

VACO Reference Material

# MARKETING LIKE A PRO

YOUR GUIDE TO THE  
PERFECT MARKETING PLAN

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At VACO, we believe that marketing is the backbone of any successful business. It is essential to have a well-planned and executed marketing strategy that can help you reach your target audience and increase brand awareness. Without an effective marketing plan, your business may struggle to stand out in a crowded market and lose potential customers to your competitors. That's why we are excited to introduce our services, which are designed to help you achieve your business goals.

Our team of editors at VACO have researched and found a gem of a marketing plan from famous British retailer Lush that we believe will take your business to the next level. Attached below, you will find industry tips and tricks and a comprehensive guideline that you can not only learn from but also incorporate into your own business. Our goal is to help our clients achieve their marketing objectives and grow their businesses through effective marketing strategies. We are confident that this marketing plan will give you a true perspective and provide value add to helping you achieve success.



# LUSH

FRESH HANDMADE COSMETICS

## MARKETING PLAN

AGNÉS POTTIER  
ALBA CARBALLAL MUIÑOS

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# EXECUTIVE SUMMARY

In recent years, environmental problems are still the main issues for human beings and the global, such as climate change and air pollution. These problems were occurred along with human activities, so, **people prefer to buy green products**. Lush's fresh products were officially launched in 1995 by attempt of Mark Constantine and co-founders that is headquartered in United Kingdom. It is organic toiletries, cosmetics, and skin care company that has positioning a product, brand, and company **as environmentally friendly by using ethical way**. Lush Australia even won the Australian Business Award for Environmentally Sustainability at 2013.

On this **market of cosmetics, the concurrence is high** and Lush needs to differentiate itself. In order to achieve this goal, Lush use the marketing mix to specific dimension of green marketing that consist of product, price, promotion, and distribution (place).

Firstly, it uses the ingredients from the **ethically resources** under the Ethical buying policy and **against animal testing**. Then, its products are **handmade fresh locally** in the Lush Kitchens at Sydney. Secondly, the company set **the price of the product based on the customer's perceptions of the value**. Thirdly, Lush concern about the **human right, animal protection, and environmental protection**, thus, the company established its own foundation and use ethical campaigns.

Next, Lush concentrates more on **promoting** their greening on the **social media, or organise buzz event** in their shop which are retranslated in the shop but do not have advertisement on the TV or radio. Moreover, Lush has both of direct and indirect competitors which similarly concepts, the example, The Body Shop and Burt's Bee as direct competitors and L'oreal, Estée Lauder, and Crabtree&Evelyn as indirect competitors. Thus, the products choice in perceptual map is safe for skin and value for money.

Finally, Lush observe to what extent is a product considered high/low safe for skin and to what extent is a product considered high/low value for money. Its position is high end in safe for skin and high value for money.

The Lush market in **Portugal is still minimal market** compared to other countries, with only 2 stores and their website. We aim to **extend the market of Lush in Portugal**, increase the brand awarness and the brand image in order to increase sales. For this we are going a strategic highlighting the freshl, natural, and handmade side of the products, enabling customers to **create their own products**.

# HISTORY

Lush is the result of an encounter between Mark Constantine, a specialist in hair care, and a beautician. Both, alarmed at the list of ingredients of the products they provide, decide to create their own care. Mark joined cosmetic engineers - after supplying The Body Shop and created the Cosmetics to Go mail-order site in vain. They set up Lush in the premises of their old project, between cages, boxes and slates, Will become a symbol of the sign.

# COSMETICS MARKET

We are analysing the cosmetic market, seen as a **whole conjunction of different activities of product and services that look forward to protect and improve the appearance** and smell of the human body. We adopt a wide perspective of the cosmetic and beauty concept that also with the makeup products, skin treatments and hair products, includes also perfumes, personal hygiene products, etc.

Although cosmetics have historically been associated with the cult of beauty and appearance, the **emergence of a wide range of pharmaceutical products** intended to prevent and treat dermatological problems has substantially shuffled their definition. As a result of this process, the border between cosmetics and health is difficult to establish today's fields of action.

The cosmetics value chain begins with the production of ingredients, which is provided by large chemical companies, by specialized companies belonging to large international corporations (eg L'Oréal, Estée Lauder, Avon) or by large global conglomerates with presence in the Cosmetic (Eg Procter & Gamble, Johnson & Johnson, Unilever), although there are also many family-owned SMEs that manufacture these products more artistically. In addition to the ingredients, packaging also plays a very important role in the value chain and is usually produced to order by specialized suppliers.

Then there is the actual production of cosmetics, carried out by specialized companies belonging to large corporations, smaller family-owned producers or contract manufacturers. Finally, in connection with the market, there are wholesalers and / or importers, as well as large retailers, specialized stores (eg perfumeries), pharmacies and parapharmacies, beauty institutes, hairdressers, complemented by direct catalog sales and through the Internet.

According to the latest data available, the Portuguese cosmetics market, measured by the turnover generated by the retail trade in cosmetic products and cosmetics of hygiene in specialized establishments and the activities of hairdressing salons and beauty salons, is around **900 million euros**, similarly distributed between the two activities.

This figure results from an average annual **growth of 3% in the last eight years**. It should be noted that, after an upward movement in the first four years, there has been a slowdown in billing in the two activities under analysis, (9%) in 2011. The performance since 2008 seems to reflect the constraints underlying the unfavorable economic situation that has occurred since that date.

Notwithstanding developments in recent years, it should be emphasized that both the retailing of cosmetic and hygiene products in specialized establishments and the activities of hairdressing salons and beauty parlors have performed more favorably than their more obvious references . Thus, in the first case, average annual growth was 3.5% between 2004 and 2011, compared to 1.6% in retail trade in general, corresponding to cumulative growth of, respectively, 27% and 12%. In the second case, there was an average annual growth of 2.5%, which compares with 2.1% in other service activities, corresponding to cumulative growth of 19% and 15% respectively

Looking at the Portuguese economic fabric related to the main activities that make up the cosmetic value chain, we can see that, according to data from 2011, there are a **total of 30,081 companies, responsible for 52,958 jobs, for a turnover of 2,043 million euros** and a GVA of 570 million euros.

In all these variables, the preponderance of the activities of hairdressing salons and beauty salons is unmistakable, in clear contrast with the industrial activities (Manufacture of perfumes, cosmetics and hygiene products). As a consequence of the primacy of the activities of hairdressing salons and beauty salons, it is here that the degree of transformation reaches higher magnitudes, illustrating a greater ability to create value compared to other activities.

For the same reason, it is also in these activities that the apparent productivity of labor reaches lower values. On the other hand, it is in the wholesale trade that productivity clearly rises to the top, since the activity in question has a very high GAV (very close to that of hairdressing and beauty salons) and a relatively small number of workers.

In 2010 the Portuguese cosmetics industry proved quite resilient, even posting slight growth. Beauty kits, sun care products and deodorants were said to be the most dynamic segments and thanks to the launch of new products and even new brands, this acted as compensation for the baby care and men's sectors which did not enjoy a fruitful year.

According to the European Cosmetics, Toiletry and Perfumery Association (Colipa), **Portugal is one of the smallest markets for cosmetics in the EU**. Portuguese sales amounted to €1.2bn in 2008, representing 1.8% of the whole EU market and Portugal was the 12th largest market in the EU. Demand for cosmetics increased noticeably between 2007 and 2008, by 10%.

It seems that in 2010 Portuguese consumers favoured the mass market for purchasing their beauty products, as they preferred to do their shopping under the same roof and at convenient prices.

## **#BEING DIRECT**

Direct sellers meanwhile enjoyed the benefits of giving consumers tailored advice from their personal specialists, combining this with convenient prices and offers. Indeed, in 2009 Oriflame and Avon featured in the top C&T sales rankings in the country alongside the likes of P&G and L'Oréal.

At this time, **L'Oréal remained the lead player in the market** with both its personal care and beauty products. Moves such as enlarging its Garnier range helped the French multinational to really make an impact in the Portuguese market. P&G meanwhile ranked in second place in the market not far behind L'Oréal. In 2010, the American multinational introduced new brands to the Portuguese market while it strengthened the positioning of its Gillette and Pantene brands.

L'Oréal ranked top in the popular Portuguese colour cosmetics market, followed by Beiersdorf, direct sellers Oriflame and Avon, P&G and then Coty. In 2009 the colour cosmetics market grew by 0.7% to total €97.6m, according to Colipa.

In general the cosmetics market is expected to **grow in the future thanks to innovation, technology and the increasing appeal of organic products**. According to Colipa the growth rate of cosmetics sales in Portugal is slowing down, partly because of the economy and also due to the maturity of the market.

But Portuguese consumers **show an increasing interest in their physical appearance** these days and this will continue to encourage the launch of new products in the market because

manufacturers know that the customer is open to suggestions and advice on how to look their best.

The sectors that will drive change the most, according to insiders, will be anti-ageing products, those featuring high levels of technology and those that target specific beauty needs. Meanwhile, as the Eurozone loan is approved and money is pumped back into the economy, only time will tell how this will impact on cosmetic purchases. Hopefully the situation will start to improve and Portugal can look forward to a more prosperous future.

## #ETHICAL MARKET

The interest in sustainable products has increased along the years, since the choice of products, packaging and production processes have a great impact on the environment. These products are classified by regulatory agencies in different categories, aggregating advantages to the product and increasing the demand by consumers.

However, there is no harmonization in guidelines of these certifying agencies and each cosmetic industry formulates their product and packaging in a more rational way, which causes less damage to the environment. Many cosmetic products have in their formulation natural products that perform a specific biological function, but these products should be evaluated on efficacy and toxicological aspects. The aim of this article is to **approach sustainability, natural and organic cosmetics, considering the consumer and the efficacy, toxicological and regulatory aspects.**

Products of organic origin have grown by about **16% annually in Europe**, taking as an ecological and healthy alternative to synthetic ingredients. In Portugal, the trend has gained expression, thanks to the contribution of brands such as Organii or Lush.

The personal care industry in Europe has one of its main markets, with annual export values in the order of 9 billion euros and imports, according to the European Commission, of 2.4 billion euros. 65 billion euros is how much the cosmetic sector can be worth in the total, in this market. The organic cosmetics segment will be growing **16% a year** and it is expected that, within 10 years, **40% of consumers of beauty products will opt for articles of organic origin.**

In general, "green" or "natural" products are those that are **obtained through a clean and sustainable process.** "Eco-friendly" products are one of the innovations of the sector, as well as the "green marketing market" that receives more and more investments from entrepreneurial entrepreneurs. This trend of the search for the green, the natural, has embraced the areas of beauty and health in an innovative way.

Products with natural ingredients, recyclable or biodegradable and have not been tested on animals, gain shelf space and grow in sales, even if they have a higher price. The range of products with these characteristics already include moisturizers, soaps, face and hair masks, makeup, oils, gel, hair dyes, enamels, conditioners and shampoos.

The term "natural" indicates that **the ingredients have not been significantly modified and retain the original form in which they are found in nature.** The concern is that the ingredients have not been obtained by killing or mistreating animals and respecting natural production, such as honey from bees, flowers, foliage and fruits. Beyond all these issues there is a concern to repopulate to avoid the extinction of species.



Increasingly, consumers are looking for products which have **less impact on the environment**. Today, the cosmetics are more **“eco-friendly”**. Certain processes on the raw materials used in the formulation of the test and the use of the test to evaluate the effectiveness and toxicology creating a larger impact on cosmetic product, and this causes the search for this type of product by the consumers. For products to be categorized by natural or organic these guidelines and standards established by the regulatory agencies should be followed, but there isn't an harmonization between them. These standards are designed to establish the allowed packaging processes and propose a sustainable extraction and allowed processes.

Formulating natural or organic cosmetics is the challenge to guarantee stability, safety and efficiency. On the other hand, there is no harmonization of these guides. Many natural products can be used in cosmetic products which perform a biological function and toxicological assessment. The use of plants and herbs tends to increase on the market of cosmetic products with more sustainable, so the companies can acquire more market share.

## PRODUCT

Lush is a cosmetic brand that offers different product ranges: for the **body**, for the **face**, **hair**, for the **bath**, the **shower** and the **spa** and a range of **makeup** and **perfumes**.

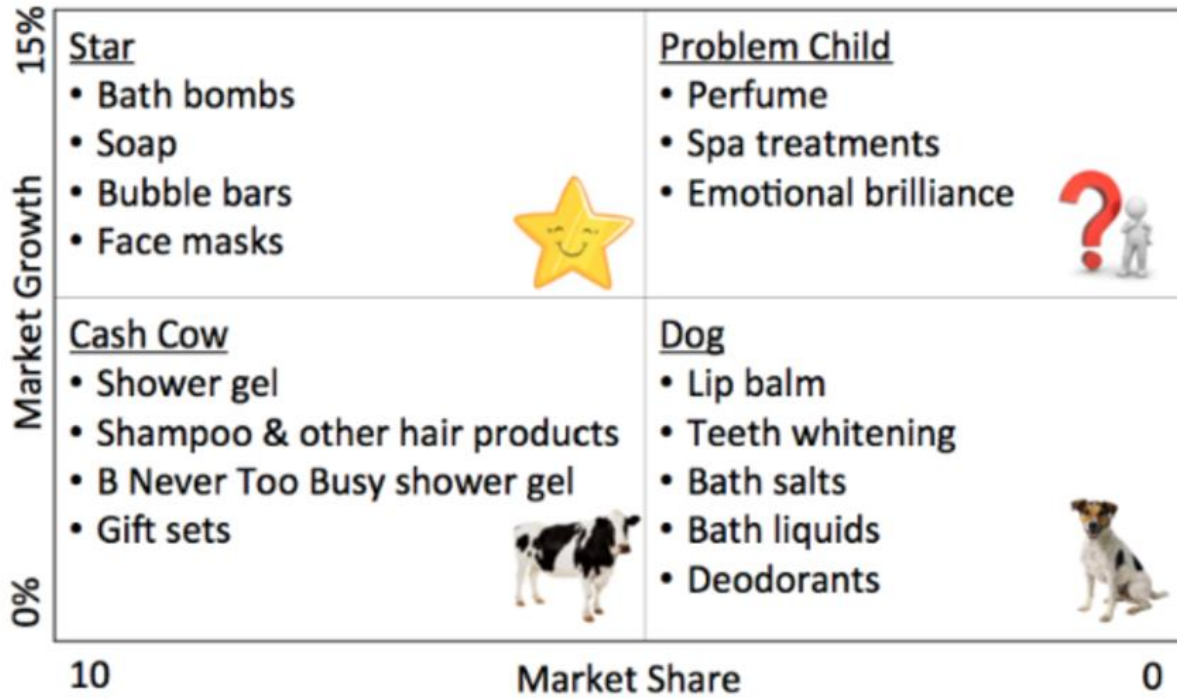
The particularity of Lush is to offer **hand-crafted products** (soaps, shampoo, bubble bath, masks ...) made from **“fresh” ingredients** such as essential oils, organic fruits and vegetables, natural resins and Flowers and plants.

**Transparency** is very important to Lush. On each product the **dates of manufacture** and expiry date are given to the day. The **ingredient lists** are translated and communicated in two colors: green for fresh and natural, black for synthetics.

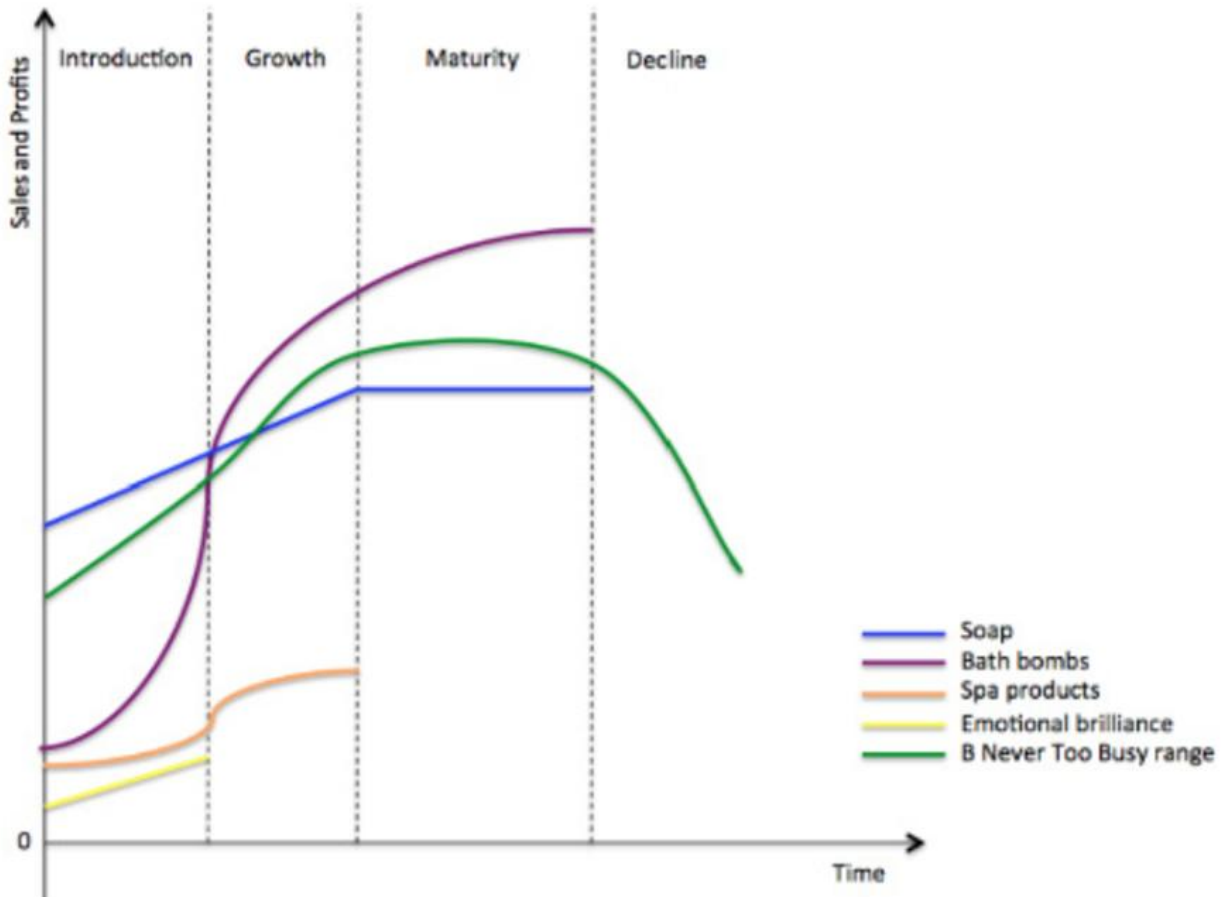
### **Star products:**

- R & B Capillary Balm
- Shampoo and conditioner
- Liquid conditioner : Rafistoleur
- Solid Soap (Honey and Bees)
- Shower gel : Plum plum pudding and Whoosh
- Baking foam : The compforter
- The bath balls
- H'suan Wen Hua Capillary Mask
- Cream Massage Bar

# #BCG MATRIX



# #LIFE CYCLE OF PRODUCTS



# VALUES, MISSION AND VISION

## #VALUES OF LUSH

### ETHIC

Lush is a **very committed brand**. It offers **100% vegetarian products** (and 83% vegan), militates **against cosmetic tests on animals**, **use fair trade product**, **supports charities** (the profit from certain products is donated directly to charities), and launches **communications campaigns for great cause**: shark defense, fight against the force-feeding of geese, etc.

Lush also defends **strict ecological values**. Lush stores have the peculiarities of offering **cosmetic products sold per kilo**, as in a grocery store, and **packaged in recycled paper**. The makeup products are packaged in small glass vials, easier to recycle, and fresh products abound, hence masks with a deadline of one month. The objective is to **fight against overpacking**, in a logic of defense and concern for the environment. In addition, many materials come from **fair trade**, such as bananas, pineapples and gift packages

As we saw earlier. Lush also insists on the **transparency** of these products. On each product the **dates of manufacture** and **expiry date** are given to the day. The **ingredient lists** are translated and communicated in two colors: green for fresh and natural, black for synthetics.

### FUN

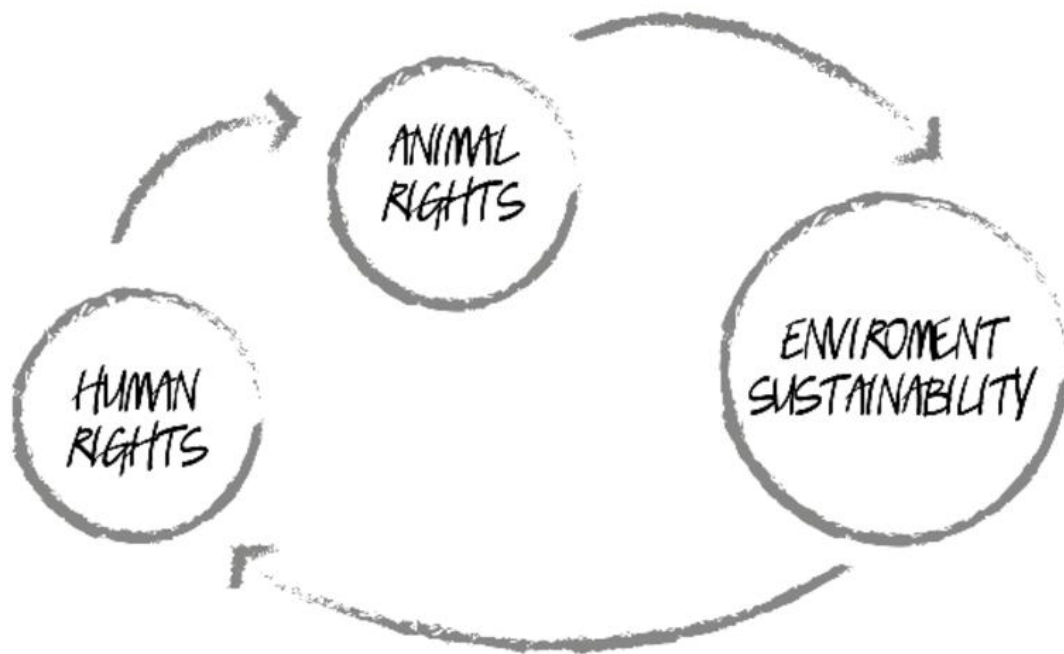
However, the sign does not stop to make its references **playful**. On the contrary. Cosmetics adopt **funny names**, because the **sympathy capital** of our products is very important," argues Aurélie d'Andria. The colors of the product are also **flashy**. "We prefer to put a touch of dyes, but do not use packaging, for example, justifies Aurélie d'Andria, we need fun, beautiful. "

### INNOVATION

The brand also attaches **great importance to innovation** whether in its concept, product, marketing and communication. Lush dares to innovate in its products whether it is **for fun** or to **get closer to its values**. Lush has, for example, made solid products usually liquid, such as massage oil, or shampoo. She has also **invented products** that did not exist in any form before. This is the case with Ballistics: strange effervescent balls that sparkle in the bath releasing pleasant fragrances while the bicarbonate of soda they contain takes care of softening your skin. Lush has found alternatives to liquid products to avoid excess packaging, preservatives, etc. In addition, Lush offers these customers a **new product every 15 days**.

### #MISSIONS

"We specialize in making highly effective, 100% vegetarian (and over 70% vegan!) products for bath, hair and body that are loaded with fresh, natural ingredients and minimal preservatives. "



## #VISION

"To provide the ultimate customer service experience, while maintaining the beauty and wellness of the environment we live, work & play in."

"We simply hope that our products will change the world." sums up Aurélie d'Andria, the community manager of Lush.

## MARKETING MODEL

### #SEGMENTATION

#### **GEOGRAPHIC CRITERIAS**

- Region/ Country: Lush cosmetics is a global company, with 830 shops in 51 country whose the Portugal.
- Climate: Does not matter because it has no impact on the perenniality of the product.
- The type of habitat: Urbain, downtown
- Types of agglomeration: Medium to large metropole

#### **DEMOGRAPHIC CRITERIAS**

- Sex : Tend to be mostly female
- Age: the majority tends to be between 18 and 35
- Family: Varied
- Family Life Cycle: Young, urban dwellers, single or married, children or not

- Income: Middle income to high income levels
- Occupations: Varied
- Education: Varied. But consumers have knowledge of environmental, sustainability and animal right issues. The knowledge can be found across the spectrum, although, more educated people tend to have a more detailed understanding. High educated people may have more disposable income to purchase higher end specialty produce.
- Religion : Not relevant
- Ethnic origin: Not relevant
- Generation: Generation X, Y and baby boomers

### **PSYCHOLOGIC CRITERIAS**

- Social: Middle to upper classes
- Lifestyle: Looking for an ethical lifestyle, looking for new ways to consume, looking for novelty, looking for natural and quality product good for his / her health, active on social networks
- Personality: Thoughtful about purchases, not compulsive

### **BEHAVIOURAL CRITERIAS**

- Purchasing situation: Mostly regular occasion (daily use), but there are special occasions product in the Lush cosmetics line. Example: Christmas product, easter, halloween.
- Benefits: A quality, non-chemical, ethincal product (not tested on animals)
- User Status: Regular users, with a growing emphasis for new users (number of store had growth rapidly just in ten years in business)
- User rates: Heavy user (Lushies)
- Loyalty status: Medium to strong
- Readiness Stage: Informed and interested
- Attitude toward product: Positive in some cases enthusiastic.

## **#TARGETING**

Lush **does not define a particular target**, does not want to target a special target. Cosmetics are products that are **addressed to childs, men, women of all ages**. However, in reality, Lush as a cosmetic brand, consumers are **mostly women**, especially the **18 - 35 years**. But it also offers products for **men**, which also sell very well. Lush has developed broad, **diversified product** lines to meet a broad target, with a common focus on respecting the environment, body and product quality.

Even if Lush does not want to set a target. After reflection, we note that there are **several stereotypes of consumers**:

- Customers attracted by the **fun and playful side** (sensory marketing, funny name)
- Customers attracted by the fact that Lush is **tendency** especially on the social networks
- Customers interested in the brand **new and innovative products**
- Customers attracted by the **quality of the products**: made hands with natural products and fresh without chemical product
- Customers attracted by the **commitment against the exploitation of animals** of the brand: vegetarian, vegan, not test on animals

- Customers were attracted by the **environmental and ecological friendly** aspect of the brand  
A consumer can combine several of these profiles at the same time.

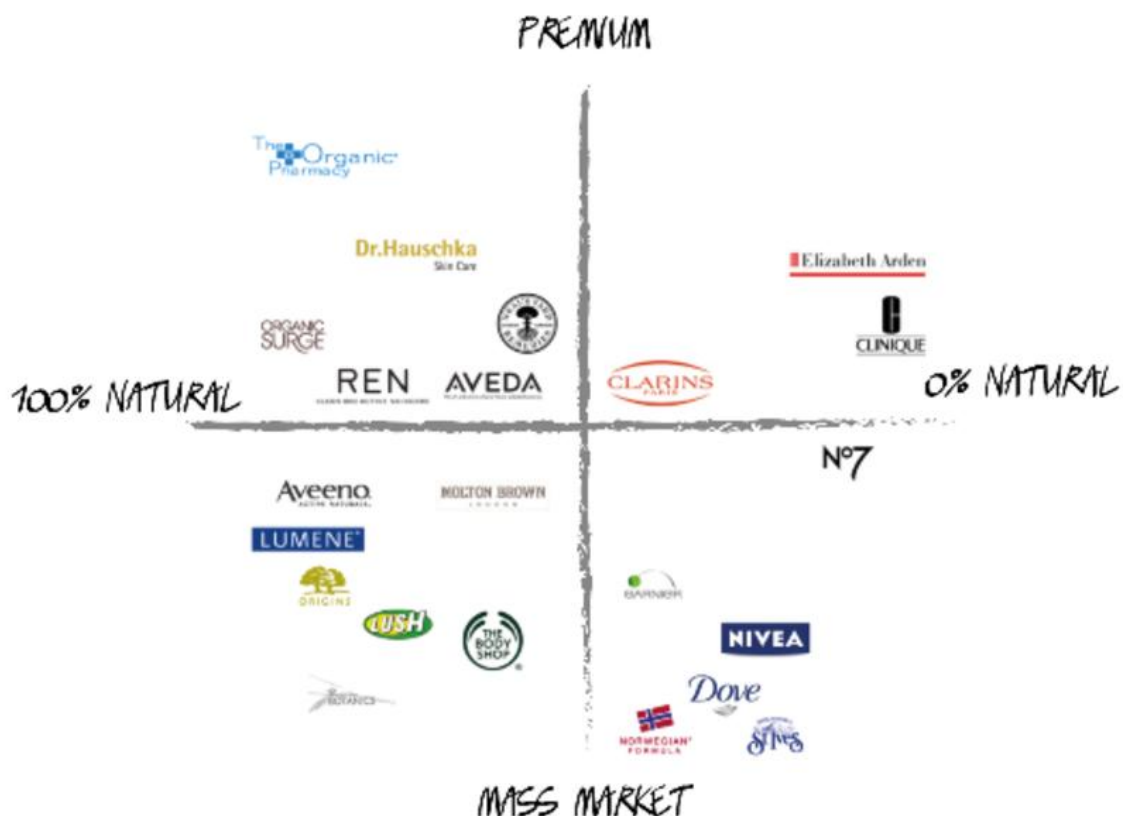
## #POSITIONING

Lush is positioned as a brand of **fresh cosmetics** made from **natural ingredients, handmade, 100% vegetarian, fighting animal testing, limiting preservatives** to the maximum and **eco-friendly** with her **naked packaging** product.

Lush is positioned as an **ethical brand**. His slogan "**A Lush Life We Believe**" is based on the fact that Lush is above all else an ethical brand that carries values believed by the founders. For this, the brand **renounces classic marketing strategies** to be in line with its values. It is positioned **against over-consumption** by refusing to launch traditional advertising campaigns, and by the very nature of these fresh products, they must be brought to the drop account and use quickly (so consumers can not store in tons of Lush products). It offers 100% vegetarian products, not tested on animals that respects the environment. But it goes a long way with its mission to **educate the consumer** on these ethical issues.

Lush is also positioned as a **high-end brand** with **superior product and service quality**. Its products are fresh, hand made and with the month of preservatives possible. Lush also offers **superior services**, thanks to a **one-to-one strategy** in its stores and website.

The other key to Lush that **differentiates** it from all these competitors in the natural cosmetics market is its **fun side**. While most brands play on a professional and serious side. Lush has fun on the contrary to contrast his very ethical and serious side by a **fun and offbeat side** that is part of the **essence of the brand**. Unlike its competitors who promote ethical products as natural products and therefore neutral with very little smell, Lush takes the opposite with its flashy products with powerful perfume with funny names.



# #MARKETING MIX:

Lush is a very interesting brand by it takes the opposite of the majority of brands. It innovates and proposes a unique marketing mix schemes.

## PRODUCT

Lush is based on a **superior quality and innovation** strategy.

## CORE BENEFITS

The **main core benefits** of Lush products are their **quality level**, their **fun side** and their **respect of ethnic values**.

### QUALITY LEVEL :

- **Raw organic ingredients**
- **Fresh product** made of fresh fruits and vegetables, essential oils of the highest quality and safe synthetic ingredients
- **Handmade** product
- Healthy product
- 70% of product without preservatives
- Good value for money
- Superior customers service (helpful and friendly staff)

### ETHICAL VALUES :

- **100% vegetarian**
- 83% vegan
- **Not tested on animals**
- **Environment friendly** product

### FUN :

- **Food-looking**
- Flashy colours
- Gourmand scent
- Funny name
- **Sens of humour**
- **Innovative product** (bath ballistics, solid body tints, dusting powders, massage bars, shower jellies, solids perfumes)

### DESIGN

- Colors, shapes, sizes and aromas of the products could sometimes be mistaken **as edible** (bread, stacks of fruit)
- Shaped like huge cakes/ loaves of bread: priced by weight which **remembers groceries**
- Name of products very unconventional "Buffy the backside slayer" skin conditioner, "Demon in the Dark" or funny "Wash behinds your ears" shower gel or "Sex bomb" for a bath bomb
- Producers name is one lush products : name as well their cartoon face ( homemade quality"

## PACKAGING

The packaging of Lush is a **unique in the world of cosmetics**. While the brands are relying heavily on packaging. Lush stands out again from his conspirators. Again, Lush **favors its environmental values**.

At Lush, **33% of products are “Naked product”** and are only packaged in recycled paper bags. The other products are packaged in **recycled materials**. The following indications are mentioned:

- Product Name and Description



- **List of ingredients** (All ingredients are indicated in the language of the country where the product is sold)
- Date of manufacture
- Expiration date
- **Name of the employee** who made it
- **Label “fighting animal testing”**
- Different label according to the product: vegetarian, vegan, 100% natural products, Free preservative
- It is even indicated on some products “Reuse it or bring it back” or “Bring back 5 clean Lush pots with this free “

logo and get a fresh mask

At Lush, the **product itself is a packaging** in the sense that it **must attract the eye**. That is why Lush carefully chooses the colors and shapes of these products.





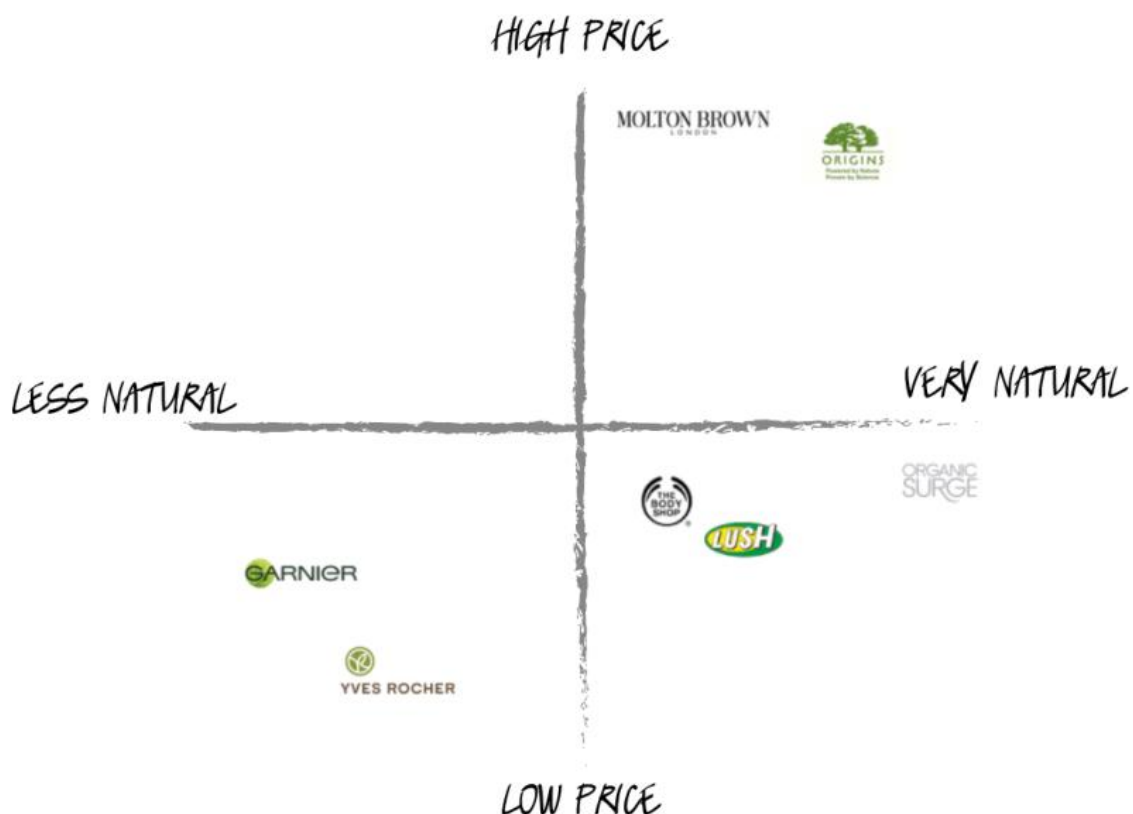
All bags are made from recycled paper. There are different types of bags, some with only logo and slogan "" other with logo and mention ""fighting animal testing"".



## PRICE

Lush adopted a **skimming price strategy**. It offers products at a price higher than the average market price. It selects customers according to their purchasing power and also their willingness to buy. The prices are justified by the quality of the ingredients used. Pricing of each product differs the range of pricing is from 5.00 – 75.00 dollars. The **average shopping basket** at Lush is from **20 to 30 TTC**.

### *Lush's price position comparison with their competitors*



The brand to follow its positioning high-end does **not offer promotions** on these products to the exception of the Christmas period. During this period, the brand adopts a **penetration strategy** to **attract new customers and increase sales** in this period when consumers spend the most.

## PLACE

Lush is **globally distributed** with more than **830 stores in 51 countries**. In Portugal, there are **2 Lush shops**, one in Lisbon and the other in Oeiras.



Lush has adopted an **exclusive distribution strategy** that is consistent with its high-end positioning and its one-to-one strategy. The products are sold exclusively in the **Lush boutiques** or on its **website (www.lush.pt)**. Thanks to this strategy Lush has **control of its image and its costs**.

Lush always chose **strategic location** of its shops. It always chooses **very busy places** like the very commercial streets and the **shopping centers**. In Portugal, the two boutiques are located in two very busy shopping centers: : Centro Comercial das Amoreiras and Centro Comercial Oeiras Parque.

It also takes care to position its stores in **high end shopping areas** next door to high end stores and jewellery shops to **create a premium image** associated with luxury and **attracted a less price-sensitive and more sophisticated clientele**.

Lush has for **several years** opened stores in the **form of franchises** all over the world. However, **since 2005, the brand has changed its strategy** and now only opens its own stores managed by employees.

## PROMOTION

In his communication, again Lush have an **unconventional marketing approach**. It does not **organize traditional advertising campaigns** (Purchase of advertising space). "We do not do it because advertising is an instrument that involves unbridled consumerism and leads to the creation of unjustified needs." It prefers to invest in the quality of its products rather than in advertising.

The brand Lush focuses on communication "**proximity**": it favors **event-communication actions** or **interactive communication** on social networks.

## #STORE & STAFF

Everything starts in these **shops recognizable** which are the main communication canal. Inside on large black panels, Lush communicates its values and competitive advantages. At the same time, Lush's **employees are communicators and ambassadors of the brand**. The staff at Lush is different, friendly, welcoming, knowledgeable and really involved in his work. **A close relationship with customers** is created. Part of their work is to communicate about the brand (values, current event), and its **products** (new products, composition, core benefits of products). Employees have a duty in part to educate **consumers to more responsible consumption**.



Lush also communicates with people through a magazine that appears 3 times a year called **Lush Times**, available in stores and on their website ([https://www.lushusa.com/on/demandware.store/Sites-Lush-Site/en\\_US/LushTimes-Start](https://www.lushusa.com/on/demandware.store/Sites-Lush-Site/en_US/LushTimes-Start)).

It is a colorful newspaper containing **information about the company, products, novelties, exclusives**, and many other things to discover, including testimonials from our customers through their daily lives.

Outside these stores, Lush's communication strategy is based on **word of mouth**. From a word of mouth perspective, Lush plays on his **public relations and social networks**.

## #SOCIAL MEDIA

Social media have really allowed Lush to grow. Through social media Lush has become **trendy**, especially on **instagram and on youtube**. Consumers **share their experiences** on social networks and **become communicators** for the brand. The word of mouth on social media has allowed the brand to **make itself known** in particular thanks to the fun and playful side of its products like the balls of baths. There are even instagram accounts run by brand fans.

The brand is also **very reactive** on the Web, with a **large presence on social networks** (Facebook, Twitter, YouTube, Instagram, Pinterest). "In-store **experience** needs to be translated into the digital realm, and vendors and advisors must provide **personalized advice** and diagnosis

and make the customer **feel welcome and listened**. In addition, we invite our customers to share their experience on the products, “adds Feriel Tah. Indeed, **every question or critic gets an answer**, sometimes with a touch of humor. Their account on the different networks also serves to **support their argument** “natural and homemade cosmetics”



To promote the animation around its brand, Lush also **invites customers to share their delivery experience** on Facebook, Twitter and Instagram with the hashtag **#Lushcosmetics**. To date, there are more than 1,298,121 publications without counting the other hanstag. The Lush portugal page is followed by 4,636 subscribers (look the number in facebook and twitter). This number is still **marginal in comparison** with countries like France where subscriber numbers exceeds 378 million subscribers. Lush also **organizes activities** such as selfie contests.

## #EVENTS & PUBLIC RELATIONS

Lush also counts on its campaigns **shock to raise awareness and educate its consumers** on ethnic issues and products. During these campaigns, Lush puts in place memorable **events** in these stores. Moreover, Lush always adopts a **digital campaign** to inform and explain its positioning. **Products are also created and their revenues are fully donated to associations** that militate and fight for the cause. These campaigns are always very **creative, original, unconventional, striking**. For example, Lush had the idea to have his products delivered by electric trucks. Lush has also organized campaigns for the protection of circus animals, the protection of sharks, against the use of palm oil, against the oil sands, for the abolition of foie gras, against tests on animals, etc. These Buzz campaigns are highly **publicized and relayed by the press and social networks**.

## #NAKED PACKAGING (2008)

In 2008, Lush launched a campaign across the U.S. today to encourage naked packaging. Employees are being encouraged to show up to work in nothing but their aprons nas a protest against unnecessary packaging.

## #CAMPAIGN AGAINST THE TEST AGAINST ANIMALS (2012)

To fight cosmetic tests on animals, Lush decided in 2012 to create an event campaign in the showcases of 800 shops around the world. A shocking campaign to sensitize passers-by. The brand staged two actors in a shop window, which reproduced live the conditions of animal testing on humans. A good and original idea, because the more shocking the campaign, the more it is memorized by the public. A communication that worked because all the passers-by stopped in front of the window to watch or take pictures. Lush propose to his passers-by to sign a petition against the animal test. The campaign was a success.

[https://www.youtube.com/watch?time\\_continue=236&v=f4K9iSyj\\_lk](https://www.youtube.com/watch?time_continue=236&v=f4K9iSyj_lk)



*Image of the Naked Campaign in 2008*

## **#AGAINST THE TRANSATLANTIC TREATY (2015)**

In October 2015, Lush launched an international campaign against the TTIP [Transatlantic Trade and Investment Partnership] agreement, which was supposed to authorize the presence on the European market of more than 1000 substances banned in Europe but authorized in the United States. For the TTIP agreement, Lush created a shower powder and organized mini-conferences in our shops to explain this treaty. Overall, teams in shops are educated to interact with customers.

## **#SPONSORING**

Lush also sponsors various events and events related to its ethics based on ecology and vegetarianism (Sustainable earth, Vegan Day).

# VALUE MATRIX

## MISSION

*"We specialize in aking highly effective, 100% vegetarian products for bath, hai and body that are loaded with fresh natural ingredients and minimal preservatives"*

## VISION

*"To provide the ultimate customer service experience while maintaining the beauty and wellness of the enviroment we live, work & play in"*

## VALUES

ETHIC  
FUN  
INNOVATION

MIND

HEART

SPIRIT

100% vegetarian handmade product made with fresh and natural ingredients and minimal preservatives	Innovate and increase the quality of the products to be the most fun and ethical	Provide the best, healthiest quality products while staying fun and ethic.
Increase the number of stores	Profit growth	Developing economocally and its influence to pormote ethical ans sustainable values that it will enable us to live in a ethical and sustain-able world.
Propose fun and inovative porducts 100% vegetarian, no testing on animal, while less packaging as possible	Sensitize, educate, and create consumer awareness about the need to fight against animal explotation and the need to limit the ecological impact.	We simply hope that our products change the world.

# SWOT ANALYSIS

## STRENGTHS

- High quality products
- Innovative in these products and its concepts
- High brand awareness
- Brand more fun than its competitors
- Committed and ethical brand
- Highly developed sensory marketing (Smell, Touch, Possibility to test products)
- Attractive shops, pleasant smell Positioned in places of very high frequency
- Sales force (very well trained, meticulously selected, close to the customer, nice, smiling and open.)
- Brand very trendy and shared by influencers and users on social networks.
- Very good public relations

## WEAKNESSES

- No advertising
- Products are not biologics
- Not 100% vegan
- Some products use controversial ingredients such as propylparaben (very carcinogenic) or paraben or some other chemical ingressive
- Some consumers on the web question the transparency that Lush on the composition of the products
- Packaging products is not fun and does not follow with products.
- Lower store networks than these competitors (830 stores in 51 countries, compared with 1,700 in 14 countries for Yves Rock and 3000 in 66 countries for The Body Shop)

## OPPORTUNITIES

- Possibility to open more stores
- Possibility to increase its market share in cosmetics
- Opportunities to increase sales to over 35 and men
- Expansion of ethnic cosmetics market
- More and more consumers are looking for healthy products
- Consumers increasingly demanding quality
- Consuming more and more eco-responsible
- More and more vegetarians and vegan
- Expanding Men's Cosmetics Market

## THREATS

- In competition with brands of other ethical brands that are healthier, 100% organic or 100% vegan
- Can not settle in some countries that compels testing on animals like China
- The market for ethical cosmetics and increasingly competitive
- Traditional cosmetic brands turn to ethics
- Arrival of brands distributors in the market of natural cosmetics
- Risk of suffering the consequences of Brexit

# SITUATIONAL ANALYSIS

## COMPANY

- Global company, with over 300 stores in 85 countries.
- 2 stores in Portugal in Lisbon and Oeiras.
- Less awareness than in other countries, as we can see on the social networks.
- Retail stores in many major metropolitan markets and worldwide mail order business.
- Its markets is mostly in urban city centres.
- Cosmetic sector.
- Tagline: fFresh handmade cosmetics.
- USP: Fresh products with no preservatives.
- Price point and store location are most in high end area and a part of their marketing strategy, to place in the luxury goods sector.

## CUSTOMER

- Age spectrum between 18 years old and above market.
- Consumers have both knowledge of environmental and sustainability issues as a part of the customer's value set.
- Clients tend to be mostly female.
- Young, urban dwellers, single or married, children or not.
- Middle to higher income levels.
- Middle to upper higher classes
- Thoughtful personality about purchase, not compulsive..

## COLLABORATIONS

- \_ Designer like Sarah Bagshaw.
- They collaborate in many events to defend animal rights-
- They collaborate in other social events such as the pride day.

## COMPETITORS

- The Body Shop
- Origins
- Kiehl's
- Too Faced
- Clinique

## CONTEXT

In analyzing the design associated with Lush it is important to know the company's background. Lush is a UK-based company specializing in luxury, hand made cosmetics that are 100% vegetarian, 83% vegan, 60% unpreserved, and 38% unpackaged. To simplify, their products are extremely green and cruelty free, which is a staple in the company's beliefs. The products sold in Lush are not specifically "gendered", meaning that anyone can comfortably enjoy them. The company also offers products whose profits go completely to charity. In other words, Lush embodies the liberal beliefs of young people in Richmond very well..



# MARKETING OBJECTIVES

As we have seen previously Lush is not a very distributed and known brand in Portugal. We want to expand our market share in Portugal. Here are our goals.

With this new marketing strategy, our goals are :

- to increase the sales
- to increase the awareness
- Branding the image
- Create customer loyalty

## #INCREASE THE SALES

### Shop

- + 170% of turnover in Portugal
- + 5% of turnover in Oeiras shop
- + 8% of turnover in Lisbon shop in Centro Comercial das Amoreiras
- + 35% of turnover in the website

### Product

- + 5% of sales of bath bomb
  - + 4% of sales of soap
  - + 3% of sales of face mask
  - +2% of sales of lip scrub
- Increase of the average basket from 15 € to 19€.
  - Increase the average product number from 2.7 to 3.2.

## #INCREASE THE BRAND AWARENESS

### General

- + 30% the number of person\* know the brand (when we are told them the name)
- + 20% the number of person who cite Lush as an ethical cosmetic brand in their top 10
- + 12% the number of person who cite Lush as an cosmetic brand in their top 10
- + 10% the number of person who cite Lush as their top of mind
- +15% of more people entering the stores

\*Example: Previously, out of 100 people, 30 recognized Lush when they were told the name. This number increases by 30% so now 39% recognize Lush when they are told the name.

## #BRANDING THE IMAGE

- Show that our products are made with natural and fresh ingredients
- Show that our products are made hands
- Involve consumers in the cosmetics they use and ask them about the cosmetics they use
- Show that the staff at Lush is friendly
- Create a sensory experience for the Consumer
- Creating a sympathy for the brand

- Contact Lush with "handmade", "natural", "fresh", "cosmetic", and if possible with "against animal testing", "vegetarian" and "naked-packaging"

## #CREATE CUSTOMER LOYALTY

- Create a Sensory Experience for the Consumer
- Create an attachment for the brand
- Creating a relation with the brain sympathy for the brand
- Client faithfulness

- + 50% of website traffic
- + 100% more post on instagram in the heart of the campaign
- + 35% more post on instagram after the campaign
- + 1000 additional subscribers on instagram after the campaign (currently 4660)
- + 25% more visit on the facebook page
- + 7000 more people who likes the facebook page (currently 20 000)
- + 75% more tweet in the heart of the countryside
- + 25% more tweet after the campaign

# MARKETING STRATEGY

At first, we will present the **marketing strategy** put in place by Lush in all its stores, then we will explain **our idea to develop Lush in Portugal**.

## #LUSH STRATEGY

### Grocery

Lush is thought as a **grocery of fresh handmade products** in part because of its history. "Since we did not have a lot of money at the beginning, the inventors went to the market every morning to find the fresh produce of the day. If oranges and cinnamon were the only ingredients we could afford, we would create a soap Orange and cinnamon, and then sell it as a special of the day, and the very first employee **LUSH handwritten** the specials of the day **on a blackboard**. All our shop designers and that is used in all our shops today!" explain Mark Constantine, the creator of Lush.

In these shops, the products are **exposed as food products** in a grocery. Some are placed **on plates**, while bath balls are stacked **in boxes** exactly like apples, berries and oranges; Naked, fresh and ready to be picked. The black pots in which the cosmetics are packaged are called **"pots of fresh cream"**, since the product is made fresh like cream or yoghurt, and sold in a simple and obvious package.

The soaps are **sliced and sold to the weight** requested by the customer and we **wrap them in waxed paper**, just like an attendant in a cheese shop.

This inspiration is also reflected in the **design of these products** very often **inspired by food**. Bath bomb in the form of pears or carrots, solid shampoo in the shape of macaroons, chocolate heart shaped massage bar are some examples of the numbers produced to the inspiré design of the food. **Names and odors are also reminiscent of sweet fruits or desserts**.

Just like in a grocery where we can ask to sample a sample before buying, the sellers **propose to the customers to show the sensation of the products on the skin**. The staff also has a directive to **speak loudly, discussing each other as in a market**.



## Sensory Marketing

By extension, to this idea of grocery, Lush uses perfectly the **sensory marketing to attract and captivate its consumers**. This sensory marketing is one of the **key factors of Lush's success**.

In the **shops recognizable** among a thousand and in perfume impossible to be confused with another, all the senses of the consumers are awake:

**The view:** bright and acid colors, shapes of round and gourmet products, etc. The eye is also immediately attracted by the opulence of the products on the shelves: a finely studied **merchandising that scripts the sale of product**, supported by a **staging reminiscent of Provençal sales counters and methods of sales of delicatessens** (Product sold by the kilo and the cutting, under the eyes of the customer).

**The smell:** the company Lush is careful that its cosmetic products are **very fragrant and embalm the whole point of sale** and even its surroundings. Thus, passers-by can feel a sweet and sweet scent from the street and are **attracted** to the entrance of the store.

**The touch:** presented in self-service, Lush products are available to customers who can take them to **appreciate their textures**. Smooth, granular, creamy ... Customers have the **experience of the product even before the purchase**.

**Hearing:** stores **do not broadcast music** but sellers are instructed to feed a **"market" atmosphere** and auction sales by talking a lot between them and their customers. The atmosphere is certainly noisy but also conducive to discussion and relational exchanges, which positively impacts the intentions of purchases of customers.

**The taste:** Many Lush products are reminiscent of **food products**. It is a bias of the brand that solicits the envy of the customers by proposing to him **gourmand cosmetics**, which give squarely "hunger". Colors, textures and shaping of soap loaves and other Lush products can often be confused with a candy, chocolate or ice cream ...

The **Lush boutiques** are therefore the **main marketing point of the brand**, around which the company directs a major part of its communication.

## Proximity

One of the other keys to Lush's success is its **proximity to the customer**. The brand that positions itself as high end brand, has a **one to one strategy and a superior customer service**. The proximity with the consumer is therefore an indispensable point in its strategy.

The brand makes a point of honoring the **service** provided to customers. "We are excited to be able to share with them, to have positive or negative feedback, and we are committed to responding to all our clients," says Ferial Tahi. To collect these solicitations - personalized advice, product availability, order follow-up, etc. - the brand makes available most of the existing customer relationship channels. Starting with the phone, with two numbers, one dedicated to **advice and order**, displayed at the top of the homepage of the site, the other being reserved for the complaint.

At the height of personalization, parcels are **signed by each collaborator** his name with a **smiley, a small flower or a heart**. A small simple gesture certainly, but that can easily make the client switch in enchantment ...

In addition, **the staff at Lush is different, friendly, welcoming, knowledgeable and really involved in his work**. They are **very close to customers** and listening, have them **tested, feel, touch products**. Vendors must provide at least **5 product demonstrations per customer**. Vendors can also offer **personalized consultations** with clients. This also create a relation with the customer and makes it possible to **retain them**. Lush puts everything in place to **make each pass a unique experience**.

## OUR STRATEGY

### NEW STORES

First, we want to **expand our distribution networks** in Portugal and open **three new stores**: in **Lisbon, Porto and Faro**. We consider these three cities are **very tourist and frequented**. The establishment of Lush in these three cities will bring back traffic from **portugueses but also international people** coming from place where Lush have bigger awareness a stronger image. Moreover, these prospects are also a higher purchasing power than most of locals.

In line with Lush's high-end positioning and distribution strategy, we will implant these new stores in **high-traffic locations**.

**The Lisbon store** will be located in **Rua Garrett**, in the heart of Baixa Chiado. One of the **most frequented places of Lisbon** and the most commercial street with a very large number of passers-by.

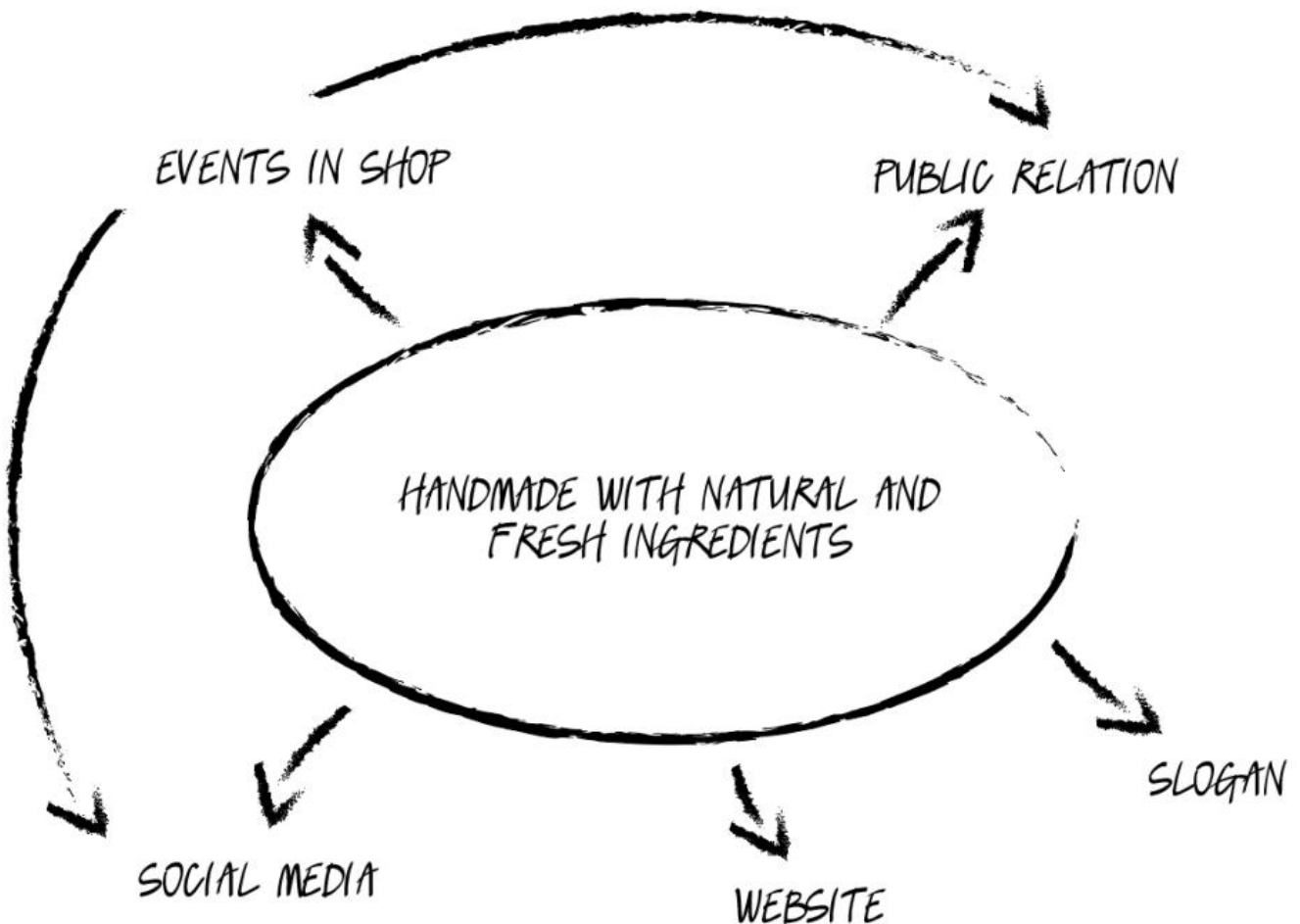
**The Porto shop** will be located in **Rua Catarina**, which is the **main shopping street of Porto**. In this street there are pretty clothes shops, jewelers, leather goods and a shopping mall. This is the perfect location for an upscale boutique.

**The Faro store** will be located in the **Algarve shopping center, the busiest commercial center in the region**.

Even though these locations are very expensive, it is **decisive** for a brand like Lush to have a **very frequent implacement** knowing that stores is its main places of communication.

## “HANDMADE PRODUCTS WITH NATURAL AND FRESH INGREDIENTS” CAMPAIGN

We decided to launch a **large 360° campaign** in Portugal to **develop the Portuguese market**. We will focus our campaign around the **natural** and the act that our products are **handmade with natural and fresh ingredients**. This aspect has not yet been put forward by the brand during in-store events. This allows a renewal in the Lush campaigns while remaining in the continuity of these previous campaigns.



### #SLOGAN

The slogan of our campaign will be **"Go natural"**. We were inspired by other Lush campaigns that used the slogan "Go naked". The natural as well as the element that we want to put forward.

## #EVENTS IN STORE

For the **inauguration of each of the new boutiques**, we plan to set up a **workshop to manufacture products that we will call "kitchen workshop"**. This name reminds the concept of grocery of Lush. During these workshops, consumers will be **able to create their own Lush cosmetics** only with **natural and fresh ingredients**. Taking up the trend of D.I.Y., we want to **encourage consumers to invest personally and think about the cosmetics they consume**. We also want to further our one-to-one strategy and **customize the needs and desires** of consumers by offering them the ideal product created by their care through the knowledge of cosmetics professionals. We desire consumers to **live a sensory experience** where all their senses will be awakened.

For this, during every inauguration, during **all the day**, the Lush shop will be opened and will propose in workshop of manufacture of cosmetics. For the occasion, **employees direct from the Lush factories** in England will come to the shop.

### ORGANISATION OF THE EVENT:

To **attract customers and call in passers-by**, factory employees will **demonstrate** of manufacture of products in a tempting and theatrical way outside the store. Next door, sellers will **offer passers-by to create their own cosmetics**.

After accepting, the prospect will be taken to a table where skin consultants will **ask them what products they want to make** between a bath bomb, soap, face mask and lip scrub. After choosing, the counselor will make a **diagnosis of the person's needs** (type of skin, scent and preferred textures, ..). At the end, they will be **offered to create the ideal product** to their needs and desires.

Then the people will go to the **workshop**. They will **learn how to create the product** and make it with a professional. To **accentuate the experience and highlight the natural side of Lush products**, employees will be responsible for **cutting fruits and vegetables in front of consumers before they are used in cosmetics**.

When the product is finished the person will be able to **leave with his product** on which will be **indicated his name** as it is usually done with the names of the employees (for the face mask and the lip exfoliator). Employees will propose to the person to post a naturel photo (see part social media) **of them on social media** with the product and the **#Gonatural or #Gofresh or #Againstanimaltesting**.

### PROMOTION OF THE EVENT

During the construction of the shops, a large poster that will cover the wall will be posted in front of the shops . The event will be highlighted on the site of the brand and its social networks.

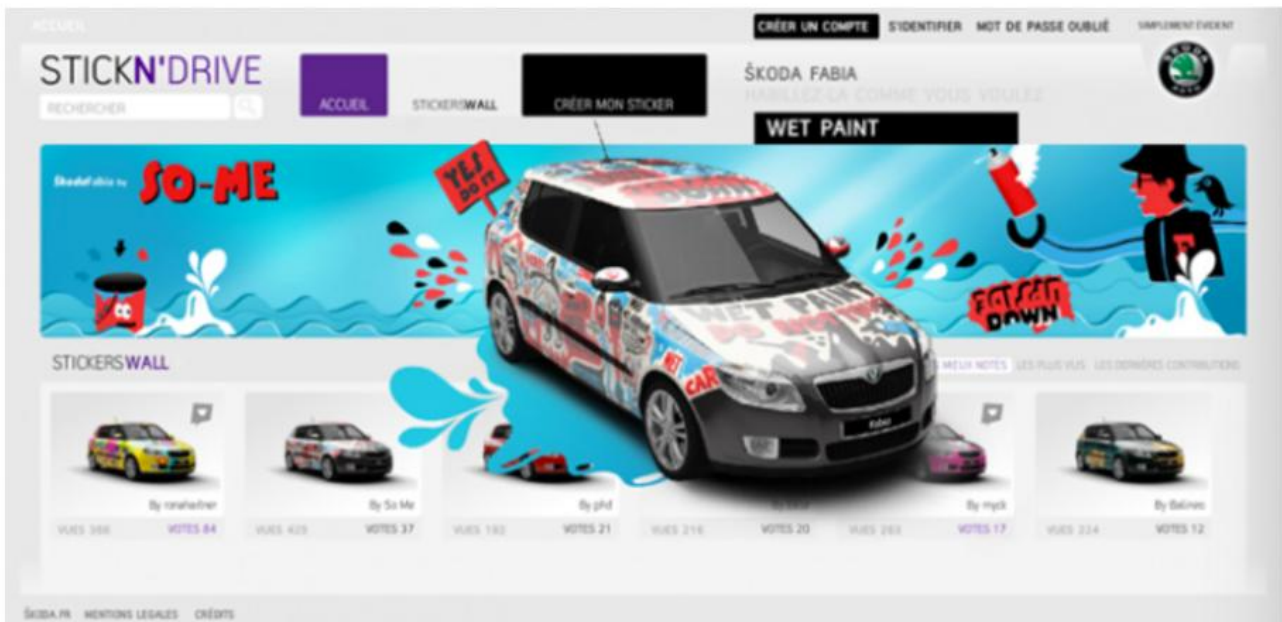
We also want **influencers and the press to talk about our campaign**. For this we have the idea to **contact Portuguese influencers**. We wish to **work with bloggers and youtubers, specially vegetarian, vegan and environmentally friendly one**. We will propose them to **visit Lush factories** in England and allow them to **create their own products**. They will be able, if they wish, to **relay their experience** in the form of post on social networks, articles or videos. These actions will be implemented **before the events**. Influencers can therefore **inspire consumers** to come and participate in the event.

Third, we want the **press relayed the event** and communicates about the events and opening of the shops. We therefore plan to **contact them** beforehand and invite them to cover the event.

# #WEB SITE

In parallel to the event, we want to **propose the same concept on the website of the brand**. The medium being different so the **concept will take another form**. But the idea of deepening the **one-to-one strategy and offering the ideal personalized product** to each consumer remains the same.

When a customer buys a certain number of products depending on the amount of product they have purchased, they might create on a bath bomb, a soap, a lip exfoliator or a face mask. This customization is **inspired by** the idea of personalized **Skoda or Nike shoes customized**.



At [www.lush.pt](http://www.lush.pt), customers will be able to **create their personalized products** based on natural and fresh ingredients. They will have access to a questionnaire which will **define their profile** (type of skin, needs ..) and refer them in their choice of ingredients. Even if customers will not be forced to follow the recommendations. For each ingredient, it will **explain its properties**, its current uses and where they are bought (some ingredients come from the fair trade). Then customers can **choose the name** of their product.

In the package they will receive, they will be **invited to post a photo** of their products or them natural using their products on **social networks with hashtags #Gonatural or #Gofresh or #Againstanimaltesting**.

In addition, to involving the consumer and encouraging them to **communicate on the social networks on the event, we will organize a contest**. Customers will have the opportunity to submit the product they have created to the contest. At the end, the **best products** created with the most funny names will be **sold in all the shops of Portugal in limited edition for 4 months**. This concourse will be highlighted on the first **page of the site**, on Lush's **social networks and in stores**.

## #SOCIAL NETWORKS

For social networks as we said before, we will communicate about the different elements of the campaign on our **own social media** (facebook, tweeter, instagram, pinterest, snapchat) and on the website .In addition, we **rely on the press and influencers to talk about us**.

Finally, we will want **consumers to talk about us** (C to C), thus increasing our awareness and our brand image. This kind of event **involves consumers** and we think they will **want to share this experience** with the hashtags #Gonatural, #Aginstanimaltesting, and #Gofresh.

Another idea of our campaign is to **encourage people to show themselves naturally and accept themselves as they are**. Lush also wants to **break the beauty codes** propagated by the fashion marks. We will encourage people to take pictr of them without make up, with no filter and to show in part of their body that would not be considered perfect according to the standards of the company. **We want us consumers to be proud of their natural body as Lush is proud of these natural products**.

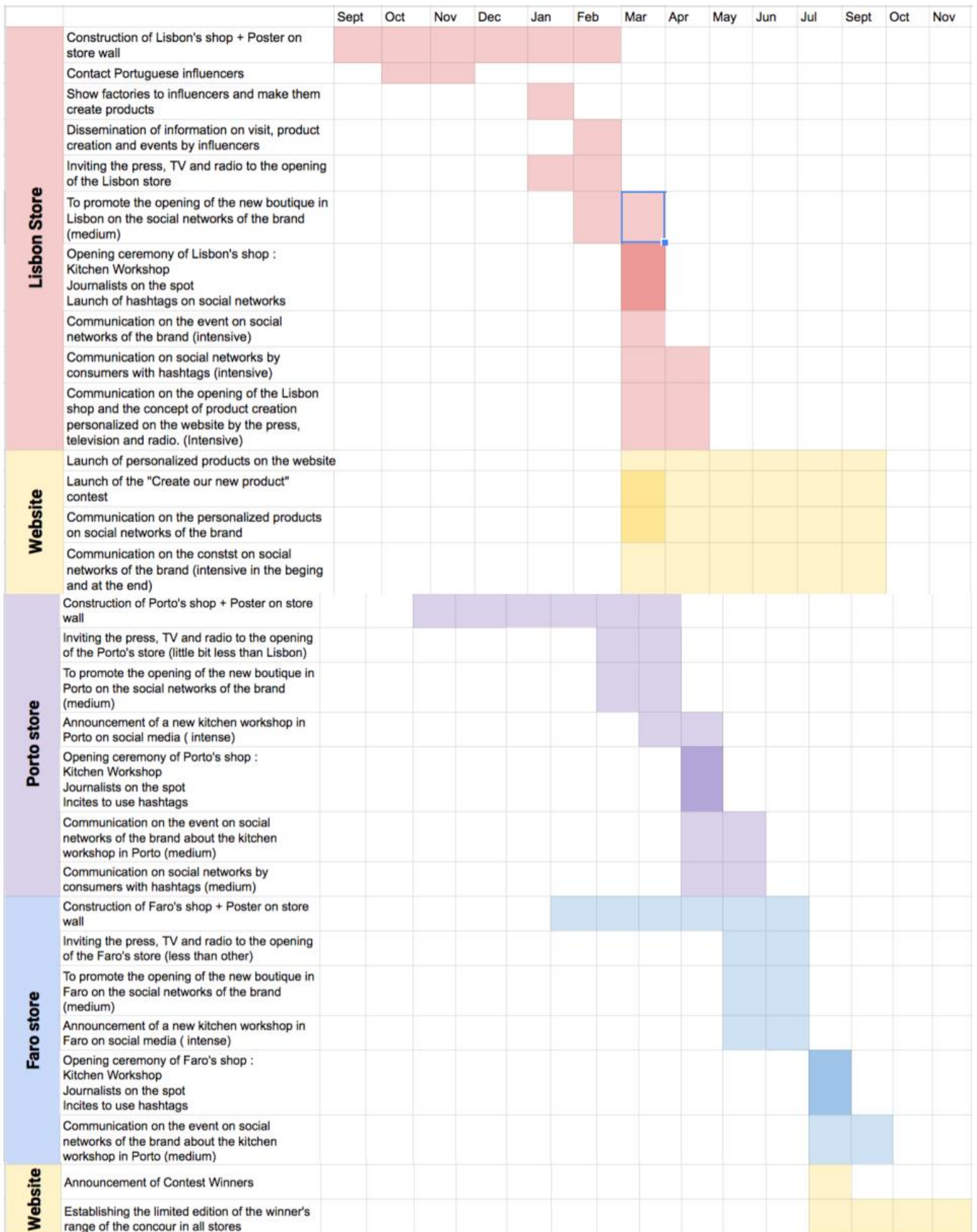


Here is an example of the kind of photo you want from consumers post. A natural girl without makeup who assumes herself and have fun with her facial mask Lush.



# BUDGET AND CALENDAR

## #GANT DIAGRAMM OF THE MARKETING CAMPAIGN



## #BUDGET

	Price by person	Number of person	Unit price	Number of units	Total price
Investment by Shop			200 000 €	3	600 000 €
Investment to bring the influencers to the factories English (3 days: aircraft, hotel, goudies, restaurants, activities)	3 800 €	15	57 000 €		57 000 €
Pay press to come (if necessary)			2 000,00 €	3	6 000 €
Cost of importing raw materials in store (ingredients, pots, labels)			20 000,00 €	3	60 000 €
Investment to bring factory workers from England to Portugal (avion, logement, restaurants)	600 €	10	6 000 €	3	18 000 €
Price of customized products on the site (consumer pays the same price as traditional products but Lush pays the cost of personalization)	1,25 €	350	13 125,00 €	6	78 750 €
Price of constest			1 000 €		1 000 €
			<b>Total cost of the campaign</b>		220 750 €
			<b>Investment by Shop</b>		600 000 €
			<b>Total cost of the campaign</b>		820 750 €

## CONTROLS & UPDATE

To maximize the return on our marketing plan, there's need to be controls in place to monitor the plan's progress. As a th marketing plan moves along, the controls are constantly analyzed to determine how the plan's actual performance compares to the projections. Any changes that need to be made are done based on the analysis of marketing controls. This is our control system for our Marketing plan:

### CUSTOMER FEEDBACK

Our main goal is to persuade customers to come to the new stores and mostly, to buy our products and invest in the brand. In order to monitor this results we will obtain customer's feedback with polls ans surveys through the website and in social media. As we said before, Lush has a close relationship with it's costumers, so to continue that familiar relationship it's good to know how is everything going after they had the experience in the shop and with the product.

This also want to be applied to the oppening campaign, in order to know if the costumer is happy with their personalized products and wanted to repeat that kind of event.

### BUDGETING

A marketing budget is a balance between the cost of generating the advertising materials and the revenue created by the marketing plan. In order con control the expenses we would use several controls to monitor our marketing budget including, print and advertising expenses, travel expenses for the event, and the cost of market research studies and internal personnel costs for the company's marketing department. All of these costs need to be closely monitored to minimize spending and maximize profitability.

# Need More?

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