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Strategies for Building Brand Awareness and a Competitive Edge in Social Media in a Cross-Field Industry

Establishing a Social Media Strategic Plan for Henua

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Thesis abstract

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The present thesis, commissioned by Henua, an organic and premium skincare company, studied optimal strategies for Henua to build a robust, luxurious, and natural brand resonance, and to position them in the overloaded cosmetic market.

With the current escalating demand for organic and natural products, an increase in competitiveness is observed in the industry. Therefore, to succeed, companies must be provided with ingenuity in differentiating companies from competitors by creating unique campaigns that are resonated with depth by their target audience.

In this thesis, Henua is introduced first, and existing literature on organic and luxury skincare markets is reviewed, each presented independently, with a specific emphasis on their point of convergence. Subsequently, benchmarking was conducted with regard to similar-sized and leading competitors to position Henua based on its prevalent attributes. Hence, a social media strategic plan was built, and a brand awareness test campaign was implemented as a result, with the aim of identifying the most effective brand awareness strategies within both sectors.

The test campaign results were subjected to analysis and comparison to the key performance indicators retrieved from benchmarking to evaluate performance and to recommend accurate strategies. Nonetheless, these data analysis were concealed in accordance with the commissioner's request for privacy.

Finally, outcomes involving the leveraging the brand's roots, the incorporation of exclusive content with the owners, and the use of Instagram's broadcast channel feature for building community were suggested. In conclusion, effectiveness in enhancing brand resonance by building emotional connections and identification is attributed to discrete and impactful promotional messages. This thesis provided practical insights into the skincare market, contributing to a more comprehensive understanding of social media brand awareness strategies.

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Terms and Abbreviations

CAGR	Compound Annual Growth Rate
CPC	Cost-Per-Click
CPM	Cost-Per-Mile
CPV	Cost-Per-View
FOMO	Fear of Missing Out
GCM	Global Cosmetic Market
HENRYs	High Earners Not Rich Yet
IMC	Integrated Marketing Communication
KPIs	Key Performance Indicators
LOHAS	Lifestyle of Health and Sustainability
SEO	Search Engine Optimisation
UGC	User Generated Content
USA	United States of America
USD	United States Dollar

1   INTRODUCTION

Barysevich (2020) claims that social media are predominant tools on the digital landscape and arise marketers' interests by impacting 71% of purchasing decisions. Additionally, Quesenberry (2021), underscores the powerfulness of social networks in fostering brand resonance. Nonetheless, in the luxury sector, Kapferer (2015) warns of potential risks for companies of losing control and exclusivity when leveraging on such platforms. Additionally, in the current landscape of business, companies are increasingly driven by their commitment to environmental sustainability and ethic practices in response to the growing demand (Ottman, 2011). Nonetheless, Girod (2021) expresses some doubts about the convergence of both sectors luxury and sustainability.

Therefore, in light of these contradictory dynamics, how can Henua Organics (referred to as Henua in the United States of America) a company proposing high-ended and natural skincare products, strategically position itself on the digital realm to enhance brand awareness? Hence, in response to a commission formulated by the company itself, this thesis embarks on a comprehensive exploration of Henua Organics, aiming to understand their challenges and unravel the strategies to build a competitive edge in the digital realm, especially on social media.

In the pursuit of this investigation, pertinent issues arise in the followings. Firstly, the aim of this thesis is to understand what the greatest strategies for building brand awareness on social media are and how Henua can strategically position itself both in a saturated digital market and in cross-field industry. Consequently, the problematic of finding the balance between aiming for a widespread social media appeal and the preservation of an exclusive brand image, in the context of luxury, is discussed.

Addressing these problematics and formulating effective solutions constitute the core objectives of this research. Firstly, a comparative analysis is conducted between Henua Organics and its competitors in order to position it within the luxury and organic cosmetics domain and develop its competitive advantage. Secondly, the best practices on social media platforms will be carefully curated to enhance Henua Organic's brand awareness and overall market share.

As a result, the significance of the study is multifaceted. On one hand, it contributes to the academic discourse on brand recognition, digital marketing and competitiveness within a specific cross-field industry. On the other hand, this thesis holds practical utility to Henua Organics, providing actionable strategies to increase brand resonance and competitive advantages in the digital landscape.

In order to correctly address the aforementioned challenges, this thesis adopts a structured approach to explore the different strategies available for Henua Organics. Thus, Chapter 2 provides a comprehensive presentation of Henua. Chapter 3, on the other hand, details the organic and luxury skincare market and the brand awareness social media strategies' literature reviews. Following, Chapter 4 proposes a benchmarking to uncover Henua's main competitive advantage and positioning in this cross-field industry. Additionally, Chapter 5 establish a social media strategic plan and implement a brand awareness test campaign. Furthermore, Chapter 6 supplements the analysis with outcomes from test campaigns, discerning their impact on brand awareness and competitiveness. Nevertheless, note that this chapter is concealed under the commissioner's request for privacy. Finally, the conclusion dresses the best strategies for adaptation by Henua Organics and encapsulates the study in a summary.

Therefore, to handle the practical problems of the research, a case study approach is adopted as the study relies on a benchmarking and brand awareness test campaign analysis, that are used to unravel correlation between strategies and social media performance on the targeted challenges.

2 HENUA – COMPANY ANALYSIS

For a full understanding of the topic and of the interests of the following literature review, the author decided to first present Henua through a general presentation and a detailed business model canvas based on the template recommended by Strategyzer (n.d.). Note that all the information mentioned in this part are coming from the company itself.

2.1 Values and Story

Founded in 2017, Henua, formally named as Henua Organics, stands as distinguished premium and organic skincare brand originated in Finland (Tuominen & Kohtamäki, personal communication, November 9, 2023). Established by a duo of sisters Jenni Tuominen and Anu Kohtamäki, the company operates in a unique structure, with no employees, the founders handle every aspect of the business. Despite their collaborative efforts, Jenni focuses on product formulation and marketing, while Anu manages administrative and organizational responsibilities.

Rooted in South Ostrobothnia, Finland, the name "Henua" embodies a profound meaning, as it can be defined as a "deep inner harmony with oneself and the world encompassing complete well-being, unbounded happiness and pure enjoyment". From its name, the brands hold strong values important to understand its purpose.

Their core values are categorized into four pillars. Henua's first commitment is to be true to simplicity, cleanliness and care. As heritage evidence, the brand's minimalistic approach stands out in their line-up and ingredients list and is reflected in their slogan "Nothing more, but more than enough". Cleanliness is obviously reflected through ethically sourced, organic and natural ingredients, carefully selected and tested by the founders. Finally, the care value extends the concept beyond the product formulation to offer a self-care experience.

Secondly, the pillar heritage encompasses the organic, safe and Nordic elements, hence demonstrating the founders' inspiration in the Finnish roots for both products and brand identity. This includes several nods to traditions such as the presence of birch sap or

lingonberry in the ingredients. It reflects, as well, the brand's profound respect for the nature and safety, to which the slogan "Beautifully sustainable" is related to and justify their supply chain choices, including the use of secondary packaging card-boxes that had been recycled once before.

The third pillar named worldly navigates through Henua's global perspective. With at its core the empowerment of women, as an inspiration and driving value, the brand is a born global entity present on several continents in order to foster inclusivity and reach out to people with common values. Lastly under the label expert, the owners want to express their proficiency and their innovative initiatives. Indeed, they were one of the first to propose on the market waterless skincare, for more powerful products, they won several awards for this.

The last core value encapsulates love, peace of mind and exclusivity to define the concept of a Henua moment, a moment when time stands still, and serenity surrounds one-self. These values showcase the brand's goal to create an exclusive and unique experience for their consumers.

2.2 4 P´s

For a more comprehensive understanding of Henua offers, the author will now present the company through the 4 P´s (product, price, promotion, place) as it is recommended by Twin (2023).

2.2.1 Product

It appears now essential to present the product range that propose Henua. For the moment, it can be found on the website a face cream named Recharging Moisturizer, completed with the Miracle Vitamin Oil, an oil complex full of vitamins and antioxidants thank to lingonberry and sea buckthorn. There can be found an Energizing Body Lotion as well, a Beautifying Toner and the Nourishing Oil Cleanser, a two in one to take off the make-up and clean the skin at the same time. The range is intended to be simple and minimalist for a quick, easy and effective routine. To discover the brand and test the products there is a

Mini Discovery Kit and a Travel Set available on the website. All the pictures are show-cased in the picture below (Picture 1).
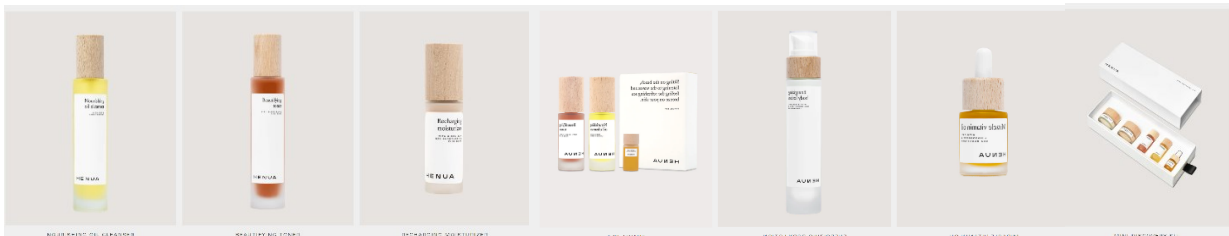
Picture 1. Henua Skincare Line (Henua Official, n.d.).

2.2.2 Price

The prices of Henua products range from 40 to 60 euros. Note worthily, a significant price reduction took place on September 14th. This occurred due to a change of secondary packaging and the initiation of in-house production. Hence, this change offers more afford-able pricing without giving up on quality, indeed, by producing in-house Henua ensures products´ freshness. Additionally, the secondary packaging is now smaller, thus aligning even more coherently to their sustainable approach.

Furthermore, Henua proposes a range of convenient payment methods to their customers. Notably, subscription options are available to allow customers repurchasing products every two, three or six months with corresponding discounts of 20%, 15% and 10%. More-over, the brand frequently runs promotional campaigns featuring discounts and engage customers subscribing to their newsletters for even more exclusive deals. Lastly, the ship-ping is free for orders exceeding 100 euros within Europe and 200 euros internationally.

2.2.3 Promotion

Moving to their promotional strategies, Henua´s founders place emphasis on diversifying their marketing channels and methods. While they are mainly active on Instagram and re-cently on Tiktok and Facebook, they also actively participate on promotional events such

as Forest Retreats and the I Love Me cosmetic festival hold every year in Helsinki, to which they attend with their retail partner Twistbe. In addition, they often run email campaigns and keep their audience informed on a broad spectrum of topics on their blog, where articles about health, recipes or Nordic well-being can be found.

2.2.4 Place

As a born global brand, Henua strives for international presence. Their e-shop caters to international individuals, and they had established partnerships with various retailers, that are both physical or online shop, in 54 countries, such as France, Italy and Honk Kong for instance. Additionally, they also maintain actively their presence in Japan, to which a dedicated distributor manages a website and social media pages under the brand´s name.

2.3 Business Model Canvas

2.3.1 Key Partners

Henua's essential partnerships extend to their suppliers of raw materials, primary and secondary packaging, whereby they emphasize fostering a long term and mutually beneficial relationships.

Equally important, the company's distributors are crucial contributor to Henua's international expansion to reach a broader market by enhancing the brand awareness abroad. Additionally, these relationships ease Henua's navigation through local compliance cultural differences.

2.3.2 Key Activities

Henua founders define their key activities in seven segments which are the following: product development, production, supply chain management, marketing and sales, customer relationship management, regulatory compliance and distribution.

To begin with, the product development relies on research to ensure efficacy and safety. To do so, a careful testing is proceeded. Moreover, the founders are constantly working on creating new products according to the latest innovations, trends and customers' demand.

Consequently, the owners undertake the responsibility to manufacture the products' batches themselves. From sourcing the ingredients of the best quality possible to monitor and ensure a precise quality control.

In correlation with their sustainable approach, they also manage the supply chain management securing thus steady and ethical supply. It involves careful logistics to deliver finished products to retail partners and customers on time.

Moving on to the marketing and sales efforts they pursue. They regularly engage in creating and promoting campaign to first display the brand's values and products benefits and to drive website traffic through a thoughtful digital marketing strategy. It includes managing the e-shop and its logistics, optimising SEO and providing an exceptional customer service. Their sales operations also involve building and maintaining the relationships with retailers.

This extends further to the customer relationship management on different channels to continue customer service, gather feedback and facilitate the customer journey and acquisition.

Furthermore, the founders of Henua must constantly ensure regulatory compliance and keep up with the standards´ updates. It involves products safety by updating and monitoring of library of samples, ensuring the respect of the European and International cosmetic frameworks.

Finally, they also prepare themselves the orders and must commit to organise the logistics inventory carefully to fulfil direct customers and retailers' orders on time and prevent overstocking or stock outs.

2.3.3 Key Resources

It is possible to divide Henua´s resources into 5 sub sections which are the intellectual, human, financial, digital partners and compliance or certification resources.

First of all, Jenni Tuominen and Anu Kohtamäki owns their formulations and products recipes and had registered brand´s trademarks.

Secondly, their human resources are for the moment counting only the founders 'expertise themselves to complete product´s development, manufacturing, quality controls, marketing, sales and customer service tasks. Nonetheless, they sometimes call on third parties to achieve tasks requiring time or specific skills, for instance a website coder or chemist for safety compliance.

Digitally, they own their e-commerce platform on Shopify to support online sales, to understand buying purchasing decisions through analytics tools and to monitor market trends.

Regarding their relationships' resources, Henua relies on their suppliers for raw materials especially for the rarest ingredients. They also emphasize the importance of good connections with logistics entities for distribution and good fulfillment of agreements made with retail partners, that also plays a major role in the business partnerships.

Lastly, their compliance resources depend in the first place on the license and documents required to operate and produce in the skincare industry. It also partly relies on the certifications Henua detains to legitimate their claim for naturalness. It encompasses the Ecocert Cosmos Organic certificate, as well as the Leaping Bunny and made in Finland badges.

2.3.4 Value Propositions

Henua´s core value propositions rely on 7 concepts that will be defined more in-depth in this section.

To start with, it is essential to point out the processes put in place to optimize the products efficacy. Indeed, each of them are manufactured in small batches in order to ensure their freshness and maximum quality when it arrives at the customer.

Then, the unique ingredients base clearly differentiates Henua. Indeed, their innovative initiative to exclude plain water from the products reveals the full powerfulness of the products. Moreover, their use of interesting ingredients such as birch sap infuses their formulations with the high concentrations of vitamins and minerals highly beneficial for the skin.

Additionally, these main active ingredients are directly sourced from the unspoiled and purest Finnish environment. Hence, highlighting the country's natural resources purity and adding an extra sense of exclusivity.

This dedication to use ingredients in their full potential and safely is obviously reflected is Henua´s commitment to use predominantly organic ingredients providing thus highly qualitative products with active botanicals.

This being ensured by the certifications the company owns, such as the Ecocert Cosmos Organic and Leaping Bunny ones assuring the customers of the good provenance and naturalness of the products.

In addition, and beyond the products skin benefits, Henua aims to resonate with women empowerment, because as a female-founded wishes to encourage and inspire their audience.

Lastly, as a main driver Henua wants to promote sustainability, emphasizing it in every practice of the business, from sourcing to packing, resonating thus with eco-conscious consumers.

2.3.5 Customer Relationships

An authentic and transparent storytelling mainly on the digital landscape and an excellent customer is at the heart of Henua customer relationships' practices.

Indeed, building an emotional connection with the target audience is one main goal for Henua, that intends to reach it around the founders' journey and the Finnish beauty narrative.

To achieve this, Henua maintains a strong online presence and a user-friendly website. They often engage their customers base on social media, through email marketing or on the blog pages to keep the customers informed and apply an educational voice tone.

Voice tone that should always demonstrate sincerity over the promotional message. Henua never hesitates when sharing about their production processes, materials sourcing or company's values.

All of these gravitates around the wish to provide to Henua´s customers a high-quality service handling concerns and issues as promptly as possible and effectively to ensure durable satisfaction and build trust.

2.3.6 Channels

Henua uses various channels for market penetration. Mainly present on the digital realm through their online store, social media and email marketing, they are also physically present thanks to their retailers. Moreover, they practice PR and enhance their media outreach by conducting organic influencers partnerships.

2.3.7 Customers Segments

Henua´s customer segments are extensive as they target every individual who care about sustainable and natural skincare yet without giving up on luxury. They aim to encompass different types of people, like women interested in supporting female-founded businesses or Finnish being appealed by products made in Finland. This aspect will be further explored in the course of the thesis as there is a room for enhancing segmentation and specify more in-depth these target audiences.

2.3.8 Cost Structure

The company´s cost structure is related to various expenses of the business, such as raw materials prices, production and certifications costs, like renting laboratories and obtaining licenses, the primary and secondary packaging orders, as well as the labels, the marketing and sales efforts, followed by the distribution and logistics expenses, the retail commissions, the online platform maintenance, the involved third-parties services, insurance, research and development administrative costs or any expenses associated with tax and regulatory compliance.

2.3.9 Revenue Streams

Last but not least, the last subsection of Henua business model canvas will be about the ways the revenues are streams. Firstly, the direct sales are solely monitored through the online store, either for unique orders or through the subscription. Their revenues also indirectly depend on retail sales and international distribution.

3   THEORY – EMPIRICAL STUDY

3.1   Cosmetic and Skincare Market Overview

To debut, it appears crucial to conduct a comprehensive empirical study within the market in which Henua Organics operates in order to gain valuable insights into their competitive positioning, including both advantages and challenges. The case study company offering skincare products enters obviously in the cosmetics sector, which is undoubtedly vast and compromises numerous subcategories.

To add historical context, for Chaudhri & Jain (2009, p.1) the term "cosmetic" could trace its roots in the Latin word "cosmetae", which was used to refer to the slaves responsible for perfuming their masters. While as early as in 10,000 before Christ; its concept already had a deep meaning, with women and men using various substances to soften, perfumed, and paint their skins (op.cit.). Alternatively, its etymology could potentially be Greek, originated from the word "Kosm tikos" meaning "having the power to arrange, skilled in decoration" (Butler, 1993, pp.572-606, according to Halla et al., 2018, p.2).

Numerically speaking, in 2022, the global cosmetics market (GCM) reached a valuation of 299,77 billion American dollar (USD) as shared by the Fortune Business Insights (2022a). In addition, their projections for 2023 mention a growth rate of 4,48%. In terms of geographical distribution, the Asian market dominates, followed by Europe, particularly thanks to beauty salons' success.

As assumed previously, this market encompasses many categories, but notably, the skincare sector stands out as the largest accounting for 35.01% share of GCM, like the Fortune Business Insights (2022a) reports. Particularly, the face care prevails largely over hand and body care as well as sun care products (Lopaciuk & Loboda, 2013, p. 6). Looking forward, the skincare segment is expected to exhibit an outstanding growth, with an estimated Compound Annual Growth (CAGR) of 6.21% from 2023 to 2030 (Fortune Business Insights, 2022b).

Indeed, the Fortune Business Insights (2022b) states that 80% of the American spend over 100 dollars monthly in skincare, a continuously increasing demand, spanning all age groups and gender, fueled by the rise of home self-care during the worldwide lockdowns. This is emphasized by the relative interest in the term "skincare" on Google Trends (n.d.) which had increased of 48% during the period of first of March to the beginning of July 2020 and has since continued to grow. This spike of interest coincided with the first global lock downs (BBC News, 2020). Coupled to the expanding middle class, the ageing baby boomers, the growth of developing countries including an increase in women's incomes, and the spreading interests of men for grooming, will undoubtedly benefit the market growth and offer significant opportunities for major GCM players (Fortune Business Insights, 2022b; Lopaciuk & Loboda, 2013, p. 4-7).

In fact, according to the Fortune Business Insights (2022a, 2022b) and Technavio (2023) the industry giants' groups including L'Oréal, Procter and Gamble, Unilever, Beiersdorf AG and Coty are shaping the sector initiating most of the innovations and trends.

Leading thus to discuss the latest trends and concerns impacting the GCM.

Regarding the distribution channels, while the dominance of hypermarkets as the main cosmetics retailer and dedicated cosmetics stores for skincare, both of which offer a wide array of products under one roof and the added benefit of inspecting product details and receiving personalized advice (Fortune Business Insights, 2022a, 2022b), the online cosmetics market, grouping online retailers and brands´ e-shops, is remarkably growing. As the projection of the Mordor Intelligence (2023) confirms, the sector is expected to achieve a CAGR of 8.47% predicting thus a market value of USD 20,71 billion by 2028. Due, once again to the COVID-19 which participated reshaping the GCM distribution landscape. The pandemic compelled people to use online ordering, and this habit have continued to gain scale as it eases the purchasing process offering a wider range of products and convenient payment options (Fortune Business Insights, 2022a, 2022b).

Concerning the product trends, the Fortune Business Insights (2022a, 2022b) provides several recommendations. Firstly, they emphasize that the most solicited types of items are creams, particularly in anti-aging, night care, and sun care segments. Additionally, with

the male cosmetic industry growing, products dedicated to men, exemplified by the success of brands like Horace, a French man's skincare company (Marriault, 2023), are increasingly in demand. Furthermore, about the packaging, the consumers exhibit a preference for tubes, due to their convenience, and glass bottles for their environmental friendliness (Fortune Business Insights, 2022a, 2022b). In correlation with this last point, it is important to note the growing interest in biodegradable and recyclable primary and secondary packaging materials (op.cit.). Moreover, it is crucial to understand the main skin concerns by age group Statista (2022) informs that the Gen Z is primarily worrying about their acne, while millennials by dryness, and Gen X and Baby Boomers by fine lines and wrinkles. In another study, Lopaciuk & Loboda (2023, p. 3) highlight two innovations eagerly requested by the customers. They primarily assume that the concept of time-saving products, such as 2-1 items, is gaining popularity by answering the need for brief and effortless routines. Secondly, long-lasting innovations are evenly welcome in the cosmetic landscape, especially as more people turn their homes in beauty salon. For instance, moisturizers with long term benefits are highly valued for rentability (op. cit.).

Hence, today more than never, the convergence of minimalism and sustainability concerns meets the customer demand, driven by an increasing environmental and health awareness within the mass (Fortune Business Insights, 2022a).

3.2 Organic Skincare Sector

3.2.1 Overview

This is why a specific emphasis will be now given, in this thesis, to the organic cosmetic market, which is now surpassing the niche characteristics. In fact, the Fortune Business Insights (2022a) underlines the remarkable popularity of organic and vegan ingredients in the cosmetics sector. This trend is corroborated by the Grand View Research (2022) report, which prevails an expansion with CAGR of 8.9% until 2030 for the organic skincare market. Moreover, the natural and organic skincare market value in 2022 stood at 10.8 billion US dollars (Statista, 2022b). These patterns can certainly be attributed to the growing awareness towards synthetic ingredients impacts on both nature and skin (Fortune Business Insights, 2022a).

For example, Bradley (2011) acknowledges the dangers of nanoparticles found in various cosmetics, affecting health and environment. Consequently, organic cosmetics overcome these issues by guaranteeing "environmental conservation all along the production line, consumer's respect and utilization of natural matter with superior ecological quality" (Ecocert, 2003, according to Upadhyay & Singh, 2021). As a result, Amberg & Fogarassy (2019) claim that this is "the fastest growing industry on the global market". To gather as many sources as possible, the author will draw upon information from the clean, green and natural industries, which encompass the organic sector.

3.2.2 Key Players

Prominent companies dominating the sector include Johnson & Johnson, Botanic Organic, Eminence Organic Skincare, L´Oréal SA and the Hain Celestial Group (MordorIntelligence. n). Furthermore, the Business Research Company (n.d.), expands the list with True Botanicals and Shiseido.

3.2.3 Customer Empirical Research

For a deeper comprehensive understanding into the market dynamics of the study case company, it is essential to proceed customer research within the organic industry, in order to identify customer segments, their common behaviors and their needs (Interaction Design Foundation, n.d.). In line with this objective, the author of this thesis will focus on various customer's aspects recommended by Fontanella (2022), such as demographics, psychographics, behaviors, and their use of social media on that matter.

First of all, according to Statista (2022b), in Europe, the primary greatest age group of natural and organic items are the millennials (aged 25-40), followed closely by Gen-Z (aged 18-24) and Gen-X (aged 41-55), and lastly the Baby Boomers (aged 57-75). In addition, research conducted by Ottman (2011, p. 24) suggest that women tend to be more inclined to make sustainable purchasing decisions for their health and environment. However, this assumption can be argued, the Statista report of 2017 demonstrates that American men have a notable share of 11% in purchasing organic personal care products, compared with 5% for women. Furthermore, it is assumed that a higher level of education influences,

positively, customer behavior towards green items (Zaleniene & Pareira, 2022). Last but not the least for the demographic segmentation, research made by Byrne et al. (1991) shows that customers with a higher level of income are more likely to purchase organic products.

Concerning geographic segmentation, the Grand Review Research (2022) specifies that most of the organic beauty consumers are located in the Pacific Asia region, followed by Europe. Moreover, Masory (2019) asserts that 72% of the global beauty market customers prioritize clean cosmetics, with China leading at 90%, followed in the order, by France with 83%, Germany, the USA and the United Kingdom. Europe has been mentioned as a leader in the sector, due to the presence of several labels and the increasing awareness for sustainable cosmetics needs from young women (Grand Review Research, 2022).

Customers opting for sustainable skincare products are often guided by environmental and health concerns (Amberg & Foragacy, 2019). Nonetheless, Chin et al. (2018) states that their motivations go beyond, as people also choose sustainable brands to demonstrate their ecological awareness and belong to a group. Indeed, they emphasize that the purchasing decisions are driven by values such as self-transcendence, which involves considering the interests of a community before one's one, and self-enhancement, which, on the other hand encompasses the need for esteem and personal rewards when making such choices (APA Dictionary, n.d.). Sustainability-related customer needs can be aligned with Maslow's hierarchy of needs, which categorizes individuals' needs from the most fundamental to most abstract (Andrews, 2019), as Narula & Desore (2016) represent in the following figure (Figure 1).

The ladder of green needs
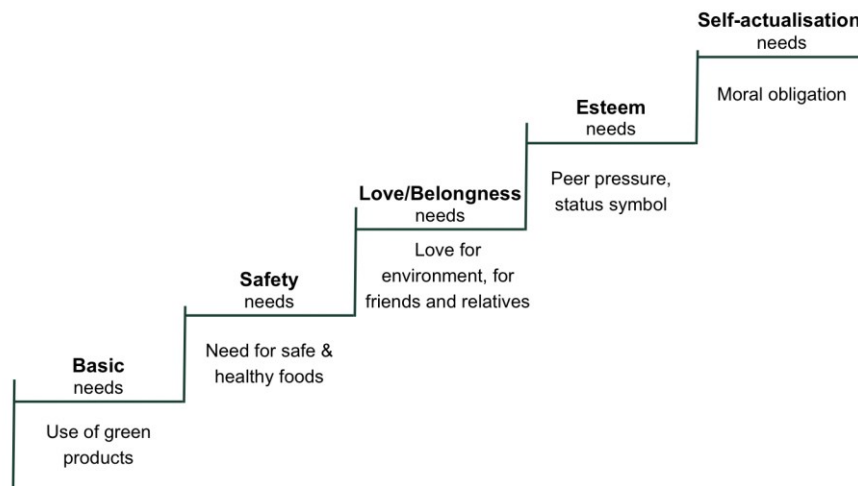
Figure 1. The Ladder of Green Needs (Narula & Desore, 2016, adapted from Maslow' hierarchy of needs).

Ottman (2011, p.24-26) names three key customers groups highly receptive to green brands. Firstly, the LOHAS, which stands for people into Lifestyle of Health and Sustainability, are typically middle-aged women, usually married mothers, highly educated and high earners. Serving as initiators in the sustainable communities, they actively seek informative content and cares about eco-friendly labels. They are often committed to ecological practices such as recycling. Then, the naturalities are primarily concerned by their own health, and represents the main consumer base for hygiene products. Although they tend to be less educated and have lower incomes, they are willing to learn green practices leaded by the LOHAS. Among the LOHAS and naturalities, counts the health fanatics, preoccupied by their health concerns more than the environment they are also the main consumers of organic products. Lastly, the drifters are predominantly composed of younger individuals in urban areas, they are trends' followers and engage in eco-conscious movements by collecting most of their insights from social media. It is noting that the second major restraining factor to purchasing organic, after their high price range, is the lack of information regarding the products' tangible sustainable benefits (op.cit.).

On the other hand, Masory (2019) study underscores the main role of millennials as the industry trendsetters and largest buying group. They need to build trust with the brand thanks to authentic content, often searched on social media platforms. While millennials are the primary drivers, the 35-54 age group exhibit, as well, a significant interest, then followed by those aged 55 and above (Masory, 2019). In addition, she sets for each age groups the most valued attributes in the studied market in the following chart (Figure 2).

Importance of attributes in beauty and personal care products

	18-34	35-54	55+
1	All natural or pronounceable ingredients	Allergen free	Detailed and transparent labelling
2	Sustainable source*	All natural or pronounceable ingredients*	Allergen free
3	Detailed and transparent labelling*	Sustainable source*	Sustainable source
4	Free from	Free from*	All natural or pronounceable ingredients

*Attributes were tied.

Figure 2. Importance of Attributes in Beauty and Personal Care Products (AlixPartners' Global Health and Wellness Study, 2018, according to Masory, 2019).

3.2.4 Usual Advertising Techniques

Lavuri et al. (2022) and Chin et al. (2018) agree that green advertising is effective when it plays a crucial role in raising awareness among individuals, thus, motivating them to consider purchasing organic items.

However, while education and empowerment concerning green consumption is undoubtedly one of the most efficient methods for promoting such products (Lavuri et al., 2022),

Ottman (2011, p.112) insists that consumers´ self-interests should remain at the forefront, as they tend to care more about their personal needs over ecological issues. Consequently, a powerful awareness strategy involves initially to attract customers based on their individual concerns, such as skin-related issues, to then subsequently provide them optimistic information concerning ethical and environmental matters. Ottman (2011, pp. 112-113) further emphasises the importance of highlighting the needs for sustainable solutions, through numerals, useful not only to dramatise the emergency to address such problematics but also to reassure on products' performance. Additionally, creating a sense of community is a strategy to consider for building customer acquisition from awareness to advocacy, by making them feel active contributors to solving green challenges (op.cit.).

However, Lavuri et al. (2022), argue that to accomplish this, the utmost priority lies in building brand trust thanks to its image and values. Hence, it is essential to be authentic and fully transparent, making it easy to the customers to access comprehensive information of the product lifecycle chain and company processes, such as the ingredients' source and even the chief executive officer's lifestyle (Ottman, 2011, pp. 134-143).

Lastly, a business' credibility can be significantly enhanced by using logo labels associated to the green industry (Lavuri et al., 2022). For instance, the recycled logo stands out as the most effective in generating interest, as reported by the Natural Marketing Institute (2009) according to Ottman (2011, p. 147).

3.3   Luxury Skincare Sector

3.3.1   Overview

Despite the mass presumption towards the fact that luxurious skincare items are equivalent to their low-cost competitors, the luxury sector is still 28% of the skincare market share (Barbalova, 2011, according to Lopaciuk & Lopoda, 2013). The luxury skincare sector, also defined as premium or prestige is valued at 27.89 billion USD in 2023 and is estimated to amount to 34.12 billion USD by 2028 (Statista, 2023b). According to the Fact MR (2022), the increasing value of the premium cosmetics market can be explained by the influence of social media.

First and foremost, it is crucial to understand the subjective approach that is luxury and premium goods (Unal et al., 2019). For Som & Blanckaert (2015, p.6) luxury goes beyond high pricing and quality and can be define by the following characteristics: "brand strength, differentiation, exclusivity, innovation, product craftsmanship and precision". Indeed, the primary aim of luxury is to "sell dreams" where the brand name becomes more searched than the products they sell (Kapferer, 2015, p.7). Additionally, Kapferer (2015, p.8) provides a differentiation between luxury and premium, while premium sales being the best at something, luxury simply embodies it through a cultural heritage, its art expression, designer iconification (Kapferer, 2015, p.60), and its scarcity values it (op.cit., p.49).

3.3.2 Key Players

As Kapferer (2015) mentions, it is imperative to understand the nuances among luxury, premium and masstige companies. Nevertheless, on a broader spectrum, entities like Chanel, LVMH and Estee Lauder can be considered as leading entities in such sectors (Linkedin, 2023). On one hand, La Prairie stands as the epitome of luxury skincare, made in Switzerland with the rarest ingredients like caviar, its prices can soar to 2000 euro for some creams (Tatler, n.d.). On the other hand, Lancôme, while maintaining a certain reputation, strategically position itself to extend to a more premium audience, proposing thus more affordable prices reducing the average product prices (MBA Skool Team, 2016). In contrast, according to Scott (2022) brands pricing ranging from 20 to 60 euros fall in the category of premium masstige brands.

3.3.3 Customers Empirical Research

Consequently, the definition of luxury, and hence, luxury skincare varies not solely across the different brands but most importantly depends on each customers' perceptions of the brand´s symbolic and how it affects their own identity (Unal et al., 2019). Therefore, the author moves forward to gain extensive insights on luxury consumers, exploring their demographics, psychographics, and behaviors in the industry like Fontanella (2022).

In accordance with Som & Blanckaert (2015) study, women, constituting 80% of total luxury cosmetics sales, dominate the market. This dominance could be explained by

women's greater appreciation for craftsmanship compared with men (Dhaliwal et al., 2020, p.15). Regarding the income levels of typical luxury customers, Atkinson & Kang (2020) emphasizes that the price in luxury does not represent only its quality but also its consumers. Therefore, it is evident that the target customers for premium skincare earn high incomes. Nonetheless, there is a growing interest among middle-class to invest in such items, identified by Som & Blanckaert (2015) the High Earners Not Rich Yet (HENRYs) (Kenton, 2022) aspire to display a wealthy lifestyle (Kapferer & Valette-Florence, 2020). This is confirmed by Atkinson & Kang (2020) who reveal that 30% of the luxury buyers are aged between 25 and 44 years old, with a certain emphasis on the growing important of the younger generation, Gen Z, as future consumers of premium goods. Indeed, luxury consumption is no longer limited to the richest, and extends also to less affluent segments such as the youth (Dhaliwal et al., 2020, p.3; Unal et al, 2019; Dhillon et al., 2022; Wintermeier, 2021). To conclude with the demographic section, it is assumed that highly educated individuals living in urban areas (Scholz, 2014) especially in Asia, the United States of America (USA), France and Italy (Wintermeier, 2021) exhibit a greater probability to purchase premium items.

The motivations behind consumers' acquisition of premium goods are diverse, and primarily hinge on "four basic factors namely personal factors, psychological factors, social and cultural factors" (Dhaliwal et al., 2020, p.16). Indeed, Atkinson & Kang (2020, p. 378-380) underscore that a person's consumption of such brands is contingent upon their own personality traits. Despite the significance of personal values that remains indisputable, they note that traditionally, individuals conspicuously consume luxury items with the aim to display wealth, power, and social status, either as a means of conformity or as way for to showcase distinction. They argue that the factor for such purchases lies in the construction and expression of self-identity. Whereas emotions assume a substantial role in this context, acquiring expensive items comes from a self-directed pleasure providing rewards, fulfillment, meaningfulness, freedoms, and wellbeing, a phenomenon named hedonism (op.cit.). Consequently, Shin et al. (2021) highlight that this hedonistic behavior is the driver of 55.4% of luxury purchases.

On the other hand, the emerging generation introduces new motivations for luxury consumption, known as inconspicuous consumption, it is centered on self-transcendence for self-actualization and ecocentrism (Atkinson & Kang, 2020, p.378-380).

3.3.4 Usual Advertising Techniques

Scholz (2015, p.60-62) asserts that promotional strategies of luxury goods should not solely focus on the product functionality as the reasons for buying such items are more abstract. Specifically, emotions and social prestige are the main purchasing drivers for the most significant customers segments, particularly those aged between 34 and 44 years old (Anderlova & Psurny, n.d.). Furthermore, Scholz (2015, p.62) highlights the importance of fostering identification to provoke such feelings through marketing content, particularly due to the contemporary demand among the younger demographic ones for greater inclusivity. In response to this, Scholz and Kapferer (2015, pp.53-65) propose to brand to accentuate their human qualities, showcasing, for instance, the founders and building iconic personas around them. For Kapferer (2015, p.53) social media serves as powerful tool to achieve this objective.

Whereas magazine and print advertisements remain traditional and efficient channels for luxury brands (Scholz, 2015, p.69), Kapferer (2015, p.82) emphasizes the increasing importance of social media in the luxury sphere to cultivate respect and resonance across various platforms by curating diverse content. Additionally, he insists on the importance of incorporating "artification" through activities that elevate luxury to the realm of art. It may be achieved by collaborating with artists, presenting founders as artists themselves, or positioning products as masterpieces (Dion, 2022). Scholz (2015, p.74) adds that beyond educating the audience on the products, social media offers a place to strengthen brand awareness and codes through dialogue. In alignment with it, Dhillon et al. (2022) claim that social media offers a two-way interaction that diverges from tradition push selling strategies and encourage e-word-of-mouth reflected in likes, shares, and views. Scholz (2015, p.76) mentions several types of content concepts for luxury brands on social networks, such as making-of, behind the scenes footages or celebrity endorsement. Kapferer (2015, p. 117), on the other hand, affirms that videos are significantly efficient in eliciting emotional answers. However, they both acknowledge the inherent risk for brands to lose

control over their image in on social media. Overall, the interactive nature of social media renders it an ideal platform for experiential marketing (Dhillon et al., 2022).

Consequently, effective advertising in the luxury context necessitates to reflect the brand's values and ideals to convey its standards to the appropriate audience (Scholz, p.62). In line with this Dhillon et al. (2022) advocate experiential marketing as a common and efficient strategy for promoting premium brands, it often involves exclusive events aiming to evoke emotions as Kapferer (2015) highlights. According to Smilansky (2009, pp.15-56) experiential brings a brand identity to life and reaches out the target audience throughout the entire customer journey from awareness to advocacy by connecting to their feelings. This approach allows the brands to align with the desired lifestyle of the audience through a nuanced message that distinguishes them from competitors, fostering two-way interactions (op.cit., p. 61, p.126).

Experiential marketing strategies can be done through offering free samples, building online communities, or providing expert services (Dhillon et al., 2022). Moreover, storytelling holds a crucial place in event marketing, addressing self-concept and self-esteem. Furthermore, Scholz (2015, p.66) emphasizes the importance of perpetuating the brand myth and enhancing the dream value, thereby hiding the impression of selling (op.cit., p.77).

Overall, cultivating a meaningful connection with the audience stands out as a highly recommended strategy for advertising luxury. Nonetheless, the country of origin also plays a significant role in premium product advertisements (Scholz, 2015, p.65) as it unveils the brand's culture and heritage. In addition, a product's origin impacts purchasing decisions, as customers often favor items made in their homeland (Yaprack, 1978 according to Bilkey & Nes, 1982). Finally, the Fear of Missing Out (FOMO) marketing approach is proving to be commonly used as a powerful tool in luxury advertising effectively increases demand (Almendral, 2023). This can be achieved by launching limited editions' products, offering launch early access or also by emphasizing the feel of exclusivity and rarity through copywriting (op.cit.).

3.4 Cross-field Industry Market

Whereas the luxury skincare market and the organic skincare industry may not always seem connected, there are numerous examples where both sectors meet and where Henua positions.

3.4.1 Point of Convergence between Luxury and Organic Skincare

For instance, Dhillon et al. (2022) define the luxury cosmetic industry as encompassing "products manufactured using quality and premium organic ingredients". Furthermore, Scholz (2015) underscores the imperative for luxury brands to rationalize and legitimate such exceptional purchases by accentuating social responsibility and sustainability, whether through participating to charity or minimizing as much as possible the environmental impact. She names this purchasing reason the "hygiene factor". Moreover, Kapferer (2015, p. 152, p. 154) contends that luxury and sustainable development share mutual goals of rarity and beauty that aim to last over time. Finally, the concept of sustainable luxury gains traction as customers are willing to pay more for natural ingredients (Masory, 2019). Indeed, both segments appear to align with common purchasing behavior values, that are self-esteem and self-concept (Dhillon et al., 2022). Consequently, traditionally luxurious brands, like the Dior beauty line, shift toward adopting greener practices for promoting sustainable marketing message (Cais, 2021).

3.4.2 Key Players

Hence, to provide a wide perspective of the competitive landscape, this section aims to introduce the key players in the sustainable luxury skincare segment. Apart from Dior, as previously mentioned, Freund (2023) identifies a list of pre-eminent and efficacious brands within this sector, among them are counting La Mer, Dr. Barbara Sturm, Skinceuticals, Augustinus Bader and Tatcha. Additionally, Henua also cites Tata Harper as a direct competitor.

3.4.3 Usual Advertising Techniques

Transitioning to the broader spectrum of advertising methods in skincare, especially within the sustainable luxury skincare industry numerical representations play a significant role as Kilyeni (2023) stipulates. Indeed, she highlights that numerals convey credibility regarding efficacy, safety, or naturalness, thereby reassure customers in their purchasing decisions. Additionally, the use of numerals is aligned with to the basic needs of consumers (op.cit.). Moreover, showcasing tangible results under the form or before-and-after stands out as a prevalent method achieving similar objectives (Walz, 2023). Brands additionally emphasize their expertise by disseminating educational and instructive content, notably on social media platforms (Dilday, 2023) as well as via webinars or workshops, fostering, at the same time, a sense of community (Walz, 2023). As advised by Zwieglinska (2023), leveraging social media channels serves to raise awareness of the brand's values to the audience. In addition, Dilday (2023) suggests various digital content type effective for skincare advertising, including satisfying videos showing product textures, entertaining TikTok content, customer reviews, tutorials and giveaways.

3.5 Brand Awareness Strategies on Social Media

As per Fortune Business Insights claims (2022a), in the GCM the marketing trends are looking forward digitalization, leveraging the interactivity offered social media ads and influencers. Therefore, this section provides an extensive literature review of each channel, outlines the best strategies and content creations approach, and explains the methodology for building a social media strategic plan to run an effective campaign and establish a coherent calendar.

3.5.1 Social Media Channels

To address Henua´s specific needs, as a premium and organic skincare brand, the focus will be given to the key platforms Facebook, Instagram and TikTok. Indeed, these platforms are among the most appreciated social networks in the world according to the Hootsuit (2022). The comprehensive analysis of each of them includes insights on their users'

segments, the type of contents resonating and performing, and the strategies for search engine optimization (SEO).

To start with, Facebook stands as the oldest platform of this list, boasting 2,27 billion active users per month, it proposes the largest audience (Quesenberry, 2021, p. 168-172). Quesenberry, hence, emphasizes the significance for all companies to establish a presence on Facebook, especially for the small or new businesses who have more organic reach opportunities with the algorithm. Constituting 32 % of the audience, the largest user group of Facebook falls within the 25 to 34 years old ranges, followed by the 18 to 27 years old group. Additionally, 57 percent of users are men, and the majority of the audience is located to the United Arab Emirates. Contents on Facebook are diversified, encompassing simple posts, carousels, short or long videos, stories, and live broadcasts (op.cit.). The platform offers a wide array of advertising possibilities, enabling precise audience targeting with diverse factors such as age, location, relationship status or even the birthday date (Patel, n.d.). For an effective brand awareness strategy for Facebook, Johnston (2022) recommends a rigorous audience targeting, exposing them to compelling ads reflecting brand's values and inviting in emotional responses. He underscores also the insights provided by the metric, only available on Facebook, known as estimated ad recall lift offers, which estimates the number of viewers the most likely to remember the brand thanks to the ad. Leveraging this metric with A/B testing ads appears to be a valuable approach to enhance campaigns' impact over time. It is important to define A/B testing as a technique that involves splitting the audience to which showing different campaigns to analyze variations and improve future efforts (COX, 2023). According to Quesenberry (2021, p. 170-185), organizations can fortify their Facebook presence by using targeted hashtags and engaging in blogs and forums to cultivate their expertise and community. For an optimized visibility on Facebook, Alam (2023) proposes the following chart as a guidance, emphasizing the importance of quality, relevance and context. These tips are further developed in the following figure (Figure 3).

SEO Tips Visualised

Quality + Relevance + Context + Content Search Visibility

fulfills a need/want
answers a question
solves a problem
matches their interests
satisfies them now

Well written
logical
clear
grammatical
not spammy

Quality

Relevance

VISIBILITY

Context

factual
well timed
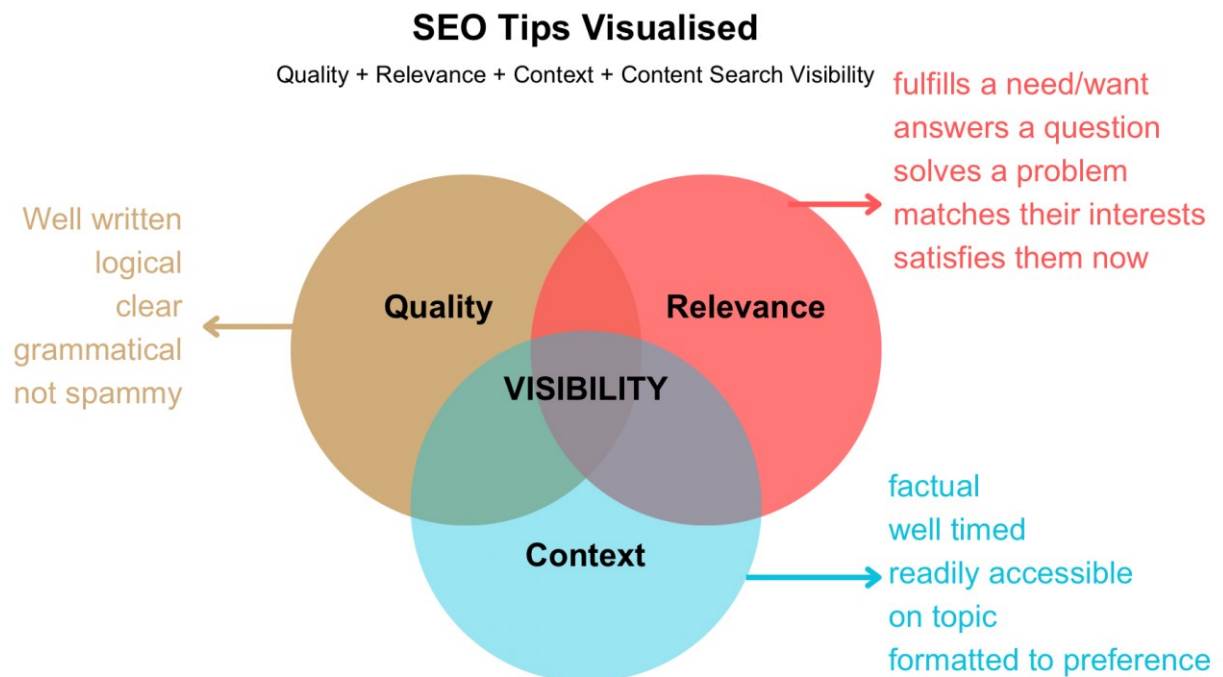readily accessible
on topic
formatted to preference

Figure 3. SEO Tips Visualized (Alam, 2023).

Moreover, Newberry (2022) suggests always filling in the alt text for every image on Facebook. Indeed, on the one hand it ensures the brand's page accessibility to everyone and on the other hand it provides a complete and accurate image description, thereby increasing its potential virality by ensuring the algorithm of understanding its content.

Moving on to Instagram, Quesenberry (2021, p.207-211) informs that the platform is evenly used by male and female and by the age groups 25 to 34 and 18 to 24 years old. Geographically, he specifies a notable prevalence of usage in Sweden and Turkey. The content possibilities are as various but handle specific names, short videos are reels, the longest are IGTV, stories and carousels are also common. Moreover, the platform facilitates the creation of shops with direct product links, or the creation guides for various topics, such as places to visit for instance (op.cit.). Lately, the functionality broadcast channel was added to offer the possibility for brands and celebrities to communicate directly to the audience through messages and polls (Instagram, 2023). A great tool for marketers, Instagram boasts high engagement rates and is a source user generated content (UGC) efficient to enhance visibility and regramming, as Quesenberry (2021) stands. In addition, he

recommends an obvious use of Instagrammable content, meaning visually compelling photos or videos that align with the platform's appearance (Steinmetz, 2018). For Quesenberry (2021) suggests opting for versatile content strategy to display the products by using the "problem, solve, inform" technique or by sharing events. In addition, he points out the importance of proving the brand's responsibility by showcasing the employees or posting about environmental initiatives. Recognizing the influential impact of videos and stories on users' perception, he also suggests telling a cohesive story throughout all posts. Advertising some posts on the platform is also very effective for brands to target the right customers with the Facebook ad manager as the app is owned by Meta as well (op.cit.). Finally, to enhance Instagram SEO, Newberry (2022) underscores the importance of consistent use of keywords in the profile's description, in the captions but also in video subtitles.

Continuing with TikTok, despite the platform youthfulness it is widely used and mainly the individuals aged between 16 and 24 years old (Quesenberry, 2021, p.200). Whereas Quesenberry (2021) stands that microblogging or comic videos are the most popular content genres on this channel, he recommends to brands to propose more visually appealing content such as products' slow motions. In the pursuit of gaining awareness, organizations should use the trends in their advantages, always keeping up with the discovery page and using the correct hashtags (op.cit.). Additionally, Hayes (2021) points out that the platform offers various advertising approaches like branded takeover ads, directly leading the user to a call to action (CTA), shoppable ads unlocking the shop now feature or with the cost per click (CPC), cost per mile (CPM) and cost per view (CPV) in feeds ads. Moreover, she mentions that the platform has the highest engagement rate and is thus great to establish a fast and robust social presence. Nonetheless, as Quesenberry (2021) cautions, the platform's audience remains niche and the average screening time remains low, in average 10 minutes against 29 minutes for Instagram (Mixbloom, 2023). Lastly, to optimize content reach the use of keywords should be prioritized over hashtags and repeated on the profile, video voice over but also in the video onscreen text hence improved the content performance on the algorithm (Newberry, 2022).

3.5.2 Strategies

Thanks to the richness offered by social media platforms in terms of content and advertising, strategies are as diverse as the array of brands themselves (Gomez, 2022). Nonetheless, Smitherson (2013) cites a universally applicable approach to create an effective campaign, which is to find the balance between push and pull marketing, notably on social media. While push marketing interrupts and directly interferes with the target audience with the promoted message and seek a reaction, the pull strategy is a smoother method where the goal is to attract customers more organically (Caramela,2023). Whereas pull marketing is more often associated with social media (Caramela, 2023), the advertisement banners offered by such networking platforms are entering in the frame of push marketing (Ong, 2023). One or the other marketing strategies answer different goals, as pull marketing takes time, push marketing remains more efficient when launching something new or for brand awareness, yet it is costlier and short term oriented (Ong, 2023).Hence, it is recommended by many, Ong (2023), Smitherson (2013), Indeed Editorial Team (2023), recommends to use a combination of both to reach larger goals like achieving brand awareness or selling expensive products as the Indeed Editorial Team (2023) specifies. Ong (2023) provides a particular example of a such, for instance pull content could be pushed through paid advertisements.

Content plays a major role in any social media strategy, as Quesenberry (2021) states. Indeed, "a strategic marketing approach focus on creating and distributing valuable, relevant, and consistent content" that does not primarily appear like a promotional message (The Content Marketing Institute according to Quesenberry, 2021, p. 309). While it is acknowledged that the most engaging types of in-feed social content are short-form videos (The Sprout Social Index, 2022 according to Aboulhosn, 2023), good content must firstly be adapted to the platform it aims to be shared on (Gomez, 2022). Aboulhosn (2023) also recommends to marketers to analyze their competitors and gather inspiration or find the gap in which they could stand out. Additionally, the characteristics of effective content are creativity, visual appeal, quality and clarity (Stanciu, 2022). Noteworthy tools such as Canva for graphic design (Handley, 2023), while Mileva (2023) recommends CapCut for seamless video editing. Sharing third-party content like UGC also benefits the brands for humanizing and adding credibility (Quesenberry & Coolsen, 2023, p. 172). Overall,

Quesenberry (2021, p. 130) claims that effective content displays micro-moments aiming for an emotional connection.

To evoke a direct emotional response viewer, Carmine (2020) highlights the importance of copywriting. Therefore, to seek such an answer, the writer must make the reader envision using a product or create a FOMO by enhancing urgency and scarcity using storytelling codes (op.cit.). Peters (2019) reinforces the significance of adhering to copywriting rules in social media captions, additionally he recommends keeping them simple and short. Yet, the captions aim to highlight not evident information and attract the attention on a specific aspect. Furthermore, Newberry (2023) recommends leveraging relevant keywords and hashtags to the caption to amplify content visibility. For an effective hashtags research, Layne-Avery (2023) suggests an examination of the most searched keywords on different platforms and determining competitors' usage. In addition, she advices the inclusion of more specific hashtags directly related to the brand and products. In regards of the key-words research Leist (2022) mentions similar methods but adds the utilization of third-party tools for enhancing depth and precision.

To forge connections with viewers' feelings storytelling stands out as the most effective technique (Quesenberry, 2021, p.125). This narrative-centric is supported by an integrated marketing communication (IMC) approach (Quesenberry & Coolsen, 2023, p. 169). IMC aim to provide a consistent and coherent message among all content and channels (Sawant, 2018). According to Quesenberry & Coolsen (2023, pp. 169-174), it begins with selecting the correct platform aligning with the brand's message. Additionally, they provide a storytelling template for social media. Starting with the introduction, it should begin with background information to set the fundamentals to then introduce the rising action that pre-pares the upcoming climax which is the pivotal turning point of the story. Finally, the action falls down the consequences to the plot to be solved. Subsequently, it may appear difficult to tell a full story in short videos, thereby, they emphasize the importance to tell the stories throughout all the contents, over a campaign for instance. Establishing a narrative begins with drawing the big idea of a brand or a campaign to drive the overall message (Quesen-berry, 2021, p. 121).

3.5.3 Social Media Strategic Plan

Throughout the book Social Media Strategy, the author, Quesenberry (2021) provides the steps to follow to build a social media strategic plan. A social media strategic plan sets the company's communication approaches on social platforms to achieve their objectives (Quesenberry, 2021, p. 154).

Firstly, the foundational step is acquiring an in-depth understanding about the market and its dynamics (Quesenberry, 2021, p. 154). It extends as well to the competitors' strategies analysis (op.cit.). For an effective competitive analysis, Chen (2022) advocates benchmarking as an effective tool for competitive analysis and comparative evaluation of the case study company and its competitors, thus, to position them and define optimal approaches. For instance, Quesenberry (2021, p.144) suggests a perceptual map to obtain a visual comprehension of brand's uniqueness compared with their competitor and determine the attributes defining prominently the brand image.

Subsequently, before establishing any social presence, it is imperative to formulate goals at an early stage (Quesenberry, 2021, 91). He recommends setting them according to the SMART objectives' guidelines. For the Corporate Finance Institute (2023), these guidelines clarify the focus and importance of any business initiatives. Standing for Specific, Measurable, Achievable, Relevant and Timely, it forces the goals to be measurably precise over a certain period, realistically feasible and relevant to the business needs and industry trends (Quesenberry, 2021, p.93).

Once the goals established, Quesenberry (2021, p.154) underscores the paramount importance of knowing the target audience. To do so, the most effective tool recommended by Quesenberry (2021, p. 100) is market segmentation. It "refers to aggregating prospective buyers into groups or segments with common needs and who respond similarly to a marketing action" as Tarver (2023) defines. There are four main segments, demographic, geographic, psychographic, and behavioral (Villegas, n.d.). These segments had been identified based on theoretical sources in the organic and luxury skincare sector sections. Nonetheless, to delve deeper into understanding customers Quesenberry (2021, p. 306) mentions the concept of buyer persona. Indeed, as Duran (2018) confirms that buyer personas are instrumental in guiding marketers towards correct advertising targeting by

providing a detailed description of the audience (McLachlan, 2021). Based on research, buyer personas must be built on trends and be kept up to date (Duran, 2018). For Quesenberry (2021, p. 307) the buyer persona's description must answer the following key questions: "What is important to your customers? – What does success look to them? – What holds them from buying? – How do they collect information and purchase? -- What factors do they consider?". Additionally, Andrews (2019) proposes the integration of Maslow's hierarchy of needs to enhance promotional efforts by addressing the audience's actualization, self-esteem, love and fulfillment, safety, and physiological needs.

Furthermore, Quesenberry (2021, p. 125) suggests for marketers to be aware of the brand's big idea before engaging in any campaigns. This concept encompasses the brand story, involving both customers and employees, and continuously evolves. The big idea should resonate consistently throughout the all customer social media journey and deliver the right message relevant to brand's identity (op.cit, p. 126). Indeed, all the contents should be aligned to the brand style guide (Quesenberry, 2021, p. 86) which defines the brand visual aspect, slogans, but also voice tone and overall identity (Laferte, 2022).

In alignment with these elements, the market dynamics, target audience, objectives and brand message, Quesenberry (2021, p.154) then indicates the necessity of selecting suitable social media platforms. To consequently focus on content creation and calendar planning.

As Semrush Team (2023) mentions a social media content calendar is crucial for businesses to organize their efforts. It details time and date of publication on specific platforms, and can include link to associated materials, captions, hashtags or coupons. It also informs of the content stages, either planned, in progress, scheduled or published. Moreover, Wart (2014) recommends planning far before the holidays that the companies should celebrate and hence prepare content for it.

Addressing regulatory compliance, brands must adhere to a strict framework when publishing on social media (Quesenberry, 2021, p. 398). For instance, Henua as a European company will answer the European Commission and International Consumer Protection and Enforcement Network. These laws include the obligation of proving the veracity

everything shared and advertised, as well as the originality and uniqueness of the content published (op.cit., p. 406).

Finally, according to Quesenberry (2021, p. 154) the analysis of social metrics should start as early as the establishment of the social media strategic plan. Indeed, he recommends an extensive understanding about the metrics available on the different platforms and the identification of key performance indicators (KPI) for every business objective.

3.6   Methodologies

As a part of this case study, which is an in-depth analysis of the topic building brand awareness for a company in cross-field industry, the author decided to focus on two analysis methods to build a strategic social media plan for the commissioner company.

3.6.1   Benchmarking

First and foremost, as mentioned earlier, benchmarking appears to be the most appropriate approach to position Henua among its competitors on the digital realm. As a result, this competitive analysis will follow the steps recommended by Swart (2022). He advices to select competitors according to their target audience's size, some should be the same size than Henua's, others may be larger or smaller.

Following, their strategy and positioning need to be analyzed, encompassing an examination of the formats employed, themes addressed, tone and language utilized, level of interaction engaged, their apparent objectives, and their positioning as an ally, friend or expert (Swart, 2022). In addition, information concerning their paid advertisements can be included in the analysis (op.cit.).

Moreover, Swart (2022) suggests analyzing the competitors performance. It includes factors such as content frequency, timing, engagement, metrics, as well as the community growth and responsiveness to comments.

Finally, studying the competitors' mentions on social platforms is proven to be beneficial in understanding their impact, positive or negative, along with knowing the main trends and key topics. It involves observing their mentions and frequency, wether they are paid or organic.

Nonetheless, it is important to remain aware that benchmarking may be subject to various biases as it is a subjective approach, and the selection of competitors is arbitrary (Denrell, 2005).

3.6.2 Metrics Analysis

According to Juppi & Martinez (2023), the basic social media metrics are engagement rate, followers' growth rate and social media reach.

The engagement rate determines the level of interactions with either a certain content or an overall campaign (CFI Team, n.d.). The calculation for it is the following: total engagement/ total followers times one hundred. Regarding, the total engagement encompasses, likes, comments, reactions, shares and saved, it depends on the platforms (op.cit.). Additionally, the Later Social Media Glossary (n.d.) claims that the engagement rate points out the contents leading to better brand awareness as it tells their relevance and interestingness of the audience depending on their interactions with the content. Moreover, it is possible to calculate the engagement rate by reach, to understand the power of interactivity of a single post by simply dividing the total number of engagements by the total number of contents' reach (Sehl & Tien, 2023).

Furthermore, Quesenberry (2021) recommends looking at followers' growth rate to keep track of brand awareness. This metric indicates the evolution of followers over a certain period (Udescu, 2023). To calculate it, the current number of followers should be subtracted by the initial number of followers, then the total divided by the initial number of followers and multiply by 100. This metric is crucial to understand how people resonate with the brands and notice the most efficient content, trends or campaigns on that matter. Udescu (2023) emphasizes that tracking followers' growth with additional metrics such as

reach, impressions or engagement can give invaluable insights to social media page dynamics.

Finally, the social media reach defines the number of people who saw either a content or the overall social media page (Buffer, n.d.). Known as a top of funnel metric, providing data about the unique people who had an interaction with the brand, this metric is important to understand how large the brand resonance and awareness is (op.cit.). This metric can be retrieved from the social media platforms' analytics tools directly.

Nonetheless, there are additional metrics that can enhance social media trends understanding, these are often found directly on the social networks' analytics tools.

For instance, on Instagram the amount of comments, likes, shares, and saves either on posts, stories or reels give additional insights on awareness and engagement (Barnhart, 2023). Additionally, audience demographics and geographic datas such as age, gender and location help know about the accuracy of targeting and improve it over campaigns (op.cit.).

Barnhart (2023) points out that social media metrics can be found on social platforms analytics tools or through third-party tools. Many of them involved monetary subscriptions after free trial periods (op.cit.). Among them, Katinas (2022) recommends Instrack as a power tool for tracking a company's and its competitors' metrics as it provides industries averages. For instance, for skincare accounts the followers' growth rate average is 2.75%, while the engagement rate one is 3.85% (Instrack, n.d.).

Among these metrics, it is crucial to select key performance indicators (KPIs) as they set the measurable objective of any business efforts (Juppi & Martinez, 2023). To choose the correct ones, Juppi & Martinez (2023) recommends following 10 steps process that encompass having a clear vision of the business objectives and vision to set goals according to the SMART guidelines to hence review the key metrics available measuring such goals and search on the industry standards, to thus prioritize the KPIs and set more specifically the objective that must be reviewed and adjusted over time. Additionally, these KPIs can be utilized to predict future results with the aid of analytics tools and team communication.

To analyze KPIs is the most efficient way, Juppi & Martinez (2023) recommends first gathering the data from diverse sources and validating them to avoid errors. Following, the data should be aggregate, and transform using visualization tools to ensure clarity and compare them with benchmarks, hence being able to identify trends or anomalies. In addition, the results should be evaluated according to the set goals, a cause analysis is thus conducted to understand results' failure or success. Finally, the outcomes are clearly reported and provide actionable insights into the related team members (op.cit.).

For the overall social media data analysis, many third-party tools exist, nonetheless Ward (2014) particularly suggests Excel to report, collect and transform the metrics.

Notably, throughout all the processes of data analysis, the author of this thesis should remain aware of the possible biases that may occur (LinkedIn Editorial Team, 2023). From the platform selection to collect the data, errors in continuous collection or collection method might happen. For instance, in the process of crawling collection there is a risk of subjectivity because data are retrieved on arbitrary criteria like keywords. However, on the other hand, solely streaming metrics might lack of representativeness as it does not encompass all the relevant factors. Hence, a comprehensive approach would be to combine both methods. Additionally, extracting data often involves using third-party tools, which may cause other errors such as about the dates. Hence, validation is crucial to mitigate such errors. Finally, data interpretation is subjective, thereby it is important to note this aspect and specify the reliability of the results (op.cit.).

4   BENCHMARKING

For an extensive analysis of the competitive landscape in the premium and organic skin-care industry where Henua belongs, the author decided to follow the benchmarking approach suggested by Swart (2022) mentioned in the literature review.

The aim of this analysis is to gain insights on the social media dynamics of such brands, discover their strategies and positioning, and compare their metrics with Henua's.

The author of this thesis decided to select three companies of the same followers' sizes than Henua for a fair comparison, these are Seed to Tuscany, Le Pure and Wild Beauty from Rugh Estate. Following, a comprehensive study of three key players of the industry such as La Mer, Kora Organics and Tata Harper will stand as examples and references. Additionally, the same analysis is achieved to Agent Nateur a medium size brand in terms of followers.

The benchmarking focuses on Instagram mainly but also provides some insights on the competitors Facebook and TikTok pages. The reason for such a choice relies on the fact that Henua was actively present solely on Instagram, therefore no metrics were available to be compared on the other platforms.

For every company, the same methodology is applied, nonetheless it is important to note that the study was made on the 27th of October, the metrics mentioned back then has certainly changed since. Additionally, it is important to note that all the information provided in this research are publicly available and directly retrieved from the competitors' social media pages.

The follower's growth and engagement rate data are sourced from the application Instrack.

4.1   Similar Community Size Competitors

Moving on to the benchmarking of competitors having a similar Instagram community size than Henua, it is first noticeable that the types of contents are not diversified. Indeed, most of their posts are single still images or carousels and rarely videos. Nonetheless, the topics

they address are distinct, for instance, Seed to Tuscany and Wild Estate Ruth Beauty asserts their sustainability, ingredients, sourcing or production processes through infographics, while Le Pure proposes content portraying individuals, such as their ambassadors, hence, it creates a more personal feeling.

Moreover, the content's visual aspect varies greatly between these competitors. On the one hand, Le Pure opts for black-white while the others, on the other, use green tones. Additionally, they differentiate themselves also from their voice tone, Le Pure uses a sophisticated vocabulary without emojis, while Wild Estate Ruth Beauty uses a formal yet casual language and Seed to Tuscany emphasize their expertise and simplify chemistry to educate the audience.

The contents generating more reach appear to be videos. Whereas Le Pure posting more frequently than the others, its follower growth stays under Instrack average, in comparison to the two others that exceed 7%. Nevertheless, for all three of them the engagement rate remains below the average.

Regarding their mentions, they are quite rare and often made by niche influencers, except Le Pure and their ambassadors. All mentions are positive and about skincare, clean and organic beauty, even for Le Pure despite the fact they communicate less on these aspects. About the way they interact with the followers, all of them use the pronoun "you" yet Le Pure is more distant than the two others who engage through direct questions and reply to the comments. All repost their mentions in stories but Seed to Tuscany stands out with graphic design and website leads.

To conclude, Le Pure displays more luxury attributes the two others. Seed to Tuscany shares more about their green approaches and expertise while Wild Estate Ruth Beauty tends to communicate more their values. The in-depth analysis is provided on the table below (Table 1).

Table 1. Benchmarking Similar Community Size Competitors.

		Seed to Tuscany	Le Pure	Wild Beauty by Rugh Estate
Introduction		The born global company from Italy aims to provide natural skincare solution and emphasize their expertise and own organic farm. As Henua, it had been founded resulting on the owner need for natural solutions. The prices range in high premium level (Seed to Tuscany website, n.d.) .	Established in 2013, Le Pure proposes organic skincare and skincare analysis service. Their customer base expends from individuals to professionals and their prices enter in the premium frame (Le Pure website, n.d.).	As a branch of a larger group Rugh Estate, their skincare line is inspired and made out of their organic farm. They aim to create exceptional and sustainable products, their prices varies from 30 to 70 euros for a single product (Wild Beauty website, n.d.).
Strategies and Positining	Types of Content	Mainly Carrousel posts on Instagram and Facebook	Mainly posts of portraits and series of video like "stories of people" and routines, repost of reels on TikTok since 2022	Mainly posts about the products linked to the Instagram shop, on TikTok videos of using the products
	Themes	Educational about the products	About people, using the products and results	Educational and informative about the products on Instagram, more aesthetics on TikTok
	Tone	Formal yet direct and engaging: use of pronoun "you". Reassuring tone, mentions of: numerals, recommendations, press reviews, in depth explanation	Formal and informative, no use of pronoun "you" and does not engage followers in questions, no use of emoji, use of elaborate and fancy language.	Formal and informative, yet address with the pronoun "you".
	Interaction	Encourage interactions in captions, answer to every comments after a couple days.	Rarely reply to comments	Rarely reply nor like the comments.
	Objectives	Brand awareness and products promotion	Brand and product awareness	Products and brand´s values awareness
	Stories	About: press release, where to buy the products story highlight, call to action leading to the website with discounts	Repost of their mentions, highlights of their ambassador and press release	Repost of their mentions and reviews, as well as press release and company information
	Positioning	Expert	Expert/Ally: give general tips and use an accessible scientific vocabulary	Ally, they present how they can help their followers.
	Recurrency	About 1 video and 2 posts a week, aroung 3pm	About 1 post a day and 1 video monthly	About 1 post a week and 1 video a month
	Ads	According to information found on Facebook account information: no history of paid ads	Unknow	Unknow
Performance	Content generating most views	Video of a moment using the product and showcasing its features with voice over or music. The most interactions: just displaying a moment, nature, aesthetics	Videos generates more views, likes and engagement, especially the ones about their ambassadors, often models.	Generate more views, like and engament: simple videos of the products in the nature
	Followers	22,4 k on Instagram	20,5 k on Instagram / 25 on TikTok	6,5k on Instagram / 20 on TikTok
	Engagement Rate	0,57% (bad according to Instrack average)	0,26% (bad according to Instrack average)	0,51% (bad according to Instrack
	Followers Growth	7,3% (good according to Instrack average). Latest biggest increases after repost from spa retailer(3rd october:+16 followers), a press event (21st september: +24 followers) and repost from small influencers (+15 followers)	1,27% (bad according to Instrack average)	7,54% (good according to Instrack average)
Mentions	Tags and Share	A lot of mentions mainly by retailers but some customers	Few mentions in 2022 from makeup artist and model	Mentions from retailers, some UGC from cosmetics aesthetics accounts
	Trends and Keywords	Skincare routines, and clean beauty reviews	How to use, green and organic beauty	Green products, aesthetic, skincare routines
	Feeling	Positive	Positive	Positive
	Influencers	Mainly individuals or niche influencers, few certainly paid collaborations with big influencers (Over million followers)	Mainly models that can be considered as micro/mid influencers. No clear mentions of paid partnerships seen.	From niche influencers
Other Observations		No history of engagement with community through giveaways of Q&As	No direct interaction with followers, posts about people and products use with press and professionals endorsements.	Present on the application Threads.
Conclusion		Position mainly as a green skincare company offering premium quality, through mainly green content about their products sustainability. They emphasize their expertise, mainly educational, do not engage in community interactions	Position mainly as luxury with very sophisticated style, black and white, epic music, elegant fonts and mentions of celebrities.	Overall mainly position as a green skincare company with strong values, display their farms, a lot of content towards nature.

4.2 Leading Competitors

Moving on to the competitors, the in-depth benchmarking can be seen in the table below (Table 2).

Table 2. Benchmarking Leading Competitors.

		Tata Harper	Kora Organics	La Mer
Introduction		Tata Harper stands as the first brand of luxury and natural skincare, born from the needs of the founder the company aims to provide effective and sustainable skin solutions. Worldy known, their prices range in the premium segment (Tata Harper website, n.d.).	Founded by Miranda Kerr, a famous model, the brand propose fully organic products ensuring efficiency. Their products prices range in the masstige/ premium segment (Kora Organics website, n.d.).	La Mer was born and inspired from the sea, ingredient constantly present in every products. La Mer strongly emphasise their commitment to the oceans with their sustainable approach. Their prices range high in the luxury sector (La Mer website, n.d.)
Strategies and Positiong	Types of Content	Very diversified but mainly videos of events reposted on Facebook and TikTok, on TikTok content differentiates with funny/trendy challenges and a specific brand face and UGC	Very diversified and different on each platform. Instagram:as much posts as videos, a lot of numerals and written tangible information on the products, press realese, feed adapted to the season. Facebook: banners, more detailed informations and numerals, a lot of carousel more about the ingredients and sustainability. TikTok: Instragram reposts and funny videos	Very diversified on every platforms. Mainly product promotion with aesthetics, ambassadors, events, a sustainable commitments. More detailed on Facebook, and trendy on TikTok.
	Themes	Educational about the products and routines, entertainment on TikTok	Educational about the products and routines, entertainment on TikTok	Educational and informative about the products
	Tone	Normal, vulgarise chemistry and use of emojis	Normal, and use of pronoun "you", more formal on Facebook	Formal and informative, no use of the pronoun "you" and emojis.
	Interaction	Engage in some posts, sometimes answers to comments, Q&As with the founder	Very engaging, questions, giveaways, always answers to pertinent questions	Reply to half of the comments immediatly, rarely engage direct questions on Instagram but more on Facebook to generate leads.
	Objectives	Products promotion and website lead / Instagram lead on Tiktok	Mainly lead to website	Products promotion and website lead.
	Stories	About the ingredients, events, leads to website and blog, reposts of mentions...	Repost of their mentions, provide more detailed information	Sophisticated stories about products.
	Positioning	Ally: share tips and advice, do not position as lesson-giver	As an expert with numerals, as well as an ally: very engaging, not lesson-giver	Expert on Instagram and Facebook, ally on TikTok
	Recurrency	About 6 by week	Daily	About 11 by week
	Ads	Yes, mainly on stories	Certainly	Certainly
Performance	Content generating most views	Giveaways and products aethetics. More personal content: of the founder or the employees, or of a celebration, for instance. Content without direct promotional message, with a story or about experiential.	Events vlogs, skincare routines and aesthetics with the founder or influencers.	Aesthetical videos of the nature or skincare routines.
	Followers	374 k on Instagram / 67 k on Facebook / 6,2 k on Tiktok	467 k on Instagram / 185 k on Facebook / 14 k on Tiktok	1,1 M on Instagram / 1,5 M on Facebook / 16,7 k on Tiktok
	Engagement Rate	0,15% (bad according to Instrack average)	0,15% (bad according to Instrack average)	0,17% (bad according to Instrack average)
	Followers Growth	0,23% (bad according to Instrack average)	1,10% (bad according to Instrack average)	1,03% (bad according to Instrack average)
Mentions	Tags and Share	A lot of mentions daily from blogs, retailers, influencers, individuals…	A lot of mentions, mainly in reviews and skincare routines.	Many every days, from retailers, influencers and individuals.
	Trends and Keywords	Skincare routines,green beauty reviews	Natural skincare, glowing skin.	Natural, skincare routines, glowing skin
	Feeling	Positive	Positive	Positive
	Influencers	Celebrities and macro-influencers	Celebrities and macro-influencers	Celebrities and macro-influencers
Other Observations		Emotionally appealing, good comment ratio: strong community, emphasize customer experience through experiential marketing	Random posts, such as simple photo of nature often gets more likes, in contrary of content with direct marketing message.	On Facebook, feel of personalisation in anwsers to comments: lead to website for personal skin treatment.
Conclusion		Position mainly as a green skincare company offering premium quality, use of green, mentions of their sustainable actions and healthy ingredients, yet emphasise their premiumness through their "unique" textures	Position mainly as green but emphasise mainly the efficiency of products other sustainable actions or luxury codes. The founder Miranda Kerr appears to be in the center of every marketing efforts.	Overall mainly position as a green skincare company but with a very varnished style, use of a lot of luxury codes, very recognizible with aesthetics.

The table above (Table 2) is with regards to Henua's leading competitors in the luxury and organic skincare market. The contents proposed by La Mer, Kora Organics and Tata Harper are much more diversified than the smaller competitors. Additionally, they post more frequently and in a wider range of platforms. Most of their contents aim to be educative through the use of numerals and infographics yet Tata Harper and Kora Organics showcase more often the founders whereas La Mer portrayed their ambassadors.

La Mer positions as an expert and use a more formal tone that the two others that, additionally, directly engage with their audiences. Nonetheless, La Mer remains close of its community as they answer most of the comments immediately. All of these competitors

provide sophisticated stories under the form of infographics and according to their campaigns including call-to-action.

The content types performing more are behind-the-scenes, events vlogs, and content featuring the founders or employees. Yet, simple aesthetic posts, like random photos of nature tend to generate more likes. Despite their large communities and use of paid advertisement, their follower growth and engagement rate remain low.

Finally, they are frequently and positively mentioned by retailers and famous influencers, essentially around the topics of skincare routines, glowing skin and natural beauty.

Overall, Kora Organics and Tata Harper emphasise more their natural aspect while La Mer adds strong luxury attributes.

4.3   Medium Community Size Competitors

The following table (Table 3) introduce the benchmarking of Agent Nateur.

Table 3. Benchmarking Medium Community Size Competitors.

		Agent Nateur
Introduction		Founded by Jena Covello, Agent Nateur was born from her story. They main mission is to offer "a luxurious experience that renews the skin" while providing naturalness. Their prices belong to the high premium range. (Agent Nateur website, n.d.).
Strategies and Positining	Types of Content	Diversified on every platforms, overall appears to use the codes of a blog, posts about fashion, feminism, lifestyle… on TikTok more videos of routines and skin tips.
	Themes	People and lifestyle
	Tone	Normal, use of the pronouns "I" and "you", no emojis
	Interaction	Answer to every comment and engage through questions
	Objectives	Brand awareness
	Stories	Spontaneous story, no infographics, about lifestyle
	Positioning	Ally
	Recurrency	About a couple a week, very rarely on Facebook and Tiktok
	Ads	Unknow
Performance	Content generating most views	Posts about lifestyle, such as luxurious moment, sport, aesthetic…
	Followers	138 k on Instagram / 3,8 k on Facebook / 5 k on Tiktok
	Engagement Rate	4,17% (normal according to Instrack average)
	Followers Growth	0,43% (bad according to Instrack average)
Mentions	Tags and Share	A couple daily from retailers and influencers mainly
	Trends and Keywords	Skincare routines, reviews, aesthetic, clean beauty
	Feeling	Positive
	Influencers	Micro-influencers
Other Observations		Very low marketing commercial message, it feels personal, like a blog.
Conclusion		Position mainly as a luxury brand, aim to establish lifestyle codes and enter into every luxurious aspects. Integrate product promotion through textures aesthetics and clean beauty.

To finish, Agent Nateur has a mid-size community on Instagram, and appears to position differently from all the competitors mentioned above. Their predominant themes are people and lifestyle as they cover a wide range of topics including fashion luxury or famous events. Additionally, they use a very personal voice tone with the use of pronouns "I" and "you" while maintaining a sophisticated vocabulary. Their stories are more spontaneous, involving less graphic designs and hence, enhance the personal feel.

Regarding their account performance, the engagement rate remains low even though they frequently engage direct questions with the audience, it could be a result of the relatively

low post frequency. Nonetheless, their follower growth rate is above the average and life-style content are performing better.

The brand generates positive mentions several times a day mainly from retailers and influencers and regarding the same topics as the other competitors.

Overall, the Agent Nateur's Instagram page takes the appearance of a blog because of the strong founder's presence. However, even though the products are not the focus, they are consistently mentioned as the general narrative support them.

4.4   Competitors Positioning

Thanks to the benchmarking, it is now possible to provide a comprehensive understanding about luxury and green attributes on social media.

Indeed, luxury codes tend to arbor a polish copywriting without the use of emojis, the voice tone is also often less directly engaging the community and the vocabulary used is more sophisticated. The content also uses darker colors, people such as celebrities as ambassadors, and covers a larger scale of topics. The following picture displays examples of Instagram pages and posts of the competitors, previously mentioned, positioning more as luxury skincare brands (Picture 2) :
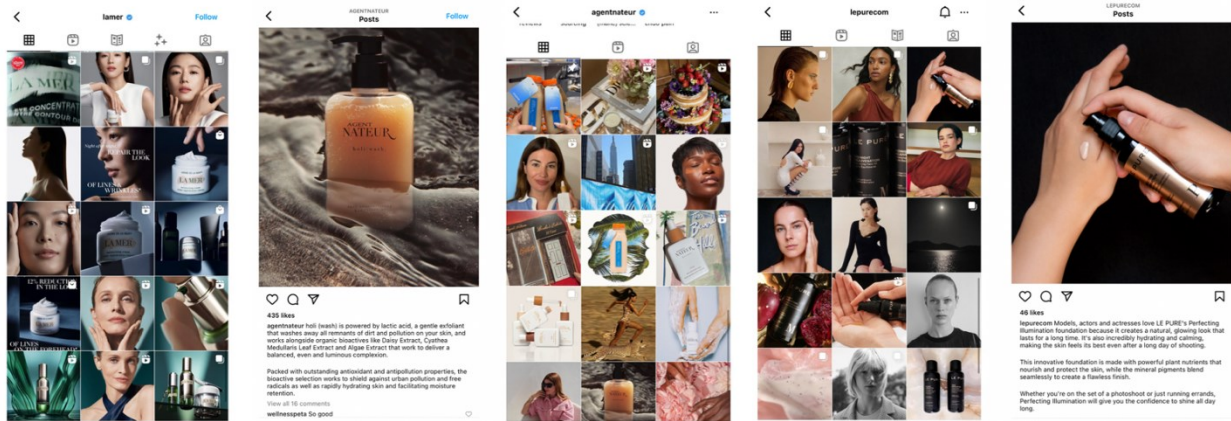
Picture 2. Luxury Attributes Examples (Le Pure Instagram, La Mer Instagram, Agent Nateur Instagram).

While, brands using green attributes emphasizes their sustainable approach more obviously. The use of the color green is omnipresent, as well as nature and numerals on the naturalness of their products. Additionally, they communicate more directly with their community, addressing them with a regular communication style and using emojis. The following picture represents posts and Instagram posts of such competitors can be cited as examples of such green attributes (Picture 3).
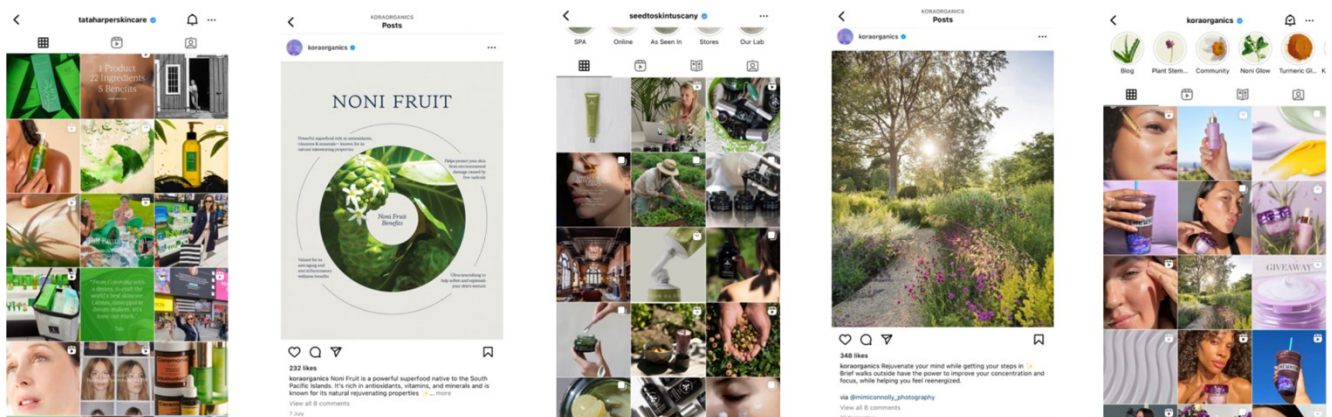
Picture 3. Green Attributes Examples (Kora Organics Instagram, Seed to Tuscany Instagram, Tata Harper Instagram).

Therefore, thanks to all these elements it is now possible to establish a perceptual map for Henua to position on the digital realm with greener or luxury attributes. Hence, after a presentation of the benchmarking and examples mentioned above, the owners decided to

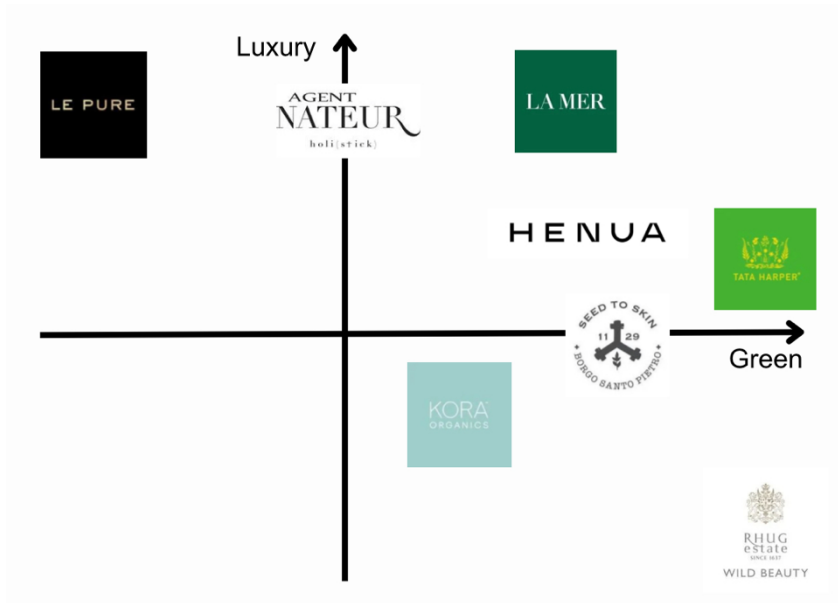position with more green attributes, as it can be observed in the following figure (Figure 4).

Figure 4. Perceptual Map: Positioning Henua.

5   SOCIAL MEDIA STRATEGIC PLAN

Henua's big idea had been defined since the beginning, by the owners themselves. Down to their values and roots, their mission is to provide an exceptional moment enhancing self-care and self-love with their skincare. Hence, the big idea of this social media strategic plan is to share this feeling, of an indulging moment where time stands still.

As adviced by Quesenberry (2021) in the literature review section, the first step is to understand the market dynamics and position the industry landscape. Thanks to the empirical study and benchmarking, Henua's position among their competitors on the digital realm had been set.

Therefore, the author of this thesis will now proceed to the following steps.

5.1   Objectives

As the owners themselves requested, their first objective for the moment is to build brand awareness. To set correctly their goals, the SMART guidelines will be now used.

Specifically, the main objective of Henua remains quite wide, nonetheless it is possible to narrow it to the digital realm, especially on social media, on relevant channels for the brand. Additionally, the goal is to gain visibility and enhance the brand's reach through contents representing the brand's values. As mentioned in the empirical research, the key performance indicators to target are thus followers' growth and engagement rate, making surer than the campaigns are targeting the right audience. The Instrack averages for these metrics provide a good insight of the industry usual followers growth and engagement rate. Hence, these averages, respectively 2.75% and 3.80% are Henua's brand awareness campaign goals. Moreover, content views, reach, comment ratio and demographics are additional valuable metrics to understand better which content works best and how to improve the following campaigns.

To measure it, many tools are available. Firstly, the channels' analytics, but also third-party software. The author decided to use Instrack to track such metrics. In addition, the channels' analytics tools will be used to monitor the more specific metrics mentioned above.

Following the industries KPI's average appears to be relatively reachable numbers when conducting a campaign.

This objective is relevant to Henua, as it emanates from the commissioner, indeed, they state brand awareness as their first priority on the social landscape.

Finally, hopefully these objectives will be achieved within a time frame of two weeks. From the 23rd of October to the 6th of November. Indeed, because of the time restrictions provided by the writing process of this thesis, it was not possible to extend the time of this campaign to further.

5.2   Buyer Personas

As a matter of fact, knowing its target audience is a priority for every business before establishing any marketing efforts. Therefore, for the purpose of this social media strategic plan and brand awareness campaign, the author of this thesis created 4 buyer personas based on the empirical research made in the literature review section. To provide a comprehensive understanding about them, the Maslow's hierarchy of needs and Quesenberry's (2021) recommendations for building buyer personas are used.

The picture below represents the first buyer persona (Picture 4).
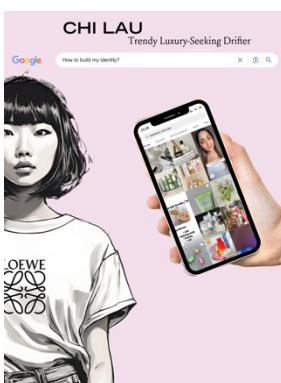
Picture 4. Buyer Persona 1: Chi Lau.

Firstly, Chi Lau, as depicted in the previous picture, is the representative of the Z generation, living in Hong-Kong she is a student in an international master program. Single, her income is reasonably high, she can be categorized as a HENRY which is the target of premium industries. Her basic need in skincare is her sensitiveness that results in often acne breakouts. For self-expression, she aims to build a distinctive identity through purchasing luxury, because of its refined, trendy and aesthetic codes. Yet, she embraces inconspicuous consumption and is motivated by self-actualization and eco-centrism because of her peers' approvals. Following the crowd in the sustainable trend, she is thus considered a drifter. Hence, she looks up for natural ingredients from eco-friendly sourcing and values honesty, inclusivity, individuality and belonging. She has strong technical aptitudes; therefore, she masters social media and spend most of her time on Instagram and TikTok looking for instant gratification, she consumes mainly aesthetics videos answering her "snacking" needs. As a drifter, she listens carefully to reviews, recommendations, and is influenced by UGC, as she is engaged in social media communities. She answers positively to the FOMO advertising technique.

The image following, shows the second buyer persona of Henua (Picture 5).
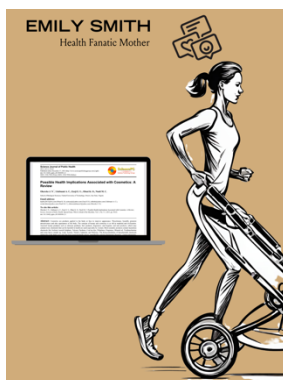
Picture 5. Buyer Persona 2: Emily Smith.

Emily Smith, portrayed in the picture above, is in the gap of millennial and generation Z, earning high income, she lives in a suburban area in the USA and is married with children. Her basic needs in skincare are preventing the signs of aging and avoiding harmful allergic ingredients. As a caregiver, she emphasizes her own and her family health through sports for instance. Hence, she is a health fanatic among the LOHAS, indeed, she encourages and influences her relatives to adapt the same lifestyle. She takes part into communities

as an advocator in support of her knowledge, as she stays up to date and educates herself reading a lot of studies. Having a busy life, she prioritizes quality over quantity, she values minimalism and transparency, yet she grants herself moments for self-care to enhance her wellbeing journey. Her purchasing decisions rely on self-improvement and self-esteem, thereby, they are auto centered. Hence, she consumes luxury for conspicuous consumption, to differentiate herself with wealth and assume her LOHAS values. She is very active on social media, mainly on Facebook and Instagram where she holds health blogs. She enjoys and seeks educational and informative contents with numerals, she also wishes to have direct interaction with the brands, and often asks questions.

The picture below presents the third buyer persona (Picture 6).
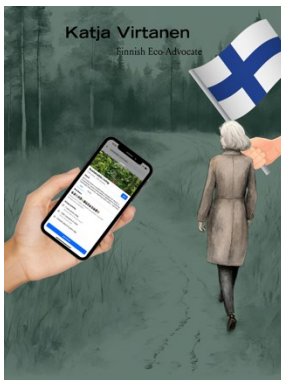
Picture 6. Buyer Persona 3: Katja Virtanen.

Following, Katja Virtanen represents the Finnish segment of Henua's target audience as it is shown in the picture above. Apart from the generation X, Katja comes from the middle upper class and is married with grown children. Having more time, she enjoys self-care since she values a holistic and spiritual wellbeing. Her skin concerns are wrinkles and fine lines. She strongly values her roots and cherishes the nature; hence, she is LOHAS for environmental reason and thus follows a minimalistic approach relevant to her Finnish mindset. Valuing community and supporting local enterprises she purchases for self-transcendence. Additionally, Katja seeks authenticity and transparency, hence, she looks for clear ingredients lists and is influenced by labels and certifications. Mainly on Facebook, she also uses Instagram and is a part of forums, she reposts funny content and search for educational videos, she is appealed by advertising containing numerals on naturalness or posts about Finland.

The picture below represents the fourth buyer persona (Picture 7).

Picture 7. Buyer Persona 4: Olivia Ivanicova.

Finally, Olivia Ivanicova is the last buyer persona. Portrayed in the picture above, she is among the high earners' millennials, she is married without children and work in a high position. Despite her busy life, she values her appearance and wellbeing journey. She is a recurrent consumer of high ended products for the quality, symbolic, story and experience. Hence, she purchases conspicuously to display her wealth yet arbors an old money style as she stands for the sentence "simpler the better". She uses luxury for conformity and hedonism, as she rewards herself with qualitative items and considers purchasing luxury as self-directed pleasure she is, thus, influenced by FOMO. She uses social media in her leisure time, not so involved in communities she is on Instagram mainly to get inspiration, keep in touch with last trends and look up for editorial and dreamy content. In her journey to relax from her working life, she also seeks content that could educate her on the topic.

5.3   Channels

Henua is actively present on Instagram, sometimes on TikTok and rarely on Facebook. The aim of this strategic social media plan is to expend and strengthen their presence in these three platforms with qualitative content to enhance the brand's resonance. Additionally, as the commissioner does not have budget for a brand awareness campaign, focusing more on Facebook will help as the organic reach is higher for small business. TikTok is also a great option for targeting the youth like Chi Lau. Nonetheless, Instagram must stay the main focus as it helps to build a recognizable brand identity. Additionally, Henua must

enhance its SEO on the different platform with the recommendation made in the literature review section.

5.4 Keywords and Copywriting

In order to enhance Henua's SEO on the different platforms, conducting keywords research appears essential, like mentioned in the empirical research.

After a study on the different platforms of the most frequently used hashtags in Henua positioning, and thanks to the benchmarking made previously, it is possible to establish a list of keywords by thematics.

These keywords should be used in the captions, on the videos and voice over. The keywords can be categorized as the following table shows (Table 4).

Table 4. Keywords.

Skincare	Luxury	Sustainable	All	Others
Skincare routine	Luxury skincare	Crueltyfree	Cosmetics	Love
Clean skin	Premium skincare	#crueltyfreebeauty	Beauty	Style
Glowing Skin	Unique	Natural	Texture	Favorite
Skincare tips	Exclusive	Clean	Self-care	Satisfying
Flowless skin	#luxuryskincare	#cleanskincare	Pamper	#goodmorning
#dailyskincare	#highend	#cleanbeauty	#pamperyourskin	#goodvibes
#iloveskincare		Vegan	#selfcaregoals	#foryou
#skinconfidence			Wellbeing	
#skincarelover			Self-love	
#pele			#sundayselfcare	
#routinedepele				
#youthfulskin				

Additionally, the copywriting tone should remain the same in order to provide a cohesive brand voice. As Henua was doing previously, a sophisticated yet approachable tone must be used. Moreover, the use of emojis is welcome, as the use of the pronoun "you" to provide a feeling of direct communication and seek greater engagement. Whereas the captions should not be too long, they should remain complete and answer the possible questions customers could have been viewing the content.

5.5   Content

The author of this thesis defined 5 types of content having different purposes. The first one being entertaining content, which aims to be fun and sharable. On the other hand, educative posts intend to provide information on the products or brand itself or on a more general aspect of skincare. Subsequently, aesthetic content serves as resonating the brand´s visual codes through appealing imagery and aims at fulfilling a luxurious purpose. Following, to create an emotional response from viewers, posts containing storytelling line are prevalent. Lasting, numerals, reviews or press release publications acts as reassuring content type helping in purchasing decisions.

Hence, during the process of ideating content for the brand awareness test campaign, the author provided meticulously justified each idea by categorizing them in types, the brand´s values they embody and their source of inspiration, plus additional relevant information such as the channels on which it intends to be.

For instance, the following image is an example of what was presented to the owner when proposing the ideas (Picture 8).

Picture 8. Ideation Template.

This post, titled "Your skincare routine" aims to represent Henua's minimalistic approach, named skinimalism. Primary intending to educate the audience about the brand's skincare steps while providing an entertaining and shareable format, this post represents their value "simple". Additionally, this post was inspired by a Volkswagen to inform the audience about Henua effectiveness and simplicity. The inspiration was retrieved from The Ad Professor

(2023) page on the application X. The author will now present each idea that were published during the campaign. The final outcomes will be shared for the still image posts, as videos cannot be included in this file format. Nevertheless, they can be viewed directly on Henua's Instagram account @henuaorganics. Moreover, the posts displayed in this thesis represent the final outputs suggested by the author, however, the founders were given access to make modifications according to their preferences, as a result the published post may not be exactly the same that the ones presented here.

It is important to note that all visuals, including footages, images or music used are copyright-free, as they were sourced from the platform Canva, Pexels (Canva's extension), provided by Henua or captured by the author herself. Furthermore, all the videos were edited using CapCut while the photos were enhanced and designed on Lightroom and Canva. The brand's colors, slogans, fonts and voice tone were retrieved from Henua brand guide and respected for all the content produced.

Firstly, the photo below is the result of the post idea previously presented (Picture 9).
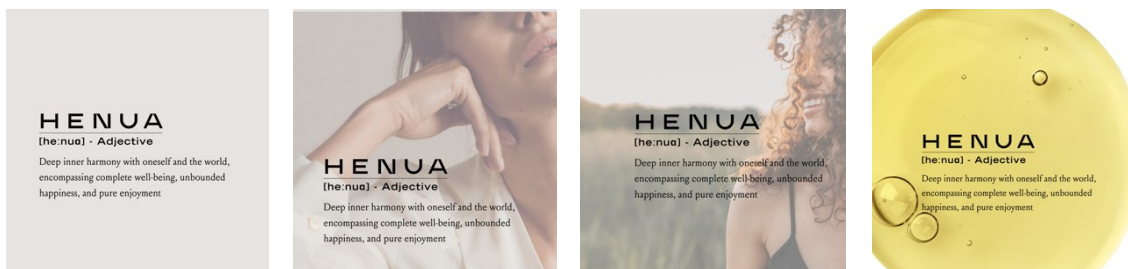

Picture 9. Skinimalism Post.

To begin with the inaugural video "Meet the Founders", its purpose was to initiate the campaign and preview the upcoming content by introducing the co-founders, Jenni Tuominen and Anu Kohtamaki. Utilizing an aesthetic footage feature zoom and turning effect, the video aimed to connect with the audience.

Subsequently, a long interview of the founders served as a substantial material. Addressing many questions, the interview was divided into three reels formats. Aiming to be

educational content regarding the brand and products, it encapsulates every core value of Henua. The primary objective was to cultivate exclusivity by fostering a direct sense of interaction with the audience.

The post "Definition" served as an informative piece. Its role was to define the meaning oh Henua to the reached audience, thereby establishing the narrative foundations. Being informative content, it represents the values of heritage and peace of mind. It is to note that several versions of this post were proposed, as the image below showcases (Picture 10).

Picture 10. Definition Posts.

Continuing with a funnier tone, the "Skinimalism" video, edited based on TikTok trends, aimed to be shareable. This content endorsed again Henua minimalistic approach to skincare through a trendy Point of View (POV) format and captivating voice over.

The following post titled "Organic" adopted an infographic design to highlight and reassure on Henua's engagement in organic practices, emphasizing the use of 95% of total ingredients from organic farming. Additionally, the EcoCert label was incorporated to the post in order to fortify consumer confidence in their purchasing decision.

This " Organic" post is shown in the picture below (Picture 11).

Picture 11. Organic Post.

Continuing with the video "Henua Experience", it conveyed the customer journey when ordering from Henua. Framed as a narrative, this video highlighted the values of exclusivity and peace of mind offering viewers an immersive glimpse to envision themselves received an order from Henua.

The subsequent "Sustainable Mission" video adopted an education and reassuring tone to elucidate Henua's mission in their commitment to provide sustainability and luxury. This content employed inspirational video conventions, featuring captivating footages, inspiring music and owner's voice-over.

The "In-House Production" video provided a behind-the-scenes look at the founders producing their line and it aimed to be educative. Narrated by the formulator Jenni Tuominen, this content showcases the values of safety, expertise, and exclusivity allowing the viewers to access direct insight into the production processes to foster a connection.

 To enhance this sense of exclusivity and connection, the posts "Anu Wellbeing" and "Jenni Wellbeing" depicted the founders' holistic wellbeing journey. These entertaining yet informative contents represented the values of exclusivity, peace of mind and women power. Notably, the idea of these posts was provided by the author, nonetheless the founders handled the visual appearance.

Following, the "Press Release" video served to reassure viewers by endorsing the brands' quality and efficiency through the display of magazine covers where they were recommended. Mentioning predominantly fashion and luxury magazines, this video conveyed the values of exclusivity, safety and expertise.

To align with the Halloween season, a special promotional video was curated to effectively combine entertainment and information. This video showcased the application and efficacy of the Nourishing Oil Cleanser even with a spooky makeup; hence, it serves as product promotion.

One pivotal goal of the campaign was to establish a profound emotional connection with the audience through communicating Henua's mindset. The "Women Stories" storytelling video served this purpose by encapsulating diverse Henua values and emphasizing women empowerment. It features an impactful voice-over by the founder alongside of relevant footages, this content aimed to resonate with individuals at a personal level.

The "Finland" post strategically targeted Henua's Finnish customer segments, portraying the brand's heritage through aesthetic photos. In addition, this post laid the brand's roots and emphasized its natural essence through numerical data. Under the form of carousel, the picture below displays it (Picture 12).
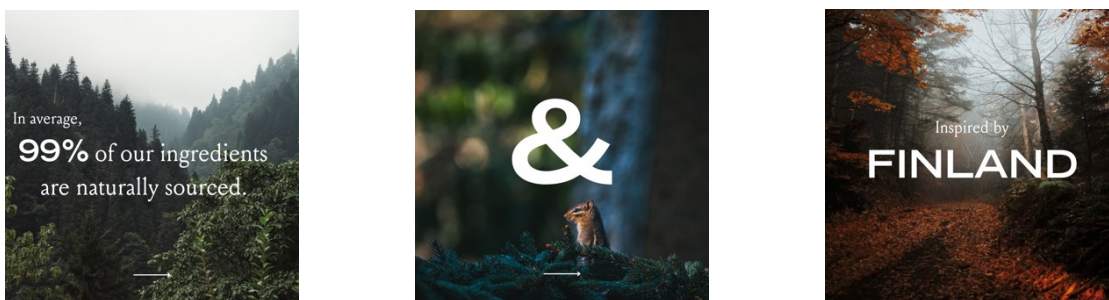

Picture 12. Finland Carousel.

Continuing with engaging and sharable content, the carousel post "Winter" presented five skincare characters in Finland, encouraging the audience to identify with one of them. This content symbolized the values of heritage and peace of mind. The visuals of this post can be seen in the following picture (Picture 13).
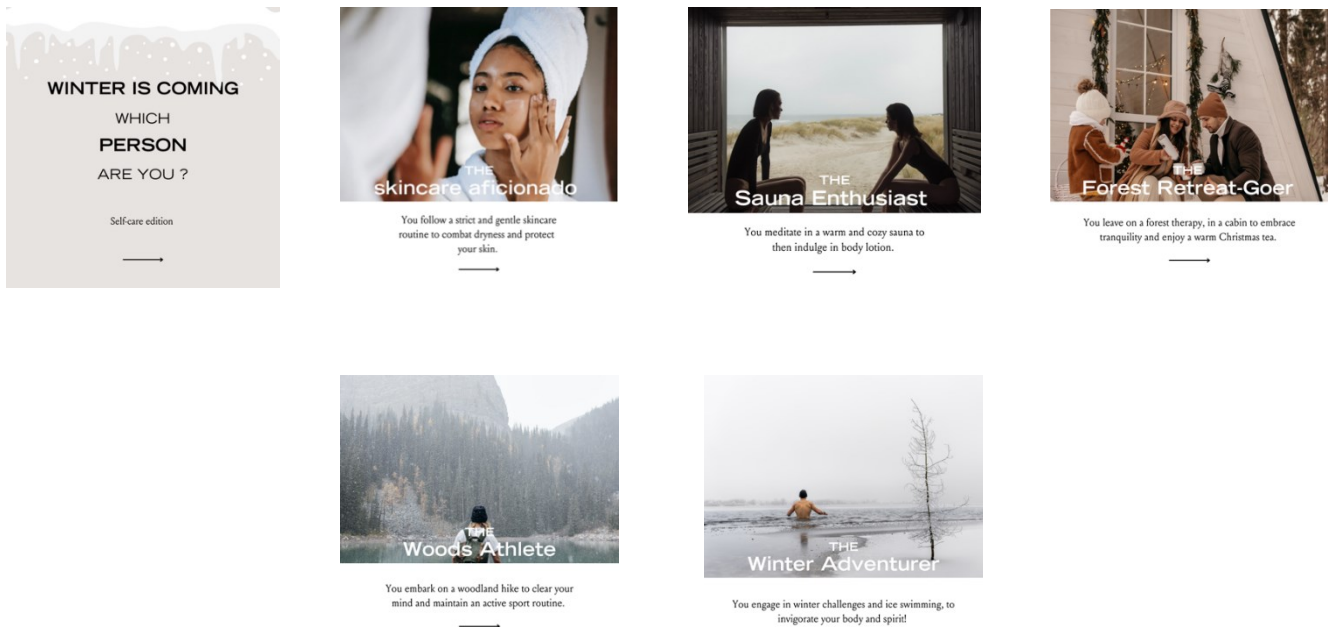
Picture 13. Winter Carousel.

The "Textures" video sought to evoke emotional connection with viewers through the tactile experience that offers Henua products. Using trendy video editing codes and music, this content aimed to be aesthetically pleasing and inform viewers about the products while emphasizing the value of peace of mind.

To conclude, the "Henua has no borders" video and post "Reviews" aimed to prove reassurance and communicate the brand's values of global inclusivity and women empowerment. With dynamic edits of diverse women experiencing the products for the first time, the carousel post, on the other hand, showcased their reviews. The carousel post is shown in the picture below (Picture 14).
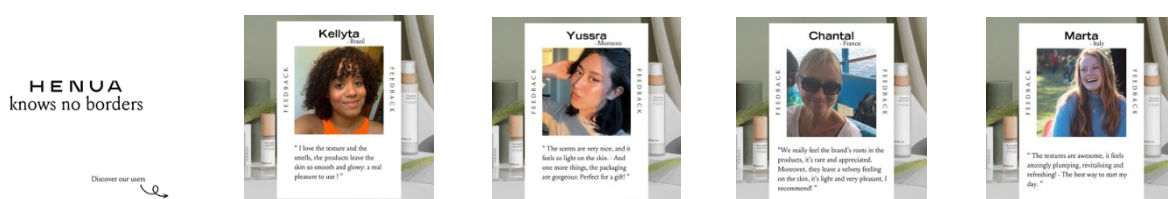
Picture 14. Reviews Carousel.

5.6 Calendar

Ultimately, the author of this thesis strategically organized the publication of these content to optimize the efficiency of the test campaign. This involved leveraging the content calendar template proposed by SemRush as an essential organizational tool.

The calendar being very long and complete, it is not possible to include it all in this thesis, nonetheless here is an example of it with the three first campaign days, it defines the day, the channel and the time on which the content were posted. Additionally, it provides an insight of content's topic, its type, link to the final outcome and caption. Moreover, the status indicates the stage on which the content is, in this case all the contents were finished before the official start of the brand awareness test campaign, hence they were all scheduled. The table below provides an example of this content calendar (Table 5).

Table 5. Content Calendar Example (Camarena, 2023).

Channel	Day	Status	Date	Time (GMT)	Post Topic/Type	Copy	Visual Type	Visual (Drive Link)	Captions	Duration of Post
Instagram	Sunday	Scheduled	10/22/2023	4:00 pm	Brand Introduction	Teasing ITW	Video	az9FLpTK0Gi27v1mU	Meet Anu and Jer	Unlimited
Instagram	Monday	Scheduled	10/23/2023	6:00 pm	Brand Introduction	Introduction Video - Interview	Video	emJ48PWf0TpyDxd_0	Dive into our first	Unlimited
Facebook	Monday	Scheduled	10/23/2023	6:00 pm	Brand Introduction	Introduction Video - Interview	Video	https://drive.google.cc	Dive into our first	Unlimited
TikTok	Monday	Scheduled	10/23/2023	6:00 pm	Brand Introduction	Introduction Video - Interview	Video	https://drive.google.cc	Dive into our first	Unlimited
TikTok	Tuesday	Scheduled	10/24/2023	6:00 pm	Brand Promotion	Skinimalism - POV Bathroom	Video	QT0_v5VDquFGwBQr	Introducing the art c	Unlimited
Facebook	Tuesday	Scheduled	10/24/2023	6:00 am	Brand Promotion	Skinimalism - Henua VS Others	Single Still Image	https://drive.google.cc	We streamline your	Unlimited
Instagram	Tuesday	Scheduled	10/24/2023	6:00 am	Brand Promotion	Skinimalism - Henua VS Others	Single Still Image	https://drive.google.cc	We streamline your	Unlimited
Instagram	Wednesday	Scheduled	10/25/2023	6:00 pm	Brand Promotion	Henua Experience - Order	Video	VsCoKK4PP8--9UQR	This is the unique H	Unlimited
Facebook	Wednesday	Scheduled	10/25/2023	6:00 pm	Brand Promotion	Henua Experience - Order	Video	https://drive.google.cc	This is the unique H	Unlimited
TikTok	Wednesday	Scheduled	10/25/2023	6:00 pm	Brand Promotion	Henua Experience - Order	Video	https://drive.google.cc	This is the unique H	Unlimited
Instagram	Wednesday	Scheduled	10/25/2023	06:00	Brand Promotion	Henua Meaning	Single Still Image	edrivesdk | https://driv	"Henua" is an old dialect word from South Ostrob

6 CAMPAIGN METRICS

Includes trade secrets.

7 CONCLUSION

To conclude, the thesis "Strategies for Building Brand Awareness and a Competitive Edge in Social Media in a Cross-Field Industry: Establishing a Social Media Strategic Plan for the commissioner Henua" has delved into the realm of Henua, a Finnish company offering natural and premium skincare product. The company mission is to provide real results with potent and organic ingredients while offering the customers an immersive experience through exceptional moments of self-care. The central focus of this case study was on finding strategies to build brand resonance in a cross-field industry within the digital land-scape, it involves empirical research that confronted the luxury and organic skincare markets. This study also considered target customer and typical advertising techniques within these sectors. A benchmarking was conducted as well to position Henua among its competitors and identify whether they use more luxury or green attributes. Upon this selection, the author, hence, developed a social media strategic plan and implemented a brand awareness test campaign over a timeframe of two weeks. Using theoretical sources and analysing KPIs, the author suggested insights into content performance and recommendations for future marketing efforts.

Consequently, the proposed strategies for future implementation are as follows. First, leveraging content related to Finland and Henua's heritage may improve visibility on algorithms as it drives a high engagement. In addition, incorporating more exclusive content with the owners, such as frequent interviews on reels could lead to similar effects, alongside with standing out with stories sharing, for instance, the owners' Henua moments to enhance the sense of community. Moreover, using the broadcast channel feature could also help building community by sharing exclusive content and gather data on the audience thanks to the possibility to conduct polls. Concerning brand resonance, aesthetic and storytelling content is effective as it creates profound emotional connections and allow the audience to envision themselves using the products. Furthermore, continuing the series "Henua has No Borders" could be also advantageous as it allows the audience to identify to the consumers. Additionally, product and texture slow-motion videos, commonly used by competitors, provide tangible sense of the products and hence might have a positive influence. Leveraging labels in content captures attention, from mainly, the LOHAS demographic as stated in the empirical research. Last but not least, emphasising the in-house

production made by the founders, and hence the relatively small batches to leverage the FOMO approach and the sense of exclusivity could act as an efficient strategy.

Finally, overall, the promotional messages should remain discreet, with a focus on creating immersive social media stories through the Henua's brand story, roots and mindset, promoting holistic wellbeing beyond product-centric content.

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