



## New strategy to increase sales in the post pandemic era (case of ivan gunawan cosmetics)

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### ABSTRACT

Ivan Gunawan Cosmetics (IGC), a local cosmetic brand established in 2017 and owned by a renowned Indonesian celebrity and fashion designer, experienced a sales decline during the pandemic. This study aims to identify challenges and propose authentic solutions for enhancing post-pandemic sales. Utilizing both qualitative and quantitative research, internal management interviews and loyal consumer feedback were collected through original questionnaires. Primary and secondary data were employed for a comprehensive analysis, integrating Porter's Five Forces, Value Chain Analysis, Competitor Analysis, SWOT, and Consumer Analysis. The proposed approach suggests adopting the Business Model Canvas as the foundational framework. The BMC encompasses product innovation, distribution expansion, revenue diversification, and improved customer relationships. Recognizing the competitive advantage of association with a public figure, must adeptly navigate heightened competition in both local and global markets with integrity. Chapter 5 offers concise recommendations for precise and authentic execution, including maintaining brand consistency, responsibly expanding distribution channels, and creating original, interactive, educational, and inspirational promotional content. As competition intensifies within the Indonesian cosmetic industry, the study underscores the pivotal role of authentically establishing a robust brand value and fostering genuine customer loyalty. Through survey methodologies, the research delves into an authentic analysis of consumer attitudes, incorporating original brand analysis variables and genuine consumer sentiments toward brand impressions. Implications of this research lie in the formulation of original marketing strategies for authentically fortifying post-pandemic sales, solidifying brand positioning with integrity, and genuinely nurturing customer loyalty amidst the competitive landscape, ensuring the sustained and ethically sound success of IGC's business.

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## INTRODUCTION

The cosmetic industry has undergone significant transformations in the wake of the post-pandemic era, giving rise to shifts in consumer behavior and expectations (Green et al., 2021). As consumer preferences evolve alongside technological advancements, the cosmetic industry has witnessed the emergence of diverse sales strategies focused on elevating product visibility, fostering consumer engagement, and driving revenue generation (Hall et al., 2020). While traditional approaches remain relevant, the relentless pace of technological change and shifting consumer behaviors call for the integration of innovative, adaptable methods (Garcia & Martinez, 2020). One of the key takeaways from this period has been the accelerated importance of e-commerce for cosmetic brands. For cosmetic companies, it has become essential to adapt their sales strategies to not only recover from the immediate setbacks brought by the pandemic but also to leverage emerging opportunities in this changed landscape (J. Smith & Johnson, 2021). One of the brand cosmetic companies in Indonesia is Ivan Gunawan Cosmetic (IGC), established by the influential Indonesian beauty and fashion entrepreneur Ivan Gunawan, is known for its commitment to quality, innovation, and style, as indicated on the IGC Official Website. The development and promotion of products aligned with these evolving consumer values can provide cosmetic companies such as IGC with a competitive advantage, facilitating the attraction and retention of a dedicated customer base in the post-pandemic market environment (IGC Official Website).

The COVID-19 pandemic has presented significant challenges to various economic sectors, including the cosmetic industry and Ivan Gunawan Cosmetics (IGC). With the transition to remote work and reduced social interactions, the demand for cosmetics has decreased, leading to a notable impact on IGC's sales volume (Statista, 2021). In this evolving landscape, consumer engagement extends beyond mere product promotion. It now entails building relationships and fostering brand loyalty through online communities, social media interactions, and personalized content (Kotler et al., 2019). A study conducted by Smith (2020) provides a comprehensive analysis of external shocks, primarily focusing on the repercussions of the COVID-19 pandemic on cosmetics sales. This research explores how disruptions in supply chains, evolving consumer behavior, and economic downturns collectively contribute to a significant drop in sales. It is essential to gauge the severity of these contributing factors and their implications for IGC's sales strategy.

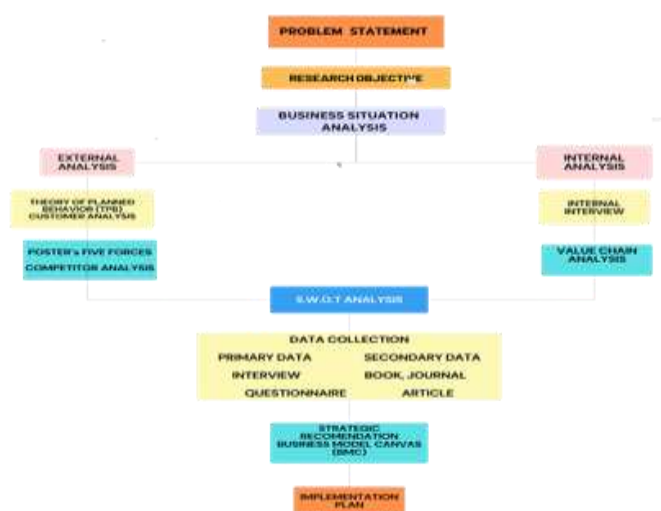
The pandemic has heightened consumers' health and safety concerns, prompting them to prioritize hygiene and wellness in their purchase decisions (McKinsey & Company, 2021). Additionally, consumers exhibit an increased preference for brands that embody empathy, authenticity, and purpose (Edelman, 2021). These theory offer valuable insights into the psychological factors that influence consumer choices. This decline is consistent with a global trend across the cosmetics industry, marked by significant shifts in consumer behavior, widespread economic uncertainty, and increased competition in a contracting market (Euromonitor International, 2021). Value Chain Analysis, rooted in the works of Porter (1980), is a well-established framework for dissecting a company's internal operations. It aids in the identification of areas that need attention and improvement, and its utility in generating actionable strategies has been demonstrated by various scholars in the field of strategic management and business analysis (Barney, 1991; Hitt et al., 2020). Psychological Underpinnings of Consumer Choices: To delve into theories such as the "Theory of Planned Behavior" proposed by Ajzen (1991). This approach aligns seamlessly with the fourth research objective and ensures that recommendations are based on a thorough understanding of IGC's internal operations, their impact on sales, and how strategic actions can rectify the identified issues (Fawcett et al., 2014).

A study by Luo & Homburg (2020) investigates the financial impact of economic downturns, such as the COVID-19 pandemic, on firm performance. Their research underscores the significance of prudent financial management and resource allocation in the face of budget constraints. IGC's management must be astute in managing its finances to ensure long-term

sustainability. SWOT analysis is a strategic planning tool that helps organizations identify their strengths, weaknesses, opportunities, and threats. Each business needs to evaluate its internal strengths and weaknesses as internal environment analysis (Pierce et al., 2020). External opportunities for IGC stem from consumer preferences for ethical and sustainable products, the growth of emerging markets, and advancements in e-commerce technology (Kotler & Armstrong, 2021). While the COVID-19 pandemic is undoubtedly a major contributing factor, it is imperative to look beyond it. This calls for a thorough analysis, leveraging tools such as the 5 Why-Method (Jones, 2021; J. Smith et al., 2020). Refers to research conducted by Khamis et al. (2017), Kim & Ko (2021), and Jones (2021) as a reference in this research. Previous research on related topics has predominantly focused on conventional sales strategies in the cosmetics industry. However, the current research uniquely delves into formulating innovative sales approaches tailored to the post-pandemic era, addressing the evolving consumer landscape and economic uncertainties. While past studies may offer insights into established practices, this research contributes by pioneering strategies that align specifically with the challenges posed by the transformed market conditions, providing novel perspectives for enhancing sales in the contemporary business environment. The research's urgency arises from the imperative to navigate the unique challenges in the post-pandemic era, specifically within the cosmetics industry. Ivan Gunawan Cosmetics must promptly adapt to evolving consumer behaviors and economic uncertainties. The study is essential to formulate innovative sales strategies, ensuring the brand's resilience and growth in this transformed landscape.

## RESEARCH METHOD

This structured approach, aligned with the research objectives, aims to provide IGC with concrete, evidence-based strategies for addressing sales challenges, enhancing its competitive edge, and fostering sustainable growth in the cosmetics industry. The interconnections between these components are illustrated by arrows, symbolizing that success in one area can significantly impact others, ensuring a holistic approach to problem-solving and strategic planning.



**Figure 1.** IGC’s conceptual Framework. Source : Created by Author

The data collection methods consist of both primary and secondary data sources. Primary data, which is information obtained directly from the source without intermediaries, plays a significant role in this research (Smith, 2022). The primary data collection approach qualitative

method primarily involves one-on-one interviews conducted through online platforms, chosen for their efficiency and practicality (White et al., 2020) and also quantitative method by questionnaire sampling. The data collection instrument will involve a structured online questionnaire created through the utilization of Google Forms. Google Forms offers a convenient and user-friendly platform, widely recognized for its versatility in facilitating the digital distribution of surveys, real-time response collection, and straightforward data analysis (Buchanan & Scofield, 2018). This approach, widely acknowledged as one of the most prevalent tools in survey research, allows participants to express their level of agreement or disagreement with a series of statements, providing valuable nuanced, quantitative data that is both accessible and easy to analyze (Sullivan & Artino, 2013).

## RESULTS AND DISCUSSIONS

### External Analysis

In the context of the Instagram (IG) cosmetic case study, this section conducts a thorough external analysis encompassing Porter's Five Forces and detailed consumer analysis. Examining competitive forces and consumer behavior within the dynamic IG cosmetic market, this segment offers a concise yet critical insight into the external factors shaping industry dynamics. Understanding the consumer is the cornerstone of any successful brand strategy. This analysis, based on an online survey conducted with 40 loyal IGC consumers, provides valuable insights into the demographics, behaviors, and purchasing. The consumer analysis delved deeper, examining purchase behaviors and decision-making processes. It revealed that IGC consumers are not impulsive buyers. They actively research and compare products before making a purchase decision, highlighting the importance of brand awareness and a strong online presence. Furthermore, the analysis identified key motivators for purchasing IGC cosmetics, including product quality, brand reputation, and influencer recommendations. This valuable information allows IGC to tailor its marketing and branding strategies to resonate with its target audience and address their specific concerns and desires. The analysis also examined the respondents' monthly expenses and regional distribution. This provided crucial insights into the brand's customer base's economic standing and geographic spread.

The consumer analysis went beyond mere demographics and behaviors. It delved into the realm of consumer satisfaction, brand impression, and recommendation. The findings revealed a high degree of satisfaction among IGC consumers, with a majority expressing positive opinions and a willingness to recommend the brand to others. This valuable feedback reinforces the positive image of IGC and its successful customer-centric approach. The analysis highlighted the significant role of customer recommendations in driving brand awareness and loyalty. A large portion of IGC consumers indicated their willingness to recommend the brand to friends and family, demonstrating the strength of customer advocacy as a powerful marketing tool. This valuable insight emphasizes the importance of delivering exceptional customer experiences and fostering a strong sense of community amongst IGC's loyal followers.

By delving into the hearts and minds of its consumers, IGC has gained invaluable insights into the drivers of brand loyalty. This comprehensive consumer analysis serves as a roadmap for future growth and success, allowing IGC to tailor its strategies to address evolving consumer needs and preferences. By fostering a deep understanding of its customer base, IGC can continue to develop innovative products and build lasting relationships with its loyal community of beauty enthusiasts. The author presents the findings of a quantitative survey conducted by the author among 40 loyal customers of Indonesian Glamour Cosmetics (IGC), involving 46 questions. The survey explores customer demographics, occupations, and spending habits, furnishing valuable insights to refine IGC's marketing strategies, product development, and pricing models. Emphasizing that these results stem from a survey undertaken by the author specifically for IGC,

this data-driven approach aims to effectively target and cater to the specific preferences of the diverse audience, ensuring IGC remains a prominent force in the Indonesian beauty industry.

**Business Solution**

These recommendations, embedded in The Business Model Canvas, are designed to chart the future course of IGC, synergizing elements of creativity efficiency, and market realism.

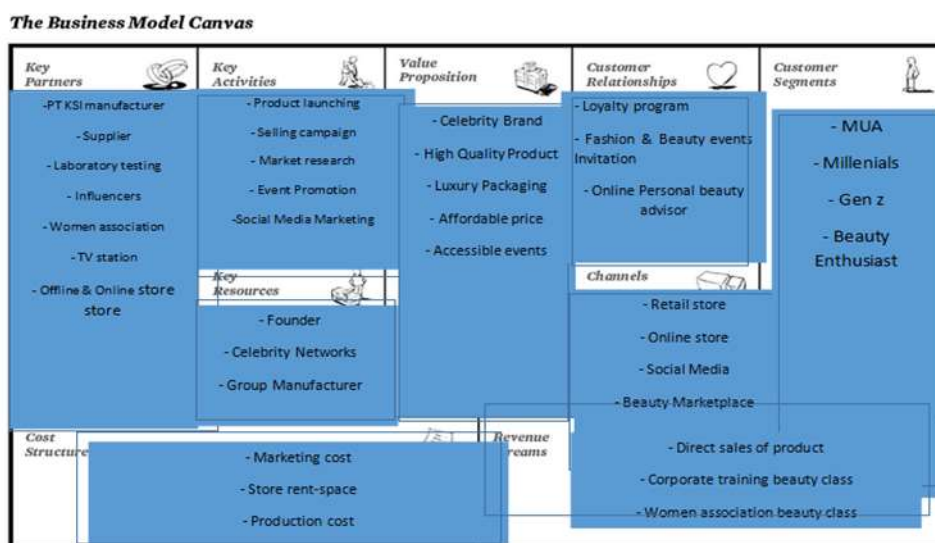


Figure 2. Business Model Canvas

The Business Model must effectively address one or a small group of segments and center its efforts on understanding and meeting their unique requirements. Common strategic approaches include targeting the mass market (no distinction between segments), focusing on a niche market (specific and small segments), addressing a segmented market (categorizing segments based on needs and issues), opting for a diversified market (concentrating on two unrelated segments with different needs), or adopting a multi-sided platform approach (targeting two or more interdependent segments). Within the dynamic realm of the cosmetics industry, specifically in the case of Ivan Gunawan Cosmetics (IGC), a strategic imperative arises to meticulously tailor the business model to the nuanced dynamics of the beauty market. Given the swift evolution of trends and consumer preferences in cosmetics, IGC must conduct a thorough analysis and adeptly recalibrate its customer segments to harmonize with contemporary market demands. The prescriptive plan for the Business Model Canvas (BMC) strategy, emerging from the author's analytical scrutiny during the research, is positioned as a detailed road-map to optimize IGC's market positioning, encompassing intricate facets of value proposition, customer relationships, and revenue streams.

**Customer segment**

Primarily targeting Millennials and Generation Z, IGC's customer base comprises individuals with diverse roles such as makeup artists, industry professionals, and enthusiasts. This particular demographic proves to be the most financially rewarding for IGC. The purchasing behavior of Millennials and Generation Z in the cosmetics industry is significantly influenced by social media platforms, with an overwhelming 95% relying on them for beauty product recommendations and insights. Video content, in particular, plays a pivotal role, serving a dual

function of influencing personal appearance and acting as a primary source of beauty advice. Investing in a comprehensive digital engagement strategy. For instance, creating captivating video content on platforms like YouTube, tailored to the preferences of Millennials and Generation Z, can strengthen the brand's online presence. Collaborating with influencers within this demographic further ensures that the content resonates effectively, capturing the attention of makeup artists, industry professionals, and enthusiasts.

### **Value Proposition**

Key inquiries that a well-crafted value proposition should address include: "Which customer needs are we satisfying?" and "What value do we deliver?" The value created can manifest in both quantitative aspects, such as competitive pricing and swift service, as well as qualitative dimensions, including an enhanced customer experience. In the context of business models, the value proposition holds paramount significance, transcending the mere persuasion of product value to addressing specific customer needs. Ivan Gunawan Cosmetics (IGC) exemplifies a robust value proposition through the founder (celebrity, fashion designer and the leader of pageant lovers community) and its diverse makeup range, offering a permanent collection for special occasions and a comprehensive selection of everyday essentials. The brand's leadership in the expansive color cosmetics sector, marked by rich pigmentation and high product payoff, underscores its commitment to quality, professionalism, and affordability.

### **Channel**

IGC strategically employs its primary distribution channels—supermarkets, retail, and pharmacy stores—signifying a pivotal role in customer experience. The brand's commitment extends to social media and e-commerce platforms, emphasizing digital marketing's influence on engagement and brand visibility. Recognizing the significance of social media, IGC should innovate its strategy by exploring emerging platforms, collaborating with influencers, and engaging the audience through interactive content. This approach sustains the brand's digital presence, resonating effectively with its target demographic. Building on successful partnerships, such as the collaboration with "Ivan Gunawan Mandjah Boutique store and Pageant lovers community event," IGC can explore additional strategic alliances for events, collaborations, and product launches. These partnerships enhance brand visibility and foster deeper engagement within the cosmetics community.

### **Customer Relationship**

Recent trends in customer relationships underscore the significance of communities and co-creation. Many firms are actively establishing online communities to foster connections among users, facilitating the sharing of knowledge to address common challenges. Simultaneously, this approach provides the firm with profound insights into customer behavior. The co-creation process, a pivotal aspect of contemporary customer relationships, empowers consumers to contribute to the development of innovations. In certain instances, consumers even have the opportunity to actively participate in the creation and customization of the products they intend to purchase. In the case of IGC, a distinctive feature is its adept combination of various customer relationships in a unique formula. A standout element is the establishment of a robust community, exemplified by one of the most followed social media profiles in the Indonesian entertainer. The founder and the brand strategically employs a winning strategy by fostering a sense of empathy with its fans; those who engage with IGC are treated not merely as followers but as friends.

### **Revenue Stream**

In delineating the revenue stream for Ivan Gunawan Cosmetics (IGC), it is imperative to recognize the dynamic nature of the cosmetics industry and its impact on sustaining the business..

To adapt to the industry's evolution, IGC can consider diversifying its revenue streams beyond conventional asset sales. This entails exploring subscription-based services, loyalty programs, or exclusive memberships, fostering prolonged customer engagement and loyalty. In response to the industry's dynamics, IGC could introduce subscription-based services, loyalty programs, or exclusive memberships, offering additional benefits to customers and cultivating long-term engagement. Recognizing the significance of online sales, IGC should continually optimize its e-commerce platform. Enhancing user experience, streamlining the purchasing process, and incorporating personalized technology-driven recommendations can elevate the online shopping journey. In the cosmetics industry, innovation in pricing strategies is pivotal. IGC could explore dynamic pricing models, limited-edition releases, or bundling options to create excitement and incentivize purchases, aligning with the industry's responsiveness to novel pricing approaches. By diversifying revenue streams, optimizing e-commerce channels, and embracing innovative pricing strategies, IGC can adeptly navigate the dynamic cosmetics industry, fortifying its financial performance and sustaining competitiveness.

### **Key Resource**

At the foundation of the business model, key resources play a pivotal role in the creation and delivery of the value proposition, establishment and sustenance of customer relationships, and generation of revenues. These resources can manifest as tangible assets, intangible elements, or intellectual capabilities, and may either be owned by the firm or acquired through key partnerships. The identification and understanding of a firm's sources of competitive advantage have evolved into a significant area of research in strategic management. Notably, four empirical indicators—value, rarity, imitability, and sustainability—assess the potential of a firm's resources to establish a sustainable competitive advantage. In the case of Ivan Gunawan Cosmetics (IGC), tangible resources serve as a cornerstone of its business model, prominently represented by the manufactured group (PT KSI). In the realm of intangible resources, IGC strategically focuses on cultivating a robust brand image in the Indonesian market. Leveraging the influential role of the founder and his social networks and hosting exclusive events, IGC sets itself apart from other brands in the same price category. Exclusive events, tailored for both customers and influencers, serve as a powerful tool in engaging the community and directing attention toward the brand.

### **Key Activities**

Key activities form the operational backbone of a firm, essential for creating and delivering the value proposition. For IGC Cosmetics, pivotal activities center around extensive market research and trend-seeking initiatives, exemplified by the success of the IGC's cushion product. To sustain and enhance its success, IGC should invest in continuous trend monitoring, closely aligning its products with global beauty trends adapted to the Indonesian market's preferences. Innovations in product development, such as unique formulations and limited-edition releases, can further solidify IGC's reputation for innovation. Additionally, refining social media engagement is crucial for maintaining a strong online presence, aligning with in-store activities and fostering a desired social media culture.

### **Key Partnership**

Within IGC's operational dynamics, pivotal partnerships serve as a cornerstone for engaging the Indonesian audience effectively in the cosmetics industry. An exemplar lies in exclusive collaborations with local suppliers, ensuring a distinctive, high-quality product line sourced from unique Indonesian ingredients. In marketing, IGC strategically allies with TV stations, digital platforms, and influencers, tapping into the influential dynamics of the beauty industry. To refine influencer engagement, IGC can tailor partnerships to align with local beauty preferences. The collaboration with Yayasan Dunia Mega Bintang underscores a commitment to

customer experience and Average Order Value. Additionally, strategic retail partnerships with department stores and collaborations with educational institutions showcase IGC's diversified approach, targeting premium audiences and establishing authority in beauty education.

### Cost Structure :

In the operational framework of IGC Cosmetics, understanding the cost structure is pivotal. The cost-driven approach focuses on minimizing costs to offer customers competitive prices, utilizing automated processes and outsourcing. Conversely, the value-driven model emphasizes creating maximum value, prioritizing high-price Value Propositions and personalized customer interactions. For IGC, a renowned cosmetics brand, balancing these structures is essential. Unlike MAC, which relies heavily on a high-price Value Proposition, IGC caters to the Indonesian market with a diverse product range, necessitating cost efficiencies. The Author suggestions for action plan

**Table 1.** Implementation Plan

No	Strategy Action	Timeline of the year / semester				
		1st	2nd	3rd	4th	5th
<b>Semester 1 (Months 1-6): Setting the Foundation for Fashion Extravaganza and Beauty Pageant</b>						
1	Conduct a comprehensive market analysis to identify specific customer segments and preferences. Implement customer segmentation targeting Millennials and Generation Z based on demographic factors.					
2	Implement IMC strategy consist of : Develop a comprehensive plan for the annual IGC Fashion Extravaganza, highlighting key themes and objectives for product launches. Establish pop-up stores in high-traffic fashion and beauty event venues. Conduct makeup challenges as side events.					
3	Formulate collaboration agreements with local beauty pageants for exclusive makeup sponsorship opportunities.					
4	Launch exclusive online promotions during fashion show events and limited-edition online bundles for special events.					
<b>Semester 2 (Months 7-12): Execution and Digital Integration</b>						
1	Capture and integrate influencer content from the events into ongoing digital marketing campaigns continuity. Launch tutorial series on prominent digital platforms with recognized beauty influencers.					
2	Enhance the BMC by incorporating insights gained from innovative product launch strategies during events.					
3	Collaborate with local salons and spas for in-store product placement.					
4	Optimize the e-commerce website or linked tree for a user-friendly experience.					
5	Collaborate with influencers for digital platform product reviews.					
6	Launch exclusive product lines in partnership with influential local makeup artists and make a MUA competition for Offline and Online event (Hybrid).					

**Semester 3 (Months 13-18): Offline Distribution Channel Enhancement**

- 1 Strengthen relationships with PT KSI for efficient resource allocation and production.
- 2 Negotiate partnerships with premium department stores for exclusive IGC counters and in-store visibility.
- 3 Collaborate with local salons and spas to ensure in-store product placement, capitalizing on the event's momentum.
- 4 Implement feedback mechanisms to assess the effectiveness of offline distribution channels.
- 5 Forge strategic partnerships with major beauty retail chains for increased product availability.

Optimize offline distribution channels for efficient inventory management.

**Semester 4 (Months 19-24): Digital Platform and E-commerce Focused Initiatives**

- 1 Integrate e-commerce platforms for a seamless online shopping experience.
- 2 Collaborate with influencers to create digital platform product reviews, maximizing online visibility.
- 3 Execute digital marketing campaigns featuring renowned fashion designers, the winner beauty pageant, and the MUA community

**Semester 5 (Months 25-30): Evaluation and Continuous Improvement**

- 1 Launch CSR programs focused on women's health and well-being for positive brand perception.
- 2 Analyze sales data, customer feedback, and social media engagement to measure the strategy's success.
- 3 Incorporate lessons learned into future iterations, refining the approach for subsequent events.
- 4 Innovate sustainable packaging solutions to attract eco-conscious consumers.
- 5 Continue strengthening relationships with PT KSI for sustained efficiency in resource allocation and production.
- 6 Institute scholarship programs to nurture emerging talents in the makeup industry.
- 7 Secure licensing agreements with local artists for exclusive packaging designs.
- 8 Innovate sustainable packaging solutions to attract eco-conscious consumers.

## CONCLUSION

This research makes a distinctive scientific contribution by introducing novel sales strategies tailored to the post-pandemic era in the cosmetics industry, particularly exemplified by the case of Ivan Gunawan Cosmetics. It advances existing knowledge by addressing the contemporary challenges of evolving consumer behaviors and economic uncertainties. The study's scientific merit lies in its innovative approach to formulating strategies that directly respond to the unique demands of the transformed market conditions, providing actionable insights and contributing to the broader discourse on effective post-pandemic business strategies.

The limitations of this study include a focus on a specific cosmetics brand and the post-pandemic era, potentially limiting generalizability. Future research could delve deeper into specific market segments or cultural variations and broaden the scope to encompass diverse industry contexts and periods. Furthermore, the current work predominantly emphasizes sales strategies, providing an opportunity for future research to explore complementary aspects such as consumer behavior, marketing channels, and technological integrations. Addressing these limitations would offer a more comprehensive understanding of the dynamics influencing post-pandemic business strategies in the cosmetics industry. Exploring the long-term sustainability proposed strategies beyond the immediate post-pandemic period presents another avenue for valuable future research.

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