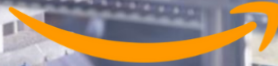# Should OneBlade be sold via amazon ?

Qualitative and Quantitative research towards advantages and disadvantages of selling via Amazon

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List of abbreviations

AWS	Amazon Web Services
B2B	Business-to-Business
B2C	Business-to-Consumer
BiPAP	Bilevel Positive Airway Pressure
BRITE	Breakthrough Innovation Teams
BSc	Bachelor of Science
C2B	Consumer-to-Business
C2C	Consumer-to-Consumer
CEO	Chief Executive Officer
CMM	Consumer Marketing Manager
CPAP	Continuous Positive Airway Pressure
CRM	Customer Relationship Management
D2C	Direct to Consumer via digital platforms
FSA	Firm-Specific Advantages
HQ	Headquarters
IPL	Intense Pulsed Light
KPIs	Key Performance Indicators
MNE	Multi-National Enterprise
MSc	Master of Sciences
PDP	Product Detail Pages
Q1	the first quarter of
R&D	Research and Development
SEO	Search Engine Optimisation
SKU	Stock keeping Unit
SWOT	Strengths, Weaknesses, Opportunities, and Threats
XITE	Exploratory Innovations Teams

Plain language summary

My business internship was performed at Koninklijke Philips N.V. commonly known as Philips. A multinational company focused on healthcare technology offering wide range of services and products from medical imaging equipment to daily consumer electronics, lighting and domestic appliances. There, I was hired as consumer marketing intern for OneBlade, part of Personal Health division.

The purpose of this business report was to provide detailed case study overview of OneBlade while analyzing benefits and downsides of selling their products on Amazon. As known, Amazon has an extensive marketplace with more than 310 million consumers across the globe and approximately 2 billion monthly website visits. Plus, they offer expertise on logistics and access to consumer data. But selling products on this platform is also subject to significant downsides such as competitive pricing and pressures, loss of brand control and counterfeits risks. Companies such as Nike have found themselves formulating these questions. Why they need to be present on Amazon? What are the benefits and drawbacks?

Since OneBlade is highly present across multiple countries, it is important to analyze the advantages and disadvantages as well as risks involved moving further with this market channel. Additionally, the report provides a set of recommendations to sell its products on Amazon, following the guidelines and insights obtained from my internship. Currently, Philips provides a general set of recommendations for product display on Amazon listings. However, there aren't explicit guides to each category. Often, OneBlade products currently sold don't follow a guideline and features are selected without extensive knowledge on the possible impacts it could have to the customer purchase.

Therefore, this research project aimed to cover both the business strategy behind selling on Amazon and optimizing its presence. All this, by elaborating and testing personalized guidelines for OneBlade and implement them across all Amazon listings worldwide at a standardized manner. As well as to serve for a future reference for new product listings. This guideline will take into consideration customer preferences and the MarCom recommendations. Thus, there is a need to provide a benchmark that encompasses several steps to ensure their products are displayed with purposefully elaborated and proven principles.

In conclusion, both a qualitative and quantitative research were conducted to gain broader view and answer all research questions. Consequently, given the situation of OneBlade, results showed it is beneficial to be present at Amazon.

Apart from being one of their main market channels, their customer persona is prompt to buy at e-commerce platforms because of their technological affinity. Likewise, Amazon offers convenience for customers in terms of best prices, fast deliveries, variety of options and product feedback from users. All of which are aspects that buyers find

appealing. As for the sellers, Amazon offers a wide consumer base with data analytics tools to gather information on buyers and their behavior. Despite this, significant threats were found over the course of this internship. Including intense price competition, over-reliance on Amazon as the primary revenue stream, loss of brand control, and increased exposure to negative ratings and reviews, as well as third-party sellers that could harm the brand's reputation. Recommendations for this first chapter would involve a careful negotiation of each deal with Amazon, develop a well-defined portfolio strategy to ensure purposeful product offerings and avoid redundancy, take legal actions against brand infringements, and strengthen the brand image by lime-green color association to protect against imitators while serving as stronger argument in court.

Upon answering the first research question confirming the importance of OneBlade's presence at Amazon, further study was conducted to strengthen its presence. This research showed the development and execution of a consistent product display page along all products is key since costumer persona checks these platforms not only for a purchase but for more detailed and convenient feature description compared to physical stores.

Additionally, gained insights into consumers preference and underlined the importance of ratings and reviews, gallery image uniformity across products of same range, brief but concise product descriptions, affinity towards A+ content and comparison tables when making a purchase decision. Hence, an audit was performed on all OneBlade products listed for United States and Western Europe. A detailed review and update with the latest guidelines of the product detail pages were carried out, encompassing titles, image galleries, product descriptions, A+ content, and comparison tables. Subsequently, all changes were implemented to ensure optimization while accomplishing the objectives from proposed by the start of the internship. Recommendations for this second chapter include performing a audit on all Amazon listings globally to consolidate the presence worldwide, following the action plan created for this purpose plus the insights mentioned before and in more detail through this report.

Acknowledgements

Introduction to Philips

Company profile

Koninklijke Philips N.V. is a global health technology company founded back in 1891 in Eindhoven, the Netherlands, by Frederik and Gerard Philips. It started out as a light bulb company with an entrepreneur and innovative spirit. But quickly became successful and grew into the multinational that is nowadays. The core focus of Philips is to enhance individuals' health and well-being using technology. All this by keeping innovation focused on patients and individuals to improve their health and healthcare, while also increasing convenience and sustainability of care. Lately, their strategy is to seek expansion through organic growth, centered around business, innovation, and enhanced implementation. One of Philips primary advantages is their ability to innovate, and this remains the key factor that sets them apart. The introduction of technology into healthcare has been boosted by recent industry trends and Philips are adopting them too. Currently, Philips has a total of 69,656 employees worldwide. And their products reached to 1.9 billion people in 2023 [1, 2].

As most big companies, Philips has a two-tier board structure formed by Board of Management and Supervisory Board. Philips was one of the earliest to adopt a matrix structure. This means that team members have several reporting lines to different supervisors. In a matrix structure, team members, regardless of whether they work remotely or in-house, have dual reporting lines to both a project manager or director and their department head called category leaders in Philips. The main benefit of the matrix structure is in its ability to encourage collaboration within individuals from diverse departments. This collaboration among employees from different divisions increases the organization ability to develop innovative products and services [1, 2].

Philips functions under four divisions which are Diagnosis & Treatment, Connected Care, Personal Health and Other.

Philips Group Segments	Diagnosis & Treatment	Connected Care	Personal Health	Other
Businesses	Precision Diagnosis Image Guided Therapy	Monitoring Sleep & Respiratory Care Enterprise Informatics	Oral Healthcare Mother & Child Care Personal Care	Innovation & Strategy IP Royalties Central costs Other
Total sales by segment (2023)	49%	28%	20%	3%

Table 1. Philips Group Segments according to Annual Report 2023.

For this report, the focus falls into Personal Health segment, responsible for 20% of sales during 2023. Personal health comprises three business units: Oral Healthcare, Mother & Child Care, and Personal Care.

Personal Health Segment	Oral Healthcare	Mother & Child Care	Personal Care
Total sales by business	35%	11%	54%

Table 2. Philips Personal Health segment according to Annual Report 2023.

The Personal Care business area focuses on facilitating healthy individual care routines through the use of technology and solutions that improve people's long-term health and well-being. Therefore, it offers a wide range of grooming and beauty goods, to both entry-level and high-end markets. The grooming portfolio comprises shavers, OneBlade, groomers, trimmers, and hair clippers, along with high-quality solutions with SkinIQ technology, in-app coaching for a customized shave, and blade subscriptions. The beauty portfolio comprises a range of devices dedicated to skin care, hair care, and hair removal such as Lumea premium IPL hair removal device [1].

Personal Health objective is to profitably expand by prioritizing innovation in three domains. Firstly, expand their reach by developing innovative products and solutions that suit to consumer needs. Secondly, provide optimal consumer experience throughout the consumer journey. Thirdly, increase the reach and presence by forming partnerships with retailers and introducing new business strategies, such as try-and-buy and subscription services, on a larger scale [1, 2, 3].

As for their financial performance, Personal Health category is responsible for 3,602 million out of the total 18.2 billion euros in sales over 2023. Nevertheless, compared to 2022 it down performed 0.7% [1].

Not least important, Philips had some financial struggles, especially with Respironics. In mid-2021, Philips recalled millions of CPAP and BiPAP ventilators, as well as other breathing devices. The devices, used for sleep apnea therapy and other purposes contained sound abatement foam that had the potential to deteriorate and enter the respiratory tract of patients. This triggered a major lawsuit for Philips. The litigation in US court reached a $1.1 billion deal to settle claims from affected people. While internally, this led to a change of Philips operating business model, 2022 replacement of their CEO Gerard Kleisterlee to Roy Jakobs and cut of 10,000 roles [1, 4]. Now Philips focuses on smaller projects with significant impact on patient outcomes and addressing clinical, operational, and sustainability concerns [1, 5].

OneBlade, "The product that disrupted the grooming market"

Even though Philips has many successful shavers on the market, they wanted to enter the blade market with a new innovation, OneBlade [6]. Nevertheless, entering was attached with risks, including a declining trend of young adults shaving frequency. Instead, they prefer to grow beards, mustaches, and other styles [6]. Additionally, the static and dense shaving market led some blade brands gaining market share at the expense of others. This resulted in an intense competition characterized by exaggerated promises and advertisements in order to outdo one another. Phillips instead focused on creating a new category. They chose to differentiate themselves in the market by creating a unique single-blade razor [6, 8]. This razor was designed to trim, edge, and cut any length of hair, catering to the needs of the modern man [8]. Aware that some individuals were indifferent to razors and skeptical of the advertising claims, Phillips decided to mock the dishonesty and exaggeration found in blade advertisements. Alternatively, they showcased real examples of men trying the one blade razor, emphasizing that seeing is believing. To achieve this, Phillips enlisted genuine users who had tried the one blade and loved it to spread the word and create their own user-generated content [9]. These ambassadors played a crucial role in securing positive ratings and reviews, paving the way for a successful launch. Their marketing campaigns were driven by television, online films, social content, and customer relationship management (CRM) strategies [9, 10, 11]. Hence, Phillips significantly increased its commercial goals by three times following the fourth campaign. Leading into a 40% of men aware of the OneBlade product, and 1.4 million units being sold out [11]. Additionally, Phillips successfully built a presence in the blade aisle, with three out of four men purchasing replacement blades for their OneBlade [7].

Since its launch back in 2016, OneBlade continues to expand its portfolio adapting to the consumers' needs. For instance, the launch of face and body kits and new handles towards a high-end value proposition. OneBlade quickly became successful, hitting a milestone of 100 million blades sold by 2021 [7].

This new device has various distinctive features offering unique selling points that sets them apart from other grooming tools. OneBlade is designed to trim, edge, and shave any hair-length, making it a versatile and multifunctional tool to a wide range of grooming applications [8]. Moreover, its distinctively unique technology includes a high-speed cutter (200x per second) and a dual protection system to guarantee a smooth and comfortable shave without any irritation [8]. Minimizing the likelihood of nicks, cuts, and razor burn [8]. The blades are specifically designed to last up to 4 months of regular use, while keeping its performance and cost-effectiveness [8]. Their ergonomic design allows to match the curves of the face, with a closer and more comfortable shave, particularly in challenging regions [6]. The device is equipped with trimming combs that can be adjusted to various length settings, allowing more control when grooming facial hair [8].

OneBlade is designed to be resistant to water, enabling its convenient use in both wet and dry. It can be utilized with or without shaving cream. Moreover, the handle is compact and lightweight which offers an improved user experience compared to other grooming devices. Therefore, all the above-mentioned features make it a favored option for consumers when seeking for a multifunctional, effective, and user-friendly grooming solution [8].

Figure 1. OneBlade technology and feature representation.

Market analysis

Personal health division of Philips operates on business to consumer (B2C) and direct to consumer via digital platforms (D2C). The distribution channels are online retailers, store retailers and drug stores. For the purpose of this project, from now onwards the sections will focus on OneBlade instead of Philips in general.

Given the high competitiveness in personal care and grooming multi-billion euros industry with long standing players OneBlade created a new category, granting themselves more growing opportunities [12, 13].

OneBlade drives profitable growth by increasing the number of handle users and unlocking long-term value by selling replacements blades [6]. Hence, handles promote market penetration by expanding target consumers, increasing wet aisle presence, promote activation and sustainability [6]. While blade replacements improve profitability by boosting replacement rate awareness and recognition, increase the occasions of use, fight counterfeits and drive sustainability [6,13].

The target audience is young adults that want a good performance device to style their beard, offering the possibility to trim, edge and shave. While adapting to their changing grooming needs. OneBlade initially tackled 210 million consumer males aged between 18-45 years with a shaving frequency of less than 3 shaves per week using multiple tools such as blade and trimmer but wanting to simplify their routine [6]. Notwithstanding, customer segment is expanding towards young males aged 14-17, new to shaving representing 190 million customers and towards a gender-neutral proposition for all

genders aged 18-45 seeking for an intimate shave and groom accounting for 497 million users [6]. Therefore, OneBlade offers a unique solution that is both versatile, efficient, user-friendly, and cost saving [13]. All key elements the target audience seeks for while allowing a variety of styles to adapt on the audience face and body trim preferences at different stages in life [6].

In conclusion, OneBlade has strong positioning in the market thanks to its innovative design and strong reputation of Philips brand. Currently they operate outside of the saturated market in a category of their own, which for now is one of their advantages. OneBlade is set to continue with its success in the growing grooming market by adapting to customers' wants for ease of use, versatility, and trends.

Business & innovation model Philips

Business model

The business strategy of Philips is focused on delivering new health technology opportunities by using its knowledge on healthcare, electronics, and lighting. The company focuses on making a lasting difference through placing emphasis on patient safety, quality, innovation, social effect, productivity, and compliance [14].

Philips combines firm-specific advantages and location advantages in a multi-national enterprise network (MNE), known as multi-centered MNE with headquarters (HQ) in Amsterdam, the Netherlands and subsidiaries across the world. The HQ transfers the basic knowledge and modus operandi while local subsidiaries are responsible of effectively applying it and build upon knowledge-based firm-specific advantages (FSA) locally. Therefore, local response is important. Additionally, non-location bound FSAs are minimal, they operate under the same financial governance, business interests and general key performance indicators (KPIs) [15].

Philips has a strong presence in both stable and growing markets in more than 100 countries [1]. Their operating model mostly focuses on strategy, structure, governance, data, people and performance management. This model has proven to be beneficial for the company in terms of simplicity and accountability [1].

Philips' business model is based on health technology solutions, and it is changing from a product-focused model to a customer-centric, outcome-focused approach. Thus, long-term service-based business models will be used instead of product-based ones [14].

Philips improved how its supply chain and manufacturing to adapt quickly to changes in supply and demand. What's more, they collaborate with groups like the Ellen MacArthur Foundation and the World Economic Forum to promote sustainable and circular business practices [16]. The company is constantly working and advocating for

stakeholders on AI, and it helped create AI governance frameworks and codes of conduct in healthcare [17].

In conclusion, Philips' business model is built on a global approach that focuses on health technology solutions, a dedication to local market strategies, a move toward service-based business models, and a strong focus on innovation, sustainability, and putting the patient first [1, 14].

Innovation model

Philips long lasting affinity for innovation has a structured approach to foster innovation at any point in the value chain, rather of only focusing on the first stage of product conceptualization [1, 18]. A key distinction is that most of Research and Development (R&D) experts are within their respective business units [1]. This allows a closer stand with consumers and close collaboration with different stakeholders. A special emphasis is placed on experience design to ensure that consumer's perspective is incorporated thought the innovation process from ideation to product development [18].

The remaining R&D experts are part of the central Innovation & Strategy group. Where their primary focus is to *concentrate on groundbreaking concepts that advance a core product to fulfill the needs of a broad new customer segment* [1]. In other words, the primary objective of Innovation & Strategy is to support the business units in creating a competitive edge.

As for the focus on future healthcare trends, Philips is in the look-out for long term value propositions. To accomplish this there are two teams, the Breakthrough Innovation Teams (BRITE) and the Exploratory Innovations Teams (XITE) [1].

Philips aims to be seen as a company that solely invests in innovations that matter to the consumers while being in line with their well-being. To draw attention to this change in direction, Philips changed their slogan from "*Sense and simplicity*" to "*Innovation and you*" [1].

Philips' model for innovation includes global operations with a strong local influence [18]. Spread into four major innovation sites and several smaller research sites around the world. The company uses its global reach to understand and meet the needs of local markets and ultimately to build on the FSAs both locally and nationally [15, 18].

For instance, the "In China, For China" approach based on local partnerships, manufacturing, innovation, and services to make products that are suitable for the Chinese market. Sustainability is important to the company, and they focus on green and eco-designed innovations [1].

Moreover, Philips' Q4 2023 report listed a number of public and private partnerships related to innovation. These included creating an AI-powered ultrasound solution to help

with the lack of healthcare staff, working with NYU Langone Health to improve patient safety and quality, implementing AI-enabled clinical care [19]

As for the R&D expenditure, remains constant each year with approximately 2 billion euros [2]. Compared to other health technology companies such as SIEMENS Healthineers, GE HealthCare who provide diagnostic imaging, image-guiding therapy [20, 22]. Their R&D spending is 1.9 and 1 billion euros respectively [20, 21, 22].

To conclude, Philips' innovation model is a long lasting multifaceted approach emphasizing patient safety, quality, and the impact of innovation on healthcare. The company close cooperation with R&D both globally and locally is a key advantage, allowing them to understand and respond to local market needs faster.

Problem statement

In the swiftly evolving e-commerce landscape, many brands have ongoing discussions on whether their brands should be marketed on Amazon. Although Amazon offers a large client base and efficient logistics, it also presents notable competitive pressures, pricing difficulties, and the risk of brand dilution. This report seeks to examine the benefits and drawbacks of utilizing Amazon as a sales platform for OneBlade products, evaluating its effects on market reach, profitability, brand image, and overall business approach. Gaining a comprehensive understanding of these dynamics proves crucial for formulating well-informed tactics that optimize the advantages while minimizing the disadvantages of selling on Amazon.

The aforementioned situates the research within a wider framework of strategic business decision-making. For this reason, a practical form of research needs to be conducted. Involving both quantitative and qualitative data. Hence, quantitative data will give more certainty and solid results while qualitative data will provide more creative results and recommendations.

These insights will be useful for OneBlade stakeholders, and serve as a guide to Grooming department and others within Personal Care.

Research question

Considering the extensive market share of OneBlade on Amazon, it is crucial to evaluate the potential upsides and downsides for Philips when selling their products on this platform. Hence, to address this, the following research questions were asked:

- Why OneBlade needs to be on Amazon?
    - What are the benefits of selling OneBlade products on Amazon?

- What are the drawbacks of selling OneBlade products on Amazon?
- If answer to the first question is positive, how can OneBlade presence on Amazon be consolidated?
    - How do changes in information/design/image display on Amazon influence consumer decision-making experiences?
    - Does Ratings and Reviews influence consumer decision-making experiences?

Literature review

The purpose of this literature review is to provide an overview of theoretical concepts and examples connected with the research questions. Thus, gain better understanding of our problem statement. Search engine predominantly used was Google Scholar, as this allowed a broad search. Ergo, the search terms were e-commerce, e-commerce trends, online marketplaces, Amazon, Amazon business model, consumer decision making, rating and reviews, customer perceptions, and purchase behavior.

On that account, starting with bigger and broader topics then progressively specializing into the research questions.

E-commerce and Online Marketplaces

The term electronic commerce (e-commerce) refers to a business model that allows both companies and individuals to buy or sell goods and services over the Internet [15, 23]. It operates in different types of market segments [23, 24]. For instance, business-to-business (B2B), B2C, consumer-to-consumer (C2C), consumer-to-business (C2B), etc [23, 24].

Within e-commerce there are various forms of organizations. First, Brick and Mortar which are the traditional physical stores, selling offline only. Second, Click and Mortar mostly sell offline but offer an online service for some products. Third, Virtual or Pure-Play business as name indicates they operate only online. Last, electronic market (e-marketplaces) platform connecting both parties to buy, sell and exchange products or services [23].

An extensive variety of products can be purchased on e-commerce platforms, making it a highly competitive environment. And can be conducted over computers, tablets, smartphones, and other smart devices [23].

Ever since it's boom, e-commerce grew exponentially, disrupted the retail industry and changed consumers behavior [25]. Nowadays, when selling products online, significant research has to be done on the audience, customers and consumers, product and

feature display strategies, competition and costs [26]. Likewise, it requires more reliance on consumer data than before [26].

Furthermore, it helped businesses gain more reach into a wide international market. Plus, it improved the logistics solutions worldwide. This is convenient for the shopper, allowing uninterruptible access to purchase a large variety of options and costs [27].

On the other hand, disadvantages would be limited customer service since when shopping online consumers can't view the product in person [27]. Moreover, a different purchase experience compared to conventional stores [25]. Lastly, although there aren't many entry barriers into selling on e-commerce platforms, the competitiveness is high, mainly focusing on price and listings. As a result, businesses have to focus on product display, search engine optimization (SEO) [27]. Through this report, these strategies will be disclosed in more detail and applied to actual examples.

Introduction on Amazon as a sales platform

Amazon is an American multinational company founded by Jeff Bezos back in 1994. What started out as an online book store, grew into a billion-dollar enterprise to become the largest retailer [28, 29]. Among the offered services, Amazon provides e-commerce, cloud computing, online advertising, cloud services, digital streaming, data and artificial intelligence platforms [30]. Popularly they are known for their shipping service and the numerous subsidiaries like Amazon Prime, personal assistant Alexa, IMDb, Amazon Drive, etc [29, 31].

Amazon was the first of its kind to start the e-business, later on competitors arise such as ebay, Alibaba, Shopify, Aliexpress, Rakuten, and others. Still Amazon is the biggest e-commerce platform [32, 33].

Amazon's Business Model:

Amazon model is based on e-commerce, both B2B and B2C. Divided into three segments: North America, International and Amazon Web Services (AWS). Revenue is generated mostly from retail (online and physical stores) responsible for $118.3 billion in sales as of Q1 2024. The other major sources of income are subscriptions, advertising, and web services [34, 35]. Thus, AWS accounts for $25 billion in sales as of Q1 2024 [36]. The total net sales of Amazon for Q1 2024, amount to $143.3 billion and have increased compared to last year [36].

Impact of Amazon on Retail Industry:

Also known as the Amazon Effect which caused a disruption of conventional physical retails and a significant increase of online shopping. To keep up with the changing market, retailers had to make changes in companies business strategies and invest in online retailing to avoid further loses [28].

What's more, this disruption caused changes in customers behavior, offering accessibility and convenience to buy products anywhere at any time. Thus, the customer journey also changed along the incorporation of digital technologies when purchasing. Conversely, business decision making started to be more data driven, using the data analytics gathered from their platform to study client behavior and their purchase decisions [25, 26].

To summarize, Amazon has caused changes in the retail sector by shaping consumer behavior, integrating digital technology, introducing innovative business models, leveraging data for decision-making, expanding global market reach, and affecting traditional retail operations. Thus, to maintain competitiveness in an evolving environment, businesses must continually adapt their strategy.

Case Studies of Other Companies on Amazon

Nike

The Wall Street Journal published a case study on Nike's relationship with Amazon, highlighting its strategic adaptation and their evolving brand-online retailer relationships. Initially, Nike was hesitant due to concerns about price control and brand perception [37].

However, the rise of third-party sellers on Amazon significantly impacted their pricing and distribution management. Thus, the increasing number of independent sellers led to unauthorized sales, undermining Nike's control over pricing, distribution, and reputation. Ultimately, resulted in a decline in their bargaining power and reduced ability to sell products at their original price.

As a result, the deal made with Amazon included the implementation of more strict methods to combat the production and distribution of counterfeit items, as well as the imposition of restrictions on unauthorized sales. In exchange, Nike granted the ability to directly sell specific products through Amazon's platform. However, in November 2019 Nike announced they will stop selling on Amazon [38].

Birkenstock

Another case, concerning the German shoe manufacturer Birkenstock that in 2017 cut ties with Amazon after a long partnership, similarly to Nike. The reason was that Amazon was not acting upon the increase of counterfeits being sold by third-party sellers [39]. Hence, damaging the brand reputation and deceiving customer's trust.

Ultimately the situation intensified when Birkenstock discovered that Amazon was actively contacting its authorized resellers, asking them to sell Birkenstock and directly breaching the terms of the reseller agreement [40].

Apple

Back in 2018 the technology giant made an agreement with Amazon to become an Apple Authorized Reseller. Allowing them to sell their devices and accessories while keeping it's Apple warranty. Up to this date, their partnership continues and there are no records of issues online. This case serves as an example of a successful partnership between both sides [41].

In closing, although there is a competitive landscape with numerous third-party sellers, some companies either back out or continue to be present at the e-commerce platforms. It's a matter of negotiating the agreements and managing the risks. Still, this topic will be mentioned in the qualitative research and provide an answer to whether OneBlade should follow the examples of Nike, Birkenstock or Apple.

Next let's discuss more theoretical concepts, such as the association among online settings and customer choices, as well as the impact of ratings and reviews when making online purchases. These subjects will be reviewed and addressed again in results, discussion, and recommendations.

The interaction between online environments & consumer decision making

Evidence shows that various factors affect the overall quality of decision making, those being new information environments. According to Simpson et al. 2013, consumer decision making and purchasing decisions are affected by differences in product display, information overload, location of stores, price, sales, contextual influences and sequential vs. simultaneous choices [42, 43].

Whitin online environments, this concept holds relevance as the digital interface allows for various modes of information presentation, such as side-by-side comparisons and personalized recommendations, which can either simplify or complicate the decision-making process [42]. The article focuses on the way options are presented, whether jointly or separately, can lead to different consumer preferences.

Their findings revealed comparisons that are easier to make, are more likely to be selected and appear more relevant to the customer. Additionally, customers tend to choose percentage discounts over absolute savings since they find it easier to compare percentages. Moreover, when making simultaneous choices, consumers are more likely to select a variety of options, highlighting the role of task-driven factors in comparison selection. The presence of a middle option in a choice set can make it more attractive, showing how local context and comparison fluency influence decisions. Lastly, authors suggest that situational factors such as time pressure, mood and individual differences (e.g., expertise, need for cognition) can moderate the comparison selection [42, 43].

In conclusion, it was found that the way tasks are presented in online settings, such as through comparison charts, user reviews, and targeted advertisements, can have a significant impact on consumer behaviour. These methods promote attention to specific

features and make complex choices easier for consumers. Understanding task framing in the design of online shopping experiences is crucial for catering to consumer decision-making processes.

Role of customer reviews & ratings in shaping consumer perceptions and purchase behavior.

Online reviews have a major influence on customer purchase choices, especially for lesser-known products. This influence derives from factors such as product popularity, product information, online reviews and offline availability [44].

Starting with products that are not widely known, due to its limited exposure in traditional channels such as print media, in-store demonstrations, and personal recommendations. Study conducted by Feng Zhu and Xiaoquan Zhang suggests that this lack of information is an issue for consumers to obtain trustworthy insights about these products via conventional methods [44]. But states that online reviews bridge this void by offering user-generated content that provides insights about the quality, functionality, and performance of the product.

In this regard, when studying the consumer perceptions, they discovered that consumers tend to have greater caution when evaluating less-known products [45]. Hence, to reduce the likelihood of making an unsatisfactory purchase. Therefore, online reviews are an essential asset for consumers, providing personal accounts and opinions that help them evaluate the product's suitability and credibility. This information enhances consumers' confidence and belief in their purchasing decisions. Plus, an increase in online reviews proved to grow sales of products. The abundance of reviews leads to attract other consumers, who in turn provide their own ratings. Ultimately, bolstering the product's reputation and appeal. The phenomenon of signaling can have a significant impact on the success of less popular products, enabling them to develop momentum in the market. Emphasizing once more its importance and direct impact on consumer behavior [44, 45].

Another issue affecting consumer perceptions are offline sources, typically regarded as more reputable and influential. Thanks to the presence of more marketing materials, professional reviews, product information and recommendations from friends [45].

To sum up, online reviews have a greater impact on less popular products due to their offering of product information that is otherwise limited. Online reviews provide consumers with comprehensive and varied viewpoints, enabling them to make more assured choices. While, reducing the risks associated with purchasing and act as a crucial tool for decision-making when offline information is lacking. Therefore, companies should contemplate focusing their efforts to boost rating and reviews.

Methodology

Research design

At the start of the internship, both the objective and the subject of the internship were not pre-established. Hence, a thorough examination and assessment of the new surroundings was necessary in order to ascertain the course of action for this project. After identifying the challenges, a pragmatic method was adopted to effectively tackle the complex obstacles experienced during this internship.

Therefore, the research employs two selected methodological approaches to answer the research questions from different perspectives. During the initial phase of the study, a total of seven interviews were carried out to gather qualitative data. The objective was to gain insight into advantages and disadvantages of selling OneBlade products on Amazon, covering both short- and long-term effects. This is important because it provides unique insights to the research that quantitative methods could miss.

For the second phase of the study, surveys were given to individuals of different genders and ages. The purpose was to get more information on the perceived preferences they had when buying products at Amazon with focus on OneBlade. As for the survey flow, screening was done in terms demographics i.e. gender, age and shaving preferences. Therefore, I used the majority of demographic questions conducted in previous studies on OneBlade buyers. In this analysis, a Mann-Whitney U test was performed, which was considered suitable for examining the Likert-scale responses. The Mann-Whitney U test enables the comparison of consumer purchasing decisions in terms of image preference, product display and description, reviews, etc.

Data collection and survey design

The qualitative research data was gathered by conducting in-depth semi-structured interviews, both online and in person, with marketing and e-commerce experts within Philips and Amazon divisions.

The interviews lasted between 15 and 20 minutes. Participants were requested to provide agreement for the interviews to be recorded in audio format. The individuals were enlisted via the personal connections within Philips and Amazon teams. During the interview, various topics were discussed with the participants. The subjects are located in Table 3. The interview protocol, together with the primary questions posed in each interview, is included in Appendix A.

Topic	Sub-topic
Advantages of selling OneBlade products on Amazon.	How Amazon has influenced OneBlade visibility in terms of market reach, sales performance compared to other sales channels.
Disadvantages of selling OneBlade products on Amazon.	Main challenges and additional costs you encounter when selling OneBlade products on Amazon such as fees, and competition.
How consumer behavior on Amazon differs from other platforms or traditional retail channels.	How Philips OneBlade adapted their marketing strategies accordingly.
Long-term strategic benefits and risks for OneBlade using Amazon as a sales channel.	Long-term strategic implications and how to manage those risks.

Table 3. Interview guide

The quantitative research data was gathered by conducting a survey, distributed online using Qualtrics. This survey aimed to learn on customer preferences while purchasing products at Amazon with an emphasis on OneBlade.

There were many kinds of questions in the survey, for more detail see Appendix C. Hence, the main focus on the customer purchasing decisions were covered by questions on image gallery, product description, importance on rating and reviews. Since the survey included a variety of topics, the research questions were addressed using a variable selection. As for the independent variable, different aspects of the product listing on Amazon were considered, such as text, images, reviews and display of products. Consequently, participants preferences and their ratings were used as the dependent variable. Participants rated the questions on a Likert scale from one to five.

After selection of the variables, to further refine the data set for analysis, a selective sampling method was employed. Only data from participants that met the attention check were included. This resulted in a sample size of 141 respondents out of 150 total.

Participants Qualitative Research

Participants for the qualitative part of the research were recruited through personal network within Philips. For the interviews, a total of 7 participants were interviewed. All of the respondents currently work at Philips and have either a close or direct contact with consumer marketing of Grooming products and Amazon Product Detail Pages to their respective grooming products.

An overview of each participant, their current role, professional and educational background can be found in Table 4.

Participant number	Current role	Professional background	Educational Background
1	Senior Consumer Marketing Manager (CMM)	Global Marketing Manager and brand manager	BSC Economics and Business Management MSc Marketing, Management & Communication
2	Consumer Marketing Manager	Global Manager Marketing & Sales	Economics degree specializing in Management and Marketing

3	Senior Consumer Marketing Manager	Global Marketing Manager and Innovation Manager	BSc and MSc in Marketing, MSc in Small Business and Entrepreneurship
4	Junior Consumer Marketing Manager	Product Manager	BSc Marketing Communication MSc in Communication Science
5	eCommerce Account Manager- Amazon	Business management, key account management, consultant	BSc in History
6	Consumer Marketing Trainee	Marketing Strategy, Project Management	BSc in International Business Administration
7	Content deployment Manager	E-commerce content deployment, key account management	BSc in Business Management and International Business

Table 4. Participant's background, profession, and experience.

Thematic Analysis of the Qualitative Research

Upon the completion of all interviews, the data collected through the interviews was analyzed through a thematic analysis. Before starting the code creation and topic generating processes in qualitative analysis, the interviews were transcribed as the initial step of the analysis. This method also involved anonymization of the data, so any personally identifiable information was eliminated. Following the transcription of the interviews, the transcript underwent repeated readings, and preliminary observations regarding the data were made. This phase was referred to as the data familiarization phase. This was taken as an important step in grasping the whole context of the interviews.

The theme analysis employed an inductive approach, meaning that the analysis was guided by an exploratory and qualitative observations rather than by pre-existing theories [46]. This indicates that the data coding procedure did not involve organizing the codes according to a previous coding framework. Instead, it was guided by the substance of the data itself and the communality found among the interviews [47]. The codes and themes were derived from the interview's patterns. This was done to make sure that all pertinent data was systematically categorized and documented.

The set of codes was generated manually involved an organized and iterative approach. Each interview was initially coded separately using an in vivo, line-by-line coding method. This coding methodology guarantees the ability to highlight the precise uttered words of the participant and facilitates a more advanced analysis, while also aiding in becoming acquainted with the data in an inductive manner [48]. Throughout the coding procedure, a codebook was created and upheld to guarantee consistent analysis across all individual interviews. The codebook contained the in vivo code name with precise explanation of the code can be found in Appendix B.

Following the initial phase of the coding procedure, the initial in vivo codes were classified into broader groups. This facilitated a more distinct comprehension of the current codes and enhanced the efficiency of categorizing the codes into subcategories.

Once the initial in vivo codes were classified into these broader categories, the process of combining codes and generating parent codes commenced. Codes that exhibited similarity and shared identical meaning were merged. This ensured a more precise depiction of the facts. Codes that were unable to be combined but still represented the same subject were classified under parent codes. Ultimately, the codes were analyzed to determine the relationship and main subjects, which were then used to establish several themes.

Themes
- Ryan is their customer persona age 18-45, technologically savvy. Therefore, shopping online. Specially through Amazon.
- Amazon is a large marketplace.
- Competition on Amazon is broader in comparison to offline channels.
- Amazon is the preferred page to visit instead of Philips.com when looking for shavers, razors, etc.
- When buying on Amazon, consumers base their decisions on price, ratings and reviews. Which is different from off-line stores.
- Product detail pages (PDPs) are important since it's what consumers decide upon for an online purchase.
- Long-term strategic benefits: brand exposure, increased sales, consumer insights.
- Third-party sellers and counterfeits affecting our brand image and customer trust.

Table 5. Interview themes identified.

Data Analysis of the Survey

A quantitative analysis was conducted to address the research question "How can we improve OneBlade presence on Amazon". Consequently "How do changes in image display, information and design on Amazon influence consumer decision-making experiences" and "How perceptions of product or service quality affect consumer decision making".

As mentioned before, the Mann-Whitney U test was done given the responses of the survey. This statistical test is appropriate for non-normally distributed data, which is suited for Likert-scale responses in the case of customer preferences of OneBlade product display on Amazon.

Results

For the purpose of gaining a more in-depth context and overall perspective, a SWOT analysis and Porter's five forces analysis will be carried out prior to reporting the findings of the research questions tied to this project.

SWOT analysis

Conducting a SWOT analysis allows for an in-depth examination of both internal factors, such as strengths and weaknesses, and external factors, such as opportunities and threats, that may impact the company performance. Thus, plays a role in ensuring all

relevant factors are being taken into consideration when giving a set of recommendations and conclusions.

Strengths

As for the strength factors, Philips is a global company focused on innovation. Their supply chain management is strong and continuously improving. Moreover, Philips is a popular brand among customers across the world. Specifically, OneBlade being a market disruptive product with a unique technology and solution for shave, trim and edge. Therefore, tackles a quite broad group of needs which is advantageous when competing against longtime runners Gillette and Braun.

Weaknesses

One of the main pain points is the higher price compared to traditional razors and the elevated price of blade packs. Also, e-commerce challenges can apply to OneBlade such as bad rating and reviews specially on Amazon. Where products can be delisted because of it. Additionally, the patented OneBlade technology eventually will expire. Leaving an opportunity for competitors to copy their technology in the future. Lastly, dependance on consumer acceptance was a weakness at the beginning. Nowadays, it's no longer the case thanks to the campaigns, new product introduction strategies and promotions OneBlade applied.

Opportunities

There are many opportunities for OneBlade. Starting with an increase in their accessories range, to promote its dominance. As seen on Amazon, counterfeits are offering clip-on nose trimmers to place on the OneBlade devices. Furthermore, to consolidate the ratings and reviews, OneBlade could use this opportunity to improve blade performance in terms of fragility. Focusing more on the business strategy and portfolio, OneBlade can promote the launch of their Intimate product to breach a gender-neutral market while expand its markets to Europe and emerging markets. In this line, it's worth mentioning the opportunity to continue the expansion into emerging markets, since these regions have become an increasing source of profits. Additionally, an opportunity to increase profitability by boosting blade subscription services. This allows sales to increase while offering an easy and convenient service to its customers.

Keeping up with trends is important. The grooming industry has faces changes in facial and body hair over years. Worldwide, particularly millennials (18–34-year old), are styling their face hair more, shaving less, and expressing their individuality [7]. Though their behavior had shifted, the tools at their disposal had barely changed until Philips upended the shaving and grooming industry in 2016 with the OneBlade. Customers can easily and comfortably style, trim, and edge any length of facial hair with this special single tool [8]. Moreover, to continue the leverage on younger audiences, OneBlade has partnered with e-sports and other trending platforms to promote its products and services.

One of the main risks is the growing presence of third-party sellers on Amazon, which could potentially weaken the company's ability to manage pricing and distribution. As well as affect their brand reputation. Moreover, presence of counterfeits selling OneBlade accessories can damage the performance and image of the brand. Further, the intense indirect competition from established brands such as Xiaomi, Braun, Remington and Gillette can eventually catch-up over OneBlade consumers.

Regarding future prospects OneBlade is well-positioned to capture a larger share of the grooming market and continue its growth. Thanks to its unique value proposition, competitive edge and alignment with current market trends.

Competitor analysis

Porter 5 forces model

Done to identify the external environment of OneBlade including competition, threats of new entrants or substitutes, supplier and customer bargaining power. For this case, a partial analysis was done since the bargaining power of suppliers is low and favorable, plus the bargaining power of buyers is moderate. Both not relevant for the topic of this report.

Rivalry between Competitors– Low and favorable

Even though shaving industry is quite saturated by big competitors such as Guilette and Braun. OneBlade are operating in a category of their own, there are no direct competitors yet. Allowing them space to continue its growth. Currently, OneBlade are in a favorable stage since they captured consumers loyalty and trust.

Bargaining power of suppliers – Low and favorable

The bargaining power of suppliers is low, since Philips is a large multinational and highly attractive for other companies to work and provide services for Philips. The materials mostly plastic, rubber and electronics, needed to produce handles and blade products are fairly accessible and cost-effective.

Bargaining power of buyers – Moderate

Even though buyers hold a moderate bargaining power due to price sensitivity for blade replacement packs. OneBlade still offers a unique all-in-one solution to customers. All marketing campaigns done over the years have increased the consumer base significantly. The loyalty of buyers is mainly decided on price and performance. Plus, to increase blade usage, they started to offer a Save&Subscribe service for a blade subscription model with discounts. As for performance, consumers are satisfied as shown in ratings and reviews.

Threat of new entrants – Moderate

As for now, the threat is moderate since its technology is patented. However, once it expires, second entrants could potentially gain advantage over offering lower prices and improved performance. In this regard, OneBlade had already offered new products leaving a slim margin for improvement. Moreover, the potential second entrants will have to compete against the established brand loyalty.

Threat of substitutes – High

Given the scares presence of OneBlade accessories, there is an emergent seller of accessories for the handles and blades. This can affect the profitability, brand image and customer trust. Buyers could be prompt to try these accessories believing those are genuine OneBlade, because of its design and color similarities.

Qualitative results

Why OneBlade needs to be on Amazon?

In this research, to identify the advantages and disadvantages when selling OneBlade products on Amazon, the following themes have been identified:

1. Ryan is their customer persona age 18-45, technologically savvy. Therefore, shopping online. Specially through Amazon.
2. Amazon is a large marketplace.
3. Competition on Amazon is broader in comparison to offline channels.
4. Amazon is the preferred page to visit instead of Philips.com when looking for shavers, razors, etc.
5. When buying on Amazon, consumers base their decisions on price, ratings and reviews. Which is different from off-line stores.
6. Product detail pages (PDPs) are important since it's what consumers decide upon for an online purchase.
7. Long-term strategic benefits: brand exposure, increased sales, consumer insights.
8. Third-party sellers and counterfeits affecting our brand image and customer trust.

The themes will be further explained below and will be supported by quotes. Quotes will be labelled by participant number and educational background (e.g. P1; Senior Consumer Marketing Manager). Information about the participants and professions can be found in Table 4 (Section: Participants Qualitative Research).

1. Ryan is their customer persona age 18-45, technologically savvy. Therefore, shopping online. Specially through Amazon.

The first theme focuses on the customer segment while emphasizing the preference of buying in e-commerce platforms. All participants addressed the buyer's affinity and commodity towards Amazon.

"...The profile of the OneBlade consumer is more a person that buys online rather than going in stores...." (P3, Senior CMM) *"...Ryan is a tech-say guy aged 18 to 45, and by commodity he's likely to shop online... "* (P4, Junior CMM).

2. Amazon is a large marketplace.

The second theme focuses on Amazon Marketplace. Participants perceptions were numerous. All participants mentioned that Amazon has an extensive marketplace. Additionally, two of the interviewees highlighted that Amazon has a major role in the life of consumers.

"...Amazon is a marketplace where sellers and buyers meet." (P3, Senior CMM) "... that's why Amazon plays an important role, is part of the consumers life." (P5, eCommerce Account Manager). *"It is fascinating how Amazon is considered by people beyond its marketplace value."* (P1, Senior CMM)

3. Competition on Amazon is broader in comparison to offline channels.

Third theme focuses on the difference between online and offline channels, focusing on the competition and product comparisons. Along the line, participants identified Amazon as a competitive environment offering a wide range of selections.

"On Amazon the landscape is more aggressive. People get straight away access to lots of information and high variety of choices." (P1, Senior CMM).

"When you search for a razor, you immediately get lots of pages full with options, much more in comparison to traditional retail stores like MediaMarkt." (P7, Content deployment Manager).

4. Amazon is the preferred page to visit instead of Philips.com when looking for shavers, razors, etc.

Fourth theme indicated that buyers search on Amazon for additional product information, even while at retail stores. This was mentioned by multiple participants. Amazon display is designed to be user-friendly and transmit relevant information in the best possible manner. On the contrary, the communication at Philips.com is directed towards experienced users. Unless they have tried OneBlade before, they wouldn't search specifically on Philips website.

"Amazon offers more space to include important product communications like features, blade eject icon, and so on. "(P3, Senior CMM).

"Amazon is a marketplace where sellers and buyers meet. While Philips.com is a different type of store. If consumers don't have prior experience to OneBlade then it's less likely to purchase it directly from Philips.com" (P3, Senior CMM).

"...consumers when in stores sometimes check Amazon to see additional details, compare prices, see alternatives..." (P1, Senior CMM).

5. When buying on Amazon, consumers base their decisions on price, ratings and reviews. Which is different from off-line stores.

Fifth theme identified that consumers base their decisions mainly on price, ratings and reviews. Since the nature of Amazon is a platform offering products with promos and discounts. Moreover, the behavior of consumers on Amazon is more critical and reliant in terms of ratings and reviews.

"When purchasing on Amazon, buyers base their decision a lot on price but also ratings and reviews. This of course is different when in physical stores" (P6, Consumer Marketing Trainee).

"At Amazon, consumers compare the products with many more. Price plays a key role because you don't have a physical connection with the product, the banners, lime-green brand block in shelfs." "...they might attract new consumers because of a deal or promo." (P1, Senior CMM).

"A drop in ratings and reviews of course leads to a drop in sales. Think about your own experience. When buying something, first you check the products that have higher stars. Because as a consumer you want to get quality products." "... if a rating is 3.5 is a no go. Specially if competition is 4." (P1, Senior CMM).

6. Product detail pages (PDPs) are important since its what consumers decide upon for an online purchase.

Sixth theme participants indicted that PDPs are the main point of information buyers check when shopping online. PDPs offer a chance to communicate effectively the features and other product information. For Philips it is important to have a standard communication style and optimize it to each product and specific features. Thus, they also have to comply with Amazon's parameters.

"... you have more access to variety in online channel compared to offline. More access to information about features, benefits, so you have more space to convince consumers for a purchase compared to the traditional channels." (P3, Senior CMM)

"For the franchise it's important to be consistent with the communication." (P1, Senior CMM).

"The good thing about digital and online is that it gives you the possibility to be dynamic with your content, you can even change your content daily." (P7, Content deployment Manager).

"There are some parameters on AMZ that we have to follow, i.e. number of gallery images." (P5, eCommerce Account Manager).

7. Long-term strategic benefits: brand exposure, increased sales, consumer insights.

Seventh theme regarding long-term benefits identified the potential of using the wide customer base to attract new customers. While continuing to be present at Amazon because it's the first major channel in Europe.

"Launching products on Amazon is pivotal for our business. We can't make business without Amazon because it is the biggest channel that we have at the moment at least for Europe, for sure. Also, it enables you to reach different people at the same time" (P1, Senior CMM).

"For instance, if you go to wet aisle, all our communications are directed to our target audience but in Amazon I don't believe that all the visitors for Amazon listings are specifically interested on OneBlade." (P2, CMM).

"What we know from usage analysis is that online purchases are more planned than offline." (P3, Senior CMM).

8. Third-party sellers and counterfeits affecting our brand image and customer trust.

Last theme, interviewees noted as risks the threat of third-party sellers and counterfeits damaging the brand image and customer loyalty.

"Copycats they are an issue. They use OneBlade or Philips Shavers to bring traffic to their pages and products. But you can't stop that. If you cut one head ten more will grow. But what you can do is find a way to make sure your PDPs and products are actually authenticated on the page." (P1, Senior CMM).

"...it is difficult for consumers to distinguish genuine form not genuine." "For blades we have seen these problems where there are more complaints from consumers saying they bought fake packs. So, the risk is that you lose consumer trust and credibility. *(P3, Senior CMM).*

Quantitative results

How can OneBlade presence on Amazon be consolidated?
- How do changes in information/design/image display on Amazon influence consumer decision-making experiences?
- Does Ratings and Reviews influence consumer decision-making experiences?

Results of the demographic questions:

Age distribution was predominantly aged 18-34 years old, represented for 62% of total responses. While ages 35-54, represented for 24% of total responses. Leading to the last group of respondents aged +55 years old accounting for 14% of total responses.
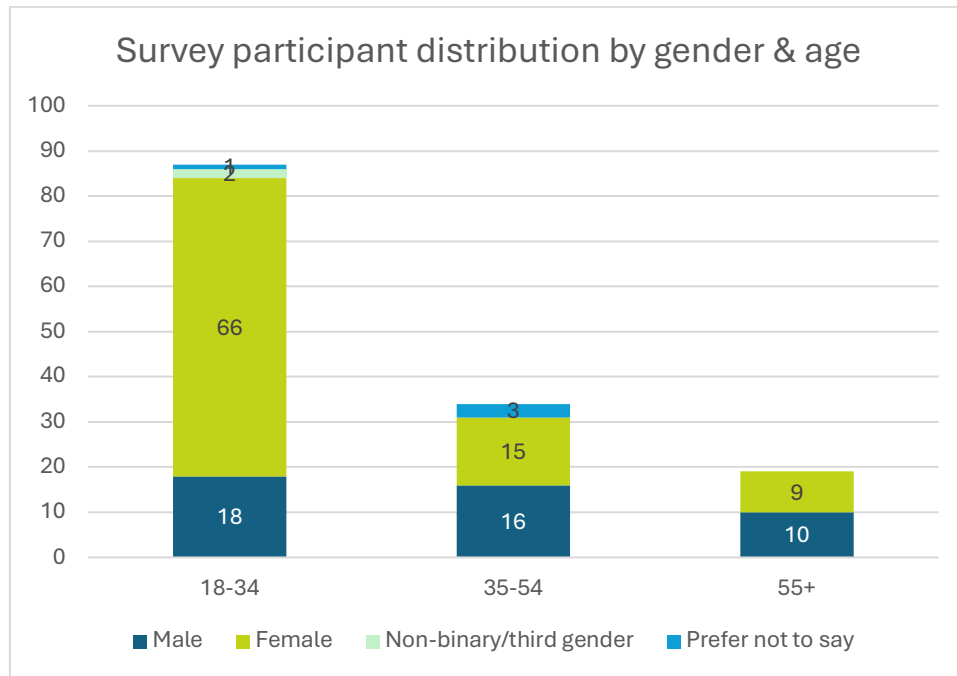

Figure 2. Survey participant distribution by gender and age.

When asked about their shaving preferences, individuals aged 18-34 have a greater preference for trim and edge styles compared to other age groups. Still, a commonality in all age groups except for 55+ is a clean shaving preference. Concerning this, males opt for a trim and edge while females prefer a hairless appearance.
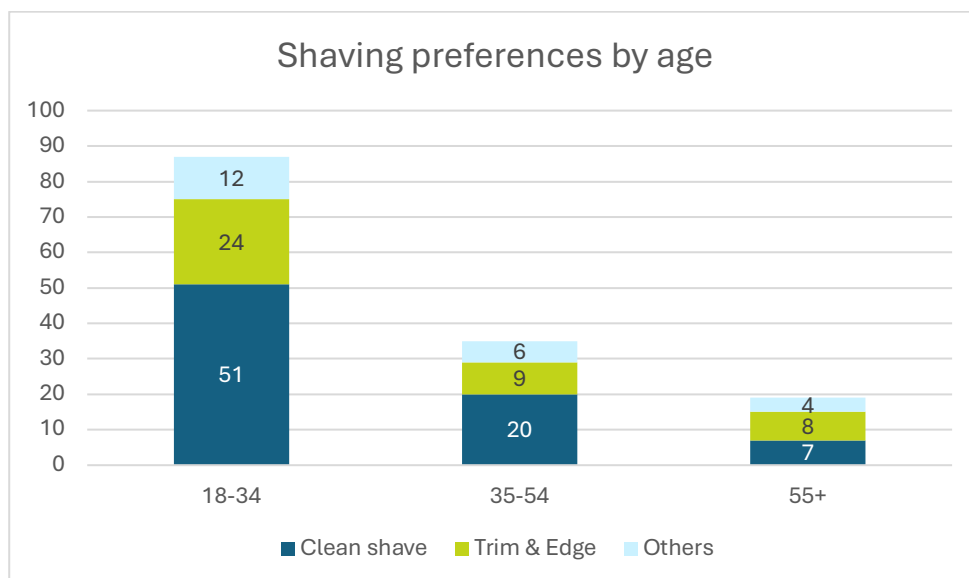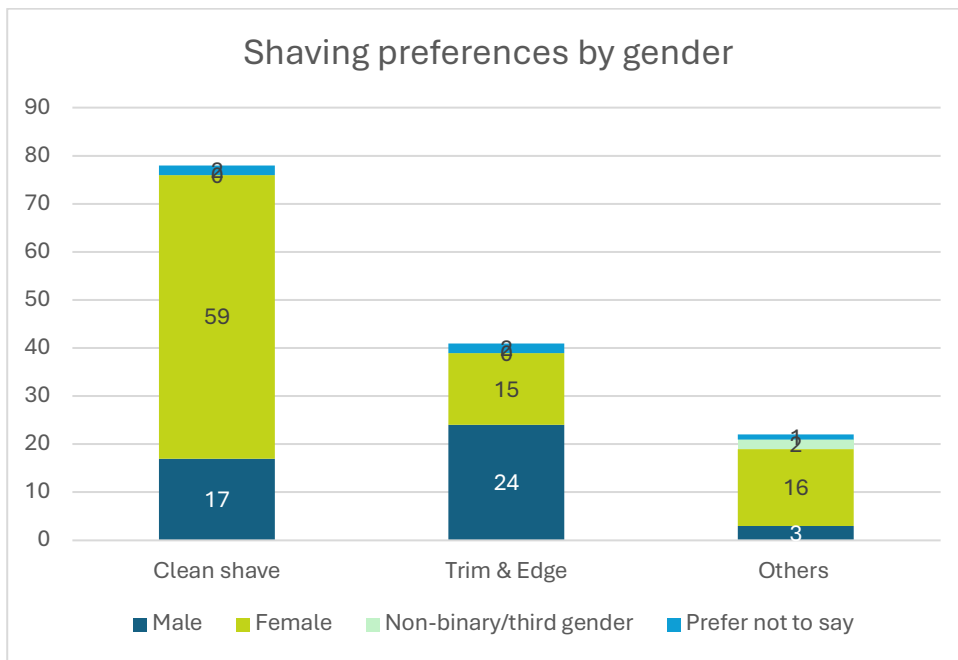

Figure 3. Shaving preferences by age.

Figure 4. Shaving preferences by gender.

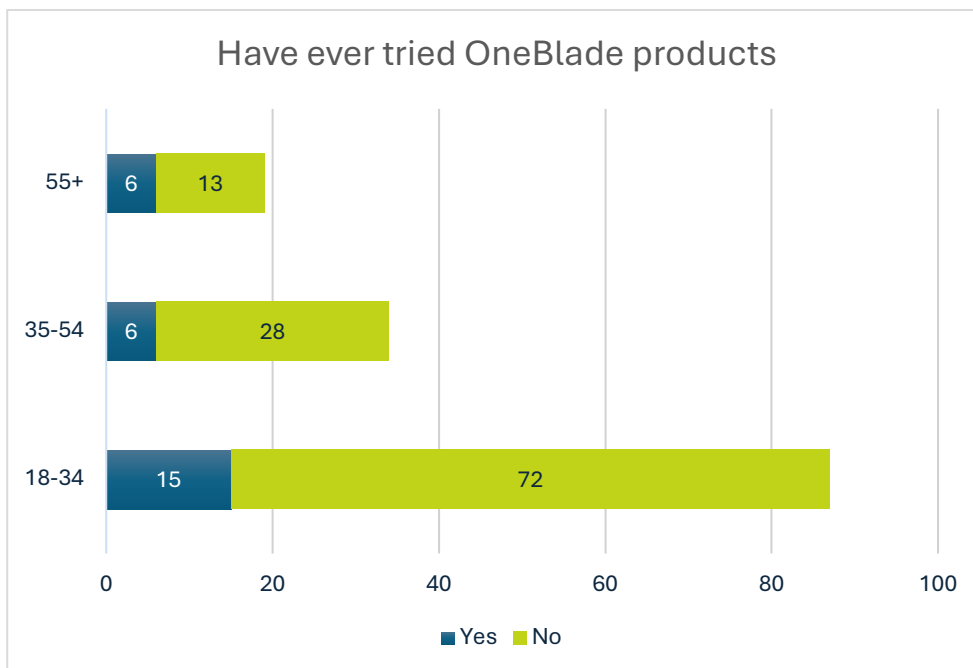Lastly, the question if respondents are OneBlade users was raised and main participants group corresponded to 18-34.

Figure 5. Asking participants if they ever tried OneBlade products.

Results on consumer journey questions:

As for the likeliness of buying products online, 70% are extremely likely, 21% somewhat likely, 7% neither likely nor unlikely and 2% somewhat unlikely.

When asked where did they buy OneBlade products, majority bought them from Amazon, then physical stores (i.e. MediaMarkt), Philips.com and lastly other e-commerce platforms such as Bol.com.
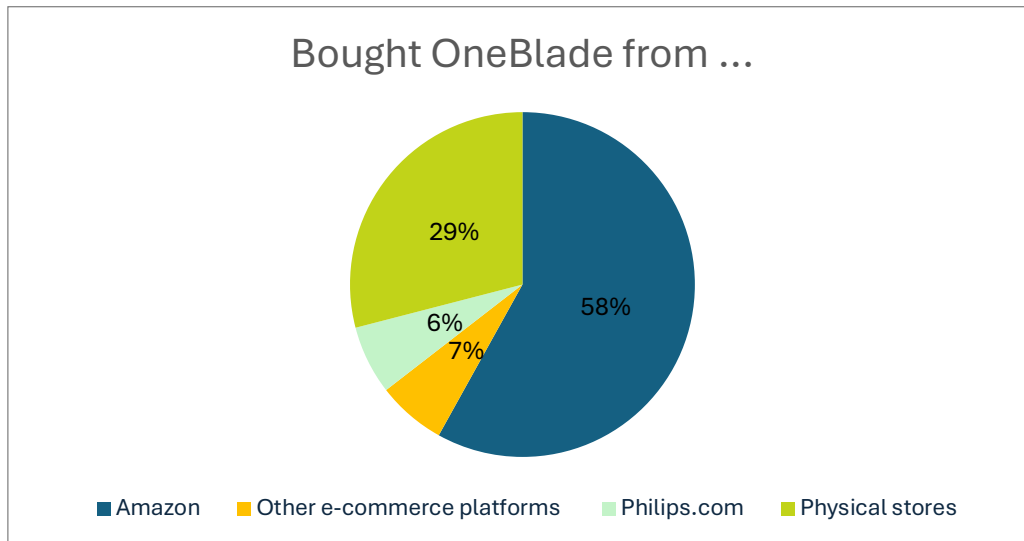

Figure 6. Pie chart of OneBlade (OB) purchase origin.

Results on Customer display preferences on Amazon

When shopping on Amazon how likely are participants to buy products displayed after the first page. 35% responded somewhat likely, 21% neither likely nor unlikely, 18% somewhat unlikely, and a tie on 13% between extremely likely and extremely unlikely.

About the kind of video they would prefer on the Amazon gallery image, 61% preferred "how to use" instead of "product oriented".
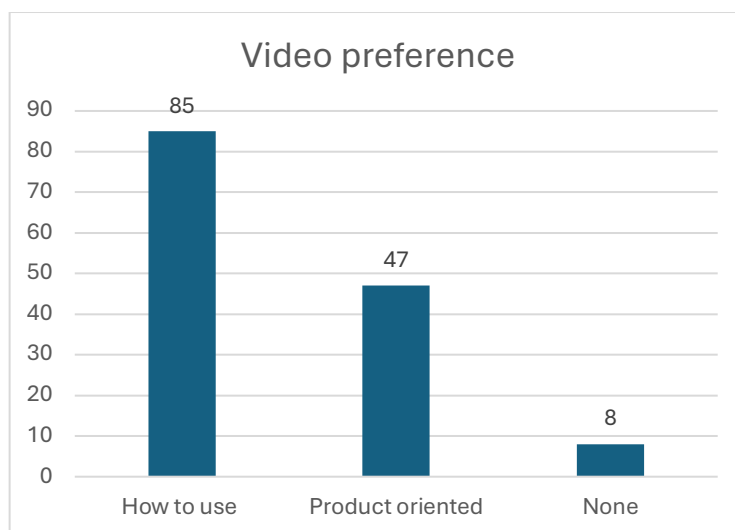

Figure 7. Video preference on Amazon image gallery.

Additionally, 45% respondents found very useful the comparison tables when making a choice, 33% extremely useful, 16% moderately useful.
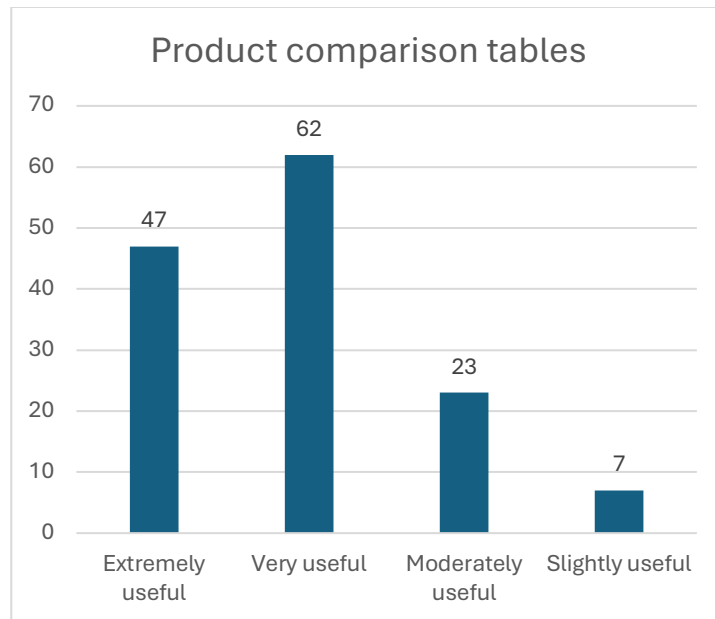

Figure 8. Participant's degree of usefulness of product comparison tables at Amazon.

As for basing their purchase decision on ratings and reviews, majority 59% found it extremely likely, 33% somewhat likely and 1% each somewhat unlikely and extremely unlikely.
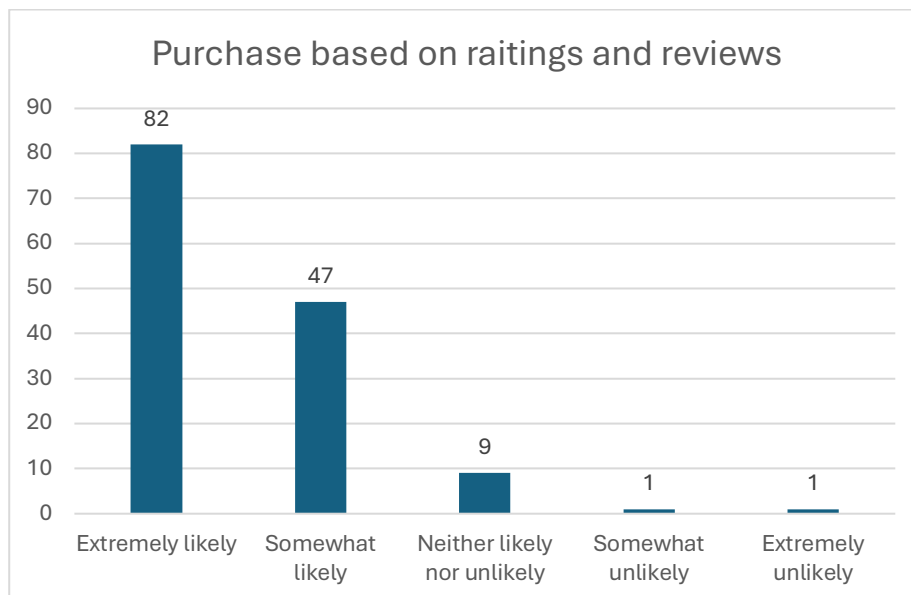

Figure 9. Participant's likeability to base their purchase on ratings and reviews.

Moving to the last results on visual questions of the survey.

When asked how informative the following example of gallery images for their purchase decision if they were to buy this OneBlade product. Majority responded affirmatively, accounting for 57% very informative, 25% extremely informative and 13% moderately informative.
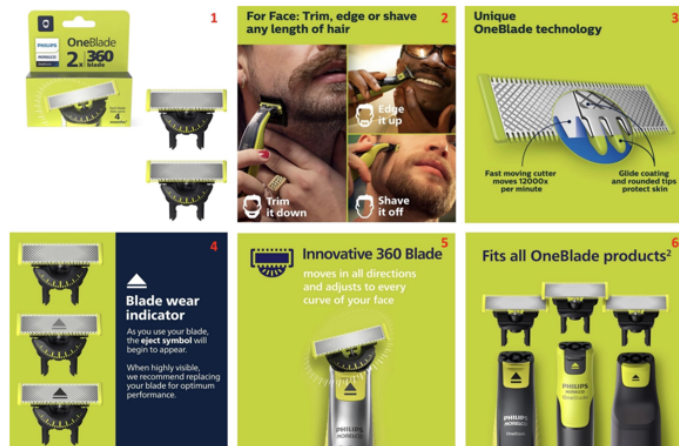

Figure 10. Gallery image display on Amazon. Numerated by order.

Figure 11. About this item section on Amazon.

When asked to rate how clear the bullet points were, 50% responded extremely clear and 41% somewhat clear.

To conclude, the quantitative results, showed that changes in information/design/image display influence consumer decision making. First, demographic questions were made in order to categorize the consumer groups. Majority of participants aged between 18-34 years old with preference for trim and edge styles. Those group was found to be extremely likely to buy products online, especially on Amazon and physical stores. While only 20% of all respondents had ever tried OneBlade. Moreover, shoppers preferred "how to use" video for the image gallery instead of "product oriented". Participants found product comparison tables to be extremely and very useful to guide them with a choice. When asked about the feature gallery images and product description, answers were predominantly very and extremely informative. Furthermore, majority was extremely likely to base their decision on ratings and reviews.

Discussion

The results obtained in both qualitative and quantitative analysis answered the research questions of this report. The first half was covered by the interviews to gain insight into factors playing a role with the divisions' presence at Amazon. While second half covered how to consolidate OneBlade appearance at Amazon, presenting insights into consumer preferences and behavior. Overall, strong and valuable insights were obtained from both approaches.

After conducting all the interviews, the themes identified were mentioned either directly or indirectly by all participants. The interviewees had a holistic view of the upsides and downsides of selling OneBlade on Amazon. Coinciding that Amazon provides more market reach and high sales performance compared to traditional offline channels.

Another aspect mentioned by the participants was the convenience of selling at online channels in comparison to retails. Since in retail stores such as MediaMarkt, negotiations have to be done to ensure a location on the shelfs for OneBlade products. On the contrary, this is not an issue when negotiating with online commerce platforms.

Easiness of inventory and logistics were advantages mentioned during the literature review and interviews. However, when tested participants concluded this is not a major advantage for OneBlade given its company size, their developed logistics and warehouses. Yet for smaller sized companies this Amazon offerings could be very appealing.

When discussing costs and negotiating deals with Amazon, it is true that Amazon holds bargaining power because of size and popularity. Amazon wants deals and discounts to offer to their customers. Therefore, OneBlade has to attend to their requirements while also negotiating their stake in these deals. Furthermore, examples of the case studies from Nike, Birkenstock and Apple, should be taken in consideration to protect from third-party sellers. Thus, OneBlade division should keep in mind long-term benefits and risks before proceeding forward with their presence on Amazon.

It is important to mention that the interviewees have global positions. Thus, they are not in direct contact with discussions on deals with Amazon. This responsibility recalls to the local managers. Therefore, a narrow and centered scope is a limitation of this study. Similarly, participants with background in account management and content deployment were not able to answer the first research question since their view is limited. Notwithstanding, their insights were valuable for the second research question on how to consolidate One Blade's presence on Amazon.

As for the highlights in consumer-making decisions it was proved that their behavior on Amazon is different. Being more comparing and calculated. What's more, there is an increased competition since price plays a key role, buyers have shown to seek discounts

and overall best price for a product. Ratings and reviews were shown to be pivotal on decision making. Because buyers are being more analytical with their purchase online than in other traditional retails.

As for limitations of the applied changes to improve their presence on PDP, the results of these actions still need to be quantified. While some might argue its applicability, a good starting point could be using conversion rates statistics from Amazon. The conversion rate corresponds to the percentage of visitors of a product who made a purchase. Still, it's a valuable in this stage since factors such as PDP display and ratings and reviews have proven to be important aspects that users consider.

Nevertheless, the changes applied have an impact in big geographic areas such as United States and Western Europe. Both being high sources of revenue. The research on consumer preferences contributed to more applied and focused set of recommendations. However, there is further research that could be done, to deepen into the initial findings, especially on the second research question.

Conclusion and recommendations

Over the course of this internship research and activities, I addressed the research questions demonstrating the perks and pitfalls of using Amazon as a sales platform and how to consolidate its presence online.

Concluding that overall, for OneBlade is beneficial to continue selling on Amazon, offering advantages such as access to wider consumer base, high profitability channel, access to Amazon data analytics to understand consumers behavior while offering sales forecasting. Notwithstanding, major threats have been identified. Those being the price competition, over-reliance on Amazon since is the major revenue stream, loss of brand control and more exposure to negative ratings and reviews or third-party sellers that could damage the reputation, intellectual property rights such as copycats or counterfeits selling items under OneBlade's SKU. Recommendations would be to carefully discuss each deal and contract with Amazon. Create a defined portfolio strategy to sell products with purpose and avoid redundance. Besides, take legal actions towards brand infringement and enhance brand image with lime-green association to be able to protect from copycats and counterfeits using the same color.

Other valuable insights were obtained such as the development and execution of a consistent PDP along all products is key since costumer persona checks these platforms not only for a purchase but for a more detailed and convenient feature description compared to physical stores. Moreover, with the help of interns and external agencies we performed an audit to all products currently listed on Amazon for United States and Western Europe and implemented the new guidelines plus insights gotten along the interviews and surveys. Those included improvements in the titles, unified across all product categories gallery images with a conscious selection of important for consumer

features, optimized bullet-points following an order of product description across ranges. Additionally, improvement of A+ contents and comparison tables since our survey participants considered them to be important when making a purchase. However, it is important to mention that results of this actions still need to be quantified, using conversion rates statistics from Amazon. Still, I recommend to perform an audit to all Amazon listings globally to consolidate the presence worldwide. For this, an action plan is created as a guidance (see Table 6). Overall audit takes up to one or two weeks depending on the workflow of the manager and interns. Once the process initiates, an external agency will be in charge of applying the instructions on each product listing, offering an overview platform with the possibility to add comments and make improvement suggestions along the process. Timeframes are estimates based on the audits done for United States and Western Europe.

Task or deliverable	Task owner	Description	Timeframe
Audit	Intern/CMM	Perform an audit on Amazon listed SKUs	Approx. one week (depending on the number of products listed)
Check current state of PDPs	Intern/CMM	Apply the current guidelines (see appendix D, plus insights gathered from this report found in results and discussions) With special focus on: - Product title - Gallery images - Bullet points - Product description - A+ content - Comparison tables	Approx. 3-4 days (depending on the number of products listed)
Brief the external agency	Intern	Fill in the briefs for each SKU	Approx. 2-3 days
Receive and review feedback from agency	Intern/CMM	Review the online new version of PDPs	Approx. one week
One or two rounds of reviews/corrections	Intern	Review the online new version of PDPs	Approx. 3-4 days
Upload to Amazon	Agency or content deployment team	Upload the final version of PDP on Amazon	Active in days

Table 6. Plan of action to improve online presence at Amazon.

To sum up, throughout the internship, especially after performing the interviews it became clear that OneBlade presence on Amazon is important and valuable for the company. Although the short duration of this internship didn't allow to have results on the impact of the improvements applied, the insights and data gathered are and will continue to be valuable.

Self-reflection

During this internship, my role involved high responsibility tasks and projects. Being in charge of tracking blade launches, phase-outs and updating the product portfolio databases. For this, we had weekly meetings that led to a tracking improvement, more organization and a decreased margin of mistakes with better overview of the current projects' status.

Majority of my tasks required daily stakeholder management, since the internship was at the headquarters. I was in touch with consumer marketing managers and other positions globally. As intern at OneBlade, I was present in meetings, even leading some while serving as the link between global managers and local managers as well as external parties (i.e. packaging agency).

Moreover, I was in charge of projects such as tracking OneBlade copycats on Amazon. Weekly I would monitor new and existing OneBlade counterfeits. This involved overseeing the project with monthly meetings between legal team, marketing director and marketing manager. Plus communicating the outcomes to higher stakeholders such as the category leader.

Other daily tasks would include being in charge of artwork packaging of blade packs and their PDP creation when needed. Involved in brief creations of packaging design, comprising legal claims, commercial product information and its respective translations in different languages. Ultimately, these briefs would become visible on a packaging visualization software where I was in charge of getting all specific contact persons (design, engineering, packaging team, etc.) to either approve or reject the artwork while meeting the deadlines. Furthermore, I assisted in the creation of all artworks for a European new product launch.

Another part of my tasks was creating and updating the online content of blade products. Mostly, Philips.com and Amazon pages. Closely with the managers, external agency and interns we performed audits to all Amazon products sold in United States and Western Europe, using the optimized guidelines and latest insights.

From a personal development perspective, this internship helped me become more independent, and improve my problem-solving skills. From choosing the project topic to fixing errors in artworks with short deadlines. The whole team were very understanding, helpful and knowledgeable. I was encouraged to contact stakeholders, connect and expand my areas of interests. Moreover, I assisted in workshop creation for idea generation of possible accessories. This was a valuable opportunity to be present in a creative environment and grasp ideation methods.

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Appendix

A. Interview protocol

Interview questions on the advantages and disadvantages of selling Philips OneBlade products on Amazon:

1. Can you describe how selling OneBlade products on Amazon has impacted OB market reach and sales performance compared to other sales channels?

2. What are the main challenges and additional costs OneBlade encounters when selling products on Amazon, and how have you addressed these issues? Does it have an online strategy in particular for it?

3. How does consumer behavior on Amazon differ from other platforms or traditional retail channels, and how have you adapted your marketing and sales strategies for Philips OneBlade products accordingly?

4. What do you perceive as the long-term strategic benefits and risks of selling OneBlade products on Amazon, and how do you plan to manage these risks?

B. Qualitative codebook

Code	Description	Example (In vivo description)
Customer segment	Interviewee's input on customer segment	"Ryan is a tech-say guy"
Consumer behavior	Interviewee's perception of consumer behaviour	"Consumers online base their decisions on comparisons, price and rating and reviews"
Amazon	Interviewee's perception on Amazon	"Amazon specifically I would say it's the first point of sale that a lot of people go"
Benefits for OneBlade	Participants perceived benefits when selling on Amazon	"Amazon is our main channel, enabling to reach different people at the same time"
Risks for OneBlade	Participants perceived risks when selling on Amazon	"Amazon allows third-party sellers to sell Philips products"

*Table B. Qualitative codebook.*

C. Survey protocol

1. How likely are you to buy products online?

2. What are your shaving preferences?

3. Have you ever tried Philips OneBlade products?

If yes, where did you buy them from?

4. When shopping at Amazon, how likely are you to buy products displayed after the first page?

5. How informative would you consider the following example of gallery images for your purchase decision if you were to buy this OneBlade product?
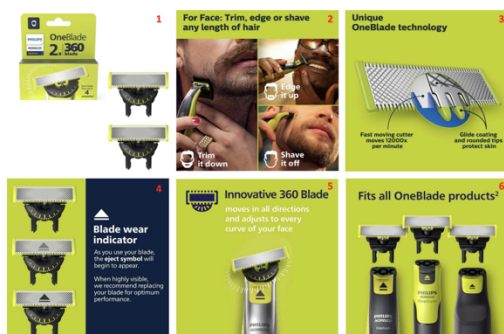
6. Which kind of video would you prefer: "product oriented" or "how to use"?

7. Please rate the clarity of the bullet points provided:

About this item
- Two stainless steel blades last up to 8 months*. (*For best shaving experience. Based on 2 full shaves per week. Actual results may vary.)
- The innovative 360 Blade can flex in all directions to adjust to the curves of your face. The design enables constant skin contact and control.
- Trims, edges, and shaves any length of hair.
- Glide coating and rounded tips protect your skin; not too close for a comfortable shave.
- Powers through even the longest hair.
- Subscribe & Save on Philips Norelco OneBlade 360 replacement blades and save up to 15%

› See more product details

8. Based on the content provided next, would you consider buying this product?

9. Does the previous product offer a meaningful solution to your needs?

10. This is an attention check. Please fill in "Disagree"

11. How useful do you find product comparison tables while making a purchase choice?

12. How likely are you to base your purchase decision on ratings & reviews?

13. Before buying an item at Amazon, how likely are you to you check other websites for more product information?

14. How do you describe yourself? (Gender)

15. How old are you?

D. Current guideline for E-commerce platform Amazon

Talk about Amazon, functionality, advantages & disadvantages (business). Such as traffic information, logistical advantage,

For Philips products to be displayed at Amazon, a style guide was made. The purpose of this style guide is to enhance our Amazon content, with an emphasis on prioritizing mobile devices, as more than 70% of Amazon's worldwide traffic originates from mobile devices.

This style guide is divided in 6 sections: product title, image gallery, bullet points, product variations, product description and in-box contents.

Product title

As one of the first elements that customers encounter regarding a product, the title can have a significant impact on its search engine ranking. Therefore, negligible title formatting can lead to the de-emphasis of products in search engine results.

As for the length, Amazon suggests no more than 200 characters. The initial sixty characters are the most crucial for SEO purposes on Google.

Capitalize each word's initial letter. Avoid completely capitalizing words such as conjunctions or brief prepositions. Symbols should be avoided, as they may result in incorrect rendering. Additionally, details such as type, size, color, should be included. Include the most essential characteristics in the title, as they will also function as keywords to improve your position in search engine results.

Image gallery

Mobile consumers swipe left and right and start their viewing by examining multiple images before deciding to scroll down. Images and supers should enable consumers to clearly understand key feature of the product.

That's why is important to consider the quality and quantity of images used. It's recommended to have a primary image (product and packaging displayed), 5 feature images and one video. Moreover, its recommended to standardize the hierarchy of information for comparable products. Integrate infographics with images to aid in conveying essential features and advantages. Every image should fulfill a specific function. Redundancy and repetition should be avoided. Finally, image gallery must not show features from different color/predecessors.

Bullet points

Bullet points provide the opportunity to enhance the product card with color, clarity, and personality; they should not be reduced to a list of features. This is the location to communicate the value proposition to customers and highlight any unique selling factors they might be missing.

Consequently, there should be five bullet points, with each bullet comprising 160 to 200 characters. The initial letter of each sentence should be capitalized. Avoid using all capital letters, and verify for errors as well as avoid the use of symbols. As for the content, it's up for each category to consider the knowledge that consumer requires. As for the format, arrange bullet points in the following order of relevance and interest to the reader, placing the least intriguing at the end.

For SEO it is recommended to use best-performing keywords in the bullet point, use at least one keyword in each bullet point, do not repeat the same keyword in bullet points and always keep them relevant to the context of the bullet point.

Product variations

Product variation allows for consumers to quickly see different iterations of the same or comparable products in a single glance, without needing to return to the search results page.

Recommendations suggest to keep it simple, variations intuitive to consumers. Best practice is to only use 1-2 variation types (color, size, style). Leveraging new/old variation as a style type can speed up new product ramp up as high search ranking and reviews of predecessor will transfer traffic to new product organically. Notwithstanding, when product variation is used, only one product can appear in the search results (paid and organic) for a given query, which will impact SOV.

Product description

Product descriptions are predominantly used for the purpose of SEO optimization, as their format fails to captivate and inform consumers as effectively as bullet points, images, or enhanced content would. Although they may continue to play a significant role in conversion and should to be written in a natural manner, this is an occasion to include search engine trackable keywords (SEO). Consequently, content recommendations is to describe all significant product features and include disclaimers for all claims in this section of the document. Also, avoid using the same keyword multiple times as it doesn't increase SEO visibility and makes the copy feel like its created for algorithm and not consumer. Besides, it should start with list of search terms that are relevant and find ways to weave all terms into content. Finally, product descriptions should be between 1,000 and 2,000 characters.

In-Box contents

Provides information about what is in the box consumers are buying. It important to ensure the correct content specially to avoid when a consumer leaves a negative review or returns the item, saying they were misled.

A+ contents

Involves Basic A+ content to create a brand story in a more engaging way through visuals that might not fit into the above the fold content and can employ more creative design. Including A+ content has been proven to increase CVR up to 10%. A+ content is not indexed by Amazon, so does not play a role for Amazon SEO but is indexed by Google so plays a role in Google SEO. However, products with A+ content have seen improved CVR by at least +5%, less returns and receive better reviews – which all impact SEO indirectly.