

# Case Study

## MARKET ENTRY STRATEGY DEVELOPMENT



**Client** East-Asian Premium Beauty & Personal-care MNC

**Background** The client intended to enter India's **beauty, cosmetics and home-care market** and was exploring various entry and positioning strategies

**SGA Support** In-depth custom market scoping study, and in-person advisory support, on areas including:

- ✓ Product segment mapping, comparison; Triangulation of size and share estimates, and cross-referencing with bottom up data
- ✓ Detailed positioning & pricing analysis
- ✓ Competitor benchmarking and operating models
- ✓ Sales & distribution channel analysis
- ✓ Regulatory overview for various entry modes/ investment mechanisms
- ✓ Profiles of mid-sized domestic manufacturers and retailers

**Result** The study enabled the client to develop India entry and phased expansion strategy, identify target segments and positioning of products, as well as distribution strategy for their products

**Snapshots**

**INDIA BEAUTY & PERSONAL CARE MARKET**  
**PRODUCT CATEGORY COMPARISON: SIZE & GROWTH**

Bath & shower and hair care dominates in volume; but growth driven by 'high indulgence' makeup & fragrance

**PRODUCT SEGMENT\* COMPARISON: SIZE AND FORECAST GROWTH**

- ✓ Cosmetics emerges as a star category reflecting >XX% CAGR
- ✓ Fragrances are also not far behind with a double digit CAGR
- ✓ Skin care and oral care, despite large bases, have significant growth.

**INDIA BEAUTY & PERSONAL CARE MARKET**  
**PRODUCT CATEGORY COMPARISON: PREMIUMISATION**

Fragrance & deodorants lead in premiumisation, followed by skin and hair care

**INDIA BEAUTY, PERSONAL & HOMECARE MARKET**  
**INTERNATIONAL BRAND OPERATING MODELS**

Operating Models	Activities/ Operations	Import	Manufacturing	Labelling & Packaging	Distribution & Retail
Franchisee / Licensee	Brand Licensee/ Franchisee Partner CLOROX (partner: Sundaram ventures) P&G's Citifine ( hygiene & Health Care, Personal Cosmetics) L'Oréal's The Body Shop (Skincare Retail)	Franchising X Import			
Agent	Registration Agent Partner + Importer & Distributor Partner		X		
Office	Registered Office for Import + Distribution Partner Sephora (Ankita Ind) has acquired the brand license for distribution and marketing of SKINFLAK in India		X		
JV	Joint Venture with Indian Partner Schwarzkopf Professional owned and operated by Jyoti Laboratories and India				
Subsidiary	Indian Subsidiary Model – Complete operations Eaton Lander (Eaton Cosmetics, Guss) India, Eaton Lander (India) Garnier India, P&G, H&L, L'Oréal, Johnson & Johnson, The Body Shop Group etc. other examples				

● Ind brand responsibility for undertaking/sub-contracting/oversourcing ● Domestic partner's responsibility for undertaking/sub-contracting/oversourcing

Note: \*Market and activities regulated are indicated and may not be exhaustive