

Target Market Project

TRENDY UP-SCALE CLOTHES

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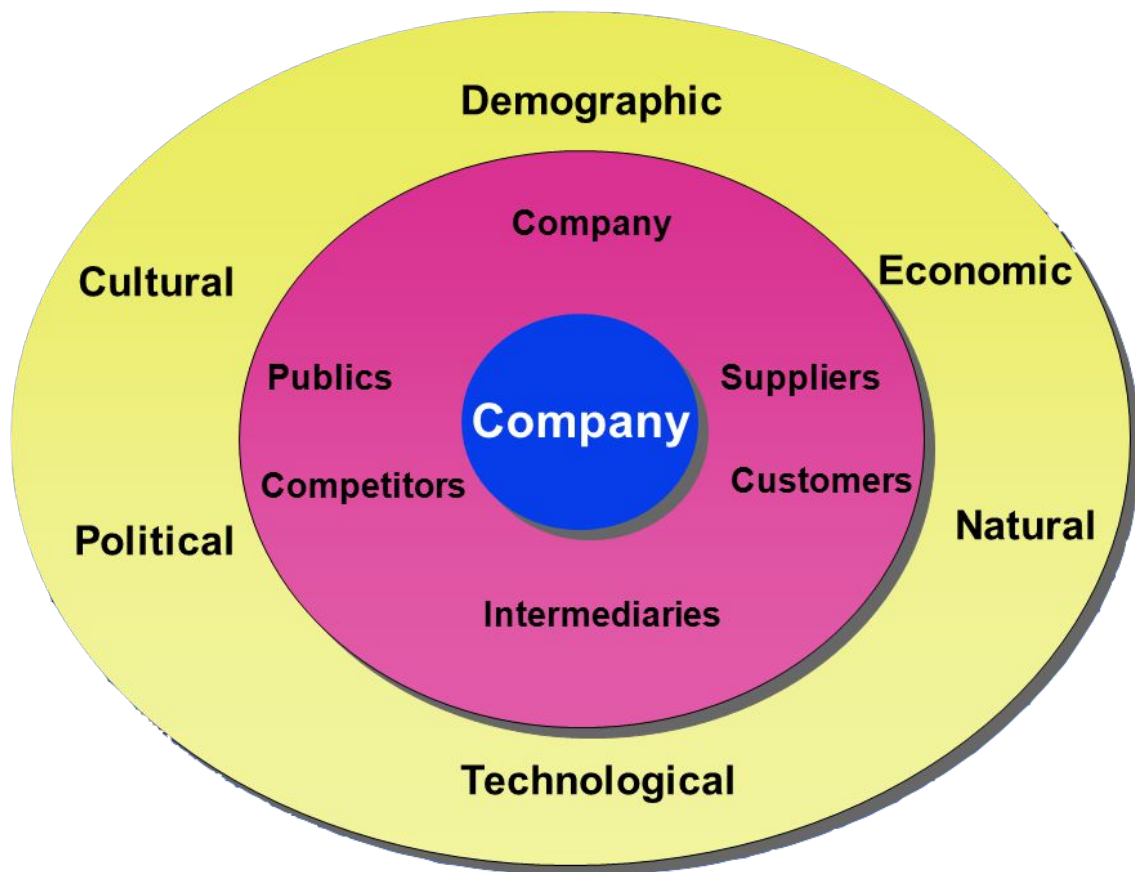


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A) Marketing Environment



1. Industry Potential

The clothing industry has always been around. Some say from the moment that Adam and Eve felt ashamed and covered themselves in fig leaves, the clothing industry was born. Clothes are right up there on the necessity list along with food, water, shelter, and transportation, making it able to survive even the biggest changes. Even through turmoil such as The Great Depression, the clothing industry stands strong. In fact, the clothing industry grows 5.5% annually (Web #9 At #8). This constant growth made the industry worth an estimated \$2.4 trillion dollars (Web #9 At #8). This is only going to keep growing.

On the other hand, 2016 was one of the industries toughest years. With the terrorist attacks in France, the Brexit vote in the United Kingdom, and the erratically unsteady Chinese stock market creating shocks to the global economy, the clothing industry struggled (Web #9 At #8). Major changes to the industry have taken affect because of these unfortunate events. Some companies have taken the liberty of shortening the fashion cycle to integrate sustainable innovation into the core product design and manufacturing processes. 67% of executives have said conditions for the clothing industry have worsened over the past 12 months of 2016 (Web #9 At #8). Sales growth was at a low 2-3% by the close of 2016, which caused the profit margins to stagnate (Web #9 At #8). Most of the consumers during this time viewed the drop in price as a luxury, but to the companies, it was a setback.

Not only was the economy suffering, but the changes in consumer behavior such as consumers being more demanding and discerning, and being less predictable in their purchasing patterns, made the industry feel as though it was being kicked while it was down. These new technologies that have been introduced to the industry is at fault for reshaping these consumer patterns, yet are the foundation and a big reason that the industry is continuing to grow.

As of November 2017, the lifestyle product and service company that is comprised of consumer brands such as Urban Outfitters, Free People, and Anthropologie have announced a net income of \$45 million and \$107 million for the three and nine months, ending October 31, 2017 (Web #6 Art #9). Earnings per diluted share were \$0.41 and \$0.94 for the three and nine months ending October 31, 2017 (Web #6 Art #9). The total company net sales for the third quarter of fiscal 2016 has increased 3.5% over the same quarter last year to a record \$893 million. Urban Outfitters itself increased 1% (Web #6 Art #9).

Implications:

Based on my research and these numbers, I know that by starting my third business, I am coming into a rapidly growing and highly competitive industry. From each consumer wanting something different, unique, and yet personalized to them, I found that creating my third business will be difficult to make fit everyone. I need to discover a new way to tailor to what the consumer wants and needs, while keeping my prices reasonable, and my experience bold and refreshing. If my store seems too close to what the other stores are providing, they will continue to shop at my competitors. This data and research will help me determine my prices so they can relatively stay the same even if there was a decline like in 2016. From this research, it shows that higher-priced stores like Free People and Anthropologie bounced back fast after the decline in 2016. This has me thinking that with brand/customer loyalty, no matter how much my clothes are, as long as the quality reflects it, consumers will still buy even in a struggling economy.

2. Current Trends in the Industry

In the clothing industry, trends are always changing. With designers coming out with new styles, celebrities bringing back old brands, and new ways of selling clothes continuing to cycle, marketers always need to uphold their research in order to know what customers want to buy. One major trend in the clothing industry is the new styles coming out constantly. All of the stores are trying to meet the needs of their market by continuing to receive clothing shipments at least once a week. For example, by switching the bright colors of summer into more earth-toned colors for fall, the company brings in more customers (Web. #1, 2, 3, 4, 5, 6, 8). Specific trends right now are tube-tops and Halloween costumes. Almost all of my competitors have come out with full Halloween costumes and/or costume accessories. By incorporating more festive clothing, it gives customers a one-stop-shop when looking for clothes in the fall (P.I #5, Web. #3,8). This allows for their customers to think that by shopping at their favorite stores ensures quality control and saves times.

Another trend that has impacted the clothing industry is the wave of online shopping. Consumers can find online shopping anywhere, and does not need a computer to access it. Now, online shopping is available on phones, tablets, and any other devices with connection to the Internet. Companies are now not only using website as a platform to show off their clothes, but they are not using social media sites to target the younger generations. Older generations are mostly targeted through “related search” ads on Facebook and other frequently visited news websites. Promoting clothes on social media saves money on advertisement and promotions while keeping the same amount or even more awareness of the products (Web. #6,7). Also, by featuring customers wearing their products on their social media platforms, creates an incentive for customers to post pictures wearing company’s products and tagging them. A way for customers to view products and get genuine reviews on clothes are from social media bloggers and vloggers. These are the people that are advertising and promoting brand’s clothes at no cost to the company.

Implications:

Knowing this, the best way to stay up to date on the latest trends is to research what my customers are wanting to buy. To do this, I need to stay up to date on celebrity fashion, attend or recap runway shows, seek out new clothing lines, and follow potential influencers on social media sites. I also need to make sure I have my products available on all social media platforms including websites that way, my customers can always have my products at their fingertips.

3. Acknowledgement of Competitive Factors

Two of my direct competitors for this project are Urban Outfitters and PacSun. Both of these stores sell high-end clothing that reasonable prices that are based on the quality of their products (C.I. #2, 4, 5, 7, 9, 10, 11, 13, 14, 16, 17, 18, 21, 27, 28, 31, 35, 36). They both sell and feature unique yet trendy clothes for teens and young adults. They both have a men and woman section in the store. The women’s section in both stores is significantly larger than the men’s section. Both stores have their own brand while they also feature other popular well-known brands such as Calvin Klein, Puma, Adidas, Champion, and Fila (C.I. #2, 8, 10, 11, 23, 35). The store brand has a lower, but not that much lower, price than the other brands the stores have. The target market focused on with these two stores are young men and women that love fashion and go against dressing “basic.” These stores attract people that can afford and don’t mind spending a

little more than normal to try something new, and become inspired by variety of products and trends.

Stores such as Forever 21, H&M, Free People, Zara, and Topshop are in constant competition with Urban Outfitters and PacSun; also known as indirect competitors. Forever 21 and H&M provide a larger variety of clothes at a cheaper price, yet their product's quality does not compare to the product quality of Urban Outfitters and PacSun. On the other hand, the product quality of Zara, Free People, and Topshop are similar to Urban and PacSun, but the price is significantly higher. The target market for those stores is similar in age and style, yet this does not stop customers from shopping there; which is how they are indirect competitors (C.I. #6, 7, 9, 14, 16, 17, 34, 35).

All of these competitors, direct and indirect, have something in common: they all provide trendy clothes. If they didn't, they wouldn't be in business. People want to purchase what is popular. If a store or brand produces and tries to sell something because they like it or think it is what their consumer should buy, they are performing the production error. This is the concept that makes executives think that if they make something, people will buy it. This industry is very competitive, which is why staying up to date on the newest trendy fashion will give a business a step up above the competition. This will ultimately make your consumers happy because you have what they want before the other competitors, and it created a loyal base for your business.

Implications:

I am coming into a very competitive industry which means I need to stay on top of the game in all aspects of business. Whether it be new and trendy fashion, technological advances, consumer behavior changes, or employee management. I need to have up to par and efficient ways of running a business. I need to be able to take time and brainstorm ideas regularly so that my consumers notice there is something different about my business; something better than the competition which cause them to come back again and again.

Based on my findings in such a competitive industry, I need to make sure my inventory is always stocked with clothes that customers want to buy, yet clothes that are unique and different from those of my competitors. All of the brands mentioned in this section have created a well-known name for themselves, which has established customer loyalty. This is also achieved by finding a happy medium between product variety and uniqueness, price related to quality, buying convenience, and unique clothes that relate to trends.

4. Technological Factors

When looking in to get a deeper understanding of why the fashion industry is rapidly growing and changing, the first thing we have to look at is technology. Technology is one of the most innovative way to reach consumers because it gives them the opportunity to reach a brand or company at any time without even leaving their house. One of most influential and impactful type of technology that has shaped the clothing industry significantly was the invention of online shopping. Around the end of 1994 (a year before Amazon arrived), MONEY magazine published a story about the rise in consumers shopping online. In that year, over 98 million consumers made \$60 billion worth of purchases from homes (Art. #10). Most of these purchases were made on consumer's phones by influenced by mail catalogues and TV shopping commercials (Art. #10). In 2007, roughly 3% of all retail sales took place from through the internet (Art. #14). By 2013, the percentage of total internet sales reached 6% and within 10 years, the percentage of total retail sales could reach up to 25 to 30 percent (Art. #14). Though it is highly unlikely that

the internet will ever get rid of physical retail stores, online shopping is making its mark. Still, consumers like a blended shopping experience.

When it comes to comparing and contrasting whether it is better to shop online or in-store, there are a lot of factors that come into play. Some people like the accessibility on the online stores.

Consumers have every make and model at their fingertips (Art. #11 C.I. #20). The only downside to that is the consumer cannot test out the product before they purchase it (Art #11 C.I. #19). In this case, online shopping has the advantage.

Some smaller companies, such as boutiques, place their products online and set them at a lower price because they don't have any overhead costs like rent or salaries and wage expenses (Art. 11). Other companies use discount codes as an incentive to look at and buying from their online store. Usually it takes inputting your email into the website or sign up and purchase something to receive the discount code, but that is something that online stores offer that in-store shopping can't give consumers.

Another form of technology that is expected and demanded by future and existing consumers is social media. Market research firm Mintel published a report in which they discovered that more than 35% of millennial women in America say social media is one of the top influencers when making clothing purchases (Art #12). Social media influencers like YouTubers and Bloggers are the main ones behind the online media. Most of them are earning millions of dollars a year with minimal to no formal training or experience except the fact that they post content online (Art #12). Social media platform, Instagram, has a new algorithm that will provide detailed insights into how users engage with their sponsored and paid posts. This allows for companies to get a better insight on how well their sponsored deal with a social media influenced is actually going by being able to view demographics and analytics of the post (Art #12).

Implications:

Coming into this industry, as competitive as it is, means that I need to catch up and get up to date with and implement all of the common and expected types of technology. As soon as I would open my business, I would also need to launch a website as my online store, and an Instagram page as my e-catalogue. Obviously, I would make my online store different and more accessible for my consumers. Difficult to navigate websites make it easy for consumers to click off and shop somewhere else. I need to hop onboard and get in touch with some social media influencers. Bloggers and YouTubers have a great connection with their viewers/readers which establishes a trust when reading/watching reviews on clothes. I think that would be a great way to establish some brand loyalty with my prospective consumers.

5. Political and Legal Factors

Despite most beliefs, the fashion industry has many legal and political factors that shape the way fashion is today. The industry has a set of traditions that are apolitical and which many fashion designers follow. However, last November, French fashion designer Sophie Theallet publically announced that she would not dress First Lady Melania Trump (Art. #15). Many others followed her lead, including Marc Jacobs and Tom Ford. Designers boycotted retailers that stocked Trump family fashion brands. But, in retaliation, loyal Trump supporter boycotted those brands, such as Nordstrom and Macy's because they dropped the brands (Art. #15). Sophie Theallet received an array of letters with words such as "P.O.S." in them. She didn't take it as an insult, but it inspired a new collection of t-shirts with those words on them. Other designers pour out their legal opinions through their clothes on the runway. Prabal Gurung created an entire

collection of slogan tees that read “The Future Is Female,” “We Will Not Be Silenced,” and “Nevertheless She Persisted,” which he paraded in front of Huma Abedin, the former vice-chair of Clinton’s campaign (Art. #15). All of these examples are how the fashion industry displays and relates to politics.

Now, for legal factors, many brands sue each other for a copycat or lookalike product. This could be because of infringement or the sake of copyright. One of the most popular and favorite footwear brand of the fashion industry, Aquazzura, filed a trade dress and design patent infringement suit against First Daughter Ivanka Trump and her license, Marc Fisher, for allegedly copying some of its best-selling and most distinctive shoe designs (Art. #17). Ivanka Trump and Marc Fisher apparently produced footwear that mimics every key element of the trade dress of Aquazzura’s well-known and distinctive shoes. They made an exact copy of their \$700+ Wild Thing Style, but lowered the price in competition to \$145 (Art. #17).

Another legal battle that has impacted the fashion industry is the lawsuit against Zara for “Deceptive Pricing.” Zara was dealt a \$5 million-plus proposed class action lawsuit when a shopper, Devin Rose, brought it to the attention of a federal court in Los Angeles (Art. #17). He claims that he and other shoppers have been “damaged in that Zara’s deceptive pricing practices caused him to overpay for the garments purchased” (Art. 17). His complaint sets the claims of negligence, unfair business practices, unjust enrichment, and fraud (Art. #17). On average, consumers are being charged \$5 to \$50 more than the lowest tag price. The case was dropped and dismissed with prejudice, meaning both parties reached an agreement outside of court (Art. #17).

Another lawsuit in the fashion industry is sexual harassment case against the notorious CEO of American Apparel, Dove Charney. A former sales associate of his claims that after repeatedly being harassed by him, to the point of a mental breakdown, he coerced her into being his “sex slave” on her 18th birthday (Art. #19). She is now suing him for \$250 million for sexual harassment (Art. #19).

These are major some of the major lawsuits in the industry, however, there are other smaller ones that can still make a huge impact on a business.

Implications:

Coming into this industry as a new member, there are a lot of things that I have to keep in mind. I need to make sure that my products are unique and trendy, but not resemble too much of what other trendy products possess. I need to stay up to date on the fashion and runway shows because that is when designers show their new collections, which will become hot trends in the coming seasons. I also need to stay on top of all of the copyright laws, so that I can avoid lawsuits from other bigger companies that have already made a name for themselves. Also, slogans can cause offense to people that I want to be my costumers. I may want to implement some feminist slogans and styles but, I know that can make a lot of people angry. They also not be feminists, so it will be something they don’t want to buy, which would cause them to associate my business with feminism. That not being my niche I want to tailor my business to, I shouldn’t start out with those types of slogans and styles.

People can also take offense to my pricing which can cause bad word of mouth; very powerful. This could influence people to not even want to take a look in my store because they believe the negative connotations other people have associated my store with. These things can make or break a new business that is just starting; a business I like mine.

6. Social and Cultural Factors

The fashion industry is very focused on making a statement. The basic motto of the industry is to be different, stylish, and edgy as well as keeping up with the changes in the season every year (Art. #20). Fashion goes further than just the clothes we wear; it makes a perception about our lives and who we are. Based on the culture a person is in, different cultural aspect shapes the culture. If we want to understand a culture's fashion and all of its trends, we need to identify and understand all that surrounds that society (Art. #20).

One type of culture in the industry is pop culture. A majority of the audience in the world understand and follow pop culture. Most of pop culture is highly influenced by celebrities in the music and movie media (Art. #20). People like the Kardashians in their show, 'Keeping Up with the Kardashians', is a fashion forward show. A lot of people try to gain inspiration and dress like the women and men in that show. Not only that, but people that watch the show are also trying to imitate the Kardashian lifestyle. Hip Hop is also a subculture to fashion in pop culture. From the 70s to the present day, the Hip Hop culture has been immensely adopted by the mass culture (Art. #20).

This new generation is very keen on being healthy. Since 2104, veganism has grown 500% in the US (Art. #21). With this new trend of healthy living growing rapidly, the fashion industry needed to hop on board. One of the fashion companies making the biggest leap to "healthy fashion," is conglomerate PPR (Art. #21). This company owns luxury brands like Gucci, Yves Saint Laurent, and Stella McCarthy. PPR started the Creative Sustainability Lab in 2011, to help promote innovation around sustainability (Art. #20). On another side of "healthy fashion," H&M strives to sustainable fashion with its "Conscious Collection" (Web. #5 Art. #20). This means that H&M uses environmentally friendly fabrics like organic cotton and recycled plastic bottles. They also made changes by using lower-impact-water based solvents to make roughly 2.5 million pairs of shoes.

Implications:

Even through cultural changes, I need to be diverse and make sure to research all of the cultures that could influence my consumers. I need to find my niche in the market and tailor to them. I also need to stay up to date on the different and constantly changing cultural aspects so that my products can reflect on them. Not just environmental cultures, but cultures like pop culture and hip-hop culture that I mentioned above.

Other than culture, the changes in the social aspect of the world also should in play a role when making my third business. Whether it's recycling, making environmentally friendly clothes, or creating a system where consumers can donate clothes and get a percentage off of their purchase, I should consider these things that consumer like; it makes them feel as though they are "doing their duty" to the environment and it also sets my third business apart from the others.

7. Consumer Behavior Factors

The following factors have an influence on consumers' purchasing behaviors:

1. The price of the product (C.I. #2, 4, 5, 7, 9, 10, 11, 13, 14, 16, 17, 18, 21, 27, 28, 31, 35, 36)
2. The trendiness (C.I. #4, 5, 7, 21, 23, 26, 35, 36)
3. The brand (C.I. #2, 8, 10, 11, 23, 35)
4. Clothing quality (C.I. #6, 7, 9, 14, 16, 17, 34, 35)
5. The way the clothes fit (C.I. #1, 3, 18, 20, 30)

6. Promotions and sales from the store (C.I. #9, 18)
7. Store has a convenient location (C.I. #19, 24, 26, 34)
8. Customer service (C.I. #12, 22, 25, 32, 37)
9. Seen on social media (C.I. #22, 23, 29)
10. The stores vibes or atmosphere (C.I. #6, 15, 28, 33)

Implications:

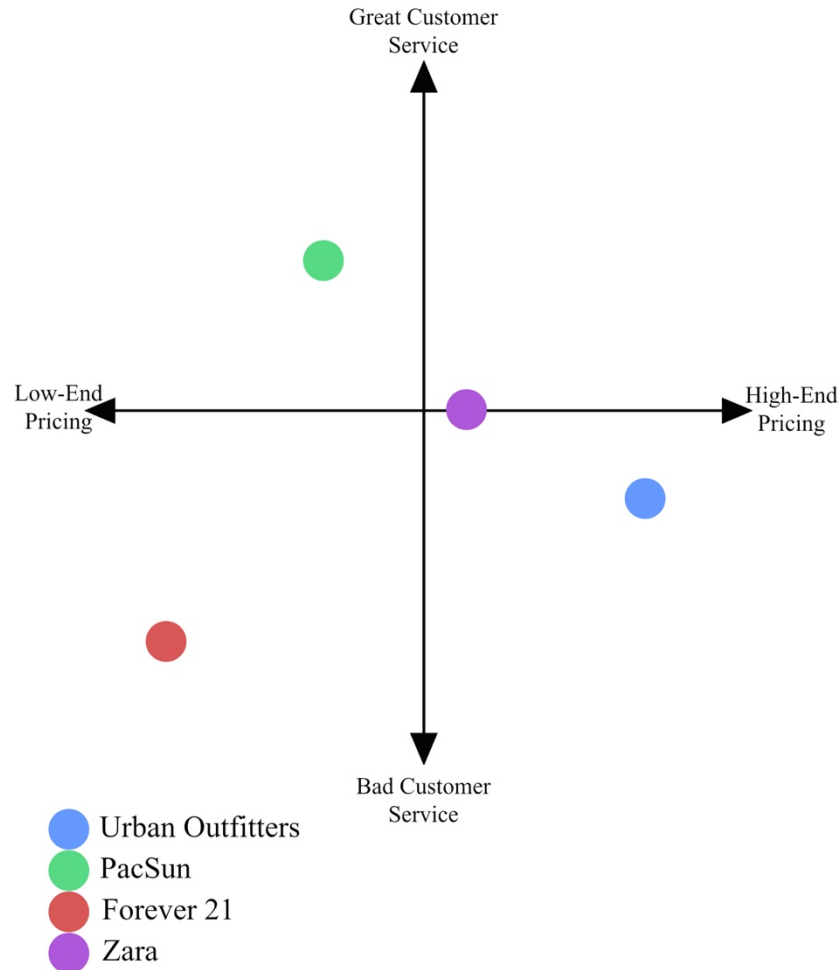
From what I found out about consumer behavior patterns, customers want affordable clothes that are unique and different from the clothes is more common stores. They want popular brands that are trendy because they have seen it on social media and/or they have seen celebrities wearing them. They want what's trendy and new, but also still versatile. Urban and PacSun are both stores that take part in making their customers have a good experience. Consumers want the quality of the clothes to match what they are paying. These two competitors are more expensive than the industry norms, so the quality of the price has to match in order for them to pay those prices. The store also has to be in convenient locations with a could layout so that customers have a good experience when shopping or looking for something.

B) Competitor #1



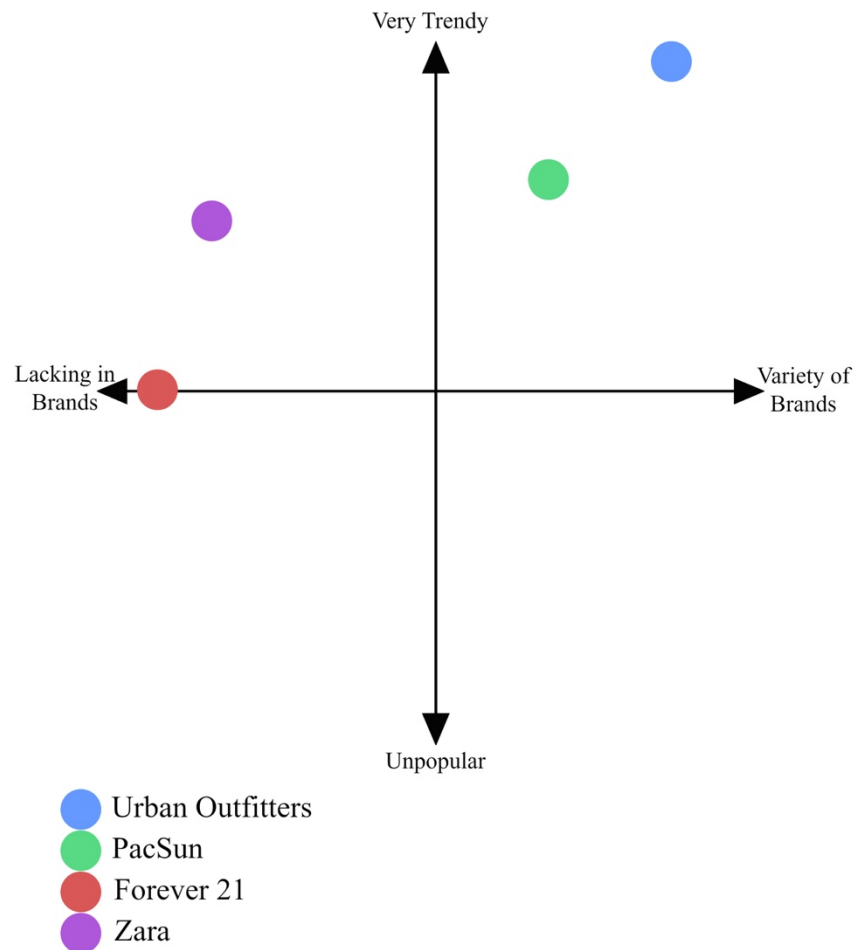
1. Positioning Maps

Positioning Map #1



Urban Outfitters is on the higher end of the spectrum because of their high prices for all of their products including their clothing, shoes, accessories, and home décor. The target market is mainly focused on the brands of the clothes (C.I. #2, 8, 10, 11, 23, 35). The consumers are also willing to pay more for their clothes because they're very trendy (C.I. #4, 5, 7, 21, 23, 26, 35, 36). Other than the clothes and their prices, consumers are very concerned with the customer service in this industry (C.I. #12, 22, 25, 32, 37). Whether it is just a greeting when they first walk in, help finding a size or specific clothing item, or asking how their day was while checking them out at the register, consumers are not too happy with the way Urban's employees have treated them. From the research, their experience with the employees isn't terrible, but they have been treated better at other stores. This is why it is placed near the middle of the spectrum, but still below the median.

Positioning Map #2



Urban Outfitters has very trendy clothes which is why some people come solely come into the store (Web #1 C.I. #4, 5, 7, 21, 23, 26, 35, 36). Their clothes are seen on social media and other media outlets on influencers and celebrities. Though their clothes are prices higher than other stores, they are still bought because other than going to specific stores for one brand, consumers get a one-stop-shop by coming into Urban Outfitters (C.I. #2, 4, 5, 7, 9, 10, 11, 13, 14, 16, 17, 18, 21, 27, 28, 31, 35, 36). PacSun is another advocate for having many brands in their store. I believe these two consumer behavior factors go hand in hand with each other because, based on the research, it seems as though the allowance for brands at a store makes the clothes more popular, since those brands are what the celebrities are wearing. Urban Outfitters is placed where it is in the positioning map because the clothes are very trendy and they have a high variety of brands.

2. Primary Target Market Analysis

1. Primary Psychographic – Ranked #1

The primary psychographic segmentation is ranked at the top of the target market analysis because Urban Outfitters' focus is mainly on personality, motives, and lifestyle. Most of the motives of their consumers is to have the trendiest clothes that have been worn by popular social influencers on social media as well as other media platform celebrities (C.I. #4, 5, 7, 21, 23, 26). The consumers that shop at Urban also have a unique sense of fashion. They strive to be unique and have the newest and trendiest clothes in the industry (C.I. #2, 8, 10, 11, 23). This is why Urban promotes the brands they have so much because they know the consumers motives and personalities will make them buy (C.I. #2, 8, 10, 11, 23). Urban has found and understood the lifestyle and interests of the market they serve.

2. Primary Demographic – Ranked #2

Primary demographic has been ranked second because Urban Outfitters has a specific target audience. The target that they are marketing to are mainly college students, men and women, aged 17-25. College students are worried about figuring out who they are, and with Urban's unique and very trendy clothes, they can experiment with who they are while looking stylish at the same time (C.I. #4, 5, 7, 21, 23, 26). Primary demographic is also ranked second because it focuses on the income of the consumer. Because Urban's clothes are more on the higher end of the pricing spectrum, they target shopper of middle to upper middle class.

3. Primary Benefits – Ranked #3

Urban Outfitters is a one-stop-shop for consumers to shop for an array of brands that you could only get in the vary limited specific brand store or online The brand (C.I. #2, 8, 10, 11, 23, 35). The branded clothes are usually loud, colorful, and very unique statement pieces that make it very trendy and feel exclusive. The brands are what makes Urban so unique, thus allowing for a good inventory. Urban changes its products around almost 5 times a week because they receive new shipments of clothes so often. This allows for their inventory to always be stocked with something new because the other products have sold so well. This is good for the brand and the store. Other than just clothes, Urban also sells knickknacks and novelty items as well as home décor and furnishings. Not very many trendy clothing stores are doing that; this sets Urban Outfitters aside from its competitors.

4. Primary Geographic – Ranked #4

Most Urban Outfitters stores are found and located in up-scale or high-end shopping malls. People will not often find Urban Outfitters by itself on the side of the road or off of the freeway. From the research, places like the Brea Mall, the Irvine Spectrum, and Victoria Gardens make sense to have an Urban Outfitters. In the malls, they are usually places near other stores that are high-end, but not considered a direct competitor. They aren't that many Urban Outfitters stores. Actually, there are 240 stores in the US, Canada, and Europe (Web #6).

3. Customer Experience and Product Objectives

Customer Experience Objective:

Urban Outfitters is a lifestyle retailer dedicated to inspiring culture understanding through a unique combination of product, creativity and cultural understanding by providing consumers with men's and women's clothing, shoes, accessories, and home product assortments.

Product Strategies:

One of the main factors that sets Urban Outfitters apart from their competitors is the array of brands they offer (C.I. #2, 8, 10, 11, 23, 35). Brands such as Adidas, Champion, Calvin Klein, Stussy, Obey, and Levi's are why consumers shop at Urban (C.I. #2, 8, 10, 11, 23, 35). Other in-house brands that Urban has like BDG, Pins & Needles, Sparkle and Fade, Kimchi Blue, Deena & Ozzy, Ecote, and Silence + Noise, just to name a few, are brands that consumers cannot buy anywhere else other than Urban Outfitters (Web. #6). Because these brands are exclusive to the store, it makes the clothes feel exclusive and unique, tailoring to their target market, or niche. Compared to other retail stores, there is a better variety of clothes there. Other than just having one in-house brand specific to that store along with other well-known, popular brands, Urban not only have both, but they consist of a large array of both in-house brands and popular brands.

Unlike PacSun, Urban Outfitters challenges customers with new styles of clothing that will inspire their fashion. This also makes the customer feel inspired to try new things. This could give them the impression that they may need to purchase more than one unique product to further understand this new-found fashion inspiration. Also, **unlike** PacSun, Urban has a niche with a higher age demographic allowing them to experiment with the types of clothing they provide. Instead of sticking to basic colors and styles, Urban Outfitters can continue to use and implement new styles throughout their stores in hopes that the more mature niche will be eager to buy and try. In part, some of the brands that Urban owns is responsible for the new and innovative products.

Another main factor that contributes to Urban Outfitters uniqueness to the competition is the inspiring and artistic atmosphere each store gives off (C.I. #6, 15, 28, 33). Each Urban Outfitters store is uniquely constructed by a team of designer, artists, and builders to integrate custom display pieces and inventive design into the space (Web #6). This unique layout is designed to continually evolve and shift as much as our society does. This serves as extensions of the product stories and narratives as well as keeping the in-store experience fresh (Web #6). What goes into making the store environment feel fresh and unique is featuring both editorial and user-generated photography, altogether creating an all-encompassing lifestyle store, curated especially for the Urban Outfitters customer (Web #6). **Unlike** PacSun, Urban Outfitters encourages and challenges customers with new and inspirational layouts that aid in the ability for them to have a unique experience almost every time they walk in to shop there. Not having everything in the same place or laid out in the same way, allows for shoppers to come back again and again expecting something new and refreshing. It also makes shopper have to look around the entire store again to get a new feel of where everything is, encouraging them to look at all of the new products in the store.

Product Strengths:

- Variety of brands (C.I. #2, 8, 10, 11, 23, 35)
- Inspiring atmosphere (P.I. #1, 5, 13 C.I. #6, 15)
- Trendy clothes (C.I. #4, 5, 7, 21, 23, 26)

Product Weaknesses:

- Very high-priced (C.I. #2, 4, 5, 7, 9, 10, 11, 13, 14, 16, 17, 18, 21)
- Bad customer service (C.I. #12, 22, 25)

4. Price Objective and Analysis

	Urban Outfitters	PacSun	Industry Norm
Women's Bomber Jackets	\$100 - \$300	\$60 - \$125	\$30 - \$100
Women's Jean Shorts	\$50 - \$70	\$45 - \$60	\$40 - \$80

Pricing Objective:

Urban Outfitters is at the higher-end of “meeting competition” pricing. They provide the latest trendy styles in brands you cannot find anywhere else and in popular outside brands as well.

Pricing Strategy:

Urban Outfitters is in the upper middle quadrant on the chart of higher price to lower priced stores. Urban is able to price their products higher than most because of the quality to price relationship they implement. The long-lasting quality of their products allows them to price them higher than the competition, allowing consumers to observe the difference in Urban compared to other retail stores (C.I. #6, 7, 9, 14, 16, 17). Yes, Urban has higher-end prices for not technically being a high-end retail store, but the quality of their products is very close to and can be compared to the quality of products that can be found in stores like Nordstrom, Anthropology, and Sak's Fifth Avenue.

The brands are also a reason why the price in the store is high. Most of the outside brands that Urban brings in are very popular, therefore higher in price (C.I. #2, 8, 10, 11, 23). For example, if you would've walked into an Adidas store or outlet and wanted to purchase Adidas Superstars, they would be no more than \$30+ tax. Now, go into an Adidas store or Urban Outfitters looking to purchase those same shoes, but now you will be paying \$80+ tax. This is due to celebrities and social media influences like the Kardashian/Jenners and Eva Gutowski wearing them on Instagram or out on Melrose Ave. shot by paparazzi. By Urban bringing these kinds of prices into their store, to compare with their own brands, they had to compete and raise their prices as well (Web #6). If they didn't raise the prices of their own brands, their consumers would think their brands didn't compare in quality to the popular outside brands. Quality control is something that Urban takes pride in. They want the quality of those well-know, popular brands to reflect and be able to set a standard for their store and its brands.

Another reason why Urban has higher priced products is because they are trendy. The clothes that Urban has are known from being very close to what celebrities are wearing as their street wear. Often, those celebrities are wearing clothes from Urban Outfitters because the quality is so good and they go along with the new trends (C.I. #4, 5, 7, 21, 23, 26).

If Urban was to raise their prices by 20%, their consumers would still buy them. Urban has established a very unique band of loyal consumers. They like the fact that Urban is a one-stop-shop to all of the brands that they know and love. Other brands that are owned by Urban are also loved by their consumers because it gives them the opportunity to experiment with new and innovative styles that make a statement.

Price Strengths:

- Great sales section (C.I. #9, 18)
- More affordable than high-end clothes (C.I. #7, 14, 16, 17, 18, 21)
- Good quality to price relationship (C.I. #6, 7, 9, 14, 16, 17)
- Trendy affordable clothes that celebrities wear (C.I. #4, 5, 7, 21, 23, 26)

Price Weaknesses:

- Higher than industry norm
- Younger market may not be able to afford

5. Place Objective and Analysis

Place Objective:

Urban Outfitters is mainly located in popular middle to upper-middle class areas and shopping malls. There are not very many Urban Outfitters stores, in fact, there are about 250 throughout the United States, Canada, and Europe (Web #6). This makes for them to have a strict location and placing system. If they were moved even 2 miles down from where they are, people would still come to them because the area is still considered popular. However, if they were moved possible 2 cities over, the store would probably not get as much business as they had been receiving.

Place Strategy:

Urban Outfitters are mostly placed in popular areas with a high population of younger men and women. They are also placed mostly in tourist towns or towns near colleges. Since they are never really placed by themselves, they are usually near similar stores but not directly next to them. The Urban Outfitters in the Brea Mall, San Jose's Santana Row, and the Irvine Spectrum are all very prime examples of locations that are for tourists, in a town highly populated with young men and women, and are in a college town. Here, the stores receive a lot of foot traffic for their target market as well as other tourists stopping by to take a look. Even the surrounding cities play a role in bringing in the traffic. For example, the Urban Outfitter in the Brea Mall and the Irvine Spectrum are located not too far from Los Angeles, giving those stores a lot more people visiting. The Urban in San Jose is not too far from San Francisco, which is a huge tourist heavy city.

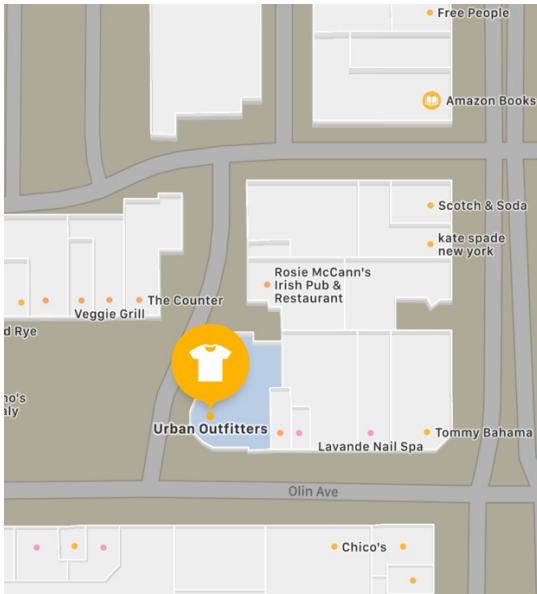


Figure 1, Santana Row

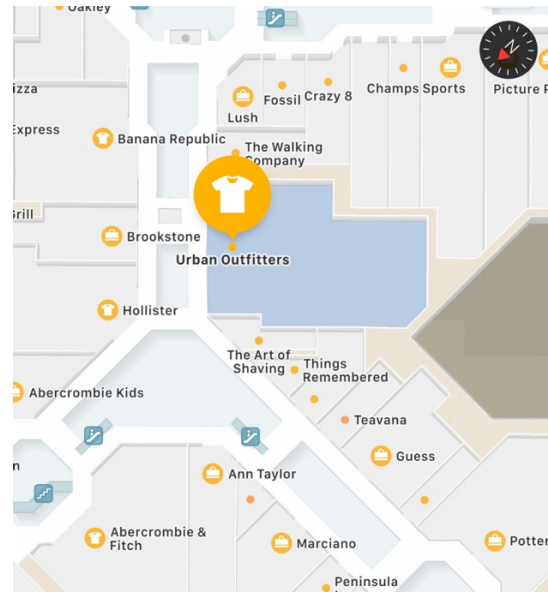


Figure 2, Brea Mall

Figure 1 shows Urban Outfitters in an upscale outdoor Fashion mall in the heart of downtown San Jose, California (Web #10). It is not really surrounded by any other clothing stores at all. If you look closely at Figure 1, you will see that Free People, a direct competitor is at the top right-hand side, just around the corner from the Urban Outfitters. Other than that, the only other surrounding clothing stores is Tommy Bahama and Chico's, which are not even indirect competitors to Urban. The only types of businesses that are surrounding the Urban Outfitters are restaurants. As you can see in Figure 1, Veggie Grill and Rosie McCann's Irish Pub & Restaurant are the only direct surround businesses new Urban Outfitters. The main street and parking garage is just on the other side of other side of the Veggie Grill. This is why there is so much foot traffic. People that have just parked are walking past the food stores, and the first clothing store they see is Urban Outfitters.

Figure 2 shows Urban Outfitters in an upscale shopping mall (Web #10). The mall is upscale because it features stores like Gucci, Tesla, and Nordstrom. The location that the Urban Outfitters is at the mall is a very odd, yet prime location. Once you go up the first escalator off the main entrance of the mall, the store is to your right. The reason the location is odd is because the stores near it. They are not clothing stores or restaurants, but random stores that sale accessories, books, knickknacks, and body products. The only two stores that are surrounding the Urban Outfitters in general is Hollister and Banana Republic; these are neither direct nor indirect competitors. But, because this location is near one of the main entrances in the mall, it creates a lot of foot traffic because it is easily one of the first stores seen.

Place Strengths:

- Located in a prime location (C.I. #19, 24, 26, 34)
- Located near food

Place Weaknesses:

- Not located near other clothing stores
- Not located in every city
- Heavily populated areas make for big crowds

6. Non-Digital Promotion**Promotion Objective:**

Urban Outfitters' non-digital promotion objectives are to *inform and increase awareness* and to *differentiate* themselves from the competition.

A. New Strategies

One of the main non-digital strategies that Urban Outfitters uses to create awareness and to inform the new customers about the store is by being located in prime areas of the malls they are placed in, and having a big unique sign with their name on it. Urban Outfitters has very unique signs/logos. For example, the one in downtown Santa Cruz, California has its name carved out of and wrapped around the side of the tin wall of the building, leaving the name "Urban Outfitters" to look like it has been freshly torched back into the wall. Since Santa Cruz is an artsy hipster town, the logo on the outside of the Urban Outfitters looks like an art piece; it is very unique compared to the other logos on the front of other Urban Outfitters stores. Another non-digital strategy they have to lure new customers in is the massive posters of their products on the outside of the windows. They have promotion information as well as pictures of models in their newest and trendiest looks. Also, when walking near the store, the present mannequins are always dressed to impress and lure customers in with the intent to look as good as they do. Other than just the look of the store, another non-digital strategy that Urban Outfitters uses to get new customers coming in, is that they have host local community events. There will be events like concerts for local up-in-coming artists, launch events for new brands, and even print workshops for people interested in that industry. Events such as these cater to the younger generation, which is the target market they are looking to reach. **Unlike** PacSun, Urban hosts these local events to get new customers in the door.

B. Existing Customer Strategies

Urban Outfitters also has some non-digital strategies that keep existing customers coming back as well. They have implemented a rewards card that allows customers to earn points to eventually receive exclusive rewards when they shop in-store, get special offers, win one-of-a-kind prices, special discounts, and early access to sales. All a customer would have to do is join the rewards program while checking out in-store, purchase items by scanning the card, and scan the card at checkout to redeem rewards. **Unlike** PacSun, Urban gives back prizes and other exclusive offers other than just discounts from the rewards from purchases to their existing customer.

Promotion Strengths:

- The outside displays of the store are eye-catching
- Local events are fun

Promotion Weaknesses:

- Not a variety of non-digital marketing
- Minimal non-digital advertisement

7. Digital Promotion

Urban Outfitters' digital promotion objectives are to *inform and increase awareness* and to *differentiate* themselves from the competition.

A. New Strategies

Urban Outfitters aids in the use of digital promotion strategies to reel in new customers. The use of social media is a big part in the digital promotion that Urban uses. Social media is where their websites and social media platforms flourish. From Instagram, potential customers see celebrities and popular social influencers tagging Urban Outfitters' clothes in their pictures. Seeing these famous people wearing their semi-affordable clothes makes the potential customers very interested. From there, they can click on the tag and go straight to Urban's Instagram page where they post pictures of their newest clothes from their catalogues as well as pictures and videos featuring customers wearing their clothes. This shows the potential customer the aesthetically pleasing side of the clothes, as well as gives them incentive to shop on the online store. At the top of the Urban Outfitters Instagram page is a link to their website, where customers can scroll through pages and pages of their clothes. There is even a section on the Urban outfitters website where you can shop their Instagram page. Customers can view, select, and buy specific items they just saw on the Instagram page and add it directly to their cart. **Unlike** PacSun, Urban Outfitters allows customers to get featured on their Instagram page just by having a nice quality picture of them rocking their clothes.

B. Existing Customer Strategies

To keep existing customers coming back, Urban uses their rewards card online as well. Customers can even sign up for the rewards card online through the Urban Outfitters website. This card has a app where you can track your progress and see exactly how many rewards points you have. The app also has an option for the customers to use their website to add items to the wish list so that when Urban sends rewards cardholder's birthday and half-birthday presents, they have an idea of what the customer wants. Customers can also use the card to make purchases online or in the app. Other features of the app are that you can enter contests and giveaways just by signing in. Also, by connecting your social media and using hashtags like "#UORewards" when posting to Instagram and Twitter, customers can earn points. **Unlike** PacSun, Urban Outfitters' gives customers with their rewards card more than just a \$5 rewards every 1,250 points.

Promotion Strengths:

- The website, social media, and app are all interconnected
- Their target market has a strong digital presence
- Different forms of media make it accessible to everyone

Promotion Weaknesses:

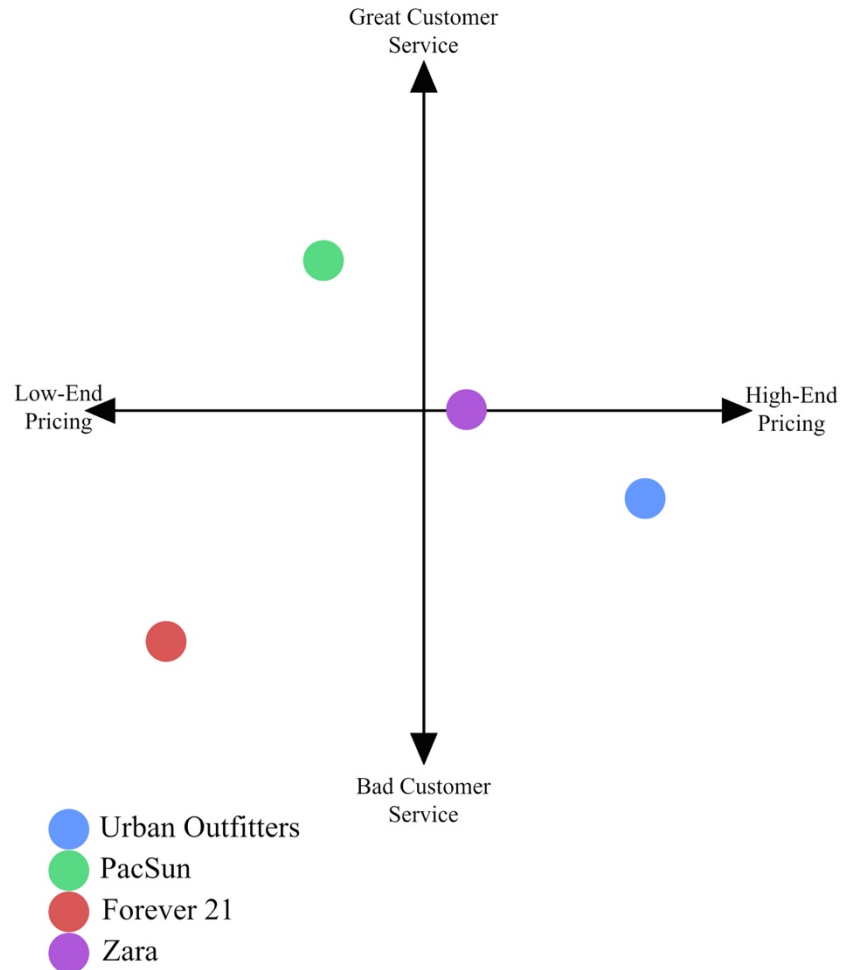
- Not all customers have social media
- Not all customers are tech-savvy and can use all of the forms of digital promotions

C) Competitor #2



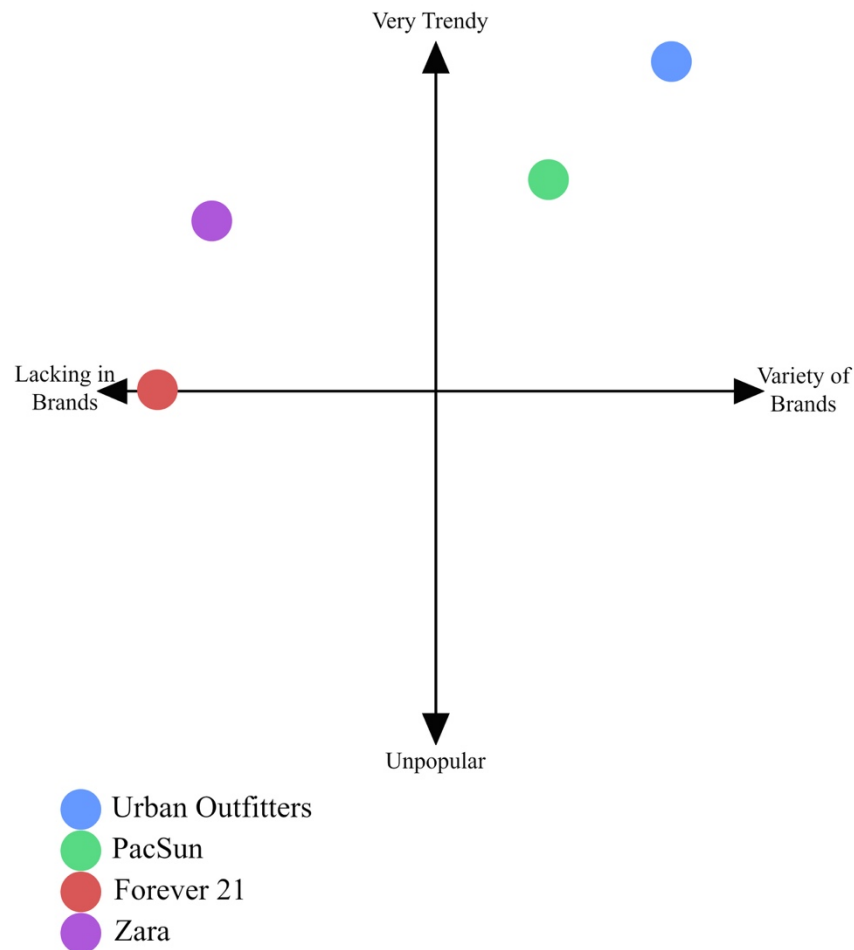
1. Positioning Maps

Positioning Map #1



PacSun, though it is very small in size has mid to higher price markup than most of its competitors. The reason it is placed on the lower end of the spectrum is because the average of PacSun's products prices are close to the industry norm (C.I. #2, 4, 5, 7, 9, 10, 11, 13, 14, 16, 17, 18, 21). Compared to some of its competitors, PacSun's prices are considerably lower. However, it is still higher than most of its competitors which is why it is on the closer side of the median. As far as customer service, PacSun has a great group of helpful employees. Since the store is so small, the working employees have the opportunity to maintain and build relationships with the customers that come in (C.I. #12, 22, 25).

Positioning Map #2



PacSun is a store that contains many outside brands in their stores. PacSun provides brands such as Adidas, Puma, Calvin Klein, Santa Cruz Skate Company, Quicksilver, Roxy, Bilabong, Vans, The Kendall and Kylie Collection, Juicy Couture, and Brandy Melville. This array of brands is the reason why PacSun is placed closer to the highest point on the “variety of brands” section (C.I. #2, 8, 10, 11, 23). Though there are a lot of brands that are provided at the given PacSun stores, they lack in in-house brands. The only brands that PacSun owns are Nollie, Kirra, Bullhead Denim Co. This is the reason why PacSun is not placed closer to the highest point on that spectrum. As for trendiness, PacSun’s clothes are very trendy (C.I. #4, 5, 7, 21, 23, 26). By bringing in brands such as those, PacSun is appealing to the trendiness of those brands. Also, the Kendall and Kylie Collection is very popular because of their name. The Jenners are very popular and are always being talked about in the media because of their family, fashion, drama, and jobs. This gives their clothes publicity without the use of advertisement. This is why PacSun is placed very close to the top of the spectrum of trendiness.

2. Primary Target Market Analysis

1. Primary Benefits – Ranked #1

PacSun is ranked number one in primary benefits because it is a one-stop-shop for consumers to shop for an array of brands (C.I. #2, 8, 10, 11, 23, 35). The branded clothes are usually basic in colors, “matchy”, yet very unique which makes it very trendy. The implementation of outside brands is what makes PacSun so unique, thus allowing for a good inventory. PacSun changes its products around almost 5 times a week because they receive new shipments of clothes so often. This allows for their inventory to always be stocked with something new because the other products have sold so well. This is good for the brands and the store. What sets aside PacSun from its competitors is the summer and beach vibe that the store and all of its products give (C.I. #6, 15, 28, 33).

2. Primary Demographic – Ranked #2

Primary demographic has been ranked second because PacSun has a specific target audience. The target that they are marketing to are mainly teenagers are young adults, men and women, aged 14-25. In this age, the customers are looking to fit in wherever they are. These clothes are basic in color and style, but are still brand-name which makes them trendy and popular (C.I. #4, 5, 7, 21, 23, 26). These customers are not looking to stand out, but be comfortable with who they are already. Primary demographic is also ranked second because it focuses on the income of the consumer. Because PacSun’s clothes are a bit higher based on the pricing spectrum, they target shoppers of middle class.

3. Primary Psychographic – Ranked #3

The primary psychographic segmentation is ranked third for the target market analysis because PacSun also focuses on the personality, motives, and lifestyles of their customers. Most of the motives of their consumers is to have the trendiest clothes do not stand out too much, but are name brand, and that brand is talked about in the media (C.I. #4, 5, 7, 21, 23, 26). The consumers that shop at PacSun also have a unique sense of fashion. They strive to be accepted and have trendy clothes in the industry (C.I. #2, 8, 10, 11, 23). This is why PacSun promotes the outside brands they have so much because they know the consumers motives and personalities will make them buy (C.I. #2, 8, 10, 11, 23). All of the brands they provide coincide with the summer and beach vibe that is apparent in the store.

4. Primary Geographic – Ranked #4

Most PacSun stores are found and located in middle and upper middle-class shopping malls. People will not often find PacSuns by themselves on the side of the road or off of the freeway. From the research, places like the Brea Mall, the Cerritos Mall, and the Gilroy Outlets make sense to have a PacSun. In the malls, they are usually placed near other stores considered to be direct and indirect competitors. As of 2011, there are a little over 600 stores in the U.S (Web #2).

3. Customer Experience and Product Objectives

Customer Experience Objective:

PacSun is committed to providing a cross-section of emerging brands and trending fashion through he lends if Los Angeles (Web #2). PacSun provides contemporary streetwear and active lifestyle markets by partnering with the best and most popular brands to offer curated collection, rare products, and unique collaborations (Web #2).

Product Strategies:

One of the factors that sets PacSun apart from its competitors is that they bring in older popular brands that give the store a retro feel and give the customers a sense of nostalgia when they see it. For example, the PacSun at the Brea Mall has brought in Juicy Couture. Juicy Couture was a very popular brand back in 2003 with its very popular velour tracksuits (Art. #24). Since then, Juicy's clothes went out of style and the only reason it was still relevant was because of their popular fragrances. PacSun has brought back some of the tracksuits as well as simple t-shirts and sweatshirts with the Juicy Couture brand name on them. By bringing back items and brands like Juicy Couture, PacSun is set apart from its competitors.

Another factor that sets PacSun apart from its competitors is the vibe and atmosphere the customers experience when shopping there. PacSun started out as a small surf shop in Newport Beach which is why the store now has such a beach and summer vibe and atmosphere (Art. #25). The brands that PacSun collaborated and sold were mainly brands that made beachwear, surf gear, and skateboarding items (Art.#25). Most of PacSun's products they sale now are mostly short-sleeved, distressed denim pants, denim shorts, sun-dresses, and rompers.

They layout of the PacSun stores is very simple and modern. When walking in, the only displays are wall displays, a couple 1-line racks, and table displays. Each display has very minimal amounts of clothes on them so they are easily seen. The store is split off into two sections, the men's section is on the left of the store and the women's section is on the right. At each section, there is a main walkway that allows customers to see all of the clothes without having to maneuver through the whole store. This creates foot traffic evenly throughout the whole store.

Unlike Urban Outfitters, PacSun has a very easy to maneuver store with a straight path that allows the customers to view all of the items presented for sale. Each product is then viewed the same amount as all of the others.

Product Strengths:

- Popular brands (C.I. #2, 8, 10, 11, 23, 35)
- Beach and summer atmosphere (C.I. #6, 15, 28, 33)
- Wide-range of products offered

Product Weaknesses:

- Limited in-house brands
- Minimalistic layout

4. Price Objective

	Industry Norm	Urban Outfitters	PacSun
Rompers	\$20-40	\$59-450	\$30-100
High-Waisted Jeans	\$20-50	\$59-200	\$49-54

Price Objective:

PacSun has a price objective of prestige (price/quality relationship) pricing. The quality of PacSun's clothes closely resembles the price. The clothes are great quality and are placed at a great price that reflects it.

Pricing Strategy:

PacSun has a great price strategy for the industry they are in. The price of their clothes isn't too high or too low, but they reflect the quality. In regard to elasticity, PacSun knows they can price their items like jeans at a mid to high price because jeans are inelastic. The demand for jeans never goes up or down. However, the different styles and types of jeans are elastic. Styles like distressed jeans, mom jeans, boyfriend jeans, and frayed jeans are very trendy right now, thus PacSun has the option to go up in price. Sometimes they do, but majority of the time, they stick to their price objective of price/quality relationship. With this being said, if prices were to go up 20%, I believe that the sales wouldn't decrease very much. Stores such as H&M and Forever 21 have price objectives of meeting the competition. They have trendy styles which makes for the moderate price, but based on the quality of their clothes, most customers would say they are expensive (C.I. #2, 4, 5, 7, 9, 10, 11, 13, 14, 16, 17, 18, 21, 27, 28, 31, 35, 36). PacSun does a really good job at price/quality relationship. Their prices are higher than the industry norm, however, the price is the way it is because of the brands they hold. PacSun has very trendy clothing brands like Brandy Melville, the Kendall and Kylie Collection, and Adidas. Having these brands bring a lot of people in the store, but they cause PacSun to jack up the prices (P.I #6 & 15, C.I. #2 & 10). They want to make a profit since the brands aren't owned by them. Also, most of those brands are expensive as they are cause specific brand items to seem over-priced. The quality in those items are even better quality than those of the PacSun brand itself (L.A. Hearts). That is another example of PacSun's price objective.

Price Strengths:

- Great price/quality relationship (C.I. #2,4,17)
- More affordable than high end, but better quality than indirect competitors (C.I. #2, 4, 6, 10, 17)
- Brands are reasonably priced (C.I. #2, 5)

Price Weaknesses:

- Not enough in the sales section (C.I. #4,18)
- Items are priced higher than the industry norm (C.I. #5, 17)

5. Place Objective

Place Objective:

PacSun is mainly located in shopping malls and middle-class areas. They are placed in Multiple locations that make it easier for consumers to shop there.

Place Strategy:

PacSun is placed near other retail stores. It is very unlikely to see a PacSun all by itself. It is often located next to similar stores so it can create foot traffic. It tailors to a younger audience, so it has to be placed where it can be easily accessible to them. For example, the PacSun in Chino Hills isn't close to very many retail stores, but its right across from Justice. Justice is a tween (ages 9-13) store. The kids coming in and out of Justice are being groomed to shop at the store they can't fit into yet in the coming years, PacSun.

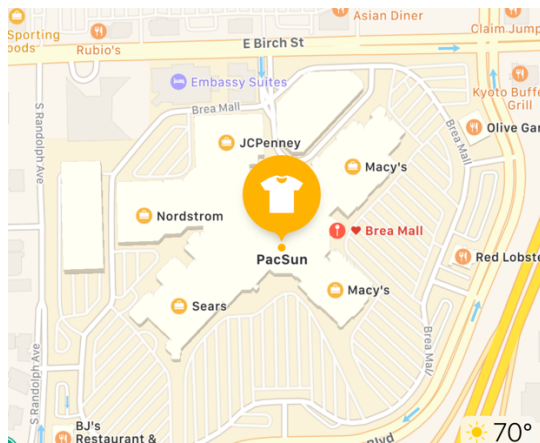


Figure 1, Brea Mall

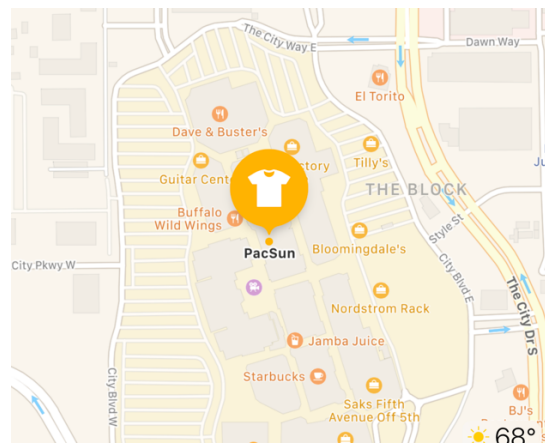


Figure 2, The Orange Outlets

Figure 1 shows the PacSun that is in the Brea Mall (Web #10). The PacSun located at the Brea mall is placed right next to similar stores such as Forever 21, Justice, Victoria's Secret, and Icing by Claire's. These are all shops that the main age demographic for PacSun love to shop at. This area in the mall has a lot of foot traffic because it is on the lower level and near a mall entrance. The Brea Mall is an upper-middle class mall that contains very high-end stores like Nordstrom, Free People, and Anthropology. By placing the PacSun here, it lets people know that the price will be more up scaled, yet placing it next to a Forever 21 lets them recognize the quality difference and understand why the price is higher.

Figure 2 shows the PacSun in an outdoor outlet mall (Web #10). This is probably the best placed PacSun in my opinion. The store itself is not an outlet store, it is full priced, but the stores that are around it are very high end. There is a Nordstrom Rack, Saks Fifth Ave. Off 5th, Neiman Marcus Last Call, Calvin Klein, and Tommy Hilfiger. These stores are about as high end as they come. To have these prices marked down and the PacSun sitting right in the middle of them, does wonders for the store. It makes the customers feel as though they are getting a great deal on

PacSun's clothes because they are similar in price to the marked down high-end stores next to it, and the quality of those stores and PacSun are about the same.

Place Strengths:

- Located next to similar stores (C.I. #4)
- Located in a central hub part of the mall (C.I. #4)
- Located in a middle-class location (C.I. #4)

Place Weaknesses:

- Very crowded in stores
- Small stores in highly populated areas make for long lines (C.I. #4)
- Not located everywhere

6. Non-Digital Promotion

Promotion Objective: PacSun uses non-digital promotion to *inform* and *increase awareness* and to *reinforce* their image.

A) New Strategies

One of PacSun's non-digital strategy for reeling in new customers is the use of picture displays. PacSun has many large print pictures of Kendall and Kylie Jenner hanging in the windows of the stores, advertising that the Kendall and Kylie Collection is sold there. Because Kendall and Kylie are and have been in the news quite a lot, new customers will see their faces in the PacSun window and walk in to figure out why the girls' picture is there. Another use of their picture displays is that they announce the sales and promotions going on in the store. For example, during Black Friday, PacSun had a deal on their denim jeans. From the outside of the store, a new customer would walk by and see giant letters reading that there was a Black Friday sale for \$15 denim jeans (Web #2). New customers would not think that was deal because they can go to Old Navy on the other side of the mall and get jean that price anytime, but PacSun took note of that. To get customers coming in that don't know of PacSun's prices, under the promotion announcement read "Originally \$54.99." This lets the new customers know that if they come in now, they are getting a really good deal on denim jeans that are usually four times the original price. The original price also provokes a sense of quality. **Unlike** Urban Outfitters, PacSun uses their displays to show potential customers that by shopping there, they are getting a great deal.

B) Existing Customer Strategies

PacSun has a variety of non-digital promotion strategies that keep existing customers coming back. For example, PacSun is one of the few stores that still sends existing customers season catalogues. Some people that have come in to PacSun in the earlier years when catalogues were popular, customers submitted their mailing address to receive physical copies of PacSun catalogues that showed new clothing. These catalogues would influence customers to come in and buy the clothes. Till this day, some existing customers still receive these catalogues. Another way to keep customers coming back is the location of the PacSun stores. **Unlike** Urban Outfitters, PacSun has stores at almost all mall. There is no income or population qualifications that would have a say in where PacSun stores will go. As of June 2013, there are 605 PacSun stores across the country (Web #2 Art. #26). This allows customers to be able to shop at PacSun wherever they travel across the US.

Promotion Strengths:

- Located in many places
- Wall-hangings are eye-catching
- Promotion announcements are informative

Promotion Weaknesses:

- Limited clothing advertisement
- Inconsistent signs/logos
- Low variety of non-digital advertisement

7. Digital Promotion

Promotion Objective: PacSun uses digital promotion to *inform* and *increase awareness* and to *reinforce* their image.

A) New Strategies

PacSun's use of social media is an example of a digital promotion strategy. The PacSun Instagram is basically an e-portfolio of their newest and most trendy items. Sometimes, PacSun hosts campaigns with other companies where their posts are sponsored. When there is a sponsored post on Instagram, it shows up on many people's feed even if they do not follow PacSun's page. Other than sponsored posts, based on a person's likes, follows, and views, many accounts, like the PacSun account, will show up on their explore page. A post on the explore page on Instagram can catch the potential customers' eye, they click on it and go to the PacSun page. Once on the page, they can scroll through PacSun's e-portfolio. Once they find something they like, they will be able to go up to the top of the page and click the link to the website and shop and purchase items they see on Instagram right there. **Unlike** Urban Outfitters, PacSun uses the social media platform Snapchat to live post about events they are putting on. To get new customers aware of these events, they invite popular celebrities to "take-over" their snapchat. The celebrities will post that they will be on the PacSun snapchat, therefore to follow PacSun on snapchat to see the exciting festivities. On the snapchat, celebrities will show the festivities, new clothes, and add links directly on the snapchat so that customers will be able to click right on them and go to the specific item.

B) Existing Customer Strategies

PacSun makes use of an online rewards card as a way of keeping customers coming back and to use the website. The rewards system called myGSOM Rewards is a form of rewards in the palm of your hand (your phone). There is an app that holds the program. Customers that shop at PacSun often will benefit the most from this reward system. Members will receive \$5 just for signing up. Once all signed up, with every purchase using the rewards card, members will receive 10 points for every \$1 spent. Racking up those points will be very easy due to the high price markup in PacSun's products. Members will also receive a \$5 reward for every 1,250 points gained. On the app, customers can view points, rewards, and activity in one place (Web #2). Customers can also get notifications when they receive points, and just for signing in on the app, members will receive 100 points. All customers will have to do is show their virtual card through the app in the store to receive credit for their purchases. This gives incentive for

customers to keep coming back. **Unlike** Urban Outfitters, PacSun is all digital when it comes to their rewards card. This allows customers to keep track of their card instead of forgetting it and having to look up their information at the time of purchase. This digital card will travel with customers everywhere.

Promotion Strengths:

- Easy to access digital platforms
- The target market has a strong digital presence
- Being digital, it's accessible to everyone

Promotion Weaknesses:

- Not everyone wants to shop digitally
- Awareness depends on customers' own willingness and interaction

C) Time Out



1. Ethical Issues and Action Plan

A. The Situation

In my new clothing retail store, there are many ethical issues that can arise that will challenge my morality. In a fast paced and rapidly changing industry such as the fashion industry, it is easy to throw things out there to remain popular and up to date on what is trending, but being a Christian businesswoman, I cannot let such things go without giving them some thought. In this ethical dilemma, I am faced with young women concerned with the way my brand is portrayed. It is in the best interest of the brand to use models that make the clothes look the best so they will sell better. In this society, it is ideal to find models that are very skinny. The ethical dilemma comes in when women that don't have the same body type as the models wearing the clothes don't feel like the brand is for them because they won't be able to fit in it or because they won't look like the models. Models such as these contribute to the warped body image. This leads to women developing eating disorders to try to achieve the ultra-thin body image. The question here is if I should use these super skinny models that are used by most of the fashion industry, and that make my clothes look the best? Or, should I hire normal women to model and be styled in my brand of clothes so that women can feel good about who they are when looking to buy my brand?

B. Personal Tension

As both a new businesswoman and a Christian, issues like this are very hard to make a decision on what to do that will sit well with my morals. This specific issue is tough because using these models will help my brand make a name for itself. By using some models that are in the business and have experience modeling and making the clothes look good. There are not that many women that have curves in the fashion or modeling industry. I would love to use these types of models, but this means that I will have to find, hire, and train these women to be confident with themselves in front of the camera. This will take a lot of time. Plus, I will have to make mostly bigger sized clothes because most of the advertised products will be worn by medium to large women. This could also give my brand the perception that it is a plus size store, when it is in fact, a store that sells all sizes. This will take up a lot of time, money, and hinder the perception of the brand itself. Also, if I use these women as models, the skinnier customers may think this brand is not for them, though they may like the clothes. They can think they cannot fit into the clothes because they don't have curves or because they know the clothes won't look like on them. Morality comes in when I become the person that gives off the impression that I only make clothes for skinny women, or that I only make clothes for curvy women. Also, by turning certain models away because of their size is morally wrong and unethical.

C. Ethical Dilemmas

- There is tension of offending women of a specific size and weight
- I would be promoting that as long as something is considered "good looking" I will advertise it as so
- I am risking the potential of customers of either body type of women
- I would be paying time and money looking for and training women of a different size than the common size

D. Biblical Principles (2 biblical references that helped me make a decision)

1. **Genesis 1:12** – “So God created human beings, making them to be like himself.”

Principle: God made all human beings in his image. God calls us to show respect and not to discriminate against each other based on what we look like since we were all made in His image.

2. **1 Samuel 16:7** – “But the Lord said to Samuel, “Do not look on his appearance or on the height of his structure, because I have rejected him. For the Lord sees not as man sees: man looks on the outward appearance, but the Lord looks on the heart.”

Principle: God tells us not to judge and discriminate against each other based on our appearance. God is the one judge that can evaluate us, and even He doesn't do that based on our appearance, but on our hearts, which is something we cannot do.

E. Action Plan

Because I want to have a good and honest relationship with my customer, which starts off by making them feel comfortable in their own skin when they see my clothes, I will hire both skinny and curvy women to model my brand.

F. Rationale

Although this will take more time and effort when it comes to training and shooting the models in the clothes, I think it will be a good step and first impression with the customers of the new business if the brand contained practical expectations when it came to sizes. This way, not woman will feel discriminated against or not “good enough” to wear the clothes.

2. S.W.O.T.

Strengths:

- Being a customer gave me some experience
- I am very aware of current fashion trends
- Talking to customers and employees gave me a view on the ideal shopping experience
- My time-management skills have been tested and worked for the better
- Prior research assignments and projects have prepared me for the long hours of this project
- My social media knowledge and experience opened my eyes to that side of fashion

Weaknesses:

- I have never planned to open a business
- I have no prior marketing or management experience
- The fashion industry is very competitive
- The fashion industry is constantly and rapidly changing
- Direct competitors are already established and made a name for themselves
- I'm starting from scratch in an already well-developed industry

Opportunities:

- Where I live, fashion plays a big role
- I can give people a better way of shopping

- California has a huge fashion market and influence
- Social media is constantly being adapted into the fashion industry
- I can start my business out right, knowing what could go wrong based on knowledge of other businesses
- I can provide a relationship with customers and employees
- I can start my business out right, knowing what customers and employees like and dislike

Threats:

- Ethical issues are presented everywhere
- Legal issues can come from anywhere
- Competitors with established names selling the same trends
- Changes in the fashion industry
- Competitors have competing prices

3. Competitive Advantages

1. **Problem:** There is a common dissatisfaction with the prices (C.I. #2, 4, 5, 7, 9, 10, 11, 13, 14, 16, 17, 18, 21, 27, 28, 31, 35, 36). Customers are not understanding or they are just not willing to pay for the price to quality relationship in the clothes. The age group that I am trying to reach is not willing to spend extensive amounts of money on clothes. This problem will keep customers away and send them to other competitors with lower prices.
Solution: Customers want high quality clothing at a decent price. Cheaper pricing would mean the customer will be more likely to purchase more than one item (C.I. #27). By providing high quality clothes at a lower price, I will be able to give my customers more reasons to shop more at my store (C.I. #27).
2. **Problem:** There is a dissatisfaction with employees/customer service (C.I. #12, 22, 25, 32, 37). Most of the customers I spoke with have experienced bad encounters with employees. They either said, there wasn't enough people to help when they needed it, they were not greeted when they walked in, even though they were seen, or the employee just didn't seem like they wanted to be bothered with the customers. When feels welcomed into a store, they tend to stay longer. If they were done wrong while shopping, they tend not to buy anything because they don't want to meet face to face with another employee at checkout (Web. 9). Some employees are not relational. Some employees come in looking to put together an outfit for an event, and they want genuine help. They don't want to be shooed away or looked at like they don't mean anything.
Solution: My employees will be young and energetic with a passion for helping others. My employees will be trained in styling and will need to be kept up to date with the latest trends and fashions. My employees will be trained and tested on what they have learned by just working on customer service a few shifts every few weeks. This will establish a sense of liking and wanting relationships with customers.
3. **Problem:** There is a concern for having the trendiest products (C.I. #4, 5, 7, 21, 23, 26, 35, 36). Most customers are concerned with purchasing the trendiest clothes. With the rapidly changing fashion industry, there are new items and styles that are constantly coming into trend. Customers want all of the newest products. They want the store they are shopping at to be up to date on the latest trends. They want to know that when they

come into a store, they will be purchasing the latest and trendiest clothes. They don't want to be sold a collection from three seasons ago.

Solution: Being up to date on the latest trend will allow me to give my customers what they want to buy. The trendier the items are, the more the customers will buy them and keep coming back to see what other new things I have to offer. Customers will appreciate the effort I put into keeping my clothes stylish and up to date with the latest trends.

4. **Problem:** There is a concern for an extensive brand variety (C.I. #2, 8, 10, 11, 23, 35). Customers want the most popular brands in the store they are shopping at. They want it to be a one-stop-shop when shopping for their branded clothes. They also want in-house brands which gives the clothes a sense of exclusivity and uniqueness.

Solution: I will provide my customers with brands that are exclusive to the store so they get the exclusive clothes they can't find anywhere else. And, I will also partner and collaborate with popular outside brands that are very popular and trendy. For example, Adidas, Puma, Fila, and Champion are very popular and will help my store tremendously and make my customers very happy.

5. **Problem:** There is a huge concern for high clothing quality (C.I. #6, 7, 9, 14, 16, 17, 34, 35). Customers want quality clothes that will last a long time and that are comfortable to wear. They want a piece that will last long enough to go out of season, come back in season, and still be wearable. They want comfortable clothes that they can move around in, spend all day in, and not feel uncomfortable and can't wait to get out of them.

Customers do not want their clothes to shrink when they wash them or stretch after they wear them all day. They also want their clothes to fit them enough to be flattering, but also enough to breathe when they walk around in them.

Solution: I will make high quality clothes that allow life to happen while wearing them. I will use some of the best fabrics that are not too expensive that it makes me have to rack up the prices too high.

4. Internal Marketing Strategies

A. Systems of Quality & Consistency

Potential Concern #1: Inconsistent Quality

Potential Solution #1: Because of the large variety of clothes I am offering, it would be cheaper to keep my prices low and make low quality clothing. But, for the sake of my customers and my will to create brand loyalty, I will hire a fashion designer to help me create the best quality clothes. I will sit with them and help design what I want my clothes to look like, giving them my ideal aesthetic, but they will have the reins when it comes to what fabrics and tools will go into actually making the clothes. This way, I can keep an eye out for the quality, and have full access to the designs.

Potential Concern #2: Varying Prices

Potential Solution #2: In my store, there will be a price consistency when it comes to certain products. I want my sweatshirts to be reasonably all priced around the same amount. I understand that some of the jeans will have to differentiate, but I would still like for them to be around the same amount for all of them. My store will have an average set of prices so that customers be shocked when they walk in. All of my products will be reasonably priced to keep the consistency.

B. Employee Satisfaction & Training

Potential Concern #1: Standoffish Employees

Potential Solution #1: Each employee of mine will be intensely interviewed so I know their intentions. If they do not have a heart for helping people or trying to make the customer's experience the best each time, they will not be hired. Implementing the secret shopper strategy will give me the inside scoop on whether or not my employees are abiding by my rule and their training. They will be informed to step up their customer service game, and if it doesn't improve, they will have to attend another training class. If this does not work, they will be asked to find another suitable job they would enjoy more.

Potential Concern #2: Employees Not Understanding Their Jobs

Potential Solution #2: During training, I would consider an employee's previous experience and have them work as that to start off with, but then train them in other departments so they will be interchangeable. Some employees may think that they are only concerned with cleaning up the store and reorganizing the clothes on display, however, there are many more jobs than that. When a new employee is hired, for their training, I will have them shadow an experienced employee during a closing shift. This shift will give them a sense of how the store looks at closing, so they know how to clean up, they will understand that the fitting rooms need to have their clothes put back in their rightful places, and they will know how the cash register needs to be closed, the money counted, and the sales documented.

C. Research Systems

Potential Concern #1: Not Keeping Up with Social Media

Potential Solution #1: By making social media platforms and following designers and other brands I am partnering with, I will be able to keep an eye on the new things that are coming out, thus implementing them into my store. Through social media, I can also see what customers think about my clothes and my brand based on their reviews they post on their accounts.

Potential Concern #2: Unable to See Customer Feedback

Potential Solution #2: To solve this problem, I will implement a comment and review section under the items of clothes on the website. This way, when a customer purchases the clothes, they can come back to the website and write a review. I can also implement some incentives to encourage customers to write reviews. For example, if they have an account on the website, they

for every review they write, they can receive points. Every couple hundred points, they will be able to get a dollar amount off of their next purchase.

5. Purpose Statement

The Ivy League is all about empowering men and women to be their very best. By wearing the brand, the customer will represent their best self through the latest trends and styles. Our store creates a welcoming environment by handpicking the most qualified and social employees that have extensive training to make your shopping experience the very best. Our store layout will indeed include a resting place for shoppers to unwind and get inspired by our décor. We, at The Ivy League, have competitive prices but take pride in knowing that our customers will be getting what they paid for; High quality clothes of course! And just like that, The Ivy League fosters a relaxing and inspiring place with keen and helpful employees, high quality clothes, and great prices.

Will *The Ivy League* Be Successful?

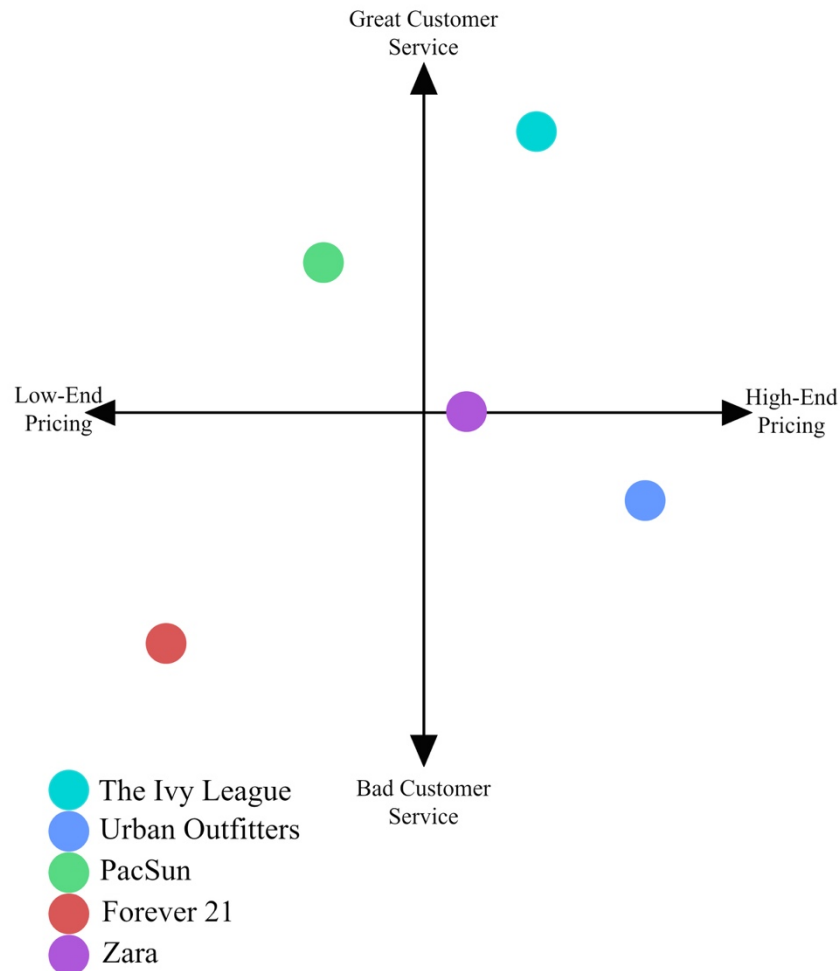
The Ivy League will be successful because, though it is in a competitive industry, it provides what the customer is yearning for in other stores. The experience of shopping will be changed when at The Ivy League. The quality of clothing is more than up to par and the prices match that. The store offers a relaxing and inspiring place for consumers to shop. They will be able to browse the clothes while walking down specific wide paths that allows them to view the clothes without being in the way of other shoppers grabbing the clothes. The precisely placed mannequins will be displaying the latest and trendiest styles we offer, thus, leaving the consumers inspired by the new fashion styles. By offering outside brands, we are widening our horizons and giving the customers more of what they want. By utilizing our social media with the tablets on display in the resting area, we will receive feedback from customers as they are they in the store. Though no one has ever heard of The Ivy League before, it is the retail store they have been dreaming about.

D) Third Product: The Ivy League



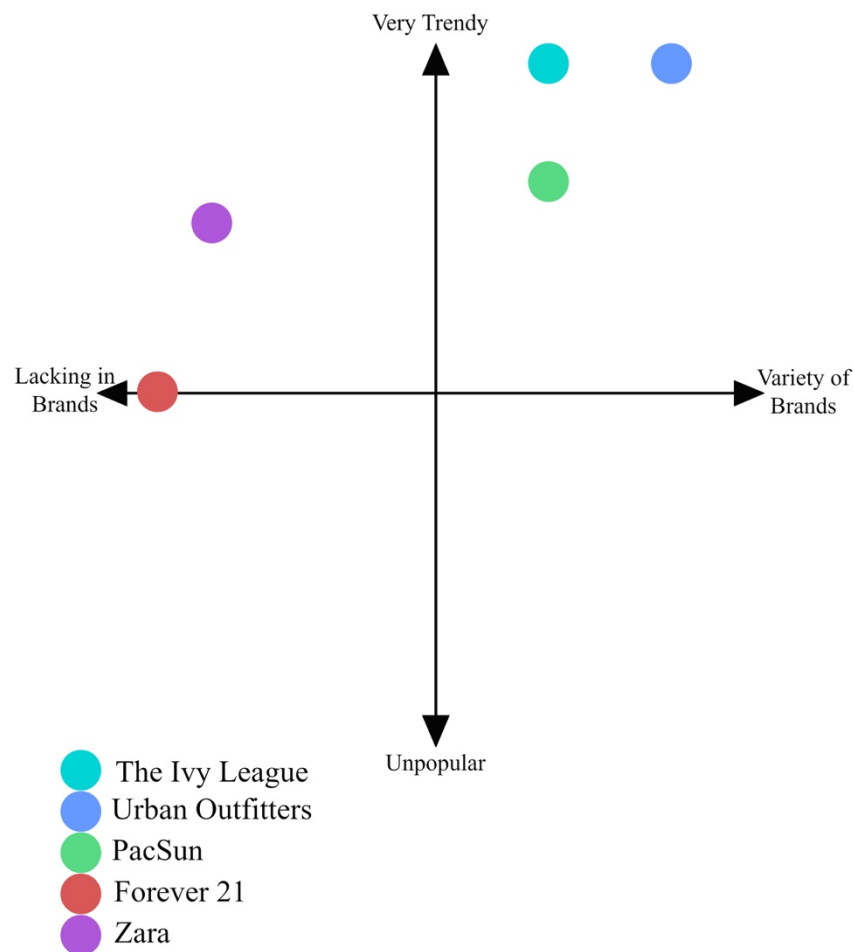
1. Positioning Maps

Positioning Map #1



While achieving wonderful customer service, The Ivy League will have moderately high yet competitive pricing. The reason The Ivy League is placed very high on the customer service spectrum because the employees will be trained in every aspect of the store: cashier, fitting rooms, sales floor, and overall customer service. According to this map, the price-markup compared to the competitors will be about 10-15%. But, compared to the competitors on the higher end of the scale, our price point is about 20-25% lower. With both of these factors at play together, we have the potential of keeping customers because of the welcoming environment and great competitive prices.

Positioning Map #2



The Ivy League will have very trendy clothes and brands which is why it is placed at the top of the “very trendy” spectrum. Some of the brands that The Ivy League will be partnering with are Adidas, Fila, Champion, and Brandy Melville. Now for in-house brands, we will start out with The Ivy League and eventually, branch off into other brand like The Branches and Stemulous. These variety of brands and potential of brands will also aid to the trendiness in the brand. These two go hand in hand because customers want brand named clothes because they are popular in the fashion industry and with celebrities, thus making customers want to shop at my store.

2. Primary Target Market Analysis

1. Primary Benefits – Ranked #1

The Ivy League is all about creating a unique, relaxing, and inspiring shopping environment for likeminded young men and women to enjoy. This environment is like no other. There will be a resting place filled with tablets that allows customers to give live feedback while in the store, and also gives them an option to sign up for the rewards membership. There will be unique brands that are exclusive to the store like The Livy League, The Branches, and Stemulous. Other brands will be available at The Ivy League as well, like Adidas, Fila, Champion, and Brandy Melville, which are all very popular, trendy, and highly demanded brands. Also, the prices are considerably higher than some of The Ivy League's competitors, but the quality in the clothes and the relaxing and inspiring shopping environment make up for it. Customers will also come in expecting great customer service, which they will receive by very qualified and well-trained employees.

Why: I ranked The Ivy League's primary benefits first because they offer unique benefits that won't be found at any of its competitors. The goal of the store is to provide something different for customers to enjoy. **Unlike** Urban Outfitters and PacSun, The Ivy League will provide a resting area for customers to feel at peace and relaxed while also being inspired by the environment.

2. Primary Psychographic – Ranked #2

The primary target market for The Ivy League is young men and women in high school and college. We want individuals that are fashion forward, keep up to date on the latest fashion trends, and like to make a statement with what they wear. Based on the prices, we cater to those of the low-end of the upper-middle class lifestyle.

Why: When creating the store, there is an image of who the people are that shop there. They are people that are artists and have a vision; they don't see just clothes, but they see a way of expression. Now, expression and vision costs to maintain, which is why there is a specific lifestyle that The Ivy League caters to, thus why primary psychographic is ranked second.

3. Primary Demographic – Ranked #3

The primary age range that The Ivy League caters to is about 15-25 year olds; students. These are young men and women that are still looking to find themselves and where they fit in. They want to express themselves, but they want to do so in a trendy and acceptable way. The Ivy League gives them this opportunity by giving them a safe environment to do so in. This environment allows them to get inspired and express themselves with trendy statement pieces. We strive to give these young men and women the chance to be different and unique while still fitting into their age group and society they live in on campus.

Why: The Ivy League wants to give students the opportunity to be unique while still being themselves and being accepted into their smaller social societies on campus.

4. Primary Geographic – Ranked #4

The primary geographic is ranked last yet is still very important. Because the target market is young students, primary locations we would like to place The Ivy League would be areas heavily populated with high schools and colleges. College towns and school districts will have one of my

stores in them to gain access to the target market. On a more specific level, The Ivy League stores will be placed in upper middle-class shopping malls like the Brea Mall and Santana Row.

Why: I have chosen to place The Ivy League in upper middle-class shopping mall in areas heavily populated with students because it will gain more foot-traffic knowing they are close to the access points.

3. Customer Experience and Product Objectives

Customer Experience Objective:

The Ivy League is a retail clothing store that is centered around making the shopping environment different than any other. We provide the newest and trendiest clothes in collaboration with popular brands. Brands such as Adidas, Brandy Melville, Fila, Champion, and Puma are popular outside brands that we will soon be working with. In addition to these brands, The Branches and Stemulous are a couple of our in-house brands that provide our customers with exclusive and unique clothes they can only get at The Ivy League. Our target market is student men and women in high school and college. The Ivy League strives to give them a save and inspiring environment to find and express themselves through the trendiest clothes and brands. **Unlike** Urban Outfitter and PacSun, The Ivy Leagues gives its customers a resting place to become inspired while also tailoring to their media side by placing iPads on display in the resting area for customers to give feedback on their experience.

Product Objectives:

The resting area inside the store is a way of welcoming the customers in and inviting them to get comfortable and stay a while. Because The Ivy Leagues' target market niche is young students, the resting area also gives them a place to hang out and do work or study together. If they don't want to do work, they can just gather together and have a good time. Also, surrounding the resting area will be posters and pictures of new trends and styles that are offered in the store. This will empower and inspire the young men and women to want to express themselves and experiment with their fashion sense. There will also be catalogues of new trends from the brands that we own and collaborating with so that the customers in the resting area can become inspired in that way as well.

Other than the resting area, the layout will be sort of like the layout of IKEA. There will be paths throughout the store on a given side (men or women) that leads customers through the store. These wide paths will allow customers to look and browse around without feeling obligated to move and get out of the way of other shoppers. This also allows the store to have sections which makes it easier for employees to be stationed, and it helps the customers be able to see the whole store before getting to the cashier or the fitting rooms. It also feels like a journey they have been on; a journey of finding who they are and making it to the finish line.

Why: To become successful, The Ivy League must implement these new ideas to stand out above the competition. While doing these new things that customers have not seen before, it brings them coming to my store before they remember the name my competitors. The shopping journey is a strategy that is only implemented in bigger department stores like IKEA, however, implementing that in mine, will allow my retail store to stand out.

4. Price Objective

	Urban Outfitters	PacSun	The Ivy League	Industry Norm
Women's Bomber Jackets	\$100 - \$300	\$60 - \$125	\$65 - \$100	\$30 - \$100
Women's Jean Shorts	\$50 - \$70	\$45 - \$60	\$50 - \$60	\$40 - \$80

Price Objective:

The Ivy League has a mid-range of “meeting the competition” in pricing because we sell high quality clothes in between the low-end and high-end clothing.

Pricing Strategy:

The Ivy Leagues' pricing is meet yet, at time, can be slightly higher than the industry norm. This is because of the quality of the clothes as well as the brands that are offered. The pricing is lower than the prices of high-end clothing store, yet is slightly higher than mid to average priced clothing stores. In matters of elasticity, The Ivy League is inelastic. All of the items and product sold at the store is very necessary. For example, jackets, jeans, t-shirts, long-sleeve shirts, sweatshirts, and shorts are all necessary. The only time when something would become elastic is when the weather/season changes. For example, in summer, the demand for short sleeved shirts and shorts will go up, but the price will not. And, in winter, the demand for jackets, sweatshirts, and long sleeve shirts will go up as well, yet The Ivy Leagues' price will not. We will come out with many different types of those items giving people the option to choose which one they want to express themselves with, but the price will not go up. This will lead our competitors to gain business.

Why: Unlike the competitors, The Ivy League remain inelastic and will not raise its prices to meet demand. By keeping our prices the same, in between the competition, the loyalty of our customers will rise. We want our customers to see a value in our clothing, thus making them want to keep coming back. If we have inconsistent prices, the brand loyalty we have tried so hard to establish with our customers will fall. Our store has high quality clothing for a fraction of the what a consumer would pay at a high-end retail store, thus giving us the upper hand. Now, let's keep it that way.

5. Place Objective

Place Objective:

The Ivy League would be placed in areas heavily populated with high schools and colleges. College towns and school districts will have one of my stores in them to gain access to the target market. On a more specific level, The Ivy League stores will be placed in upper middle-class shopping malls like the Brea Mall and Santana Row.

Place Strategy:

The Ivy League will be placed near other retail stores to increase foot traffic. It will be very unlikely to see The Ivy League all by itself. It tailors to a younger audience of students, so it has to be placed where it can be easily accessible to them. Are shops will be located in the Brea Mall and in downtown San Jose on Santana Row. These two places have very high food traffic by high school and college students as well as tourists. They are very close to high schools and college towns which makes them an easy access point to the target market. These are spots that have a lot of transportation options, walking around options, shopping, and site seeing. Thus, leaving it the perfect places for The Ivy League to be placed.

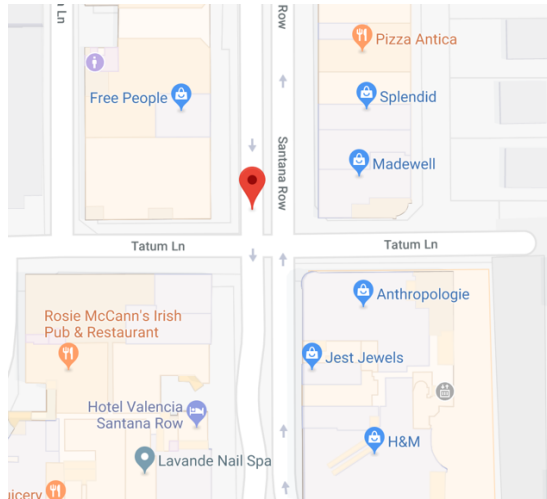


Figure 1 - Santana Row, San Jose



Figure 2 - The Brea Mall, Brea

Figure 1 shows the possible location for The Ivy league. Santana Row is a very nice upper middle class outdoor shopping mall that has very high-end retail store. The Ivy League will do good in Sanatana Rown because based on the other stores there, customers will see The Ivy League as having much more reasonable prices, thus causing more foot-trsfffc to the store. On Santana Row, I would place The Ivy League near the Anthropologie and H&M to give my customers the option to see just how much out prices differeneentiates from the competitors as well as our quality. These stores are already very popular and are also on a major road on Santana Row, thus creating a lot of foot traffic.

Figure 2 shows the Brea Mall. The Brea mall is 20 minutes from Biola University and 5 minutes away from California State Fullerton, Fullerton College, and many Fullerton highschoools. The Brea mall is a prime location for the target market of young men and women that are highschool and college students to commute to. I would place The Ivy League on the first level near stores like the Banana Republic and PacSun. This gives the customer the option to see the difference in price we have beased on the competitors around us. Plus, because these stores have already made a name for themselves and are near a main mall entrance, the foot traffic and potential customers will rise expenetially.

Why: I chose these two locations in particular because they create a lot of fooft traffic with the target market that The ivy League is reaching to enage. Both of these locations are near

highschool and near colleges or have colleges in them. They are also upp-middle class shopping mall which brings the right people with the lifestyle it requires to purchase the clothes.

6. Non-Digital Promotion

Promotion Objective:

The Ivy Leagues' non-digital promotional objective is to both *inform* and *increase awareness, trial and repeat*.

A. New Strategies

In order to bring customers to my store, I will have signs everywhere for the Grand Opening of The Ivy League. I will rent billboards on freeways with exists near schools and malls to increase the awareness that my new business is opening. Other than on the road, when it comes to the malls, I will have employees handing out flyers a couple days before the grand opening that explains the vision and mission statement for the store as well as a 20% off coupon for your purchase on grand-opening day. This will get the buzz going around the mall which would hopefully end in a nice turnout for the grand-opening. A few weeks before the grand-opening, I will also be going to college campuses to try and recruit brand ambassadors for The Ivy League. These ambassadors will have custom coupons for the students at their school, and they will just inform their peers about the new store that is geared towards them at campus events. **Unlike** Urban Outfitters and PacSun, on grand-opening day, there will be large stand-up signs outside of the front doors announcing the grand-opening and the grand-opening sale allowing customers to see what is happening without just having the store logo for reference.

B. Existing Customer Strategies

To get the customers from the grand-opening to keep coming back is to immediately sign them up for the rewards program during their first purchase at the grand-opening. This rewards membership will consist of racking up points that can then be turned into rewards like a dollar amount off, a percentage off, a free Ivy League Tote bag with a \$50 purchase, and many more options. Also, customers will be able to take home a catalogue as well as a small pamphlet explaining the stores vision and mission statement. In the pamphlet will be a \$5 off coupon they can use at their next purchase. However, I will give the coupon the restriction on only using it in-store and there will be an expiration date. This will ensure they will come back again by an expected date.

Why: These are just some small strategies that The Ivy League will be implementing at the time of the grand-opening since that is our debut. This is when we want to pull out our big guns, but not give them too much so we can keep them wanting more. **Instead of** just having walk-in sales like PacSun, I will focus on the existing customers and bringing them back. Good word of mouth is a powerful marketing tactic, but maintaining it is hard as well. These non-digital strategies will get the job done.

7. Digital Promotion

Promotion Objective:

The Ivy Leagues' digital promotional objective is to both *inform* and *increase awareness, trial and repeat*.

A. New Strategies:

A digital way to let potential customers know about The Ivy Leagues' grand-opening is to blast it across all social media boards. I will make social media accounts for the store and get a couple popular socialites like Amor Ari and Karen Swen to re-post them and possibly attend the grand-opening. They can live-post about the grand-opening on their social media accounts to help get the word out about the new store. The website will also be launched on the same day as the grand-opening, thus allowing me to give out exclusive online-only deals. I will have made a gifting-list for some other popular socialites that are not near the grand-opening. A few weeks before, I will contact them asking to do a sponsored post and upload it to their social media on the day of the grand-opening and website launch. They will be sent a few clothing items and review them on their social media, linking all of The Ivy Leagues information under the post. Once those posts go out, more and more people hear about the new store, and can shop online using the exclusive deals.

B. Existing Customer Strategies:

In order to keep those shoppers coming back to the website, I will invite them to join the rewards program through the website. Once signed up, there will be incentives on there to get them to share about the store. For example, after signing up, there will be a link that would say, "Tweet that you have signed up to be an Ivy League Member and get 10 rewards points." There will be many incentives like that. Especially, if they post a review on their social media, they will receive a physical reward that is unique to them. From having the customers continuing to spread the word about the brand, allows new customers to come as well as creating incentives for more people to sign up for the program and become a member. Once becoming a member, there is almost a guarantee they will be back for more. Now, all The Ivy League needs to do is keep up the quality control and it will be on its way to creating brand loyalty.

Why: The target market The Ivy League is reaching out to has a very high social media presence, which is heard around the world. The more talked about and passed back and forth on social media the brand is, the faster it is to become an established brand. The more media equals more attention. Once celebrities like The Kardashians get a hold of it and begin wearing it, allows for potential customers around the world to learn about it and fall in love with it.

E) List of Works Cited



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Why relevant: Gives me the details and graph evidence on the performance of Urban Outfitters stocks.

Article #5: Caramanica, *New York Times*, “In a Fight for Everything Brooklyn”, pg 1, April 9, 2014

Why relevant: tells me about why the concept of urban outfitters and its “middle-class” style works so well in New York.

Article #6: Denley, *Los Angeles Times*, “Anti-Defamation League Scolds Urban Outfitters” Pg 2, February 10, 2015

Why relevant: Shows me how even simple and cute designed can be taken the wrong way and can cost your business money and a loss of customers.

Article #7: Turner, *Bloomberg*, “Urban Outfitter CEO Says the Retail Bubble Has Burst” pg 1, March 8, 2017

Why relevant: This article speaks out about how malls are getting less and less foot traffic and how companies are taking their business solely on the web and other apps.

Article #8: Berg, Achem. “The state of fashion.” *McKinsey & Company*, Dec. 2016, www.mckinsey.com/industries/retail/our-insights/the-state-of-fashion.

Why relevant: Shows me fashion statistics in the industry.

Article #9: McCullough, Oona. “URBN Reports Record Q3 Sales.” *Urban Outfitters, Inc. – IR Site*, 7 Nov. 2017, investor.urbn.com/news-releases/news-release-details/urbn-reports-record-q3-sales.

Why relevant: Shows me financial reports and press releases on Urban Outfitters.

Article #10: Tuttle, Brad. "History of Online Shopping: What People Thought of E-Commerce in 1994 | Money." *Time*, Time, 15 Aug. 2014, time.com/money/3108995/online-shopping-history-anniversary/.

Why relevant: Shows me the history of online shopping.

Article #11: Torres, Matthew. "What's the Best Way to Buy a TV: Online or in a Store?" *Lifewire*, 15 Apr. 2016, www.lifewire.com/buy-online-or-in-store-3276438.

Why relevant: Shows me statistics on whether or not people like to buy thing online or in-store more.

Article #12: Fateh, Azhar (Ali). "How social media is changing fashion?" *The Huffington Post*, TheHuffingtonPost.com, 19 Jan. 2017, www.huffingtonpost.com/entry/how-social-media-is-changing-fashion_us_587edd29e4b06a0baf64918f.

Why relevant: Shows me how social media is changing the fashion world today.

Article #13: Hope, Katie. "How social media is transforming the fashion industry." *BBC News*, BBC, 5 Feb. 2016, www.bbc.com/news/business-35483480.

Why relevant: Shows me how the social media world is changing the fashion industry

Article #14: "Retailing and Real Estate." *Will the Internet Kill The Retail Store or is This Just a Shift* | *Frias Properties*, www.friasproperties.com/retailing-and-real-estate.

Why relevant: Shows me statistics if the use of the internet will eventually illuminate physical retail stores.

Article #15: Binkley, Christina. "Fashion Week's Anti-Trump Runway Politics." *The New Yorker*, The New Yorker, 19 June 2017, www.newyorker.com/culture/culture-desk/fashion-week-runway-politics.

Why relevant: Shows me some political and legal issues in the high-fashion world.

Article #16: Givhan, Robin. "Analysis | Even at the fashion industry's frothiest gala, politics is the preoccupation." *The Washington Post*, WP Company, 4 June 2017, www.washingtonpost.com/news/arts-and-entertainment/wp/2017/06/04/even-at-the-fashion-industrys-frothiest-gala-politics-is-the-preoccupation/?utm_term=.b125360102c5.

Why relevant: Shows me some political and legal issues in the high-fashion world.

Article #17: "The Year in Law: 10 of the Biggest Lawsuits of 2016 and Where They Stand Now." *The Fashion Law*, 1 Feb. 2017, www.thefashionlaw.com/home/fashion-law-in-2016-this-years-top-10-lawsuits.

Why relevant: Shows me some of the biggest lawsuits the fashion industry has faced.

Article #18: "5 Lawsuits that Stand to Impact the Fashion Industry." *The Fashion Law*, 8 Sept. 2017, www.thefashionlaw.com/home/5-lawsuits-that-stand-to-impact-the-fashion-industry.

Why relevant: Shows me some of the biggest lawsuits the fashion industry has faced.

Article #19: Wang, Kimberly, et al. "The 10 Most Scandalous Fashion Lawsuits." *Fashion Lawsuits – Fashion's Most Scandalous Cases*, 1 July 2013, www.refinery29.com/fashion-lawsuits.

Why relevant: Shows me some of the biggest lawsuits the fashion industry has faced.

Article #20: "Influence Of Culture On Fashion." UKessays.com. 11 2013. All Answers Ltd. 12 2017 <<https://www.ukessays.com/essays/fashion/influence-of-culture-on-fashion.php?cref=1>>.

Why relevant: Shows me culture can effect the world of fashion.

Article #21: Bourne, Leah. "Is Fashion Ready To Go Green?" *Forbes*, Forbes Magazine, 2 June 2012, www.forbes.com/sites/leahbourne/2012/04/13/is-fashion-ready-to-go-green/#6c7bbfbc3c3b.

Why relevant: Shows me how the fashion industry is going green.

Article #22: Scafidi, Susan. "Why Fashion Week Is Going Green." *The Huffington Post*, TheHuffingtonPost.com, 11 Feb. 2013, www.huffingtonpost.com/susan-scafidi/fashion-week-sustainability_b_2657980.html.

Why relevant: Shows me how the fashion industry is going green.

Article #23: "Veganism has grown 500% since 2014 in the US." *Rise of the Vegan*, 25 June 2016, www.riseofthevegan.com/blog/veganism-has-increased-500-since-2014-in-the-us.

Why relevant: Shows me how the fashion industry is going green in regards to a healthier lifestyle such as veganism.

Article #24: Sherman, Lauren. "How Juicy Couture Went From Celebrity Darling To Discount Label." *Business Insider*, Business Insider, 9 Dec. 2013, www.businessinsider.com/how-juicy-couture-went-from-celebrity-darling-to-discount-label-2013-12.

Why relevant: Shows me how brands like Juicy Couture went out of style, but is now back in style and is being sold in popular stores like PacSun.

Article #25: Chen, I-Chun. "PacSun gets court approval for bankruptcy exit." *Bizjournals.com*, 8 Sept. 2016, www.bizjournals.com/losangeles/news/2016/09/08/pacsun-gets-court-approval-for-bankruptcy-exit.html.

Why relevant: Shows me how many PacSun stores there after they filed bankruptcy and closed down many stores.

Article #26: "Pacific Sunwear Stores Corp|Company Profile." *Vault*, www.vault.com/company-profiles/retail/pacific-sunwear-stores-corp/company-overview.

Why relevant: Shows me how many PacSun stores there after they filed bankruptcy and closed down many stores.

Websites:

Website #1: <http://urbanoutfitters.com>, first viewed 9/20/17

Why relevant: This is the website of competitor #1.

Website #2: <http://pacsun.com>, first viewed 9/20/17

Why relevant: This is the website of competitor #2.

Website #3: <http://forever21.com>, first viewed 9/20/17

Why relevant: this is a direct competitor for both of my stores.

Website #4: <http://topshop.com>, first viewed 9/20/17

Why relevant: this is a direct competitor for both of my stores.

Website #5: <http://hm.com>, first viewed 9/20/17

Why relevant: this is a direct competitor for both of my stores.

Website #6: <http://urbn.com>, first viewed 9/30/17

Why relevant: This website gives information and stats on stores, community, social media, and both of my stores.

Website #7: <http://yelp.com>, first viewed 9/20/17

Why relevant: this site provides feedback from customers about their experiences while at my competing stores.

Website #8: <http://fashionnova>, first viewed 9/20/17

Why relevant: this is an up-in-coming direct competitor for both of my stores.

Website #9: <https://www.mckinsey.com/industries/retail/our-insights/the-state-of-fashion>

Why relevant: Shows me insights, graphs, statistics, and articles on all things fashion.

Website #10: <http://www.google.com/maps>

Why relevant: Shows me ideal locations of where to place my third business as well as locating my competitors.

Professional Interviews:

Professional Interview #1

Sabrina, aged in 20s, Sales Associate at Urban Outfitters. Worked there for a year

Interviewed on September 19th, 2017

Why relevant: She believes that the store is really fun to work at because all of the employees love their job. "It's a fun environment with cool vibes." They get great discounts as employees. She said she would change the price of the clothes because she believes everything is too expensive which is why she is working there.

Professional Interview #2

Jack, aged in 20s, Sales Associate at Urban Outfitters. Worked there for a year and a half

Interviewed on September 19th, 2017

Why relevant: Jack is wanting to quit soon. He works a lot of hours and “It’s just not that fun anymore.” He loves the clothes because they are super trendy and unique from all the other stores.

Professional Interview #3

Maggie, aged in 20s, Cashier at Urban Outfitters. Worked there for 4 years

Interviewed on September 24th, 2017

Why relevant: She loves her job because she gets to interact with the customers. She says she loves seeing what they buy so she can make conversation while she is checking them out. She said she wouldn’t change anything about the store other than the size so they could have more clothes. She loves working as a cashier because “I love to be able to end the customers experience on a good note even if they had a bad shopping experience.”

Professional Interview #4

Female, aged in 30s, Fitting Associate at Urban Outfitters. Worked there for less than a year

Interviewed on October 6th, 2017

Why relevant: She recently started working there because she has been a loyal customer for so long but couldn’t afford the prices anymore. She asked about the discounts and that was her main reasoning for applying there. She said she was well trained, she loves working with the customers, and she likes the vibes in the store.

Professional Interview #5

Female, aged in 20s, Manager at Urban Outfitters. Worked there for 5 years

Interviewed on October 9th, 2017

Why relevant: She has continued working there for so long because of the culture at Urban. She believes that the brand itself is a lifestyle, not just clothes. She asked me if I have been in other stores that give a similar vibe to UO, and to that I said no. She also said that the customers are always right so the key to making a good experience for them is to satisfy them at all costs.

Professional Interview #6

Male, aged in 20s, Manager at PacSun. Worked there for 3 years

Interviewed on October 9th, 2017

Why relevant: He said that PacSun has and will always be his favorite store. He said all of the clothes fits many people’s aesthetics because they have a lot of brands. He believes the brands PacSun supplies are the reason why the store is still so popular.

Professional Interview #7

Female, aged in 20s, Sales Associate at PacSun. Worked there for a year

Interviewed on October 9th, 2017

Why relevant: She said that she wouldn’t work at any other retail store. They get decent discounts on the clothes. The one thing she would change about the store itself to get more customer in there would to make a bigger sale section because all of the PacSun sale sections are very small. “Not very many things go on sale, and when they do, they are purchased quickly.”

Professional Interview #8

Female, aged in 20s, Sales Associate at PacSun. Worked there for 2 months

Interviewed on October 9th, 2017

Why relevant: Still new but loves it already. She had a great training. She loves the clothes because the sizes vary a lot. She says the employees sometimes play games of how many customers can you help in your shift. They keep track and the loser has to buy the winner lunch on their next shift.

Professional Interview #9

Male, aged in 20s, Sales Associate at Forever 21. Worked there for a year

Interviewed on October 17th, 2017

Why relevant: He doesn't like working in the store, but he has made a lot of friends. He said that the managers are terrible because they play favorites when scheduling shifts. They have you shadow an employee on a closing shift as your training, but after that they don't want to help you.

Professional Interview #10

Cydney, aged in 20s, Cashier at Forever 21. Worked there for almost a year

Interviewed on October 17th, 2017

Why relevant: They have games where they compete with other cashiers to see who can get the most people to sign up for the Forever 21 credit card, but after the managers found out, they made it an actual competition. Now, she said it doesn't feel genuine when asking a customer to sign up, but it feels forced.

Professional Interview #11

Female, aged in 20s, Sales Associate at Forever 21. Worked there for 3 months

Interviewed on October 17th, 2017

Why relevant: She loves the clothes at the store but hates working there. The customers are very messy and leave clothes on the ground and put them back in the wrong stops all the time. She explained that she wasn't really trained so she does her best, but if there was one thing she could change about the store is the size. She would make the store a lot smaller.

Professional Interview #12

Male, aged in 20s, Sales Associate at Forever 21. Worked there for 8 months

Interviewed on October 17th, 2017

Why relevant: "It's fun here because it's always busy." He said there are always customers there so the work is never ending. He said it is a lot of fun to help out the customers and pick out outfits for them when they come in with requests. He said the discounts they do aren't that often, but the pricing and variety of clothes is why they have so many customers.

Professional Interview #13

Male, aged in 20s, Sales Associate at Urban Outfitters. Worked there for 3 months

Interviewed on October 23rd, 2017

Why relevant: The one thing he would change about the store is the layout because he feels as though the random walls and sections that make it look "homey" and "vibey" cause the employees to look for and seek out customers.

Professional Interview #14

Male, aged in 20s, Sales Associate at Urban Outfitters. Worked there for a year
Interviewed on October 23rd, 2017

Why relevant: The one thing he would change about the store is the size of the men's department. He said, "it's small, but has a lot of good finds." He would change it because there isn't a lot of variety. They have mostly sweatshirts and jackets all the same just in different colors, which makes for "a lot of similar Instagram pictures."

Professional Interview #15

Female, aged in 20s, Sales Associate at PacSun. Worked there for 3 months
Interviewed on October 23rd, 2017

Why relevant: The only thing she would change about the store is taking out a lot of Brandy Melville brand and expanding on the more popular ones like Puma and Adidas. She said the BM brand is huge and they have their own store in the same mall. "It's taking up space."

Customer Interviews:

Customer Interview #1

Customer Male, aged in 20s
Interviewed on September 19th, 2017 at PacSun

Why relevant: The employees are always nice and welcoming. This is one of his favorite stores because of their variety of t-shirts. "They have so many to choose from; even weird ones."

Customer Interview #2

Customer Female, teens
Interviewed on September 19th, 2017 at PacSun

Why relevant: She liked that they had brands like Brandy Melville and Adidas because those are very trendy brands. She also said the prices aren't too high either.

Customer Interview #3

Customer Female, teens
Interviewed on September 24th, 2017 at PacSun

Why relevant: She loves the store a lot because it has been the only store where all of the clothing items fit. "I'm very skinny with long legs but PacSun jeans are always small enough and long enough." Even though the prices are higher than most, she still shops there because they are the only jeans that fit.

Customer Interview #4

Customer Male, ages in 20s
Interviewed on September 24th, 2017 at PacSun

Why relevant: He wishes the store was bigger. He said the prices are good and the clothes are very trendy. The prices are reasonable. He has never had a bad experience in the store. He also said that the location of the store is why he always goes in.

Customer Interview #5

Customer Female, aged in 20s

Interviewed on September 24th, 2017 at PacSun

Why relevant: She said she always walks in here just to look, but can never come out without buying something. She said the clothes are trendy and basic so you can pair up a statement item with a simple item and make it a good look. But, she also said that the prices can be a little high.

Customer Interview #6

Customer Female, aged in 20s

Interviewed on September 24th, 2017 at Urban Outfitters

Why relevant: She loves coming to this store because all of the clothes are so unique and the store leaves her feeling inspired because of the atmosphere. She couldn't think of anything she would do to change the store, but she said she chooses this store over the rest because they quality of the clothes are "impeccable".

Customer Interview #7

Customer Female, aged in 40s with teenage son

Interviewed on September 24th, 2017 at Urban Outfitters

Why relevant: Her son loves going to Urban Outfitters because the clothes are very in fashion and trendy. She spends the "big dollars" on his clothes at UO because they last a long time and are very unique. "He has never come home complaining about someone else having the same outfits as him."

Customer Interview #8

Customer Male, aged in 20s

Interviewed on September 24th, 2017 at Urban Outfitters

Why relevant: He doesn't shop here for himself but he came in to buy something for his girlfriend on her birthday. He said UO is her favorite store because it doesn't have just clothes but home décor and accessories as well. He said he was planning on getting her a Champion sweatshirt since the brand is popular and a candle.

Customer Interview #9

Customer Female, aged in 20s

Interviewed on September 20th, 2017 at Urban Outfitters

Why relevant: She only comes in for the sale section. She learned that they change and add to the sale section about once every other week so that is when she is often in there. Unless there is a good sale, she never buys anything in the store other than in the sale section. She said the quality of the clothes is great but she thinks they are overpriced.

Customer Interview #10

Customer Female, teens with friends

Interviewed on October 17th, 2017 at Forever 21

Why relevant: She comes in here because it is all that she can afford. She says she loves the store because of the clothing variety but she wishes it had more brands like PacSun.

Customer Interview #11

Customer Female, teens with friends

Interviewed on October 17th, 2017 at Forever 21

Why relevant: She said that PacSun has more brands that are popular and F21 are using its own and copying the trendy styles at a lower price which is why she comes it.

Customer Interview #12

Customer Female, teens with friends

Interviewed on October 17th, 2017 at Forever 21

Why relevant: She said that she would rather shop at other stores because the employees are not helpful at F21. She said that even when you ask them for help they act like they don't want to and you bothered them or they hand you off to another employee. She said the only good employees are the cashiers and the people in the fitting rooms.

Customer Interview #13

Customer Male, aged in 20s

Interviewed on October 17th, 2017 at Forever 21

Why relevant: He said the reason he like F21 over other competitors like UO and PacSun is because of the price. F21 has lower prices and better variety. "The men's section is bigger in F21 than most of the other trendy stores." He also said that he likes that the men can try on clothes in the fitting room too.

Customer Interview #14

Customer Female aged in 30s

Interviewed on October 23rd, 2017 at Urban Outfitters

Why relevant: She doesn't come in too often but she loves the clothes. The reasoning she gave for not coming in more is that the prices are too high. She wasn't sure that the clothes were worth the price until she bought her favorite cardigan. She said the colors are still bright and vibrant and the fabric is still soft. She has had the cardigan for 2 years. She said it always comes back in style and she loves it.

Customer Interview #15

Customer Female, aged in 20s

Interviewed on October 17th, 2017 at PacSun

Why relevant: She loves the vibes from the store. She said it makes her feel like she is always going to the beach. The clothes are always "summery" even when it winter. She said that is a good thing and a bad thing but no matter what, she will continue to shop there.

Customer Interview #16

Customer Female, aged in 20s

Interviewed on November 21st, 2017 at PacSun

Why relevant: She shops there because of the quality of the clothes. She said that stores like Forever 21 are kind of overpriced in relation to the quality. She said they are always dirty and feels like they are about to rip.

Customer Interview #17

Customer Female, aged in 20s

Interviewed on November 21st, 2017 at PacSun

Why relevant: The quality of all of their clothes are really good. She said she thinks the prices are high, but the quality matches. “you can’t find that most places nowadays”

Customer Interview #18

Customer Male, aged in 20s

Interviewed on November 21st, 2017 at PacSun

Why relevant: He told me that this store had great prices but lacks a sale section for the men, and the sale section they have for the women is very small. When there are clothes on sale, he said that they never have a variety of sizes.

Customer Interview #19

Customer Male, aged in 20s with female friend

Interviewed on November 21st, 2017 at PacSun

Why relevant: He said that he usually shops online because he doesn’t like waiting in line or driving (lazy). The reason he comes in the store now is because there is a rewards card that you can use to get points when you pay for things, but it only counts if you pay in store. He really wants them to make it so he can shop online too and still get points and eventually the rewards.

Customer Interview #20

Customer Female, aged in 20s with male friend

Interviewed on November 21st, 2017 at PacSun

Why relevant: She also likes to shop online, but only because when she shops in store, most of the time what she likes isn’t in her size or isn’t at that particular shop at all, which leads to the employee ordering for her, which she could’ve done herself and not wasted her time.

Customer Interview #21

Customer Female, teenager

Interviewed on November 21st, 2017 at Urban Outfitters

Why relevant: She said she comes here because they carry the trendiest clothes. She said Urban is always updating their selection which keeps all of their clothes in style. She doesn’t mind paying the expensive prices because she says that the reason you pay so much is because they have the trendiest clothes before any of the other stores.

Customer Interview #22

Customer Female, aged in 20s

Interviewed on November 21st, 2017 at Urban Outfitters

Why relevant: She still comes to the store because she loves the store and all of its trendy clothes because they’re what all the celebrities on Instagram are wearing, but she hates the customer service.

Customer Interview #23

Customer Female, aged in 20s

Interviewed on November 21st, 2017 at Urban Outfitters

Why relevant: The store makes her feel like she’s hip and still in with the trendy crowd because all of the brands they sell are very “relevant” because the celebrities are wearing them.

Customer Interview #24

Customer Female, aged in 20s

Interviewed on November 21st, 2017 at Urban Outfitters

Why relevant: She comes in there because it's not busy and it's her favorite store but she thinks that the location is why not too many people come in.

Customer Interview #25

Customer Male, aged in 20s

Interviewed on November 21st, 2017 at Urban Outfitters

Why relevant: He said there is never anyone browsing the store because they are always in the sales section or in line, so he is able to get the help he needs from employees.

Customer Interview #26

Customer Male, aged in 40s

Interviewed on November 21st, 2017 at Urban Outfitters

Why relevant: He shops at Urban because his nieces and nephews like the unique and trendy things. He doesn't like this particular store because the layout and location of the store makes it hard to find things that are unique and find things in general.

Customer Interview #27

Customer Women, aged in 20s

Interviewed on November 21st, 2017 at Urban Outfitters

Why relevant: She would change the pricing of the products in the store because she would like to buy more pieces and make them outfits but she can only afford one piece per shopping trip

Customer Interview #28

Customer Women, aged in 20s

Interviewed on November 21st, 2017 at Urban Outfitters

Why relevant: She said that she would change the price of the items in the store because they are too high. She mainly comes in to get inspiration, then shops at other stores to find look-alikes

Customer Interview #29

Customer Women, aged in 420s

Interviewed on November 21st, 2017 at Urban Outfitters

Why relevant: When asked about the website, she said she uses it a lot and the things she loves the most is making use of the Instagram section so she can view what she saw on Instagram and buy the exact product. She likes that she doesn't have to wait in line on the website

Customer Interview #30

Customer Women, aged in 20s

Interviewed on November 22nd, 2017 at PacSun

Why relevant: When asked about the website, she said that she loves how easy to use it is. The only reason she still comes into the store is because she doesn't know what size she is in certain jean styles, so she comes in to try them on. She also loves the in-store shopping experience

Customer Interview #31

Customer Women, aged in 20s

Interviewed on November 22nd, 2017 at PacSun

Why relevant: When asked about the prices, she wouldn't change the prices because they are decent. She said she doesn't mind paying the prices since it is her favorite store

Customer Interview #32

Customer Male, aged in 20s

Interviewed on November 22nd, 2017 at PacSun

Why relevant: When asked about his experience with the employees and customer service, he said that he doesn't really rely on the employees because he just wants to look around

Customer Interview #33

Customer Women, aged in 20s

Interviewed on November 22nd, 2017 at Urban Outfitters

Why relevant: When asked about the vibe of the store, she said she loves the new-age retro vibe and inspirational feel that comes from the store

Customer Interview #34

Customer Women, aged in 20s

Interviewed on November 22nd, 2017 at Urban Outfitters

Why relevant: When asked about the locations of Urbans in general, she said she wishes they were in more places but she didn't mind driving to get to one because the clothing quality is so good

Customer Interview #35

Customer Women, aged in 20s

Interviewed on November 22nd, 2017 at Urban Outfitters

Why relevant: When asked about what she likes about the clothes, she said she loves how they feel; they are good quality. She said that the clothes are very trendy and always in fashion which is why she shops there. She gets ideas from what is sold there. She just wishes they were a little cheaper so she could buy more clothes

When asked about the brands, she said "I guess that's why it's expensive" but she likes the variety. She said there are a good amount and doesn't wish for more because she doesn't shop for the brand specifically

Customer Interview #36

Customer Male, aged in 20s

Interviewed on November 22nd, 2017 at Urban Outfitters

Why relevant: When asked about what he likes about the clothes, he said Urban always has the latest and trendiest pieces. He said that he only shops for statement pieces at Urban, but that he buys his basics from other places. He said that the basic clothes they sell are too expensive

Customer Interview #37

Customer Male, aged in 20s

Interviewed on November 22nd, 2017 at Urban Outfitters

Why relevant: When asked about the customer service, he said that the employees at Urban Outfitters are very nice and helpful, but he thinks they need more because sometimes he finds himself looking for someone to help him instead of just running into them