

Willowful

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Ethics Clause

I confirm that this work has gained a favourable ethics opinion and that I have faithfully observed the terms of the opinion in the conduct of this project.

Signed J.E.Oldnall

Date 12.05.2022

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01

Introduction

1.1 Introduction

This report proposes a new business concept to address findings from previously conducted research. The Future Thinking project explored the mind-body connection within the everyday consumer; a significant component of holistic health and wellbeing (Menezes, 2020). Stage One comprehensively explored postpartum body image and sense of self, investigating the role that body neutrality can play in positively impacting new mothers. Key insights and conclusions identified a brand opportunity to reconnect the mind and body, which often become disconnected when becoming a mother due to societal expectations. This Stage Two formulates a business plan and assesses commercial viability, supported by primary and secondary research.

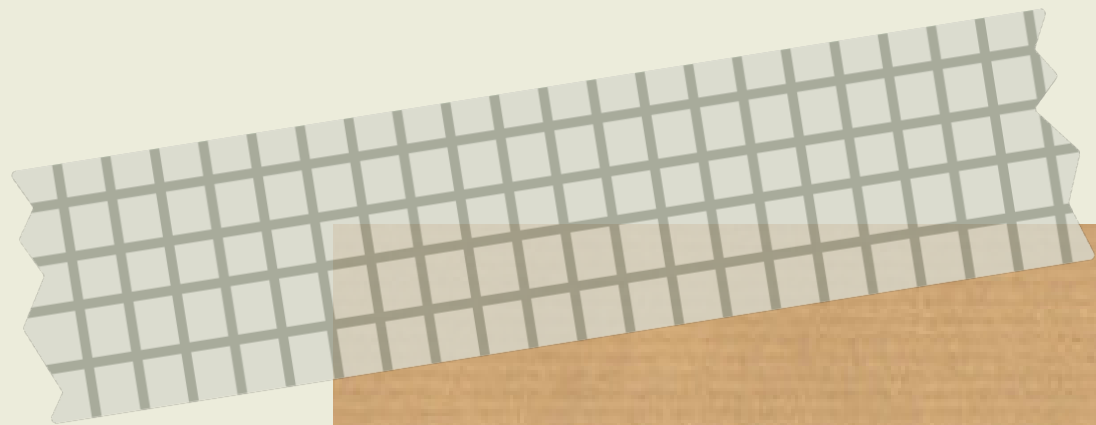
1.2 Rationale

Earlier research highlighted wide appreciation for, and acceptance of, pregnant women, despite transgressing the socially constructed ideals of the "thin and toned" female body (Raspovic et al., 2020). This notion becomes concerningly taboo upon motherhood, resulting in mothers feeling "disconnected" (Oldnall, 2022, p.47). Societal pressure to 'bounce back' and eradicate all traces of childbirth, fuelled by brands' unrealistic representations of postpartum bodies and motherhood experiences, highlighted a key recommendation of "breaking the taboo" for future business concepts through empowerment and community-building (Fox, 2020; Oldnall, 2022, p.73). This business plan aims to encourage self-acceptance and body-appreciation amongst mothers, and de-stigmatise the 'bounce-back' pressure that remains today.

1.3 Aim and Objectives

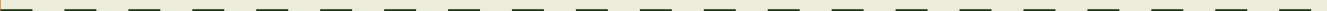
Through the exploration of key markets and emerging consumer values, this report details a commercially viable business plan that promotes the acceptance of a new sense of self and empowers mothers via a repurposing service.

1. To present a detailed, commercial business concept, supported by research, that eases an existing consumer pain amongst mothers.
2. To conduct extensive primary research to aid idea generation and validation to ensure the business concept resonates with the target consumer.
3. To analyse the competitive market environment, including external forces and consumer trends, to effectively position the business and increase its success potential.
4. To devise a robust three-year marketing strategy and communication plan that successfully launches the business and promotes brand awareness.
5. To present key financial indicators demonstrating understanding of the business' feasibility, whilst accounting for potential risks.



02

Methodology



2.1 Overview

An extensive range of primary and secondary research was conducted, adopting a mixed-methods research approach involving "collecting[ing] and analys[ing] both quantitative and qualitative data" (Shorten and Smith, 2017). Each method was strategically chosen to fulfil all research objectives.

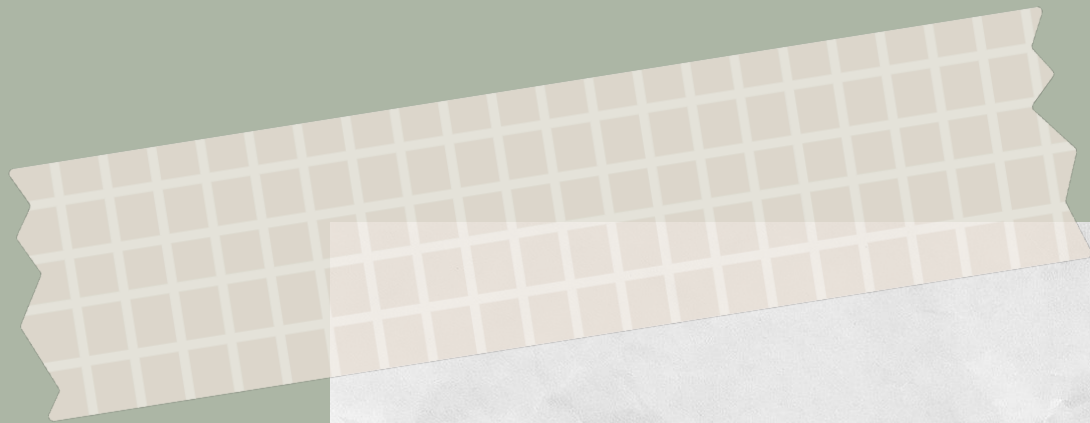
2.2 Secondary Research

Method	Rationale	Limitation	Object-ives met
Trend Reports and Market Databases	To collate and analyse relevant market and consumer trend data "produced by teams of expert researchers, often with large budgets and extensive resources" that underpin the researcher's small-scale research and business idea (Walliman, 2011, p.177).	Although data is relevant to business development, "consumer behaviour is always changing and evolving" (Wertz, 2021). Interviews with experts and consumers living in today's zeitgeist either substantiated or invalidated such research.	1, 3, 4
Academic Books and Journals	To underpin and validate concept development through authoritative research, including relevant business models and theories.	Critical judgement and authentication were crucial to ensure data reliability and credibility (Walliman, 2011; Saunders, Lewis and Thornhill, 2019). Outdated, potentially unreliable data was superseded using contemporary online data.	1, 3, 4
Online Articles, Newspapers and Websites	To solidify understanding of the macro and micro environment and to interpret the business' opportunities and threats.	Secondary data is widely accessible. However, there was "need of evaluation for the accuracy of the online sources", leading to exploration of more authoritative information (Latkovikj and Popovska, 2020).	1, 3, 4, 5
Social Media	To better comprehend the issues facing the target market through analysis of "historical and real-time data from social media channels" by observing trending topics and relevant hashtags (Kim, 2021).	Despite social media's modern relevancy, algorithms may have influenced results based on the researcher's behaviour and interests, resulting in incomplete analysis of the social media landscape (Barnhart, 2021).	1, 3, 4

2.3 Primary Research

Method	Sample	Rationale	Limitation	Objectives met
Concept Testing Online Survey (quantitative)	66 responses from mothers with children aged five or under - driven by non-probability sampling techniques including purposive (deliberate) and snowball (chain) sampling (McCombes, 2019; Bhardwaj, 2019).	To comprehend consumer attitudes and behaviours of mothers, building on Stage One insights. To gauge initial thoughts and reactions to the commercial concept. This "easy, convenient and inexpensive" method helped quantify "frequency of occurrence of opinions, attitudes [and] experiences" serving as a research foundation (Andrade, 2020; Rowley, 2014).	The limited sample size was potentially unrepresentative, reducing the reliability and precision of results (Cleave, 2021; Martinez-Mesa et al., 2014). Qualitative insights were absent due to limited participant elaboration, permitting for further qualitative research methods (Mahmutovic, 2021).	1, 2
Brand Testing Online Survey (qualitative and quantitative)	41 responses from mothers with children aged five or under - driven by non-probability sampling techniques as detailed above.	To test branding ideas, through primarily closed-ended questions for ease of response, to confirm a brand identity that resonates with mothers (Hyman and Sierra, 2016).	The limited sample size was potentially unrepresentative, as detailed above.	1, 2, 3
In-depth Interviews (qualitative)	Four target consumer mothers with children aged five or under, the majority of whom had participated in previous research - confirming strong interviewer-interviewee relationships.	To gather qualitative data regarding the business concept via virtual interviews, deepening insights into the "behaviour, meanings, attitudes and feelings" of mothers towards the unsolved need (Brewer, 2000, p.63). This method influenced business development decisions through consumer validation and overcame survey limitations.	Despite being more time and cost-efficient than in-person interviews, technical issues including social interruptions from children and time-lags, occasionally affected conversation flow (Krouwel, Jolly and Greenfield, 2019).	1, 2, 4

Expert Interview (qualitative)	Midwife, Jade Phillips, who contributed to previous research - highlighting an ongoing professional relationship.	To confirm concept validation with an industry expert, who regularly witnesses negative body image and identity loss experienced by mothers, thus appreciating the need for these issues to be addressed.	Strong rapport was established due to a passionate and sincere conversation (Saunders, Lewis and Thornhill, 2019, p.434). However, this interview used conferencing software where technical issues occasionally interrupted the flow of discussion (Krouwel, Jolly and Greenfield, 2019).	1, 2, 4
Expert Interview (qualitative)	Entrepreneur and sustainability expert, Chloe Taylor.	To gain corporate validation of the commercial concept, from viability to sustainable value proposition. To obtain realistic, entrepreneurial, business development advice.	This in-person interview enabled comprehensive data analysis due to clear "body language and facial expressions", yet it was the most time-consuming and expensive method of research (Marshall, 2016).	2, 3, 5
Expert Interview (qualitative)	Two textile industry experts, Jo Bishop and Catherine Matthews.	To obtain expert insight into product manufacturing and upcycling business models. To validate the tangible and intangible value of the commercial concept.	Identical questions were asked across all expert interviews to allow responses to "be easily examined and compared" (Walliman, 2011, p.193). However, this two-person interview was conducted via email, restricting scope of direction, thus hindering data analysis and interpretation (Saunders, Lewis and Hill, 2019).	2, 3, 5
Instagram Polls	Total 82 responses, comprising of branding experts and mothers with children aged five or under.	To test branding concepts such as colour palettes and logos, to ensure that they reflect the brand values effectively.	The 24-hour Instagram 'story' feature was used, meaning it was up for limited time, limiting responses. However, it was an efficient tool "to collect quick feedback" and aided decision-making (Naciri et al., 2017).	1, 2, 4



03

The
Opportunity

3.1 Insight Reflection

Stage One explored new mothers' postpartum body image and sense of self, revealing feelings of "shame, disappointment and embarrassment" (Oldnall, 2022, p.47). Moreover, research revealed extensive societal and cultural pressures impacting mothers, from looking a certain way to being a 'perfect mother' (Oldnall, 2022). This highlighted the need for better postpartum education and realistic representations of motherhood to improve mothers' sense of self and appreciation of the body "that brought life into this world" (King, 2021).



Research also revealed mothers' reluctance to embrace their new selves (Fig. 1). Retrospective reflection upon concept ideation further uncovered mothers' struggles to let go of their old selves; a key indicator being retaining pre-baby clothing with the common hope of fitting back into them. This hoarding behaviour symbolises mothers subconsciously succumbing to 'bounce-back' pressure, consequently evoking feelings of frustration, confusion, and dissatisfaction. With secondary research confirming motherhood is an identity crisis, the following business concept aims to empower mothers to embrace their new selves, as an alternative to believing that their self-esteem and self-actualisation needs will be met by fitting into their pre-baby clothing (Mason, 2016).

I know I'm never going to get into my old jeans, but I can't throw them away.

– Lizzy
(Stage One primary research)

You go through a phase of mourning because you can't fit into your clothes in the same way.

– Denise
(Stage One primary research)

As an expectant mother and as an existing mum, you're very conscious of losing yourself.

– Karen
(Stage One primary research)

3.2 The Unsolved Need

As noted, it is common for mothers to yearn for their old selves and bodies upon matrescence, typically fuelled by external messages and expectations. The concept development process emphasised a key unsolved need for mothers to feel empowered by their new selves; evident from research exploring common feelings and attitudes amongst mothers regarding postpartum and motherhood (Fig. 2; Appendix 2.1).

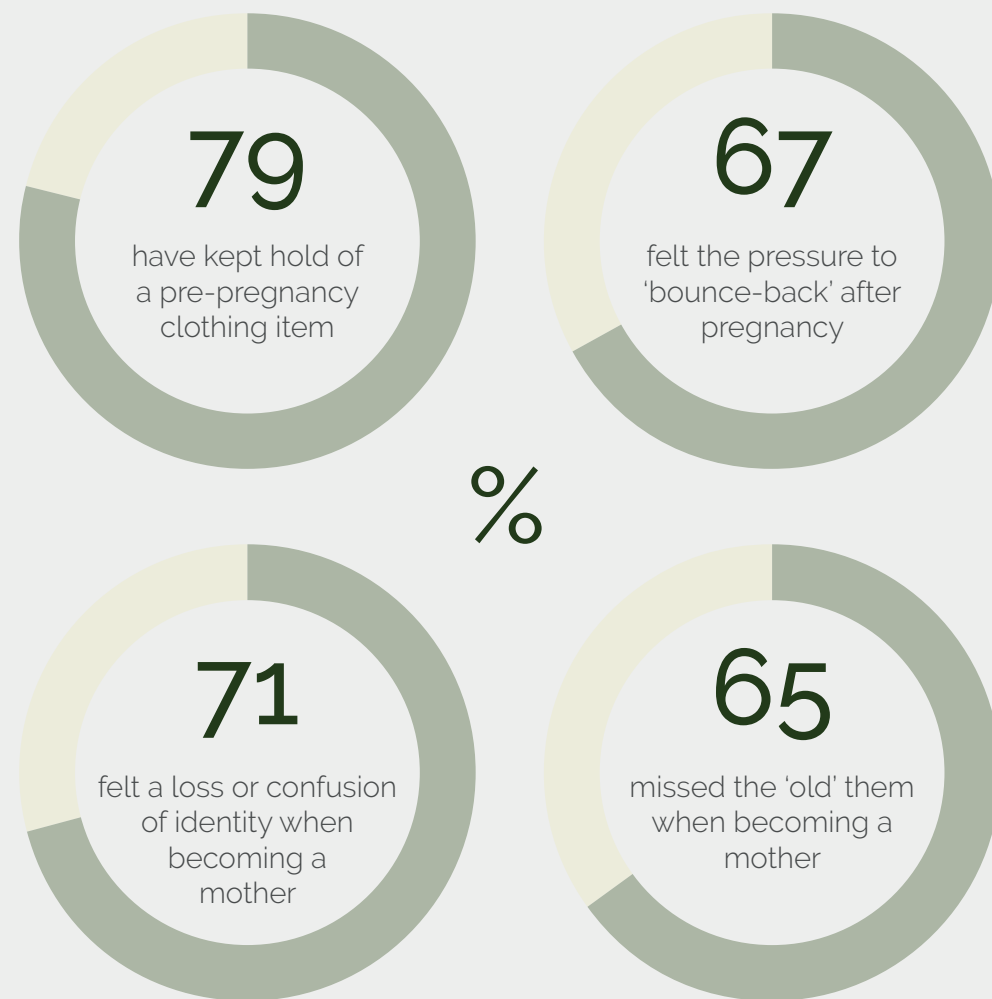


Fig. 2

Fig. 3

Watch thread

FEELING LOST IN MY MIND AND BODY :(

MummaBear123: 21:08

Looking for advice and moral support from any other mummies out there... I feel like nobody talks about how motherhood completely changes you. Since becoming a mummy I just feel completely lost, like I don't know who I am anymore...

Add message Bookmark Report ...

Mommykins22: 21:13

I feel this way too. Of course I love being a mum but I also love who I used to be. And if I complain then I'm 'ungrateful' and a 'bad mum'. I just can't help but feel so sad every time I see pictures of my pre-pregnancy life and body.

Add message Bookmark Report ...

MamaMiaaaa: 21:19

Same here! My favourite pair of Levi jeans are just sat in a drawer waiting to be worn again. I thought I'd be one of the lucky ones to bounce back into them, but they're just a constant reminder that I'm not the same anymore. I find that hard to accept.

Add message Bookmark Report ...

MumLoves1992: 21:27

You're not alone ladies. I was shocked that I never got back into my old jeans. Everything about my body is permanently changed. I'm exhausted obsessing over it and everyone else doing better than me, but I feel like I'll never love my body again.

Add message Bookmark Report ...

Further qualitative research evidenced reasons for such statistics. 'Hoping to fit back into them' was the main reason for holding onto pre-pregnancy clothing for over half (52%) of mothers. Those that fit back into their clothing deemed it 'lucky' or a 'success', indicating 'bounce-back' pressure. In prior research, midwife, Jade Phillips, revealed the commonality of pregnancy-related bodily changes including stretch marks and excess fat, yet heard women express body image concerns "every shift" (Oldnall, 2022, p.65). Her expertise provided insights for newer research, suggesting the key reason for mothers' pre-baby clothing hoarding behaviour is "the idea that the only way that [their] body changes is abdominally... But that's entirely untrue" (Appendix 4.1). Jade revealed that it can often be the "whole wardrobe" that no longer fits. Consumer Kristine provided a personal, pragmatic view;

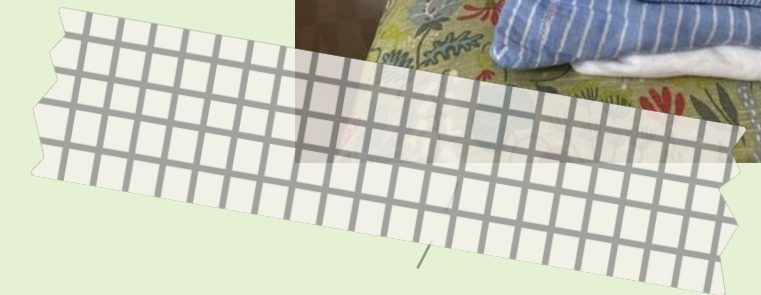
"The reason that you keep all of your jeans is because you hope one day that you're going to be able to fit into them. And the reality is, your body's never going to be the way that it was before, even if it gets to the same weight, things that fit you before just won't fit you the same mostly after... You're just different" (Appendix 3.2).

Laura similarly revealed that it is "sad" that she wanted "to wait to see if [she] didn't fit into them" (Appendix 3.1). These viewpoints suggest mothers are aware of likely permanent body changes, yet continue to desire 'bouncing back'.

Nadia provided insight on matrescence identity crisis;

"As a woman when you have a baby, you kind of forget yourself. It's not about you or celebrating you or memorialising or mourning you, all the focus now just goes to the baby. Like not wanting to deal with your clothes or think about what you're going through or feeling but it's like, "Oh, how can we celebrate the baby?"" (Appendix 3.3).

This confirms a need for mothering bodies and identities to be normalised; motivating mothers to discard any negative connotations of matrescence, and shifting society's mass narrative away from negatively influencing mothers' sense of self and body image.



3.3 Idea Generation

Idea generation (Fig. 4), "the generation, development and communication" of novel concepts, was a key creative process utilised to devise a range of commercial concepts (Hunman, 2019). Several ideation and systematic creativity techniques were used to maximise innovation to solve the unsolved problem (Kylliäinen, 2019). Mind-mapping, "an all-embracing visual and graphic thinking tool", was adopted to identify and express all potential ideas (Buzan and Griffiths, 2013; Appendix 1.2). Collaborative innovation was also utilised through a three-way interview and the "Colander Game" with four participants (Bell, 2022; Appendix 1.1, 1.3). This was a structured discussion involving impulsively generating ideas that were later evaluated to consolidate "the big idea".

'Mothers only' experiential bar

Online community for mothers to connect (a modern Mumsnet)

Subscription box with help, tips and realistic motherhood expectations

Subscription service for 'mum alone time'

App/platform that matches new mothers with other new mothers

Better, more inclusive maternity and postpartum clothing range

Upcycling/repurposing service that encourages letting prior selves go

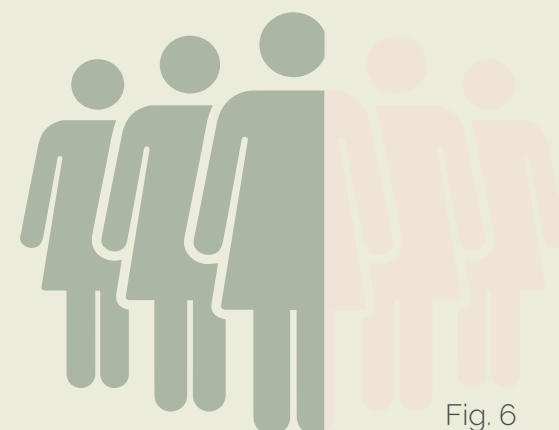
Marketplace for educational motherhood/postpartum services

3.4 Concept Testing

Insights obtained from research highlighted a need for a service that improves body image, sense of self and overall motherhood experiences through tangible and intangible value. This "big idea" was concept-tested with consumers and experts "to estimate reactions... and [determine] how the concept might be improved" (Moore, 1982).

3.4.1 CONSUMER FEEDBACK

Primary research corroborated an identifiable target audience and strong consumer interest for this business proposition, particularly the online survey, revealing a range of insightful, quantitative statistics supporting the concept (Appendix 2.1; Fig. 5; Fig. 6). In-depth consumer interviews were conducted to gain qualitative insights into the commercial concept (Appendix 3; Fig. 7).



These consumer insights validate the business concept. It is deemed likely that business success will benefit strongly from positive word-of-mouth-marketing. Kristine believes it "could easily take fire... if you got into the sphere of people seeing somebody else doing it" whilst revealing that "combing the reviews" is something that she and her girlfriends do before buying from less-established businesses (Appendix 3.2). The consumer insights also supported a high price-point due to personalisation and sentimental value, and ensuring "hassle-free" convenience (Appendix 3.4).



What is your initial reaction to this commercial concept?

I think it's super cute. I think a lot of women look for keepsakes, mementos and ways to memorialise certain parts and journeys that they go through.

– Nadia (Appendix 3.3)

It is lovely, and it is a way of accepting, and it symbolises letting go of the old self and embracing the new.

– Laura (Appendix 3.1)

Would you be willing to buy into this?



Yes, definitely. Why? Because it's a great idea! It's that whole trying not to forget who you were before whilst celebrating the new you, it's like merging the two.

– Lizzy (Appendix 3.4)

I would say yes. And why? Because I think it's a really nice way of having a special toy, or special memorabilia, or special something associated with your baby that came from you pre-baby.

– Kristine (Appendix 3.2)

3.4.2 EXPERT FEEDBACK

Further validation was sought from industry experts from diverse fields, who each reacted positively to the concept. Midwife, Jade Phillips, re-emphasised the identity crisis that women experience when having a baby and expressed confidence the service would encourage self-acceptance and body-appreciation amongst mothers (Appendix 4.1). She appreciated the service's holistic stance, whilst postulating potential advertisement opportunity on postnatal wards. Entrepreneur and sustainability expert, Chloe Taylor, believed the concept has growth potential (Appendix 4.2). Textile industry experts, Jo Bishop and Catherine Matthews, discerned the concept's similarity to "businesses that make special memory items and keepsakes of loved ones", yet affirmed the definitive market for this type of business and future potential to upcycle baby clothes to appeal to a wider audience (Appendix 4.3).

Despite varied knowledge, all experts recognised the importance of providing social connection amongst mothers, with Jade describing it as "the single most vital part after having a baby". Chloe disclosed how to build an audience effectively, stating that it all comes down to "relating to them, providing them value, and doing it in an entertaining way". Furthermore, all saw value in the business' upcycling element, noting it as a point of differentiation alongside the emotional consumer benefits. Chloe advocated that all brands must be sustainable in some way to prevent "getting left behind", therefore deeming it "brilliant" that sustainability is "second nature" to the concept.

4 out of 4

industry experts saw value in the upcycling and social connection elements of the business
(Appendix 4)

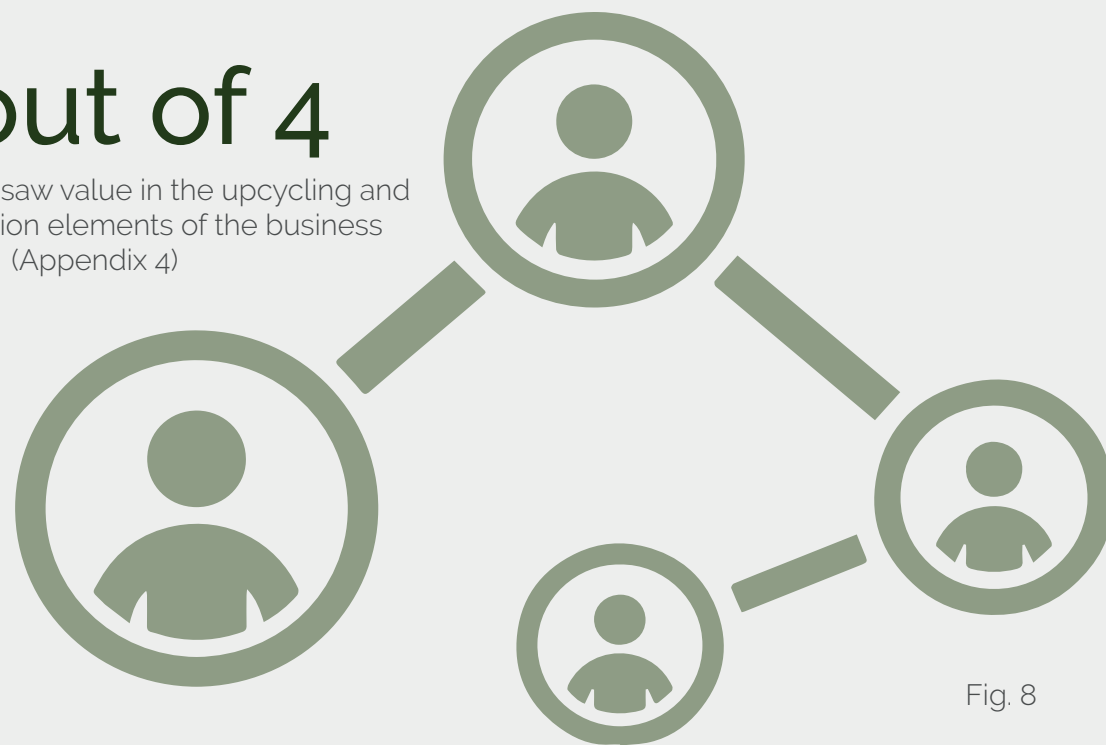
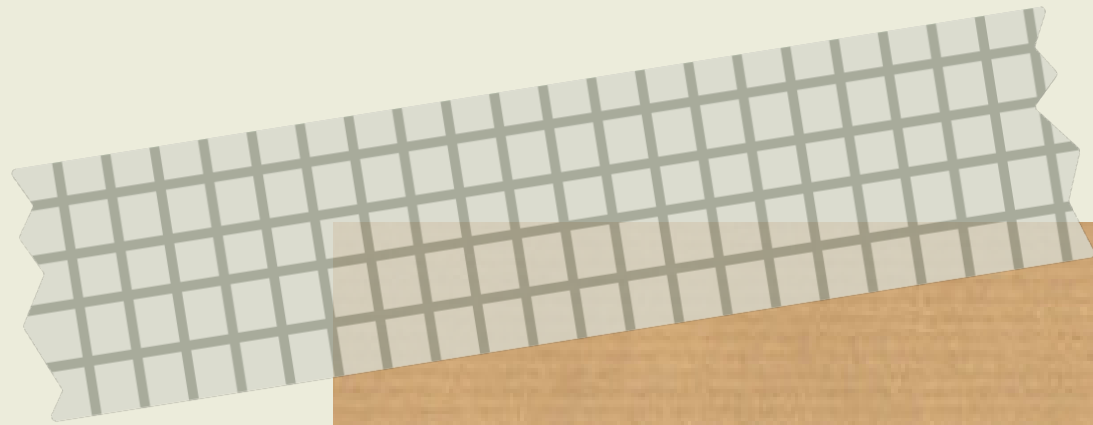


Fig. 8





*The Business
Concept*



4.1 Business Overview

Willowful is a direct-to-consumer, e-commerce upcycling service that repurposes pre-baby/ maternity clothing items into new meaningful, sentimental products for their child. Willowful's initial product offering includes a soft animal, framed artwork, and a cushion. In addition to the tangible value of reborn products, the business will provide intangible value through self-connection and community-building for like-minded mothers. Launching in March 2023, Willowful aims to empower self-acceptance and body-appreciation amongst mothers, and de-stigmatise the negative societal pressure to 'bounce-back'.

4.2 Objectives

- 1.** To deliver a tangible service that provides long-lasting intangible value of self-acceptance and body-appreciation amongst mothers.
- 2.** To be a key player in normalising postpartum and motherhood experiences.
- 3.** To establish a community of like-minded mothers demanding social and self-connection.
- 4.** To create and maintain a strong market presence through strategically creative marketing communications.

4.3 Business Model

Osterwalder, Pigneur and Clark (2010) describe a business model as “the rationale of how an organisation creates, delivers, and captures value”. The Business Model Canvas (Fig. 9) encapsulates Willowful’s business model in “9 Building Blocks” (Mansfield, 2019).



Fig. 9

4.4 The Golden Circle

The Golden Circle (Fig. 10), a systematic tool to find “order and predictability in human behaviour”, has been utilised to comprehend Willowful’s core purpose, whilst acknowledging the ‘how’ and ‘what’ of the business (Sinek, 2011). Willowful intends to put its customers first as mothers actively “focus on the company’s ‘why’” (DigiLab Media, 2021).

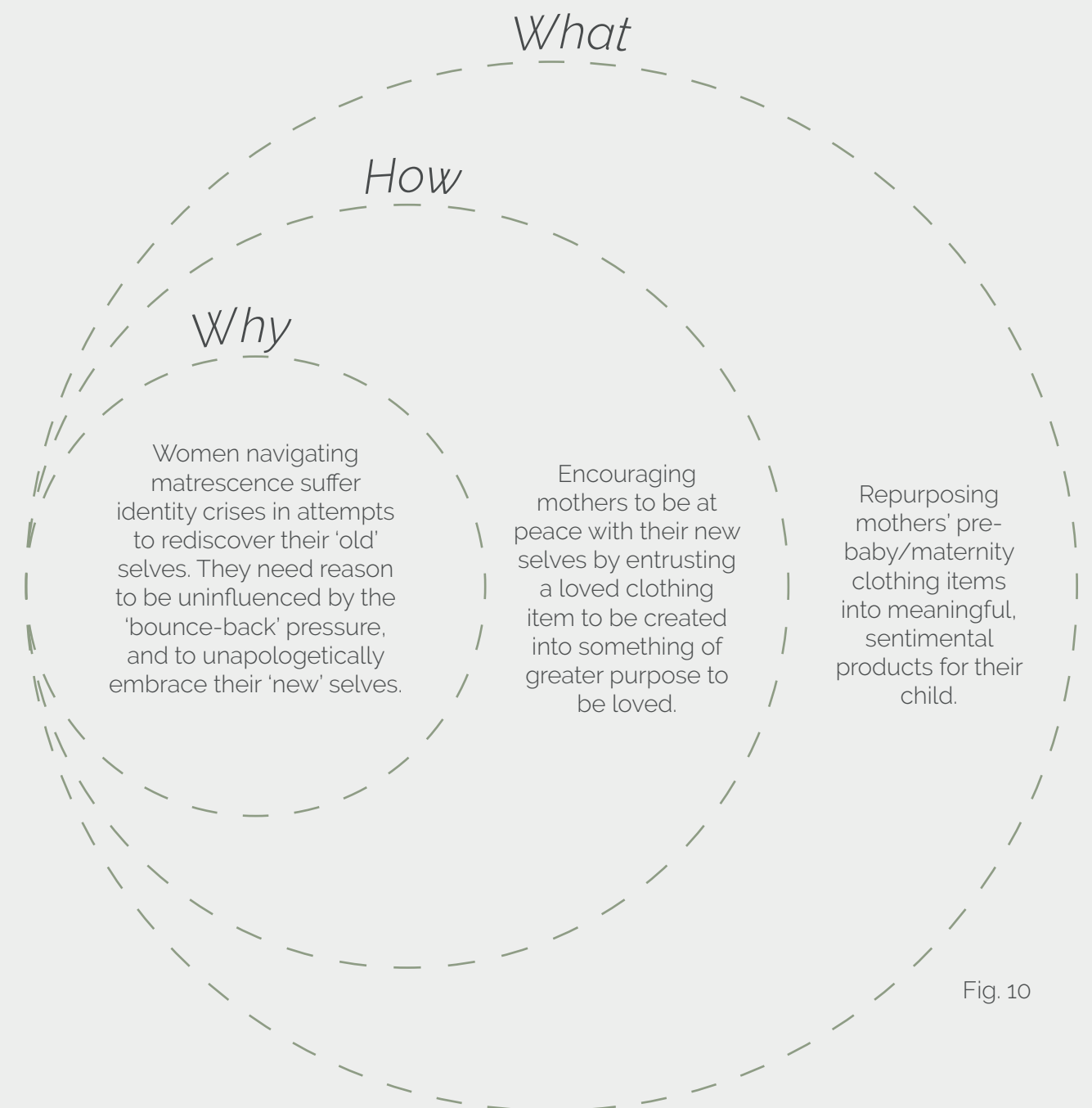
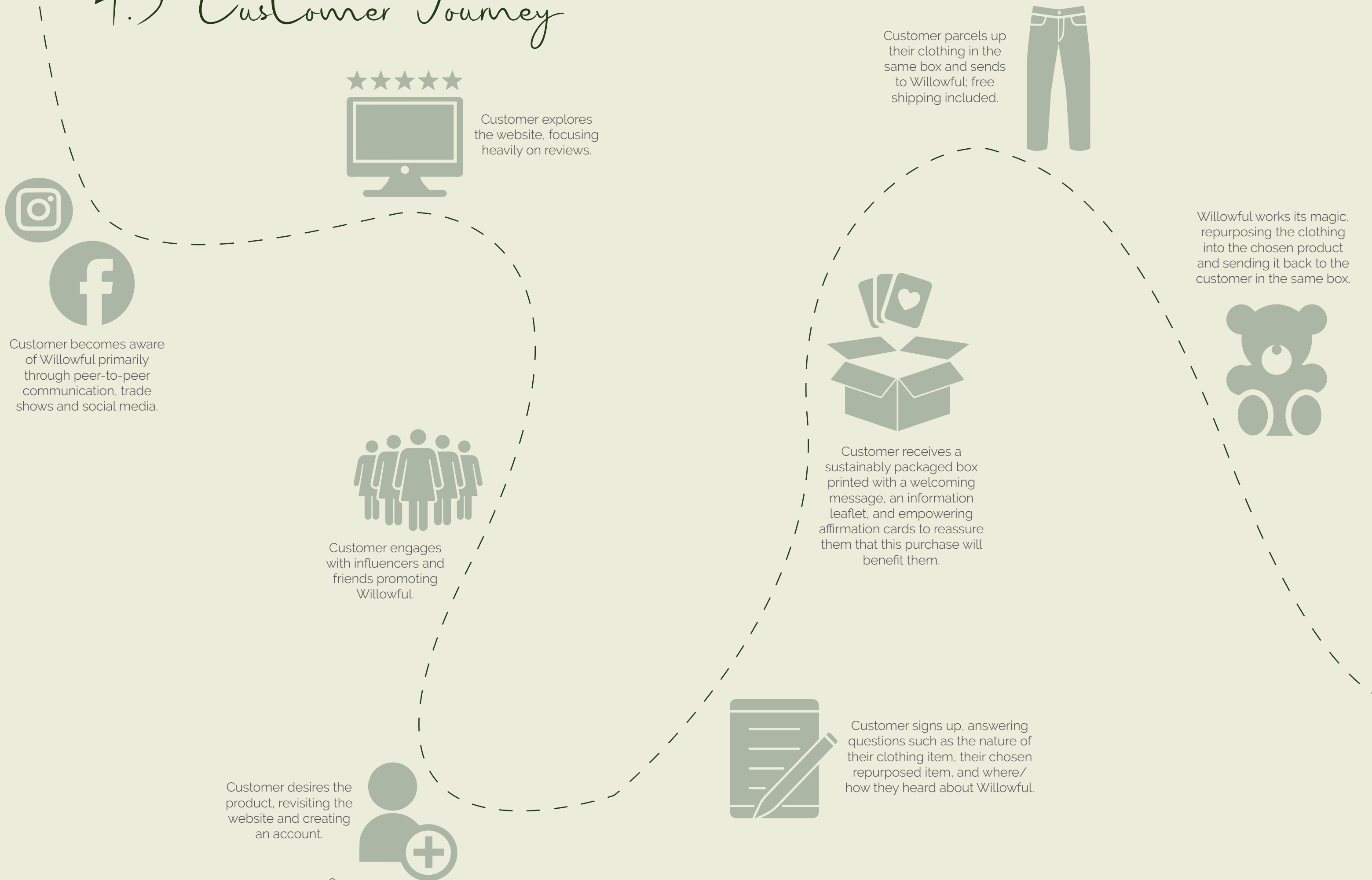


Fig. 10

4.5 Customer Journey



Hey mama,

WE'RE SO HAPPY TO SEE YOU!

We're so proud of you. This is the beginning of your journey to acceptance, growth and happiness.

By upcycling your old clothes into something amazing to be treasured forever, you are playing your part in normalising motherhood. Let's banish the bounce-back pressure that doesn't serve any woman, together, once and for all.



TURNING NATURE INTO NURTURE

Willowful



05

Consumer
Analysis

5.1 Consumer Segmentation

Consumer segmentation allows Willowful to divide "a broad customer base into sub-groups of consumers" (Camilleri, 2017).

DEMOGRAPHIC

- Females with biological children aged five or under.
- Mothers earning a mid-high disposable income (likely, but not confined to, a dual-earning household).

GEOGRAPHIC

- Willowful does not geographically segment its UK consumers.

BEHAVIOURAL

- Key purchasing factors: simplicity, convenience and aligned values (including consciousness).
- Social media and word-of-mouth marketing influences buying behaviours.
- Want to feel empowered and understood.

PSYCHOGRAPHIC

- Want to be perceived as the 'perfect' mother.
- Desire and believe they will 'bounce back'.
- Crave social connection and solidarity due to feeling lost in motherhood.
- Previously prioritised self-care but made sacrifices for their children..
- Advocate for authenticity and body positive movements yet feel jealous and confused when others 'bounce back'.



DAILY REVIEW

DAY: 14 / 03 M T W T F S S

Mood of the day:



Why: I wanted to wake up today feeling super positive as its the weekend (and I'm having time to fill in this journal for a change!) but instead I woke up feeling really unconfident & insecure about my self and my body opting to wear baggy clothes to avoid seeing any lumps or bumps :/

3 things I am grateful for:

- 1 The sun shining through the kitchen window
- 2 My mum and her support
- 3 Matt

Highlight of the day:

Having a lie in!

One thing I did well today:

Made a conscious effort to use social media in a positive way trying not to compare myself to others (which is hard)

One thing I'd like to do different tomorrow:

My days are always so consumed with trying to be the best mum for Myla & a good wife to Matt that I never prioritise myself. Tomorrow I want to do some self care even if it is a 5 minute face mask!

To-do:

- ☐ Make a weight loss plan
- ☒ Clean the bathrooms
- ☐ Tidy Mylas room whilst Matt takes her and the dog out for a walk
- ☒ Call mum
- ☒ Make a work to do list for Monday
- ☐
- ☐
- ☐

Meals:

No breakfast

No lunch

Some of Mylas leftovers

Exercise:

Played with Myla in the garden but want to find more time to exercise properly to shift the baby weight that I still have :/

5.2 Primary Consumer Profile

Willowful's primary consumer (Appendix 6.1), as supported by Fig. 11, presents a negative body image and lost sense of self since entering motherhood. She rarely finds time for herself, juggling being the 'perfect' mother with everyday life. She struggles to adjust, mourning her pre-baby life. She prefers shopping online through convenient, easy-to-use websites. She has a love-hate relationship with social media, enjoying connecting with friends and family whilst being prone to social comparison.



Fig. 11

DAILY REVIEW

DAY: 22/6 M T **W** T F S S

Mood of the day:



Why: Although Leo kept me up last night and I'm feeling very tired this morning after Noah's school run, I have a positive mindset for the day. Looking forward to catching up with Sarah

3 things I am grateful for:

- 1 My body
- 2 Social media
- 3 My network of friends

Highlight of the day:

Watching Stacey Solomon's Instagram story from start to finish (it's rare that I get to do that!)

One thing I did well today:

Shifting my mindset to be positive, despite feeling tired!

One thing I'd like to do different tomorrow:

I didn't get time to do any yoga today, that will be a priority for tomorrow.

To-do:

- ☒ Put a load of washing on
- ☒ Prepare Thursday and Friday dinners
- ☒ Take Max and the boys for a walk with Sarah and Alfie
- ☒ Noah's swimming lesson after school
- ☒ Book doctor's appointment
- ☐
- ☐
- ☐

Meals:

Porridge for me and the kids for breakfast

Sandwiches for lunch

Spaghetti Bolognese for dinner

Exercise:

Dog walk in the park. Wanted to do yoga to feel good in my mind and body but didn't have the time today unfortunately.

5.3 Secondary Consumer Profile

Willowful's secondary consumer (Appendix 6.2), as supported by Fig. 12, accepts her forever-changed body, following a long journey to get there. She holds most household purchasing power, investing in products for her child. She loves to meet friends regularly who share brand and product recommendations. She loves personalisation and supporting small businesses. She loves social media platforms that enable her to document her life and engage with brands that make life easier.



Fig. 12

5.4 Value Proposition

The Value Proposition (Fig. 13) defines Willowful's customer profile, visualises the value it will create, and identifies how it will achieve product-market fit (Strategyzer, 2020).

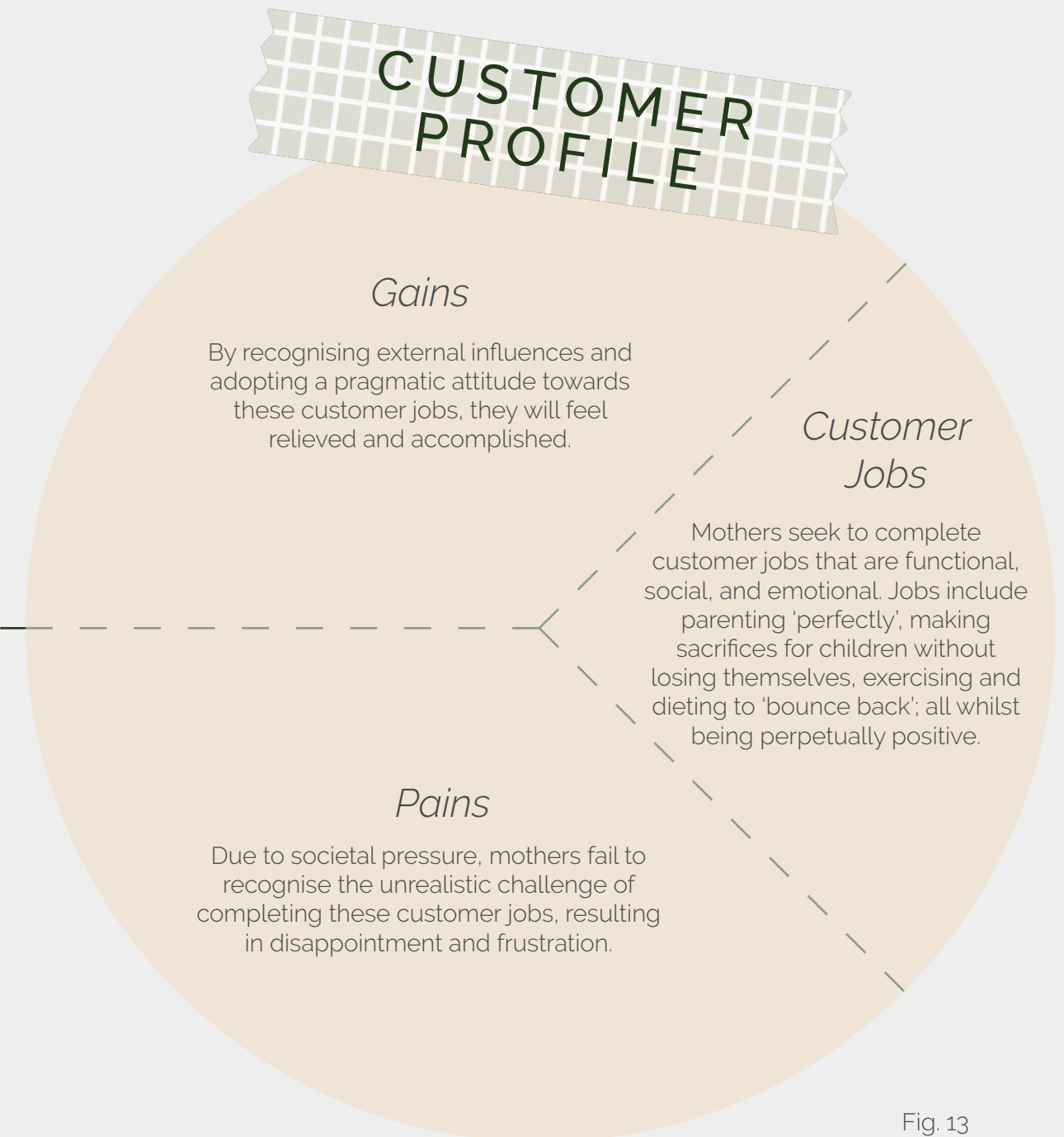


Fig. 13

5.5 Consumer Benefits Ladder

The Consumer Benefits Ladder (Fig. 14) has been used to outline the rational and emotional benefits of Willowful in "a four step process", advancing the Value Proposition (Robertson, 2016).

EMOTIONAL BENEFIT

- I feel at peace with my forever-changed body.
- I feel connected and comfortable with who I am.
- I feel understood, empowered and part of an understanding community.
- I feel inspired to inspire my children and the next generation.

FUNCTIONAL BENEFIT

- I get to revitalise my no longer purposeful clothing.
- I get a forever keepsake that symbolises the life I have created.
- I get a beautiful box and affirmation cards to feel empowered.
- I get to positively contribute to fashion's environmental impact.

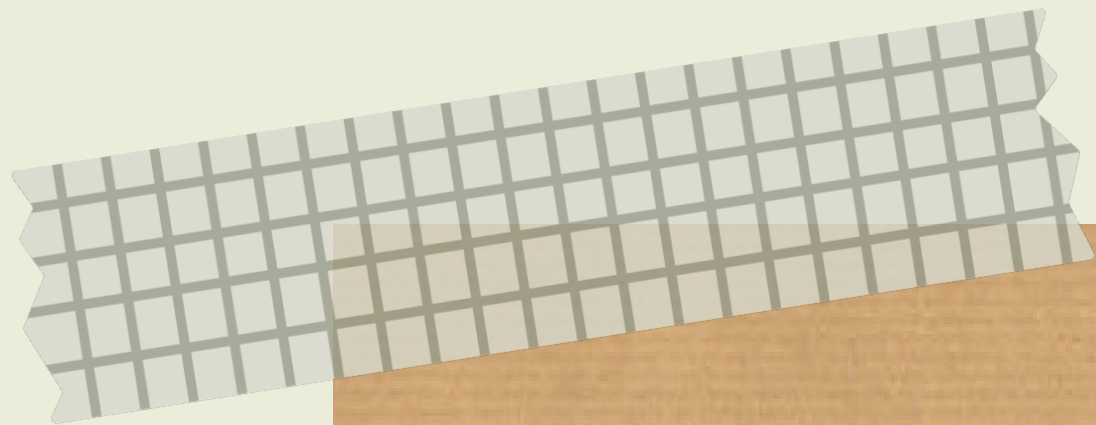
FEATURES AND ATTRIBUTES

- An e-commerce service that repurposes mothers' clothing into a sentimental keepsake
- Provides long-lasting intangible value via a one-time tangible process
- A simplified and conscious order fulfilment process
- Informative, community building characteristics

TARGET AND INSIGHTS

- Mothers who typically experience a negative sense of self and body image upon motherhood.





06

Market
Analysis

6.1 Overview

Market diversity is an opportunity for Willowful, allowing them to adapt their strategy based on understanding a range of consumer wants and needs, increasing their relevance, desirability, and ability to succeed.

(Appendix 6.2 for non-abridged versions)

6.2 Primary Market

6.2.1 HOME DECOR

Considering Willowful's homely product offerings, Willowful will primarily operate in the home decor market. This market is estimated to grow globally (Kadam and Heshmukh, 2020). Increased time spent at home, forced by the pandemic, has influenced UK consumers to prioritise purchasing household products that "add to their knowledge, sense of identity and give meaning and significance to their experiences" (Mintel, 2022; Mordor Intelligence, 2022). Despite market domination by major players, including Dunelm and John Lewis, smaller companies are predicted to increase their market presence by "tapping new markets" (Mordor Intelligence, 2022; Mintel, 2022).

\$838.6 billion

2027

\$616.6 billion

2019

Global Home Decor Market
(Kadam and Heshmukh, 2020).

Consumers desire their homes to
be where "genuine
connection

takes place with family and
friends" (CBI Ministry of Foreign
Affairs, 2021).



6.3 Secondary Markets

6.3.1 ETHICAL

Willowful's upcycling business model focus their operations in the ethical market. The UK has seen rapid growth in ethical consumption (Ethical Consumer, 2020), driven by increased social media usage and increased environmental awareness evoking "the urgency of the moment" (Bonini, 2021). The pandemic has influenced consumer evaluation of purchasing decisions impacting "the environment and society at large" (Wells, 2021). According to Mintel (2021), retailers should prioritise upcycling to improve their sustainability.



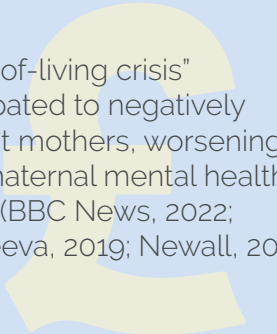

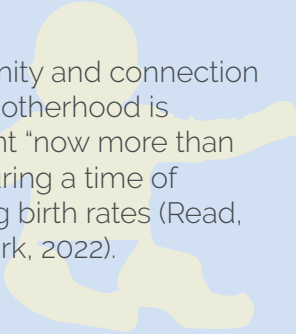



6.3.2 GIFTING

Qualitative consumer interviews justified Willowful's ability to operate in the gifting market (Appendix 3). The global gift retail market share is succeeding (Technavio, 2021). This market adapted well to e-commerce to "maintain stability during a tumultuous time" (Chee, 2022). There is growing demand for tailor-made, personalised products which "constitute almost \$20.4 billion of the market share" (Goel, 2020). Despite fierce market competition generating pricing pressure, the future of online gifting appears propitious and a "lucrative source of revenue for manufacturers and retailers" (Technavio, 2021; Stuart-Turner, 2020).

6.4 PESTLE

A PESTLE analysis has been used to identify and analyse "the key drivers of change in the organisational environment", allowing Willowful to plan and appraise their operations effectively (Buye, 2020).

PESTLE	FACTOR	IMPACT	PESTLE	FACTOR	IMPACT
Political	 <p>Political and economic fallout caused by Russia-Ukraine conflict (Kirby, 2022).</p>	Increased costs may see a "pullback in consumer spending", affecting Willowful as a non-essential business (Barnett, 2022).	Technological	 <p>The pandemic has influenced a shift in consumer behaviour, particularly mothers, to online retail (Sarkar, 2022).</p>	With mothers being "digital natives", Willowful must adopt a strong digital presence (Samuels and Murphy, 2014).
Economic	 <p>"Cost-of-living crisis" anticipated to negatively impact mothers, worsening the "maternal mental health crisis" (BBC News, 2022; Matveeva, 2019; Newall, 2022).</p>	Opportunity for Willowful's concept to diminish mothers' mental health struggles.	Legal	 <p>Plastic Packaging Tax has been implemented from April 2022 (Duckworth, 2022).</p>	Willowful must use sustainable/recyclable packaging, satisfying conscious mothers (Rosecrans, 2019).
Social	 <p>Community and connection within motherhood is important "now more than ever", during a time of declining birth rates (Read, 2011; Clark, 2022).</p>	Willowful's values must align with those of mothers and prioritise community-building.	Environmental	 <p>The pandemic fuelled Britain to "become a nation of 'upcyclers'" (Sugden, 2020).</p>	Willowful's upcycling business model will resonate with consumers as they align "what they're buying with their lifestyle" (Petro, 2019).

(Appendix 6.3 for non-abridged version)

6.5 Micro Trends

6.5.1 NEWSTALGIA

Nostalgia is both a "pleasure and sadness" caused by "remembering something from the past and wishing that you could experience it again" (Cochrane, 2022). This feeling dominates motherhood as mothers often "mourn the loss" of their pre-baby lives and bodies (Ayuda, 2021; Mason, 2016). A recent mutation of nostalgia, driven by turbulent experiences including Brexit and COVID-19, is newstalgia; "a feeling that includes the desire to experience something familiar, but also something fresh" (Cochrane, 2022; Afprelaxnews, 2022). This presents a powerful, inexhaustible opportunity for Willowful to inspire mothers to not idealise the past, but to "take advantage of it to create something new" (Afprelaxnews, 2022).

6.5.2 OUT WITH THE OLD, IN WITH THE NEW

Upcycling, "reusing discarded objects or materials to create a product of higher quality or perceived value than the original", has exploded amidst COVID-19 generating mass consumer consciousness (Petro, 2019). Consumers are "keener than ever" to hold onto favourite items with the appeal being "transforming something old into something new" (Sugden, 2020). Willowful can inspire a mindset shift for mothers to 'let go' of purposeless clothing whilst protecting the environment. Brands must make reusing existing materials common practice as upcycling becomes the "new normal" (Chan, 2020). With an upcycling business model encouraging self-acceptance, Willowful's value proposition will resonate well with mothers.

6.6 Macro Trends

6.6.1 WOMEN'S EMPOWERMENT

Women's empowerment is "promoting women's sense of self-worth, their ability to determine their own choices, and their right to influence social change for themselves and others" (World Vision, 2022). Increased interest in mental help and self-love has risen the cultural trend of affirmations; "a self-help strategy used to promote self-confidence" (Raypole, 2020). Since 2019, 'words of affirmation' searches have increased by 125% (Wright, 2021). With most mothers feeling a loss of identity at some stage during motherhood, Willowful can empower and elevate mothers through their brand identity, value proposition, and affirmation cards as part of the consumers' purchase (Gordon, 2022).

6.6.2 BODY NEUTRALITY

Body positivity is known to empower and promote self-love (Gulino, 2021). Yet this positive pressure for women, particularly mothers, evokes feelings of guilt and frustration when individuals "fail to stay in a perpetually positive mindset" (Park, 2020). Body neutrality, a term coined in 2010, offers a self-acceptance directive that is considered more welcoming and attainable than self-love, and is penetrating the mainstream (Nicholls, 2019). Body neutrality is a contemporary, relevant movement that Willowful's brand purpose reflects. Through the process of mothers giving up their clothing to be reborn into something of higher value, Willowful can promote positive self-acceptance and self-growth.

6.7 Competitor Analysis

Thorough competitor analysis has been conducted to understand Willowful's competitive market positioning, informed by competitor tables (Appendix 6.4). Many brands adopt upcycling business models, but Willowful's primary purpose extends beyond upcycling to promote differentiation.

6.7.1 COMPETITOR UNIVERSE

To formulate a greater understanding of market potential, a competitive universe analysis (Fig. 15) has been produced, comprising brands operating in Willowful's markets. All competitors have comparable features to Willowful, but their degree of direct competitiveness determines their position within the model.

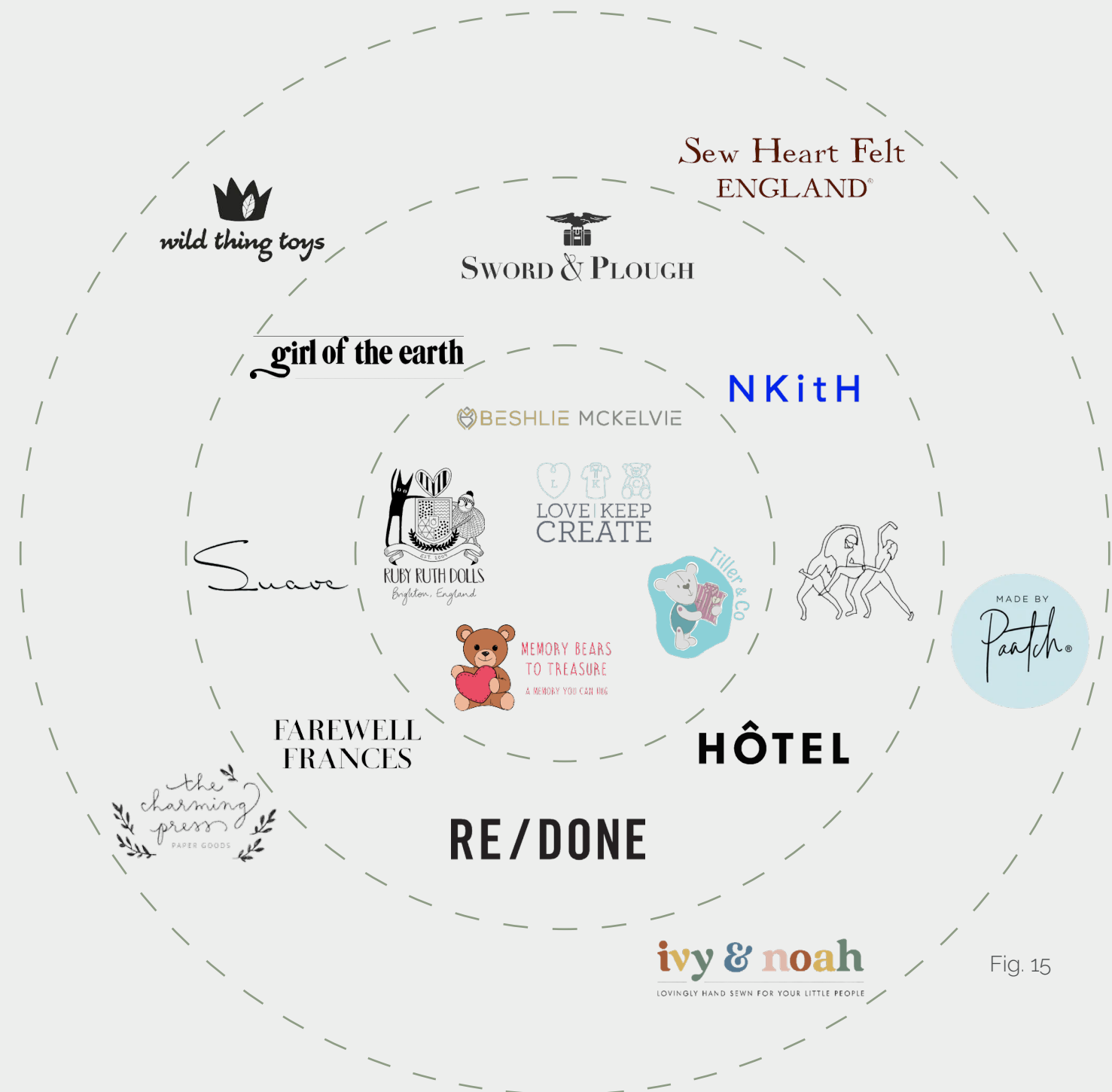


Fig. 15

Level One: primary competitors who create upcycled memorabilia products.

Level Three: tertiary competitors who offer children's toys and decor.

Level Two: secondary competitors who create upcycled fashion garments with more established brand identities.

6.7.2 PRIMARY COMPETITORS



Upcycling businesses repurposing customers' items into keepsakes are Willowful's primary competitors. Love Keep Create, Tiller & Co, and Memory Bears To Treasure adopt near identical business models where principal focus is creating long-lasting sentimental keepsakes. Despite some success, their brand identities and DNA's are considered broad and weak, given their wide consumer base. Beshlie McKelvie and Ruby Ruth Dolls are better established. Ruby Ruth Dolls attributes its founder's love of "craft, storytelling and unusual people" and "the empowerment of marginalised women" is at the core of Beshlie McKelvie's ethos (Ruby Ruth Dolls, 2022; Beshlie McKelvie, 2022). Willowful differentiates by targeting specific consumers through its compelling branding and motherhood storytelling, beyond simply upcycling garments into keepsakes.

6.7.3 SECONDARY COMPETITORS

Willowful's secondary competitors are fashion and accessory businesses using upcycled materials. Girl of the Earth, Farewell Frances, Hôtel Vetements, and 3 Women are fashion brands upcycling vintage textiles into handcrafted fashion items that have "new life and purpose", with common missions to honour the past and reduce environmental waste (Hôtel Vetements, 2022). Re/Done and Suave Kenya are passionate about upcycling and creating products that "take the old and make it new again" (Re/Done, 2022). Sword & Plough's empowering mission and waste reduction goals are akin to Willowful. Despite a similar drive to empower consumers, Willowful distinguishes itself through empathy and preserving the consumer's personal attachment to the clothing.



6.7.4 MARKET POSITIONING

- 1

Empowerment promoting brands
- 2

Fashion garment upcycling brands
- 3

Ethically-driven toy brands
- 4

Wide product-offering (toy and decor) brands
- 5

Less-established, sentimental upcycling brands
- 6

Strong, community and consumer empowering upcycling brand

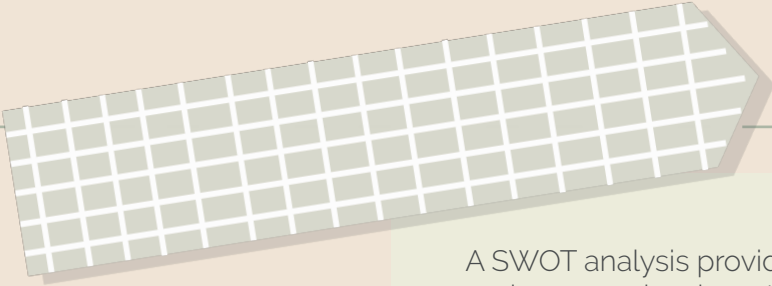


Fig. 16

Perceptual mapping (Fig. 16), a competitor analysis framework that visually represents a brand among its competitors, was used to demonstrate Willowful's positioning (Kosaka, 2022). This analysis highlights an opportunity for Willowful to establish an empowering brand from start-up, through being both product and community driven, and possessing a strong brand identity that resonates with their niche consumer base.

6.8 SWOT/TOWS

		EXTERNAL	
		Opportunities	Threats
		<ul style="list-style-type: none"> Growth projected within markets. Shifts in mothers' behaviours - digitally connected, increased spending power and feeling misunderstood (DigiLab Media, 2021; Matveeva, 2019). Flourishing communities on social platforms (Stewart, 2021; 24-7 Press Release, 2017). Evolving emotional consumer trends, reflecting Willowful's purpose. 	<ul style="list-style-type: none"> Competitive rivalry amongst established upcycling businesses with higher visibility. Entrepreneurs increasingly entering the market with innovative ideas (Young, 2022). Low barriers to entry, threatening copycat competition.
INTERNAL	Strengths	S/O	S/T
	<ul style="list-style-type: none"> Comprehensive research prior to business development. Strong USP, brand identity and value proposition. Niche consumer base with ability to meet unsolved need. Original, hand-crafted goods enabling high price-points and customer satisfaction (Goodbar, 2019). 	<ul style="list-style-type: none"> Strong brand identity resonates with mothers, facilitating creation of a community of like-minded mothers. Brand purpose taps into evolving emotional consumer trends, providing benefits. Women's increased household spending power facilitates high price-points. 	<ul style="list-style-type: none"> Strong USP ensures differentiation and competitive edge over established and/or copycat businesses. Willowful's value proposition promotes differentiation from small businesses exploiting low barriers to entry.
	Weaknesses	W/O	W/T
	<ul style="list-style-type: none"> New market entrant with limited experience, minimal brand awareness, and lack of consumer trust. Labour intensive business meaning significant manufacturing costs. Limited resources as a start-up, including raw materials and staff, leading to a slow, inefficient start (Gartenstein, 2019). Short-term customer relationships due to one-time purchase. 	<ul style="list-style-type: none"> Short-term customer relationships can be extended by "building a community not a commodity" through word-of-mouth marketing (Glover, n.d.). Through marketing communications, Willowful can gain consumer trust by ensuring mothers feel understood. 	<ul style="list-style-type: none"> Willowful can build momentum by leveraging its compelling brand purpose against competition.

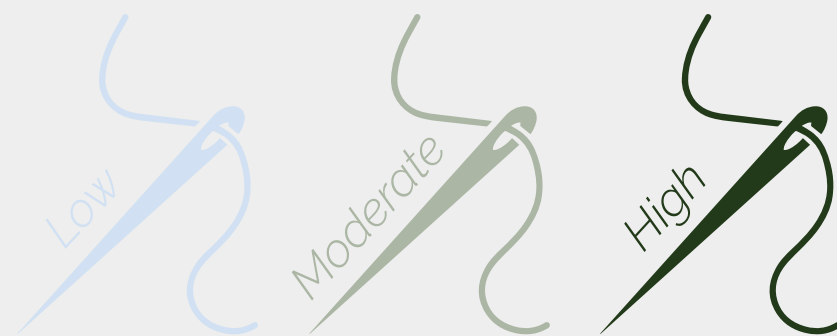


A SWOT analysis provides a framework to collate and summarise investigative information, from the "internal strategic strengths and weaknesses" of a business strategy to the "external strategic opportunities and threats" that exist in a market (Hanlon and Chaffey, n.d.). The TOWS matrix combines these external and internal factors to identify "strategies based on these variables" that Willowful can exploit, whilst accounting for risks (Wehrich, 1982).

6.9 Porter's Five Forces

(Appendix 6.5 for non-abridged version)

Porter's Five Forces, a model that "reveals the roots of an industry's current profitability", has been used to identify competitive forces potentially impacting Willowful's market entry and competitiveness, allowing assessment as to how they might be overcome (Porter, 2008).



THREAT OF SUBSTITUTION

- Willowful differentiates by targeting mothers and using donated materials.
- Competitors can easily widen their consumer base through enhanced communications to mothers.
- Willowful's community-building and consumer benefits minimises the threat.



BARGAINING POWER OF SUPPLIERS

- Willowful will source additional materials from external suppliers; negotiation may be difficult due to limited experience and low volumes.
- Establishing long-term B2B relationships reduces bargaining power and risk of switching costs.



THREAT OF NEW ENTRANTS

- Low start-up costs and replicability of an upcycling business implies low barriers to entry.
- A high threat of new entrants elevates the need to quickly establish a loyal customer base.



BARGAINING POWER OF BUYERS

- Willowful's niche brand offering and emotional benefits limits consumers' ability to purchase from substitutes.
- Willowful's cost-plus pricing strategy mitigates margin pressure, and strong brand value, gained through community-building, mitigates pricing pressure.



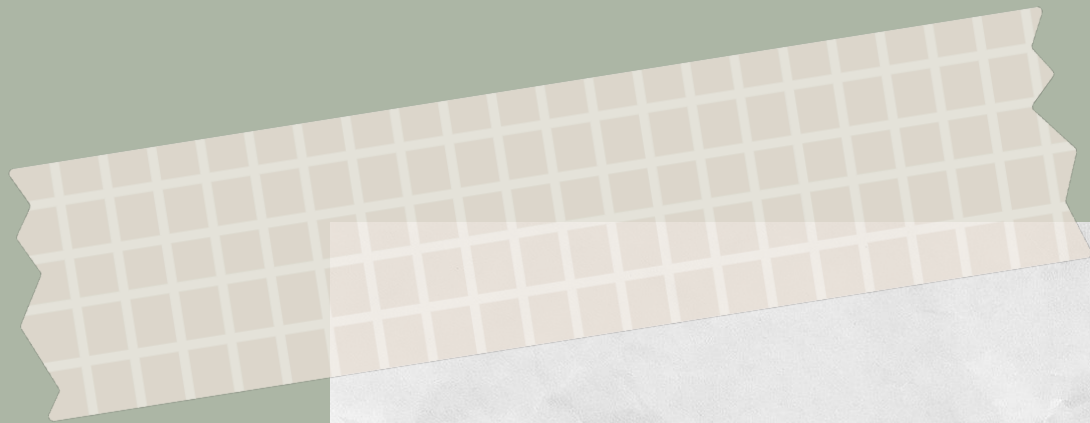
COMPETITIVE RIVALRY

- Evaluation has ascertained a moderate-high competitive rivalry.
- Establishing brand awareness and trust with suppliers and buyers will be key to sustaining competitive advantage.
- A strong value proposition, resonating with consumers, will determine success.



6.10 Market Readiness

In-depth market analysis of the macro and micro environment evidences Willowful's success potential. Whilst competitive rivalry amongst upcycling businesses exists due to low and inexpensive barriers to entry, anticipated market growth and growing emotional consumer values presents opportunity for Willowful to grow and establish its niche within a ready, attractive market (Nizami, 2022).



07

Brand
Development

7.1 Brand Story



A young entrepreneur witnessed, with disappointment, the unrealistic representations and mixed messages surrounding motherhood. Though yet to have children, Jessica Oldhall felt inspired to empower mothers to discard negative motherhood associations. Willowful was born from a desire to provide long-lasting value through an upcycling service that inspires self-empowerment amongst mothers.

Willowful's brand is developed from its consumer perceptions (Appendix 2.2, Q5).



7.2 Brand DNA



MISSION

To empower the rebirth of women when they become a mother by encouraging self-acceptance, body-appreciation, and de-stigmatising the 'bounce-back'.

VISION

Uniting sisterhood in motherhood by connecting the old to the new, finding freedom in letting go, and inspiring social change.

ESSENCE

*Turning nature
into nurture.*

VALUES

Conscious

Willowful is transparent in everything that they do, from stakeholder relationships to nurturing Mother Nature.



Connection

Willowful inspires connection, and connection inspire Willowful, connecting mothers with themselves and each other.



Acceptance

Willowful empowers acceptance, a sense of belonging and solidarity amongst mothers.



Growth

Willowful embraces growth, inspiring the Willowful family to grow like nature to become their truest selves.



PROMISE

Willowful promises to transform something loved into something to be loved; encapsulating mother, identity and wardrobe.



USP

Willowful is more than an upcycling business. Willowful redefines the way mothers view themselves, motherhood, and the world. They just happen to do this through upcycling clothing.



PERSONALITY

Hopeful

Purposeful

Mindful

Powerful

Joyful

Playful

TONE OF VOICE

Willowful understands a mother's struggles; inspiring them to adopt an empathetic yet empowering tone of voice, validating every motherhood experience, and building a genuine connection between brand and consumer.

7.3 Brand Prism

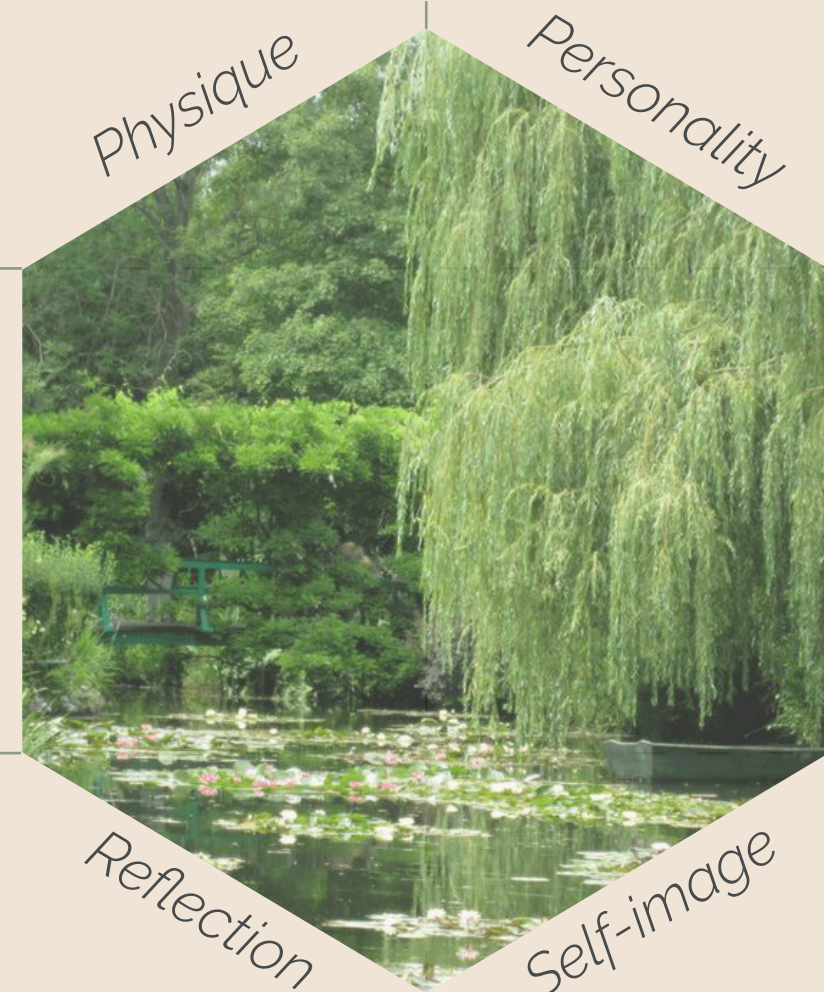
Kapferer's brand prism has been employed to conceptualise Willowful's identity into six interrelated facets to aid brand communication and recognition. Willowful is, evidently, an inspiring brand with its consumers' best interests at heart.

- Minimal, clean and fresh.
- Earthy and neutral tones.
- Simplistic and hand-written.
- Natural textures and imagery.

- See p.86.

- Empathetic whilst encouraging one's truest self.
- Compassionate yet a source for confidence-boosting.

Relationship



Culture

- Amicable and authentic.
- Open-minded and kind-hearted.
- Advocate for female empowerment and social change.

- Selfless.
- Vulnerable yet striving for strength and power.
- Nostalgic.
- Seeking social acceptance and gratification.

- Mature, refreshing outlook on life.
- Indifferent to what people think.
- Role model for future generations.
- Sense of belonging eradicating social comparison and judgement.

7.4 Brand Guidelines

Willowful's consumers drove the brand's identity choices (Appendix 2, Q6 and Q7).



BRAND NAME

Willowful = Willow + ful

'Willow' encompasses the grace and elegance of willow trees, symbolising fertility, new life, growth, and survival. 'Ful' forms an adjective from the noun, characterising acceptance, empowerment, and freedom.

Willowful views the willow tree as symbolic for all mothering women; a symbol representing each unique journey and a symbol of growth and hope for the future.

LOGOS

Primary

Willowful's primary logo comprises its brand name and a willow leaf line drawing reflecting the brand's personal nature. This logo is the most frequently used across brand touchpoints and was the favourite upon brand testing (Appendix 5.2).



Submark

Willowful's submark is a less detailed version of the primary logo and is a standalone brand element. This submark is used when the primary logo is not appropriate, such as on secondary pages of printed materials to keep branding visible and avoid repetition, or when the primary logo is too large.



Secondary

Willowful's secondary logos use the elements of the primary logo/submark arranged in a different composition. This logo is cohesive with Willowful's identity but used on an as-needed basis, such as social media profiles.



Logo Size and Placement



Product Label



Logo Dos and Don'ts



Do keep the logo clear and proportional



Don't crop the logo



Don't stretch or squash the logo



Don't substitute the font of the logo



Don't change the letter case of the logo



Don't change the spacing between the letters of the logo



Don't substitute the line drawing of the logo



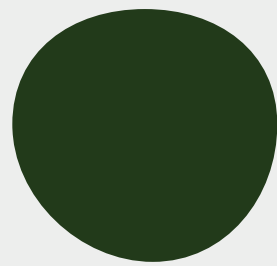
Don't use two different colours for the logo



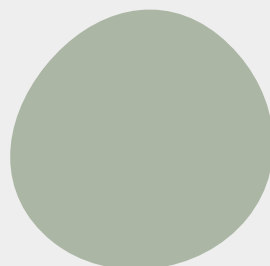
COLOUR PALETTE

A neutral, earthy colour palette reflects Willowful's purpose and values, including a range of green hues that theorise balance, growth, nature, and safety (Haselkorn, 2017; Appendix 5.1).

Primary



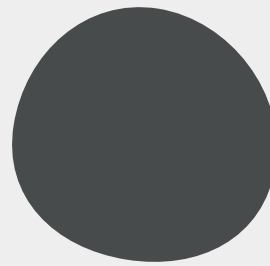
FREE FOREST
CMYK: 77 50 95 59
RGB: 47 63 30
HEX: 2F3F1E



SECRET MEADOW
CMYK: 33 18 35 3
RGB: 183 190 170
HEX: B7BEAA



LYING IN LINEN
CMYK: 7 4 14 0
RGB: 242 240 226
HEX: F2F0E2



MUMMY'S SHADOW
CMYK: 59 49 48 48
RGB: 82 81 81
HEX: 525151

Secondary



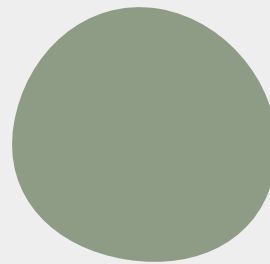
BABY STEPS
CMYK: 5 9 14 0
RGB: 244 233 222
HEX: F4E9DE



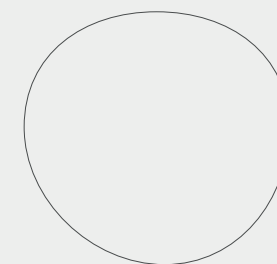
SKY'S THE LIMIT
CMYK: 16 6 0 0
RGB: 220 231 247
HEX: EDF3DA



DAYDREAM
CMYK: 10 0 20 0
RGB: 237 243 218
HEX: F2F0E2



BACK TO NATURE
CMYK: 43 26 47 8
RGB: 82 81 81
HEX: 99A289



COTTON CUDDLES
CMYK: 6 4 5 0
RGB: 242 242 242
HEX: F2F2F2

TYPOGRAPHY

Willowful's Sans Serif and Script fonts complement the brand's values, aligning with consumer feedback (Appendix 2.2, Q7).

Primary (logo and headings)

hello galleria
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

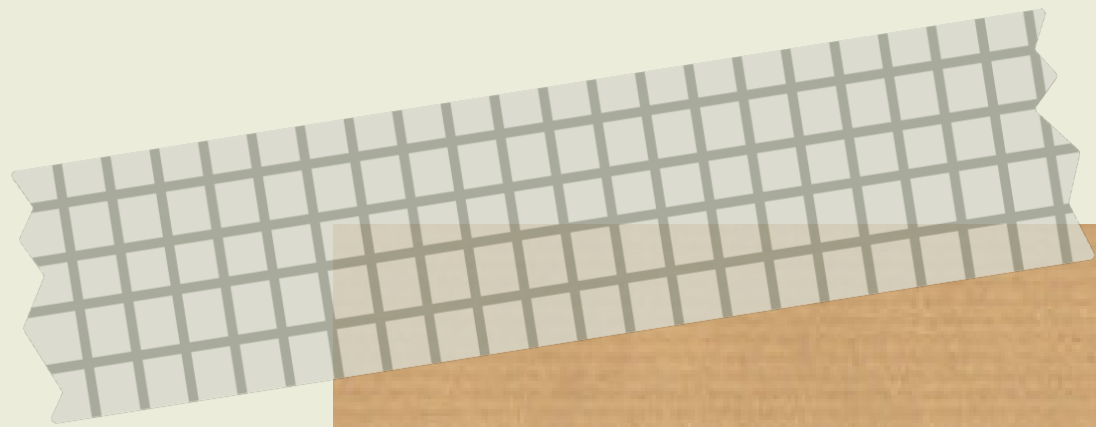
Secondary (subheadings)

RALEWAY MEDIUM*
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

* Tracking space of 200

Body copy

Raleway Light, *Light Italic*
ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890



08

Marketing
Strategy



8.1 Objectives

- 1.** To successfully launch Willowful and achieve a forecasted sales volume of 535 sales in the first three months post-launch.
- 2.** To establish a growing consumer base by reaching a minimum 2,600 sales volume by the end of year one.
- 3.** To retain 34% of existing customers through online and offline community-building activities in years two and three.

8.2 Marketing Mix (7 Ps)

The marketing mix (7 Ps) has been used to identify the most common ingredients associated with Willowful (Baalbaki, 2015). Willowful's marketing mix establishes and captures the brand's value, allowing it to successfully take its products to market.

PRODUCT

A product is the centre of a brand's marketing activities and is the tangible offering "that a business sells to make money" (Jackson and Shaw, 2009; Google Sir, 2019). Willowful's customers can choose from three products for their clothing to be repurposed into - a soft toy, framed wall art, and a cushion. Customers will receive five affirmation cards in their first delivery for empowerment and reassurance. Willowful's upcycling service is a tangible representation of its core customer value that empowers self-acceptance and body-appreciation amongst mothers, providing satisfaction when "the physical product involved is tangible proof of why that story matters" (Silk, 2018).



PRICE

Willowful's pricing defines its product value, informs customers' purchase decision making, and is the single element of the mix that brings in cash (Campbell, 2021). Willowful adopts a cost-plus pricing strategy that covers the unit cost and adds a profit margin markup, determining the final selling price of £65. The profit margin differs per product due to variable unit costs determined by labour and materials. Willowful's business model replicates other upcycling businesses, thus going rate pricing strategies are also considered to ensure market competitiveness.

PLACE

Willowful adopts a direct-to-consumer selling channel, facilitated by its e-commerce website. Eliminating intermediaries increases Willowful's control, reduces costs, and encourages better customer relationships (Kotler, Armstrong and Opresnik, 2018). A local supply chain reflects Willowful's environmental consciousness and authentic community-building throughout the product lifecycle. Wholesale sustainable packaging provider, Freckl, supplies Willowful's packaging. In keeping with mothers' brand expectations, Willowful is transparent about its stakeholder relationships.

PROMOTION



Promotion is the business' voice and has seen an "increased profile within the marketing mix" (Easey, 2009). An integrated promotional mix of earned, owned, and paid media encourages Willowful to have "stronger and long lasting" effects on its consumers (Easey, 2009). Willowful's first year incorporates experiential, offline activities including a publicity event and trade shows to increase awareness and peer-to-peer communication; "the number one factor when influencing mums to make a purchase" (Noble, 2017). Social media is a key two-way communications tool for Willowful to engage with and listen to consumers, alongside influencers with demographic differences to resonate with mothers who "come in all shapes and sizes" (DigiLab Media, 2021).

Willowful offers a seamless process to provide its customers with the best value. Implementing omnichannel communications and consumer-centric marketing is crucial for the brand's success. Willowful's easy-to-use, e-commerce website and simple, yet well-informed, customer journey will satisfy mothers who "appreciate brands that support them and make life easier for them" (Manco, 2021). Sustainable packaging is a key part of the service whereby the same distribution box is used across all order fulfilment touchpoints, satisfying mothers' demands for convenience and consciousness.

PROCESS



PHYSICAL EVIDENCE

Willowful's physical evidence comprises the elements that "make it tangible and somewhat measurable" to reassure consumers (Bhasin, 2018). Willowful will build trust with its customers through its integrated marketing communications and operational transparency. Willowful provides a treasured, hand-crafted physical product reflecting customers' emotional motherhood transition. The minimalistic brand logo and neutral colour palette reflects the brand's purpose.



PEOPLE

Alongside accountants and website developers, a small, amicable customer-facing team is at the core of Willowful's operations. Willowful's marketing and branding focussed business owner will employ an experienced, work-from-home needlework team that will expand with increase in demand. As Willowful establishes itself, human resource management will grow in importance with Willowful's rational recruitment process seeking talented individuals who share common values and assimilate the brand's goals.

8.3 Three Year Strategy

YEAR ONE

Willowful's focus in year one, quarter one, will be setting up the business for a successful launch in March 2023 - coinciding with Mother's Day and International Women's Day. Prudent business launch and market penetration will ensure the brand's purpose is assimilated by the public and corporate relationships are established. Pre-launch promotional activities will combine physical and digital, aiming to raise brand awareness and build a customer database. Thereafter, Willowful aims to maximise its first year of sales by cementing trust with prospective customers via trade shows, educational blogs, influencer marketing, and social media engagement.



YEAR TWO

In year two, Willowful will continue to build brand awareness whilst strengthening stakeholder relationships. Data analysis from year one performance will identify growth potential. The team will expand by one needleworker to accommodate a forecasted sales increase, leveraging further social media engagement and leaflet distribution in hospitals. Community-building will motivate Willowful's second year success. Acknowledging the likely one-time purchase, Willowful will nurture its relationships with previous customers by implementing three exclusive annual mother and baby events, enabling mothers to deepen their connection to self, reinforcing the brand's core purpose, and encouraging positive word-of-mouth marketing.



YEAR THREE

Year three will continue the community-building events and build on social media strategies. A focus on growth will require team expansion of four needleworkers. With "over two thirds" of UK mothers following influencers, year three establishes further influencer relationships, demonstrating prudent growth from year one's mid-tier influencers, to mega influencers in year three; aligning Willowful's products with mothers "in the most natural way" (Stewart, 2021). Brand establishment will be driven by attending trade shows for a third consecutive year, as well as two pop-up shops in John Lewis. The pop-up shops, coinciding with renowned March dates, will allow development of new customer relationships and achieve greater visibility within the market of "brilliantly British" brands (John Lewis, 2022).



09

Communication
Strategy



Willowful

I AM A
GOOD MOTHER

9.1 Objectives

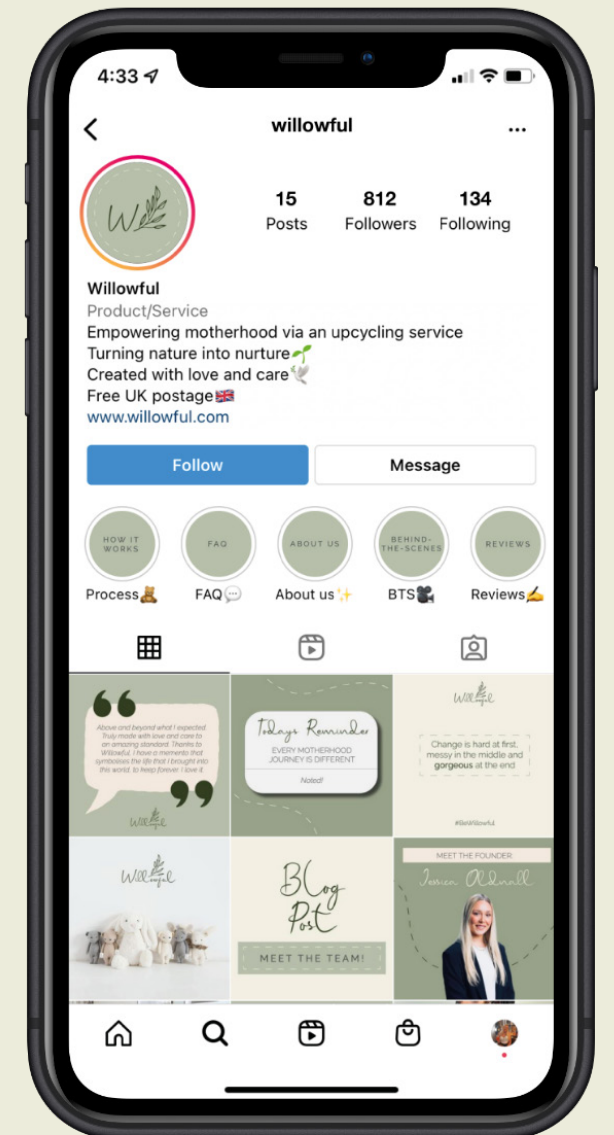
- 1.** To convert 2% of year one website visitors through an easy-to-use website and engaging blog.
- 2.** To organically acquire 15% of consumers through word-of-mouth marketing by the end of year one.
- 3.** To establish a minimum of two additional influencer relationships each year, attracting mega influencers by year three.

9.2 Communication Mix

A strategic, creative communications mix has been proposed to ensure Willowful's success in communicating with its niche consumer base and achieving its objectives, informed by the customer journey and models such as AIDA and DRIP (Appendix 6.7 and 6.8).

SOCIAL MEDIA

With mothers using social media "multiple times a day" and mothering communities blossoming on social platforms, optimising social media communications is vital for Willowful (DigiLab Media, 2021). Mothers have two motivators for using social media: "the emotional connection it provides... and the practical ways it helps them in their busy lives" (Edison Research, 2019). Willowful's content, primarily through Instagram and Facebook with lesser use of TikTok and YouTube, will satisfy these needs through engaging, motivational, and educational brand and user-generated content. Utilising relevant hashtags such as #motherhood and #mumlife will gain traction, increase social sharing and drive following; a key organic growth strategy. Mothers want "to learn where and how a product is made" (Rosecrans, 2019). Willowful will produce behind-the-scenes content, helping build trust and awareness as a labour-intensive, start-up company.

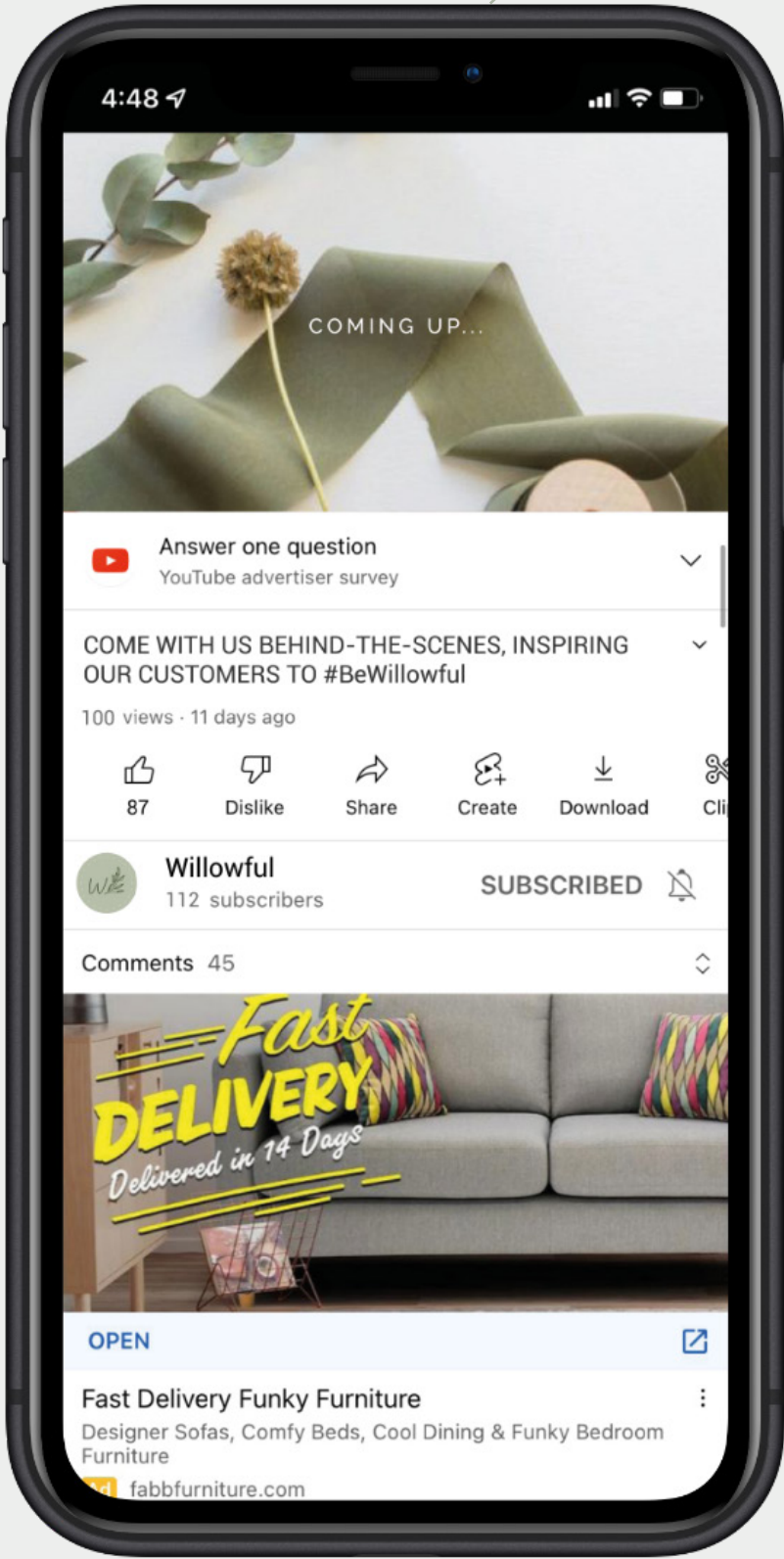


KEY CAMPAIGNS

Implementing brand campaigns throughout the year will ensure ongoing awareness of Willowful's story and message, improving brand equity in the mind of the consumer and differentiating from competition.

#BeWillowful

NAME AND HASHTAG:	#BeWillowful
WHEN:	Continuous
WHERE:	Across all consumer touchpoints; Instagram grid posts and stories, Facebook community, TikTok videos, YouTube behind-the-scenes.
PURPOSE:	Key brand launch component to become synonymous with Willowful's branding, encompassing the core purpose of inspiring mothers to accept and embrace change.



#NurturingMotherNature

NAME AND HASHTAG:	#NurturingMotherNature
WHEN:	September – October (aligning with seasonal change from summer into au-tumn)
WHERE:	Instagram feed and blog using user-generated content.
PURPOSE:	Encouraging customers to share raw content of themselves and their children with their Willowful products. Reflects the notion that nature is never static, and change is okay, both seasonally and humanly. To inspire and appreciate that mothers need nurturing, including Mother Nature herself.



#NewYearBetterMe

NAME AND HASHTAG:	#NewYearBetterMe
WHEN:	December – January each year (aligning with New Year)
WHERE:	Select influencers' Instagram accounts, Instagram feed, Facebook posts and Tik-Tok.
PURPOSE	An adaptation of the 'new year, new me' philosophy encouraging empower-ment through change that comes with motherhood. Influencers will promote Willowful's consumer benefits through three posts in line with the customer journey.



WEBSITE AND BLOG



To address mothers' demands for seamless and simple brand experiences, Willowful's website will embody steps two, four and five of the customer journey (p.36), taking them through a step-by-step process. With trust being "at the heart" of UK mothers, Willowful will showcase customer reviews to represent "success, customer satisfaction and longevity" (Noble, 2017; Dolan, 2022). A blog, encompassing postpartum/motherhood education and brand success posts, will establish genuine customer relationships and convert traffic into leads. Other website features will enable customers to subscribe to Willowful's email list, access brand story information, and follow social media accounts.

INFLUENCER MARKETING

Influencer marketing will be a methodical communication activity. Research confirms mothers' dislike of being targeted as "one homogenous group", validating Willowful's decision to utilise influencers with varying demographics and life circumstances (Chahal, 2014). Each influencer relationship will be developed in line with Willowful's brand campaigns, with three posts over two months correlating with the order fulfilment touchpoints of the customer journey. Willowful will integrate influencer content with user-generated and brand content, prioritising Instagram due to influencers' established followers.



@busybee.carys



@sarahconder



@lydiabright



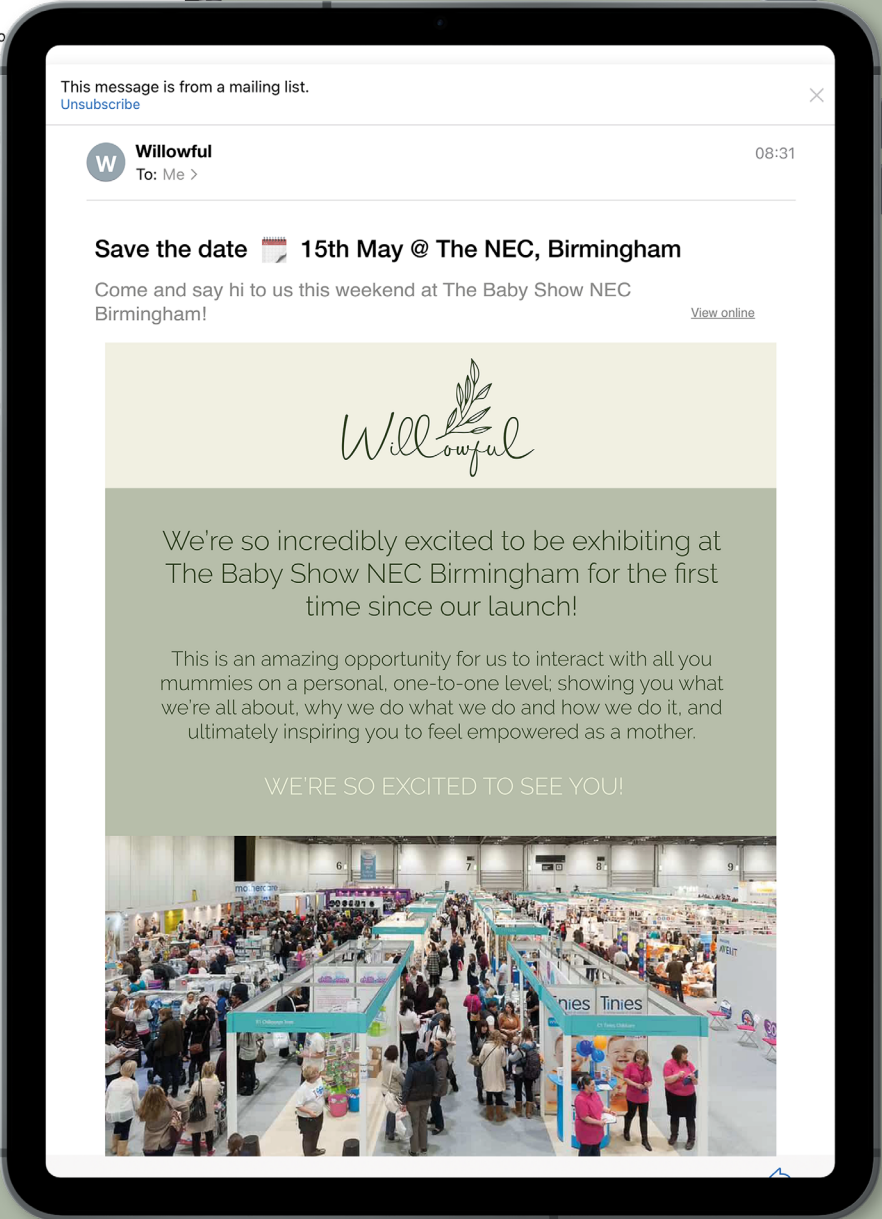
@georgiakousoulou

TRADE SHOWS



Willowful will exhibit at two trade shows (The Baby Show in May and The Creative Crafts Show in June) at The NEC in Birmingham. This traditional marketing activity will raise brand awareness, enabling Willowful to educate prospective customers via face-to-face interactions and brand experience. Willowful will design enticing exhibitions that fulfil the first stages of AIDA and DRIP models (Appendix 6.5), enabling content to be produced and integrated across social platforms. Business-client relationships will be built on the promise Willowful communicates, extending the tangible product it offers (Kearsey, 2019).

EMAIL MARKETING



Email marketing will be a key direct communication tool, using Mailchimp's services which "makes email marketing easy" (Lauren, 2022). Willowful will use responsive email templates to ensure readability across all devices (Reardon, 2014). Email marketing allows companies "to connect with subscribers at the right place and time" (Wildt, 2019). As such, an evening distribution targets mothers scrolling their phone at night whilst caring for their babies through monthly emails promoting blog posts and upcoming events, sent to those signed up via website pop-ups.

LEAFLET DISTRIBUTION

Willowful will implement a cost-effective marketing activity of leaflet distribution within hospital postnatal wards. "As many as 79% of recipients either keep, pass on to a friend, or glance over the contents of a leaflet distribution item" (Proactive Marketing, 2022). As a pilot, Willowful will target 2500 leaflets at four hospitals with the most live births, primarily in London and Birmingham according to ONS (2016). If successful, each year, 5000 leaflets will be distributed across UK hospitals quarterly. The leaflets will be informative and motivational, whilst subtly promoting calls-to-action to encourage website visitors.



9.3 The Launch

Coinciding with Mother's Day and International Women's Day, Willowful will launch in March 2023 with a publicity event. Willowful will optimise its social media and website blog, building campaign-related content throughout the month. The launch campaign aims to increase initial brand awareness through word-of-mouth marketing and gain media attention. It encapsulates the brand's purpose of promoting self-acceptance, growth, and confidence within mothers through growing a daffodil which symbolises new beginnings, rebirth, and desire (Calyx, 2014).



Launch Overview

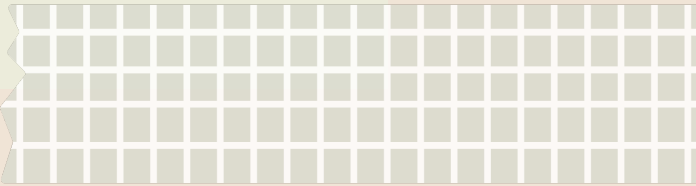
NAME:	Growing With the Flow
HASHTAG:	#GrowingWithTheFlow
WHEN:	The first three consecutive Saturdays of March 2023.
WHERE:	In green spaces/parks of three of the UK's top 'green' cities, determined by large amounts of green space and low levels of disposable fashion consumption (The First Mile, 2019). Chosen locations: Leeds, Oxford and Bristol.
PURPOSE:	Celebrating Willowful's launch through a free-giveaway publicity stunt, encouraging mothers to go with the flow, accept who they are and be empowered by growth.
ACTIVITY:	A stand will be constructed in the centre of a green space to primarily target mothers visiting with their children. For each day of the campaign (total three days), 200 daffodil flowerpots will be given away to new mothers.

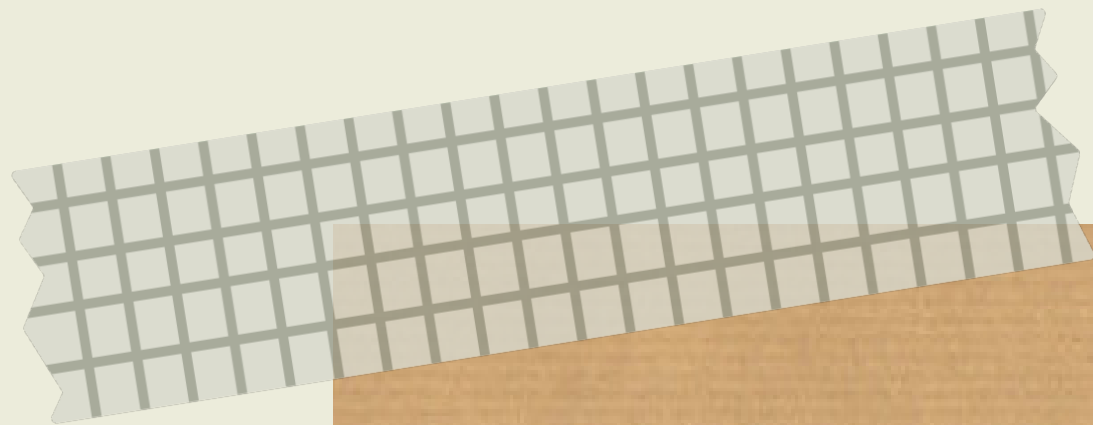
9.4 Year One Timeline

Activity	J	F	M	A	M	J	J	A	S	O	N	D
Website Set Up												
Social Media Set Up												
Search Engine Optimisation (SEO)												
Blog Posts												
Email Marketing												
Social Media Posts												
#BeWillowful Campaign												
Grow With the Flow Launch Campaign												
Trade Shows												
#NurturingMother-Nature Campaign												
Leaflet Distribution												
Influencer Marketing (Sponsored Posts)												
#NewYearBetterMe Campaign												

9.5 Year Two and Three Overview

Assuming year one success, Willowful will adopt a similar communications strategy for years two and three, incorporating social media campaigns, utilising influencer relationships, and attending trade shows. This will be enhanced by implementing community-building events and sponsoring motherhood podcasts to continue building on customer relationships and brand awareness. Year three will prioritise further establishing the business by creating an experiential element to the brand, through two pop-up shops in high-footfall John Lewis stores at judicious times of the year.





10

Financial
Planning

10.1 Objectives

1. To manage start-up costs carefully to breakeven in September in year one.
2. To create a viable business model generating year on year sales and profit growth.
3. To design a tailored marketing strategy providing an increasing return on investment.

10.2 Start-up Costs

Willowful's handcrafting, e-commerce business only requires modest start-up costs in year one, promoting feasibility and viability. As validated by entrepreneur, Chloe Taylor, Willowful is intending to secure funding through bootstrapping; "the process of starting a company with only personal savings, including borrowed or invested funds from family or friends, as well as income from initial sales" (Fallon, 2021; Appendix 4.2). This approach compares favourably with using third party investors to provide capital or a business loan, as control is retained and cash outlay is minimised (Shopify, 2022).

DESCRIPTION	COST
Website Development*	£48
Website Maintenance*	£52
Email Marketing*	£26
CRM Software*	£18
Business Insurance*	£230
Canva*	£22
Accounting*	£100
Business Registration	£12
Trademark	£170
Healthy and Safety	£120
Domain Name	£10
Employee Sewing Machines and Overlockers	£4,974
TOTAL	£5,782

* First two months

(Appendix 7.5 for full breakdown)

10.3 Sales Forecast

A three-year monthly sales forecast has been generated using publicly available data on UK live births, prudent sales conversion, and retail pricing assumptions informed by qualitative research. This enables Willowful to “make better business decisions... [and] efficiently allocate resources for future growth” (Mahalingham, 2020). Whilst Willowful's business is not highly seasonal due to steady birth rates, some monthly trading peaks are forecast to reflect a positive response to planned marketing activities.

YEAR ONE

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
REVENUE 1	Sales volume	0	0	134	134	267	267	267	267	267	267	401	401	2,675
	AOV (£)	0	0	65	65	65	65	65	65	65	65	65	65	
	Revenue (£)	0	0	8,692	8,692	17,384	17,384	17,384	17,384	17,384	17,384	26,076	26,076	173,843

(Appendix 7.2 for full breakdown)

March – May

Low forecast sales in the first two months reflects the business launch and minimal brand awareness. Growing consumer recognition, following the targeted launch campaign, drives the forecast sales improvement during May.

June – September

Forecast sales remain flat during this period, reflecting Willowful steadily becoming established. Continuous marketing activities, including impactful social media campaigns, are assumed to drive steady sales; “one of the crucial elements of business growth” (Rubin, 2019).

October - December

The seasonal gifting period typically drives a change in spending habits averaging “29% more than in a typical month” (Knowledge Bank, 2020). This is assumed to drive Willowful's higher monthly sales during this period, notably November and December, and also reflects the positive impact of Willowful's #NurturingMotherNature campaign.

YEAR TWO

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
REVENUE 1	Sales volume	162	324	324	162	162	324	324	162	324	324	324	324	3,243
	AOV (£)	65	65	65	65	65	65	65	65	65	65	65	65	
	Revenue (£)	10,539	21,078	21,078	10,539	10,539	21,078	21,078	10,539	21,078	21,078	21,078	21,078	210,784

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
REVENUE 2	Sales volume	0	60	0	0	0	0	60	0	0	0	0	60	180
	AOV (£)	0	10	0	0	0	0	10	0	0	0	0	10	
	Revenue (£)	0	600	0	0	0	0	600	0	0	0	0	600	1,800

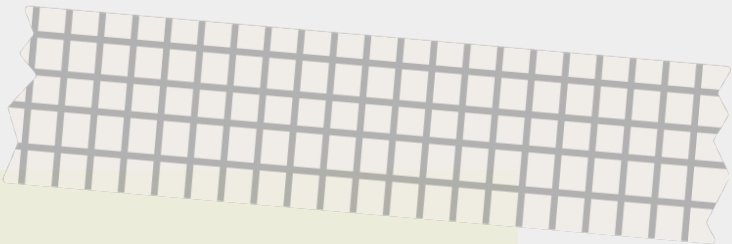
(Appendix 7.2 for full breakdown)

YEAR THREE

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
REVENUE 1	Sales volume	210	419	419	210	210	419	419	210	419	419	419	419	4,194
	AOV (£)	65	65	65	65	65	65	65	65	65	65	65	65	
	Revenue (£)	13,631	27,261	27,261	13,631	13,631	27,261	27,261	13,631	27,261	27,261	27,261	27,261	272,614

		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
REVENUE 2	Sales volume	0	60	0	0	0	0	60	0	0	0	0	60	180
	AOV (£)	0	10	0	0	0	0	10	0	0	0	0	10	
	Revenue (£)	0	600	0	0	0	0	600	0	0	0	0	600	1,800

(Appendix 7.2 for full breakdown)



Year Two and Three Overview

Willowful predicts a 22% increase in total sales in year two, and 29% in year three, driven by online and offline marketing activities. April and August sales are forecasted low considering school holidays. March, June, and July will each see higher monthly sales volumes, following the trade shows and calendar day marketing activities. A second revenue stream is forecast from year two onwards, consisting of projected ticket sales for organised community events. Whilst relatively low in financial value, the resultant increased brand awareness is expected to contribute to future core business sales growth.

MARKETING	YEAR ONE	YEAR TWO	YEAR THREE
Website Development	£240	£288	£288
Website Maintenance	£260	£312	£312
Grow With The Flow Launch Campaign	£3,077	£0	£0
Social Media	£4,375	£5,250	£5,250
Email Marketing	£130	£156	£156
Search Engine Optimisation	£7,660	£9,192	£9,192
Influencer Marketing	£1,335	£1,419	£5,532
Trade Show 1	£1,658	£1,658	£1,658
Trade Show 2	£1,445	£1,445	£1,445
Leaflet Distribution	£64	£359	£359
Community Events	£0	£1,980	£1,980
Podcast Sponsorship	£0	£2,688	£2,688
John Lewis Pop-ups	£0	£0	£3,711
TOTAL	£20,244	£24,747	£32,571

(Appendix 7.4 for full breakdown)

10.4 Marketing Budget

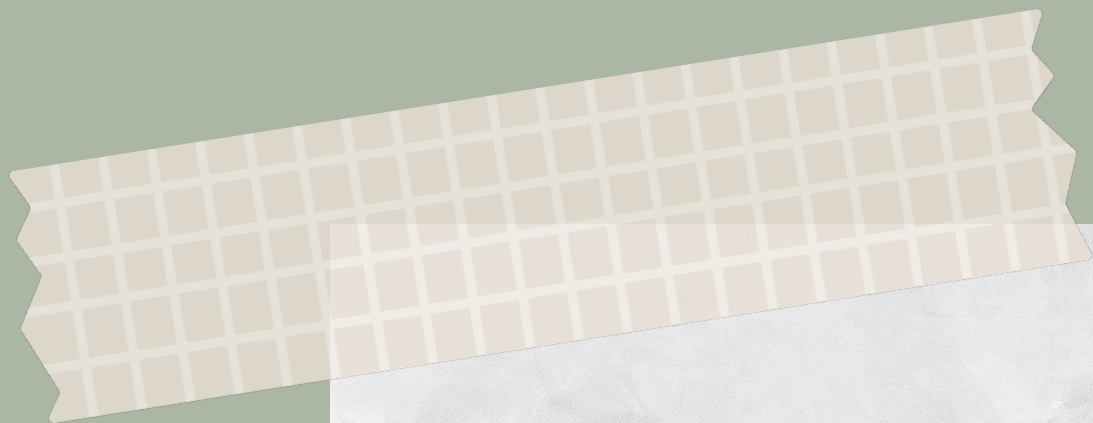
A successful start-up business is determined by "both a great product and great marketing" (Taylor, 2022). Total marketing costs are forecast to increase year on year from £20,244 (year one) to £24,747 to £32,571 (year three), ensuring the business "aligns marketing strategies with business goals" (Sanfilippo, 2020). The forecast marketing return on investment (ROI) improves year on year, from 1.6:1 (year two) to 1.9:1 (year three). The minimum target marketing ROI is 2:1, which Willowful virtually achieves by year three (Marketing Evolution, n.d.).

10.5 Profit and Loss

Profit and loss accounts show “the sales revenue, all business costs and the resultant profit or loss over a given period of time” (Grzegorzek, 2022). Using publicly available source data, the forecasts include detailed costings for three launch products, the marketing strategy, recurring fixed costs, and start-up costs. After accounting for these, Willowful is forecast to breakeven in month nine (September) of year one. Year two is forecast to increase revenue and net profit by 22% and 77% respectively. Year three is forecast to increase revenue and net profit by 29% and 18% respectively.

	YEAR ONE	YEAR TWO	YEAR THREE
Revenue 1: Core Business	£173,843	£210,784	£272,614
Revenue 2: Community Events	£0	£1,800	£1,800
TOTAL REVENUE	£173,843	£212,584	£274,414
Cost of Goods	£131,366	£159,282	£206,004
GROSS PROFIT	£42,476	£53,303	£68,410
Total Start-Up Costs (including ongoing equipment)	£5,782	£829	£2,487
Fixed Costs:			
CRM Software	£90	£108	£108
Working From Home Allowance	£1,440	£2,016	£2,880
Business Insurance	£1,148	£1,588	£2,218
Canva	£110	£132	£132
Accounting	£500	£600	£600
Total Fixed Costs	£3,288	£4,444	£5,938
Marketing	£20,244	£24,747	£32,571
TOTAL EXPENSES	£29,314	£30,020	£40,996
NET PROFIT	£13,162	£23,283	£27,414
CUMULATIVE NET PROFIT	£13,162	£36,445	£63,859

(Appendix 7.5 for full breakdown)



11

The Future

11.1 Risk Assessment

A risk assessment has been carried out to identify Willowful's internal and external risks.

Risk	Impact	Prevention
Market Risk (external)	A declining birth rate and increased competitive rivalry could negatively impact business growth.	Continually promote Willowful's USP and value proposition to capture increased market share in an ever-present target market.
Suppliers Risk (external)	Under-established relationships with suppliers could lead to problematic lead times, impacting business productivity.	Establish strong relationships with key suppliers through regular communication and prompt payment.
Employee Risk (internal)	Employee issues including sickness and staff turnover could reduce business productivity and product quality.	Source motivated, talented individuals with common values reflective of the business. Enable employees to work from home, achieving a healthy work-life balance, and promoting staff loyalty. Perform quality checks prior to dispatch.
Operational Risk (internal)	Website technical issues and inaccurate financial forecasting could adversely impact the ability to attract customers and grow profitably.	Conduct regular website testing and maintenance. Adopt prudent financial planning and regularly compare results to forecasts to ensure costs are actively managed.

(Appendix 6.9 for non-abridged version)

11.2 Key Performance Indicators (KPIs)

The table below displays KPIs for each SMART objective to quantifiably measure performance and track progress (Pearson, 2021).

Objective	Measurement
Marketing 1	Analyse sales metrics including total monthly sales volumes in March, April and May.
Marketing 2	Analyse sales metrics including total monthly sales volumes from March to December.
Marketing 3	Use Facebook Business Manager to analyse customer account engagement and monitor community event attendees that are existing customers.
Communications 1	Maximise SEO strategy and analyse website traffic.
Communications 2	Ask consumers to state, during order initiation, where/how they heard about Willowful. Analyse customer satisfaction (CSAT) questions at the end of the customer journey.
Communications 3	Analyse influencers' number of followers and engagement rates.
Financial 1	Deduct cumulative total costs from cumulative total revenue post business launch.
Financial 2	Calculate the difference (increase) between each year's sales/profit, divide by the previous year figure and multiply by 100.
Financial 3	Calculate the difference (increase) between each year's sales and divide by the current year total marketing cost.

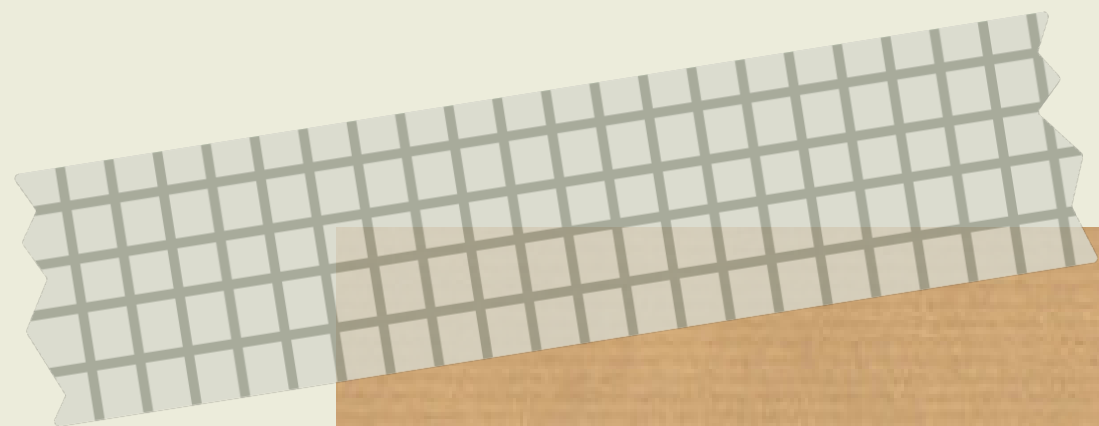
11.3 Ansoff's Matrix

	EXISTING PRODUCTS	NEW PRODUCTS
EXISTING MARKET	<p><i>Market Penetration</i></p> <ul style="list-style-type: none"> • Expand community-building events. • Same product portfolio to satisfy consumers demanding simplicity. 	<p><i>Product Development</i></p> <ul style="list-style-type: none"> • Increased range of repurposed products. • Upcycling baby / child clothes. • Further self-empowerment products e.g. journals.
NEW MARKET	<p><i>Market Development</i></p> <ul style="list-style-type: none"> • Enter international markets e.g., Canada and USA. • Target fathers navigating parenthood e.g. gifts. 	<p><i>Diversification</i></p> <ul style="list-style-type: none"> • Enter the self-care market.

(Appendix 6.10 for non-abridged version)

Ansoff's Matrix has been used to explore Willowful's future growth potential. The lowest-risk strategy is expansion of its community-building ethos to increase brand awareness. In the future, Willowful will consider expanding its product portfolio and upcycling services, and entering international markets to drive incremental business growth. Willowful's highest-risk strategy of diversification will involve entering the self-care market, where Willowful can promote its brand purpose by empowering mothers to not feel guilty about focusing on themselves sometimes, reducing identity confusion (Vengrow, 2017).





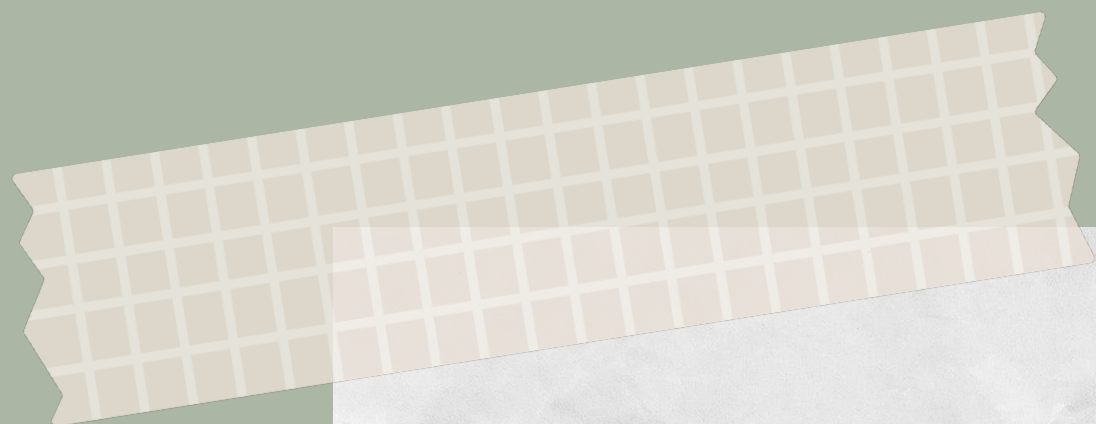
12

Conclusion



12.1 Conclusion

This business plan evidences commercial and financial viability, validated by primary and secondary research, and successfully meets the project's aim and objectives. Willowful effectively and profitably responds to an unsolved need experienced by mothers, ultimately encouraging self-acceptance and body-appreciation, and de-stigmatising the 'bounce-back' pressure. Through careful consideration of relevant internal and external factors and Willowful's customer values and desires, the proposed business concept is innovative, engaging, and viable. It offers scope for future growth, provided that its USP and brand promise is not compromised. Ultimately, Willowful possesses the potential to empower the rebirth of women, normalise postpartum and motherhood, and shift society's expectations.



13

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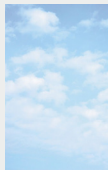
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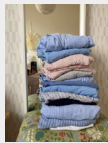
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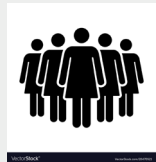
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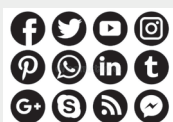
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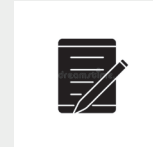
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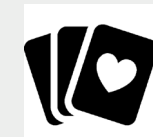
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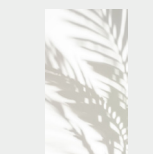
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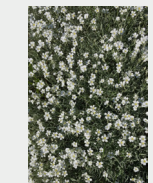
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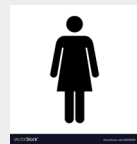
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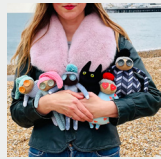
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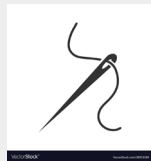
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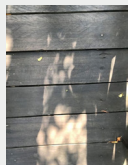
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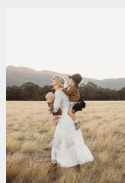
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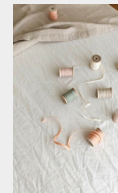
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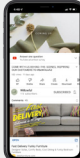
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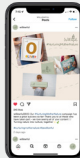
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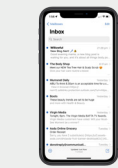
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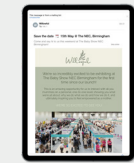
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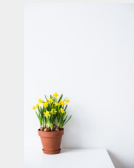
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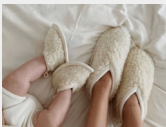
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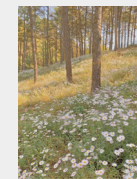
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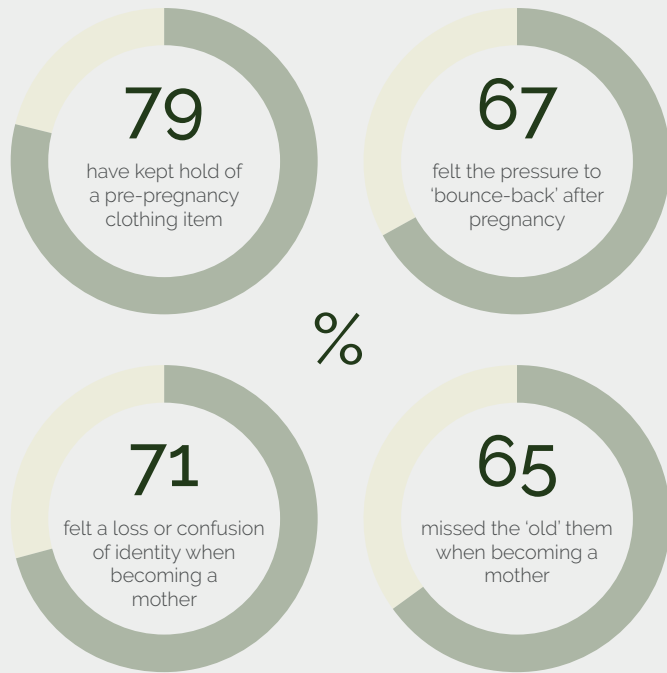
13.3 Figure References

Figure 1 - Insights Quotes Infographic (Oldnall, 2022)



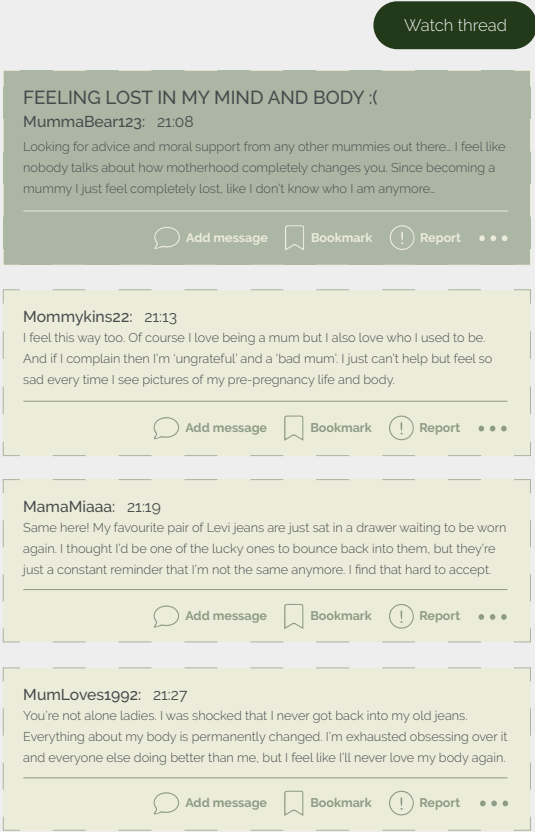
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Figure 2 - The Unsolved Problem Statistics Infographic (Oldnall, 2022)



(Appendix 2.1).

Figure 3 - *The Unsolved Need Mumsnet Conversation Thread* (Oldnall, 2022) adapted from (Mumsnet, 2022)



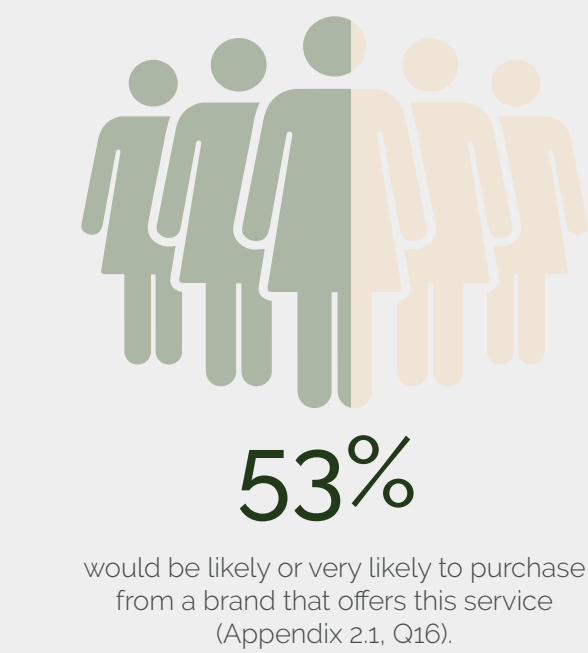
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Figure 4 - *Idea Generation* (Oldnall, 2022)



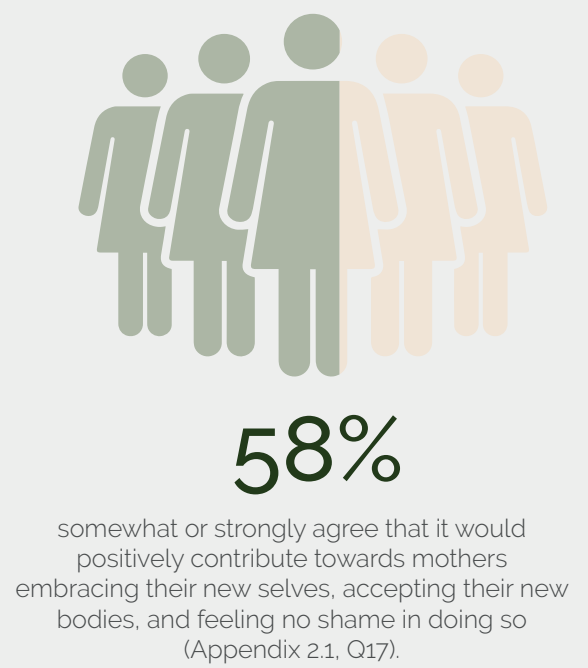
(Appendix 1.3).

Figure 5 - How likely would you be to purchase from a brand that repurposes your pre-pregnancy / maternity clothing items into new meaningful, sentimental products for your baby? (Oldnall, 2022)



(Appendix 2.1, Q16).

Figure 6 - How strongly do you agree that this product / service would positively contribute towards new mothers embracing their new selves, accepting their new bodies, and feeling no shame in doing so? (Oldnall, 2022).



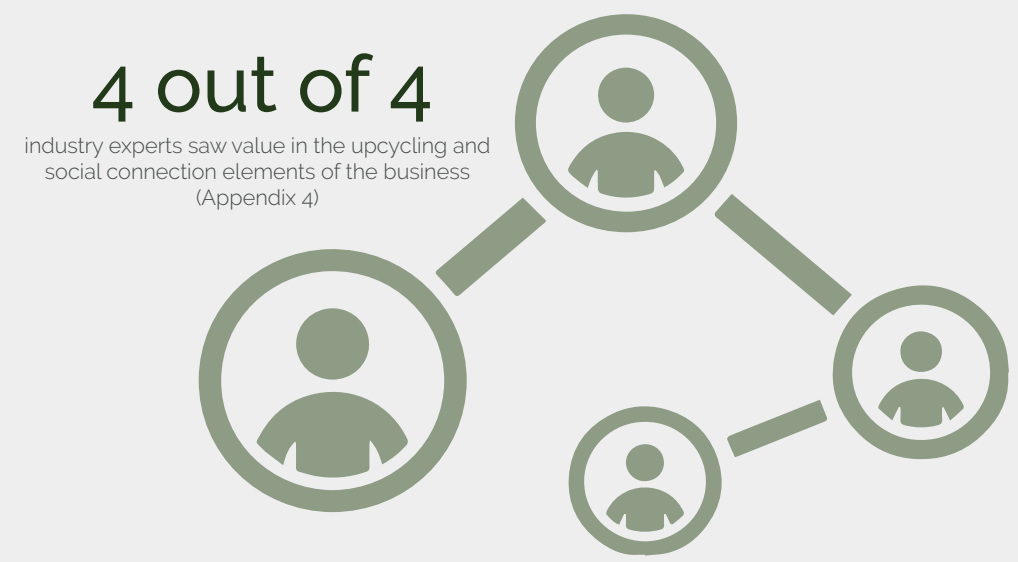
(Appendix 2.1, Q17).

Figure 7 - Consumer Feedback Infographic (Oldnall, 2022)



(Appendix 3, Q2, Q3).

Figure 8 - Expert Feedback Infographic (Oldnall, 2022)



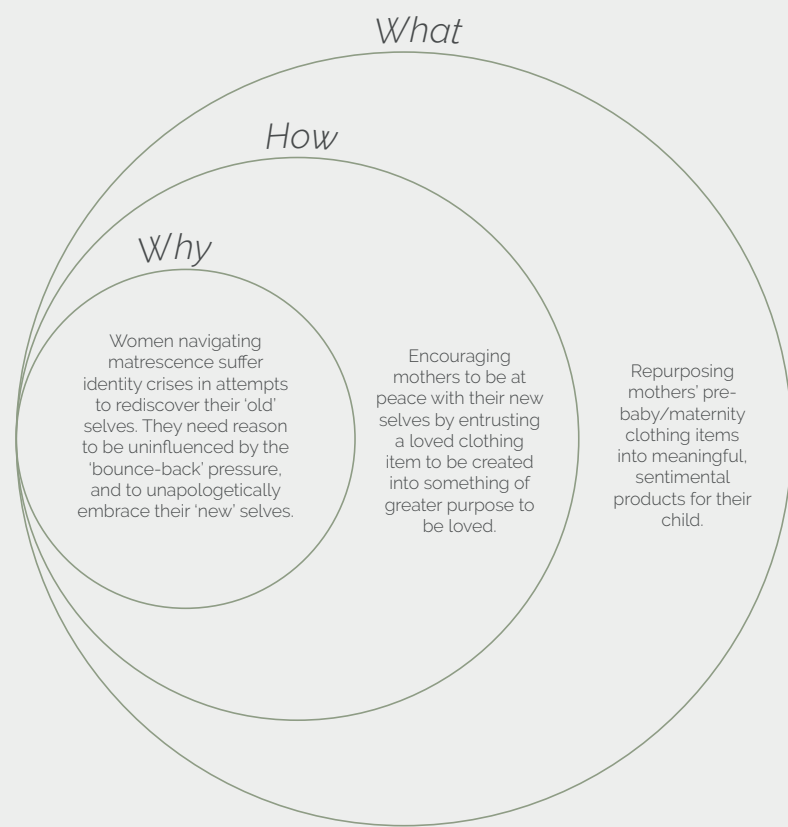
(Appendix 4).

Figure 9 - Business Model (Oldnall, 2022) adapted from (Strategyzer, 2022)



Strategyzer, 2022. *The Business Model Canvas* [online]. Available at: <https://www.strategyzer.com/canvas/business-model-canvas> [Accessed 28 March 2022].

Figure 10 - The Golden Circle (Oldnall, 2022) adapted from (Sinek, 2011)



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Figure 11 - Primary Consumer Daily Journal (Oldnall, 2022)

The Primary Consumer Daily Journal form includes the following sections:

- DAILY REVIEW** (Header)
- DAY:** 14 / 05 M T W T F S S
- Mood of the day:** A scale from 1 to 10 with stars. The mood is 3.
- Why:** I wanted to wake up today feeling super positive as it's the weekend (and I'm leaving time to fill in this journal for a change!) but instead I woke up feeling really uncomfortable & insecure about my self and my body, opting to wear baggy clothes to avoid seeing my lumps or bumps!
- 3 things I am grateful for:**
 - 1 The sun shining through the kitchen window
 - 2 My mum and her support
 - 3 Matt
- Highlight of the day:** Having a lie in!
- To-do:**
 - ☐ Make a weight loss plan
 - ☒ Clean the bathrooms
 - ☐ Tidy Myla's room whilst Matt takes her and the dog out for a walk
 - ☒ Call mum
 - ☒ Make a word to do list for Monday
 - ☐
 - ☐
- Meals:**
 - No breakfast
 - No lunch
 - Some of Myla's leftovers
- Exercise:**
 - Played with Myla in the garden but want to find more time to exercise properly to shift the baby weight that I still have!
- One thing I did well today:** Made a conscious effort to use social media in a positive way (trying not to compare myself to others which is hard)
- One thing I'd like to do different tomorrow:** My days are always so consumed with trying to be the best mum for Myla & a good wife to Matt that I never prioritise myself. Tomorrow I want to do some self care, even if it is a 5 minute face mask!

[author's own image].

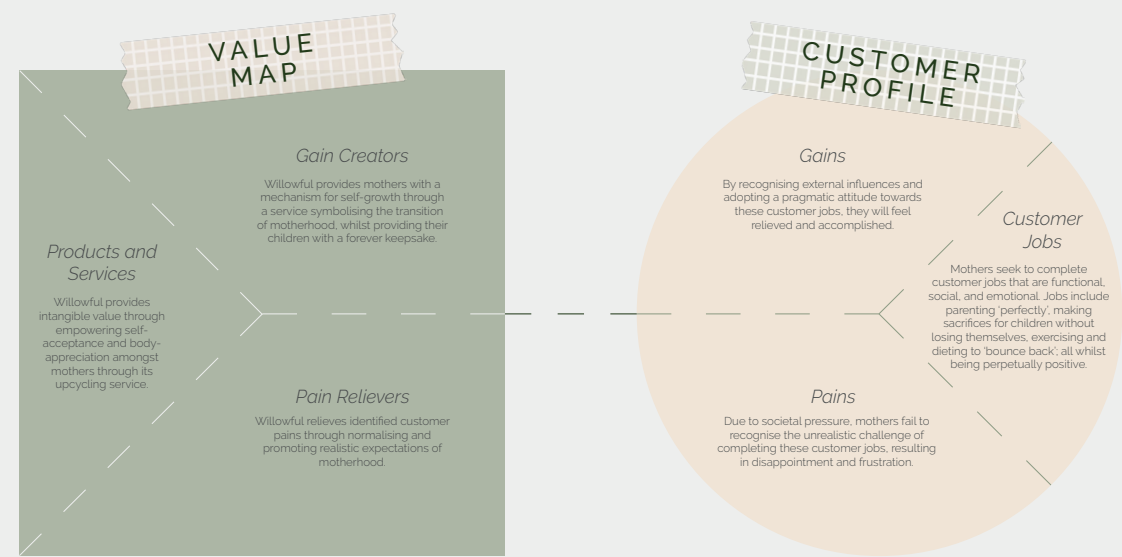
Figure 12 - Secondary Consumer Daily Journal (Oldnall, 2022)

The Secondary Consumer Daily Journal form includes the following sections:

- DAILY REVIEW** (Header)
- DAY:** 22 / 6 M T W T F S S
- Mood of the day:** A scale from 1 to 10 with stars. The mood is 7.
- Why:** Although Leo kept me up last night and I'm feeling very tired this morning after Noah's school run, I have a positive mindset for the day. Looking forward to catching up with Sarah.
- 3 things I am grateful for:**
 - 1 My body
 - 2 Social media
 - 3 My network of friends
- Highlight of the day:** Watching Stacey Solomon's Instagram story from start to finish (it's rare that I get to do that!)
- To-do:**
 - ☒ Put a load of washing on
 - ☒ Prepare Thursday and Friday dinners
 - ☒ Take Max and the boys for a walk with Sarah and Alfie
 - ☒ Noah's swimming lesson after school
 - ☒ Book doctor's appointment
 - ☐
 - ☐
- Meals:**
 - Porridge for me and the kids for breakfast
 - Sandwiches for lunch
 - Spaghetti Bolognese for dinner
- Exercise:**
 - Dog walk in the park. Wanted to do yoga to feel good in my mind and body but didn't have the time today unfortunately.
- One thing I did well today:** Shifting my mindset to be positive, despite feeling tired
- One thing I'd like to do different tomorrow:** I didn't get time to do any yoga today, that will be a priority for tomorrow.

[author's own image].

Figure 13 - Value Proposition (Oldnall, 2022) adapted from (Strategyzer, 2022)



Strategyzer, 2020. *The Value Proposition Canvas* [online]. Available at: <https://www.strategyzer.com/canvas/value-proposition-canvas> [Accessed 19 April 2022].

Figure 14 - Consumer Benefits Ladder (Oldnall, 2022) adapted from (Robertson, 2016)



Robertson, G., 2016. *How to find your brand's functional and emotional benefits*. LinkedIn [online], 25 September. Available at: <https://www.linkedin.com/pulse/how-find-your-brands-functional-emotional-benefits-graham-robertson> [Accessed 14 April 2022].

Figure 15 - Competitor Universe (Oldnall, 2022)



[author's own image].

Figure 16 - Perceptual Map (Oldnall, 2022) adapted from (Kosaka, 2022)



Kosaka, K., 2022. *Perceptual Mapping. The Benefit go Visualising your Competitive Landscape* [online]. Available at: <https://blog.alex.com/perceptual-mapping/> Accessed 27 March 2022].

Figure 17 - Brand Word Cloud (Oldnall, 2022)



(Appendix 2.2, Q5).

Figure 18 - Brand Prism (Oldnall, 2022) adapted from (Lokmanoglu, 2020)



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