MARANGA
SWIMWEAR

May 11th 2018

BACHELOR OF INTERNATIONAL MARKETING

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ACKNOWLEDGMENT

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1 Client Assignment

This bachelor thesis is written for the client Maranga, a Norwegian e-commerce company offering swimwear exclusively for women. The assignment throughout this thesis is to find key differentiation factors that will enable Maranga to penetrate the U.S. swimwear market, and further how to utilize this differentiation in order to establish brand awareness and capture market share.

2 Company & Brand

2.1 The Story of Maranga

This is the story about Maranga Swimwear; the startup that went from zero to New York Fashion Week within less than a year in business. Praised by media from the day of its establishment, and boldly aiming for the international market in a pace more rapid than any Norwegian swimwear brand ever before. This is the story about falling in love - with swimwear, the tropical, colorful culture of Brazil, Nordic attitude and with the people met on this journey. And the story starts with Carina Vesteraas and Daniel Dahl, two Norwegians who fell in love with each other and the common dream of creating beautiful swimwear.

The journey of Maranga began in 2014 when Carina travelled back and forth to South America from Norway. She was working for a Brazilian fashion company creating swimwear, and while doing so she dreamed of creating something of her own. The Brazilian culture became a source of inspiration, and the impact of tropical culture from Brazil blended with the Nordic style blossomed in the minds of the two creative Norwegians. In the last months of summer 2016, the young couple decided to pursue their dream and established the swimwear brand Maranga in their hometown Oslo, Norway.

2.2 Golden Circles

For Maranga to achieve an adventure journey, succeed in business and become a legacy brand, it is necessary to understand not only what they do, or how they do it - but *truly understand why they do what they do.* According to Simon Sinek, most companies focus solely on

communicating from the outside-in, by starting with "what".[1] However, being able to communicate a company's existential purpose is according to "The Golden Circle"-principle the very reason why companies like Apple and Starbucks turn all products into gold; their customers connects to their beliefs. This results in customers sharing their beliefs, hence it does not matter how Apple or Starbucks do what they do, neither does it matter what they sell. As of today, Maranga communicate what they do, but after implementing our thesis recommendations they will be able to sell the Maranga fantasy through their inner golden circle of "why".
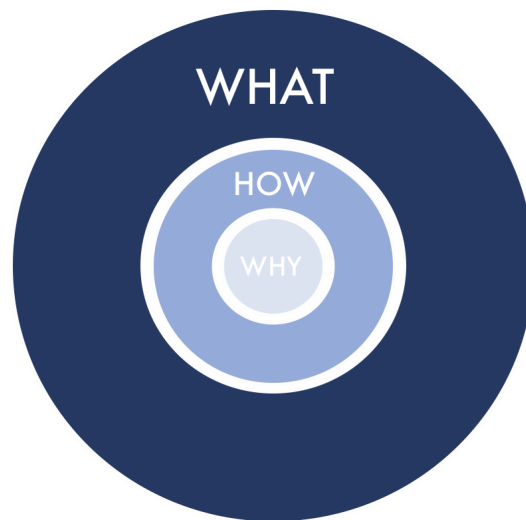
Figure 2a: "The Golden Circles" Simon Sinek, 2009.

2.3 Brand Development

The development of Maranga as a brand is still in the startup phase, and even though the company is continuously looking for a complete personality it has managed to find a somewhat stronger foothold since its establishment in 2016. This development can best be visualized through the five different collections launched, where co-founder Dahl explain that they were constantly searching for the «Maranga soul» and were able to carve this out better and better with each collection.

It is expected that the startup period for the brand will last a few more years, but in spite of this Maranga has already started their development period by providing free international shipping

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[1] https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

with the promise to deliver the goods within 2 days worldwide. During the following years an extensive search for competitive advantages will be prioritized, as it is highly necessary for Maranga to differentiate themselves and become a top-of-mind brand within swimwear.

2.4 Timeline

Maranga is currently in the process of evolving from the startup phase and entering the development phase. An illustration of their timeline is presented below:
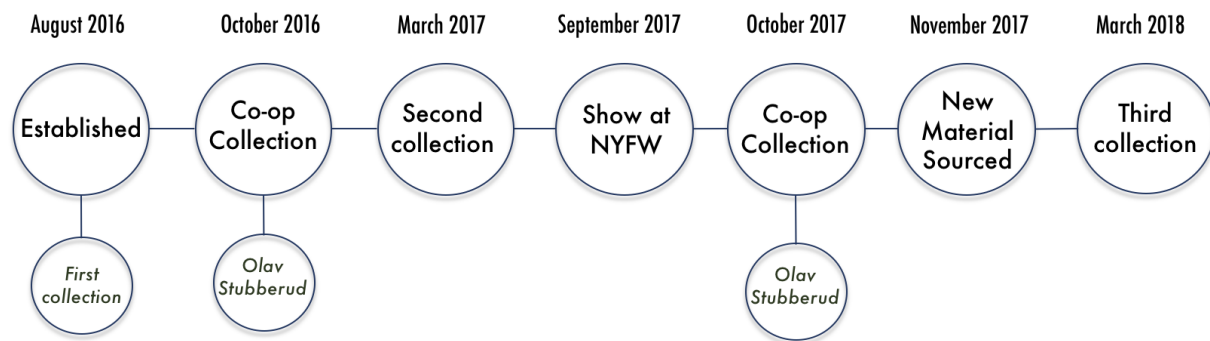
Figure 2b: Timeline of Maranga's development.

Maranga was established in August 2016 in Oslo, Norway by Carina Vesteraas and Daniel Dahl. The name Maranga originates from the couple's favorite restaurant in Brazil, where Vesteraas previously worked for a Brazilian swimwear company.

During 2016 the brand dropped their first collection «The Palm Beach Collection», in addition to «Maranga x Basic» in cooperation with Norwegian photographer and artist Olav Stubberud. Throughout 2017 Maranga launched two new collections, «The Palm Night Collection» and another collaborative collection together with Stubberud. The fifth collection, "FuturaX" was launched March 2018.

September 2017, Maranga was exclusively invited by the Fashion Gallery New York to showcase their collection at New York Fashion Week. The event was considered a success and Maranga gained major amounts of PR and positive feedback for their contribution.

The newly established company is aiming at developing the brand further, looking into future international expansion and the possibilities ahead. This bachelor thesis will research the possibilities of expanding into the U.S. market.

2.5 Corporate Social Responsibility and Ethics

Bearing in mind that Maranga was established a couple of years ago, the current status involves no CSR efforts. However, the company is aspiring towards sustainable production and as the timeline implies, Vesteraas traveled to France in 2017 to source a new sustainable material.

2.6 Company Profile

The company profile will be structured through the marketing mix of 4 P's: Product, Price, Place and Promotion.

2.6.1 Product

Maranga's products are divided into three main categories; two-piece bikinis, one-piece swimsuits and long-sleeve one-piece swimsuits, all of which are within the category of women swimwear. The products are characterized by its tropical and colorful prints, and for its high cut design. Production of the swimwear is conducted in Poland at a well-recognized factory used by other quality design brands based in Scandinavia, such as Craft and Dale of Norway.

The main feature of Maranga's products is its versatility and unique design, but also the quality and the focus on delivering products that will survive for many years. All prints are created in-house by spray painting natural elements such as feathers and leaves, which further is processed digitally. This method guarantees new and original prints and ensures unique designs to the products.

Figure 2c: Illustration of all three product categories.

2.6.1.1 Materials

The current Maranga swimwear is made from 95% Polyamide and 5% Elastane, and every piece is also lined with 95% Polyester and 5% Elastane. The combination and blend of these materials gives a stretchy, strong and lightweight material that dries quickly and gives additional UV-protection. The lining is in addition contributing to a comfortable fit and ensures proper coverage.

Long Sleeves
UV-protection

Zipper
Cleavage regulation

High Cut
Reduced tan lines
Illusion of longer legs

Polyamide/Polyester
Flexible
Dries quickly

Figure 2d: Illustration of features, functions and benefits.

2.6.1.2 Packaging

When creating the packaging for Maranga swimwear, Daniel Dahl and Carina Vesteraas both wanted it to exceed the expectations of the customers in addition to being low-cost to produce. They looked at many different options before settling on a big pink envelope with the Maranga logo printed in big block letters in glossy gold. The added value of delivering the goods in something more exciting than standard grey or brown boxes helps the brand stand out from competition. Additionally, these glossy envelopes will naturally tempt customers to take pictures and post them in social media because of their simple and sweet looks.

Figure 2e: Illustration of product packaging.

2.6.2 Price

The pricing of the different products varies between the various styles and models. However, the average price is $50 USD for bikini bottoms, $50 USD for bikini tops, $104 USD for one-piece swimsuits and $129 USD for long-sleeve one-pieces. The average price across all product categories is $104 USD.

2.6.3 Place

Maranga is currently distributed exclusively through marangastore.com. This is a Norwegian based website, but because of the free worldwide shipping the products are nevertheless available worldwide. Distribution through retail stores is in progress, and in 2017 Maranga signed a contract with Q-Agency with the primary intention of distribution through selected

retail stores in Scandinavia. The international demand will further be met primarily through the marangastore.com website out of convenience and capital restrictions.

2.6.4 Promotion

Because of financial restrictions the promotion has been limited and experimental, it has nonetheless resulted in positive yet somewhat limited results. Facebook and Instagram are the main marketing channels for Maranga, and these are also the channels where the company advertise sales and discounts for their customers (E.g., Black Friday sales). Because of their push-marketing efforts in social media Maranga experienced an increase in website visitors directed from Google search, where the company over time have built up domination on the search term "Maranga". During the first trials of promotion it is found that per $120 USD spent on advertising they get a return of $1,040 USD, leaving a 8.67% return of marketing investment.
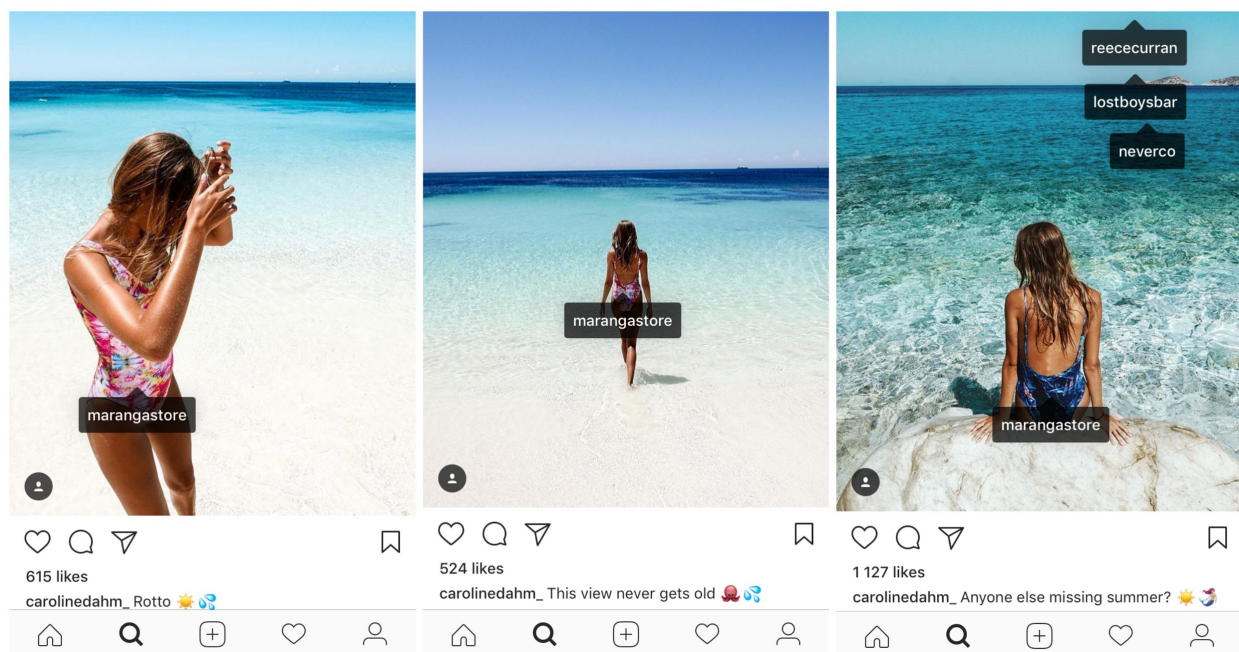
Figure 2f: Examples of influencers promoting Maranga in social media.

During the start-up period Maranga has been featured in the Norwegian Magazine KK, where sports celebrity Rachel Nordtømme wore the long-sleeve swimsuit on the cover. Maranga has also been praised on several fashion websites and e-magazines such as melkoghonning.no and envelope.com. The greatest effort made towards social media has been to sponsor Norwegian influencers and bloggers, where these women in turn tagged Maranga in their pictures and

contributed to increased brand recognition amongst their followers. Out of these the most rewarding has been blogger Sophie Elise who shared photos wearing Maranga swimwear to her respectively 365,000 followers on Instagram. Additionally, several influencers have voluntarily tagged Maranga in their photos and from this helped increase the follower-base of the brand.

Maranga has in addition attended Copenhagen International Fashion Fair in 2017, which was considered a failure due to bad placement at the fair and a struggle to attract attention. The biggest event where the company has participated was New York Fashion Week, September 2017. This major event enabled them to showcase their collection and gain publicity both prior to attending and in the wake of the event. The exclusive invitation to New York fashion week was given by Fashion Gallery New York and included Maranga together with two other Norwegian brands. From this the brand gained positive free PR from several magazines and fashion blogs, and it contributed to increased brand recognition both in the home market Norway but also internationally.

2.7 Brand Personality

There are several traits that characterizes Maranga as a brand, and that contributes to the personality consumers see in the company as a whole. A red line can be seen in every platform used to promote the brand, where the «Maranga feeling» is present throughout. A force of fun exotic colors, cool tropical vibes and a risk-taking «badass» attitude dominate the traits recognized by customers and followers in social media. Further, the small company is active in claiming their voice by following and liking the social media posts of profiles who live by the «Maranga-lifestyle» on Instagram, e.g., millennial women who travel and posts pictures of their adventures for their followers. To back up this image even more, Maranga has sponsored several of these adventurous women with swimwear to position themselves and increase brand recognition amongst their target audience. Maranga's brand persona is built up by the contrasts found in blending Brazilian and Norwegian inspiration and further in the unique prints reflecting this mix.

Figure 2g: Maranga's inspirational board.

Contrary to these branding efforts, Maranga has not yet been able to thoroughly communicate their beliefs and purpose of existence - why they do what they do is left out while what and how they do what they do is marketed. This issue contributes to undifferentiation and a lack of brand persona, which will be focused on in the strategic recommendations for this thesis.

The current Maranga consumer perceive the company to be playful, exotic and Brazilian-inspired, however, few associates it with Nordic countries. Further, the brand personality is from a customer point of view illustrated to be an adventurous and strong young woman, whose passion is to travel. She lives by a «mañana mañana» lifestyle, laughs a lot and enjoys the lemons life serves her with a Tequila shot or three.

2.8 Social Media Channels

Maranga is present on both Facebook and Instagram, and even though their follower-base is still relatively small, they are very active and update both mediums frequently. Online feedback is currently exclusively positive, and comments such as «Love your prints! So cool and individual» and «love this suit» are indicators of the general vibe taking place in the comments section on Instagram. As of May 2018, they have 2,820 followers on Instagram, and 3,041 followers on Facebook, numbers which are continuously increasing. Additionally, all 14 customers giving reviews on Facebook have rated Maranga with 5 out of 5 stars. Moreover, 91% of their followers

are women, and the majority of these are in between 18 to 35 years. Facebook and Instagram contribute to 50% of the website traffic, and 26% of all sales, as of 2017.
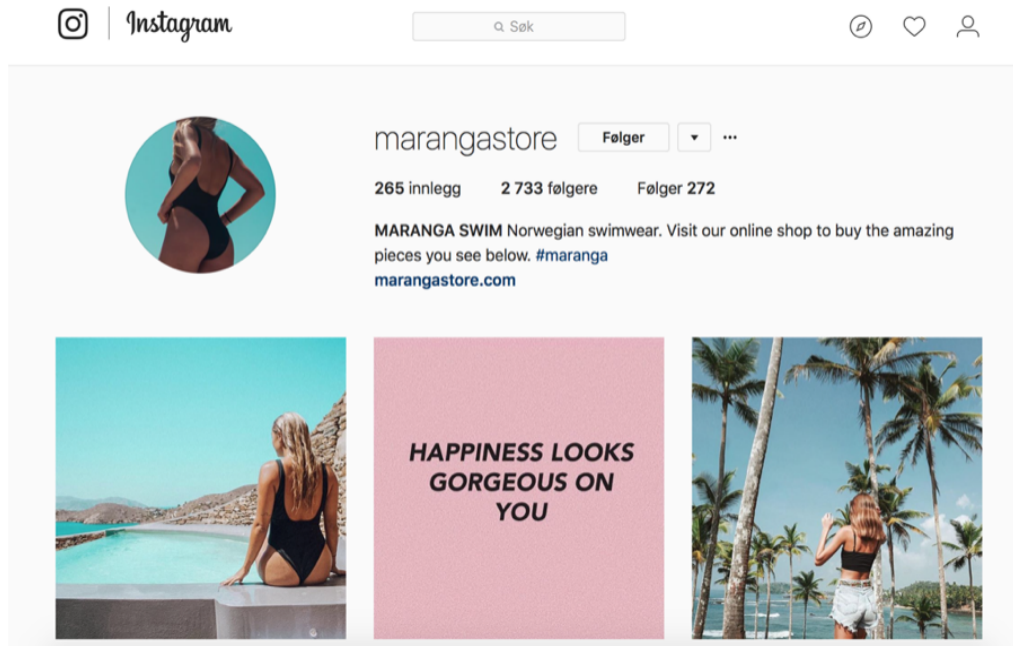
Figure 2h: Maranga's Instagram profile.

2.9 Marangastore.com
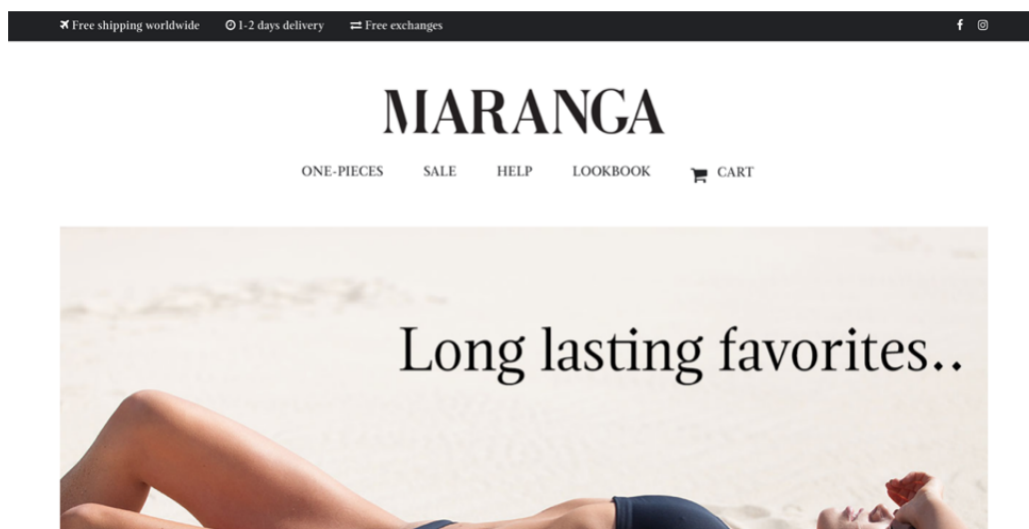
Figure 2i: Maranga's online website.

Maranga's webpage marangastore.com is also updated relatively frequently. Customers can browse a swimwear lookbook with images of previous, current and future collections. This can help boost inspiration to purchase products on the website. The layout of the webpage is clean, simple and it is easy to navigate. Considering this is the sole source for customers to purchase Maranga's products, it is necessary to maintain and develop the qualities present on the website to keep up with competitors.

Within the first quarter of 2018 the plan is to launch Maranga Story, an online magazine with focus on health and travels. This online forum will be updated 1-2 times monthly with articles aiming to both attract new customers as well as building brand loyalty to the current customers.

2.10 Goals & Objectives

Maranga's goals within the 3 first years of U.S. operations are:

1. Increase brand awareness to 5% within their target group
2. Reach above 500,000 clicks on their website
3. Gain more than 3,646 unique transactions in the U.S. market
4. Reach above 50,000 followers on their Instagram account

3 SWOT Analysis

Strengths

- **Talented Design Team**
- High quality
- Recognizable prints

Weaknesses

- **Undifferentiated**
- Lack of brand persona
- Not connected to their customers

Opportunities

- **Sustainability on the rise**
- Expansion to new markets
- Social media marketing

Threats

- **Competitive market**
- Easily copied
- Rapid change in trends
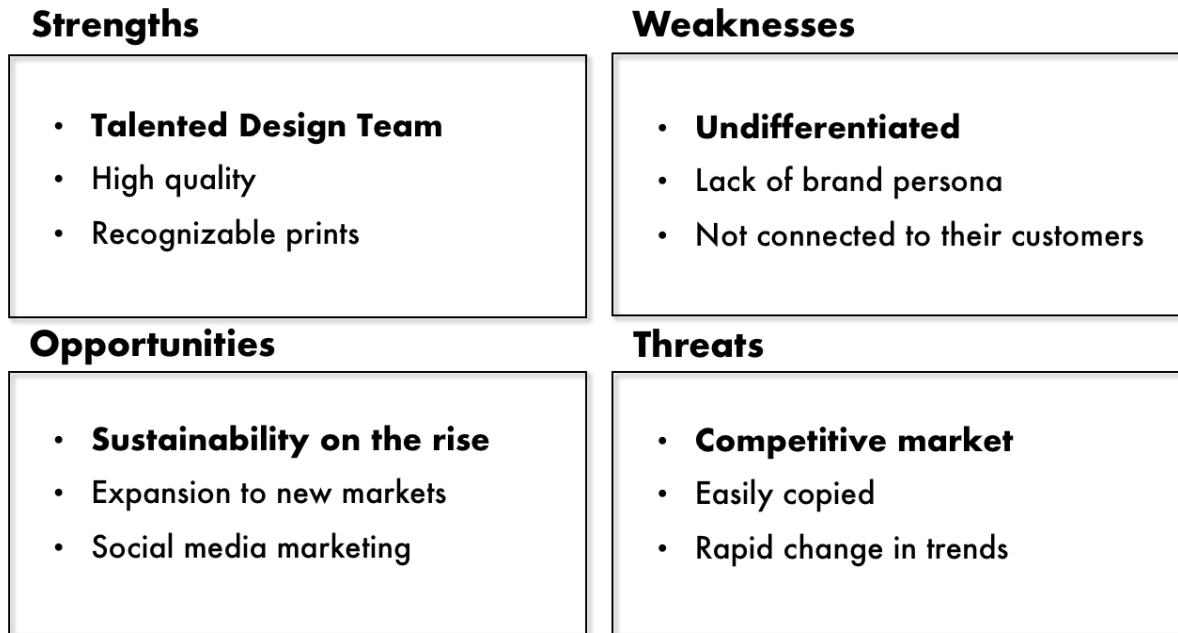
Figure 3a: Illustration of Maranga's SWOT Analysis matrix.

3.1 Strengths

In contrast to the few years in business, Maranga has managed to develop some strengths already - however, these are few and quite limited against their many competitors. We have identified three main strengths; a talented design team, high product quality and recognizable prints.

The talented design team works to develop every collection to be unique and innovative, and this is the key strength identified for Maranga. Vesteraas have previous experience from a Brazilian swimwear company, where she built up knowledge and a deep understanding of design. Being a fashion company, this factor needs to be kept strong in order to stay on top of trends.

Maranga is additionally delivering good product quality. The fabric, color and durability of the products are perceived as being high quality by previous customers, and this is an obvious strength for the startup.

Further, Maranga has managed to develop colorful and recognizable prints. Putting emphasis on the design being made in-house and from scratch, this is a factor contributing to making the Maranga brand stronger. No other brands produce the exact same print, and it can be recognized by consumers as being a "Maranga product" just by looking at the print and design.

3.2 Weaknesses

There are several obvious weaknesses identified for Maranga. The three weaknesses we want to emphasize are; being undifferentiated in a competitive market, lack of brand persona and not being connected to their customers. All of these are reflections of Maranga not being able to communicate why they do what they do, hence failing to communicate with the customers.

The most serious weakness for Maranga is the "just-another-swimwear-brand" aspect. The risk of disappearing in the crowd of both well-established competitors and new smaller players is large, and this weakness could potentially contribute to a short-lived journey for Maranga.

Lack of brand persona is the second weakness identified for Maranga. There is a history behind the brand, however this is not visible nor strong enough to shine through their brand profile and their brand persona is accordingly weak.

Lastly, a weakness is the lack of connection to the Maranga customers. As a result of not communicating a clear, strong vision and belief behind the brand the customers have a nearly non-existent common ground to connect through.

3.3 Opportunities

There are many opportunities that can be exploited for Maranga, and we want to focus on sustainability on the rise, in addition to expanding to new markets and building up strong social media channels.

The biggest opportunity we have identified for Maranga would be to take a leap in the sustainable direction, putting emphasis on doing good for the environment and the society. By doing this, it could potentially give Maranga the differentiation factor they currently lack - and

replace the weakness of no differentiation with the strength of a major competitive advantage. Apart from being a comprehensive investment for Maranga, it is an opportunity to get a front seat on the sustainable-trend wagon currently leaving non-sustainable brands left at the station.

The current issue of seasonality could turn to an opportunity for the company if expansion to new markets is utilized. Entering a foreign marketplace with longer swimwear periods could contribute to stabilizing sales throughout the year, as the warm periods would be longer in comparison to the Scandinavian countries Maranga currently operates in. Additionally, expanding to new markets could open doors to a larger customer base. For example, the home market Norway has total revenues 5 million NOK[2] within swimwear while the U.S. as a comparison has $3.3 billion USD. These numbers back up the major potential present for Maranga expanding to new markets - where the United States represent the largest swimwear market in the world.

A third opportunity present for Maranga is promotion through social media. As of today, the company is active on several e-platforms, and experiences an increasing number of followers on all mediums. The opportunity lies in building a large follower base, and this seems to have been a key to market penetration for competitors like Triangl and Kiini, who both based their marketing efforts on promotion through social media.[3]

3.4 Threats

There are mainly three threats identified for Maranga in the swimwear industry. The first threat is the vast number of competitors in the industry, where many of them are well established big brands with large market shares, hence large brand recognition. Second, we have found the high risk of being copied a major threat within fashion, and lastly - rapid changes in trends within swimwear and the constant need to keep up with what is trendy is the third threat identified for Maranga.

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[2] https://www.statista.com/outlook/90030200/145/swimwear--women-and-girls-/norway#
[3] http://welikeyou.social/2017/06/12/triangl-swimwear-influencer-success-story/

When considering the threat of competitors, it is difficult to grasp the actual extent of players in the very fragmented market. Big swimwear brands such as Triangl, Kiini, Seafolly and Speedo lead the competition in the United States, and further many fashion retail chains carry their own lines of swimwear aside from clothing lines, such as H&M and Forever 21. In addition, luxury design brands such as Chanel, Gucci and Louis Vuitton supply the market with swimwear at the highest possible quality to the highest prices in the market. As if that was not enough, the number of low-priced swimwear sold in other stores and booths in the United states is too large to find numbers on. All of these are in one way or another direct or indirect competitors in the market, as they all supply the U.S. Swimwear demand with products to cover the need. Maranga faces a serious threat by entering a saturated market filled with well-established competitors such as these, as well as smaller players - all fighting for their piece of the pie.

The second threat present for Maranga is the risk of being copied. This threat is with regards to both the prints made in-house, but also the shape of the swimwear, quality and potential sustainability we identified as an opportunity. All of these factors can easily be duplicated by competitors, as Maranga has no patented rights to either of these.

The last threat is the industry itself, as swimwear is a part of the constant changing fashion industry with trends changing day-to-day. This poses a great need to follow trends in order to stay relevant to the target group, and in order to be chosen over competitors in the purchasing decision of the consumer.

4 Industry Analysis

4.1 Industry Overview

The U.S. swimwear industry is a fragmented and saturated market of significant size and contains a lot of companies, both large and small. It is a very competitive industry with everything from international to domestic and branded to private labels. All the companies compete at different price points and through different distribution channels. The U.S. swimwear market is constantly increasing, and it is the world's largest swimwear market, which means that there is high potential and opportunities for Maranga to enter. According to Statista the revenue

in the women swimwear segment amounts to $3,361 USD million in 2018 and the market is expected to grow annually by 3.0%.
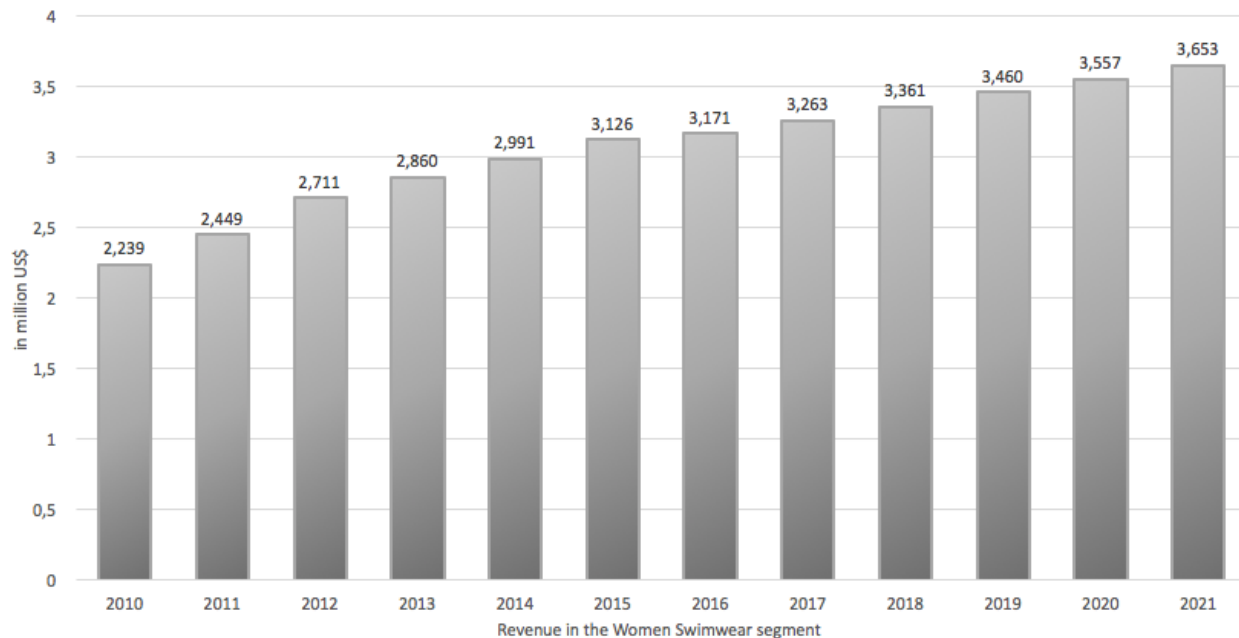
Figure 4a: Revenue in the Swimwear (women and girls) segment.[4]

4.2 Industry Trends

4.2.1 Evolution of Swimwear

There is not much changing as fast paced as the trends within fashion and keeping up with the latest trends can be a struggle. Looking back at the last two centuries, multiple trends and styles have left their marks in the history of swimwear.

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[4] https://www.statista.com/outlook/90030200/109/swimwear--women-and-girls-/united-states#market-arpu

Figure 4b: Evolution of women swimwear 1800s to 1940s.

Starting in the 1800s with Victorian inspired bathing gowns, evolving into shorter, more form fitting bathing dresses in the early 1900s, there are obvious traits that connect swimwear trends with the female liberation movement. During the 1900s swimwear changed drastically by cutting sleeves, raising hemlines and adjusting the fit to be tighter. The 1920s was dedicated to the classic romper, 1940s to the signature spaghetti-strap swimsuit and finally the 1950s introduced the world to the revolutionary bikini.

Figure 4c: Evolution of women swimwear 1950s to 2000s

The rebellious era of the 1960s liberated women even further, and the hippie trend changed the female mindset to "the more skin the better", resulting in swimwear barely covering any part of

the body. In fact, many women preferred going topless to the beach, an extreme shift from the previous bathing gowns of the early 1800s. From this the confidence and sexuality of swimwear flourished in the 1980s introducing high cut bikinis, elongating legs and highlighting the hips. From the 1990s until today trends have varied largely, often replaying trends from different eras of the 1900s.[5]

4.2.2 Current U.S. Trends

As of 2018, the trends are plentiful in the U.S. market. To sum up our findings we have chosen to put emphasis on three main categories; women purchasing patterns, the trend to revolt the very polished and photoshopped fashion industry, the trend of online shopping and third, the demand for sustainable and eco-friendly products[6]

Women purchasing patterns are evolving in a rapid pace, and research published in Forbes Magazine focus on three main trends to look out for over the coming years. First, more women than ever before in history are working. This has impacted not only women's purchasing power, but also daily habits, food consumption, wardrobe choices and how time and money are spent. Data from census.gov show a steady growth from 30.3 million workforce women in 1970 to 72.7 million in 2010, providing reason for stating there are more financially independent women than ever before in the U.S. Second, birth rates are stagnating in the United States, and fewer babies means more time and money to spend on products, hence even stronger purchasing power for Millennial women.[7] The third trend reflects the importance of life stages rather than mere age. People are getting married later, staying single longer, getting divorced more frequently and remarried at all different ages. Also, the phenomenon of second, third and even fourth acts in careers and personal lives, age is no longer the greatest predictor of someone's needs or purchasing decisions.

The second major trend is the trend to embrace all body types as a backlash to the very polished and picture-perfect fashion industry. A survey conducted by Refinery29 reveal that only 7% of

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[5]https://www.bustle.com/articles/140660-the-evolution-of-the-bathing-suit-from-the-1800s-until-today-proves-one-very-important-thing

[6]https://www.forbes.com/sites/bridgetbrennan/2015/12/31/trends-driving-womens-purchasing-decisions-in-2016/#466c2b81325c

[7] https://www.statista.com/statistics/718084/average-number-of-own-children-per-family/

millennial women are happy about their own bodies, and that as much as 80% avoid doing activities such as going to the beach because of body consciousness.[8] However, there is an ongoing trend to shift the focus and embrace all bodies, and "positive advertising" is breaking away from objectification and photoshop.

Third, online shopping is increasing while in-store sales are decreasing. The retail landscape seems to continuously change and become a more online-driven marketplace. However, the duration and direction for this trend is difficult to anticipate. Numbers from Statista illustrate that the United States is in fact the largest country for swimwear sales, remotely followed by United Kingdom and Russia.

Top Countries	
🇺🇸 United States	US$3,360.6m
🇬🇧 United Kingdom	US$696.7m
🇷🇺 Russia	US$472.2m
🇩🇪 Germany	US$467.1m
🇨🇦 Canada	US$416.2m

Source: Statista, January 2018 © Natural Earth
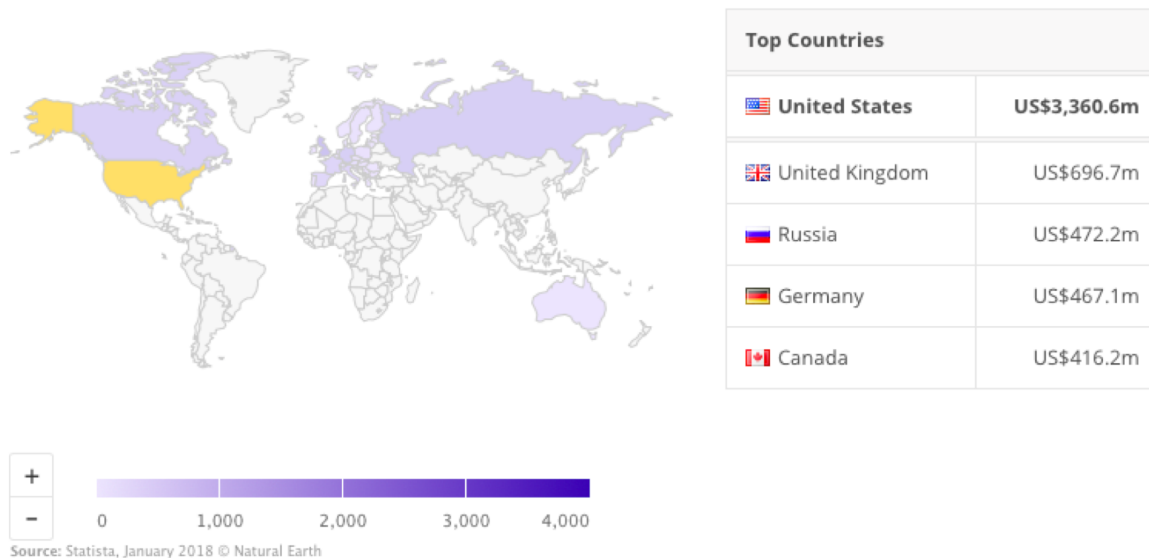
Figure 4d: Top countries for swimwear sales globally.[9]

Lastly, the millennial generation shows major traits for wanting to "do good" for the environment in every aspect of life, from what they eat to what they wear, and where they buy their clothes. Research from Statista and Passport provide data to illustrate the ever-growing demand for sustainable and eco-friendly brands.[10] Additionally, an article from

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[8] http://www.refinery29.com/womens-body-image-survey-2015
[9] https://www.statista.com/outlook/90030200/109/swimwear--women-and-girls-/united-states#market-arpu
[10] https://www.statista.com/statistics/781706/ethical-luxury-goods/

Allartschools.com drafts the sustainable movement in fashion and puts emphasis on being ethical throughout every step of the value chain. Recycling, reusing, vintage shopping, producing with sustainable materials and at the same time stay cruelty free, harming no employee or living creatures.[11]

While all these four trends are important in the U.S. market, we wish to stress the importance of the rapidly growing sustainable trend. As also mentioned in our SWOT analysis, sustainability is highlighted as a key opportunity in the U.S. market. Based on these identifications the thesis research and recommendations will be analyzed accordingly.

4.2.3 Sourcing of ECONYL®

From the stomachs of baby seabirds to the depths of the oceans — plastic pollution is everywhere. The past year, there has been a huge increase in public and political concern about this marine crisis, to a level where it is approaching a dire sense of urgency with environmental scientists and organizations. The problem is accelerating so quickly that people can no longer deny its existence. World Economic Forum states that by 2050, there will be more plastic than fish in the world's oceans[12]. Social media platforms, such as Instagram, Twitter, Snapchat, and Facebook have all become important megaphones for campaigning against plastic in the ocean.

As mentioned previously in our SWOT analysis, non-differentiation is a huge weakness for Maranga. We discussed this challenge with our client at great length, until they mentioned that they have been to France, and are working with an innovative new sustainable material. A material that is called ECONYL®, which is Nylon made of regenerated plastic from the ocean. ECONYL® closes the fashion-loop and makes production positive for the environment instead of posing harm. Additionally, ECONYL® will reduce Maranga's carbon footprint and give everyone the opportunity to choose an environmentally friendly product without compromising on quality or design.

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[11] https://www.allartschools.com/fashion-design/fashion-trends/
[12] https://www.weforum.org/agenda/2017/01/more-plastic-in-sea-than-fish-3-strategies/

The sustainable material is something we quickly expressed our interest with and decided to position and convert into Maranga's key differentiation factor, which further will be their cross-

section into the U.S. swimwear market.
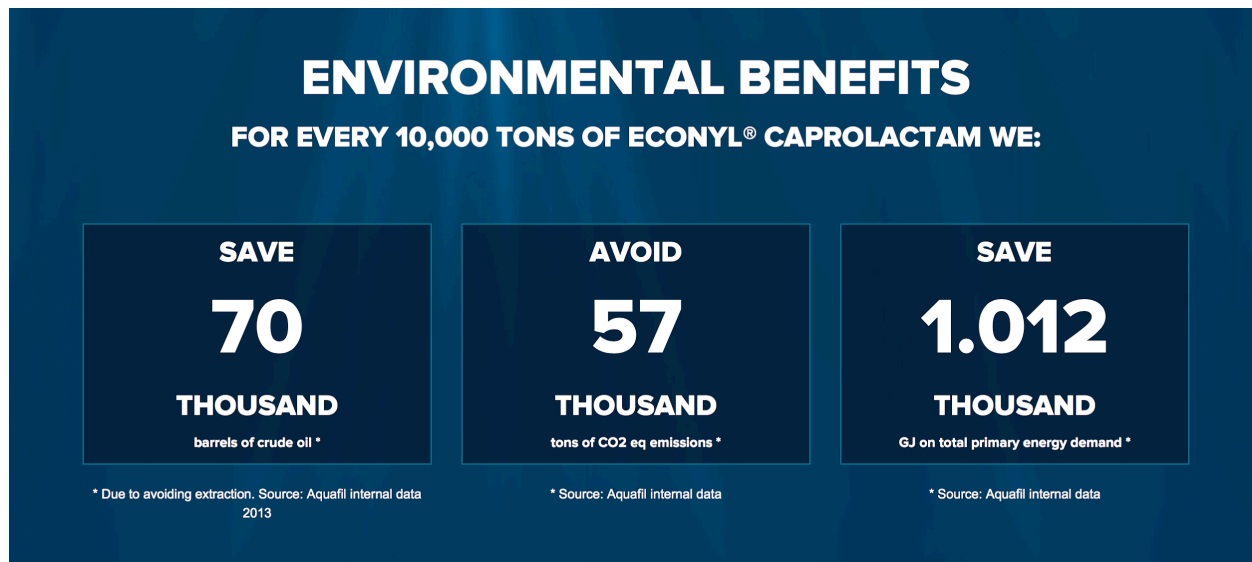
Figure 4e: Environmental Benefits of ECONYL®.[13]

After recognizing this sustainable differentiation factor, it is further necessary to look into the external factors affecting Maranga's potential entry into the U.S. swimwear market.

4.3 PESTLE Analysis

4.3.1 Political Factors

Political factors Maranga need to consider is how new legislations such as changes in corporation taxes and national minimum wages could potentially harm the market entry. This is with regards to higher costs, resulting in lower profit margins.

4.3.2 Economic Factors

The economic factors that are important to take into consideration are many. First, currency fluctuations can be a potential danger to entering the U.S. market. Additionally, it is necessary to look at whether the American swimwear market is increasing or decreasing, and to which extent

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[13] http://www.econyl.com/regeneration-system/

this has a positive or negative effect on the American spending power. The U.S. economy is currently experiencing improvement as a result of decreased unemployment. The unemployment-rate has been decreasing continuously over the past few years and more people are entering the workforce, resulting in economic growth.
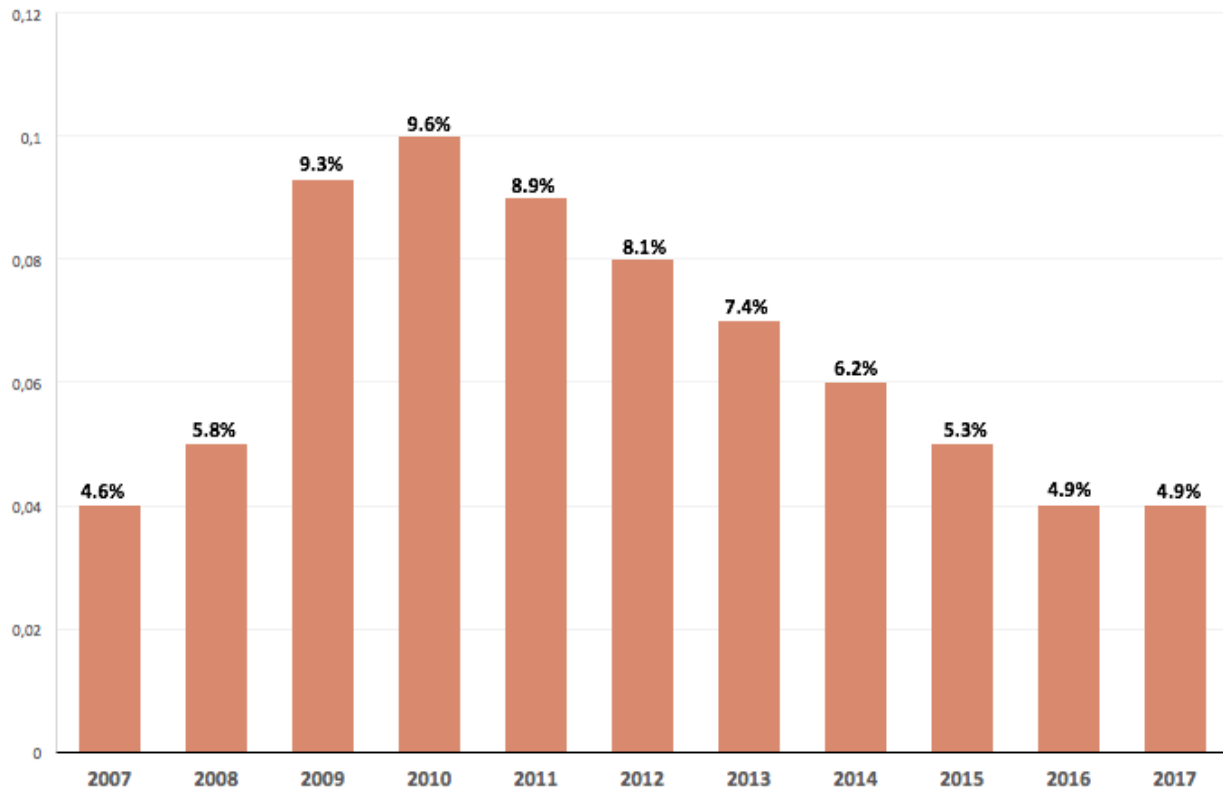
Figure 4f: Unemployment rate in the United States from 2007 to 2017.[14]

4.3.3 Social Factors

Social factors include trends, lifestyle and cultural barriers. The past couple of years have been characterized by a strong female movement and different trends such as the #MeToo-campaign that conquered social media to stand up against the widespread prevalence of sexual assault and harassment, especially at work. U.S. women are marrying later and lower birth rates in the U.S. have led to higher spending power among women. The millennial generation is loyal to fast-fashion brands to be able to stay trendy at all times and tends to be interested in the latest and

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[14] https://www.statista.com/statistics/263710/unemployment-rate-in-the-united-states/

most fashionable apparel.[15] As a result of stronger feminism, the participation of women in politics have increased. The worldwide wave of women's movements in the U.S. have created a more complex and independent environment that women operates in, further contributing to dressing accordingly. Women have obtained a unique interpretation of style, everything from high femme to the more androgynous cuts and silhouettes[16].

The concern around environmental issues is also ever-growing in importance and urgency. Both companies and consumers have become more aware of the impact humans have on the environment, and the focus on eco-friendly products is blooming in the U.S. Women are willing to spend more to support sustainable fashion.[17]

4.3.4 Technological Factors

In today's swimwear industry it is vital for brands to establish good communication to reach out to potential customers. A good way to communicate a brand's message today is through social media. Social media have a huge potential in terms of reaching out to Millenials. Online shopping is another technological factor that can have impact on the business. Digital purchases are getting more common among millennials and social media shopping is increasing together with online advertising. Another technological factor is the material, if there is any technology in the material such as UV-protection, sustainable material or a dry-fast material. Maranga is using UV-protection in their material, and they are aiming for a 100% sustainable material in the forthcoming collections.

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[15] https://www.pwc.com/sg/en/diversity/assets/female-millennial-a-new-era-of-talent.pdf

[16] https://www.bustle.com/articles/191181-how-women-have-used-fashion-as-a-feminist-tool-throughout-history
[17] https://www.refinery29.com/2018/01/186852/millennials-shopping-trends-2018
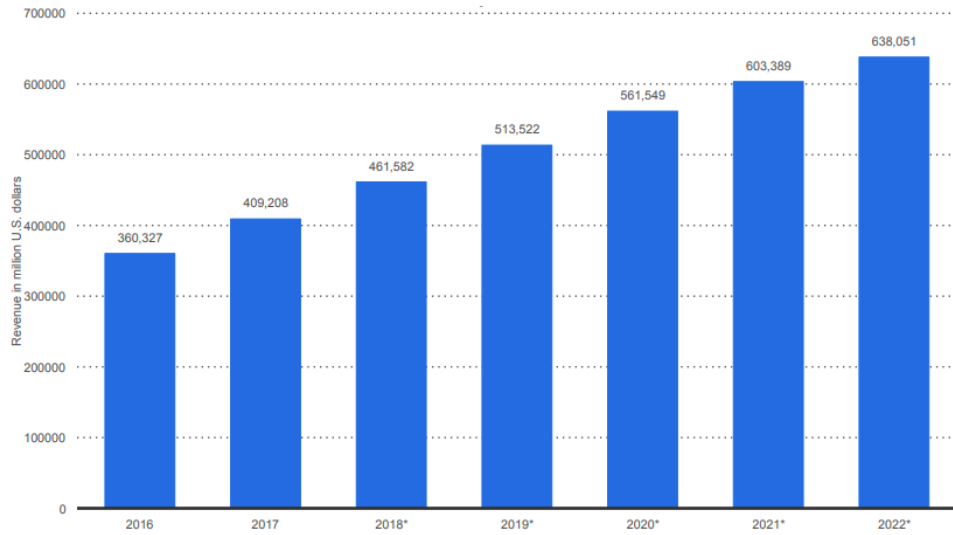
Figure 4g: Retail e-commerce sales in the U.S. from 2016 to 2022 (in million U.S. dollars).[18]
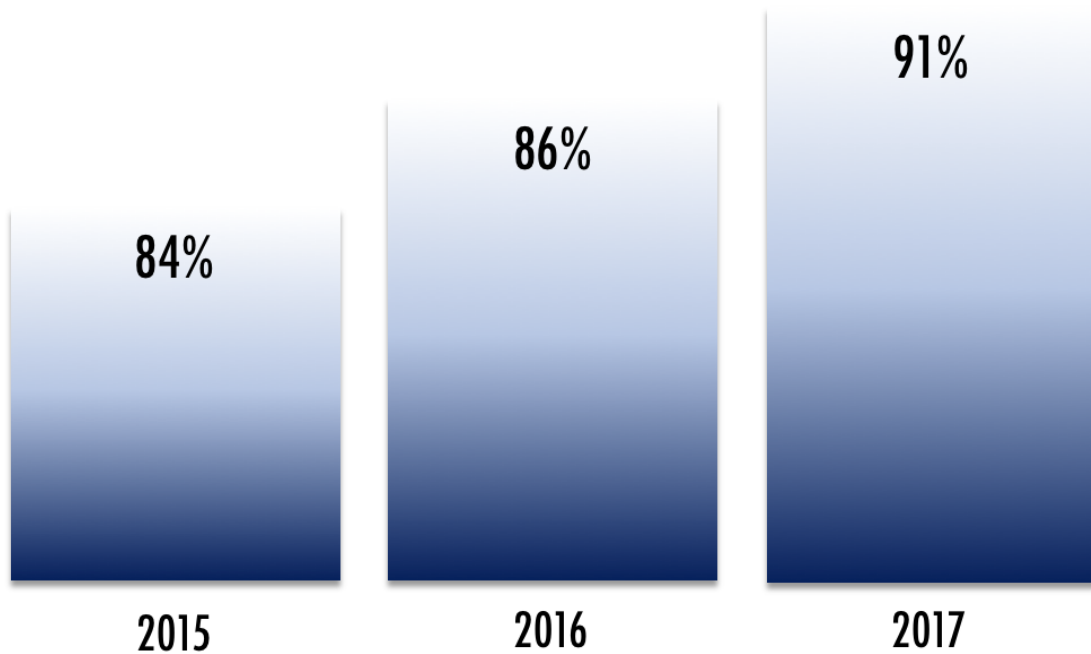
Figure 4h: U.S. millennial Smartphone Penetration.[19]

[18] https://www.statista.com/statistics/272391/us-retail-e-commerce-sales-forecast/

[19]https://www.marketingcharts.com/digital/mobile-phone-81357/attachment/deloitte-smartphone-penetration-by-age-group-2015-2017-nov2017

4.3.5 Legal Factors

The legal factors that need to be taken into consideration are the risk of being copied and the legal protection of intellectual property. It is important to have legal factors to regulate these risks, and in order to sustain a healthy competitive environment it is important to have laws and regulations that makes companies able to keep their own unique product. It is additionally important for Maranga to follow these laws and regulations, and make sure not to violate any copyrights.

4.3.6 Environmental Factors

The environmental factors to consider are the changes in weather and seasons. The swimwear industry is sensitive when it comes to changes in weather, and the demand corresponds with temperature, humidity, wind, cloudiness and rainfall.[20] Increase of swimsuit demand is common during the summer season, but we also have to take into consideration that the environment is different depending on where you are. Climate Change is also something to take into consideration even though it could make swimsuit season longer in terms of extended periods of warm temperatures, it also comes with cons such as instability, storms and unpredictable weather.[21]

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[20] https://www.nytimes.com/1990/04/22/business/all-about-women-s-swimwear-fabric-fit-and-a-rose-tinted-mirror.html

[21] https://www.ucsusa.org/global-warming/science-and-impacts/impacts/global-warming-rain-snow-tornadoes.html#.WvG9Q2aDrBI

4.4 Competitive Analysis

4 P's	MARANGA	speedo	TRIANGL	SEAFOLLY	kiini	Underprotection	H&M	FOREVER 21
Product								
Price	$104	$80	$90	$140	$300	$145	$30	$40
Promotion	Social Media	Traditional Social Media	Social Media	Traditional Social Media	Social Media	Social Media	Traditional Social Media	Traditional Social Media
Place	Online	Retail + Online	Online	Retail + Online	Retail + Online	Retail + Online	Retail + Online	Retail + Online

Figure 4i: 4 P's comparison of Maranga's competitors.

We have divided Maranga's competitors into two groups, direct and indirect competitors. We also divided the direct competitors into two groups; the ones producing swimwear in the same quality and within the same price range, and also two competitors that produce swimwear in sustainable material.

4.4.1 Direct competitors

After a comprehensive analysis of the industry we have concluded that based on comparable styles and price points, Maranga's direct competitors are Kiini, Triangl, Seafolly and Speedo. These are brands with equally high quality and that are about the same price range as Maranga. We identify them as companies that produce the most identical goods to Maranga. When entering the U.S. swimwear market, which already is significantly big, it is important to keep track of the technological innovations Maranga's direct competitors proceeds, and to stand out as a special brand it is important to do something different.

For Maranga to enter the U.S. swimwear market it will be important to consider what their competitors do and not only to meet their customers demand. The importance of appreciating the environment, and the ethics within the company is in focus more than ever before. In today's society it is important to take corporate social responsibility into consideration.

Speedo

One of the reasons why we choose to emphasize speedo as one of Maranga´s direct competitors is that they no longer only focus on good quality within sportswear, but over the last few years they have moved towards a more fashionable swimwear look. Throughout its history, Speedo has pioneered almost every major technological advancement in the sport of swimming. This gives them not only much recognition, but also an advantage compared to competition, also when entering the more fashionable market in collaboration with Brazilian swimwear designer Rosa Cha and MTV.

Similar to Seafolly, Speedo has been around for a long time, and are considered Olympic swimmers' number one choice. They account for 5% of the total sales of swimwear in the total global market. Speedo have swimwear from around $50-$100 USD, also they sell "elite performance" swimsuits for up to $479 USD. Speedo is distributed in several different retail chains all over the world and is also available online. Looking into Speedo's corporate social responsibility it is clear that they value giving back to the society by being a member of PVH. PVH is one of the largest global apparel companies, focusing on a positive impact for people, the environment and communities from source to store. Speedo promotes themselves by substantiate and appreciate their roots and emphasizes that they have not forgotten their roots. The quality of swimwear is great, but they have no versatility and do not offer their consumer any products that could be used to anything but swimming or performance swimming.

Triangl

Triangl is the fourth brand we consider as a big competitor for Maranga in the U.S. market. Triangl offers both bikinis and bathing suits in different styles. Their pricing is from $79-$99 USD, which makes them a little less expensive than the other direct competitors and Maranga. Triangl grew fast because of social media, and they even got copied by Victoria´s Secret, who later stopped selling swimwear.

Figure 4j: Example of Victoria's Secret copying Triangl's design.

The only place you can buy Triangl is through their online store. Triangl´s founder, Erin Deering believes in the philosophy of marketing the products through influencers on Instagram. She means that if a blogger posts a picture in a bikini it is hard to know how many followers is influenced, but with Instagram you can tell straight away by engagement rate. Triangl is categorized as a brand with high quality, however slightly less versatile than Maranga due to lack of swimwear that could be used in different occasions.

Seafolly

Since the establishment of Seafolly in 1975 it has grown to be one of the most recognized swimwear brands in the world. They also have license to produce promotional swim and activewear for the Olympic games for the Australian team. Their average pricing for swimwear is between $100-$200 USD, which places them close to Maranga considering pricing. Seafollys swimwear is available through their own retail stores and through resellers. Their products vary from unique design to classic bikinis and swimsuits, in different shapes.

In addition to selling swimwear, Seafolly focuses on corporate social responsibility. They are members of the ethical trading initiative. Seafolly became a member of the organization first in 2015, which shows that they also follow the trend of giving back to the society and becoming a

business that emphasizes ethical trading base code as an integral part of the supply chain operations and code of conduct. Seafolly is a brand who is a bit lower on quality than Maranga, but they offer a broad product portfolio with a lot of different design, and one-pieces both with and without long sleeve, with many different prints which makes them one of the most versatile competitors to Maranga.

Kiini

Kiini was established with the desire to create the bikini with the perfect shape and material, that embodies the bohemian vibe, yet is still modern and chic. It was also born from the admiration of craftsmanship, love for color and respect of artisans. Kiini is distributed through retailers all over the world.

Figure 4k: Map illustrating Kiini's global presence.

Kiini sells both bikinis and swimsuits in different types of styles. The brand is easily recognizable, and their handmade swimwear with crochet stitch is their identification. The average pricing for a Kiini swimwear is $300 USD and their products are categorized as high quality where some of their collections are versatile.

4.4.2 Direct Eco-friendly competitors

Considering Maranga's desire, and forthcoming provision to produce swimwear in eco-friendly, sustainable material, we have decided to not only look into their biggest competitors, but also those who focus on being environmentally friendly. By looking at Maranga's competitors, we see an increasing willingness of giving back to society. The rising trend is additionally showing that people in general are starting to care more about what they purchase.

Azura Bay

Azura Bay was established because of the founder, Aurora's learnings while studying fashion at college. She started learning about the pitfalls of fast fashion and the negative effects it has on people and the planet. Her challenge was to really find the perfect material, which was stylish, high quality, good fit, ethically made and eco-friendly. She had a really hard time finding the perfect products for her vision but ended up creating Azura Bay. All of the different brands you can find on Azura Bay is produced through eco-friendly production. Also, with every purchase you make, Azura Bay makes a donation. When you checkout from the website you can choose from three different organizations that Azura Bay will make a donation to. These organizations are "Because I am a girl", "World Wildlife Fund" and "Nature Conservancy of Canada".

UnderProtection

Under Protection is the second competitor we decided to look into because of their production of sustainable swimwear and underwear. UnderProtection is a small Danish brand, but because of their high fashion sustainable swimwear they have been featured at Vouge.com and ELLE. The average price is at $115 USD for one-piece swimsuit. They produce swimwear in recycled polyester and are certified by Fair Wear Foundation.

4.4.3 Indirect competitors

The list of indirect competitors for a swimwear brand is filled with everyone fulfilling the same need as Maranga, but with different quality and at price points. Because the number of indirect competitors is extensive, we decided to look into the biggest players in the total U.S. market. We chose to narrow it down to H&M and Forever 21 as they are two of the biggest players supplying

the swimwear market indirectly.

H&M

H&M is considered as one of Marangas biggest indirect competitors because the retail chain can provide the consumers with some of the same functions as Maranga within swimwear. However, the products offered in categorized as fast fashion, to a low price with poor quality. The swimwear is priced for as little as $7,99 USD up to $49,99 USD. H&M is available both online and in retail stores. By November 2017 they have 4,729 stores worldwide with total revenues of $2,328 million USD in the U.S. market[22].

H&M also focuses on Corporate Social Responsibility. One of their measures is "Reduce, Reuse, Recycle".[23] They have a commitment to increase the knowledge and awareness about environmental issues through becoming a circular business and eliminating waste wherever possible. Through their Sustainability Report from 2015 they have outlined much of the environmental issues that the fashion industry causes. One measure that H&M has done is to locate bins for consumers to throw their old clothes in-store[24].

Forever 21

Forever 21 is another retail store that provides swimwear with some of the same functions as Maranga considering "having something to wear" at the beach. They currently have more than 700 retail stores located around the world, in addition to their online shop. Together these accounts for $4 Billion USD in revenue[25]. Their swimwear department consists of many different types of both bikinis and swimsuits with different design. Their price varies from $8 USD up to $88 USD. Further we see that based on product reviews their products are perceived to have low quality. Forever21 was established in 1984 and have since the establishment been working to increase their corporate social responsibility efforts. Some of the CSR they are practicing considering environmental issues are that all of Forever 21's plastic and paper bags are 100%

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[22]https://www.statista.com/statistics/252187/sales-of-the-hundm-group-by-country/

[23]

http://sustainability.hm.com/content/dam/hm/about/documents/masterlanguage/CSR/reports/HM_SustainabilityRep ort_2014_FINAL_Commitment_5.pdf

[24]https://www.slideshare.net/CaraNagy/hms-corporate-social-responsibility-commitment-to-sustainability

[25] https://www.forbes.com/companies/forever-21/

recyclable and reusable, and additionally the company transport all products via sea instead of airfreight[26].

4.5 Perceptual Map

In order to get an overview of Maranga's position in the competitive landscape, we decided to highlight the target market's perceptions of the competitors through a perceptual map. The two dimensions we chose to highlight is quality and versatility, considering these are the two Maranga currently focus on. Comparing Maranga's direct and indirect competitors on these dimensions we identified gaps in the map, which further illustrate the opportunities present for Maranga to launch in the U.S. Maranga offers versatile products that can be used both for swimming, tanning and as incorporated in regular outfits, at the same time as being produced in high quality - and this strong combination may contribute to Maranga acquiring a strong position in this market.
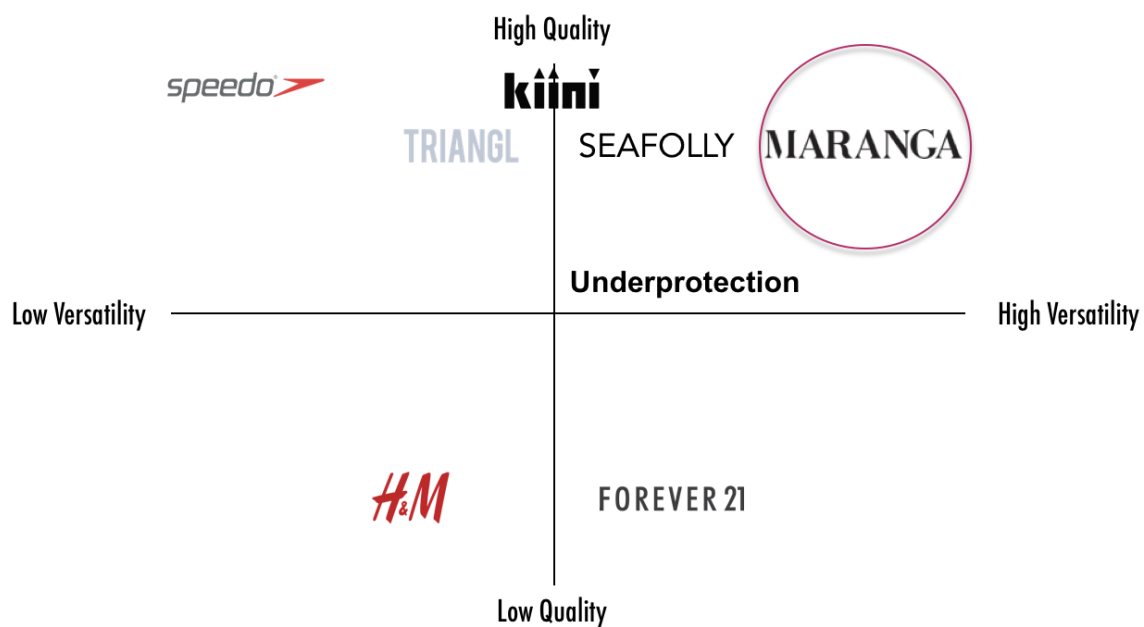
Figure 4l: Perceptual Map.

Additionally, it is necessary to acknowledge that the fashion industry of the 21st century will never offer completely vacuous market gaps for new brands to establish themselves. Keeping

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[26] https://www.forever21.com/us/shop/Info/SocialResponsibility

this in mind, we need to understand that even though Maranga recognizes an opening in the matrix, this does not equal no competitors in the new market. The rather opposite has been the common hallmark throughout this competitive analysis; showing that there is in fact a vast number of competitors in the U.S. market, and that the industry is rather saturated. However, considering versatility many competitors fall behind, leaving Maranga with a differentiating advantage to their benefit.

4.6 Determinant Gap Map

The competitors are further analyzed through a Determinant Gap Map in order to show where the gaps are to be found in the U.S. swimwear market in relation to the dimensions sustainability and quality. This map is created from the manufacturer's point of view with their assessments of the marketplace rather than the consumer's. Considering that none of the large direct competitors are sustainable we identified a gap in the top right corner, this portrays the potential gap in the U.S. swimwear market.

Figure 4m. Determinant Gap Map.

5 Target Market

5.1 Demographics

5.1.1 Age

Maranga is determined to reach innovators and early adopters in their segment. Their target segment can be identified fundamentally through age and gender, which is women, aged between 21-40 years.

According to their Facebook page status, 48% of their followers are women between the ages of 25-34 years, based on demographic data provided on their social media user profiles. Additionally, 28% of the followers are aged between 18-24 years. Based on these findings, their target group is identified to be between the ages of 21-35 years. This segment can be acknowledged largely as millennials. Millennials despite their rather young age, comprise the largest spending cohort in the U.S. and are experiencing a broader interest for luxury and quality.[27] These are elements of interest that Maranga should take advantage of considering their desire to target the high-end market. According to Forbes magazine this segment group consist of 80 million women in the U.S., which generate for a great group of prospects.[28] We will additionally recommend Maranga to expand their age group to 40-year-olds. Armed with negative stereotypes about older women, companies still focus on millennials despite the greater financial firepower of women in their forties. It is important to build brand awareness amongst the younger millennials, but it is also vital to keep in mind that the older part of the segment is the group that actually is proficient to buy the high-end swimwear that Maranga offer.

5.1.2 Gender

Maranga's main focus on women is explained by an overall higher sales rate with this demographic group. Women's swimwear has higher sales compared to male swimwear, due to the greater variety of swimwear choices. Everything from one-piece swimsuits and bikinis to bikini separates, racing suits and tankinis is offered. Women in general, cover 70% of the annual

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[27] http://www.goldmansachs.com/our-thinking/pages/millennials/
[28] https://www.forbes.com/sites/micahsolomon/2014/12/29/5-traits-that-define-the-80-million-millennial-customers-coming-your-way/#2de99c6125e5

global swimwear market[29]. Maranga's Facebook summary also emphasizes the highest interest amongst women, were 91% of their followers are women. Their product portfolio is currently consisting of exclusively women swimwear, which can be an explaining component for why their customer group consists predominantly of women.

5.1.3 Geographic

Maranga is a startup company, but the reason for pursuing the international market so soon is the very short swimwear season in Norway. The English-speaking markets with longer swimwear seasons is very attractive to Maranga. They seek to penetrate the U.S. market, focusing their attention towards the metropolitan areas with the longest swimwear season and where the largest number of women from the target market is available. We have decided that the four largest coastal cities will be desirable to geographically target, more specifically Los Angeles, San Francisco, New York and Miami. Research from Time Magazine (2017) shows that these cities can be recognized as millennial magnets.
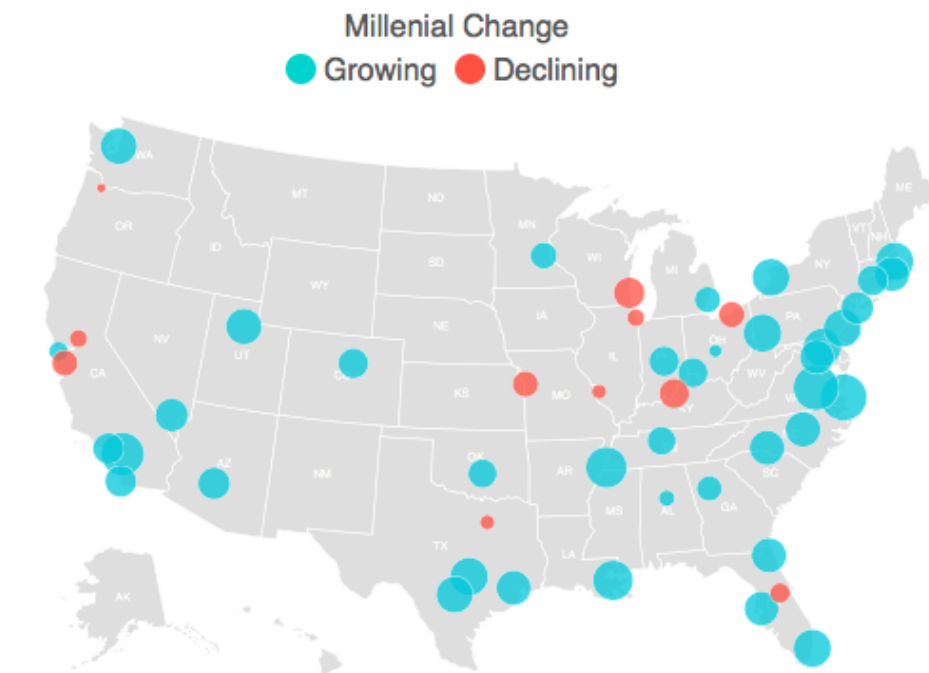
Figure 5a: The Cities where Millennials are Moving, 2017.[30]

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[29] https://www.statista.com/statistics/301137/market-share-of-the-global-swimwear-industry-by-segment/
[30] http://time.com/4797956/cities-millennials-moving/

5.1.3.1 Geographic Information Insights

Maranga is offering a product which is affected by seasonality. The map below illustrates the comparison of average temperatures across the U.S. states throughout the Fall and Spring seasons. The map presents an overall warm temperature in the Fall and Spring in the metropolitan areas, except New York, which is chosen due to the large population of Millennials and additionally their high travel rate[31]. The illustrations also expose warm temperatures during the Fall in the U.S., which makes for the suggestion of expanding the timeframe of the campaign to September. Additional findings from Simmons OneView illustrate how the millennials in these cities primarily travel to warm destinations such as Mexico, The Dominican Republic and Bahamas during the less warm winter seasons of the year, leading to extended swimwear seasons hence higher year-round demand. Please see the Appendix 2, 2.1 (page 115 and 116)
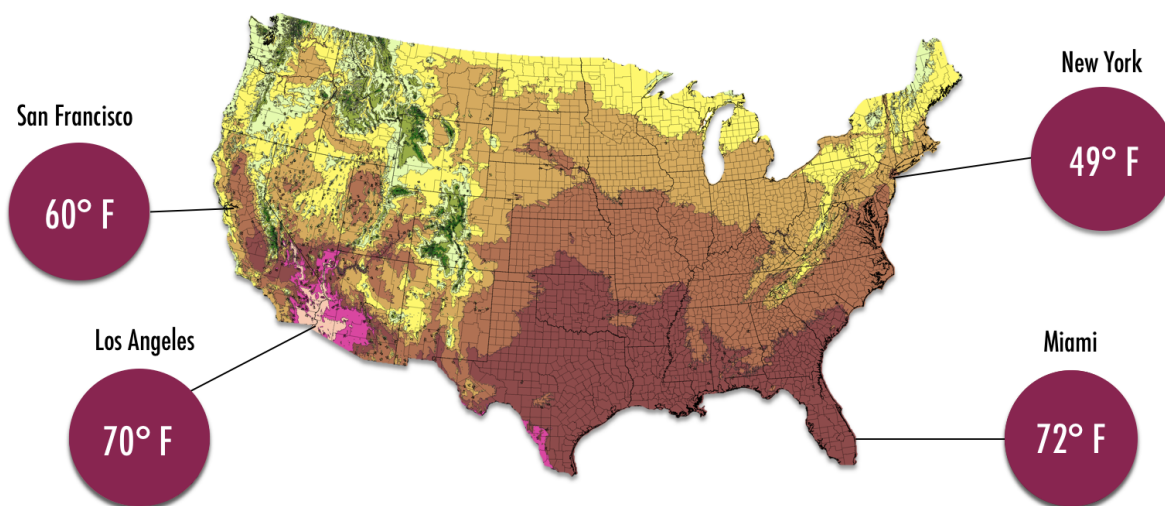
Figure 5b: U.S. State Average Temperatures Mapped For Fall and Spring.[32]

5.1.4 Education and Income

Millennials in the U.S. tend to be well educated, and approximately 65% of the target market have a college degree or higher.[33] The income varies from every region, but to look closer at Maranga's desired metropolitan areas, we see that Miami and Los Angeles is very similar when it comes to the millennials monthly income levels. According to cnbc.com, the average monthly

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[31] http://www.hopper.com/research/which-states-are-most-likely-to-travel-abroad-this-year
[32] https://www.currentresults.com/Weather/US/state-temperature-maps-seasonal.php
[33] https://www.census.gov/content/dam/Census/library/publications/2016/demo/p20-578.pdf

income for those under 23 is an average of $1,600 USD. Monthly income for those between 23-28 is approximately $2,000 USD, and those between 29-33 have a monthly income of around $3,600 USD.[34]

5.2 Psychographics

Maranga targets fashion and travel enthusiasts, and their ideal target person in their own words is someone with a "casual babe vibe" with a strong confidence who wishes to be unique and timeless. It is important to emphasize that consumer types go beyond demographics. It is vital to dig into the consumers mind and connect with their perception and values. Changes in how people make a decision to buy apparel and the story of online is important to understand. Maranga wants to do more than to simply sell a piece of swimwear. They want to sell a feeling of being confident and comfortable with your own body. Maranga is passionate about their brand and they should tell a story of why they sell their products, and not just what they sell.

American 30-40 year-olds feel as vibrant and young as they ever have, partly due to a greater focus on health and fitness. A study from SuperHuman found that 67% of women in their forties feel more confident than they did a decade ago, and just as many feels more ambitious too. The survey also presented a strong appetite for exploring and experiencing new things with or without their kids[35]. On the other hand, the younger group of the target market tend to be affected by the very polished and photoshopped fashion industry. A survey conducted by Refinery29 reveal that only 7% of millennial women are happy about their own bodies, and that as much as 80% avoid doing activities such as going to the beach because of body consciousness.[36] However, there is an ongoing trend to shift the focus and embrace all bodies, and "positive advertising" is breaking away from objectification and photoshop. This rise of rebellion against photoshopped advertising is vital for Maranga to be subsequent to.

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[34] https://www.cnbc.com/2017/07/06/how-much-millennials-are-earning-in-11-major-us-cities.html
[35] https://www.telegraph.co.uk/women/life/women-40-50-new-ageless-generation/
[36] http://www.refinery29.com/womens-body-image-survey-2015

Figure 5c: Millennials Body Perception Board.

Further, the millennial generation shows major traits for wanting to "do good" for the environment in every aspect of life, from what they eat to recycling energy, what they wear and where they buy their clothes. Research from Statista and Passport provide data to illustrate the ever-growing demand for sustainable and eco-friendly brands.[37] Additionally, an article from Allartschools portrays this sustainable movement in fashion and puts emphasis on being ethical throughout every step of the value chain. Recycling, reusing, buying vintage, producing with sustainable materials and at the same time stay cruelty free, harming no employee or living creatures[38].
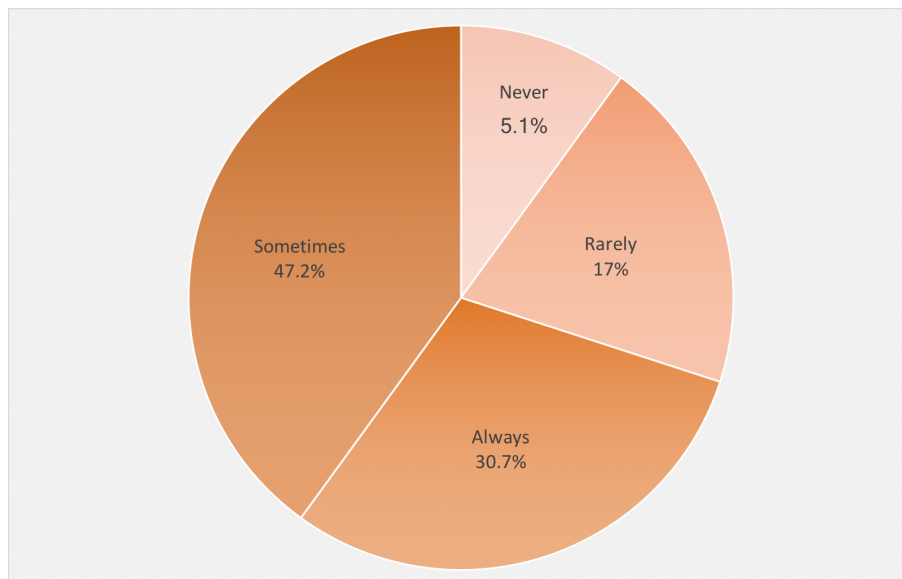
Figure 5d: Importance of Sustainability for Millennials when purchasing fashion.

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[37] https://www.statista.com/statistics/781706/ethical-luxury-goods/
[38] https://www.allartschools.com/fashion-design/fashion-trends/

Millennials can fall into various segment groups and age alone does not dictate their shopping preferences and attitudes. In other words, for Maranga to truly understand who their target segment is and build relationships and loyalty, they must go beyond age, gender, education and income. With psychographic segmentation, we learned about personality traits, shopping preferences, technology usage and environmental engagement, which further helped us identify and establish different sub-cohorts within the millennial segment. Based on secondary data in combination with data from Simmons OneView, we have divided the millennial segment into three different subcategories:

Sub-Cohorts	Social Media Usage	Brand Loyal	Prefer Eco-Friendly Products	Keep up with trends	Bought swimwear the last year
The Penny Pitchers	126	195	103/134	213	238
The Spontaneous Shopper	124	184	115/124	156	228
The Eco-Friendly Shopper	123	212	121	136	260

Figure 5e: Indexes from Simmons OneView, 2017.

5.2.1 The Penny Pinchers

This segment contains those between the ages of 18-24. They tend to be student or part-time workers. They are not considered brand loyal because of their price sensitivity. They tend to search for the cheapest solutions and desire to save as much money as possible. Considering the large amount of discount you can get through shopping online and following certain brands on social media, a high percentage of this subgroup is active social media users. In addition, they prefer to save money in order to afford products with quality and do value a designer label.

5.2.2 The Spontaneous Shopper

The third subgroup is identified through a slightly higher income level and is between the ages of 25-34. They do a lot of shopping and they consider it to be a means for relaxation and escape. They are not particularly brand loyal, and they shop in relation to their emotions. They are easily persuaded by ads and they do not hold back on social media if they have a bad shopping experience, but also express their satisfaction if that happens to be the case. They are often hard working and social females who values online shopping because it is less time consuming. These

subgroups tend to follow ongoing trends. One important reason for them buying on impulse is the desire to look attractive at all times and keep pace with ongoing trends.[39]

5.2.3 The Eco-friendly Shopper

The last segment skews to women between 25-40 years old. This segment is considered resourceful with a rather high education level. They are concerned with the environment and the future of our planet. Further, they go out of their way to buy the most environmentally safe products, such as organic food with recyclable packaging. Additionally, they believe that Eco-friendly products promotes high quality, and on behalf of this they choose to buy expensive niche products and is more than willing to pay for an environmentally friendly or ethically sourced product. These women are also engaged in the online wave of environmental problems affecting the global society and use social media platforms to raise their voices. The Eco-friendly consumers are very important for Maranga, as they are currently seeking to become sustainable through their newly sourced and recyclable material; ECONYL®.

5.3 The Domination of Social Media
5.3.1 Increased use of Social Media

As more Americans have adopted social media, the social media user base has also grown more representative of the broader population. Young adults were among the earliest social media adopters and continue to use it rapidly. In addition to the strong social media commitment from the young adults, the older part of the Millennial segment is also frequently using social media to collect information and engage with brands. This emphasizes that age does not remain a factor of explaining social media activity[40]. According to Statista, 81% of U.S. Americans had a social media profile in 2017, representing a five percent growth compared to the previous year.

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[39]http://go.loyalty.com/webmail/223662/139736088/f34ba6c4d552616f79b7d6f652461cd891f8a77682ecdd00c4811 3f6631a3842

[40] http://www.businessinsider.com/the-social-media-demographics-report-2017-8
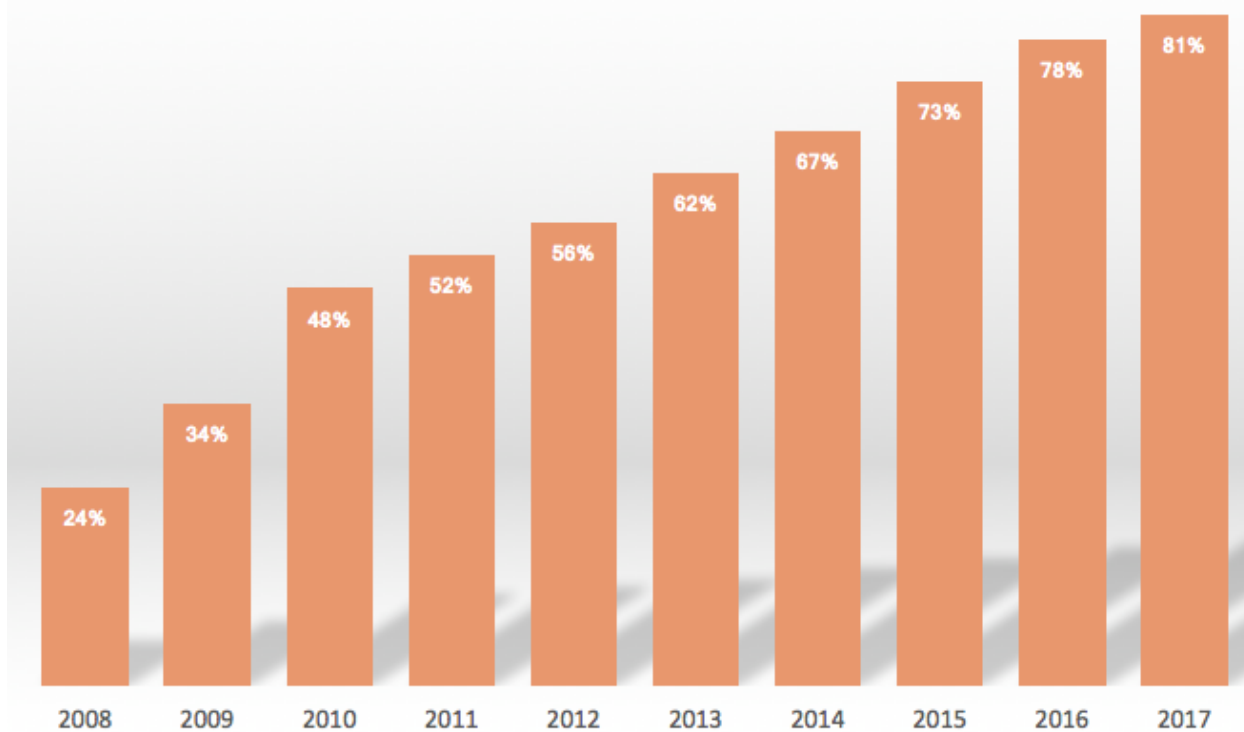
Figure 5f: Percentage of U.S. population with a social media profile from 2008 to 2017.[41]

Knowing how many people use social media is a powerful indicator of the tremendous influence websites and apps have in daily life. It is imperative for every business operating with a social media strategy to know who exactly is consuming this technology and how they are using them. Social media is a well-known advertising platform that marketers use to create engagement around brands in the most effective way. The goal is to reduce the cost of marketing communication programs and convert the social media followers into consumers.

5.3.2 Mobile Technology

Communicating the right message to the right audience at the right time is key to succeeding in the 21st century, and this is where mobile technology plays an important role. Mobile marketing may be the key for Maranga, as they wish to maintain their customer base and deliver value to the target segment that returns profit to the firm. The mobile ad platform is growing faster than any other advertising channel, rapidly catching up with banners and searches, as illustrated in

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[41] https://www.statista.com/statistics/273476/percentage-of-us-population-with-a-social-network-profile/

graph below. As consumers spend more time on their mobile devices, marketing campaigns should be tailored accordingly. Mobile ad spending continues to lag mobile time spent, providing an opportunity for creative marketers. Communicating with customers through SMS and email is proven by Business Insider to have the broadest reach and highest adoption among mobile users. Messaging apps, relative newcomers but gaining fast in popularity, offer more innovative and engaging outreach options.
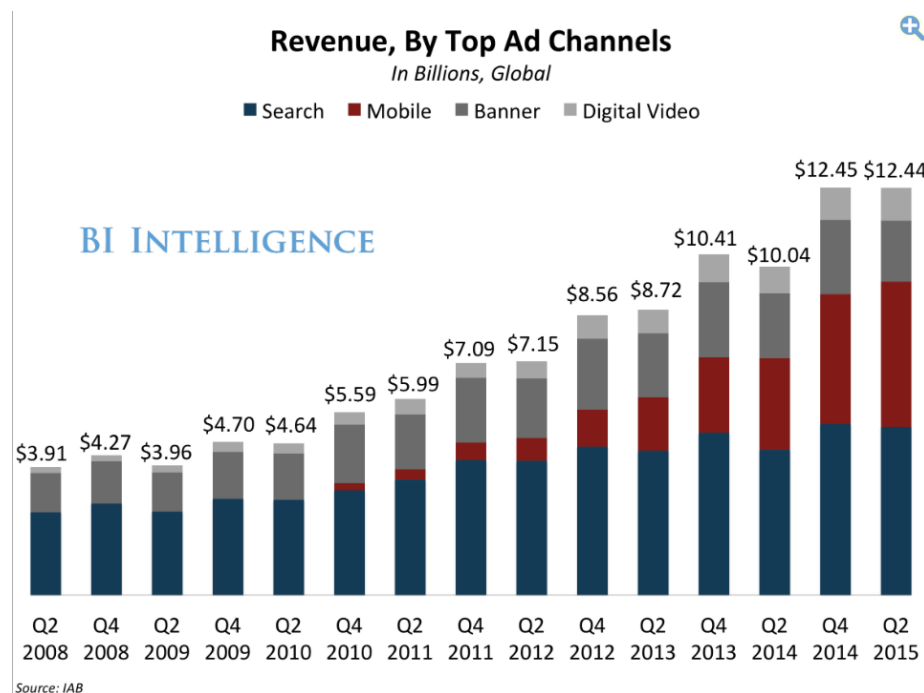
Figure 5g: Revenue growth top ad channels.[42]

5.3.3 E-Commerce

When operating in the business of swimwear, it will be important to not only follow the biggest trends, but to create new trends. For Maranga it will be important to know which colors that will hit off for the season, and which styles that will be safe and classic to implement in every collection. The trend of not buying clothes in stores anymore is increasing. According to the latest E-commerce report from census.gov, we see a stable increase in E-commerce sales as a percent of total quarterly retail sales from 2008 to 2017.

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[42] http://www.businessinsider.com/the-mobile-marketing-report-how-marketers-are-reaching-consumers

Estimated Quarterly U.S. Retail E-commerce Sales as a Percent of Total Quarterly Retail Sales: 1st Quarter 2008 – 2nd Quarter 2017
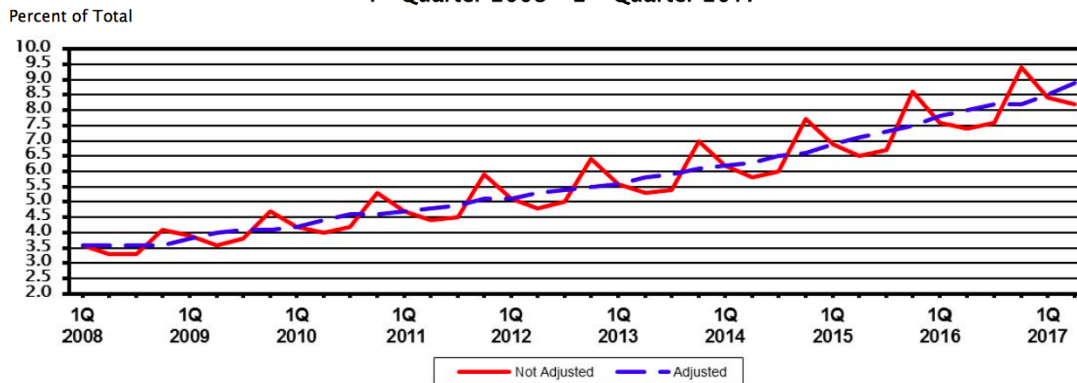
Figure 5h: E-commerce report from the 1st quarter of 1008 to the 2nd quarter of 2017.[43]

Another trend that has been referred to previously is the emergence of social media marketing and its tremendous impact on consumer behavior, especially among the most frequent users in Maranga's target group - millennials. The founder of one of Maranga's biggest competitors, Triangl, stated that she thinks that the social media platform Instagram, the impact of celebrities and other influencers is the reason for her company's success. Pursuing a social media strategy could be very effective for a company operating through E-commerce, considering the ability to link to their webstore on several social media platforms and social media posts. Instagram and its feature; Instagram Stories is according to an article from IMPACT, one of the most important social media trends for an online business to pursue in the year of 2018[44]. Maragna have been frequently using this feature in order to promote their brand personality and culture in a more direct way of communication towards their consumers. They have been experiencing an increase in followers, but it is not remarkable.

The increasing use of social media also reflects how different brands choose to market themselves on platforms such as Instagram. The feature "story" on Instagram gives brands a benefit by being discoverable, meaning that Instagram users can see the brands stories without even following the user. Further, another trend that we see among the brands within fashion and swimwear industry is that they use hashtags. By using the clickable tags it's easier for brands to

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[43] https://www2.census.gov/retail/releases/historical/ecomm/17q2.pdf
[44] https://www.impactbnd.com/blog/social-media-marketing-trends-2018

go deeper into their niche markets and to use social media to target there wanted customers more effectively.

5.3.4 Impact on Consumers

Social media can offer brands an outlet for connecting and engaging with consumers. Social media consists of platforms where consumers can interact with different groups and share desired content. Maranga amongst many other companies pursue a social media marketing strategy. When customers interact with brands on social media they create awareness about the brand and reduce company costs by providing brand information to other social media users. Maranga is a start-up company that is dependent on keeping costs low through search engine optimization and word-of mouth between consumers.

Being visible in social media also means that the consumers now can voice their opinion about the product or company in a semi-public setting where numerous people can read or see it[45]. How social media impact consumers can be explained by looking at the latest trends within social media. The most important trend that companies not can ignore is the use of influencer marketing. Only 33% of consumers trust online ads, while some whopping 90% trust peer recommendations[46]. This promotes the importance of speaking through influencers. Social influencers are increasingly prompting consumers to consider purchasing a product or service, particularly in the U.S. whereas authenticity and personalization is the key.

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[45] http://smallbusiness.chron.com/social-media-consumer-behavior-45733.html
[46] http://www.nielsen.com/us/en/press-room/2012/nielsen-global-consumers-trust-in-earned-advertising-grows.html
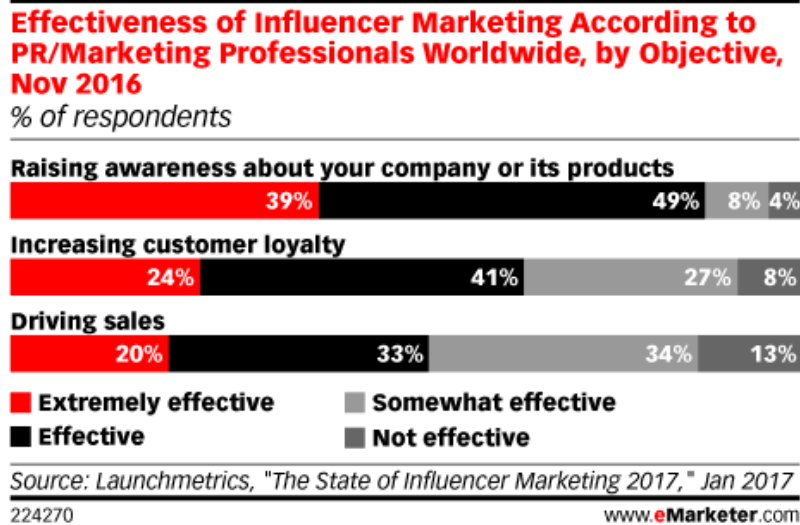
Figure 5i: Effectiveness of Influencer Marketing.[47]

5.3.5 Developing a Successful Social Media Platform

Brand engagement and peer discussions are the real keys to making a brand memorable on social media and keeping the products in the forefront of millennial minds. The first and perhaps most important strategy for capturing millennial attention on social media is to be transparent[48].In other words, building trust and loyalty through honesty is key. Additionally, the desire "to give back" is also a strong millennial trait. If a brand stands for something larger than themselves, the millennials will be more likely to identify themselves with the brand. In the end, people do not buy what you do, they buy why you do it, as Simon Sinek states.[49]

Maranga's newest contribution to the brand, is their sourcing of ECONYL®, a material made of plastic from the ocean. Ocean pollution is a world known problem, and this can bring the desired attention towards the brand and increase awareness and loyalty. In order to communicate their values and to create conversation, influencers have huge power when it comes to marketing products on social media. As mentioned earlier, the recommendation of influencers is considered the most impactful and effective way of advertising online. Speaking to consumers not through your brand but through their friends with trusted recommendations is important in order to win over customers. Maranga have been sponsoring a few influencers from Norway. As this have

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[47] https://www.emarketer.com/Article/Heres-Why-Influencers-Making-Bank/1016307?ecid=NL1001

[48] https://insights.newscred.com/5-ways-successful-brands-win-with-millennials-on-social-media/

[49] https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

shown little result, their sustainable development has not been a value of interest before now. Maranga's social media presence in the U.S., has to be handled in a different way, and more focused towards their contribution to the planet. Through research, we found influencers well known in America who is strongly supported by consumers for their contribution to the community. Reaching out to these could bring great attention to Maranga and should definitely be an element of priority on their way to create a successful social media profile and turning their "likes" into sales.
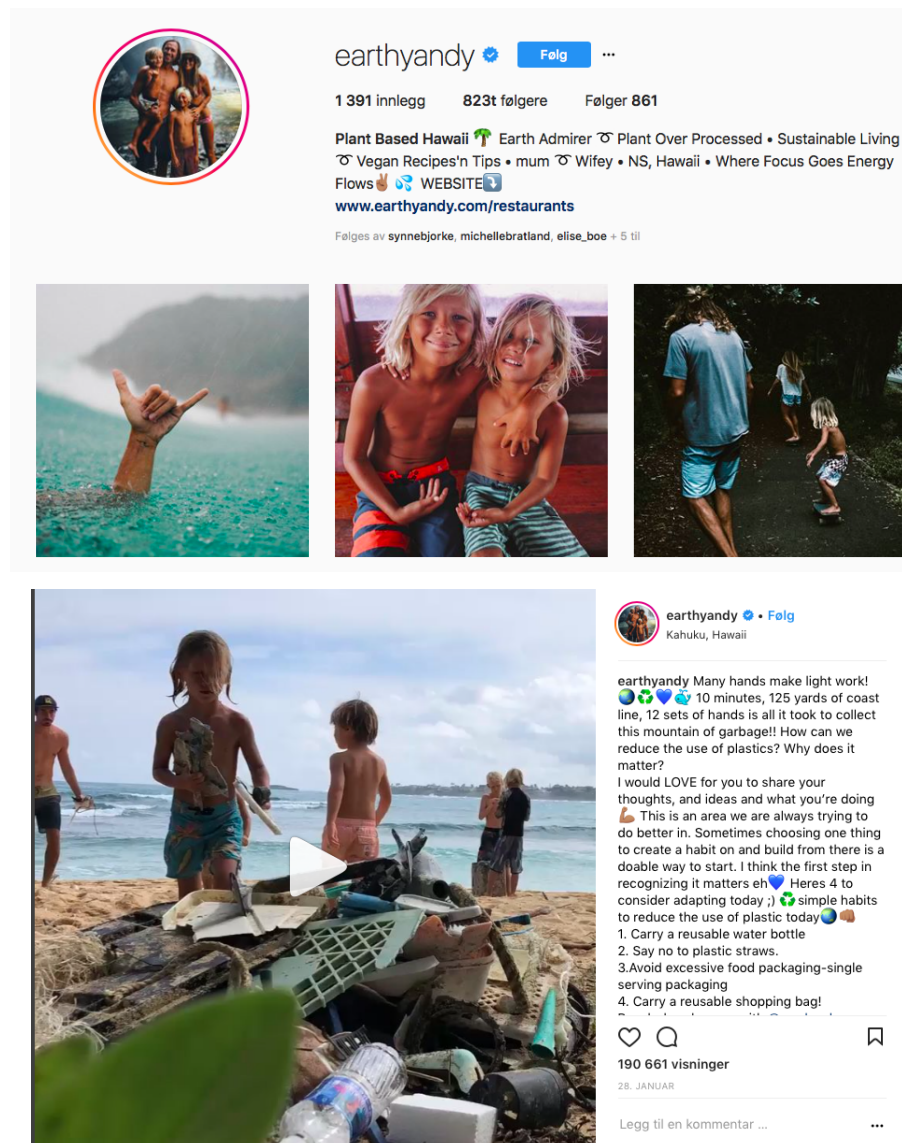
Figure 5j: Example of an influencer supporting sustainable development.[50]

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[50] https://www.instagram.com/earthyandy/

As for the current status of Maranga's social media profile, Facebook and Instagram have proven to be strong platforms for brand awareness, in a period when it has been critical to gain traction as an actual brand. As mentioned earlier, Facebook and Instagram account for almost 50% of all traffic since the launch of marangastore.com, but only 26% of actual sales. Maranga have currently established a group of followers on both Facebook and Instagram that was rapidly growing in the beginning, with a positive trend. The increase of followers on both Instagram and Facebook seem to have stagnated. Even though Maranga have developed a visible market profile on social media, it is not as evident as it should be in relation to their future goals.

For brands to succeed they need to take a break from promotional messaging and instead focus on promoting user generated content and deeply engaging with their core audience. When Maranga is working on improving their social media profile, it is important that they encourage current customers to leave reviews for their brand[51]. They need to keep in mind that the content they create also need to target the older part of their segment, which also is considered to be active social media users.

Figure 5k: Pew Research Center Surveys: Who use social networking sites, by age.[52]

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[51]http://echobrandgroup.com/how-effective-is-your-marketing-engaging-the-2-5-billion-person-social-network/
[52]http://echobrandgroup.com/how-effective-is-your-marketing-engaging-the-2-5-billion-person-social-network/

5.3.6 Search Engine Optimization

One important advantage with social media is the organic rankings that occur when people share content online. This is the way of attracting online customers without having to invest in paid advertising. Maranga have been recognized as a brand of Google and now dominate all "fire search" for those seeking Maranga. They have established some benchmark for their company in social media, with regular organic posts throughout the year and "always on" advertising where they have tested different messages, audiences and features such as remarketing and lookalikes. With advertising regularly on Facebook and Instagram, Google's search volume has been growing for Maranga, and they have started to experience significant increase in the volume of prospect buyers through organic search in Google. A common consequence of "push marketing" is to see growth in "pull marketing" as well. The consumers see an ad on Facebook and automatically address Google to search for the brand or product. As this was the case for Maranga, over half of all online store sales came from direct fire-seeking channels, primarily Google organic search. This emphasizes the important role of SEO in today's social media strategy.

The work with SEO has been ongoing since the launch of Maranga's website. At first, they were having trouble with the search for "Maranga" and that it did not give them any visibility. There were both names of places and other products that dominated the first-page results in organic search. Maranga started producing more content, writing better meta-descriptions, titles, etc. They further optimized the technical section of the webstore and reduced the download time of the site by about 40%. In August 2017 and until October 2017, Maranga has been positioned as first in organic searches for Maranga.

Despite Maranga's domination of Google fire search, there is no reason for consumers to search for Maranga without knowing about the brand. Maranga' biggest obstacle is their lack of brand recognition. As a start-up company without any solid brand awareness, the fire search in Google does not contribute to any outstanding results for the company. "Maranga" is additionally a word that is not commonly used among people in the target market and does not have any particular meaning. This brings us to the potential recommendation of paying for related keywords as a part of their social media marketing strategy, in order to connect searches to their site. If Maranga

choose to buy keywords containing words like "swimwear", "bikinis" or "swimsuit" they will target their customers while they are in search for swimwear, and most likely when they consider to actually purchase.

6 Research Introduction

In order to have clear and strong factual reasoning underlying our recommendations we started with extended exploratory research using both secondary databases, such as Simmons OneView and MRI as well as qualitative studies, such as in-depth interviews and focus groups. To further examine the validity of these insights we conducted a random sample survey using Qualtrics. Both the primary and the secondary research have provided us with great knowledge and information about the industry, trends, the target market and competition.

The main objectives of our explorative research were:
- Obtain knowledge about the opportunities for growth in the swimwear industry in the U.S., and learn how the seasonality of the products affect the industry sales.
- Collect information about trends within the swimwear industry and social media usage.
- Identify unfulfilled needs in the current marketplace specifically within sub-cohorts of millennial women.
- Discover the best possible strategies for marketing towards our target segment.

7 Secondary Research

The amount of existing research and data on this particular product category and target market is fairly large, and there is a lot of relevant insights to work with which was a great advantage in terms of the industry and category. Secondary data has been our most important source of information throughout the project, in addition to the unique information derived from our primary research. The secondary data gave us workable understanding into the swimwear industry and the trends in the U.S. market. It gave us key insights into the consumer's mind and helped us identify our main competitors. The situation analysis is mainly a result of our most important findings in our secondary research.

7.1 Simmons OneView

Secondary databases become the building blocks of our foundation for target market segmentation. We used Simmons OneView to look at customized reports analyzing the demographic and psychographic characteristics of product users and their media behavior. We were looking at high indexes in the fields of social media usage, healthy lifestyle, products opinions and spending power. To the extent it was possible, we included specific attitudes and opinions towards swimwear. We mainly focused on women in the age of 21-40 and based on their different attitudes we manage to divide them further into the sub-cohorts presented earlier.

7.2 GfK MRI

In addition to Simmons OneView we used MRI in order to strengthen our insights into the actions and motivations of female American consumers. MRI became an important tool in relation to identifying the most efficient pathways for reaching and interacting with our target market.

When executing the MRI-analysis we divided the women into four different age groups; 18-24, 25-29, 30-34 and 35-44. These groups include women who hold a college degree or higher, and who has a household income of more than $150,000 USD. By looking at the highest index number on magazines, cable services, websites and apps we identified what types of media these groups use the most and what the differences and similarities between the different groups are.

The key findings from the MRI reports was that we can see that the youngest segments are into magazines such as Cosmopolitan which includes beauty and style, food and cocktails, health and fitness, career, college, news, relationship, parenting and politics. When people grow older their interests change accordingly and the majority start forming families. Women in the ages 25-34 years old are more interested in bridal and parenthood magazines and their Cable Services changes from MTV to Disney Channel and Nickelodeon. Websites and Apps are similar in all the different age groups. The ones that get a high index in each group are Amazon and eBay, which are both E-commerce. Additionally, BuzzFeed score high on index numbers across all groups, and this website includes news, celebrities, shopping, style, wedding and travels. Further we also see high index numbers for Gmail, Groupon, NYtimes.com and Outlook.

Three interesting secondary facts discovered in our secondary online research were the important dates below. February 22nd is the day when U.S. women start to search for swimwear online, May 4th is the day when these searches escalate at a dramatic rate, and June 8th is the most popular day to purchase swimwear in the U.S.[53] We further implemented these as rationales for the timeline of our strategic recommendations.

FEB 22	MAY 04	JUN 08
WOMEN START SEARCHING FOR SWIMWEAR ONLINE	SWIMWEAR SEARCHES START TO INCREASE AT A DRAMATIC RATE	MOST POPULAR DAY TO BUY SWIMWEAR
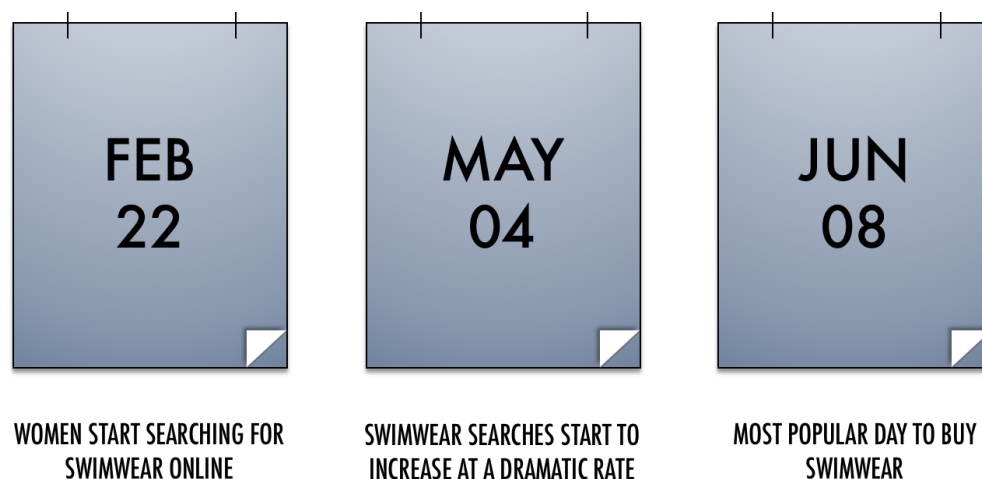
Figure 7a: Illustration of key secondary research.

8 Primary Research

With our primary research, we decided to conduct both qualitative and quantitative studies. In our qualitative research we selected a combination of the two methods; focus-groups and in-depth interview, because we found it very helpful to start with an individual interview and then explore the issue further in focus groups. In our quantitative research we chose to conduct a Qualtrics Survey reaching out to a customized convenience selection of respondents. The main objective of our primary research was to get a deep understanding of our target market, and how their attitudes are towards swimwear, sustainability, Maranga as a brand, social media and online shopping. The primary research became an important foundation for the reliability in our recommendations and suggestions in the integrated marketing plan.

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[53]https://fashionunited.com/en/news/fashion/why-monday-the-most-popular-day-to-buy-swimwear-online/201506087195

9 Qualitative Research

9.1 Research Methods

After our secondary research and when finalizing our situation analysis, we were in need of qualitative research in order to fully understand our target markets perceptions of Maranga as a swimwear brand. We further desired to understand how they shop and use social media to obtain inspiration as well as information.

Our research methods and results build upon the foundation of our research question, which is: "*To identify the most important influential factors and sources when buying swimwear, and to identify which factors capture our target market's attention in swimwear marketing campaigns*". We conducted in-depth interview and focus groups as methods for our research. We started with interviewing a woman from our client's target group. She was expected to provide us with deeper understanding of the topic, personal opinions and depth. Then we conducted two focus groups with participants from the targeted user segment for concept and product testing. They were expected to provide us with reactions to ads, brands and products, as well as give deeper understanding of social media habits for Millennials.

9.2 Subjects

We conducted the in-depth interview with a 22-year-old American student from Pace University with Russian origin and interest in fashion. The goal was to gain deeper insight into her thoughts, personality and interests. Both focus groups consisted of randomly picked girls in the ages from 21-27 years old who were all students at Pace University. The focus groups gave us interesting inputs and new ideas, which further brought us knowledge about what the American target group prefer when it comes to price and design. The participants were able to discuss our questions rather than giving us a simple answer. Since Maranga gave us samples of their swimsuits we were able to show them the actual products so that the participants could see and feel the quality and designs in order to give us an accurate opinion. Both sessions were held in a private study-room at Pace University, The New York City Campus, and lasted between 30-40 minutes.

9.3 Key Findings

When we conducted the in-depth interview, the importance of attributes such as price, fit and quality were emphasized. In our interview with the 22-year-old female student, we learned that fit and quality overrules price. Without generalizing the answers too much, we have an assumption that Americans in our target group tends to be less price sensitive than we expected. This was also a factor of interest in the focus groups. The girls who participated in the discussion stated their willingness to pay between $100-$200 USD as long as the swimwear looked good on. We presented some samples of the swimwear our client is offering. Both the interview object and the participants in the focus group were able to touch and have a closer look on the products in order to provide us with an opinion of precision. The quality was perceived as high, but the prints seemed to be overwhelming for some of the participants. They showed more interest in the one-colored swimsuits.

When we asked about promoting channels and influencers, we discovered some common denominators. In the In-depth interview our respondent positioned Instagram as a source of influence in order to reach the target segment in the most efficient way. She also emphasized the impact of celebrities, in particular models. In our focus group, IT-girls such as the Kardashian family, Gigi Hadid and Sofia Richie were mentioned as important influencers in the fashion industry in general. Instagram and social media were also suggested as an efficient promotional arena for this kind of brand. The focus groups added further interesting findings of Millennial social media habits, and the discussion that evolved during the second focus group unveiled that all participants followed the same Instagram influencers, and felt affected by what these influencers posted in their posts on social media. After detecting 8 common influencers followed by all participants in the focus group, we looked up each individual reach in terms of followers and contacted each of them through Instagram direct messaging tool. The purpose of contacting the influencers was to further investigate their willingness to receive product samples from Maranga, and what they potentially would charge to post the marketing campaign created for the U.S. market.

We received a positive answer from the management of Sofia Richie, which with an incredible 3.5 million followers on Instagram charges $20,000 USD for an Instagram post, and $10,000

USD for an Instagram story campaign. According to Moju influencer report, the total reach of paid post performance at Richie's Instagram is 83.4%. Please see Appendix 2, number 2.3 (Page nr. 122-124)
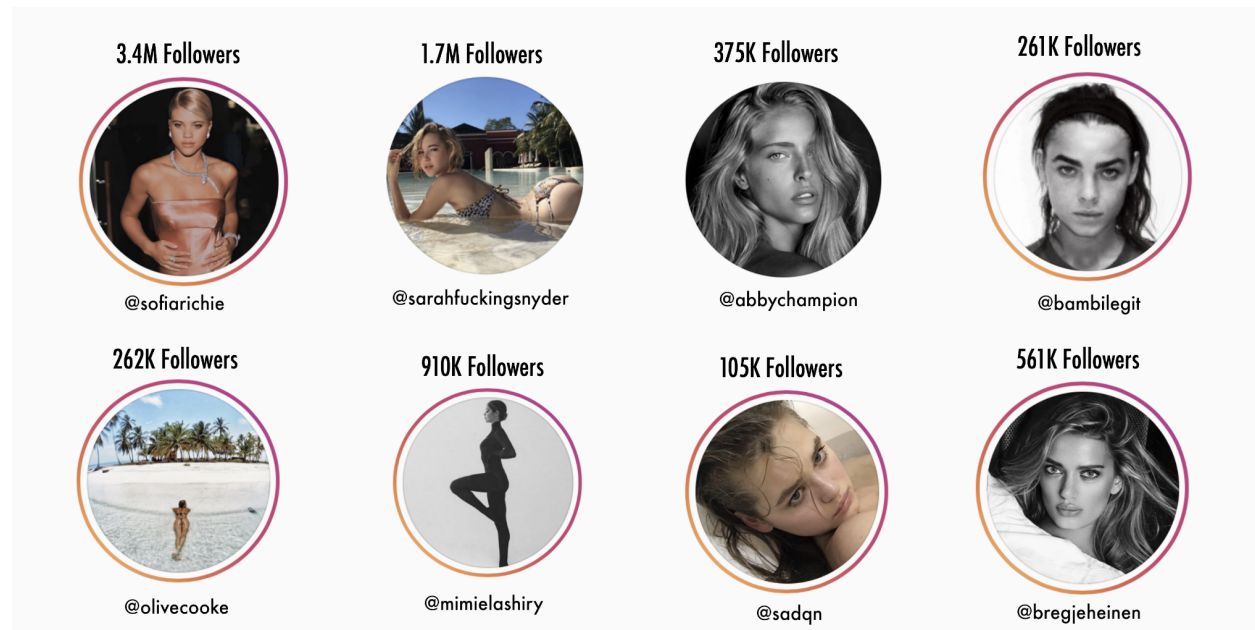
Figure 9a: Key influencers in the U.S. market detected through focus group #2.

Maranga currently operates with online sales only. Relevant to this issue we asked about the participant's opinion and experience with online shopping. The biggest issue for our respondents was buying swimwear without being able to try it on beforehand. In the in-depth interview the female student was determined that she needed to try the swimwear on before completing a purchase. In the focus group on the other hand we experienced the value of size chart and pictures of models wearing the swimwear. In the focus group the willingness to buy online seemed higher as long as the company offered a return policy of quality.

In the focus group, surprisingly enough, few competitors were mentioned. There were no specific brands considered to occupy top mind of awareness. The students we interviewed mentioned Billabong as a competitive brand, but quickly emphasized that they would rather Google-search where it is possible to buy swimwear. Another competitor that was mentioned in the focus group was Kiini, which offers a more similar product portfolio in terms of style and

quality. There were no specific brand favorites except Victoria Secret, which stopped selling swimwear in 2016. Most of the participants stated that they would rather search online and look for swimwear corresponding with their style preferences and buy the item according to this.

Another topic discussed was the influence of the brand being Scandinavian. In the in-depth interview the participant was unfamiliar with Scandinavia and their brands and was not able to provide us with any associations. In the focus group on the other hand, a few of the respondents answered that they could connect Scandinavian brands to quality and pureness. One last product opinion we absorbed from the focus group was their suggestion of using the swimwear as a clothing item, with the same function as a "body". They suggested that the products could enjoy a brighter user range and emphasized the popularity this could enhance.

9.4 Errors and Limitations

While executing our research we faced several issues, both in terms of gathering the data and in interpreting it. First, we will go through the issues related to the in-depth interview, before evaluating the issues faced when conducting the focus group.

9.4.1 Issues with the in-depth interview research

A sample-related issue that occurred with our in-depth interview was limited sample size. The difficulties of finding participants for the interviews proved to be harder than we first imagined. It demanded a lot of research to find individuals who had the time and knowledge to participate, as we really wanted different kinds of perspectives. The goal was to interview both an expert within fashion, and two individuals within the target group. Due to our limited timeframe, we only managed to do one out of the three desired in-depth interviews, as the easiest person to find was a person without knowledge to the brand. The two other interviews became a result of several rejections and unanswered emails.

Sampling bias was also a problem, as we can't be certain the individual interviewed represented the population accurately plus being a sample of 1 limits the insights to that one person only which is always a key drawback of this type of research method.

9.4.2 Issues with the focus group research

A sample-related issue that occurred while conducting the focus-group as well, was limited sample size. Considering we are Norwegians with few American contacts we faced some difficulties in finding enough participants for the focus groups. It demanded a lot of time to gather the data, and the largest part of the time spent was used on actually getting in contact with individuals who wanted to take part in the research.

Sampling bias is another issue that we faced when doing our research. This is when a sample is collected in such a way that some members of the intended population are less likely to be included than others. In other words, the qualitative sample will never include a representative overview of all the different people in the population. When we conducted the focus group we picked participants from the Pace University library, dining area and lounge. The pick was randomized, but we can never be certain that the final group of people actually mirror the diversity of the population for the study.

Self-selection bias is a third issue that we faced during our collection of data. The problem here is that participation in a research study is voluntarily and a perfect selection will most likely never be achieved. We ended up asking between fifty to sixty students on campus if they had time to participate in a focus group for our bachelor thesis project, and from this only six people wanted to participate. This excludes the opinions of many individuals, because they do not wish to participate.

10 Quantitative Research

10.1 Research Objectives

After conducting our qualitative research, we continued with creating a survey as our main quantitative method. The objectives for our survey were:

- To learn about associations and perceptions consumers have towards Maranga and its Country of Origin
- To examine the strongest and most influential factors and sources when buying swimwear

- To identify and understand the impact of Maranga's competitors
- To understand the frequency of swimwear purchases and the consumers' price elasticity
- To evaluate factors to emphasize when creating ads to capture our target market's attention

10.2 Sample Size

The Qualtrics Panel Survey was distributed to a customized sample provided by Qualtrics, targeted through demographics and psychographics describing our target market. The sample included 104 respondents in the U.S. market, from the specific costal metropolitan areas of San Francisco, Miami, New York and Los Angeles, all women in the age range from 21-40 years.

10.3 Survey Design

Online surveys are usually identified as descriptive research, because it is preplanned and structured in design, so the information collected can be statistically projected to the population defined in the sampling frame[54]. We started the survey with asking 5 screening questions, confirming the respondent's demographics and if they had frequently purchased any swimwear. Initially we would prefer to add the descriptive questions at end of the survey, but because of the customization of the respondent group carried out by Qualtrics, we had to put them in the beginning of the survey. We further asked general questions about swimwear where the respondents were asked about competitive brands, the factors of importance when purchasing a swimwear, opinions about swimwear ads and an image association to the country Brazil. We briefly asked about the features of swimwear and if there is a possibility for broader usage, for example combining a swimsuit with regular clothes.

After asking the general swimwear questions, we asked more specific questions about Maranga. The questions involved associations with the name Maranga and its country of origin; Norway. In addition, the respondents were asked to visit Maranga's website and further provide us with an opinion and if their willingness to buy their products had increased or decreased after browsing through the website. They were also asked to state and opinion about the importance of Maranga's sustainability, and how that would affect their purchasing decision. For statistical

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[54] http://fluidsurveys.com/university/3-types-survey-research-use-can-benefit-organization/

purposes, we added one demographic question in the end of the survey asking about household income.

The survey questions were a result of our secondary research and the subsequent qualitative research studies. The information from the survey was able to provide us with answers and knowledge that our previous research did not give.

10.4 Scaling Techniques

In the survey we used a scaling technique called Likert Scale, which is a non-comparative scaling technique. We used this scale in order to measure and evaluate our respondent's sentiment towards swimwear. The respondents were offered a choice of five pre-coded responses with the neutral point being neither agree nor disagree.

10.5 Data Analysis

Initially after receiving the survey data from Qualtrics we needed to get an overview of the collected research. We therefore looked at the statistical reports available in the Qualtrics online system and found interesting objectives that we further imported into SPSS to analyze on a deeper level. First, we conducted a correlation analysis consisting of all interesting variables we found important for further analysis. Second, we identified a need to dig deeper and make precise predictions for the integrated marketing plan; and thus, conducted a regression analysis. Lastly, we applied factor analysis in order to identify underlying factors for the different grouping of variables.

10.6 Key Findings

After receiving the descriptive statistics from the Qualtrics Panel Survey, we looked through the data and found valuable and interesting information, which we further incorporated into our to Integrated marketing communication plan. The questions and key findings is listed below.
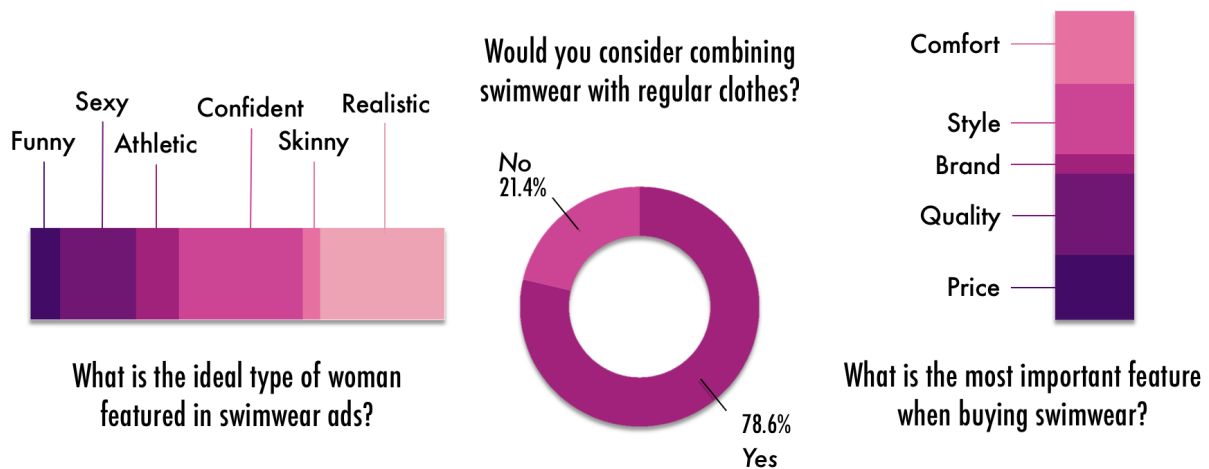
Figure 10a: Dashboard of Key findings from the Qualtrics Panel Survey.

"What is the ideal type of woman features in swimwear ads?"

The answers to this question illustrated the target market's desire for realistic, confident and sexy women in swimwear ads. This provides rationale for the use of different types of women in future advertising, and points to inclusion of all shapes, sizes and colors.

"Would you consider combining swimwear with regular clothes when appropriate?"

What we found interesting with this question was that almost 80% of the respondents answered that they would consider combining swimwear with regular clothes when appropriate. The backs up Maranga's focus on versatility.

"What is the most important feature when buying swimwear?"

The responses to this question illustrated the low brand loyalty existing in the U.S. swimwear market, and how the target market further value comfort, style, quality and price somewhat equally.

If you found out Maranga swimwear is made from recycled plastic from the oceans, how likely would you be to purchase their products?
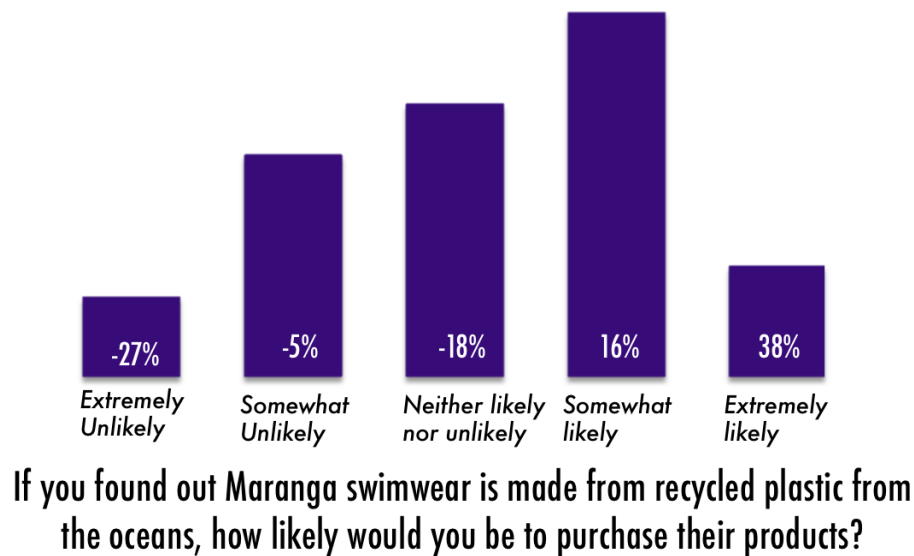
Figure 10b: Diagram from the Qualtrics Panel Survey.

"How likely are you to purchase Maranga after browsing their website?"

When directing the respondents to the marangastore.com website to browse the products, the response was somewhat neutral in likeliness to purchase Maranga swimwear. However, after asking the follow-up question of *"if you found out that Maranga Swimwear is made from recycled plastic from the ocean, how likely would you be to purchase their products?"* we identified a significant increase in number of respondents changing their answer from somewhat unlikely and neutral to somewhat likely and extremely likely. The percentage increase is illustrated in figure 10b.

10.7 Data Visualization Techniques

Additionally, we used data visualization techniques for our open answer questions, illustrating the perceptions of the respondents when reading the words Brazil and Norway. The word-clouds below displays the target market's very contrasting associations about the two; while Brazil is regarded hot, beachy and sunny, Norway on the contrary is regarded the complete opposite; cold, snowy and frozen. Contrasts became the building foundation for the creative marketing campaign.

What comes to mind when you
read the word "**Brazil**"?

What comes to mind when you
read the word "**Norway**"?

Figure 10c: Word-clouds illustrating the respondents perceptions.

10.8 Paired Sample T-test

Paired Samples Test

		Paired Differences							
					95% Confidence Interval of the Difference				
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper	t	df	Sig. (2-tailed)
Pair 1	How likely are you to purchase Maranga Swimwear after browsing their website? - How likely are you to purchase Maranga after finding out their swimwear is made from recycled plastic?	-.154	1.139	.112	-.375	.068	-1.378	103	.171

Figure 10d: Paired Sample T-Test conducted in SPSS.

We wanted to analyze the importance of sourcing sustainable textiles for production of Maranga swimwear and tested the two questions "How likely are you to purchase Maranga swimwear after browsing their website?" and "How likely are you to purchase Maranga after finding out their swimwear is made from recycled plastic?" to look at the correlation between the two. We found a Sig (p-value) 0,0855 which is less than 0.1, and we could reject the null hypothesis. As a conclusion, there is a significant difference between µ1 and µ2, meaning that the respondents are more likely to purchase Maranga swimwear after knowing it is produced of recycled plastic.

10.9 Comparing Means Test

We executed a compare means test in SPSS for Q6 "What is the maximum you are willing to spend on swimwear in the future?" compared to the different age groups. What we found is that 21-29-year-olds does in average spend a maximum of $49 USD, 30-35-year-olds spend an average maximum of $65 USD and 36-40-year-olds spend an average maximum of $70 USD.

Report

What is your max budget?

Age	Mean	N	Std. Deviation
21-29 years old	49.00	52	27.852
30-35 years old	64.79	34	42.515
36-40 years old	70.28	18	53.810
Total	57.85	104	39.033

Figure 10e: Compare Means test conducted in SPSS.

10.10 ANOVA-test

For targeting purposes, we wanted to look closer at the willingness to purchase sustainable swimwear and decided to proceed with conducting an ANOVA-test for age groups and the likeliness to purchase sustainable swimwear. The analysis illustrates that 30-35-year-olds are most likely out of the three age groups to purchase sustainable swimwear, with the highest mean of 3.41 against the lowest willingness to purchase sustainable swimwear for 36-40-year-olds with a mean of 3.00. The group of 21-29-year-olds is in between the two other groups, with a mean of 3.12.

→ **Oneway**

Descriptives

How likely are you to purchase Maranga after finding out their swimwear is made from recycled plastic?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean Lower Bound	95% Confidence Interval for Mean Upper Bound	Minimum	Maximum
21-29 years old	52	3.12	1.199	.166	2.78	3.45	1	5
30-35 years old	34	3.41	1.019	.175	3.06	3.77	1	5
36-40 years old	18	3.00	1.085	.256	2.46	3.54	2	5
Total	104	3.19	1.124	.110	2.97	3.41	1	5

10.11 Regression

Preceding with a regression test in SPSS, we decided to run a multiple regression test on the different significant numeric variables from the survey to better understand the relationship between the different variables. The variables used in the analysis were price, quality, brand, style and comfort.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.825	.597		1.381	.170
	Price	-.069	.117	-.064	-.589	.557
	Quality	.202	.169	.164	1.191	.236
	Brand	.224	.093	.236	2.406	.018
	Style	.226	.172	.182	1.311	.193
	Comfort	.030	.164	.022	.182	.856

a. Dependent Variable: How likely are you to purchase Maranga Swimwear after browsing their website?

Figure 10g: Multiple regression; ranked features and likeliness to purchase Maranga swimwear.

By analyzing the multiple regression test we can identify the highest standardized coefficients; brand std. coefficient 0.236, style with std. coefficient 0.182 and quality with std. coefficient 0.164. The lowest std. coefficient is price -0.64 and comfort 0.022. Concluding these findings, the most important factors affecting the likeliness to purchase Maranga swimwear is brand, style and quality. The least important factors affecting the likeliness to purchase Maranga swimwear are price and comfort. These findings are slightly contrasting to the findings from the Qualtrics report, as the SPSS test is conducted with the dependent variable of "how likely are you to purchase Maranga Swimwear after browsing their website", while the Qualtrics report is a summary of all respondents.

10.12 Limitations and errors

The quantitative data obtained from our Qualtrics Panel Survey included some limitations and errors. The total number of respondents was 104, and even though all of them submitted answers, 5 of them lacked several answers in their response. The lack of certain answers was solved by adding average answers to the missing fields, which further enabled us to conduct our analysis without missing values.

Further, a limitation encountered was the limited budget which resulted in a rather small sample size of only 104 respondents. Because of this we had to analyze the data with caution, knowing that the sample size might not give a complete illustration of the target group. To balance out the limited sample size we did on the other hand include screening questions to make sure that all responses would meet the set criteria of being women aged 21-40 years old in the metropolitan areas of New York, Los Angeles, Miami or San Francisco. This ensured that the limited number of responses was at least of high quality, and directly connected to the target group. Lastly, the questions left open-ended proved to be difficult to categorize and thus analyze. We believe this is because the respondents interpreted these questions differently and hence wrote responses according to their individual interpretation of the question. Despite the difficulties with analyzing these responses, we used data visualization techniques to identify the words that were frequently mentioned in order to save time and locate similarities.

11 Integrated Marketing Communication Plan

The integrated marketing communication plan developed for Maranga is targeting 21-40 years old millennial women living in the coastal metropolitan areas of Los Angeles, San Francisco, New York and Miami. We have chosen to constrict our focus towards the sub-cohorts "Eco-friendly Shoppers" and "Spontaneous Shoppers" within the millennial segment. The activities and advertising in our integrated communication plan are focusing on these sub-cohorts and aiming for their attention.

11.1 Marketing objectives

The marketing objectives for Maranga are divided in two parts; tactical short-term objectives and operational long-term objectives. These objectives are created with the intention of being applied when entering the U.S. market, at whatever time the company decide to commit to overseas expansion.

11.1.1 Tactical Marketing Objectives

The tactical long-term marketing objectives are created as relatively long-term goals, with the purpose of being reached within a 5-year perspective. The rationale backing up these objectives are built on target group demographics with the intention of reaching the company's long term financial objectives.

1. 1% market share in the U.S. within 2024
2. Measure increase in social mention, aim for 5% reach as range of influence (Data: Triangl 4% reach in year 5 of U.S. operations[55])

11.1.2 Operational Marketing Objectives

The operational short-term marketing objectives are built as relatively short-term goals, with the intention of being reached within 1 year of operations in the U.S. Market. The rationale backing up these objectives are built on target group demographics with the intention of reaching the company's short term financial objectives.

1. Establish brand awareness in the U.S.

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[55] http://socialmention.com/search?q=triangl.com&t=all&btnG=Search

2. Measure increase in social mention by looking at strength, sentiment, passion and reach.

3. Establish brand image of Maranga as sustainable and versatile.

11.2 Creative Advertising Idea

When entering the largest swimwear market in the world with a small marketing budget, it is essential to carve out a realistic but confident advertising path for Maranga. Putting emphasis on the limited funds available, the creative advertising idea is based primarily on distribution through social media; more specifically Instagram and Facebook.

Social media is elected as the best channel to promote Maranga in the U.S. market because this is the primary place where the target group is influenced to make their purchasing decisions, and also a way to reach a largest audience at a low price. Benchmarking one of the main competitors Triangl Swimwear, who had a somewhat similar starting point with no marketing budget during their first year in business - we see the potential to follow some of their strategic choices in order to increase market share rapidly by using influencers in social media to market swimwear.

11.3 Strategic Recommendations

Based on the primary data from our research insights we have created a very unique differentiation strategy for Maranga through four phases. We will take you through the ideal customer journey. The journey is explained through the steps of the Purchase Funnel, which is the theoretical consumer acquisition process from the moment of first contact with a brand, to the ultimate goal of a purchase. We have chosen to modify the conventional purchase funnel to fit the customer acquiring process of Maranga swimwear. Our conversed model, mainly used in e-commerce, describes the journey our consumer takes through Maranga's social media campaign, navigating their website and finally converting to a sale. We have identified the relevant customer touch points and ensured that relevant information is presented in a way that is personalized for each stage in the customer journey.
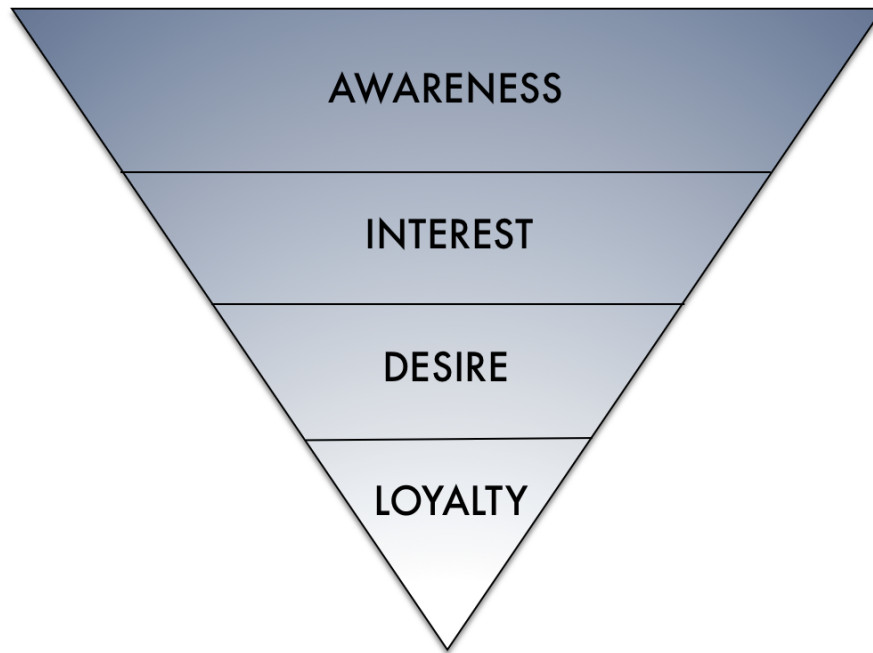
Figure 11a: The Purchase Funnel.[56]

11.3.1 Continuous Activities

<u>Google AdWords Test Period</u>

As earlier mentioned, Maranga dominate all organic fire searches on Google for those seeking Maranga. Despite this, "Maranga" is not a very commonly used word and does not have any particular meaning, which means there is not a large number of organic clicks to their website. This brings us to the recommendation of paying for related keywords as a part of their social media marketing strategy, in order to connect searches to their site. Throughout the four phases Maranga will try to purchase a few related keywords and evaluate if this enhance their number of clicks and purchasing visitors on their website. According to Google AdWords an average of 4,090,000 Americans searches for the word "swimwear" on a monthly basis. Additionally, 368,000 Americans Google the word "sustainable". On behalf of this Maranga should pay for these keywords, in order to create awareness and target their customers while they are in search for swimwear, and most likely when they consider to actually purchase.

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[56] https://zerogravitymarketing.com/purchase-funnel/
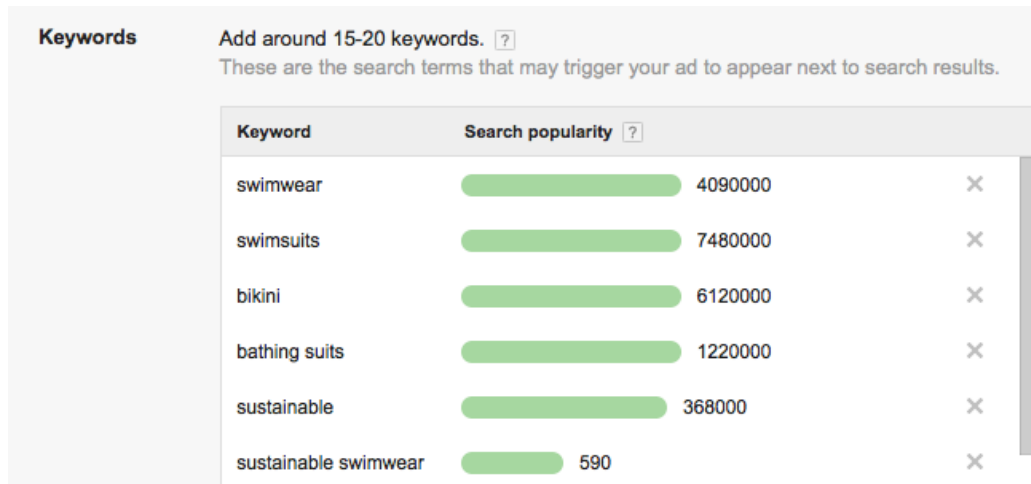
Figure 11b: Screenshot from Google AdWords Keyword Planner.[57]

In addition, Maranga needs to recreate their Google Ad Preview in order to contain the important information about their sustainability actions and their work against plastic in the ocean. The metric that will be used to track if AdWords enhance numbers of clicks will be the Cost per Click.
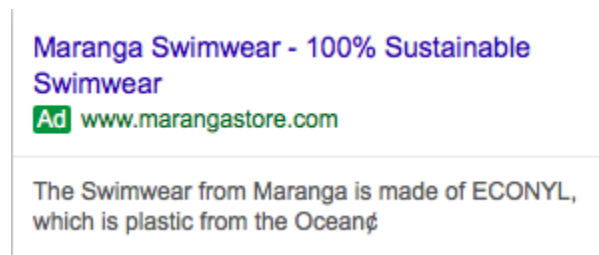
Figure 11c: Screenshot from Google AdWords Keyword Planner.

Loyalty Email Subscription

Maranga will enable their loyal customers to subscribe to monthly email newsletters on their website, in order to get discounts and other membership benefits. This activity will help customers remember Maranga and stay updated on the latest collections, promotions and sustainable actions. The Email subscription area is demonstrated on the picture below.

Figure 11d: Illustration of the email subscription area at marangastore.com.

Social Media Competitions

To continually promote the Maranga brand and line of swimwear, as well as maintain the customer's interest throughout the four phases of the customer journey, we recommend Maranga run contests via their social media platforms. An example of a prospective contest would be for Maranga to post a picture of a swimsuit asking how many plastic bottles it contains. This in order to combine the swimwear with the value of saving the ocean from plastic. The right answer will be rewarded with a discount or a swimsuit. Promoting through user generated content can help Maranga rapidly scale and promote original content in a fun way that benefits both them and their customers.
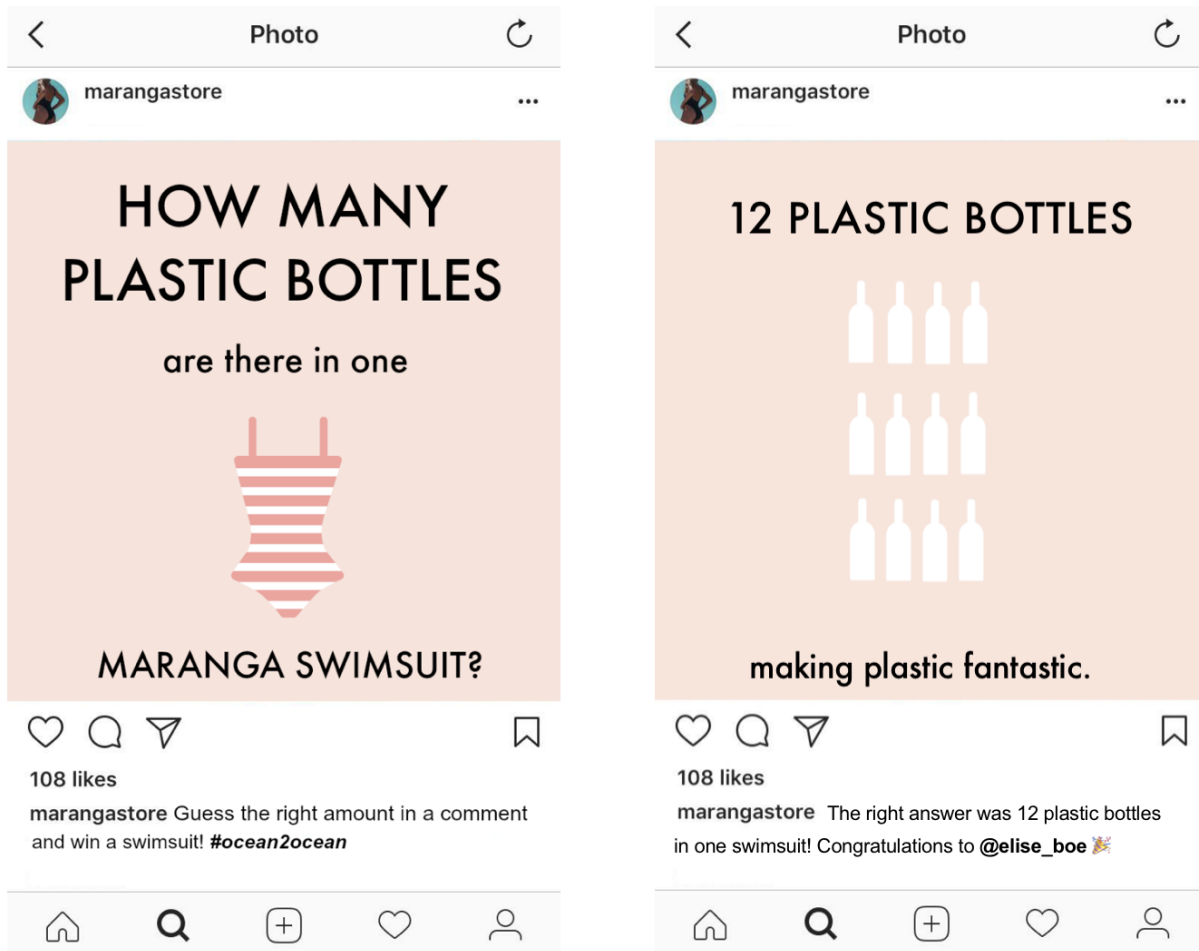
Figure 11e: Example of a Social Media Competition.

11.3.2 Phase 1: Awareness

The first phase of the consumer journey is called Awareness. The summer season is approaching, and our potential consumer is conscious about her need of swimwear. In this phase, it is essential for Maranga to make the list of potential considerations in the U.S. market.

<u>Social Media Influencer Collaboration</u>
We recommend Maranga to build awareness through collaboration with social media influencers, with the intention of making the customer fall in love with Maranga. The collaboration should be launched February 22nd, as this is the day the online search for swimwear begins. When conducting our exploratory research and the focus groups, we discovered some suitable Instagram influencers for Maranga, but there was one common denominator; Sofia Richie. We reached out to her agent, asking how much it would cost for her to promote Maranga Swimwear

on her Instagram profile; she came back to us quickly with the answer of $20,000 USD for one sponsored post. With the reach of 3.4M followers, this will likely turn out to be profitable.
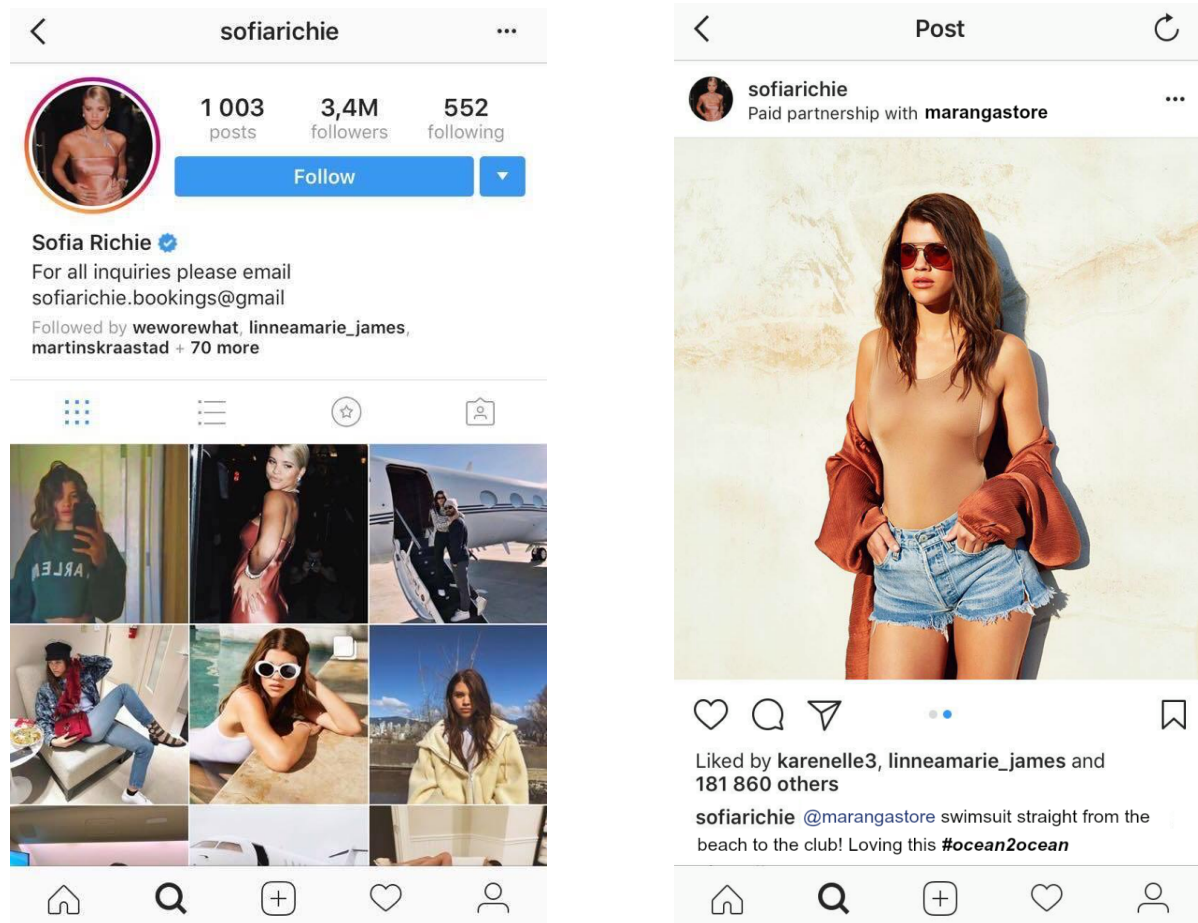
Figure 11f: Example of a Sponsored Post on Sofia Richie's Instagram.

We also managed to get a hold of a demographic report of her followers by getting in touch with a company called Moju, which is an online database with information about over 1 million Instagram influencers[58]. The information we retrieved from this report was very valuable in terms of looking at the common denominators between her followers and our target market. We learned that 85% of her followers were females, and most of them in the ages of 18-34 years. Most of her followers were also located in the U.S., more specifically in California, New York and Florida as the top three states, which matches our desired metropolitan areas perfectly. In addition, we got to see her audience interests, were most of the the attitudes specified

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[58] https://www.moju.io

corresponded with what we have identified with our target market from our research. To measure the performance we will look at the number of direct purchases from Instagram.

11.3.3 Phase 2: Interest

The second phase is interest. Our consumer is aware of the Maranga brand and is doing research in relation to the offerings Maranga have. At this stage it is vital for Maranga to develop relationships and build trust. Maranga's advertising activities will be a result of building layers to brand purpose and establish their accurate brand persona in order to further connect with their prospective customers.

Teaming up with The SeaBin Project

Maranga will be teaming up with an organization fighting the same sustainability cause in order to come across as more reliable. For Maranga to show that they really care for the environment and want to give back to the society whilst being a fashionable swimwear brand, they are going to team up with the SeaBin Ocean Cleaning project[59]. SeaBin revolves around a bucket called SeaBin with a pump and water filtration system that is designed to suck debris from the ocean. Owners of the technology are still developing their prototype. The collaboration will shine through on their website where customers can choose to donate a small amount to SeaBin and their ongoing development of their prototype and their overall work of removing plastic from the ocean.

Relaunch marangastore.com

Maranga will in addition relaunch the marangastore.com website, there will be added a lot of new information in relation to sustainability and the importance of cleaning the ocean from plastic. Maranga's new collaboration with SeaBin will be emphasized, and gratitude to customers' contribution of saving the ocean from plastic will be presented after a purchase has been completed as illustrated in the picture below. The metric that will be used to track the success of the relaunch will be the number of new subscribers to Maranga's monthly newsletters.

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[59] http://seabinproject.com
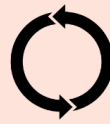
Figure 11g: Illustration of the after-purchase statement on marangastore.com.

11.3.4 Phase 3: Desire

The third phase comprised the one that creates a palpable desire. This is where a want and desire for this brand must be carefully developed. In order to do that it is essential to communicate the right message at the right time to the right audience. The social media campaign will be released 1st of June, in order to build awareness towards the 8th, which previously mentioned is the most popular day to buy swimwear.

The creative campaign is called "Making Plastic Fantastic". The inspiration behind this slogan is the contrasts found in the quantitative research; Hot Brazil, cold Norway - beautiful oceans, polluting plastic, the Jing and the Jang incorporated into a beautiful campaign pointing to Millennials perceptions of the widely known phrase "plastic fantastic", and how we can actually make plastic fantastic by recycling it from the ocean. The campaign will be launched with the hashtag #ocean2ocean, referring to bringing plastic out of the oceans and bringing it back into the oceans as swimsuits. The campaign is divided in two parts. First, the pink informational

plastic posters bringing awareness to the production in recycled plastic. The second part is the fantastic fantasy posters, generating buzz and making the target audience think about the slogan and its meaning. The distribution of the campaign will be exclusively through social media as a sponsored post on Instagram, directed towards the target market in New York, Miami, Los Angeles and San Francisco. We will measure the clout of the campaign by looking at the possible increase in sales revenue in the duration of the campaign.

MARANGA

making plastic fantastic.

#ocean2ocean

More info at Marangastore.com

Figure 11h: Illustration of Pink Informational Social Media campaign posters.

Figure 11i: Illustration of Pink Informational Social Media campaign posters.

Figure 11j: Illustration of Social Media Fantastic Fantasy campaign posters.

11.3.5 Phase 4: Loyalty

Promotional Co-Events

The fourth phase is Loyalty, where Maranga's prospects are going to be converted into actual purchasers and over the long term, loyal repeat customers. The customer needs to be nurtured after the purchase in order to give become the brand ambassadors within their larger communities. To ensure the retention of customers we plan for Maranga to give back to the consumer using the principle of reciprocity.

We will recommend Maranga engage their customers through fu, exciting and meaningful events. One such example is the event promoted on the poster demonstrated below. It will be pay-what-you-want events, were all of the money will be donated to the charity SeaBin. Fuzz can be generated around the event by collaborating with popular DJ's, beverage companies like Absolut Vodka, doing pop-up shops and catwalks showing the Maranga swimwear at the event. The objective would be to develop brand loyalty and build brand persona. The track of success will be evaluated by looking at the increase in social mention after the events.

Figure 11k: Example of invitations to the promotional Co-Events.

Figure 11l: The above QR code that will take you directly to the Promo Video we have created.

11.4 Media Activation Plan

The strategic recommendations are divided according to the ideal customer journey. The media activation plan gives an overview of these activities, what phases they should be released in and the accompanying estimated costs of each activity; resulting in the total marketing budget of $130,000 USD.

ACTIVITIES	PHASE 1		PHASE 2		PHASE 3		PHASE 4		BUDGET
	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
Social Media Collaborations									$64,400 USD
Social Media Contests									$300 USD
Team up with Charity									$0 USD
Relaunch Website									$0 USD
Marketing Campaign									$50,000 USD
Promotional Co-Event									$13,000 USD
Email Newsletters									$300 USD
AdWords									$2,000 USD
TOTAL									$130,000 USD

Figure 11m: Media Activation Plan.

12 Financial

12.1 Current Status

Being in an early startup phase; the financial status of Maranga is rather self-explanatory and relatively weak given that it is competing in a highly fragmented industry. As of April 2018, there are 3 investors, no full-time employees thus no paid salaries and no debt. The first two years in business have resulted in deficits, which is naturally not a desired position. On the contrary, the gross profit has experienced healthy growth with 27.8% from 2016 to 2017, and even though the company is still in deficit this current period, they have a drastically lower loss than in the previous period. Concluding, the financial situation for Maranga is relatively weak but growing in a positive direction.

12.2 Financial Objectives

The financial projections and ROMI calculations are derived from historic performance data provided by the client. These numbers reflect their current revenue generation of $28,395 USD as well as a calculated estimate based on direct competitors' financial indicators.

- Break-even within 3 years of entering the U.S. Market
- Increase ROMI from 8.67% to 10%

12.3 Marketing Budget

BUDGET	
Marketing	$130,000
MARKETING BUDGET	$130,000

EXPENSES	
Social Media Posters	$50,000
Social Media Collaborations	$64,400
Promotional Event	$13,000
AdWords	$2,000
Other Marketing Expenses	$600
ACTUAL COSTS	$130,000

Other Marketing Expenses 0,5 %
AdWords 1,5 %
Promotional Event 10,0 %
Social Media Posters 38,5 %
Social Media Collaborations 49,5 %
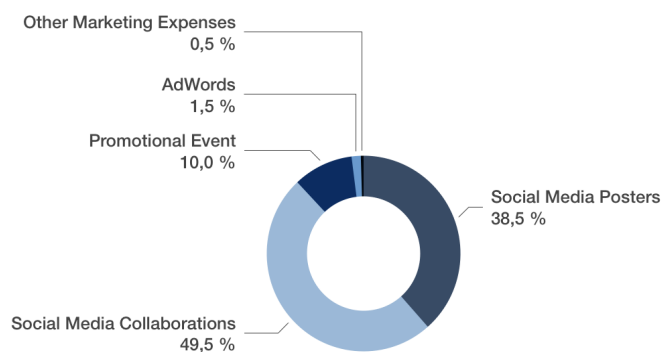
Figure 12a: Marketing Budget.

12.4 Rationale and Explanation of Costs

The reasoning and explanation of the marketing costs will be drafted through the activities listed in the marketing budget from paragraph 12.3.

12.4.1 Social Media Posters

Instagram offer the option of paying for sponsored posts in order to directly expose Maranga's target market, making the marketing campaign "Making Plastic Fantastic" pop up in their Instagram feed. The recommendation is to go for a Cost Per Click (CPC) approach, where the cost is $0.61 USD, and from this generate approximately 82,000 clicks with the estimated $50,000 USD budget.[60]

12.4.2 Social Media Collaborations

The cost for social media collaborations on Instagram is estimated based on correspondence with Instagram influencer Sofia Richie's manager Matt Osborn, whom provided us with the actual costs of a sponsored post on his clients Instagram; $20,000 USD for a sponsored post and further $10,000 USD for a sponsored Instagram Story (only visible for followers in 24 hours before disappearing). This provides rationale for our $64,400 USD budget, where we recommend sponsoring 2 Instagram influencers with more than 2 million followers such as the example Sofia Richie, and further 4-6 micro-influencers with a follower base between 10,000-500,000 followers. These typically have higher engagement rates and could help strengthen the reach even though they have a smaller number of followers than the macro-influencers.[61] By managing to establish collaborations with a somewhat similar mix of macro and micro-influencers as mentioned, the total costs should add up to approximately $64,400 USD.

12.4.3 Promotional Event

For the promotional event we recommend partnering up with for example Absolut Vodka and further donate all profits to a charity such as SeaBin. Partnering up with other companies seeking to increase brand recognition through charity will give larger financial possibilities, without demanding these from solely Maranga. Further it should be possible to cooperate with food and

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[60] https://influencermarketinghub.com/how-much-does-it-cost-to-advertise-on-instagram/
[61] https://www.forbes.com/sites/barrettwissman/2018/03/02/micro-influencers-the-marketing-force-of-the-future/#3b0108e76707

beverage distributors as well as booking artists for a lower price if they see the benefits of sponsoring an event where all profits are donated to charity. Because of these rationales we find a total budget of $13,000 USD reasonable for events in the U.S.

12.4.4 AdWords

We recommend Maranga to run a trial period to evaluate the enhancement of clicks to their website, where a Cost Per Click (CPC) approach will be implemented. The average price for purchasing a search term in AdWords is $1-2 USD per click[62]. We have chosen to allocate $2,000 USD to this activity for the upcoming financial years. If it turns out to be an important source for guiding searchers to their website, we will recommend them to allocate more resources towards this activity in the future.

12.4.5 Other Marketing Expenses

Other marketing expenses is estimated to cover the costs for email newsletters and social media competitions. Email newsletters have a cost of $285 USD per 12 months for a list size of 35,001-50,000 subscribers.[63] The remaining $315 USD will be spent on social media competitions, where the production cost of a swimsuit, packaging and shipping will result in a unit cost of $33 USD. From this it is reasonable to estimate approximately 9 giveaways for social media competitions, with a total cost of $297 USD. The total cost of other marketing expenses is therefore roughly $600 USD.

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[62] https://www.wordstream.com/blog/ws/2015/05/21/how-much-does-adwords-cost
[63] https://www.constantcontact.com/pricing

12.5 P&L Analysis

	2016	2017	2018	2019	2020
Sales Revenue	2,835	28,395	156,170	659,862	1,055,779
% Change		902%	450%	323%	60%
Cost of Sales	23,326	43,183	79,944	403,900	727,020
% Change		85%	85%	405%	80%
Gross Profit	-20,491	-14,788	76,226	255,962	328,760
% Change		28%	615%	236%	28%
US Operations	-	-		130,000	130,000
Marketing Costs	-	-		130,000	130,000
Profit before Tax	-20,491	-14,788	76,226	255,962	328,760
% Change		28%	615%	236%	28%
Total Taxes (23%)	-	-	17,532	58,871	75,615
Profit	-20,491	-14,788	58,694	197,091	253,145
% Change		28%	615%	236%	28%

Figure 12b: Estimated P&L Analysis.

The numbers from the years 2016 and 2017 are realistic numbers obtained from our client. The other years, include numbers projected by looking at how Maranga have done financially so far, in addition to estimated assumptions based on numbers from one of their biggest competitors; Triangl Swimwear. The financial data available from our client was converted at a currency rate where 1,00 NOK = $0,13 USD.

The last three years in the P&L is based on Triangl's annual growth rate of 400% from their first established year to the second operational year[64]. Maranga had an annual growth rate of 903% in sales revenue from 2016-2017, but we have to keep in mind that they did not sell much their first established year. To consider these factors mentioned, we have projected Maranga to breakeven in Norway in 2018. We further recommend Maranga to start implementing their U.S. operational activities after their estimated breakeven in Norway.

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[64] http://www.shortpress.com.au/bikini-blitz-from-500-in-the-bank-to-45-million-turnover-in-three-years

12.6 U.S. Operations

ESTIMATED COSTS FOR US OPERATIONS	NOK	$USD
Warehouse (Annual Rent)	384,615	$50,000
Salaries	445,931	$57,971
Benefits	-169,454	$22,029
Marketing Costs	1,000,000	$130,000
Total Costs	2,000,000	$260,000

Figure 12c: Estimated costs for U.S. operations.

12.6.1 Warehouse

When entering the U.S. market, a warehouse with a size of about 25,000 sq. ft. should be appropriate in terms of serving the U.S. demand. The possibility to order from a warehouse located in the U.S. will benefit estimated delivery time, and additionally reduce shipping and return costs for the U.S. customers.

We recommend Maranga to open a warehouse in Orlando, Florida[65], as this is one of the cheapest metropolitan locations for distribution warehouses in the U.S., with great possibilities for fast domestic transportation. By screening the available warehouse location in Florida (4.10.2018) we see an average annual rental price of approximately $2 USD per sq. ft. This results in a realistic size of 25,000 sq. ft warehouse for Maranga located in Orlando, Florida.

12.6.2 Salaries & Benefits

In order to run a U.S. operation like the suggested one, a small team of 2 people should be enough to conduct an efficient operation and supply the U.S. demand. We do not see the need to open offices during the first years overseas, so the primary need will be a Warehouse Manager and a Warehouse Associate. With regards to benefits, this post will include bonuses, health care and pension, and is calculated as a 38% rate of the total U.S. salary.

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[65] https://blog.kencogroup.com/top-10-cities-for-a-distribution-center

SALARIES + BENEFITS	NOK	$USD
Salaries		
Warehouse Manager	245,931	$31,971
Warehouse Associate	200,000	$26,000
Total Salary	445,931	$57,971
Benefits		
Total Benefits	169,454	$22,029
Total Salaries + Benefits	615,385	$80,000

Figure 12d: U.S. Salaries and Benefits.

12.7 Break-Even for Potential U.S. Operations

ESTIMATED BREAK-EVEN POINT	*NOK*	*USD*
PRODUCT PRICE (AVERAGE BASKET VALUE)	*799,00*	*$104*
VARIABLE COST PR. UNIT	*250,52*	*$33*
PROFIT MARGIN PR. UNIT	*548,48*	*$71*
TOTAL FIXED COST	*2 000 000,00*	*$260 000*
BREAK-EVEN POINT (UNITS)	*3 646*	*3 646*
TOTAL BREAK-EVEN REVENUE	*2 913 506,42*	*$378 755,83*

Figure 12e: Estimated break-even for U.S. operations.
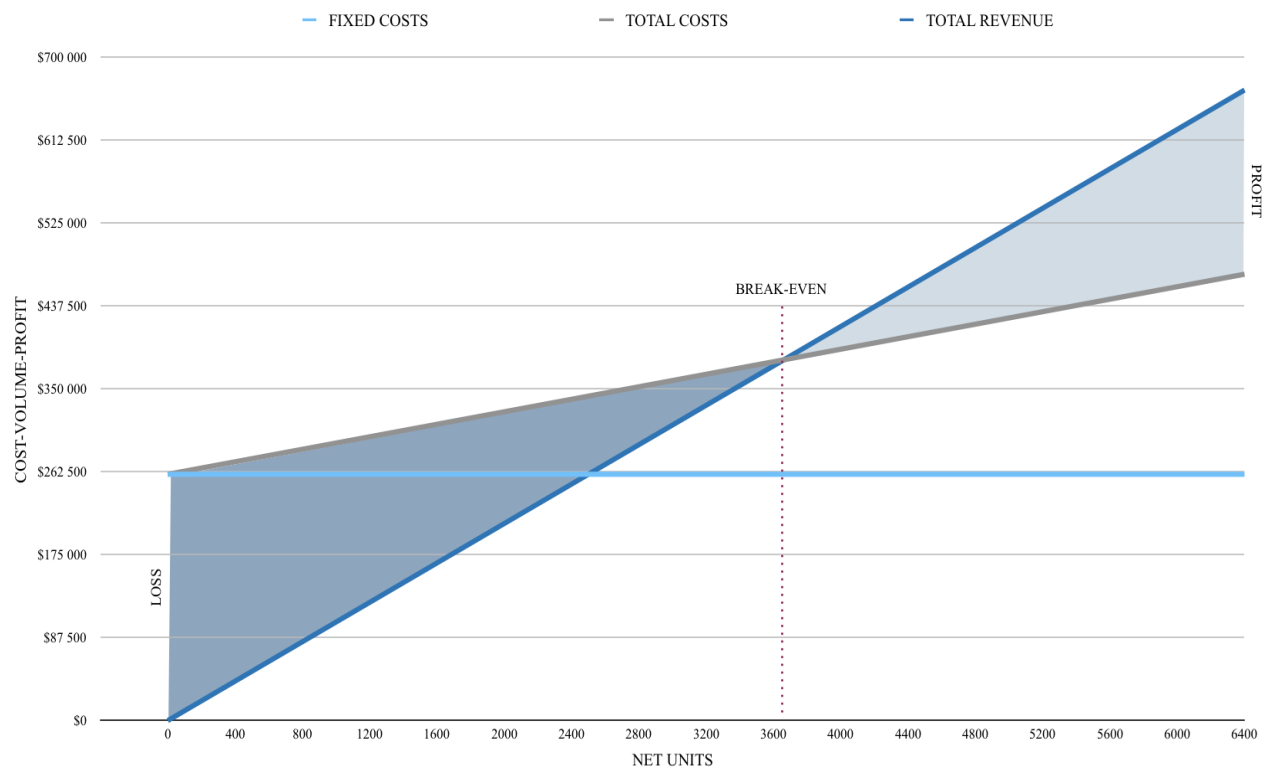
Figure 12f: Estimated break-even analysis for U.S. operations.

Analyzing the calculations from the break-even analysis, Maranga must sell more than 3,646 units with an average basket value $104 USD in order to make profits from their U.S. operations. This calculation is illustrated in the break-even graph above. Taking into consideration the low to non-existing brand recognition in the U.S. market, the goal to reach sales of 3,646 units throughout the first year in business can be difficult for a startup. However, it is highly important for Maranga to accumulate sales from the start of their U.S. operations. Not managing to do so could be the largest potential threat for the company, resulting in decreased inventory value and rising interest rates.

13 Summary

Examining the thesis briefly; findings from the primary qualitative and quantitative research, as well as secondary research - have led to the recognition of great potential for Maranga to succeed in the U.S. market. However, the industry is saturated with a vast number of competitors and this stresses the importance of claiming competitive distinction to fight the *"just another swimwear brand"*-category which is easy to fall in.

Implementing our suggested marketing communication plan will make Maranga swimwear stand out. The plan aims at expressing a story to U.S. millennial women of sustainability and versatility, where the consumer is on an adventure in the Maranga fantasy - genuinely believing in the core values of the brand. Further, we hope the marketing communication plan will foster recognition and diligence, increasing brand awareness within the specific target market.

As previously stated, the entry barriers and set-up costs are low for Maranga as an online retailer, and the company should accordingly not endure considerably large losses if they fail to succeed. Concluding all research and analysis conducted on Maranga's behalf we recommend Maranga to enter the U.S. market in 2019 in contemplation of the economic prerequisites that should be present before expanding to foreign markets.

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Appendix 1

Appendix 1

1.1 In-depth Interview Guidelines

Research Question: «What promotion channels are most effective in reaching innovators and early adopters in the segment; casual North American women aged 18 to 35?»

Who: Anya, 22 year old New York Student

How: Contact fellow American students from international classes

Where: Pace University New York Campus

When: Thursday 11/2

In-dept Interview Questions:

1. When purchasing a new bikini or one-piece there are several factors you can value the most; for example price, quality, design, brand or functionality. What factor is the most important one for you?

- Follow up question: (Hand out/show products) What would you be willing to spend on products like these?

2. There are many influencers in social media today, both on Instagram, blogs, Youtube, Snapchat, Twitter and Facebook. What influencers would you say are the most popular ones in the U.S. today?

- Follow up question: What influencers do you follow in social media, which is your favorite?

3. When purchasing a new piece of swimwear, do you usually plan it and do research prior to the purchase? Or do you typically buy swimwear spontaneously and without much planning?

- Follow up question: If you plan it, where would you do research? Would you go to a physical retail store or do you prefer online websites?

4. What previous experiences do you have with online swimwear/fashion shopping?

- Follow up question: Do you find any particular problems with online shopping versus shopping in retail stores?

5. What swimwear brand do you view as exclusive and popular for young women in the U.S. today?

- Follow up question: Can you recall what marketing channels you have seen the product in? Any posters, billboards, Instagram ads or such you can remember seeing?

6. What channel do you believe is the most efficient one to reach women between 18 and 35 years in the U.S.? Magazines, billboards, TV-commercials, social media ads or anything else?

7. Let's say Maranga were to arrange one of the following, what concept would you prefer? 1. A crazy cool pool party on an insane rooftop with DJ's, catwalk and food/drinks 2. An amazing pop-up shop where you can design your own print 3. A beach event with exciting competitions, Maranga parachutes, jet skiis and DJ's

8. Here are some pictures of people combining one-pieces with their outfits. What do you think about using one-piece swimwear in combination with your everyday outfits?

9. Describe your product expectations when purchasing a new bathing suit or bikini, what would exceed your expectations and what would disappoint you?

1.2 Focus Group Guidelines

Research Question: «What promotion channels are most effective in reaching innovators and early adopters in the segment; casual North American women aged 18 to 35?»

Who: 6 U.S. women, 21-40 years old
How: Ask students at campus to participate for a short discussion about swimwear.
Where: Group room Pace University Library
When: Monday 10/30 at 5pm

Focus Group Questions:

1. When purchasing a new bikini or one-piece there are several factors you can value the most; for example price, quality, design, brand or functionality. What factor is the most important one for you?

- Follow up question: (Hand out products) What would you be willing to spend on products like these?

2. There are many influencers in social media today, both on Intagram, blogs, Youtube, Snapchat, Twitter and Facebook. What influencers would you say are the most popular ones in the U.S. today?

- Follow up question: What influencers do you follow in social media, which is your favorite?

3. When purchasing a new piece of swimwear, do you usually plan it and do research prior to the purchase? Or do you typically buy swimwear spontaneously and without much planning?

- Follow up question: If you plan it, where would you do research? Would you go to a physical retail store or do you prefer online websites?

4. What previous experiences do you have with online swimwear/fashion shopping?
- Follow up question: Do you find any particular problems with online shopping versus shopping in retail stores?

5. What swimwear brand do you view as exclusive and popular for young women in the U.S. today?
- Follow up question: Can you recall what marketing channels you have seen the product in? Any posters, billboards, Instagram ads or such you can remember seeing?

6. What channel do you believe is the most efficient one to reach women between 18 and 35 years in the U.S.? Magazines, billboards, TV-commercials, social media ads or anything else?

7. Let's say Maranga were to arrange one of the following, what concept would you prefer? 1. A crazy cool pool party on an insane rooftop with DJ's, catwalk and food/drinks 2. An amazing pop-up shop where you can design your own print 3. A beach event with exciting competitions, Maranga parachutes, jet skiis and DJ's

8. Here are some pictures of people combining one-pieces with their outfits. What do you think about using one-piece swimwear in combination with your everyday outfits?

9. Describe your product expectations when purchasing a new bathing suit or bikini, what would exceed your expectations and what would disappoint you?

1.3 Qualtrics Panel Survey

Screening Questions

Q1) Please select the gender that you best identify with.

o Male

o Female

Q2) Have you bought swimwear in the last 3 years?

o Yes

o No

Q3) Are you planning to buy swimwear over the next 3 years?

o Yes

o No

Q4 Please select your primary place of residence.

o San Francisco

o Los Angeles

o Chicago

o New York City

o Seattle

o Miami

o Atlanta

o Philadelphia

o None of the above

Q5) What is your age?

o Younger than 21

o 21 - 29 years old

o 30 - 35 years old

o 36-40 years old

o More than 40 years old

General Questions About Swimwear

Q6) How many pieces of swimwear have you bought the last 3 years? Please type in answer.

_____

Q7) Where did you buy your last piece of swimwear? (Chose an alternative and specify brand/store)

o Department Store (Please specify brand/store)

_____

o Online (Please specify brand/store)

_____

Q8) How much did you spend on your last purchase of swimwear?

o Less than $10 USD

o $10 USD - $30 USD

o $31 USD - $60 USD

o $61 USD - $90 USD

o $91 USD - $150 USD

o More than $150 USD

Q9) What is the maximum you are willing to spend on swimwear in the future? Please type in answer.

_____

Q10) If you could buy your ideal swimwear, what brand would it be? Please type in answer.

_____

Q11) Why is that your ideal brand? Please type in answer.

_____

Q12) What are the three images come to your mind when you think of the country **Brazil**? Please type in your answer.

o 1 _____

o 2 _____

o 3 _____

Q13) Would you consider combining swimwear with regular clothes when appropriate?

o Yes

o No

Q14) What should be the ideal type of woman featured in swimwear ads?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Funny	o	o	o	o	o
Sexy	o	o	o	o	o
Athletic	o	o	o	o	o
Confident	o	o	o	o	o
Skinny	o	o	o	o	o
Realistic	o	o	o	o	o

Specific Maranga Questions

Q15) When you see the word "**Maranga**" what three things comes to mind immediately?

o 1 _____

o 2 _____

o 3 _____

Please click the following link and feel free to take as much time as you want and then return to answer the remaining questions to the best ability: http://www.marangastore.com

Q16) How likely are you to purchase Maranga swimwear after browsing their website?

o Extremely unlikely

o Somewhat unlikely

o Neither likely nor unlikely

o Somewhat likely

o Extremely likely

Q17) If you found out that Maranga swimwear is made from recycled plastic from the oceans, how likely would you be to purchase their products?

o Extremely unlikely

o Somewhat unlikely

o Neither likely nor unlikely

o Somewhat likely

o Extremely likely

Q18) When you think of **Norway**, what two things come to mind?

o 1 _____

o 2 _____

Q19) Please rate the following features based on how important they are when buying swimwear.

	Not at all important	Slightly important	Moderately important	Very important	Extremely important

	Price				
Price	o	o	o	o	o
Quality	o	o	o	o	o
Brand	o	o	o	o	o
Style	o	o	o	o	o
Comfort	o	o	o	o	o

Demographic Question

For statistical purposes only, please answer the following questions.

Q20) What is your average annual household income?

o Less than $50,000 USD

o $50,000 USD - $100,000 USD

o $100,000 USD - $200,000 USD

o More than $200,000 USD

1.4 Qualtrics Panel Survey Results

Q1-Q5 Screening Questions

These questions were the initial screening questions placed up front in order to identify and filter out respondents not belonging in the target market. Only 21-40 year old female respondents who had bought swimwear the last three years and/or is planning to buy swimwear the next couple of

years, located primarily in New York, Miami, Los Angeles and San Francisco was targeted for the Qualtrics Panel Survey.

Q6 - How many pieces of swimwear have you bought the last 3 years

Out of the 104 respondents the average number of swimwear bought the last 3 years was 4.74. The highest number was 50 pieces and the lowest was 0. This shows that the target market sees a need for approximately 5 pieces of swimwear in a 3-year timeframe.

Q7 - Where did you buy your last piece of swimwear?

77 out of the 104 respondents bought their last piece of swimwear in a department store. The other 26 people bought it online. This finding was surprising in relation to our secondary research. We expected e-commerce to be of higher popularity. Our findings further shows that Amazon is the most popular online shop, followed by Target and eBay.

Example: Data visualization of Q7.

Q8 - How much did you spend on your last purchase of swimwear?

The majority responded that they spent $10-$60 USD on their last purchase of swimwear. Further 10 respondents answered that they spent more than $91 USD on their last purchase, while only 5 responded that they spent less than $10 USD.

<u>Q9 - What is the maximum you are willing to spend on swimwear in the future?</u>

When looking at the answers from this question we found an average value of $57 USD as the maximum Maranga's target market is willing to spend on swimwear in the future. Additionally we found that the most frequently typed answer was $50 USD through data visualization.

<u>Q10 - If you could buy your ideal swimwear, what brand would it be?</u>

Due to this question being open-ended the answers were very varied, but the common denominator and most frequently typed answer was Victoria's Secret. This is interesting as Victoria's Secret pulled out of the market, meaning the target markets ideal swimwear brand is currently not available anymore - leaving a gap in the market. Other brands frequently mentioned was Speedo, Nike and "Anyone", which can be interpreted as low brand awareness and further backing up the findings of low brand loyalty in the U.S. swimwear market.

Example: Data visualization of Q10.

<u>Q11 - Why is that your ideal brand? (Follow-up from Q10)</u>

This question was particularly difficult to analyze, as all respondents typed in different answers where some was detailed and long while others were left blank. However, the most frequent response was that their ideal brand was their favorite because of good fit and high quality.

Q12 - What are the three images that come to your mind when you think of the country Brazil?

For this question we used data visualization techniques and found that the target market's perceptions of Brazil were primarily beachy, sunny and warm.

Q13 - Would you consider combining swimwear with regular clothes when appropriate?

An overwhelming 78.64% of all respondents answered "yes" to this question, leaving a conclusion of large demand for versatile swimwear that can be combined with regular clothes.

Q14 - What should be the ideal type of woman featured in swimwear ads?

The respondents could choose in between "funny", "sexy", "athletic", "confident", "skinny" and "realistic" for this question, and the strongest indicators pointed towards the target market desiring realistic, confident and sexy women in swimwear ads. Additionally, 46 out of 104 respondents disagree or strongly disagree to featuring skinny women in swimwear ads.

Q15 - When you see the word "Maranga" what are three things that comes to mind immediately?

Leaving this question open-ended, we used to once again use data visualization techniques to visualize the answers. By doing this we found that the target market associate Maranga with dance, orange, sexy, mango and expensiveness.

Example: Data visualization of Q15.

Q16 - How likely are you to purchase Maranga after browsing their website?

All respondents were directed to the marangastore.com website ahead of this question, where they got the chance to browse the products and get a proper insight into the online shop. The responses were somewhat neutral, with a slight tilt towards "likely to purchase".

Q17 - If you found out that Maranga swimwear is made from recycled plastic from the oceans, how likely would you be to purchase their products?

After revealing the sustainable history behind the Maranga swimwear responses changed significantly towards more likely to purchase than prior to learning that the swimwear is made from recycled plastic.

Q18 - When you think of Norway, what two things come to mind?

Similar to Q12 we used data visualization techniques and found that the target market's perceptions of Norway were primarily cold, snowy and frozen.

Q19 - Please rate the following features based on how important they are when buying swimwear.

For this question the respondents had to rate the features "price", "quality", "brand", "style" and "comfort". The main features rated as extremely important was comfort, style and quality. Brand and price was slightly less important.

Q20 - What is your average annual household income?

The large majority of respondents identified best to the group of $50,000-$100,000 USD, with 56 respondents. Additionally, 36 respondents answered that they had an average annual household income of less than $50,000 USD, while only 10 responded that they had a household income for more than $100,000 USD annually.

# Appendix 2

Appendix 2

2.1 Simmons OneView Data

Simmons rationale for segmentation

		Total	COMFORT IS A KEY FACTOR	I HAVE FAVORITE BRANDS THAT I STICK WITH	FUNCTIONALITY IS A KEY FACTOR	BOUGHT SWIMWEAR THE LAST 12 MHTS	I PREFER TO BUY ECO-FRIENDLY PRODUCTS	ECO-FRIENDLY EQUALS- HIGH QUALITY
Total	Sample	14 369	7 711	3 467	4 000	1 447	4 346	1 570
	Weighted(000)	234 786	122 643	55 431	64 157	23 623	69 523	23 099
	Vertical %	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
	Horizontal %	100,0%	52,2%	23,6%	27,3%	10,1%	29,6%	9,8%
	Index	100	100	100	100	100	100	100
	Total %	100,0%	52,2%	23,6%	27,3%	10,1%	29,6%	9,8%
FEMALE 18-24	Sample	676	283	167	133	165	192	83
	Weighted(000)	13 764	5 343	2 348	2 795	3 294	4 207	1 815
	Vertical %	5,9%	4,4%	4,2%	4,4%	13,9%	6,1%	7,9%
	Horizontal %	100,0%	38,8%	17,1%	20,3%	23,9%	30,6%	13,2%
	Index	100	74	72	74	238	103	134
	Total %	5,9%	2,3%	1,0%	1,2%	1,4%	1,8%	0,8%
FEMALE 25-34	Sample	1 081	420	258	207	234	372	136
	Weighted(000)	20 521	8 076	4 751	4 101	4 700	7 008	2 503
	Vertical %	8,7%	6,6%	8,6%	6,4%	19,9%	10,1%	10,8%
	Horizontal %	100,0%	39,4%	23,2%	20,0%	22,9%	34,2%	12,2%
	Index	100	75	98	73	228	115	124
	Total %	8,7%	3,4%	2,0%	1,7%	2,0%	3,0%	1,1%
FEMALE 35-44	Sample	1 207	618	309	307	267	441	133
	Weighted(000)	20 024	10 208	5 275	5 267	5 237	7 187	1 925
	Vertical %	8,5%	8,3%	9,5%	8,2%	22,2%	10,3%	8,3%
	Horizontal %	100,0%	51,0%	26,3%	26,3%	26,2%	35,9%	9,6%
	Index	100	98	112	96	260	121	98
	Total %	8,5%	4,3%	2,2%	2,2%	2,2%	3,1%	0,8%

		Total	IT IS IMPORTANT TO LOOK ATTRACTIVE	TOP DESIGNERS MAKE QUALITY CLOTHES	KEEP UP WITH THE LATEST FASHIONS	FOLLOW MY FAVORITE BRANDS ON SOCIAL MEDIA	SOCIAL MEDIA USER
Total	Sample	14 369	3 762	1 361	571	747	10 513
	Weighted(000)	234 786	61 696	18 354	9 824	12 973	178 377
	Vertical %	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
	Horizontal %	100,0%	26,3%	7,8%	4,2%	5,5%	76,0%
	Index	100	100	100	100	100	100
	Total %	100,0%	26,3%	7,8%	4,2%	5,5%	76,0%
FEMALE 18-24	Sample	676	168	66	70	111	650
	Weighted(000)	13 764	3 036	1 199	1 228	1 485	13 184
	Vertical %	5,9%	4,9%	6,5%	12,5%	11,4%	7,4%
	Horizontal %	100,0%	22,1%	8,7%	8,9%	10,8%	95,8%
	Index	100	84	111	213	195	126
	Total %	5,9%	1,3%	0,5%	0,5%	0,6%	5,6%
FEMALE 25-34	Sample	1 081	263	108	65	132	1 017
	Weighted(000)	20 521	5 406	1 595	1 336	2 084	19 355
	Vertical %	8,7%	8,8%	8,7%	13,6%	16,1%	10,9%
	Horizontal %	100,0%	26,3%	7,8%	6,5%	10,2%	94,3%
	Index	100	100	99	156	184	124
	Total %	8,7%	2,3%	0,7%	0,6%	0,9%	8,2%
FEMALE 35-44	Sample	1 207	314	115	62	116	1 093
	Weighted(000)	20 024	5 029	1 468	1 141	2 344	18 723
	Vertical %	8,5%	8,2%	8,0%	11,6%	18,1%	10,5%
	Horizontal %	100,0%	25,1%	7,3%	5,7%	11,7%	93,5%
	Index	100	96	94	136	212	123
	Total %	8,5%	2,1%	0,6%	0,5%	1,0%	8,0%

Simmons crosstabs; Millennial Women foreign travels

115
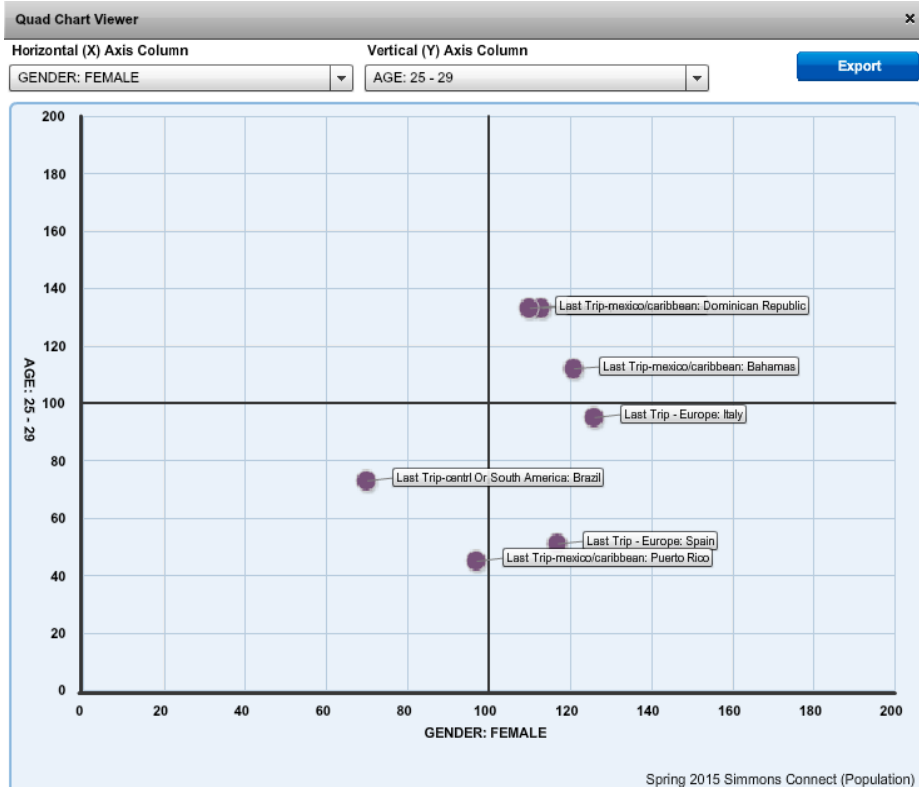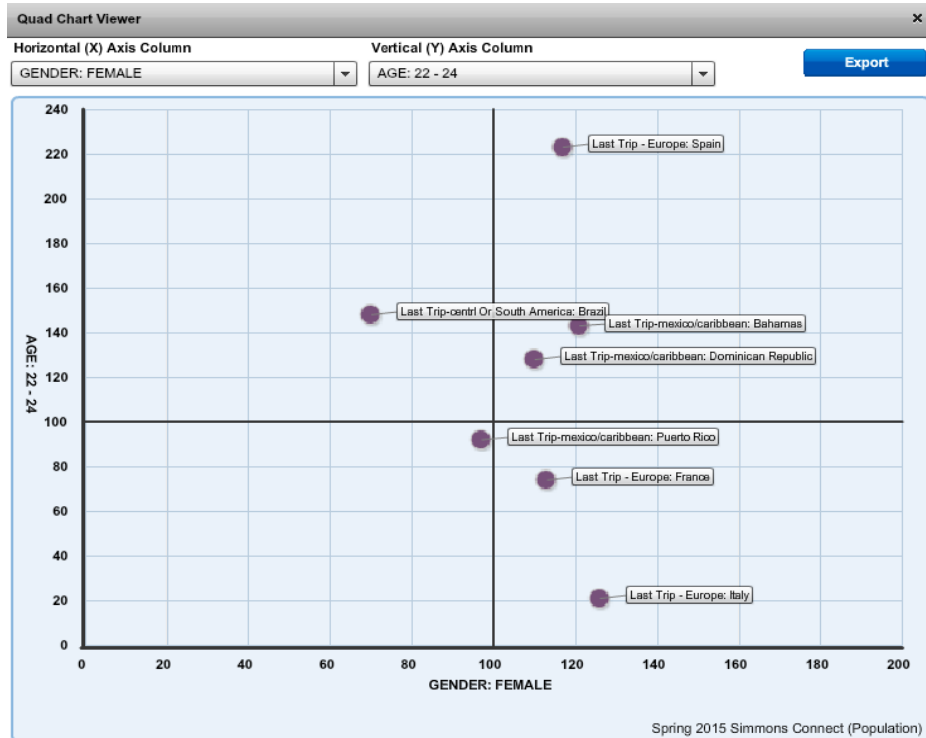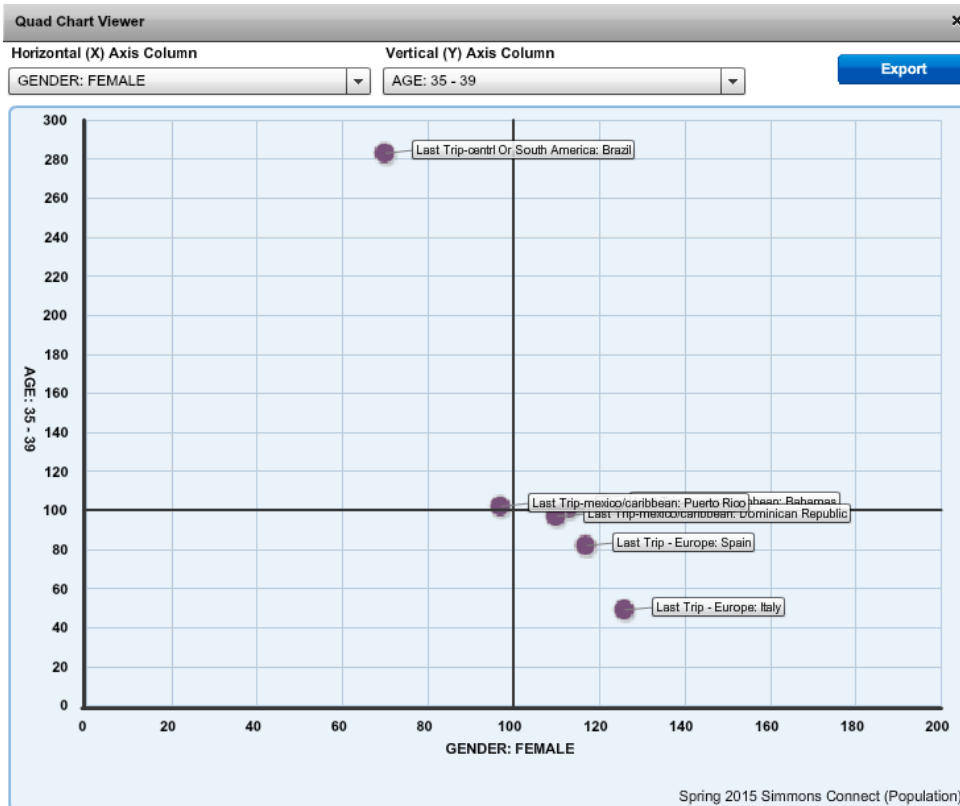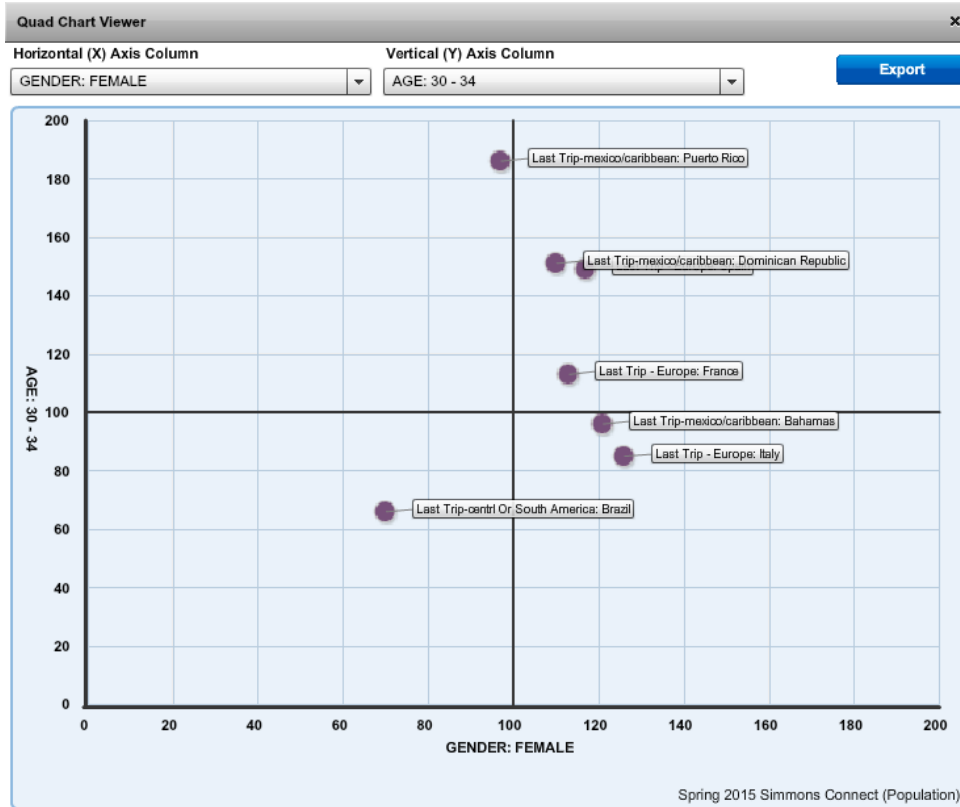
2.2 Features, Functions and Benefits table

Features	Functions	Benefits
Printed Swimsuit Sustainable Fabric (100% ECONYL®)	Flexible, Lightweight, Breathable, dries quickly	Provides ability to movement/swimming, good quality that lasts for many years, 100% sustainable
Lining (100% ECONYL®)	Flexible, breathable, dries quickly	Protects from the sun, ability to use garment rapidly due to drying fast.
Long sleeve design	Covers arms	Protection against sun for arms, protection against jellyfish, looks different, can be used as a sweater directly from the beach to the restaurant
High cut design	Shows more skin	Creates a feeling/visual of longer looking legs, minimum bum coverage and ability to tan more skin
Pattern	Unique design	Eye catching, engages through intrinsic motivation
Zipper (YKK designer plastic)	Ability to alter swimwear neckline, water resistant	Easier to get dressed/undressed, ability to show more cleavage if desired, the plastic zipper will not rust.
Adjustable straps	Alter to fit body after need	Will make it easier to fit different body types, ability to form cleavage
Self-tie halter straps	Alter to fit body after need	Will make it easier to fit different body types, ability to form cleavage
Two-piece bikini design	Cover bust and bum	Tan more skin, looks appealing
Deep plunge Design neckline	Show cleavage	Ability to tan stomach and back.

2.3 Moju Influencer Report

@sofiarichie   April 25, 2018

Sofia Richie

167,141 Engagements   **3,484,665** Followers

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+2 rankings

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Audience Data

moju

98.62% Audience Credibility   **19.71%** Notable Engagements   **83.40%** Paid Post Performance

Age and Gender Split   ● Female **84.89%**   ● Male **15.11%**

	13 — 17	18 — 24	25 — 34	35 — 44	45 — 64
	18.47% 2.52%	49.93% 7.29%	15.28% 3.38%	1.91% 0.44%	0.59% 0.19%

Popular # and @

#Iniki   @Lionelrichie

#Ad   @Marieloubartoli

#Approvedforher

@Samuelpaulmakeup

#Adidasoriginals

Influencer Brand Affinity

UGG   UGG

GUCCI   Gucci

Fendi

Chick-fil-A

SONY   Sony

Influencer Interests

- Electronics & Computers
- Shopping & Retail
- Restaurants, Food & Groc…
- Luxury Goods
- Clothes, Shoes, Handbag…

Audience Brand Affinity

Walt Disney	12.70%
Apple	8.57%
Starbucks	8.08%
Nike	7.89%
Adidas	5.34%

Audience Interests

Friends, Family & R…	36.62%
Clothes, Shoes, Han…	34.94%
Toys, Children & Baby	29.55%
Music	26.90%
Restaurants, Food …	26.66%

Location by Country

United States of A…	34.75%
United Kingdom	5.58%
France	5.11%

Location by City

Los Angeles	3.61%
New York City	3.47%
London	1.97%
Paris	1.57%
Melbourne	0.93%

GENDER, AGE AND ETHNICITY

Gender split

Gender	Percent	Followers	Engagements
Male	15.11%	526,572	25,257
Female	84.89%	2,958,093	141,884

Ethnicity

Group	Percent	Followers	Engagements
Asian	15.75%	548,689	26,318
African Descent	5.73%	199,523	9,570
White / Caucasian	72.05%	2,510,667	120,423
Hispanic American	6.48%	225,785	10,830

Female Age Split

Age	Percent	Followers	Engagements
13-17	18.47%	643,688	30,874
18-24	49.93%	1,739,853	83,452
25-34	15.28%	532,440	25,538
35-44	1.91%	66,402	3,185
45-64	0.59%	20,622	989

Age split

Age	Percent	Followers	Engagements
13-17	20.99%	731,581	35,090
18-24	57.22%	1,993,969	95,640
25-34	18.66%	650,260	31,190
35-44	2.34%	81,641	3,916
45-64	0.78%	27,214	1,305

Male Age Split

Age	Percent	Followers	Engagements
13-17	2.52%	87,893	4,216
18-24	7.29%	254,116	12,189
25-34	3.38%	117,820	5,651
35-44	0.44%	15,240	731
45-64	0.19%	6,592	316

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LOCATION BY COUNTRY

Category	Criteria	Percent	Followers	Engagements
Location: by Country	United States of America	34.75%	1,210,974	58,084
Location: by Country	United Kingdom	5.58%	194,354	9,322
Location: by Country	France	5.11%	178,158	8,545
Location: by Country	Australia	4.58%	159,470	7,649
Location: by Country	Canada	3.83%	133,307	6,394
Location: by Country	Mexico	3.61%	125,832	6,035
Location: by Country	Italy	3.5%	122,094	5,856
Location: by Country	Brazil	3.29%	114,619	5,498
Location: by Country	Spain	2.65%	92,193	4,422
Location: by Country	Germany	1.68%	58,555	2,809
Location: by Country	Argentina	1.68%	58,555	2,809
Location: by Country	Russian Federation	1.61%	56,064	2,689
Location: by Country	Poland	1.54%	53,572	2,570
Location: by Country	Colombia	1.32%	46,097	2,211
Location: by Country	Indonesia	1.18%	41,113	1,972

LOCATION BY US STATE

Category	Criteria	Percent	Followers	Engagements
Location: by United States of America state	California	6.97%	242,942	11,653
Location: by United States of America state	New York	4.93%	171,928	8,246
Location: by United States of America state	Florida	3.83%	133,307	6,394
Location: by United States of America state	Texas	2.29%	79,735	3,824
Location: by United States of America state	Pennsylvania	1.25%	43,605	2,092
Location: by United States of America state	Illinois	1.18%	41,113	1,972
Location: by United States of America state	Georgia	0.97%	33,638	1,613
Location: by United States of America state	Massachusetts	0.86%	29,901	1,434
Location: by United States of America state	North Carolina	0.72%	24,917	1,195
Location: by United States of America state	Virginia	0.68%	23,671	1,135
Location: by United States of America state	Michigan	0.61%	21,180	1,016
Location: by United States of America state	Arizona	0.61%	21,180	1,016
Location: by United States of America state	Washington	0.61%	21,180	1,016
Location: by United States of America state	Ohio	0.54%	18,688	896
Location: by United States of America state	New Jersey	0.54%	18,688	896

LOCATION BY CITY

Category	Criteria	Percent	Followers	Engagements
Location: by City	Los Angeles	3.61%	125,832	6,035
Location: by City	New York City	3.47%	120,848	5,796
Location: by City	London	1.97%	68,522	3,287
Location: by City	Paris	1.57%	54,818	2,629
Location: by City	Melbourne	0.93%	32,392	1,554
Location: by City	Toronto	0.93%	32,392	1,554
Location: by City	Sydney	0.82%	28,655	1,374
Location: by City	Chicago	0.72%	24,917	1,195
Location: by City	Miami	0.68%	23,671	1,135
Location: by City	Montreal	0.64%	22,425	1,076
Location: by City	São Paulo	0.61%	21,180	1,016
Location: by City	Milan	0.54%	18,688	896