

ENHANCE PRODUCT LIFECYCLE MANAGEMENT AND PURCHASE INTENTIONS PT AVO INNOVATION AND TECHNOLOGY



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Abstract

The fast beauty industry is characterized by rapid product innovation cycles and dynamic shifts in consumer preferences, creating challenges in product lifecycle management (PLC) and inventory control. This study aims to analyze how PT AVO Innovation and Technology (AVO), an Indonesian beauty company, manages the lifecycle of its skincare products and to identify areas for improvement in promotional and inventory strategies. A qualitative descriptive approach was employed, with data collected through semi-structured interviews involving three key informants from the Product Innovation & Development, Marketing Communication, and Sales/E-commerce divisions. The data were thematically analyzed with support from PLC, supply chain management, and consumer behavior theories. The findings reveal that AVO applies a structured lifecycle process, ranging from pre-launch internal testing, promotional campaigns at launch, sales monitoring during growth, bundling strategies at maturity, to reformulation or discontinuation at decline. However, challenges remain, including inventory buildup in slow-moving products, reliance on reactive forecasting, promotional strategies focused mainly on best-sellers, and the absence of clear discontinuation criteria. These results highlight that AVO's competitiveness depends not only on continuous innovation but also on its ability to align lifecycle management with promotional planning and inventory control. The study emphasizes the need for data-driven forecasting, lifecycle-based promotions, and stronger cross-divisional coordination to reduce risks and sustain competitiveness in the fast beauty industry.

Keywords: Fast Beauty Industry, Product Lifecycle Management, Inventory Control, Promotional Strategies, Forecasting

INTRODUCTION

With rapid technological growth, social media has evolved from entertainment into a global platform for education, e-commerce, and information sharing (Joshi et al., 2022). In the beauty industry, it plays a central role in shaping consumer behavior, spreading trends, and influencing purchase decisions. While these platforms empower users with product knowledge and skincare routines, they also contribute to impulsive purchasing and fuel the rise of “fast beauty,” a model in which brands rapidly launch new products to keep pace with shifting online trends. This dynamic compels companies to continuously innovate, personalize, and shorten product cycles to remain competitive.

The global beauty industry reflects this transformation. In 2023, retail sales of beauty products reached \$446 billion a 10% increase from 2022 and are projected to grow at a CAGR of 6% through 2028, with skincare as a leading segment (McKinsey & Company, 2024). Asia, particularly China, Japan, and South Korea, dominates the market, accounting for 35% of global beauty and personal care sales (Euan Rellie et al., 2024) This consumer-centric trend is further supported by rising average revenue per capita in beauty and personal care, which has grown from \$46.97 in 2018 to a projected \$66.93 by 2030 (Statista, n.d.)

Indonesia exemplifies this global and regional momentum. Among all fast-moving consumer goods (FMCG) categories, beauty has emerged as one of the fastest growing, recording 16% year-on-year value growth four times higher than the overall FMCG sector (Kantar, 2025) Even amid pandemic-related challenges, consumer demand for skincare, haircare, and cosmetics has remained resilient, particularly for wellness-oriented products. Skincare now accounts for approximately 30% of the total industry value (Doyle et al., 2020), with social media playing a pivotal role in shaping awareness, educating consumers about ingredients and routines, and amplifying local brand visibility. Companies such as Wardah and SOMETHINC have demonstrated success by offering culturally relevant, high-quality products tailored to local preferences.

Indonesia’s beauty market is also characterized by early consumer engagement. Generations Z and Alpha are increasingly beauty-conscious at younger ages, heavily influenced by online content. At the same time, rising incomes across socioeconomic classes have made beauty products more accessible, creating a broad-based demand. This environment has fostered a dynamic, innovation-driven market shaped by fast beauty principles, including accelerated product cycles, influencer partnerships, seasonal campaigns, and integrated online–offline strategies (Doyle et al., 2020)

Within this competitive landscape, PT AVO Innovation and Technology has emerged as a strong local player. Through its brands Avoskin, Lacoco, Looké, Oasea, and Glow Better, the company has effectively responded to consumer demand for affordable, high-quality skincare. Its strength lies in its ability to identify market shifts and innovate rapidly, fostering strong customer engagement and brand loyalty. Nevertheless, PT AVO faces operational challenges, particularly in inventory management. While some products achieve high sales velocity, others move more slowly, resulting in inventory buildup, financial risk, and the possibility of product expiration.

This challenge reflects the Pareto Principle, which suggests that a small proportion of inputs often generate the majority of outcomes (Better Explained, n.d.) In practice, a limited number of fast-moving products contribute most of PT AVO’s sales, while slower-

moving items add little value but increase the risk of waste. Addressing these imbalances requires improvements in demand forecasting, stock level adjustments, promotional strategies, and supply chain optimization.

Against this backdrop, the focus of this study is to examine how beauty companies, specifically PT AVO Innovation and Technology, can optimize inventory management in response to accelerated product cycles and trend-driven consumer behavior shaped by social media. More specifically, it seeks to analyze the role of promotional mix strategies in addressing sales imbalances, mitigating inventory buildup, and reducing the risk of product expiration within Indonesia's dynamic and highly competitive beauty market.

REVIEW OF LITERATURE

Product Lifecycle Management (PLM)

These models can help us think more deeply about broad ideas and can also point out places where we need to investigate problems that they raise (Grieves, 2005; Stark, 2022). Product Lifecycle Management (PLM) encompasses the entire lifecycle of a product, from its initial concept and design through production and beyond, until its end of life. It's also involved in four main stages, which consist of the introduction in this phase, the product or innovation must be aligned with market demands; growth, once the product is ready for the market, the product lifecycle manager will develop a strategy to drive sustainable market growth and scalability, working closely with relevant departments or teams to ensure ongoing, efficient expansion; maturity, when the product starts scaling and gaining traction, the product lifecycle manager must collaborate with both internal and external stakeholders to maintain market share and guide the product's commercial evolution, ensuring long-term, sustainable ROI; decline, when a product or innovation enters its decline phase, a skilled product lifecycle manager steps in as a problem-solver. At this point, their role is to determine the best course of action for the product, whether that means revitalizing and redeveloping it or gradually phasing it out.

Promotion Strategy

A promotional strategy is a planned approach businesses use to reach their target market and achieve marketing objectives through the coordinated use of various promotional tools. According to Ali & Muhammad (2021), it helps clearly communicate a company's value proposition, build brand awareness, and influence consumer buying behavior. The choice of strategy depends on factors such as product type, target audience, budget, and market competition. As noted in Yismaw Ayenew (2023) effective promotion is essential for increasing product visibility, especially in saturated markets. PT AVO Innovation and Technology implements a multi-faceted promotion strategy that combines push and pull techniques, as well as emotional and value-oriented messaging.

A push strategy focuses on encouraging intermediaries such as distributors and retailers to promote products through trade discounts, bonuses, or participation in trade fairs. These efforts are generally not visible to consumers but play a key role in shaping what is offered and recommended at the point of sale (Yismaw Ayenew, 2023). In contrast, a pull strategy aims to create consumer demand directly through visible tactics such as advertising, digital campaigns, and social media engagement. These methods help build brand awareness and motivate consumers to seek out the product themselves (Yismaw Ayenew, 2023).

Emotional value-oriented is also needed in promotion strategy, it's a complementary strategy that aims to forge deeper, more meaningful connections between brands and consumers. Research shows that in professional business services, suppliers who provide high emotional value can reduce customer anxiety and foster relief regarding cooperation outcomes (Arslanagic-Kalajdzic et al., 2020). Perceived emotional value, defined as the utility derived from affective experiences in business relationships, can generate sensory gratification and positive relational outcomes. Firms that excel at delivering emotional value are also more capable of sensing customer responses, thereby enhancing customer orientation (Arslanagic-Kalajdzic et al., 2020).

Promotional tools play a critical role to successfully implementing these strategies. Without the right tools, such as digital advertising platforms, influencer collaborations, product demonstrations, or loyalty programs, the execution of promotional strategies would be limited. Promotional tools not only enable companies to achieve emotional engagement with customers but also help foster stronger brand–customer relationships by translating strategic intent into tangible market actions (Chen Lijuan et al., 2023).

Inventory Build-Up

Inventory build-up refers to the accumulation of unsold goods or products that a company holds over a certain period. Product obsolescence becomes a significant concern when businesses fail to move inventory efficiently to retail shelves or online catalogs (Chen Lijuan et al., 2023). Excess inventory can result in products becoming outdated or undesirable, causing their value to decline and potentially leading to financial losses if items cannot be sold. PT AVO manages its inventory using both the FIFO (First In, First Out) and FEFO (First Expired, First Out) methods. The FIFO method assumes that the earliest purchased items are sold or used first, regardless of their actual physical movement, which helps ensure that the remaining inventory on the balance sheet reflects more recent purchase prices, keeping inventory values closer to current market costs (Sembiring et al., 2019). In contrast, the FEFO method prioritizes selling or using products with the earliest expiration dates, which is essential for perishable or short-shelf-life goods such as cosmetics, where overstocked products can lose effectiveness or even cause skin irritation (Rio Akram Miiro, 2025)

Expiration Risks

Expiration refers to the point in time when a product is no longer considered effective or safe to use, usually indicated by a specific date after which its quality and performance may decline. Wu et al. (2018), the potential financial or reputational loss that a business may face when products approach or surpass their expiry dates before being sold or consumed. In trading, for instance, expiration risk is associated with contracts that reach maturity and must be managed carefully to avoid losses. In the context of the skincare industry, expiration risk carries significant implications for both consumers and companies. Skincare products contain active ingredients that degrade over time, and using expired products can lead to reduced efficacy, skin irritation, or adverse dermatological reactions. Theotokis et al. (2012) argue that consumers view product quality before the expiration date as part of a psychological contract, an implicit promise that the product will perform as expected.

Purchase Intention

Purchase intention refers to the likelihood or tendency of consumers to purchase a specific brand or engage in actions directly related to the purchasing process. Peña-García et

al. (2020) describes purchase intention as a measure of the probability that consumers will make a purchase based on various factors, such as their attitudes, preferences, and perceptions of a product or service. This concept is essential in understanding consumer behavior, as it provides insights into how potential customers are likely to act when they are exposed to different marketing stimuli. A strong purchase intention often indicates a higher likelihood of conversion, making it a key metric for businesses aiming to predict sales performance.

The concept of purchase intention is also closely related to consumer decision-making processes. According to Riaz et al., (2021) online purchase intention specifically refers to a customer's willingness and intention to engage in online transactions. This intention can be influenced by several factors, including the perceived ease of use of online platforms, trust in the website, and the attractiveness of the product or offer. When customers express an intention to make a purchase online, it signals a higher level of interest and engagement, often leading to the next steps in the purchasing journey. Riaz et al. (2021) Consumers begin by seeking information about products or services, often using search engines or online reviews to gather insights. Once they have sufficient information, they proceed with transactions on e-commerce platforms, completing purchases through digital payment systems. This process highlights the importance of a seamless, efficient online shopping experience that can facilitate the transition from intention to actual purchase.

Conceptual Framework

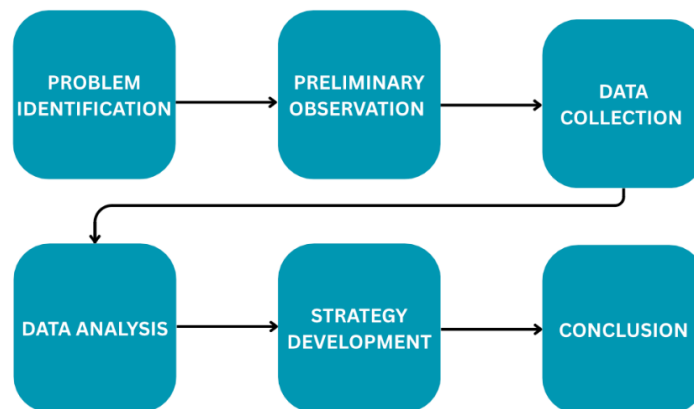


Figure 1.
Conceptual Framework

Problem Identification in this research begins with analyzing the internal challenges faced by PT AVO Innovation and Technology in managing the product lifecycle of skincare items. In particular, the issue of inventory build-up and risk of product expiration is emphasized. This problem often arises due to an imbalance between product demand and promotional strategies, where only a small percentage of SKUs contribute to the majority of sales. The identification is grounded in internal performance indicators and supported by initial insights from market dynamics in the fast-moving beauty industry. This stage sets the foundation for determining the research focus and formulating the problem.

Preliminary observations are conducted to gain a general understanding of the company's current practices in product lifecycle management. This includes observing PT AVO's public facing communication, such as its product offerings, frequency of new

launches, and social media promotional strategies. These observations are also supplemented by an overview of the trends in the fast beauty market, both globally and in Indonesia. The goal of this step is to capture initial assumptions, explore possible causes behind excess inventory, and frame hypotheses that will be investigated further through qualitative data collection.

Data for this research will be collected using qualitative methods. This includes a literature review of relevant studies on product lifecycle management, promotional planning, and fast beauty trends. In addition, publicly available information such as PT AVO's website content, digital campaigns, and social media presence will be analyzed. The primary data will be collected through in-depth interviews with internal stakeholders at PT AVO Innovation and Technology. These interviews will involve personnel from all of whom are directly involved in managing product development, promotional planning, and stock control. The aim is to explore internal perspectives on current practices, challenges, and areas for improvement.

Data analysis will be conducted qualitatively. The interview findings will be interpreted to identify themes related to lifecycle management, product promotion alignment, and inventory risk. Supporting data from the literature and external market trends will help contextualize PT AVO's internal situation. The analysis will uncover the root causes of inventory buildup, assess the effectiveness of current planning strategies, and identify gaps in cross-departmental coordination. This process is essential for formulating actionable solutions tailored to PT AVO's internal operations and business goals.

Strategy development involves designing a strategic solution in the form of a more focused and adaptive promotional planning system tailored to each phase of the product lifecycle. This includes developing promotional recommendations based on sales data, product launch timelines, seasonal trends, and social media utilization. The goal is to create a strategy that not only increases sales but also reduces excess inventory.

Conclusion, draw the overall research process, summarizing the main findings, the effectiveness of promotional strategies in managing the product lifecycle, and their influence on inventory efficiency. This phase will also provide practical recommendations for PT AVO to improve marketing performance and inventory control in the future.

RESEARCH METHOD

This study adopts a qualitative descriptive approach with a case study design to examine how PT AVO Innovation and Technology manages its product lifecycle and to identify opportunities for improving promotional planning and inventory control. A qualitative approach is appropriate as it emphasizes understanding real-world processes, behaviors, and decision-making from the perspective of internal stakeholders, focusing on the *how* and *why* rather than relying on numerical data (Tenny et al., 2025) The case study method further allows for in-depth exploration of a single organization in its real-life context, making it suitable for capturing PT AVO's unique challenges and strategies (Perry, 1998).

Participants were selected using targeted (purposive) sampling, a non-probability technique where individuals are deliberately chosen for their knowledge, relevance, and ability to provide accurate insights (Kassiani Nikopoulou, 2022) Data collection combined observation and informal interviews. Observation was conducted during the

researcher's internship at PT AVO, focusing on product development activities, marketing strategies, and consumer trend discussions. Informal interviews with key personnel from product innovation, marketing, and sales provided deeper insights into challenges such as inventory buildup, promotional execution, and adapting to fast-changing consumer trends.

To strengthen validity, the study also draws on secondary data, including company reports, industry analyses, and relevant literature. The integration of primary and secondary sources ensures a comprehensive evaluation of PT AVO's strategies for optimizing product lifecycle management and enhancing consumer purchase intention.

RESULT AND DISCUSSION

Product Lifecycle Management at PT AVO

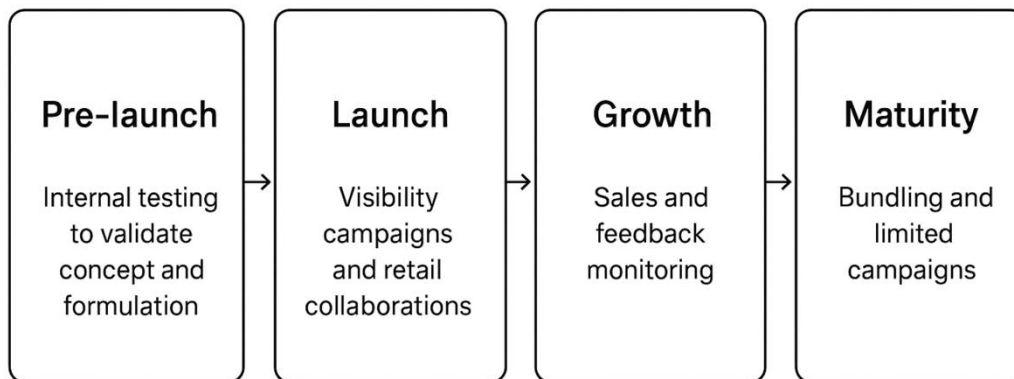


Figure 2.
Product Lifecycle Management at PT AVO

Based on interviews with the Product Innovation and Development (PID), Marketing Communication (Marcomm), and Sales/E-commerce teams, PT AVO manages the lifecycle of its skincare products through a structured process, spanning from pre-launch to post-launch. This systematic approach reflects the company's effort to balance innovation with responsiveness to dynamic market conditions in an industry characterized by rapid change and strong consumer trends.

At the introduction stage, PT AVO emphasizes market research and product design. The Marcomm team plays a central role by collecting and analyzing data from digital platforms such as social media, Google Reviews, and search engines to identify consumer preferences and emerging trends. As Audrey explained, *"In the beginning, Marcomm collects data from social media, Google Reviews, search engines, and website reviews. From there, we compile information to understand what customers want or what trends are emerging. For example, in 2023–2024, serums containing ABC ingredients were in high demand"* (Audrey, Marcomm, Interview 2025).

In addition to trend analysis, PT AVO also applies benchmarking as a method of competitive evaluation. Benchmarking is carried out by comparing internal products with competitors' products in terms of formulation, price positioning, packaging, and communication strategies. This process helps the company identify competitors' strengths and weaknesses, serving as a reference for designing more relevant and competitive products.

The consumer insights gained from benchmarking and market research are then passed on to the PID team for further evaluation regarding ingredient feasibility, packaging suitability, and sensory elements. The team subsequently coordinates with OEM partners to translate these insights into technical production. This highlights Marcomm's role as a bridge between consumer voices and technical product development.

Once consumer needs have been identified and formulations validated through internal panels, the process moves to the launch stage. At this point, Marcomm develops an integrated communication strategy that includes digital campaigns, influencer collaborations, and promotional activities across both online and offline platforms. To create launch plans, the team also analyzes competitor platforms ranging from websites and social media to campaigns and brand communities.

According to Audrey, *"Our role is important both at the beginning and the end of the product cycle: first to initiate product concepts and collect data, and later to package and communicate the product effectively to the public"* (Audrey, Marcomm, Interview 2025). The main objective of these activities is to build awareness, generate interest, and drive purchase intent.

Marcomm also determines the timing and style of product launches. Audrey emphasized that launch timing can be tricky, as releasing too many new products may overwhelm consumers. Therefore, internal readiness, financial, operational, and organizational is prioritized over simply chasing trends. *"If we follow trends too much, it feels rushed. Usually, we plan two to three launches per year, depending on internal capacity"* (Audrey, Marcomm, Interview 2025).

Launch strategies are further tailored based on the characteristics of the target market, purchasing power, and consumer behavior on social media. Younger audiences are targeted mainly through TikTok and Instagram, while more mature segments are reached via websites and WhatsApp. As Audrey explained, *"We prioritize purchasing power and basket size rather than age. For example, a 21-year-old may spend more on skincare than a 25-year-old. That determines how broad and large our campaigns are"* (Audrey, Marcomm, Interview 2025).

The Sales/E-commerce team complements Marcomm's strategy by ensuring product visibility across online and offline retail channels. Strategies include paid shelf placements (gondolas, end gondolas, backwalls) as well as promotional partnerships with major retailers such as Sociolla, Watsons, and Guardian. Astari elaborated, *"Visibility relates to campaign platforms and partners. In modern trade, promotions can be exchanged for visibility, but usually retailers also require brands to purchase promotional packages"* (Astari, Sales/E-commerce, Interview 2025).

Following the launch, the product enters the growth stage, with a focus on performance monitoring and continuous adaptation. Evaluation uses quantitative indicators (sales growth, distribution coverage, repurchase rates) and qualitative indicators (consumer reviews, social listening, and customer service reports). As Ifa explained, *"After the launch, AVO monitors product performance from various aspects, and competitor monitoring helps us see how our product is positioned compared to others in the market"* (Ifa, PID, Interview 2025).

When sales growth begins to slow, products enter the maturity stage. PT AVO implements lifecycle extension strategies such as bundling, limited-edition packaging, and

more targeted promotional campaigns. Marcomm plays a key role at this stage. Audrey explained, “*Sometimes we plan six to nine months ahead to evaluate whether a product should be positioned for full commercial purposes or limited branding. For example, some products are released in small quantities, such as 3,000–5,000 units, to create exclusivity and maintain relevance*” (Audrey, Marcomm, Interview 2025).

A concrete example is the Avoskin Miraculous Advanced LSRiddle+ Shot Ampoule, which targets a niche and high-risk segment. Instead of being marketed on a mass scale, the campaign focused on consumer education, limited production, and testimonials from influencers and communities. Audrey added, “*This product is not meant for everyone, so we must be careful. We rely heavily on consumer education and authentic testimonials to build credibility and trust*” (Audrey, Marcomm, Interview 2025).

Eventually, products that lose relevance enter the decline stage. Market trends and consumer voices strongly influence decisions at this stage. Ifa noted, “*Almost all lifecycle decisions, whether reformulation, rebranding, or discontinuation, are aligned with market trends and consumer feedback*” (Ifa, PID, Interview 2025). Reformulation is chosen if a product still has brand equity but outdated formulas, while rebranding is used to refresh consumer perceptions. Discontinuation is considered if sales performance is consistently low, production costs are high, or the product is no longer relevant to market needs.

Nonetheless, PT AVO avoids rushing into discontinuation, given its wide SKU portfolio. Alternatives such as stock reduction, bundling, or shifting distribution channels (e.g., repackaging products into gift sets) are often used to maximize product value before full withdrawal. This careful approach underscores PT AVO’s commitment to managing its product portfolio strategically, balancing short-term needs with long-term brand sustainability.

Proposed Improvements in PLC and Promotional Planning

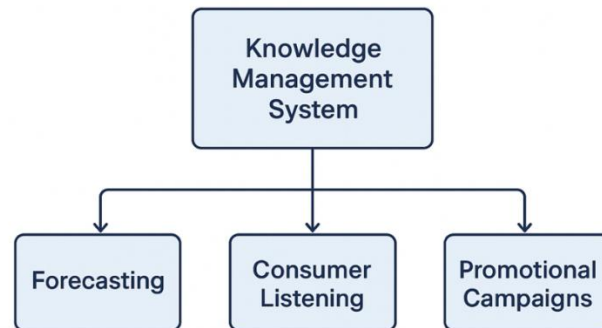


Figure 3.
Framework of Knowledge Management in Marketing Activity

In managing the product lifecycle (PLC), PT AVO faces various challenges that directly impact the risk of inventory buildup and product expiration. These challenges are particularly evident in slow-moving products, namely products that are not quickly absorbed by the market.

From the perspective of the Product Innovation and Development (PID) team, the main issue lies in inventory management. Ifa emphasized that, “*The main challenge in*

managing the product lifecycle, especially for slow-moving products, is how to maintain product relevance in the market. For instance, inventory management issues often cause stockpiling in warehouses or distributors, which increases storage costs and the risk of expiration if not handled promptly” (Ifa, PID, Interview 2025). To mitigate these risks, PID seeks to adjust supply volumes through forecasting. However, the highly competitive and dynamic nature of the beauty industry further complicates the situation. Emerging trends, more advanced active ingredients, and shifting consumer preferences can quickly erode the relevance of previously popular products. Furthermore, Ifa added, *“Slow-moving products usually often receive low priority in promotion compared to trending products, and without marketing support, awareness and sales will continue to decline”* (Ifa, PID, Interview 2025). This highlights how limited promotional support exacerbates the stagnation risk for such products.

From the perspective of the Marketing Communication (Marcomm) team, the greatest challenge is identifying the root cause of underperforming products and determining the most effective promotional channels. Audrey illustrated this by stating, *“Sometimes there are products that do not perform well on social media, but they are actually more effective on e-commerce platforms. This requires us to evaluate both the reasons behind consumer responses and the right channels to leverage”* (Audrey, Marcomm, Interview 2025). This suggests that promotional strategies must remain adaptive, considering differences in channel effectiveness. A campaign that underperforms on one platform may yield significant impact on another. Therefore, promotional planning for slow-moving products cannot be generic but must instead be aligned with consumer behavior across different distribution channels.

Meanwhile, the Sales/E-commerce team approaches the issue through the Pareto principle, whereby a small percentage of products (best-sellers) account for the majority of sales. Astari explained, *“Pareto products are those that must really be maintained, so their stock is indeed higher compared to non-best-seller products. For non-best-sellers, we limit the stock to avoid accumulation, but still support them through promotions because we are also concerned that these products may become slow-moving or even expired”* (Astari, Sales/E-commerce, Interview 2025). In this context, supporting products are not maintained to generate primary sales volume but rather to enrich brand variety and meet consumer expectations for options within a skincare routine. However, their stock levels are kept at a minimum to prevent inventory burden. Additionally, retail strategies are applied to trigger impulse buying, such as placing small-sized products near cashiers or arranging product displays strategically to accelerate consumer purchasing decisions.

Beyond stock and distribution, the Sales team also underscores the role of virality and consumer reviews in driving sales. Astari noted, *“Virality and reviews have always been key in raising awareness... if a product is frequently promoted and creates scarcity, it will become even more sought after. For instance, when Tasya Farasya approved certain products, the impact was very significant”* (Astari, Sales/E-commerce, Interview 2025). This highlights how social media trends, KOL endorsements, and e-commerce reviews can accelerate stock turnover. Integrated promotion leveraging trends (trend-driven promotion) and social proof has proven effective in minimizing the risk of product stagnation.

From Marcomm’s perspective, the effectiveness of digital promotion largely depends on the choice of channel and the appropriate influencer tier. Audrey emphasized, *“When choosing KOLs, we have to see whether their audience is only for awareness or if they can*

actually drive purchase. Influencers with smaller audiences sometimes actually deliver higher conversion” (Audrey, Marcomm, Interview 2025). Hence, promotional strategies cannot be standardized but must be tailored to the product’s position within the marketing funnel, whether in awareness, interest, or conversion stages.

Meanwhile, from PID’s perspective, consumer purchasing decisions are influenced by six main factors: product efficacy, brand trust, user reviews, price-to-value balance, accessibility, and alignment of brand values with consumers. Ifa explained, *“Consumers tend to buy products that they believe can solve specific skin problems... in addition, trust in the brand, reviews from other users, price versus value, and product accessibility strongly influence purchasing decisions”* (Ifa, PID, Interview 2025). This analysis indicates that promotions emphasizing efficacy, value proposition, and trust-building are more likely to sustain product relevance across its lifecycle.

Furthermore, Marcomm relies on tools such as data analytics, social listening, and campaign monitoring to evaluate promotional effectiveness. Audrey stated, *“I personally use Meta analytics for Instagram, and mostly TikTok dashboard as well. I focus more on the upper funnel awareness and consideration so I rely more on the built-in analytics tools from the platforms”* (Audrey, Marcomm, Interview 2025). This demonstrates that data-driven evaluation forms a critical foundation for building more measurable and responsive promotional strategies.

CONCLUSION

These findings suggest that while PT AVO has established a solid foundation in product lifecycle management (PLC), further improvements are needed to strengthen data-driven forecasting, lifecycle-based promotional planning, cross-functional coordination, and portfolio management. Integrating marketing insights, consumer data, and structured decision-making processes can help the company minimize inefficiencies and maintain competitiveness. From a marketing and operations perspective, this study highlights the importance of aligning promotional strategies with lifecycle stages to ensure that product relevance is sustained beyond the launch phase. One key contribution of this research is that it provides empirical evidence from the Indonesian fast beauty industry on how lifecycle management is implemented in real business contexts.

By linking promotional strategies with lifecycle management and inventory control, this study offers valuable insights for both academic research and managerial practice. In practical terms, PT AVO can strengthen its operational and marketing performance through several strategic initiatives. First, the company should enhance its scenario planning capabilities by simulating various “what-if” situations, such as demand declines, supply disruptions, or sudden competitor entries, to improve agility and resilience. Second, PT AVO should institutionalize a 360° knowledge management system that consolidates insights from forecasting, consumer listening, and promotional campaigns, ensuring that learnings are systematically captured and applied across future product launches.

Third, implementing intra-brand bundle promotions and expanding gift-with-purchase (GWP) programs can increase consumer engagement and help move slow-moving products while providing greater flexibility and value to customers. Finally, hosting mid-year and end-of-year warehouse sale events would not only help reduce excess inventory but also

enhance customer experience through direct interactions, product trials, and community-building activities. Collectively, these recommendations emphasize the importance of adopting a more integrated, data-driven, and consumer-centric approach in managing product lifecycle and promotional strategies to sustain long-term competitiveness in the fast-moving beauty market.

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