

Fashion Business and Promotion

International retailing: FAS5045

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'Internationalising Kylie Cosmetics to the UK'

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Executive Summary

In this report Kylie Cosmetics, beauty's 'next billion-dollar baby' (Strugatz, 2017) will internationalise into the UK beauty market by having a concession in Selfridges.

Since the opening in 2015, Kylie Cosmetics has yet to leave the US, which is uncommon since her 18 month's figures beat competitors such as Estée Lauder.

The American cosmetic industry had a 'bumper year' due to demand of influencer-led brands changing the traditional format in the cosmetic industry, Kylie is a key player in the market and her high profile gives her opportunity to expand further. In order to keep up with competitors such as Fenty Beauty, it is important for her to expand into new and growing markets. (Marsh, 2018)

Hence why the UK market is a great opportunity for the global expansion of Kylie Cosmetics. The UK colour cosmetics saw a 6% rise in value in 2017 reaching £1.98billion, and this figure is estimated to rise by 62% by 2022 or in a "worst case" scenario by 14% to £2.25billion. These figures show how the market is growing and will continue to do so, even with current political problems such as BREXIT.

Based on research, what Kylie Cosmetics can offer the UK is what consumers are demanding for. This being inclusivity in her brand. She offers 30 shades of concealers therefore catering to all ethnicities. Kylie has many issues to be aware of when coming into the UK market, the uncertainty of BREXIT being one of them. But with uncertainty also comes many positives, for example technology that can be offered after expansion is endless. The UK attracts £28bn worth of Technology, in comparison to other European countries such as France who attract £11bn. (McGoogan, 2017.)

A soft launch will be done when Kylie Cosmetics internationalises to the UK. This decision has been made by looking into what her competitors have done when they have entered the market, but to also give her more control and make the move not as economically risky. Selfridges only has four stores meaning that Kylie can keep the exclusivity to the brand.

As well as this, a collection named 'Union Jack' will launch- this range will be exclusive to Selfridges. If after internal checks on figures and if customer feedback comes back positive, more risk will be taken to expand further such as having a stand-alone store.

Introduction

What are the reasons for internationalising your brand?

About:

Founded in 2015, Kylie Jenner is on track to make her business, Kylie Cosmetics, a \$1 billion brand. (Strugatz, 2017) Being the youngest of the Kardashian-Jenner clan, she is predicted by Forbes to be the youngest self-made billionaire. (Robehmed, 2018) In the 2015, the obsession with Jenner's lips was at its peak- having "How to do the Kylie Jenner lip challenge" the most searched beauty question according to Google Trends. (Avila, 2015) Taking this obsession, Jenner created the LipKit. (Schaefer, 2019)

In just 18 months, Kylie Cosmetics has made \$420 million. She beats competitors such as Estée Lauder Cos. Inc.-owned Tom Ford Beauty where it took them a decade to reach revenues of \$500 million, even though this is one of the fastest growing companies that Lauder owns. (Strugatz, 2017)

Why does the brand need internationalising?

The US consumer base is relative young. The \$532 billion beauty industry has always been driven by influencers and role models. Similar with fast fashion in clothing, Generation Z consumers have been avoiding makeup brands like, Estée Lauder and buying mass market products that they learn about via social media. (Robehmed, 2018)

Push factors:

Strong Market with high demand in and out of the country- the US market is the only market that Kylie Cosmetics has operated in since it opened in 2015. She has now started to move away from only having an online presence and pop-up stores, to having her bestsellers stocked in Ultra beauty. This indicates that the demand for the want of her product has increased.

As well as this, the American cosmetic industry had a 'bumper year' with the demand of influencer-led brands changing the traditional format in the cosmetic industry. (Cosmeticsbusiness.com, 2018)

Colour Cosmetics Market in the US 2018-2022 is expected to grow at a CAGR of 3.52% during the period 2018-2022. Reasons effecting this factor include the increased demand of organic and natural products. This is a sufficient rise in, however there are other markets that are expanding further. (MarketWatch, 2018)

Competitive market- Her competitors such as Fenty Beauty and Huda Beauty have both started to expand into new and growing markets, this causes risk to Kylie Cosmetics being left behind. Multicultural beauty in America is a trend due to the increase in diversity, therefore has given products the opportunity to grow.

Public brand/perception- Kylie Cosmetics has 19.2 million followers on Instagram (Instagram.com, 2019) and its founder, Kylie Jenner has 124 million followers. (Instagram.com, 2019, 2) This is a huge fan base to reach out to, especially since this is one of her main marketing techniques.

The US market has a lot of positives; however, this is just showing the organic growth the brand has in the country. Because of the booming success she has had within the market, the business is at a good stage to expand further. She is a late runner in comparison to similar influencer run brands. For example, Fenty beauty has expanded across the globe, and they only started operating in 2017. (Marsh, 2018)

Justification of your chosen international location.

The UK market

The UK market is great opportunity to internationalise into. The colour cosmetics saw a 6% rise in value in 2017 reaching £1.98billion, this figure is estimated to rise by 62% by 2022 or in a “worst case” scenario 14% to £2.25billion.

(Academic.mintel.com, 2018,1) These figures come from the identification of more women investing in makeup with mass-market and premium segments faring well. With how figures are looking in the UK high street, this is concluding to be a positive gap in the market. (GlobalData Plc, 2017)

In the latest report: ‘The UK Health & Beauty Market 2017-2022’ it has been revealed that the health & beauty will be the fastest growing sector over the next five years. (GlobalData Plc, 2017). As well as this new product innovation and new ingredients is a factor that supports what the UK consumers want, therefore supporting the market growth. Because of this, retailers need to keep on top of health trends, which Kylie Cosmetics continues to do. (GlobalData Plc, 2017)

In the UK, face and eye segments have proven to show that it is the highest growing product in 2017. Its long lasting formulas is an aspect that is driving the products. The products that Kylie Cosmetics produces is a feature that they pride themselves on.

Statistics show that in 2016 face segments were at £718m and in 2017 they were at £782m showing a +9% rise. Similarly, eye segments increased by +6.2% in 2016 being at £587m and 2017 being at £624m. (Academic.mintel.com, 2018, 2)

Internal Analysis – Micro environment

Suppliers

Seed Beauty is Kylie Cosmetics currently supplier. (Schiffer, 2018) Seed beauty is the parent company behind Kylie Cosmetics and has helped build and grow the company into what it is today. The company deals with the product development and manufacturing for Kylie Cosmetics but also for global beauty brands, with facilities in California and China. The headquarters for Kylie Cosmetics is in Oxnard, California, therefore allowing Seed Beauty to offer 'its hands-on-offerings'.(Winter, 2017) The sales and fulfilment is outsourced to the online outlet Shopify. (Robehmed, 2018)

Competitors:

Fenty Beauty.

Fenty is Kylie Cosmetics main competitor because of the celebrity endorsement factor that is behind the brand. Similar to Kylie Cosmetics, Rihanna, whom is a very influential artist in the music industry is the face of the brand.

The company has only been operating since 2017, a great deal shorter than Kylie Cosmetics and has already made the move to expand. Unlike Kylie Cosmetics, Fenty beauty operates in Harvey Nichols in the UK and Ireland and in Sephora across several continents around the globe. Eventhough the brand being in the infancy stage, expanding has still bought her great profitability- earning \$72 million in media value in the first month. (Ilchi 2017)

Public and Brand perception

Since the opening in 2015, the presence of Kylie Cosmetics has been dominated online. Social media has been a huge platform for the promotion of product as Kylie is the sixth most followed person on Instagram with 123million followers, she already has an established fan base and consumer base. (Heartmans, 2018)

A physical presence started with pop up stores in New York and Los Angeles and has recently opened in concessions in Ultra beauty stocking the brands bestsellers.

CEO Kylie Jenner is part of one of the most well-known families in the world thereby being seen heavily in the public eye. Everything she and her family do is looked at

and talked about both positively and negatively. Negative press could affect and influence public spending in the business.

However, this platform creates an opportunity to reach a mass number of consumers and grow her brand further.

External Analysis – Macro environment

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Legal	<ul style="list-style-type: none">• To protect the right of employees, the employment act 1986 is put in place. This act protects employees who go on maternity/paternity leave, minimum wage, and sick/holiday pay. To protect employees from discrimination, The equality Act 2010 is put in place. (David, Gowrea and Rahman, 2019)• Employee liability insurance is a legal requirement for businesses• Public liability insurance provides protection for businesses against potential claims.
Economy	<ul style="list-style-type: none">• Fluctuation of the pound against the dollar could impact profitability. Reports are showing that the pound against the dollar is going “steady” but this could change depending what happens in BREXIT. (Heppenstall, 2019)• People may not have enough money to spend on items that are not essential. In 2017, prices in shops rose rapidly due to the weak pound. This weak pound also increased the cost of importing goods. (David, Gowrea and Rahman, 2019)• Inflation rate is an indication on how well the UK economy is performing. The rate of inflation as of August 2018, is 2.7% against a government target of 2%. (BBC News, 2018)
Political	<ul style="list-style-type: none">• BREXIT is causing political uncertainty in the country. Some analysts believe that it will create a great amount of opportunities for the country due to being able to create our own trade deals with other countries, but others believe it will create ‘chaos’. (David, Gowrea and Rahman, 2019)• Corporation tax will be payable on profits generated by the business. This includes any foreign company with a UK

	<p>branch or office. Currently the corporation tax is 19%. (GOV.UK, 2019)</p>
Environment	<ul style="list-style-type: none"> • Shipping from US to UK- leaving global footprint • Recycling • Awareness of sustainable environmental favorable packaging production and ingredients • Trend of veganism • Manufacturing process and impact to environment • Ethical working conditions and Ethical sourcing standards of manufacturers • Weather has big impact on tourism as the UK's weather conditions are never certain. Tourism is booming in the UK and contributes approximately £127bn annually to the economy. (David, Gowrea and Rahman, 2019)
Social	<ul style="list-style-type: none"> • Kylie is one of the most followed people on Instagram- she has a huge influence. • Brands is very reliant on her image • Increase in the following of Influencers who set trends that consumers follow • Professional women with more disposable income. • The costs of living and higher education is on the rise. (David, Gowrea and Rahman, 2019)
Technological	<ul style="list-style-type: none"> • The UK is very advanced in technology. London especially is the great location for businesses who are developing new technologies to offer the best solutions for customers. The UK technological infrastructure gives entrepreneurs unlimited opportunities to do business. (David, Gowrea and Rahman, 2019) • Since 2011, the UK's technology attracted £28bn compared other European countries like France with £11bn and Germany with £9.3bn. (McGoogan, 2017)

Consumer	<ul style="list-style-type: none"> • The UK's population was 65.6 million in 2016. Births continue to outnumber deaths and the population is expected to reach 74 million by 2039. • In 2016, 18% of people were aged 65 and over, while 2.4% were aged 85 and over. This brings a lot of opportunities for organisations to cater for the needs of the older population. (David, Gowrea and Rahman, 2019)
Competitors	<p><u>Fenty Beauty</u></p> <p>Fenty is Kylie Cosmetics main competitors because of the celebrity endorsement factor that is behind the brand. Similar to Kylie Cosmetics, Rihanna, whom is a very influential artist in the music industry is the face of the brand.</p> <p><u>Prestige Product</u></p> <p>Luxury brands such as Estée Lauder are widely available in the UK market. Price range is higher than Kylie Cosmetics but that comes with the brand being produced by the designer brand. (Academic.mintel.com, 2019)</p> <p><u>Mass Market Product</u></p> <p>Mass market brands such as Fenty, Morphe, Glossier and Sleek have appealed to young women as they have created 'empowering campaigns' which have challenged the traditional way that make-up has been communicated to its consumers. From this change and based on figures shown below, have shown this movement to be a success in the industry. (Academic.mintel.com, 2019)</p> <p>The table below shows how the mass and prestige market have done in the UK market in 2017 compared to 2016.</p>

Colour Cosmetics - UK - May 2018 - Market Segmentation					
Mass-market and prestige sales of colour cosmetics, 2016-17					
	2016		2017		% change
	£m	%	£m	%	2016-17
Mass-market	1,184	64	1,262	64	6.6
Prestige	681	37	719	36	5.7
Total	1,864	100	1,981	100	6.2

Source: based on IRI/Mintel (Academic.mintel.com, 2019)

Market Mapping



What Kylie Cosmetics can offer the UK market

In the UK, 41% of millennial would be interested in a service that colour matches beauty and grooming products to them. (Academic.mintel.com, 2019,3)

After having a drop-in sales by 35% after Fenty beauty released there 40 shades of foundation, Kylie Cosmetics released 30 shades of concealers of her own ensuring that she was catering to what typical mainstream brands do not provide, consequently making her one of the few brands that cater for a diverse set of women. (Kheen, 2018)

As well as having the different shades of concealers, she has also done collaborations with individuals of different ethnicities such as the Kylie X Jordyn collection. (Kylie Cosmetics by Kylie Jenner, 2019,1)

Face and Eye products in the UK market are the highest growth in value sales. This is a specialty of Kylie Cosmetics. (Academic.mintel.com, 2019)

Based on the Kylie Cosmetics websites, Lipkits and Kyshadows amongst products that are seen to be bestsellers. (Kylie Cosmetics by Kylie Jenner, 2019,2)

Based on primary research from the UKs Top Up-an-Coming Stylist 2017, (WarpaintMag, 2018) Lance Breakwell outlines the importance of Animal cruelty free brands in the industry and to consumers in the UK. This comes after the backlash and harsh criticism that NARS received from testing on animals when they made the move to expand to China, so it is more important than ever to have brands that are strictly against testing on animals and are transparent in what is in their products and where they originate from. (Lacey, 2018).

Data gathered from “*Mintel’s Marketing to Older and Younger Millennials – UK, April 2017 Report*” also outlines the importance of being an ethical brand. It states that millennials demonstrate more ethical behaviours and are more likely to buy brands that show ethical behaviours and will stop buying the brands if they do not present this practice. (Academic.mintel.com, 2017,4)

Kylie Cosmetics does not test on animals and neither are the ingredients that their suppliers use. This gives the brand a good position in the UK beauty market. (ethical elephant, 2018)

Threats and opportunity analysis

SWOT:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Brands such as Fenty already having a UK presence showing that American and celebrity faces being the main driver is a success in the UK market. • She is known as the queen of social media, having a combined following of 171m people on her three platforms. This means that she has a huge consumer base to reach out to. • Her brand is set to be a 'billion-dollar baby' by 2022, and that is predicted already without plans on expansion. With an expansion, she could hit that figure before the predicted date. • There is not any language barriers that could cause interfere with selling product- people from the UK have had the product shipped in before. 	<ul style="list-style-type: none"> • Only set up with pop up stores a couple times and only recently opened concessions meaning there is little evidence to show success in physical presence. • The market is fierce with competitors, including her main rival as well as mass market and prestige product.
Opportunities	Threats
<ul style="list-style-type: none"> • The UK is a growing market. • Opening in Selfridges would give Kylie Cosmetics and physical presence in the UK but still hold its exclusivity since there is only four Selfridges stores. 	<ul style="list-style-type: none"> • With the presence of similar brands in the UK Market, it creates a lot of competitors for the brand. • Uncertainty of Brexit causes problems regarding trade

	deals and the value of the pound.
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Barriers to entry:

- Brexit is causing uncertainty in the UK; trade deals are not yet certain. (David, Gowrea and Rahman, 2019)
- The pound is a lot weaker than the dollar meaning that the average LipKit will cost £22.00 in comparisons to \$29.00. This will be beneficial for a US brand since it will be cheaper to put the product in the UK.
- Legislation regarding to Beauty Standards

Internationalising Plan

Entry method

Concession in UK department store Selfridges.

By using this particular entry method it will be a low-medium risk as will give the company good control and keep costs lower in comparison to if they opened a free-standing store. This is a soft approach because Selfridges only has four stores that are open in the UK- this will give Kylie Cosmetics the exclusivity that it currently has.

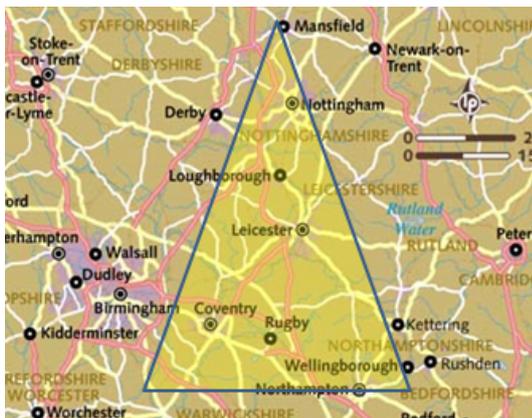
As well as this, Fenty beauty, Kylies main competitor, is stocked in Harvey Nicholls, which is one of Selfridges main competitor.

Locations will be based on where some of the main Harvey Nicholls and Selfridges stores correspond with each other. These cities are capital London as well as Birmingham and Manchester therefore making concessions accessible to a large proportion of the UK.

Product and service strategy:

Since Kylie Cosmetics is currently only in the US, this is going to be here first move out of the country and because of this, a stand-alone store would not be the best economic option.

When moving to the UK, product is going to need to have a distribution centre. The best location for this would be in the 'Golden Triangle' in the West Midlands (See Figure 1).



This area has up to 150 million square feet of warehouse space and the cost of land is in 35% less than average.

This particular location is situated between 3 motorways, rail-links and 2 airports which means that 98% of the UK population can be

reached in a 4 hour drive via DHL, TNT, Parcelforce and UPS. All these delivery couriers have their operations based in and around the area. (Whittaker, 2017)

Another consideration that could be taken is having the distribution centre linked with Selfridges' current one. This centre is currently located in Coleshill, Birmingham. This is just outside the golden triangle, which means it will still have access to motorways and rail links. A benefit for using a distribution centre is that it is already in use and will be cheaper for Kylie Cosmetics to use. (Selfridges & Co Supplier Guidelines & Standards, 2016)

Marketing and PR

To make the product exclusive to the UK, a Union Jack Line will be the feature. This collection will include exclusive Lip Kits, Kyshadows, and Kylighters. It will be exclusive to Selfridges. This will be similar with what she has previously done in regard to collaborations with her sisters. By having this collection, it will make the product unique as it will feature new product.

When the concession opens in the four stores, it will be similar to what she did in Ultra Beauty. She only sold the best-selling and well-known products to test out the market.

As well as promoting the products to her 171m followers across her three social media platforms, product will be sent out to UK makeup bloggers and makeup artists to test and review the product. As she does this in the US already, it is not a major risk on her brands product promotion. (Kylie Cosmetics Marketline, 2018)

Considerations

Cultural considerations

The UK is of a low culture because as a country people have more freedom of expression, and less rules and conformity that has to be abided by. Animal testing is a factor that is not appreciated by the UK market, thereby Kylie Cosmetics having the no animal testing tag will allow the brand to be built in a positive manner.

Legislation considerations

When importing goods to sell in UK, consideration needs to be given to legislation and any tariffs applied by UK government.

Cosmetics have to apply for a 'commodity code' and to confirm if any additional duty is payable. (Trade-tariff.service.gov.uk, 2019)

The commodity code for importing is 3304100000. Goods are subject to VAT standard rate of 20%, so the product will need to cost 20% more in UK than in US if

we wish to retain existing profit margin. Other than VAT, there is no additional duty payable. (Trade-tariff.service.gov.uk, 2019)

Kylie Cosmetics will also need to consider if there are any additional regulations that will need to be applied, especially in the labelling of the product as there may be differences between EU requirements to those in US. (Ashfaq, 2018)

Product packaging

Both the US and the European Union have a cosmetic regulation outlining labeling requirements for cosmetic products (Ashfaq, 2018).

The EU Cosmetic Regulation 1223/2009 came into force in 2013 and is based on three principles:

- Safety of Raw Materials and Ingredients
- Good manufacturing practices
- Invigilating of cosmetic market

The European Union sets a higher level of transparency for finished cosmetic products, preventing the placing of any hazardous substances into the marketplace and strengthening safety for consumers. (Ashfaq, 2018)

The EU cosmetic regulation defines the rules for a compliant cosmetic label and below is the mandatory information that must be printed in “indelible, easily legible and visible lettering”.

What needs to be included on packaging	Does Kylie Cosmetic products include this?
Name and address of the Responsible Person	YES
Country of origin	YES
Nominal content	YES
Date of minimum durability & Period after opening:	YES
Batch number	YES

Kylie Cosmetics already supply the UK the packaging is compliant.

Threats that Kylie Cosmetics will face internationalising to the UK

- Competitive market that she will enter. Even though the brand is a clear leader in catering to a wide diversity of consumers, the industry is very fast pace.
- The interest in premium products is starting to take over the interest in mass market products with brands like Estée Lauder being the leader.

(International, 2018)

Future for Kylie Cosmetics:

With Kylie Cosmetics on track to see a 25 percent increase in sales this year it puts sale projections for 2017 at \$386 million, and if that growth continues, Kylie Cosmetics, is on track to become beauty's next billion-dollar baby by 2022.

(Strugatz, 2017)

Expanding into a new country will give this prediction a great chance at becoming reality.

Evaluation

Metrics that will be used to evaluate the internationalisation of Kylie Cosmetics to the UK would be monitoring how sales have fluctuated since the opening of the concessions. This will be in regard to how well the best sellers as well as how the exclusive Union Jack collection has done.

Feedback from customers is key. To tackle this, after people have purchased items, employees will ask if their emails can be taken to send a follow up survey on their thoughts and opinions. By doing this will make the customer get that direct customer experience and make them feel involved in the brand. With this information Kylie Cosmetics can see not only how the business is doing but being able to monitor the customer service employees are giving as well.

By expanding into the UK it will give Kylie Cosmetics the experience and knowledge of a new market. The UK shares similar similarities to the US such as language, and product that is sold.

Conclusion:

To conclude, by expanding Kylie Cosmetics to the UK would give the brand excellent exposure. By using a soft form of entry will give Kylie Cosmetics the experience and knowledge of what entering new markets will be like but without having to take major risks. Having the new Union Jack collection exclusive to Selfridges will draw customers in.

The brand is seen to predict great sale margins before 2022, showing that there is opportunity for the brands expansion. Kylie Jenner is still very prominent with the worlds media so can still drive and push marketing across her social media.

If the concessions in these four locations bring profit to the business, stand-alone stores in across the UK will be the next step of development.

Word Count: **3,190**

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