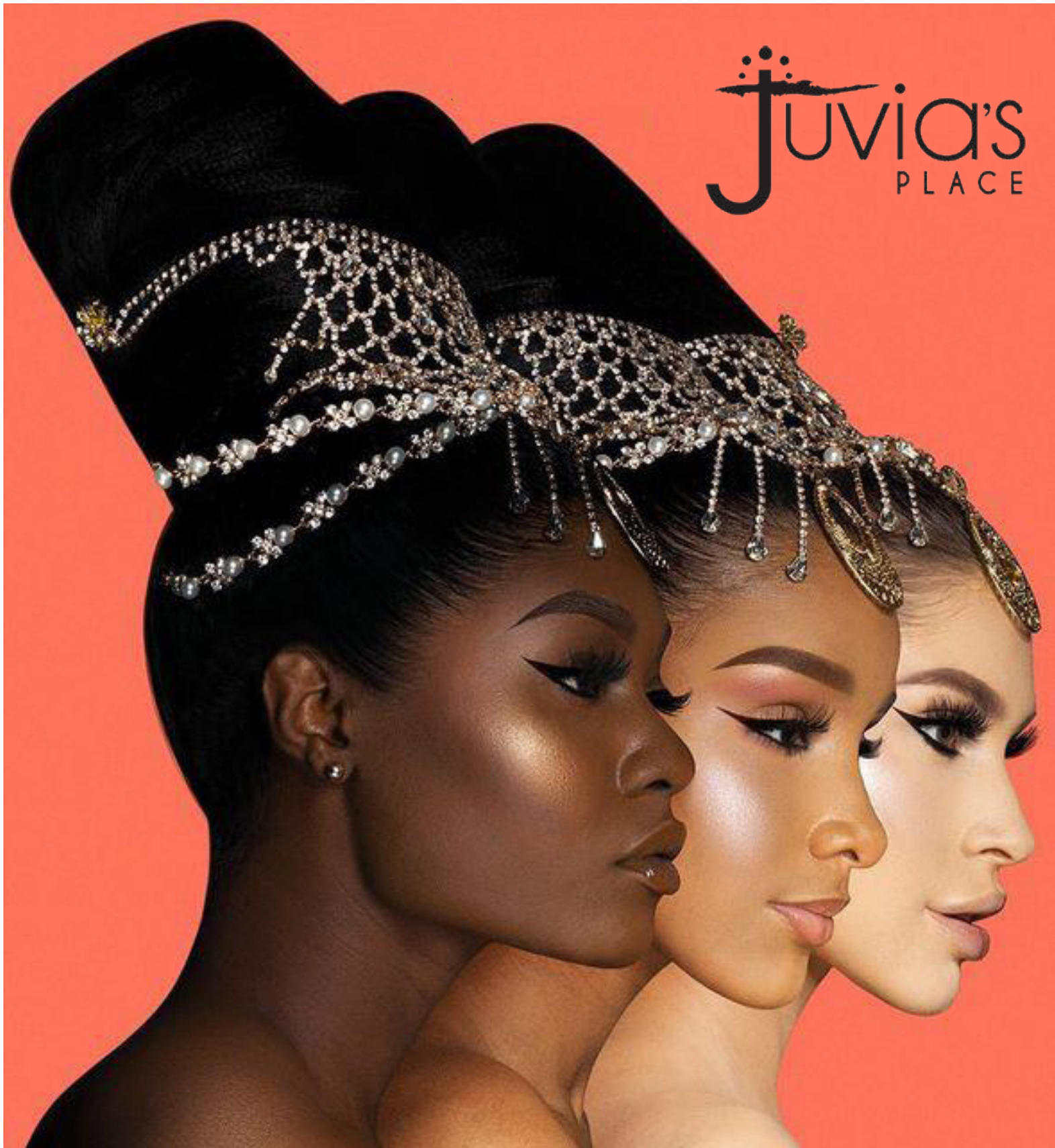
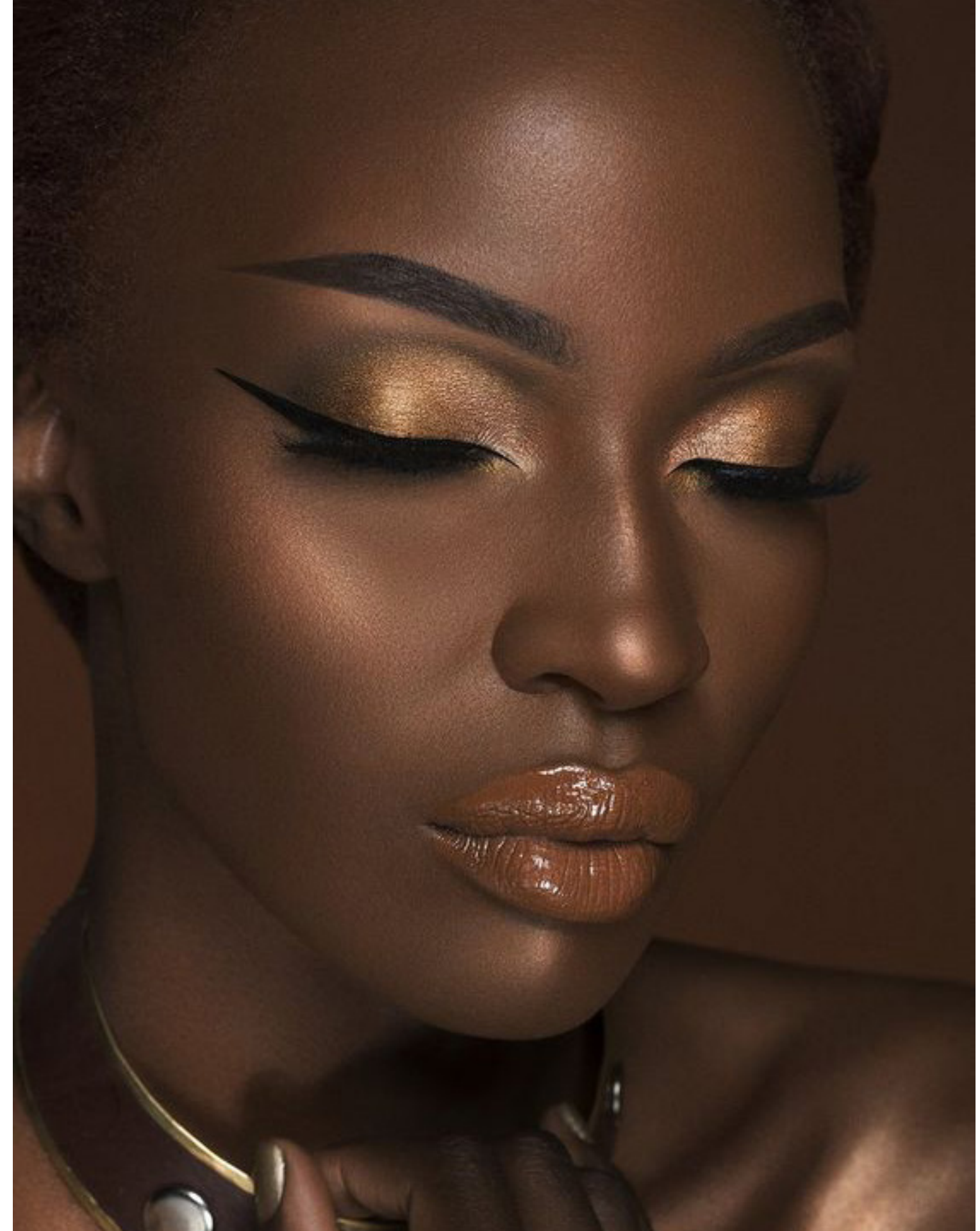


Juvia's
PLACE



OVERVIEW

Juvia's Place is a cosmetics brand founded in 2015 by Chichi Eburu. Eburu recognized a problem in the beauty industry – a lack of makeup for deep skinned individuals. The available products lacked enhancement for these skin tones. She started her company with \$2000 in a two bedroom apartment. Now the company has grossed over \$95,000 in revenue. In the presentation we will lay out a comprehensive supply chain strategy surrounding the launch of a new product – an eye kit that includes mascara, liquid eyeliner, and a kohl eye pencil. This strategy will take you through our product concept and development, sourcing, macro and micro supplier analysis, production, costing, inventory management, transportation, and warehousing and logistics. This strategy is the foundation Juvia's Place can utilize to grow their brand, increase profitability, and a competitive advantage in their market.





PART I



COMPANY HISTORY

- US based brand founded in 2015 - Founded by Chichi Eburu who grew up in Nigeria
- She recognised a problem in the beauty industry - lack of makeup for deep skinned individuals - available products lacked enhancement for these skin tones
- Understood that the beauty industry was monolithic, and served to reinforce a standard of beauty that was propagated by racism and colonialism
- Found a market waiting to be served
- Home grown - she launched her beauty company in a small two bedroom apartment, with two kids-- With \$2000
- The Heritage African brand is deeply inspired by African rulers and Queens like Nefertiti and Cleopatra



MISSION & VALUES

- Aim to create timeless products - want to eradicate “blackness” as a trend from the beauty industry
 - Inclusive Beauty - All genders, all skin tones, all ages
- Celebrate the rebels, rulers and queens of the African kingdoms of long ago
 - Offer products designed for a diverse group of consumers

MARKET SHARE

- Women of color, specifically black women, make up a majority of black spending power in the US. Black Americans spend approximately \$1.3 trillion according to a 2017 Nielsen report.
- With 80% more cosmetic usage than non-black counterparts, Black women are increasingly able to influence the cosmetics market through their purchases. And it's sending a deeper cultural message than just creating a fresh face.
- Global beauty industry in 2019 was worth \$532 Billion
- Inclusive Beauty - \$1.1 Billion in Beauty products and \$465 million in skin care preparations
- Annual Revenue - \$94,459 USD (dnbhoover)

0.89%
Market Share

Juvia's Place and its competitors in the Inclusivity Beauty market are positioned on a map where a spectrum of values is the x-axis and price is the y-axis. Juvia's Place and its competitors are all inclusive beauty brands, and placement on the spectrum illustrates the most important value for each brand.



MARKET POSITIONING

TARGET MARKET

DEMOGRAPHICS

Gender neutral people of color. Their target market has skin tones that range from the fairest to the deepest skin tones

Age: 15-19; 20-24; 25-29; 30-34; 35-39

Race: Black, Latinx, Asian, Native American, Pacific Islander, White

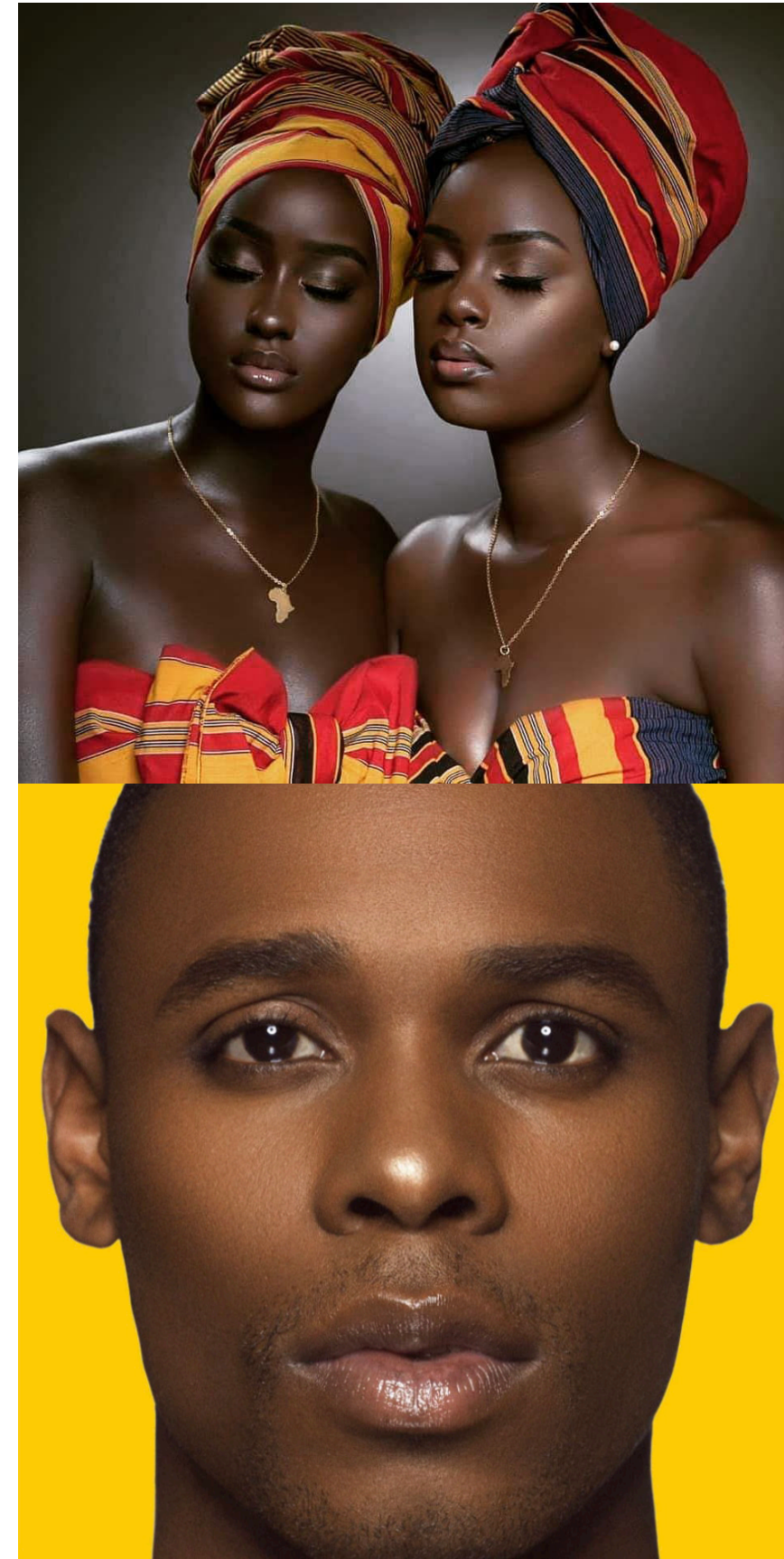
Location: United States

Income: \$25K-\$75K

Potential Buyers: 128,316,000

PSYCHOGRAPHICS

- Makeup aficionado
- Fashion and shopping
- Arts and Entertainment
- Professionals in all industries



Names: Ebu & Jennifer

Ages: 27 & 30

Occupation: Stylist & Teacher

Income: \$48 K & \$52K

Name: Roderick

Age: 25

Occupation: Dancer

Income: \$48 K

COMPETITIVE LANDSCAPE

Competitors are very clear about how their products are made. Their competitors are transparent about their supply chain so customers are confident their products meet high standards and are safe to use.

Large product assortment - In each category (Face, lips, eyes, cheek, skin, brushes and tools, palettes,) competitors care more variation on the same type of product. For example, three types of foundation compared to Juvia's Place's one type of foundation.



DIRECT COMPETITORS

ONE/SIZE BY PATTRICK STARR

Mission - Makeup is a ONE/Size fits all.
Kindness, individuality, radical expression
Ownership - Luxury Brand Partners
Products - eyeshadow palette, eyeliner,
makeup remover/wipes
Price Point - \$8-42
Distribution - Sephora, Direct

BH COSMETICS

Mission - Beauty under your influence.
Affordability, inclusivity, trendsetter
Revenue - \$19.96 million
Ownership - Private, parent
Products - eyes, brushes & tools, face, lip
Price Point - \$5-100
Distribution - Ulta Beauty, direct
Supply Chain - Cruelty-free; vegan
ingredients, rigorous testing, amazing prices,
customer feedback, sustainability

CLOVE + HALLOW

Mission - Use 15 or fewer ingredients. Bold,
inclusive shades. Science+Botanical= future of
beauty
Ownership - Private
Products -makeup, skincare, brushes
Price Point - \$8-78
Distribution - Direct, Amazon, Lord + Taylor,
The Detox Market
Supply Chain - Top US manufacturer
partners, global beauty network, high
standards, small margin, transparency, "Do
no harm" business practices

ASPIRATIONAL COMPETITORS

FENTY BEAUTY

Mission - Makeup for all skin types. Self-expression, bold, fun fearless

Ownership - LVMH

Revenue - \$570 million

Products - face, lip, cheek, brow, body, skin, brushes & tools, sets

Price Point - \$10-100

Distribution - Direct, Sephora

Supply Chain - reduce, reuse, recycle, sustainability, earth conscious

NYX

Mission - A fierce community of independent spirits. Pro makeup, good formula, equality for all

Ownership - L'Oreal

Products - lips, eye, face, brushes, palettes, sets, travel

Price Point - \$6-50

Distribution - Direct, Ulta Beauty, Nordstrom

Supply Chain - cruelty-free, vegan formula

BOBBY BROWN

Mission - Beauty begins within you. Confidence, makeup that enhances not hides, diversity

Revenue - \$5.53 million

Ownership - Estee Lauder

Products - face, lips, eyes, cheeks, palettes, brushes & tools, skincare

Price Point - \$10-120

Distribution - Direct, Sephora, Nordstrom, Macy's, Neiman Marcus

NARS

Mission - To make people look beautiful and bring out what is on the inside. Beauty is within your character

Revenue - \$42.96 million

Ownership - Subsidiary, Shiseido Company

Products - eyes, face, lips, brushes & tools, skincare, palettes

Price Point - \$6-84

Distribution - Direct, Sephora, Ulta Beauty

SWOT ANALYSIS

STRENGTHS

- Highly pigmented and affordable products.
- Cruelty free and vegan products.
- No gender boundaries.
- Afro-centric and deeply rooted to their culture. Colors for all skin tones.

WEAKNESSES

- Limited sales channels.
- Selection of influencer endorsement.
- Weak branding/transport packages/visuals.
- Smaller customer reach.
- Small revenue compared to competitors.
- Not certified in cruelty-free organizations.

OPPORTUNITIES

- Can have omni channels integrations.
- Rebranding - logo redesign.
- Effective marketing strategies.
- Increase in distribution channels.
- Improve shipment packaging and transportation.
- More sustainable supply chain.

THREATS

- Emerging inclusive beauty brands.
- Criticized for the most minor racism or challenges specific to being black-owned.
- One wrong move and they might be a victim of cancel culture.
- Controversial endorsements.
- Evolving beauty trends.

COMPETITIVE ADVANTAGE

- Afro-centric, inclusivity, “black girl magic”, and pigmentation are the major selling points for this brand.
- They do not follow makeup trends rather they are innovative yet appealing to the masses.
- Before picking colors and formulas, they always test on different dark skin tones to compare colors that will pop and formulas that are long lasting but yet cost effective.
- Vibrant pigments that show up beautifully on the deepest to the lightest of skin.
- Instead of tailoring products for the consumer, it expects consumers to tailor their beauty for their products.
- Products push the boundaries of all-day beauty that is both wearable and affordable by all.

CHANNELS

- Ulta Beauty
- Beauty Bay
- eCosmetics
- Amazon
- www.juviasplace.com
- Instagram

- North America
 - USA - Juvia's Place (web: www.juviasplace.com) (worldwide)
 - Barbados - Beyond Beauty Barbados, Galleria Mall, Broad Street, Bridgetown Barbados.
 - Mexico - Nuestro Secreto Plaza Galeria de las Estrellas (web: www.nuestrosecreto.com.mx)
- Europe
 - France - C Karly Beauty (web: www.ckarlysbauty.com)
 - UK - Beauty Bay UK (Coming Soon) (web: www.beautybay.com)
- Asia/Middle East
 - Singapore - Coma Makeup (web: www.comamakeup.com)
 - Qatar - Rza Panda Beauty Shop (web: www.rzapanda.com)



CSR ACTIVITIES

- Most of their products are vegan. All brushes are strictly cruelty free and vegan. Eye shadow palettes are cruelty free and vegan. The Old Saharan Palette formula had “Carmine” in the red shades.
- They donated \$110,000 to “fight and eradicate the injustice and inequality of black people in America.” The donation was split between Black Lives Matter, the NAACP, the American Civil Liberties Union, and Know Your Rights.
- The brand’s website also states that by using the code “SPEAKUP” when making a purchase, the shopper will receive a 25% discount, and Juvia’s Place will donate 25% of its profits.



INTRODUCING NEW CSR PRACTICES

- Establish relationships with manufacturers as partners
- Join global beauty network
- Transparency
- Safe and green transportation network
- Green packaging
- Certifications in cruelty-free organizations



PART II

PRODUCT OVERVIEW

Juvia's Place, the home-grown American Indie makeup brand, taking its stand for makeup neutrality and inclusive beauty, aims to eradicate 'blackness' as a beauty trend. Taking inspiration from their Values and the brand's African heritage, we introduce an "Eye Makeup Starter Kit," which includes a mascara, a liquid eye liner and a kohl eye pencil.



Products Included in the Kit: Mascara, Kohl Eye Pencil and Liquid Eye Liner

MAKE OR BUY?

Due to costs and operational constraints, Juvia's Place will buy their product from a supplier. The supplier will make the formula for the eye kit, as well as package and ship the product. Juvia's Place does not have enough money to set up a lab to formulate and package their product.

- Juvia's Place develops the product concept.
- A full-package supplier develops the formula, produces the product, packages the product, and ships the product to Juvia's Place.
- Juvia's place distributes product to its customers.



MACRO SUPPLIER ANALYSIS

Factors to consider when selecting a macro supplier

- Amount of imports and exports for HS Code 3304.20.
- How the current political climate and business regulations affect ease of doing business.
- Amount of specialized micro suppliers in potential countries.
- Developed infrastructure in transportation, manufacturing, and technology.

TOP GLOBAL EXPORTERS AND IMPORTERS FOR HS CODE 3304.20

Cosmetic and toilet preparations: eye make-up

TOP 20 IMPORTERS IN 2019

	Value (USD)	Weight (kg)	USD / kg	Trend
United States	\$916,514,862	12,484,889	\$73.41	
France	\$403,841,163	8,263,761	\$48.87	
Germany	\$312,682,858	7,478,034	\$41.81	
United Kingdom	\$295,138,458	10,123,194	\$29.15	
Canada	\$200,510,498			
Singapore	\$170,141,699	2,317,693	\$73.41	
Russia	\$165,689,326	3,748,125	\$44.21	
Japan	\$153,712,479	2,480,274	\$61.97	
Spain	\$128,890,982	5,625,277	\$22.91	
Hong Kong	\$127,715,299	1,739,755	\$73.41	
Italy	\$119,274,669	1,671,662	\$71.35	
Poland	\$112,729,624	2,556,195	\$44.10	
Belgium	\$97,349,446	1,909,559	\$50.98	
Australia	\$97,054,256	2,512,186	\$38.63	
Netherlands	\$96,008,917	2,737,476	\$35.07	
Mexico	\$79,672,007			
Czech Republic	\$79,001,648	1,083,826	\$72.89	
South Korea	\$75,061,361	972,564	\$77.18	
Turkey	\$51,843,935	1,786,538	\$29.02	
Sweden	\$46,752,647	768,215	\$60.86	

TOP 20 EXPORTERS IN 2019

	Value (USD)	Weight (kg)	USD / kg	Trend
United States	\$597,810,369			
France	\$596,141,355	7,851,511	\$75.93	
Germany	\$501,456,307	6,005,025	\$83.51	
Italy	\$493,634,214	12,271,521	\$40.23	
Japan	\$285,923,000	2,179,540	\$131.19	
Singapore	\$245,300,102	3,500,481	\$70.08	
South Korea	\$178,036,217	3,012,345	\$59.10	
Poland	\$168,065,391	3,442,441	\$48.82	
United Kingdom	\$147,449,801			
Canada	\$146,586,129			
Belgium	\$121,921,014	1,564,315	\$77.94	
Hong Kong	\$108,211,401	1,544,198	\$70.08	
Czech Republic	\$89,235,167	7,716,608	\$11.56	
Spain	\$57,380,786	991,680	\$57.86	
Turkey	\$39,541,252	1,204,836	\$32.82	
Netherlands	\$37,994,698	873,982	\$43.47	
Mexico	\$37,267,882	1,189,822	\$31.32	
Thailand	\$26,490,427			
Colombia	\$26,146,889	757,575	\$34.51	
Sweden	\$23,246,599	263,389	\$88.26	

*Not All Countries Shared Information

FRANCE



President: Emmanuel Macron
Political System: Unitary semi-presidential
constitutional republic

P

- France's rankings in key business indices are below peers, given labour market rigidity and bureaucracy. Business-friendly reforms, including facilitating hiring and firing, are leading to a more attractive business landscape and boosting employment.

E

- France is experiencing a deep recession, which is not expected to see recovery until 2022. The lockdown from COVID-19 will result in expanding the deficit and debt further.
- A shift to local brands, boost in masstige offerings and a newly redefined channel mix and retail landscape will likely be observed in the short to medium term, with some shifts persisting into 2021.

S

- The phenomenon of deconsumption in beauty and personal care continues to lead consumer behavior in France.
- France is a sociable nation with a relatively relaxed attitude to life.

T

- Superior rail infrastructure. Infrastructure advancements leads to logistical delays
- The information and communications technology sector is very well developed.

S

- France remained among sustainability leaders globally and regionally, ranking high in the Global Sustainability Index. However, due to declining precipitation, the country faces increasing water availability issues.
- Already large protected forest areas to expand further by 2022.
- Attempt to increase tariffs on road fuels met with backlash from French citizens

GERMANY



Federal Parliamentary Republic
President - Frank-Walter Steinmeier
Chancellor - Angela Merkel
Vice Chancellor - Olaf Scholz

P

- Highly skilled workforce
- Low corruption due to a solid regulatory infrastructure.
- Leading political power in Europe

E

- Social Market Economy with a highly skilled labor force.
- Largest economy in Europe. Germany has the 4th largest economy in the world. It is the 2nd largest exporter and 3rd largest importer.

S

- The natural trend continues to feature strongly in the German beauty and personal care market, and is becoming a growing trend in hair care and color cosmetics.
- Most populous country in the European Union
- Family unit is the strongest unit among Germans

T

- High innovation to support economic development
- Solid infrastructure that supports exports, particularly its rail network.

S

- Leading producer of solar power technology and wind turbines. Most of the other resources including natural gas and oil are from other countries. Germany imports about two-third of its energy.
- Consumers are becoming sensitive about the ingredients contained in beauty and personal care products, looking for alternatives that are free from parabens, silicone, aluminium or sulphates. Consumers are also expecting delicate, clean formulations with a high percentage of natural and organic ingredients.

CHINA



Government: Unitary One-Party social republic
General Secretary Gov't: Unitary One-Party social republic
General Secretary and President - Xi Jinping
Premier - Li Keqiang President - Xi Jinping
Premier - Li Keqiang

P

- Strict, high government regulation
- Growing political conflict between Hong Kong, Taiwan, and mainland China
- Increasing pilot free zone to create a better trading environment

E

- E-commerce saw exceptional growth within beauty and personal care in 2019.
- Almost doubling its value share to become the largest individual channel.
- Low cost of labor
- 2nd largest economy in the world
- Top manufacturing output

S

- The future of beauty and personal care in China looks positive with a growing population and an increasingly engaged audience.
- Premiumisation is also expected to remain a key feature of beauty and personal care in China with consumers showing a willingness to pay more for products

T

- Experienced major disruption in the supply chain as China was the first country to battle COVID-19.
- China must develop a more secure and advanced infrastructure in data protection and internet security.
- China is the #1 e-commerce market in the world.

S

- Laws and regulations in place to protect the environment like the "Environmental Protection Law", "Water Pollution Prevention" and the "Control Law"
- China is developing a more green and sustainable attitude



GERMANY

TRADE IN GERMANY (PART OF THE EUROPEAN UNION)

EU-US TRADE AGREEMENT

The Transatlantic Trade and Investment Partnership (TTIP) is a proposed trade agreement between the European Union and the United States, with the aim of promoting trade and multilateral economic growth, however negotiations were halted by Donald Trump who initiated the negotiations. A truce was declared in 2018 but then deemed “obsolete and irrelevant” by the European Union in 2019.

PROPOSED CONTEXT

- Better market access
- Industry specific regulations (textiles, chemicals, cosmetics, pharmaceuticals, etc.)
- Broader rules and principles and modes of co-operation
- Implementation (dispute settlement)

TRADE IN GERMANY

IMPORTS

- Domestic demand caused total goods imports to rise by 11.6% year-on-year in USD terms in 2018
- 'Machinery and Electrical' is Germany's largest import category, owing to inputs required for its key automotive and other manufacturing industries
- With over three quarters of total good imports coming from Europe, European Union, Germany is highly exposed to supply disruptions.

EXPORTS

- Nearly 70.0% of total goods exports were destined to the region in 2018, making Germany highly susceptible to demand shocks
- Due to lower exports growth and higher imports expansion, the account surplus narrowed in 2018, which had a similar effect on the trade surplus. However, a substantial current account surplus is likely to cause the anger the United States, which could push for more protectionist trade policies.



MICRO SUPPLIER ANALYSIS

FACTORS TO CONSIDER

- Core competencies of supplier - highly specialized in cosmetics production
- Production capacity
- Commitment to quality
- Full-package source
- Logistics and location
- Communication
- Sustainability



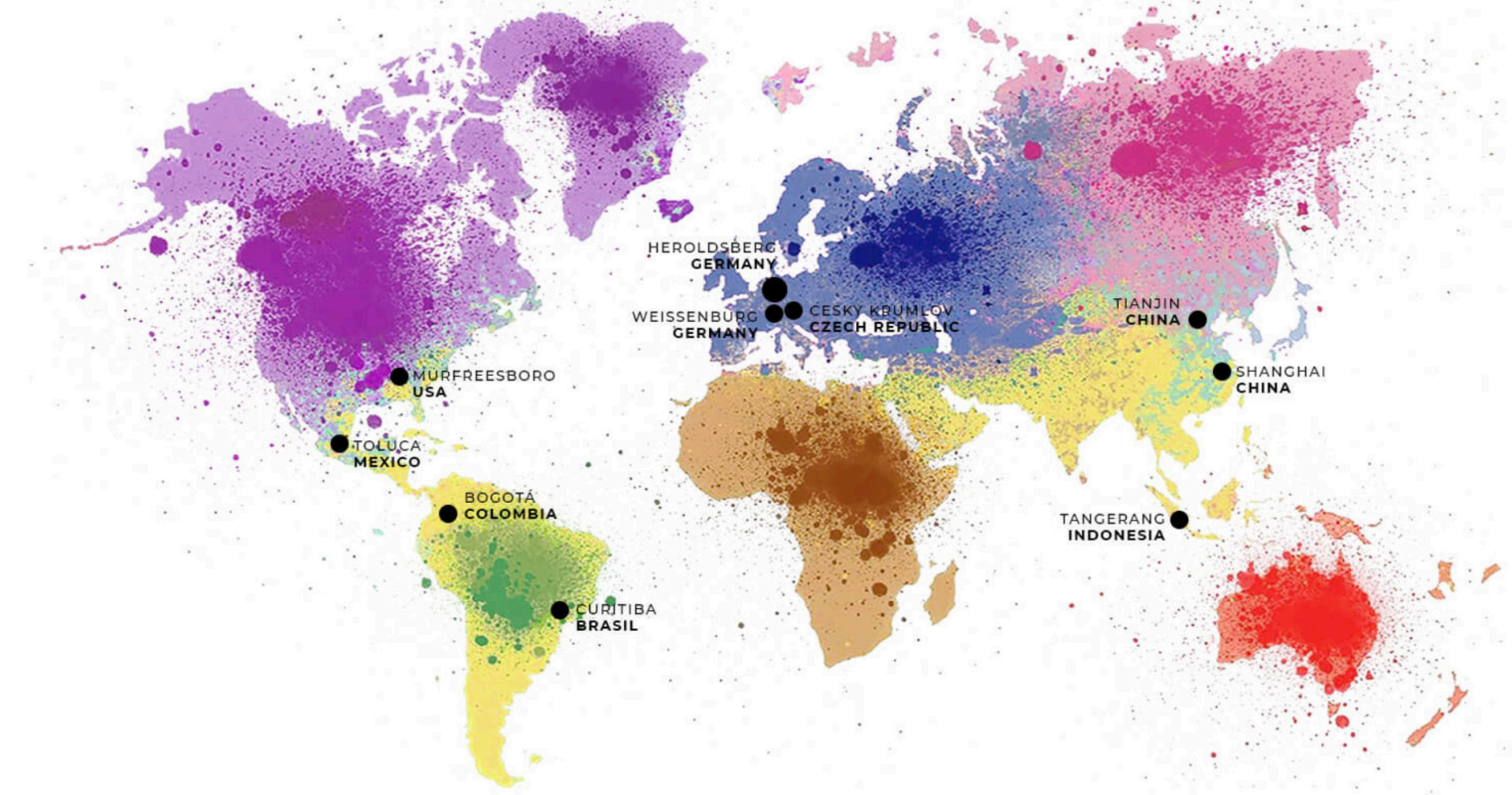
MICRO SUPPLIER ANALYSIS

PRIMARY SUPPLIER:
SCHWAN COSMETICS - GERMANY



Schwan Cosmetics is a full-service supplier and manufacturer of cosmetic goods. Schwan Cosmetics develops formulas, fills and packages cosmetics for your private line. Schwan Cosmetics is a top supplier to the beauty industry with customers like L’Oreal and Ulta.

- Global supplier and client network
- Specialization in cosmetic production
- Customization
- Color visualizer
- Quality Assurance
- 9 production facilities to allow for a short supply chain
- Commitment to sustainable packaging



Top Product Terms

by appearance in shipment descriptions

1. [eyeliner](#)
2. [pencils](#)
3. [cosmetics](#)
4. [brow](#)
5. [makeup](#)

Top Products

by number of shipments

- | | |
|--|----|
| HS 3304.20 – Cosmetic and toilet preparations; eye make-up | 55 |
| HS 3304.10 – Cosmetic and toilet preparations; lip make-up | 17 |
- [See all 2 products](#)

Top Customers

by number of shipments

- | | |
|--|----|
| Schwan Cosmetics Cr S.R.O. | 11 |
| Ulta Dc Greenwood | 10 |
| Ulta Chambersburg Dc | 9 |
| Ulta Dc Dallas | 7 |
| L'oreal USA Products Inc. | 4 |

[See all 11 customers](#)

MICRO SUPPLIER ANALYSIS

SECONDARY SUPPLIER: FABER-CASTELL COSMETICS - GERMANY



Faber-Castell is a German company known for their pencil and pens. In 1978, Faber-Castell began producing wood-cased pencils for the cosmetic industry. Eventually Faber-Castell began developing customized products as well as individual products for nearly every make-up application. - face, lip, eye, nails. Faber-Castell also develops functional make-up applicators.

- Sustainable processes and materials
- CSR commitment to people and the environment
- Global network of production sites with vertical integration
- Full-service supplier - formula creation and packaging
- Relies on research and development and scientific resources for product development
- Quality Assurance
- Product quality - carefully-selected procurement

Top Product Terms

by appearance in shipment descriptions

1. [eye](#)
2. [cosmetics](#)
3. [pencils](#)
4. [brow](#)
5. [beauty](#)

Top Products

by number of shipments

3304.20	100
3926.90	2
3304.30	2
3304.10	2
3304.99	2

[See all 19 products](#)

Top Customers

by number of shipments

Coty US Lic	30
L'oreal USA Products Inc.	9
Kiss Products Inc.	9
Coty Hunt Valley	7
Jordana Cosmetic Corp.	6

[See all 32 customers](#)

Top Ports of Unlading

by number of shipments

Newark, United States	56
Commerce/Los Angeles, United States	28
New York, United States	18
Charleston, United States	4
Baltimore, United States	2

[See all 7 ports](#)

Top Carriers

by number of shipments

PELORUS OCEAN LINE LTD	42
SACO SHIPPING LINE LIMITED	28
AUSTROMAR OBCHODNI A DOPRAVN...	12
ECU WORLDWIDE	7
BLUE ANCHOR AMERICA LINE (BLUE A...	6

[See all 14 carriers](#)

MICRO SUPPLIER ANALYSIS

SUPPLIER:
GLOBAL COSMETICS - CHINA



- Global Cosmetics is a global manufacturers of color cosmetics, lipsticks, and skincare products.
- ODM process that allows their customers to pick off-the-shelf formulations and packaging or create packaging and formulas from scratch.
- OEM model is integrated into short lead time projects, uses in-house formulas, already tested and stabilized to create the final product, including some minor changes and innovative packaging.
- Clients like Sephora and Ted Baker
- In-house Packaging sourcing and label design

Our ODM Process



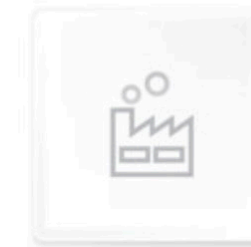
Consultation

Consultation request
Formulation sampling
Simulated package design
Offer and accept.



Design

Formulation design
Packaging design
Sampling confirmation



Production

Cosmetics production
Assembly
Warehouse



Delivery

Domestic delivery
International delivery

Our OEM Process



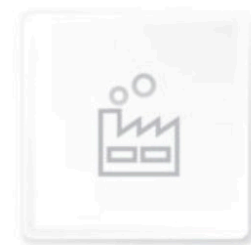
Consultation

Consultation request
Formulation sampling
Offer and accept.



Design

Formulation design
Packaging design
Sampling confirmation



Production

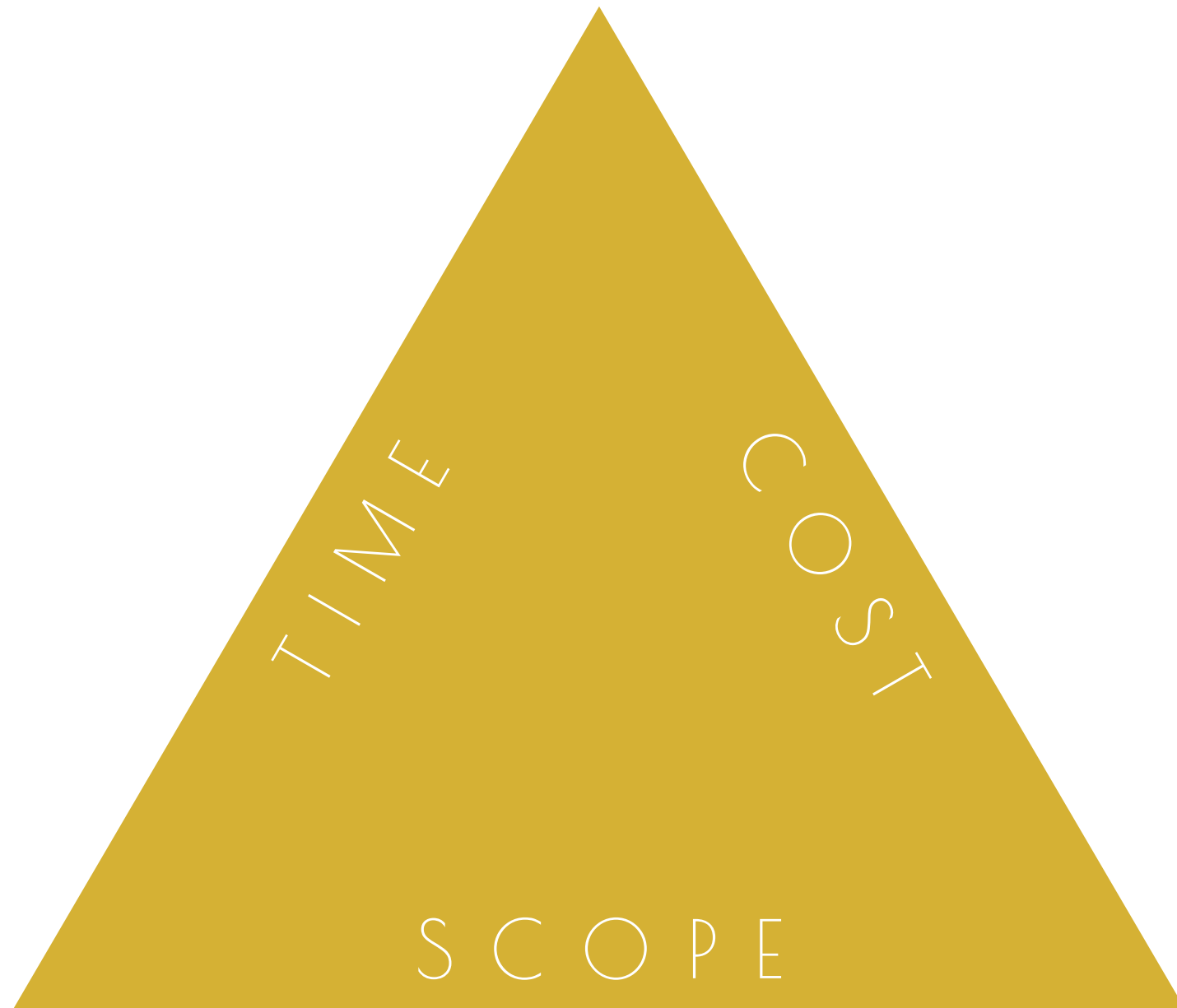
Cosmetics production
Assembly
Warehouse



Delivery

Domestic delivery
International delivery

TRIPLE CONSTRAINTS



1. Cost - Because Juvia's Place has not made much revenue, costs are the most important factors to consider. The investment in launching a new product will be profitable long-term if Juvia's Place utilizes cost-saving and cost-cutting measures.
2. Scope - Creating a quality product that does well in the market is key to profitability and long-term success. Juvia's Place should not compromise on the scope of the project in order to get the product their customers want at the quality their customers expect.
3. Time - Because the product is not to market yet, and a customer expectation has not been set, Juvia's Place can afford to prioritize cost and scope above time. Once the product hits market, time will move up in priority.

CODE OF CONDUCT

Being a black-owned beauty brand inspired from the vibrant African culture we aim at having a standard code of conduct that applies to all associates, including our top management, supply chain members, retail and our board of directors. By conducting ourselves with integrity, we focus on growing our company and giving back to our communities. Our code of conduct relies mainly on our mission to promote black community and have diverse offerings.

Corporate Social Responsibility


- Through the effective use of natural resources, waste minimization, reuse and recycling activities, we perform our operations in a way that reflects our respect for the environment.
- All environmental laws and regulations of the countries and communities in which we work are met or surpassed and require that our suppliers do so as well.
- We establish systems and processes that minimize our operations and our products' environmental footprint over their life cycle, from initial design to ultimate disposal.
- We aim to constantly strengthen our system of environmental management and assess progress against environmental objectives.



Ethical and Labor Standards

- We aim to ensure high levels of integrity in our supply chain, the quality of our ingredients and the health and safety of our associates.
- Everyone is expected to meet our Ethics and Compliance guidelines as part of the annual performance assessment and show visible support.
- In all areas where we do business, we are committed to compliance with anti-bribery and anti-corruption rules. We don't have any forced or underaged labor and we have strict working hours which are within the legal limits.
- It is the duty of all of us to maintain a workplace free of harassment and discrimination any violation against this will lead to termination.

Diversity and Inclusion


- We support and advance the dedication of Juvia's Place to diversity and inclusion. Diversity strengthens innovation and helps us develop and enhance our business.
 - We offer equal opportunity for all, ensuring that no partner is treated less favorably on the basis of race, colour, faith, sex, age, national origin, disability, pregnancy, marital or relationship status, sexual orientation, gender identity or speech, veteran status, or other law-protected personal characteristics.
- 



04 Supplier Relations

- We have fair trade agreements with our suppliers to ensure long-term relation with our partners.
- As a business, we strive to develop open and clear relationships with everyone we do business with. This involves agencies of federal, state, and local government that have authority over our sector. We strive to be accountable, adhere to the highest ethical standards, and comply with all relevant rules, legislation, and legislation in all of our interactions with government officials.
- We aim to have transparent communication with our suppliers where they feel comfortable about addressing any issues they have.
- We want to have a more collaborative effort and have partnership rather than having just a business relationship.

05 Confidentiality and Compliance

- Our dedication to compliance with all regulations is at the center of our business. You have an obligation to comply with relevant rules, legislation and rules everywhere.
 - We secure confidential information from Juvia's Place, including all non-public ideas, plans, internal correspondence, and other business details.
 - We reserve the right to track documents and data in all company facilities and on all company computers for any partner, whether business-related or personal.
 - Once you quit Juvia's Place, the responsibility to protect sensitive business information does not end. You also have a duty to protect the confidentiality of our data even though you accept a job with another employer.
- 

COST ESTIMATE

PURCHASE ORDER

COST ESTIMATE - PRELIMINARY								
Agent	Schwan Cosmetics			Faber-Castle Cosmetics				
COO	Germany			Germany				
Min	100 kits			100 kits				
Pigment	Highly pigmented			Highly pigmented				
HTS	3304.20.00			3304.20.00				
TD Target	57%			60%				
	Qty	Per Unit	Unit	Prelim	Qty	Per Unit	Unit	Alternative
Mascara								
Content	1	\$0.5	0.3 oz	\$0.5	1	\$0.4	0.3 oz	\$0.4
Packaging	1	\$1	pc	\$1	1	\$0.8	pc	\$0.8
Labor	per/hour	\$0.05		\$0.05	per/hour	\$0.05		\$0.05
Eye pencil								
Product	1	\$0.3	0.01 oz	\$0.3	1	\$0.4	0.01 oz	\$0.4
Packaging	1	\$1	pc	\$1	1	\$1.0	pc	\$1.0
Labor	per/hour	\$0.05		\$0.05	per/hour	\$0.1		\$0.1
Gel Liner								
Content	1	\$0.3	0.03 oz	\$0.3	1	\$0.4	0.03 oz	\$0.4
Packaging	1	\$1	pc	\$1	1	\$0.8	pc	\$0.8
Labor		\$0.05		\$0.05		\$0.1		\$0.1
Kit Packaging	1	\$1.5	pc	\$1.5	1	\$1.0	pc	\$1.0
Labor	per/hour	\$0.05		\$0.05	per/hour	\$0.1		\$0.1
Total				\$5.8				\$5.2
Commission %		7%		\$0.4		5%		\$0.3
Duty %		16%		\$0.9		16%		\$1.0
Shipping		50%	pc	\$0.5		50%	pc	\$0.5
Total COG				\$7.6				\$7.0
Wholesale Markup		62%		\$12.4		72%		\$11.1
Wholesale Price				\$20				\$18.1
Trade Discount %				57%				60%
List Price				\$35				\$30

Juvia's Place						PURCHASE ORDER	
Jersey City, NJ Phone: (706) 678 675 Email: support@juviasplace.com						PO number	PO DATE
						567.633.940	1/3/21
VENDOR						SHIP TO	
Name : Schwan Cosmetic Company Name : Schwan Cosmetics International GmbH Street Address : Schwanweg 1 City, ST ZIP : 90562 Heroldsberg, Germany Phone : 499115670 Email Address : contact@schwancosmetics.com						Name : Juvia Company Name : Juvia's Place Street Address : Jersey City, NJ City, ST ZIP : United States Phone : 789 674 2679	
						DELIVER TO	
						Name	Venesa Scotch
PO Number	Buyer	Date	Vendor No	Terms	Ship via		
567.633.940	Juvia's Place	01/03/2021	560.897.467	N60	Maritime		
ITEM #	Part number	DESCRIPTION	QTY	UNIT PRICE	AMOUNT		
1	1233	Eye makeup kit	200	\$7.60	\$1,520.00		
						TOTAL NET	\$1,520.00
<p>If you have any questions about this invoice, please contact Juvia's Place - support@juviasplace.com</p>							

TIME AND ACTION

INVENTORY TURNOVER

Juvia's Place								
Time and Action Calendar								
Buyer	Venesa	Order Qty.	200	Ex-Factory date (on PO)				
Product #	489527	Merchant	Schwan	Ex-Factory date (as per plan)		4-Feb		
Product Description	Eye kit	Received Date	3-Jan	Lead Time (Days)		45 Days		
Key Processes	Planned Start	Planned End	Duration (Days)	Actual Start	Actual End	Duration (Days)	Responsibility	Remarks
1 Market research	25-Nov	1-Dec	5				Research team	
2 Ideation	2-Dec	7-Dec	5				Product development team	
3 Finalizing products	8-Dec						Product development team	
4 Looking for suppliers	9-Dec	12-Dec	3				Sourcing team	
5 Demand Forecasting	14-Dec	16-Dec	2				Forecasting team	
6 Finalizing supplier	17-Dec	19-Dec	2				Sourcing team	
7 Signing non-disclosure agreement with the supplier	20-Dec						Legal team	
8 Deciding order quantity	23-Dec						Sourcing team	
9 Order receipt (Buyer PO)	3-Jan						Merchant	
10 Consumption Calculation	4-Jan						Product development team	
11 BOM generation	6-Jan						Product development team	
12 PO issues for products	7-Jan						Product Manager	
13 Size set submission	8-Jan						Product Manager	
14 Size set comments	11-Jan						Merchant	
15 PP meeting	14-Jan						Product Manager	
16 Production planning updates and circulation	20-Jan						Production Manager	
17 Quality Control	21-Jan						Quality Control department	
18 Composition	25-Jan	26-Jan	1				Chemical specialist	
19 Case	25-Jan	26-Jan	1				Production Manager	
20 Assembling	27-Jan	28-Jan	1				Production Manager	
21 Packaging	27-Jan	28-Jan	1				Finishing incharge	
22 Final Packaging	28-Jan	29-Jan	1				Finishing incharge	
23 Inspection	3-Feb						QC	
24 Dispatch	4-Feb						Finishing incharge	
25 Receiving order	19-Feb						Sourcing team	
26 Promotions	20-Feb						Marketing team	
27 Distributing to Ulta Beauty	21-Feb						Management team	
28 Sales	25-Feb						Sales team	
29 Returns							Management team	

	BOM Inventory	Net Sales	Units Sold
March (200 units)	\$7,000.00	\$0.00	0
April (150 units)	\$5,250.00	\$1,750.00	50
May (94 units)	\$3,290.00	\$1,960.00	56
June (64 units)	\$2,240.00	\$1,050.00	30
Total	\$17,780.00	\$4,760.00	136

Average Inventory	\$4,445.00
Turnover	1.07

Cycle Inventory - 180 units
Safety Inventory - 20 units

System used: Since we have limited financial resources and we are a small company, we will work with an internal analyst to work on a manual system, to manage our inventory levels.


Quantity Ordered: We have ordered 200 units of these kits, as a baseline to avoid excessive costs to hold our inventory, and we will utilize data and customer demand to make future forecast on quantity.

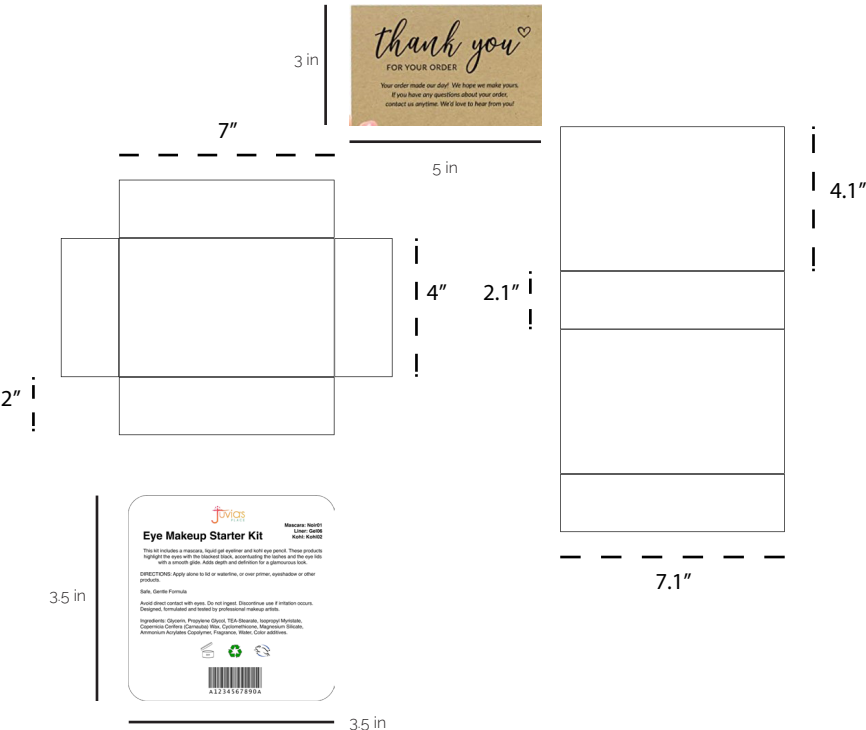
TECH PACK

Juvia's Place		Season 2020-2021
Style No: 48398473		
Division: Eye Makeup (Beauty)	Product Name: Mascara	
Size: Free Size (One Size)	Colors: Black only	
Description: A cosmetic substance for darkening, lengthening, curling, coloring, and thickening the eyelashes, applied with a brush or rod	Formulation: Refer to approved formulation as on date 6/7/20	
<p>Ingredients: Glycerin, Propylene Glycol, TEA-Stearate, Isopropyl Myristate, Copernicia Cerifera (Carnauba) Wax, Cyclomethicone, Magnesium Silicate, Ammonium Acrylates Copolymer, Fragrance, Water, Color additives.</p> <p>100% vegan Cruelty-free Non-toxic Skin safe, Eye-lid safe Warning: Not for Consumption If ingested, seek medical advice immediately.</p> <p>Juvia's Place Mascara - Vivid Black 0.3 oz (8.5 g)</p>	Label: Basic transparent label with ingredients list, product name and company logo (Dimensions: 1"x3")	
	Product Notes: Pigment put in mascara tubes with perfect formulation and wand is screwed in to the top of the tube. (wand size: 3")	
	Whole Product Size: 5 inches	
	Weight: 0.3 oz	
	Detailing: Use print approved by design team	
	Ingredients: Glycerin, Propylene Glycol, TEA-Stearate, Isopropyl Myristate, Copernicia Cerifera (Carnauba) Wax, Cyclomethicone, Magnesium Silicate, Ammonium Acrylates Copolymer, Fragrance, Water, Color additives.	
100 % vegan Cruelty-free Non-toxic, Skin safe, Eye-lid safe		

Juvia's Place		Season 2020-2021
Style No: 48398473		
Division: Eye Makeup (Beauty)	Product Name: Eyeliner	
Size: Free Size (One Size)	Colors: Black only	
Description: Eye liner or eyeliner is a cosmetic used to define the eyes. It is applied around the contours of the eye(s) to create a variety of aesthetic effects.	Formulation: Refer to approved formulation as on date 6/7/20	
<p>Ingredients: Ammonium Acrylates Copolymer, Carbomer, Glycerin, Color Additives, Dimethicone, Magnesium Silicate, Fragrance, Mineral Oil, PEG-6 Sorbitan Oleate, Polysorbate 20, Propylene Glycol.</p> <p>100% vegan Cruelty-free Non-toxic Skin safe, Eye-lid safe Warning: Not for Consumption If ingested, seek medical advice immediately.</p> <p>Juvia's Place Eyeliner - Stark Black 0.03 oz (0.85 g)</p>	Label: Basic transparent label with ingredients list, product name and company logo (Dimensions: 1"x3")	
	Product Notes: Pigment put in eyeliner tubes with perfect formulation and brush is screwed in to the top of the tube. (brush size: 2.5")	
	Whole Product Size: 4 inches	
	Weight: 0.03 oz	
	Detailing: Use print approved by design team	
	Ingredients: Ammonium Acrylates Copolymer, Carbomer, Glycerin, Color Additives, Dimethicone, Magnesium Silicate, fragrance, Mineral Oil, PEG-6 Sorbitan Oleate, Polysorbate 20, Propylene Glycol	
100 % vegan Cruelty-free Non-toxic, Skin safe, Eye-lid safe		

TECH PACK

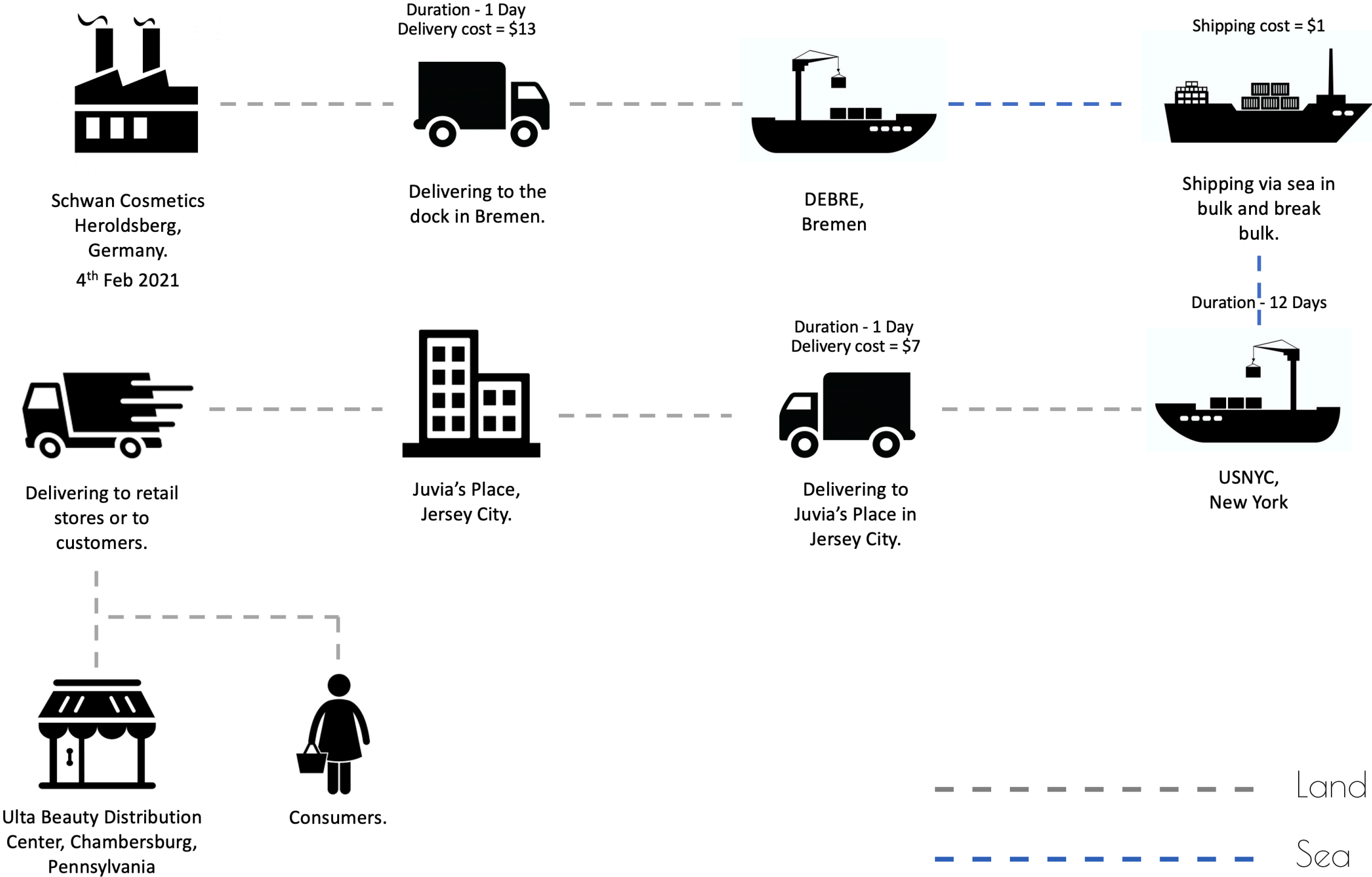
Juvia's Place		Season 2020-2021
Style No: 48398473		
Division: Eye Makeup (Beauty)	Product Name: Kohl Eye Pencil	
Size: Free Size (One Size)	Colors: Black only	
Description: An ultra-pigmented, long-lasting kohl pencil for lining the eye contour and inner rims of the eyes.	Formulation: Refer to approved formulation as on date 6/7/20	
	Label: Basic transparent label with ingredients list, product name and company logo (Dimensions: 0.5"x3")	
	Product Notes: Pigment put in kohl pencil wood mould with perfect formulation and metallic cap is 1 inch long.	
	Whole Product Size: 6 inches	
	Weight: 0.01 oz	
	Detailing: Use print approved by design team	
	Ingredients: Candelilla wax, Cyclopentasiloxane, Iron oxides, Ferric Ammonium Ferrocyanide, Methylparaben, Ozakerite, Mica, Phenyltrimethicone, Propylparaben, Bht	
100 % vegan Cruelty-free Non-toxic, Skin safe, Eye-lid safe		

Juvia's Place		Season 2020-2021
Style No: 48398473 (kit)		
Division: Eye Makeup (Beauty)	Product Name: Eye Makeup Kit - Pull through box with lid	
Size: One Size	Colors: Black only	
Description: Eye Makeup Starter Kit with 3 products.	Construction: Glue together at the ends and join according to dimensions mentioned	
	Label: Basic transparent label with ingredients list, product name and company logo (Dimensions: 0.5"x3")	
	Product Notes: Pigment put in kohl pencil wood mould with perfect formulation and metallic cap is 1 inch long.	
	Whole Product Size: 7.1"x4.1"x2.1" and 7"x4"x2"	
	Weight: 0.35 oz	
	Detailing: Use print approved by design team	
	Ingredients: Sustainable Cardboard	
Instructions: Insert thank you note Add label sticker on bottom face of box after construction.		



PART III

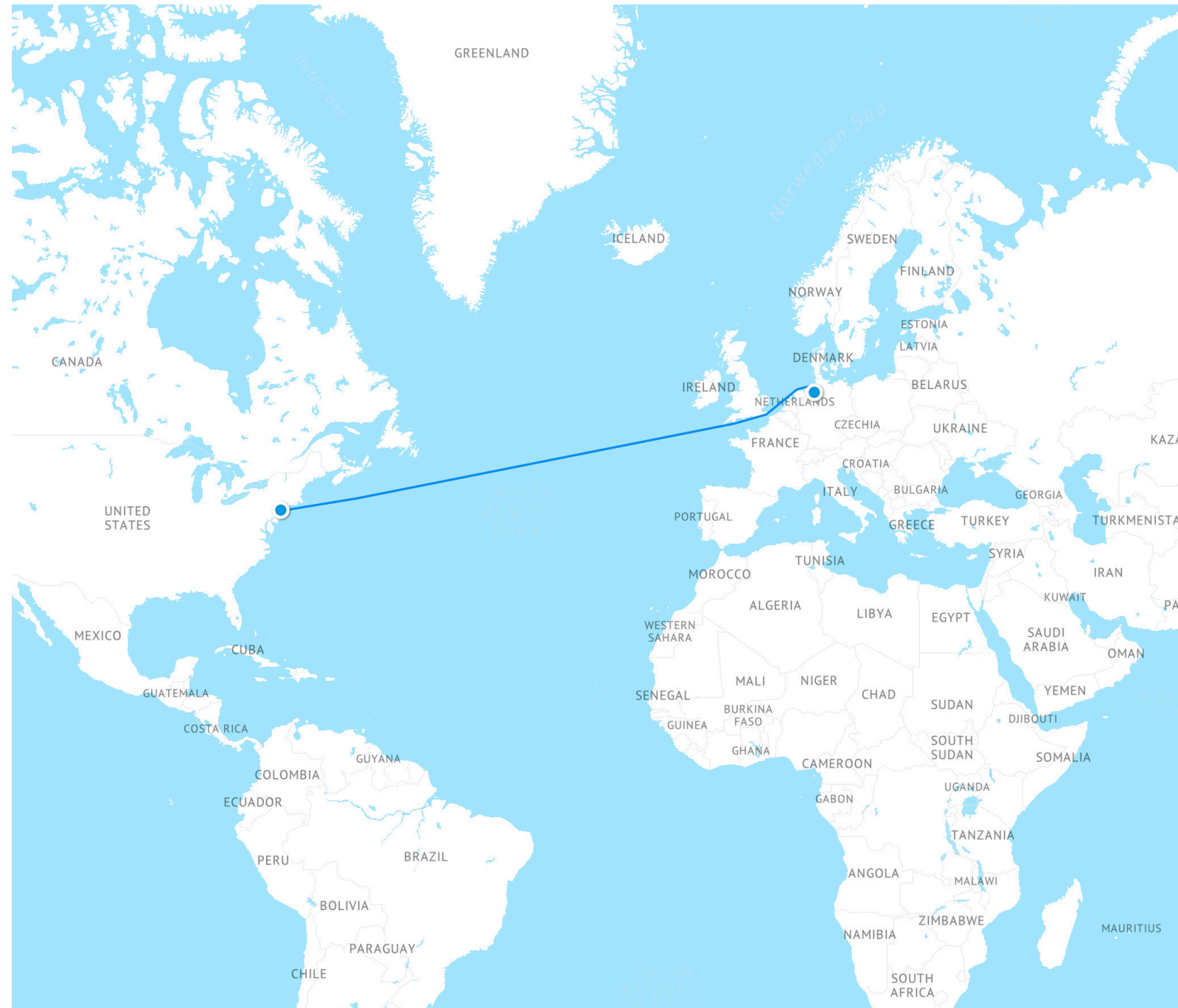
TRANSPORTATION






Mode - Shipping via truck from Heroldsberg, Germany to Bremen, Germany then the package will be loaded on Bremen's dock and will be shipped via sea to New York, United States and then the package will be shipped via truck from the port to Juvia's Place headquarter in Jersey City.

Timing - The package will be dispatched from Schwan Cosmetics, Heroldsberg, Germany and it will take 14 days to reach the headquarters of Juvia's Place in Jersey City, United States.

COST & TIME



Location	Mode	Type	Time	Distance	Cost
Heroldsberg, Germany to Bremen, Germany.		FTL (Truck Load)	1 Day	586 km	\$13
Bremen, Germany to New York, United States		Bulk and Break Bulk	12 Days	6523 km	\$1
New York, United States to Jersey City.		FTL (Truck Load)	1 Day	7km	\$7
Total	(200 units, 13lbs, 28.4" x 20.4" x 28.2")				\$21

QUALITY ASSURANCE

Quality Assurance Standards	
Test Type	Requirements
Formula	
Rheology	To ensure the desired flow and deformation of fluids.
SAXS Technique	To evaluate the presence of liquid crystalline structures, called liquid-crystals, which are known to increase the stability of formulations.
Microbiological control	Enumeration of bacteria, yeast and molds and pathogens search
Chemical and physico-chemical control	Determination of physical, physico-chemical and chemical characteristics: rheology, density, particle size, pH, viscosity,
	Determination of active ingredients, preservatives, UV filters, water-soluble and fat-soluble vitamins, dyes and surfactants
Safety and Toxicology test	It allows them to determine if any substances of the product and their mixtures present a risk when used by customers.
Cytotoxicity Test	Growth inhibition test
Skin Irritation/Corrosion	To ensure that products are safe for skin.
	<ul style="list-style-type: none"> • Reconstructed human skin equivalents - EPISKIN or Epiderm (OECD 439) • Reconstructed human skin equivalents equivalents - EPISKIN or Epiderm (OECD 431) • Corrositex® Membrane barrier test (OECD 435)
Eye Irritation/Corrosion	To ensure that products are safe for eyes.
	<ul style="list-style-type: none"> • Bovine corneal opacity and permeability test (BCOP; OECD 437) • Hens egg chorionallantoic membrane test (HET-CAM) • Reconstructed human corneal epithelial models (EpiOcular) • Red Blood Cell Test (RBC)
Genetic Toxicity	<ul style="list-style-type: none"> • Bacterial Mutation: Ames Test (OECD 471) • Mammalian Mutation Assay: Mouse Lymphoma Assay (OECD 476) • Mammalian Mutation Assay: HPRT-Test (OECD 476) • Mammalian Clastogenicity Assay: Micronucleus Assay (Chinese Hamster Cell/Human Lymphocytes) (OECD 487) • Chromosome Aberration Test (Chinese Hamster Cells/Human Lymphocytes) (OECD 473)
Phototoxicity	<ul style="list-style-type: none"> • Phototoxicity - Balb/3T3 neutral red uptake with artificial UV-light (OECD 432) • Phototoxicity using human skin equivalents • Selected photogenotoxicity assays (e.g. Photo-Ames, Photo-Chromosomal Aberration etc.)
Operating Standards	
Safety	General requirement of safety in material storage and handling.
Hygienic methods of manufacture	To ensure that products are free of external germs and bacteria.

Quality Assurance	
Test Type	Requirements
Color Matching	Colour matching computers to ensure that the pigmentation is dense.
Stability testing	To ensure that, during its shelf life and consumer use, the product maintains its function, physical aspect and its chemical and microbiological quality
Performance testing	To demonstrate product claims and ensure that they are real. It tests the product functionality, usability, durability and performance.
Compatibility testing with packaging	To check if they are any corrosive effects between product formulation and packaging, any alterations on product function or any alterations on product aesthetic as a result of contact with the packaging materials.
Flammability test	To ensure that the products are not flammable under any circumstances.
Density - Specific Gravity	Specific gravity cups are used which are calibrated for particular weight of water.
Viscosity	To ensure that the product is not clumpy.
Capillary method and distillation.	Capillary method is followed for melting point. Boiling range is also done using normal distillation set up.
Penetrometer	To ensure the hardness or softness.
Foam Test	Instruments like Ross Miles apparatus used for measuring foam.
Sensory analysis	To obtain information about a product in relation to what people feel when use or consume a product.

QUALITY CONTROL

Quality Control	
Test Type	Requirements
Visual Inspection	Ensuring quality by looking at the test pieces.
Product Inspection	Ensure that the products sent into market comply with set standard for quality.
Pre-shipment Inspection	Check the quantity and quality of the merchandise
Acceptance sampling	Uses statistical sampling to determine whether to accept or reject a production lot.
Acceptance testing	Determine if the requirements of a specification or contract are met.
Sampling	Sample test the product to ensure the quality.
Control chart	Measure the quality characteristics of sample selected.
Customer feedback	To analyze the quality standards and improve if necessary.
Loading supervision	Verify product quantity, and ensure proper handling of the cargo

PRODUCT PACKAGING

Ingredients: Ammonium Acrylates Copolymer, Carbomer, Glycerin, Color Additives, Dimethicone, Magnesium Silicate, fragrance, Mineral Oil, PEG-6 Sorbitan Oleate, Polysorbate 20, Propylene Glycol

100 % vegan
Cruelty-free
Non-toxic, Skin safe, Eye-lid safe

Warning: Avoid direct contact with eyes. Do not ingest. Discontinue use if irritation occurs. Designed, formulated and tested by professional makeup artists.



JUVIAS PLACE

Eye Makeup Starter Kit

Mascara: Noir01
Liner: Gel06
Kohl: Kohl02

This kit includes a mascara, liquid gel eyeliner and kohl eye pencil. These products highlight the eyes with the blackest black, accentuating the lashes and the eye lids with a smooth glide. Adds depth and definition for a glamorous look.

DIRECTIONS: Apply alone to lid or waterline, or over primer, eyeshadow or other products.

Safe, Gentle Formula

Avoid direct contact with eyes. Do not ingest. Discontinue use if irritation occurs. Designed, formulated and tested by professional makeup artists.

Ingredients: Glycerin, Propylene Glycol, TEA-Stearate, Isopropyl Myristate, Copernicia Cerifera (Carnauba) Wax, Cyclomethicone, Magnesium Silicate, Ammonium Acrylates Copolymer, Fragrance, Water, Color additives.

JUVIAS PLACE

Eyeliner - Stark Black
0.03oz/0.8ml

Made in USA
Keep container closed
when not using



thank you [♥]

FOR YOUR ORDER


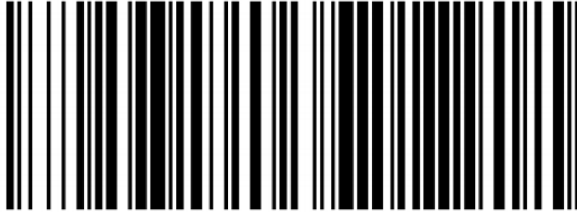
Your order made our day! We hope we make yours.
If you have any questions about your order,
contact us anytime. We'd love to hear from you!

Products Included in the Kit: Mascara, Kohl Eye Pencil and Liquid Eye Liner

PACKING, LABELS & DOCUMENTS



This green push by the German courier includes non-toxic foams, biodegradable twine and packing peanuts, and reusable anti-static peanuts. Corrugated cardboard is the go-to solutions for packaging sustainability because they're organic.

FROM	5203907790 MID:123456789 Schwanhäußer Holding GmbH & Co. KG Schwanweg 1, ABC street 90562 Heroldsberg GERMANY		CP72 - CUSTOMS DECLARATION Origin Post: DHL SC Date of Mailing: 4/2/21 Importer's reference Importer's contact		Port of Entry: New York City, US P SEARATES 				
	Detailed Description of Contents			Qty	Wgt (lb/oz)	Value (US\$)	HS Tariff Number	Origin Country	Insured Value: \$
	Eye Makeup Kits: Mascara, Eye Liner and Kohl Handling Instructions: Shipment has Fragile products. Handle with care.			1	0 178	1520.00		GER	SDR Value:
									Insured Fee: \$
Category of Items: Beauty kits			TOTAL	0 178	1520.00	I certify the particulars given in this customs declaration are correct. This form does not contain any undeclared dangerous articles, or articles prohibited by legislation or by postal or customs regulations. I have met all applicable export filing requirements under federal law and regulations.			
Exporter's reference		Exporter's contact		Dimensions (in) L: 28.4 W: 20.4 H: 28.2		Sender's Signature and Date Jack Ship 2/4/21 If non-deliverable: Return to Sender			
AES/ITN/Exemptions: NOEEI 30.37(a)		Invoice/License/Certificate No(s) 285							
TO	5125555555 Juvia's Place 926 Newark Ave Ste T101 Jersey City, NJ, 07306-6336 UNITED STATES OF AMERICA					 CJ 123 456 789 US			
	PS Form 2976-A (March 2015)			Do not duplicate this form without USPS Approval.			This item may be opened officially.		



WAREHOUSING & LOGISTICS

Centralized vs de-centralized Where? - Centralized location in New Jersey at Juvia's Place headquarters. Shipment will arrive from supplier(s) to port in New Jersey. The product will be transported from the port to headquarters by truck to Juvia's Place headquarters. From the headquarters, Juvia's will distribute products to all points of sales: direct to consumers via e-commerce and wholesale to retailers.

Why? - Juvia's Place is still a small company so they do not have the funds to establish multiple locations to store and distribute inventory. In addition, centralizing warehousing and logistics offer more control.



Costs?

Inbound - Transport product from port to Juvia's Place headquarters - \$7

Outbound - Ship orders from Juvia's Place headquarters to POS (customers and retailers) - $\$5 + \$7 = \$12$

Returns - return label (cost only if label is scanned) = \$5

Warehouse (future cost) - a cost when Juvia's Place outgrows holding and managing inventory.

Ocean Freight - freight from port to port - \$1

Ground Freight - freight from supplier to port; from port to warehouse (Juvia's Place headquarters); from warehouse to POS; returns from customers to Juvia's Place; Juvia's Place transporting returned product to 3rd party recycling company = $\$13 + \$7 + \$12 + \$5 + \$7 = \44

Supplier Management (future cost) - UPS offers a service to help manage global vendors by managing purchase orders and ensuring vendor compliance.

How and who to manage? Juvia's Place will manage their warehousing in a centralized location at their headquarters. Juvia's Place will utilize a 3rd Party Logistics company, UPS, as their primary global shipping provider.

UPS is a global shipping and supply chain management company headquartered in Sandy Springs, Ga. UPS offers custom supply chain and logistics solutions to fit the specific needs of the business.

REVERSE LOGISTICS

Expected Return Rate - 6-10% is the average return rate in the beauty industry, with an expected 2% increase above the average during the holiday season

Juvia's Place's expected return rate is 5%. Juvia's Place expects returns in cosmetics but will strive to deliver quality, thoroughly-tested products and rely on consumer feedback to keep the return rate below the beauty industry average

$200 \text{ units} \times .05 = 10 \text{ units}$

$200 \text{ units} \times .07 = 14 \text{ units}$ - holiday season return rate

Financial Impact -

- Any return is a liability because it is a loss instead of a gain. Due to hygienic concerns, Juvia's Place can not resell returned merchandise.
- Juvia's Place will incur the financial costs of paying for the product to be sent back from the customer to Juvia's Place.
- Juvia's Place will also pay to discard all returned products. Our packaging will be made with recyclable materials to ensure a low environmental impact when discarding returned merchandise.

Returned Merchandise - Partner with a 3rd Party Recycling business.

TerraCycle is a global recycling solutions provider. TerraCycle specializes in recycling non-recyclable and unique products and transforming the recycled product into new products or packaging.



Return Policy - Merchandise must be returned within 30 days to Juvia's Place. Juvia's Place will not refund original shipping but will provide a return shipping label in every order so customers will not incur shipping costs. Customers can drop off return packages to any UPS location or call 1-800-PICKUPS to schedule a pickup (customer may be subject to UPS fees.) Returned items will be processed in 5-7 business days. Any damaged merchandise will be returned and processed the same as returns. Customers can opt to receive a store credit or for an even exchange. Damaged items must be returned to Juvia's Place within 30 days of original purchase date or else the item is final sale.

PERFORMANCE MANAGEMENT

Developing company that focuses on customer service and product development

KPIs

Customer Service - Build-to-stock

- Complete order fill - From time customer places order to time of fulfillment should be within 24-hours
- Order line fill - to reduce the number of shipments per customer order by consolidating products into smaller shipments
- Frequency and duration of backorder - Increase product availability - by reducing lead times and increasing order to lower frequency of backorders and length of time to fulfill back order
- Line item return rate - Reduce line item return rate by ensuring accurate fulfillment and creating quality products

Product Development

- % of total products sold that were introduced last year - use metric from similar product to analyze metrics for new product
- % of total total sales that were introduced last year - use metric from similar product to analyze metrics for new product
- Cycle time to develop and deliver a new product - decide cycle time based on similar products, then adjust based on market demand and feedback

Balance Scorecard

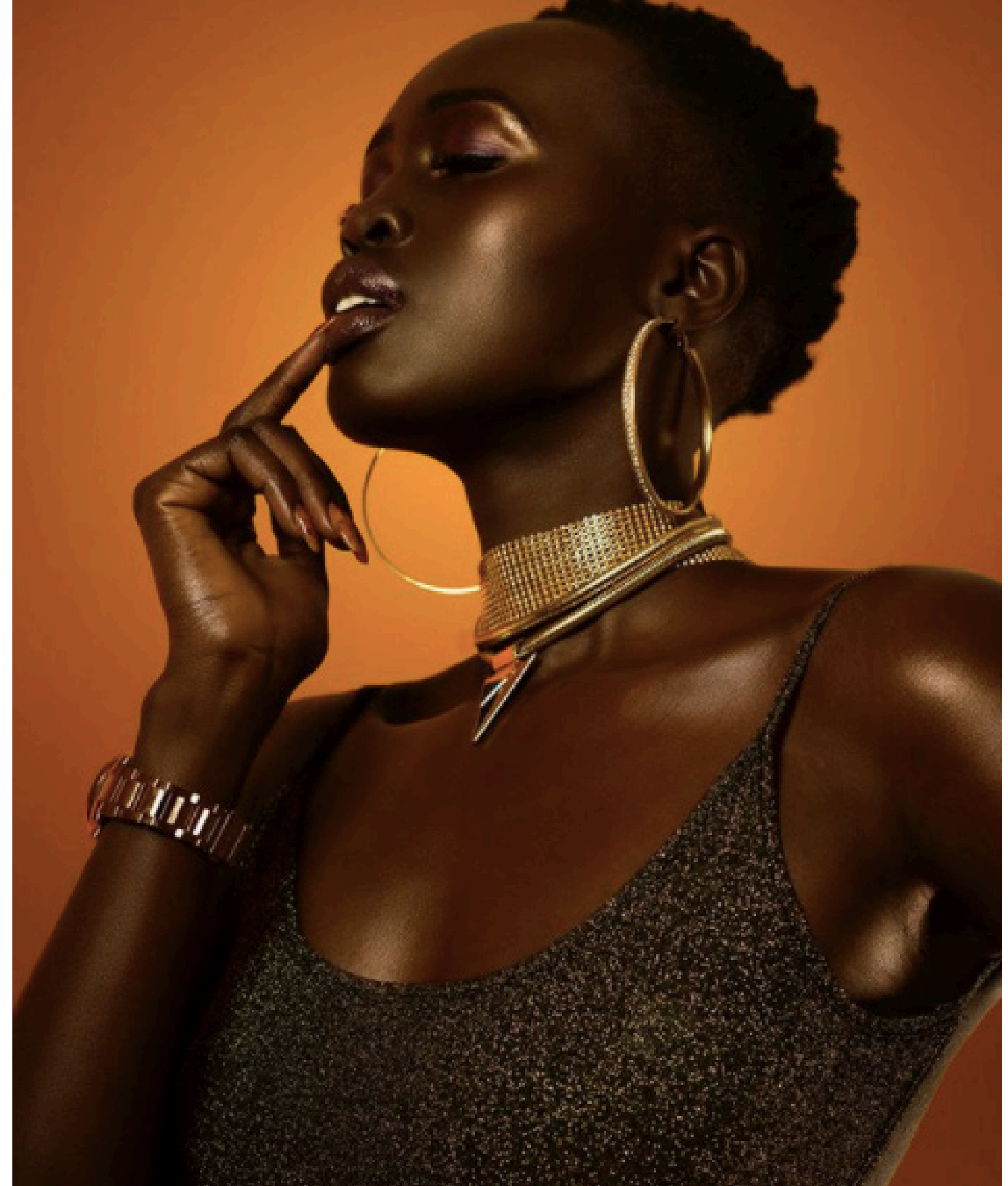
Juvia's Place | November 3 2020 | Projected for three years

	Objectives	Measures	Targets	Initiatives
Financial	<ul style="list-style-type: none"> Decrease expenses Increase company profit Increase sales revenue 	<ul style="list-style-type: none"> \$ average costs per manufactured item \$ profit margin \$ revenue generated from sales orders 	<ul style="list-style-type: none"> \$15 \$100,000 \$200,000 	<ul style="list-style-type: none"> Identification and disposal of obsolete inventories Reduce expenses and increase sales Decrease lead time
Customers	<ul style="list-style-type: none"> Produce high-quality products Be first choice vs. competitors Increase Brand Awareness 	<ul style="list-style-type: none"> Number of returns per month % market share % increase in new Customers 	<ul style="list-style-type: none"> \$20 5% 50% 	<ul style="list-style-type: none"> Offer proactive customer service. Maintain/develop relationships with customers Provide multichannel Support.
Internal Process	<ul style="list-style-type: none"> Improve process efficiency and have transparency Having environmental friendly practices Lead in innovation 	<ul style="list-style-type: none"> % increase in performance metrics Average Carbon Footprint Number of new products produced 	<ul style="list-style-type: none"> 80% 4 Tons 25 	<ul style="list-style-type: none"> Implement lean manufacturing Publish sustainability report Schedule weekly brainstorming meetings
Learning + Growth	<ul style="list-style-type: none"> Provide training for leadership Open standalone store and expand globally Build potential supplier relationship 	<ul style="list-style-type: none"> % leadership who say they are receiving effective training Number of standalone stores Number of new suppliers 	<ul style="list-style-type: none"> 75% 3 5 	<ul style="list-style-type: none"> Organizing training programs for suppliers and employees Targeting diverse geographic location Having strict fair-trade protocols

Legend: On track Missing target

KEY TAKEAWAYS

To fit within Juvia's Place of Inclusivity in cosmetics, our goal was to launch a product that enhanced their product line and expanded their product assortment. We developed a new product – a makeup eye kit – and a supply chain strategy around that product. The eye kit will retail at \$35 and be produced by our full-package supplier, Schwan Cosmetics in Germany. To manage costs, Juvia's Place manage their inventory and part of their warehousing and logistics. However, transportation will be outsourced to our primary 3rd part logistics company, UPS. This strategy is the foundation Juvia's Place can utilize to grow their brand, launch more products, increase profitability, and a competitive advantage in their market.



REFERENCES

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- <https://www.fc-cosmetics.com/Company>
- <https://www.global-cosmetics.com/>
- <https://pestleanalysis.com/pest-analysis-for-germany/>
- https://en.wikipedia.org/wiki/List_of_minimum_wages_by_country#Countries
- <https://en.wikipedia.org/wiki/Germany>
- <https://en.wikipedia.org/wiki/China#Government>
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- <https://www.state.gov/u-s-relations-with-germany/#:~:text=The%20U.S.%20German%20Treaty%20of,the%20avoidance%20of%20double%20taxation.>
- <https://country.eiu.com/france>
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- Euromonitor International - Country Report: Beauty and Personal Care in France
- Euromonitor International - Country Report: Sustainability: France
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