

# MARQ-IT Case Competition

## Management Conclave '23

### Team Blaze



**Mahak Bansal**



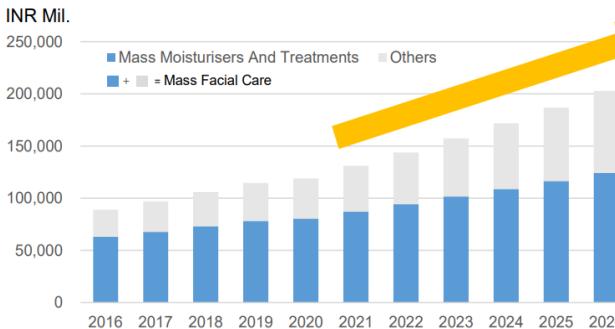
**Ria Biswas**



**Vaishnavi Agrawal**

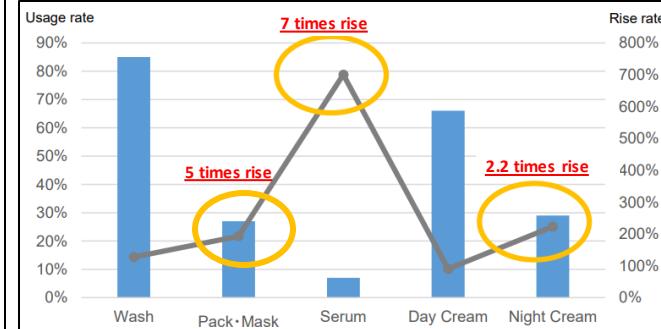
# Deep Diving Into Current Consumer Behavior

## Skin Care & Moisturizer Market Size



Both the facial care market and moisturizer market will expand gradually in the future → Opportunity to leverage this growth.

## Skincare Usage Rate '22 vs '15

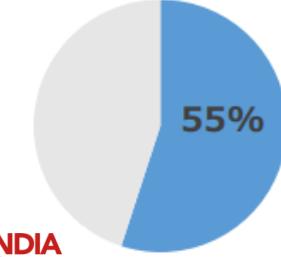


Highest change observed in the usage rate of masks, packs, serums, and night creams in 2023 compared to 2015.

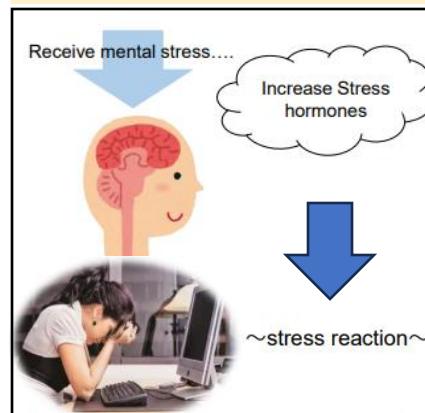
## Skincare Trends

Indian men & women are faced with increasingly high pressure to maintain work-life balance

Percentage that Indian employees feel mental stress



... Leads to feeling anxious and reduction in skin barrier functions



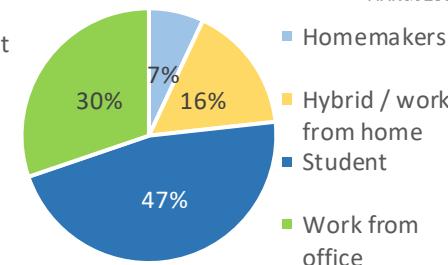
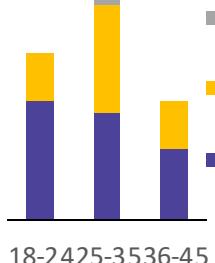
... Leads to the rising needs for EFFECTIVE and EASY skincare



## Primary Research

23 in-depth interviews  
[143 survey responses](#)

### Respondent Demographics



## Need-Gap Analysis

Current State

Future State

Problems	Root Cause	Emotion
<i>"I don't have time to carry out detailed skincare routines."</i>	Fast moving life	anxious
<i>"My skin is always dehydrated with prominent fine lines."</i>	Increased Stress & Pollution	frustrated and insecure
<i>"Having to use different products from different brands is expensive and confusing. Do you ever feel like you're wasting time and money on skincare?"</i>	Incorrect pairing of products, choice dilemma	inconvenient and wasteful
<i>"I have to buy new products every 3 months due to season change. Can't skincare routine keep up with my skin's changing needs?"</i>	Skin's changing needs with changing season	frustrated and inconvenient

- Skincare should not be inconvenient or frustrating. It has to be **easy, relaxing, effective, enjoyable** – something that you look forward to.
- A **quick solution** that can be *put on while packing your lunch before going out for work or doing household chores* is the solution.

PRESENTING A SIMPLE, EFFECTIVE, ENJOYABLE & AFFORDABLE SOLUTION TO ALLEVIATE THE BARRIERS OF SKINCARE

# Presenting A One-Stop Skincare Brand → 'SHINE'

## Brand Manifesto

SHINE believes that skincare should be simple, accessible, effective, and enjoyable for everyone. Our mission is to help everyone be confident about their skin and SHINE from inside.

### Brand Identity



A minimalist logo illustration of a smiling woman face. Together with the vibrant colors package design causing a feeling of happiness, joy, and satisfaction that reflects the mission. SHINE...

**SHINE** <the brand>



**REPAIR SHIELD**  
<the pack of sheet masks>



**HYDRA SHIELD**  
<water-based sunscreen>



**MOI**  
<the chatbot assistant>

### THE BENEFITS OF 'SHINE'

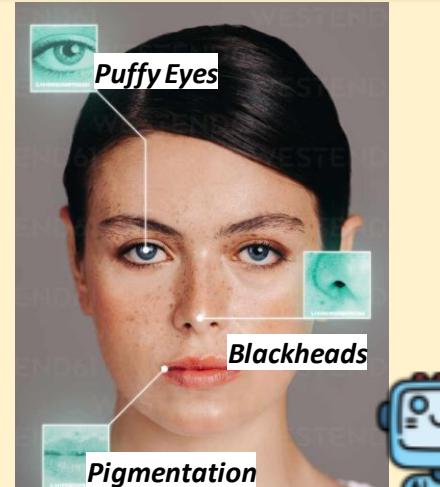
Step 1 <b>WASH</b>	Step 2 <b>MOISTURE</b>	Step 3 <b>NOURISH</b>	Step 4 <b>PROTECT</b>	
Facewash	Toner	Serum	Night Cream	Sunscreen
<b>Facewash</b>	<b>Repair Shield</b>		<b>Hydra Shield</b>	
To lift away sweat, excess sebum, and air pollutants**				

**DAILY BASIC CARE ROUTINE**

**MINIMAL QUICK CARE ROUTINE**

**Simple & Effective**

### Results & Formulation



Target area	Possible Problems	# Variants
Forehead	Wrinkles, Finelines, Acne, Tan, Pores	5
Cheeks	Acne, Dark Spots, Dry Patches, Tan, Pores	5
Eyes	Dark circles, Puffiness, Wrinkles, Fine Lines	4
Lips	Pigmentation, Dry patches, Fine lines	3
Nose	Acne, Blackheads	2

### Targeting Viable Customer Segments

#### Busy Bani (29, PR Head)



*"I have to buy different products from various brands for every step of my routine. It's tiring. I don't have time for it.!!"*

#### Demographics & Psychographics

- Newly married, metro city, hybrid work model, sizable Disposable Income.
- Highly aspirational, often late working hrs.
- Wants quick results but doesn't have time for every step of the routine.
- Buys products from influencer videos.

**NEED GAP - Multi brand routine. Lack of a quick way to get healthy skin.**

#### Confused Koushik(35, Engineer)



*"I don't know which active ingredient to use. Too many options and no guidance."*

#### Demographics & Psychographics

- Married with 2 kids. Director with high disposable income.
- Wants to look healthy and presentable.
- Has limited options catering to both gender.
- Finds it difficult to choose a product that he needs and would suit him.

**NEED GAP - Choice Overload. No easy way to choose the right product.**

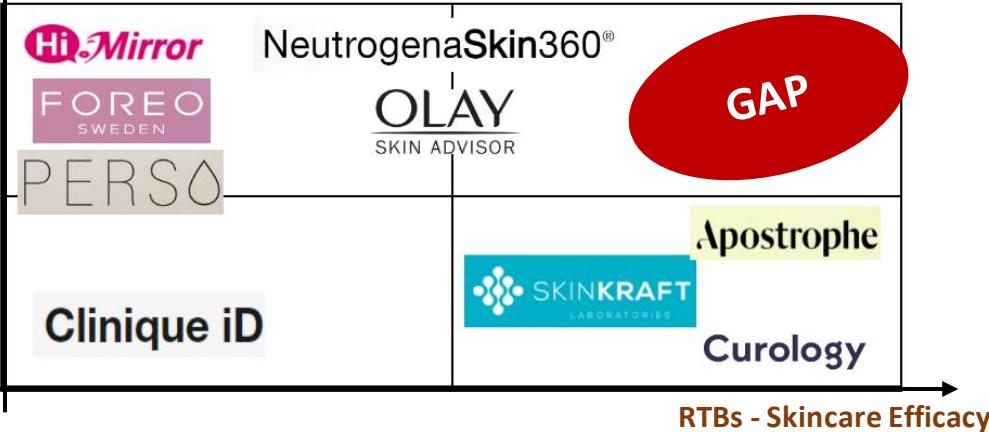
# Presenting A One-Stop Skincare Brand → 'SHINE'



## Addressing the Gap in the Industry

There are apps which use AI scanning to predict the skin problems one is facing but no recommendations on the skincare regime while brands use this technology to recommend the product fit. However, the scope of personalization is less.

Tech Enabled Personalization



## Prioritizing Sustainability

Masks made of **Bamboo Sheet**, **Silicone-free** → decomposition within 3-6 months. Hence 0 plastic offset from the product.



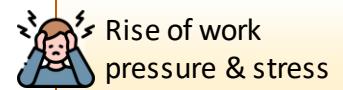
### #GreenChallenge

Engagement activity - After every use the consumer washes the sheet and puts it in their home plant tub. #NoWasteBeauty ##ConsciousBeauty

## #RightProduct&Amount for the #RightProblem

Feature	Unique Value Proposition	Feature
<b>AI scanning</b>	<ul style="list-style-type: none"> <li>-Identifying issues specific to a part of the face. eg: acne in cheeks, whiteheads in chin area, pigmentation around lip area.</li> <li>-AI also evaluates the stage of the skin problem and the formulation of active chemicals required.</li> <li>-Helps in producing a targeted solution for specialized application.</li> </ul>	
<b>Simplified Beauty with Single Mask</b>	<ul style="list-style-type: none"> <li>-10-min solution replacing tedious step for care + moisturize which are often skipped.</li> <li>-Efficient skin barrier creation with the product you need.</li> <li>-Unified product to avoid conflicting chemicals from layering products of different brands.</li> </ul>	
<b>App Tracking</b>	<ul style="list-style-type: none"> <li>-Tracking sun exposure, activity, &amp; location to provide a holistic progress report and curate next round of formulation based on the same.</li> </ul>	
<b>Adaptogenic Herb infused solution</b>	<ul style="list-style-type: none"> <li>-Natural compounds to help the body adjust to stress and preserve balance.</li> <li>-Help nourish the skin barrier to enhance elasticity and reduce puffiness.</li> </ul>	
<b>AI Skincare Partner: Moi</b>	<ul style="list-style-type: none"> <li>-Helps in keeping track of all the updates and makes sure no skincare step is missed</li> <li>-Makes the user experience more human-centric</li> </ul>	

## Infused With Adaptogenic Herbs



Rise of work pressure & stress

Rise in products that helps in relaxing and stress relief

Hence, the rise of adaptogenic herbs



Which helps in reducing stress, anxiety, and fatigue

Adaptogens in the mask will improve skin health by protecting it from stress, relaxing face muscles, and repairing the skin barrier.

# Your Skincare Partner Using AI Scanning



# The SHINE Journey: Pioneering Uniqueness in Skincare

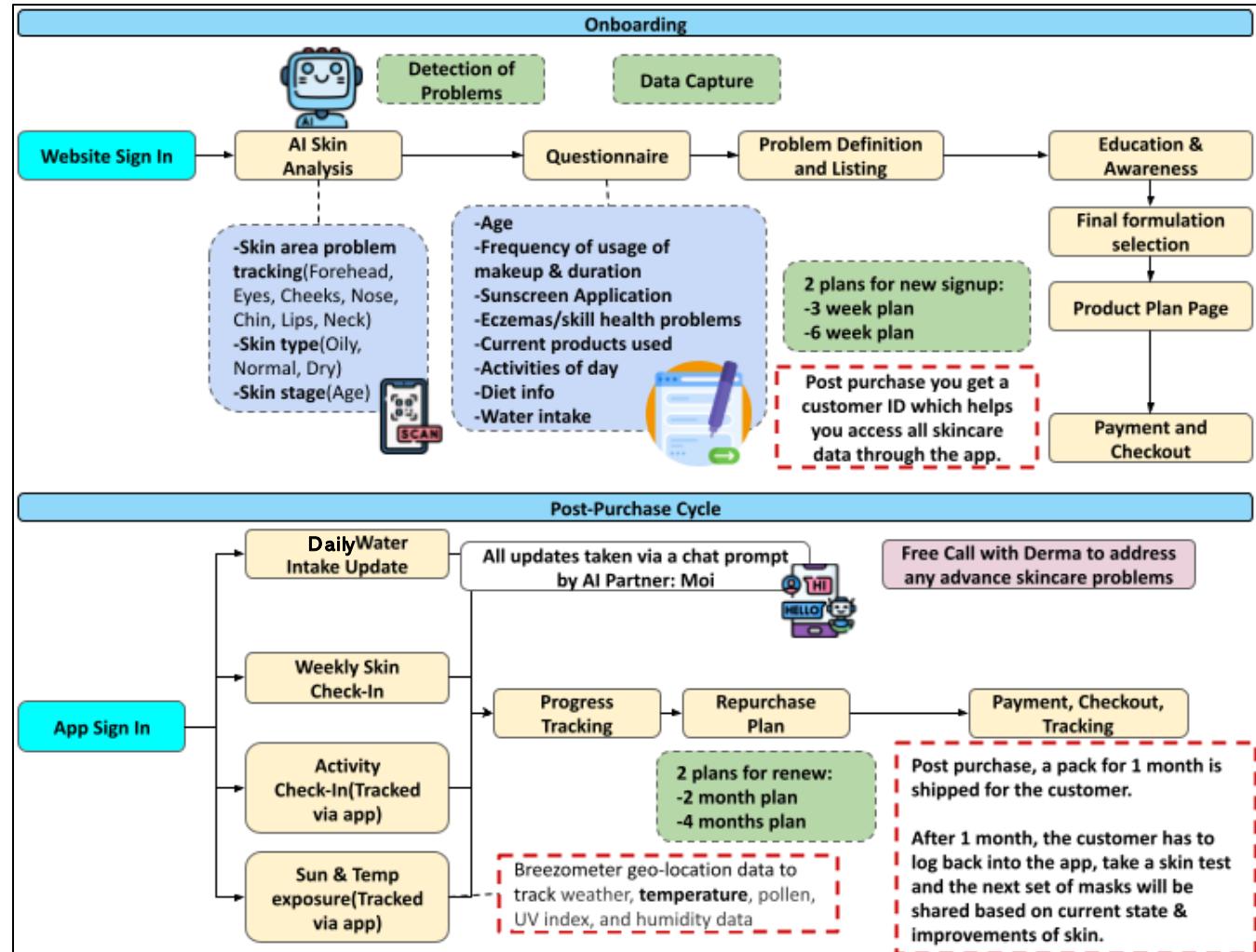


**SAVES TIME AND EFFORT**

**REDUCES PRODUCT OVERLOAD**

**IS GENDER NEUTRAL**

**MINIMIZES ENVIRONMENTAL IMPACT**



## Stages of Promotion for SHINE

Marketing Objectives

**Need realization**

**1. Increasing awareness of SHINE's existence**

**Trial – driving behaviour change**

**2. Make Innovators & early adopters try the SHINE shields**

**Post Brand Launch**

**3. Make the SHINE shields mainstream by onboarding early and late majority**

Marketing Tactics

Collaboration with influencers

AR assisted trials on the app

Experience Stores

Focus on SEO and Google Ads

Pop-ups in malls and walk-in complexes

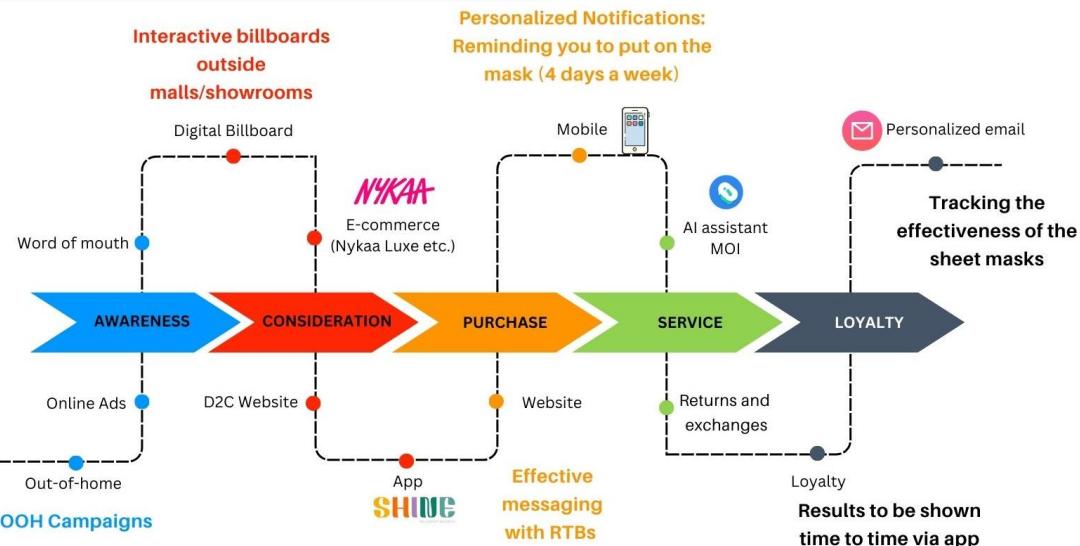
Customer & Dermatologist Testimonials

Interactive Product Descriptions

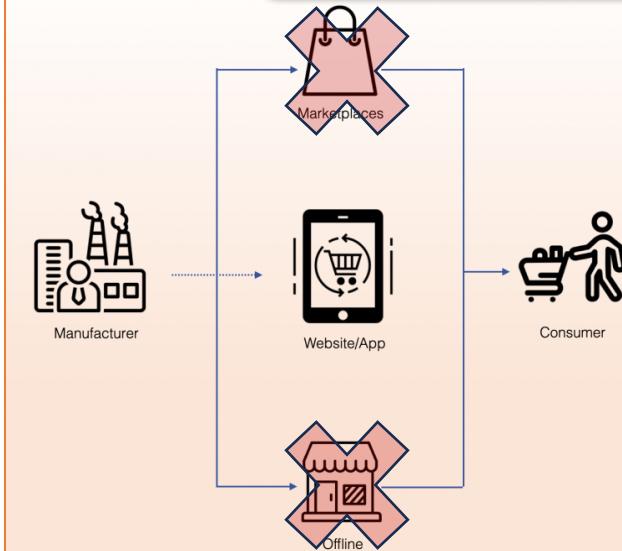
Pay Day offers & discounts; Referral vouchers

Organic Community Building

### DIGITAL TOUCHPOINTS TO LEVERAGE



### DISTRIBUTION & SHIPPING

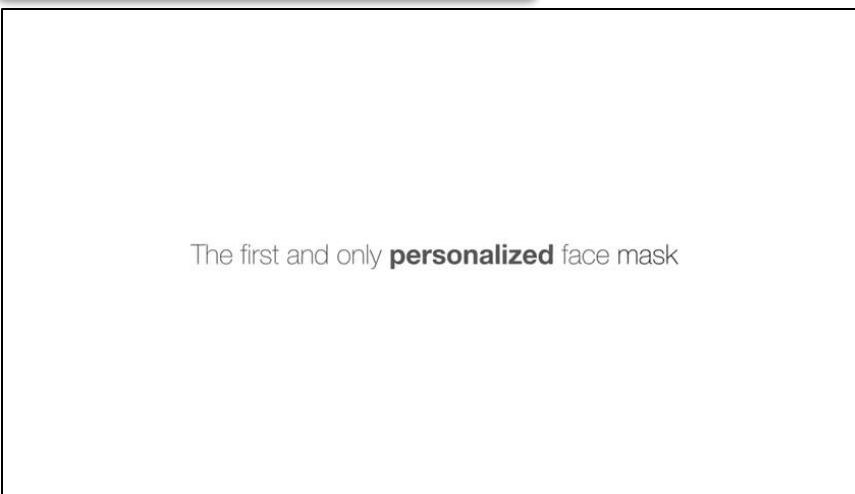


- Centralized Fulfillment Centers
- Fast Order Processing
- Sustainable Packaging
- On-demand production facilities in key markets
- Real-time Tracking
- Partnerships with Couriers
- Hassle-free returns or replacements for damaged or delayed shipments

## UMBRELLA CAMPAIGN FOR THE PRODUCT LINES

Product	Promotion	Place	Pricing	Product	Promotion	Place	Pricing
 <p>A pack of personalized <b>sectional sheet masks</b></p>	<p>Campaign Name: <b>"Know Your Skin"</b></p> <p><b>CHANNELS:</b>    → Videos, Awareness about the requirements of different skin types</p> <p><b>OOH</b> → </p>	<p><b>1. High footfall areas:</b></p> <ul style="list-style-type: none"> <li>Commercial Street, BLR</li> <li>Linking Road, BKC, MUM</li> <li>Park Street, KOL</li> <li>Cyberhub, Sector 29, GGN</li> </ul> <p><b>2. Targeted Advertisements</b> on SM</p>	<p><b>Dynamic Pricing</b></p> <ul style="list-style-type: none"> <li>Trial packs (1 use pack for Rs. 129)</li> <li>3-week plan for Rs. 1800/-</li> <li>6-week plan for Rs. 3500/-</li> </ul>	 <p>Water-based hydrating sunscreen for daily use</p>	<p>Campaign Name: <b>"Light On Your Skin, Heavy Against The Sun"</b></p> <p><b>CHANNELS:</b>    → Unique offering of a water-based sunscreen with adaptogenic herbs</p> <p><b>OOH</b> → <b>Shades shaped as a water drop</b>, transparent ceiling.</p>	<ul style="list-style-type: none"> <li>• <b>OOH</b> → Near Metros, Rly Station, Office Parking spaces, outside malls</li> <li>• <b>E-commerce</b> → SEO optimization for quick discovery</li> </ul>	<p><b>Competitive Pricing</b></p> <ul style="list-style-type: none"> <li>• 75 gms pack for Rs. 699/-</li> <li>• 150 gms pack for Rs. 1299/-</li> </ul>

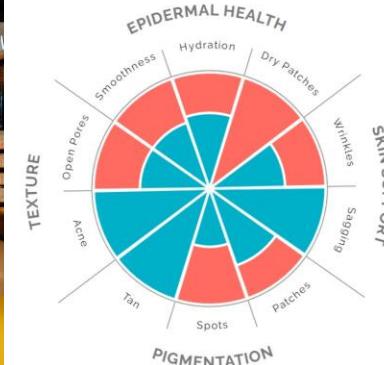
### MOCK-UP OF THE VIDEO



### POP-UPS IN THE MALLS, AIRPORTS

**Walk-in → Realtime scan → QR Code → Redirect to App → Get results → Answer questions → 'Get Shielded'**

- Pop-up visitors will be able to receive a **skin-care "diagnosis"** and choose and **sample their own** customized skincare products.
- Your skin-care meet-cute by matching you to The One.



## Financial Feasibility

Product Costing	
	Rate per unit
5-section sheet mask bamboo material	10
adaptogenic herb essence ingredients (serum)	25
packaging	45
labour	3
Manufacturing overhead	8
Selling, general, and administrative overhead	4
Total product cost	103
Profit margin 25%	25.75
retail price per unit of mask pack	128.75

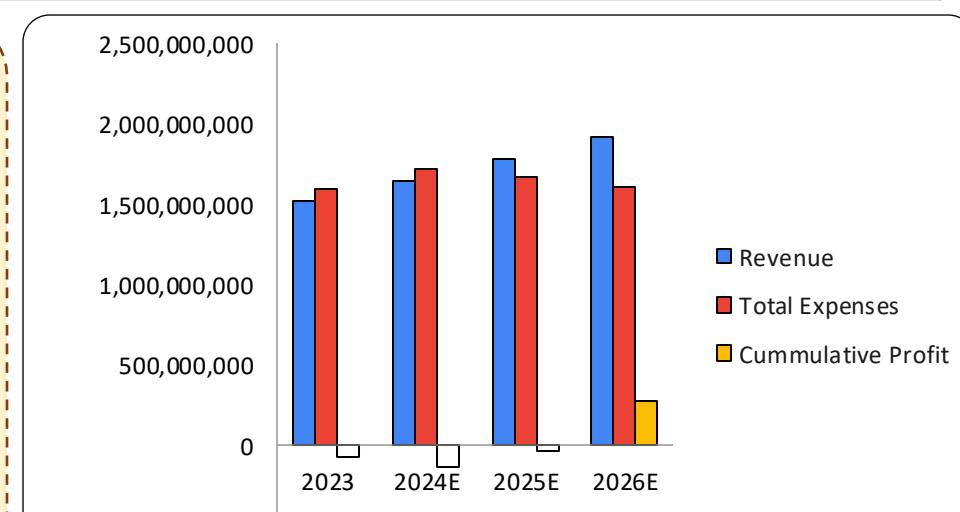
Costs	
trial sheet mask pack	Rs. 129 for 1 unit
3-week repair shield pack	Rs. 1800 for 12 units
6-week repair sheet pack	Rs. 3500 for 24 units
Hydra shield	Rs. 699 for 75 gms
hydra shield	Rs. 1299 for 150 gms
<b>Average Order Value = 442.81</b>	

	2023	2024E	2025E	2026E
<b>Revenue</b>	<b>152 Cr</b>	<b>164 Cr</b>	<b>177 Cr</b>	<b>192 Cr</b>
<b>total COGS</b>	31 Cr	33 Cr	36 Cr	39 Cr
<b>Selling &amp; Distribution</b>	122 Cr	131 Cr	124 Cr	115 Cr
<b>Marketing Costs</b>	6.51 Cr	5.8 Cr	6.5 Cr	5.8 Cr
<b>Total Expenses</b>	159 Cr	171 Cr	167 Cr	160 Cr
<b>Profits</b>	-7.3 Cr	-6.7 Cr	10.3 Cr	31.5 Cr
<b>Cumulative Profit</b>	-7.3 Cr	-14.11 Cr	-3.7 Cr	27 Cr

	2023	2024	2025	2026
Indian Population	1,40,00,00,000	1,51,20,00,000	16329600000	1763596800
Urban Population in India	30%	30%	30%	30%
% of People in the age group 25-40	40%	40%	40%	40%
Working Women (age 25-40) in Urban India	16,80,00,000	18,14,40,000	19,59,55,200	21,16,31,616
% of people with Annual Income over 5 lakh INR	25%	25%	25%	25%
People with Annual Income over 5 lakh INR (age 25-40) in Urban	4,20,00,000	4,53,60,000	4,89,88,800	5,29,07,904
% of Indian people Stressed [5]	82%	82%	82%	82%
Conversion in focused target segment	10%	10%	10%	10%
Acquired customers	34,44,000	37,19,520	40,17,082	43,38,448
Average Order Value	442.81	442.81	442.81	442.81
<b>Estimated Revenue</b>	<b>1,52,50,49,120</b>	<b>1,64,70,53,050</b>	<b>1,77,88,17,294</b>	<b>1,92,11,22,677</b>

Marketing Costs		
Particulars	Cost	Remarks
Screen Installations	5,00,00,000	Screen Installations at 4 places for 2 weeks
Influencer marketing [1]	1,00,000	Cat B & C to upload 1 post and 2 stories
Social Media marketing [2]	50,00,000	Targeted Impressions: 8,00,00,000; CPI: Rs. 0.062
Google Ads [3]	40,00,000	Targeted clicks: 2,00,000; CPC: Rs. 20
App Development *	60,00,000	Cost of IOS app: 2000000; Android app: 1200000; <u>Annual maintenance cost:</u> 15% of development cost (Industry average)
<b>Total cost</b>	<b>6,51,00,000</b>	

- Revenue of 27 Cr at the end of 4<sup>th</sup> year
- Profitable in the 4<sup>th</sup> year
- Heavy Marketing and Distribution Costs during the launch in the first year



Break Even is achieved after the 3<sup>rd</sup> year



FOR DETAILED  
FINANCIAL ANALYSIS

Future Scope → to expand into the facewash category and leverage multiple distribution channels after 2 years of launch

# Appendix

## 1. PRODUCT FORMULATION

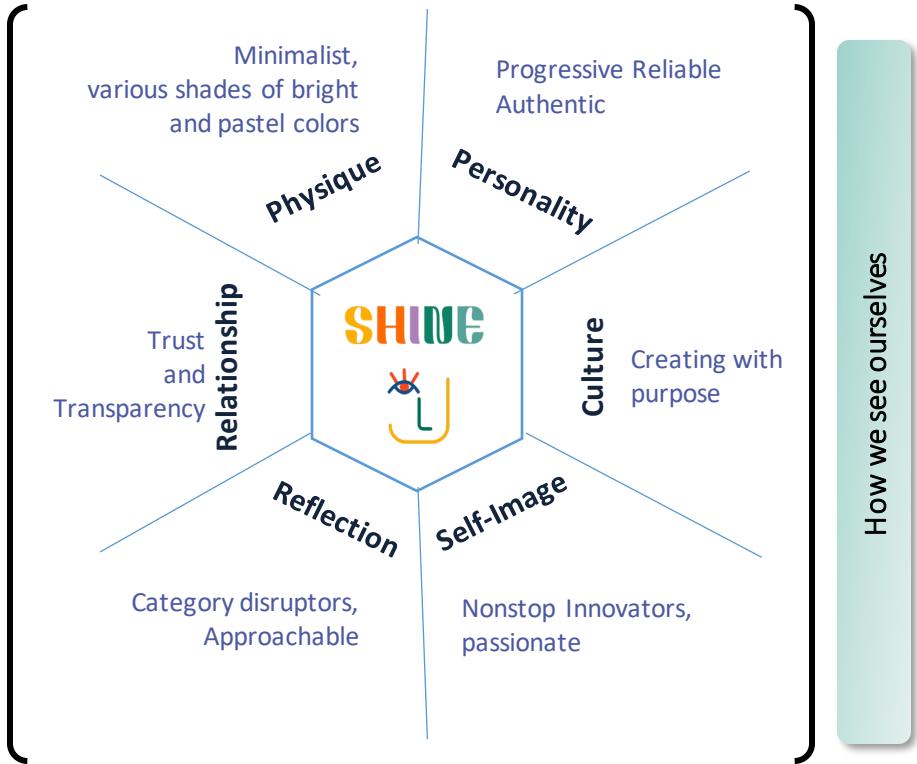
Forehead		Cheeks		Eyes		Lips		Nose			
Problem	Solution	Problem	Solution	Problem	Solution	Problem	Solution	Problem	Solution		
Wrinkles	Vitamin A (retinol), vitamin C, hyaluronic acid, peptides	Acne	Benzoyl peroxide, salicylic acid, sulfur, retinoids	Dark circles	Caffeine, vitamin K, hyaluronic acid	Pigmentation	Vitamin C, niacinamide, AHAs, kojic acid	Acne	Benzoyl peroxide, salicylic acid, sulfur, retinoids		
Fine lines	Vitamin A (retinol), hyaluronic acid, peptides	Dark Spots	Vitamin C, niacinamide, alpha-hydroxy acids (AHAs), kojic acid	Puffiness	Caffeine, vitamin K, hyaluronic acid	Dry patches	Hyaluronic acid, ceramides, squalane	Blackheads	Salicylic acid, benzoyl peroxide, sulfur		
Acne	Benzoyl peroxide, salicylic acid, sulfur, retinoids	Dry Patches	Hyaluronic acid, ceramides, squalane	Wrinkles	Vitamin A (retinol), vitamin C, hyaluronic acid, peptides	Fine lines	Vitamin A (retinol), hyaluronic acid, peptides				
Tan	Vitamin C, niacinamide, AHAs, kojic acid	Tan	Vitamin C, niacinamide, AHAs, kojic acid	Fine Lines	Vitamin A (retinol), hyaluronic acid, peptides	<b>Product formulation and recommendations presented to the user based on possible ingredient combinations.</b>					
Pores	Salicylic acid, glycolic acid, retinol	Pores	Salicylic acid, glycolic acid, retinol								

## 2. BRAND IDENTITY - SHINE

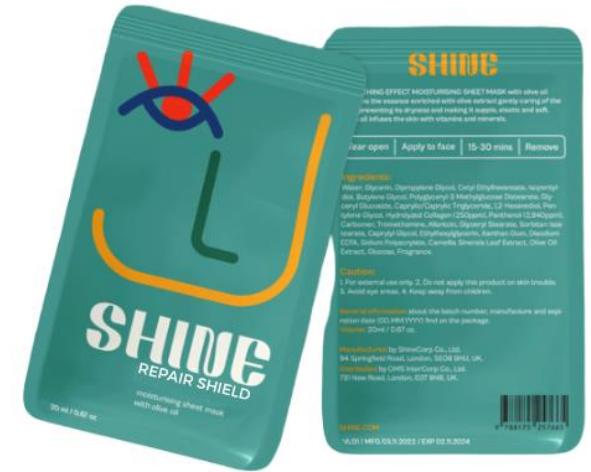
**SHINE**



### Kapferer's Brand Identity Prism



How we want our consumers to see us



### **3. PROOF OF CONCEPT FOR THE IMAGE SCANNING APPLICATION**

## **How Perso works**

Perso creates personalized skincare formulas in four steps:

**Providing a personal skin analysis:** Our customer will launch the Perso mobile app and take a photo with their smartphone camera. Thanks to the [ModiFace technology](#) we have acquired in 2018, their overall skin condition—including deep wrinkles, fine lines, the appearance of dark spots, and pore visibility – will be analyzed with the help of AI.

**Analyzing the Environment:** Using Breezometer geo-location data, Perso takes into account the local environmental conditions that can influence the state of our customer's skin. These might include weather, temperature, pollen, UV index, and humidity.

**Adapting to personal preferences:** The next step is to enter personal skincare concerns into the Perso app, including fine lines, dark spots, pigmentation, pore size, radiance, and dullness. To customize the unique formula of moisturizer, serum, and under-eye cream even further, the preferred texture and hydration-level can also be added.

**Making a custom formulation and dispensing:** All of this data helps to create a personalized blend of high-performance skincare, dispensed in a perfectly portioned, single dose at the top of the device for easy, clean application. The technology adjusts for morning and evening application, and the device features a detachable mirrored top so that our customers have the option of taking a single or larger dose with them on-the-go.

Perso's hardware features a patented motor system located at the top of the device which moves and compresses the formula from the cartridges at the base of the machine in an upward motion to the dispensing tray above.

*Source: L'oreal Perso [Link](#)*

### 3. ADAPTOGENIC HERBS FOR SKINCARE

## Adaptogen

"adapt" & "gen"

Herbs that works **to increase resistance to various stress**, which are physical, mental, and external environment etc.

It was proposed in 1947 by Soviet researcher Dr. Nikolai Lazalev.

The ingredients have been traditionally used since ancient times in Ayurveda and Chinese medicine, and have been redefined. Since around 2019, it has been actively adopted by global brands.

By the power of Adaptogenic herbs that is traditionally used in Ayurveda and the effect of scent, this line addresses various skin problems caused by external and internal stress.

Awakens your beauty of the skin and delights your sense.

The serum, that is formulated with Adaptogenic herbs (Gotu Kola Extract), **reduces oxidation, inflammation and barrier dysfunction** occurring inside the skin.

And this ultimate serum leads to **glowing skin**.

The night cream, that is formulated with Adaptogenic herbs (Licorice Extract), **repairs inflammation that causes disordered turnover** etc.

And this night cream leads to

**long-lasting moisturizing and glowing skin.**

1. [9 Adaptogen-Rich Beauty Products to Soothe Stressed Skin – NewBeauty](#)

2. [Everything you need to know about adaptogens | Be Beautiful India](#)

3. [\[Guide\] Exploring the Potential Benefits of Adaptogenic Herbs – Bella All Natural](#)

## ADAPTOGENS

'Adaptogen' has been a beauty buzzword for a while now, but there's a reason these plant-derived ingredients feel extra buzzy right now: They address stressed skin.

### concerns:

Dullness  
Uneven Skin Tone  
Rough Skin  
Weakened Skin Barrier

### skin type:

Aging  
Acne-Prone  
Sensitive  
Normal

### When to Use:

- A.M. & P.M.
- Plays well with other actives

### Read the Label:

(as seen on the ingredient list)

Ashwagandha

Elderberry

Reishi Mushrooms

A

**Thank  
You**