UNIQLO Marketing Plan

MKX9550 – Marketing and the International Consumer

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Executive Summary

The main purpose of this report is to provide a framework of reference for the expansion of UNIQLO into the Australian market.

Target Market:
UNIQLO will target a market of strivers, experiencers, and thinkers in Generations X and Y, ranging from ages 18-40. Older target consumers will be working professionals, whereas younger target consumers’ status will be less considered. International students from Asia also represent a niche market in Australia.

Positioning:
Main competitors include Zara and TopShop and possibly H&M in the future, and against more standard product offerings Australian retailers David Jones, Myer, and Country Road, among others. UNIQLO can compete by offering stylish clothing at affordable prices yet of higher quality than can competitors, and marketing its high-tech, functional fabrics.

Marketing Objectives:
UNIQLO aims to do the following over the first 3 years of operations in Australia:
Y1: Open first flagship store in Melbourne; achieve $18.5million in revenue (0.15% market share), and 175,000 total purchases.
Y2: Open second flagship store in Sydney; achieve $37.5million in revenue (0.3% market share), and 350,000 total purchases.
Y3: Open third and fourth stores in Sydney and Gold Coast; achieve $76.2million in revenue (0.6% market share), and 700,000 total purchases.

UNIQLO will follow its strategies proven to be successful in other overseas, Western markets.

Product Strategy: To offer stylish, affordable, high-quality clothing, focusing on UNIQLO’s broad range of basic products in many colors and specially designed fabrics such as HEATTECH.

Brand Strategy: Key aim is to position UNIQLO as a stylish, desirable retailer offering innovative products while redefining the relationship between quality and price.

Service Strategy: Training staff in Japanese service standards will maintain the UNIQLO culture.

Pricing Strategy: Penetration strategy, with end prices being slightly higher than in Japan.

Placing Strategy: UNIQLO will seek highly visible, central locations for its flagship stores.

IMC: Forms of mass media such as newspapers, television and magazines will be heavily utilized to build brand awareness. Membership lists, emails, and social networks will be utilized to build upon and maintain relationships with consumers.

Monitoring Strategy: Japanese ‘Takumi’ experts will be dispatched to factories to perform quality control checks while R&D offices in New York and Tokyo keep up to date with current trends. Customer feedback will remain essential to ensuring UNIQLO’s standards are continually assessed and met.

Recommendations:
1. Be weary of repeat of oversaturation of Japanese market.
2. During first years pursue a steady and achievable growth strategy, only becoming more aggressive once the brand has sufficiently increased awareness and adoption rates.
3. Continue collaborating with big name designers to create special collections to increase allure and competitiveness.
# UNIQLO Marketing Plan

David Fintell, Toshiro Morimura

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1.0 Industry Background

Fast Fashion is a relatively new sub-industry within the greater clothing industry. Characterized by short product life cycles, companies competing in the fast fashion industry must be able to reproduce designer collections displayed at fashion weeks in cities such as Paris and New York in a short period of time and at a much lower cost than the original pieces. Companies competing in this industry must also be able to adapt to trends and release multiple collections every season. Certain key trends can be identified using Porter’s five forces analysis method, such as high entry barriers but low exit barriers, a heavy reliance on relationships with suppliers, and a need to involve consumers so as to counteract the wide availability of substitutes (Appendix, Figure1.1). Fast fashion retailers are relying on the main differentiation factor of combining affordability with stylish, quality clothing to overtake a growing share of the declining clothing industry, and must find innovative ways to further differentiate themselves amongst the competition.

2.0 Company Background

UNIQLO, owned by parent company Fast Retailing, is ‘a modern Japanese company that inspires the world to dress casual’, offering clothing for Men and Women of all ages. Operated by the Japanese company Fast Retailing, UNIQLO controls all aspects of production, from the development stage to retail. From its beginnings as a small Japanese menswear chain, followed by enormous success and finally oversaturation of the Japanese market requiring a brand revamp, UNIQLO has in recent years undergone rapid growth and found much international success, opening retail outlets in countries as diverse as the USA, France, Russia, Malaysia and China. UNIQLO expects to open 100 new stores in Asia in 2012 and has confirmed its plans to enter the Australian market by 2013. UNIQLO’s SoHo New York 37,000 square-foot “global flagship” store, one of 3 in the city, is its highest grossing store worldwide. This success, coupled with that of other highly profitable flagship stores in cities such as Paris (Opéra), London (Oxford Street), and newly opened San Francisco (Union Square), provides a model to follow and standard of expectations for further expansion into Western markets.

3.0 Market Segmentation and Targeting

3.1 Segment the market

Key factors to be considered when segmenting the market are as follows:

**Geographic:** UNIQLO will focus on urban area markets, specifically those of Melbourne, Sydney and Gold Coast. With central locations in Melbourne and Sydney CBDs and touristic, trendy locations in Sydney and Gold Coast, UNIQLO will serve a variety of consumers from city dwellers to commuters to tourists. UNIQLO will need to modify its product offering for the changing seasons in Melbourne and to a lesser extent Sydney, whereas the climate in Gold Coast requires less drastic seasonal collection changes.

**Demographic:** Primary target markets in the clothing industry are Generations X and Y and the Baby Boomer generation; in Australia, UNIQLO will target Generations X and Y. The first primary market will consist of individuals 18-25 years old, any gender or race, and with at least
a high school education. The second primary market will consist of individuals 25-40 years old, any gender or race, working professionals with at least an undergraduate degree. An attractive niche market to pursue will consist of nearly 30,000 international university students in Melbourne alone. Many of these students are from Asian countries, and those ages 18-25 will be targeted.

**Behavioral:** UNIQLO’s target consumer base consists of experiencers, strivers, and thinkers. The thinkers and experiencers have greater resources to spend; thinkers seek quality, functional products at a good value, whereas experiencers prize variety and energy. The strivers have lower resources yet seek to emulate the styles of experiencers. UNIQLO is in a unique position to be able to cater to groups across the resource-availability spectrum. UNIQLO’s more basic product lines, as well as products with innovative functions such as HEATTECH fabric, cater to the thinkers, and its more stylish introductions and collections cater to the experiencers and strivers.

### 3.2 Selecting Target Consumer Markets

UNIQLO will focus on the following market segments:

<table>
<thead>
<tr>
<th>Primary Market 1</th>
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<tbody>
<tr>
<td><strong>Age, Generation:</strong></td>
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<tr>
<td><strong>Gender:</strong></td>
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<tr>
<td><strong>Race / Nationality:</strong></td>
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<tr>
<td><strong>Education:</strong></td>
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<tr>
<td><strong>Occupation:</strong></td>
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<tr>
<td><strong>Geographic Location:</strong></td>
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<tr>
<td><strong>VALS group:</strong></td>
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</table>

<table>
<thead>
<tr>
<th>Primary Market 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age, Generation:</strong></td>
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<tr>
<td><strong>Gender:</strong></td>
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<tr>
<td><strong>Race / Nationality:</strong></td>
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<td><strong>Occupation:</strong></td>
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<tr>
<td><strong>Geographic Location:</strong></td>
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<tr>
<td><strong>VALS group:</strong></td>
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</tbody>
</table>

UNIQLO will further target the niche market of international students from Asia (Appendix, Figure 3.1).

### 3.3 Positioning the Company

Several key points must be defined to position UNIQLO in the Australian market:

**Competitive frame of reference:** Competing in the fast fashion industry, UNIQLO is able to effectively serve multiple consumer segments through its varied product line. UNIQLO’s main competitors in Australia will be fast fashion retailers Zara and TopShop, and H&M. Offering
many basic items such as socks, underwear, and sleepwear, additional competitors may include retailers Myer, David Jones and Country Road, among others.

**Points-of-Parity, Points-of-Difference, and Competitive Points-of-Parity:** Key points-of-parity in the fast fashion industry are centered around offering products that are stylish and follow current trends, are relatively affordable and of a certain quality, and maintaining an ever-changing stock. UNIQLO’s key point-of-difference is offering high-tech fabrics such as HEATTECH. UNIQLO’s key competitive point-of-parity is its reputation for offering stylish, affordable clothing at a perceived higher quality than can other fast fashion retailers.

**Category membership:** As a means of establishing category membership, UNIQLO will utilize both the methods of announcing category benefits and relying on the product description. To make clear its point-of-difference in offering high-tech fabrics, mass advertising will be carried out detailing benefits and functions. This will be achieved chiefly by way of photo and video advertisements. UNIQLO often leverages the endorsement value of celebrities to portray itself as a high-quality and stylish brand despite its affordable pricing; this will be continued in Australia to further heighten the clarity and resonance of its product offering.

UNIQLO’s positioning can be summed up as follows:

“In the worldwide fast fashion apparel industry, UNIQLO is a rapidly expanding, resilient competitor that strives to offer affordable, high-quality clothing innovatively designed to keep consumers of all ages warm, cool or dry through any weather, always comfortable, casual or formal, always stylish.”

### 3.4 Estimate Market Share

Following the guidelines laid out below, UNIQLO will be able to achieve a 0.6% market share by the end of its third year of operations in Australia relative to the total projected industry revenue. In Year 1, UNIQLO’s first flagship store will be opened in Melbourne, followed by a second flagship store in Sydney in year 2, and two non-flagship stores in year 3, one each in Sydney and Gold Coast.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th># of Stores</th>
<th>Revenue Req’d</th>
<th>Projected Industry Revenue</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1</td>
<td>$18.5million</td>
<td>$12.3billion</td>
<td>0.15%</td>
</tr>
<tr>
<td>2014</td>
<td>2</td>
<td>$37.5million</td>
<td>$12.5billion</td>
<td>0.3%</td>
</tr>
<tr>
<td>2015</td>
<td>4</td>
<td>$76.2million</td>
<td>$12.7billion</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

While building brand awareness and adoption rates and establishing relationships with consumers, UNIQLO will aim only to its first year revenue level in Melbourne in subsequent years, and match it in Sydney. The two smaller stores opened in 2015 will have the aim of matching either flagship store’s revenue. After this initial period of entry into the Australian market and stabilization, UNIQLO will then begin pursuing more sales, greater revenue and higher profit margins.
4.0 Marketing Objectives

Short term
1. Open first flagship store in Melbourne by July 2013.
2. Earn goal of total revenue of $18.5million in FY2013, corresponding to 0.15% market share.
3. Achieve goal of 175,000 total purchases by end of FY2013.

Medium Term
2. Earn goal of total revenue of $37.5million in FY2014, corresponding to 0.3% market share.
3. Achieve goal of 350,000 total purchases by end of FY2013.

Long Term
1. Open third and fourth stores, non-flagship, in Sydney and Gold Coast by end of year 2015. Open 6 more stores for total of 10 by 2020.
2. Earn goal of total revenue of $76.2million in FY2015, corresponding to 0.6% market share.
3. Achieve goal of 700,000 total purchases by end of FY2015.

5.0 Marketing Mix Strategies

5.1 Product Strategy

UNIQLO’s primary product objective is to offer a mixed array of affordable, innovative, stylish and high-quality clothing. To differentiate its product and remain competitive in a declining industry, UNIQLO sells itself on offering basic items in a wide array of colors: socks alone come in 50 different colors at its Tokyo flagship store. HEATTECH, developed in 2004, is another draw for customers, specifically during the colder months. Made of special fibers that create warmth despite being thin and light, HEATTECH is a fabric used for inner layers and has been applied to products such as socks and leggings. UNIQLO will offer a wide selection of clothing products at all times of the year, ranging in style from casual to more fashionable or professional, always high-quality and in many colors. Products will not only target the typical, younger fast fashion consumers, but adults as well. UNIQLO’s understanding of and history in fashion will allow it to rapidly adopt current and future trends and put them in stores.

To sum up the product offering:

<table>
<thead>
<tr>
<th>Design</th>
<th>Many color variations, simple, adapt to many needs, casual to formal</th>
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<tbody>
<tr>
<td>Quality</td>
<td>Strictly-controlled quality, innovative fabrics, functional</td>
</tr>
<tr>
<td>Features</td>
<td>Wide range of products, innovative, affordable</td>
</tr>
<tr>
<td>Branding</td>
<td>Fashionable, affordable, reliable, desirable</td>
</tr>
</tbody>
</table>
5.2 Brand Strategy

Having experienced a crippling decline in brand perception in Japan as a result of over-saturation of the market and wide introduction of fleeces by competing retailers, to the point that school children seen wearing UNIQLO were often taunted with the word “unibare” (roughly translated as “you’ve been caught wearing UNIQLO”), UNIQLO has entirely revisited its branding strategies. As a result of this decline, UNIQLO, while still priding itself on offering a wide assortment of high quality basics, has aimed for a classier brand image abroad, providing higher perceived value to consumers. UNIQLO’s products will offer three core brand values:

1. UNIQLO will instill in consumers an image of UNIQLO as a powerful, desirable and stylish fast fashion retailer. This will be achieved through using celebrities as models and by selling a wide variety of products, some with frequently changing designs such as UNIQLO’s UT t-shirt collection that leverages the well-known images of other entities’ brands.

2. UNIQLO has various innovative fabrics beyond its well-known HEATTECH. These fabrics will be detailed to consumers using icons in an effort to increase awareness of the significant functionality and innovation available at UNIQLO.

3. UNIQLO will strive to redefine the relationship between affordability and quality in order to appeal to a broad range of consumers and combine sought values, such as quality, stylishness, and affordability.

5.3 Service Strategy

UNIQLO’s main service objective is to motivate its consumers to repurchase its products and revisit its shops through communicating kindly and taking care of its consumers. Worldwide, UNIQLO strives to maintain its ‘Japaneseness’, an effective way to differentiate itself from other retailers based in the Western world. Combining the reputations of both the quality of Japanese goods and the extreme service-mindedness of the Japanese culture, UNIQLO puts all of its employees through an in-depth training process and regularly assesses their work in order to ensure adherence to UNIQLO’s deeply rooted standards. All customers visiting a UNIQLO store are expected to have heard at least 4 of 6 specific phrases from employees, such as “Hello, my name is _____. How are you today?,” “Did you find everything you were looking for?,” or “Good-bye, we hope to see you again soon”. To ensure customer satisfaction and enhance perceived value through reliability, UNIQLO will allow any article of clothing to be returned, either in person or by post, within 28 days of purchase. What’s more, UNIQLO’s Australian stores will continue with the tradition of being large and having copious amounts of open space, allowing customers to browse and shop in comfort. This spreads through all parts of the store, through to having large and adequate checkout counters to speed customers through their purchases.

5.4 Pricing Strategy

In line with UNIQLO’s brand strategy for foreign markets, a penetration pricing strategy will be utilized to enter the Australian market. At a lower price point than competitors Zara and TopShop, UNIQLO will offer high-quality goods at relatively low prices. The prices of certain
more stylish items, such as UT t-shirts and button-down shirts, however, will systematically rise as brand awareness and adoption rise. The primary aim will be to increase sales volume and maximize market share, as increased sales volume will moderate distribution and production costs. It is assumed that operating costs will gradually decrease as a result of new storefronts being opened, and with multiple stores sharing inventory, more stock can be shipped from Asia during any given ordering period, and as such repeated products costs and shipping costs will be softened. Finally, UNIQLO will utilize its enhanced levels of brand awareness to, through continued advertising, convince consumers that UNIQLO is a highly desirable fashion retailer and thus begin increasing prices, reasonably, to match its international standards.

5.5 Distribution Strategy

UNIQLO utilizes a one-level marketing channel system; goods travel directly from manufacturers to retail stores. With a network of manufacturing partners in China and Southeast Asia, dependable, affordable and yet innovative product manufacturing has become the backbone of UNIQLO’s operations. Viewing factories as long-term partners enhances the reciprocal relationship between UNIQLO and its producers and is what allows UNIQLO to ensure strict standards of quality are always met. The relative closeness of Australia to UNIQLO’s Asian manufacturers and therefore comparatively lower shipping cost, allows for higher margins to be earned as prices rise and stabilize throughout UNIQLO’s first years of operation in Australia.

Placing Strategy: UNIQLO’s expansion into overseas markets is focused on creating a powerful brand image, centered on the systematic opening of large flagship stores. The success of its massive 89,000 square-foot flagship store on Fifth Avenue, New York, will be followed suit this year by a 29,000 square-foot flagship store in San Francisco. UNIQLO will follow this strategy when choosing locations in Australia. In Melbourne, UNIQLO will aim to open a multi-story flagship store on Bourke Street, an ideal location: near competitors Zara, David Jones and Myer, in the heart of the Melbourne CBD, and only blocks away from Melbourne’s main point of transit, Flinders Street Station. A similar central location will be sought in Sydney. The second Sydney store will be located in a trendy, young shopping neighborhood, and the store in Gold Coast will be located in a central, touristic area.

5.6 IMC Mix, Strategy and Rationale

UNIQLO will endeavor to establish a reliable relationship with Australian consumers. Shop workers will take care of consumers following the Japanese service system, and will wear simple uniforms in an effort to provide consumers with a blank palette from which to build their own outfits using versatile UNIQLO clothing. Its advertisements will have the intent of redefining the relationship between affordability and stylishness so that the brand image will allure varied consumers to purchase UNIQLO products. Moreover, promotion will be of a very large scale, invoking the media to inform the local people of the power of UNIQLO, since it is assumed that most Australians will be unfamiliar with the brand.

Media: UNIQLO will heavily utilize media to create awareness in FY2013, slightly reduce the volume but try to establish an intimate relationship in FY2014, and build loyalty and resonance in FY2015.
TV (FY2013-): UNIQLO will utilize TV advertising the most, as the impact is widespread many target audiences can be reached. The contents will frequently vary according to the season and new arrivals.

Newspapers (FY2013-): Advertisements in popular newspapers will be used when UNIQLO wants to make known significant discounts and campaigns.

Magazines (FY2013-): Magazines will be used very frequently, and UNIQLO will focus on not only fashion magazines, but also casual magazines because UNIQLO’s target audiences are broad and not only those interested in fashion.

Homepage (FY2013-): UNIQLO will decorate its webpage simply and update it regularly to let its consumers know about change of products and information.

Online (FY2013-): UNIQLO will make use of online advertisements in fashion magazines and websites related to UNIQLO, but will not use web tools such as pop-ups that are most often regarded as a nuisance.

Campaigns: UNIQLO will discount its products following the change of seasons and for special holidays such as Boxing Day.

Ceremonies (2013-): UNIQLO will organize a large opening day ceremony, inviting celebrities who are icons of fashion in Australia and demonstrate its traditional Japanese style to exaggerate that UNIQLO is Japan’s brand. This can inspire many immigrants from Asia who like and respect Japanese brands to visit UNIQLO, some of whom will be opinion leaders.

Social Networks (2013-): UNIQLO will utilize social networks to communicate with consumers. Traditional media only allows consumers to receive information; through social media, consumers can hear a more realistic voice and share ideas with reference groups or in communities. This will be important to build a relationship and receive feedback.

Membership (emails) (2014-): UNIQLO will develop a membership list of customers in order to build loyalty and resonance, and then email the members with beneficial information and special offers such as a 5% discount for them and new referrals.
6.0 Implementation Plan and Measurement Tools

6.1 Implementation Tactics

Promotion Implementation: UNIQLO will make use of traditional and new mediums of media to communicate with consumers and receive feedback while building reciprocal relationships.

FY2013: UNIQLO will establish awareness by means of large-scale advertisements, mostly traditional media. TVs and magazines will be the most important tools for UNIQLO to build brand awareness in this year since these impacts are significantly strong.

FY2014: UNIQLO will shrink the volume of media to cut costs and because awareness will have been established in Australia. UNIQLO will endeavor to build intimate relationship with consumers who will have visited its shop or purchased its products on social networks. UNIQLO will then receive feedback from consumers and develop its products and services. In addition, consumers will create communities and discuss the benefits from UNIQLO.

FY2015: UNIQLO will build loyalty and resonance through membership to persuade consumers to repurchase its products. Firstly, UNIQLO will offer its consumers the opportunity to join its membership. Secondly, emails with information such as new arrivals, discounts and campaigns will be sent to the membership.

Implementation schedule: (Appendix, Figure 6.1)

Location Implementation: UNIQLO will sell its products solely in its own stores in order to control its products and brand equity.

FY2013: UNIQLO will open a flagship shop as a symbol of UNIQLO of Australia in Melbourne.

FY2014: UNIQLO will open a second flagship store on a main street in Sydney to strengthen the power and gain more market share.

FY2015: UNIQLO will open one shop each in Gold coast and Sydney, to further penetrate the Australian market.

Product Implementation: UNIQLO will deal with a variety of products, from casual to formal at the four stores. Most products are simple but have many color variations. UNIQLO will exaggerate its innovative functions of products such as HEATTECH to appeal the difference from its competitors and high quality. In addition, UNIQLO will aim to stock the accurate number of products to always have the products that consumers want.

Service Implementation: UNIQLO will hire local people and train them following the Japanese service system and take care of its consumers to motivate them to be comfortable and revisit shops.

Price Implementation: UNIQLO’s price point will be slightly higher than that of Japan and similar to that of the USA due to the cost of delivering its products. For example, in Japan a polo shirt is ¥3,990 (AUD$49.65 at 13 May 2012) at 13 May 2012 so in Australia will be sold at AUD$55.
6.2 Monitoring Strategy

**Quality Control:** In order to manage quality, UNIQLO will dispatch Japanese experts to countries in which it has factories to monitor operations and assist management.

**Product Development:** At R&D offices in New York and Tokyo, UNIQLO gathers the latest information on trends and lifestyles in the world and improves upon and creates new products.

**Distribution Control:** UNIQLO manages the level of inventory by strictly checking the exchange rate to reduce the risk of inventory.

**Customer Hotline:** The customer service office gets over 70,000 requests and suggestions per year, which helps UNIQLO to develop its products and services.

6.3 Conclusion and Strategic Recommendations

To conclude, UNIQLO will essentially remain true to its company-wide business model and strategy, with only minimal adaptation for the Australian market. Short, medium and long-term objectives of total revenue, market share and total customer purchases will be met by adhering to strict product and service standards, remaining true to the globally instilled brand image of being a desirable, stylish retailer enhanced by its celebrity models, that offers innovative and functional clothing at an affordable price. The traditional Japanese service model utilized worldwide in UNIQLO stores will remain an in-store focal point, and UNIQLO will follow its model of finding exclusive, central locations. A wide variety of media, both one-way and two-way, will be utilized to communicate with consumers and build and maintain relationships. In short, UNIQLO will follow its tried and true model of success to penetrate the Australian market and further its bid to become the world’s largest clothing retailer.

It is suggested that UNIQLO consider the following recommendations throughout its expansion in Australia:

1. Be careful so as to not over-expand and experience a repeat of the oversaturation, and subsequent steep decline in perception of brand value, that occurred in Japan.

2. Pursue steady and achievable revenue and market share while establishing brand awareness, recognition and adoption during first several years. Then, begin a more aggressive strategy.

3. Continue collaborating with big name designers to create special collections, such as German designer Jil Sanders’ +J collection, to allure high-involvement consumers and increase competitiveness.
7.0 Bibliography

9.0 Appendix

Figure 1.1 Five Forces Analysis

- **Threat of New Entrants**
  - High capital requirements
  - Strong distribution network required
  - Strong brand names are important
  - Geographic factors limit competition
  - Industry requires economies of scale
  - High learning curve

- **Power of Suppliers**
  - Reliance on partnerships with suppliers for cost efficiency
  - Volume is critical to suppliers
  - High competition among suppliers

- **Rivalry, Industry Competitors**
  - Exit barriers are low
  - Large industry size
  - Competing retailers offer comparable products

- **Power of Buyer**
  - Consumers have choice of retailers
  - Large number of customers
  - High buyer price sensitivity

- **Substitutes**
  - High availability of substitutes
  - Low level of product differentiation

Figure 3.1 Niche Market

<table>
<thead>
<tr>
<th>Niche Market 1</th>
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<tbody>
<tr>
<td>Age, Generation:</td>
<td>18-25, Generation Y</td>
</tr>
<tr>
<td>Gender:</td>
<td>Male, Female</td>
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<tr>
<td>Race / Nationality:</td>
<td>Asian / non-Australian</td>
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<tr>
<td>Education:</td>
<td>Undergraduate and above</td>
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<tr>
<td>Occupation:</td>
<td>Student</td>
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<tr>
<td>Geographic Location:</td>
<td>Metro Melbourne, Sydney</td>
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<tr>
<td>Brand Awareness:</td>
<td>Aware and/or already users</td>
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<tr>
<td>VALS Group:</td>
<td>Thinkers, Experiencers, Strivers, Makers</td>
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## Figure 6.1 Media Schedule

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<thead>
<tr>
<th></th>
<th>Jul</th>
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<th>Sep</th>
<th>Oct</th>
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<tr>
<td><strong>FY2013 – Create awareness</strong></td>
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