.nl](http://www.shop.mynuface.nl), [www.bol.com](http://www.bol.com), [www.lookfantastic.nl](http://www.lookfantastic.nl), [www.mynuface.com](http://www.mynuface.com)

Figure E.7.1. Logo NuFACE

N U F A C E®

### History

NuFACE is an American company founded in 2005. The brand calls itself leader of the at-home beauty device industry.

### Product range

All products of NuFACE are at home micro-current skincare devices. The product categories are: prep up, gel up, lift up, skin care and mouth masks. There are some products within the lift up category that could be competitors of FOREO. Potential competitive products for FOREO on facial firming (FOREO BEAR range) could be: Trinity, Mini and the Trinity Wrinkle Reducer Attachment. Potential competitive products for FOREO on puffy eyes reduction and crow's feet (FOREO IRIS) could be FIX.

### Trinity

The Trinity costs €369 and comes with a 59 ml gel primer. It is a facial toning device that uses microcurrent streams to improve facial contour and reduce wrinkles.

Figure E.7.2. NuFACE Trinity



### Mini

The Mini costs €219 and also comes with a 59 ml gel primer. It is a facial toning device that uses microcurrent streams to improve facial contour and reduce wrinkles. This smaller version of the Trinity is easy to take when travelling and can be used to target smaller areas easier, such as lips and eyes.

**Figure E.7.3. NuFACE Mini**



*Trinity Wrinkle Reducer [attachment]*

The Trinity Wrinkle Reducer is an attachment for the NuFACE Trinity and can therefore only be used in combination with the NuFACE Trinity. The costs for this attachment are €169. The attachment makes use of red LED light therapy to reduce fine lines and wrinkles in the face.

**Figure E.7.4. NuFACE Trinity Wrinkle Reducer**



*FIX*

The FIX costs €169,95. It is a line smoothing device that uses microcurrent streams to tighten skin around the eyes, lips and on the forehead.

**Figure E.7.5. NuFACE Fix**



**Website**

The English website ([www.mynuface.com](http://www.mynuface.com)) also has a “learn” section. Here you can learn about the treatments (how to), the results, the science behind microcurrent and red light therapy.

The website is easy to access on the computer. It is available in Dutch. It is easy to use, however the bottom part of the website does not work. Therefore some of the information cannot be viewed. When purchasing the product on the website itself, you are redirected to some other type of webpage which feels a bit odd. Contact details are displayed on the bottom of the website, including a Dutch email address, Dutch phone number and Dutch address. The option to subscribe to the newsletter is also found on the bottom of the webpage, so are links to social media (Facebook and Instagram). The website also includes a blog, including informative articles.

**Distribution**

NuFACE sells both B2C as B2B in the Netherlands. They are available at 46 vendors in the Netherlands, including many beauty salons, Bijenkorf, Lookfantastic, CurrentBody NL and Bol.com.

Does not use any Dutch influencers.

**Strengths**

A lot of good information on how to use the devices and what the effects are. Give good information on their Instagram with FACT/FAUX. Show results on their Instagram . Show women of age on their Instagram. “How to use” section on the website . “Result” section on the website. NuFACE can be used with different attachments

**Weaknesses**

Treatments take longer. No information on their own website in Dutch. Higher price.





## Annex F. Competition on FOREO's products

### Section 1. LUNA

**Table F.1.1. Similar products of FOREO LUNA and competitors**

	<i>Price</i>	<i>App</i>	<i>Levels</i>	<i>Technique</i>	<i>Uses per charge</i>	<i>Replace parts?</i>
<b>FOREO LUNA 3</b>	€199	✓	16	T-Sonic™ pulsations™	650	No, silicon
<b>FOREO LUNA Mini 3</b>	€159	✓	12	T-Sonic™ pulsations™	400	No, silicon
<b>Philips</b> VisaPure Mini facial cleanser	€69,99	X	1	Rotation	45, 8H charge	Yes, every 3 months
<b>Braun</b> FaceSpa Pro 921	€107,99	X	4	Rotation	?	Yes, every 3 months
<b>CARMEN</b> FC1800	€59,99	X	3	20.000 sonic movements	?	Yes, every 3 months
<b>Remington</b> Reveal FC1000	€64,95 (€99,99)	X	3	Dual-action: rotation and vibration	30, 6H charge	Yes, every 3 months
<b>Remington</b> EP7070	€57,92					
<b>Silk'n</b> Bright	€45,00	X	7	8,000 vibrations	60	No, silicon
<b>Silk'n</b> Bright Mini	€35,00	X	2	6,500 vibrations	30	No, silicon
<b>Silk'n</b> Fresh	€69,00	X	2	360° Vibration Technology	50, 12H	Yes, every 3 months

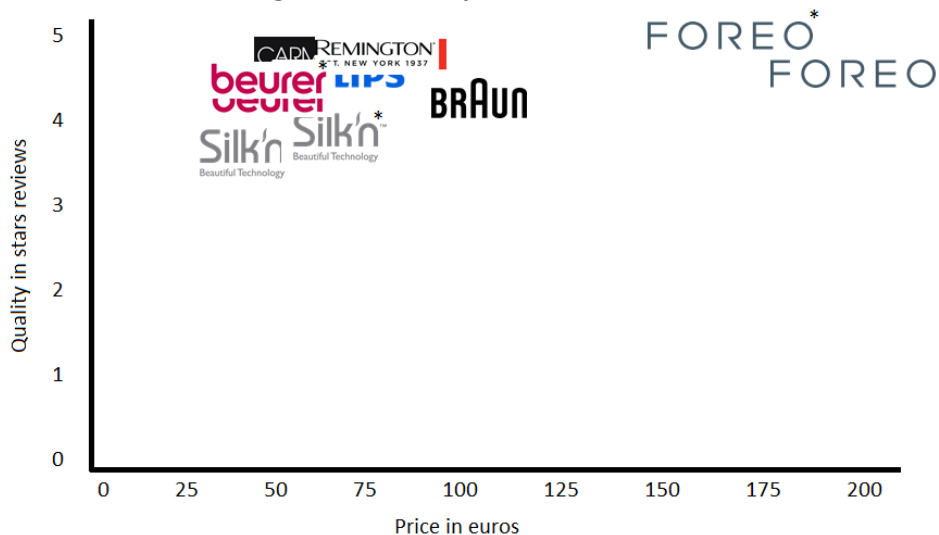
Source: own elaboration

**Table F.1.2. Distribution channels of FOREO LUNA and its competitors**

	<i>Bol.com</i>	<i>Coolblue</i>	<i>Zalando</i>	<i>Wehkamp</i>	<i>Amazon</i>	<i>Bijenkorf</i>	<i>Douglas</i>	<i>ICI Paris XL</i>	<i>Smaller retailers</i>
FOREO LUNA 3	✓				✓	✓	✓		CurrentBodyNL Lookfantastic
FOREO LUNA Mini 3	✓					✓	✓		CurrentBodyNL Lookfantastic
Philips VisaPure Mini facial cleanser	✓				✓				
Braun FaceSpa Pro 921	✓	✓		✓	✓				
CARMEN FC1800	✓								Blokker Van Gent Walburg Obbink Expert
Remington Reveal FC1000	✓				✓		✓		Mediamarkt BBC Blokker Expert
Remington EP7070									
Silk'n Bright	✓	✓			✓		✓		Expert Beautyfashionshop
Silk'n Bright Mini	✓								Expert Beautyfashionshop
Silk'n Fresh	✓			✓	✓		✓		Kijkshop
Beurer FC 96 Pureo Intense Cleansing	✓				✓				
Beurer FC 95 Pureo Deep Cleansing	✓								
Beurer FC 49	✓			✓					

Source: own elaboration

**Figure F.1.1. Competitive chart FOREO LUNA**



Source: own elaboration

FOREO\* = FOREO LUNA mini 3  
 Silk'n\* = Silk'n Fresh  
 Beurer\* = Beurer FC95

**Table F.1.3. Elaboration input competitive chart FOREO LUNA (Figure F.1.1.)**

	<i>Bol.com</i>	<i>Amazon</i>	<b>Average</b>	<b>Price</b>
<b>FOREO LUNA 3</b>	4,6 (5)	4,4 (1338)	4,5	€199
<b>FOREO LUNA Mini 3</b>	5 (4)		5	€159
<b>Philips</b> VisaPure Mini facial cleanser	4.5 (75)	4,5 (204)	4,5	€69,99
<b>Braun</b> FaceSpa Pro 921	3,9 (224)	4,4 (475)	4,2	€107,99
<b>CARMEN</b> FC1800	4,6 (30)		4,6	€59,99
<b>Remington</b> Reveal FC1000	4,6 (54)	4,6 (2140)	4,6	€64,95 (€99,99)
<b>Remington</b> EP7070				€57,92
<b>Silk'n</b> Bright		3,9 (98)	3,9	€45,00
<b>Silk'n</b> Bright Mini				€35,00
<b>Silk'n</b> Fresh		4,1 (63)	4,1	€69,00
<b>Beurer</b> FC 96 Pureo Intense Cleansing		4,3 (66)	4,3	€58
<b>Beurer</b> FC 95 Pureo Deep Cleansing		4,5 (1706)	4,5	€57,95
<b>Beurer</b> FC 49	X	X	X	X

Source: own elaboration

## Section 2. BEAR

**Table F.2.1. Similar products of FOREO BEAR and competitors**

	Price	App	Levels	Technique	Uses per charge
FOREO BEAR	€299	✓	5	Microcurrent, T-Sonic™ pulsations™	90
FOREO BEAR mini	€199	✓	3	Microcurrent, T-Sonic™ pulsations™	90
Silk'n FaceTite	€199	X	5	Home Tightening Technology, Bipolar Radio Frequency, LED light and Infrared warmth technology	Not chargeable: to be used with mains power
Beurer FC90	€79,99 (€165,00)	X	4	Cooling function, heating function, ION technology	Not chargeable: to be used with mains power
NuFACE Trinity	€369	X	5	Microcurrent	?
NuFACE mini	€219	X	?	Microcurrent	?
NuFACE Wrinkle reducer [attachment]	€169 (+ €369)	X	?	LED light	?

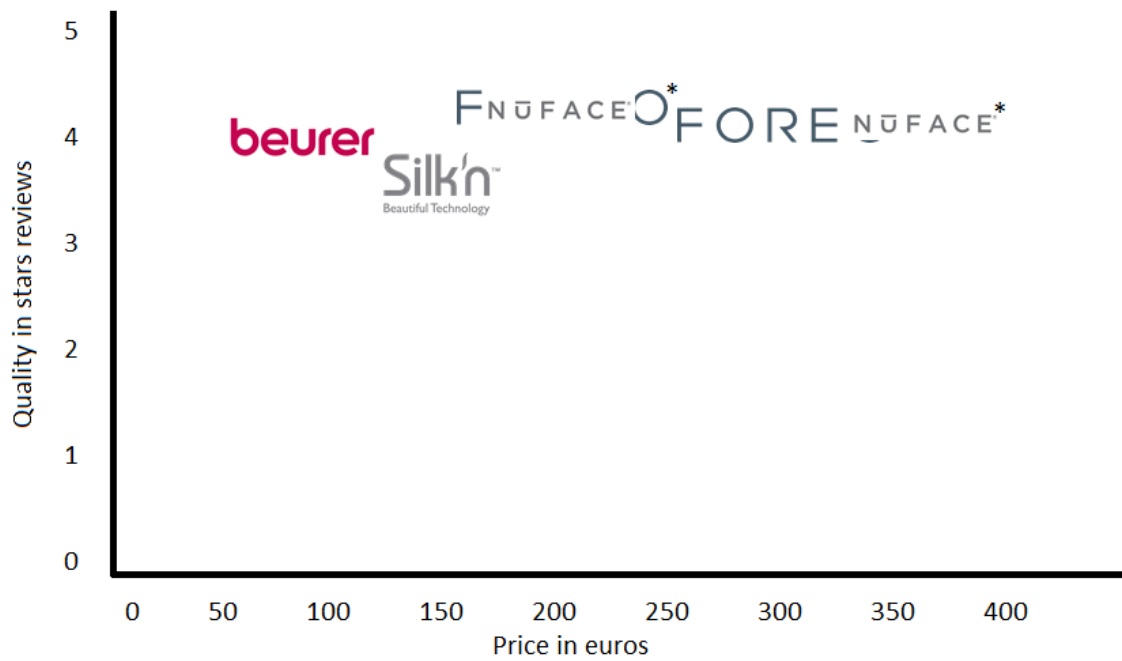
Source: own elaboration

**Table F.2.2. Distribution channels of FOREO BEAR and its competitors**

	Bol.com	Coolblue	Zalando	Wehkamp	Amazon	Bijenkorf	Douglas	ICI Paris XL	Smaller retailers
FOREO BEAR					✓	✓			CurrentBodyNL Lookfantastic
FOREO BEAR mini					✓	✓			CurrentBodyNL Lookfantastic
Silk'n FaceTite	✓				✓		✓		
Beurer FC90	✓				✓				OTTO Alternate
NuFACE Trinity	✓				✓				CurrentBodyNL Lookfantastic
NuFACE mini	✓				✓	✓			CurrentBodyNL Lookfantastic
NuFACE Wrinkle reducer [attachment]	✓				X				CurrentBodyNL Lookfantastic

Source: own elaboration

Figure F.2.1. Competitive chart FOREO BEAR



Source: own elaboration

FOREO\* = BEAR mini  
NuFACE\* = Trinity

Table F.2.3. Elaboration input Competitive chart FOREO BEAR

	Amazon	Price
FOREO BEAR	4,2 (40)	€299
FOREO BEAR Mini	4,4 (21)	€199
Silk'n FaceTite	3,8 (87)	€152,67
Beurer FC90	4 (99)	€94
NuFACE Trinity	4,4 (386)	€369,99
NuFACE mini	4,2 (816)	€219
NuFACE Wrinkle reducer [attachment]	X	€169,99

Source: own elaboration

### Section 3. IRIS

**Table F.3.1. Similar products of FOREO IRIS and competitors**

	Price	App	Levels	Technique	Uses per charge
FOREO IRIS	€139	✓	2	Tapping, T-Sonic™ pulsations™	?
NuFACE FIX	€169,95	X	1	Microcurrent	?

Source: own elaboration

**Table F.3.2. Distribution channels of FOREO IRIS and its competitors**

	<i>Bol.com</i>	<i>Coolblue</i>	<i>Zalando</i>	<i>Wehkamp</i>	<i>Amazon</i>	<i>Bijenkorf</i>	<i>Douglas</i>	<i>ICI Paris XL</i>	<i>Smaller retailers</i>
FOREO BEAR	✓		✓		✓	✓	✓	✓	CurrentBodyNL Lookfantastic
NuFACE FIX	✓								CurrentBodyNL Lookfantastic

Source: own elaboration

**Figure F.3.1. Competitive chart FOREO IRIS**



Source: own elaboration

**Table L3. Elaboration input Competitive chart FOREO IRIS**

	<i>Lookfantastic</i>	Price
FOREO IRIS	4,8 (18)	€139
NuFACE FIX	4,3 (106)	€169,95

Source: own elaboration

## Annex G. Determination of strategy

### Section 1. SWOT analysis

**Table G.1.1. SWOT of FOREO**

<b>Strengths</b>	<b>Weaknesses</b>
S1: High quality products with unique features	W1: Lack of website, email marketing and YouTube content in Dutch
S2: Trustworthy brand worldwide	W2: Poorly informed employees at physical selling points
S3: Strong online marketing activities	W3: Loss of brand identity due to marketing efforts
<b>Opportunities</b>	<b>Threats</b>
O1: Big market for anti-aging products	T1: Competition with lower prices and strong marketing efforts
O2: Offline visibility and experience	T2: Electronic skincare is still not widely accepted
O3: Growing interest in luxury skincare amongst the younger generation	T3: Premium pricing among main reasons not to buy electronic facial cleansers

Source: own elaboration

## Section 2. Confrontation matrix

Figure G.2.1. Confrontation matrix

	Opportunities			Threats			Total
	O1	O2	O3	T1	T2	T3	
<b>Strengths</b>							
S1	++	++	++	+	+	+	9
S2	++	+	++	+	+	+	7
S3	++	+	++	-	+	+	7
<b>Weaknesses</b>							
W1	--	-	--	--	--	--	-11
W2	--	--	-	-	--	--	-11
W3	-	-	--	--	-	--	-9
<b>Total</b>	1	0	1	-4	-2	-3	

Source: own elaboration



### Section 3. SFA principle

**Table G.3.1. Weight scores of the strategic options**

Suitability factors	Weight	Strategic option 1	Strategic option 2	Strategic option 3
Use of strengths/opportunities	4	5	4	4
Minimalizing of threats/weaknesses	4	2	5	5
Solving central problem	5	3	5	4
Score		43	61	56
Feasibility factors	Weight	Strategic option 1	Strategic option 2	Strategic option 3
Financial	3	5	5	5
Organizational	3	5	4	4
Economical	3	3	4	3
Technological	4	5	4	4
Social	4	5	5	2
Juridical	3	5	5	5
Ecological	3	4	4	4
Score		106	102	87
Acceptability factors	Weight	Strategic option 1	Strategic option 2	Strategic option 3
Profitability	4	3	4	2
Risk	3	4	4	1
Accepted by stakeholders	2	3	4	2
Score		30	36	15
Total		179	199	158

Source: own elaboration

#### Suitability factors

Use of strengths/opportunities: 4

It is important to focus on the positive sides of the company and to respond quickly to the opportunities that present themselves.

Minimalizing of threats/weaknesses: 4

The threats and weaknesses should be minimalized as soon as possible and the weight for this matter is therefore high.

Solving central problem: 5

Solving the central problem is the main issue and should therefore be considered at all costs.

#### Feasibility factors

Financial: 3

The plan must be financially feasible. However, this is not the most important factor as loans can eventually be taken if necessary.

Organizational:

3

It is essential for the plan to be able to be executed on an organizational level, but some organizational changes can be made if necessary.

Economical:	3
The plan should be economically feasible. However, since FOREO is a greater company and the Dutch market is just a smaller part it is not the most important factor.	
Technological:	4
The plan should be technologically feasible as most of the communication will most likely be carried out online, since the employees are located in a different country than the market.	
Social:	4
Everything carried out within the plan should be socially acceptable. It could damage the brand when this factor is not considered.	
Judicial:	4
It is essential for the plan to be judicially justified as mistakes could result in high fines and damage of the brand.	
Ecological:	3
The weight for ecological is relatively low compared to the other scores as this does not affect the product, but it is important to take issues concerning the subject seriously.	
<b>Acceptability factors</b>	
Risk:	3
High risk, high reward. FOREO is an innovative company that is willing to take risks in their plans.	

#### **Section 4. Justification of the determination of strategy**

The opinion and vision of FOREO's current Dutch marketing team was considered when evaluating the strategic options. The strategic options were evaluated using the scores in Table G.3.1.

##### **Strategic option 1**

Strategic option 1 makes good use of the strengths to capitalise on the opportunities that arise in different markets. The disadvantage of this option is that it ignores weaknesses within the company and threats in the external environment. In addition, minimal attention is paid to the central problem. It therefore receives a low score on Suitability. In terms of Feasibility, the option scores very high on all aspects except economic, which means that the company's economic objectives are not fully met. This is also reflected in the profitability and that is why Acceptability scores slightly low as well.

##### **Strategic option 2**

The second strategic option makes use of the strengths within the company and capitalises on market opportunities. This is due to the opportunities that lie in a market in which the brand is already present. The weaknesses are improved, and attention is paid to counteracting the threats. All this contributes to the central problem and the option therefore scores high on Suitability. In terms of Feasibility, the option also scores high with constant numbers. Besides this, the option scores well on Acceptability. Strategic option 2 ultimately came out as the best option.

##### **Strategic option 3**


In strategic option 3, attention is paid to improving the company's weaknesses to exploit opportunities. This contributes to solving the central problem and the option therefore scores high on Suitability. What is striking is that the option scores significantly worse on Feasibility and Acceptability. Especially the economic factor is low. The low score is concerned with the focus on just one target group, which will probably not yield as many sales as focusing on a broader group as the market for the products is bigger. This is the reason why profitability scores low, the risk is considered high, and the stakeholders will probably not agree with the option.



## Annex H. Target personas FOREO

### Section 1. Beauty addict

# BEAUTY ADDICT



## PAMELA ALDERS

Brand Manager, Alix The Label  
Amsterdam






Age:	28
Income:	€48.000
Status:	In a relationship

Pamela finished her master in Journalism and is currently working as Brand Manager at Cosmopolitan in Amsterdam. She just moved in with her boyfriend. She is a true beauty know it all and the source of inspiration for her friend's skincare routines. In her spare time she loves to go out for drinks, shop with friends, read magazines and cook.

### Goals

To buy a house together with and get married to her boyfriend, to save up money to travel to Asia with her boyfriend, to go on a girls trip with her friends to South Africa and to get promoted to Editor in Chief at Cosmopolitan

### Brands



### FOREO in her life

FOREO helps Pamela to take care of her skin in the best way possible. She loves to take the time to cleanse her skin with LUNA 3, start her day with BEAR and treat herself regularly with UFO 2.

## Section 2. Young-working trendy mom

### YOUNG-WORKING TRENDY MOM



## MARLY WESTERLINK

Sales Manager, Bijenkorf  
Rotterdam

Age: 32  
Income: €80.000  
Status: Married

Marly is busy working on her career and taking care of her two kids at the same time. She is always on top of the latest trends and looks sharp wherever she goes. She loves luxury goods and products. In the weekends she takes time for her family during the day and spends time with her friends in the nights.

#### Goals

Marly's goals are to earn enough money to provide her kids with a good future, to buy a summer house on Ibiza and to stay fit and healthy at all time

#### Brands



#### FOREO in her life

LUNA 3 helps Marly to deeply cleanse her skin, UFO 2 helps her to get the spa feeling without spending much time and the BEAR helps her against wrinkles. The products help her to get the best skin in a few minutes.

## **Annex I. Job descriptions**

### **Section 1. Business Development Manager**

Source: (FOREO TalentLyft, n.d.), own elaboration

#### **Business Development Manager**

##### **Location: the Netherlands / Madrid**

FOREO is a wildly innovative brand of 3000+ revolutionaries who opt for bold instead of boring every time. Our Swedish beauty-tech co. is forever hungry for something new—whether it's a groundbreaking high-tech beauty product or an unorthodox way to work smarter. If breaking molds and challenging standards are your things, check out our jobs page at [foreo.talentlyft.com/#home](https://foreo.talentlyft.com/#home) to see what's available.

##### **Requirements**

- Bachelor or master's degree in Business Administration or Sales Negotiation
- Excellent Dutch and English writing and speaking skills
- Experience in sales
- Experience in business development
- Knowledge of negotiation strategies
- Motivated by targets

##### **Key responsibilities**

- Finding new distribution channels for FOREO in the Netherlands
- Negotiation meetings with distribution channels
- Account management with Dutch partners
- Carrying out the business plan for the Dutch market
- Meeting with clients in the Netherlands
- Unravelling new opportunities for FOREO in the Netherlands
- Collaborating with the marketing team to drive growth in the Netherlands

##### **Why FOREO?**

- You will work for a global beauty and wellbeing brand that is the fastest growing in its industry
- You will be encouraged to bring fresh ideas to the table and experiment daily
- You will become part of a highly skilled and experienced international team
- You will participate in global and local campaigns and be able to influence their success
- You will profit from a creative, knowledge-sharing, and stimulating environment
- You will have the possibility to grow and have the opportunity to take the most optimal roles and responsibilities in a fast-growing environment

## **Section 2. Online Marketing Specialist**

Source: (FOREO TalentLyft, n.d.) , own elaboration

### **Online Marketing Specialist**

#### **Location: Madrid**

FOREO is a wildly innovative brand of 3000+ revolutionaries who opt for bold instead of boring every time. Our Swedish beauty-tech co. is forever hungry for something new—whether it's a groundbreaking high-tech beauty product or an unorthodox way to work smarter. If breaking molds and challenging standards are your things, check out our jobs page at [foreo.talentlyft.com/#home](https://foreo.talentlyft.com/#home) to see what's available.

#### **Requirements**

- Bachelor or master's degree in Marketing or Business Administration
- Excellent Dutch and English writing and speaking skills
- Experience in online marketing
- Experience in translation activities
- Knowledge of video editing software
- Passion for creative thinking

#### **Key responsibilities**

- Support in translations
- Responsible for the Dutch email marketing
- Carrying out the marketing plan for the Dutch market
- Generate content for YouTube
- Generate content for Instagram TV
- Write scripts and carry out Instagram live sessions

#### **Why FOREO?**

- You will work for a global beauty and wellbeing brand that is the fastest growing in its industry
- You will be encouraged to bring fresh ideas to the table and experiment daily
- You will become part of a highly skilled and experienced international team
- You will participate in global and local campaigns and be able to influence their success
- You will profit from a creative, knowledge-sharing, and stimulating environment
- You will have the possibility to grow and have the opportunity to take the most optimal roles and responsibilities in a fast-growing environment