

2019

Marketing Plan

Eucerin[®]

MEDICAL SKIN SCIENCE
THAT SHOWS

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Executive Summary

The goal of this marketing plan is to revitalize the product Eucerin Baby Eczema Relief Body Cream and restart the product lifecycle. Currently Eucerin Baby Eczema Relief Body Cream is reaching the end of its product lifecycle and leading into a decline in sales. The goal we perceive as possible is to increase its market share by 4% within the next 24 months by implementing our marketing action programs. These include changing the formula of the brand to a more organic based formula, redesigning the packaging, and launching two separate advertising campaigns.

Alongside these market action programs we plan to implement better customer engagement and public relations by creating a parent focused advocacy blog and forum, that allows parents to engage with our products, specialists on skincare from the Eucerin Science Center, and with each other.

The expected outcome of the plan is not only an increase in the market share for the product Eucerin Baby Eczema Relief Body Cream but also to increase awareness of our company values through consumer engagement.

Included in the plan is an in-depth overview of our competition, a look into how to better the distribution channels, and a synopsis of the proposed marketing budget. We feel that these things will enable Eucerin to make healthy marketing decisions concerning Eucerin Baby Eczema Relief Body Cream and allow the product to not only become a star in our company but eventually to bring it to a place where it is a cash cow once again.

Company Mission

Beiersdorf Vision Statement: “We Are Skin Care”



Beiersdorf Mission Statement

“We have four core values that guide everything we do at Beiersdorf. These are CARE, SIMPLICITY, COURAGE, and TRUST – these apply to the way we run our business, the way we treat our employees and the way we want our colleagues to treat one another,” (“Why Beiersdorf?”).

Eucerin Mission Statement

“Eucerin is the dermatologist-recommended skincare brand that is based on an uncompromising approach to science. Eucerin restores and sustains healthy-looking skin and gives you the

confidence that comes with having radiant, healthy-looking skin,” (“Our Skin Care Philosophy: Eucerin Skincare”).

Company Description/Definition:

Beiersdorf (“We Are Skin Care”) is a company with two different business segments. They have a focus on the consumer business segment of Beiersdorf AG in skincare products and on the Tesa business segment in adhesive products. For the purpose of this marketing plan, we will solely be focusing on the consumer business side and on the Eucerin Baby Eczema Relief Body Cream product within their product lines.

Beiersdorf is a globalized company with its primary headquarters in Hamburg, Germany. According to the annual report to shareholders they are dedicated to a long-term commitment to sustainability and have launched a campaign called “We Care.” This campaign focuses on “three pillars -” Products, Planet, People,” (Loecker, 2018).

Product Description

It is the science behind Eucerin that makes the brand stand out above even its sister brands in the company. “The Eucerin approach to research, development, and testing is part of the holistic philosophy for skin science that shows” (Eucerin, 2019). The scientists at The Eucerin Science Center break down how to best benefit customers by researching various skin conditions and skin aging as well as other factors associated with the skin. This dedication to learning about the skin sets Eucerin apart from any other simple hydrating lotion.

Eucerin has many product lines but for the purpose of this marketing plan, we will be focusing on the Eucerin Baby Eczema Relief Body Cream product. Eucerin Baby Eczema Relief Body Cream is dye-free is pediatrician recommended and is steroid and paraben-free. These factors make it the perfect brand to market to new mothers for use on their newborns suffering from eczema or dry skin.

Marketing Objectives

- Our primary goal is to introduce newly innovated Baby Eczema Relief Body Cream to new mothers.
- Another objective of Eucerin products has been to become a key player in the field of pharmacy and be positioned as the “medical skincare from Germany”.
- Increase the market share of the products by 4% within the next 24 months.
- There is a rise in demand for all-natural cosmetics and lotions. This demand is felt even higher in the baby market where new mothers are faced with worry over what they place on the sensitive skin of their newborn children ("Organic Baby Skin Care Cream & Lotion", 2019). Due to this increase in demand, the baby products industry is widely increasing and Baby Eczema Relief Body Creams and Lotions which are fragrance-free and steroid free have the greatest opportunities to grow in the market. Therefore, gaining 4% market share will increase the awareness of the Eucerin baby products and will retain the customers for a really long period of time.

Financial Objectives

Beiersdorf AG has been a world leader in skin care products, which includes the Eucerin brand. We believe with this year's innovations; Baby Eczema Relief Body Cream can help grow the brand. These innovations include all-natural ingredients and improvements to our fragrance-free and steroid free products. We are especially encouraged by the United States market, which showed the most growth in 2018 (2.9%). We have very high expectations for this product line going forward. The average retail price per unit for this product line is \$7.99. Our overall financial objectives include the following:

- Increase overall sales by 5.5% within the next year, increasing estimated sales to \$2.672 million.
- Increase sales by 1.6% each year, over the next three years.

- Reduce operating costs by gradually decreasing the general and administrative expenses by 2.6% over the next three years.

While research and marketing expenses have remained stable (.5% and .3% respectively), general and administrative expenses have grown (7.6%). This will strengthen our overall profitability.

Market Overview

The Eucerin brand nearly six decades ago began a journey to evolve from a solely medical brand to a common household product for skin issues that many people suffer from every day. The biggest issue faced by consumers of Eucerin was the dreaded skin disease eczema and Eucerin has been uniquely poised as the brand most recommended by dermatologists because of its medical use history (Bartlett & Beamish, 2018). The product focused on in this marketing plan is specifically the Eucerin Baby Eczema Relief Body Cream, which is highly recommended by pediatricians for the treatment of eczema for children and babies.

With this in mind, we have identified several groups that would benefit from Eucerin Baby Eczema Relief Body Cream. Families with children under the age of four are our primary target market as eczema is most prevalent in this age range. Other markets where eczema is more prevalent include higher-income households, residences in metropolitan areas, black and multiple racial households, single children households, and single-parent households, (Shaw et. al., 2011).

Market Segmentation Strategy

Primary Market Segment

Families with Children under the Age of Four

Subgroup 1: High Income Household

- **Description:** Usually a high-income household with children under the age of four will have one or both parents working. They usually worry less about price and more about quality. They are brand loyal. Children are more likely to be in daycare
- **Needs:** They will respond well to knowing the medical history of Eucerin and need to know they can have confidence in the product working. They desire convenience in product availability, packaging, application, and disposal due to their busy schedules.
- **Reference:** (Zimmerman/Volk Associates, Inc., 2015)

Subgroup 2: Residence in Metropolitan Areas

- **Description:** Live in single-family homes, apartments, or townhouses, are usually well educated, low to the middle class, settled down, most own homes or are building up to a down payment on one, they shop at urban department chains and enjoy going to the mall. Household sizes tend to range from 3-5.
- **Needs:** Quick easy access in chain stores they know well. Small packages that are easily stored in small spaces due to living in apartments and townhomes.
- **Reference:** (Zimmerman/Volk Associates, Inc., 2015)

Subgroup 3: Black and Multi-racial Households

- **Description:** Average household size 2.4, most are Millennials and Gen Xers 44% with 40% being Baby Boomers, 20% are Married with children and 30% are Female-headed families. This is the largest minority group and has the most children affected by eczema and dry skin due to genetics. Average annual expenditures in the personal care products/services are 525 consumer units according to the Bureau of Labor Statistics. Brand loyal. Trendsetters.

- **Needs:** They need to know that a product works and will continue working. They are more likely to pay extra for a product based on brand if they know it will do the job expected without fail. They need the product to be relatable to consumer self-image.
- **Reference:** (Cunningham, & Perkins-Roberts, 2012)

Subgroup 4: Single Children Households

- **Description:** Focused on the needs of one child. Quality of purchases is important because what is bought does not have to be shared amongst siblings. Health factors are a higher priority for parents of single children than for multiple children. Financial resources tend to be higher for children in an only child home.
- **Needs:** Quality is the highest need for this subgroup. If the quality of the product is there and it shows in every aspect, from the product to the packaging to the style of copy, parents in single-child households will buy it.

Subgroup 5: Single Parent Households

- **Description:** Uncomfortable with their living situation. Unable to afford basic living expenses due to living on a single income. More than 33% are in poverty. Most work minimum wage jobs. Have very little time to spare and they struggle with work-life balance. They often feel judged for being single parents.
- **Needs:** Need the product to save them time and money. It needs to be easy to apply and kid-friendly in the packaging. They need the product to feel safe and judgment-free.
- **Reference:** ("Understanding and Marketing to Single Parent Households", 2018)

Competition Situation

Company Name: Aveeno

- **Parent Company:** Johnson & Johnson
- **Size of Company:** Large - A subsidiary of Johnson and Johnson which has 130,000 employees across all its brands.
- **Significant Traits:** Founded in 1945 by Albert and Sydney Musher. Most of its product line has colloidal oatmeal as its primary ingredient.

- **Primary Competing Product:** Aveeno Baby Eczema Therapy Moisturizing Cream with Natural Oatmeal
- **Product Description:** “Protect and soothe baby’s skin with this pediatrician-recommended formula. AVEENO® Baby Eczema Therapy Moisturizing Cream is clinically proven to reduce the itching and irritation caused by eczema. Formula with Natural Colloidal Oatmeal helps protect and strengthen skin’s moisture barrier and prevent dryness,” (Neddy & Aabsi, 2019).
- **Marketing Strategies:** Focus on oatmeal as an ingredient. Mobile engagement via an application on smartphones with free giveaways utilizing integration with Snapchat and Instagram to show off the product to other consumers.
- **Website:** <https://www.aveeno.com/products/baby-eczema-therapy-moisturizing-cream>

Company Name: Cetaphil

- **Parent Company:** Nestle Skin Health, a Galderma owned company. Currently being sold to a consortium led by EQT and a wholly owned subsidiary of the Abu Dhabi Investment Authority (ADIA).
- **Size of Company:** Moderate - Nestle Skin Health has 5000 employees in 40 countries.
- **Significant Traits:** Received seal of acceptance from the National Eczema Foundation. Product is suitable for babies 3 months and older only. Undergoing current rebranding in both name, packaging, product description, and logos on their eczema products.
- **Primary Competing Product:** Baby Moisturizing Lotion (Previously named Cetaphil Baby Eczema Calming Lotion)
- **Product Description:** “This lotion is formulated with Filaggrin technology to intensely moisturize and soothe baby’s dry, sensitive skin” (Galderma Laboratories, 2019).
- **Marketing Strategies:** "Skin Deep" Marketing Campaign with print, media and digital advertisements that focus on the daily lives of customers. They are stepping up social media marketing. They also ran a PR campaign "Giving Thanks for Cetaphil Super Fans: A Community Advocacy and Social Engagement Campaign" which saw success and it is likely there will be more like that in the future. They are engaging consumers via brand-specific smartphone applications through the parent company Galderma. Heavily focusing on the community aspect of their brand.
- **Website:** <https://www.cetaphil.com/baby-moisturizing-lotion/>

Company Name: Aquaphor

- **Parent Company:** Beiersdorf
- **Size of Company:** Large, Beiersdorf which has 15,142 people working in the Consumer Business segment. Including its subsidiaries like Eucerin and Aquaphor.
- **Significant Traits:** Though this is a competitor it is also a sister company under the Beiersdorf parent company umbrella. The branding and marketing done for Aquaphor are different than those done for Eucerin products. Eucerin being pushed as the “medical” solution to skincare and Aquaphor as the “everyday solution” backed by medicine. Due to the fact that they are under the same parent company umbrella, there are unique opportunities to work with this competitor that doesn’t exist otherwise.
- **Primary Competing Product:** Aquaphor Baby Healing Ointment Advanced Therapy Skin Protectant
- **Product Description:** “One essential solution for your baby’s many skincare needs: Aquaphor Baby Healing Ointment is uniquely formulated to provide the extra gentle care your baby’s tender and delicate skin needs. This multi-purpose ointment can be used for many of your baby’s skin needs, from chapped cheeks to minor scrapes and scratches, to diaper rash, to the dry skin, and many more, so your baby stays happy, healthy, and protected,” (“Aquaphor® Baby Healing Ointment (14oz.): Aquaphor® Baby”, 2019).
- **Marketing Strategies:** Addition of "BabyCenter" a content marketing outlet for advice to new parents from trusted experts and peers. "Looking to launch a new diaper rash line of creams and salves, Aquaphor turned to BabyCenter's fledgling content studio to create a 360-degree campaign that included videos, pre-roll, blogged editorial and social media. Through the campaign, the brand saw an advantage in leveraging BabyCenter’s 20 years of consumer insights to connect new parents with a new product," ("BabyCenter Content Studio Helps Aquaphor Launch New Line"). Content marketing and advocacy of parent knowledge is a primary focus for Aquaphor.

Company Name: Gentle Naturals

- **Parent Company:** Owned and distributed by Insight Pharmaceuticals, LLC.
- **Size of Company:** Small
- **Significant Traits:** Owned by Insight Pharmaceuticals, LLC. which is a company known for acquiring and purchasing underperforming brands. Since the purchase of Gentle

Naturals, they contracted the Goldstein Group to rebrand the entire line and relaunch it. It has performed well and contributed significantly to transforming the market. According to L Catterton's website, they were, "Founded in 1996 with the express mission of acquiring underperforming niche consumer OTC products, Insight has increased targeted acquisitions over the past several years to build a formidable portfolio of solid brands," ("Building well-positioned brands in enduring categories leads to growth."). Neither the brand's direct website nor the parent company's website is able to be accessed, the brand's website leads to a blank white page. However, products are still being sold on the market.

- **Primary Competing Product:** Gentle Naturals Eczema Cream
- **Product Description:** "Eczema relief cream provides fast relief of dry, itchy skin due to eczema. It is specially formulated to form a protective barrier to lock in your baby's natural moisture. This long-lasting cream intensely moisturizes to soothe and relieve itching and helps prevent the recurrence of extra dry skin. It is formulated with natural ingredients including aloe, vitamins D and E."
- **Marketing Strategies:** Marketing Plan done by the Goldstein Group, they are focused on two segments - the traditional Wal-Mart mom and a modern Target Mom, they rebuilt the package to a carton to retain the "medical" feel and communicate efficacy. The color was a primary factor in packaging, and they went with orange to differentiate it from other products, they focus heavily on symbolism and utilized that in the packaging with the baby bracelet and soft coloring and the word Baby written on the package. This redesign is important to conveying the trust in the product and leveraging it to compete with Aveeno and Eucerin in retail outlets.
- **Website:** N/A (<http://www.gentlenaturals.com/>)
- **Product:** <https://www.amazon.com/Gentle-Naturals-Eczema-Cream-Ounce>

Company Name: BabyGanics

- **Parent Company:** S.C. Johnson
- **Company Size:** Small
- **Significant Traits:** Independent company that was purchased by S.C. Johnson in 2016, "Babyganics reports 277% sales growth over the past three years recently landing them on the Inc. 5000 list of fastest-growing private companies (2014)." Founded by Two Dads - Kevin Schwartz and Keith Garber. Like Aveeno, they use a lot of colloidal

oatmeal in their skincare product line, but the entire company is not wholly skincare. According to their website, they are “constantly developing new products for baby and the places they roam. From everything that touches baby (lotion, diapers, shampoo, cleansers, sunscreen) to products that allow baby to touch the world they’re discovering (wipes, hand sanitizer, laundry detergent, surface cleaners).”

- **Primary Competing Product:** Eczema Care Skin Protectant Cream
- **Product Description:** “This skin-soothing eczema cream is formulated with all kinds of feel-good and do-good ingredients like colloidal oatmeal and NeoNourish®—our unique blend of cold-pressed seed oils.”
- **Marketing Strategies:** They have a focus on credibility in a tight and rapidly evolving market. Transparency to the consumer and proving how "all-natural" they are is the key marketing strategy they use in all engagements with the consumer. They test every single batch and guarantee that product. Purchased by S.C. Johnson they are now infusing the concept of safety in everything. This is the primary message in all their marketing.
- **Website:** <https://babyganics.com/products/eczema-care-skin-protectant-cream/>

Distribution Situation

Eucerin Baby Eczema Relief Body Cream’s main aim is to widely reach its target market, especially new mothers through various distribution channels. Distribution channels play an important role in order to make the product available to the market.

- The main distribution channel for this product is pharmacies as this is the place that every person approach or goes when they suffer from a skin disease or problems with the skin. Pharmacies should contribute 30% of the sales of Eucerin Baby Eczema Relief Body Cream because new parents first approach the nearby pharmacy for an immediate solution for the skin problem of their newborns.
- The next portion of the sales comes from the other main distribution channel which is large retail or grocery stores where the parents and grandparents go for shopping.

There are few distribution strategies which have been followed by Eucerin. They include the following:

- Eucerin does not sell directly to the retailers who are small in size as the volume of the products sold would not be cost-effective to deliver. Instead, they use wholesalers for these smaller accounts.

- Eucerin does not sell directly through its website to the target market since the cost of producing orders in small amounts would be high. Instead, online availability of the product to the target market is made flexible through E-commerce giants like Amazon, eBay and through online retailers like Walmart, etc.

Macro-Environment Trends

Ecological Trends

- Increased popularity for organic and all-natural skincare products, has put the need for natural and raw materials in high demand. Ingredients that have gained in popularity are sustainable oils, minerals, plants, herbs, and flowers. This trend has also led to a decrease in the use of synthetic chemicals in skincare products. These ingredients include parabens, phthalates, sulfates, and formaldehyde, ("Five Common (Synthetic) Chemicals Found in Cosmetics", 2018).
- Consumers, ever more aware of the impact these products have on their bodies as well as the environment, have spurred these changes. The changes have not been exclusive to the products but to the packaging as well. More environmentally friendly packaging has grown along with this trend. One such trend has been to use ocean plastic to package skin care products, ("What eco-friendly cosmetics will look like in 2019", 2019).
- Other methods gaining in popularity are polyethylene plastic, derived from sugar cane, and airless tubes, (Whitehouse, 2018). Consumers seem very eager to minimize their ecological footprint.

Socio-Cultural Trends

- Demand for organic and all-natural ingredients in skincare products has seen a substantial increase in recent years. Consumers have become extremely conscious and savvy about what they put in their bodies as well as what they put on them.
- With an increasing focus on health and wellness, consumers are seeking alternatives from chemical-laden products that may cause them harm. Millennials seem to be the driving force behind this growth, ("Millennials influence skincare trends", 2018).
- Social media has played an important role in the spread of this trend, especially giving rise to small boutique skincare start-ups. Many believe that this trend is here to stay having shown sustainability over the past eight years. ("Natural Cosmetic Industry Trends", 2018)

Economic Trends

- The natural skincare market in the United States has experienced significant financial growth in recent years.
- In 2018 alone, skincare sales equaled to \$5.6 billion. Of that \$5.6 billion, natural skincare sales accounted for \$1.6 billion. The \$1.6 billion represented more than a quarter of overall skincare sales which was an increase of 23% from the year before, ("How Much is the Beauty Industry Worth 2018", 2019).
- As of 2015, North America had the largest market share in natural/organic skincare products. North America accounted for 31.6% of the global market, ("Organic Skin Care Market Trends, Analysis: Industry Report, 2022", 2019).

Political/Regulatory Trends

- With the market for “organic” and “natural” cosmetic and skincare products exploding, the expectation is that there would be heavy regulations. Regulations on organic and skincare products have not been as strict as one would think in the United States. This could be a contributing factor as to why it is leading in the global market.
- While the FDA regulates cosmetic products for safety, they do not have a definition by law for what constitutes organic, (Center for Food Safety and Applied Nutrition, 2018).
- The USDA is the actual authoritative body monitoring what constitutes acceptable use of the term “organic” on products. The USDA has two label indications for products they deem organic. They are either 100% organic or organic, which indicates that the ingredients are 95% organic, (Burns, 2018).
- When regulatory standards are low, companies have a lot more freedom and leeway with their products. With the increase in popularity, there is the possibility that these regulations tighten.

Technological Trends

- To move away from harmful chemicals, technological advancements have been made to harness raw and natural materials. One such advancement has been made with the naturally occurring oligopeptides.

- Oligopeptides are a blend of fatty amino acids that have shown the ability to benefit the skin by stimulating collagen growth, ("Palmitoyl Oligopeptide", 2018).
- Oligopeptides have started taking the place of the popular cosmetic chemical retinoid. While effective, retinoids caused many counterproductive side effects such as redness, peeling, and itching, ("Palmitoyl Oligopeptide", 2018).
- Another technological advancement gaining in popularity is the use of CBD (cannabidiol). CBD has been mostly associated with edible products as well as vaping products. Innovations have led to its use in skincare products now.
- Limited research has shown CBD to have anti-inflammatory responses, (Kinonen, 2019). Many skincare companies are starting to slowly add CBD to their products as research shows the benefits.

Eucerin

Marketing SWOT Analysis

Group Two

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S

- Brand Recognition - Eucerin was patented in 1900 and is a brand that is over 100 years old.
- Backed by Science
- Rated number one baby eczema cream by pediatricians.
- Corporate responsibility- Since 2011 Eucerin has provided counseling services for families of children affected by the incurable condition neurodermatitis.

W

- Weak packaging. Non-distinguishable from other products.
- Lack of mobile customer engagement.
- Brand Perception as old and not innovative or new. Consumers want to know that the science behind the product is up to date and has been keeping up with the times.

O

- Identify and increase marketing and brand awareness in regions with high levels of eczema.
- Expand into mobile markets through smartphone applications, social media and organic marketing efforts.
- Use content marketing sites to engage parents with the product.
- Taking advantage of the increased interest from parents in organic to move into the "organic" medical market for babies with our product.

T

- Changes in consumer choice. Consumers prefer organic made products and packaging that reflects this.
- Increased regulation on natural/organic products.
- Increasing costs for raw materials- As demand for natural/organic materials continues to rise so will the price. This will have an affect on the bottom line.



SWOT Breakdown

Strengths

1. Brand Recognition - Eucerin was patented in 1900 and is a brand that is over 100 years old.
2. Backed by Science - Research and development of Eucerin and the skin conditions it treats are done at The Eucerin Science Center, where scientists study everything from how the skin ages to how to best treat eczema patients.
3. Backed by medical professionals- Rated number one baby eczema cream by pediatricians. Having a strong medical recommendation gives the product added appeal. People tend to trust the opinion of a doctor or other reliable professionals.

4. Price- Priced reasonably less than main competitors in the market.
5. Corporate responsibility- Since 2011 Eucerin has provided counseling services for families of children affected by the incurable condition neurodermatitis. (“Sustainability Review 2018”)

Weaknesses

1. Weak packaging. Non-distinguishable from other products. Very similar to Aquaphor (sister company)
2. Lack of mobile customer engagement. - Customers today are using their phones for everything. The saying, “There’s an app for that.” is indicative of how customers think about products and services today. Utilizing an application to engage customers with the product would increase brand awareness.
3. Brand Perception as old and not innovative or new. Consumers want to know that the science behind the product is up to date and has been keeping up with the times.

Opportunities

1. Increase in demand in certain regions. Different regions have different levels of eczema due to the climate and other factors specific to that area, (Shaw et al., 2011). Identifying and increasing marketing and brand awareness in regions with high levels of eczema should be a priority.
2. Expansion into mobile markets and applications through smartphone applications, social media and organic marketing efforts.
3. Use of third-party parent content marketing sites like Aquaphor did with the “Babycenter” to engage parents with the product.
4. Taking advantage of the increased interest from parents in organic and scientifically proven products for babies to move into the “organic” medical market for babies with our product.

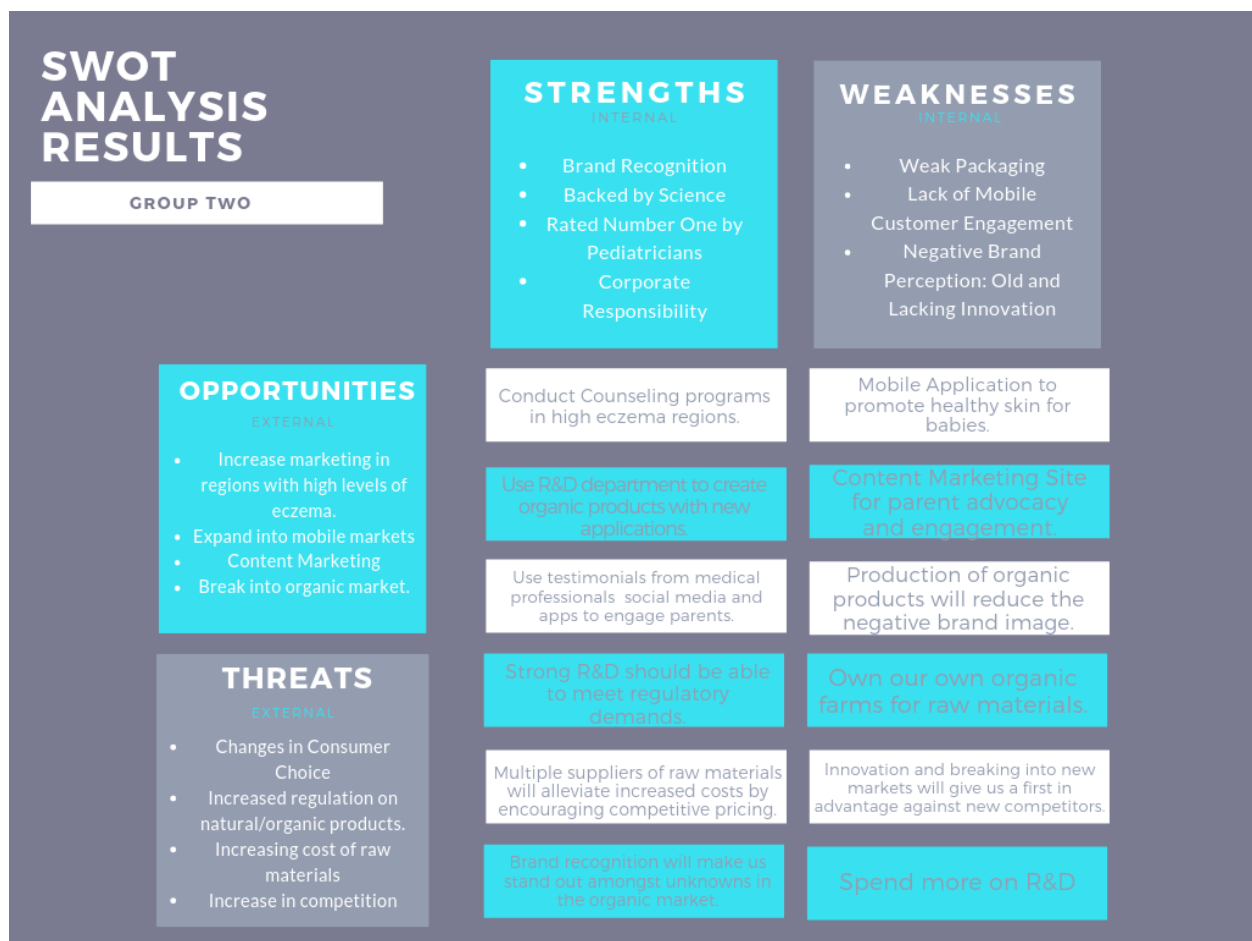
Threats

1. Changes in consumer choice. The personal care and baby skincare market is changing from one that cares primarily about the science to one that is concerned with the

ingredients in products. Consumers prefer organic made products and packaging that reflects this.

2. Increased regulation on natural/organic products- With an increase in popularity the threat for increased regulation to maintain the integrity of products labeled natural organic exists. Stricter regulations can lead to an increase in cost for the company.
3. Increasing costs for raw materials- As demand for natural/organic materials continues to rise so will the price. This will have an effect on the bottom line.
4. Increase in the number of direct/indirect competitors can affect the sustainability of the product and the customer base.

Results of SWOT Analysis



Eucerin is a very highly responsible corporation that can conduct counselling programs in high eczema prevalent areas. This will show parents and consumers of our product that not only

does Eucerin care about its consumers who already know about the product and its application but are willing to reach out to people suffering from eczema who might not know how to treat it.

Eucerin should take steps in contacting multiple suppliers of raw materials thus alleviating increased costs of raw materials by encouraging competitive pricing. Since the world is moving more towards “organic” products, Eucerin could consider own their own organic farms in order to meet the rising prices of raw materials. Entering into the organic market producing organic products with the same level of quality consumers know and expect from a Eucerin brand will reduce the negative brand image that Eucerin is behind the times.

One of the greatest strengths of our product is Eucerin’s strong R&D department. They can create organic products with the help of new applications and technologies and these products can be developed quickly, thereby ensuring that the products meet the regulatory demands. That being said, brand recognition will further help in standing out among the organic market and these things are possible only if there is significant financial investment to develop the R&D department further. The higher the innovation by the R&D, the greater our advantage will be against the rising competitors in this market.

We live in a world of mobile technology; therefore, new mobile applications should be developed to promote healthy skin for babies, and thereby engage parents with the product by using testimonials from medical professionals. Investing in the creation of a content marketing website for parent advocacy and engagement would increase the organic marketing efforts and broaden brand awareness while at the same time promoting and connecting to our smartphone applications.

Target Market Segments

Families with Children under the Age of Four

For our primary target market we will be targeting families with children under the age of four because our product Eucerin Baby Eczema Relief Body Cream is intended to be used on children and babies with eczema under the age of five, however studies show that children under the age of four are more likely to get eczema. The following subgroups further narrow down our target market.

Sub-groups

High Income Household

- Positioning: Studies have shown that eczema is more prevalent in higher income households and areas, although the reasons are unknown, (Shi, 2019). Our positioning in

this segment is related to having greater availability of our product in markets that have higher median income levels.

- Competitive Advantage: Differentiation - With the new packaging and organic materials the competitive advantage of offering a higher quality product will appeal to this target market.

Residence in Metropolitan Areas

- Positioning: Our positioning in targeting this segment is related to pollutants in the air. Research has shown that metropolitan areas have higher rates of pollutants in the air. This is especially true for cities in California, where some of the highest rates of pollutants in the air are found, (Bendix, 2019). Studies have linked pollutants in the air to eczema outbreaks. Pollutants in the air such as increased carbon monoxide, nitrogen dioxide, and sulfur dioxide act as irritants to those who suffer with eczema, (Shi, 2019). Our product has shown to not only have moisturizing capabilities but protective capabilities as well.
- Competitive Advantage: Differentiation - Our focus for this target market is to highlight that it is backed by science and pediatricians alike in order to present a product that shows off its distinctive branding to the customer.

Black and Multi-racial Households

- Positioning: Positioning in this segment is related to the higher incidence of child eczema found in African American children. Studies have shown that in the cases of childhood eczema, African American children represent 20.2%, (“Eczema Prevalence, Quality of Life and Economic Impact”). Our product will represent a healthy and affordable remedy consumer in this segment.
- Competitive Advantage: Differentiation and Cost Focus - We will offer discounts to increase the competitive advantage in cost when presenting marketing targeted towards this segment. This is our highest sales market within our segments, and they are a brand loyal segment. Their desire to know that a product appeals to them and works effectively on their various skin types should be highlighted in all marketing efforts.

Single Children Households

- Positioning: Households with one child represent an important segment for our product. Quality of a given product tends to have a higher priority over price when attending to the healthcare of a single child. This can be due to greater resources from the family for one child as opposed to two or more children. We position our product as high quality, having been rated number one baby eczema cream by pediatricians.
- Competitive Advantage: Differentiation (Focus) - This market is unique in that Single Children households want the absolute best for their child. They are willing to pay increased costs when purchasing if they feel the product fits this need. Creation of distinctive branding will appeal to this target market as will highlighting “backed by dermatologists” stamp on the front of the package.

Single Parent Households

- Positioning: Single parent households can sometimes be synonymous with low income, due to dependency on one income. Our product offers an affordable solution to consumers in this segment compared to other offerings on the market. In this position our product as both high quality and affordable. Single parent households, most on strict budgets, will value the opportunity to save money on a necessary healthcare product.
- Competitive Advantage: Cost Advantage (Focus) - Bargaining for lower priced organic raw materials and potential to grow our own raw materials in house will lower the price for this segment. Ease of access is also important to this consumer and providing online distribution channels at a competitive price to other brands will appeal to this target market.

Marketing Mix

Product Strategy

Vision:

As stated previously the brand image for Eucerin in general is negative in that it is seen as old and innovative. One of the ways to change consumers perceptions is to create a solid product strategy that revitalizes Eucerin Baby Eczema Relief Body Cream to a point that its product lifecycle is renewed, and it feels like a new product altogether. There are several ways this can be accomplished starting with packaging. Creating the creme with all organic materials would further expand the product into new markets.

Challenge:

In order to change customer perceptions of Eucerin Baby Eczema Relief Body Cream we must first overcome its weak packaging. Most customers of our product will be already primed for buying an Eczema cream and standing in the store just deciding between brands. They don't have to be coaxed to the store. Getting them to choose our brand versus a competitor largely comes down to what we say with our packaging to a frantic mother looking for relief for their child.

Current State:

The current state of Eucerin Baby Eczema Relief Body Cream is in its maturity stage of the product life cycle and is about to enter into the decline stage due to competitors from the organic market overcoming those in the medically backed market for eczema relief cream for babies.

Target Conditions:

- Move the Dermatologist branding to the bottom of the package.
- Change the word "baby" to be more noticeable on the package.
- Revitalize the brand by innovating it with new all organic materials.
- Emphasis new ingredients on new packaging.
- Change bear icon to something that reflects the products new all organic nature.

Pricing Strategy

When determining how to price Eucerin Baby Eczema Relief Cream, we determine all production and distribution costs per unit associated with the product. These expenses must be met first when considering our pricing strategy. We are continually striving to find ways to reduce these costs.

We are choosing to use a competitive pricing strategy. Keeping prices in range with competitors is where we will be placing our focus. Offering consumers, the most value for their money is also a priority for us. We believe that all things being equal, consumers will find that the quality of our product will beat out our competitors.

We offer two product variations, Eucerin Baby Eczema Relief Cream in a 2.0 oz package and in a 5.0 oz package. The retail prices for each variation differ by retailer. Prices for the 2.0 oz package start at \$6.49. Prices for the 5.0 oz package start at \$7.49.

Our pricing strategy encourages consumers to purchase the more economical 5.0 oz package. The 2.0 oz package does offer consumers some utility such as being able to accommodate air travel. Two main competitors, Aveeno and Cetaphil, price their comparable 5.0 oz offerings at \$8.99 and \$8.49 respectively. Our pricing, as stands, leaves room to increase incrementally; while still offering competitive pricing compared to the competition.

Communication Strategy

Communication Objectives:

The communication goals for our product is not only to introduce a newer and more innovative product to our audience but also to convey to consumers our company values as well. Choosing the right communication channels according to our target market will ensure that consumers are not only engaging with Eucerin Baby Eczema Relief Body Cream as a product but also with Eucerin as a company. We want consumers to know in every communication that they can trust us to provide the relief they are seeking for their child in the most safe and organic way possible.

Current Situation:

Currently our communication channels are largely through our third-party distributors, our website, and our social media efforts on Facebook, Twitter, Instagram and through organic marketing from our consumers themselves.

Competitors Communication Strategy:

Many of our competitors rely heavily on smartphone applications to engage consumers with their products while at the same time showing consumers that they are responsible as corporations. This enables them to build consumer trust and spread brand awareness as well as gain goodwill from consumers for their advocacy efforts.

Target Audience:

Parents with children under the age of four lead busy lives and want communication from companies presented to them through means which are both helpful and easy to access. They are most swayed by anything that helps them to be better parents and communication channels that give them easy access on devices they already own.

Communication Channels:

Moving forward Eucerin should consider pushing more consumer advocacy by engaging consumers of their products including Eucerin Baby Eczema Relief Body Cream, through the use of smartphone applications, content marketing efforts on the website like a parent focused blog which includes educational materials about various skin disorders and uses for their products. This communication tactic is especially effective with parents.

Distribution Strategy

Eucerin Baby Eczema Relief Body Cream is catalogued in the pharmacy/dermo-cosmetics brand of skin care industry as it can only be primarily purchased in pharmacies or

drugstores, as they are the main distribution channels that we are focusing on. We may also collect information from pediatricians, pharmacists, and nurses through surveys in order to distribute the cream to major retail channels that appeal to our target niche market of families with children under the age of four.

The direct customers and the online consumers will be monitored with their purchasing actions and they will be cross evaluated with the geographic and demographic analysis to identify the retail distribution areas in order to seek market penetration.

In the next 24 months we will expand widely by identifying and focusing on eczema prone regions and distributing the cream to the retailers of those areas in bulk. After the first 24 months, we must be able to open vending machines in the most profitable retail locations so that the customers can pick-up the cream anytime and also during emergency. Eucerin will maintain strong relationships with the E-commerce giants as well as the retail distributors.

Cooperation Needed with Other Departments

Communication is vital in this business. The success of Eucerin Baby Eczema Relief Body Cream begins with the success of the marketing team. Therefore, it is very much necessary that the marketing team maintains strong relationships with the other departments.

Human Resources Department:

We need to work closely with the HR department to make sure that appropriate skills and staffing levels are in place in order to research and develop new product ideas, meet the target production and also make sure that we create a very ambitious and competent sales team for our product. (Birchall, Morris, & Clark, n.d.). Without manpower, the product cannot succeed.

Production Department

This is the department where we have to work closely in order to make sure that adequate research and development is planned to satisfy the customer needs especially with the organic product that we are concentrating upon. We need to ensure that the product manufactured meets the regulations by working with this department. (Birchall, Morris, & Clark, n.d.) Hence it is important that proper communication is maintained.

Finance Department

We must work closely with the finance department to ensure mainly to know if there is enough budget to meet the needs for research, promotion and distribution. (Birchall, Morris, & Clark, n.d.). There also needs to be a constant evaluation of the income and expense reports in order to be successful with the product.

Usually the managers of all the departments work on the financials and make the necessary adjustments for the success of the product in the market. Proper budgeting should be done in order to reap profit. Hence the marketing department and the finance department will work more closely in order to reap profit here.

Sales Department

Eucerin will set sales goals that are quarterly and necessary changes will be made to the marketing plan at that time if the goals are not met. Hence marketing department will be working with the sales department accordingly. Weekly review on all metrics with every department will be done in order to know the sales trend and the distribution trend of the product and thereby ensure that the standard of the product is maintained well.

All the department managers will be evaluating the market in their niches and communicate between other departments for the success of the product. All the departmental goals must be met for the product to stay in the market.

Marketing Action Programs

In order to reach our target market, families with children under the age of four, and to implement our market plan effectively; we have devised several different marketing actions required. It is vital we hit the milestones listed below on time in order to reach our growth target within the 24 months set forth by this plan.

Milestones

Investment into organic R&D - Month 1

Investment into more research and development will allow us to work towards the creation of an organic formula for our product. This milestone is the most important to see completion quickly because all following milestones rely on the product have a newly innovative organic formula in order to revitalize the product lifecycle and enter into a new market.

Redesign of the product packaging - Month 1

To highlight the change to an organic formula the product packaging must be redesigned prior to the new product launch. Some changes include highlighting the Recommended by Dermatologists logo to be more prominent and easier to identify on the front of the packaging, moving the word “Baby” and giving it more defined characteristics in the font and coloring so as to be more recognizable that the product is targeted towards families with children under the age of four, and a highlight of the inclusion of new ingredients on the packaging, either through logo use or word choice.

Creation of parent blog and engagement website - Month 2

In order to engage new moms and parents with the product we will take a page out of our sister company Aquaphor's marketing playbook. They saw much success through engaging with parents on a third party created and maintained parent blog and forum. We would like to do similar but targeted towards parents who have children that suffer from eczema or other extreme dry skin conditions. We also intend to have this blog maintained in house, though it may be created by a third party, depending on the resources available to the marketing department.

Advertising campaign launch for new product packaging design - Month 2

Once the new product packaging is designed a soft launch campaign introducing the upcoming product launch should take place. This advertising campaign would be conducted by a third-party firm to lower costs.

Implementation of organic product formula - Month 3

Once the formula has been completed, testing and regulations must be met on the new product.

Organic product line launch - Month 3

Product line should be sent out to distribution channels and placed in consumers hands at this point.

Advertising campaign to highlight new formula - Month 3

Post the product launch with the new organic formula, an advertising campaign with a focus on the holistic and organic ingredients should be put into action. This campaign will need to be ongoing and regularly updated in the first 24 months.

Growth analysis - Ongoing

Analysis and modification of the plan should be ongoing throughout the 24-month period and it is especially important after the launch of the product. This enables the marketing team and manager to change the direction of advertisements, copy, and media relations if there needs to be modifications. The analytics of the parent blog, the product sales, and any social media outlet analytics should be reviewed daily to ensure the plan is moving in the correct direction.

Marketing Organization

Tasks and Responsibilities

The marketing department will be responsible for most marketing activities, with the head of marketing for Eucerin taking responsibility to oversee the plan in action and to monitor its success moving forward.

An outside firm will be responsible for both advertisement campaigns. The firm will work closely with the marketing department and at the direction of the Chief Marketing Officer for Eucerin.

The Research and Development department will be responsible for creating an organic formula for the Eucerin Baby Eczema Cream product prior to launch.

The CEO and CFO will be responsible for investigating options for in house organic farming and potential ways to lower costs by sourcing raw materials at cheaper prices.

Marketing Budget (2019)

| Deliverable | Start Date | Completion By | Budget |
|--|-------------------|----------------------|---------------|
| R&D Development of Organic Baby Eczema Product | January 1 | March 1 | \$133,600 |
| Product Packaging Redesign | Jan 1 | Feb 15 | \$15,000 |
| Blog Website Completion | Feb 1 | April 1 | \$10,000 |
| Advertisement Campaign (Product Packaging focus) | Feb 15 -28 | March 31 | \$25,000 |
| Organic Product Launch | March 1 | March 10 | \$20,000 |
| Advertising Campaign (Organic formula focus) | March 10 | Ongoing | \$25,000 |

| | | | |
|------------------------------------|---------|----------|-----------|
| Development and Analysis (Ongoing) | January | December | \$65,000 |
| Administrative Costs | January | December | \$203,072 |
| Total Marketing Budget | January | December | \$496,672 |

Sales Forecast (yearly)

| | 2019 | 2020 | 2021 |
|-------------------------|---------|---------|---------|
| Sales (millions) | \$2.672 | \$2.715 | \$2.758 |
| Units Sold | 334,418 | 339,800 | 345,181 |

Eucerin has estimated, what is believed to be, a conservative sales forecast for their Baby Eczema Relief Cream the next three years. The sales forecast accounts for a 1.6% increase in each of the next three years. Research shows that an increase in demand in the natural and organic skin care market could push actual gains as high as 3%. Given our focus on research and development and introduction of a new organic formula, we expect to increase our market share. Reaching or exceeding the sales forecast in each of the next three years is reasonable and expected.

Break-Even Analysis (2019)

| | |
|---------------------------------------|----------|
| Monthly Units Break-Even | 6,377 |
| Monthly Sales Break-Even | \$50,952 |
| Assumptions: | |
| Average Per-Unit Revenue | \$7.99 |
| Average Per-Unit Variable Cost | \$1.50 |

| | |
|-------------------------------------|----------|
| Estimated Monthly Fixed Cost | \$41,389 |
|-------------------------------------|----------|

According to the break-even analysis, Eucerin Baby Eczema Relief Cream will need to reach \$50,952 in sales each month to reach the break-even point. The break-even point should be reasonably attainable, with expected monthly sales of \$222,667.

Controls

The purpose of the marketing plan is to effectively restart the product life cycle of Eucerin Baby Eczema Cream. In order to monitor the success of the plan, the revenue and expenses should be monitored on a bi-weekly to monthly basis in the first 24 months after product launch with the new organic formula in place.

Contingency Planning

Difficulties and Risks

Risk 1: Change in Trend:

Eucerin started its journey almost six decades ago, which means that more consumers are moving towards newer products and have gotten into a mindset that older products lack innovation. The change in trend also includes the higher demand for organic and all-natural ingredient skin products.

Risk 2: Increased Regulation Acts:

With introducing newer organic labelled products will increase the risk to maintain the integrity because of increased and strict regulations. This will in turn increase the cost for the company.

Risk 3: Increasing Competitors:

It is reported that 13% of the children under the age of 18 suffer from Eczema, (Eczema Prevalence, Quality of Life and Economic Impact, n.d.). This means that there are rising competitors like Aveeno and Aquaphor who are competing equally with Eucerin. All the competitors follow the current trend focusing on organic products. They are making attempts to move away from harmful chemicals and try incorporating naturally occurring oligopeptides and using organic raw materials like oils, minerals, plants, herbs and flowers.

Contingency Plan

The main objective will be to be proactive than reactive with the situations. There needs to be constant monitoring of the market environment in order to avoid the above said risks. We should monitor the reviews of the product and be alert on the prices. We need to have a close eye on the competitors in order to stand firm in the market.

Monitoring will involve the comparison on product reviews and pricing in order to determine if there is any tactical move to be made, so that we can maintain/increase market share. The research and development team will have to work vigorously in order to stay competitive in terms of innovation and producing organic products. New packaging and modern labeling should also be considered in order to stay competitive in the market and to reduce the first risk that is mentioned. It is also important to make sure that we know the regulations and law behind producing organic products.

With a clear understanding on the current laws and regulations, organic products can be produced and certified. Certified organic skin products will automatically increase our customer base. Staying updated with the current trends is a must in this industry because of the rising competition. The marketing managers will make sure that they stay updated with the current trends and have a close eye on the R&D's works, so that we can extend our customer base and bring profitability.

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