

**PROGRAM- MBA (GENERAL MANAGEMENT)**

**MODULE NAME- ENTREPRENEURSHIP**

**MODULE CODE- LCMB7004**

**MODULE LEADER- VASILIOS TAVLARIDIS**

**BUSINESS PROPOSAL PLAN**

**BUSINESS - SKIN CARE PRODUCTS**

**SERVICE - PERSONALIZED SKIN CARE**

## **Table of Contents**

|                               |   |
|-------------------------------|---|
| Overview                      | 2 |
| Potential market              | 2 |
| Proposed location of business | 4 |
| SWOT analysis                 | 5 |
| Target market                 | 6 |
| Financial plan                | 7 |
| Reference List                | 9 |

## Overview

Skin care industry is one of the main profitable and economically sustainable industries that has been overtaking the global market (Lee *et al.* 2019). The influences and commercials which generate endless options for consumers in stores as well as online platforms. It also puts forward a difficult decision for choosing a particular product that would address the specific needs just like finding a needle within a haystack. The industry is also incorporated with the innovative organisations and personalised skincare service that is available in going a walk and beyond the relative product that has been settled by consumers over many years (Khairunisa and Sunitiyoso, 2023).

In this study personalised skincare by glam, entering the potential market of India is being highlighted. Glam follows the subscription business model for providing the customised and exemplary service to the consumers. That is a profitable business service for the consumers in building up a profile that would be based upon skin type, concerns and the sensitivities. Additionally, the treatment in persistent issues of skin such as acne or improving overall health is also picked by the Glam.

## Potential market

Skin care has been a growing need of the world market with the fast-paced industries that is expected to concur even more within upcoming years. The sector is inclusive of products as well as services that would manufacture and distribute the beauty products among the consumers (Sanny *et al.* 2020). The beauty sector is also about the range of the particular treatment solution within industries with the increasing number of individuals using potential products within the daily routine for skin care as well as hair care. According to Anute *et al.* (2019), the skincare market has been projected at approximately £2.7 bn in the financial year 2023. The growing population is also considered as the potential market for the beauty industry within incorporating the personalised services that are helpful in generating greater profitability. Furthermore, the subscription offered by Glam to the consumer segment is £30 on a monthly basis.



**Figure 1: Company logo**

According to the recent report by Times of India, India can be considered as one of the profitable markets in global companies for increasing the reach upon personalised skincare products (Kapur, 2022). The market is also accompanied by generation Z and enthusiastic individuals actively participating toward skin care.

The gender-neutral products which attract male upon caring for their skin is also one of the major achievements of Glam with the demanding supply from the consumer segment, providing customised options (Chaidet and Pupipat, 2021). Additionally, the evolved market is also more realistic as well as sustainable with the innovative strategies that have been applied. In the financial year 2020 to £511bn in the financial year 2021 (Kapur, 2022). According to a study by Times of India, the annual compound growth rate of the beauty industry was up from approximately £483bn.

| <i><b>Pros</b></i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <i><b>Cons</b></i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>● Offering the full regimen with a bundle in customised product with customisable serum as well as cleanser with different moisturiser (Gupta <i>et al.</i> 2022). Glam also proposes short quizzes that target skin goals.</li> <li>● In-depth quiz that is provided puts forward the scientific approach in skin care. The consumers are also profitable with saving approximately 35% on recurring order. Glamm also proposes a flexible frequency and options.</li> <li>● The extensive and non-prescription product which is being optioned provides a vital outlook of the company in introducing positive growth (Akshayraj <i>et al.</i> 2023). Furthermore, the dermatology provider curated for the serum that would provide extra benefit to the consumers.</li> <li>● Low-cost in prescription as well as non-prescription products with a free 30-day trial is mainly initiated in attracting profitable consumers (Rothschild <i>et al.</i> 2019).</li> <li>● Glam also has the main profit in seamless prescription that is an easy process executed at the comfortability of being at home. Additionally, the</li> </ul> | <ul style="list-style-type: none"> <li>● The main cause for Glam would be their limitation in product line as well as individual product that can be very costly for the consumers</li> <li>● Additionally, shipping within the continental US and Canada also have to enlarge the market capitalization. This is done to acquire the loyal and strong Indian segment concerning the skincare industry (Sinha, 2021).</li> <li>● Navigating the site can be a time taking process with serum being the only customisable service</li> <li>● Subscription is required upon the prescription orders with shipping free for orders that are over £30.</li> <li>● Subscription is also generated for approximately four months before a product can be cancelled with the international shipping and the strategy for the same year to be enunciated. According to Visconti <i>et al</i> (2019), the prescription process highlights the chances of mistreatment or undertreatment concerning the patient.</li> </ul> |

|                                                              |  |
|--------------------------------------------------------------|--|
| products are also treated with skin conditions such as acne. |  |
| <b>TABLE.1. PROS AND CONS</b>                                |  |

## Proposed location of business

The digital experience that is driving the consumer trend across different categories from the unconventional player to legendary companies in the online portal has got major companies rethinking the plans (Keiningham *et al.* 2020). Additionally, Glam is also leading the e-commerce with offering valuable growth that is highlighted by consumers and the easy access to the premium product that is personalised according to consumers' needs for staying relevant in meeting demands of conscious and modern consumers.

Additionally, the list is also inclusive of premium brands that are venturing within the self-care as well as cosmetic industry within the Indian market segment through strategic alliances as well as collaboration (Pathak and Nichter, 2021). Glam has also been eyeing the Ayurvedic beauty market in India that is continued in high demand with premium beauty and Magnifier and focused upon personalised service.

The report by Economic Times also states the beauty market within India is to experience the relative growth that would be accounted to approximately £20 billion by the end of financial year 2025 (Economietimes, 2023). The premium category of the segment is also scaled up by approximately 15% from skin care to artificial intelligence in cosmetic solutions (Economietimes, 2023).

Additionally, the water leaks experience which has been decreed by e-commerce platforms is also a valuable opportunity in providing holistic experience to brands as well as consumers. The companies are also offering the relative experience with the penetration within major cities in India that would be inducing the shift in digitisation with increasing profitability and consumer's segment.

It has also been decreed that India is worth approximately £6 billion in the financial year 2022 and would reach an approximate £8 billion by the end of financial year 2027 in the skincare market (Economietimes, 2023).

Social media influence is also a valuable factor that is made available within the market segment where enhanced consumers segment are engaging within makeup trends for influencing and creating a look that they love. As per Wadhwan and Kumar (2023), E-commerce platforms are also providing the valuable opportunity in introducing the innovative ways for engaging with an influencer program and building up a community that would direct the audience to the notably profitable and enlarged companies.



Figure 2: Products delivered to the end consumers

## SWOT analysis

| <i><b>Strength</b></i>                                                                                                                                                      | <i><b>Opportunity</b></i>                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The main strengths of the skin care industry would be current sales volume that stands approximately £49 billion in the market segment of the USA within the financial year | The major opportunity for the cosmetic and skin care sector would be technological adaptation that has helped in creating innovative as well as personalised products |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>of 2022 (Statista, 2023). The industry is also highly innovative with companies investing heavily upon research as well as development for creating improved products. Sustainability of the same is the substantial financial and innovative backing with effective products that makes it one of the most profitable organisations. The effective marketing strategy of companies in heavy investing towards branding is the differentiation strategy that has picked up at a heavy pace (Fuaddah <i>et al.</i> 2022). Furthermore, adaptability within consumer trends as well as preferences is also important within the cosmetic sector for keeping up with the dynamics.</p>  | <p>with the help of nanotechnology and artificial intelligence (Lee and Lee, 2020). Analyzation as well as understanding better with serving the consumers on an effective statement. Sustainable prices within the products can be one of the major opportunities within skincare companies for developing eco-friendly practices and services (Tran <i>et al.</i> 2022). Market expansion as well as health and wellness is one of the major trends that has to be looked upon for companies in developing the products that would promote overall health.</p>                                                                                                                                                         |
| <p><b><i>Weakness</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <p><b><i>Threat</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>The weaknesses that are introduced within the sector are the counterfeit products that play a sensual role in developing market reputation (Rodrick <i>et al.</i> 2020). The harmful ingredients which are used by many counterfeit products can result in hormone disruption or allergies that has been evident in governments such as Canada, banning cosmetics containing the harmful ingredients (World Health Organization, 2019). Additionally, environmental pollution is also caused by many cosmetic products that contain specific ingredients such as micro plastic as well as palm oil. Unrealistic standards can also be considered as the major horrible practices</p> | <p>Supply chain disruptions is the major threat that is being faced by the skin care industry on the global market with every relying upon supply chain for sourcing, the raw materials and manufacturing market finished goods. Additionally, it would also be causing billions of losses with the disruption (Chowdhury <i>et al.</i> 2020). Environmental threats are also one of the major clauses that has to be addressed by the skin care industry or it can turn into a global safety concern. The rising price concerning raw materials of the industry is also a factor that is influenced by recession and inflation (Boonmangmee and Methavasarakphak, 2020). The companies would also have to adhere to</p> |

|                                                                                                         |                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| within cosmetic companies for portraying beauty in unrealistic cases affecting the self-esteem of many. | two different regulations concerning counterfeit products and workforce that would negatively affect the productivity of the companies. |
| <b>Table 2: SWOT analysis of Glam</b>                                                                   |                                                                                                                                         |

## Target market

There are also certain changes within the consumer segment in acquiring the customised beauty that is the significant move of Glam in producing diversity as well as equality. Glam has also been actively participating in pushing forward the belief of one beauty product that would fit all the consumers. The beauty company has also been reflecting the growth areas of facial skin care as well as colour cosmetics within the personalised skincare service that has been explored by rival competitors (Haddara *et al.* 2020). Perhaps the most notable organisation on the planet, Glam centres just on ladies between the ages of 15 and 45, including individuals from every single financial foundation. The business has recently adjusted to meet the requirements of women of various races.

The companies are also sharing comparative information on how well-established they are in India's major cities, which would lead to a trend towards digitization and increased customer profitability. Furthermore, it was calculated that the value of the skincare market in India would reach £6 billion in the fiscal year 2022 and £8 billion by the end of the fiscal year 2027. According to a Times of India poll, the beauty sector's annual compound growth rate rose from around £483 billion.

In addition to this, it can be said that because the majority of girls begin using beauty products around the age of 16, this age group becomes the most targeted. While employing efficient marketing strategies, the goods target various demographics, taking into account the requirements and interests of each group. The company has introduced a wide range of products that can be used by women of any age. Glam focuses primarily on young women between the ages of 13 and 24, with working mothers receiving secondary consideration.

This brand is already appreciated by many beauty enthusiasts due to their widespread availability and extensive product range in the UK. Generation Z and passionate people who are actively

involved in skin care are also present in the market. With the demanding supply from the consumer sector and the provision of customised alternatives, gender-neutral products that appeal to men while caring for their skin is also one of Glam's significant successes (Chaidet and Pupipat, 2021). The supplied in-depth quiz promotes the scientific method in skin care. Customers are lucrative since they save about 35% on repeat orders. Glam also suggests possibilities and a variable frequency (Keiningham *et al.* 2020). The wide and over-the-counter product that is an alternative gives the business a crucial prospective for introducing good growth (Akshayraj *et al.* 2023). Additionally, the dermatologist physician selected a serum that would aid clients further.

The primary benefit of glam is seamless prescription, which is a simple process completed in the convenience of one's own home. Additionally, the products are used to treat skin issues including acne. Major organisations are reevaluating their goals as a result of the digital experience that is influencing consumer trend across several categories, from unconventional players to venerable companies in the online portal

## **Financial plan**

In the market sector where more affluent customers are participating in beauty trends for influencing and producing a look they adore; social media impact is another important component that is made available (Keiningham *et al.* 2020). E-commerce platforms are also offering a priceless chance to provide novel approaches for interacting with an influencer programme and developing a community that would point the audience to the noticeably successful and expanded businesses (Rodrick *et al.* 2020).

India might be regarded as one of the lucrative markets in the world for expanding the reach of customised skincare products. The majority of Glam's revenue will come from local sales of beauty products. The primary cost factors will be the costs of the cosmetics supplies' inventory and the fees paid to the website developer and advertising agency. 'GLAM' would be financed by angel investors and bank loans. The dilution of equity capital would also benefit the firm because it tends to grant ownership rights to each investment. Furthermore, because the loan will be repaid in manageable amounts over time, business finances would not be adversely affected. Other expense factors incorporate lease, utilities, worker pay rates, and above costs.

In order to establish a beauty supplies business in India, Glam is seeking £500,000 in loan financing and financial bootstrapping. The cash will go towards paying for a considerable length of time worth of wages, working capital, leasehold redesigns, promoting organisation and site improvement costs, and item inventories. \

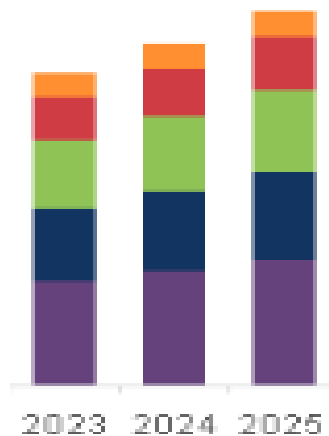


**Figure 5: Projected net profit of GLAM from 2023**

- Configuration/fabricate cost of a supply store: £100,000
- Initial stock: £300,000.
- £25k working capital

Finance for a very long time: The essential assumptions that are required to arrive at the income and expense figures in the financials and to pay off the starting company loan are listed below.

- £45,000 for an advertising agency and £30k for a website developer
- Monthly Introductory Client Count: 300
- The average cost is considered to be £25.
- The typical cost per customer is £75.
- Yearly Lease: £100k

| COMPANY NAME: GLAM                                 |                    |        |        |        |        |        |         |           |              |            |             |  |
|----------------------------------------------------|--------------------|--------|--------|--------|--------|--------|---------|-----------|--------------|------------|-------------|--|
| MONTH CASH FLOW FORECAST                           |                    |        |        |        |        |        |         |           |              |            |             |  |
|                                                    | AMOUNT (in pounds) |        |        |        |        |        |         |           |              |            |             |  |
|                                                    | Jan 23             | Feb 23 | Mar 23 | Apr 23 | May 23 | Jun 24 | July 23 | August 23 | September 23 | October 23 | November 23 |  |
| <b>CASH INFLOW</b>                                 | 3000               | 4000   | 3000   | 4500   | 6000   | 3000   | 4500    | 5000      | 2000         | 4000       | 3000        |  |
| Total anticipated sales                            |                    |        |        |        |        |        |         |           |              |            |             |  |
| Value of your startup loan                         |                    |        |        |        |        |        |         |           |              |            |             |  |
| Other resources of cash and equity                 | 300                | 800    | 600    | 450    | 500    | 600    | 850     | 600       | 300          | 300        | 550         |  |
| Existing assets for business purpose               | 50                 | 80     | 60     | 70     | 90     | 100    | 60      | 50        | 80           |            | 50          |  |
| Investment by owner total cash inflow              | -200               | -100   | -150   | -125   | -115   | -200   | -100    | -150      | -125         | -115       | -200        |  |
|                                                    | -100               | -50    | -200   | -350   | -120   | -100   | -50     | -200      | -350         | -120       | -100        |  |
|                                                    | 200                | 500    | 350    | 100    | 230    | 200    | 500     | 350       | 100          | 230        | 200         |  |
| <b>CASH OUTFLOW</b>                                | 250                | 1230   | 660    | 145    | 585    | 600    | 1260    | 650       | 5            | 295        | 500         |  |
| Total anticipated cost of sales existing assets fi | -400               | -300   | -250   | -350   | -200   | -400   | -230    | -250      | -350         | -200       | -400        |  |
| Rent or premium cost                               | 800                | 700    | 400    | 800    | 400    | 400    | 900     | 500       | 700          | 300        | 400         |  |
| Business rates of the own premises                 | -1700              | -1650  | -1600  | -1750  | -1550  | -1700  | -1650   | -1600     | -1750        | -1550      | -1700       |  |
| Gas electricity water insurance telephone and      | -1050              | -20    | -790   | -1155  | -765   | -1100  | 280     | -700      | -1100        | -1155      | -1200       |  |
| Advertising expense vehicle running cost           | -800               | -1000  | -950   | -900   | -750   | -800   | -1000   | -950      | -900         | -750       | -800        |  |
| Postage printing stationery                        | -1850              | -1020  | -1740  | -2055  | -1515  | -1900  | -550    | -1190     | -1500        | -1905      | -2000       |  |
| Transport and delivery                             | 100                | 200    | 150    | 250    | 300    | 100    | 200     | 150       | 250          | 300        | 100         |  |
| Salary                                             |                    |        |        |        |        |        |         |           |              |            |             |  |
| Stock materials                                    | -1750              | -820   | -1590  | -1805  | -1215  | -1800  | -350    | -1040     | -1250        | -1605      | -1900       |  |
| Government fees                                    | 300                | 800    | 600    | 400    | 400    | 400    | 300     | 200       | 200          | 400        | 500         |  |

**Table 1: Month cash flow forecast of GLAM**

Building up a profile based on skin type, concerns, and sensitivities is a successful business offering for the customers. 'GLAM' would be supported by private backers and bank advances. The company would also benefit from the dilution of equity capital because it typically grants ownership rights to each investment. The therapy for enduring skin conditions like acne or enhancing general health is also chosen by the Glam. The sector is also integrated with cutting-edge businesses and individualised skincare services that are accessible while walking and go beyond the comparable product that has been chosen by customers over a long period of time. This report highlights Glam's entry into the potentially lucrative Indian market for customised skincare.

## Reference List

1. Akshayraj, C., Thorat, V.M., Darshansinh, S., Keyurkumar, V. and Shinde, A.R., 2023. E-Strategy for Medication: Is it really effective?. *Pakistan Heart Journal*, 56(1), pp.391-396.
2. Anute, N., Ghewari, A. and Pawar, S., 2019. Correlation between Demographic and Social factors influencing consumer behaviour with respect to facial skin care products. *Think India Journal*, 22(20), pp.66-73.
3. Boonmangmee, P. and Methavasaraphak, P., 2020. Factors affecting the purchasing decision facial skincare products of working women in Bangkok Metropolis during economic recession period. In *AU Virtual International Conference on" Entrepreneurship & Sustainability in Digital Era" under the theme of" Challenges of Organizational & Business Management in Dynamic Digital Dimension"* (Vol. 1, No. 1, pp. 490-509).
4. Chaidet, C. and Pupipat, A., 2021. Move Analysis of Women and Men's Personal Care Product Online Advertisements. *Journal of Studies in the English Language*, 16(2), pp.22-51.
5. Chowdhury, M.T., Sarkar, A., Saha, P.K. and Anik, R.H., 2020. Enhancing supply resilience in the COVID-19 pandemic: a case study on beauty and personal care retailers. *Modern Supply Chain Research and Applications*, 2(3), pp.143-159.
6. Economictimes, 2023. *Future of luxury beauty brands in India: Sustainability, holistic experience & unique skincare mix* (2023). [online] Available at: <https://economictimes.indiatimes.com/magazines/panache/future-of-luxury-beauty-brands-in-india-sustainability-holistic-experience-unique-skincare-mix/articleshow/99064147.cms?from=mdr> (Accessed: 2 June 2023).
7. Fuaddah, Z., Nurhaeni, I.D.A. and Rahmanto, A., 2022, July. Digital Marketing Strategy for Campaigning@ kedasbeutypusat Social Media Accounts on TikTok Application. In *3rd International Media Conference 2021 (IMC 2021)* (pp. 19-30). Atlantis Press.
8. Gupta, V., Mohapatra, S., Mishra, H., Farooq, U., Kumar, K., Ansari, M.J., Aldawsari, M.F., Alalaiwe, A.S., Mirza, M.A. and Iqbal, Z., 2022. Nanotechnology in cosmetics and cosmeceuticals—a review of latest advancements. *Gels*, 8(3), p.173.
9. Haddara, M., Hsieh, J., Fagerstrøm, A., Eriksson, N. and Sigurðsson, V., 2020. Exploring customer online reviews for new product development: The case of identifying reinforcers in the cosmetic industry. *Managerial and Decision Economics*, 41(2), pp.250-273.

10. Kapur, V. (2022) *The future of beauty sector*, *Times of India Blog*. [online] Available at: <https://timesofindia.indiatimes.com/blogs/voices/the-future-of-beauty-sector/> (Accessed: 2 June 2023).
11. Keiningham, T., Aksoy, L., Bruce, H.L., Cadet, F., Clennell, N., Hodgkinson, I.R. and Kearney, T., 2020. Customer experience driven business model innovation. *Journal of Business Research*, 116, pp.431-440.
12. Khairunisa, N. and Sunitiyoso, Y., 2023. SCENARIO PLANNING TO DEVELOP BUSINESS EXPANSION STRATEGIES IN THE SKINCARE INDUSTRY. *Jurnal Ekonomi*, 12(02), pp.880-887.
13. Lee, J.E., Goh, M.L. and Mohd Noor, M.N.B., 2019. Understanding purchase intention of university students towards skin care products. *PSU Research Review*, 3(3), pp.161-178.
14. Lee, S.M. and Lee, D., 2020. "Untact": a new customer service strategy in the digital age. *Service Business*, 14(1), pp.1-22.
15. Pathak, G. and Nichter, M., 2021. Cleanups, confidence, and cosmetics: marketing beauty in India. *Journal of Consumer Culture*, 21(3), pp.411-431.
16. Rodrick, S.S., Islam, H. and Zadid, A.I., 2020. The Impact of Packaging and Labeling Elements on the Rural Consumers' Purchase Decision for Skincare Products in Bangladesh. *Journal of Economics and Business*, 3(4).
17. Rothschild, S.I., Betticher, D., Zenhäusern, R., Anchisi, S., von Moos, R., Pless, M., Moosmann, P., Popescu, R.A., Calderoni, A., Dressler, M. and Rauch, D., 2019. Prospective, observational practice survey of applied skin care and management of cetuximab-related skin reactions: PROSKIN study. *Cancer chemotherapy and pharmacology*, 84, pp.881-889.
18. Sanny, L., Arina, A., Maulidya, R. and Pertiwi, R., 2020. Purchase intention on Indonesia male's skin care by social media marketing effect towards brand image and brand trust. *Management Science Letters*, 10(10), pp.2139-2146.
19. Sinha, R., 2021. Pricing Strategy for Shankara Skincare Products in the Global Market. *International Journal of Research in Engineering, Science and Management*, 4(10), pp.116-122.

20. Statista, 2023. *Revenue of the cosmetic & beauty industry in the U.S. 2002-2022* | Statista (2023). [online] Available at: <https://www.statista.com/statistics/243742/revenue-of-the-cosmetic-industry-in-the-us/> (Accessed: 2 June 2023).
21. Tran, K., Nguyen, T., Tran, Y., Nguyen, A., Luu, K. and Nguyen, Y., 2022. Eco-friendly fashion among generation Z: Mixed-methods study on price value image, customer fulfillment, and pro-environmental behavior. *Plos one*, 17(8), p.e0272789.
22. Visconti, M.J., Haidari, W., Feldman, S.R. and Taylor, S.L., 2019. The rise in subscription skin care services. *Dermatology Online Journal*, 25(10).
23. Wadhwan, N. and Kumar, C.A., 2023. THE EVOLVING LANDSCAPE OF DIGITAL MARKETING: TRENDS, IMPACTS, AND OPPORTUNITIES IN INDIA. *Journal of Data Acquisition and Processing*, 38(2), p.2157.
24. World Health Organization, 2019. *Preventing disease through healthy environments: Mercury in skin lightening products* (No. WHO/CED/PHE/EPE/19.13). World Health Organization.