Marketing Strategy

OLIVER & BONAS

Planning Report

ETHICS CLAUSE

I confirm that this work has gained ethical approval and that I have faithfully observed the terms of the approval in the conduct of this project.

Signed J.E.Oldnall Date 28.05.20

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INTRODUCTION

The focus of this report is to carry out a thorough situational analysis of the brand Oliver Bonas ('OB'), analysing its current marketing environment and exploring challenges and opportunities the brand faces in the UK market. Specific research methods and marketing models will be used to inform key marketing and communication strategies and recommendations for OB to consider for successful expansion into the USA market.

METHODOLOGY

Two primary research methods were used to inform this report, providing qualitative and quantitative perspectives. Both were highly valuable as they allowed for brand specific research and in-depth consumer behaviour analysis. The first primary research method was an online survey on brand awareness and consumer behaviour (141 respondents), providing comparable perspectives from both British and American respondents. It contained a mix of open and closed questions, allowing potential for analysis. Disadvantageously there was limited access to American respondents to validate the conclusions. The second method was five individual, virtual interviews with American residents. These consisted solely of open-ended questions enabling deeper discovery of personal views and perceptions. This was successful because respondents provided in-depth answers. However there was potential for inaccuracies due to the interviewer being able to influence answers based on the construction of the questions.

A variety of resources was used for secondary research. The OB website informed brand-specific information, alongside OB's social media platforms. Online reports and articles provided valuable insights and statistics regarding consumer behaviour and trends. Databases such as Mintel and Passport were particularly insightful, providing relevant information to further enhance the report's findings. Books regarding marketing models also aided the construction of this report. Advantageously there is a wide range of accessible secondary data, especially on the internet. However, some resources were over three years old, meaning the information may be outdated, therefore reducing validity.

WHERE IS OLIVER BONAS NOW?

BRAND STORY

OB is an independent British lifestyle retailer that designs fashion and homeware products. Its product offering also includes jewellery, furniture and gifts. Founded in 1993 with its first store opening in West London, OB has grown successfully over the last two decades, now with nearly 80 stores across the UK. The brand story began with the founder, Olly Tress. Olly had a creative upbringing, living in many countries with diverse cultures. His experiences, as well as studying Anthropology at University, "instilled a love of design and an exploratory spirit" (Oliver Bonas Website, 2020), that was injected into the business. Creative design is at the heart of the business. OB's design team "take Olly's exploratory spirit" (ibid) and filters it into designs that "land in-store and online every week" (ibid). The OB team passionately believes that "design has the power to positively affect how we feel" (ibid).

"CREATIVITY is no longer just a bit on the side, it's becoming EMBEDDED in the way we think and solve EVERYDAY problems."

- Oliver Tress
(Rivera, 2014)

BRAND MISSION

OB prides itself on being an "inclusive, collaborative and fun" (Oliver Bonas website, 2020) lifestyle business, offering "lust-worthy quality products" (Be the business, n.d.) that fall under many lifestyle categories. All products are inspired by "the alchemy of great design and positive fresh thinking" (Oliver Bonas website, 2020). At the forefront of operations is the goal of making people happy, which is achieved through OB's diverse product range and team members.

INCLUSIVE, COLLABORATIVE & FUN

(Oliver Bonas website, 2020)

BRAND VALUES

WORK HARD, PLAY HARD & BE KIND

(Oliver Bonas website, 2020)

BRAND ESSENCE

EMOTIONAL BENEFITS

Happiness
Individuality
Desirability

FUNCTIONAL BENEFITS

Quality
Product diversity
Accessibility

Creative

Eclectic

Fun

Contemporary

Brand Personality

Quirky

Friendly

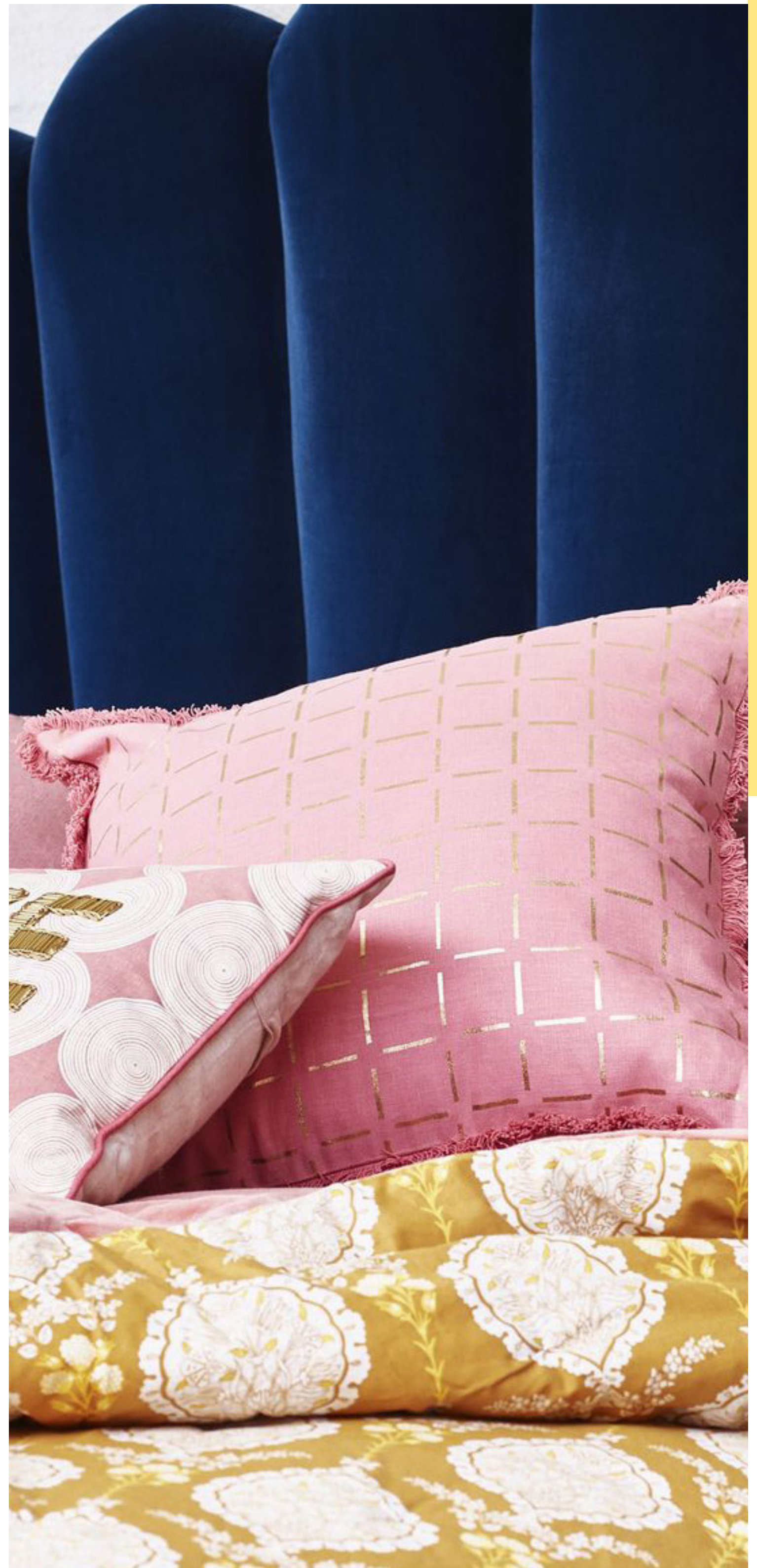
Fresh

Unique

BRAND HEALTH

AWARENESS

OB is currently a UK based brand, with almost 80 stores, predominantly located in large cities. OB operates social media platforms and an online website, featuring a blog that discusses relatable topics to connect with its customers. Although OB does not have a global presence, it has Ireland and USA specific websites, and delivers internationally. Although 18 survey respondents are very familiar with the brand, and 12 are somewhat familiar, 56% of respondents are not familiar with the brand (see Appendix 1 Q12), raising concerns about its exposure. 61% said they have seen no OB advertising/ information in the past 6 months (see Appendix 1 Q15), indicating that OB could increase brand awareness and strengthen its position domestically, before considering USA expansion.



PERCEPTION

People that are aware of the brand identify that design is at the core of OB due to the seemingly random collection of available products. “Customers don’t respond to ‘themes’, they respond to exciting products” (Rivera, 2014). OB also values its staff. OB “restyled its benefits strategy in order to reflect its core values: work hard, play hard and be kind” (Barton, 2017). The brand’s positioning, essence and core values are successfully integrated into people’s perceptions of the brand. Survey respondents were asked to state words that best describe OB (see Appendix 1 Q18) and contributed words such as quirky, creative, contemporary and eclectic; all reflective of how the brand promotes itself.

USAGE

OB has enjoyed success since its first store opening, despite having not expanded internationally. OB has gained financial strength in recent years. The year ended 31 December 2017 saw “like for like sales growth of 11.6%, its fourth consecutive year of double-digit like-for-like growth” (Singh, 2018), along with increased revenue “by 22% to £61.1m” (Santamaria, 2018). This was driven by “opening new stores, relocating existing locations and expanding its infrastructure” (ibid). HSBC funding allowed OB to “finance the new stores, but also to invest in new products and develop its in-house design capability” (Jahshan, 2019). However, online survey results show that 79 respondents are not familiar with the brand, raising concerns about OB’s exposure.

UK MARKETING MIX

PRODUCT

OB is an independent British lifestyle store.
It sells unique, quirky products including women's fashion, jewellery, homeware, furniture and gifts.
Its products are designed in-house, with new products and collections being added to the portfolio every week.
There is no formula when it comes to the design of OB products. If the team love the design and think it will excite consumers, whether it fits within a theme or not, OB will sell the product.

PRICE

OB pitches its products at prices to satisfy middle-class consumers.
The average price for a floral midi dress is £75; the average price for a scented candle is £20.
OB often puts its products on sale, under definitive categories, which allows consumers to purchase OB products for relatively cheaper prices at certain times throughout the year.

PLACE

Whilst OB is a UK based company with almost 80 stores nationwide, it operates an online website which allows its products to be distributed worldwide.
OB most commonly adopts a direct-marketing distribution channel to distribute its products, by which the products are sold directly to consumers once they have been designed by the OB design team.
OB predominately operates in areas with high-footfall. Transport hubs such as train stations and airports are common locations for OB stores.

PROMOTION

Instagram, Facebook and Twitter are social networking sites that OB frequently promotes its brand through, allowing a more conversational way of connecting with its consumers which is reflective of the casualness and fun of the brand.
OB hosts events and workshops throughout the year which creates buzz around the brand.
OB has featured in many press articles after the success of a number of its store openings, confirming a positive indirect promotional strategy, also known as above-the-line promotion.

WOMENSWEAR MARKET

OB operates in the womenswear market, which has remained strong in the past couple of years. It was estimated that womenswear sales increased in the UK by 4.1% in 2018, to £29.6 billion, and the market was "forecast to grow 3.8% in 2019" (Mintel, 2019). This growth has been "driven by new trends coming through" (ibid) and significant demand for plus-size and petite clothing ranges. Regarding women's shopping habits, Mintel's research discovered that "women of all ages are shopping in-store" (ibid), somewhat contradicting the notion that "the high street is dying" (ibid). Online shopping continues to grow rapidly, with the global online shopping market "predicted to hit 4 trillion in 2020" (Ouellette, 2020). Mintel concluded that 77% of 16-24 year old women used online platforms to buy clothing in 2019, confirming that younger women in particular are attracted to online shopping.

MARKET HEALTH

HOME ACCESSORIES MARKET

OB sells homeware products. The UK homeware market has expanded significantly in the last ten years, "going from 10.8 million to 13.5 billion British pounds by 2019" (Sabanoglu, 2019). The USA homeware market was worth $226 million in 2019 (Yau, 2019). Within home accessories exists two distinct markets - "a divide characterised by age" (Mintel, 2020). The essential products market includes items such as towels and bedding, and is long established and stable. The emerging and dynamic market, "filled with trend-driven, fashion-forward accessories" (ibid) includes less essential, decorative products like candles and photo frames. Sales in this latter segment have grown significantly in the past three years, resulting in a significant rise of 'lifestyle brands'. Brands are looking to expand their retail offering "to build a comprehensive 'lifestyle brand' proposition" (ibid); becoming a one-stop shop for customers. The trend for fashion-forward, decorative home accessories is predominant amongst younger consumers (over a third of 15-34 year olds) (ibid).

TRENDS

MINDING MYSELF

The ‘Minding Myself’ consumer trend refers to consumers prioritising mental health and wellbeing; desiring products that address these needs “and prevent the physiological effects of stress, worry and sleeplessness” (Passport, 2020). In 2020, there is expected to be a shift in purchasing behaviour, with consumers opting for “products positioned for mood enhancement, relaxation, stress/ anxiety relief and boosting brain function” (ibid) with the desired outcome of “holistic happiness” (ibid) within consumers.

OB prioritises the wellbeing of its customers and staff. Olly Tress refers to ‘Maslow’s Hierarchy of Needs’ when explaining the business’ basic philosophy. “Our job is to move people up the pyramid, and give them higher levels of satisfaction” (Graham, 2015). The business’ aim is “making people happy” (ibid), and its diverse, fun product offering encourages that. OB’s website features a ‘Wellness’ section, promoting products associated with well-being and mindfulness. This trend may benefit OB because selling mood enhancing, stress relief products is a significant part of the business.

PROUDLY LOCAL, GOING GLOBAL

The ‘Proudly Local, Going Global’ consumer trend “sees consumers retreat from globalisation and hyper-consumption to support local communities” (Angus and Westbrook, 2020). There is consumer expectation for global businesses “to respond creatively to local culture, social norms and consumer habits” (ibid). These businesses are evolving by “shaping their products to local tastes and preferences without losing their core brand identity” (Passport, 2020). As well as multinationals localising their branding messages and products, there has been a “rise of local consumer brands, especially in developing markets, going head to head with multinationals” (ibid).

OB is proud of its British heritage. This trend may be less applicable to the brand if, when expanding into the USA, it were to solely retain its British characterisation. In this scenario, OB could take an ethnocentric approach to marketing and selling its products in the USA, as the British brand identity will appeal to American consumers. Alternatively, OB could take advantage of this trend by adopting a local marketing strategy that reflects the American culture. OB could source American designers to create products with local appeal.

UK PESTLE ANALYSIS

POLITICAL

The decision to leave the EU has caused much uncertainty about how it will affect fashion brands and consumers. In 2020, clarity is still lacking in terms of "tariffs, migration and regulation from the upcoming trade negotiations" for fashion businesses (Arnett, 2020). Having tariff-free access to the EU market remains a top priority for businesses that export significantly to European countries. Brexit has seen many immigration workers return to their home countries from the UK, causing negative effects on the industry "that is estimated to be worth £32 billion" (Ore, 2020).

Leaving the Customs Union may, on one hand, have a limited impact on OB as it is a British retailer that relies mostly on its domestic market for sales. On the other hand, it may cause the cost of imports of raw materials and products to increase. Although it may not succumb to a decline in sales, this could cause its profit margins to decrease, thus affecting its disposable expenditure such as marketing. The brand may suffer in the sense that its access to diverse staff is restricted, which along with its product offering, is "key to their success" (Oliver Bonas website, 2020), as people return to the European mainland.

ECONOMIC

Although the UK economy "grew by 1.4% in 2019" compared to 1.3% in 2018 (BBC News, 2020), the economy "saw no growth in the final three months" of the year (ibid). This weakness is estimated to stay throughout 2020, "due to lingering Brexit uncertainty" (bid) and "a global economic slowdown" (Kollewe, 2020). A depreciation of the pound sterling has occurred, causing the costs of imports to increase and business profit margins to decrease. However, despite all of this, employment rates have "reached historic highs" (Santander Trade Markets, n.d.), as well as "a return of real wage growth since mid-2017" (Mintel, 2019).

Brexit having caused a depreciation of the pound and import costs to rise might negatively impact OB as it relies on many European countries to source its products and materials. However, OB targets middle-class consumers in the UK, who may "have more income available for consumption and may own property" (Kenton, 2018). It is likely that economic slowdown would not affect OB's performance significantly because of who buys from the business. At times of increased employment and wages, this could be promising for OB as it may increase the desire and the ability within consumers to spend more.

SOCIAL

Consumers are becoming increasingly conscious about what they buy and where they buy from. Conscious consumers are mindful consumers that focus on making positive purchasing decisions, "with the intention of helping to balance some of the negative impacts that consumerism has on the planet" (Cook, n.d.). Consumers are seeking out brands that encourage them to make improved, more responsible choices. Brands need "to do more than talk-the-talk, but walk-the-walk in responsibility" (Danziger, 2019).

OB are committed to being a responsible business, with ethical trading being a highly important part of its strategy. The brand "strives to do business in a way that has integrity, is ethical and doesn't negatively impact others or the environment" (Oliver Bonas Modern Slavery Act, 2017). The conscious consumer trend may positively impact OB as people can recognise its ethical standards, and consequently choose to buy the products, helping boost OB's sales.

TECHNOLOGICAL

Innovation and technology is always developing, with consumer behaviour and attitudes changing at the same rate. This is a trend that will offer brands great opportunities. Mobile apps and m-commerce is becoming a highly popular technological trend. In the UK, it is forecast "that mobile spending will rise 88.3% by 2023" (Retail Insight Network, 2019). Businesses who leverage mobile technology can take advantage of direct communication with their customers, thus encouraging customer loyalty.

OB operates an online website that features a communicative blog, as well as various social media platforms as a means of connecting with its consumers. In contrast, OB does not currently have a mobile app. If OB wants to continue to be successful, both in the UK and potential global markets such as America, it must keep in touch with technological trends and advances, that are particularly favoured amongst younger consumers.

LEGAL

On the 15th May 2018, the General Data Protection Regulation (GDPR) was implemented across Europe. "The Data Protection Act 2018 controls how your personal information is used by organisations, businesses or the government" (Gov.UK, 2020). This personal information relates to a person "such as name, a photo, an email address, bank details, updates on social networking websites, location details, medical information, or a computer IP address" (Lund, 2019).

Under the GDPR, customers are now very much in charge. Individuals have the right to access their personal data and ask how the company is using their data, as well as the right to have businesses that they no longer want to consume from, delete their personal data. It is important for a business like OB to comply with these regulations, as if it does not, it may risk having to pay "GDPR fines of up to 4% of annual global revenue or 20 million Euros" (Lund, 2019).

ENVIRONMENTAL

As the fashion industry continues to grow, it is becoming more harmful and damaging to the environment. As a result of this, consumers are looking to buy from companies around the world that are sustainable in the way that they operate. "Businesses are working to shrink their carbon footprint, use more renewable energy sources and create greener products and services" (DeBenedetti, 2018).

Although OB's presence is predominantly in the UK, it still exports internationally, thus contributing to the negative impact on the environment, through the transportation of goods. OB could potentially lose ethical consumers if it is sourcing and transporting globally. However, OB acknowledges the growing concern for the health of the environment and aims to do what it can to lessen the impact. For example, it replaced plastic carrier bags with paper bags, it is looking at using sustainable materials when designing new products, and it is attempting to save energy by monitoring its energy use across its office and stores (Oliver Bonas website, 2020).

UK SWOT

STRENGTHS

Multi-channel retailer selling a diverse, fun product range in-store and online.
Offers personal and fun in-store experiences for its customers.
Offers quirky designs, allowing them to stand out from competition.
Operates in multiple markets allowing for a wider customer base to be reached.
Social media platforms and an online blog to communicate and connect with its consumers.
Has a valued employee benefits strategy, demonstrating that staff and their wellbeing are highly cared for.
Easy to navigate visual website with large imagery.
Has a positive brand personality (honest and caring brand with happy and engaging employees).
Hosts events and workshops throughout the year.
Successful indirect marketing strategies including press coverage and influencer reviews.

WEAKNESSES

General lack of awareness amongst the general public.
Lack of direct advertisements online and offline.
Does not have as many chain stores as competitors, therefore lacking the ability to reach more potential customers and grow its brand awareness.
Currently only has a presence in the UK in large, well-known cities (such as London and Manchester), thus falling behind competitors that operate on a global scale.
Fails to use existing social media platforms for their individual strengths and functions.
Does not have a mobile app or a YouTube channel.
Has not yet adapted to use the trending social media app TikTok to produce video content for consumers, who therefore might show preference for other brands who do this effectively.
Limited customer range as only sells womenswear fashion.

OPPORTUNITIES

Locate stores to cover more of the UK, rather than just the bigger, well-known cities.
Expand into the USA and globally to get the brand known on an international scale.
Adapt product portfolio to cater for menswear and childrenswear.
Create a mobile app to keep up with competitors and the growing consumer trend for m-commerce.
Create a YouTube channel to produce engaging video content and promote the brand.
Set up a social media account on the app TikTok to produce engaging video content.
Introduce technologies/digital connectivities in store to enhance great in-store experiences.
Use celebrity endorsements, brand ambassadors or influencers to help promote the brand and increase brand awareness.
Promote on a larger scale in different ways to make more people aware of and engage with the brand.

THREATS

Growth of social media and general digital advancements means it needs to improve its social networking sites and digital presence.
Growing competitive environment with companies that offer similar products and maybe at lower prices.
Rising cost of imports might mean it has to increase the selling prices of its products and result in losing custom.
Growing trend for brands selling a lifestyle, which may put the brand at threat as consumers opt for new lifestyle brands that they were initially brand loyal to because of fashion.
May lose ethical consumers if sourcing and transporting internationally.

ANALYSIS

"A SWOT analysis provides a framework to collate and review investigative information" (Posner, 2011, p. 146). This SWOT analysis provides a valuable overview of where OB is successful, and where it is underperforming. When analysing, it is important to prioritise the most relevant and realistic points to maximise the brand's success. The key strengths that OB should exploit when entering the USA are its brand personality and values, as American consumers will engage positively with the brand. OB also benefits from personal and fun in-store experiences for its consumers. Although the brand operates several social networking sites, one of OB's biggest weaknesses is its ability to utilise each platform for its individual strengths and functions; posting relevant hashtags on Twitter or creating engaging video content on TikTok. Other brands do this effectively, which could risk OB falling behind its competitors.

WHERE SHOULD OLIVER BONAS GO?

BRAND VISION & OBJECTIVES

OB's motto "Work Hard, Play Hard and Be Kind" (Oliver Bonas website, 2020) defines its brand values. The business aims to be kind in every element of its operations; "from the way we work with our suppliers to how we like to treat our customers" (Oliver Bonas website, 2020). Another of OB's core principles is making sure they do their "bit to make living a joyful experience" (Jahshan, 2019), allowing its lifestyle offering to stand out. As a design-led British retailer, they "strive to do business in a way that has integrity, is ethical and doesn't negatively impact others or the environment" (Oliver Bonas website, 2020).

BRAND POSITIONING

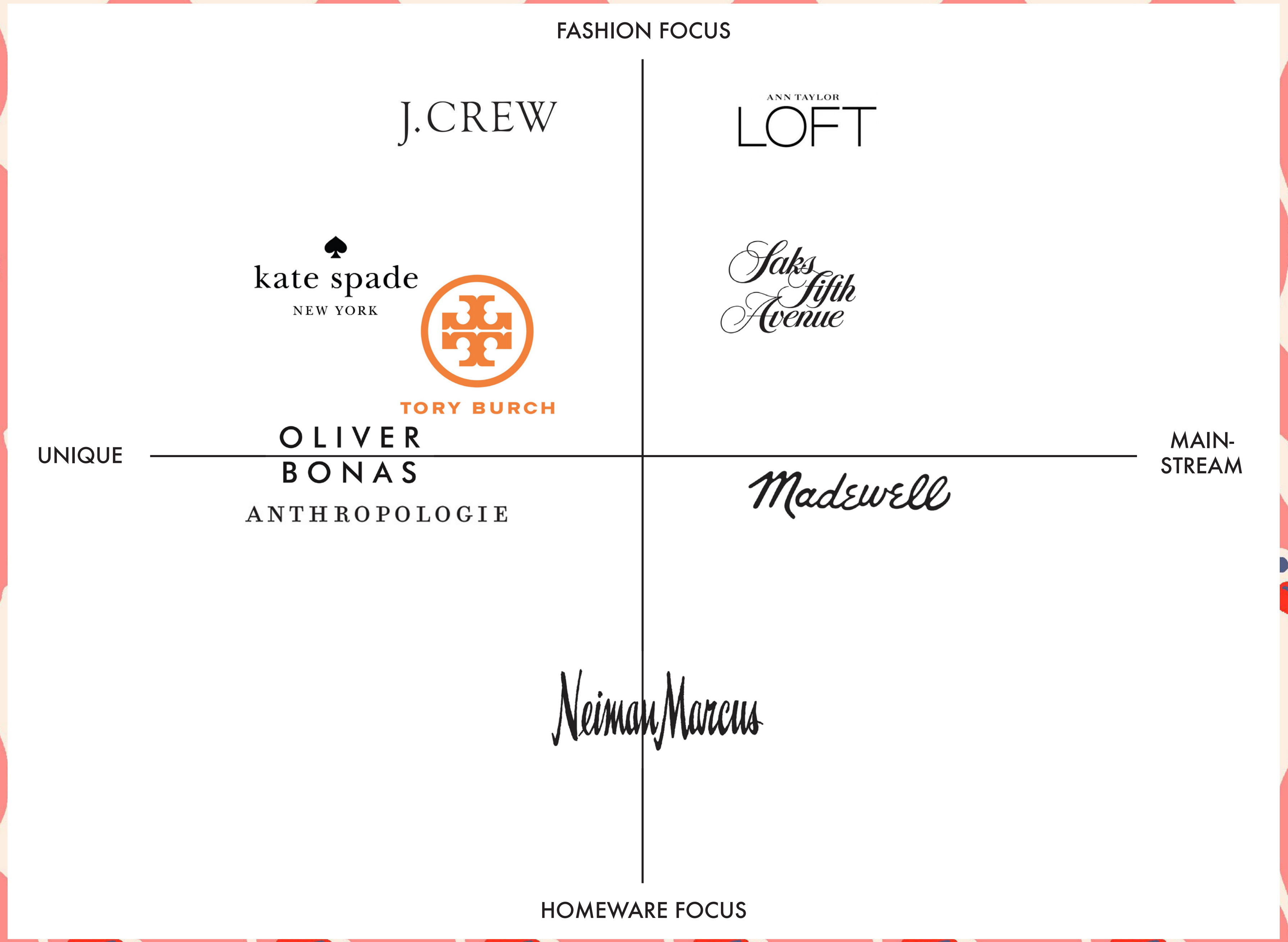
OB sells unique lifestyle products, designed in-house, to fashion-savvy, stylish, middle-class women, aged between 25-40, who have the confidence to express themselves. The brand's wide product offering means it can reach wider customer bases. "The diversity of unique designs across different categories gives a rich and surprising experience at accessible pricing" (Home Girl London, 2014). OB strives to deliver "convenience and experience" (ibid) to ensure its consumers are satisfied and will recommend the brand to others.

UK PERCEPTUAL MAP

UK COMPETITOR ANALYSIS

OB pitches its products at affordable prices, predominantly to middle-class consumers. The perceptual map indicates that OB is an eccentric, unique brand, rather than ordinary. JOY can be described as OB's direct competition, with similar brand values and products. Competitors including Urban Outfitters, H&M, Next and Zara have extended their product portfolios beyond fashion to include homeware accessories. However the style of their products and their brand identities are more mainstream than OB. The perceptual map highlights Cath Kidston as the most unique, due to its signature floral prints that are incorporated into most of its products.

USA PERCEPTUAL MAP



USA COMPETITOR ANALYSIS

When expanding internationally, OB's positioning will remain consistent. Its fashion and homeware focus and diverse product offering is important to the brand. OB can use its uniqueness as a selling point to attract American consumers. Anthropologie is OB's most significant USA competitor. It is a brand "for those seeking a curated mix of clothing, accessories, gifts and home décor to reflect their personal style and fuel their lives' passions" (Anthropologie website, 2020). OB needs to be highly informed of this brand. Apart from Kate Spade and Tory Burch, there are few brands that have a wide product offering. Fashion brands appear to be popular amongst American women consumers, with lifestyle brands offering homeware and beauty products being more limited. J Crew and Saks 5th Avenue offer similar clothing to OB and are likely to have the same target market.

USA PESTLE ANALYSIS

POLITICAL

A firm friendship and alliance exists between the UK and the USA. However the UK's decision to leave the EU and attempt to forge a new trade agreement has caused strain on the relationship, due to the overall complexities of the political movement. "The US is a developed, high-wage economy with high standards" (O'Carroll, 2020), thus a bilateral trade deal would be beneficial for the UK. The removal of trade barriers, including tariffs, "could deliver huge gains, especially for the 30,000 small-to-medium sized enterprises already trading with the USA" (ibid), but unfortunately this is an unlikely outcome.

This fundamental uncertainty and tension between the allies could have an affect on OB's strategy to enter the USA market. Should the USA eventually decide to implement tariffs on goods being imported from the UK, this would immediately increase the price of OB products. Disadvantageously USA consumers may be unwilling to pay for the higher priced products, potentially opting to pay for similar products from OB competitors that they are already loyal to in the USA such as Anthropologie and Urban Outfitters.

ECONOMIC

According to President Trump, "the US economy is on a historic high perhaps the greatest it's ever been" (Reality Check Team, 2020). However, an annual average growth rate of 2.3% for 2019, compared to 5.5% "during the Obama presidency" suggests different (ibid). Unemployment rates and wage growth statistics are more positive. "The unemployment rate is the lowest it has been since May 1969" (USA, The Bureau of Labour Statistics, 2019), and wage growth "accelerated to 4% over the year" (Grady, 2019).

Similar to the UK, economic growth is considerably low, but individual statistics are promising. High employment and wage growth in the USA could be beneficial for OB when expanding into that market, as consumer spending may increase due to the ability and willingness to spend more. However, USA consumers may favour buying from brands that they are more aware of, and loyal to, putting OB's expansion strategy at risk.

SOCIAL

Use of social media continues to grow in popularity, with each platform having a unique audience and function. Video content is being watched more frequently, with content consumed in a much more interactive and entertaining way. The recent rise of the social video app TikTok has seen "800 million active users worldwide" (Mohsin, 2020), with an estimation of "60 million monthly active users in the United States" (Doyle, 2020). There has also been a rise in popularity for pop-up stores, driven by consumer demand for experiential retail. They are a "growing retail trend, and an ideal approach to reaching a wider audience and increasing footfall for your business" (Cybertill, 2018).

OB needs to be aware of the growing popularity of social media, especially the trend for video content. OB fails to use its existing social media platforms for their individual strengths and functions, by posting identical content on each platform. OB may risk falling behind competitors that utilise social media platforms effectively. The brand's consumer interest may decline if it fails to produce creative video content. Hosting a pop-up could be a wise strategy for OB when expanding into the USA. With low barriers to entry, a pop-up would be a fun and interactive way for them to launch its British brand with its quirky products into a new market, to increase brand awareness.

TECHNOLOGICAL

The global market, across all ages, is becoming increasingly comfortable with technology, particularly as a way of shopping; "the digital age is changing relationships between consumers and brands" (Bizibl Marketing, n.d.), causing in-store traffic to suffer. This has driven a trend for brands to explore experiential retail in their shops - giving consumers reason to shop offline. QR codes, smart mirrors in fitting rooms or cashier-less checkouts are technological functions that consumers are keen to see from retailers in the near future.

OB values its personal and fun in-store experiences, and would be unlikely to connect with its customers through digital media alone. The trend for experiential retail with technological features may be highly beneficial to OB because it provides opportunities to further enhance its renowned in-house retail experiences. Only a handful of brands have embraced this trend to date, including Nike and Amazon, so this innovative strategy provides OB with a great opportunity to differentiate itself from USA competitors and entice consumers into its stores.

LEGAL

Unlike the UK, the USA does not have a single principal data protection legislation, rather "a jumble of hundreds of laws enacted on both the federal and state levels serve to protect the personal data of US residents" (ICLG, 2019). There are other areas of law "such as patent and copyright" and "governing employment relationships and sales transactions" (Chabinsky and Pittman, 2018). Some laws can be set by federal law, and others are set by individual states.

If OB were to expand into the USA, it is very important that it understands legislation within the market and it may differ to UK legislation. There are many areas of law that OB would have to comply with to succeed in the USA market. Most importantly, it would need to understand the differences in laws that vary by state, so it knows exactly what rules to follow when operating in different states.

ENVIRONMENTAL

Animals are frequently used within the fashion industry, for processes such as product testing or exploitation for use of leather, wool or fur for products. "The use and disposal of animals contributes to pollution, as well as harming biodiversity and public health" (Corbett, 2019). The immoral use of animals is something that many consumers are wanting to push to remove for good. However, it is apparent that the USA "uses the most animals in research and testing in the world" (ibid).

OB feels strongly about animal welfare and it is proud to advocate for the welfare of animals. The brand believes "it is not acceptable for animals to suffer in the name of fashion, lifestyle products or cosmetics" (Oliver Bonas website, 2020). A study in 2015 showed that "nearly a third of Americans believe animals should have the same rights and protections as humans" (Yuhas, 2015). When expanding into the USA, OB could promote its strong belief in animal welfare as a USP to attract similar-minded USA consumers.

USA SWOT

STRENGTHS

British heritage and lifestyle will appeal to USA consumers.
Diverse product offering with many categories that cater to/will satisfy different USA consumers.
Quirky, unique designs, allowing it to stand out in the USA retail market.
Social media platforms and an online blog to communicate with and connect to consumers.
Conscious of ethical, environmental and sustainability issues.

Strong core values: work hard, play hard and be kind.
Hosts events and workshops throughout the year, allowing it to stand out from competition and attract/engage with USA consumers.
More meaningful lifestyle proposition in comparison to its competitors.

WEAKNESSES

Limited accessibility due to the inability to locate in many different states or cities initially.
Absence of a mobile app or YouTube channel, which may put off USA consumers as these digital consumer touch-points are important to them.
Limited customer range as only sells womenswear fashion.
Wide product offering may be overwhelming for new customers who may be initially confused about what the brand fundamentally stands for.

Fails to use existing social media platforms for their individual strengths and functions, promoting identical content on each platform.
Has not yet adapted to use the trending social media app TikTok to produce video content for consumers, who might show interest in other brands who do this effectively.

OPPORTUNITIES

Although OB already has a USA-specific website, some products appear unavailable from a USA consumer perspective. However if OB were to physically expand into the USA market, USA consumers will have access to more products.
OB require its staff to be hospitable and 'people people'. Friendly customer service is common in the USA, so OB will easily be able to find appropriate staff who naturally have these characteristics.

Continue its promotional strategy of hosting events and workshops throughout the year, potentially in locations with high footfall such as Central Park, New York.
USA's high employment rates and wage growth may mean increased consumer spending due to higher levels of disposable income.
Create a strong impact through effective marketing strategies and advertising (celebrity endorsement/ utilising influencers, pop-ups, promotions etc.)

THREATS

Largest USA competitor, Anthropologie, has a significant presence in the market making it harder for OB to gain market share.
USA customers may be brand loyal to competitors therefore may be unwilling to try a new British brand.
Products may be relatively more expensive than USA equivalents, making it harder to penetrate the market and convince customers to buy from the brand.

May not be able to continue its UK physical distribution strategy of being located in train stations, due to USA consumers disliking this form of travel.
Environmental and sustainability standards might not be promoted by the brand, potentially affecting its reputation.

ANALYSIS

The SWOT analysis helps to identify how the brand could adapt when expanding into the USA, and highlights key opportunities that could be leveraged to maximise success. One of OB's domestic market strengths is hosting in-store and national events/workshops. This strength could be readily exploited when expanding into the USA market as events and workshops that physically and emotionally engage consumers could translate seamlessly into any geographical location. This subsequently raises brand awareness, with consumers advertising the experiences through word-of-mouth marketing. A significant threat to OB is the dominant presence of its competitor, Anthropologie. OB and Anthropologie have similar histories, brand values and product offerings so American consumers may stay loyal to Anthropologie rather than experiment with an unfamiliar brand.

CONSUMER SEGMENTATION

DEMOGRAPHIC

OB's target consumer can be described as "a 25-40 year old, metropolitan, design-conscious woman with aspirational tastes" (Allen, 2014).

GEOGRAPHIC

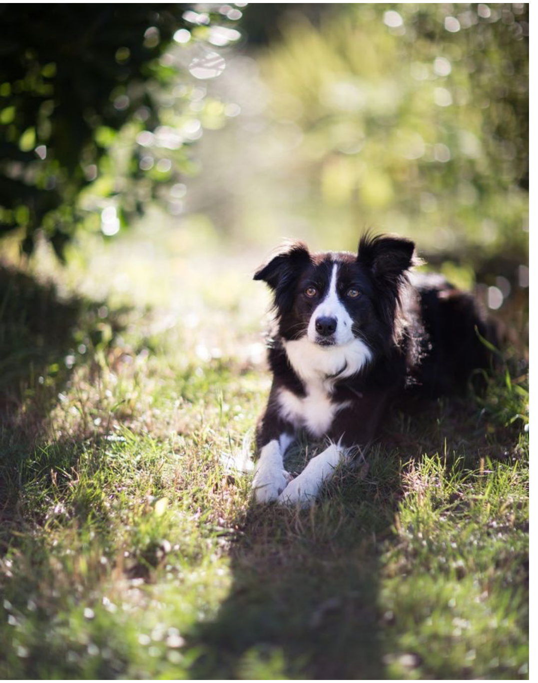
OB's target consumers generally live in highly populated cities and urban locations (such as London, Manchester and Birmingham in the UK).

BEHAVIOURAL

OB's target consumers love to shop in-store and have fun and personal in-store experiences, whilst online shopping also remains important. They are also not particularly price-conscious, preferring to prioritise quality. They are likely to buy a product simply because they love it.

PSYCHOGRAPHIC

OB's target consumers have interests in fashion and homeware; anything that allows them to express their individual style and creativity. They typically make purchasing decisions that will enhance their mood and stimulate happiness, or alternatively will encourage others to feel this way through a gift purchase.



UK PEN PORTRAIT

Rebecca is a 40 year old magazine editor who lives in Manchester, with her husband and their two teenage children. They have a Border Collie dog who they walk every weekend as a family. In her spare time, she enjoys catching up with friends for coffee. She is an enthusiastic cook; often trying out new recipes. Rebecca has recently discovered a passion for photography; her children and her dog provide great subject matters. She loves to follow the latest fashion trends, for her personal style and for her home. When it comes to shopping, Rebecca prefers in-store experiences as she likes to feel the products and interact with staff who might help her decision-making. Instagram and Facebook are the social networking sites that she uses most, but Facebook is her utmost favourite, as she can connect easily with her friends and family.

USA PEN PORTRAIT

Emma is 28 and lives in an apartment in New York with her partner and one year old son. Originally from Arizona, she moved to New York three years ago to pursue her budding career in art therapy. She loves her job as it allows her to help people on a daily basis. Emma leads a healthy and active lifestyle; going to the gym and eating healthily. She often finds balancing work and her young family stressful, so she enjoys meditation and she has recently taken up yoga which she can do in her apartment. When it comes to shopping, she prefers to shop online for convenience. However, she still values shopping in-store if it is fun and interactive. Emma's favourite social networking site is Instagram where she documents her personal life through candid images and videos, and follows her favourite lifestyle brands and influencers.

ANSOFF'S MATRIX

	EXISTING PRODUCT	NEW PRODUCT
EXISTING MARKET	**MARKET PENETRATION** Develop more effective, new marketing strategies. Improve social media platforms. Open more stores across the UK to increase brand awareness in home market.	**PRODUCT DEVELOPMENT** Introduce new product ranges such as lingerie, swimwear and maternity wear. Introduce the ‘Oliver Bonas cafe’ to sell appealing foods and drinks, such as confectionery products. Allow consumers to personalise their products, thus creating new, individual products/designs.
NEW MARKET	**MARKET DEVELOPMENT** Expand into the USA by creating pop-ups and hosting events and workshops in high footfall locations. Expand into other global markets; increase overall global presence.	**DIVERSIFICATION** Appeal to a slightly younger demographic. Adapt product portfolio to cater for menswear and childrenswear.

ANALYSIS

Ansoff’s Matrix marketing model assesses “competitive strategies and growth opportunities based on new/current products and new/current markets” (Dibb, S., et al. 2006, p. 239). OB has been successful in the UK, but could exploit other opportunities to reap greater rewards. OB’s existing product portfolio is wide, making product development a potentially unrealistic strategy. Diversification may be an optimistic strategy considering the brand is yet to create a dominant global presence. Therefore, the most realistic option for OB to exploit would be market development. This would allow the business to remain consistent, focusing on its core brand essence, values and product offering, whilst adapting to American consumer behaviour.

HOW IS OLIVER BONAS GOING TO GET THERE?

USA MARKETING MIX

PRODUCT

OB is an independent British lifestyle store which, when expanding into the USA, would keep its British heritage.
Its product offering will remain wide and varied as this is one of the significant elements behind the business' success.
There might be more emphasis on fashion garments and less focus on large furniture products, given that fashion was the most-mentioned category identified in the in-depth interviews (see Appendix 2).
Overall, the product ranges and design processes will essentially remain the same.

PRICE

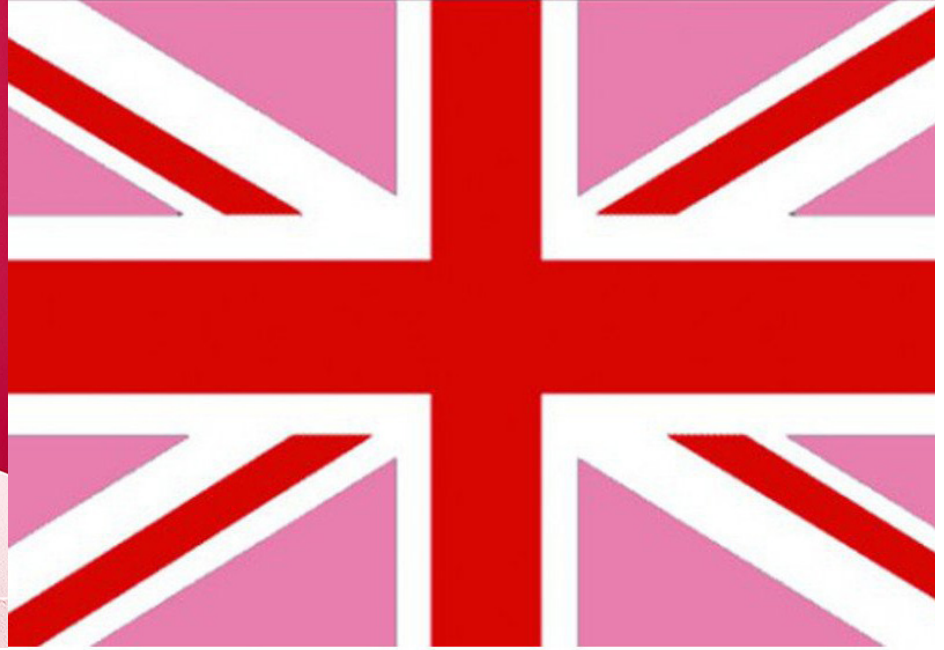
To ease the business operations, OB's pricing strategy would be to simply convert UK prices to the equivalent in the USA, assuming the brand will be unaffected by increased tariffs.
Based on the interviews (see Appendix 2), there was no consensus on appropriate pricing being lower or higher in the USA, with both points-of-view being valid. Therefore, keeping the same pricing strategy would make sense initially, allowing the business to be perceived the same across all geographical locations it operates in.

PLACE

Whilst OB favours operating in transport hubs in the UK, market research revealed that transport hubs in the USA are very different, therefore the brand might benefit more from a city centre location.
Popular locations such as New York, Los Angeles, Chicago and San Francisco could all see an OB store in the future.
The brand already has a USA-specific website, which it will continue to operate, allowing consumers to shop online if they desire.
Its physical stores will have the same look and feel as in the UK, but with more digital connectivity and advancements to satisfy trend-conscious and tech-minded consumers.

PROMOTION

YouTube is the favourite social networking site amongst adults in the USA. However, Instagram was the most-mentioned in the primary research. Therefore, creating a YouTube channel would not be a sensible promotional method for OB.
OB uses Instagram, Facebook, Twitter and Pinterest to promote the brand, but should evolve their use to better communicate with customers.
OB might benefit from working with well-known influencers and/or bloggers to help promote the brand.
OB's strategy of hosting events/workshops would translate into the USA market, creating brand awareness and enthusiasm for the brand.

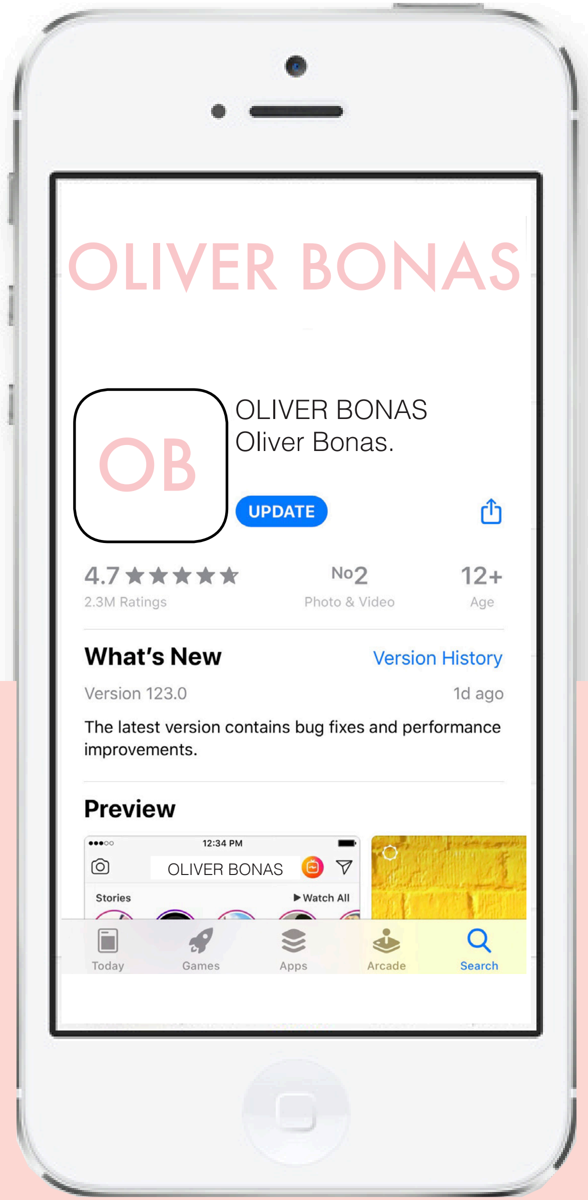


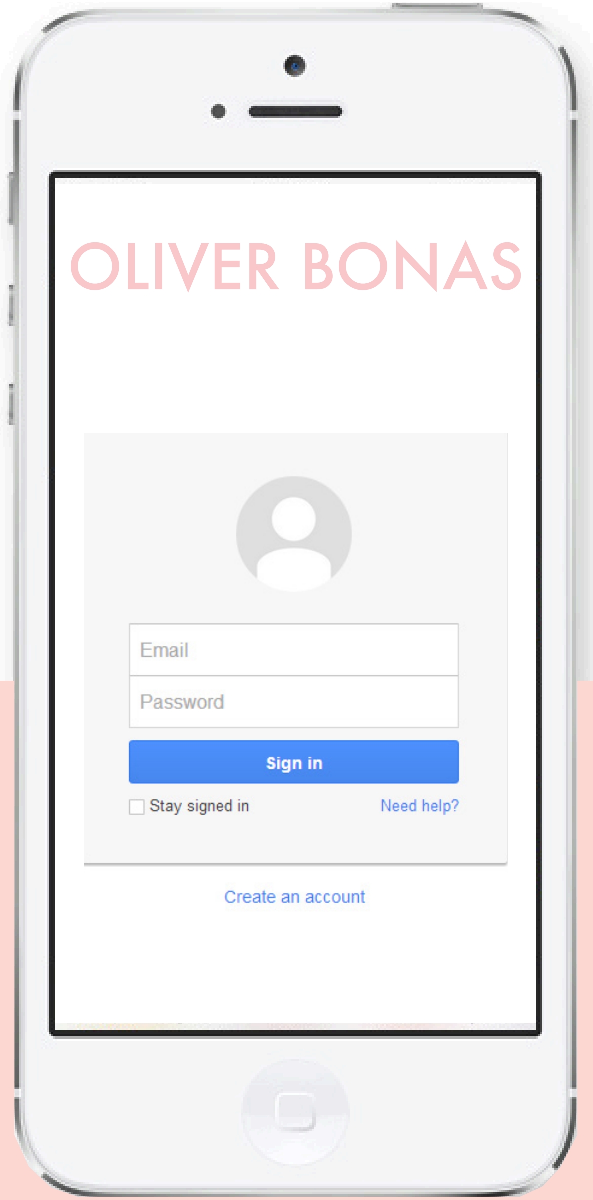
Before OB enters the USA market, it should strengthen its domestic market position through further promotion. Results from the survey show that 72% of respondents have never purchased from OB and 61% of respondents have seen no recent information/ advertising relating to OB (see Appendix 1 Q13 and Q15), suggesting that more exposure could be beneficial. Half of the respondents identified as aged 20 or below (see Appendix 1 Q2). OB's current target audience will grow older and will eventually be outside the targeted age range, so attracting new consumers will be necessary. It is recommended that OB target the lower end of that age range in the USA to ensure maximum coverage over the years. The brand can adopt marketing and promotional techniques to attract younger UK and American consumers.

PHASE 1 UK PROMOTION

Although OB's target market extends to the age of 40-50, its quirkiness and uniqueness would nonetheless resonate with younger consumers, particularly given current demand for lifestyle brands. Better use of social media might allow the brand to be recognised by younger consumers. OB could source brand ambassadors, that people follow on social media, to promote the brand and its products. As a result, OB's UK position would be strengthened and it would provide them with a stronger foundation to expand into the USA.

PHASE 2 CREATE MOBILE APP





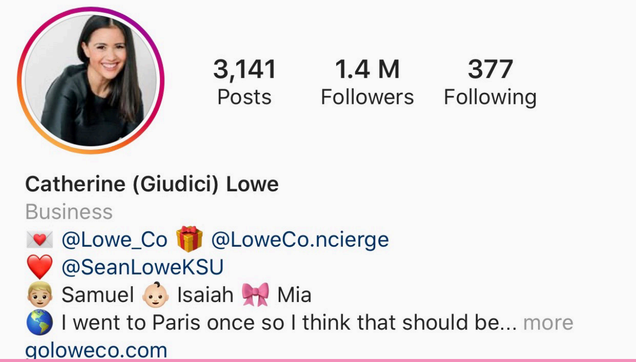
There has been a recent rise in m-commerce, particularly the use of mobile apps to make purchases. "Mobile users spend 86% of their time on mobile apps and just 14% of the time on mobile websites" (Deshdeep, 2020). OB needs to create a shopping experience that extends beyond fun in-store experiences and an online website. OB does not currently have a mobile app. The development of a mobile app for its second phase will allow it to effectively communicate with its consumers and offer better personalisation. Both in-app and push notifications could be utilised, communicating with consumers "in a less intrusive manner" (Deshdeep, 2020).

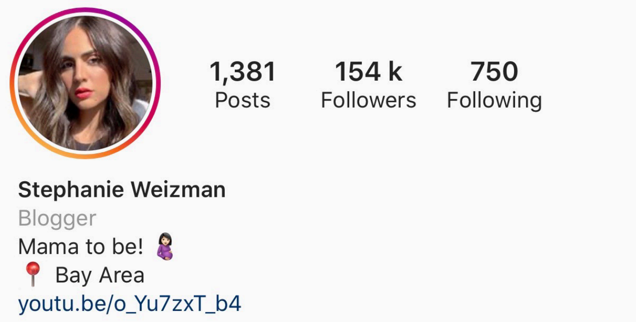
"77% of Americans use a smartphone" and "8 in 10 Americans are online shoppers. Half of them use a mobile device for shopping" (99 Firms, n.d.). If consumers have a bad mobile experience, they will go to a competitor. OB's prominent competitor, Anthropologie, has a mobile app, positioning it one step ahead. Therefore, the creation of a mobile app could be an effective strategy to optimise OB's overall success, but particularly in the USA market.

PHASE 3
USA INFLUENCERS

OB should create brand awareness and initial hype before creating a physical presence in the USA. An effective strategy might be to invest in influencer marketing, as the third phase of its marketing and communication strategy. “Influencer marketing employs leading, niche content creators to improve brand awareness, increase traffic, and drive your brand’s message to your target audience” (Baker, 2019). OB could provide PR packages to selected influencers, containing various OB products. These influencers would unbox the package online and subsequently market the products across different channels, enabling OB to expand its reach amongst potential American buyers.

OB should access influencers who appeal to its target audience. An interviewee suggested working with former reality TV show personalities who have become influential (see Appendix 2.1). She provided names of women who participated in ‘The Bachelor’, such as Amanda Stanton and Catherine Lowe. These influencers have up to 2 million followers on Instagram. Their personalities and lifestyles align with OB’s ideal target consumer profile in the USA. They are approximately 30 years old, have young children/dogs, and have common interests in fashion and home styling. Additionally, OB could work with American social media influencers who have grown their following organically from producing creative content. These influencers might include Stephanie Weizman and Julia Havens.





OB hosts “events and workshops throughout the year to bring the inspiration behind our [its] designs alive” (Be the business, n.d.). Hosting temporary events/ workshops is well-suited to a brand activation strategy and would translate well into any geographical location, particularly locations such as Central Park in New York or Grant Park in Chicago. Events and workshops that OB have previously hosted in the UK include hand-lettering workshops, relaxation painting sessions, tea-making ceremonies and hip hop yoga sessions. OB could use some of these ideas as well as introduce new ones. A tea-making ceremony could be successful as it is quintessentially British and would appeal to American consumers. Yoga sessions could also be effective due to the recent consumer trend for stress relief and mood enhancing products/ experiences.

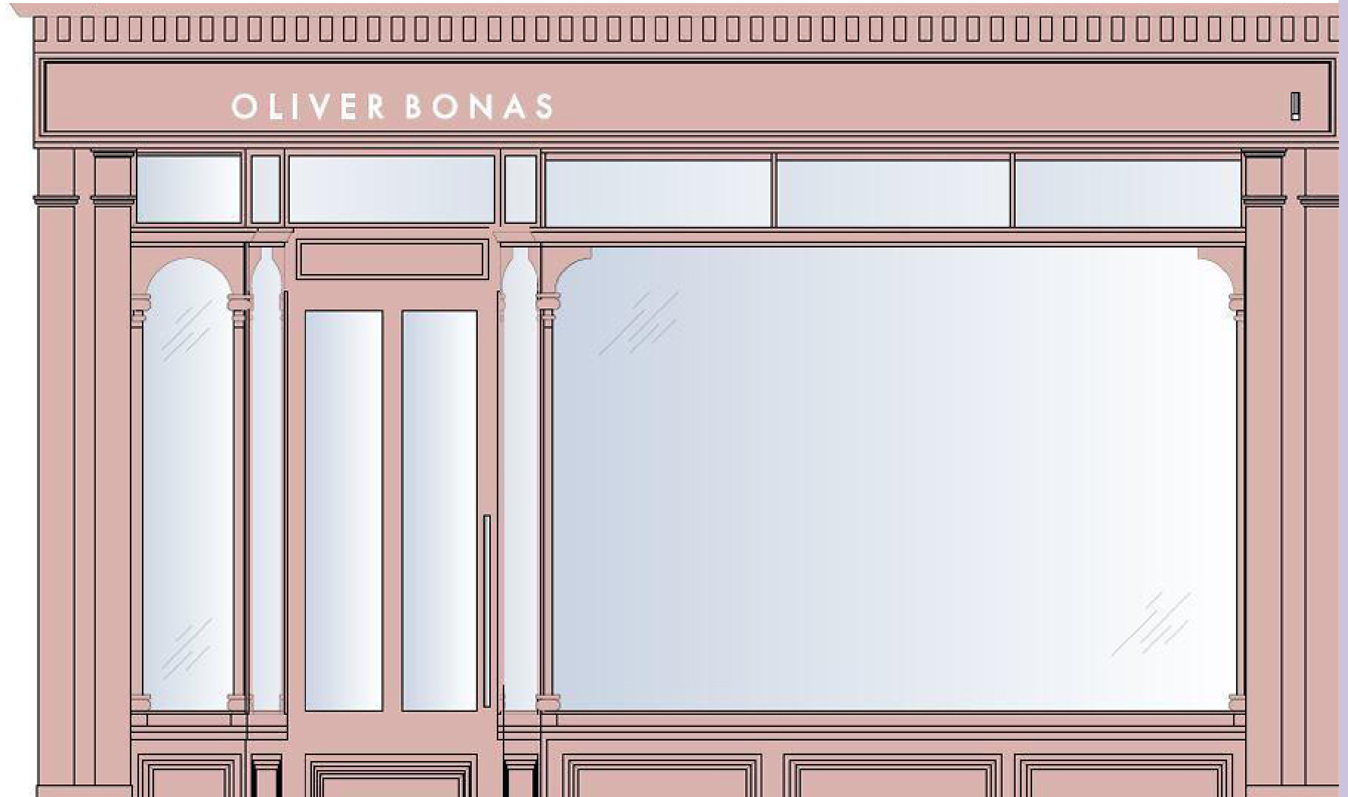
Reaching phase 4 means OB is now equipped to begin developing a physical presence in the USA without the commitment of physical stores. This phase of adopting a pop-up strategy creates exposure for the brand, allowing people to engage both physically and emotionally. This strategy aims to increase brand awareness across a wide selection of people. A pop-up typically attracts customers because of its scarcity. As it is temporary, this creates an incentive for people to experience it before it disappears.

PHASE 4
POP UP EVENTS & WORKSHOPS

The final phase of expansion into the USA proposes opening physical retail stores. OB strives to achieve omni-channel retailing; “providing shoppers a unified experience across all channels or touch points” (Winkler, 2019). OB’s “online and retail stores support each other” (be the business, n.d.), which should be maintained in the USA. OB values its personal, fun in-store experiences. However, to maximise its potential in the USA, OB might need to explore experiential retail, focusing on digital and technological advancements to keep ahead of growing trends. Features such as digital personalisation stations, smart mirrors in fitting rooms and QR codes revealing product information or upcoming events will allow the brand to stand out from competition.

PHASE 5 OPEN PHYSICAL STORES

Initially OB should continue its strategy of operating in well-known cities, such as New York, Los Angeles, Chicago and San Francisco, enabling it to compete directly with its competitors. Olly Tress states that convenience and experience is what his stores should deliver. “All shopping destinations have to be relevant” (Home Girl London, 2014). High footfall transport hubs are considered important for OB in its home market. However, market research (see Appendix 2 Q9) revealed that train stations in the USA are completely different to those in Europe and are not desirable retail locations. If OB wishes to operate in transport hubs, airports may be a better option as “Americans use airlines more than trains” (Arian, 2017).



CONCLUSION

The proposed five-phase strategy for OB to enter the USA market will maximise its potential over a sustained period of time. A multi-phase strategy will allow OB to expand gradually with confidence. OB will retain the ability to adapt the strategy at any given point depending on how successful the prior phase is. Building brand awareness and engaging with consumers in physical and emotional ways is vital for OB to succeed in the USA, and this marketing and communication strategy will help the brand to achieve that through a number of different avenues.

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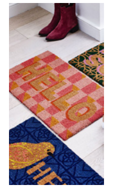

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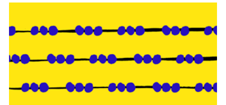

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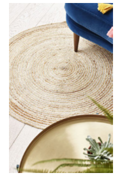

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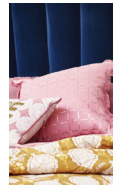

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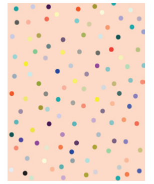
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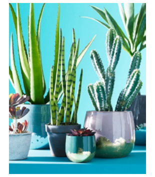
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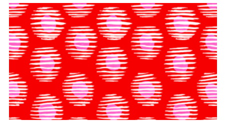
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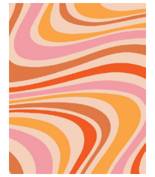

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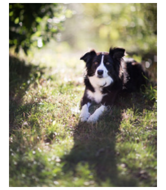

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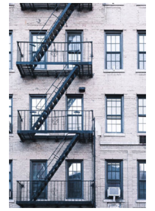

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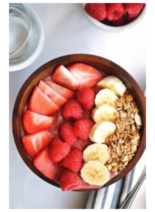

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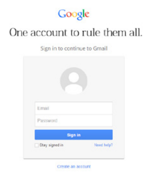

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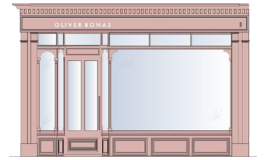

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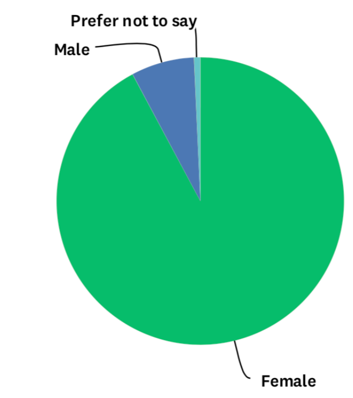
APPENDIX 1 ONLINE SURVEY

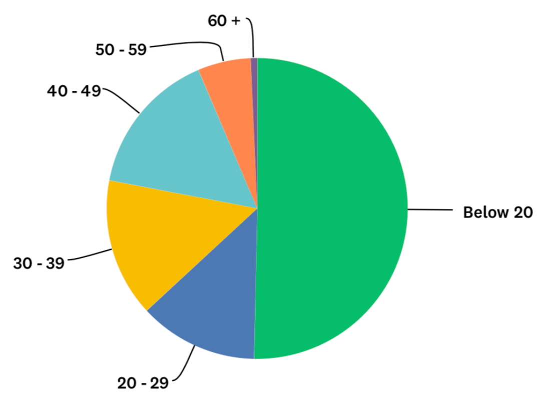
Q1 What is your gender?

Answered: 141 Skipped: 0



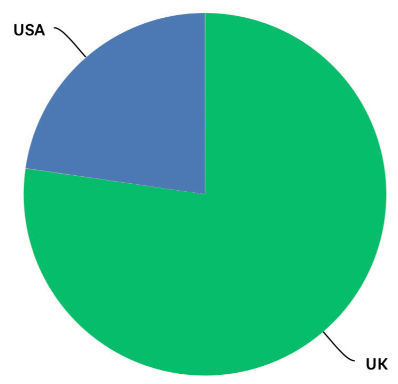
Q2 What is your age?

Answered: 141 Skipped: 0



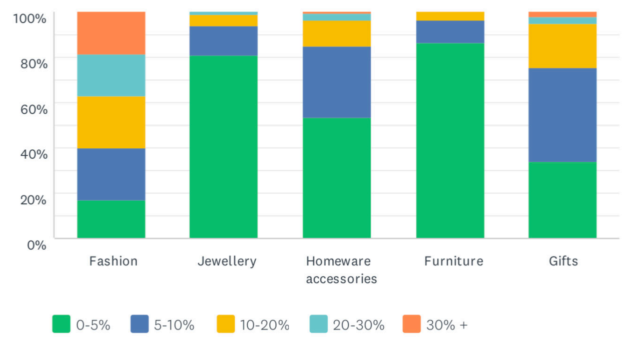
Q3 Where do you live?

Answered: 141 Skipped: 0



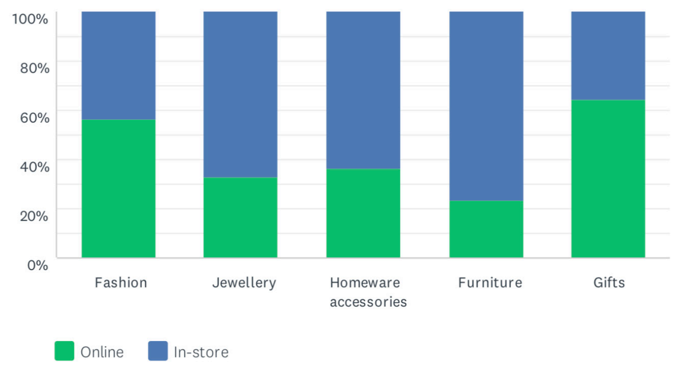
Q4 On average, what percentage of your monthly disposable income do you spend on the following categories?

Answered: 140 Skipped: 1



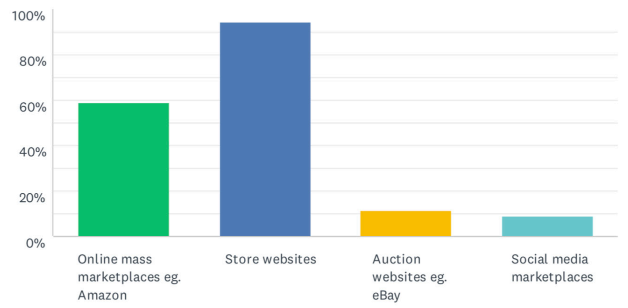
Q5 Do you prefer to shop online or in-store for the following categories?

Answered: 140 Skipped: 1



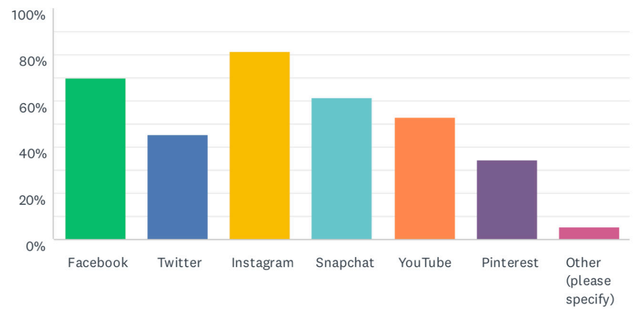
Q6 When shopping online, how do you prefer to shop? (Please select all that apply.)

Answered: 141 Skipped: 0



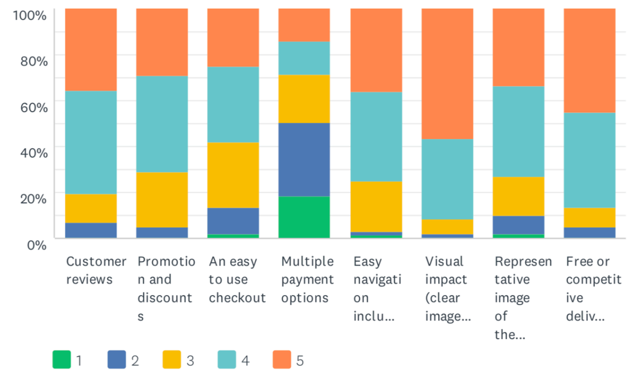
Q7 Which social networking sites do you have and use frequently? (Please select all that apply.)

Answered: 140 Skipped: 1



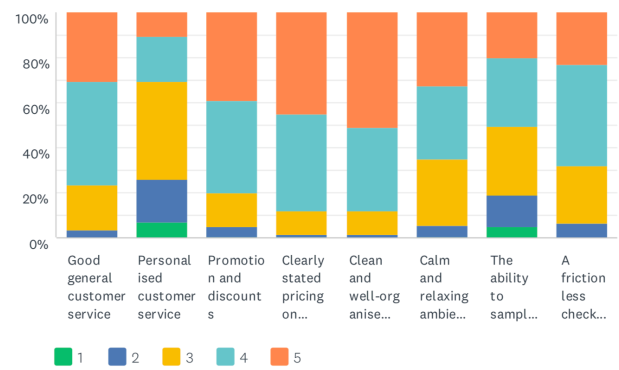
Q8 These are factors that might influence an online purchase through a brand's website. Please rate how important each of these factors are to you between 1-5 (1 being not important, 5 being extremely important).

Answered: 141 Skipped: 0



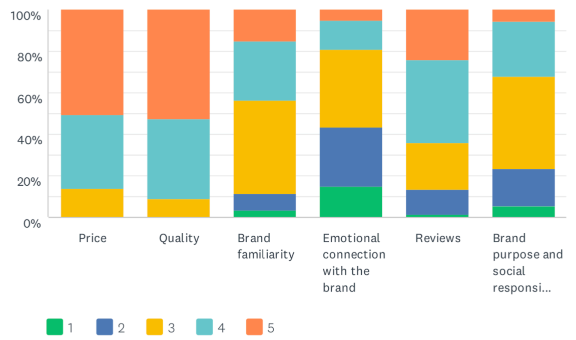
Q9 These are factors that might influence an in-store purchase. Please rate how important each of these factors are to you between 1-5 (1 being not important, 5 being extremely important).

Answered: 141 Skipped: 0



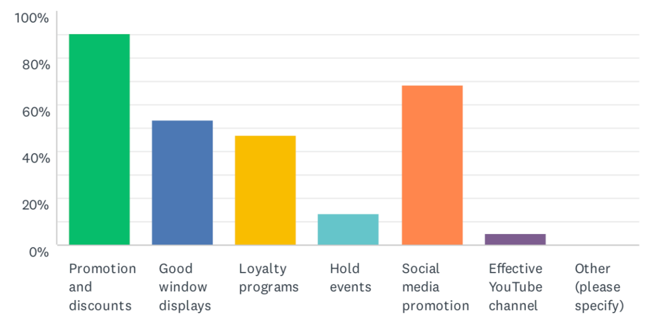
Q10 When buying products, what influences your purchasing decision? Please rate how important each of these factors are to you between 1-5 (1 being not important, 5 being extremely important).

Answered: 141 Skipped: 0



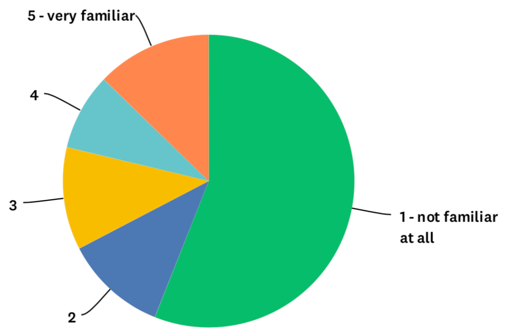
Q11 What promotional strategies do you think are the most effective to increase awareness and footfall for retail stores? (Please select all that apply.)

Answered: 140 Skipped: 1



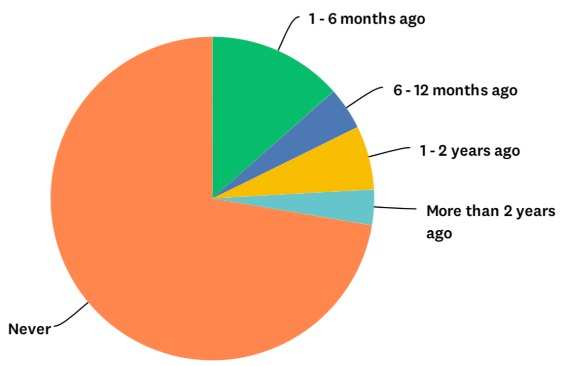
Q12 How familiar are you with the brand Oliver Bonas? Grade 1-5.

Answered: 141 Skipped: 0



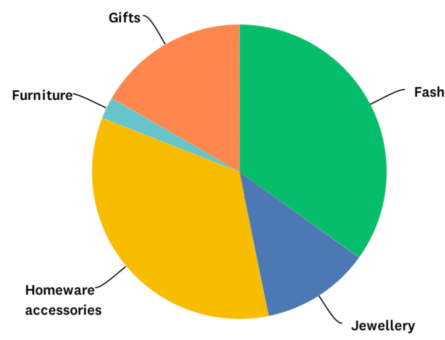
Q13 When did you last shop from Oliver Bonas?

Answered: 141 Skipped: 0



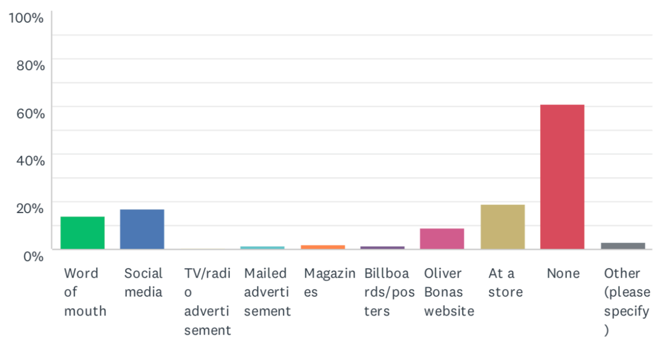
Q14 If you have shopped from Oliver Bonas, which product category did you purchase from? If you answered 'Never' to the previous question, please select the product category you would be most interested in.

Answered: 126 Skipped: 15



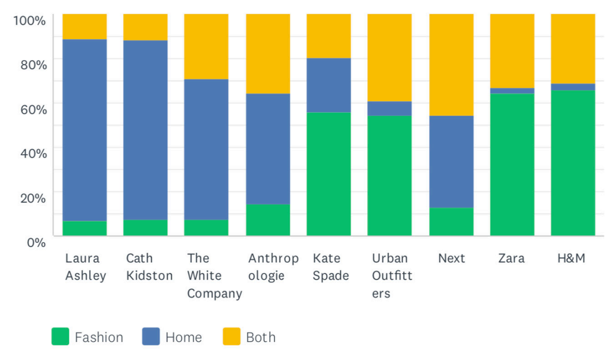
Q15 In the past 6 months, how and where have you heard or seen information/advertising relating to Oliver Bonas? Please select all that apply.)

Answered: 141 Skipped: 0



Q16 These are some of Oliver Bonas' competitors. Which of these brands do you like for fashion/home?

Answered: 141 Skipped: 0



Q17 In your opinion, what other brands could be Oliver Bonas' competitors?

Answered: 97 Skipped: 44

- Primark for reduced price copies of Oliver Bonas style items
- John Lewis, The White Company, ASOS, Toast, Monoqui
- Wayfair White Stuff Joules
- .
- n/a
- Not familiar enough with their products to comment
- Fat Face, Papayrus
- not sure don't know enough M&S perhaps?
- Paper chase
- Jigsaw

- MACYS NORDSTROM COACH
- Muji
- Lulus, Stitch Fix (maybe, but the model is very different), Z Gallerie, Madewell,
- Not sure
- Saks 5th Avenue, J Crew
- topshop
- N/a
- ASOS, Jo malone
- Idk
- Primark
- Ikea

(Plus more)

Q18 What 3 words would you use to describe Oliver Bonas?

Answered: 101 Skipped: 40

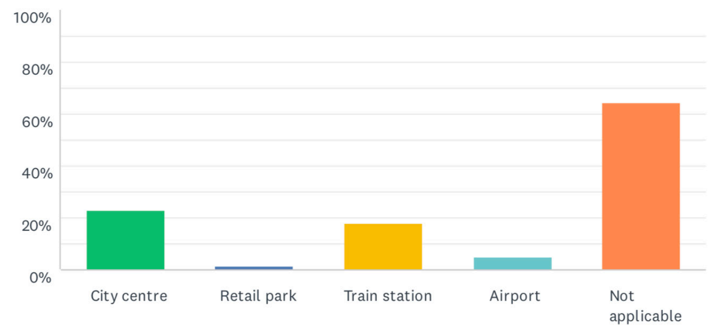
- Trend-driven, Treat, Pricey,
- Quirky, quality, different
- Modern Stylish Trendy
- fun, relevant, unique
- Don't know the brand well enough to comment
- Quirky, Chic, Fashionable
- Upmarket, expensive,
- Calm. Mumsy. Simple
- expensive, tasteful, nice
- Unique

- unique
- fresh, modern, fun, relevant
- Quirky, unique, homely
- Varied Eclectic Unknown
- quality, unique, beautiful
- Unusual, practical, eye-catching
- Boutique-esque, useful, limited
- Clean, Stylish, Chic
- Homeware, Fashion & Jewellery
- Don't know them

(Plus more)

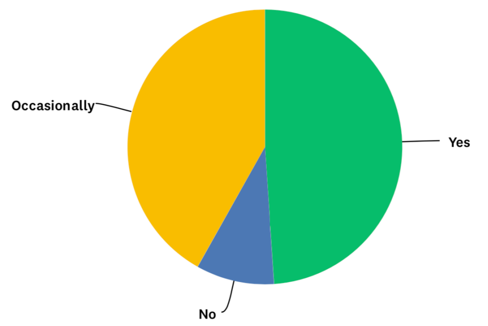
Q19 Where, that you know of, is there an Oliver Bonas store? (Please select all that apply.)

Answered: 140 Skipped: 1



Q20 When travelling via train or plane, whether for business or leisure, do you take time to browse the shops at the train station/airport?

Answered: 141 Skipped: 0



APPENDIX 2 USA INTERVIEWS

QUESTIONS

Oliver Bonas is an independent British Lifestyle Store that sells quirky products including ladies fashion, jewellery, homeware accessories, furniture and gifts.

1. If you haven't had a look at their website yet, please do so. What are your thoughts on their website? Does it appeal to you? Is there anything missing that you think American consumers would expect?

2. If this brand were to launch into the USA, do you think you would be interested? And if so, which product category would you mostly be interested in and why? If not, why not?

3. Oliver Bonas' typical target market in the UK can be described generally as women ranging from 25-40. The target market can be described as 'metropolitan, design-conscious women with aspirational tastes' - 'Yummy Mummies' is another way the target market can be described. If expanding into the USA, the brand could target the same consumer group or a different one. What sort of consumer do you think Oliver Bonas would appeal to in the USA and why?

4. Oliver Bonas' product prices are relatively reasonable in the UK. The brand doesn't position itself as extremely high-end and luxury such that it is only accessible for a niche market. Based on what you know of their product offering, what price point do you think Oliver Bonas would benefit from taking when expanding into the USA and why?

5. Oliver Bonas values its personal and fun in-store experiences that it provides to its customers, by employing outgoing and friendly staff that reflects their product offering. They also believe that human interaction and the ability to touch a product is very important. What are your thoughts on this? Is this important to you as a consumer?

6. Based on what you know of the brand, who would you say Oliver Bonas' competitors are in the USA market? Which of these appeal to you the most and why?

7. The trend for brands to offer more than just fashion (such as homeware, accessories and beauty) has recently grown, particularly amongst younger consumers. Many brands are looking to expand their retail offering to build more of a 'lifestyle brand' proposition. What are your thoughts on this?

8. There has been an apparent rise of airports and train terminals as shopping destinations. What are your thoughts on this? What kind of products would you be interested in buying at these locations?

9. In the UK, Oliver Bonas has many stores located at train stations and airports. If Oliver Bonas were to launch in the USA, do you think it should continue its strategy of being located in these locations, or do you think it should attempt to place itself in more of a city centre location? Why?

10. In the UK, Facebook is the most popular social networking site. Only 21% of UK adults that go online don't use Facebook at all. However, in the USA, YouTube is the most popular social platform among USA adults. Would Oliver Bonas benefit from having its own YouTube channel to target USA customers?

11. What other recommendations do you have for how Oliver Bonas could expand successfully into the USA market?

APPENDIX 2.1 - INTERVIEW 1 ANSWERS

1. When I first looked at the website, the first thing I thought was that it is very visually appealing, it's pretty fresh and their main colours seem to be pink and white. They have incorporated a Spring feel to it which is evident by a Spring line which is very appealing. I also noticed right away that there wasn't any clothing being promoted; it just got right into the lifestyle stuff which made me curious. So for example, when I think of other competitors like Anthropologie, their website, usually it's clothing or at least an image of a person using/ wearing lifestyle products. So there wasn't particularly anything about the website that I thought was unappealing, in fact I was like 'Oooh this is interesting!', I thought it was pretty cool. I guess the only thing is that it wasn't particularly obvious to me that they did clothing.

2. Hmm. Well based on what I have seen on the website I definitely think it would do well, and it seems very similar, in the home sense, to Zara Home kind of thing in terms of the look and feel. In terms of the category that I would be most interested in, I guess I would be mostly interested in the gifting because that seems kind of quirky and unique. Like for example, if I was looking to get my sister a gift, I usually try to find something cool to get her, I would potentially look here because it seems different and modern. The fusers, for example, are really pretty looking and they're cool. Personally, I would also probably like some of the clothing for myself, maybe if they were to make their pieces and collections a little more obvious. I also really love candles. I have a bunch of Anthropologie candles, because when I go into their store I think 'OMG that smells so good!', which are the candles that they're using in-store to make smell so good.

3. I definitely think they would appeal to that same target group in the US, I think there are a lot of young Mum's in their 30's or Mums-to-be, still want to feel very hip, so I think yes it would appeal to them quite a bit. But I do also think that they might find more up-lift and first attraction from the younger end of that range in the US. I would say that the younger end of that range are more open to new, pop-up, kind of business that offer more unique and funky products, but they also would be persuaded by price. So for example, I am just looking at the yoga mat - £30 doesn't seem to be a lot for a yoga mat, but if you were to convert that to US dollars, it might be say $40 which seems okay, or is it going to be like $60, and in that sense people might be like 'Oh I don't know if that price point is worth it'.

4. So when I think of stores like Urban Outfitters and Anthropologie, it's pretty expensive in the US. I guess it really depends. When I go to visit my sister in the UK and we go shopping; when you just look at the pounds it's not so bad, and say £50 for a dress is not that big of a deal if you really like it, but when you convert it to American you're like 'Oh wait, that's like over $100. Is this really exactly what I want?' So I feel like the current price point, if they were to just do a direct exchange or conversion, it would probably be too expensive. Unless they find a particular niche and boutiquey market that they could target. It really does depend - if they are looking at the range that they have, they might have to come down a little bit in some of their prices, or maybe not bring some of their products in yet until they know what does well.

5. I guess it is. I think that's sort of similar to Anthropologie's type of model. I shop at Anthropologie a lot, actually, and I think that you can look at a piece of clothing that's up on the hanger or shelves and it looks okay, but then when you try it on you confirm that it's really really nice. When looking at the dresses on their website, I don't know I think it would be hard for me to just buy it straight online. I think you need to have some sort of, at least at the beginning, some sort of experience. But then again, if you think of the brand ASOS in the UK, I have bought from them online and obviously they don't have physical stores. But maybe it's similar to that because their price point is so good. If it's for something that's more expensive like their dresses as an example, I definitely think it's important to at least know how things fit. And then once they're convinced, they might feel more comfortable to buy something online.

6. I definitely would say Anthropologie, because it's like basics but I would call it kind of high-end basics. They have the same type of Bohemian appeal and look and feel, and they have all the homeware products that Oliver Bonas seems to offer. I think the reason that Anthropologie appeals to me because it feels to me that every piece that they offer is unique; it's not the same cut, it's not the same style, and that's quite appealing. Another competitor that I have just thought of is maybe Free People. I would say they are more kind of racy, in the sense that they have more of a younger appeal, but they do have pieces that are similar to what Oliver Bonas seems to offer.

7. I think it is a good idea I guess. Like I said with Anthropologie, if you can make it appealing in the store, like homeware, houseware, books on a bookshelf or whatever, people would kind of be drawn to that and desire to have the same vibe in their house. I definitely agree with it, yes. Like I said before, I have purchased a bunch of Anthropologie candles just because when I am in store I love the smell. But I do wonder, but I'm not sure from a business perspective how much money they make on it. Maybe it is to bring people in, I don't really know, but it would be interesting to know if they actually sell enough of it to make it worth their while.

8. I think that's a great idea. When I'm travelling home from London I always shop! I am always keen to get gifts and what not. One of the shops at Heathrow that I feel was similar to Oliver Bonas when I was looking at the website, was the John Lewis pop-up shop at Heathrow. I know it is a department store and it's a lot bigger and stuff like that, but what they have in their store at Heathrow is pretty on point with some of the things that they seem to be featuring here. So it's really about gifting and some select pieces. Also Cath Kidston is another one, I didn't even know that Cath Kidston had a physical store when I saw it at the airport, so I would never have known about that brand if it hadn't have been for the airport. So I definitely think it would be worth the investment, but you'd just have to be super strategic about what you decide to put in store, like seasonal materials - there should be just enough so that people can buy and have their size etc. And I guess it should be all of their homeware and beauty and jewellery and candles and stuff, because people want to bring home gifts.

9. In the US, definitely not a train station! They're horrible - they're super grubby, they're not a good experience. Nobody wants to be in a train station in the US by themselves, especially New York. I mean it's just so busy. I guess maybe around Central Station in New York you could find some really nice streets and shops to have that nice travel shopping experience. So in NYC for example, I would maybe recommend the brand looking at the Hip District to locate, like West Village, somewhere that's new and fresh, with little boutiques and a lot of foot traffic. Also there are always different areas popping up in New York as the trending spots to live, I think right now it is Brooklyn. In terms of airports, like in New York, I don't know if JFK has improved, I think JFK is the nicest one of all of them. Newyark is hideous, and there are others that are just awful. But again, I am obviously flying domestically when I see these airports, so I think it really depends. The international airports and terminals are probably a different shopping experience.

10. I don't know, maybe. I don't really go to YouTube for social stuff. I would say Instagram is my go-to. You can be very strategic, because obviously on Instagram you follow people. I think Oliver Bonas could find a couple of US celebrities or influencers that they give their stuff to and pay them to use it and wear it. On Instagram, the social influencers that I have looked at and liked what they're wearing and then subsequently purchased it, it hasn't been the ones that are direct and like 'My outfit is from Fabletics' or whatever, it's from the people that just don't mention it at all but they make it look awesome. I will then see later on their stories they're like 'Oh by the way, I've gotten a lot of questions about my outfit, swipe up!'. I mean I know they are still being paid for it but it's being done in less of a pushy way. So some of these people that I like and follow, it's quite funny actually, but old Bachelorettes from The Bachelor, or any reality TV show stars. So some include Andi Dorfman, Kaitlyn Bristowe, Amanda Stanton and a bunch of others. These people come off of these shows, they don't even know it, but they have 2 million followers and they're an influencer immediately. So anything like that, because people are interested in them, and as long as they're not too annoying, people continue to follow them. Like I still follow a bunch of old Bachelorettes, as long as they don't annoy me.

11. They might want to consider doing some pop-up shops. One of the things in the US that seems to work pretty well is finding experiences and opportunities to just do pop-up shops, to then talk about it on social media to get people to go there and be excited about it, so not have a physical location yet. So to get people excited about it and definitely get some celebrities to wear their clothes and use their homeware products etc, but using celebrities that consumers can connect with and that are in their target market. And then advertising to them. So for example, there's a company called Stoney Clover, and they sell personalised bags. They're in New York, they're in LA, Palm Strings, San Diego - they're similar in terms of the look and feel, and they're small and are keen to expand and stuff. What they did was they basically gifted a bunch of social influencer people, and those people would get a package in the mail, and un-box. It caught my eye because it was all about travel, and nice stuff, and that got me looking at it. Then once I started following them, I could see how many different people they gift to, they do pop-up shops, and then they opened up a store in New York recently, which is exciting. So I think that seems like a good way of starting, to find a good place for your target market, like is it San Fransisco, or is it New York, or is it just Palm Springs, find your little niche that you know you can kind of make a splash.

APPENDIX 2.2 - INTERVIEW 2 ANSWERS

1. No I liked the website. It looked a lot like Anthropologie, which I love. It looked very similar to their set-up and their styling. So no I didn't see that there was anything missing, I really enjoyed going through it.

2. Yes I would be interested. I like the clothing and the home stuff - that's kind of what I gravitate towards.

3. I think the same, the same consumer group as what they are appealing to in the UK. Maybe even female college students, because like a lot of the stuff is reasonably priced and I could see maybe girls that like decorating their college departments or dormitories. So maybe the younger side of that wide range.

4. I would say if they can competitively price themselves lower than like the Anthropologies and the Urban Outfitters. That would probably draw people in more to them, and maybe differentiate them more if they were able to somehow do that. I mean I don't think it's expensive, I know it's kind of that mid-tier level, so I guess it could be more competitive with the popular US brands, that might be helpful for them.

5. I still really like going into stores, like now we're just doing everything online; I would kill to go to a store and walk around the isles right now! So yeah I think that is important, like the displays, and the cleanliness and the organisation, like when I go into a store that's what I'm drawn towards.

6. I definitely think Anthropologie for sure, and Urban Outfitters too, for the US. I mean there is probably more boutiquey type stores that are in different states and localised to. But those are probably like the big ones I would think of, just going to the website that's what it reminded me of the most.

7. Yeah I think it's a great idea. Like once you get them in your store or online on the website, you know maybe they're just looking for clothes. But like for example, when I'm on a website and see something for my house that I want or a face mask or lotions or things like that, like you're already kind of in. You know if you're adding things to your shopping cart, and you know maybe there's a limit for shipping, you're just going to look at everything else and keep adding to it. So yeah I think it's a great strategy.

8. I would say more of the beauty and wellness stuff, and the gifts as well, in a train station or airport. I don't think I'd probably be looking for clothes (unless like I lost my luggage!), or homeware because I just wouldn't have space probably to take it with me. I think maybe more like travel sized, I guess I'd be more willing to look at in terms of a terminal of some sort.

9. Um, it might vary state by state, because not every state in the US has a central transportation system. So like the hubs like NYC, and Chicago, and even Los Angeles, like they have great public transportation. So yeah it would probably work in those states whereas others it might just be worth being in a city centre.

10. Wow I didn't know any of that! Um, that's a great question. I mean I don't really go on YouTube I guess to like look at commercials for stores and stuff, but like my Mum goes on YouTube for everything, whenever she's looking for something, so I guess it would probably depend on the target market that they are looking for. I personally think it would be enough to be on Facebook and Instagram, and those social medias. But I guess I could see, especially like the ads that pop up on YouTube, if they were doing it that way, I could see that being beneficial.

11. I would just really see, and I'm not really sure how to do this, but if or when they do decide to expand into the US, however they can differentiate themselves from Anthropologie and Urban Outfitters. Like why us US shoppers should be drawn to them? Again, if it's a lower price point or if there's something different that we haven't seen before, I feel like that could help them out a lot. Because people get really brand loyal. Like as I said when I went on it, I thought it looked really similar to Anthropologie. So if they could somehow differentiate themselves in that way that would help them out a lot.

APPENDIX 2.3 - INTERVIEW 3 ANSWERS

1. I think it's very intuitive, I mean I was able to navigate through it pretty easily. It reminds me a lot of the website for Ann Taylor Loft, I don't know if you guys have that brand in the UK. Yeah it's very similar to the Oliver Bonas website. I did notice that because I am on the American version of the website, certain things aren't there. So for example on the Home Goods page, its looks like they put out like a blog with articles and you can kind of click through to find the products that feature on the blog posts, the products aren't available in the US.

2. I think I would. I really like the clothing aspect of it. For my job, we mostly work at home but we occasionally meet up in person for meetings, and when we do I like to treat that as a good occasion to get some new clothing for the little work meetings that we have. So I would love to explore their dresses specifically, I thought that they had a wide range of dresses and they seemed like they were a good length, which is something sometimes really hard to find in some of even the professional clothing stores in the US. I'm short so they either go down to my ankles or don't cover much at all!

3. I think that the age range sounds about right, 25-40, sounds pretty much on par with the young professional crowd. We call it business casual kind of dressing, usually dresses, dress pants, a blouse, jackets, that kind of thing. So I definitely would say the young professional that's at work, in a business casual environment, and then maybe going out with her friends afterwards for happy hour, or out on the town for dinner, that kind of thing.
(Follow up from 3. Oh I thought the homeware stuff is really cute. Definitely very cutesy. For somebody who's into decorating, they have a lot of accessories. A lot of the furniture is definitely cute too. It definitely appeals to I would say probably people in their 20s and 30s in an apartment kind of life.)

4. Well I was looking at the prices on things, and I think it might just be converting the UK prices over to dollars. And everything that I have seen is pretty reasonably priced and pretty much on par with something like Ann Taylor Loft that I directly compared to. Most of the clothing and even the home stuff is pretty comfortable in price. The only thing I would say, and I'm not sure what the consumer culture is in the UK compared to the US, but something like Ann Taylor Loft will intentionally set prices I think a little higher than what people would be willing to pay because they always put sales out. And so it's like if something is $100 and you know, a reasonable price, you'd think would probably be around $75, usually they'll put it at $100 and go for the sale like 'You have 25% off!' rather than giving it to you at just a price that you would pay, if that makes sense.

5. It is. I think that friendly and helpful employees no matter where you go - good customer service is something that would bring you back and bad customer service is something that would push you away, for sure, 100%. I am pretty much somebody that shops exclusively online for my clothing, but what I do like is the ability to return it to the store, so that's usually where I will interact with an actual store. I often order to my house, try it on in my house, and then take it back and then either exchange it in store or buy new things or plain return it in store. But I think that that's helpful for me, because I like the ability to try it on at home, with enough time, and in correct lighting (you know how lighting in stores is really bad!), so that kind of thing. So I'd say that the employee interaction and friendliness is definitely important, but less on the ability to actually feel the product and have them present.

6. When I did the survey, I put Ann Taylor and Ann Taylor Loft - they're two different brands. Ann Taylor - non loft - is a little bit more business professional, whereas Loft kind of brings in the business casual element. Banana Republic and Gap are pretty similar to Ann Taylor Loft, I mean I'm pretty sure they're all owned by the same parent company. And then probably J. Crew, I thought that they were really similar to J. Crew. I guess all of those stores appeal to me because that's generally where I'll shop for my professional wardrobe, so I definitely saw a lot of similarities which is why I was like 'Oh yeah! This is cute', because it's really similar to a couple of the places that I shop. I would say that Ann Taylor Loft is more affordable than J. Crew tends to be. In that way, I would say they are more comparable to Loft so in terms of affordability, I would prefer Loft.

7. Um, you know I think it's definitely interesting because they can produce quite a few items that, you know, if you go somewhere that you shop there for your clothing, I guess it's somewhat intuitive that you would be able to shop there for your home style as well. But I will say at least at this point, it's not usually my first instinct to go to my clothing store for decoration for home goods as well. Usually I would go somewhere like Target or, there's a store called Home Goods, or like T.J.Maxx. So I would usually look there, or furniture stores like IKEA, that's usually where I go to first for home goods. I think that it's a cool idea, but I just don't know if it's the first place that I usually would think to go.

8. I don't think that I have ever stepped foot in a store when travelling through airports and things! It might be because I do travel a lot, on average I'm probably in the airport 4 to 5 times a month. I love travelling both personal and professional, so I'm usually on planes quite often. I would say that it's just not really what I'm usually at the airport for, like I'm usually there for a quick in and out, not really trying to shop or browse. I've always wondered how airport stores actually do because I look and I'm like, 'There's nobody in there'. Like who has time to shop while they're at an airport? But I guess some people do because they haven't gone away!

9. Definitely city centre mostly, because like I said I just can't understand how anybody makes money in an airport. Also trains are not a thing here, so 100% no on the trains. I mean we have like metro and subway stations but I think the culture around those is a little different from when I've travelled to Europe versus here, people are generally looking to get in and out. I think a lot of our city centres are where we have a lot of our commercial and shopping districts where you'll find people going to the store for the purpose of going to the store.

10. I did not know that, that's really interesting! I can't say that I am an avid user of YouTube. I would say that in my circle, Instagram and Facebook would probably be the primary ways to reach people, but I guess there is a demographic on YouTube. I don't know what clothing brands would do with their own YouTube channel. But I do understand with YouTube it would be something like an influencer or somebody who's already YouTube famous, you know they'd send them the clothing and they'd try them on, and do like an unboxing. But I don't know how a brand would specifically make that engaging of content.

11. Yeah I would definitely say depending on the city, Instagram rules all things over here. I'm in San Diego in California, and Instagram is just so heavily ingrained in the culture, and I think you would find similar situations in places like New York, Chicago, San Francisco, Miami, those kinds of places. So I would say focusing on social media is very important and getting influencers recommending your brand and wearing your brand. A lot of people like to, you know, if they're trying to get brand exposure, they'll do those little subscription boxes, something like Fab Fit Fun, if you've ever mentioned one thing in the box, you probably get spammed with ads from them in every social media that you open up! Things like that could be helpful. Also maybe a pop-up store? I think it would really just be about making people aware of the fact that it exists. There are a couple of like fashion, business type accounts and everything, I don't know them by name, I'd have to like look them up. But also things like Pinterest, there are people that run like Pinterest and Instagram places. You know, there are a lot of accounts that target like young, business women, women empowerment kind of accounts, that try to promote women in the workplace and things like that.

APPENDIX 2.4 - INTERVIEW 4 ANSWERS

1. I liked the way it was organised, by the different categories. I also liked the new piece of it, so I could see like what were new things that they were showing in each one of the areas. From a US perspective, it looks pretty similar to like - I would equate this to - kind of like a smaller niche market that it's going to rather than like the large US brands. I feel like this site looks pretty similar to what we would see in the US market for like a smaller company of how they share their products online and in the way that they would set it up.

2. Yes I would probably be interested. I would probably look at the - the 3 categories that kind of stood out to me were fashion, the accessories, and the homeware. The other thing I liked about it too - I always like when sites have a gift section. So like I use those a lot if I'm trying to find something for somebody, so like gifts for him or gifts for her; so yeah I liked that about the site as well. So I could go in there and kind of see different things that were coming up, and I like the fact they had some personalisation and things like that, that you could do.

3. It's probably about the same market. So I would say you're probably looking at primarily women who are just out of University, you know already working with some disposable income that would be able to shop these kind of like trends or newer fashions. I also think you could maybe even expand that a little bit, maybe going up into the like 50s; maybe not older women but I think you could probably go a little higher than that with the market.

4. You could probably go higher into the US, and I would say that because you would be marketing it as a UK based company. So it's something that's like not broadly known in the US, so I think you could price point higher. Then it would be more of like a niche product - I don't want to say designer level, but you know it could be unique - it's not something that would be widely found in the US. That way you could have a higher price point and it would be like 'Oh this is Oliver Bonas, it's a UK based company'.

5. I absolutely agree with that! I need new clothes right now and I struggle buying them online. I am personally a very touch and feel person so I would want to go into the store, and I want to pick up the clothes and I want to try them on, I want to look after them, I want to feel them. I do not clothes shop well online at all. And then I also like in stores too, like if I go in and I'm looking for a gift for someone or I want some sort of type of a recommendation, that the sales people really like know their store and know their products and I say like 'Oh I'm looking for a gift for my friend or my Mom or whatever', they can kind of point me and be like 'Oh these might be some things to consider', and you know kind of let me go and explore from there. With regards to homeware and furniture, I'm a touch and feel person when it comes to that as well. I am a store person, so this whole move to online is a little bit of a struggle for me! I mean if I'm going to go buy housewares, I want to be able to pick them up you know. I mean some things I might be able to do online like wall art, that's not as big for me, but any type of furniture like I like to go see the furniture in person, sit on it or you know, feel the material, or whatever it is.

6. That one's a tough one; you had that in your survey. Maybe like a Kate Spade type thing because she's got the fashion, the kind of accessories, and then she's got the housewares as well; that's probably the one that comes to mind the most for me, that I feel that is comparable to Oliver Bonas.

7. Yeah I would agree with that, especially for women. Like if you find a brand that you like, you're willing to kind of go into that brand in lots of different areas. You know what I mean, like if you like their clothes, you might explore their jewellery or their bags or their homewares or whatever. I feel like if you get the branding right or you get one of the categories right, then that brand becomes known and you can move into any kind of other area and it will seem to pick up.

8. I absolutely think they're a good idea, especially in airports you see a lot of these niche type stores, you know something unique that you wouldn't see here in like a shopping mall necessarily. So that leads you to maybe want to go into that store and explore it, and you know, see what they have and to like get to know the brand. I think that you'd need to consider that when you move into that market though, is accessibility of being able to like buy it and take it with you wherever you're going. So like, for example, big winter jackets - I would never buy that in an airport because now I've got to haul this thing with me. But smaller items, like if you're conscious about - I mean clothing would be fine because that would be very packable - but like jewellery, or smaller bags or smaller housewares, gifts for people, I think would be good things to buy in the airport, but anything really big, you'd want to look at your products for that type of a store specifically.

9. I think in our airports it could do well, especially in some of the bigger airports, so maybe the airports where we have a lot of international flights - like the New York airports, the Philadelphia airports, the Los Angeles airports, some of our DC airports - like major cities. I'm in Pittsburgh, so I don't know how it would do in a Pittsburgh airport, but I actually think it would do well in airports. Personally I know that when I go to airports and I have extra time I like to walk around and I go in the shops, whether I buy anything or not, it's something to do with the extra time that you have. Domestic airports I guess it might not do as well, you know when I'm travelling within the US, so maybe focusing on larger hub airports that we have in the US. We don't have a lot of train stations, train stations aren't really fancy! Like if you're going into a train station, you're just in and out kind of thing. They're just not like they are in the UK, so train stations probably not.

10. Um, I'm a bad social media person to be honest. I don't know, I mean with the age group you're targeting, with the older part of that age group so with like the late 30s, 40s and I said maybe even like the early 50s, I think Facebook would be a primary piece of social media you would want to use. I think with the younger like 20s to early 30s, to me I think it would be Instagram more so than YouTube.

11. I think pop-up stores are a good idea, they seem to be a big trend at the moment. I guess the other thing is, if you can get somebody who has a following. So for example, there's this new nutrition lady called Autumn Calabrese, I've been kind of like following her and different products that she's been using, because I've been trying to get on better nutrition! She pushes different nutrition products, but a good example of that is she works with some company that makes 'Overnight Oats', and I'd never heard of that company and I don't know if I ever would have, but I saw a post of hers online, and she was saying how she uses it, so I could actually get 20% off my first order if I tried it, and I tried it! And it was good! So I will likely order from them again. I mean if you could find somebody like that that has a following, who would like the brand, or would post about it or share about, or even offer like - sometimes they'll say 'You can swipe up and use my code here to get 10% off your first order', to try it. That's definitely a way I've seen recently how people are finding out about new products, because they're following somebody who uses it or who are working with the brand, and helping them position it. It could be worth while taking a look at people who market certain brands similar to Oliver Bonas, and is there a way to kind of connect with them, or get them to try samples of it and see if they like it. You know, test groups or something like that, or certain people like influencers, and see how they might be able to help spread the word about it.

APPENDIX 2.5 - INTERVIEW 5 ANSWERS

1. I don't think there was anything missing, like it seemed like it had a lot. It feels broader than a lot of the American ones that I've seen or go to, because a lot of them will have like just the activewear, and then they'll have accessories, then they'll have a different tab for the boots or shoes etc. I definitely would say there isn't anything missing, it almost feels like the opposite of most that I've shopped at or seen that come up. My sort of reaction is that, because it has so much - my experience in the US is that many brands are more tailored in one specific area that are popular. You know one of the questions on the survey was can you think of a comparable brand, and I had to really think of one that has everything, and it was hard because some of the examples I had didn't have everything, but I guess that's what makes this brand different is that it has so many different categories.

2. I would say probably the fashion, jewellery, accessories - I don't tend to buy as much furniture online, and even things like homeware I would only buy it if I could return it to a store. I feel like it's pretty common to buy fashion, jewellery, accessories.

3. The group that you described - I'm just looking at the clothes a little bit now - I would say the ones in particular the ones in the mid size or smaller cities in the US. The US is so spread out, and the big cities like New York, LA, not that you don't need it as much but they tend to go to the metropolitan shops. I think you used the term metropolitan, there are a tonne of cities that are like a million or less, but they're still cities, but they don't have the box stores there, so people rely on websites and buying things that way. So geographically I would say the mid sized American city consumers, so the women working there. My experience in the US is a lot of the Moms aren't working or taking a pause in their career, but they still want to be in touch with things - that would be a great market for them because it does have all the fashion, jewellery, accessories, beauty, and a bit of the homeware too if they wanted to look. So yeah mid city and stay at home Moms too.

4. I would have to just see how much some of the products cost, so let me just work out the conversion pounds to dollars... Okay, so I mean it looks to me to be the cost of like maybe a Banana Republic or something. I don't think it's particularly pricey compared to - I'm looking at the dresses now - and I would say the price point is reasonable. I guess if the market were like the smaller cities in the US, the cost there of living is lower, so that would make it relatively more expensive, so maybe I should pause… For what I was just saying that would be like Toronto or Phoenix, like a big city where things already cost a lot, but if it was targeting that other market of smaller cities it could be a little on the high end. I would say where it is, or if anything maybe a little bit lower.

5. For me, no it's not really that important. I think even now with what's going to happen now with where they are, like people going into shops, I mean you're going to see dramatically reduced people going in.

6. Well in the survey, this is the one that I was struggling with, because not many in the US market have everything. I think I had in mind like Saks Fifth Avenue because they sell many things, but the difference is they are a department store so they sell many brands, whereas Oliver Bonas is only their brand. I found it difficult to think of a brand that sold everything in terms of all of those categories, so I guess that what makes it unique.

7. Well if there's a growing market! I guess it's just not one that I've seen much of, and it's not that I wouldn't be interested in it. But all the big ones now like Fabletics, they're very specific to one area. Things can change so quickly as we know, especially in that space. It's just not something I'm currently spending my dollars on, and haven't seen a lot of people doing it, but doesn't mean it couldn't work.

8. Well not fashion, maybe accessories I think, because people I don't think in airports want to try on clothes or bring homeware, so it would be the accessories and jewellery - the smaller things that people can pick up and look at would work well there.

9. Hmm, let me think about that. So it must be the biggest cities in Europe where it's in the airports? Interesting. A lot of the smaller cities, where I live for example, and like Tucson in Arizona and Savannah, these are all cities that have like a million people but they don't have shops in the airports. But the big cities certainly would, and I could see it with accessories and jewellery. I guess it wouldn't just be for the sales there but also brand recognition, and I think it's usually posh shops in airports. In terms of train stations, I'm like 'Well I've never been to one!', and people that aren't from the US who question trains, US people are like 'What, you take that?!'

10. Well if YouTube is - well I would've thought like Instagram and Twitter and all that; I thought that would've been bigger. I still use Facebook, and I've bought tonnes of things when Facebook have pushed to me, but that might be in like the older demographic! Well I also guess it depends, like is it its own channel or is it like ads? Maybe it would be good, so what I thought of right away - because I do a lot of these YouTube channel workouts online. YouTube now knows you know, where I live, and that I like to work out, because it always pushes the brands Lululemon and Fabletics to me, ads, forces me to watch 15 seconds of them. I actually think it's pretty effective, because when I see the ads I'm like 'Ahh well that does look pretty nice!', so maybe something like that, with key influencers pushing their ads.

11. Let me think. Can you tell me again their target market that they target in the UK? Okay so if they're talking about metropolitan, so big city, aspirational tastes. Yeah like a San Francisco, New York, LA. Well when people get back to work and back into the big cities, they tend to have ads on subway stops or things like that - you know it's just getting it recognised with something really slick I think would be nice. So maybe that, in addition to the social media ways of promoting. In the US, they always love a famous person endorsing, a Hollywood person endorsing something, that's another one.

ETHICS FORMS

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1. I confirm that the purpose of the project has been explained to me, that I have been given information about it in writing, and that I have had the opportunity to ask questions about the research X

2. I understand that my participation is voluntary, and that I am free to withdraw at any time without giving any reason and without any implications for my legal rights X

3. I give permission for the interview to be recorded by research staff, on the understanding that the tape will be destroyed at the end of the project X

4. I agree to take part in this project X

X
Kristine Obritsch

_______Kristine Obritsch April 6, 2020

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_Katie Regan	6 April 2020_____	
Name of respondent	Date	Signature

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Name of researcher taking consent ....
Date ....

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Sierra Welsh	4/7/20	Sierra Welsh
Name of respondent	Date	Signature

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Name of researcher taking consent ....
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4. I agree to take part in this project [✓]

Jamie Cehelsky	1-Apr-2020	
Name of respondent	Date	Signature

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Name of researcher taking consent ....
Date ....

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4. I agree to take part in this project [x]

X
Jennifer Eberman

Jennifer Eberman	April 11, 2020	
Name of respondent	Date	Signature

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