

## Amorepacific Global Marketing Strategy: Amorepacific Cosmetics Products Marketing Case Study in the United States in 2024

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### ABSTRACT

South Korea has increasingly captured global attention not only through its cultural products but also through its dominance in the global beauty industry. In 2024, South Korea ranked as the second-largest cosmetics exporter in the world. Among South Korean companies in this sector, Amorepacific occupies the leading position. This achievement is evidenced by Amorepacific's sales, which exceeded KRW 4 trillion in 2024. Amorepacific's international performance has also shown a significant increase. The company's revenue in the Americas rose by 83%, surpassing China for the first time as its main overseas market. In addition, the United States was recorded as the second-largest importer of South Korean cosmetic products in 2024. This study aims to analyze Amorepacific's marketing strategy for cosmetic products in the United States in 2024 by applying the Integrated Marketing Communication (IMC) theory. A qualitative descriptive method was employed to understand the strategies implemented by Amorepacific. The data used in this study were secondary data obtained from company annual reports, social media, official statements, and various academic journals. The findings of this study are expected to provide a comprehensive overview of Amorepacific's global marketing strategies in promoting cosmetic products in the United States in 2024.

### A. INTRODUCTION

Beauty products from South Korea have a fairly high level of recognition and popularity in the Asian market. This is not the same for the western market. With the Hallyu or K-wave phenomenon where everything related to South Korea, especially in the field of culture, has increased in popularity, beauty products from South Korea are starting to show fangs in the global market that has been dominated by products from Europe and America. Along with the increasing popularity of South Korean culture and content, so does the global consumer preference for beauty products made in South Korea (Kim K. S., 2016).

South Korea is ranked second as the world's largest exporter of cosmetic products in 2024 (TRADE MAP, 2025). Around 11.5% of the world's beauty product exports are held by South Korea with an export value of more than USD 8 billion with an increase in export value growth of 19%. The value of French exports which is in first place is USD 12 billion with a growth of 2%. In third and fourth place followed by the United States and Singapore which experienced a decrease in export value compared to the previous year. In fifth place is Germany with 1% growth. South Korea is the highest-growing exporting country among the top five exporters of cosmetic products in the world by 2024. Amorepacific leads revenue among other companies.

Amorepacific leads sales in 2024 with quite significant numbers compared to other companies. Amorepacific's sales in 2024 will be KRW 4.2 trillion in first place, followed by LG Household & Health Care with KRW 2.8 trillion, COSMAX at KRW 2.1 trillion, Kolmar Korea with KRW 1.05 trillion, and Clio Cosmetics with KRW 351 billion (TRADE MAP, 2025). This figure is very significant considering the export value of cosmetic products from South Korea



in 2024. Along with this, Amorepacific's popularity is also the highest among other cosmetic products from South Korea on a global scale.

Amorepacific is a beauty company from South Korea that was established in 1945. Pacific Chemical (which later changed its name to Amorepacific in 2022) was founded by Sunghwan Suh with a commitment to step into the wider world being the beginning of Amorepacific's journey (Amorepacific, n.d.). Over the years, the company has continued to grow and innovate through a series of research and experiments. Amorepacific is leading the progress of the South Korean beauty industry which is demonstrated by the opening of the first cosmetics research laboratory (Amorepacific, n.d.) and other advances made by Amorepacific.

Amorepacific's commitment to expanding its wings into the global market is no joke. In sales, Amorepacific became the first cosmetics company from South Korea to successfully export with the 'Oscar' brand line. Since then, the brand has focused on the international market through exports with significant results. This is shown by the achievement of the 'tower of USD 20 million in export' in 1984 (Amorepacific, n.d.). This achievement includes export growth of up to 27% compared to the previous year and also became the first brand to set such a record in the beauty industry in South Korea (Amorepacific, n.d.).

In 2024, Amorepacific will again record achievements with significant profit increases in various regions; from the Asian market to the American and European markets. Total sales from Amorepacific in 2024 will reach KRW 4,259.9 trillion with an operating profit of KRW 249.3 billion (Amorepacific, 2025). There was a 6.2% increase in sales and a 64% increase in operating profit (Amorepacific, 2025). Globally, Amorepacific's sales increased by 21% compared to the previous year (Amorepacific, 2025). This increase was driven by strong performance in the global market, especially in the western region. For the first time in Amorepacific's history, annual sales in the Americas surpassed that of China.

In the Americas, Amorepacific's revenue in 2023 was KRW 286.7 million. In 2024, it will soar to reach KRW 524.6 million. In other regions such as EMEA (Europe, Middle East, and Africa) it was KRW 170.3 million, a drastic increase compared to the previous year of KRW 51.8 million. In other Asian regions it was KRW 473.9 million, an increase from KRW 357.1 million. Meanwhile, the Chinese region has decreased from the previous KRW 696.2 million to KRW 510 million.

In detail, Amorepacific's overseas sales increased by 33% in other Asian regions, 229% in the EMEA region, a 27% decrease in the China region, and an 83% increase in the Americas region (Amorepacific, 2025). The increase in sales from Amorepacific, especially in the Americas, is led by four products, namely Laneige, Sulwhasoo, Innisfree, and COSRX which have been acquired by Amorepacific in 2023.

The United States is the second largest importer of cosmetic products from South Korea. The value of imports from the United States touched more than USD 1.5 billion with an increase in value between 2023 and 2024 of 52%. Compared to China, which experienced a 9% decrease in value between 2023-2024 with an import value of around USD 2 billion. This was followed by Japan which increased by 26%, Hong Kong by 17%, and Vietnam by 5%. From the third to fifth place countries importing cosmetic products from South Korea below the figure of USD 1 billion. The United States is the country with the highest import value growth of the top five countries importing cosmetic products from South Korea in 2024.

In particular, Amorepacific is seriously expanding its market in the United States. This was stated by Amorepacific CEO, Kim Seung-Hwan regarding Amorepacific's plans to invest in logistics and manufacturing facilities in the United States in the next 3-5 years to reduce import tariffs and strengthen local supply chains (Choi, 2025). In the 2024 Investor Day held by Amorepacific, the CEO of Amorepacific outlined a global rebalancing plan that focuses on the main strategic market, namely the United States by expanding the brand and customer base by strengthening partnerships with major retail channels such as Sephora (Amorepacific, 2024).

There are several previous studies that are the basis for this research. In the article entitled "How Amorepacific Became a Globally Successful Cosmetic Company through Unconventional but Sensational Marketing?" by (Kim, Han, Jun, Kim, & Kim, 2013) mentioned IMC's strategy through viral marketing. It is mentioned in this article that IMC is part of Amorepacific's marketing strategy which focuses on spreading through word of mouth (Word of Mouth (WOM)) through viral marketing strategy.

Furthermore, in a study by (Harniadi & Damayanti, 2024) entitled "PT ERHA Dermatology's Marketing Communication Strategy for ERHA TRUWHITE Products" analyzes ERHA's marketing communication strategy in changing the mindset of the Indonesian people about ERHA as a beauty clinic into a beauty product brand. In this study, IMC is not the main component to analyze the main phenomenon, but is a stage of an integrated marketing communication strategy for the campaign being run.

Then, in the article entitled "Evaluation of Kahf Brand Integrated Marketing Communication Strategies" by (Fadjarina, 2023) uses IMC as a reference which is then reduced to various communication options that are combined and adjusted to market a product.

This research focuses on how Amorepacific's global marketing strategy is seen from IMC theory as the main reference for the four products that lead sales, namely Laneige, Sulwhasoo, Innisfree, and COSRX in the United States in 2024. These four products were selected based on Amorepacific's annual revenue report in 2024 which shows that these products lead revenue and sales in 2024. The United States was chosen in this study because the United States is Amorepacific's main overseas market and global market.

## **B. THEORETICAL STUDY**

### **Global Marketing Strategy**

A strategy is a plan for activities carried out to achieve a certain goal. The activities carried out can be in the form of a well-planned pattern in various supporting factors oriented to the main goals to be achieved (Kotler & Armstrong, 2010). In this case, the purpose of running a business is to create and retain customers. Companies need to create value to retain customers which is in line with the goals of marketing (Schlegelmilch, 2016).

Marketing is a process that involves customers to create a profitable relationship (Kotler & Armstrong, 2018). The purpose of marketing is to create value for consumers who then get in return for the value of the consumer as a profit for the seller (profit). This value creation is through a process to understand consumers so that the products marketed can be sold. Good cooperation is needed in the implementation of marketing strategies, especially to touch the global scale.

In a global marketing strategy, it aims to utilize the assets it owns such as experiences and products globally, while adapting to the geography where the product will be marketed (Schlegelmilch, 2016). This aims to achieve a global strategy that focuses not only on global synergies, but is able to adapt to different environments or markets around the world. One of the most basic concepts in global marketing strategy is the marketing mix.

### **Marketing Mix**

Marketing mix is a program to build relationships with customers by transforming marketing strategies into real actions (Kotler & Armstrong, 2018). The main components in the marketing mix are divided into four called 4Ps in marketing, namely product, price, place, and promotion. In order for the goals of each of these strategies to be well achieved, companies must combine these components into an integrated marketing program that communicates the intended value to the customer (Kotler & Armstrong, 2018). The overall combination of corporate promotion is also called the marketing communication mix which also combines advertising, public relations, personal selling, sales promotion, and direct and digital marketing. This aims to attract consumers persuasively.



### **IMC (Integrated Marketing Communication)**

Integrated Marketing Communication (IMC) adalah sebuah konsep komunikasi pemasaran yang merupakan bagian dari marketing mix. Kotler dan Armstrong dalam (Principles of Marketing, 17th Global Edition, 2018) menyebutkan bahwa ada penyempurnaan pada pemasaran dalam beberapa dekade terakhir. Hal ini dibutuhkan karena perkembangan dunia yang semakin cepat terutama di bidang digital, dibutuhkan alat untuk memahami dan memaksimalkan proses pemasaran, khususnya dalam skala global. Sehingga, dalam prosesnya dikembangkan sebuah teknik komunikasi media untuk mendukung strategi-strategi ini. IMC mengintegrasikan dan mengoordinasikan berbagai saluran komunikasi perusahaan untuk menyampaikan pesan dan menarik konsumen tentang organisasi dan produk yang dipasarkan (Kotler & Armstrong, 2018). Terdapat lima komponen utama dalam IMC, yaitu:

1. Advertising

Bentuk presentasi nonpersonal dan promosi ide, barang, atau jasa yang dibayar oleh sponsor tertentu untuk meningkatkan pengetahuan terkait produk. Iklan dapat dilakukan dalam bentuk online, broadcast, mobile, outdoor, dan lainnya.

2. Sales promotion

Insentif jangka pendek untuk mendorong pembelian dan penjualan suatu produk. Bentuk promosi penjualan dapat berupa diskon, kupon, dan display.

3. Personal selling

Interaksi langsung yang dilakukan oleh tim penjualan dengan tujuan menarik pelanggan, melakukan penjualan, dan membangun hubungan dengan pelanggan. Personal selling dapat dilakukan melalui sales presentations, trade shows, dan incentive programs.

4. Public relations (PR)

Membangun hubungan yang baik dengan publik untuk memperoleh publisitas yang menguntungkan, membangun citra perusahaan yang baik, serta menangani atau mencegah rumor dan kejadian yang merugikan perusahaan. PR mencakup siaran pers, sponsor, acara, dan situs web.

5. Direct and digital marketing

Berinteraksi secara langsung dengan konsumen yang ditargetkan untuk memperoleh respon sekaligus membangun hubungan yang baik dengan pelanggan. Direct and digital marketing juga mencakup surat elektronik, katalog, sosial media, dan pemasaran daring.

### **C. RESEARCH METHODS**

This study aims to analyze how the IMC strategy used by Amorepacific for several cosmetic products that lead sales outside the domestic market, namely Laneige, Sulwhasoo, Innisfree, and COSRX. Therefore, the researcher uses a qualitative descriptive method to provide an in-depth analysis of the steps taken by Amorepacific and understand the phenomena experienced by the research subjects such as perception, behavior, and motivation. (Angito & Johan, 2018). The data collection technique in this study uses secondary data such as social media, official statements, journals, and previous research. This data is analyzed to explore and understand assumptions about problems (Creswell & Miller, 2010). So a study was produced on how Amorepacific's global marketing strategy for Laneige, Sulwhasoo, Innisfree, and COSRX cosmetic products uses the IMC concept in the United States market in 2024.

### **D. RESULTS AND DISCUSSION**

In addition to developing a good product, the company needs to consider many other things to attract customers. One of the things that needs to be considered is about how to communicate with customers so that messages and goals can be conveyed. This is regulated in the concept of IMC. The results of the analysis show that Amorepacific applies the IMC concept comprehensively. The following is the IMC strategy carried out by Amorepacific for Laneige, Sulwhasoo, Innisfree, and COSRX products.

## Advertising

Advertising or advertising is a form of presentation and promotion of ideas, goods, or services that aim to increase knowledge related to products (Kotler & Armstrong, 2018). The form of advertising can be online, broadcast, mobile, or outdoor. In this study, Amorepacific conducted advertising promotions in various forms. Advertising promotions that aim to introduce products are mostly done through social media such as Youtube and Instagram. Currently, social media is used as one of the effective tools to spread information while attracting audiences. Specifically, on Youtube with a longer video format is used to introduce the product in detail. Meanwhile, Instagram, usually ads in the form of images or short video formats.

In addition to the advertisements aired on social media, Amorepacific also appointed brand ambassadors for these four products. Brand ambassadors are used to effectively distribute the message of advertising. A brand ambassador must match the reputation of the advertised product, it can be an athlete, actor, musician, or even a cartoon character (Kotler & Armstrong, 2018).

Laneige appointed Sydney Sweeney as global brand ambassador in 2024, as well as Laneige's first brand ambassador in the world. Sydney herself was chosen after previously being a brand partner of Laneige in the United States for 18 months. Sulwhasoo also appointed two figures as global ambassadors in 2024, namely Blackpink's ROSÉ and Tilda Swinton. ROSÉ was chosen because it represents the pioneering spirit and legacy of the brand in a campaign titled "Rebloom with ROSÉ" (Sulwhasoo, n.d.). Meanwhile, Tilda Swinton is known for her unique aura and artistic spirit who acts as a storyteller to global audiences, especially in the American market (Sulwhasoo, n.d.). Innisfree appointed Jang Wonyoung of K-Pop group IVE as a brand ambassador for global and regional campaigns in the popular campaign titled #GoPlumpChallenge. In addition to brand ambassadors, Innisfree also collaborates with several brand partners such as Kordell Beckham and Miguel Harichi for endorsements and part of Innisfree's product campaigns (booking agent info, n.d.). COSRX has differences compared to the previous three products. In addition to having a brand partner, COSRX also has an official mascot character used in various advertisements, namely Mr. RX (COSRX, n.d.). Mr. RX serves as a visual representation of COSRX's values such as innovation and solutions to skin problems (COSRX, n.d.).

In addition to online advertising, Amorepacific also places outdoor advertisements for these products in the form of billboards. This advertisement can be seen by consumers outside the home with the main purpose of introducing the brand and is usually displayed on the highway with heavy traffic (Suyanto). The image of the billboard displayed can differ from one area to another. In addition to showcasing products, Amorepacific also collaborates with retailers that sell Amorepacific products in the United States to show where products can be found such as Sephora.



Innisfree Billboard in the United States.

**Source: Amorepacific 2024 Earning Release**



## Sales Promotion

Sales promotion merupakan sebuah insentif jangka pendek yang diberikan perusahaan untuk mendorong pembelian dan penjualan suatu produk (Kotler & Armstrong, 2018). Hal ini dapat berupa diskon, kupon, dan display. Dalam hal ini, Amorepacific selain memberikan potongan melalui situs penjualan, juga memberikan potongan melalui toko ritel yang bekerja sama dengan mereka seperti Sephora, Amazon, dan Kohls. Potongan harga ini dapat berupa kode diskon ataupun minimal pembelian. Selain itu, Amorepacific seringkali memberikan potongan untuk empat produk ini saat Black Friday. Black Friday atau jumat hitam sendiri merupakan hari diskon besar-besaran yang dirayakan setiap tahun pada hari jumat terakhir di bulan November sehari setelah perayaan Thanksgiving di Amerika Serikat. Black Friday menandakan dimulainya musim belanja natal dan menjadi kesempatan emas untuk berbelanja dengan harga murah.

Diskon yang diberikan saat Black Friday sangat efektif untuk meningkatkan penjualan. Hal ini berdasarkan pada laporan pendapatan Amorepacific di 2024 yang menyebutkan bahwa rekor penjualan tertinggi dan pertumbuhan penjualan yang kuat terjadi pada saat musim liburan dan festival belanja (Amorepacific, 2025). Selain itu, adanya seri produk khusus liburan seperti yang dikeluarkan oleh Laneige juga ikut meningkatkan penjualan secara signifikan.

Penjualan produk-produk Amorepacific khususnya Laneige, Sulwhasoo, Innisfree, dan COSRX di Amerika Serikat lebih banyak melalui situs web resmi setiap produk yang biasanya memberikan diskon dan potongan dalam kurun waktu tertentu menggunakan kode unik dibandingkan diskon melalui toko-toko ritel yang bekerja sama

## Personal Selling

Sales promotion is a short-term incentive given by companies to encourage the purchase and sale of a product (Kotler & Armstrong, 2018). This can be in the form of discounts, coupons, and *displays*. In this case, Amorepacific in addition to providing discounts through sales sites, also provides discounts through retail stores that work with them such as Sephora, Amazon, and Kohls. This discount can be in the form of a discount code or a minimum purchase. In addition, Amorepacific often gives discounts on these four products during *Black Friday*. *Black Friday* itself is a massive discount day celebrated every year on the last Friday in November, the day after *the Thanksgiving* celebration in the United States. *Black Friday* marks the start of the Christmas shopping season and is a golden opportunity to shop at low prices.

The discounts given during *Black Friday* are very effective in increasing sales. This is based on Amorepacific's 2024 earnings report which states that the highest sales record and strong sales growth occurred during the holiday season and shopping festivals (Amorepacific, 2025). In addition, the existence of a special series of holiday products such as those issued by Laneige also contributed to a significant increase in sales.

The sales of Amorepacific products, especially Laneige, Sulwhasoo, Innisfree, and COSRX in the United States, are mostly through the official website of each product which usually provides discounts and discounts within a certain period of time using unique codes rather than discounts through cooperating retail stores

## Personal Selling

The introduction and offering of a product is more effective if it is done through direct interaction. Direct interactions are intended to attract customers, make sales, and build relationships with customers (Kotler & Armstrong, 2018). Oral presentations are made more prospective for the purpose of making sales (Alma, 2007). Direct interaction carried out by the sales team is usually through offline stores, as well as *pop-up stores* that are opened within a certain period of time.

The most interaction that companies have with customers is through *pop-up stores*. The goal of a *pop-up store* is to increase customer knowledge about the brand and build relationships with customers. *Pop-up stores* often carry creative themes with interactive

experiences, this builds emotional closeness with customers (Monata, 2019). Amorepacific has created *pop-up stores* for Laneige, Sulwhasoo, Innisfree, and COSRX several times. Usually *pop-up stores* are created with the aim of introducing new products from these brands.

The interactions carried out in pop-up stores are quite diverse, such as demonstrations to introduce products, giving gifts and freebies, and sales (Laneige US, 2024) (Innisfree USA, 2024). Usually there will be special discounts given by the company when a product's pop-up store is opened. Direct interactions from Amorepacific to customers of each of these brands through pop-up stores and other stores can be seen through each brand's Instagram account.

### Public Relation (PR)

Build good relationships with the public to obtain favorable publicity and build a good corporate image (Kotler & Armstrong, 2018). In addition to building a company's image, an effective communication strategy also expands the reach of the audience and is able to drive sales (Rahma, 2024). The PR part includes press releases, sponsorships, events, and websites.

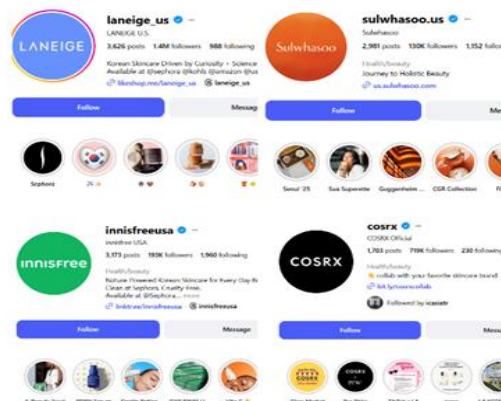
The public relations built by Amorepacific with customers for these four products are excellent. The websites for these four products are very well maintained. For Laneige, Sulwhasoo, and Innisfree already have websites dedicated to the United States; Likewise with his social media accounts. Especially for COSRX, it does not yet have a dedicated website for the United States and a special social media account for the United States because COSRX itself was only acquired by Amorepacific in 2023.

Laneige is also specifically sponsoring a designer named Danielle Guizio for the New York Fashion Week 2024 show. In addition, to build a good relationship with customers and a good image, Sulwhasoo held a masterclass event hosted directly by Julie Monti, Director of Education; and Michelle Shieh, Senior Scientific Communication Manager to introduce the new collection from Sulwhasoo and learn more about skincare routines.

### Direct and Digital Marketing

Direct and digital marketing plays a big role in the marketing of Amorepacific products. Direct and digital marketing aims to get responses and build good relationships with customers including emails, catalogs, social media, and online marketing (Kotler & Armstrong, 2018). The use of social media is the key to digital promotion.

In direct and digital marketing, Amorepacific for these four products has almost the same pattern in the use of social media. The content posted is generally in the form of products that are being used and reviewed. This aims to influence the audience to be interested in buying and trying the product. Posts that contain reviews of products are usually filled with consumer comments that show the intention of interest and wanting to try the products in the content.



Profil Instagram Laneige, Sulwhasoo, Innisfree, dan COSRX Amerika Serikat.



Selain itu, pada situs web setiap produk, terdapat detail dari produk mengenai bahan, dan fungsi dari setiap produk. Melalui situs web juga, pemesanan dapat dilakukan maupun melalui toko daring ritel yang bekerja sama dengan Amorepacific seperti Sephora, Amazon, Kohls, dan Nodstrom.

## E. CONCLUSION AND SUGGESTIONS

This study discusses Amorepacific's marketing strategy for the highest-selling cosmetic products, namely Laneige, Sulwhasoo, Innisfree, and COSRX in the United States by 2024. The marketing strategy carried out by Amorepacific was analyzed through IMC theory by Kotler and Armstrong (2018). Amorepacific implements the five dimensions of the IMC concept, namely *advertising*, *sales promotion*, *personal selling*, *public relations* (PR), and *direct and digital marketing* in the marketing of the four products in the United States. This strategy has not only succeeded in increasing the profits obtained by Amorepacific in general, but also helped catapult the name of Amorepacific and their products globally. This is evidenced by Amorepacific's revenue which has increased significantly in the global market, especially in the Americas by 83%. In the implementation of Amorepacific's global marketing, Amorepacific's marketing strategy not only uses traditional methods, but also utilizes social media and the role of *brand partners* to reach a global audience more optimally. It was concluded that the marketing strategy carried out by Amorepacific from the IMC theory has proven to be effective in increasing consumer reach and company profits to the maximum.

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