

radius

Burt's Bees Goes to China:

Understanding a New
Market, New Consumers and
their Need for Persona
Development

BURT'S BEES®



The Goal Today

Inspire new ways of thinking when it comes to...

- 1 Methodology and insight integration
- 2 Immerse a dynamic team in a new market
- 3 Inspiring your business team to truly know your target



Setting the Stage

Barriers to learning

- 1 A diverse team on very different pages of the learning journey
- 2 An existing segmentation model with no “personality”
- 3 Working creatively to fit budget
- 4 Different Time zones = jetlag!

Our Project Objectives

Fully activate the segmentation model via detailed in-market contextual learning and observation:

- 1 Understand and explore Chinese Culture
- 2 Understand the Beauty category in China
- 3 Explore of key motivators
- 4 Identify opportunity areas and market-specific challenges

Our Approach

TEAM IMMERSION



1

Learn from Experts

Three interviews were conducted with experts in their fields (Beauty, Herbalist, Doula)



2

Exploratory Focus Groups

Two focus groups with participants from two segments:

- Segment 1 – Beauty Seekers
- Segment 2 – Beauty Thinkers



3

Ethnographic In-Homes

Nine (best focus group participants) ethnographic in-homes

Six (additional respondents) extra round of ethnographic immersion and in-home

Projective Techniques

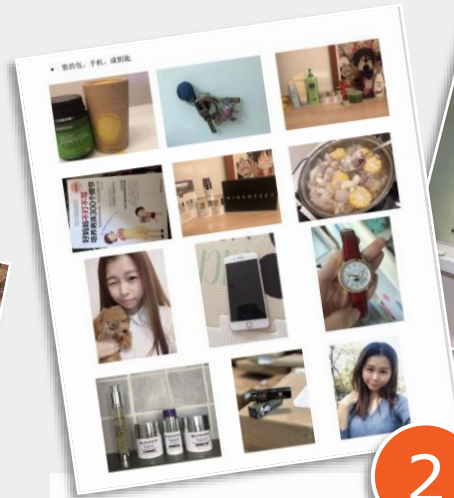
TEAM IMMERSION



1

Learn from Experts

- Pick-A-Picture – Chinese Medicine
- Show & Tell – Practices and Traditions
- Personification Game – Brand Attitudes



2

Exploratory Focus Groups

- Pre-Work: Who They Are
- Pre-work: Product Round-Up for storytelling and sorting activity
- Dictionary – Defining What is Beauty?



3

Ethnographic In-Homes

- Show & Tell – Beauty Products Routine
- Pick-A-Picture – Ideal Experience
- Mobile Shopping – Mock Show and Tell Shopping Experience

Phase 1 | Learnings from Experts

1

Understand how beauty 'trickles down'

"I want to shine from the inside out." – Beauty Thinker

"Every mom is worried that what she uses will affect her child. So, if she chooses natural products, she is choosing something that is not harmful to child." – Doula

2

Approach Beauty from different angles

"Moms want to be beautiful after giving birth, and they hope this product can make their skin smoother and more delicate and repair their stretch marks." – Doula

3

How heritage impacts beauty choices today



Phase 2 | Exploratory Focus Groups

1

Explore high-level & inform deep dive (in-homes)

2

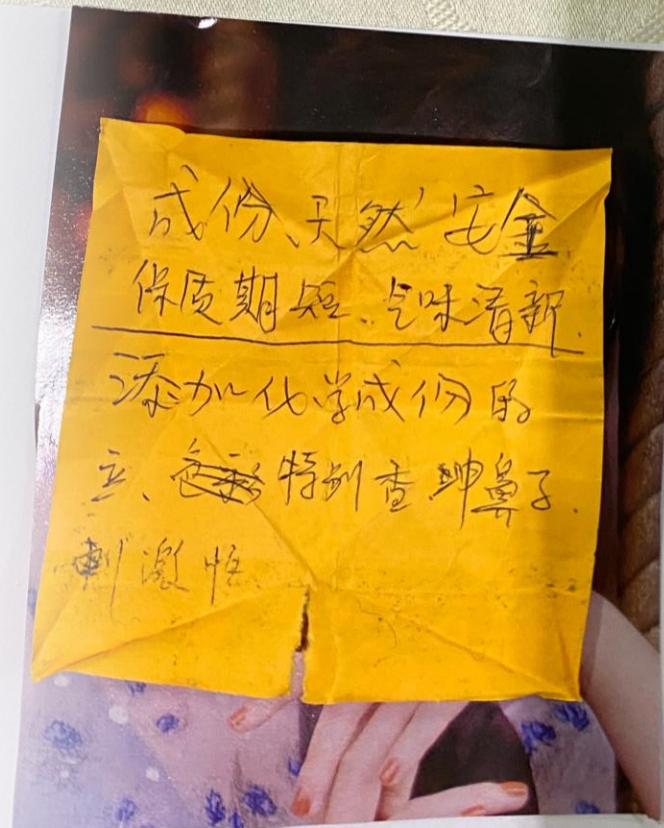
Exposure for full team

3

Get to know our consumers & select best to take us into their homes

张锦怡

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Phase 3 | Ethnographic In-Homes

1

Environmental immersion – Get to know consumers through their home/their world

2

Understand not just what they say but what they do – Show not just tell

3

See beauty product usage live/first-hand



Immerse the team

- Shop where consumers shop
- Eat where consumers eat
- Take walks in your consumers neighborhoods
- Talk to your consumers experts
- Learn about their values & their important life moments
- Don't underestimate having the same conversations & interactions with your colleagues



Just how different is Beauty in China?

1

Chinese beauty standards place an emphasis on youthfulness



*"Women's definition of beauty is to be always 18 years old, youthful, dynamic, and energetic."
- Beauty Expert*

2

Skincare routines are highly important and require a variety of products



*"I cannot go to sleep without doing my nightly skincare routine."
- Beauty Expert*

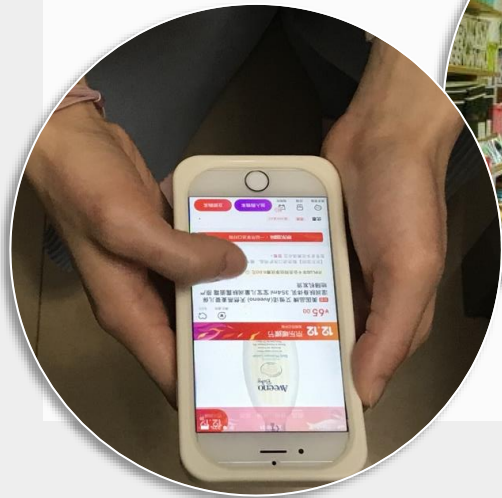


*"I want to avoid mother face (looking old and saggy)."
- Beauty Seeker*

Key Cultural Differences

3

The type of product determines *where* Chinese consumers shop



4

Importance of hero ingredient

"Many products sold here are for moisturizing, but younger people are less likely to find it in a pharmacy, but they would rather buy it in a health care store."
— Pharmacy Expert



How did we create a team-consumer first name basis relationship?

- Synthesis Session
- Soul Story
- Video Montage
- Monthly Infographic
-
- Knowledge Lab
- Innovation Sprints



*"A good life means choosing better brands, more expensive = better/new technology."
- Beauty Seeker*

Your New BFF - Mei

How would you describe her in 5 words (unrelated to category)?

"People often come to me for advice. I like to help as much as I can."

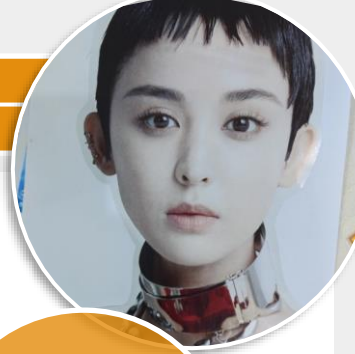
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My Style

What does she want others to think when they see her?



"I like to wear things that make me feel relaxed."



Who is her expert

Where does she go for advice? And how does she decide to trust?

"When it comes to recommending beauty products, I am like an encyclopedia."



My routine

What's her daily routine & how does beauty fit in? And how does Burt's fit into her routine?

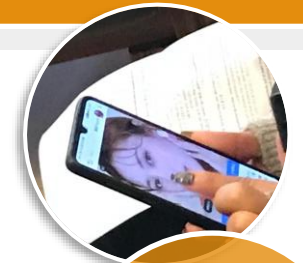


"I cannot go to sleep without doing my nightly skincare routine."



Approach to shopping

How does she find new products? What is okay from a corner store vs. what requires a special trip to a special store?



"If I am brand loyal, it means I have stopped exploring."



Advice for you

1



Get to know your core target outside of your category

2



Always refer to your persona by their first name

3



Keep the ball in the air – simple reminders

4



Integrate

Any Questions?