Tampere University of Applied Sciences

The Impact of New Technologies on Online Sales

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ABSTRACT

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PEAK Sport is a brand very well known for its basketball products. It is a brand implemented in various countries and which is very well known all over the world thanks to its ambassadors composed of former and current NBA players such as Tony Parker or Lou Williams. On the French market, the brand is selling its products to B2C and B2B customers through two different channels. However, as the market is becoming more and more competitive with the arrival of new brands, PEAK is looking for innovative and original ideas or tools to first, keep its position within the market and second, to improve and strengthen its relation and link with its customers.

As the brand was looking for innovative tools, it invested in Augmented Reality with 3D scans and 3D filters with two objectives in mind: improve the conversion rate, so the sales, and increase its brand awareness on social networks. As these were the two objectives of the brand, it is the objective of the thesis as well to determine what is the impact of these tools on the sales and the brand awareness after a few months of implementation. The goal is to end up with an answer for both objectives as well as with solutions to change things if needed.

The research has mainly been conducted with the descriptive research which helped as it is the best suited to provide a solution and appropriate responses. A population of customers has been selected depending on different criteria's. Once the sampling was done, the questionnaire, composed of 13 questions, was sent. In addition to the questionnaire, participant observation thanks to the time spent within the brand helped with the understanding of the tools implemented, of insight data and results, as well as with the understanding of the market overall.

Based on the results of the research, the impact on the sales is limited while the one on the brand awareness is much more visible. However, the period during the study has been done had a huge impact on the results. Indeed, with the pandemic, the sport market has been extremely impacted so the sales as well. It is then difficult to judge the impact of the tools on the sales when such an event is also impacting the results. Overall, the conclusion is that the tools implemented are innovative and will surely have an impact in the time to come, but that it is too soon to definitely determine their impact due to different factors which impacted the study.

CONTENTS

1 INTRODUCTION

1.1 The receiving organization

PEAK is a famous basketball brand very well known all over the world. The brand equips clubs and national teams, as well as Olympic committees (Belgium, New Zealand, Slovenia, etc…), in different sports. Basketball is the sport the brand is the most recognized for, but they also have a strong presence in others like football (Lanus and Huracan in Argentina) or volleyball (Serbia National Team) for example. As explained, basketball is what PEAK is known for worldwide. In addition to equipping national teams such as the Australia or Serbia, which are among the best, PEAK also has partnerships with some of the greatest players in the world, the most known being Tony Parker. In addition to being the most famous French basketball player, and the most successful, he also has a great influence on the French, U.S and Chinese markets which makes him key element of the brand's strategy. In addition to Tony Parker, the brand also has contracts with other NBA players such as Lou Williams (winner of multiple individual awards in the NBA) and more recently, Andrew Wiggins (1st Pick of the NBA Draft).

PEAK has been implemented in the French market for several years now. Since 2013, the brand has signed multiple partnerships with French teams, players or events. The most known of them being the LNB (French Basketball League) All-Star Game (15 000 spectators) which occurs every year. Regarding the clubs, the brand has several teams playing at different level, from the 1st to the 3rd division, with the brand's jerseys. They had for several years Tony Parker's club under contract which plays in the Euroleague, the highest level of competition in Europe. However, the contract with the team ended last season. Finally, some players in the French national team are PEAK ambassadors and under contract with the brand, in both man and woman National Team which is key for the brand's strategy in order to gain credibility towards the consumers.

PEAK strength resides in his performance shoes created, developed and designed by the brand. Most of the time, shoes are created as "signature shoes" in cooperation with the players. Tony Parker had 8 "signature shoes" models, Lou

Williams is at his 4th and Andrew Wiggins is getting his first one after signing with the brand in 2020.

1.2 The basketball brand and performance shoes industry

1.2.1 Basketball industry in the world

The basketball market, which represent about 3% of the athletic footwear market according to a report from the NPD Group, has a fairly clear landscape at the moment. The basketball market is Nike and Adidas are the two multinational companies that are leading, by far, the industry. However, according to The Matt Powell from The NPD Group, Nike is the most dominant at the moment and had 37% of the market share in 2016, while Adidas was just at 11.3% of the market share. The brand has been dominating the basketball market for years now and are still in the same continuity to keep their market domination. On the other hand, Adidas tried to compete with Nike but didn’t just yet arrived at their level.

The basketball industry, as for most other sports, relies heavily on the image and values of their athletes. Indeed, brands are signing the most dominant basketball players, or those with the most influence on the consumers, and create collections (shoes and apparels) around them using their name and image. Taking the example of LeBron James, Nike has designed no less than 18 signature shoes, and probably hundreds of colour variations. In addition to the shoes, Nike is obviously designing clothing and accessories collections to go along with. To understand the importance of the athletes for a brand, in 2015, Lebron James’ generated over 340M$ in one year thanks to his signature shoes only. James’ performances on and off the court made have pushed Nike to sign him with a lifetime contract, estimated worth than 1B$.

Zion Williamson’s story illustrates the strength and influence of the players on the market and on the brands. In February 2019, Zion Williamson, the best basketball prospect the world has seen in years, broke his Nike shoes and got injured during the most watched basketball game on TV in the last five years according to Sports Media Watch. The consequences? The stock market shares of Nike on Wall

Street experienced a significant fall in the hours following the event: -1.06% which represents a loss of 1B$ in capitalization.

While Nike and Adidas have dominated the market so far, new brands are trying to enter the market and have been more and more involved lately with a lot of money invested. Some historic basketball brands such as Puma or Converse, which once were the most dominant brands within the basketball industry, are gradually making a comeback. PUMA signed over 20 NBA and WNBA (Woman Basketball National League) in the past two years, including the signature of LaMelo Ball, one of the most hyped players in the recent year who already rank in the Top 15 of the most popular players on Instagram, with a contract worth 100M$. As explained, performances and influence are the two things' brands are looking for when signing contracts with athletes.

It's not only historic brands that are trying to make a comeback on the market. Actually, new brands, even ones not recognised in the sports industry, are investing a lot of resources and money on the basketball market. New Balance, a brand very well known for their lifestyle shoes and not at all for being a basketball brand, invested in Kawhi Leonard, currently a Top 5 player, in 2018 with an endorsement worth 5.5M$ according to Forbes. As the basketball industry is a very lucrative market, the brands are fighting and investing more and more resources in a competitive market to get the biggest slide of the pie (Badenhausen 2018; Anyanwu 2017; SGB Media 2021; Bernard 2019; Auclert 2018.).

1.2.2 Basketball industry in France

In France, the rank of the brand within the market is quite different than the one it has in the world, or in the US market. Indeed, brands have different strategies depending on their presence or not in some countries of the world so there are differences depending on if a brand wishes to invest in a certain country. As one of the most famous players representing the brand (Tony Parker) is French, PEAK strategy has been to invest in his home-country where he is one of the most famous and influential personality.

Obviously, even if things are a little different, the brands dominating the industry are the same. Nike and Adidas are powerful brands which have enough resources to ensure their presences worldwide. However, things are different behind the two multinationals. Brands like New Balance, which recently enter the market as explained earlier, don’t have basketball department dedicated to the French market, as opposed to PEAK which have offices in France to lead and control the brand’s strategy and implementation specific to the French market. One of the reason PEAK and not the other brands have offices in France is mainly due to the presence of Tony Parker. The best and most successful French basketball player being under contract with the brand helps in the promotion and commercialization of the products. While PEAK is considered behind PUMA and New Balance in the world in terms of sales and influence, forces are reversed within the French market as PEAK can claim its place as the 3rd biggest brand on the market. As explained, the reason for that is the investments the brand has made throughout the year on French teams and players which helps a lot with the development of the brand awareness.

1.3 Thesis purpose

PEAK is a brand that is currently viewed as the 3rd brand in the basketball market in France behind Nike and Adidas as explained previously. However, new competitors are entering the market and will certainly try to reach and target the French market within the next years, especially New Balance and Puma which are brands with offices in France. Even if the brand still as a lead over these two brands at the moment, PEAK already need to schedule and take that into consideration to avoid being surprised and stay ahead of the competition despite the investments of competitors: “Staying on top of this is essential to avoid disruption.” (Larry 2019).

The purpose of the thesis is then to anticipate the arrival of strong competitors in the industry by identifying and understanding the tools, if possible innovative ones, that will enable the brand to step-up in the online sales as well as improving its brand awareness. In this case, the focus will be on new technologies that can be implemented on the e-commerce website which is the main platform the brand is using to make B2C business.

The brand has already started to implement these tools on their B2C website so it will be interesting to see through this research if the actions taken already had an impact and if the thoughts and expectations the company had when implementing these tools match with the customers habits and can have an impact.

1.4 Thesis objectives

As said, the brand has already started to take actions in terms of implementing new tools. The objective of the thesis is to see if these actions already had an impact.

The objectives are to measure the impact, on B2C customers, of the implementation and use of new technologies on the online sales and brand awareness.

More precisely, the goals, or sub-questions, is to estimate the impact and strengths on the sales and then on the brand awareness. After the analysis of all the data collected, the goal is to be able to identify the pros and cons of the tools and determine “is it worth it to invest in these tools” as they are an investment on which the brand needs to pay attention to.

2 THEORETICAL FRAMEWORK

2.1 Internet and the new technologies

2.1.1 E-commerce Industry

Online business started appearing during the 90's with the emergence of internet. The democratisation of internet worldwide opened new opportunities for business as they were able to reach more customers than before and were now not only restricted to local customers near their shop. By the end of the 90's, this new business model quickly grown with the arrival of companies such as Amazon or Ebay which were at the time only start-ups. In Europe, European Parliament adopted on July the 8th of 2000 the first directive regarding e-commerce (Directive 2000/31/CE).

In addition, the amendment of the cell phone has brought online business in a new dimension in the 2010s and the "m-commerce" appeared and is "becoming a critical component of the digital economy". The development of technologies such as computers, smartphones and tablet, as well as the global access to internet, enabled to buy products or services at the other end of the planet with ease (Branki et al. 2009, 9).

According to FEVAD (Federation of e-commerce and distance selling), the e-commerce industry represented over 100B€ in 2019 with a growth of over 10% compared to 2018 and an increase of over 15% of the total number of transactions made online to reach 1.7B transactions overall online in 2019 (FEVAD 2021; Druelle 2021).

The e-commerce industry is composed of a variety of online business: C2C, "which basically concerns the transactions and communications between individual consumers" like Ebay, B2C which is business-to-customers that include "selling retail goods and services online" and finally B2B for business-to-business. PEAK uses "the most common" of the B2B model with the "company-centric model, which can either be a sell-side marketplace (one seller-to-many buyers) or a buy-side marketplace (many sellers-to-one buyer)" (Jun and Quaddus 2009, 35 – 60.).

The brand PEAK is positioned on two of these business models: B2C and B2B business with both having their own e-commerce website dedicated. However, the research will focus only on the B2C business as it focuses on the impact on B2C customers and not on B2B customers.

2.1.2 Website as a marketing tool

Nowadays, the website is one of the most powerful tools online. The website is the storefront, the most important space, for many brands and companies and even more so for PEAK due to their lack of presence in physical stores. It is "an opportunity for brands and marketers to engage in an active marketing strategy" that will reflect the brand's values. When launching an e-commerce site, it is essential to define a clear strategy that will follow the brand's initial strategy. It should summarize what the brand offers in terms of products: "understanding what customers are interested in [...] can elevate the relevance of the searcher's user experience, resulting in more clicks, time on site and sales." Investigate product positioning in relation to competitors (price, products, technologies used in their products in the case of PEAK for example) and present consumer profiles (Lee 2012, 6, 57).

The targets are intended to evaluate the success of the actions undertaken. For PEAK, this is a key element because the overall goal of the brand is to increase its influence on the French market and its sales at the same time. Very often, the strategy is a large-scale project. For the brand, even if the study of the impact of the action carried out will be useful, it should not definitively define the results and the final decisions concerning the tools put in place. The results should allow the brand to reverse the trend if the results are not good or to continue the same strategy if the feedback and results show a significant impact. Obviously, if the market or economy is undergoing radical changes (Covid-19), it will be important for the brand to take this into account and adapt the strategy and expected results to these variables. Each marketing objective must be specific and measurable, especially in the digital realm.

A solid marketing strategy requires studying the market as well as the competition. This is the only way to get a clear view of the brand's market and understand the specifics of gender, age, lifestyle, trends, buying habits, etc. By studying the competitors, their products, prices, results and reputation, the differences with the company can be easily targeted and it will help to make decisions about the actions to be taken.

2.1.3 New technologies

As this is the key and main element of the research, it is important to define "new technologies": what they are, how they are used, why use them, etc...
First, let's define what "new technologies" are. In the thesis, the terms "new technology(s)" and "tools" are used to talk about tools or technologies using augmented reality (AR) or 3D. Those that are primarily used by the brand are 3D scans and 3D filters.

3D scans are scans made from videos and photos of the brand's products recreated in AR. There are companies (more and more today) that provide services to brands and businesses to create 3D scans of their products. The brand contacted an overseas AR company that provides services for the type of product the brand sells (shoes). As mentioned, AR is much more accessible than before and the brand only needed a camera, a camera box and a hub to put the product on to take pictures. Then, through the company's application, multiple views of the product had to be taken in order to reconstruct the product in the software. The process between taking the pictures and receiving the different documents is about one to two weeks. Once the company recreated the product in augmented reality and 3D, all the necessary documents and files were sent to the brand.
On the brand's website, only the shoes have 3D scans because scanning and modeling textiles in 3D is not yet possible or at least not with good quality, so this is an advantage on the brand's website. Scanning the product in 3D does not only allow to get a 3D scan. A lot of other content or creations can be made from these scans "and open up a world of AR-based marketing opportunities" as WixStores head Arik Perez explains, so they are not beneficial for just one thing (Rest AR 2020). That's why the brand decided to invest in 3D: it opens up a lot of

opportunities to create content that will be useful in different ways, especially for B2B customers.

The 3D filters are filters on social networks (Snapchat or Instagram) created from the scans taken as explained above. With the files used for the 3D scans, filters are also created to recreate the environment of a consumer trying on a pair of the brand's shoes. The filter will detect the consumer's feet through the camera and position the shoes in place of the one they currently have (Appendix 2). This will allow the customer to see and project themselves with the shoes on their feet as if they were trying them on in the store. The filters help the consumer project themselves with the product and give them "the confidence they need" which will help convert a sale, as Flavio Dias (former president of Walmart Latin-America) explained about 3D products. As he explained, 3D filters are a very useful tool for the brand, as they can be seen as a substitute for in-store trial. This is beneficial for the brand because its presence in physical stores is limited but also with the pandemic that forced stores to close for a long period in France (Rest AR 2020).

While the goal of the 3D scans on the website is to convince the consumer to buy the product, so to increase the conversion rate, the goal of the 3D filters is more to improve the brand awareness as “Understanding a brand’s social authority and content distribution can lead to a much improved approach, with benefits to customers as well as to the business” by showing that the brand is always trying to be at the top of the technology and try to be innovative in his way to communicate with its customers (Lee 2012, 60).

2.2 Marketing concepts

2.2.1 Consumer decision making process

The consumer decision-making process is an important concept in the research and, in the case of the brand, very similar to the customer marketing funnel, as it is a tool that aims to understand the decision-making process of a customer. The objective of the research is actually to understand how the new tools implemented can influence this process. Understanding this process is crucial for the brand to make the right decisions when it comes to whether these tools are useful and worth the time and money.

The consumer decision making process is divided in 5 steps:

- 1) The recognision of the problem or the need of the consumer
- 2) The search of information
- 3) Evaluation of alternatives
- 4) Purchase decision
- 5) Post-purchase analysis

The first step is the trigger for the product purchase process. "The motivation process begins when a need arises that a consumer wishes to satisfy," meaning the moment a consumer has either a problem or a need that can be solved by purchasing a product or service. It is critical to target key times of the year when consumers are most likely to satisfy a need or problem. For the brand, the "back-to-school" period is critical because most customers need to find new shoes for the upcoming season. (Rajeev 2006, 51).

The second stage is information seeking, the point where the consumer is looking for the right product or service that will provide the best solution. At this stage, the consumer begins to think about and research products ”to make a meaningful and coherent picture of the world around him” and is tempted to go directly to their favorite brands, products or services if they are used to dealing with them. When a consumer has a need that has been met in the past by a product, they are more likely to go with that solution because it is the easiest and safest in their mind. This is when it is crucial to build a relationship with customers to make them loyal customers in order to keep them (Rajeev 2006, 101).
Then, the third step is where the consumer compares the advantages and disadvantages of the different products they have found to meet their need. There are objective and subjective factors that the consumer will compare. The objective factors are those such as price, the different features of the product, etc... Then, the subjective factors are those that have to do with thoughts about the brand itself, based on their previous experience and comments from other customers. 3D scans and filters can have an influence on decision making as they can help show the benefits of the brand's product more clearly.

The purchase decision phase, the phase where the customer buys the product, is a crucial stage because it is the one where the consumer takes action. It is very important at this point that everything goes smoothly and easily during the checkout and purchase process, as consumers might have doubts or even be angry if the process is slow or if there are problems during the process. Again, 3D scans can have an impact at this point, as one of the benefits of this tool is to increase the conversion rate.

Finally, the post-purchase analysis is the stage in which making sure the consumer had a good experience with the brand is important as it will impact their own future purchase, but also the one of other consumers as they will give feedbacks that will influence others.

3 RESEARCH PROCESS: PARTICIPANT OBSERVATION

The research was conducted using different research methods. The research involved all parties in the process in order to get the best results and most accurate conclusions from all points of view. First of all, there is the brand's point of view, with the participant observation through my experience as an employee that lasted one year and then there is the brand's customers' point of view with the questionnaire that will be conducted in order to get their comments and thoughts about it.

3.1 Background of the participant observation

During the summer of 2020, I was lucky enough to be hired as a new E-commerce and digital media intern at PEAK for 6 months. My main mission was to work on the (re)construction of the brand's digital tools which includes B2C and B2B websites and the development of B2C sales as well. I also had the mission to develop the brand awareness on social networks with online ads and publications on the social accounts of the brand.

As said, the main mission was to focus on both B2C and B2B website. At my arrival, the B2B website was not created yet (we are not going to talk about it as it is not the subject of the research) and the B2C has never been changed since 2013 so it was a crucial and key point for the brand as it is the main sale channel. At my arrival the biggest part was made on the B2C but there was still work to do on the UX and design part of the website, the most important thing as we always need to keep in mind that the goal is to convince the customers and convert sales.

There are different key sales period for the brand in this industry: “back-to-school” period as it is the time of the year where kids and people sign up in their clubs, sales period such as the Black Friday, Christmas and the end of the season as well where most of the time brands have special offers on the year shoes as new ones are going to arrive for the next season. The new website has been implemented during mid-July, just period the “back-to-school” key period. At this time, 3D scans and 3D filters were not implemented and developed. Yet, we succeeded increasing the sales by over 300% during the “back-to-school” period (from around mid-august to the end of September) compared to the previous year. This success is mainly due to the overhaul of the website, which was more than outdated, in terms of design and technologies (payment).

After the “back-to-school” period, we had more time to work and analyse the performance of the website during the first month of publication. Results were globally great, but we also noticed the conversion rate was quite low compared to B2C website on the same industry as the brand. The objective in the following months was then to work and find solutions to change that and it is at this moment we thought about new technologies such as 3D scans and 3D filters. After doing some market research and benchmark of companies able to provide such services, we finally found one that was able to meet the expectations in terms quality/price ratio.

After few weeks working on the development of the tools and module to integrate them on the website, we finally launched it around the end of October, right at the moment the brand was launching its first running shoes. It was the perfect time to test the efficiency of the tools as it was the perfect case: running is a market in which the brand was not present, so we had to totally build the credibility around the brand’s products, and that one of the reason 3D scans and 3D filters have been implemented.

3.2 Participant observation findings

The goal of the participant observation findings is to give the feelings and feedbacks from the inside of the company. What the employees and I thought about the implementation and its impact without looking at the data in order to have an honest feedback which will then be compared to what the data are showing to see if the feelings match the reality with the data.

First, there is a unanimous feeling within the company that the 3D filters and scans have an impact on the brand awareness and how customers are seeing the brand differently since them. Indeed, beyond the number of followers which increased much more since the brand is using these tools, the number of interactions and feedbacks from the customers have also increased. There has been numerous private messages or comments on the Instagram account of the brand saying how the content is of a higher quality than before and it matches with the moment the brand started to use the 3D scans to create content. Within the company, without talking about results or feedback from the customers, the creation of these tools also had a huge impact. Indeed, the Graphic and Content department of the company can create content much more easily than before. It is a huge gain of time for them as well as being able to create innovative content from the 3D scans as explained previously. There is also a feeling that there are even more content that could be created if the brand had the resources to (in terms of personal).

Regarding the sales, there are mixed feeling toward the usefulness of the filters and their impact. It is actually quite difficult without data to know the real impact. With the pandemic, the sector of the sport, so the company, have been greatly impacted. As the results didn’t matched the objectives, it is difficult to know whether the lack of result is due to the market situation or if the tools have no impact.

If the feeling towards the results is difficult to determine, there is still however a string confidence in the potential of the tools and the 3D scans. The brand discovers over the time that the scans have a variety of use, even more than expected so the feeling is if the scans don’t have a long-term impact on the sales, they can be very useful in other fields, even some unexpected, so there is a high probability the scans keep being developed even if the impact on the sales, which was the primary objective, is limited.

Overall, the feeling within the company is that the 3D scans are innovative tools that need to be adopted by the customers, which could take time, but which are tools with tremendous potential with undiscovered uses as explained earlier. There is definitely a positive feeling from the employees of the brand toward the tools.

4 RESEARCH PROCESS: THE QUESTIONNAIRE

4.1 Descriptive research method

In order to answer and find solutions to the research questions, the descriptive research method is the best suited to provide a solution and appropriate responses. The research aims at understanding the impact on the customers of the use of new technologies. The objective is then to try to understand “What” is the impact and not the reason behind it, the “Why”. For these reasons, descriptive research method suits perfectly the research as it “aim at developing new products, optimizing existing products, or maintaining product properties”. In addition to focusing on the “What”, there are also other advantages in using descriptive research method. First, descriptive research method helps to validate (or not) hypothesis. As it uses a mix of quantitative and qualitative observations, all the variables enable a deep analysis and “allow for taking into account inter-individual differences in perception”. This will provide insight results and thoughts from the customers that will help validating the first thoughts and hypothesis made by the brand. Then, it also helps measuring trends. As supposed, new technologies have a different impact depending on the age group of customers (Delarue et al. 2014, 6 – 7).

Using descriptive research method help having a clear detail which group is the most impacted by the actions and these details can help in the future when the brand wants to communicate with its customers by finding the best way that suits the best its customers depending on their group age. Finally, descriptive research method provides a very effective and qualitative results that allow the brand to take quick decisions.

4.2 The objectives

First, here is a summary of the different phases of the process. The development of the questionnaire begins with the objectives. This has already been discussed in the previous section of the research, so a quick reminder will be sufficient. The aim of the research is to "measure the impact on B2C customers of the implementation and use of new technologies on online sales and brand awareness". It will then be followed by the hypothesis the questionnaire will answer, and finally, the different stages to create the population which will be targeted by the questionnaire.

4.3 The hypothesis

It is crucial to have hypothesis because the reason for conducting a questionnaire is to get answers. The questionnaire will provide an answer to some of the brand's assumptions and at the same time, allow to reconstruct the alternatives to make the analysis and decisions easier. Here are the different hypothesis raised by the brand:

- 3D scans and filters will have an impact on the sales for 25-24 years old customers.
- 3D scans and filters will not have an impact on the sales for 50-65 years old customers.
- Filters will help developing the brand and its image, notably on social networks (Instagram).
- Filters are a great tool in case the brand wants to develop a new communication channel through Snapchat.
- Filters and 3D scans are tools that will help the brand introducing into a brand-new market

There are also hypothesis that will probably not be answered thanks to the questionnaire but by other data collection methods:

- 3D scans will help increase the conversion rate
- 3D scans will increase the global sales

4.4 The sampling

When it comes to sampling, it is important for the brand to ensure that it will only "bother" customers who are able to answer the questions. Not only is it important to get valuable responses for the study, but also because these are customers the brand must be careful with not to bother them for no reason, so that it doesn't impact on future sales.

Since the questionnaire is about a new tool that was recently implemented (within the last few months), the first selection criteria is that they must be customers who registered between the time the scans and filters were implemented and the day the questionnaire was sent. It then includes all customers since October 27, 2020. Secondly, the brand has decided there will be no differences between customers who have or have not made a purchase during this period, as the brand wants to understand both why some have made a purchased and why others have not. Finally, there is no demographic distinction, meaning there are no age, gender or location criteria, as the brand wants to have a complete feedback and picture of the situation concerning all target groups.

There is one final distinction, but it is not the brand's doing. Customers who meet the above criteria must have agreed to receive information and newsletters from the company when they signed up, as it is the law.

Moreover, there is no budget limitation since the questionnaire will be sent online by mail thanks to a software the branch owns and into which its customer database is imported.

Once all these criteria have been taken into consideration, the pool of customers to whom the questionnaire will be sent is established. For confidentiality reasons, it is not allowed to communicate the number of customers registered in the brand's database or the number of customers who received the questionnaire. Therefore, from now on, the results will only be displayed in percentages of customers.

The number of registered customers since October 27 represents approximately 8.96% of the total number of clients. Of these 8.96%, 22.9% have chosen to receive information and newsletters from the company. The questionnaire will therefore be sent to these 22.9% of customers and will be sufficient because “it may not be necessary to survey all of a company’s clients in order to get a reliable picture regarding levels of customer satisfaction" according to Bob Hayes (Hayes 2008).

4.5 The questions

With the basis of the questionnaire built, it is time to design the final version that will be sent to clients.

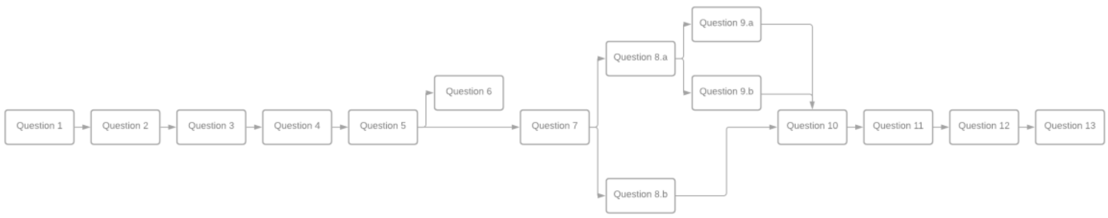
First of all, the questionnaire will be made of 13 questions which will be both qualitative and quantitative questions, as well as open and closed questions. Again, when writing and constructing the questionnaire, it was important to remember that it should be easy for clients to answer. Since there is no obligation (and no reward for doing so), it would be very likely to lose clients in the process if they begin to feel the questionnaire is too complex.

The first questions are about their experience and belief in the brand. It's important to know where customers stand and how they feel about the brand. This is also an important measure if the brand wants to be able to assess whether there has been an impact on brand awareness.

Then, it will be followed by some questions about the new technologies. First, it will be about their overall use, so not specific to the brand's tools, then it will be specific to the brand and the use on the website in order to understand and see if it has had an effect on them.

Secondly, the objective is also to get a more in-depth understanding of their opinion on the implemented features. This will be essential in assessing the overall impact of the tools. Since the brand's goal is also to improve and adapt the tools used to the customers, it is important to gather the thoughts of customers who have used the tools, as well as those who have not, to determine why and how the brand could change this.

Finally, in order to be able to analyze the data and perform analyses by grouping the clients into groups, a few quick questions about them are asked. The questions will sort the customers into different groups in order to perform specific analyses and draw conclusions. Of course, even though the questionnaire is sent directly from the brand's database and the brand knows the customers' names, the questionnaire remains anonymous.



PICTURE 1. Questionnaire Channel

4.6 Sending the questionnaire

A special list was created with all the above mentioned criteria to ensure that the questionnaire is not sent to the wrong people, which could distort the results of the study. To do this, the brand's database was imported into MailChimp, which is the software usually used by the brand to send newsletters to its customers. Once imported, the list was created and automatically selected with the criteria.

Once the list of customers had been generated, the questionnaire had to be constructed. Indeed, it is very important that the email is well written and explained in order to not lose a customer who would delete or archive the email. It must therefore be convincing in its formulation in such a way to make them willing to answer the questionnaire. For that purpose, it was important to personalize the email as much as possible. Thanks to MailChimp's functionality, the email was personalized for each customer with their first and last name in the core and in the "subject" of the email. The subject line of the email was "[NAME], we need you!". The purpose of using this title for the email was to make customers feel like they are involved in the brand's decisions and that the brand cares about them and their thoughts. Next, the core of the email was written, followed by a link to take the survey. The first idea was to include the questionnaire directly in the core of the email but for UX reasons, it has been decided to use an external software which is Google Form.

Thanks to the previous newsletter made by the brand and the data from these campaigns, it was possible to track and analyze at which time and day it would be most relevant to send the email in order to maximize the chances of getting responses. The software also allows to automatically send the email at the best time within 24 hours. It has been decided to send a first email with the brand's contact address and a single reminder one week after opening the first email if the customer has not answered the questionnaire.

5 ANALYSIS OF THE RESEARCH

5.1 Details about the data collected

The first email containing the questionnaire was sent between Thursday 29 and Friday 30 April. After one week, 47.21% had opened the email and 21.36% had completed the questionnaire. After this email, another email was sent as a reminder one week later, which resulted in an additional 12.6% of responses.

On Friday, May 14, two weeks after the start of the campaign, 33.96% of the customers who received the email responded to the questionnaire. In terms of number of customers who responded, it is not possible to report the data, but the results in terms of responses to the questionnaire represent a good sample of the brand's current customers.

5.2 How do they know the brand?

5.2.1 Questions

Question 1 – How did you first learned about the brand?

The new technologies and tools implemented, which are the object of the research, are mainly used on the internet via the brand's website or social networks. The purpose of this closed question is to find out how they learned about PEAK in order to find a correlation between people who learned about PEAK on the internet and their interest in the new technologies used by the brand. This will also be an indicator to answer the question "does this contribute to increasing brand awareness?". As it was a closed question, customers had the choice between the following answers: Stores, social networks, internet, club/game, ads, other

Question 2 – Which sports are you interested in with the brand?

This question was a closed question. The objective was to determine customers are interested in PEAK, as the brand focuses primarily on basketball, but has recently opened up and diversified into other sports like running and handball. It was also a close question where customers had to choose between: basketball, running, handball, volleyball, other (precise)

Question 3 – How often do you visit our website)?

The aim of this question is to categorize the customers to see if the new technologies have a different impact according to the customer's habits. It is important for the analysis to see and find a correlation between the impact and the time spent on the site, to see if there is enough emphasis on the site or if the brand should promote these tools a bit more. As all the persons who received the questionnaire signed up, they have been at least once on the website and as it is also send to customers that might have signed up just a day before receiving the mail, ”I've been only once” is the most logical answer to start the scale. Then, answers have been graduately increased with ”once per month”, then ”once every two weeks” and finally ”once or more per week”.

5.2.2 Answers collected

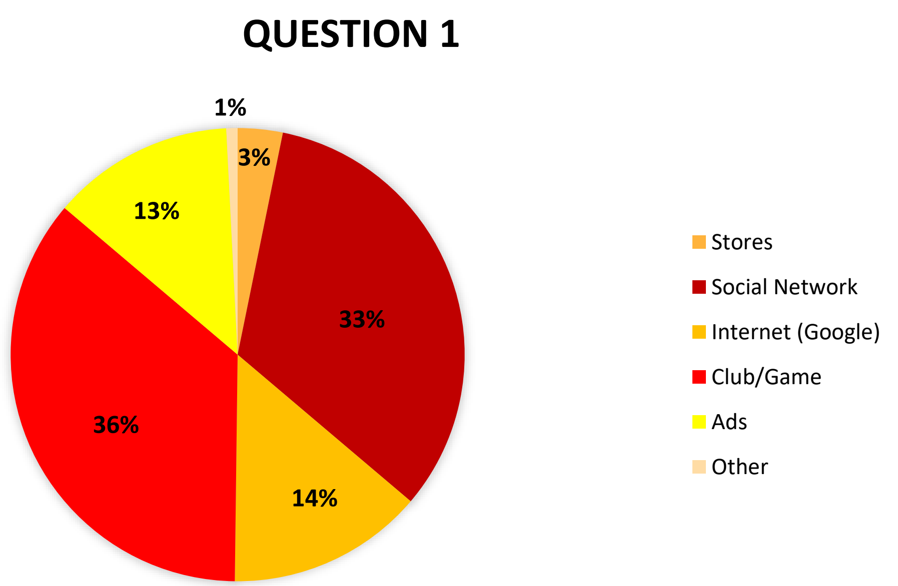


FIGURE 1. Answers question 1 of the questionnaire

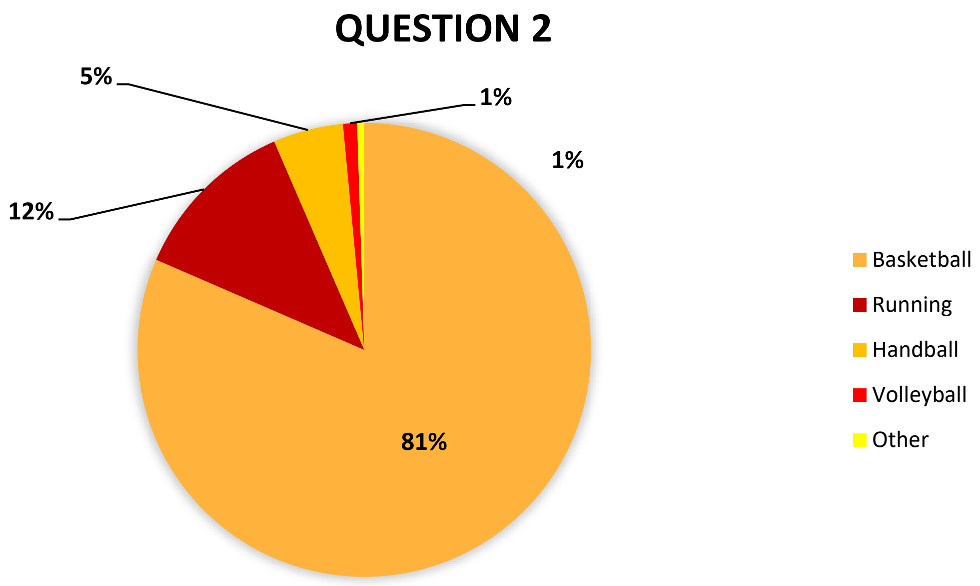


FIGURE 2. Answers question 2 of the questionnaire

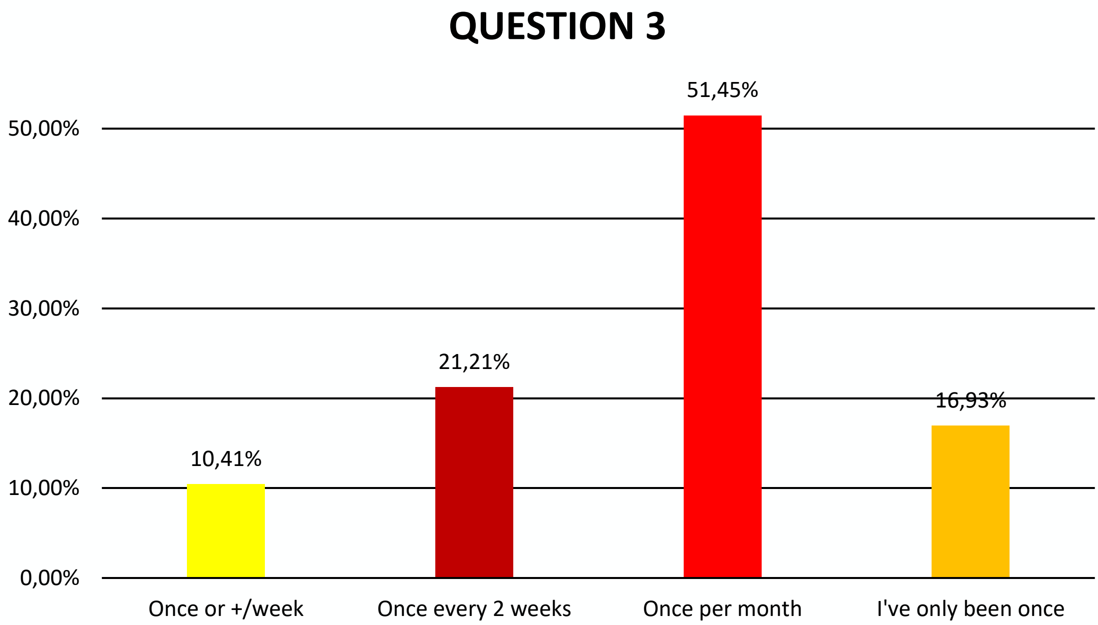


FIGURE 3. Answers question 3 of the questionnaire

5.2.3 Analysis

It may come as a surprise, but most customers (36%) heard about the brand for the first time at their club or at a game. This means, although it is not directly relevant to the study, that the brand's sponsorship and partnership strategies have paid off. Secondly, social networks (33%) are the other way in which most customers have heard about the brand. This must be mainly due to the advertising campaigns that were launched on Facebook and Instagram, the two social networks on which the brand is present. Secondly, some customers have found the brand online (14%). Finally, it is not surprising that very few customers, less than 1%, heard about the brand in physical stores, as the brand's presence at retailers and other retailers is very limited in the country.

Regarding the second question, it is not unexpected that 81% of customers are interested in basketball, as the brand is one of the market leader in France, and that those who are primarily interested in running are limited (12%), as the brand entered the running market only a few months ago. There are also customers who follow the brand for handball and volleyball, as the basketball shoes are often very well adapted and look very similar to handball or volleyball shoes.

Finally, for the third question, the goal was to learn more about customers' habits regarding the brand's website. We could have asked them about social media as well, asking them if they check in with the brand often on Instagram for example, but since the thesis is about understanding the impact on sales, it was a priority to understand their habits regarding the website. One of the first interesting result is that the percentage of customers who have been on the website once (16.93%) is quite similar to the percentage of customers who discovered the brand for the first time (about 13%). There could be a correlation because the brand recently entered the running market, so some customers may have been intrigued by the products, came to see it once to get an idea, and may not have come back for the basketball shoes because it's not what they are interested in. Second, more than half (about 51%) of the customers are coming about once a month. This result is not illogical as well, as the product sold by the company does not have a high turnover. Finally, it is interesting to note that more than 10% of them visit the website at least once a week.

5.3 Global usage of the new technologies

5.3.1 Questions

Question 4 – How often do you use social networks?

Among the new technologies used, there are two the brand has mainly used as explained throughout the thesis: 3D scans of the product that is on the website and 3D filters that can be used on either Instagram or Snapchat. Previously, it was asked if customers visited the website often, so now the goal is to understand the potential use of the 3D filter by knowing how customers use social networks. Compared to the question about their habits towards the brand's website, the scale this time will be much more exhaustive.

Question 5 – Have you already used filters on social networks?

As a follow-up to question 4, knowing more specifically about customer use of filters on Instagram and Snapchat was important to complete the analysis. This is a fairly new feature (in the last few years), so it is likely that younger customers are much more accustomed to it than older ones. The purpose of the question is not to know how often they use the filters, but if they are aware of this feature and, more specifically, which age group is more accustomed to this feature.

<u>If answered yes to the question 5, question 6 is proposed. If answered no, question 7 is proposed directly:</u>

Question 6 – Have you already used filters in order to see how a product is looking on you?

Filters have been introduced in recent years. Filters to try on products, clothes or shoes are even newer. The reason is mainly that it takes a lot of technology and money to scan the products and then make the filter, as the process was explained in a previous part. As with the previous question, the goal is to find out if they are aware of this feature, which is much more specific than a regular filter, and if they have used it at least once. This will help the brand decide if they need to push harder (and somehow educate) their customers or if they don't need it.

5.3.2 Answers collected

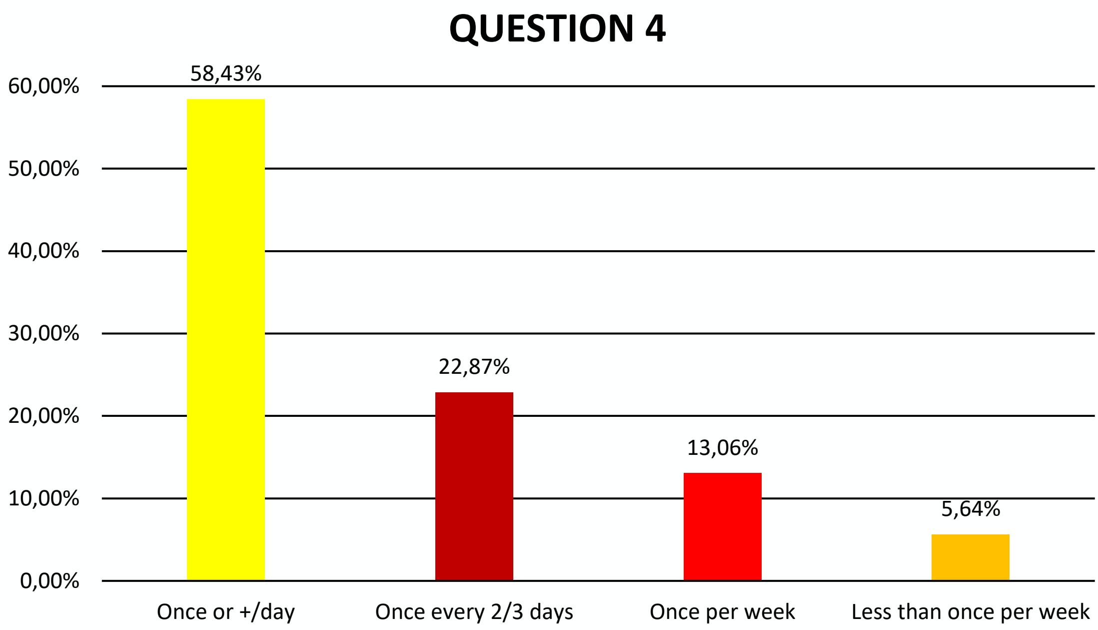


FIGURE 4. Answers question 4 of the questionnaire

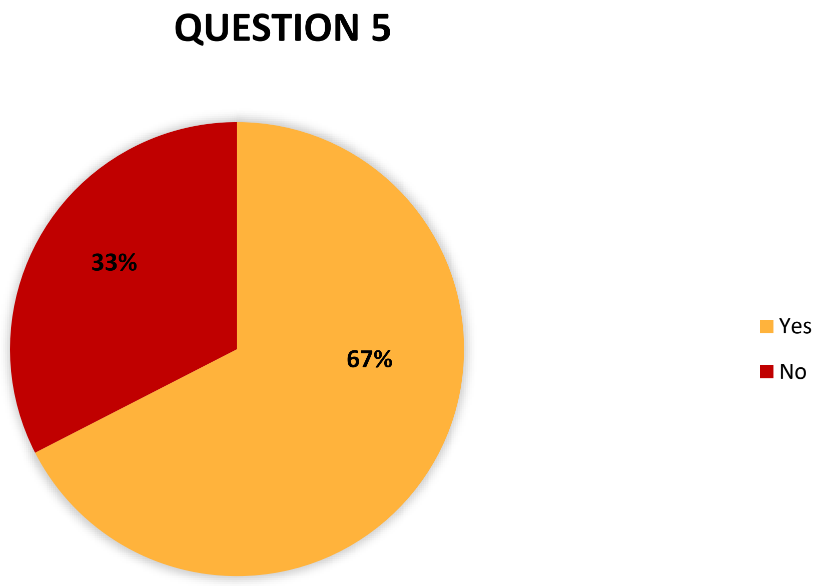


FIGURE 5. Answers question 5 of the questionnaire

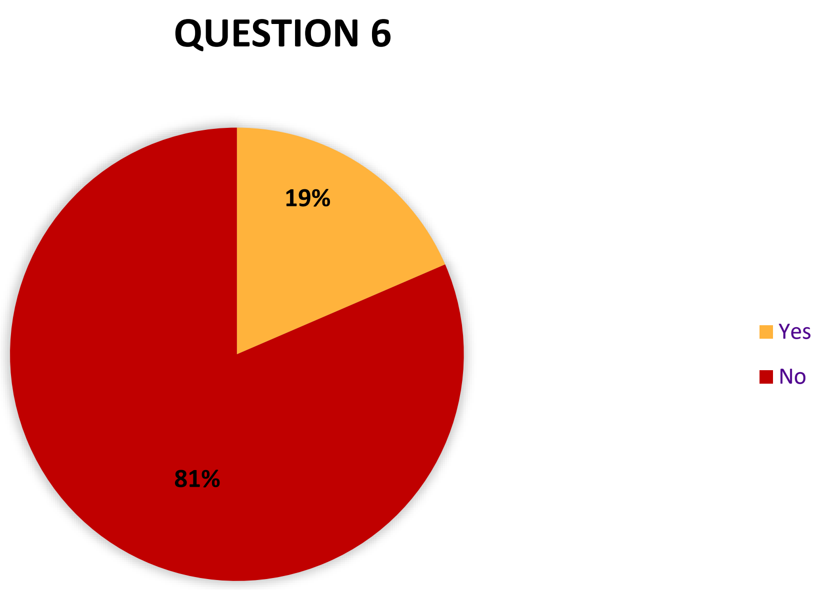


FIGURE 6. Answers question 6 of the questionnaire

5.3.3 Analysis

As is the trend today, people are increasingly using their smartphones and social networks. The results show that the customers represent today's reality in their habits. Just over 80% of customers use and go on social networks at least several times a week (58.43% once or more per day and 22.87% once every two/three days). This 80% or so of customers are the ones who would be most likely to use the filters developed by the brand for social networks. This also means that the tools implemented match the customer base since 80% of them are potential users of these filters. This is also a good indicator that the brand does not need to educate its customers, at least when it comes to social networks.

Question 5 is a continuation of question 4. The question demonstrates that 2/3 of the customers are used to filters on social networks. The third of the customers who are not used to using filters is composed of about 20% of customers who are not active users of social networks (only once a week or less) and a part of the others who may not use social networks to share their moments or photos but only to follow the news, their friends, etc... Again, as with the previous question, this shows that the brand does not need to educate its customers on the use of filters on social networks.

Now that the questions have been narrowed down one by one, it is time to move on to the second part with the questions about their habits towards using certain types of filters. In this question, they were asked about their habits towards the use of filters that allow AR of clothes or shoes on them. The purpose of these filters is to help the customer project themselves with the clothing or shoes on them in real life and it is a great and powerful tool to help brands convince the customer and convert a sale. However, this type of filter is fairly new and it is not surprising that a minority of customers (less than 20%) have already used one. For now, only a few brands have these types of filters and customers don't have the reflex to look for these types of things when they are wondering whether or not a product fits. Again, in relation to the previous two questions, the brand should emphasize this tool and explain it to their customers. This could be on the website or on social media as well directly.

5.4 The impact of the implementation of the new technologies by the brand

The focus of these questions is to be more specific about their knowledge and use of the tools developed and implemented by the brand, to see if this corresponds to the general use or if there is still work to be done.

5.4.1 Questions

Question 7 – Did you know about the 3D scans and filters on social networks that the brand created?

A basic question that aims to find out, after a few months of implementation on the site, whether or not customers have noticed these new tools. Since the brand has not communicated much publicly about them, this is an excellent indicator that will show if customers are using them naturally.

<u>If answered yes to the question 7, question 8.a is proposed. If answered no, question 8.b is proposed:</u>

Question 8.a - Have you already used one of them?

Customers may have noticed these new features, but the brand wants to know if they've used them before or if they don't come naturally to them. Even if the brand already has statistics and data on how many times a filter is used, it asks them which one they've used before.

Question 8.b – If you knew the brand had develoed such tools, would you have been willing to use them or are you willing to use them in the futur?

For new customers, or old customers who didn't notice the tools, they may have missed out. The goal is to find out if this would have had an impact, or will have an impact in the future, now that they know the functionality of the tools.

<u>If answered yes to the question 8.a, question 9.a is proposed. If answered no, question 9.b is proposed:</u>

Question 9.a – Did it had an impact on your buying decision marking? (1 meaning no, not at all and 10 meaning yes, absolutely)

This question is essential for research. Since there is no data that shows the impact of new technologies such as conversion rate or other, it is always better to have direct feedback from customers as it avoids interpreting numbers. Customers will be able to rate on a scale of 0 to 10 the impact on their decision, 0 meaning there is absolutely no impact, 10 meaning it has been a "game changer" in their decision making process.

Question 9.b – Why you did not used them?

Knowing the reasons why a customer did not use the tools will allow the brand to make adjustments so the maximum amount of customers can benefit from the features the tools offer. This is an open-ended question that the customer can answer and provide their thoughts on the subject.

5.4.2 Answers collected

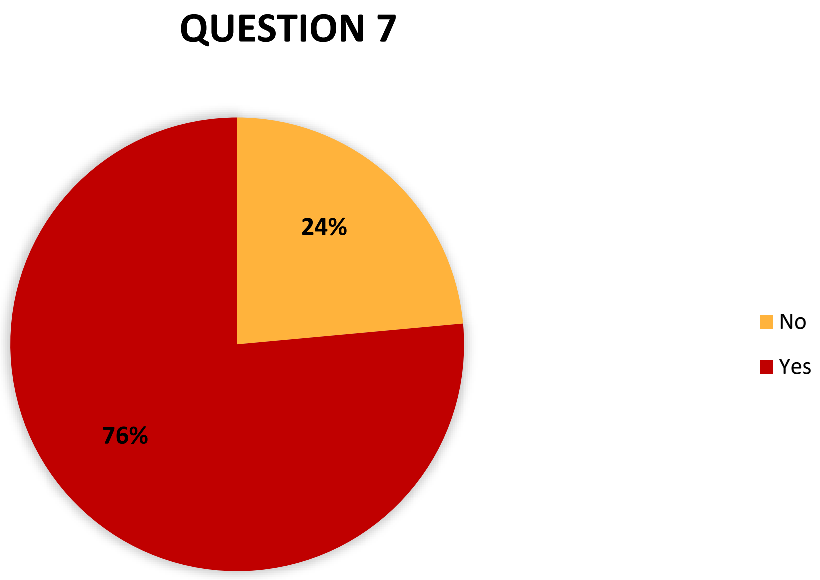
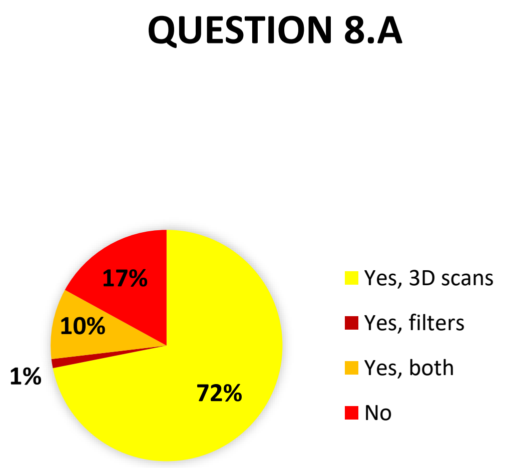


FIGURE 7. Answers question 7 of the questionnaire



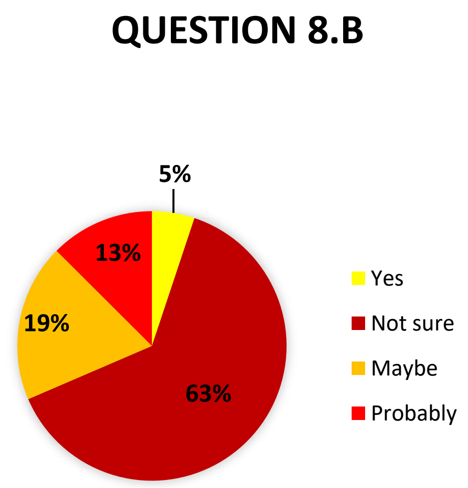


FIGURE 8 and 9. Answers questions 8.a and 8.b of the questionnaire

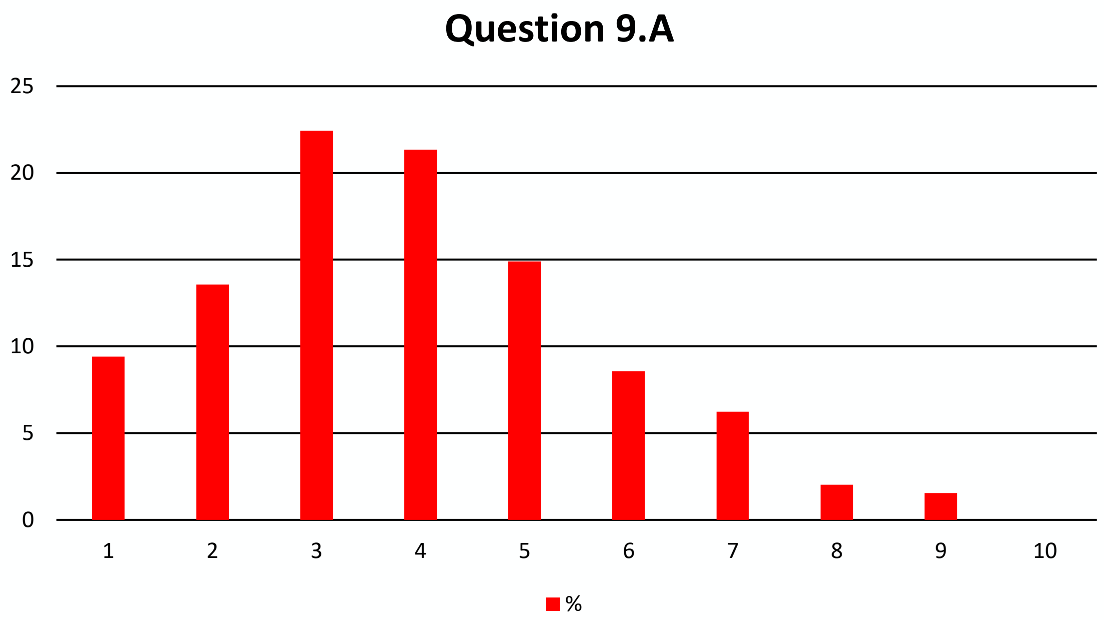


FIGURE 10. Answers question 9.a of the questionnaire

Since this was an open-ended question, the responses were grouped by key words representing the meaning of the client's response to facilitate the final analysis. The following is a list of responses, i.e., a list of reasons, given by clients in response to the question "Why didn't they use them?

- Difficult to use
- “Not easy to figure out”
- “Didn’t feel the need to use it”
- “Didn’t noticed there was a something “special””
- “Don’t care about it”
- “Doesn’t want to”

5.4.3 Analysis

Regarding question 7, it is interesting to see that most customers (76.4% of them) were aware of the 3D scans and filters created by the brand. As we said, despite the fact that the brand has not promoted them publicly, they are visible enough for customers to notice them. And 3D scans are the first "image" that appears when a customer arrives on a product page. It is therefore impossible to miss. It might be interesting to put into perspective the fact that the 3D scan is brought to the customer and that it is not the customer who has to interact and look for it. On the other hand, it would be interesting to have the detail of the filter because it is kind of hidden and requires more actions from the customers to reach it.

Question 8.a helps answer a few questions. As expected, nearly ¾ (72%) of customers who were aware of the new tools being implemented used only the 3D scans. Again, this number is not unexpected because 3D scans are fairly easily accessible and intuitive to use once on a product page. The fact that only 1% of customers only used 3D filters on social media could mean that they were not on a product with a 3D scan, since only shoes have one, and it could also be customers who actively follow the brand on social media. As for the 17% who knew about these filters but never used them, they could be, once again, customers who visited and searched for products for which 3D scans are not currently available.

For question 8.b, the objective was to find out the opinions of clients who were not familiar with 3D scans and filters. The results were not as expected, but upon reflection, new hypotheses can be formulated from the analysis of this question. Two-thirds of customers (63%) who were not familiar with 3D filters and scans said they were "not sure" they would use them in the future, with "not sure" being the least optimistic response because it does not include "no" as an answer. What emerges from this result is that 3D scans and filters are fairly new technologies that clients and people in general are not used to at this time. It can be deduced that people who discover something for the first time always have doubts and are reluctant about new things until the day they can try it. The conclusion is that the result of this question may not be the definitive picture of what customers think and may change dramatically once they are able to experience the new tools.

Question 9.a is the one that will bring in the most responses and allow us to judge the impact of the tools implemented by the brand. With the scale from 1 to 10, it is quite efficient to know concretely the power (or not) of the tools. In order to facilitate reading and analysis, the scale can be grouped to have a clearer vision: about ¼ of the customers say that it has had no impact on them (answer 1 or 2), almost half say that it has had little impact on them (answer 3 or 4) while less than 10% say that it has had a real impact on their decision-making (answer 7 or +), with nobody saying that it has "changed the game" (answer 10). Overall, what emerges from this analysis is that 3D scanning is not something that customers necessarily see as adding value. This does not mean that it is not worth investing in these tools, nor does it mean that they are unnecessary, but the brand should not expect a huge increase in sales from implementing these tools.

Finally, with regard to question 9.b, which was addressed to the clients who said they did not use the 3D scans or the 3D filter, the clients all answered different reasons for why they did not use these tools. As presented in the "responses collected" section, the responses can be categorized into different groups: the first group could be those clients who said the tool was "too difficult" or "didn't understand" how to use it. This group of clients who responded with things related to this represents 23.4% of the clients who answered the question. The other group is where clients gave responses related to the use and functionality of the tools. For example, clients who answered "I didn't feel it was useful", "I didn't really care" or "I didn't notice anything" (the questionnaire being in French, the answers to the open-ended question were translated as faithfully as possible to represent the reality and the feeling the client wanted to share through this question). This group represents 68.3% of the clients who answered this question. Overall, regardless of the group in which the customers' answers were classified, there is definitely an educational work to be done on the part of the brand to make customers aware of these new tools which, as explained, are only used by a few consumers worldwide.

5.5 Information about the customers

For the client profile questions, question-by-question analysis may not be relevant. However, it will be useful for the overall analysis and conclusions, as it is intended to cross-reference and link the responses and information collected with the client profile.

5.5.1 Questions

The questions asked about the profile of the customers are the following:

Question 10 – What is your gender?
Answers: Man, Woman, do not wish to answer

Question 11 – What is your age?
Answer: under 18, 18-24, 25-34, 35-44, 45-54, 55 or over, do not wish to answer

Question 12 – How long have since you signed-up?
Answers: 3 months or more, 1 to 3 months ago, less than a month ago, 1 week ago or less

Question 13 – Have you ever purchased and made an order?
Answer: Yes, No

5.5.2 Answers collected

64,5% of the customers are men, 32% are women and 3,5% did not answered this question.

Regarding group age, the most represented is 35-44 years old with 42,3%, followed by 25-34 with 21,2% and 45-54 with 19,8%. 18-24 represent 12,6% while 18 or under and 55 or over combined for less than 5% of the customers who answered the questionnaire.

Then, over half of the customers (who have necesseraly signed-up after the implementation of the tolls studied) signed up 1 to 3 months ago (58,6%). 23,4 have signed-up 3 or more months ago. Finally, 18% signed up within the last month included 2,4% in the last week.

Finally, 27,5% of persons who signed-up are customers and purchased a product from the brand on the website. The others are not considered as total customers as they have yet to make an order.

6 DISCUSSION AND FINDINGS

6.1 Findings

First, let's remind what were the hypothesis before the research. Here are the different hypothesis raised by the brand:

- 3D scans and filters will have an impact on the sales for 25-24 years old customers.
- 3D scans and filters will not have an impact on the sales for 50-65 years old customers.
- Filters will help developing the brand and its image, notably on social networks (Instagram).
- Filters are a great tool in case the brand wants to develop a new communication channel through Snapchat.
- Filters and 3D scans are tools that will help the brand introducing into a new market (running).

Some hypothesis might not be answered thanks to the questionnaire but by other data collection methods:

- 3D scans will help increase the conversion rate
- 3D scans will increase the global sales

The goal is now to determine if the hypothesis are true or wrong bases on the research, meaning based on the analysis of the questionnaire as well as on the participant observation.

6.1.1 The impact on the sales for 25-34 and 50-65 years old customers

The first two hypotheses can be grouped together for the overall analysis because they have the same objective, which is to determine whether or not the tools implemented on the site have an impact on sales based on the different target groups. In this case, customers aged 25-34 and 50-65 are the two main groups studied.

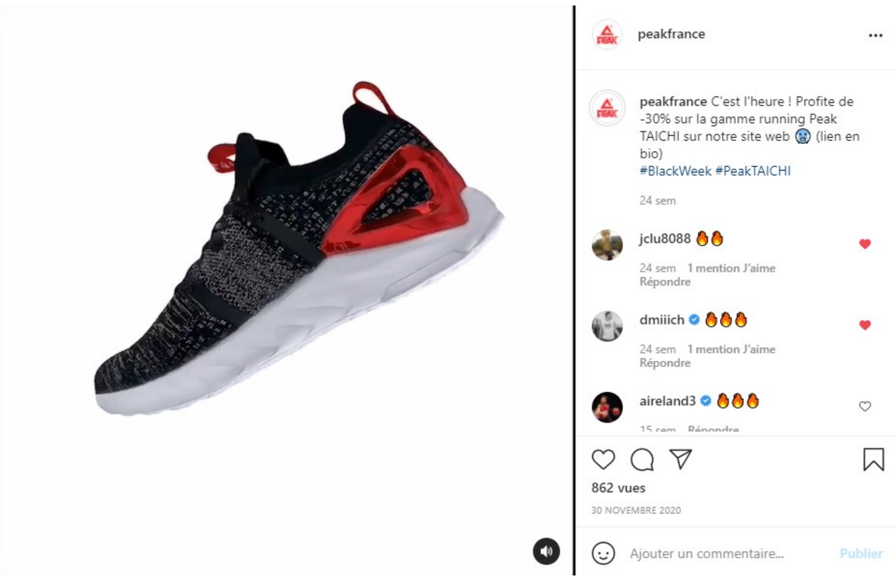
When it comes to customers aged 25-34, the impact of 3D scans and 3D filters on social networks is clear. Indeed, of the 10% of customers who said they had already used both 3D scans and 3D filters, 62.4% were customers aged 25 to 34. Furthermore, 100% of the clients who answered question 9.1 "8" or "9" are clients who have used 3D filters (having answered "Yes, filters" or "Yes, both" to question 8.1). From these results, we can suggest that 3D filters is the tool that has the most impact on clients' decision making and that clients aged 25-34 are the ones most impacted by this tool because they are probably the generation most accustomed to social networks and new technologies. However, the share of customers who bought from this target group is still quite low compared to other target groups. We can therefore conclude that despite the influence and impact of the tools on 24-35 year old customers, there are still other variables (e.g. price?) that prevent these customers from buying. 3D scans, and mainly 3D filters, are certainly an added value for them, but they are still not enough to push customers to go beyond the other variables that are holding them back.

With regard to clients aged 50-65, it is not surprising that the impact is insignificant. First, they represent less than 5% of the clients who responded to the survey, which is proportional to the number of 50-65 year old clients in the overall database. Second, they represent half of the clients (13.4%) who did not notice the tools in place (answer "No" to question 7). The reason for this is that they may have noticed the 3D scans, which appear automatically, but they may not know that these are tools that have been developed and implemented, and they may think that this is quite normal, like the product photos they usually see. Since this is a customer population that is not accustomed to new technologies and therefore not aware of the benefits of these tools, they answered either "Not sure" or "Maybe" to the question "Would it have an impact if they knew about it? Compared to the previous question, this could change if the brand emphasized and educated customers on the benefits and how to use these tools. However, since this is only a minority of customers, adding text or visuals on the website to explain how to use the tools could prove to be more of a liability than a benefit. Since other customers already know how to use the tools, they might consider the explanation as visual pollution on the website and since this represents more than the majority of customers, it might be worthwhile to make a decision that will impact the majority of customers in a good way.

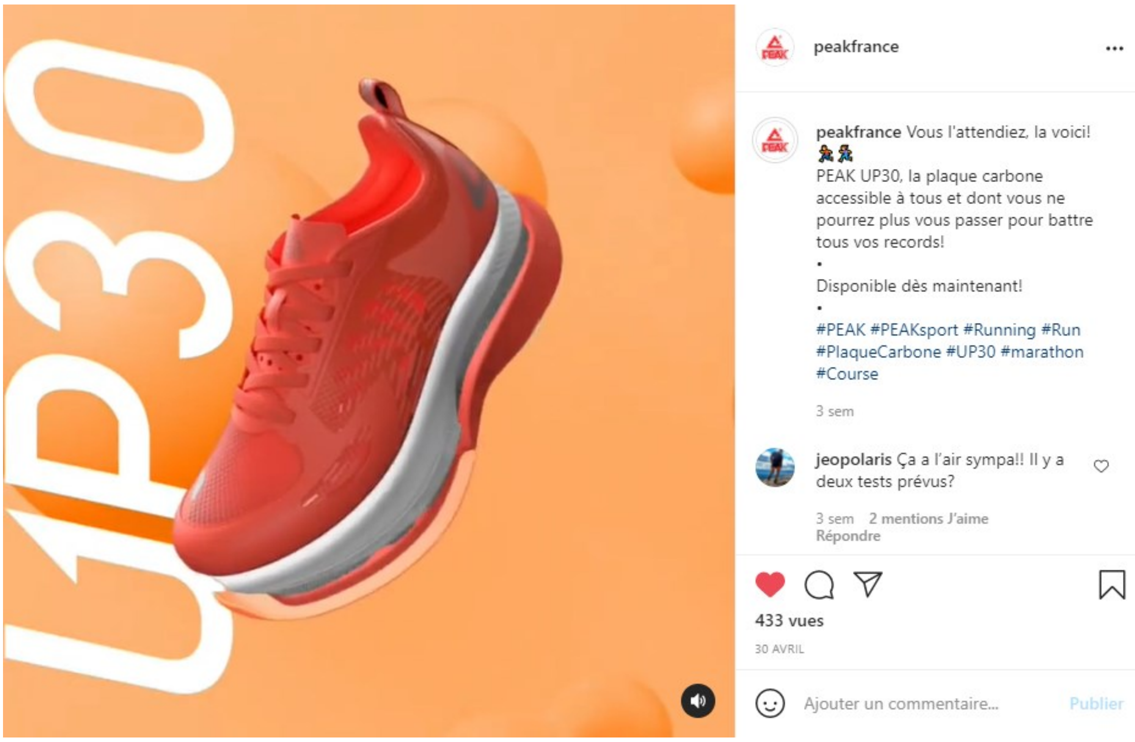
6.1.2 Development of the brand awarness through the 3D filters

This was the other major objective of the research and thesis: the impact of the new tools on brand awareness. Even if the brand did not highlight the implementation and arrival of 3D filters on its social networks, it is still interesting to study the results, after a few months, of the natural referencing of the filters without any leverage (whether paid or free).

First of all, from the results of the questionnaire, we can deduce that the results are not those expected by the brand. Even if the impact on decision making is good, as saw before, few customers knew about the filters (11%), which is not much compared to the population of customers who can be considered intensive users of social networks (based on their age). While the impact on brand awareness is difficult to estimate, there are numbers and data that show how useful the filters and 3D scans were in a different way than expected. In fact, there are many things that can be done with 3D scans. The brand has used these scans to create many visuals and videos that have been posted on its social accounts (Instagram and Facebook).



PICTURE 3. Post on social media made from 3D scans



PICTURE 4. Ads to announce a new product on social media also made from 3D scans

Looking at the data of the publications that feature 3D scans of the products, they are mostly the ones with the best results in terms of likes, interactions and impressions on social networks. For example, the publication with the 3D shoes that turn around (image 1) is in the Top 3 publications with the most interactions and impressions with 2831 impressions (3245 for the publication with the most impressions) and 209 likes (269 for the publication with the most likes).

In addition, the number of total followers has increased by 76% in the last 3 months since the development of the 3D scans, compared to a 23.5% increase in the previous 3 months. In conclusion, even if the 3D filters do not impact brand awareness, as the brand hypothesis predicted, the impact of these tools is huge as they open new doors and opportunities to create content that customers love. It also shows the development and vision of the brand that wants to be on top of technology and wants to break the codes of social networks.

Finally, regarding the development of a new communication channel through Snapchat for example, the brand has not pursued this idea, so there is no observation to be made as this is a project for now that the company could pursue in the future. The main reason why this idea was not pursued is the lack of time and knowledge of this platform to invest time in it, as the brand wants to do things the right way and not in a hurry.

6.1.3 The impact of the 3D scans and filters to introduce the brand in a new market

Apart from the impact of the implementation of the tools on sales and brand awareness, the brand also wanted to see if it could be used as an argument to enter a new market. As a reminder, PEAK is mainly a basketball brand and is well known for that in the world, and has recently launched two models of running shoes. In fact, it was at the time of launching PEAK Running that the brand decided to integrate 3D scans and 3D filters on the website and on social networks.

While the sample of customers who responded to the survey and are interested in the brand for their running products may not be large enough to consider the results definitive (about 12% of the total customers who responded), some of the results are interesting and worthy of further investigation.

First of all, these customers, who are mainly in the 35-44 age range, mainly heard about the brand on social networks (64.2%) or on the internet (29.8%). This result is not surprising since there are currently only a few stores in France that carry the espadrilles and the advertisements published were all online on social networks or the search engine (Google). This result also means that they are more likely to have seen the 3D filters on social networks if the brand and the results show that this is indeed the case with 53.4% of the "runners" who said they knew about the 3D filters. However, the results clearly show that the impact is not the same as on customers interested in basketball. Again, there are industry and brand history factors that make this result understandable: first, the technology in running shoes is much more important than in basketball shoes. This means that having beautiful shoes that are well represented in 3D is not enough to convince new customers. Second, the brand story. Since technology is important, most runners trust brands that specialize in running because they have a history of producing technology and shoes that are tailored to the sport.

In this case, since the brand is completely known, it has to prove itself and that doesn't mean having only nice ads to offer.

In conclusion, the hypothesis that 3D scans and 3D filters would help the brand to enter a new market is not true, but not totally false at the same time. If it is not enough to convince a customer to buy the product, it is however a good way to attract them with more developed and different advertisements from the competition. Once the customer is attracted and on the website, it is then with the product itself that the brand must be convincing.

To end this part, it would be interesting to see the difference with the launch of a basketball shoe. As the brand is already well known in this sector, the results could be different and interesting to compare and analyze.

6.2 Conclusion

To conclude this research, the brand plan is an innovative project that may not have immediate results, but has potential in the months and years to come as technology becomes more and more democratized in the e-commerce sector.

The impact on sales is very different depending on the customer group targeted. While for some it is a very powerful tool, for others it makes no sense. The good thing is that these tools are still in the early stages of development, globally and within the brand, which means there is still a lot of potential for the future. Imagine if a brand like Nike started using similar tools, consumers could quickly become educated and accustomed to them. This would then help the brand, which would already be ahead of its competitors. The more consumers become accustomed to these tools, the more impact they will have, and with the infinite options that can be created and developed from a product's 3D scan, there is still a lot to come.

The final conclusion is this thesis was a difficult research mainly because of the current situation that has affected the market and the brand a lot. Making decisions and conclusions based on this research may not be relevant and appropriate because the situation will be different in the future, and it will then be interesting to test and do another research to compare the two to see if the pandemic has had such an impact as currently thought.

6.3 Limitaion of the research and what’s next

6.3.1 Limitations

The study has several limitations. First, the sample. While the study focused on customers who have enrolled since the implementation of 3D scans, this means that the customers who responded to the questionnaire are very recent customers. This means that most customers were excluded from the process, including the most loyal customers who probably signed up a long time ago and have already placed several orders. As the results of the study showed, the higher the number of website visitors, the greater the impact of the tool. This means that a loyal customer, who visits the website quite often, was more likely to respond "nicely" to the tools, but they were not included in the study, so the results with another customer population might be different.

Next, it has been mentioned several times already, but the pandemic and the current health situation in the world and in France has distorted the whole research. First of all, it has had an impact on the overall results of the company, which means that the feeling and impact towards new technologies has been difficult to determine. The brand is not achieving its goals: is it because of the situation or because the tools themselves are having an insignificant impact? It's hard to answer in such a short period of time.

Finally, the research focused on "are current brand customers satisfied with the tools in place and have they had an impact?" However, there is another population that would be interesting to study, that of consumers who are not customers of the brand. The tools have been shown to be powerful and compelling and can reach and attract many consumers, but would they be powerful enough to change a consumer's mind about the brand? Are they powerful enough to convince a consumer who usually buys Nike or Adidas products that PEAK is also among the elite in the market? This could be another angle to look at further.

6.3.2 What's next

In terms of the decision the brand will have to make regarding the tools and their development, it has already been discussed that a decision now, after only a few months of implementation, may be premature. As explained throughout the research, the adoption of these new technologies is still in progress and can only improve in the time to come. In addition to the current state of the filters and 3D scans, the time period during which performance was analyzed was not the most suitable and favorable.

Regarding the future of this thesis, multiple points of approach were raised throughout the thesis. Whether the research could be conducted at another, more convenient time of year, or on another consumer population (loyal customers or not customers of the brand at all for example), there are as many facets of the subject to be discovered and studied.

Finally, in terms of the research itself, it focused on answering the brand hypothesis and the research question. However, there are many findings that were not used because they were not useful in helping to answer the brand hypothesis, but are still useful answers that could lead to further conclusions and theories on the topic.

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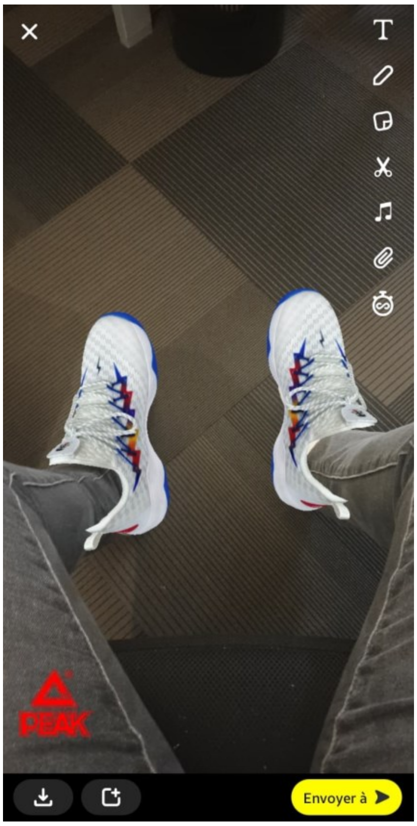
APPENDICES

Snap to unlock

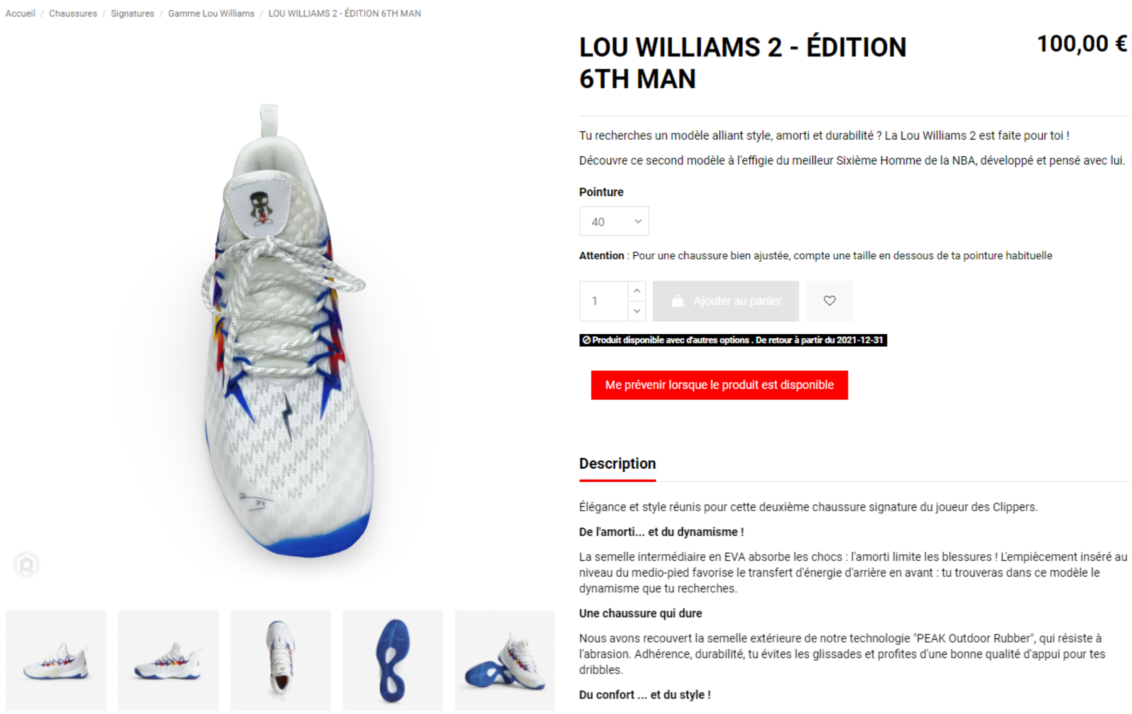
LOU WILLIAMS 2

by Peak France

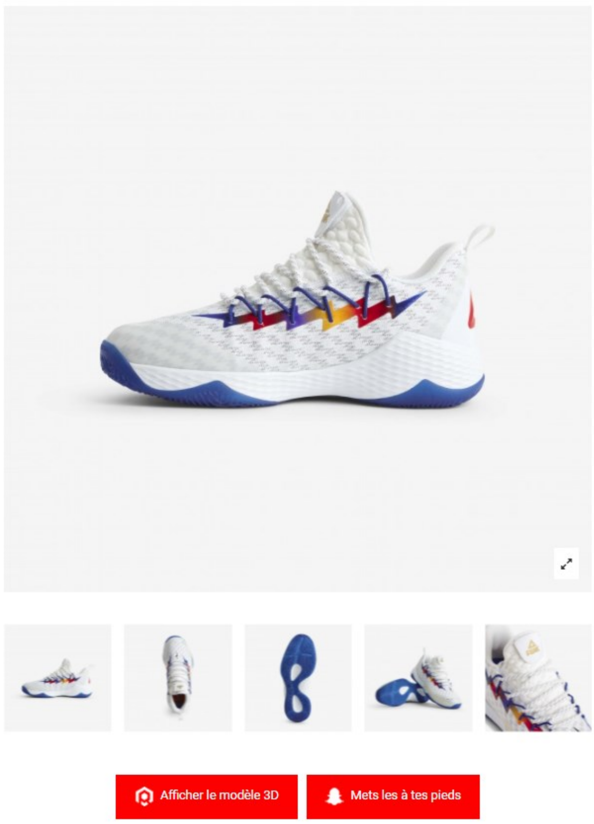
Appendix 1. Example of QR Code to unlock the 3D filter of a product



Appendix 2. Example a 3D filter



Appendix 3. 3D scan implemented on the website



Appendix 4. Button on the website to access the 3D scan and 3D filter of the product.

Appendix 5. Exemple of a 3D scan.