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DIGITAL CONSULTANCY REPORT

Perricone MD

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Perricone MD 

Table of Contents

Executive Summary	3
Locating the Pain Point.....	4
Who are Perricone MD?.....	4
.....	4
What Consumer needs are Perricone MD not meeting?.....	5
External and Environmental Analysis	6
PESTEL Analysis.....	6
SWOT Analysis.....	8
Pain Point Identification.....	9
Industry Analysis	11
Competitor landscape	11
.....	12
The Innovator Advantage.....	13
The Premium Market	13
The Disrupters.....	14
Competitors VS Perricone MD	17
Laggard or Innovator?	18
Recommendations	19
Summary of recommendations	19
Short term	20
Mid Term.....	21
Long Term	22
Conclusion	23
How this helps to fix the pain point	23
What does this mean for the customer.....	23
What does this mean for Perricone MD	24
Appendix.....	25
.....	26
References	29

Executive Summary

Perricone MD, a premium skincare brand with a foundation in dermatological science, faces significant challenges in an increasingly competitive market. Despite its reputation for scientific formulations, the brand struggles to meet modern consumer demands for personalisation and inclusivity, resulting in a decline in market relevance. This report identifies the core pain points, evaluates Perricone MD's current positioning and recommends tailored solutions to solve these issues.

Identified Pain Point

Perricone MD's uses a one-size-fits-all approach, not considering the diverse needs of each individual consumer.

Research shows 72% of consumers are willing to pay more for customised skincare products, causing Perricone MD to lag behind competitors who integrate AI-driven personalisation and adaptive technologies. Additionally, its UK website receives only 19,100 visits monthly, in stark contrast to L'Oréal's 1.4 million visits in October alone, reflecting poor digital engagement. Perricone also sits at an industry ranking of 3025, whilst innovators are in the first 1000.

Company Insights

Strengths: A strong legacy in science-backed formulations and a premium positioning in the market.

Weaknesses: Inadequate digital innovation and seen as more clinical than luxurious, which stops consumers engaging with the brand for beauty purposes, inhibiting relatability.

Opportunities: The rise in demand for hyper-personalised skincare solutions, with 42% of consumers expressing interest in creating their own customised products.

Threats: Competitors such as Skin+Me and Fenty Beauty are leveraging advanced technologies and inclusivity-focused strategies, whilst Perricone MD are not, leaving them at risk of obsolescence.

Recommendations

Short-Term: Implement AI-powered diagnostic tools such as selfie-based skin analysis paired with a skincare quiz. Studies show that tailored recommendations can increase consumer trust and potentially boost revenue by up to 30%.

Mid-Term: Launch inclusive and adaptive skincare products that consider diverse skin tones, environmental factors, and individual lifestyles. Inclusivity operations have driven up to \$582 million in revenue for pioneers like Fenty Beauty.

Long-Term: Establish physical diagnostics hubs, inspired by K-Beauty, offering in-depth skin imaging and consultations. Strategic partnerships with high-footfall retailers such as Boots or M&S will ensure accessibility, as 75% of consumers still prefer in-person shopping.

Why This Matters

For Consumers: Enhanced personalisation improves skincare outcomes, fostering confidence, loyalty, and repeat purchases.

For Perricone MD: Addressing these gaps allows Perricone MD to re-establish relevance, tap into new markets, and align with the expectations of an increasingly tech-savvy and diverse consumer base.

Financial Impact: Improved customer engagement through personalisation has been shown to significantly increase revenue, and adopting advanced diagnostic tools offers opportunities for higher-margin premium offerings.

Locating the Pain Point

Who are Perricone MD?

Perricone MD's founding vision

- Holistic, three-tier skincare and wellness system
- Backed by powerful ingredients and cutting – edge research
- Scientific ingredients which are implemented in their skincare and makeup products (Divers, 2022)
 - Clinical and consumer studies
 - Visionary approach
 - Dermatological foundations
- Strong belief in the benefits of diet for skin

What do they sell?

- Skincare
- Makeup
- Supplements

How Consumers actually see Perricone MD

- Consumers expect higher than a three-tiered system, and instead want three-tiers of personalised skincare formula's (Cooperman, 2019)
- Use of outdated research. Ingredients used have not been considered cutting edge for a long time, and are now used by most brands in the industry (Chadwick, 2022), additionally, ingredients used are often controversial (Jordan, 2021),
- Consumers love the no-makeup-makeup range due to the use of skincare (TheSpoiledMummy, 2016), but with this being over 10 years old, it is no longer considered to be visionary.
 - A visionary is someone with a strong vision of the future, whereas Perricone MD seems to be stuck in the past, and lagging behind in innovation (Randhawa, 2024).
- While Perricone MD has strong grounds in dermatology, so do other brands, and they are using this to a much greater advantage.
- Many sources agree with diet positively influencing the skin (Williams, 2023), but Perricone doesn't account for the variety needed in an individual person's diet (Farr, 2019)

Where do they sell?

- Strongest consumers in the US and Japan and the UK
- Products are available through 3rd party sellers such as Lookfantastic, and Sephora UK.
- official UK website

Who do they sell to?

- Core consumers are age 40 and above (Sandler, 2018)
 - Female consumers
- Consumers interested in luxury skincare
- Consumers investing in overall health
- Sephora

What is their digital presence?

- Perricone MD uses THG ingenuity with fulfilment centres, data centres, payment options and digital marketing to expand into new markets (Utroske, 2020).
 - Limited online presence, with their UK website receiving approximately 19 100 monthly visits
 - No annual increase in domain revenue (Similarweb analytics, 2024)
- Sephora US have dropped Perricone MD patented formulas after the brand was sold to THG (Perricone MD, 2020).
 - This loses access to the 3.2m people who shop online at Sephora monthly (Similarweb, 2024)

What Consumer needs are Perricone MD not meeting?

For Perricone to gain a position where they promote brand authority in skincare, it is important for them **to identify an important unmet consumer need** and then deliver consistent innovation which aligns with the progression of industry 4.0 (Gade, 2023), as well as engagement in disruptive innovation at a higher level than market competitors (Warren, 2024). One way of identifying an unmet need is to consider the current consumer journey during purchase, so below we can see a summarised version of the 7C's, with a full version in the appendix.

Context	Content	Community	Customization	Communication	Commerce	Connection
Perricone MD's website design currently follows a traditional UX structure but lacks a consumer-centred, needs-based approach. By implementing intuitive, problem-oriented search functions, the brand could enhance user navigation, especially for consumers looking to address specific skin concerns such as acne or sun damage (Cairrete, 2022).	The website features all available products but lacks exclusivity by mirroring the same offerings across other retail platforms. There is an opportunity to create a value-added experience through unique content and personalised recommendations. Additionally, the scientific data supporting products is underutilised and could be more prominently showcased to reinforce credibility (Delfino, 2023).	While consumers can consult skincare specialists, this service requires pre-scheduled appointments, making it inconvenient for consumers who do not have time to book an appointment, or who can not attend appointments due to timing constraints. In addition, consumers increasingly expect information and answers immediately, and are not prepared to wait (McCain, Kremer and Veroneau, 2024). Integrating real-time AI-driven chat support could provide immediate assistance and build community engagement by addressing individual consumer concerns on demand (McEwan, 2024).	The lack of a personalised skin assessment tool is a missed opportunity. A solution such as a combined skin quiz and AI selfie analysis would allow Perricone MD to offer tailored recommendations based on individual skin needs and environmental factors, aligning with consumer expectations for personalised skincare (Sandler, 2019).	Perricone MD's communication strategy underutilises social media platforms and lacks a loyalty programme that could help drive engagement. Strategic partnerships with influencers or content creators could boost brand visibility and credibility, fostering a more engaging online presence (Peters, 2024). Additionally, Perricone MD's current communication strategy lacks a commitment to diversity and social issues, which are increasingly important to modern consumers. By actively promoting inclusivity and addressing social issues relevant to its audience (Brown et al., 2022), Perricone MD could strengthen its brand identity and appeal.	Although multiple payment options are available, Perricone MD could improve its e-commerce experience by offering free shipping over a certain order value and streamlined returns. This would enhance the purchasing process, reducing friction and encouraging conversion rates (Ferreira et al., 2024).	The website lacks engaging, personalised content that speaks directly to consumer needs. An FAQ page or more targeted product guidance based on common queries could strengthen consumer trust and connection by directly addressing common skincare issues (Clover, 2024).

The website's traditional search function categorises products broadly, missing an opportunity to cater to individual skin concerns such as acne, sun damage, or ageing (Cairrete, 2022). Impacting the user experience, as consumers must sift through general categories rather than receiving tailored guidance (Delfino, 2023).

A notable issue is that Perricone MD offers consultations with skincare specialists: these require scheduled appointments, **limiting accessibility** for consumers who seek immediate recommendations (McCain, Kremer and Veroneau, 2024). The website previously featured an “outdated” skin quiz, according to Koerner, but use of this “skin consultation tool” seems like a **step backwards**, instead of improving the skincare quiz with a more innovative option (Sandler, 2018). The absence of a personalised skincare quiz or assessment tool also hinders the brand’s ability to match products to specific skin types, lifestyles, and concerns (Sandler, 2019) therefore **missing the opportunity to promote appeal across diverse consumer demographics**, it is also hard to be credible as a clinical brand nowadays without tailoring (Brown et al., 2022).

The brand’s blog also lacks collaboration with influencers or users who represent a variety of skin types and conditions, and instead focuses on one way of having a healthy lifestyle. Engaging diverse voices could strengthen Perricone MD’s credibility and foster a more inclusive brand identity. Furthermore, this would enhance the

emotional connection between the consumer and the brand, which consumers are increasingly searching for (Kim and Sullivan, 2019).

Despite the advancements in the skincare industry, the level of personalised skincare formulations expected by consumers remains a massively unmet need at mass level. While modern technologies such as AI and data analytics have made hyper-personalisation possible, these technological solutions are not yet being applied at a business level on a larger scale. This gap presents a significant opportunity for Perricone MD to be involved in creating personalised skincare experiences that are widely available.

External and Environmental Analysis

PESTEL Analysis

Below is a summarised version of the PESTEL analysis in the appendix. This highlights **both minimum requirements** for Perricone to be successful, and **potential opportunities** to differentiate themselves, failing to take these into account will cause a **negative growth rate in the future** (Weaver, Hudson and Lesko Pacchia, 2024), creating extreme limitations and inhibiting success.

P POLITICAL	Regulations on ingredients and labelling (Bond, 2019) and the rise of sustainability regulations may influence product formulation in these areas. Perricone MD must adhere to privacy laws and data protection laws across these different areas as they expand with innovation (Godsi, 2023).
E ECONOMIC	The International Monetary Fund (IMF) forecasts global growth at 3.2% in 2024 and 3.3% in 2025, with inflation gradually declining. These trends suggest a stable economic environment, which are likely to support consumer spending on luxury skincare (International Monetary Fund, 2024). Economics is usually very big for volatile markets when recession is coming, so it is important for Perricone MD to be aware of this possibility and not become complacent (Brockman, 2024).
S SOCIAL	Competitors such as ELF and The Ordinary are already engaging in gen-z social media trends, primarily the 'clean girl' aesthetic, which emphasises a fresh, minimalistic look with glowy skin, simple makeup, sleek hair, and understated, effortless styling. (Resnick, 2022). Additionally, there is an increasing demand for personalisation in luxury skincare, competitors such as SK-II (Lim, 2021) have used this heavily in marketing. The pandemic accelerated the shift towards online shopping, especially in skincare. Enhancing digital engagement might include interactive and personalised online experience (Graffagnino, 2023). Perricone MD, like many other cosmetic brands, lacks diversity in their models- specifically plus size models, it is important for a brand to represent a large amount of demographics to ensure that it doesn't promote the idea of exclusivity in race or sizing (Nast, 2021).
T TECHNOLOGICAL	THG Ingenuity offers future opportunities in advanced personalisation, which aren't currently being capitalised Perricone MD could leverage data driven analytics to engage more meaningfully with its audience (THG, 2024). With there being advances in skincare technology, the brand has the opportunity to explore innovative formulations. Sustainable packaging is also a way to align with broader trends in sustainable luxury. future of skincare and beauty is going towards personalisation because everyone's skin is different (Kansal and Mishra, 2022). There are also opportunities to use technology to merge some of the big trends- such as use of dermatologists (Hertz et al., 2024), this is massively under-leveraged since the foundations of Perricone MD were based on the learnings of dermatology furthermore there is an opportunity to understand how to use AI in dermatology in order to merge it with the medical scope (Elder et al., 2024). Furthermore, advances in skincare technology, such as AI-powered diagnostics and hyper-spectral imaging, can help present solutions to address the heightened skin challenges posed by environmental developments caused by global warming (Belzer and Rawlings Parker, 2024).
E ENVIRONMENTAL	With consumers being increasingly conscious of a brand's environmental impacts, Perricone MD could benefit from adopting sustainable sourcing practices and eco-friendly packaging materials. With competitors such as L'Oréal and Estée Lauder already leveraging this, it makes it a crucial step (Lehris, 2024). 90% of gen-z consumers stating that they're happy to pay a higher price for sustainable packaging, and 81% of consumers said that the cosmetic industry should actively reduce high levels of plastic packaging (Ewing, 2024). Additionally, as global warming intensifies, skin is increasingly exposed to harmful UV radiation and pollutants, which can exacerbate skin allergies and sensitivity (Belzer and Rawlings Parker, 2024).
L LEGAL	Perricone MD must keep pace with the cosmetic regulations in the market such as transparency, avoiding misleading claims, particularly around efficacy and environmental impact. They must also ensure to comply with data protection laws to ensure consumer trust and safeguarding. (Bond, 2019).

Thoughts from the PESTEL analysis

Perricone MD has various strategic opportunities in which it is able to address consumer pain points - operating around personalised skincare.

The brand operates in the premium segment, appealing to affluent consumers who prioritise quality, with consumers being drawn to ingredients over brand name (Chitrakorn, 2022). This means that there is **massively underleveraged opportunity for quality to be increased at a large scale**.

With rising economic pressures, consumers are at risk of becoming more selective, providing an opportunity for Perricone MD to reinforce its science-based, effective products as an investment in skincare (Serpa, 2023) and differentiating from competitors by highlighting their **long-term benefits** (Stelmaszczyk, 2022). It should also give consumers reasons to see how the brand stands out.

When investigated, it was found that 72% of consumers are willing to pay more for a customised cosmetic products and 42% of consumers are interested in personalising their own cosmetic products. This is also due to the pandemic as ‘the importance of personalisation has increased more than ever due to the surge in digital behaviours among shoppers’ (Ķepīte, 2024). Perricone must reflect on the areas where they are not leveraging personalisation in the areas consumers expect.

Brands can also leverage the idea of personalised packaging to tell the brand's story, something Perricone has scratched the surface of with its labelling that reflects skin concerns. Studies have shown that consumers are more likely to make repeat purchases from brands that offer personalised packaging due to the **emotional connection** (Fofana, 2024). There is a large level of buildability on existing ideas.

Additionally, customer satisfaction can be improved by making use of advancing technologies, such as AI being used in the dermatological sector and enabling tailored recommendations (Corp, 2023), as this is a large consumer need.

Social trends are increasingly focused on personalisation and inclusivity, highlighting the benefits of promoting products which resonate with diverse consumer needs based on skin type, ethnicity, and lifestyle (Mintel, 2022). It is important to recognise that we are in a **diverse world** in which **each consumer is different**.

Inclusive skincare aims to provide a personalized and accessible experience for all individuals, regardless of race, skin colour, or culture (Onekind, 2023). The use of **diversity** can be a large **disruptor** in the industry; Fenty Beauty experienced a net revenue of \$582 million (Carpetta, 2023) through their **inclusivity revolution**, sparking a chain reaction which led to other brands in the industry making the same change (Anagha BP, 2024).

SWOT Analysis

Attribute	Details
Strengths	<ul style="list-style-type: none"> - Strong foundation in scientific research, backed by founder Dr. Nicholas Perricone. - Focus on innovative ingredients like DMAE, Alpha Lipoic Acid, and Omega-3 fatty acids (Perricone MD, 2018). - Strong reputation in anti-aging and skin health (Barnes, 2016). - Recognised for premium, results-driven skincare products (Sarsby, 2024). - Multi-category range (e.g. supplements, skincare, and makeup) broadens appeal.
Weaknesses	<ul style="list-style-type: none"> - High price point limits accessibility to broader consumer base (Doolan, 2023). - Brand may be seen as more clinical and less luxurious compared to competitors (Rider, 2024). - Some products have received mixed reviews regarding texture or results (Hirons, 2013). - Less focus on clean beauty or sustainability, which are growing consumer concerns (CAS Science Team, 2024).
Opportunities	<ul style="list-style-type: none"> - Increasing demand for science-driven skincare (CAS Science Team, 2024) gives Perricone MD an edge in the clinical skincare market. - Potential to expand product lines targeting younger demographics for preventative care (Rees, 2023). - Growth in the wellness sector can be leveraged through Perricone's supplement range (Usher and Jones, 2024). - Room for further product innovation, particularly in clean beauty and sustainability efforts (The Green Beauty Community, 2024). - Expanding into emerging markets or digital-first retail (Rosenthal, 2024).
Threats	<ul style="list-style-type: none"> - Strong competition from both science-backed brands (e.g. SkinCeuticals, Dr. Dennis Gross) (Redding, 2023) and luxury brands (e.g. La Mer) (Evraud, 2023). - Increasing consumer demand for clean and sustainable beauty products (CAS Science Team, 2024). - Price-sensitive consumers may turn to lower-cost brands with similar results (Brown, 2024). - The rise of indie beauty brands with strong influencer or social media backing (Mayo, 2023).

Thoughts from the SWOT analysis

The focus of the brand with science-backed products, aligns with the opportunity to position products as investments in skincare (Serpa, 2023). This differentiation is important in an economic climate where consumers are becoming more selective (Helmore, 2024). This also appeals to consumers who are looking for solutions which justify a higher price point through proof of the product (Gattefossé SAS, 2023).

Limited digital personalisation of unique customer profiles and less diverse product offerings are resonate with the inadequate tailoring to individual skin needs. Consumers increasingly expect brands to offer personalised solutions (Arora et al., 2021), recognising that one-size-fits-all products fail to meet their unique skin requirements (Gethsemane, 2024). There is a hugely increasing desire for consumers to receive this at mass market scale, but brands are not fulfilling this promise.

There is sufficient opportunity to overcome weaknesses by integrating personalised recommendation algorithms which match products to a specific consumer. Additionally, considering the social shift towards inclusion (Brown et al., 2022), Perricone should be aware of formulations that consider different skin types, ethnicities, and lifestyles – and therefore could reach a more diverse audience. Their lack of doing so isolates potential customers and excludes them from the brands narrative.

Threats such as competitive pressures from brands highlight the importance of Perricone MD's responses. Competitors are increasingly using advanced technology (Cohen, 2024) and promoting eco-friendly formulations (Chhabra, 2024), such as personalised formula's and adaptive technologies in skincare (Doolan, 2024b). meaning Perricone MD must act quickly to capitalise on these trends before it risks losing market relevance.

Pain Point Identification

From the above analytical sections, Perricone is no longer fulfilling its founding vision. There is a lack of consumer-centric cutting-edge research, and whilst science is leveraged in its ingredients, it isn't in its technology. Their visionary approach is outdated, and they have attempted to fit their consumer into a box, not considering their diverse needs or skin types.

These approaches do not align with the consumer's expectations of personalised product formulations, or the availability of personalised recommendations at mass market scale. They do not cover the basics of matching existing products to a diverse need through immediate recommendations, and ultimately they foster a lack of emotional connection with the consumer due to their diverse needs being unheard.

It is evident that skincare needs vary widely by ethnicity, age, health, and lifestyle. There are insufficient personalised skincare solutions which cater to the unique combination of these factors.

This problem is deep rooted in the company, as observable from Nicholas Perricone's book: 'The Perricone Prescription', which critics find to be an excellent resource for anti-ageing recipes and ingredients, however they stress that it is important to evaluate whether this diet would fit you as an individual, as dieting is not one size fits all (Butlin, 2003).

Additionally, critics accuse Dr Perricone on focusing on only sales, and using little to no scientific research- with any research he has used, only being backed up by himself with no publications in medical journals (Ferla, 2001). Others find that "claims are questionable, controversial, fanciful, unsupported by public evidence or just plain wrong" (Hall and Barrett, 2004).

This problem has been there from the start, and is now an integral problem for the whole company.

They're using a one-size-fits-all approach to skincare, when skincare is not one-size-fits-all.

Industry Analysis

Competitor landscape

Integration of AI with hyper-personalisation is an important step for pioneering brands (Robinson, 2023). As **the industry is shifting towards these more individualised algorithms**, we can discover various ways that these innovations are being applied in order to enhance consumer experience.

AI-powered technology in cosmetics is enabling brands to **analyse data on skin type** (Stern, 2024), concerns, and environmental factors (Esposito, 2022) to offer tailored product recommendations and even **personalised formulations** (Lawlor, 2024) – which have been shown to positively impact firm revenue, with relevant recommendations potentially **boosting revenue by up to 30%**. (Basu, 2021): consumers expect products that cater specifically to their unique characteristics.

Innovative Process	AI (Artificial Intelligence) in cosmetics	Hyper-Personalisation	Personal Concerns	Environmental Factors Integration	Selfie Skincare Diagnosis
Strength	Enables precise data analysis on skin type, tone, and environmental factors (Lyanlie Winarto and Anggara Wisesa, 2024), delivering personalised skincare recommendations (Smyrnaou, 2024) which can improve customer satisfaction (Lambillotte et al., 2022).	Creates specific product recommendations and formulations that cater directly to individual consumers – allowing for unique products (McCormick, 2024).	Using AI to factor in skin allergies or sensitivities directly addresses consumer safety concerns (Lee et al., 2024), meaning they will feel their well-being is genuinely prioritised by the brand (Craven, 2024).	Alignment of product recommendations, with daily environmental realities. Therefore, tailoring different environmental factors into protective measures (Bocheva, Slominski and Slominski, 2023).	Convenient and accessible method for users to capture and analyse their skin condition from home, without the need for in-person consultations (Toomey, 2021).
Opportunity	Leverages machine learning and refinement of algorithms, hence providing increasingly accurate recommendations based on data and user feedback (Yaiprasert and Hidayanto, 2023).	Further development of AI algorithms to understand user preferences at a deeper level, hence making consumers feel understood and valued (Mone, 2024), and ultimately leading to stronger brand loyalty.	Building on AI insights to recommend formulations based on user-specific skin needs, using ingredients which consider allergies, sensitive skin and ageing concerns (Martins et al., 2022).	Develop products that are aware of environmental conditions in specific areas, such as sun exposure or pollution (Juliano and Magrini, 2017).	Detection of subtle changes in skin texture, hydration, and tone over time. As well as an initial insight into skincare needs (Brewing Beauty Co, 2023).
Aspiration	Achieve high levels of personalization, offering consumers solutions that align seamlessly with individual skincare needs and lifestyle of each consumer (Weeks, 2024).	Setting the standard for personalised skincare which can genuinely impact users' routines (Hyde, 2022).	Create a platform where a diverse array of consumers are comfortable and trusting (Meza, 2024).	Recognition in development of environmentally responsive skincare.	Consumers use of selfies to track skin progress, as well as receiving real-time recommendations for skincare and specific ingredients (Sanchez, 2023).
Result	Increased customer trust and retention through scientifically backed recommendations that meet unique consumer needs (Fjærmedal, 2024).	Recognition as a brand who is at the forefront of personalised beauty as consumers increasingly seek solutions tailored to their needs (Gilliland, 2016).	By appealing to a wider range of consumers, including those who typically struggle to find safe and effective products (patienthub, 2023), there will be improved retention rates and lifetime customer value.	Enhanced customer loyalty as users trust the brand to protect their skin under varying environmental conditions, boosting long-term satisfaction.	Higher product satisfaction and trust, due to verification by visual evidence over time (Bargh, 2018).

AI-driven diagnostic tools are increasingly being used to assess consumers' skin conditions through **smartphone apps** (Lim, 2022) or **in-store devices** (Rafferty, 2022). These tools can evaluate skin tone, hydration levels, and even signs of ageing (mirrAR, 2024), providing consumers with customised product suggestions that address their **specific skin needs**, and giving them the accessibility to acquire these

resources easily. This is reflective of the changing landscape where consumers are increasingly valuing these tailored solutions over mass-market products (Bacconi, 2020).

Industry	Use cases
Fashion	VR try on, where users can visualise clothes without trying them (Yeung, 2024) and gamified fashion shows where consumers can interact with a virtual environment with their own avatar (Ned, 2024).
Nutrition	Consumers are recognising that diet should vary over individual needs (Strauß, Short and Lotfian, 2023), with innovators such as ZOE taking advantage of this, although the efficacy of such personalised approaches remains debated (Haslam, 2024),
Exercise	Factors like genetics, age, and ethnicity are coming into account, which impact how individuals respond to physical activity (Almarcha, Sturmberg and Balagué, 2024),
Education	AI is making it much more possible for educators to create new learning experiences that can adapt to the needs, abilities, and learning styles of each person (Voß, 2024). This is especially impactful for neurodiverse students (Manzoor, 2024).
Medical Health	Provides the opportunity to transform healthcare through tailored diagnostics, treatments, and preventive measures that integrate patient-specific data. Aspiring to improve healthcare equity, efficiency, and self-management for patients.(Vicente, Ballensiefen and Jönsson, 2020).

It is also evident that these technologies are not limited to only beauty and cosmetics (Harman, 2024). On a larger scale, **consumers are expecting personalisation** in areas such as fashion, nutrition, exercise, education and medical health (Oster, 2023).



The Innovator Advantage

The Premium Market

Competitor	Strengths	Weaknesses	Opportunities	Threats
La Mer	Strong luxury positioning, celebrity endorsements, loyal customer base, premium pricing (Team TBH, 2024).	Extremely high price limits audience, reliance on a few hero products like Crème de la Mer (Morosini, 2021).	Expanding into more natural ingredients, potential to innovate packaging for sustainability-conscious consumers.	Threat from more affordable premium brands offering similar results (Goldstein, 2020).
SK-II	Advanced anti-aging technology, strong market presence in Asia, powerful brand image associated with Pitera™ (Torrington, 2022).	Limited range compared to other competitors; high price may alienate some customers (Morosini, 2021).	Broader global expansion, potential to target younger consumers for anti-aging prevention.	Increasing competition from brands with similar anti-aging claims, counterfeit products in some markets (Brown, 2023).
Dr. Dennis Gross	Strong clinical results, respected for innovation in ingredients like Vitamin C and AHAs, extensive product range (RAMAHOLIMIHASO and ZAREE, 2024).	Premium pricing, may lack prestige appeal of luxury brands (Morosini, 2021).	Expansion into personalised skincare, growing demand for medical-grade skincare.	Competitors with similar active ingredients at lower price points (McMahon, 2023).
SkinCeuticals	Dermatologist-recommended, highly effective formulations, strong in scientific research and efficacy (Han and Blackman, 2022).	Expensive and often perceived as clinical rather than luxurious, the brand is also not considered to be cruelty free (Swenson, 2023).	Growing interest in preventative skincare and skin health, strong performance in professional channels like dermatologists and spas.	More brands are investing in clinical research, offering similar scientific efficacy at lower prices (Studio, 2023).
Estée Lauder	Extensive brand heritage, wide distribution network, strong R&D in skincare innovations, strong marketing reach (Shastri, 2023).	Potential brand dilution due to extensive product range, strong association with older consumers (Shastri, 2023).	Reinvigoration of brand identity for younger demographics, focus on sustainable practices.	Threat from newer, trendier premium skincare brands (Carrara, 2023)~.
L'Oréal	L'Oréal has a broad product portfolio and invests heavily in research and development, particularly in skin science (Doolan, 2024).	L'Oréal has been criticized for its environmental footprint, and lack of transparency in its ethical practices, such as animal testing (Ethical consumer, 2018).	With the rise of online shopping, L'Oréal can further strengthen its e-commerce channels and leverage digital marketing to reach younger, tech-savvy audiences.	Consumers are increasingly moving toward niche, personalized, and natural skincare products, which may limit the appeal of traditional mass-market products if L'Oréal doesn't continue to adapt (Easing studio (https://easing.studio , 2024).

Above is a SWOT analysis of the premium skincare market where Perricone currently positions itself, hence feeling large competitive pressures.

Perricone MD is more science-driven than other luxury brands and lacks the same level of celebrity association or broad luxury appeal, **limiting attraction** to the high-end consumer segment. It additionally **does not use dermatological strategies** to the same level as other brands in the science positioning. To increase its appeal, Perricone MD should be aware of innovations which current brands are not fully utilising to **enhance consumer trust and connection**, for example, the incorporation of personalised skincare with medical grade solutions, the appeal of this, and use of what consumers consider to be cutting-edge research, such as Mintel's suggestion of adaptive technology (Doolan, 2024b). Looking at the trickle-down effect, super-premium ideas and products quickly become mainstream, so Perricone must begin to leverage up-to-date ideas to stay at the top of this scale.



Brands such as La Mer and SK-II are strong in their **luxury** positioning (Team TBH, 2024), and celebrity endorsements (Tsai, 2024). They appeal largely to affluent consumers who prioritise brand loyalty and quality (Pablo Gutiérrez-Ravé Villalón, 2023).





Dr. Dennis Gross and SkinCeuticals align with Perricone MD's clinical and **science-backed** approach (MALIS, 2024), both brands have successfully established strong reputations for dermatology-endorsed products and specific ingredient transparency (Webster, 2024).



L'Oréal and Estée Lauder dominate the industry through **innovation** and marketing reach (Westberg and Karlsson, 2024), allowing them to influence markets on a large scale.



The Disrupters

Disruptors in the industry have been able to leverage **innovative solutions** to their advantage, some of which, we discuss below. We can also see the lack of technologies being used by Perricone in comparison to other companies.

Brand	Personalisation through Products	Personalisation Quizzes	Extra Analysis Tools (Selfie-based, or otherwise)	AI-driven Recommendations	Environmental Factors in Formulation	References
Perricone MD						SWOT and 7Cs analysis in Appendix
Prose	✓	✓		✓	✓	(Vaynshteyn, 2023). (Esposito, 2022)
ZOE	✓	✓	✓	✓		(Nicol-Schwarz, 2023), (Keeling, 2024)
Skin + Me	✓	✓	✓	✓		(Lee, 2023), (Briggs, 2024)
Renude	✓	✓	✓	✓		(Harman, 2024), (Johnson, 2023)
Dermatica	✓	✓	✓	✓		(King, 2023), (Stoddart, 2024)

Brand	Case Study
Prose	Uses AI to personalise haircare by analysing environmental factors (e.g., UV, pollution) to tailor products to clients' specific needs and location (Esposito, 2022). Through a hair quiz attempts to understand hair type, texture, and condition, also taking location into consideration – accounting for pollution, as well as water type. Formulas are based on 80 different factors (Vaynshteyn, 2023).
ZOE	World's largest citizen science health project, using AI and science-based nutrition to create hyper-personalised dietary plans for individual consumers (Nicol-Schwarz, 2023), (Rycroft, 2024), (Azhar, 2022). Checks your gut health and how your body metabolises sugars and fats, give foods a personalised score so you can see how your body handles them and educates you in how to eat to improve your overall health (Keeling, 2024).
Skin + Me	Provides personalised skincare solutions and has expanded to retail in John Lewis and Boots to meet consumer demand for in-store shopping (Briggs, 2024b). Offers a treatment plan which is based on your skin issues and goals. Products are prescribed by a group of medical experts (Lee, 2023).
Renude	Offers licensable skincare recommendation services, leveraging AI to provide customised skincare routines and expert advice (Johnson, 2023). Uses a unique blend of computer vision and machine learning to assess individual skin needs and is designed to avoid the biases often present in conventional AI models, aiming to be inclusive across diverse consumer needs (Harman, 2024).
Dermatica	Offering consumers tailored skin care advice and treatment plans to help tackle a variety of skin issues (King, 2023). Additionally offers personalised products (Stoddart, 2024). Dermatica has a goal of long-term results with value for money also being a priority (Wilson-Beevers, 2021).

Prose: a haircare company using tailored solutions, accounts for **environmental factors** such as UV and pollution in specific cities thereby **tailoring clients' needs to their skin, and environment** (Esposito, 2022). They hear diverse needs and respond accordingly.

ZOE healthcare became the world's biggest '**citizen science health project**' (Nicol-Schwarz, 2023) where they used science-based nutrition (Rycroft, 2024), AI and hyper-personalisation (Azhar, 2022) to **cater diet to the individual consumer**: meeting health needs of each user (Geddes, 2022), helping consumers understand what works for them.

Dermatica and Skin and me are making use of **personalised products** (Stoddart, 2024), with Skin and me also launching an exclusive retail collection into John Lewis and Boots due to **75% of consumers still preferring in-store shopping** (Briggs, 2024), but only 9% of consumers actually being satisfied with the in-store shopping experience (IBM, 2024).

Brands such as Renude create **licensable skincare recommendation** services which use AI to offer personalised skincare routines and expert advice (Johnson, 2023), which can help consumers **understand** products on a **deeper level**.



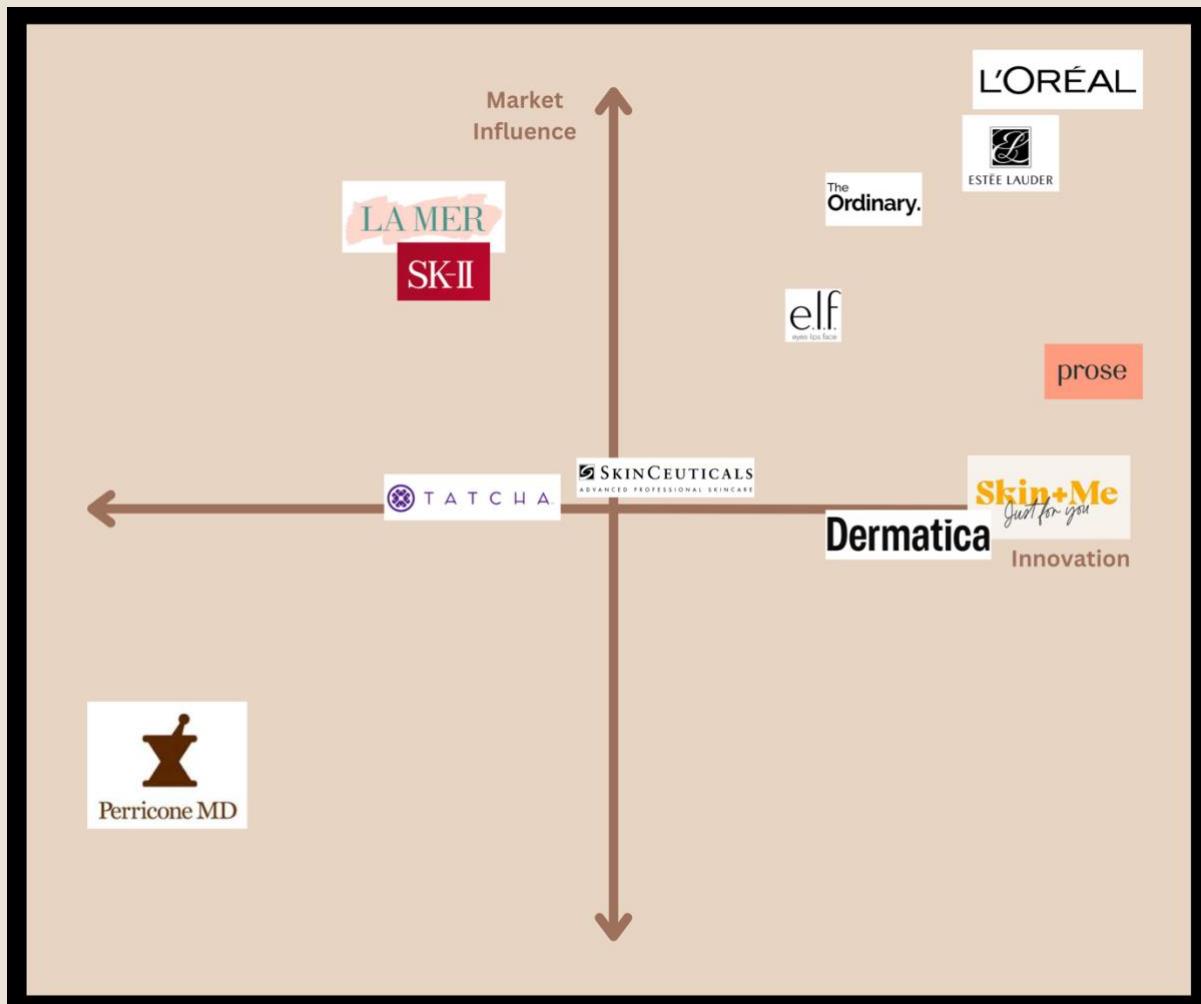
What About K-Beauty?

It is also important to consider the growing cosmetic market in South Korea, with it being expected to grow at a compound annual growth rate of 8.4% by 2030 (Straits Research, 2024). K-beauty's focus on **in-person** diagnostics at a **large-scale** highlights ability to gather **richer, more detailed data** compared to online or app-based analysis. As discussed with Mary Wallace, Retail & Consumer Behaviour SME for IBM, the in-person approach enables brands to use **advanced tools that can image the skin on a deeper level**, offering insights beyond surface-level concerns like redness or dryness. Clinics in Korea, for instance, employ **high-resolution imaging devices** to analyse pores, pigmentation, and even underlying structural concerns, providing a foundation for truly personalised care (Wallace, 2024).

This detailed assessment allows professionals to identify **nuanced skin issues**, such as specific types of acne or rosacea, which can be **easily misdiagnosed through AI or image-based tools alone**. This emphasis on deeper diagnostics and lifestyle factors, allows K-beauty to cater to consumers in a way **Western brands often overlook** (Shelley, 2024). K-beauty is increasingly gaining consumer appeal because of how much the brands appear to care about each unique customer.

Why do K-Beauty in person tools work?	<ul style="list-style-type: none"> - Use of high-tech skin analysis machines that provides a comprehensive understanding of your skin concerns - HD imaging as well as 3D-mapping in 4 light settings - Described as innovative - High level of expertise and experience of the practitioners. - They combine natural ingredients with advanced and unique formulations that are suitable and effective for a wide range of skin types and concerns. - (du Toit, 2024), (HANOK K-Beauty, 2024), (LAXtoLuxury, 2023), (sgm, 2024)
What consumer needs do they tackle?	<ul style="list-style-type: none"> - K-beauty often involves detailed examinations of hydration levels, skin texture, elasticity and specific concerns like pigmentation or redness. - provides tailored product recommendations that address individual skin types and conditions. - K-beauty place an emphasis on preventative care, consumer empowerment and understanding, and has a holistic approach. - Use of cutting-edge technology. - In comparison, western skincare often relies on broad categories (e.g., "dry" or "oily" skin), with less emphasis on hyper-specific, personalised solutions. There is little focus on other lifestyle factors, there is a treatment of visible issues and not a lot of education of the product. Leaving consumers on their own. - (Yi and Kim, 2024), (DermLetter, 2023), (heyer, 2023), (Seoulz Newsroom, 2023)
Who are K-Beauty brands?	<ul style="list-style-type: none"> - Some of the big brands included are: Sulwhasoo, Glow Recipe, Some By Mi, Saturday Skin, Abib and Klairs, among many others - (Pirovic, 2024)
What is the Growth Rate?	<ul style="list-style-type: none"> - "K-Beauty revenue on Amazon.com jumped 78% year over year" in 2023 - "Demand is climbing at almost 10% a year, and K-beauty is predicted to be a \$18.3bn (£13.7bn) business by 2030". - (Stern, 2024b), (Wood, 2024)
What is the knock-on effect?	<ul style="list-style-type: none"> - Introduction of Multi-Step Skincare Routines - Western consumers have adopted multi-step routines, focusing on skin health and hydration. - Western brands have incorporated K-beauty innovations such as BB creams, sheet masks, and unique ingredients like snail mucin into their product lines. - Shift Towards Natural and Gentle Ingredients - Increasing consumer demand for products featuring natural, gentle ingredients, leading brands to reformulate products to meet this preference. - K-beauty's focus on prevention over treatment has influenced Western consumers to prioritise long-term skin health, resulting in a shift towards preventative skincare products. - Western brands have expanded their shade ranges to cater to diverse skin tones, promoting inclusivity in the beauty industry. - (ryanrs83, 2023), (James, 2024), (Yi and Kim, 2024), (heyer, 2023),

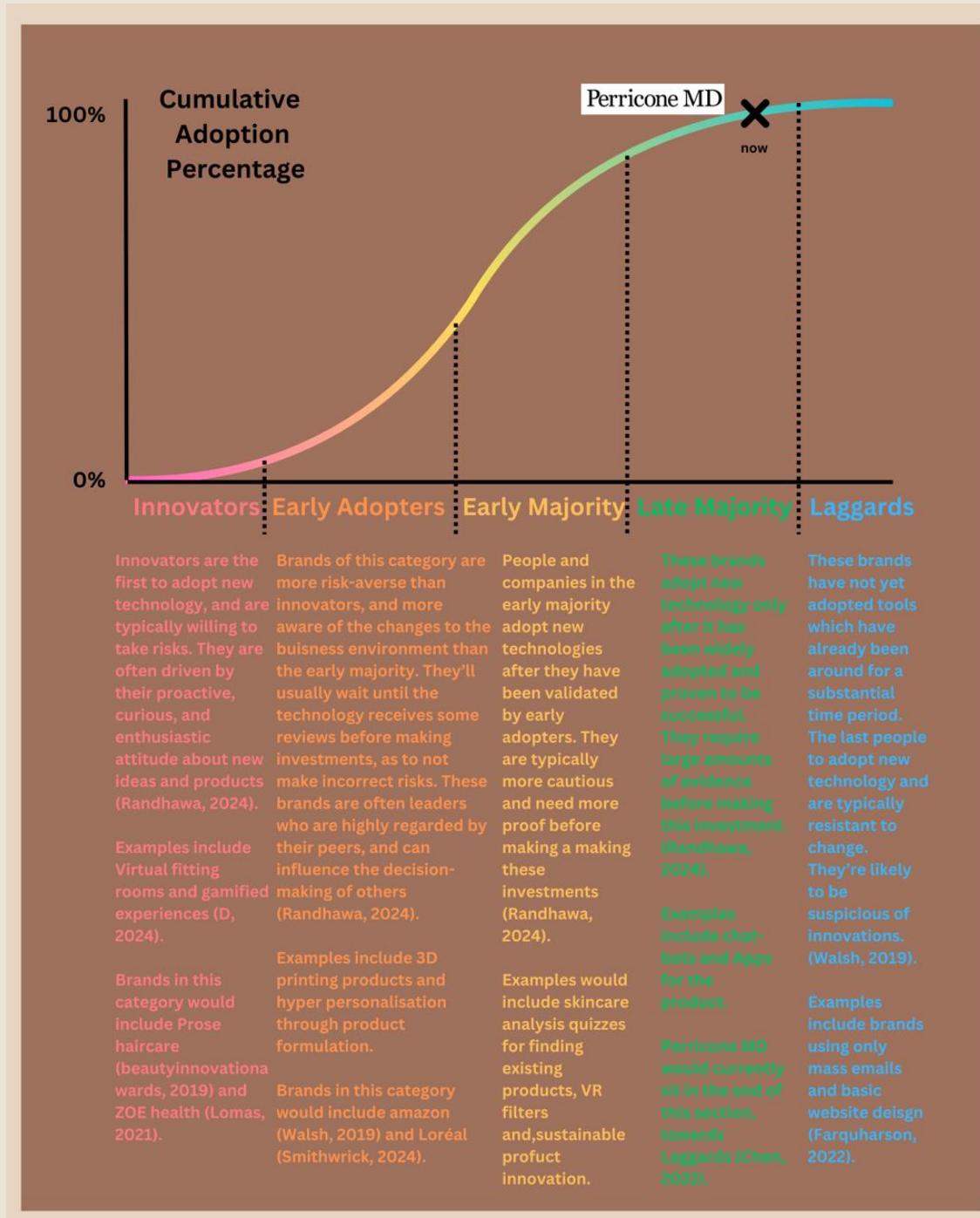
Competitors VS Perricone MD



Competitor	Visits per month (oct 2024)	Bounce Rate	Visit Duration	Pages / Visit	Industry rank
Perricone MD	151,433	46.42%	00:01:44	2.86	#3,025
L'Oréal	1.242M	43.03%	00:02:40	3.52	#239
SkinCeuticals	716,991	52.31%	00:01:16	2.48	#532
Tatcha	385,697	44.69%	00:01:57	4.58	#774
Estée Lauder	1.478M	55.22%	00:02:36	3.76	#226
Prose	1.463M	48.58%	00:01:40	5.12	#182
ZOE	1.820M	52.25%	00:01:12	2.43	#309
Skin + Me	339,427	36.97%	00:02:33	5.47	#924
Dermatica	440,608	37.55%	00:01:41	4.23	#682

The table above shows main competitor statistics, with a full version in the appendix. Whilst Perricone MD are succeeding well in their growth, innovators who are using advanced technological solutions and personalised product formulation are achieving a much higher industry rank, and consumers feel as though they are catering to their needs much more.

Laggard or Innovator?



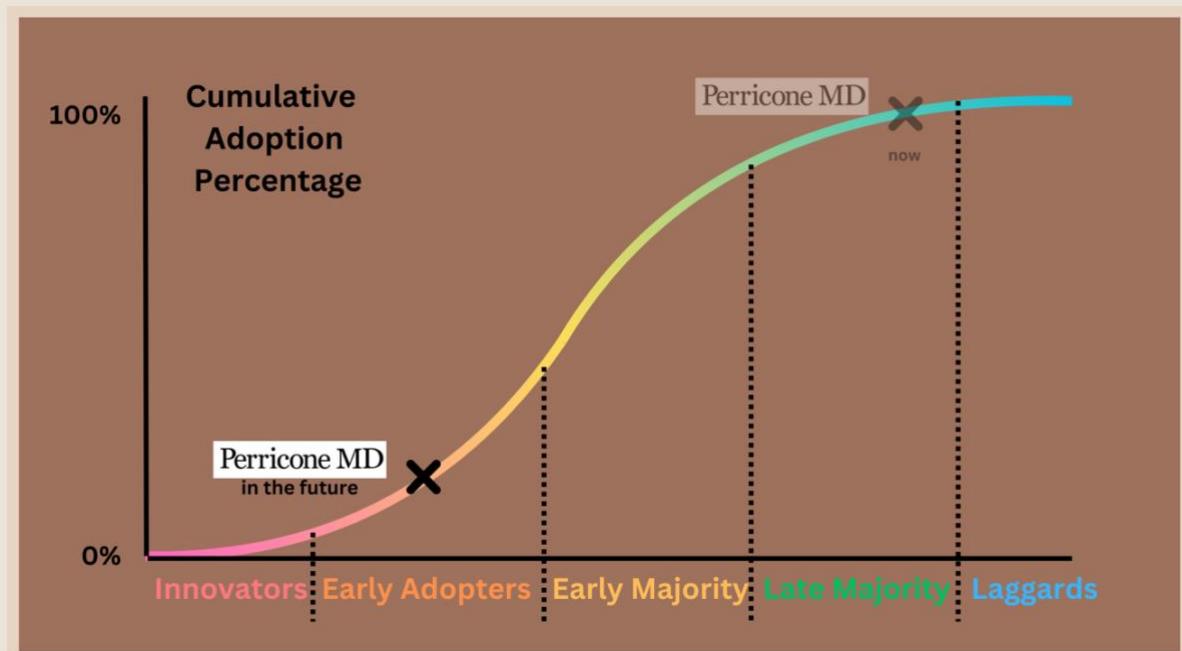
From the previous sections, we can clearly see that Perricone MD is sitting in the latter end of the late majority, where brands make use of tested and established ideas, and are slower to adopt new trends. Overall reducing consumer satisfaction.

The aim for the brand is to migrate Perricone MD towards the early adopter segment.

Here, it'll retain stronger customer loyalty and makes use of newer innovations.

Recommendations

The following take Perricone MD from a brand using a one-size-fits-all strategy, to one who understands and meets individual and unique needs of a consumer's skin.



Summary of recommendations

See Appendix for Interview Transcriptions.

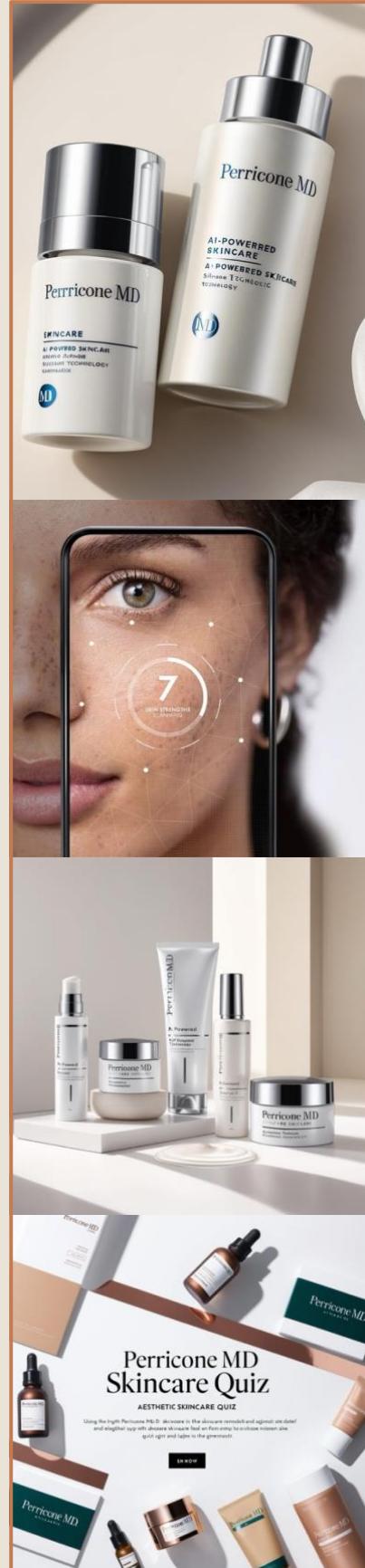
Images made using Canva Dreamlab, or otherwise are referenced in bibliography

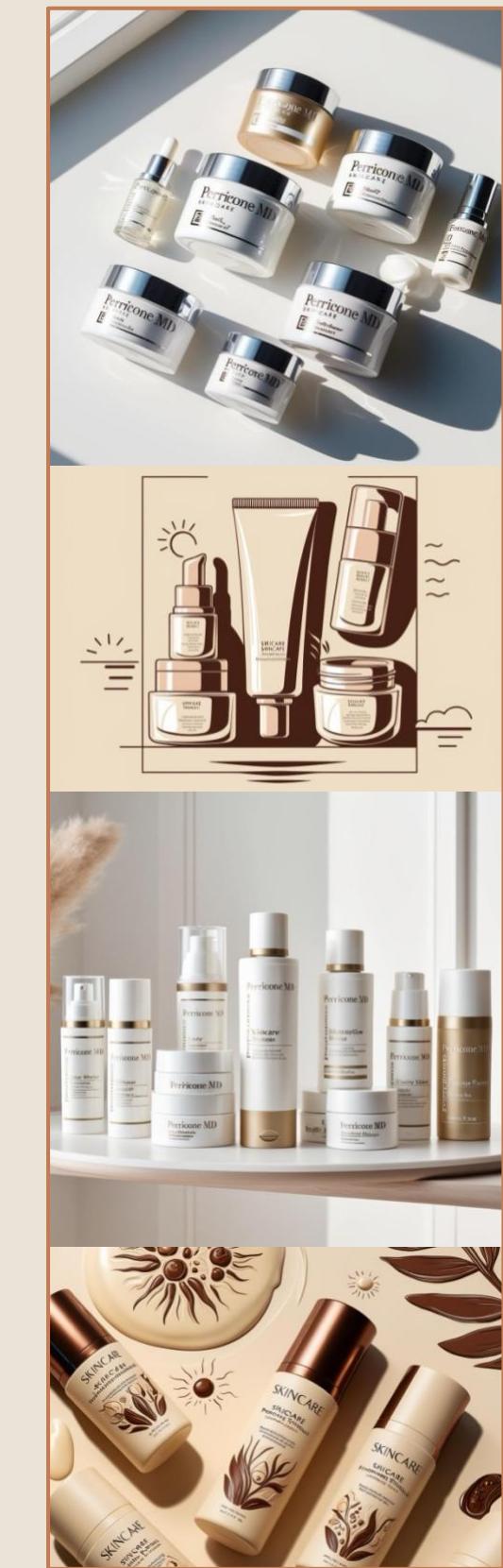
Short term

Perricone MD should implement a **personalised analysis tool** which consists of a **skin quiz** and a **selfie analysis tool**. Consumers can gain knowledge about their skin and identify the right products for them without spending hours scrolling through multiple sources or struggling to interpret what works best. This approach enhances convenience and ensures **consumers** feel **confident** in their choices. Consumers can receive real-time, personalised skincare recommendations from existing products by uploading a photo. Using this in conjunction with a skin-care quiz, allows for large amounts of data and understanding of a consumer's skin to be collected.

Pippa Harman, Renude co-founder, mentions how consumers "**don't want to be using 10 steps...** They just want something that's **tailored for them** that **they don't have to think about**" - short-term changes like these are both cost-effective and impactful, as they cater directly to the increasing demand for customisation in the skincare market (Harman, 2024). She also discussed implementation of immediate digital solutions through AI-based skin analysis using photo-detection technology, mentioning "the first step is to look at your **existing product range** and see how you can offer a **more personalised experience within that**. That's something that can be done quite quickly and cost-effectively", making this a good short-term goal to implement. Harman states that skin-quizzes are ineffective when used in isolation due to consumers' frequent misdiagnoses and difficulty in accurately articulating their skin concerns: quizzes rely on users providing correct information, yet terms like "blemishes" or "spots" are vague and encompass various conditions, leading to limited and sometimes inaccurate recommendations.

This offers larger levels of **usability** as users have **access to a camera**. However, the integration of AI into dermatology and skincare will include considerations such as algorithm bias, data privacy, and the need for extensive validation (Diala Haykal, 2024), therefore Perricone will need to form connections with AI companies such as Renude, to implement these strategies. The THG Annual Report highlights significant investment in its Ingenuity platform, indicating access to resources for digital innovations (THG, 2023), with direct mention of there being no specific budget for innovative processes, but that they are willing to invest substantially for worthwhile processes (Mills-Web THG, 2024). Despite the challenges of implementing of this technology, **the benefits weigh out negatives**.





Mid Term

Perricone MD has the opportunity to significantly enhance its value proposition by offering fully **personalised skincare products** based on **skin type and concern**. This allows consumers to receive personalised formulations which match their unique needs. Perricone MD could go a **step further into their science-ethos**: developing products that cater to **environmental shifts**, allowing consumers to experience optimised skincare benefits regardless of their surroundings. Additionally, by leveraging AI-driven insights from user data, Perricone MD could further refine these formulations, providing personalised recommendations that consider factors like skin type, routine preferences, and seasonal shifts.

By 2025, industry experts like Andrew McDougall foresee **brands integrating "technology with data"** to offer adaptive skincare that responds to real-time environmental changes (Doolan, 2024b), such as deodorants that adjust to body temperature or moisturisers that adapt to humidity.

Investing in this level of personalisation within the product formula, Perricone MD would be seen as a **high-tech, innovative leader** in the skincare industry. Developing adaptive products requires significant investment in R&D, particularly for real-time environmental adaptability. Perricone MD will need to establish partnerships with **research institutions or tech firms** to implement this. Creating customised formulations at scale is logically complex, initial development and rollout would require high capital and technical expertise. To succeed in this space, Perricone MD must establish trust in AI-driven solutions. Any missteps in data security, product efficacy, or consumer communication could harm its reputation.

Long Term

In the long term, Perricone should **draw inspiration from K-Beauty practices**.

The integration of diagnostic technologies in physical stores is unlike current trends which rely solely on smartphone-based selfie analysis, Perricone can introduce in-store imaging systems that provide further depth than achievable online, such as microscopic skin scans to identify pore size, texture, hydration levels, and underlying conditions. **This fosters a greater emotional connection with the brand, and additionally increases consumer trust and confidence as it takes personalisation back into the physical world.**

Mary Wallace mentions the development of a hybrid **physical-digital model** is important to address the growing consumer demand for personalised and holistic skincare solutions, and to get personalisation on a larger level, in-person tech is required. She mentions how Perricone should launch **diagnostic hubs** in suburban areas like Kingston or Altrincham, where consumers actually live, ensuring accessibility beyond London to avoid alienating consumers in other regions. Partnering with trusted retailers such as Boots, John Lewis and particularly M&S can provide strategic entry points, leveraging their established presence on high streets and their reputation for quality (Wallace, 2024).

These physical spaces must incorporate trained dermatology professionals who can make use of the data collected. This allows the **data generated to integrate seamlessly with a digital ecosystem** where results can be stored in a customer profile accessible online, enabling **continuity in product recommendations**, formulations (as mentioned in the mid-term solutions) and routine adjustments.



Conclusion

How this helps to fix the pain point

The recommendations given address Perricone's lack of tailoring to individual and diverse needs, aligning the brand with consumer expectations for tailored skincare. By integrating AI-based tools, physical diagnostics, and real-time adaptive technologies, Perricone MD can offer a cohesive consumer experience, leveraging its science-driven heritage to suit modern consumer demands. The consumer journey will consist of guidance, beginning with personalised online diagnosis, and later in-store diagnostics, and continuing with tailored product recommendations and adaptive skincare formulations. This approach not only resolves the one-size-fits-all perception but also builds trust and emotional connection with the brand, as consumers will feel each part of their individuality is being accounted for.

What the Customer Should Experience Based on Recommendations

- **Immediate Personalisation:** A guided online or in-store diagnostic experience that evaluates individual skin needs and lifestyle factors.
- **Customised Product Matching:** Precise recommendations tailored to their unique concerns, ensuring efficacy and satisfaction.
- **Ongoing Support:** Access to a digital ecosystem where diagnostic results and recommendations are stored for future use, enabling continuity in skincare regimens.
- **In-Person Expertise:** Opportunities to consult with dermatology professionals at local hubs, enhancing confidence in their skincare choices.

What does this mean for the customer

Customer Satisfaction

By catering to their specific needs, customers feel seen and understood, leading to a sense of fulfilment. Personalised recommendations and tailored regimens enhance product efficacy, resulting in improved skin health and satisfaction.

Customer Loyalty

Building trust through tailored experiences fosters long-term relationships. The combination of innovative solutions and empathetic service encourages repeat purchases and brand advocacy.

Rise in Confidence

When customers see noticeable improvements in their skin health, it boosts their self-esteem and strengthens their emotional connection with Perricone MD. Trust in the brand's expertise further enhances their confidence in making future skincare investments.

What does this mean for Perricone MD

Why Should They Bother?

Perricone MD risks obsolescence if it continues to lag in innovation. Competitors are rapidly adopting technologies that redefine consumer expectations...

why would a consumer choose Perricone over a competitor that appears to prioritise their individual consumer needs?

Perricone MD must act to maintain relevance and market share.

It's a Lot of Work – Why Is It Worth It?

While the implementation of these recommendations requires substantial investment in technology, R&D, and training, the long-term benefits outweigh the initial costs. The move towards personalisation positions Perricone MD as an industry leader, differentiating it from competitors and ensuring sustainable growth.

Money

While this plan is likely to take significant investment, the benefit of these technologies and of AI integration is that it can be tested at a very small scale before being ramped up when proven to work.

Appendix

P POLITICAL	<p>It is important for Perricone MD to navigate varying regulatory standards in skincare and cosmetics in Europe and Asia, for example, regulations on ingredients and labelling (Bond, 2019). The rise of sustainability regulations may influence product formulation in these areas. Additionally, with the rise of sustainability this gives Perricone MD the opportunity for proactive adaption (Ewing, 2024). Perricone MD must adhere to privacy laws and data protection laws across these different areas as they expand with innovation (Godsi, 2023). Furthermore, advertising regulations, especially those protecting vulnerable populations such as children, are becoming stricter, In the UK, the Advertising Standards Authority (ASA) has implemented rules which prohibit cosmetic intervention advertisements from targeting individuals under 18 (Advertising Standards Authority Committee of Advertising Practice, 2021).</p>
E ECONOMIC	<p>Perricone MD operates in the premium skincare segment, catering to a relatively affluent consumer base. Economic fluctuations, especially in the west, will likely impact discretionary spending in luxury products, however there are large opportunities in Asia. With rising inflation in major markets, consumers may be more selective in their purchases. By highlighting the science-based effectiveness of Perricone MD's products can help justify its premium pricing, appealing to consumers who view quality skincare as an investment. Global economic projections indicate moderate growth. The International Monetary Fund (IMF) forecasts global growth at 3.2% in 2024 and 3.3% in 2025, with inflation gradually declining. These trends suggest a stable economic environment, which are likely to support consumer spending on luxury skincare (International Monetary Fund, 2024). With Perricone MD aiming to appeal to an affluent consumer base and use scientific research to it's advantage, it is unlikely to be massively influenced by economic factors especially due to luxury brands often being labelled as 'recession proof' (Barkho, 2024). However, economics is usually very big for volatile markets when recession is coming, so it is important for Perricone MD to be aware of this possibility and not become complacent (Brockman, 2024).</p>
S SOCIAL	<p>There is a growing demand for sustainable and eco-friendly products, Perricone MD can enhance brand image by enhancing a more visible commitment to sustainability. Competitors such as ELF and The Ordinary are already engaging in gen-z social media trends, primarily the 'clean girl' aesthetic, which emphasises a fresh, minimalistic look with glowy skin, simple makeup, sleek hair, and understated, effortless styling. (Resnick, 2022), the capitalisation of this trend from other competitors highlights the necessity for Perricone MD to catch up (HOM team, 2024). Additionally, there is an increasing demand for personalisation in luxury skincare, competitors such as SK-II (Lim, 2021) have used this heavily in marketing. This offers opportunities for brand differentiation. The pandemic accelerated the shift towards online shopping, especially in skincare. Enhancing digital engagement might include interactive and personalised online experience (Graffagnino, 2023). Having differentiation in an overcrowded market for science based skincare is crucial, highlighting different formulations can reinforce the brand's authority. Perricone MD must also consider any ingredients used which have connections to controversial issues such as their use of palm oil and its connection to the slavery and child labour (Amnesty International, 2016). Additionally, Perricone MD, like many other cosmetic brands, lacks diversity in their models- specifically plus size models, it is important for a brand to represent a large amount of demographics to ensure that it doesn't promote the idea of exclusivity in race or sizing (Nast, 2021).</p>
T TECHNOLOGICAL	<p>THG Ingenuity offers future opportunities in advanced personalisation, which aren't currently being capitalised Perricone MD could leverage data driven analytics to engage more meaningfully with its audience (THG, 2024). With there being advances in skincare technology, the brand has the opportunity to explore innovative formulations. Sustainable packaging is also a way to align with broader trends in sustainable luxury. The future of skincare and beauty is going towards personalisation because everyone's skin is different (Kansal and Mishra, 2022). There are also opportunities to use technology to merge some of the big trends- such as use of dermatologists (Hertz et al., 2024), this is massively under-leveraged since the foundations of Perricone MD were based on the learnings of dermatology furthermore there is an opportunity to understand how to use AI in dermatology in order to merge it with the medical scope (Elder et al., 2024). Furthermore, advances in skincare technology, such as AI-powered diagnostics and hyper-spectral imaging, can help present solutions to address the heightened skin challenges posed by environmental developments caused by global warming (Belzer and Rawlings Parker, 2024).</p>
E ENVIRONMENTAL	<p>With consumers being increasingly conscious of a brand's environmental impacts, Perricone MD could benefit from adopting sustainable sourcing practices and eco-friendly packaging materials. With competitors such as L'Oréal and Estée Lauder already leveraging this, it makes it a crucial step (Lehnis, 2024). The rise of the clean beauty movement presents a large opportunity for environmentally friendly formulations: consumer expectations about ingredient sourcing and traceability are increasing largely, and they care deeply about knowledge of the farm to face process. consumers additionally have an expectation that personal care brands will look after the environment for them, with 90% of gen-z consumers stating that they're happy to pay a higher price for sustainable packaging, and 81% of consumers said that the cosmetic industry should actively reduce high levels of plastic packaging (Ewing, 2024). Brands previously didn't view their carbon footprints as an issue, however with the rise of consumer dissatisfaction at this argument, brands have began to leverage ways to reduce their carbon footprint, primarily in the packaging as mentioned prior (Vaayu, 2023). Additionally, as global warming intensifies, skin is increasingly exposed to harmful UV radiation and pollutants, which can exacerbate skin allergies and sensitivity (Belzer and Rawlings Parker, 2024).</p>
L LEGAL	<p>With strict rules on ingredients and labelling in the EU and Asia, whereas in the USA there are much less strict regulations, product formulation and packaging could be implemented. Perricone MD must keep pace with the cosmetic regulations in these markets such as transparency, avoiding misleading claims, particularly around efficacy and environmental impact. They must also ensure to comply with data protection laws to ensure consumer trust and safeguarding. Adopting more sustainable practices also helps the brand to pre-emptively address regulatory shifts in other regions (Bond, 2019). Any claims and advertising must also be compliant with current and expected legislations, including stricter bans on animal testing, enhanced ingredients regulation in the EU and USA, and clearer labelling for nano-materials, especially in China and the EU. The EU also specifies that packaging must comply with specific safety standards, including requirements for material purity and stability to prevent contamination or degradation, furthermore that packaging is not misleading and doesn't look like food. The changes to the claims surrounding the environment are always changing, although not all regions have specific requirements for environmental claims, this is an area of increasing scrutiny globally as regulators push for transparency and accuracy in claims related to environmental impact and sustainability. (Ferreira et al., 2022).</p>

Competitor	Strengths	Weaknesses	Opportunities	Threats
La Mer	Strong luxury positioning, celebrity endorsements, loyal customer base, premium pricing (Team TBH, 2024).	Extremely high price limits audience, reliance on a few hero products like Crème de la Mer (Morosini, 2021).	Expanding into more natural ingredients, potential to innovate packaging for sustainability-conscious consumers.	Threat from more affordable premium brands offering similar results (Goldstein, 2020).
SK-II	Advanced anti-aging technology, strong market presence in Asia, powerful brand image associated with Pitera™ (Torrington, 2022).	Limited range compared to other competitors; high price may alienate some customers (Morosini, 2021).	Broader global expansion, potential to target younger consumers for anti-aging prevention.	Increasing competition from brands with similar anti-aging claims, counterfeit products in some markets (Brown, 2023).
Dr. Dennis Gross	Strong clinical results, respected for innovation in ingredients like Vitamin C and AHAs, extensive product range (RAMAHOLIMIHASO and ZAREE, 2024).	Premium pricing, may lack prestige appeal of luxury brands (Morosini, 2021).	Expansion into personalised skincare, growing demand for medical-grade skincare.	Competitors with similar active ingredients at lower price points (McMahon, 2023).
SkinCeuticals	Dermatologist-recommended, highly effective formulations, strong in scientific research and efficacy (Han and Blackman, 2022).	Expensive and often perceived as clinical rather than luxurious, the brand is also not considered to be cruelty free (Swenson, 2023).	Growing interest in preventative skincare and skin health, strong performance in professional channels like dermatologists and spas.	More brands are investing in clinical research, offering similar scientific efficacy at lower prices (Studio, 2023).
Tatcha	Japanese beauty rituals appeal, clean beauty focus, elegant branding, growing social media presence (IN-COSMETICS GROUP PRESS OFFICE, STORM COMMUNICATIONS, 2023).	Limited anti-aging products compared to other brands; pricing is high for younger consumers (Villalón, 2024).	Strong potential to expand anti-aging line and capitalise on the clean beauty trend.	Rising competition in clean beauty and Japanese-inspired skincare (IN-COSMETICS GROUP PRESS OFFICE, STORM COMMUNICATIONS, 2023).
Drunk Elephant	Clean-clinical branding, strong in digital and influencer marketing (Proctor, 2024), emphasis on product transparency, growing appeal among millennials and Gen Z (Studio, 2023).	Relatively high pricing for "clean" skincare (Morosini, 2021), concerns about its ethical integrity (bankson, 2022).	Clean beauty market continues to grow, potential expansion in anti-aging products.	Competition from newer clean beauty brands, and from established brands that offer lower pricing and more targeted formulations (Wischhover, 2018).
Estée Lauder	Extensive brand heritage, wide distribution network, strong R&D in skincare innovations, strong marketing reach (Shastri, 2023).	Potential brand dilution due to extensive product range, strong association with older consumers (Shastri, 2023).	Reinvigoration of brand identity for younger demographics, focus on sustainable practices.	Threat from newer, trendier premium skincare brands (Carrara, 2023)~.
Murad	Strong focus on scientifically backed formulations, extensive product range for various skin concerns, trusted by dermatologists (Lee, 2022).	Branding lacks luxury appeal, and there is strong competition in the science-based skincare space (Lee, 2022).	Can capitalise on demand for professional skincare solutions (News, 2023), room for expansion in the luxury segment.	Overcrowded science-based skincare market, with similar claims from competitors (Singh, 2023).
Sunday Riley	Effective product formulations, clean beauty focus with luxury positioning, strong digital marketing strategy, and cult following for products like Good Genes (Lawlor, 2020).	Some concerns over product stability and transparency in past controversies (Capon, 2018), relatively small product range.	Growing clean beauty market, can expand product line further into anti-aging or specific skin concerns.	Clean beauty market is highly competitive, with many brands entering with similar claims and often at lower prices (Singh, 2023).
Augustinus Bader	Groundbreaking use of stem cell technology, positioned as ultra-premium with a strong scientific backing, (Chiew, 2024) increasing celebrity endorsements (Briggs, 2024).	Extremely high price point limits market appeal, relatively new brand with limited range of products (Wondrflow, 2024).	High demand for science-driven anti-aging products, potential to expand product range and enter more global markets.	Threat from established premium brands with lower pricing but similarly advanced technologies (Studio, 2023)..
Clarins	Strong natural and botanical ingredient focus, wide distribution, trusted heritage, offers both skincare and cosmetics, strong brand recognition in Europe.	Less innovation compared to newer competitors, perceived as more traditional than modern clinical brands.	Capitalising on clean beauty and sustainability trends, potential for rejuvenating brand with more cutting-edge research.	More innovative and clinical-focused brands are gaining market share in the premium skincare sector.
L'Oréal	L'Oréal has a broad product portfolio and invests heavily in research and development, particularly in skin science (Doolan, 2024).	L'Oréal has been criticized for its environmental footprint, and lack of transparency in its ethical practices, such as animal testing (Ethical consumer, 2018).	With the rise of online shopping, L'Oréal can further strengthen its e-commerce channels and leverage digital marketing to reach younger, tech-savvy audiences.	Consumers are increasingly moving toward niche, personalized, and natural skincare products, which may limit the appeal of traditional mass-market products if L'Oréal doesn't continue to adapt (Easing studio (https://easing.studio , 2024).



Context	Content	Community	Customization	Communication	Commerce	Connection
Effective search: There is currently only a search bar which seems to utilise product names. This is a manufacturing led approach rather than a consumer/person led approach. Opportunity: Implementing an intuitive search bar that starts with the challenge or opportunity that the person has with their skin, e.g. dry, acne-prone, sun-damaged, etc (Ciantee, 2024).	Exclusive products: Website is entirely focused on the perricone MD brand. This gives it an opportunity to create a beautifully branded website, which unfortunately it does not take advantage of (Team Acadia, 2018). In addition, all the products sold on the website are already offered on other stores, which are offered at a better value by third party sellers. Perricone might want to consider holding a collection of products which are only offered through their website and nowhere else, this would enhance the feeling of exclusivity.	Speak to a skincare specialist: Consumers can discuss their concerns with a skincare advisor in a one-on-one consultation through an appointment-based system. However, this is not ideal for consumers who do not have time to book an appointment, or who can not attend appointments due to timing constraints. In addition, consumers increasingly expect information and answers immediately, and are not prepared to wait (McCain, Kremer and Verneau, 2024). The opportunity for the brand, would be, for example to create a chatbot which would enable the consumer to get personalized skincare advice immediately (Fjermmedal, 2024).	Filter by concern: The brand offers the basic option to view skincare products based on the concern of your skin. There is an opportunity to provide a personalized approach such as a 'find your skin type' quiz (Sandler, 2019). This would be helpful for new customers who are not sure which products would be beneficial and want to find the information in minimal time.	Email newsletters: By signing up to their newsletter scheme, you would be kept up to date on products and information. The subscription options are not clearly visible. The brand is missing the opportunity for users to opt-in for promotions and updates (Farquharson, 2022).	Multiple payment methods: Along with apple pay options, there is also the chance to pay in installments.	Blogs page: Consumers are unlikely to read large blogs as they do not have the time or interest in engaging with this form of content. The content itself is useful to consumers but would be better communicated through partnerships with relevant influencers or beauty bloggers (Clover, 2024). The brand is also wasting the opportunity to use this information directly to train an AI chatbot which would provide personalization based on the same data.
Clear Information Architecture: The site is organised into logical categories (e.g., skincare routines, anti-aging, specific skin concerns) to improve navigation and make products easy to find. This makes the site logical. Problematically, however, the architecture includes large and complicated wording (e.g. Essential Fx Acyl-Glutathione) which does not attract or entice the customer and gives them no idea what the product does or how it could help meet their needs. (Mitchell and Papavassiliou, 1999) The architecture could be improved by using everyday language and a more needs focused structure.	Blogs page: In the blogs section of the website, they have a selection of longform articles, of which their target demographic is unlikely to ever read or engage with. Their articles include good and science based content, so they have the opportunity to turn the 'blogs' into interesting short form content which would be catchy and memorable, being more likely to entice potential consumers into buying their products (Weisman, 2024).	Events: They offer a spa treatment service in London alongside perricone MD events. The lack of events outside of London is likely to annoy consumers immediately (Shi, 2020). And to matters worse, there are no upcoming events on the events page (Perricone MD, 2024). At best, this is a wasted opportunity to excite consumers, and at worst will annoy them.	Shopping basket remembers items: Once clicked out of the website, the shopping basket remembers the items added. This is useful for consumers who may click off and then return.	Social media: Small Instagram presence with very little engaging content. They are failing to take the opportunity to engage in a larger social media presence (Peters, 2024). This would give them the chance to connect with consumers and provide engaging content, including live chat options or AI chatbots for quick customer service inquiries (Fjermmedal, 2024).	Returns: Returns are available for products within 30 days.	FAQ page: The brand only offers basic FAQ's. They have the chance to utilise live Q&A discussions and create an engaging space for consumers to learn more about the brand, which they are not currently doing.
Typical UX design: Shopping basket is top right, along with the search bar and there is a row of shopping directories at the top. This ensures the basics are in place. However, there are no clear calls to action, the UX design could be made more customer focused, exciting and allow for more active participation, allowing for much higher levels of engagement with the website and products (preetham, 2024).	Scientific data: The brand is attempting to prove that it is backed by science by using lots of complicated and scientific language. The challenge is that this approach, which was pioneered in mass market skincare by L'Oréal and other large companies is now industry standard and does not allow the brand to stand out. In addition, they don't go the extra mile to explain the benefits to the consumer of the benefits of the science with the impact of the product. Doing so would be a major opportunity for the brand (DeFino, 2023).	Loyalty schemes and social media: Due to the links to social media pages being hidden, and the lack of a loyalty scheme, the brand makes consumers put in work to find information (Mitchell and Papavassiliou, 1999). To make matters worse, the social media pages are scarce and do not feature engaging or easy to follow content. There is an opportunity to use this as a base to directly communicate with their consumer, however the brand takes no advantage of that (Peters, 2024).				
Luxury and science-driven ethos: The brand mentions its use of science and enhances this with its blogs and 'fun facts' surrounding the images. Design should aim to reflect the brand's values rather than to demonstrate it with wording, using clean, minimalist layouts with an elegant colour scheme, this would enhance the luxurious feel that they are trying to communicate (Wilson and Bellizza, 2022). Focus points also include not having a '20% off' icon right at the beginning as this draws away from the luxurious feel (Sharma, 2022).						

Adoption Segment	Strengths	Weaknesses
Innovators	<ul style="list-style-type: none"> - First to adopt and experiment with new technologies. - Viewed as trendsetters, attracting customers looking for the latest in innovation. - Capable of shaping industry trends and establishing niche markets. (Randhawa, 2024), (Walsh, 2019). 	<ul style="list-style-type: none"> - High risk of adopting unproven technologies, which may fail or not resonate with consumers. - Expensive R&D and marketing costs due to the focus on cutting-edge technology. - Limited consumer base initially, as products may be too novel or complex for widespread audiences. (Walsh, 2019), (Randhawa, 2024)
Early Adopters	<ul style="list-style-type: none"> - Highly regarded by peers, often influencing broader market trends and acceptance of new products. - Strong ability to gain customer loyalty by offering advanced yet comprehensible innovations. - Skilled at branding around innovation, appealing to consumers who value progress and exclusivity (Walsh, 2019), (Randhawa, 2024). 	<ul style="list-style-type: none"> - Some risk involved, as technologies are not yet widely tested but have initial reviews. - May face criticism for premium pricing due to novelty and early-stage adoption costs. - Requires strategic balancing between innovation and maintaining accessibility for consumers. (Walsh, 2019), (Randhawa, 2024).
Early Majority	<ul style="list-style-type: none"> - Builds on proven innovations, reducing risk while navigating a broader, more stable customer base. - Generates more revenue due to larger market appeal once technologies are validated. - Strong appeal to consumers seeking quality and reliable products. (Walsh, 2019), (Randhawa, 2024). 	<ul style="list-style-type: none"> - Slower to adopt, potentially missing out on the "early mover advantage" in new trends. - Often seen as "followers" rather than leaders. - Struggles to attract customers seeking the latest innovations, as they tend to play it safer. (Walsh, 2019), (Randhawa, 2024).
Late Majority	<ul style="list-style-type: none"> - Appeals to the mainstream market by offering tested and established products with widespread appeal. - Can leverage economies of scale, hence offering lower pricing and wider accessibility. (Walsh, 2019), (Randhawa, 2024). 	<ul style="list-style-type: none"> - Reluctant to adopt new trends, potentially seen as outdated or behind the times in a fast-paced industry. - High reliance on proven success, which limits brand differentiation in an innovation-driven market. - Misses out on potential high-margin opportunities that early-stage innovations might offer. (Walsh, 2019), (Randhawa, 2024).
Laggards	<ul style="list-style-type: none"> - Strong appeal to traditionalists or conservative consumers who prefer familiar, established products. - Typically, very low risk in terms of product failures. - Usually operates with lower costs by focusing on long-established, basic formulations. (Randhawa, 2024), (Walsh, 2019) 	<ul style="list-style-type: none"> - Perceived as resistant to change, which can alienate younger or trend-conscious customers. - Struggles with market relevance as innovations become industry standards, leading to reduced appeal. - Vulnerable to losing market share to brands that embrace technology and modern formulations. (Walsh, 2019), (Randhawa, 2024).

Competitor	Visits per month (oct 2024)	Bounce Rate	Visit Duration	Pages / Visit	Industry rank
Perricone MD	151,433	46.42%	00:01:44	2.86	#3,025
L'Oréal	1.242M	43.03%	00:02:40	3.52	#239
La Mer	25,474	45.71%	00:02:14	3.64	#10,217
SK-II	129,884	45.50%	00:01:21	2.75	#3,010
Dr. Dennis Gross	257,166	40.68%	00:00:56	2.26	#1,690
SkinCeuticals	716,991	52.31%	00:01:16	2.48	#532
Tatcha	385,697	44.69%	00:01:57	4.58	#774
Drunk Elephant	341,649	42.41%	00:01:27	2.63	#1,143
Estée Lauder	1.478M	55.22%	00:02:36	3.76	#226
Murad	244,241	45.95%	00:01:43	2.95	#1,610
Sunday Riley	237,385	52.44%	00:00:35	1.77	#2,217
Augustinus Bader	235,228	50.52%	00:01:12	2.66	#1,684
Clarins	376,060	48.52%	00:01:25	3.19	#952
Prose	1.463M	48.58%	00:01:40	5.12	#182
ZOE	1.820M	52.25%	00:01:12	2.43	#309
Skin + Me	339,427	36.97%	00:02:33	5.47	#924
Renude	11,645	41.73%	00:02:27	1.90	#20,484
Dermatica	440,608	37.55%	00:01:41	4.23	#682

Interview with Pippa Harman: [Amrit and Pippa meeting-20241113_140200-Meeting Recording.mp4](#)

Interview with Mary Wallace: [Amrit and Mary meeting-20241118_150757-Meeting Transcript.mp4](#)

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