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Executive Summary

Bella Vado has two general product groups. One is food product and then the other is body products. The company needs to determine a path to grow to the body product and determine how to do it. After body products market researching, we defined our target customers and market. Found out top direct competitors and their market strategies. Finally, we have decided to purchase Bella Vado body products line. Currently, we need attract investors to help us do market researches and strategies. We will use these money open retailers and enter Sephora and Costco, change products formulations, change packages, enhance website design, and send samples to three higher income household areas. In addition, we will spend money on social medias and through Monthly Box Subscription to expand our popularity and increase our online sales. Finally, we will expand our brand to Chinese skincare market.

The team’s main objectives were to:

1. Identify EVEP target market.

2. Develop strategies to increase sales.

3. Create specific recommendations of brand future development.
Methodology

Information gathering of BVBP target market, main competitors, industry trends, customers purchase habits, and social media practices.

1. Industry Overview

1.1 Company Background

Bella Vado is a family business which is owned and operated by three generations of the da Silva family. Corinne da Silva and her husband Cid decided to quit their jobs and move to Valley Center to grow avocados in 2004. The da Silva family launched into the extra-virgin avocado oil market under the name Bella Vado; "bella" means beautiful in Italian, and "vado" is a combination of the first and last two letters in avocado. Because there is no machinery specifically designed to produce avocado oil, they must use an olive press system. Hence, the da Silva family built a 3,000-square-foot processing shed and purchased an avocado olive mill and press system, able to churn up to 2,000 pounds of avocado paste per hour. The da Silva family invested between $250,000 and $300,000 for this equipment—this was not a small investment. However, starting a new business was not easy for Corinne and her husband, because people are not familiar with avocado oil like they are with other oils. Corinne operates the marketing side of the business and her husband handles the processing side. Bella Vado is the only avocado oil product manufacturer in the United States. Silva’s family
business is located in northern San Diego County, the avocado capital of the United States. The da Silva family produces avocado oil organically in Valley Center. There are three other American companies that manufacture avocado oil however their avocados are grown and pressed in different locations. For example, the Temecula based company Pacifica Culinaria imports its avocados from Mexico. Most of the Bella Vado’s avocados come from the 40-acre family farm and if they need it, they buy some of the fruit from other small local avocado farmers. Furthermore, the Bella Vado facility and their avocado grove are certified organic. In order for an oil to be USDA certified, the source of the fruit as well as the facility it is processed in must be organic. In order to attain the uniquely high quality of their product, the family makes sure their oil is hand-picked, cold-pressed, unrefined, unfiltered and organic to retain the nutritional value of avocados. Unlike other avocado oils on the market, theirs is not stripped of any nutrients, making it the very special Bella Vado extra-virgin avocado oil.

After doing research Corinne found that avocado oil could also be used for cosmetic purposes, and they decided to make their own skin care line. When the skin care line started very well, Bella Vado could not keep up with production. They had to find a company who had more and larger containers for the skin care products. Their lotions and body and face washes are made by a company which is located in San Diego and the company uses Bella Vado’s original formulation. All the bar soaps, lip balm, and skin serum are all made and poured by hand. Moreover, each bottle is labeled by hand. Without a big machine for pouring and labeling, the da Silva family friends helps them bottle and label. These products can be found at farmers’ market, Amazon, and
their web site.

1.2 Target Customer:

The cosmetic industry has grown at a healthy rate of 3.8% in last decade. On both mature and developing markets, niche segments are set to see major growth. Organic product markets are predicted to surge at a pace of around 10% per year from 2014 to 2019. Bella Vado aims to target the rapidly developing organic cosmetics industry.

If we look at Bella Vado website, they have products for both men and women. Although the major portion of the skin care line targets women, there are special soaps for men including the “three wise men” soap.

Moreover, Bella Vado’s range of target customers is very wide, including both young and older women, younger people who desire organic products and older people looking for anti-aging. Bella Vado consumers are generally upper middle class-- the company targets people who spend more on organic body and skin care products. Indeed, Bella Vado’s products are much cheaper than other organic brands that you can find in the mall, like Kiehl’s and L’Occitane En Provence for example.

As Bella Vado makes products with ingredients of natural and organic origin, their target consumers are clearly defined. Bella Vado consumers are looking for simple products with natural ingredients good for their skin, body and hair. The consumers who buy Bella Vado are generally urban dwellers, concerned about their appearance and take care of their skin with natural products. They live healthy lifestyles and are athletic. Moreover, Bella Vado’s consumers are very sensitive about environmental
issues. They pay attention to products that don’t include any chemicals. They want to use effective and unique products. Furthermore, the consumers who purchase Bella Vado products want to support local farmers.

In conclusion, Bella Vado’s targeted consumers are between the ages of 24 and 65. They are urban professionals with strong educations. These consumers have an active lifestyle, are concerned about environmental issues, and prioritize mind and body wellness.

1.3 U.S. body lotion and wash market analysis

In the U.S. body care product industry, there are thousands brands from all over the world. The appendix A shows the percentage of total hand and body lotion sales by branded in the U.S., in 2014. The total sales of U.S. body lotion market that had an approximately $3.45 billion. From Appendix A and B we know the private label sales were first place in U.S. body lotion market. The sales increase of 4.2% from 2013 to 2014. In 2014, Aveeno Active Naturals Daily Moisturizing Lotion had a 5.5% market share in U.S. body lotion sales, which was in the second place. Its sales increased 8% from 2013 to 2014. Aveeno Active Naturals Daily Moisturizing’s market share was around $100 million in sales. BVBP belongs to private labels, which has huge develop spaces and unlimited potentials.

Appendix C shows the results of survey among approximately 29,000 Americans on the brands of body wash used in households between February 2014 and March 2015. About 18.49% of American households use Dove, while 14.2% of American
households use Bath & Body Works. In 2015, the total sales of body wash in U.S. market was $6.4 billion. With social and technology developing, more and more people focus on skin care and body care. Recently, organic products have become the main fashion trend. As a result, now is the perfect time for BVBP to remodel their brand and expand their market. Organic avocado will be the unique sign for BVBP company.

1.4 U.S. beauty industry analysis

In 2015, the U.S. beauty industry generated a total revenue of $56.2 billion. Skin care stayed at the second place, which was $13.32 billion, had a 23.7% of total industry revenue. Moreover, beauty industry total revenue is expected to exceed $62 billion in 2016. In 2014, Olay Regenerist, which is an anti-aging brand owned by Proctor & Gamble, amounted to approximately $103 million in total sales. And anti-aging skin care products expanded areas, not just for wrinkles, but also for different skin types and different body parts. Anti-aging skin care products are not only fit for customers who are over 40 years old. New research shows that when people are over 25 years old, they should start using anti-aging skin care products. This is because anti-aging is a long term process. Using anti-aging products slow down the aging process, so customers cannot expect to use anti-aging skin care products one time to see an obvious difference. For most beauty brands, anti-aging skin care products are the most expensive. Organic and natural is a new lifestyle. There is a huge potential in the anti-aging skin care products industry. Additionally, natural and organic skin care products will be the new trend because there are increasing demands for natural and organic product without
unnecessary chemicals, parabens, additives, or fillers.

1.5 Direct competitors and similar product brands in the industry.

1.5.1 Kiehl’s

Although there are thousands of brands in skincare industry, not so many brands are famous for organic and hundred percent natural products. Among U.S. brands, the biggest competitors in skincare is Kiehl’s. Kiehl’s is a skincare company that started as a pharmacy in Manhattan in 1851. It focuses on basic skin, hair, and body products. In 2000, Kiehl’s was acquired by L’Oréal Group. Now, there are around 400 retail stores and 1200 counters of sale in high-end department stores over more than 40 countries. Kiehl’s is famous for its natural products and straightforward packing. The top three famous skin care products are Creamy Eye Treatment with Avocado, Calendula Herbal Extract Alcohol-Free Toner, and Cucumber Herbal Alcohol-Free Toner. In 2015, the Kiehl’s brand is valued at almost $40 billion. Kiehl’s does not have any advertisements. They just rely on their celebrity fans. No advertising can save manufacturing cost, so they focus on manufacturing to research new products. Salgado, Kiehl’s CEO, said “Regardless of who you are, if you advertise, and you really advertise, you have to spend a lot of money. You are eventually gonna have to pass that cost off to your customer.” At last, unlike other luxury skincare brands, Kiehl’s sells with very basic shape and color. Most bottles are transparent, so customers can see contents clearly. In order to encourage customers to do bottles recycle, 10 empty Kiehl’s bottles can exchange for one product. As a result, Kiehl’s has operated over a century. BVBP just
started as a new company. They can learn some experience from Kiehl’s, while maintaining their own requirements and new marketing strategies.

1.5.2 Fresh

Fresh, Inc. is a U.S. beauty brand. In 1991, it was founded in Boston by Lev Glazman and Alina Roytberg, husband-and-wife. All of Fresh products use natural ingredients such as sugar, milk, soy, rose, and lotus. They consider their products as pure beauty. Today, Fresh has full line of life style products, which includes fragrance, skincare, body care, makeup, haircare, and home. Fresh keeps on innovating according to customers’ demands rather than relay on focus groups. They create products according to lifestyle trends. Products are sold worldwide through online, retailers, and special beauty stores. Because Fresh Inc. use all natural ingredients they guarantee that pregnant women can use them also. Now Fresh expands their market over all the world. They have built a customer loyalty in Chinese market.

1.5.3 L’Occitane en Provence

L’Occitane en Provence is France brand of body, face, fragrance, and home products. In 1976, in order to celebrate and preserve the traditions of his native Provence, Olivier Baussan found L’Occitane en Provence in Manosque, France. At that time, Olivier Baussan used steam distillation to produce essential oil from wild rosemary and lavender. L’Occitane en Provence is famous for its natural and organic resources. Now, L’Occitane has 753 shops in 90 countries, with 170 shops in the United States. In 2015, it generated €1.178 billion revenue. Provence is famous for lavender.
Manosque is famous for essential oil. The majority of resources of products are from Provence, and Helichrysum Italicum from Corsica. All of products still rely on traditional method production. L’Occitane develops most of their products with organic and natural ingredients, and they never conduct animal testing. Now, L’Occitane has built a reliable reputation in customers’ minds. Last December, L’Occitane started to use Facebook Canvas ad units. Within two weeks, the company reached 2.3 million Facebook users. Users can get a strong understanding about every product through reading advertisements from the Facebook Canvas. Facebook Canvas helped L’Occitane build a long-term relationship with their Facebook fans.

1.5.4 Crabtree & Evelyn Landon

When we research about avocado body care product on Google, the first result is the avocado, olive, and basil collection by Crabtree & Evelyn London. Crabtree & Evelyn London is an English retailer brand It was founded in 1972 in Cambridge. The company focuses on natural products, which include body care products, fragrance, and fine foods. Crabtree & Evelyn London continues to expand its natural ingredients with fruit, flower, and plant essence. Currently, there are more than 600 Crabtree & Evelyn London retailer stores across 65 countries in the world. The company continue to focuses on blending nature ingredients and science to innovate products. In order to build customer loyalty, Crabtree & Evelyn London launched their new loyalty program named Platinum Rewards. Customers are free to join loyalty program. Customer who spend less than $45 earn $5 back and those who spend more than $45 earn $10 back.
When customers register for loyalty program, they will receive a custom gift or a discount coupon. This loyalty program not only stimulate consumption, but helps Crabtree & Evelyn London capture customers’ information and purchasing habits.

2. Current Analysis

2.1 BVBP Sales Analysis from 2011 to 2013

From the BVBP sales chart we can know that BVBP sales have increased almost 2.5 times from 2011 to 2013. In 2013, the gross profit has almost increased 3 times, which was about $370,852. Among these sales, 40% were bulk oil, 35% were bottle oil, 20% were body products, and 5% were miscellaneous services. In 2016, from BVBP’s first half of year, sales invoice summary report we learned that bulk oil and bottle oil had an average of $400,000 to $500,000 sales every month. However, skincare products only had around $5,000 sales in every month. From 2011 until now, skincare products sales have continued to declined. Skincare products had lower sales due to high competition in U.S. skincare market. Moreover, because BVBP owners did not have enough research in U.S. beauty products industry, they made many wrong market strategies. Now, we have decided to purchase BVBP skincare product line. Our purchase includes product formulations, all the government permits and certificates, and one contract with BVBP. This contract states that they will supply avocado for us every year, and we are the only beauty company can buy avocado from them. We are confident after market research and strategies; we will have a significant position in the
U.S. beauty industry.

2.2 Benefits of Avocado.

Avocado, also known as an alligator pear, contains vitamins, minerals, and anti-oxidants. Avocado helps reduce wrinkles. Moreover, anti-oxidants have amazing treatment that help detoxify body and make skin suppler and more plump. Avocado facial cleaner can deep clean pores, remove grime from skin, and give back fresh and youthful looks. Thanks to vitamins and nutrients, avocado facial cream benefits skin through nourishment, rejuvenation, and miniaturization. It is especially good for dry, aging, and dehydrated skin. Avocado oil works as natural sunscreen, it protects skin from UVA and UVB rays. It restores the damage after sun burn. Avocado hand scrub can remove dead skin cells and moisturized hands; it gives hands a silky feeling. Avocado shampoo has dandruff treatments. It not only revitalizes scalp, but add luster and shine for hair. Amino acids and proteins contained in avocado will penetrate the scalp and improve the overall condition of hair.

In recent years, more and more people focus on organic and natural product. We believe avocado beauty products will become new lifestyle and leading fashion trend. We have made a series of market strategies to improve our sales. However, we need find investors to support us. We are very confident our avocado products will become a famous brand in America. In a short period, it will become famous worldwide.
3. How to increase BVBP sales?

3.1 Change Product Formulation

Bella Vado products should be reformulated. Firstly, body and face wash are sold in one product. However, Bella Vado should separate body and face wash into two different products because face wash should be more sensitive than body wash. Secondly, all of the skin care line has strong essences, which makes them hard to use. Lastly, the face moisturizer’s cream color is white, but it should be green because the main ingredient is avocado. This cream does not look any different than Nivea creams, even though they have different ingredients.

3.2 Open retailer stores, sales in Sephora and Costco.

First of all, we believe the main reason of less sales amount is less popularity. There are very small groups of people who know the BVBP brand. Moreover, the company does not have loyal customers. In order to expand popularity, we will consider enter Sephora retailer stores. Sephora is a French cosmetic chain retailer shore, which was founded in 1969. It features almost 300 beauty brands, more than 17,000 listed products, and around 1700 stores across the world. In North America, there are more than 300 stand-alone stores, and another 475 counters inside J. C. Penny department stores. Because BVBP company located in San Diego, it is much easier for San Diego customers to accept. The sales in Sephora can help BVBP introduce products to customers. However, BVBP needs to pay more commission fees. If BVBP can enter Sephora, rent will not be too much because BVBP just needs one counter inside Sephora.
to show products. Sephora has many loyal customers. Every time I shop at Sephora, it is always very crowded. Sephora has a huge number of memberships, and every month they have different rewards points for their members. If we enter Sephora, we can have Sephora send our samples as points rewards to attract members’ attentions. As a result, to enter Sephora not only save money, but is a fast way to expand BVBP’s popularity.

Secondly, entering Costco Wholesale Corporation is another way to increase sales and expand popularity. Costco is the largest members-only warehouse club in the U.S. In 2015, it was the second largest retailer in the world, just behind Walmart. Costco Wholesale Corp. has 85 million members in the U.S. It is a huge number. Free sample is a significant part in Costco. More free samples on weekends in order to attract more shoppers. Costco not only supply free food samples, but also cosmetic and skincare products. If BVBP wants to enter Costco, the company need to expatriate two sales person who clearly know the history and strength of their products. Then, they need to set up a small counter inside Costco. These two sales introduce the basic information and send samples to shoppers. Shoppers can then buy BVBP’s skincare products in Costco. In the future, BVBP can produce larger size body wash and body lotion only for Costco shoppers.

Finally, if there is enough budget for BVBP company, we recommend they open retailer stores inside big shopping center in San Diego County. There are four places they can choose from. One choice is Fashion Valley, the second one in Westfield UTC, the third one in Westfield North County, and the fourth one in The Shoppers at Carlsbad. From the San Diego map, we can see that these four shopping centers cover almost all
of San Diego County. And these four shopping center are among the top four largest fashion retailer shopping mall in San Diego County. Fashion Valley is the largest shopping center in San Diego County. It has around 140 retailer stores, including Hermes and Louis Vuitton. Fashion Valley is the only place where you can buy Hermes, Chanel, Louis Vuitton, Prada, and Gucci. This means Fashion Valley is the highest level shopping center in San Diego. There is high percentage of luxury shops in Fashion Valley shopping center. BVBP produces organic products producer. Organic products are always more expensive than normal products. As a result, we believe customers in Fashion Valley will more interested in our organic avocado skincare products. People who live in the Westfield UTC near La Jolla have higher income than average. The Shoppers at Carlsbad is also a high income household area. Westfield North County is the only big shopping center in North County. If we have our own retailer stores, we can hold promotion events in the store, such as invite customers to visit avocado farm. Then customers will know BVBP uses exactly the same avocado in their oil and skincare products. Obviously, customers will believe BVBP skincare products are more reliable. Every coin has two sides. Open retailer stores are more flexible than enter Sephora and Costco. However, in their own retailer stores they can do whatever to promote strategies and sales events. While in Sephora and Costco, BVBP must follow all Sephora’s and Costco’s rules. Open retailer stores need more budget than enter Sephora and Costco. To invest more is a higher risk, but a higher risk is a bigger profit.
3.3 Send samples to all the San Diego area where most people age around 25 to 50 years old. Annual income is $100,000 and up.

There are about 3,095,313 person live in San Diego County, which include 1,553,679 males and 1,541,634 females in San Diego. Sixty-five percent of people living in San Diego County are between of 20 to 60 years old. Moreover, there are 739,024 females are between of 24 to 59 years old, which is 24% of the total population. The target customers are focused by BVBP are female between 24 to 59 years old, and the annual income is $100,000 and up. Based on household income in San Diego, we will send sample sets to Fairbanks Ranch, Del Mar, and Rancho Santa Fe.

The median household income in Fairbanks Ranch is $115.9k annually, which is the second place in San Diego county. There are 1099 households in Fairbanks Ranch, and more than half of total population are women. Fifty-one percent of the population are between 24 to 65 years old. We will select 500 households from Fairbanks Ranch and deliver sample sets to their houses. The delivery package includes five products sample sets, booklet with our product stories and company introduction, and a $5 coupon. When customers spend over $50 they can use this $5 coupon online shopping or in our retailer stores. The limitation for this coupon is three months.

The median household income in Del Mar is $107.5k annually, making it the third highest income in San Diego county. There are 2,064 households in Dal Mar, 60.7% of the population are between 25 to 64 years old, and almost 50% are females. Three hundred forty households had children under the age of 18 living with them. We will deliver our sample sets to these 340 households first.
Finally, the median household income in Rancho Santa Fe is 107.2k annually, making it the fourth highest income in San Diego county. There are 1195 households in Rancho Santa Fe, 47.8% population are between 25 to 64 years old, and more than 50% of the total population are women. We will choose households with 25 to 64 years old female to send sample sets. Because these three areas are near Shopper at Carlsbad and Westfield UTC, people will have convenient access to our retailer stores.

3.4 Adjust price

At first, we will relaunch our products for facial, hair, and body. Facial products include basic avocado product line and anti-aging product line. Basic avocado products include facial cleanser, toner (sensitive skin and normal skin), serum (day and night), day care cream (dry skin, oil skin and sensitive skin), night care cream, sunscreen, lip palm, sheet mask, and mask moisturizer. Anti-aging facial products have toner, serum, day care cream and night care cream, and mask moisturizer. Additionally, we will also launch hair shampoo, conditioner, and serum oil. Body products include body wash and moisturizer. Now, we readjust our market strategies and refine our target customers. We put our product positioning at middle to high classes. So we need to fix all products’ price. Crabtree & Evelyn Avocado, Olive and Basil body lotion at 250ml is $24, L’Occitane Shea Butter Body lotion at 250ml is $32, Fresh Life Body Lotion at 300ml is $23. Our new avocado body lotion price should be $30 at 250ml. Crabtree & Evelyn Avocado, Olive and Basil bath and shower gel at 250ml is $22, L’Occitane Almond Oil at 250ml is $25, Fresh Brown Sugar Shower and Bath gel at 300ml is $20. Our avocado
shower and bath gel should be $20 at 250ml. Crabtree & Evelyn Avocado, Olive and Basil Hand Therapy at 25g is $9, at 100g is $22, L’Occitane Shea Butter Hand Cream at 1oz. is $12, at 5.2oz. is $28, Fresh Seaberry Nourishing Hand Cream at 70ml is $23. Our avocado hand cream at 50ml should be $14. L’Occitane Citrus Fresh Shampoo same as Conditioner at 8.4fl.oz. is $20, Fresh Serberry Nevitalizing Shampoo and Conditioner at 240 ml each is $27. Our avocado shampoo and conditioner at 250ml each should be $22. L’Occitane Shea Butter Cleaning Milk at 6.7fl.oz. is $24, Fresh Soy Face Cleanser at 125ml is $38. Our avocado facial cleanser at 125ml is $35. L’Occitane Angelica Face Toner at 6.7fl.oz. is $24, Fresh Rose Floral Toner at 250ml is $40. Our avocado basic toner at 250ml should be $35, and avocado anti-aging toner at 250ml should be $45. L’Occitane Divine Extract Serum at 1fl.oz. is $116, Fresh Rose Deep Hydration Face Serum at 30ml is $55, Fresh Black Tea Age-Delay Firming Serum at 30ml is $75. Our avocado basic serum at 30ml should be $58, anti-aging serum at 30ml should be $80. L’Occitane Divine Eyes at 0.5fl.oz. is $80, Fresh Rose Hydration Eye Gel Cream at 15ml is $41, Fresh Black Tea Age-Delay Eye Concentrate at 15ml is $78, Kiehl’s Creamy Eye Treatment with Avocado at 15ml is $29. Our avocado basic eye cream at 15ml should be $35, anti-aging eye cream at 15ml should be $85. L’Occitane Divine Cream 1.7oz is $110, Fresh Rose Deep Hydration Face Cream at 50ml is $40, Black Tea Age-Delay Cream at 50ml is $90. Our avocado basic facial cream at 50ml should be $35, anti-aging cream at 50ml should be $95. L’Occitane Divine Mask at 2.2oz is $130, Fresh Rose Face Mask at 100ml is $62, Fresh Black Tea Instant Perfecting Mask at 100ml is $92. Our avocado basic mask at 100ml should be
$65, anti-aging mask at 100ml should be $95. Our avocado sheet mask with 5 pieces should be $35. L’Occitane Shea Butter Ultra Rich Lip Balm at 0.4fl.oz. is $12, Fresh Sugar Nourishing Lip Balm Advanced Therapy at 7g is $30. Our avocado lip balm at 7g is $20.

3.5 Enhance Website Design

Our first impression from visiting Bella Vado’s website is that it appears incomplete. The color of the website is yellow, representing the Bella Vado logo. There are also several large pictures on the home page. The first two photos feature family members illustrating the friendly nature of Bella Vado’s family business. Other photos show food cooked with avocado oil. However, the company uses the same web site for both their food and cosmetic products. The last picture shows the beauty products. The middle of the page shows featured products, a mix of their avocado oil and beauty products. Moreover, at the bottom of the page we can see the company’s social media accounts, Facebook, Instagram and Twitter. These social media accounts also show both the food and cosmetic product pictures. The site’s shop tab is clear and easy to use. Consumers are to able find a product according to their categories and price range. Unlike the home page, the shopping portion focuses on the body and beauty products. There are nine categories under the shopping tab including skin serum, sample pack, body lotion, avocado soap, body/face wash, USDA organic, culinary oil, and lip cream. The product descriptions are very detailed, but they use the same explanation for many of the products. Although there are limited edition products that sell while supplies last, they
are sold out and yet remain on the website. Our team also realized that there are no products under the sample pack tab. We checked this category daily, but the company has not replenished their stock. Moreover, there is a top rated products section right side of the page. The top rated products are jasmine soap, three wise soap, lavender lotion, hoy-almond lotion, and grapefruit serum. These products lack a rate option or any customer review section.

Furthermore, there is another tab which is called “the dirt”. There are three categories under this tab: blogs, events, and media. There is only one blog post and the blog has not been updated since December 2015. The team also checked the event category. There is a calendar and here, customers can see when events are held and where. This category is very useful.

3.6 Change Packaging

Bella Vado has very simple packaging. The product packages are white with labelled with the brand name. However, a creative package is a very important component in skincare lines. Most brands have been working with suppliers to create skincare packages that will give consumers the most effective, enjoyable and convenient experience when using a product. The team recommend that Bella Vado should repackage their skin care product line to create a sophisticated appearance. Current packaging is very similar to products that consumers could purchase from a drugstore. Small business owners sell handmade skin care products with creative packaging on Etsy. We recommend that Bella Vado use innovative components like
recycled materials in their bottles. Using recycled materials would fit well with their company mission. Bella Vado should also include company information like their website or phone number. Moreover, product trends in skincare have been affecting the demand for some types of packaging. For example, serums and oils should be in dropper bottles. Dropper bottles are being more requested because many skincare brands focus on serums and oils. This packaging system helps to control dosage of the serum or oil. For example, Skin Inc. is a company which is marketing serum in dropper bottles. Their serums and oil comes in clear dropper bottles that showcase the colorful active ingredients. However, Bella Vado serum and oils comes in a regular bottle system. Also, most brands feature travel friendly bottles convenient for carrying and using on the go. Overall, Bella Vado’s clinical white packaging should be replaced with a more brightly colored alternative, which would be just as visually pleasing to the customer.

3.7 Social Media

In the past, consumers had just two choices, big brands or homemade creations, but social media has changed these trends. A new marketing strategy, social media, is being used for independent beauty brands (indie). Indie brands build a community of trust with their followers through storytelling, staying true to their mission, and being authentic. Beauty brands have been discovering that an engaging online presence is a vital factor in marketing strategy. Social media is a powerful source to build brand awareness. According to Statista.com, 96% of beauty brands have an Instagram
account which they cultivate communication and growth. The beauty brands are making new strategies on their social media accounts in order to turn followers into loyal customers. According to Mary Beth Laughton, senior vice president of digital marketing at Sephora, says “the rise of visual social media has powered not only the ability of a client to explore more, but also make more informed decisions by seeing more images of products on faces and how to use products”. Moreover, based on TABS Analytics survey reports, Instagram has a huge influence on purchasing decisions of 31 percent of Millennials who are heavy buyers of cosmetics. Thus far, social media has the most impact on makeup but skin care product are also having an increasing influence due to social media.

There is another very successful strategy for indie skin care brands: to use the influence of beauty bloggers and Youtubers. According to Google research, 50 percent of all beauty shoppers watch a beauty video on YouTube before they are shopping for beauty products. There is no question that YouTube made a revolution in the beauty sector. Beauty gurus are changing the face of skin care industry. Not only indie brands, but big cosmetic brands have also started to become a partner with these beauty gurus for advertising campaigns and product placements. Beauty companies send their products to famous beauty gurus. It might be risky, because beauty gurus can give good reviews but they also could give a bad review. Tati has a YouTube channel called Glam Life Guru. She has 1,884,294 subscribers and 880 videos. She posts three videos every week. Her videos focus mainly on skincare, hair and makeup products. In one of her famous video series, she shows her favorite beauty products of the month. Her June
2016 favorite was Glamglow’s mud face mask which can be found at Neiman Marcus, as well as specialty beauty retailers such as Sephora. She had 548,000 views for this video. After her, two famous YouTubers, Jeffree Star and Grav3yardgirl, made a whole video about Glamglow’s mud face mask. The product suddenly become very popular on all social media accounts includes Instagram and Snapchat. The next month, July 2016, the Glamglow mud face mask was on Sephora’s best seller list. Consumers mentioned that they purchased this product because of the good reviews on YouTube. Another YouTuber, Gothamista, uploaded a video about her morning skin care routine. She explained it step by step and focused on a new Korean eye cream. She mentioned that this product improved the appearance of her under-eyes. She placed the product link in the video’s description box. After posting this video, the eye cream sold out in 4 days in Memobox.com.

Moreover, Snapchat is no longer only for sharing one’s experiences. Beauty gurus have started posting products that they are using. For example, another beauty guru, Iloviovista, famous on Instagram has started to make unboxing videos which send her from cosmetic brands on snapchat. In the future this activity will increase.

In conclusion, Bella Vado should use social media accounts actively. If they are not following today’s trends and updating their social media accounts, they will fall behind the new trends. We recommend that Bella Vado should open a YouTube channel and update their Instagram more often. Opening a Youtube channel and using Instagram, which both happen to be a couple of the most influential social media platforms for beauty companies, will help increase product awareness. Bella Vado should add
tutorials of their products in their channel and should build Instagram followers by posting frequent products photos and by reposting pictures of their customers’ using their products. They also need to separate social media accounts for the food product line and for the skin care products because the customers will only come to know the brand name as just a food product line. One of the family member manages Bella Vado social media accounts, however, Bella Vado needs to hire a professional social media director. It may also be beneficial to send product samples to influential YouTubers and Instgrammers so that they can reach new customers, which will help increase Bella Vado’s followers’ trust.

3.8 Monthly Box Subscription:

One of the most important marketing tools for cosmetics has been sampling. Retail cosmetic stores mostly give samples only when customers check out the store in person. Enter Birchbox, Ipsy, Allure and a host of other beauty subscription services. These companies aid discovery by delivering a curated box of samples to customers each month for a small monthly fee. Ipsy was founded in 2011 by YouTube influencer Michelle Phan. Ipsy, which has just crossed the 1 million subscribers mark, charges members $10 per month for a ‘Glam Bag’ full of five sample-sized beauty products. On the other hand, Birchbox was founded in 2010 by two Harvard students, has more than 800,000 subscribers, and also charges $10 per month for a bag full of beauty products. Both of the companies not only work with high-end beauty companies such as Lancôme, Estee Lauder, Fresh, and La Mer, but also work with emerging niche brands such as
Skyn Iceland, Pure, Olive Natural Beauty, and Peter Lamas. Every month, both of the companies send five deluxe-size samples, which includes makeup, skin care, body care, hair care, and nail products. Beauty companies are attracted to this type of sampling service because consumers are always interested in discovering new products. Consumers love the idea of receiving a selection of hand-selected beauty goodies based on their skin type, skin concern, coloring, and preferences. Consumers are able to customize their monthly subscription boxes based on a quiz when they become a member. The members are able to give feedback on products after receiving the monthly box and receive an email including a twelve-step questionnaire. At the end of the review, the members are able to give the product a star rating and written feedback on Facebook or Twitter.

Bella Vado should definitely use the monthly box subscription service. This is a huge opportunity to reach new consumers who have never heard of the Bella Vado brand before. Giving a survey also helps to see what the members think about the product and if they are most likely to buy the product or not, allowing Bella Vado to make changes in response.

IPSY REVIEW QUESTION

X = product Y = brand Z = type

1-Did you know about “X” before you found it in your Glam Bag?

ALREADY A HUGE FAN

HEARD OF IT, AND ALWAYS WANTED TO TRY

HEARD OF IT, BUT NOT EXCITED TO TRY
NEVER HEARD OF IT

2- Where did you first hear of “X”?

IPSY
SOMEONE I KNOW
ONLINE ARTICLE
ONLINE FORUM
PRINT (MAGAZINE OR NEWSPAPER)
SOCIAL MEDIA (FACEBOOK, TWITTER, YOUTUBE, ETC.)
TV
OTHER

3- Have you tried “X” before?

YEP, AND I OWN IT TOO YEP, BUT I DON'T OWN IT NOPE

4- How likely are you to recommend “X” to a friend?

EXTREMELY LIKELY VERY LIKELY MODERATELY LIKELY
SLIGHTLY LIKELY NOT LIKELY AT ALL

5- How likely are you to buy “X” in the future?

EXTREMELY LIKELY VERY LIKELY MODERATELY LIKELY
SLIGHTLY LIKELY NOT LIKELY AT ALL

6- Where are you likely to buy “X” future? (choose as many as you want)

MASS RETAILERS (E.G. CVS, TARGET)
SPECIALTY RETAILERS (E.G. SEPHORA, ULTA)
DEPARTMENT STORES (E.G. MACY’S, NORDSTROM)
COMPANY-OWNED STORES (E.G. KIEHL'S, MAC)

TV SHOPPING (E.G. QVC, HSN)

ONLINE SHOPPING

7- Now help us craft your future Glam Bags (via ipsyMatch). Tell us how you feel about this Brand: “Y”

LOVE IT      LIKE IT      JUST OK      NOT FOR ME

8- Now help us craft your future Glam Bags (via ipsyMatch). Tell us how you feel about this Product Type: “Z”

LOVE IT      LIKE IT      JUST OK      NOT FOR ME

9- Now help us craft your future Glam Bags (via ipsyMatch). Tell us how you feel about this Formula

LOVE IT      LIKE IT      JUST OK      NOT FOR ME

10- Now rate this product

3.9 Release our customer loyalty program

Within six months, we will release our customer loyalty program. To encourage our customers to register for loyalty program, they will receive free gift sets or discount coupon. According to loyalty program, we can capture our customers’ basic information and their purchasing habits. Then we can use this information to customize our marketing strategies.

4. Future expand

After these marketing strategies, we believe our avocado skincare products sales
will have a big increase. Next step we recommend BVBP enter Chinese skincare market. From China Cosmetic Product Market Share pie chart we know that in 2014, skincare had a 68.3% value sales were first place in China cosmetic product market. Additionally, from 2011 to 2017, China cosmetic product sales have a stable increase. In 2017, skincare sales will reach RMB710.24 billion with annual growth rate of 28.8%. It is three times of sales value in 2011. As a result, China has a big market potential for BVBP skincare company. First, BVBP can make cooperation with Chinese famous B2C platforms, such as Tmall and Jumei. After building customer loyalty, BVBP can enter Chinses high-end department stores. Finally, open their own retailers. We are confident BVBP will make a great achievement in Chinese skincare market.
Work Cited:


Appendices

Appendix A: Percentage of total hand and body lotion sales in U.S. in 2014, by brand

Appendix B: Sales growth of the leading hand and body lotion brands in U.S. in 2014
Appendix C: Brands of body wash used in households in U.S. 2015

- Dove: 18.3%
- Bath & Body Works: 14.2%
- Other Brands: 10.7%
- Olay: 8.55%
- Suave: 8.22%
- Dial: 7.49%
- Axe: 7.07%
- Caress: 6.73%
- Store Brand: 6.57%
- Old Spice High Endurance: 6.02%
- Aveeno: 5.28%
Appendix D: Sales breakdown of the beauty industry in the United States in 2015, by product category

Appendix E: BVBP sales from 2011 to 2013.

<table>
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<th>2012</th>
<th>2013</th>
<th>2014 - FORECAST</th>
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<td>$258,694</td>
<td>$310,570</td>
<td>$636,602</td>
<td>$923,072</td>
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<td>Gross Profit</td>
<td>$130,154</td>
<td>$128,166</td>
<td>$370,852</td>
<td></td>
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<tr>
<td>Profit Percentage</td>
<td>50.3%</td>
<td>41.3%</td>
<td>58.2%</td>
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Appendix F: San Diego County map
### Appendix G: San Diego County Population Demographics

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<td>Under 5 years:</td>
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<td>5 to 9 years:</td>
<td>94,557</td>
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<tr>
<td>10 to 14 years:</td>
<td>96,561</td>
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<td>15 to 17 years:</td>
<td>61,211</td>
</tr>
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<td>18 and 19 years:</td>
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</tr>
<tr>
<td>20 years:</td>
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</tr>
<tr>
<td>21 years:</td>
<td>23,684</td>
</tr>
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<td>22 to 24 years:</td>
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<td>25 to 29 years:</td>
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<td>35 to 39 years:</td>
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<td>40 to 44 years:</td>
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<td>45 to 49 years:</td>
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<td>105,765</td>
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<td>55 to 59 years:</td>
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<td>65 and 66 years:</td>
<td>23,594</td>
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<td>67 to 69 years:</td>
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<td>85 years and over:</td>
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Appendix H: Median Household Income by Place in San Diego

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<th>$100k</th>
<th>$150k</th>
<th>%</th>
<th>#</th>
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<td></td>
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<td></td>
<td>$107.5k</td>
<td></td>
<td>+70.7%</td>
<td>3</td>
</tr>
<tr>
<td>Rancho Santa Fe</td>
<td></td>
<td></td>
<td>$107.2k</td>
<td></td>
<td>+70.3%</td>
<td>4</td>
</tr>
<tr>
<td>Jamul</td>
<td></td>
<td></td>
<td>$100.8k</td>
<td></td>
<td>+60.1%</td>
<td>5</td>
</tr>
<tr>
<td>Hidden Mdws</td>
<td></td>
<td></td>
<td>$95.6k</td>
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</tr>
<tr>
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<td></td>
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<tr>
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<td>$92.6k</td>
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</tr>
<tr>
<td>Encinitas</td>
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<td></td>
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<td></td>
<td>+45.8%</td>
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<tr>
<td>Coronado</td>
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<td></td>
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<tr>
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<td>Valley Center</td>
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<td></td>
<td>$85.1k</td>
<td></td>
<td>+35.2%</td>
<td>13</td>
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<tr>
<td>Carlsbad</td>
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<td></td>
<td>$83.9k</td>
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<tr>
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<td>$64.8k</td>
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<td>+2.92%</td>
<td>28</td>
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## Appendix I: Six-figure Income in San Diego County

### Six-Figure Incomes by Place

Percentage of households with incomes above $100k. 
*Scope: households in San Diego County, selected places in San Diego County, and entities that contain San Diego County*

<table>
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<th>&lt; $25k</th>
<th>$25-50k</th>
<th>$50-100k</th>
<th>$100-200k</th>
<th>$200k+</th>
<th>Count</th>
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<td>40%</td>
<td>80%</td>
<td>592</td>
<td>1</td>
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<td>59%</td>
<td>41%</td>
<td></td>
<td>41</td>
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<td></td>
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<tr>
<td>Del Mar</td>
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<td>56%</td>
<td></td>
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<td>3</td>
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<td></td>
<td>523</td>
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<td></td>
</tr>
<tr>
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<td>51%</td>
<td>51%</td>
<td></td>
<td>880</td>
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<tr>
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<td>39%</td>
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<td>2,739</td>
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<td>519</td>
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<td>33%</td>
<td>33%</td>
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<td>469</td>
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<td>5,865</td>
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<td>Descanso</td>
<td>69%</td>
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<td>31%</td>
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<td>150</td>
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</tbody>
</table>
Appendix J: China Cosmetic Product Market Share

![Pie Chart: China Cosmetic Product Market Share]

Source: iResearch, August 2014

Appendix H: China Cosmetics Retail Market 2011-2017

![Bar Chart: China Cosmetics Retail Market]

Source: iResearch, August 2014
Appendix K: Bella Vado Website