

**ENHANCE PRODUCT LIFECYCLE MANAGEMENT
AND PURCHASE INTENTIONS
PT AVO INNOVATION AND TECHNOLOGY**

Internship Final Report



By

Ireva Amalia Sukmasari - 21311142

**INTERNATIONAL UNDERGRADUATE PROGRAM
IN MANAGEMENT
FACULTY OF BUSINESS AND ECONOMICS
UNIVERSITAS ISLAM INDONESIA
YOGYAKARTA
2025**

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Compiled and submitted to meet the final exam requirements in order to obtain a Bachelor's degree in the Management Study Program, Faculty of Business and Economics, Islamic University of Indonesia

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2025**

DECLARATION OF AUTHENTICITY

Hereby, I declare that this final project that I have arranged as one of the requirements for obtaining a Bachelor's Degree in the International Undergraduate Study Program of the Management Department, Faculty of Business and Economics, Universitas Islam Indonesia, is my original work. As for the parts in the writing of the final project that I cited from other people's creations, the sources have been mentioned clearly in accordance with the norms, rules, and ethics of scientific writing. Suppose in the future it is found that all or part of this final project is not my work, or there is plagiarism in certain parts. In that case, I am willing to accept sanctions, including revocation of my bachelor status under applicable laws.

Yogyakarta, September 2025
The Declarant,



A stylized handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

Ireva Amalia Sukmasari
21311142

APPROVAL SHEET OF ADVISOR

**ENHANCE PRODUCT LIFECYCLE MANAGEMENT
AND PURCHASE INTENTIONS
PT AVO INNOVATION AND TECHNOLOGY**

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**ENHANCE PRODUCT LIFECYCLE MANAGEMENT AND PURCHASE INTENTIONS PT AVO
INNOVATION AND TECHNOLOGY**

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PREFACE

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ABSTRACT

The fast beauty industry is characterized by rapid product innovation cycles and dynamic shifts in consumer preferences, creating challenges in product lifecycle management (PLC) and inventory control. This study aims to analyze how PT AVO Innovation and Technology (AVO), an Indonesian beauty company, manages the lifecycle of its skincare products and to identify areas for improvement in promotional and inventory strategies.

A qualitative descriptive approach was employed, with data collected through semi-structured interviews involving three key informants from the Product Innovation & Development, Marketing Communication, and Sales/E-commerce divisions. The data were thematically analyzed with support from PLC, supply chain management, and consumer behavior theories.

The findings reveal that AVO applies a structured lifecycle process, ranging from pre-launch internal testing, promotional campaigns at launch, sales monitoring during growth, bundling strategies at maturity, to reformulation or discontinuation at decline. However, challenges remain, including inventory buildup in slow-moving products, reliance on reactive forecasting, promotional strategies focused mainly on best-sellers, and the absence of clear discontinuation criteria.

These results highlight that AVO's competitiveness depends not only on continuous innovation but also on its ability to align lifecycle management with promotional planning and inventory control. The study emphasizes the need for data-driven forecasting, lifecycle-based promotions, and stronger cross-divisional coordination to reduce risks and sustain competitiveness in the fast beauty industry.

Keywords: Fast beauty industry; Product lifecycle management; Inventory control; Promotional strategies; Forecasting

ABSTRAK

Industri *fast beauty* ditandai oleh siklus inovasi produk yang cepat dan perubahan preferensi konsumen yang dinamis, sehingga menimbulkan tantangan dalam manajemen siklus hidup produk (PLC) dan pengendalian persediaan. Penelitian ini bertujuan menganalisis bagaimana PT AVO Innovation and Technology (AVO), perusahaan kecantikan di Indonesia, mengelola siklus hidup produk perawatan kulitnya serta mengidentifikasi area yang perlu ditingkatkan dalam strategi promosi dan persediaan.

Penelitian menggunakan pendekatan deskriptif kualitatif dengan pengumpulan data melalui wawancara semi-terstruktur bersama tiga informan kunci dari divisi Product Innovation & Development, Marketing Communication, serta Sales/E-commerce. Data dianalisis secara tematik dengan dukungan teori PLC, manajemen rantai pasok, dan perilaku konsumen.

Hasil penelitian menunjukkan bahwa AVO menerapkan proses siklus hidup terstruktur, mulai dari pengujian pra-peluncuran, kampanye promosi saat peluncuran, pemantauan penjualan pada tahap pertumbuhan, strategi bundling pada tahap maturitas, hingga reformulasi atau penghentian produk pada tahap penurunan. Namun, tantangan utama yang muncul adalah penumpukan persediaan produk *slow moving*, peramalan yang masih reaktif, promosi yang cenderung berfokus pada produk *best-seller*, serta ketiadaan kriteria penghentian yang jelas.

Temuan ini menekankan bahwa daya saing AVO bergantung pada inovasi berkelanjutan sekaligus kemampuan menyelaraskan manajemen siklus hidup dengan strategi promosi dan pengendalian persediaan, melalui peramalan berbasis data dan koordinasi lintas divisi yang lebih kuat.

Kata Kunci: Industri fast beauty; Manajemen siklus hidup produk; Pengendalian persediaan; Strategi promosi; Peramalan

CHAPTER I INTRODUCTION

1.1 Company History

PT AVO Innovation was established on October 10, 2014, by Anugrah Pakerti, as the founder and CEO; Ahmad Ramadhan, the co-founder and COO; and Aris Nurul Huda, the co-founder and CIO. The company, which operates under Avoskin, focuses on skincare products. The business began in Ahmad Ramadhan's boarding room and grew significantly. By 2015, PT AVO had moved to its first office, a rented house in Citra Graha, with six employees. By 2016, PT AVO had expanded to four rented houses in Citra Graha, but this was due to an increase in staff. In 2017, PT AVO launched a sister brand, Looke, focusing on cosmetics (AVO Innovation & Technology, 2021).

In 2018, PT AVO introduced another sister brand, Lacoco, which specializes in skincare and targets the mid to upper market with slightly higher prices than Avoskin. In 2019, PT AVO launched a new program for its employees called "workation", designed to appreciate the hard work of employees who have contributed to the company's success. Between 2019 and 2020, PT AVO reached several significant milestones, including its CEO being named to Forbes' 30 Under 30 Asia list, winning the "Local Brand of the Year" award from Female Daily, and receiving the "Best Skincare Brand" award from Sociolla. Additionally, PT AVO earned multiple Best Beauty Awards for its products and achieved top rankings in Shopee's 10.10 and 12.12 sales events, securing a place in the Top 5 Brands in Indonesia across various industries, including FMCG, steel, electronics, and property. During this period, PT AVO also opened its first branch office in Jakarta (AVO Innovation & Technology, 2021).

In 2021, PT AVO set its sights on international expansion, partnering with Sociolla to enter the markets in Vietnam. Beyond expanding internationally, PT AVO also collaborated with Sociolla and Watsons to distribute its products through offline stores, with over 50 locations across Indonesia. As a part of these

developments, PT AVO's office, known as the AVO Life Arena, was relocated to Jalan Monjali, Yogyakarta.

In 2022, PT AVO launched Glow Better, a sister brand to Lacoco, specifically designed for school-age children. This brand offers affordable skincare products with the highest quality, featuring natural ingredients. That same year, PT AVO introduced the "One Man, One Country" program for employees. Additionally, through the Workation program, PT AVO sent a total of 37 employees to countries such as Japan, Turkey, South Korea, and Thailand. Today, PT AVO has grown into AVO Group, which includes six brands and one retail portfolio: Avoskin, Lacoco, Looke, Glow Better, Oasea, and MSBB. The company now operates from its office in Monjali, with a workforce of over 300 employees (AVO Innovation & Technology, 2021).

1.2 Vision, Mission, and Values

PT AVO Innovation and Technology is a company that operates in the beauty industry. They believe that every person doesn't have the same skin and that all skin is unique. Therefore, they want to encourage people to get their best version and make people love themselves more.

This company has a vision that "Become a leader in the beauty industry who can empower women to be more confident and bolder," with the mission "Distributing products with high quality, safety, and comfort. Creating product innovations regularly through thorough research and development. Increasing the competencies of strong human resources and organizations. Providing education and implementing good and quality service for customer satisfaction." Here are twelve values that are highly respected:

1. Passion: Our business is more than just money growth; it's about passion, ambition, and inspiration.
2. Dream: What we dream, we do.
3. Integrity: Be great, and real.
4. Togetherness: Teamwork makes the dream work.

5. Winning Mentality: We are here to win, to be number one, and we'll #makeithappen.
6. Striving for Excellence: Never do good enough, do great!
7. Sense of belonging: Hear, learn, the outcomes. Focus on building values and being different from others.
8. We are the brand: We innovate, we educate, and we inspire

1.3 Company Structure

The company structure of PT AVO Innovation and Technology can be seen in the organizational chart shown in the image below:

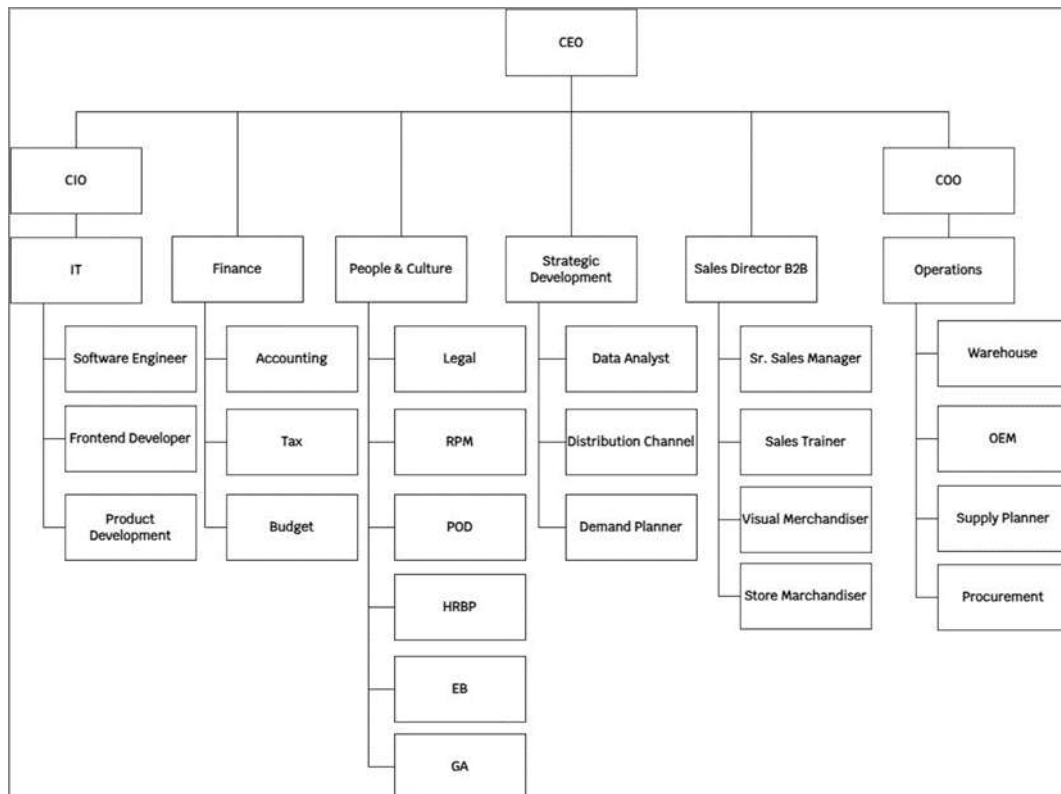


Figure 1. 1 Structure of PT AVO Innovation and Technology

(Source: PT AVO Innovation and Technology)

This organizational structure assigns specific responsibilities and authorities to each division. The explanations are as follows:

1. Product Innovation and Development (PID):

The Product Innovation and Development (PID) division at PT AVO Innovation and Technology is responsible for initiating and developing new product concepts. This team conducts research on market trends, formulates innovative products, and creates prototypes to meet consumer needs and brand objectives. PID plays a central role in the product life cycle, working from the idea stage through to initial testing and refinement. The division ensures that each product developed is unique and high quality, also feasible for production, and aligned with market expectations.

2. OEM (Original Equipment Manufacturer):

The OEM division supports the PID team by managing the technical, compliance, and production-related aspects of product development. Within this division, the Quality Control (QC) team ensures that products meet stringent safety, quality, and stability standards through comprehensive testing procedures. The Regulatory Affairs (RA) team is responsible for ensuring that products comply with relevant legal and health regulations, including registering products with authorities such as BPOM. Additionally, the Product Development Support team coordinates documentation, manages timelines, and facilitates communication between departments, ensuring that product development progresses efficiently and effectively. OEM's role is crucial in transforming innovative ideas from PID into compliant and manufacturable products.

3. Marketing and Communication:

The Marketing and Communication division plays a key role in positioning products developed by PID in the market. This team is responsible for conducting market research to identify consumer preferences and industry trends, which helps guide the product development process. They also create branding strategies, promotional materials, packaging designs, and launch campaigns to ensure the product appeals to its target audience. By working closely with PID, the Marketing and Communication team ensures that the final product is not only technically sound but also market-ready and aligned with the company's brand image and business goals.

1.4 Company Logo

The company logo is the identity of the company. Usually, each element has a meaning that represents the company. According to Machado, J.C., Vacas, and Costa, people clearly prefer figurative logos, and they also show a strong bond with the company and brand. From here, it can be seen that individuals are more influenced by the way the language of the logo is combined with colors, shapes, and other elements. The combination of visuals and words in the logo has a significant purpose and meaning for the company and brand. Here is the logo that reflects the identity of PT AVO Innovation and Technology.



Figure 1. 2 Company Logo
(Source: PT AVO Innovation and Technology)

1.5 Background

With the advancement of technology and the rapid exchange of information, social media has become an influential global platform that connects millions of people. Initially designed for entertainment, platforms such as Facebook, Instagram, Twitter, Snapchat, and TikTok are now widely used for education, e-commerce, and information dissemination (Joshi et al, 2022). In the beauty industry, these platforms have become essential spaces where beauty influencers, skincare enthusiasts, and even healthcare professionals, such as dermatologists, share informative content. This digital engagement helps guide consumers in selecting appropriate products and making more informed decisions about aesthetic treatments (Joshi et al., 2022).

While social media has increased access to skincare knowledge, it also presents significant challenges. Viral trends often promote unverified or misleading advice, which can influence consumers to make impulsive purchases. This

phenomenon has fueled the emergence of "fast beauty", a business model analogous to fast fashion, where brands rapidly develop and launch new products to align with ever-shifting online trends. As a result, companies are under increasing pressure to innovate, personalize their offerings, and accelerate product cycles to maintain their relevance.

This shift is evident in global beauty industry trends. According to McKinsey & Company, the skincare and beauty market is projected to grow steadily from 2023 to 2028, both in value and volume. The Middle East and Africa are forecasted to lead value growth, with a compound annual growth rate (CAGR) of 10%, followed by Latin America at 7% and Mainland China, North America, and the Asia-Pacific region at 6%. These statistics reveal not only strong global demand but also notable regional disparities in market development (McKinsey & Company, 2024).



Figure 1. 3 Change in Beauty Market Retail Sales From 2022 to 2023, by Region (%)

(Source: McKinsey & Company, 2024)

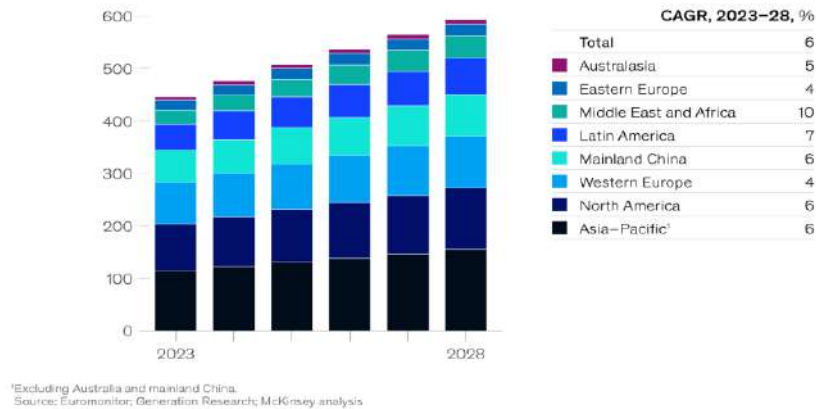


Figure 1. 4 Forecast Beauty Market Retail Sales, by Region (\$billion)
(Source: McKinsey & Company 2024)

Further reinforcing the sector's momentum, based on Figure 1.4, global retail sales in beauty products reached \$446 billion in 2023, a 10% increase from 2022, and are expected to grow at a CAGR of 6% through 2028. This includes skincare, haircare, makeup, and fragrance, all of which have outperformed other consumer sectors such as apparel (McKinsey & Company, 2024). The sustained growth underlines rapid beauty's increasing dominance, driven by digital consumer engagement, trend sensitivity, and constant product innovation.

Asia, particularly North Asian countries like China, Japan, and South Korea, leads the global beauty and personal care industry, accounting for 35% of the global market share (Rellie et al., 2024). These markets are known for rapid product turnover, digital first strategies, and influencer driven marketing. Consumers in the region favor science backed, multifunctional products that are both affordable and high quality, a shift often referred to as “value hacking” (Hong et al., 2024).

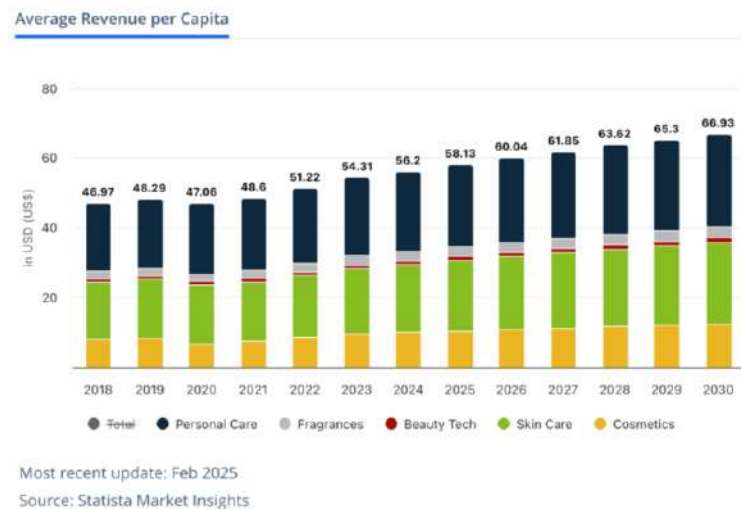


Figure 1. 5 Average Revenue per Capita, in USD (US\$)
(Source: Statista)

This consumer centric behavior is reflected in the growing average revenue per capita in beauty and personal care, as seen in Figure 1.5. According to Statista (n.d.) this figure has increased from \$46.97 in 2018 to a projected \$66.93 by 2030, with skincare and cosmetics emerging as key contributors. The rise is propelled by increasing disposable incomes, changing lifestyles, and a growing influence of younger, digitally engaged demographics.

Local Asian brands continue to outperform global competitors by responding swiftly to cultural preferences and market demands. For example, Chinese brand Proya blends advanced formulations with local insights to remain competitive Hong et al. (2024) The success of such companies illustrates a broader shift in consumer trust toward regional innovation.

Indonesia is a clear example of this global and regional transformation. Among all fast moving consumer goods (FMCG) sectors, beauty has become one of the fastest growing categories.

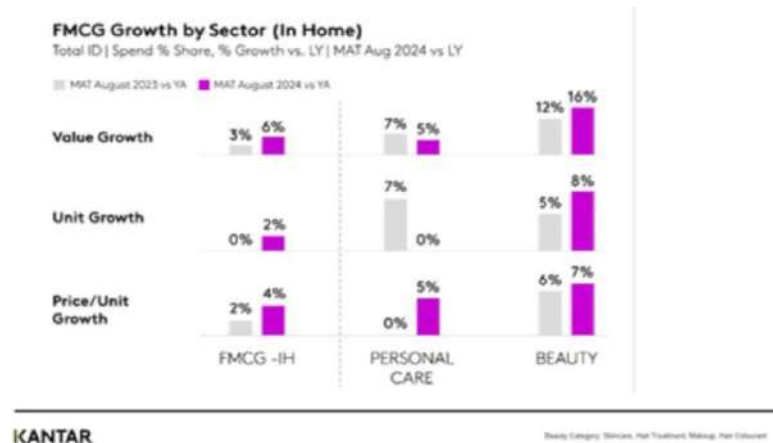


Figure 1. 6 FMCG Growth by Sector (In Home)
(Source: Kantar, 2025)

Based on Figure 1.6, Indonesia’s beauty industry experienced a 16% annual value growth, four times faster than the overall FMCG sector, highlighting strong consumer interest and market resilience (Kantar, 2025). Even amidst pandemic related challenges, consumer demand for skincare, haircare, and makeup, especially wellness-oriented products, remains high. Improvements in logistics and e-commerce have further increased accessibility.

Social media continues to play a pivotal role. Platforms like Instagram, TikTok, and YouTube are critical for sharing product reviews, tutorials, and skincare advice. These digital spaces enable beauty trends to spread rapidly and influence consumer expectations for innovation. For instance, products such as sunscreens saw a 70% increase in market value, while hair treatments like vitamins and tonics achieved over 40% market share growth (Kantar, 2025). These patterns mirror the flexibility and responsiveness of the fast beauty model.

Skincare is now a central pillar of Indonesia’s beauty market, comprising roughly 30% of the total industry value (Doyle et al., 2020). Consumer interest is shifting toward health, wellness, and personalization. Social media has educated users about ingredients and routines, empowering them to make informed decisions. This shift has allowed local brands to gain visibility and compete effectively (Southeast Asia, 2024). Indonesian companies such as Wardah and SOMETHINC exemplify this success by offering culturally relevant, high-quality skincare tailored to local needs.

Indonesia's market is also notable for its early consumer engagement. Generations Z and Alpha are increasingly beauty aware at younger ages, heavily influenced by online content. At the same time, rising incomes across socioeconomic classes are making beauty products more accessible. This broad based demand has created a dynamic, innovation driven market shaped by fast beauty principles, including rapid product cycles, influencer partnerships, seasonal campaigns, and integrated online and offline strategies (Doyle et al., 2020).

PT AVO Innovation and Technology has emerged as a competitive player in this fast evolving landscape. By launching diverse brands such as Avoskin, Lacoco, Looké, Oasea, and Glow Better, the company has addressed consumer demand for high-quality, affordable skincare. PT AVO's ability to identify market shifts and consistently innovate has helped it build strong brand loyalty and customer engagement.

Despite this success, PT AVO faces significant operational challenges, particularly in inventory management. The company offers a broad range of products with varying life cycles. Some items sell quickly, while others move slowly, resulting in inventory buildup. This imbalance heightens the risk of expiration and financial loss.

This situation reflects the Pareto Principle, which suggests that roughly 80% of outcomes result from 20% of inputs (Better Explained, n.d.). In the context of inventory, a small number of fast-moving products generate most of the sales, while others contribute minimally.

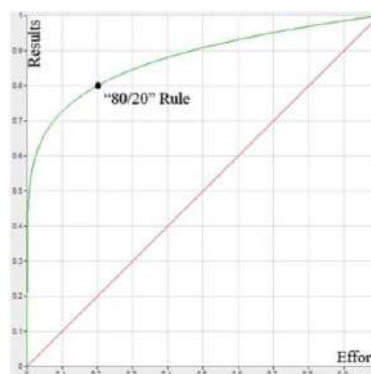


Figure 1. 7 Pareto Principles
(Source: BetterExplained, n.d.)

According to the Pareto principle, impact is unevenly distributed; one standout item often generates the majority of value. While businesses aim for equal performance across all product lines, reality often mirrors the 80/20 or even 90/10 split (Better Explained, n.d.)

To address the issue of sales and inventory imbalances, PT AVO Innovation and Technology must ensure the availability of products in sufficient and optimal quantities. This can be achieved through the enhancement of demand forecasting, strategic stock level adjustments, the refinement of promotional strategies, and the optimization of supply chain operations. Such measures are expected to reduce excess inventory, minimize the risk of product expiration, and enhance overall operational efficiency. The focus of this research is to investigate how beauty companies, with specific reference to PT AVO Innovation and Technology, can optimize inventory management in response to accelerated product cycles and trend-driven consumer behavior shaped by social media. More specifically, this study aims to analyze the role of promotional mix strategies in addressing sales imbalances, mitigating inventory buildup, and reducing the risk of product expiration within the dynamic and highly competitive Indonesian beauty market.

Therefore, these variables are not isolated but are deeply interconnected within the dynamics of the fast beauty industry. A shortened product life cycle requires well-planned promotional strategies to stimulate demand quickly and sustain consumer interest. Promotion, in turn, directly influences purchase intention, which determines the speed of inventory turnover and the extent to which products risk becoming unsold. Inefficient management at any point can lead to inventory buildup, which heightens the risk of product expiration particularly critical for skincare products with limited shelf lives.

Product Lifecycle Management (PLM) provides a holistic, integrated system for overseeing every stage of every product within a company's portfolio, ensuring consistency, efficiency, and strategic alignment across the entire product range, not just a single item (Stark, 2022). In the fast beauty industry era, it is notably shorter due to swiftly evolving consumer preferences. New trends on social media often

accelerate the introduction and decline of products, shortening their lifespan significantly. For a brand like AVO, managing the PLC effectively is essential to avoid overproduction, reduce waste, and maintain relevance in a rapidly changing market. The ability to adapt to fast-changing trends is directly related to a brand's competitiveness and long-term sustainability, particularly in industries that rely heavily on trend alignment, such as skincare.

A promotion strategy is a structured approach that defines the objectives of promoting a product and the actions required to enhance its visibility and value in the market (Ayenew, 2023). At its core, promotion aims to create consumer awareness of the products offered by an organization and to establish effective communication between the marketer and the target audience. Therefore, promotion strategy is a key driver of consumer engagement in the fast beauty sector. Fast beauty brands like AVO rely heavily on digital campaigns, influencer marketing, and limited time offers to boost visibility and stimulate interest among their target audience. Social media not only acts as a communication platform but also as a transactional space, where consumers discover, evaluate, and often directly purchase products. Research shows that promotion through social media significantly influences consumer attitudes and behavioral intention, especially among digital native generations Duffett (2017). Supporting this, Mahardita and Muthohar (2023) found that social media marketing activities, particularly content interaction, influencer endorsements, and visual product displays, have a significant positive effect on purchase intention for products. Therefore, the more actively PT AVO promoted its products through Instagram, the stronger the impact on its brand equity and electronic word of mouth (e-WOM), which in turn boosted consumer willingness to purchase. This result emphasizes the effectiveness of the promotion strategy not only in driving awareness but also in converting engagement into actual purchase decisions

Purchase intention reflects the likelihood of consumers buying a product based on various influencing factors, including effective promotion, trend alignment, and perceived product quality. In the beauty industry, purchase intention is highly influenced by peer reviews, influencer endorsements, and the brand's

presence on social media (Duffett, 2017). A well-crafted promotion strategy enhances brand awareness, builds trust, and creates a sense of urgency, all of which directly contribute to increasing purchase intention. When consumers are exposed to compelling promotions, especially through platforms they actively use, they are more likely to make quicker purchase decisions. High purchase intention leads to smoother product movement across the life cycle, particularly from launch to maturity, as consumer demand supports steady sales. This smooth transition reduces the risk of products stagnating in the market, thereby minimizing inventory buildup and ensuring that stock levels remain aligned with actual demand.

Inventory buildup becomes a critical issue when product launches outpace actual consumer demand. In the fast beauty industry, the pressure to release new products regularly can lead to overproduction if demand forecasting is inaccurate. When products do not sell as expected, they accumulate in storage, tying up capital, reducing profitability, and disrupting cash flow (Kittisak, 2023). This poses financial risks and limits a company's agility in responding to new trends, which is crucial in a market characterized by rapid change.

Expiration risk is closely tied to inventory buildup, especially in skincare and cosmetic products that contain active ingredients with defined shelf lives. According to Theotokis et al., (2012) and Wu et al., (2018), many consumers are unaware of or disregard expiration dates on cosmetics, which creates both health risks and brand liability. If expired products reach consumers, they may trigger negative reviews, safety concerns, and long-term damage to brand trust. Therefore, managing inventory in alignment with PLC and promotional efforts is essential to minimize this risk.

Studying these variables together provides a comprehensive understanding of how beauty companies, such as PT AVO, can integrate marketing and operational strategies to optimize product lifecycle management, minimize waste, and maintain competitiveness in a trend-driven market. From both academic and managerial perspectives, this analysis offers valuable insights into aligning promotional planning, consumer behavior, and inventory management in the context of Indonesia's rapidly growing beauty industry.

1.6 Problem Formulation

1. How does PT AVO manage the product lifecycle on skincare products?
2. What improvements can be made in product lifecycle management and promotional planning to reduce inventory buildup and expiration risk?

1.7 Research Objectives

Based on the problem formulation above, the author has identified several objectives for conducting this research. These research objectives are as follows:

1. To analyze how PT AVO Innovation and Technology currently manages the product lifecycle of its skincare products within the fast beauty industry framework.
2. To identify gaps and areas for improvement in product lifecycle management and promotional planning strategies to propose strategic recommendations aimed at reducing inventory buildup and minimizing the risk of product expiration through optimized promotional mix and inventory planning.

1.8 Benefits of Implementing an Internship

1.8.1 Benefits for Students

The benefits of Internship Implementation for Students at PT AVO are to develop the following areas:

1. Soft Skills: Analytical thinking, communication, presentation skills, team collaboration, time management and prioritization, adaptability, problem solving, initiative, and proactivity
2. Hard Skill: Learning how to collect, process, and analyse data related to sales, market trends, and product performance using reliable sources such as Mintel, Statista, Euromonitor, and Kantar.
3. Professional Experience:
 - a) Gaining the opportunity to develop project management skills, including planning, scheduling, and overseeing project implementation, whether related to product development or the launch of new products.

- b) Acquiring technical skills related to product development, including market research, product testing, and consumer needs assessment. This allows for a deeper understanding of how to develop new products that align with market trends and meet consumer demands.

1.8.2 Benefits for Company:

The benefits of Internship Implementation for the Company:

1. Providing PT AVO with the opportunity to identify and assess high-potential young talents before they graduate. Interns who demonstrate strong performance during their internship can be recruited as full-time employees upon graduation, thereby reducing the time and cost required for the recruitment process.
2. Offering fresh perspectives and new ideas that can help the company innovate, such as gaining insights from the current generation, which allows the company to be more open to new technologies, industry trends, and creative ideas that long-standing employees may not have previously considered.

1.8.3 Benefits of the Internship:

This internship report is expected to provide both theoretical and practical benefits.

1. Theoretically, the findings from this study contribute to the development of more efficient product lifecycle models, particularly within companies that manage a diverse range of products, each with varying life cycles. By analysing real-world cases from PT AVO Innovation and Technology, this research offers insights that can refine existing frameworks related to product lifecycle management and purchase intention.
2. Practically, the report offers a deeper understanding of how companies can design more effective sales strategies, such as identifying the optimal timing for new product launches, adapting promotional tactics based on a product's lifecycle stage, and minimizing the risks of inventory buildup and product expiration. These practical insights are particularly valuable for PT AVO in maintaining its competitiveness within the fast-moving beauty industry.

CHAPTER II LITERATURE REVIEW

2.1 Basis Theory

2.1.1 Product Lifecycle Management

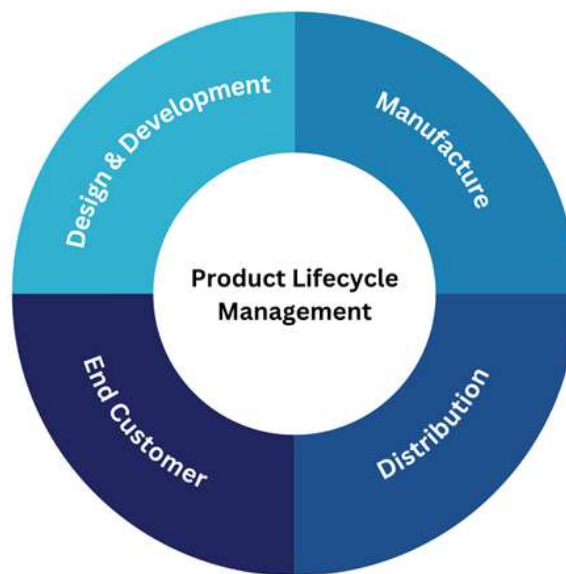


Figure 2. 1 Product Life Cycle Management
(Source: Supply Chain Management, 2025)

Product Lifecycle Management (PLM) is a new paradigm. Proposing models that assist us in conceptualizing both holistic and component perspectives in small packages is one method of gaining knowledge of PLM's characteristics and limitations. Models can help us think more deeply about broad ideas and can also point out places where we need to investigate problems that they raise (Grieves, 2005; Stark, 2022). PLM encompasses the entire lifecycle of a product, from its initial concept and design through production and beyond, until its end of life. It is also involved in four main stages as presented in Figure 2.1. PLM involves managing the entire lifecycle of a product, which consists of:

1. Design and development have three primary steps:
 - a) Research; includes analysing and recording product requirements, evaluating competitive offerings, identifying market gaps and opportunities, and assessing customer needs
 - b) Design; involves conceptualizing, creating prototypes, and validating the proposed product
 - c) Development; the final design phase involves pilot testing and user acceptance testing. This step also provides insights to guide plans for future iterations and new features.
2. Manufacturing: Calibrating production planning involves coordinating across functions to manage available resources, adapt to shifting market demands, and account for scheduled maintenance. The manufacturing phase centers include the followings:
 - a) The product build must adhere to the specifications established during the product design and development phase
 - b) Quality assurance testing ensures the final product aligns with expectations, which may include compliance with ISO standards, safety regulations, data protection laws, and customer satisfaction benchmarks
 - c) Procurement, managing materials, and resources ensure consistent production levels
 - d) Plant operations involve scheduling human resources, maintaining equipment, and overseeing security and safety programs.
3. Distribution: The distribution phase is crucial, as marketing and sales teams have already generated excitement for the product. This phase includes:
 - a) Inventory control, both raw materials and finished products, must align with market demand while balancing storage capacity and shipping timelines.
 - b) Product launch activities may include trade shows, product demonstrations, and case studies.
 - c) Product projections, these tools help businesses forecast market demand for new products and deliver accurate projections

- d) Logistics, aligning schedules, and timelines are essential
 - e) Supplier collaboration, this is to maximize the efficiency of the channel activities, materials, and resources
4. Customer: After completing all stages from idea to finished goods, the role of the customer in reviewing the product is crucial. If customers like the product and give positive reviews, it can become a hit. However, if the product is poor, the company must evaluate and improve it.

2.1.2 Stage of Product Life Cycle

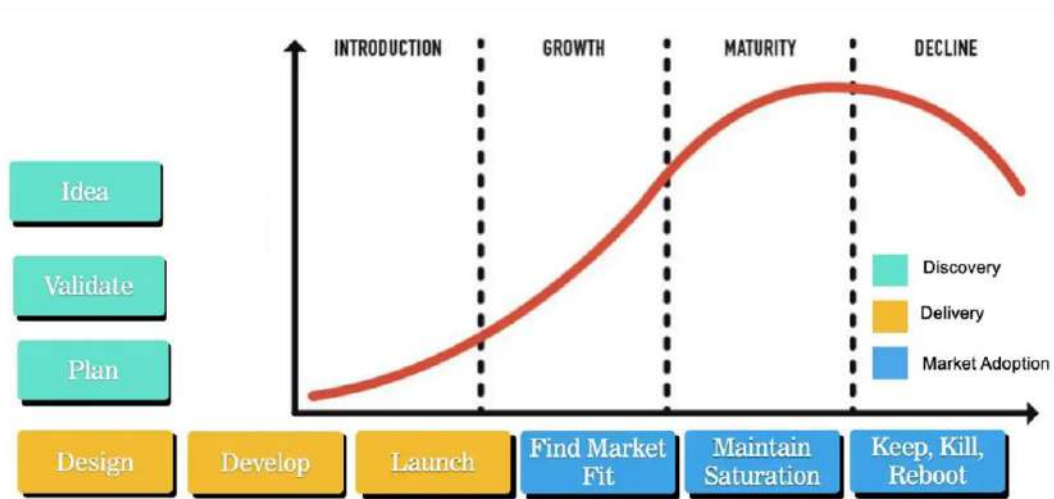


Figure 2. 2 Stage of The Product Lifecycle

(Source: ABTasty, 2023)

To simplify, PLM consists of four phases, namely:

1. Introduction: In this phase, the product or innovation must be aligned with market demands. This involves thorough market research to uncover gaps, understand consumer needs, and analyze competitors. The product lifecycle manager also plays a key role in ensuring cross-departmental collaboration, ensuring smooth coordination between development, production, and the eventual launch
2. Growth: Once the product is ready for the market, the product lifecycle manager will develop a strategy to drive sustainable market growth and scalability, working closely with relevant departments or teams to ensure ongoing, efficient expansion.

3. **Maturity:** When the product starts scaling and gaining traction, the product lifecycle manager must collaborate with both internal and external stakeholders to maintain market share and guide the product's commercial evolution, ensuring long-term, sustainable ROI.
4. **Decline:** When a product or innovation enters its decline phase, a skilled product lifecycle manager steps in as a problem-solver. At this point, their role is to determine the best course of action for the product, whether that means revitalizing and redeveloping it or gradually phasing it out.

From this explanation, it can be seen what the companies do to innovate continuously. When they successfully create a product, they must immediately work on innovations to stay competitive. However, if they fail to receive positive reviews, they need to evaluate and improve the product. Whether a product succeeds or fails, the company will always return to the initial stage, starting again from the idea and design phase to production and, ultimately, to the customer. This is the essence of PLM: managing the entire process from initial concept and design to final delivery to the customer.

2.2 Promotion Strategy

A promotional strategy is a planned businesses approach use to reach their target market and achieve marketing objectives through the coordinated use of various promotional tools. According to Ali & Muhammad (2021), it helps clearly communicate a company's value proposition, build brand awareness, and influence consumer buying behavior. The choice of strategy depends on factors such as product type, target audience, budget, and market competition. As noted in Ayenew (2023), effective promotion is essential for increasing product visibility, especially in saturated markets. Even high-quality products may fail without proper promotion. A well-executed strategy enhances brand differentiation, drives sales, and improves return on marketing investment. PT AVO Innovation and Technology implements a multi-faceted promotion strategy that combines push and pull techniques, as well as emotional and value-oriented messaging.

2.2.1 Push and Pull

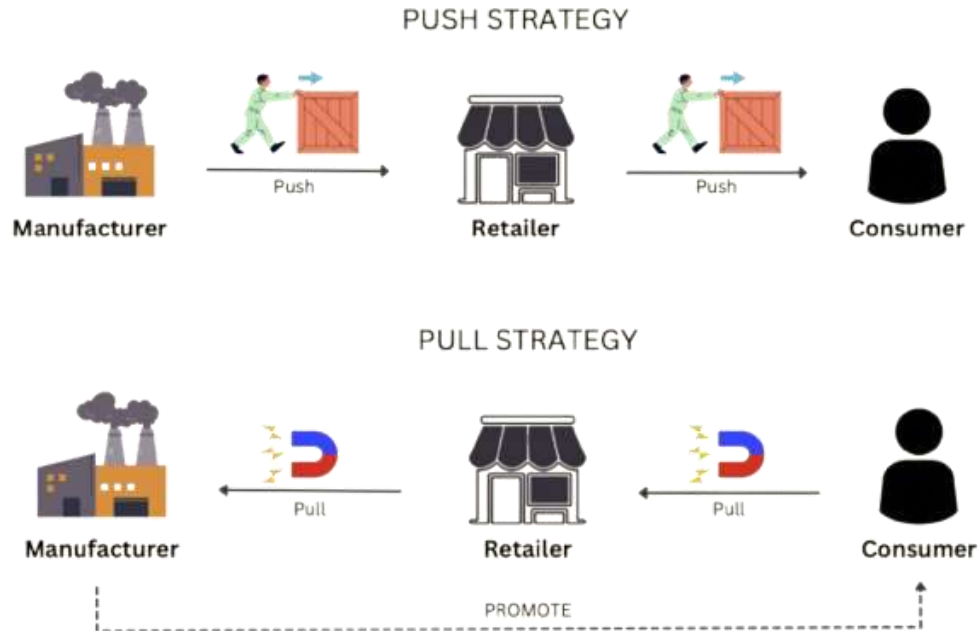


Figure 2. 3 Push and Pull Strategy
(Source: Mahmoud R, n.d)

As seen in Figure 2.3, push and pull are two fundamental promotional strategies used by businesses to influence product demand. A push strategy focuses on encouraging intermediaries such as distributors and retailers to promote products through trade discounts, bonuses, or participation in trade fairs. These efforts are generally not visible to consumers but play a key role in shaping what is offered and recommended at the point of sale (Ayenew, 2023). In contrast, a pull strategy aims to create consumer demand directly through visible tactics such as advertising, digital campaigns, and social media engagement. These methods help build brand awareness and motivate consumers to seek out the product themselves (Ayenew, 2023). When customers enter the market with a specific product or brand in mind, it reflects the success of a well-executed pull strategy.

2.2.2 Emotional and Value-Oriented

Emotional marketing and value-oriented marketing are complementary strategies that aim to forge deeper, more meaningful connections between brands and consumers. Emotional marketing focuses on appealing to consumers' feelings

such as trust, joy, nostalgia, or empathy through tactics like storytelling, personalization, sensory branding, and emotionally resonant imagery or music. Research shows that in professional business services, suppliers who provide high emotional value can reduce customer anxiety and foster relief regarding cooperation outcomes (Arslanagic-Kalajdzic et al., 2020). Perceived emotional value is defined as the utility derived from affective experiences in business relationships that can generate sensory gratification and positive relational outcomes. Firms that excel at delivering emotional value are also more capable of sensing customer responses, thereby enhancing customer orientation (Arslanagic-Kalajdzic et al., 2020). By investing in understanding emotional dynamics, these firms gain holistic insights into customer satisfaction and adapt their strategies more effectively, whereas those that neglect emotional sensing risk weaker relationships and less responsive customer orientation.

2.2.3 Promotion Tools

Promotional tools provide innovative methods for businesses to promote their products or services. These tools can effectively boost brand visibility, drive interest in new offerings, foster customer loyalty, and help increase sales of specific items or multiple products (Lijuan et al., 2023). With a wide range of options available, it is important to explore and understand them to determine which tools are the most suitable for marketing and promotion efforts (Indeed Editorial Team, 2025).

To execute these strategies, PTAVO leverages a broad range of promotion tools, including:

1. **Social Media Marketing:** Engaging content on platforms like Instagram, TikTok, and YouTube to showcase products, skincare routines, and user testimonials.
2. **Website Marketing:** An informative and visually appealing website that educates consumers, supports e-commerce, and offers personalized skincare recommendations.
3. **Personal Selling:** Beauty advisors and brand representatives at events or stores who provide product guidance and consultations.

4. Direct Marketing: Email newsletters, exclusive member offers, and WhatsApp campaigns to maintain direct communication with loyal customers.
5. Public Relations (PR): Collaborations with influencers and media to build brand credibility and coverage in beauty and lifestyle publications.
6. Sponsorships and Exhibitions: Participation in beauty expos, health events, and CSR (Corporate Social Responsibility) initiatives to increase brand visibility and reputation.

2.3 Inventory Build-Up

Inventory build-up refers to the accumulation of unsold goods or products that a company holds over a certain period. Product obsolescence becomes a significant concern when businesses fail to move inventory efficiently to retail shelves or online catalogues (Lijuan et al., 2023). This issue is particularly critical in the beauty industry, especially in skincare, where consumer preferences shift rapidly and product shelf life is often limited. Excess inventory can result in products becoming outdated or undesirable, causing their value to decline and potentially leading to financial losses if items cannot be sold.

PT AVO manages its inventory using both the FIFO (First In, First Out) and FEFO (First Expired, First Out) methods. The FIFO method assumes that the earliest purchased items are sold or used first, regardless of their actual physical movement, which helps ensure that the remaining inventory on the balance sheet reflects more recent purchase prices, keeping inventory values closer to current market costs (Sembiring et al., 2019). In contrast, the FEFO method prioritizes selling or using products with the earliest expiration dates, which is essential for perishable or short-shelf-life goods such as cosmetics, where overstocked products can lose effectiveness or even cause skin irritation (Miir, 2025; Yaveon, 2025). Applying the FEFO principle allows companies to maintain product quality and safety for consumers while minimizing losses due to expired inventory. Together, FIFO and FEFO provide PT AVO with an effective framework for managing inventory, optimizing product flow, and reducing financial risks associated with overstock and product obsolescence.

2.4 Expiration Risk

Expiration refers to the point in time when a product is no longer considered effective or safe to use, usually indicated by a specific date after which its quality and performance may decline. Expiration risk, therefore, is the potential financial or reputational loss that a business may face when products approach or surpass their expiry dates before being sold or consumed. In trading, for instance, expiration risk is associated with contracts that reach maturity and must be managed carefully to avoid losses (Wu et al., 2018)

In the context of the skincare industry, expiration risk carries significant implications for both consumers and companies. Skincare products contain active ingredients that degrade over time, and using expired products can lead to reduced efficacy, skin irritation, or adverse dermatological reactions. Theotokis et al. (2012) argue that consumers view product quality before the expiration date as part of a psychological contract, an implicit promise that the product will perform as expected.

When this perceived contract is violated, such as through the use of expired goods, it can damage consumer trust and satisfaction. Furthermore, from a marketing standpoint, expiration risk complicates pricing and promotional strategies. Practices such as expiration date-based pricing (EDBP), where products nearing expiration are discounted, have shown mixed outcomes. While some studies suggest minimal negative effects on brand image, others highlight the potential for loyal consumers to perceive discounts as indicators of lower quality, potentially undermining brand equity and consumer trust (Theotokis et al., 2012).

2.5 Purchase Intentions

Purchase intention refers to the likelihood or tendency of consumers to purchase a specific brand or engage in actions directly related to the purchasing process. Peña-García et al. (2020) describes purchase intention as a measure of the probability that consumers will make a purchase based on various factors, such as their attitudes, preferences, and perceptions of a product or service. This concept is

essential in understanding consumer behavior, as it provides insights into how potential customers are likely to act when they are exposed to different marketing stimuli. A strong purchase intention often indicates a higher likelihood of conversion, making it a key metric for businesses aiming to predict sales performance.

The concept of purchase intention is also closely related to consumer decision-making processes. According to Riaz et al., (2021) online purchase intention specifically refers to a customer's willingness and intention to engage in online transactions. This intention can be influenced by several factors, including the perceived ease of use of online platforms, trust in the website, and the attractiveness of the product or offer. When customers express an intention to make a purchase online, it signals a higher level of interest and engagement, often leading to the next steps in the purchasing journey.

2.5.1 Online Purchase Intention

Online purchase intention has become a focal point of research as e-commerce continues to grow and shape consumer behavior. Riaz et al. (2021) further elaborates that online purchase intention is not only about the willingness to buy but also encompasses the entire process that involves information retrieval, transfer, and product purchase. Consumers begin by seeking information about products or services, often using search engines or online reviews to gather insights. Once they have sufficient information, they proceed with transactions on e-commerce platforms, completing purchases through digital payment systems. This process highlights the importance of a seamless, efficient online shopping experience that can facilitate the transition from intention to actual purchase.

Understanding online purchase intention is critical for businesses aiming to optimize their e-commerce strategies. As consumers continue to increasingly engage in online shopping, companies must design user-friendly websites, provide transparent product information, and establish trust through secure payment methods and positive customer reviews. By closely monitoring factors that influence online purchase intention, such as website design, product presentation,

and ease of navigation, businesses can enhance the likelihood that a consumer will move from the intention phase to an actual purchase. Therefore, fostering a positive online shopping environment is key to converting purchase intention into successful transactions.

2.6 Conceptual Framework

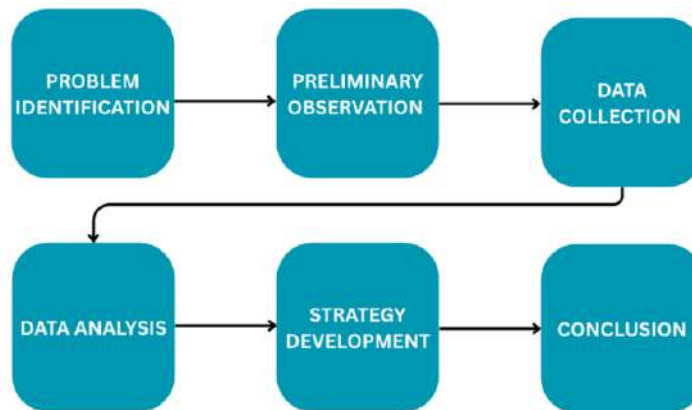


Figure 2. 4 Conceptual Framework

1. Problem Identification:

Problem identification in this research begins with analyzing the internal challenges faced by PT AVO Innovation and Technology in managing the product lifecycle of skincare items. In particular, the issue of inventory build-up and risk of product expiration is emphasized. This problem often arises due to an imbalance between product demand and promotional strategies, where only a small percentage of SKUs contribute to the majority of sales. The identification is grounded in internal performance indicators and supported by initial insights from market dynamics in the fast-moving beauty industry. This stage sets the foundation for determining the research focus and formulating the problem.

2. Preliminary Observation:

Preliminary observations are conducted to gain a general understanding of the company's current practices in product lifecycle management. This includes observing PT AVO's public facing communication, such as its product offerings, frequency of new launches, and social media promotional strategies. These observations are also supplemented by an overview of the trends in the

fast beauty market, both globally and in Indonesia. The goal of this step is to capture initial assumptions, explore possible causes behind excess inventory, and frame hypotheses that will be investigated further through qualitative data collection.

3. Data Collection

Data for this research will be collected using qualitative methods. This includes a literature review of relevant studies on product lifecycle management, promotional planning, and fast beauty trends. In addition, publicly available information such as PT AVO's website content, digital campaigns, and social media presence will be analyzed. The primary data will be collected through in-depth interviews with internal stakeholders at PT AVO Innovation and Technology. These interviews will involve personnel who are all directly involved in managing product development, promotional planning, and stock control. The aim is to explore internal perspectives on current practices, challenges, and areas for improvement.

4. Data Analysis

Data analysis will be conducted qualitatively. The interview findings will be interpreted to identify themes related to lifecycle management, product promotion alignment, and inventory risk. Supporting data from the literature and external market trends will help contextualize PT AVO's internal situation. The analysis will uncover the root causes of inventory buildup, assess the effectiveness of current planning strategies, and identify gaps in cross-departmental coordination. This process is essential for formulating actionable solutions tailored to PT AVO's internal operations and business goals.

5. Strategy Development:

This stage involves designing a strategic solution in the form of a more focused and adaptive promotional planning system tailored to each phase of the product lifecycle. This includes developing promotional recommendations based on sales data, product launch timelines, seasonal trends, and social media

utilization. The goal is to create a strategy that not only increases sales but also reduces excess inventory.

6. Conclusion:

The final stage of this framework is to draw conclusions from the overall research process, summarizing the main findings, the effectiveness of promotional strategies in managing the product lifecycle, and their influence on inventory efficiency. This phase will also provide practical recommendations for PT AVO to improve marketing performance and inventory control in the future.

CHAPTER III METHODOLOGY

3.1 Method

3.1.1 Types of Research

This study uses a qualitative descriptive approach with a case study design to explore how PT AVO Innovation and Technology manages its product lifecycle and identifies opportunities for improvement in promotional planning and inventory control. The qualitative approach is appropriate for this research because it focuses on understanding real-world processes, behaviors, and experiences directly from internal stakeholders. Rather than relying on numerical data, this research emphasizes exploring the how and why behind strategic decisions related to product lifecycle management (Tenny et al., 2025)

A qualitative descriptive approach is particularly suitable when the research objective is to provide a straightforward summary of specific phenomena in a company's natural setting. As Doyle et al., (2020) point out, this method is valued for its simplicity, flexibility, and usefulness in applied contexts. Although sometimes critiqued for its perceived lack of rigor, when conducted transparently and with careful attention to detail, qualitative descriptive research can produce findings that are both valid and practically applicable. In this case, it enables the researcher to capture rich, contextual insights from those who are directly involved in the marketing, sales, and inventory departments at PT AVO.

The study also applies a case study method as it investigates a single organization in depth. According to Perry (1998), case studies are effective in examining contemporary events within real-life contexts, making them ideal for understanding internal company processes and strategies. By focusing on PT AVO as a single case, this research can provide targeted recommendations based on the company's unique challenges and operational realities.

3.2 Expertise

This study employs targeted (purposive) sampling, a non-probability technique where participants are deliberately selected based on their knowledge, relevance, and ability to provide accurate insights into the research issue (Nikopoulou, 2022). The strength of this method lies in its focus on individuals who possess specific characteristics or expertise that directly relate to the research objectives. Compared to broader sampling techniques, as explained by Nikopoulou (2022), targeted sampling is particularly effective when the aim is to gain an in-depth understanding rather than statistical generalization. It is also valuable for reaching specialized groups or populations that may otherwise be difficult to access. By narrowing the sample to participants most capable of contributing meaningful information, this approach enhances the accuracy, richness, and relevance of the data collected.

The focus of this research is on analyzing the internal strategies of PT AVO Innovation and Technology in managing product lifecycle and promotional planning, especially within the context of the fast beauty industry. Therefore, participants were selected from internal stakeholders who are directly involved in these processes, particularly from the product innovation and development, marketing and communication, and sales departments.

The selected informants in this study are:

1. Name : Arifa Nisa
Division: Product Innovation & Development Team Members
Directly manage product ideation, ingredient selection, and lifecycle strategy. Her knowledge and experience are relevant to Product Lifecycle Management (PLM), including her understanding of both slow- and fast-moving products, as well as how innovation impacts sales.
2. Name : Audrey Samantha
Division : Marketing and Communication (especially Brand & Promotion Strategists)
Handle promotional mix strategies that influence purchase intentions, consumer engagement, and product visibility. Her knowledge and experience

are relevant to how promotion strategies are planned to reduce inventory buildup and drive purchase decisions.

3. Name : Astari Nesti

Division : Sales or E-commerce Team

She has access to data that relate to sales performance, bestsellers, and product movement. This is relevant to evaluating how certain products perform across their lifecycle, how fast they move, and what causes delays.

3.3 Identification of The Main Problem and Research Objectives

3.3.1 Main Problem

PT AVO struggles to manage products with different life cycles across its brands, especially while facing the post-COVID quantitative tightening market, when the market feels dry. Some products sell quickly, while others take longer, creating an imbalance. This leads to excess stock, increased expiration risks, and financial losses.

3.3.2 Supporting Problem

1. Uncertain forecast accuracy and inventory planning: The company faces significant challenges in maintaining forecast accuracy and managing inventory effectively, particularly in the post-COVID period when consumer behavior has shifted drastically. Market instability and uncertainty often lead to overstocking and inefficiencies in inventory management, as it becomes increasingly difficult to predict which products will sell quickly and which will move slowly. In addition, it is trend-driven.
2. Fast-changing trends: The rapid development of trends has become one of the main challenges in the beauty industry. Social media platforms such as TikTok, YouTube, and Instagram allow global beauty trends to easily enter Indonesia and directly influence consumer preferences. This pushes companies to constantly innovate and adjust their products to keep up with current trends, for example, by launching new variants or adopting beauty concepts from abroad. However, beauty product development is not a short process. Stages such as research and development, safety testing, certification, and mass

production require significant time and cost. As a result, by the time a new product is launched, the trend that inspired it may have already shifted, thereby shortening the growth and maturity stages of its product life cycle. This situation also creates significant pressure for companies, as modern consumers are highly dynamic and quick to switch to other products that are currently popular.

3. High competition and highly saturated market: Consumers today are faced with an increasing number of beauty product choices, both from local and international brands. Both types of products offer affordable prices with competitive quality, giving consumers greater freedom in choosing their preferences. This creates intense market competition, as consumers are no longer bound to a single brand and tend to switch to products they perceive as more suitable to their needs or aligned with current trends. For companies, this presents a major challenge in retaining customer loyalty and extending the product life cycle.
4. Low brand loyalty: One of the main drivers of low brand loyalty is consumers' tendency to explore and experiment with new products, whether due to emerging beauty trends, influencer recommendations, or the availability of innovative products at more affordable prices. Furthermore, the abundance of both local and international options makes it easier for consumers to switch brands depending on their needs or the trends in vogue. As a result, companies face difficulties in maintaining long-term customer relationships, and product life cycles tend to become shorter.
5. Stock out risk of fast-moving (Pareto) products: Fast-moving or Pareto products contribute the majority of the company's revenue. When these items are out of stock, it directly leads to lost sales opportunities and declining market performance. Furthermore, consumers in the beauty industry tend to be highly trend-driven and have low switching costs. This means that if their preferred products are unavailable, they can easily switch to competitors' offerings, resulting in both immediate sales loss and potential long-term customer attrition.

6. **Overstock of slow-moving products:** In contrast, slow-moving products often accumulate in inventory and create inefficiencies. These products are harder to sell under normal conditions and typically require additional marketing efforts, such as aggressive discounts or bundling with fast-moving items, to stimulate demand. Overstock not only ties up working capital but also increases the risk of product expiration, especially in the beauty sector, where shelf life is limited. This creates a significant burden on inventory management and profitability.
7. **Balancing inventory between fast and slow-moving products:** The core challenge lies in maintaining a healthy balance between ensuring adequate stock levels of fast-moving products and preventing overstock of slow-moving items. Fast-moving products must remain consistently available to sustain consumer demand and brand relevance in the market. At the same time, slow-moving products require more cautious inventory planning to avoid excessive stockpiles that add financial and operational strain. Achieving this balance is critical for optimizing overall supply chain performance, minimizing waste, and supporting sustainable growth in a highly competitive and trend-sensitive industry.

Table 3. 1 Problem Encountered Recapitulation

No	Identified Problem	Related Research Objectives
1	Main Problem: PT AVO struggles to manage products with different life cycles across its brands, especially in the post-COVID tightening market. This imbalance results in excess stock, increased expiration risks, and financial losses.	To analyze strategies for managing diverse product life cycles effectively in order to minimize financial risks and support sustainable growth.
2	Supporting Problem: Uncertain forecast accuracy and inventory planning	To evaluate methods for improving demand forecasting and inventory planning to enhance efficiency and reduce stock imbalances.
3	Supporting Problem: Fast-changing consumer trends	To investigate the impact of rapid trend shifts on product life cycles

	driven by social media	and identify adaptive strategies for product development and inventory management.
4	Supporting Problem: High competition in the beauty industry	To assess how PT AVO can strengthen its competitive position against local and international brands through effective marketing and product strategies.
5	Supporting Problem: Low brand loyalty due to trend sensitivity and experimentation	To explore approaches for building stronger consumer engagement and loyalty in a market characterized by low switching costs.
6	Supporting Problem: Stock-out risks of fast-moving (Pareto) products	To identify strategies for ensuring the consistent availability of fast-moving products to reduce sales losses and prevent customer switching.
7	Supporting Problem: Overstock of slow-moving products	To examine promotional and inventory management tactics, such as bundling and discounts, to reduce overstock and limit expiration risks.
8	Supporting Problem: Balancing inventory between fast and slow-moving products	To develop a framework for balancing fast and slow-moving product inventories in order to optimize supply chain performance and profitability.

3.4 Source of Data

This research utilizes both primary and secondary data sources to provide a comprehensive analysis of product lifecycle management and purchase intention strategies at PT AVO Innovation and Technology.

According to Ajayi, V. O. (n.d.), primary data refer to information collected directly by the researcher through first-hand methods such as observations, interviews, questionnaires, and field documentation. In this study, the primary data were gathered through observations during the internship period and field documentation of assigned projects and tasks. These techniques enabled the

researcher to obtain real-time insights into product innovation processes, consumer behavior, and internal strategy development.

On the other hand, secondary data comprises information that has been previously collected or published by other parties. This includes government reports, online databases, company publications, industry articles, books, and journal papers. In this research, secondary data were sourced from Sociolla product reviews, industry reports, beauty trend articles, and internal documents from PT AVO. These sources served to validate and enrich the primary findings by providing broader context and market relevance.

By integrating both primary and secondary data sources, this study ensures a well-rounded and accurate evaluation of PT AVO's strategic approaches, particularly in enhancing product lifecycle management and increasing consumer purchase intention.

3.5 Data Collection Technique

3.5.1 Observation

Observation was carried out directly during the researcher's internship experience at PT AVO Innovation and Technology. This method involved closely monitoring the company's internal activities, such as product development meetings, consumer trend discussions, and strategy formulation processes. The researcher also observed social media behavior, marketing strategies, and innovation decision-making to understand the factors influencing product lifecycle and consumer preferences.

3.5.2 Interview

To supplement observation and documentation, informal interviews were conducted with selected key personnel involved in product innovation, marketing and communications, and sales. These interviews provided deeper insights into the company's challenges with inventory buildup, promotional strategy execution, and efforts to align products with rapidly shifting consumer trends. The perspectives gained from these informants played a critical role in understanding internal challenges and opportunities from a managerial viewpoint.

3.6 Unit of Analysis

The unit of analysis in this study is the Product Innovation and Development Division at PT AVO Innovation and Technology. This division is responsible for the development of new innovations, ingredient selection, market trend analysis, and benchmarking against competitor offerings.

This unit was selected due to its direct relevance to the research focus on product lifecycle management and purchase intention. The division plays a crucial role in determining how products are conceptualized, developed, and launched, factors that significantly influence inventory turnover, product market fit, and consumer appeal. Furthermore, the researcher was directly involved in various projects within this division during the internship, which provided first-hand access to valuable insights and data that support the objectives of this study.

The Product Innovation and Development Division consists of professionals specializing in skincare, cosmetics, body care, and fragrance development for the company's brands, including Avoskin, Lacoco, Looke, Glow Better, and others. Their core activities include:

1. Conducting market and consumer behavior analysis,
2. Benchmarking local and international competitors,
3. Identifying and selecting innovative active ingredients,
4. Collaborating with manufacturers and suppliers,
5. Planning strategies for new product launches and evaluating product performance based on lifecycle stages and market feedback.

The division also works closely with the marketing and supply chain teams to ensure that product innovations are not only market-relevant but also efficiently managed in terms of inventory and distribution. Given its strategic function, this unit provides essential insight into the challenges and opportunities that affect product performance and consumer buying behavior in a fast-moving beauty industry.

3.7 Product Lifecycle Coordination Across Divisions in PT AVO :

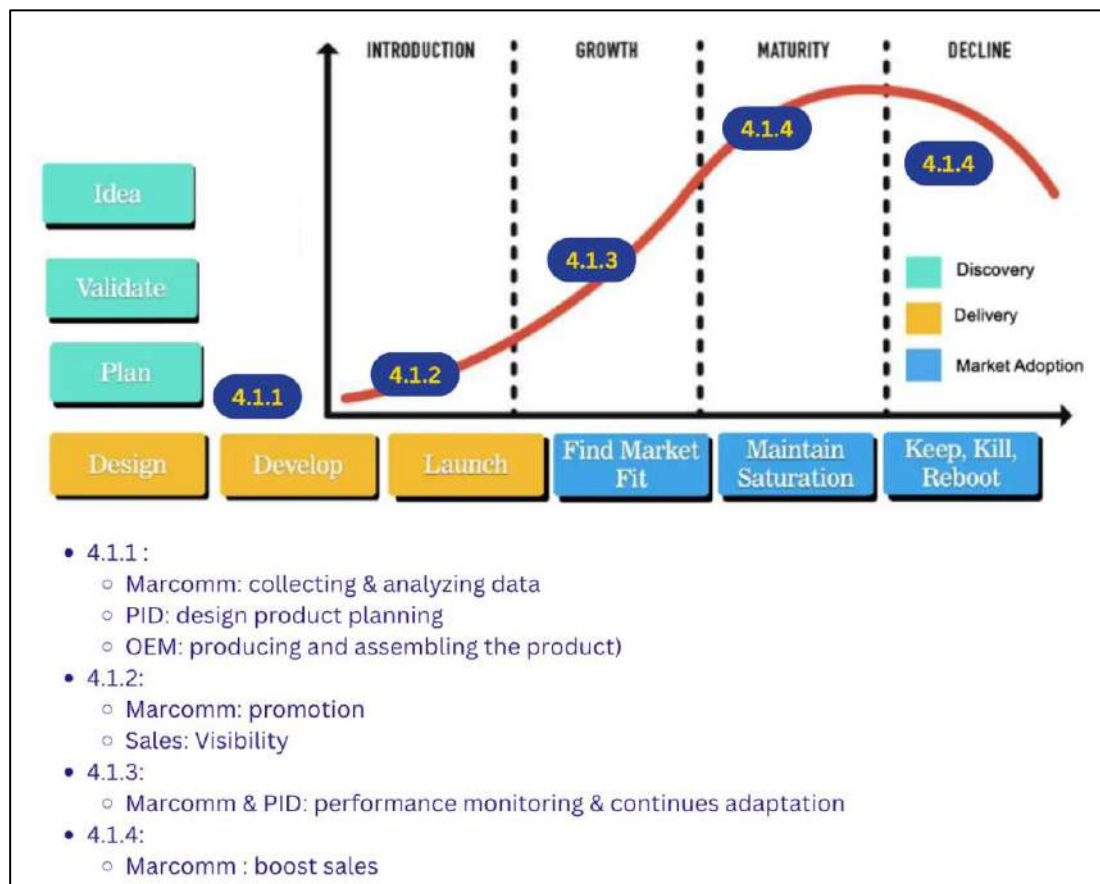


Figure 3.1 PLC Across Divisions

CHAPTER IV

RESULTS AND DISCUSSIONS

4.1 Product Lifecycle Management at PT AVO

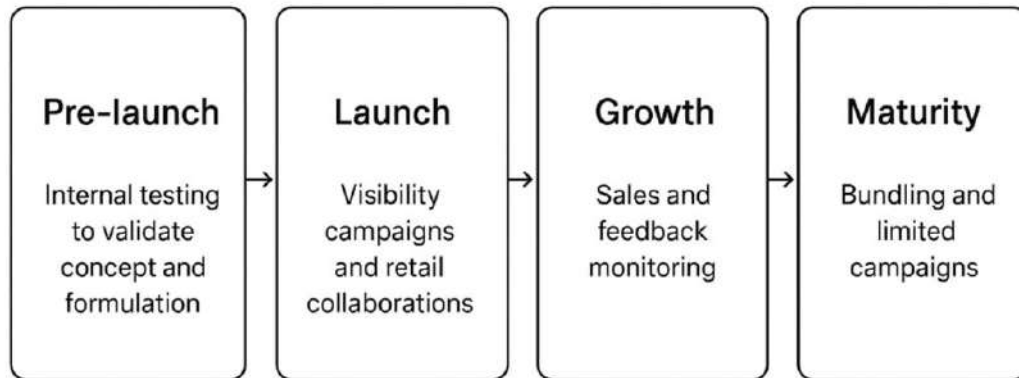


Figure 4. 1 Product Lifecycle Management at PT AVO

Based on interviews with the Product Innovation and Development (PID), Marketing Communication (Marcomm), and Sales/E-commerce teams, PT AVO manages the lifecycle of its skincare products through a structured process, spanning from pre-launch to post-launch. This systematic approach reflects the company's effort to balance innovation with responsiveness to dynamic market conditions in an industry characterized by rapid change and strong consumer trends.

4.1.1 Introduction

At the introduction stage, PT AVO emphasizes market research and product design. The Marcomm team plays a central role by collecting and analyzing data from digital platforms such as social media, Google Reviews, and search engines to identify consumer preferences and emerging trends. As Audrey explained, *"In the beginning, Marcomm collects data from social media, Google Reviews, search engines, and website reviews. From there, we compile information to understand what customers want or what trends are emerging. For example, in 2023–2024, serums containing ABC ingredients were in high demand"* (Audrey, Marcomm, Interview 2025).

In addition to trend analysis, PT AVO also applies benchmarking as a method of competitive evaluation. Benchmarking is carried out by comparing internal products with competitors' products in terms of formulation, price positioning, packaging, and communication strategies. This process helps the company identify competitors' strengths and weaknesses, serving as a reference for designing more relevant and competitive products.



Figure 4. 2 Benchmarking Looke

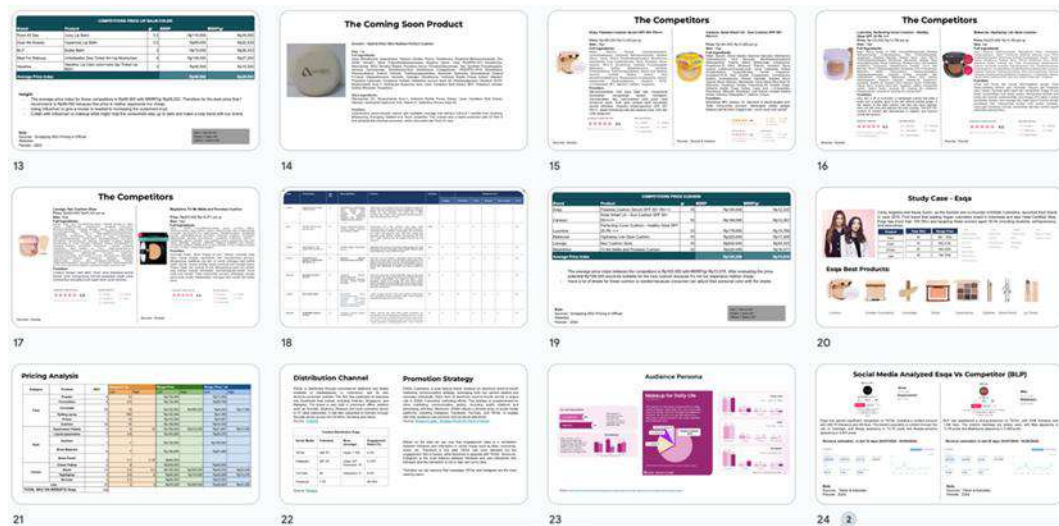


Figure 4. 3 Analysis New Product AVO

For instance, as shown in Figure 4.2, the author conducted benchmarking on Looke products against other brands in the same category. The analysis not only assessed functional aspects such as active ingredients, benefit claims, and product

effectiveness but also non-functional elements such as packaging aesthetics, brand identity, emotional appeal, and marketing campaign strategies. Furthermore, as illustrated in Figure 4.3, the author analyzed new products alongside direct competitors to assess their ability to compete in terms of formula innovation, feature differentiation, and price positioning. Thus, benchmarking functions not only as a comparison tool but also as a strategic basis for PT AVO's new product development.

The consumer insights gained from benchmarking and market research are then passed on to the PID team for further evaluation regarding ingredient feasibility, packaging suitability, and sensory elements. The team subsequently coordinates with OEM partners to translate these insights into technical production. This highlights Marcomm's role as a bridge between consumer voices and technical product development.

4.1.2 Launch Stage

Once consumer needs have been identified and formulations validated through internal panels, the process moves to the launch stage. At this point, Marcomm develops an integrated communication strategy that includes digital campaigns, influencer collaborations, and promotional activities across both online and offline platforms. To create launch plans, the team also analyzes competitor platforms ranging from websites and social media to campaigns and brand communities, as shown in Figures 4.3 and 4.4.

1. The Body Shop

The Product of TBS:



Body Care



Skin Care



Make-Up



Fragrance

Noted:

All the products used organic Ingredients such as fruit, flowers, honey, etc. The packaging and the name of each product are also related with the ingredients, every ingredient is like a series (mango series : all body care, fragrance, used same ingredients or theme). Moreover, TBS has 90 best seller product in total (consist of body wash, lotion, fragrance, etc)

How TBS Market their products:

Website: <https://www.thebodyshop.co.id/body>



Membership program



Product knowledge



Promotion

Noted:

The benefit for joining their member is to get points then customers can change it to a new product, change empty bottles to get points, get more discounts on birthday dates, join exclusive events, and also special offers on product launches. They also wrap the product knowledge in interesting way (easy to read, highlighted information, also recommendation for using other product that match with customer skin concerns)

Instagram: @thebodyshopindo



TikTok: @thebodyshopindo



Figure 4. 4 Analyzed Brand Image

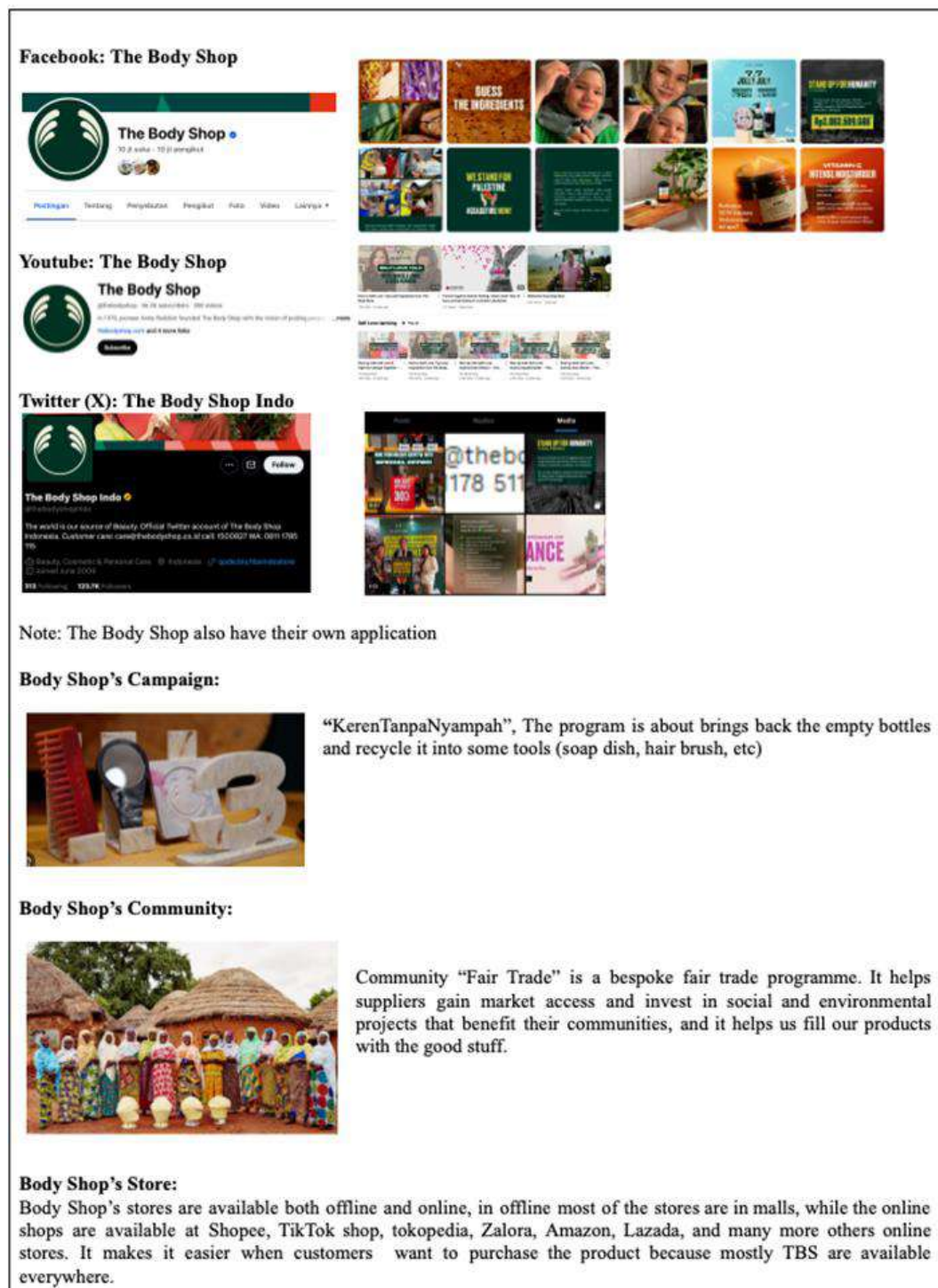


Figure 4. 5 Analyzed Brand Image

According to Audrey, “Our role is important both at the beginning and the end of the product cycle: first to initiate product concepts and collect data, and later to package and communicate the product effectively to the public” (Audrey,

Marcomm, Interview 2025). The primary objective of these activities is to raise awareness, generate interest, and foster purchase intention.

Marcomm also determines the timing and style of product launches. Audrey emphasized that launch timing can be tricky, as releasing too many new products may overwhelm consumers. Therefore, internal readiness, financial, operational, and organizational, is prioritized over simply chasing trends. *“If we follow trends too much, it feels rushed. Usually, we plan two to three launches per year, depending on internal capacity”* (Audrey, Marcomm, Interview 2025).

Launch strategies are further tailored based on the characteristics of the target market, purchasing power, and consumer behavior on social media. Younger audiences are targeted mainly through TikTok and Instagram, while more mature segments are reached via websites and WhatsApp. As Audrey explained, *“We prioritize purchasing power and basket size rather than age. For example, a 21-year-old may spend more on skincare than a 25-year-old. That determines how broad and large our campaigns are”* (Audrey, Marcomm, Interview 2025).

The Sales/E-commerce team complements Marcomm’s strategy by ensuring product visibility across online and offline retail channels. Strategies include paid shelf placements (gondolas, end gondolas, backwalls) as well as promotional partnerships with major retailers such as Sociolla, Watsons, and Guardian. Astari elaborated, *“Visibility relates to campaign platforms and partners. In modern trade, promotions can be exchanged for visibility, but usually retailers also require brands to purchase promotional packages”* (Astari, Sales/E-commerce, Interview 2025).

Another key strategy is the deployment of Beauty Advisors (BA), who provide strong product knowledge to directly assist consumers, enhance shopping experiences, and increase conversion rates.



Figure 4. 6 Gondola Avoskin



Figure 4. 7 Backwall Avoskin



Figure 4. 8 Online Visibility by MSBB

Examples of offline visibility are illustrated in Figure 4.5 (gondola) and Figure 4.6 (backwall), while online visibility is shown in Figure 4.7, taken from MSBB (*My Skin But Better*), AVO’s official retail platform.

4.1.3 Growth Stage

Following the launch, the product enters the growth stage, with a focus on performance monitoring and continuous adaptation. Evaluation uses quantitative indicators (sales growth, distribution coverage, and repurchase rates) and qualitative indicators (consumer reviews, social listening, and customer service reports). As Ifa explained, “*After the launch, AVO monitors product performance from various aspects, and competitor monitoring helps us see how our product is positioned compared to others in the market*” (Ifa, PID, Interview 2025).

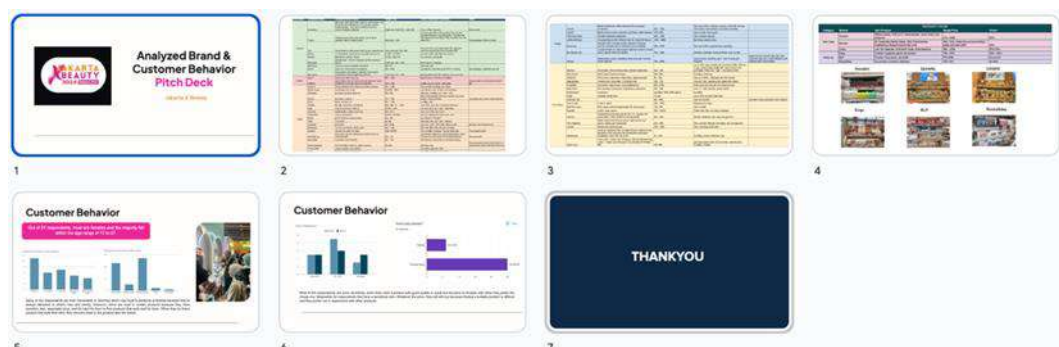


Figure 4. 9 Analysis Jakarta X Beauty

As illustrated in Figure 4.9, competitor monitoring was also conducted through field activities, such as during the Jakarta X Beauty event. In this setting, the author collected primary data directly through face-to-face interactions with respondents, gaining deeper insights into consumer preferences, needs, and behaviors while observing audience responses to both AVO and competitor brands. This approach added value because the data collected was not limited to secondary or digital sources but was reinforced with primary insights from direct, on-the-ground experiences. As a result, benchmarking became more holistic and contextual, reflecting real consumer interactions in Indonesia's beauty market.

4.1.4 Maturity Stage

When sales growth begins to slow, products enter the maturity stage. PT AVO implements lifecycle extension strategies such as bundling, limited-edition packaging, and more targeted promotional campaigns. Marcomm plays a key role at this stage. Audrey explained, *"Sometimes we plan six to nine months ahead to evaluate whether a product should be positioned for full commercial purposes or limited branding. For example, some products are released in small quantities, such as 3,000–5,000 units, to create exclusivity and maintain relevance"* (Audrey, Marcomm, Interview 2025).

A concrete example is the Avoskin Miraculous Advanced LSRiddle+ Shot Ampoule, which targets a niche and high-risk segment. Instead of being marketed on a mass scale, the campaign focused on consumer education, limited production, and testimonials from influencers and communities. Audrey added, *"This product is not meant for everyone, so we must be careful. We rely heavily on consumer education and authentic testimonials to build credibility and trust"* (Audrey, Marcomm, Interview 2025).

Eventually, products that lose relevance enter the decline stage. Decisions at this stage are strongly influenced by market trends and consumer voices. Ifa noted, *"Almost all lifecycle decisions, whether reformulation, rebranding, or discontinuation, are aligned with market trends and consumer feedback"* (Ifa, PID, Interview 2025). Reformulation is chosen if a product still has brand equity but

outdated formulas, while rebranding is used to refresh consumer perceptions. Discontinuation is considered if sales performance is consistently low, production costs are high, or the product is no longer relevant to market needs.

Nonetheless, PT AVO avoids rushing into discontinuation, given its wide SKU portfolio. Alternatives such as stock reduction, bundling, or shifting distribution channels (e.g., repackaging products into gift sets) are often used to maximize product value before full withdrawal. This careful approach underscores PT AVO's commitment to managing its product portfolio strategically, balancing short-term needs with long-term brand sustainability

4.2 Proposed Improvements in PLC and Promotional Planning

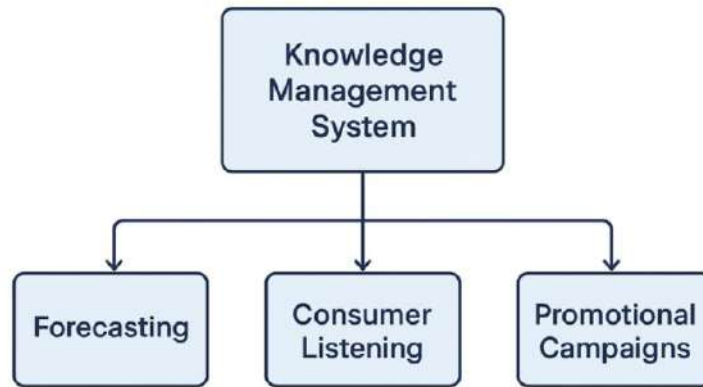


Figure 4. 10 Framework of Knowledge Management in Marketing Activity

In managing the product lifecycle (PLC), PT AVO faces various challenges that directly impact the risk of inventory buildup and product expiration. These challenges are particularly evident in slow-moving products, namely, products that are not quickly absorbed by the market.

From the perspective of the Product Innovation and Development (PID) team, the main issue lies in inventory management. Ifa emphasized that, *“The main challenge in managing the product lifecycle, especially for slow-moving products, is how to maintain product relevance in the market. For instance, inventory management issues often cause stockpiling in warehouses or distributors, which increases storage costs and the risk of expiration if not handled promptly”* (Ifa, PID, Interview 2025). To mitigate these risks, PID seeks to adjust supply volumes through forecasting. However, the highly competitive and dynamic nature of the beauty industry further complicates the situation. Emerging trends, more advanced active ingredients, and shifting consumer preferences can quickly erode the relevance of previously popular products. Furthermore, Ifa added, *“Slow-moving products usually often receive low priority in promotion compared to trending products, and without marketing support, awareness and sales will continue to decline”* (Ifa, PID, Interview 2025). This highlights how limited promotional support exacerbates the stagnation risk for such products.

From the perspective of the Marketing Communication (Marcomm) team, the greatest challenge is identifying the root cause of underperforming products and determining the most effective promotional channels. Audrey illustrated this by stating, *“Sometimes there are products that do not perform well on social media, but they are actually more effective on e-commerce platforms. This requires us to evaluate both the reasons behind consumer responses and the right channels to leverage”* (Audrey, Marcomm, Interview 2025). This suggests that promotional strategies must remain adaptive, considering differences in channel effectiveness. A campaign that underperforms on one platform may yield significant impact on another. Therefore, promotional planning for slow-moving products cannot be generic but must instead be aligned with consumer behavior across different distribution channels.

Meanwhile, the Sales/E-commerce team approaches the issue through the Pareto principle, whereby a small percentage of products (best-sellers) account for the majority of sales. Astari explained, *“Pareto products are those that must really be maintained, so their stock is indeed higher compared to non-best-seller products. For non-best-sellers, we limit the stock to avoid accumulation, but still support them through promotions because we are also concerned that these products may become slow-moving or even expired”* (Astari, Sales/E-commerce, Interview 2025). In this context, supporting products are not maintained to generate primary sales volume but rather to enrich brand variety and meet consumer expectations for options within a skincare routine. However, their stock levels are kept at a minimum to prevent an inventory burden. Additionally, retail strategies are applied to trigger impulse buying, such as placing small-sized products near cashiers or arranging product displays strategically to accelerate consumer purchasing decisions.

Beyond stock and distribution, the Sales team also underscores the role of virality and consumer reviews in driving sales. Astari noted, *“Virality and reviewers have always been key in raising awareness... if a product is frequently promoted and creates scarcity, it will become even more sought after. For instance, when Tasya Farasya approved certain products, the impact was very significant”* (Astari, Sales/E-commerce, Interview 2025). This highlights how

social media trends, KOL endorsements, and e-commerce reviews can accelerate stock turnover. Integrated promotion leveraging trends (trend-driven promotion) and social proof has proven effective in minimizing the risk of product stagnation.

From Marcomm's perspective, the effectiveness of digital promotion largely depends on the choice of channel and the appropriate influencer tier. Audrey emphasized, *"When choosing KOLs, we have to see whether their audience is only for awareness or if they can actually drive purchase. Influencers with smaller audiences sometimes actually deliver higher conversion"* (Audrey, Marcomm, Interview 2025). Hence, promotional strategies cannot be standardized but must be tailored to the product's position within the marketing funnel, whether in awareness, interest, or conversion stages.

Meanwhile, from PID's perspective, consumer purchasing decisions are influenced by six main factors: product efficacy, brand trust, user reviews, price-to-value balance, accessibility, and alignment of brand values with consumers. Ifa explained, *"Consumers tend to buy products that they believe can solve specific skin problems... in addition, trust in the brand, reviews from other users, price versus value, and product accessibility strongly influence purchasing decisions"* (Ifa, PID, Interview 2025). This analysis indicates that promotions emphasizing efficacy, value proposition, and trust-building are more likely to sustain product relevance across its lifecycle.

Furthermore, Marcomm relies on tools such as data analytics, social listening, and campaign monitoring to evaluate promotional effectiveness. Audrey stated, *"I personally use Meta analytics for Instagram, and mostly the TikTok dashboard as well. I focus more on the upper funnel awareness and consideration, so I rely more on the built-in analytics tools from the platforms"* (Audrey, Marcomm, Interview 2025). This demonstrates that data-driven evaluation forms a critical foundation for building more measurable and responsive promotional strategies.

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This study aimed to explore how PT AVO Innovation and Technology manages the product lifecycle of its skincare products and to identify potential improvements in lifecycle management and promotional planning to minimize inventory buildup and expiration risks.

The findings of this study show that PT AVO already follows a structured product lifecycle management (PLC) process that integrates pre-launch testing, continuous consumer feedback, and competitor monitoring. The company also involves multiple divisions, Product Innovation and Development (PID), Marketing Communication (Marcomm), and Sales/E-commerce in decision-making to ensure products remain relevant in a dynamic market. However, challenges remain in managing slow-moving products, which often result in inventory buildup, higher storage costs, and expiration risks. Additional issues include reactive rather than proactive forecasting, prioritization of best-sellers in promotional planning, and a lack of structured criteria for product discontinuation or reformulation.

These findings suggest that while PT AVO has a solid foundation in PLC, improvements are needed to strengthen data-driven forecasting, lifecycle-based promotional planning, cross-functional coordination, and portfolio management. For practitioners, this means that relying solely on sales performance is not sufficient to manage beauty products effectively in a fast-paced, trend-driven market. Integrating marketing insights, consumer data, and structured decision-making processes can help companies minimize inefficiencies and sustain competitiveness. For the field of marketing and operations, this study highlights the importance of aligning promotional strategies with lifecycle stages to ensure that product relevance is maintained beyond the launch phase.

One important contribution of this paper is that it provides empirical evidence from the Indonesian fast beauty industry on how lifecycle management is practiced in real business contexts. By linking promotional strategies with lifecycle management and inventory control, the study makes a valuable contribution to both academic research and managerial practice.

In practical terms, the findings imply that beauty companies should implement data-driven forecasting systems, design lifecycle-based promotional campaigns, and establish cross-divisional coordination mechanisms to ensure agility in responding to market changes. For theory, this study reinforces the significance of integrating product lifecycle theory with supply chain and consumer behavior perspectives in the context of fast beauty markets.

5.2 Recommendations

1. **Advance Scenario Planning for Market Shocks:** The post-COVID period has shown how quickly markets can shift. PT AVO should strengthen scenario planning capabilities by simulating multiple “what-if” conditions (e.g., demand drops, ingredient supply disruption, sudden competitor entry). This approach enhances resilience and ensures more proactive decision-making.
2. **360 Institutionalize a Knowledge Management System:** PT AVO should consolidate insights from forecasting, consumer listening, and promotional campaigns into a structured knowledge management system. This would serve as a corporate memory, ensuring that learnings are systematically applied across future product launches rather than being used on a case-by-case basis.
3. **Intra-Brand Bundle Promo and using more GWP (Gift With Purchase):** One of the consequences of the fast beauty phenomenon is that consumers are faced with a wide variety of products that often have similar quality but differ in price and positioning. This approach allows each brand under PT AVO’s portfolio (Avoskin, Glowbetter, Oasea, Lacoco, and Looké) to provide recommendations for products within the same brand that share similar benefits or ingredient profiles but differ in minor aspects, such as price, texture, or targeted usage. For example, Avoskin may have a hero product for exfoliation,

but there could be other exfoliating products within the brand that are less promoted, more affordable, or have slightly different formulations. The system would clearly communicate these differences, highlighting the pros and cons or minor variations, so customers can make informed choices based on their skincare routine, preferences, and budget. This approach not only gives consumers greater flexibility, but also enhances their product knowledge and appreciation of the brand's offerings. Therefore, PT AVO can continue promoting slow-moving products while simultaneously strengthening customer engagement.

4. Warehouse Sale Event (Mid-Year and End-Year): PT AVO can implement warehouse sale events twice a year, mid-year and end-of-year, similar to strategies commonly used in the fashion industry. While the company currently conducts online warehouse sales, introducing offline events would provide significant benefits. Offline events allow customers to experience products firsthand, test textures, and receive guidance from brand representatives, strengthening trust and engagement. They also offer an opportunity to strategically feature slow-moving products alongside popular items through bundles, discounts, or mix-and-match offers, helping to move inventory efficiently. Additionally, these events can build brand awareness and foster a sense of community by incorporating mini workshops, product demos, or consultations. They also serve as a platform to collect valuable customer feedback, informing future product development and marketing strategies.

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APPENDICES

Appendix - 1 Interview Transcript

INTERVIEW SOURCE 1: Ifa - Product Innovation Development

INTERVIEW SOURCE 2: Astarinesti - Sales

INTERVIEW SOURCE 3: Audrey - Marketing and Communications

PID
Bagaimana tim AVO saat ini memantau dan mengevaluasi kinerja suatu produk selama siklus hidupnya? Oke selama aku di avo, aku mengamati kalo di avo itu cara memantau dan mengevaluasi kinerja produk dilakukan mulai dari pre launch sampai post launch. Bisa kita bilang seperti ini: • Sebelum produk launching, tim AVO melakukan uji panelis internal untuk mengevaluasi performance dan penerimaan produk di target konsumen. Insight dari sini penting banget buat validasi konsep dan formulasi produk yang mau kita launching • Setelah launching, tim avo memantau performance produk dari beberapa aspek. Mulai dari penjualan/sales data dan sales growth melalui data distribusi dan repeat purchase. Kita juga bisa lihat dari feedback konsumen yang dikumpulin lewat media sosial, e-commerce review, dan customer service untuk mengukur kepuasan konsumen atau isu2 yang dihadapi konsumen saat menggunakan produk kita. Dan yang terakhir bisa juga dilakukan monitoring kompetitor: untuk melihat bagaimana posisi produk kita dibandingkan dengan produk sejenisnya di market. Aku biasanya suka liat strategi2 yang kompetitor lakukan buat ngeliat bagaimana produk mereka (yang sejenis dengan produk kita) bisa diterima oleh market • Melakukan survey dan social listening secara berkala untuk mengetahui preferensi konsumen yang terus berkembang karena market beauty industry itu dinamis banget, cepet berubah. Continuous consumer research ini buat make sure produk kita tetap relevan di market sepanjang siklus hidupnya Evaluasi2 tersebut untuk mengkaji apakah produk masih relevan dengan tren dan kebutuhan konsumen atau tidak. Bila diperlukan, kami akan melakukan reformulasi, improvement packaging, atau bahkan discontinue produk. Jadi tim avo engga hanya fokus pada launching produk, tapi juga make sure produk tersebut bisa sustain dan memberikan value untuk konsumen sepanjang siklus hidupnya
Apa saja tantangan utama yang dihadapi dalam mengelola siklus hidup produk, terutama untuk produk yang perputarannya lambat?

Aku bisa bilang tantangan utama dalam mengelola siklus hidup produk terutama untuk produk yang perputarannya lambat (slow moving) adalah bagaimana menjaga relevansi produk dengan market. Beberapa tantangannya antara lain:

- Terkait inventory management, jadi produk yang slow moving ini bisa menyebabkan penumpukan stok di warehouse atau di distributor. Hal ini berdampak pada biaya penyimpanan dan potensi expired date jika tidak segera ditangani. Jadi bisa diakalin dengan forecast kalo kira2 produk itu slow living kita supplynya lebih sedikit
- Lalu ada perubahan tren & preferensi konsumen. Beauty industry itu kan dinamis banget ya marketnya dan sangat sangat highly competitive. Produk yang dulunya diminati bisa kehilangan daya tarik karena muncul tren baru, teknologi yang lebih advance, atau adanya shifting consumer behavior. Produk yang slow moving tadi bisa tergeser dengan produk baru2 tersebut.
- Trus kalo aku perhatiin produk slow moving biasanya seringkali dapet 'low priority' dalam promotionnya dibanding produk yang sedang trend/fast moving. Padahal tanpa support marketing, awareness dan penjualan akan semakin menurun. Tapi kalo yang ini aku paham si pasti kita bakal prioritasin produk yang best seller dlu yaa

Bagaimana cara menentukan apakah suatu produk perlu diformulasi ulang, rebranding, atau dihentikan dari pasar?

Okee pertanyaan ini krusial banget si menurutku wkwk. Keputusan untuk reformulasi, rebranding, atau discontinue produk itu berdasarkan evaluasi menyeluruh dari berbagai aspek. Kalo aku lihat di AVO hal2 yang dipertimbangkan adalah:

- Sales data & Perputaran Produk. Jika produk menunjukkan tren penjualan yang terus menurun dalam jangka waktu tertentu, hal ini bisa jadi sign awal buat evaluasi produknya
- Feedback Konsumen. Kami analisis review konsumen dari e-commerce, media sosial, dan tim customer service. Contoh jika banyak keluhan customer soal tekstur/aroma yang kurang nyaman atau produk engga stabil, kita bisa pertimbangkan reformulasi. Tapi kalau keluhannya lebih ke brand perception atau packaging yang udah engga relate, bisa jadi pertimbangan untuk improvement packaging
- Tren Pasar & Kompetisi. Kami melihat apakah produk masih relevan dengan kebutuhan konsumen saat ini dan bagaimana positioningnya dibandingkan kompetitor. Misalnya ada produk yang dulunya menang di market tapi sekarang kurang karena ingredientnya sudah engga menarik karena udah banyak ingredients yang lebih advanced, bisa jadi kita pertimbangkan reformulasi
- Profitability & Operational Cost. Kalau biaya produksi terlalu tinggi tapi kontribusi revenuenya rendah, maka dipertimbangkan untuk reformulasi/discontinue

Ini in my opinion aja yaah reva

Reformulasi itu kalau produknya punya brand equity yang kuat tapi performance produknya kurang entah itu karena ingredientsnya outdated, efikasinya kurang (issue di productnya) atau ada kebutuhan customer yang berubah

Rebranding itu kalau kita utamakan perceptionnya consumer dulu, misalnya packaging udah engage relate/outdated. Tapi produknya itu masih relevant dengan market.

Discontinue kalau produknya itu konsisten underperformance salesnya, harga produksi tinggi atau memang sudah tidak memungkinkan untuk memenuhi kebutuhan market

Jadi kesimpulannya kalo reformulasi itu buat produk yang punya brand equity yang kuat, tapi performance produk kurang optimal secara teknis (misal di ingredients yg udah outdated, atau produk engage stabil, efikasi produk kurang tidak sesuai ekspektasi konsumen) atau ada perubahan kebutuhan/preferensi konsumen

Kalo rebranding tuh dilakukan kalo performance produknya bagus dan relevan di market, tapi persepsi konsumen terhadap produk itu tuh udah engage kuat. Misal packagingnya udah kelihatan outdated gitu jadi product messagenya udah engage relate sama tren atau target audience yang sekarang. Jadi dilakukan improvement packaging

Kalo discontinue itu dilakukan kalo produk sales datanya itu konsisten rendah, dan kalo dilakukan rebranding atau reformulasi udah engage efisien

Di AVO karena SKUnya banyak dan ga semuanya best seller, kita ngelola portofolio produk avo itu gabisa asal discontinue produk. Biasanya kita mulai dari kontrol stok dulu, jadi produksi dikurangi sambil dicoba boost sales produknya lewat bundling, campaign, atau promo e-commerce. Kita juga evaluasi per SKU masing2, apakah produk tersebut masih punya peran dalam rangkaian skincare atau justru udah engage relevan. Kita langsung ambil contoh aja yaa. Misal YSB GCT alpha arbutin itu bukan best seller tapi dia melengkapi buat rangkaian brightening kalo konsumen lagi pakai YSB alpha arbutin serum.

Biar ibaratnya 'balik modal' itu kita bisa ambil strategi buat reformulasi atau ada yg tadi rebranding, ada juga yg kita alihin ke channel tertentu, misalnya buat gift set atau bundle. Dan yap betull kita juga engage buru-buru launching penggantinya karena RnD itu makan waktu dan biaya. Jadi product lifecycle di AVO itu ongoing process, banyak evaluasi dan penyesuaian di dalamnya biar produknya bisa sustain & relevan terus sama market

Sejauh mana keputusan terkait siklus hidup produk disesuaikan dengan tren pasar dan umpan balik konsumen?

Keputusan terkait siklus hidup produk menurutku erat kaitannya dengan tren pasar dan umpan balik konsumen. Di AVO aku melihat dua hal ini sebagai indikator utama dalam menentukan arah produk mau di bawa ke mana, baik untuk NPD (produk baru) maupun evaluasi produk yang sudah ada (existing)

PID kan aktif memantau tren global dan lokal ya lewat platform riset, insight konsumen sampai competitor mapping. Misal tren skin barrier focus lagi naik banget atau demand terhadap active ingredient tertentu lagi naik bgt, itu bisa jadi

dasar dalam mengevaluasi apakah produk2 di avo masih relevan atau tidak. Ini bisa memicu keputusan untuk reformulasi atau kita lanjut ngembangin produk barunya atau engga. Kita ambil contoh lagi misal trend konsumen yang makin aware sama produk yang eco-conscious, dan produk kita ada keluhan soal packaging yang kurang ramah lingkungan, maka bisa terjadi perubahan packaging, kita relaunched atau bahkan penggantian SKU.

Konsumen itu kan sumber insight paling jujur ya. Jadi feedback dari e-commerce reviews, social listening, survey internal, sampai laporan dari tim cs itu bisa jadi bahan pertimbangan juga. Feedback ini digunakan untuk mengukur performance produk yang sebenarnya di lapangan. Apakah klaim produk yang kita tulis itu terbukti, apakah ada keluhan konsisten yang muncul saat pakai produk kita, dan apa yang paling disukai dari produk kita, dll

Jadi bisa dibilang hampir semua keputusan terkait siklus hidup produk baik untuk reformulasi, rebranding, atau discontinued itu disesuaikan dengan tren pasar dan suara dari konsumen. Karena tanpa dua hal itu, produk bisa kehilangan relevansi, meskipun secara ingredients masih produknya itu bagus. Apalagi kan beauty trend itu cepet bgt ya berubahnya:") itu sih challenge nya

Menurut kakak, faktor apa saja yang paling mempengaruhi keputusan pembelian konsumen untuk produk skincare dan kecantikan?

Kalo ini menurutku ada beberapa hal:

1. Efficacy dan visible result. Konsumen cenderung beli produk yang mereka anggap bisa menyelesaikan masalah spesifik di kulit mereka. Seperti jerawat, kusam, flek hitam, atau skin barrier rusak. Artinya, klaim fungsional dan kejelasan manfaat produk itu penting. Apalagi konsumen sekarang tuh udah aware sama ingredients. Jadi mereka mencari bahan aktif tertentu yang sesuai dengan kebutuhan kulit mereka. Konsumen sekarang kan banyak yang aware ya sama ingredients dan cari bukti atas klaim tersebut sebelum beli
2. Kepercayaan terhadap Brand. Brand dengan reputasi baik, transparan terhadap ingredients yang digunakan, dan kualitasnya bagus itu bikin trust ke konsumen. Trust ini terbentuk dari pengalaman konsumen sebelumnya menggunakan produk brand tersebut, word of mouth, hingga pendekatan edukatif dari brand. Bahkan waktu dilakukan market research ke brand under avo group seperti oasea dan looke, pas mereka tau nih ternyata brand oasea dan looke itu sister brand avoskin, itu meningkatkan trust mereka buat cobain produk oasea dan looke
3. Review dari pengguna lain, baik dari temen, beauty influencer, maupun review di e-commerce itu juga sangat mempengaruhi keputusan menurutku. Aku pernah baca di artikel mintel kalau lebih dari 63% konsumen beauty Indonesia baca review produk dulu sebelum membeli produk. Dan banyak yang beralih ke influencer media sosial dan blogger kecantikan untuk mendapatkan rekomendasi produk. Karena konsumen ingin tahu apakah produk tersebut beneran "bekerja" di kulit orang lain dengan kondisi serupa dengan mereka.
4. Harga vs value. Bukan selalu yang termurah sih, tapi konsumen akan mempertimbangkan apakah harga produk sebanding dengan manfaat yang

mereka dapatkan. Konsumen juga ngeliat ukuran, kemasan, dan kenyamanan saat pakai produk. Produk dengan value yang dirasakan tinggi akan lebih mudah repeat purchase. Makanya kemasan yang menarik, tekstur produk yang nyaman, aroma produk itu ngaruh banget ke experience penggunaan produk. Jadi beauty products tuh bukan cuma soal hasil yang akan didapatkan, tapi juga experience customer menggunakan produk tersebut. Trus aku pernah baca juga di artikel kalau 91% perempuan Indonesia percaya bahwa meluangkan waktu untuk membandingkan produk demi mendapatkan harga best deal adalah hal yang penting, dan 84% sering beli produk kecantikan dengan harga diskon yang seharusnya mereka bayar dengan harga normal. Hal ini menunjukkan kalau konsumen aktif cari promosi, diskon, dan ulasan online untuk memastikan mereka mendapatkan nilai terbaik.

5. Aksesibilitas dan ketersediaan produk. Produk yang mudah ditemukan baik online maupun offline cenderung lebih mudah dibeli. Selain itu, produk bundling, promo, atau campaign khusus juga bisa jadi faktor pemicu pembelian.

6. Kesamaan value terhadap brand. Jadi konsumen yang interest di sustainability, ethical sourcing, and recyclable packaging pasti beli produk ke brand2 yang sama dengan value mereka

Bagaimana AVO memastikan bahwa inovasi produk tidak hanya mengikuti tren, tetapi juga membangun loyalitas jangka panjang?

Soalnya ada dua jenis brand, ada brand yang lebih utamain sales jadi semua trend diikuti yang penting banyak yang kejual tapi ada juga brand yang utamain loyalitas jangka panjang, nah avo ini termasuk yang kedua yah karena brand under avo group itu kebanyakan bawa value sustainability juga

Jadi buat make sure inovasi produk tidak hanya mengikuti tren tetapi juga membangun loyalitas jangka panjang, avo menggunakan consumer centered atau pendekatan ke konsumen. Kita lihat apa pain point mereka? Apa kebutuhan skincare/kosmetik konsumen yang belum terpenuhi?

Trus setelah tau kebutuhan konsumen misal konsumen itu udah jenuh sama bahan baku skincare yang biasa aja. Konsumen kepengin punya skincare yang bahan bakunya itu lebih advanced. Oke nih kita keluarin spicule based product. Nah avo juga ngelakukan research apakah bahan baku itu bener2 efektif, stabil, dan aman. Baru kita formulasiin produknya

Avo membangun kredibilitas produk dengan formulasi yang evidence-based. Jadi kita pakai bahan baku yang memang udah ada hasil uji efektivitasnya. Trus kita lakukan transparansi ingredient jadi kita selalu kasih tau ingredients apa aja yang dipakai dan presentasinya supaya konsumen tau apa yang mereka gunakan. Lalu kita pakai klaim yang realistis sesuai dengan aturan BPOM di produk2 kita. Jadi konsumen yang cocok sama produk avoskin bakal balik lagi dan bisa rekomen produk avoskin ke orang lain

AVO juga menjaga supaya setiap produk baru yang dilaunching tetap align dengan value brand supaya bisa menciptakan 'koneksi' emosional dengan konsumen, bukan cm purchase 1x

Selain itu avo juga aktif melibatkan community brand dan beauty enthusiast lewat survey insight brand, dan sering2 interaksi sama mereka supaya konsumen merasa mereka punya peran dalam inovasi brand dan bisa menciptakan sense of belonging yang memperkuat loyalitas konsumen ke brand

SALES

Jenis strategi promosi apa yang paling efektif dalam meningkatkan visibilitas produk dan niat beli konsumen?

- Visibilitas itu berkaitan dengan campaign platform / campaign partner. Dari sisi penjualan ini ngaruh, aku kan handle nya di modern trade. Modern trade itu berkaitan dengan retail (sistem retail di modern trade ini barter) ex: misal ada promo yang menarik seperti discount / exclusive promotion yang perlu di highlight itu bisa dibarter dengan visibilitas.
- Disisi lain, di sistem retail sendiri perusahaan memang diharuskan untuk membeli package
- Membeli package disini, itu maksudnya adalah perusahaan membeli paket promotion di retail.
- Contoh visibilitas (Gondola avoskin di sociolla): Segala visibilitas disini, perusahaan (Avo) harus membayar ke sociolla, begitupun toko" lainnya seperti watson, guardian, dll. Dan visibilitas apapun yang kamu lihat di watson, guardian, dll itu adalah brand support. Ketika Avo masuk atau menampilkan produk nya di toko-toko tersebut, itu disebut tap in fee atau biaya sewa, slot, pasang gondola, branding, (dan yang bukan modern pun kurang lebih juga kaya gini). Nah jenis-jenis gondola ada: gondola, end gondola, backwall.
- Dan visibilitas itu ada yang nggk disewain, jadi itu memang dari retailer nya sendiri yang mau masukin brand kesitu. Dan biasanya ini rebutan tempat dan brand juga harus menunjukkan performa mereka yang bagus (apakah mereka layak masuk ke store itu atau tidak).
- Di offline store visibilitas itu ada dua jenis: Basic & Additional
 - Basic visibility: visibilitas yang ada di rak biasa (mempercantik visibilitas yang sudah ada atau tempat nya strategis). jadi disini ada 2 tempat (tempat biasa & tempat strategis) --> customer behavior juga dipertimbangkan disini, customer lebih suka nge hadap ke kanan, atau ketika di kasir kadang customer bisa lebih impulsif (jadi kalo produk ditaruh di tempat yang strategis ini, dapat meningkatkan penjualan), dan 2 cara branding (aesthetic -- > brand terlihat menarik atau tidak)
- Visibility di online store: ex shopee → product di naikin, buat banner, design nya dibuat secantik mungkin, (dan ini semua dijual)
- Ex: retailer sociolla mereka dapet margin dari penjualan, dapet duit dari jualan package promotion buat brand. Di setiap retailer mereka juga memiliki sistem nya masing", ex sociolla mereka ada dedicated shelf dan ini brand tdk perlu membayar package ke sociolla (kaya reward atau apresiasi)

- Additional visibility: include spot” kusus, end gondola, standy, COC (check out counter → produk yang dekat kasir) *semua ini bayar
Notes: retail itu high cost → karna semua bayar
- Terus kalo ada expo, misal watson ikut expo beauty asia, nah biasanya wetson buka slot untuk brand yang kerjasama sama dia. Jadi antar expo atau ke retailer biayanya jatuh nya juah lebih worthit kalo ikut expo (karna dia sendiri, nggk ikut toko lain)
- Selain sewa tempat, salah satu yang dapat push marketing bisa menggunakan BA (Beauty advisor), BA yang punya product knowledge yang bagus, dan mereka jg bisa langsung asist customer, dan kadang mereka jg yang ngejemput bola. Notes; BA ini brand suport juga, biasanya brand kerjasama sama agency atau ya mereka punya employee khusus jadi BA sendiri.

Bagaimana mencari store/ retailer yg sesuai untuk brand avo?

- Brand akan melakukan akurasi
- Secara umum di AVO mereka akan melakukan 3 filter utama untuk retailer:
 1. Entry modern trade: biasanya di mall, atau tokonya berdiri sendiri (bersifat nasional) → jaringan nya ada di 1 indonesia (ex: watson, guardian), ada jg yg sifatnya local, misal di solo adanya luwes, di jogja adanya mirota. Biasanya ini disebut MtiI atau local Mti.
* MT (modern trade), produknya tu macem", ada yang minimarket, sociolla, supermarket, drugstore, modern cosmetics store, nah disini bisa di akurasi berdasarkan customer behavior (ex: supermarket biasanya org fokus belanja, berarti disini produk yang sesuai itu skincare yang basic *sabun cuci muka). Lalu kalo skincare store , berarti customer behavior nya, org akan focus membeli skincare, berarti skincare yang digunakan akan lebih complex, toner, hydration, dll. dan dilihat juga dari STP nya (misal sabun harga 100K masak iya dijual ke mini market) ya nggk laku
 2. GT General Trade, biasanya untuk local cosmetics store (jelita, mutiara, puspa indah, cf beauty)
 3. Avostore (reseller) basic nya jualannya avoskin, tp sekarang batesinnya lebih ke reseller yang jualannya di online / yang emang focus nya di online

Notes: Entry modern trade lebih ter sistem dari pada GT. disini itu bisa brand yang approach mereka, atau kadang mereka yang approach kita.

Lalu bisanya mereka meng evaluasi.

Untuk memilih store:

- Tryer and error, melihat apakah store nya potential atau nggk, contoh: MT (modern trade), produknya tu macem", ada yang minimarket, sociolla, supermarket, drugstore, modern cosmetics store, nah disini bisa di akurasi berdasarkan customer behavior (ex: supermarket biasanya org fokus belanja, berarti disini produk yang sesuai itu skincare yang basic *sabun

cuci muka). Lalu kalo skincare store , berarti customer behavior nya, org akan focus membeli skincare, berarti skincare yang digunakan akan lebih complex, toner, hydration, dll. dan dilihat juga dari STP nya (misal sabun harga 100K masak iya dijual ke mini market) ya nggk laku.

- Survey (bisa dilihat dari brand yang memiliki kualitas, harga, segment, → kompetitor, dengan produk avo) menyesuaikan dengan basket size nya juga.
- Dan ada yang namanya product fit, dan branding product juga di pertimbangkan.
- Dan dilihat jg dari misi nya pt avo, kalo mau ekspansi berarti harus dibanyakin retailer nya.

Seberapa besar pengaruh promosi terhadap tingkat perputaran produk dan manajemen inventori?

- Nggk bisa dilihat dari satu sisi doang, di AVO biasany ada kesepakatan, produk mana nih yang mau di highlight/ dinaikin. Produk yang mau dinaikin biasanya ada pertimbangan (dilihat dari tren pasar, atau kita mau buat tren, atau kita mau nge viralin / lg viral, atau dilihat jg dari sisi stock, atau produk nya banyak peminat nya (produk hero) dan ini exposure nya akan selalu di maintain). Kalo product yang masuk di highlight biasanya product best seller di AVO, biasanya exposure nya akan selalu di maintain. Nah kalo kaya gini kan promosinya akan disesuaikan, stock aman, lg di highlight marcomm, waktunya kita nge push di penjualan (jadi in line dengan divisi yang lain jg), kalo komunikasi sama patner bisa “iyaa ini kita lg mau highlight disini, diskonnya bisa di gedein” atau kalo diskon nya gk besar, tp produk nya bisa jadi komunikasi utama. “Ini yang di highlight di pay day, ini yang di highlight di double date” nah kao kaya ginikan jadinya selaraskan, nah otomatis kan best seller yang ada di pasaran kan akan sama. Dan ketika produk banyak diserap sama pasaran partner order dong ke brand (PTAVO). Ada yang namanya sell in & sell out . kalo sell out nya bagus, berartikan repeat order nya tinggi, ya otomatis ini akan cepat berputar di inventory. Dari secara dissinventory akan rendah (hanya berlaku produk yang best seller), kalo produk yang nggk best seller nggk di highligh otomatis DOI nya akan lebih tinggi.

Produk yg nggk best seller kira” bisa nggk kalo di push (biar gap nya nggk terlalu jauh sama produk yang best seller) ?

Ans: ada yang namanya pareto, jadi sebagian kecil itu berkontribusi terhadap sebagian besar. Jadi memang nggk semua produk akan seperti itu jg, dan memang produk pareto ini yang memang harus di maintain, dan pasti produk nya akan lebih banyak stok nya daripada produk” yang nggk best seller. Nah produk yang nggk best seller ini menjaganya ya stock nya nggk sebanyak produk yang best

seller. Walaupun secara promo ya kita akan memaksimalkan karna kita juga takut peoduk itu juga slow moving atau bahkan expired. Maknnay secara promosi kita usahain tp secara stock juga nggk terlalu banyak, supaya nggk jadi mandek / beku. Jadi supporting produknya itu hanya untuk variasi brand, dan juga kadang customer itu menuntut produk tu ada variasinya (opsi, alternatif, dan pilihan→ jadi inovasi brand) (ex kalo pake exfo ini, skincare apa yang menunjang skincare lainnya)

Intinya disini mengetahui stp dan customer behavior itu penting → Impulsive buying, strategy retailer nya misal produk” yang kecil itu harus di taruh di dekat kasir, lantai d retail itu kaya gini karna untuk mempermudah troli.

Menurut Anda, faktor apa saja yang paling mempengaruhi keputusan pembelian konsumen untuk produk skincare dan kecantikan?

Virality, reviewer itu dari dulu buat ningkatin awareness. Nah awareness ni bisa dari macem”, bisa dari social media brand, atau platform” yang meng highlight terkait brand atau kecantikan (female daily, sociolla, dll), KOL, reviewer beauty, content creator (mega, nano, dll), afiliator. Kalo produk nya banyak di up dan mengakibatkan kelangkaan akan makin banyak dicari.

Apakah Anda melihat adanya perubahan signifikan dalam perilaku konsumen yang dipengaruhi oleh tren kecantikan atau influencer?

Virality itu tadi, apa lg waktu itu ada tasya farasya approve, itu ngaruh bgt. Dan kaya gitu gk bisa satu kali, harus beberapa kali. Ex shasfir, timephoria (dia beberapa kali pake, trs bikin org penasaran) trs sekarang makin banyak jg sekarang KOL, jadi nggk kayak dulu yang gamang di klasifikasikan. Kalo sekarang kaya nya hampir semua org yg punya sosmed bisa disebut konten creator.

Dan kalo ada KOL kaya gitu brand ngebayar nggk atau barter aja? Tergantung KOL nya, dan level nya. Ada yg bisa di support sama produk ny, misal cmn review di twitter, dll. Atau KOL kadang inisiatif review produk kita secara inisiatif, ya karna mereka suka sama produk kita.

Sponsorship” itu ngaruh nggk buat brand? Ngaruh karna buat awareness, dan ini yg bisa naker yaa org cmn sebatas tau aja terkait brand nya

Seberapa besar peran ulasan dan konten dari pengguna (seperti di Sociolla) dalam mempengaruhi niat beli konsumen?

Tergantung komen nya nge boost apa nggk, bisa diliat dari engagement, dll. Ujung”nya ya try and error. Kecuali konten tersebut di boost pake ads, atau pake strategy.

MARCOMM

Apa peran utama tim Marcomm dalam setiap fase siklus hidup produk, dari peluncuran hingga phase-out?

lebih banyak di proses paling awal sama diproses paling akhir, Jadi di paling awal itu tim Marcomm kan punya data data misalnya dari sosial media , Google Review, search engine review, website review. Dari situ kita akan farming, kita akan kumpulkan data data itu terus kita cari tahu nih sejauh ini tuh produknya seperti apa sih yang diinginkan sama customer atau trendnya tuh apa contohnya Misalnya di 2024, dari 2023-2024 produk yang lagi hype banget itu misalnya kayak serum yang kandungannya pakai kandungan ABC, Nah itu kita cari tau dulu dari sosial media, website, platform platform review. Dari situ kita gunakan data-data itu sebagai input untuk bikin produk. Kemudian produknya diproses sama tim PID, tim OEM diproses, dicari tahu kira kira ingredients ini cocok nggak ya? Terus nanti packagingnya yang cocok seperti apa, bahkan aromanya produknya seperti apa, kayak gitu. Setelah itu selesai, diproses, produknya diluncurkan.

Nah nanti tim Marcom juga yang akan bikin semacam plan peluncurannya itu seperti apa sih supaya sesuai dengan bahasa komunikasinya ke audience. Kira-Kira gimana ya caranya biar audience itu kemakan gitu (biar produk itu tuh kebeli). Jadi di awal dan di akhir itu yang paling krusial menurut aku walaupun selama perjalanannya di tengah tengah pun pasti akan ada beberapa tetap ngobrol gitu ya di antar tim gitu. Tapi peran paling besar itu biasanya di awal itu tadi untuk inisiasi konsep produk terus mencari data dan di akhir itu mengemas produk yang diluncurkan untuk dikomunikasikan ke publik kayak gitu.

Bagaimana tim Marcomm terlibat dalam penentuan waktu dan bentuk promosi untuk produk skincare?

momentum tuh agak tricky sebenarnya. Jadi mungkin kalau kita selalu ngikutin trend itu kayaknya nggak bisa. Kenapa aku bilang seperti itu? Karena kalau ngikutin trend terus itu rasanya buru buru. itu kalau dari pengalamanku pribadi yaa.

Untuk cari momentum ada dua opsi, contohnya kalau kamu notice sebenarnya banyak banget brand skincare yang launching 1 bulan bisa 1, kalo tiap bulan launching 1 ternyata behaviour kaya gitu juga kurang disukai sama consumer karena kan anggapan nya kaya too much gitu kan, terus sekarang kita cukup berhati hati dengan mencari momentum mungkin kalo di aku tinggi gitu setahun kita usahakan 23 kali, nah memilih waktunya pun itu juga sesuai dengan kesiapan kesiapan tim jadi kita lebih mengutamakan kondisi internal dibandingkan external kenapa begitu? Karena kita sendiri sih yakin kalau di eksternal itu contohnya mungkin di pasar gitu ya, itu produk kita tuh pasti bisa kok kita create sedemikian rupa supaya produknya tuh kemakan gitu dipasar nah berarti kan isu utamanya menjadi pertimbangan adalah lebih kepada kondisi internal. kalo anggapan ya kalo bulan Januari launching terus nanti April launching itu tuh jujur kita ngap banget loh jadi kita harus liat kondisi juga kan, kita harus liat kondisi kita kaya

gitu mungkin itu kali ya kalo soal waktu tuh jadi pertimbangannya lebih banyak dikondisi internal apalagi di kondisi sekarang dan kita tau perekonomian nggak begitu stabil nih jadi kita akan mempertimbangkan aspek aspek di awal internal dibandingkan eksternalnya. terus

Style Launching:

untuk promosinya ya seperti kamu udah lihat sendiri kan kita juga di avoskin punya beberapa line up, ex., temen temen teens, kita punya YSB, terus temen temen yang let's say mungkin umurnya masuk 25 kaya aku dan mulai pakai retinol kita punya yang refining series, nah itu approachnya sendiri lagi. Jadi ketika merumuskan produk itu kita juga harus paham ya target market kita. Target market itu kan kalo dari aku sendiri biasanya selalu melihat dulu pertama itu umur tapi di purchase power, purchase power itu kita ngomongnya mungkin basket size sekali ya bahasanya. kita lihat kira kira misalnya Reva, oh Reva umurnya mungkin masih 21 tapi Reva kalo ngabisin uang buat skincare mungkin lebih gede daripada aku yang 25 nah itu tuh lebih jadi bahan pertimbangan dibandingkan semata mata usia. kenapa seperti itu karena itu nanti berpengaruh ke kira kira campaign kita mau dibuat sebesar apa dan seluas apa sih. kalau di umurnya temen temen yang di audience umurnya Rev mungkin masih pakainya sosial medianya habbitnya di Instagram dan di TikTok. Cuman kalau di usia aku yang ke atas kan mungkin selain main nya adalah Instagram, mass nya kita lebih banyak main website, channel maupun WhatsApp nah dari situ itu aja udah beda. tapi hal utama yang pertimbangan itu kalau di aku pribadi selama ini dengan pengalaman aku pribadi ya bagi lagi itu lebih banyak di basket size dan juga di purchase power instead of di usia karena menurutku pribadi kalau kita pakenya usia kayaknya agak cukup susah karena itukan usia itu kan pengaruhi lebih ke minat pemakaian skincare. mungkin kalau diusia kita berdua pake skincare yang sampe 10 step masih kita jabanin ,cuman kalo yang udah lebih senior kita seukuran ibu atau seukuran tante tante kita maunya pakenya skincare yang lebih simple jadi otomatis campaignnya pun juga harus dikemasnya jauh simple. semoga kebayang ya.

Apakah tim Marcomm terlibat dalam diskusi reformulasi/rebranding produk yang performanya menurun?

kalau produkproduk yang sifatnya dia turnovernya rendah itu sebenarnya ada beberapa opsi kalo dari tim Markom nah kalo di tim Markom sendiri yang pasti pertama itu di flash out karena kan kita taunya dari tim sales biasanya kan nanti kita flash out itu kita bikin promo misalnya. tim sales udah bilang ada tiga produk ini nih produk ABC nih dia turnovernya rendah sisanya produknya siang kaya gitu nah tiga produk ABC ini kita bundling nanti dari 5 account diadwalkan, oke bundlingnya masuk ke bundling bulan ini ya, jadi nanti bulan ini kita punya bundling yang harganya mungkin kalau kalian bisa melihat 100 ribu tiga kaya gitu atau 150 ribu tiga nah kaya gitu itu sering banget kita bundling paling sering juga bundling bundling itu pasti di own channelnya kita jadi bikin in di ecommerce kita di sosial media ataupun di activation event jadi jarang banget sama patner kayak gitu paling itu sih kalo product yang turnover nya rendah. kalo

sampe harus dibranding itu menurut seingat tuh jarang banget ya karena cross kan kaya ke big product baru jadi itu memakan waktu dan tenaga yang cukup banyak lah jadi opsinya pasti kita flush out dulu terus nanti kalo tenaga demandnya sudah tidak ada, sudah terlalu rendah gitu kan demandnya langsung kita stop produksi punya opsi itu juga.

tapi ada tantangan terbesarnya nggak waktu menghadapi atau mempromosikan produk produk yang slow moving itu?

Oh pasti pasti ada dong, karena kadang kan kita harus cari tau juga ya apakah kemudian memang produk ini tuh tidak diminati atau kadang mungkin bahkan harganya terlalu mahal itu juga possible banget kan opsi-opsi kaya gitu. biasanya challenge paling besar adalah memahami alasannya kenapa dan yang kedua adalah channel mana yang kira kira bisa kita bisa kita utilize untuk mempromosikan si bundling ini kayak gitu, kadang kadang di sosmed tuh nggak kemakan gitu misalnya tapi ternyata di ecommerce dia kemakan kayak gitu nah opsi opsi kayak gitu tuh bisa banget dijadikan pertimbangan gitu sih.

Bagaimana proses perencanaan kampanye promosi untuk produk baru dilakukan? Apa indikator keberhasilannya?

itu mungkin kenapa yang dari marcomm juga kadang selalu memikirkan sedikit lebih panjang ya secara takut karena bedanya kata kamu nggak bisa semuanya selesai dalam waktu tiga bulan kayaknya terlalu mengerikan. nah jadi dari kondisi itu tuh kemudian kita memikirkan sesuatu itu pasti minimal tuh kira kira kalo ini di apply 6 bulan kedepan atau 9 bulan kedepan itu seperti apa sih kayak gitu prakteknya dan ketika ada produk itu misalnya nih kita udah tau nih kayaknya kok harapan hidup produknya itu tidak bisa se optimis mungkin kalau kita launching di bagian depan itu sebelumnya kayak gitu kan, itu pasti kita sampaikan kok kepada product owner pasti kita bilang apakah kemudian produk ini memang mau tujuannya untuk komersial, full komersial atau brandingnya mau kita ganti nih jadi limited misalnya kita kemudian produksinya mungkin di angka kecil misalnya 100ribu kita kecil nanti tim 5.000 deh bisa kaya gitu cuma 5.000 kemudian kita habisin kita push out nanti branding karena kita di marcomm fokus kepada branding, nah nanti brandingnya yang kita ganti ganti, ex., on eksklusif nih cuma ada misalnya 3000 produk atau cuma 5000 produk, kaya gitu terus nanti kita pikirkan lagi juga bahasa komunikasinya, kaya gitu nah penerapannya yang kemudian mungkin aku pake study case aja kali ya, biar tidak membingungkan. Contohnya ada si Avoskin Miraculous Advanced LSRiddle+ Shot Ampoule yang kemarin kalo kamu notice si jarum clekit clekit itu, itukan sebenar nya tahun ini kan hype banget, dan belum banyak brand lain yang punya kan, kecuali brand korea. Lokal yang punya tu menurut aku belum ada yang berhasil, kayak yauda ada tapi terus selesai (nggak ada kelanjutannya lagi) sementara kemarin kita punya remarkable banget dan kita bahkan sold out gitu dihari pertama. Sebenarnya ketika ngedvelop produk itu pun dari aku sendiri, dulu kan aku sempet PID juga kan sebelum mba IPA gitu kan itu tuh ada banget rasa pesimis banget produk ini tuh produk yang cukup beresiko loh nggak untuk semua pesimis kulit kayak gitu kan tapi dengan kita edukasi pelanpelan terus kita sampaikan juga bahwa produk

ini tuh tidak untuk di memang tidak untuk semua orang makanya kita harus hati-hati jumlahnya pun juga awal kan kita stok nggak sebanyak banyak itu ya kita nggak terus yang kaya kita siap 5000 5000 kayak gitu nggak juga karena kita mau ada keterbatasan keterbatasan itu akhirnya komunikasinya tuh kita dari tim Marcomm aku sendiri itu dibikin sedemikian rupa digodok supaya produk ini tuh menjadi produk yang kemudian tidak hundred persen commercial tapi juga edukatif bahwa produk ini punya resiko ABC makanya dia hanya boleh dengan produk ABC dari situ justru audience kita itu jadi mahal sekali gitu loh untuk kaya oh boleh nggak ya aku cobain A sama B misalnya kaya gitu nanti kita campur ya si A step figure ini bahkan jadi kita menemukan banyak banget discoverist yang bagus untuk testimonial, kaya gitu kan karena produk-produk seperti ini yang tadi aku bilang kasarnya kemakan waktu gitu ya, ini tuh justru paling powerful ketika kita pake sistem pendekatan yang produknya tuh dia testimonial semakin banyak orang yang pake dan semakin banyak yang percaya kaya gitu kan itu justru semakin termakan untuk aku berarti itu lebih mengandalkan influencer ya mbak?

Kenapa? Kalo berarti lebih mengandalkan influencer ya dalam itu produknya karena testimonial testimonial gitu kan atau gimana nih testimonial yang dimaksud kayak ngadain event terus orang-orang yang disuruh coba atau gimana karena kan kalau Skin Care kayak gitu kan nggak bisa dipakai cuman sekali harus berkali-kali kan baru kelihatan hasilnya oke, sebenarnya kalau untuk testimoni itu nggak terbatas di influencer tapi memang paling gampang kita pakai influencer marketing ya sebenarnya ya nah kemarin itu kita sempat mencoba ke sekitar dua minggu atau tiga minggu sebelum launching temen-temen community kita kasih kesempatan coba jadi mungkin kita skrinings ada kali ya 50 50 quantity gitu kan kita kasih coba dulu beberapa influencer yang setidaknya beberapa tahun sama kita juga gitu kan yang dihabiskan terus temanteman komunitas yang bersama kita setahun minimal kita kasih eksklusif chains untuk cobain ketika mereka coba itu langsung ketahuan nih oke berarti kurangnya apa aja ya kasarnya gitu kan oh kekurangannya ada ABC oke berarti besok ketika kita share ini ke publik ketika udah launching berarti bahasanya nggak bisa ABC kita harus hati-hati juga kayak gitu-gitu sih gitu, panel test juga main banyak peran ya di proses persiapannya, kalo aku sendiri sih termasuk yang selalu menyerahkan kayak bolak-balik panel goods jadi kita lihat apa nih discoverynya, karena biasanya kalo panel kan kalo dari kaca mata kita yang bikin kan udah aman cuma kelihatan biasa belum kayak gitu kan itu jadi bolak-balik seperti itu panel-panel itu maksudnya gimana mbak panel gitu?

Panel tes tuh jadi misalnya nih aku mau launching product A gitu misal, jadi sebelum product itu di dilaunch, di tahap formulasi terakhir itu tuh aku kasih ke let's say 10 orang mungkin kalo make up itu 10 orang yang shade-nya berbeda kalau dari skincare mungkin 10 orang yang jenis kulitnya beda, atau masalah kulitnya beda, aku minta mereka cobain gitu. gitu jadi kayak silahkan cobain ya kasih tau ke aku nanti kamu keluhannya apa, misalnya kalo kayak si LSRiddle kemarin untuk aku yang kulitnya sensitif karna kulit ku tipis, aku pake 2 menit aja udah kebakar kulit ku "udah aa sakit" berarti aku nggak bisa lanjut, nah itu aku

lapor ke PID atau ke OEM aku ada keluhan a, b, c,d seperti itu. Nanti di lanjutkan ke marcomm, kalo kulitnya sensitif berarti nggak bisa dipakai satu serum, harus di collaborasikan dengan produk yang lainya (ex., mouisturizer sebelum menggunakan LSRiddle. dll). Percobaan ini biasanya kalo makeup 2 minggu, kalo skincare 1 bulan untuk percobaan nya. Berartikan kalo misalnya menentukan quantity pertama kali launching itu tuh berarti cek ombak dulu ya biasanya ya? nah kalau itu kayaknya kamu harus tanya ke mas aan gimana sih plan plan nya karena aku sendiri nggak tau keputusan itu karena itu kaitannya sama finance, mending kamu tanya sama demand and supply planner. Jadi itu tim strategic development.

Seberapa besar pengaruh digital campaign (sosial media, KOL, ads) terhadap visibilitas dan perputaran produk?

Oke, lagilagi kalau kita memilih media terutama media digital itu kan kita harus lihat apakah dia ada di upper funnel atau di lower funnel ya jadi apakah memang dia tujuannya adalah untuk promosi aja, untuk awareness aja nih atau bahkan sampai membuat orang terdorong untuk membeli sampai akhirnya membeli itu kan ada 3 approach dan 3 tahap yang berbeda kalo memilih memilih KOL sendiri gitu kan kita harus lihat KOL mungkin followers nya besar, ribuan bahkan jutaan, cuman audiencenya dia tuh ternyata bukan tipe yang beli produk, cuman kepo-kepo aja berarti dia memang sokso untuk proses atau tahapan tahapan ketika kita mau naikin awareness mungkin sebelum kita launching produk baru. jadi biar orang-orang tau brandnya dulu nih berarti oke masuk gitu kan tapi kalo influencer yang dia di angkanya mungkin sebenarnya cuman puluhan ribu misalnya 40 ribu, apa 50 ribu gitu kan tapi audience dia tipenya yang beli gitu, nah itu nanti kita bisa pakai ketika kita mau masuk ke kebutuhan untuk yang conversion atau pembelian, jadi conversion itu mengkonversi formasi ke pembelian atau ke transaksi kaya gitu, nah itu lebih tepat dan bahkan sekarang pun kan malah influencer mungkin yang konversinya tinggi tapi followersnya mungkin lebih kecil ini tuh bahkan sekarang suka jadi host life juga kan kalo kamu liat beberapa di ecommerce itu angka konversinya lebih tinggi dibandingkan you name it misalnya Fuji atau awkarin itu dia lebih lebih manjur lah kalo kita ngomongnya bahasanya. Nah disitu tuh ada keputusan bagi handle seperti itu kalo untuk placement ex sendiri di ex di masing masing platform tuh juga perannya bedabeda ya, kalo kalian di ecommerce kita sering yang pake misalnya kaya eksklusif launch jadi satu minggu pertama atau satu bulan pertama cuman bisa dibeli di ecommerce A, di itu kita ada kontrak kontrak exclusive lounge yang seperti itu kayak gitu dan sejauh ini sih kalo exclusive lounge itu kita memang paling sering seingetku ya, itu memang paling sering kita sama ecommerce kita belum coba sama platform sosmed gitu. jadi mungkin lebih kaya special treatment special treatment seperti itu dan kalo kita mendorong si product life cycle nya, tadi seperti yang aku mention ya out nya lebih banyak seperti flash out itu sih kaya di Shopee, mungkin pernah tiktok shop yang sering banget ada bundle” murah ya nah kita pakenya disitu, jadi misalnya kaya oh cuman di Shopee nih ada bundle yang isi

berapa, isi 3 mungkin 100ribu kalau nanti di tiktok shop mungkin 80ribu isi 2, kayak gitu nanti nya lebih kaya gitugitu aja sih perbedaan oke,

Apa tantangan terbesar yang tim Marcomm hadapi saat mempromosikan produk yang kurang laku atau slow-moving?

mungkin aku pake si LSRiddle aja kali ya karena yang paling baru juga kan jadi kamu masih lebih gampang mencari footagenya juga kaya gitu nanti di sosmed. LSRiddle itu yang ceketcekit itu kategorinya menurutku instead of dia slow moving dia lebih ke aku bilang nya lebih ke challenging kali ya.

Kenapa? Karena tadi kan resiko produk ini tuh sebenarnya kayak berisiko tinggi kan. Tapi somehow manage nih kita bahkan bisa penjualannya cukup oke, terus banyak yang masih cari sampe sekarang gitu. Aku berani bilang ketika produk kamu itu high risk atau mungkin produk pionir di Indonesia yang mempopulerkan style nya dia style tertentu itu tuh menurut aku approach yang paling penting adalah approach edukatif sih jadi kita nggak memaksa mereka untuk kaya udah gapapa percaya ini aman aja, gini, gini, gini nggak tapi kaya, oh jadi tuh seperti ini loh kita tuh ga pake ingredients yang gimana gimana, ngga ini semua ingredients nya natural ingredients nya aman bahkan kita juga sediakan bundling gitu kan kita kasih bundling di sosmed yang bundling nya ini tuh udah mengurangi resiko, satu. Terus yang kedua dia juga aman untuk jangka panjang, kaya gitu.

Jadi approach approach yang ceritanya keibuan lah yang mau ngomongnya approach approach keibuan yang menenangkan seperti itu sih yang lebih works dibandingkan kita agresif fully memaksa, meyakinkan gitu, kaya gapapa, gak akan ada apaapa, gak sih. That's not how it works aja menurutku. Sebenarnya aku coba on ini mau

Apakah saat ini tim Marcomm menggunakan tools (misal: data analytics, social listening, campaign monitoring) untuk mengevaluasi efektivitas promosi?

Aku cuma bisa share beberapa yang aku pake ya, kalo yang aku nggak pake atau ditim lain pakai, aku nggak berani share gitu. kalau aku sendiri sih cuman pakai sebenarnya karena sekarang udah ada Meta analytics, buat Instagram kan yang udah all in kayak gitu aku pakainya itu aja sih sama paling kayak tiktok dashboard aja udah kelihatan gitu karena kalo aku sendiri kan sekarang candlenya terbatas di Instagram dan tiktok jadi aku tidak ngecek sampe yang konversi kaya gitu aku mainnya di awareness aja main di upper funnel aja di awareness sama di consideration kayak gitu itu aku lebih banyak mainnya di analytics tools yang bawaan hosmed nya aja.

PID

How does the AVO team currently monitor and evaluate the performance of a product throughout its life cycle?

During my time at Avo, I observed that product performance is monitored and evaluated from pre-launch to post-launch. We could put it like this:

- Before the product launch, the AVO team conducted internal panel testing to evaluate the product's performance and acceptance among target consumers. Insights from this testing are crucial for validating the concept and formulation of the product we intend to launch.
- After launching, the Avo team monitors product performance from several aspects. Starting from sales data and sales growth through distribution data and repeat purchases. We can also look at consumer feedback collected through social media, e-commerce reviews, and customer service to measure consumer satisfaction or issues faced by consumers when using our product. And finally, we can also monitor competitors: to see how our product positions itself compared to similar products in the market. I usually like to observe the strategies used by competitors to see how their products (which are similar to ours) are received by the market.
- Conducting regular surveys and social listening to understand evolving consumer preferences, as the beauty industry is a dynamic and rapidly changing market. Continuous consumer research ensures our products remain relevant throughout their lifecycle.

These evaluations are to assess whether the product remains relevant to consumer trends and needs. If necessary, we will reformulate, improve packaging, or even discontinue the product. So, the Avo team isn't just focused on launching the product, but also ensuring it's sustainable and provides value to consumers throughout its lifecycle.

What are the main challenges faced in managing the product life cycle, especially for slow-moving products?

I'd say the main challenge in managing a product lifecycle, especially for slow-moving products, is maintaining product relevance to the market. Some of the challenges include:

- Regarding inventory management, slow-moving products can lead to stock buildup in warehouses or distributors. This impacts storage costs and potential expiration dates if not addressed promptly. Therefore, forecasting can help mitigate this by reducing supply if we suspect a slow-moving product.
- Then there are changes in consumer trends and preferences. The beauty industry is a very dynamic market and highly competitive. Products that were once popular can lose their appeal due to the emergence of new trends, more advanced technology, or shifting consumer behavior. Slow-moving products can be displaced by these new products.

- Then, if I've noticed, slow-moving products often get lower priority in promotions than trending/fast-moving products. Without marketing support, awareness and sales will decline. But in this case, I understand that we will definitely prioritize best-selling products first.

How do you determine whether a product needs to be reformulated, rebranded, or discontinued from the market?

Okay, this question is really crucial in my opinion, haha. The decision to reformulate, rebrand, or discontinue a product is based on a thorough evaluation of various aspects. According to AVO, the factors considered are:

- Sales data & Product Turnover. If a product shows a consistently declining sales trend over a period of time, this could be an early sign to evaluate the product.
- Consumer Feedback. We analyze consumer reviews from e-commerce sites, social media, and our customer service team. For example, if there are many customer complaints about unpleasant textures/scents or unstable product, we might consider reformulation. However, if the complaints are more about brand perception or packaging that no longer resonates, we might consider packaging improvements.
- Market Trends & Competition. We examine whether the product is still relevant to current consumer needs and how it positions itself compared to competitors. For example, if a product once dominated the market but is now lacking in popularity due to its ingredients being less appealing due to the proliferation of more advanced ingredients, we might consider reformulating it.
- Profitability & Operational Cost. If production costs are too high but revenue contribution is low, then reformulation/discontinuation should be considered.

This is just my opinion, Reva.

Reformulation is when the product has strong brand equity but the product performance is lacking, whether because the ingredients are outdated, the efficacy is lacking (issues in the product), or there are changing customer needs.

Rebranding is when we prioritize consumer perception first, for example, if the packaging is no longer relevant or outdated. But the product is still relevant to the market.

Discontinue if the product consistently underperforms sales, production costs are high or it is no longer possible to meet market needs.

So, in conclusion, reformulation is for products that have strong brand equity, but the product performance is less than optimal technically (for example, outdated ingredients, unstable products, product efficacy that does not meet consumer expectations) or there are changes in consumer needs/preferences.

Rebranding is done when a product performs well and is relevant in the market, but consumer perception of it is weak. For example, the packaging looks outdated,

so the product message no longer relates to current trends or the target audience. Therefore, packaging improvements are needed.

If discontinuation is carried out, it is done if the product sales data is consistently low, and if rebranding or reformulation is carried out, it is no longer efficient.

At AVO, because we have so many SKUs and not all of them are bestsellers, we manage our product portfolio and can't just discontinue products. We usually start with stock control, reducing production while trying to boost product sales through bundling, campaigns, or e-commerce promotions. We also evaluate each SKU to see whether the product still has a role in our skincare routine or is no longer relevant. Let's take an example. For example, YSB GCT alpha arbutin isn't a bestseller, but it complements our brightening routine if consumers are using YSB alpha arbutin serum.

To achieve a "return on investment," we can adopt strategies for reformulation, or rebranding some of the products we've already produced. We're also shifting some to specific channels, such as creating gift sets or bundles. And yes, we're also in no rush to launch replacements because R&D takes time and money. So, the product lifecycle at AVO is an ongoing process, with lots of evaluations and adjustments to ensure the product remains sustainable and relevant to the market.

To what extent are product life cycle decisions aligned with market trends and consumer feedback?

I believe that product lifecycle decisions are closely tied to market trends and consumer feedback. At AVO, I see these two factors as key indicators in determining the direction a product will take, both for NPD (new products) and the evaluation of existing products.

PID actively monitors global and local trends through research platforms, consumer insights, and competitor mapping. For example, if the skin barrier focus trend is on the rise, or if demand for a particular active ingredient is soaring, that can be a basis for evaluating whether Avo's products are still relevant. This can trigger decisions about reformulation, whether we continue developing new products, or whether we should. For example, if consumers are increasingly aware of eco-conscious products, and our product receives complaints about its less environmentally friendly packaging, we could change the packaging, relaunch it, or even replace the SKU.

Consumers are the most honest source of insight, after all. So, feedback from e-commerce reviews, social listening, internal surveys, and even reports from the customer service team can all be valuable considerations. This feedback is used to gauge actual product performance in the field. Were the product claims we'd written about substantiated? Were there consistent complaints when using our product? What were the most popular aspects of our product?

So, it's safe to say that almost all decisions related to a product's life cycle, whether for reformulation, rebranding, or discontinuation, are tailored to market trends and consumer feedback. Without those two factors, a product can lose relevance, even if its ingredients are still good. Especially since beauty trends change so quickly, right? That's the challenge.

In your opinion, what factors most influence consumers' purchasing decisions for skincare and beauty products?

In my opinion, there are several things:

1. Efficacy and visible results. Consumers tend to buy products they believe can solve specific skin problems, such as acne, dullness, dark spots, or a damaged skin barrier. This means that functional claims and clarity of product benefits are important. Moreover, consumers are now more aware of ingredients. So they look for specific active ingredients that suit their skin's needs. Many consumers today are aware of ingredients and look for proof of these claims before purchasing.
2. Trust in the Brand. Brands with a good reputation, transparency regarding the ingredients used, and good quality build trust with consumers. This trust is formed from consumers' previous experiences using the brand's products, word of mouth, and the brand's educational approach. Even when market research was conducted on brands under the Avo group, such as Oasea and Looke, when they learned that the Oasea and Looke brands were sister brands to Avoskin, it increased their trust in trying Oasea and Looke products.
3. Reviews from other users, whether from friends, beauty influencers, or reviews on e-commerce sites, also greatly influence decisions, in my opinion. I once read in a Mintel article that more than 63% of Indonesian beauty consumers read product reviews before purchasing. And many turn to social media influencers and beauty bloggers for product recommendations. Because consumers want to know if the product actually "works" on other people's skin with similar conditions to theirs.
4. Price vs. Value. It's not always about the cheapest, but consumers will consider whether the product's price is commensurate with the benefits they get. Consumers also look at the size, packaging, and comfort when using the product. Products with high perceived value will be more likely to be repeated purchases. That's why attractive packaging, a comfortable product texture, and a product scent greatly influence the product usage experience. So, beauty products aren't just about the results you'll get, but also the customer experience using the product. Then I also read in an article that 91% of Indonesian women believe that taking the time to compare products to get the best price is important, and 84% often buy beauty products at discounted prices that they would have paid at the regular price. This shows that consumers actively seek out promotions, discounts, and online reviews to ensure they're getting the best value.
5. Product accessibility and availability. Products that are easy to find, both online and offline, tend to be more readily available. Additionally, product bundles, promotions, or special campaigns can also be factors that trigger purchases.
6. Similar values towards the brand. So consumers who are interested in sustainability, ethical sourcing, and recyclable packaging will definitely buy products from brands that share their values.

How big a role do user reviews and content (such as on Sociolla) play in influencing consumer purchase intentions?

How does AVO ensure that product innovations not only follow trends, but also build long-term loyalty?

The thing is, there are two types of brands. There are brands that prioritize sales, so they follow all trends as long as they sell a lot, but there are also brands that prioritize long-term loyalty. Well, Avo is included in the second category because most of the brands under the Avo group also carry sustainability values.

So, to ensure product innovation not only follows trends but also builds long-term loyalty, Avo uses a consumer-centered approach. We examine their pain points? What are their unmet skincare/cosmetic needs?

Then, after understanding consumer needs, for example, if consumers are bored with standard skincare ingredients, they want skincare products with more advanced ingredients. Okay, let's launch a spicule-based product. Avo also conducts research to ensure the ingredients are truly effective, stable, and safe. Then, we formulate the product.

Avo builds product credibility with evidence-based formulations. So, we use ingredients that have been tested for effectiveness. We also maintain ingredient transparency, so we always disclose the ingredients used and their percentages so consumers know what they're getting. We also use realistic claims in accordance with BPOM regulations on our products. So, consumers who are satisfied with Avoskin products will return and recommend them to others.

AVO also ensures that every new product launched remains aligned with brand values so that it can create an emotional 'connection' with consumers, not just a one-time purchase.

In addition, Avo also actively involves brand communities and beauty enthusiasts through brand insight surveys, and frequently interacts with them so that consumers feel they have a role in brand innovation and can create a sense of belonging that strengthens consumer loyalty to the brand.

SALES

What type of promotional strategy is most effective in increasing product visibility and consumer purchase intention?

- Visibility is related to campaign platforms and campaign partners. This is important from a sales perspective, as I handle modern trade. Modern trade is related to retail (the retail system in modern trade is bartering). For example, if there's an attractive promotion like a discount or exclusive promotion that needs to be highlighted, it can be exchanged for visibility.
 - On the other hand, in the retail system itself, companies are required to purchase packages.
 - Buying a package here means that the company buys a promotional package at retail.
 - Example of visibility (Avoskin Gondola in Sociolla): For all visibility here, the company (Avo) must pay Sociolla, as well as other stores such as Watson, Guardian, etc. And any visibility you see in Watson, Guardian, etc. is brand support. When Avo enters or displays its products in these stores, it is called a tap in fee or rental fee, slot, gondola installation, branding, (and even those that are not modern are more or less like this). Well, there are types of gondolas: gondola, end gondola, backwall.
 - And some of that visibility isn't rented, so it's really the retailers themselves who want to bring their brands in. And it's usually a battle for space, and brands also have to demonstrate their good performance (whether they deserve to be in that store or not).
 - In offline stores, visibility is of two types: Basic & Additional
 - Basic visibility: visibility on regular shelves (enhancing existing visibility or strategic placement). So here there are 2 places (regular & strategic) --> customer behavior is also considered here, customers prefer facing right, or when at the cashier sometimes customers can be more impulsive (so if the product is placed in this strategic place, it can increase sales), and 2 ways of branding (aesthetic --> the brand looks attractive or not)
 - Visibility in online stores: ex Shopee → product is promoted, banners are created, the design is made as beautiful as possible, (and all of this is sold)
 - For example, the retailer Sociolla earns a margin from sales, earning money from selling promotional packages for brands. Each retailer has its own system. For example, Sociolla has a dedicated shelf, and brands don't have to pay Sociolla for packages (like a reward or appreciation).
 - Additional visibility: includes special spots, end gondola, standby, COC (check out counter → products near the cashier) *all of these are paid
- Notes: retail is high cost → because everyone pays

- Then, if there's an expo, for example, Watson is participating in the Beauty Asia Expo, well, Watson usually opens slots for brands that collaborate with it. So, the cost of going to the expo or to retailers is much more worthwhile if you participate in the expo (because it's by itself, not with other stores).
- Besides renting a space, one way to boost marketing is by using a Beauty Advisor (BA). BAs have excellent product knowledge, can directly assist customers, and sometimes even take the initiative. Note: BAs also support brands, usually collaborating with agencies or having dedicated employees to act as BAs themselves.

How to find a suitable store/retailer for the Avo brand?

- Brand will do accuracy
- In general at AVO they will do 3 main filters for retailers:
 1. Entry modern trade: usually in malls, or stand-alone stores (national) → the network is in 1 Indonesia (ex: Watson, Guardian), there are also local ones, for example in Solo there is Luwes, in Jogja there is Mirota. Usually this is called MtiI or local Mti.
 - * MT (modern trade), the products are varied, there are minimarkets, sociolla, supermarkets, drugstores, modern cosmetics stores, well here it can be accurate based on customer behavior (ex: supermarkets usually focus on shopping, meaning the appropriate product here is basic skincare *facial wash soap). Then if it's a skincare store, it means the customer behavior, people will focus on buying skincare, meaning the skincare used will be more complex, toner, hydration, etc. and also seen from the STP (for example, soap priced at 100K, how can it be sold to a mini market) so it won't sell
 2. GT General Trade, usually for local cosmetics stores (Jelita, Mutiara, Puspa Indah, CF Beauty)
 3. Avostore (reseller) basically sells Avoskin, but now it is more focused on resellers who sell online / who really focus on online.

Notes: Modern trade entry is more systematic than GT. Here, brands can approach them, or sometimes they approach us.

Then they usually evaluate.

To select a store:

- Tryer and error, see whether the store is potential or not, for example: MT (modern trade), the products are varied, there are minimarkets, sociolla, supermarkets, drugstores, modern cosmetics stores, now here it can be accurate based on customer behavior (ex: supermarkets usually focus on shopping, meaning the appropriate product here is basic skincare *facial wash soap). Then if it is a skincare store, meaning the customer behavior, people will focus on buying skincare, meaning the skincare used will be more complex, toner, hydration, etc. and also seen from the STP (for

example, soap priced at 100K, how can it be sold to mini markets) it won't sell.

- Survey (can be seen from the brand that has quality, price, segment, → competitors, with avo products) adjusts to the basket size as well.
- And there is something called product fit, and product branding is also taken into consideration.
- And also looking at PT Avo's mission, if you want to expand, it means you have to increase the number of retailers.

How much influence does promotion have on product turnover rate and inventory management?

- It can't be seen from just one side, in AVO there is usually an agreement, which product will be highlighted/boosted. The product that will be promoted usually has considerations (looking at market trends, or we want to create a trend, or we want to go viral / viral again, or also seen from the stock side, or the product has many fans (hero product) and this exposure will always be maintained). If the product that is included in the highlight is usually a best-selling product in AVO, usually its exposure will always be maintained. Well, in this case the promotion will be adjusted, stock is safe, it is highlighted by marcomm, it's time for us to push sales (so it's in line with other divisions too), if communication with partners can be "yes, we want to highlight here, the discount can be bigger" or if the discount is not big, but the product can be the main communication. "This is what is highlighted on pay day, this is what is highlighted on double date" well, if it's like this, it will be aligned, so automatically the best sellers in the market will be the same. And when the product is widely absorbed by the market, the partner orders to the brand (PT AVO). There is something called sell in & sell out. If the sell out is good, meaning the repeat order is high, then this will automatically rotate quickly in the inventory. From a dissinventory perspective, it will be low (only applies to best-selling products), if a product that is not a best-selling product is not highlighted, its DOI will automatically be higher.

Can products that are not best sellers be pushed (so that the gap is not too far from the best-selling products)?

Ans: There is something called Pareto, so a small part contributes to a large part. So indeed not all products will be like that, and indeed this Pareto product must be maintained, and of course the product will have more stock than the product that is not a best seller. Well, the product that is not a best seller maintains it, the stock is not as much as the best seller product. Although in terms of promotion, we will maximize it because we are also afraid that the product is also slow moving or even expired. Meaning in terms of promotion we try but in terms of

stock, it is also not too much, so it does not become stagnant / frozen. So supporting the product is only for brand variation, and also sometimes customers demand that the product has variations (options, alternatives, and choices → so brand innovation) (ex if using this exfo, what skincare supports other skincare)

The point here is that knowing STP and customer behavior is important → Impulsive buying, the retailer's strategy, for example, is that small products should be placed near the cashier, the retail floor is like this because it makes it easier to use the trolley.

In your opinion, what factors most influence consumers' purchasing decisions for skincare and beauty products?

Virality: Reviewers have long been used to increase awareness. This awareness can come from various sources: brands' social media platforms, platforms that highlight brands or beauty products (female daily, Sociolla, etc.), KOLs, beauty reviewers, content creators (mega, nano, etc.), and affiliates. If a product is widely promoted and creates scarcity, it will become more sought after.

Have you seen any significant changes in consumer behavior influenced by beauty trends or influencers?

That virality, especially when Tasya Farasya got approved, was huge. And something like that can't happen once, it has to happen several times. Ex Shasfir, Timephoria (he used it several times, still making people curious) and now there are more and more KOLs, so it's not like before when it was difficult to classify. Now it seems almost everyone who has social media can be called a content creator.

And if there are KOLs like that, do brands pay or do they just barter? It depends on the KOL and their level. Some can endorse their products, for example, just review them on Twitter, etc. Or KOLs sometimes take the initiative to review our products, because they like our products.

Does "sponsorship" have an impact on a brand? It does because it creates awareness, and this can only work for people who only know about the brand.

How big a role do user reviews and content (such as on Sociolla) play in influencing consumer purchase intentions?

It depends on whether the comments are boosted or not, as can be seen from engagement, etc. Ultimately, it's trial and error, unless the content is boosted with ads or a strategy.

MARCOMM

What is the main role of the Marcomm team in each phase of the product lifecycle, from launch to phase-out?

more in the earliest process and processed at the end, So at the very beginning the Marcomm team has data for example from social media, Google Reviews, search engine reviews, website reviews. From there we will farm, we will collect the data and then we find out so far what kind of products are desired by customers or what are the trends, for example, in 2024, from 2023-2024 the product that is really hyped is for example a serum that uses ABC ingredients, Well, we find out first from social media, websites, review platforms. From there we use the data as input to create the product. Then the product is processed by the PID team, the OEM team is processed, to find out whether these ingredients are suitable or not? Then later what is the suitable packaging, even what is the aroma of the product, things like that. After that is finished, processed, the product is launched.

Well, the Marcom team will also create a kind of launch plan to ensure it aligns with the communication language to the audience. They'll figure out how to get the audience hooked (so they buy the product). So, in my opinion, the beginning and the end are the most crucial, although during the journey, there will definitely be some conversations between teams. But the biggest role is usually at the beginning, namely initiating the product concept, gathering data, and finally packaging the launched product to be communicated to the public.

How is the Marcomm team involved in determining the timing and form of promotions for skincare products?

Momentum is actually a bit tricky. So, if we always follow trends, it might not work. Why do I say that? Because constantly following trends feels rushed. That's from my personal experience.

To find momentum there are two options, for example, if you notice, there are actually a lot of skincare brands that launch once a month, if they launch once every month, it turns out that behavior like that is also not liked by consumers because it is considered too much, right, so now we are quite careful in finding momentum, maybe if it is high in me, we try to do it 23 times a year, well, choosing the time is also in accordance with the readiness of the team so we prioritize internal conditions rather than external, why is that? Because we ourselves are confident that externally, for example, maybe in the market, our product can definitely be created in such a way that the product is consumed in the market, so the main issue to be considered is more on internal conditions. If you think that if you launch in January and then launch in April, honestly, we are really out of breath, so we have to look at the conditions too, right, we have to look at our conditions like that, maybe that's it, when it comes to timing, the consideration is more on internal conditions, especially in the current conditions and we know the economy is not that stable, so we will consider aspects at the beginning, internal rather than external.

Style Launching:

For the promotion, as you can see, we at Avoskin have several lineups, e.g., our teenage friends, we have YSB, then our friends who, let's say, are maybe entering their 25s like me and are starting to use retinol, we have the refining series, well that's another approach. So when formulating a product, we also have to understand our target market. For me, the target market usually always looks at age first, but in purchasing power, we talk about purchasing power in terms of basket size. We see, for example, Reva, oh Reva is probably still 21, but Reva spends more money on skincare than me who is 25, well that's more of a consideration than just age. Why is that because it will affect how big and broad our campaign will be. If at the age of friends in Rev's audience, they might still use social media, their habits are on Instagram and TikTok. But if at my age and above, maybe besides playing Instagram, our masses are more playing websites, channels or WhatsApp, well, from there, it's already different. But the main thing to consider, for me personally, based on my personal experience, it's more divided into basket size and also purchasing power instead of age because in my personal opinion, if we use age, it seems quite difficult because age influences more interest in using skincare. Maybe if at our age, we still use skincare that is up to 10 steps, but if we are more senior, we are the size of a mother or the size of an aunt, we want to use simpler skincare, so automatically the campaign must also be packaged much more simply. I hope you can imagine.

Is the Marcomm team involved in discussions on reformulating/rebranding products that are underperforming?

If the products that have low turnover, there are actually several options from the Marketing and Communication team, well, in the Marketing and Communication team itself, the first thing is definitely to flash out because we know from the sales team, usually when we flash out, we make a promotion, for example. The sales team has said that there are three products, this is ABC product, this has low turnover, the rest are afternoon products like that, so we will bundle these three ABC products later from 5 scheduled accounts, okay, the bundling will go into this month's bundling, so later this month we will have a bundling that costs maybe if you can see 100 thousand three like that or 150 thousand three like that, well, we often bundle it, most often the bundling is definitely on our own channel, so we make it in our ecommerce on social media or in activation events, so it's very rare with partners like that, at most, that's if the product has low turnover. If it has to be re-branded, as far as I remember, it's very rare because crossing over is like joining a new big product, so it takes a lot of time and energy, so the option is definitely to flush it out first, then later when the demand is no longer there, it's too low, then we immediately stop production, that's also an option.

But is there a major challenge when facing or promoting slow-moving products? Oh, of course there is, because sometimes we have to find out whether this product is not in demand or sometimes it might even be too expensive, those kinds of options are also possible. Usually the biggest challenge is understanding the reasons why and the second is which channels we can utilize to promote this

bundling like that, sometimes it doesn't get used on social media, for example, but it turns out that it gets used on e-commerce, so those kinds of options can really be taken into consideration.

How is the promotional campaign planning process for a new product carried out? What are the indicators of success?

That's probably why those from marcomm also sometimes think a little longer, in fear, because the difference is that you say you can't finish everything in three months, which seems too scary. So, from that condition, then we think about something, it must be at least, approximately, if this is applied for the next 6 months or 9 months, what will it be like in practice, and when there is a product, for example, we already know that the product's life expectancy is not as optimistic as it might be if we launched it in the front like that, right? We must convey that to the product owner, we must say whether this product is intended for commercial purposes, fully commercial, or we want to change the branding to be limited, for example, we then produce it maybe in a small number, for example, 100 thousand, we are small, then the team is 5,000, it can be like that, only 5,000, then we finish it, we push out the branding because we in marcomm focus on branding, then we change the branding, e.g., on exclusive, there are only 3,000 products or only 5,000 products, like that, then we will think again about the communication language, like that, then the implementation, maybe I'll just use a case study, so it's not confusing. For example, there is the Avoskin Miraculous Advanced LSRiddle+ Shot Ampoule Yesterday, if you noticed the clekit clekit needle, it was actually really hyped this year, and not many other brands had it, except Korean brands. In my opinion, no local brands have succeeded yet, like, there was one but then it was finished (there was no continuation) while yesterday we had a really remarkable one and we even sold out on the first day. Actually, when I was developing the product, it was from me, before I had a PID, right, before I was a science student, there was a very pessimistic feeling about this product, it was quite a risky product, not for everyone, skin pessimism like that, right? But by educating them slowly, we also conveyed that this product was not for everyone, so we had to be careful about the amount, at the beginning, we didn't stock as much, right? We didn't always have 5,000, 5,000 like that, not really, because we wanted to have limitations, those limitations, finally, the communication was made in such a way that this product was not 100% commercial but also educational that this product had ABC risks, so they were only allowed to use ABC products, from there, our audience became very expensive, like, oh, can I try A and B, for example, like that, then we mixed the A step figure, so we even found a lot of good discoverers for testimonials, like that, because of the products Like what I said earlier, roughly speaking, it takes time, right? This is actually the most powerful when we use an approach system where the product is testimonial, the more people use it and the more people believe in it, right? That means it actually becomes more effective for me, meaning it relies more on influencers, right?

Why? If it means relying more on influencers, yes, in that product because of testimonials, testimonials, right? Or what, the testimonials in question are like holding an event and then people are asked to try it or something because if Skin Care is like that, it can't be used just once, it has to be used repeatedly to see the results, okay, actually, for testimonials, it's not limited to influencers, but it's actually easiest for us to use influencer marketing, yes, yesterday we had the opportunity to try it for about two or three weeks before launching, our community friends gave us the opportunity to try it, so maybe we screened it, maybe 50 50 quantity, right? We gave it to several influencers who have been with us for at least a few years, that's what was announced, then our community friends who have been with us for at least a year, we gave them exclusive chains to try it, when they tried it, it was immediately known, okay, what are the shortcomings, roughly speaking, oh, the shortcomings are ABC, okay, so tomorrow when we share this to the public when it's launched, it means the language can't be ABC, we have to be careful like that, the panel test also plays a lot of roles in the preparation process, for me, I'm one of those who always submits like The goods panel goes back and forth so we can see what the discovery is, because usually if the panel is made from our perspective, it's safe but it looks normal, not like that, so it goes back and forth like that, what do you mean by that panel, miss?

The test panel is for example, I want to launch product A, so before the product is launched, in the final formulation stage, I give it to let's say 10 people, maybe for make up, 10 people with different shades, for skincare, maybe 10 people with different skin types, or different skin problems, I ask them to try it. So it's like please try it, tell me what your complaints are, for example, like the LSRiddle yesterday for me who has sensitive skin because my skin is thin, I used it for only 2 minutes and my skin burned "it already hurts" which means I can't continue, so I report it to PID or to OEM if I have complaints a, b, c, d like that. Later it will be continued to marcomm, if the skin is sensitive, it means you can't use one serum, it must be collaborated with other products (ex., moisturizer before using LSRiddle, etc.). This trial is usually for makeup for two weeks, for skincare for one month for the trial. This means that if you determine the quantity for the first launch, it usually means checking the waves first, right? Well, in that case, I think you should ask the team about their plans because I myself don't know the decision because it's related to finance, you'd better ask the demand and supply planner. So that's the strategic development team.

How big is the influence of digital campaigns (social media, KOL, ads) on product visibility and turnover?

Okay, again, if we choose media, especially digital media, we have to see whether it is in the upper funnel or lower funnel, so whether its purpose is just for promotion, just for awareness, or even to encourage people to buy until they finally buy, there are 3 approaches and 3 different stages. If we choose to choose KOL ourselves, we have to see that KOL may have a large number of followers, thousands or even millions, but it turns out that his audience is not the type to buy

the product, just curious, meaning he is indeed a figure for the process or stages when we want to increase awareness, maybe before we launch a new product. So let people know the brand first, it means okay to enter, right? But if the influencer is in the numbers, maybe actually only tens of thousands, for example 40 thousand, or 50 thousand, right? But his audience is the type that buys, well, we can use that later when we want to enter the needs for conversion or purchases, so conversion is converting formations to purchases or transactions like that, well, that's more appropriate and even now, influencers may have high conversions but their followers may be smaller, this is even now like to be a host life too, right? If you look at some of the e-commerce, the conversion rate is higher than you name it, for example Fuji or Awkarin, they are more effective if we say the language. Well, there is a decision for handles like that if for the placement of ex itself in ex on each platform, the role is also different, yes, if you are in ecommerce, we often use it for example like exclusive launch so the first week or the first month can only be purchased on ecommerce A, there we have exclusive lounge contracts like that and so far, if we remember the exclusive lounge, we are the most frequent, yes, that is indeed the most common for us with ecommerce, we haven't tried it with social media platforms. so maybe it's more like special treatment, special treatment like that and if we push the product life cycle, as I mentioned earlier, there are more outs like flash outs like on Shopee, maybe TikTok shop often has cheap bundles, well, we use it there, so for example, like oh only on Shopee there are bundles that contain how many, contain 3 maybe 100 thousand if later on TikTok shop maybe 80 thousand contain 2, like that later it will be more like that, that's the difference okay,

What are the biggest challenges the Marcomm team faces when promoting slow-moving or slow-selling products?

maybe i use it LSRiddle Maybe because it's the newest one, so it's still easier for you to find the footage like that later on social media. LSRiddle That one that's like "cheeky" is in my opinion, instead of being slow moving, it's more like I'd say it's more challenging.

Why? Because the risk of this product is actually quite high risk, right? But somehow we managed to sell it quite well, and many people are still looking for it now. I dare say that when your product is high risk or maybe a pioneering product in Indonesia that popularizes a certain style, in my opinion, the most important approach is an educational approach, so we don't force them to believe that it's okay to believe that it's safe, like this, like this, like this, but like, oh so it's like this, we don't use any ingredients, no, these are all natural ingredients, the ingredients are safe, we even provide bundling, right? We provide bundling on social media, this bundling has reduced the risk, one. Then secondly, it's also safe in the long term, like that.

So, the approach that tells the story of a mother is the one who wants to talk. A calming motherly approach like that is more likely to work than us being aggressive and fully forcing, convincing, like it's okay, nothing will happen, no. That's just not how it works in my opinion. Actually, I tried on this, I want to

Does the Marcomm team currently use tools (e.g., data analytics, social listening, campaign monitoring) to evaluate the effectiveness of promotions?

I can only share some of the ones I use, if I don't use them or if other teams use them, I don't dare share them. Personally, I only use them because now there is Meta analytics, for Instagram, which is all in like that, I only use that and at most, like the TikTok dashboard, it's already visible because for me, the candles are now limited to Instagram and TikTok, so I don't check until the conversion like that, I only play on awareness, only play on the upper funnel, on awareness and consideration like that, I play more on the analytics tools that come with hosting.

Appendix - 2 Internship Document

Internship Completion Letter



PT AVO INNOVATION TECHNOLOGY
Jalan Monjali No. 99 Gemawang, Sinduadi, Mlati, Sleman, D.I. Yogyakarta 55284
email: info@avo.co.id

SURAT KETERANGAN MAGANG

Nomor : 050/AVO/III/2024

Yang bertandatangan di bawah ini :

Nama : Annisa Amalia Ramadhani
Jabatan : Head of People and Culture
Alamat : Jalan Monjali No. 99 Gemawang, Sinduadi, Mlati, Sleman, D.I.
Yogyakarta
NIP : 1010.44

Dengan surat ini menerangkan bahwa :

Nama : Ireva Amalia
Jabatan di Perusahaan : Product Innovation Development
Alamat : Jl. Mawar No. 07 Kadirojo 2, Kalasan, Sleman

adalah benar karyawan magang PT AVO Innovation Technology yang beralamat di Jalan Monjali No. 99 Gemawang, Sinduadi, Mlati, Sleman, D.I. Yogyakarta, Indonesia sejak 01 April 2024 hingga 31 Juli 2024. Dan surat ini akan dipergunakan untuk keperluan dokumentasi pada kampus. Demikian surat keterangan ini kami buat dengan sebenarnya dan agar dipergunakan sebagaimana mestinya.

Yogyakarta, 13 Maret 2024

Hormat Saya,

Annisa Amalia Ramadhani
Head of People and Culture



Appendix - 3 Internship Activity – 1st Assignment

1st Assignment : 4 Product Life Cycle Analysis



Description:

This analysis focuses on the evaluation of four skincare products from the Avoskin brand: two toners (Ceramide and Niacinamide) and two serums (Panthenol and Mandelic Acid). These products were systematically compared with similar offerings from competing brands. The analysis reveals that Avoskin's products remain competitive in terms of both pricing and volume. Moreover, based on customer reviews available on the Sociolla platform, Avoskin products continue to maintain a strong position in the market and demonstrate comparable performance to that of their competitors.

Appendix - 4 Internship Activity – 2nd Assignment

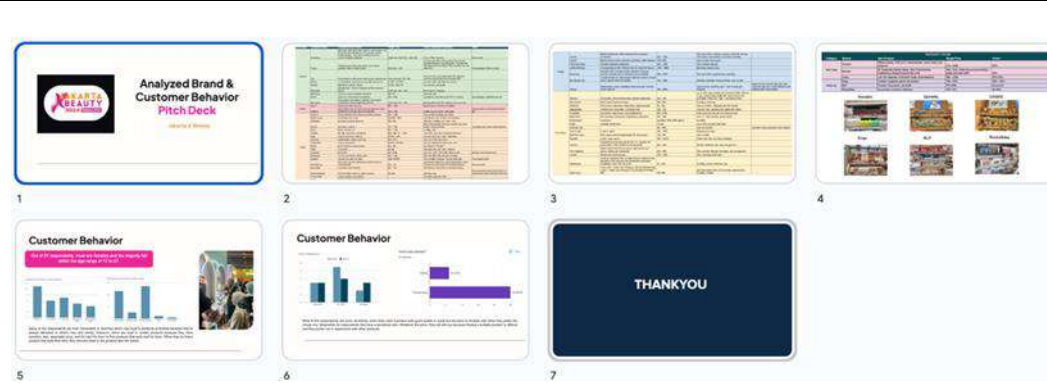
2nd Assignment : Cosmetics & Body Care SKU

[illegible]**Description:**

This analysis focuses on upcoming product launches, specifically two cosmetic products and two body care products. The primary objective is to gain a comprehensive understanding of the market landscape, examine competitor strategies, and formulate an effective competitive approach. By conducting a thorough assessment of both the market and key competitors, this analysis aims to identify strategic opportunities that can be leveraged to establish a competitive advantage for the products being developed.

Appendix - 5 Internship Activity – 3rd Assignment

3rd Assignment : Analyzed JXB Brand & Customer Behavior



Description:

This analysis aims to examine how competing brands attract consumers and build brand awareness through event-based marketing strategies, as well as to gain deeper insights into customer behavior. The findings indicate that brands frequently utilize discounts, special pricing, and interactive activities during events to capture consumer interest and drive engagement. In terms of customer behavior, the data suggest that purchasing decisions are heavily influenced by current trends, with many consumers demonstrating a preference for trendy products over long-term staples. This trend-driven behavior reflects a high level of curiosity among consumers, particularly in response to new and emerging product offerings.

Appendix - 6 Internship Activity – 4th Assignment

4th Assignment : Analysis 11 Tester Product & Competitor

[illegible]

Description:

Following discussions with the manufacturer and a thorough selection process involving product testers, a total of 11 products were shortlisted for further development. The author was assigned the task of conducting a comparative analysis of these products against existing offerings from competing brands. The objective of this analysis was to assess the competitiveness of the proposed products in the current market landscape, determine the extent to which similar products already exist, and evaluate other relevant factors that may influence their potential for successful market entry.

Appendix - 7 Internship Activity – 5th Assignment

5th Assignment : Analyzed 100 New Ingredients for Avo

Skinceuticals.com

1. Phoretin (TOP Ingredients): Phoretin is a potent antioxidant that delivers powerful protection against environmental free-radical damage while improving the appearance of discoloration and uneven skin tone.

Product with Phoretin:



Phoretin CF with Ferulic Acid



Phoretin CF Gel



AOX+ Eye Gel

2. Vitamin C (L-Ascorbic Acid) (TOP Ingredients): Purest form of vitamin C, L-ascorbic acid has been proven to provide powerful antioxidant benefits that help protect the skin from environmental damage while improving the visible signs of aging

Product with L-Ascorbic Acid:



C E Ferulic® with 15% L-Ascorbic Acid



Phoretin CF with Ferulic Acid



Silymarin CF

3. Ferulic Acid (TOP Ingredients): Ferulic acid is a powerful, plant-derived antioxidant that helps neutralize the environmental free radicals that can contribute to premature signs of aging.

Product with Ferulic Acid:



C E Ferulic® with 15% L-Ascorbic Acid



Phoretin CF with Ferulic Acid



Silymarin CF

4. Proxylane (TOP Ingredients): Moisture in your skin it's also an environmentally-friendly ingredient used to keep skin plump by reducing wrinkles, increasing elasticity, and improving hydration.

Product with Proxylane:



A.G.E. Interrupter Advanced



A.G.E. Advanced Eye for Dark Circles

Description:

One of the key projects carried out during the internship focused on identifying innovative and unique product features that could be incorporated into upcoming AVO product lines. The primary objective of this initiative was to refresh the brand's image and ensure continued relevance in a highly dynamic and competitive beauty and personal care market. As part of this project, the author conducted research on emerging industry trends, consumer preferences, and scientific developments related to skincare and cosmetic ingredients. The goal was to discover ingredients that not only offer proven functional benefits such as hydration, brightening, anti-aging, or skin barrier support but also possess unique value propositions that distinguish AVO products from those of competitors

Appendix - 8 Internship Activity – 5th Assignment

6th Assignment : 10 Organic Brand Analyzed

1. The Body Shop

The Product of TBS:



Body Care



Skin Care



Make-Up



Fragrance

Noted:

All the products used organic Ingredients such as fruit, flowers, honey, etc. The packaging and the name of each product are also related with the ingredients, every ingredient is like a series (mango series : all body care, fragrance, used same ingredients or theme). Moreover, TBS has 90 best seller product in total (consist of body wash, lotion, fragrance, etc)

How TBS Market their products:

Website: <https://www.thebodyshop.co.id/body>



Membership program



Product knowledge

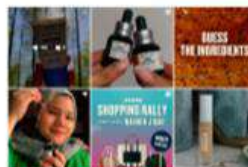


Promotion

Noted:

The benefit for joining their member is to get points then customers can change it to a new product, change empty bottles to get points, get more discounts on birthday dates, join exclusive events, and also special offers on product launches. They also wrap the product knowledge in interesting way (easy to read, highlighted information, also recommendation for using other product that match with customer skin concerns)

Instagram: @thebodyshopindo



TikTok: @thebodyshopindo



Facebook: The Body Shop



Youtube: The Body Shop



Twitter (X): The Body Shop Indo



Note: The Body Shop also have their own application

Body Shop's Campaign:



"KerenTanpaNyampah", The program is about brings back the empty bottles and recycle it into some tools (soap dish, hair brush, etc)

Body Shop's Community:



Community "Fair Trade" is a bespoke fair trade programme. It helps suppliers gain market access and invest in social and environmental projects that benefit their communities, and it helps us fill our products with the good stuff.

Body Shop's Store:

Body Shop's stores are available both offline and online, in offline most of the stores are in malls, while the online shops are available at Shopee, TikTok shop, tokopedia, Zalora, Amazon, Lazada, and many more others online stores. It makes it easier when customers want to purchase the product because mostly TBS are available everywhere.

Description:

This analysis examines competitors in the organic product segment by looking at their programs, brand communities, achievements, and marketing strategies, while also reviewing product categories such as skincare, makeup, and body care. It includes an evaluation of their websites, social media presence, and campaigns to understand both the consistency of their messaging and the authenticity of their organic claims. The insights gained will provide AVO with a clearer picture of the competitive landscape and serve as a foundation for developing effective product, branding, and communication strategies to strengthen its positioning in the organic market.

Appendix - 9 Internship Activity – 7th Assignment

7th Assignment : 5 Brand for Benchmarking Looke

Description:

This analysis examines the top five brands on the Sociolla platform, selected based on consumer reviews and recognition in the form of awards granted by Sociolla either for individual products or for overall brand performance. The primary objective is to gain a comprehensive understanding of the characteristics and strategies of successful competitors within the beauty and skincare industry. Additionally, the analysis seeks to identify the manufacturers behind these top performing brands, to evaluate their production capabilities and standards. The insights obtained will assist the company in selecting the most suitable manufacturers for each product category, thereby supporting the development of high-quality and competitive offerings under the AVO brand.

Appendix - 10 Internship Activity – 8th Assignment

8th Assignment : 15 Perfumed for Benchmarking Avo

The grid contains 12 slides, each with a title and a list of products. The products are categorized into three main groups: International Perfumes, International Niche Perfumes, and International Perfumes Review. Each slide also includes a table of product details.

Slide 13: International Perfumes

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 14: International Perfumes

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 15: International Perfumes

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 16: International Perfumes

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 17: International Perfumes Review Product

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 18: International Perfumes Review Product

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 19: International Perfumes Review Product

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 20: International Perfumes Review Product

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 21: International Perfumes Review Product

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 22: International Perfumes Review Product

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 23: International Perfumes Review Product

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Slide 24: International Perfumes Review Product

Product Name	Brand	Price	Notes
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom
Amber Pour Homme	Le Labo	120	Amber, Vanilla, Cardamom

Description:

This analysis evaluates the top 5 local perfumes, 5 international perfumes, and 5 international niche perfumes. For local perfumes, the analysis uses Sociolla awards, while international and niche perfumes are based on awards from the 2024 Fragrance Foundation. The goal is to help the company identify unique scents and develop a standout fragrance that could become a winner in the industry.

Appendix - 11 Internship Activity – 9th Assignment

9th Assignment : 5 Benchmarking Glow Better

Description:

This analysis evaluates 5 local brands popular among students in Indonesia. It includes data on all SKUs available on their websites, price ranges, best-selling products, and manufacturers. The goal is to help the company understand high-demand products and preferred price ranges among customers.

Appendix - 12 Internship Photo Documentation

Author Documentation



Figure 4.12 In front of PTAVO Innovation and Technology Office



Figure 4.13 Author on The Product Innovation Desk



Figure 4.14 Event Jakarta X Beauty



Figure 4.15 Visiting Beauty Retail Store