

Creating Marketing strategy for the clothing brand in Finland

Abstract

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Thesis work Creating Marketing strategy for the clothing brand in Finland		
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Abstract <p>During research process author of thesis work and developer of Brand L. got clear understanding of main point which marketing strategy for small clothing should cover. Same time, current trends of marketing for small size brand were clearly explained.</p> <p>For this research author gathered analysis of the scientific secondary data gathered from the book and previous thesis research connected with creating marketing strategy and consuming luxury good by different groups of clients.</p> <p>Thesis work helped author to figure out key areas where team of Brand L. should concentrate during creating and developing process of marketing strategy. Research made a clear view to the demand estimation and view to Finnish fashion industry.</p>		
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1 Introduction

1.1 Background

In this thesis the concept of opening a clothing brand from the beginning will be explored deeply. Author of text is planning to open clothing brand which is going to be created for students and teachers at universities around Finland. This brand will be designed in iconic preppy style, which is rising popularity in fashion industry. Preppy style is subculture in fashion clothing based on the ivy league, which was union of oldest private universities of USA. The key of the Ivy League is share a mix of practicality, everyday elegance and ease of wear, popularised by brands like Gant, Polo Ralph Lauren and Brooks Brothers. There is a sporty heritage to the look, with many styles coming from the recreational pursuits of the well-to-do, including sailing, rowing, polo, and tennis (Taylor, 2020).

The topic is relevant to the potential readers because the material is including needed plan for analyzing the market, needs of market and actual Fashion positioning of brand. At the same time, the topic of opening a company and process of preparing for it is small and were not found, any straightly related materials, while the Finnish clothing market seems to be active by consumer's activity in this field of business. In 2020 annual expenditure of clothing was 4.5 billion dollars, so already 4% of total consumer expenditure (FashionUnited.com 2021).

According to the fashionunited.com the percent of consumer's expenditure in Finland is on the same level as in France or UK, but the markets are still different so it is relevant to have some research how the actual process adopting the fashion trends and rules in running fashion business will work in Finnish conditions and what are the main concepts and creating successful clothing brand for Finland (FashionUnited 2021).

Exploring key groups of people which care about this thesis work, show big variety of people. In the beginning relevant to mention author himself as main creator of

business idea and developer of it. At current moment the business plan is not fully finished and there are some parts are missing to call it real business plan and clear route of opening clothing brand, so this thesis work will help to connect the graduation work and at the same time it will help author to finalize own business plan for a future business running. At the same time, the future investor might care about this work as it will relate to the business plan which will be one of the main things in getting loan or investment.

1.2 Objectives of research

Now it is time to take a closer look on the main objective of this research. It was mentioned that author have business idea of establishing clothing brand for students. The main idea of this project will relate to that business idea. Business idea was developed by author himself and another business student which is current business colleague. Business idea of L. was born as few blurred ideas, which pop up in author's head and now it has moved to business plan which can be used in future for opening a real company. The big challenge was thing that during creating of business plan author found that there were a lot of problems with author's own competences and dealing with managing all business-related processes. Creating modern marketing strategy, which will be perfectly fit for the needs of Brand L. as small size clothing brand which will be mostly operating for students around Finland is the main target of this research. Supportive elements such as demand estimation and overview of Finnish clothing market will be also included in this research. It is relevant to mention that this work is not going to include the actual process of running the business and preparing for the real life opening of it. The main aspect of the job is the way how author created the marketing strategy and what support during creating of business author got from Finland and own university. In the study the previously taken step will be utilized as background information. Thesis work will provide benefit for author in developing business idea as in this thesis work author will be able to cover key points of the marketing strategy by scientific analysis taken from professional materials related to developing marketing strategy of company. For author is missing marketing strategy. Still plan is missing the professional view from theory perspective. During the process of scientific research, so objective of the study, author will fill the gap of creating clear

and scientifically approved marketing strategy. At the same time, with certain assistance of secondary data author will create plan for calculating demand estimation.

In the research of the key parts in marketing plan, it is relevant to mention delimitations. Author mentioned already that the running the business is not included in this job, but at the same time the parts of the business plan related to the organization and IT strategy are not included. These parts are not relevant to the research as thesis is not about planning of starting a clothing brand, where the problem of recruitment and development of high-level technologies in sales department are not key to succeeded in the small business. For thesis research there is need to add also delimitations in creating an customer analysis.

1.3 Research questions

For the thesis, author figured out that for the main job will be concentrated on the one main research question. At the same time to get clear and deep view on the main research question and topic by itself, it will be supported by few optional questions related to the main topic.

Main question: What is the most suitable marketing strategy for the small size clothing brand in Finland?

Sub questions:

- 1) What are the elements needed to create marketing strategy?
- 2) What parts of marketing strategy are most relevant for small business?
- 3) What is the process of building brand awareness?

1.4 Theoretical framework

The main idea of this research is creating a clear marketing strategy to the business plan of opening clothing brand for students in Finland. During creating of business plan, marketing is one of the most relevant parts of developing successful brand. Building a brand depends on a lot from marketing of strategy of the company.

This research will concentrate on the creating of marketing strategy, so it is relevant to give a definition for marketing strategy. According to the marketingbusinessnews.com marketing strategy is an overall collection of company's marketing goals and objectives where all actions combined in a single comprehensive plan (marketingbusinessnews.com 2021). It is a long-time perspective of company to reach its new marketing objectives. Good marketing strategy helps to define the perfect customer for company's product and find out real needs of customers which company can satisfy. It is becoming common nowadays, that people start using "marketing strategy" & "marketing plan" with the same definition, which is wrong in core. For this research clarifying this will help to set up delimitations for research. Marketing strategy is a list of the goals and explanation of targets which company should achieve with marketing effort. On the other hand, marketing plan is a list of steps which company should do to achieve goals and targets which were mentioned in the marketing strategy. (marketingbusinessnews.com 2021). These two terms are having different meanings which are showing that marketing plan is the next level step of the company after actual marketing strategy. It is essential to understand that marketing plan or tactics is a way to accomplish your marketing strategy, not a strategy by itself.

Many scientists closely connect 4P's of marketing with marketing strategy. The author of the thesis found that the definition of 4 P's of marketing is similar to the definition of marketing strategy. So, the 4 P's are the set of actions which need to be done to promote a brand or product on the market. These 4 P's are creating a marketing mix. There are 4 main parts of the marketing mix (Product, Price, Place, Promotion). (Bhasin 2021).

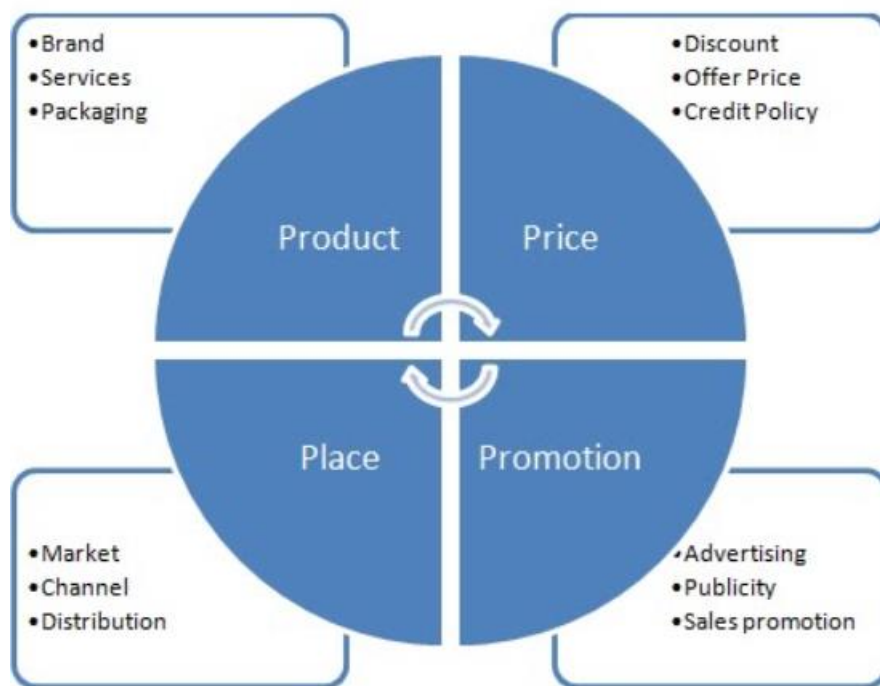


Table 1. 4P's of Marketing (coschedule.com 2021)

Using the marketing mix make easier to understand the content of the marketing strategy structure which author will use thesis work. Normally experts set up four points which explain content of marketing strategy:

- Understanding who is buying the product.
- Understanding how to motivate customers to make move which gain profit.
- Understanding company's competitors, which are doing the same service or product.
- Understanding how to measure success of company's work. (coschedule.com 2021).

Now author need to list basic 12 steps which should be considered during creating marketing strategy. In this chapter these steps will be briefly explained and what normally included in these steps. In next chapters they will be opened deeply for the business case of Brand L. Author will also give some theory, which support the decision done by the Brand L. in each segment of marketing strategy.

Step 1 (Analysis of current situation)

In the first step of the creating marketing strategy company need to figure out own competences and briefly look on the current situation in company's operations. The best way to do it is SWOT analysis.

Firstly, there is need to explain the theoretical aspect of the SWOT analysis. SWOT (Strength, Weakness, Opportunities, Threats) is a unique tool which help to analyze current situation of the company and decide new opportunities for development. It is possible to use SWOT Analysis to make the most of what company got, to organization's best advantage. Well-structured SWOT-analysis can reduce the chances of failure, by understanding what current strategy is lacking, and eliminating hazards that would otherwise catch unawares (Mind Tool Content team 2019.).

There are two main ways of approaching creation of SWOT analysis inside of the company: either assemble people to "kick off" strategy formulation informally or as more sophisticated tool (Mind Tool Content team 2019).

In both cases it is core thing to assemble people from different departments of company and list all ideas and facts about current situation of the company. Then each idea should be separated to the 4 groups: Strengths, Weaknesses, Opportunities and Threats.

For easier understanding groups of Strength and Weakness is something which related to the internal processes of the company, while Opportunities and Threats are related to the outside processes.

During SWOT analysis company can use this analysis tool in two different ways. Firstly, company can use the SWOT analysis for the marketing strategy. This open the picture of current marketing strategy deeper, but do not clarify whole picture of business, so some of the current problems might be missed. For the second option, which will be used by the Brand L. company can analyse whole business situation, which will give total overview of internal and external operations in the company's processes.

Step 2 (Customer research)

Next step is related to the clarifying potential customers of the company. Brand's exist to fulfil certain needs of specific group of customers. It is process which is completed in one day, it is long-term process needs to see what life of your customer look is like and what needs they currently have and even expect future changes in customer expectations from brand's products. However, there is a huge need of research which clarify real "face" of the customer. No matter the size of the company there are two common ways of doing customer research. First is doing scientific research, so it is mean that marketing team run few surveys or talk with average representatives of customers. This option help to create image of the real customer and adapt product to cover consumer's needs. Second option is writing own customer's profile and try to filter customers from total mass of people. During creating customer's profile marketers need to go through main demographical (age, gender, location, income, education) & physiographical (lifestyle, political views, fears, obstacles) characteristics of the customer's life. (coschedule.com 2021). Author also want to pay attention that in the case of creating customer's profile for a company, there is need for estimating how many people from total group of "ideal" customer are willing to pay for the products. This will be explained in the chapter 5 of this thesis work.

Step 3 (Understanding company's competitors)

Third step is related to the understanding of company's competitors, which are existing on this market. Currently analysing own competitors became much easier than it was before. It is relevant to see what your competitors doing and how they are doing it. When company can understand who the players are and what their weaknesses or strength, it helps company to get initiative. Clear comparison of the competitor's strength and weaknesses will help brand L. to structure own marketing and business plan.

Step 4 (Budgeting)

It might be not obvious, but even the marketing strategy need a certain budget for accomplishing company's goal. Marketing plan include listing the goals of the company in the marketing department. For each goal team of marketers need to estimate amount of money needed for each step. Before setting up the marketing budget company need to understand a) amount of money for accomplishing goal

b) how much money will be returned from every invested dollar. In this case author of the thesis want to mention own opinion about these two steps for setting marketing budget. Steps “a” &”b” are relevant, but before setting them there is need to find out most suitable ways to accomplish the goals. So, in simple words it is mean than marketers need to count most appropriate price for accomplishing each goal. Budget of company is limited and marketing team should also obey to amount of money assigned to department of marketing.

Step 5 (Brand voice)

Marketing team should also consider what brand’s voice they could create. Brand voice impacts how everything is working when customer is having “dialogue”. Creating voice of brand plays relevant role in the company as it helps customer to get main message of the brand, no matter what platform or place is where customer access brand (coschedule.com 2021). Brand voice can be delivered to customer through many ways. Design of the website, article, pictures videos are all included in the brand voice. During creating marketing strategy there is need to list all the goals to deliver through the brand voice.

Step 6 (Marketing Funnel)

Marketing funnel is relevant concept which basically presents stages of the customer process making decision buy or not buy. Here is basic illustration, which give total look on funnel.



Image 1. Marketing funnel (coschedule.com 2021)

Marketing funnel includes three main parts:

Top funnel: customer just discover some products on the market

Middle funnel: customer starting to explore real options for purchase, which match their needs

Bottom funnel: customer ready to purchase product (coschedule.com 2021)

Some marketing studies show that some funnels have up to seven different steps. The core thing for the marketers is include relevant marketing message and tools which will help to attract customer to buy the product and pass all 3 stages.

Step 7 (Marketing goals)

For the successful launch of the marketing strategy, there is need for marketing goals. Before starting the process of creating marketing strategy, company need to collect all problems and ideas, which strategy should cover. Brainstorming should clarify all ideas and group them in few goals, which need to be accomplished in marketing strategy. Goals should be as realistic as possible and need to relate to overall business performance.

Step 8 (Marketing channels)

After creating marketing strategy, marketers' team should decide the most suitable channels of applying marketing strategy. With so many new platforms which are now exist, still it is huge challenge for company to reach their consumers in the right place, right time and right way. Brand L. is a small brand which is not going to have huge budget to buy commercial on radio or TV. So, social media channels are most suitable for Brand L.

- 1) Website – this is most popular channels for applying marketing strategy. It is place where the purchases happen. At the same time, it is place where the customer's journey starts. Website is priority place to launching marketing strategy.

- 2) Google – around 3,5 billion searches for day is received by google. Many companies' massive effort on optimizing google search, so customer access their website before ever other competitors.
- 3) Email marketing – after customer leave his/her email on website, automatic messages about new discounts, collection and news , which will reminds brand's image to customer's mind. Email are one of the best channels with ROI, with up to 3800% (coschedule.com 2021).
- 4) Youtube – It is biggest search engine in the world, which is responsible for more than third of total internet traffic. People spend a lot of time on Youtube by different matters, so having a youtube channels might be helpful for customers.

Step 9 (Marketing tactics)

For launching a marketing strategy company need to create a proper marketing tactics, which will make easier to accomplish relevant goals of strategy. Tactics is set of actions which aim to accomplish certain goal or objective. So, in case of marketing tactics is part of marketing strategy which include strategic action of product or service promotion. Main idea of this actions is accomplishing core marketing goals. Strategy refers to plan which need to achieve goal. Tactics is part of the marketing strategy which explain how the plan will be accomplished. Tactics regarding marketing also include process of determining most suitable tactics for the company in case of budget and aim of the marketing field. Channels from the previous step should be also analysed and included in the tactics.

Step 10 (Key Performance Indicator)

Before starting accomplishing marketing, strategy marketers' team should state certain Key Performance Indicator (KPI) and metrics for measuring success. It is relevant to explain that in this step company already know business and marketing goals, but company also need to choose metrics which proves accomplishing the goal of business or marketing strategy. Different metrics are responsible for different fields of marketing channels, so each of the group has own name and specification. First group of the metrics are basic marketing metrics. In this group marketers normally include brand awareness, customer live time or customer acquisition

cost. Next group of metrics are related to the website. Here marketers place referral traffic, bounce rate and total number visits. Last but not least metrics are social media metrics which include number of new followers, likes and traffic which is passing the social media page of brand. (coschedule.com 2021). In the case of the Brand L. author will concentrate only on these three metrics which will be relevant for company on the beginning period.

Step 11 (Calendar)

After finishing creation process for marketing strategy, it is time to start making a calendar for the accomplishing marketing strategy. Accomplishing marketing strategy close to the schedule will help to track the process of work. Marketers are not giving any clear opinion about perfect tool to schedule their work. Some companies use special software which shows what tasks need to be accomplished in specific time, while some companies are fine with just announcing deadlines on meeting.

Step 12 (Applying marketing strategy)

Last point for the creating marketing strategy is improving the processes for applying marketing strategy. If the company is, ensure that all actions are repeatable with high level of success it will lead to faster and better quality of marketing. It is relevant to mention, but in this step, author may disagree with an coschedule.com in their opinion. For author of the thesis work last step before execution marketing strategy company need to take care about roles, which each of the member complete in the strategy. Original article did not include anything about choosing proper team members for work. It is one of most relevant things to choose best people for certain tasks in marketing department.

1.5 Research method

In this thesis work author is trying to create marketing strategy as part of the business plan for opening a clothing brand in Finland. Core thing of the thesis is developing a clear and deep marketing strategy for the Brand L., which will be launched in the 2021 or in the beginning of 2022. Brand L. is struggling from lack of prepared business plan for actual launching of the brand. This thesis work will help to create final version of the marketing strategy which will be included in the business

plan of Brand L. Part of the marketing strategy will relate to explanation of brand core ideas and philosophy of Brand L. It is obvious that marketing plan cannot exist in “vacuum”, so there are some parts of business plan which are affecting marketing decisions. In the Chapters 5 & 6 author will mention Demand Estimation and Review of Finnish Fashion industry. This will help author to connect marketing strategy solutions with core ideas of company. Still, thesis will also include other business plan aspects which are closely connected with marketing strategy and could influence some marketing decisions.

For this research author will need to collect a list of qualitative information which include professional articles, books and thesis works, which are related to the luxury fashion industry and developing marketing strategy in fashion industry. There is no need for primary data, so for this topic secondary data is best data to analyse. Originally primary data is used for research when author need to establish new scientific data, which is not established, and data specified for narrow research context. In case of Brand L. research, so creating marketing strategy data already existing and explained in different sources, which will be used in further research. At the same time, author of thesis is limited in the time and resource of research. Secondary data from the chosen material will be analysed and then used as one of the prove to the ideas and conclusions nominated by the author. Already existing works will make the research of the chosen topic easier. During collecting and analysis of data, many scientists define few major types of research. They are observation, questionnaire, experiments, case study analysis & interviews. For case of the Brand L. and given thesis work author will use the case study analysis for gathering scientific and empirical data. Case study is useful for author, because creating marketing strategy is process which was already defined and explained by different authors, so the data about creating marketing strategy exists. Author of the thesis is limited in the case of time, so such ways of research as interview, experiments and observation, will need a lot of time to create it and then analyses the data taken from these methods (Indeed editorial team 2021). Data from other resources will be helpful for approval of the decisions done in the thesis work by the author. The research core of this thesis work is creating marketing strategy for the small clothing Brand L. which is now struggling from lack of professional knowledge to creating successful marketing, which will help to stand for small

clothing brand. Structure of the thesis will be based on the scientific theory, which was found on books and articles related to creating marketing strategy and luxury clothing. Same time thesis will include statistical secondary data which will show statistics about Finnish clothing and textile industry.

Research of the marketing strategy, which will be based on already existing information will be the best approach as there are no problems with validity of the material and the conclusion done in this research will be 100% true and stated together with the solution given by author (McCombes 2019.).

Customer's consumer's behaviour also will be used in the research. Qualitative research might aim to produce contextual real-world knowledge about behaviours and beliefs and social structures. Chosen methodology is less controlled by the numbers and closely related to reflections done by the author of the thesis work, so it leads to real explanation of the author's ideas to create a clothing Brand L.

Qualitative methods are more flexible in the case of variables, but relevance of the explaining choice for the theory materials play bigger role than in quantitative methods (McCombes 2019).

Research was conducted by gathering already existed data from the available professional and scientific services.

For this research author collected available information from the books:

Book: Frederic Godart "Unveiling fashion: Business, Culture and Identity in the most glamorous industry"(2015)

Book: Unke Okonkwo "Luxury Online" (2010)

Book: Griffin,M.P. "How to write business plan: step-by-step guide which gets results" (2015)

Key aspect of choosing the book was actual connection with topic of luxury fashion. Materials are opening are theoretical picture about they are working process of luxury industry. Book makes clearer the process of creating trends and what makes clothing or any other item luxury. Author chose them, because their core

thing was complex and deep research of how luxury works and want are main influencing forces in luxury industry. At the same time, these books clarify the ideas which in consumer's head's during buying the products from luxury segment.

Second big group sources which were used are related to the thesis work, which were collected from thesus.fi. It is a website with huge number of the thesis material collected all over Finland.

Thesis: Successfully positioning & extending a young luxury fashion brand:

Case: Kaviar Gauche. Julia Zenk.2017

Thesis: Luxury Fashion Brand influence on Student's purchase behavior.

Justin Akpi (2012)

Thesis: Branding a lifestyle. Suvi Anttonen (2015)

Author did not find single common plan of creating marketing strategy for the clothing brand, which matched his own expectation. So, the thesis works were collected according to own marketing plan. Chapter 4 is including 6 main points which should be covered to clearly explain Brand L. marketing strategy. These articles are explaining What product will company sell, who are potential customers of the company, what will be company's philosophy, how and What is the competition on the market. So, the thesis works chosen by author will help author to cover all 4 points of the marketing strategy.

Collected information will be analysed by the Qualitative analysis throughout the way of doing the thesis. Text will be involved in categorized and deeply research by the content analysis. "Content analysis is a procedure for producing quantitative data from verbal or

nonverbal communication. It is particularly useful in situations where documentary evidence is the principal source, (2) where sources are especially numerous, and (3)

where the researcher wishes to study the covert (or implicit) meaning of communication"

(Paoletti, 1982, p. 14). Author will give most of his attention to the ideas which help him to approve or choose the right ideas for creating business plan for the Brand L. Huge part of the work was related to the analysis behavior of student's as main

customer group. Each thesis material was examined to gain a common understanding of the consumer's behavior and grouping during buying luxury goods.

1.6 Case company

Case company L. Is the clothing brand from Finland. It is small size company which is concentrated on producing good quality clothing. The main target group are students all over Finland. The key thing in the brand is providing an opportunity to touch the posh lifestyle. If you describe some object as posh, you mean that it is smart, fashionable, and expensive. (Thompson 2021). Describing the person as posh it is mean a person that they belong to or behave as if they belong to the upper classes (Thompson 2021). Will to have life of privileged part of the society attracts people all over the world. Students are future representatives of the Finnish society and the ability to represent their belonging to university is playing a big role as it creates community. Author know from his experience that young people who already grow up from stage of "street style fans" to young citizen of mature people. Students need to have something stylish, but not so according to fashion which is changing every half year and still something practical and sustainable in clothing. Our brand is going to cover this need. Our brand is going to provide knowledge, quality, experience culture of traditional male's and female's clothing. Customers will be interested in our product as clothing which we are providing in iconic preppy style is mix of some classical clothing mixed with casual or business casual, which is fit to all the current needs in student life. The start position of the brand are online sales and building a brand awareness in the student's mind.

2 Elements of marketing strategy

In this chapter author will concentrate on the theory, which is related to the creating marketing strategy, which will assist author to make right decision in the next chapters of this research.

During creating of strategy, it is relevant to figure out what type of the marketing strategy company need to create. Company might have different need regarding improving their marketing situation, so there are different channels to create and

apply current marketing situation. For this research author will use certain mix between two marketing strategies, because content of these strategies will help to cover the key parts of Brand L. strategy.

For creating marketing strategy significant understanding between strategic and tactical level of marketing. Normally strategic and tactical aspect of marketing strategy are not opposing each other, while they are complementing each other. Strategic marketing refers to the actual goal which need to be achieved, but tactical shows how goals will be completed (McDuffee 2018).

Strategic marketing defines clarifying goals of the business. Company needs to define current trends of the business field, where company operates. Tracking up-to date information about market and own competences, this will also lead to the success in defining goals of company. Strategic marketing does not need to solve all the current problems and weakness of the industry where company operates. Company should find way to fill the gap and get competitive advantage (McDuffee 2018). Strategy for company should include goals, which are realistic as possible for the company's operations. At the same time, goals should be precisely agreed with financial department and orientated for long term perspective.

Tactical marketing set strategic goals into small steps, which lead to launching whole strategy for marketing department. In the case of creating marketing tactics, company need to get more clear information about each goal which need to be solved in future. For examples if company want to reach new market, there is need for deeper information regarding demographics, income and needs of customer on this significant market. In the case of finances, tactical plan defines separation of resources for each step regarding reaching the goal. (McDuffee 2018).

First part of the Brand L. marketing strategy will include Marketing Communication Strategy, which is concentrating mostly on brand message of the brand. Thesis research will include explanation of the products which will be produced and sold as the small preliminary collection of clothing. This part will be explained in next chapter. Through the clothing Brand L. could deliver the key message of the brand and main values in clothing which Brand L. want to deliver to their customers. Next

point will relate to brand philosophy, which will open up the background information of the brand, which is mostly concentrated on the branding a posh lifestyle and producing clothing which is connected with the lifestyle. Second half of the marketing strategy will be concentrated with digital marketing strategy. This part will include relevance of e-commerce to the brand and then role of the social media to the development of the Brand L. For the beginning of operating Brand L. should understand that small level brand's need to concentrate on the developing their social media as one of the flagship tools to deliver qualities and atmosphere of the brand to the much bigger audience around Finland. This is also help brand to expand faster among the students, which now easily tend to communicate with brand via social media and website. (Okonkwo 2010). Additionally, the marketing strategy will include short review of brand's customer group. Clear explanation of brand's customer group will show their actual needs and expectation about the Brand I. clothing and service. At the same time, having a understanding of customer will help brand's team can figure out proper design of clothing for students.

No matter what strategy or plan company try to accomplish via the marketing strategy, it should take in account four principals, which help to address the development channel.

These four points are:

- Who is target group of customers, which company try to reach?
- Where company try to reach this group of people?
- How can company inspire their target community?
- In what way company will measure success or unsuccess of the company? (coschedule.com 2021).

Next relevant point which should be answered in this research is why marketing strategy matter for the companies. During the research author figured out three main advantages of taking care about marketing and creating strategy for the company. Firstly, the marketing strategy should be done in scientific manner, so it is not just a list of ideas, which are saved in manager's head. Final product should include online or paper document which included the research of past actions and data. In the second part of this research list of new ideas and proposition should be formed regarding new stages for marketing development. It is eye-catching fact

regarding the marketing strategies that according to CoSchedule own research in 2019 it was stated that marketing teams which done their research in scientific way and finally recorded it in the paper or online form are 313% more like to say that their work is effective (coschedule.com 2021). Advantage of recording the marketing strategy is clear, because during the process of research marketing team is passing and solving most of the problems regarding the marketing. This method also helps company to use a scientific theory from the marketing field which could assist company in the case if company is not having enough opportunities to solve their problem by own working experience. Secondly, according to the research of the Ann Handley figured out that less than 41% of the marketers posted their content strategies (coschedule.com 2021). This means that company might have huge space for the development on the market as around the half of the companies are not taking care of marketing strategy as document. In the case of the marketing strategy, it means that if the company treated their marketing as something which is orientated for the long perspective it can think over significant steps about attracting customer to buy the product and have common understanding of brand's main message.

One of the key elements to analyse company's current situation is SWOT analysis. It was mentioned in previous chapter that Brand I. will use total overview of business as the way of using SWOT analysis as tool. SWOT analysis includes four main categories, which should describe business operations.

Strength

Objectives related to what organizations is doing particularly well or made company stand out from the crowd is instantly called strength. It refers to aspect which can make other companies to see what our company's advantage are in doing business.

Weakness

Weaknesses, like strengths, are inherent features of organization, so there is need to focus on people, resources, systems, and procedures. This part closely connected with what where company could improve, and the sorts of practices you should avoid (Mind Tool Content Team 2019).

Opportunities

In SWOT analyses this term refers to an opening chance to get a rapid development in company. They arise from outside company's activities and require eyes on what might happen in future. Opportunities might be small changes in big mechanism of company which are not influencing total strategy.

Threats

This is everything negative, which might happen with organization from the outside factors. It is vital to get some action to solve these problems in the beginning. Threats also close related with obstacles which company could face during selling and producing goods.

Strengths	Weaknesses
Small size of company leads to faster respond to market change	New on market, small presence on market
First student's orientated Finnish clothing brand	Small experience of stuff working in fashion industry
Opportunities	Threats
Local government want to support small level companies	Not scheduled lead time for delivery
Rising to high position on Finnish and Scandinavian market.	Big players on market may squeeze Brand L. from market

Table 1. SWOT analysis of Brand L.

There is need for small description of table.

Strengths

In the beginning of operational processes Brand L. will be small size clothing brand on the Finnish market. Size of the potential market and number of potential customers will be much smaller than for other huge player of Finnish market. However, small size of company will be useful advantage for the brand. If the company see new trends on the market, small brand can change design and production strategy. For example, huge brand needs much bigger amount of material for

launching new product or collection, while Brand L. might buy just few rolls of cotton for producing new item to the catalogue of products.

Idea of creating clothing for students are not new on the market. Some universities are already producing some merch clothing with their emblem. However, the idea of the real clothing brand, which is orientated for student and student culture is totally new on the Finnish clothing market. Author of the research did not find any clothing brand which fully orientated for the students. Style of the clothing Brand L. which concentrated on the preppy style with attach of the posh lifestyle is new on the Finnish clothing market, because such brand as Polo, Gant and Tommy Hilfiger are presented on the market. Original Finnish brand with the same style never existed before.

Weaknesses

In the beginning of Brand L. operation of Finnish market company might be challenged by the market occupancy. It was mentioned before that company is limited in financial resources, so it is not possible to produce huge number of the items and product for the market. At the same time, brand awareness in the start will be low as style of clothing and idea of brand is new on the market. This will lead to small occupancy of the brand on the market. First target audience of Brand L. are students of LAB & LUT university, which totally include around 6000 students. So, this will be maximum number of customers on the first stage.

Next weakness will be staff of the Brand L. Currently, company have only two permanent worker and two outsourced designers. Original team of the Brand L. do not have any experience in working in the fashion industry. This could lead to problems in ruling and operating on Finnish clothing market. In this case company could move to outsourcing new workers which will have relevant skills for company.

Opportunities

In the case of Brand L. opportunities first major is support from the local government. Nowadays, Finnish government created a lot of bonuses and advantages for the opening small level businesses. Currently, such platform as Business Finland and Virma are create for free of charge help for opening businesses. Finnish eco-

conomic has sustainable currency, independent court system and high level of property protections (91.9), which makes opening of business more motivational. (heritage.org. 2021).

Next opportunity for the company is opportunity to grow on the Finnish and Scandinavian market of clothing retail. It was mentioned that origin of Brand L. is preppy style. Of course, this style should be adapted for the tastes of the Finnish and Scandinavian customers. Company should lean on customer's preferences and tastes will make huge opportunity for reaching new markets by the Brand L.

Threats

Brand L. have 2 key threats which company will face in the first month of launching the brand. Small company such as L. will depend on a lot from customer interest to the company as in the beginning it might be hard to have form core customer group which will buy something again and again from brand. Customers may lose interest to the brand after a while so it might critically hit to the brand. There are few solutions which might repair or ensure the situation of Brand L. and save interest of customers.

Native advertising is popular concept in the marketing where commercial post and link are published together with cohesive content on the internet. So, in given example it means that via specific platforms company can spread their commercials post in the articles and videos, which are connected to the style and clothing. Since they fit right into their surrounding content and borrow credibility from their host publishing sites, native ads help you reach people where they're already reading and engaging (Walgrave 2020). It will help Brand L. to target specifically people which are curious about fashion industry or about Finnish student culture, which are included in the brand's philosophy.

Second threat to the brand of L. is that customers might not understand the mood of our brand, so for them it is not clear what is the main idea of the brand to mix preppy style with Finnish student culture. The first thing to in this case is creating the brand "voice". Brand "voice" refers to having a common permeate of all marketing strategies and advertising. Identifying this brand voice, and distinguishing it from those of your competitors, gives you the power to suggest all the values of

your brand, throughout any visibility outlets you rely on. It's indirect, but powerful—so long as you're consistent (Alton 2017). The brand's voice may include few relevant ways to make understanding of brand easier and clearer. Explainer videos might be used in situation of Brand L. Videos 1-3 minutes longer which might explain story and concept of the brand, this easy way to access to deliver the information to customers. Another way is to fix the about section page on the website. It is the first page when customers are interacting with the company's website. Here brand can explain the mission, value, and history of the brand. This is the easiest way to promote brand's ideas to customers (Alton 2017).

Marketing funnel is next relevant marketing tool which need to be explained in this thesis work. This tool playing key role in the attracting customers to company's product. Marketing tool is helping company to get most relevant asset of any company – customers. Main advantage of the marketing funnel is moving customer from “cold” exploring the brand up to customer which is willing to buy more and more certain product.

Focus On The Customer but Update The Technology: Perhaps the most fundamental business principle is recognizing company's customer for the source of all income. Nowadays, too many contractors try to move the company forward through products, services and/ or employees. Great, but if customers don't buy them, the train is derailed. (Hudson 2009). Core results from the marketing funnel is understanding for company what kind of group of customers should be targeted and what is ideal process for moving customer through all steps of the marketing funnel.

During creating marketing funnel team of marketers need to understand that moving customers into this tool is long time process which need time for “growing” true customers of the company which have good attitude with brand. Here are five most relevant step which need to be considered during creating marketing funnel:

- 1) Who are the customers of the company? In this step company need to realize what big group of customers they need to target. Key point to understand that company cannot divide all people on customers and not. There

are huge number of different group of people which could access company's product, so it is relevant to consider all of them.

- 2) What is company's message? Company should create flexible message which follow customer on each step of the marketing funnel. Message should move from broad message, to follow up and then to reinvention.
- 3) How the message will be delivered. In this step author of the thesis want to disagree with author of the article, which describing this slightly wrong. Hudson stated that company should use information sources, so they could help customer to follow all stages of the marketing funnel (Hudson 2009). For example, in the beginning company should post message in yellow newspapers, so it will be easier to reach bigger group of customers. Author of the thesis work think that core thing in this step is to figure out what is most popular channels which company's customer access information which make them more attracted to explore this brand. Young generation tend to believe more social media than TV or newspapers. So, if the company is heading for reaching young customers for example, their message should be delivered via beautifully designed Instagram. It will make customer more easily access brand's message without leaving their favourite social media.
- 4) When this message will be delivered? For this step company should look on own timetable for creating marketing funnel. Normally as part of marketing strategy it should relate to timetable of marketing strategy. In author opinion process of delivering company's message should connect with actual launching of brand or launching new product to the company's catalogue.
- 5) How much money will be spent on the marketing? Amount of money which company will use depends a lot from type of marketing which will be used in marketing funnel. For aggressive marketing it will be 8-10 percent from every dollar sale. In the moderate marketing company will use 6-8 percent, while in conservative 1-3 percent. (Hudson 2009).

Before starting this process of delivering message to the customer, company need to take care of the team which will be responsible for this operation. Team should not only take care about launching but collecting and identifying key information about customers.

Nowadays, marketers define four types of messages which company can deliver to customers. They are:

- 1) Top Funnel Messages – group of messages which help to target first group of customers. Normally company could give flyers or small Instagram commercials for the huge group of customers. This type of message will help to filter customer which are not interested at all and customer who have minimum interest.
- 2) Mid-Funnel Messages – this group of messages help customers to get more familiar with brand. In this step they start understanding deeply about the product and brand's philosophy. So, customers start making consideration.
- 3) Lower- Funnel Message – messages of this case are done for period when the customer already make one purchases. Company needs to "fight" for this potential permanent customer of brand. Good examples of these messages are emails which are delivering regular updates about new products, articles or events.
- 4) Bottom- Funnel messages – Customers have strong opinion about the brand. Still, company need to send regular personal messages about discounts and exclusive content.

During the research process for this thesis work it was found that during creating the business plan there are few main forces which drive the market through the years. Some of these forces are critical for the company during creating long time perspective such as marketing strategy (Griffin 2015).

First market force is demographics. In the beginning of the market analysis company should set up demographic and socioeconomic borders of customer group. This will help company to understand future perspectives of development. Demographic analysis is key for some companies, because this parameter is closely connected with buying behaviour and trends for this exact group of people. Few big companies have failed their market development, because of not anticipating future trends for their demographic's groups. (Griffin 2015).

Relevant aspect needs to be mentioned that demographic factors are not adequate parameters for clear estimating of demand or future sales estimation. However, they are helping to understand trends of certain group customers. These trends show to marketing team where and how to attract more customers. Most of the products have dynamic mode demand, which refers to problem that look on one period will not explain weak parts of the market. (Griffin 2015). This point is most relevant market force in the author's opinion. Understanding the demographics will help to try in marketing research or creating marketing strategy. If company understand that now young generation of customers are more orientated to make purchases online and take care about eco-friendly products, so this makes marketers invest more time and money in attracting young customers via channels which are normally used by this group of customers.

Second force moving the market is life cycle. Every product has long or short life cycle , where product introduced to the market, growth, maturity and decline of the product. This table show normal product life cycle:

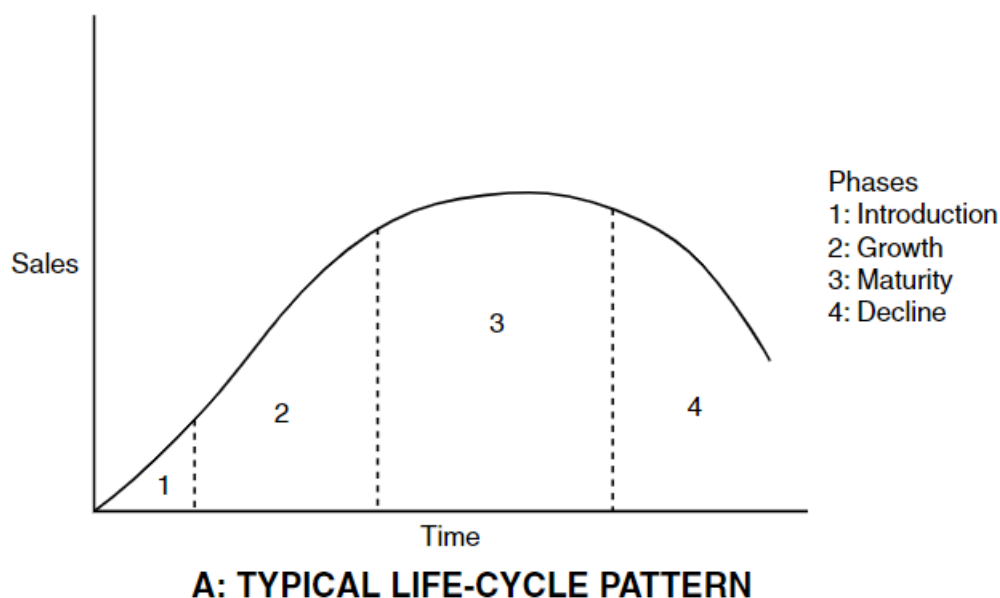


Figure 1. Product life cycle. (Griffin 2015)

The length of every period of product life cycle and growth of sales is highly connected with up-to date underlining current rises and drops in demand of the company (Griffin 2015). Every product moves through this cycle and one day product

declines. While more successful product passes this cycle in few years, while some of them pass in half-year. Marketing playing key role in the improving situation with product lifecycle. Fast and timely used marketing tool may improve whole situation with product life cycle (Griffin 2015).

Third force is competitive behaviour. Company needs to figure few relevant points about the market and competition.

- 1) How can companies enter the market? How easy is this process?
- 2) What products should company produce to leave or enter the market?
- 3) What are barriers to enter or exist market?

Clarifying these points make company to understand what opportunities are to enter the market and what are potential perspectives for company.

3 Brand's style

3.1 Posh lifestyle & style

In this chapter there is need to have a deeper look on the style of the brand L. Author will explain philosophy of the brand's style by explaining two key components of brand's style. Style will be based on the mixing the origin of Preppy style & Posh style with modern view to this style. It is key to mention that the true style of brand L. is not the straight copy of the styles which will be described below, but the main source of inspiration for the creating unique style of L. brand. Now take closer look on every aspect.

Author will use the word "posh" a lot of times in the text, so it will be useful to give definition of posh. If the word refers to the people, it is mean belong or behave as someone from the upper classes of the society (Thompson 2019). If the word refers to the thing you need to understand "posh" as smart, fashionable, and expensive (Thompson 2019).

So, it can be concluded that posh style and lifestyle refers to the life of people which belong to the higher income classes. In the author's understanding living or being posh explains class of people, which are not living in big hurry with saving every cent in their budget. Posh mean elegance in the life. For being posh there should be food, sports, work, and clothing which is not available for bigger mass of people.

Altogether with having a posh life, there is need to mention that upper classes are someone who have highest standards at all aspects of their life. Posh people are having a big investment of their look and hygiene. Upper classes are mostly attracted to the classical materials, prints and colors as they obeyed to the dress code which come through centuries. Whole simple, but still timeless look is an outstanding feature of posh style. Here are some examples of posh style for readers:



Image 1. Polo is one of the most popular of sports for the Royal Family. Prince Charles is one of the big fan of this sport, which is including privileged lifestyle combining with elegance of driving a horses in relaxed polo and trousers (Image: mediastorehouse.co uk.2021)



Image 2: Double-breasted navy blazer, was originally based on the British navy uniform. This item became popular in 1950-es because by its sophisticated look and golden buttons. Prince Charles is one of style icons, which is showing correct way of combining navy blazer with any item in his wardrobe (Image: ladyarthuria.thumblr.com.2018)

Great example of posh people can be the Royal family of people. They do not need to work so much, their life is full of such things as hunting, playing polo, cricket, yachting and wearing timeless luxury clothing. Life of the family members are having the highest level of manners and education, which is clearly visible in the clothing style. In case of the brand the idea of having touch of posh life and lifestyle makes our brand as ambassador or provider of the posh lifestyle for the students of universities all over Finland.

Author mentioned that posh clothing and life is something that is not available for everyone, but still attracts a lot of people. Brand L. will give a chance to take a deeper look to the posh in the case of clothing which will be styled to the original clothing of royal family.

3.2 Preppy lifestyle & style

Second direction of the Brand L. – is preppy style. Preppy style is subculture in fashion clothing based on the ivy league, which was union of oldest private universities of USA. The key of the Ivy League, so look share a mix of practicality, everyday elegance and ease of wear, popularised by brands like Gant, Polo Ralph Lauren and Brooks Brothers. There is a sporty heritage to the look, with many styles coming from the recreational pursuits of the well-to-do, including sailing, rowing, polo and tennis. (Taylor, 2020.)

Originally preppy style was based on the mix of the school uniform of private universities and colleges in USA. Main idea was having a sharp look, but which is including everyday easy to wear clothing which can show status of person & belonging to the specific university or sport club.

Nowadays the preppy style increased their variety of clothing and topics inside the style. It is relevant to mention that still from the golden times of preppy style in 1960 core of the style not changed at all. This explains the advantage of this style as it is look style even in 50 years, but save elegant, preppy look. There are few modern examples of preppy style look:



Image 3. Relaxed and clean look in one of the signature features of Polo Ralph Lauren style. (Image: tag-walk.com. 2021)



Image 4. Polo Ralph Lauren is one of the flagships in female fashion. Modern look, which inspired by the preppy look, which full of colors and texture makes you stand out from the crowd (Image: tag-walk.com. 2021)

Key feature of the preppy style that it has no actual rule of the style. All pieces of preppy wardrobe are interchangeable and matching with each other. At the same time the quality of the clothing is not the main feature of the style, so the variety of brand which can provide preppy clothing is big, from GAP up to Ralph Lauren.

4 Current situation

4.1 Current situation of company

Brand L is Finnish origin clothing brand which is created for the students all over Finland. Brand's mission to provide opportunity to touch the posh lifestyle which is colorful and elegant via the clothing created in the iconic preppy style. Clothing produced by the brand is helping student feel comfortable in their fast and creative live during young ages. Purpose of getting preppy style into the brand, because it is including the mix of classical wear and sport clothing, which help to have sharp but still elegant look.

On the market brand expected position is to be the middle price brand which will have much higher quality than basic mass market brands as H&M, Zara, but still not so expensive as luxury brand LV and Gucci.

Brand L. is small size brand. It has a lot of problems regarding the marketing and brand awareness. Target customer group is actually students and teachers of Finnish universities, one of the ideas is to spread the clothing via actual small stores in university. This might be hard to discuss with universities to place clothing on their territory. However, it might be hard deal with Finnish students as still a lot of people might not have enough money to buy some items of the clothing.

Currently, the brand L. is not existing in the legal way, so what will be mentioned in the further chapters is goal of positioning the brand. Brand L. is appearing on the market of the South-Karelia area. Firstly, it will be orientated for the students of LAB & LUT university as core customer group. In future their a potential way to

grow as team of L. will move their marketing to the field of the creating image of the official student outfitter.

In current plans of the development is to reach level of having shops in the 10 biggest shops of Finland.

4.2 Marketing goals

Before moving on to the Brand L. marketing goals explanation of marketing goals and explanation of their relevance need to be explained here. Marketing goals is measurable, realistic, and time-bound metric that drive marketing effort of company (coschedule.com 2021). During creation of the goal, it is key to set a certain difference between business and marketing goal of the company. Of course, there is a connection between these two terms and marketing goals should partly support. However, the business goal is something related to the overall performance of company which target one huge idea, while marketing goal related to department's own goals. Marketing team should clearly understand what the business goal of company are, because without clear understanding it might hard for whole company to reach goals. Marketing goals are playing relevant role in the company, because each goal can a be a certain "step" which will help to cover company's problems. Same time marketing goal may help to clarify problems which are now exists in operations. (coschedule.com 2021).

Creating marketing goals is massive challenge and during this process team of marketers need obey to system of creating goals. The name of this system called SMART (Specific, Measurable, Aspirational, Realistic, Time- Bound). Better to give short explanation of each goal.

- 1) Specific – Marketing goal should be specific on common objective
- 2) Measurable – Goal should have ability to measure objective
- 3) Aspirational – Objective should motivate team to achieve the goal
- 4) Realistic – Marketing team should understand is it available to accomplish goal and what does it take to accomplish
- 5) Time- bound – There should be end up date for completing goal

For the further development plan, it is key to show the list of the goals for the brand L. which need to be accomplished in the closest time.

- 1) **Marketing strategy.** The key problem for the small brand according to the SWOT analysis is brand awareness. Brand L. going to start as small level brand, so became familiar and attractive to students all over the Finland in challenging. Creating a successful marketing strategy is key to be attract customers.
- 2) **Brand Awareness.** Brand awareness make students more familiar with Brand L., so increasing people to recall the brand and came back to purchase new item is key for small level brand.
- 3) **Capture LAB & LUT markets.** Firstly, brand will be launched for the students of the LAB & LUT universities, so Brand L. need to stand out on their market and became attractive for the student in price, style & quality.

4.3 Strategies

Building a brand depends on a lot from marketing of strategy of the company. The-
sis consists of the mix of having a review of book about writing the business plan
of Griffin P. Michael "How to write business plan: step-by-step guide to creating
plan, which get results". At the same time, author will add some thesis and book
material, whose information will be used to create and approve knowledge stated
in the business plan.

Although planning should be an ongoing activity for any company, the document
reflects the decisions that have been made to guide the company over a specified
period. The document formalizes the objectives and strategies that have been de-
veloped through the planning process as operating policies of the company. It pro-
vides an easy mechanism for communicating these policies to people inside and
outside the company. The document also is a tangible management tool that the
company can use. (Griffin 2015).

5 Marketing strategy

5.1 What product company will sell?

Within highly competitive industry as fashion industry, marketing seems to be one
of the core driving forces to attract and communicate with customers, at the same

time to stand out from the competition (Zenk 2017). By creating marketing strategy company can already estimate revenue and selling costs. Marketing strategy is helping to define the clear customer needs, purchasing behavior and level of the competition on the market (Griffin 2015). It is the key part of research to create successful marketing and honestly answer what will be the future of brand L. in the marketing field.

The core thing to the style of the brand L. is to save the elegance of total look, but at the same time to add the mood of relaxed student's life. The relevant advantage is of the preppy style, which is include in the brand L. is all about a classic, clean, and collegiate appearance. So, if brand's customer the kind of youngsters who prefers to look refined rather than rugged, a preppy look could be right for you. (Mannah 2021.) So, thiw can move to the description of the basic wardrobe of the brand L., which highly connected with preppy style.

5.1.1 Polo shirt

Original polo shirt was created in the beginning of 1920-ies as new solution to the uniform of tennis players as before they were wearing basic dress shirts with ties, which was not so comfortable to run around the tennis field. During the history of the polo shirt, it has passed a lot of material, color changes but still it sharp and relaxed look which is including shorts sleeves, three buttons and soft turn up collar to protect the player from the sun (Mannah 2021). Polo & yachting were popular in the 1980-ies as sport in the high-level universities, which is now became corner stone of preppy culture. Great advantage of the polo shirt as it used in so many sports and activities, so polo shirts have a lot of versions and not limited in prints and colors. (Taylor 2020.)



Image 5. Polo is one of the most comfortable and elegant items of clothing in your wardrobe. Polo can be used in different occasions, but they will definitely make you stand out from crowd (Image: harrods.com.2021)

Polo shirt is the most interchangeable item in the iconic preppy wardrobe. Its classic and fresh look can modify any outfit and add relaxed mood to your style. The core thing from the brand L. perspective is to produce classical polos for everyday life, while at the same time to add limited amount of colorful and unique polo shirt same style as on the picture with mood polo match.

5.1.2 Cable-knit Jumper

Originally these jumpers came from the Ireland and were produced from natural sheep wool. In the preppy culture they firstly appeared as uniform for the tennis and cricket and were done in the same style mostly. In time it has moved to simple one-color style with using cotton & wool as main materials of production. Nowadays there is big variety of colors and brands which may provide you cable-knit jumper. Sweater is a practical and stylish investment to wardrobe as it one of the items to include in style. It can save you in the cold climate of Scandinavia and Northern Europe. It can be combined in different outfits with basic blazer or jeans. (Taylor 2020.) For the brand L. is one of the hardest items to produce. Brand L.

still should have quality of the product, so matching price policy it might be challenging to produce sweaters.

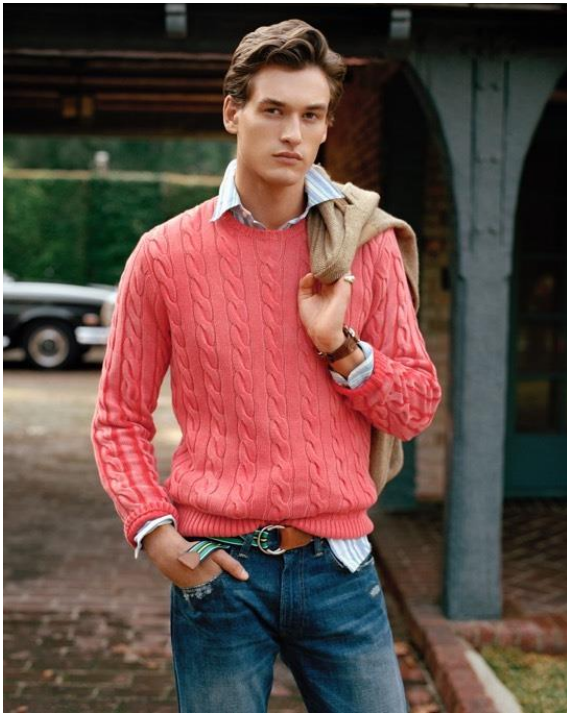


Image 6. Amazing cashmere sweater may cost a lot, but at the same time you will be saved from any freeze in winter and get an outstanding color item in green, orange or even pink color (Image: ralpl Lauren.eu.2021)

5.1.3 Rugby shirt

Originally it was created for playing polo in the beginning of the 20th century. They were a solution to original flannel shirts which were used before as uniform to play rugby. In middle of 1950-es rugby shirt was saved as part of uniform for university and college rugby teams. Nowadays, it has moved to our shops as most favorite preppy item .(Richardson 2019.) Classical model of rugby shirt is done from heavy cotton and normal stripped style with 2 bold colors in it. At the same time on the chest most of the brand can put their logo to add this vintage look of old rugby shirts which were used as uniform. For the brand L. it is planned to be the main feature in the clothing collection as in the author's opinion it is most beautiful item

in preppy wardrobe and adding this product as signature will help brand to stand out.



Image 7. Rugby polo is unique item, whose popularity is again increasing in recent years. This shirt can be combined with any kind of look. Perfect item for everyday wardrobe (Image: sunglassesman.com)

5.1.4 Button-down shirt

Idea of adding small buttons on the shirt collar is old and was done to solve the problem of polo players which felt uncomfortable with moving collar of the shirt. Students were also satisfied with a new shirt collar as it saved their time of ironing the collar of shirt, which in these times was hard thing to do. At the same time, it helped to fix the tie on the shirt and stop worry about moved tie. Classic shirt of the preppy style is done from soft cotton and normal in white & blue colors. This shirt is useful for any kind of outfit or season of the year.



Image 8. Button-down shirt is an ideal basic shirt for young male/female wardrobe. Originally the buttons were created from saving of losing ties during driving a horse, but lazy student liked it. (Image: Nordstrom.com.2021).

5.1.5 Chinos

Originally chinos or khaki pants were created for the army of US and Great Britain, but World War 2 they have move to the mass market. For more than 70 years chinos were one of the features of the preppy style as it was alternative for the classical trousers which were not so comfortable and jeans which in 1950-es was clothing of labor class. Even in nowadays chinos are produced from the soft twill cotton. Real preppy colors for the chinos are made in dark navy or sand colors. (Taylor 2020). It is a big advantage of the preppy style that there are rules which you can break without problems, but still stay stylish. Through the years chinos start being produced in all available colors such as sky blue or rose red. Chinos have the

basic features of the preppy style, so they can be mixed and used in any occasion when you are wearing it with blazer and tie or just a basic sweater.



Image 8. Classical chinos are done in sand color, but now it is available to find them in any available color, fit and length. Well-fitted chinos will make fresh no matter what is on the top (Image: fi.pinterest.com.2021)

5.2 Core idea of chosen clothing

Previously mentioned number of clothing going to be produced by the Brand L. for both male and female clothing line, where given clothing will vary by colors and design. These clothing was included in the first product line by author according to the 3 main concepts which were considered during process of idea generating. Relevant criteria were to show the connection of Brand L. with iconic preppy style, which was acquired some change through years, but still included original ideas of student culture of USA. Brand L. is trying to adapt the preppy style and its style solutions to the Finnish client and still save sophisticated look of the preppy clothing. There 3 main concept which are explaining choice of picking exactly these products to clothing line of Brand L.

- *Clothing match with culture of preppy.*

- *Clothing match with 10 rules of preppy dress.*
- *Clothing can represent university and its community.*

Let's take closer look on every point.

5.2.1 Clothing match culture of preppy

Nowadays, huge number of the researchers are not able to form final explanation of the "preppy". Some of them are qualifying "preppy" as a subculture, with some studies classifying it is as anti-fashion move and showing no connection of "preppy" as subculture (Lingala 2013). However, the author of the thesis work is supporting the Lingala's idea, that if the culture's definition is "attitudes and behavior of a particular social group or organization" and together with meaning of subculture "part of larger culture that is distinguished by its specific attitudes and behavior", it is clearly showing that "preppy" is matching meaning of the subculture. The prominent association of the preppy look with special attitudes and behavior can be associated with American society during 20th century. (Lingala 2013.) This idea also proves that "preppy" is not only style of group students, but it is particular lifestyle and traditions.

At the same time, the "preppy" culture can be defined as form of anti-fashion move. According to the Ted Polhemus and Lynn Proctor the anti-fashion is "all styles of adornment which fall outside the organized system or systems of fashion change" (Polhemus & Proctor 1978). This is closely related with "preppy" concept. Chosen clothing of Brand L. is not connected with fast fashion, which show to customer new trends and styles every season. Clothing of the preppy style is not changing for decades, and main concept of the clothing is opportunity for higher classes to declare their privileged social, cultural, political, economic and geographical belonging. Upper classes are not chasing the fashion trends, while they constitute their true social group with its own traditional anti-fashion costume (Lingala 2013.).

5.2.2 Clothing match 10 rules of preppy dress

Since beginning of 1950-es with increasing popularity and availability of fashion for middle level consumer's preppy culture was under the effect of "fashionalization". In this case the making "preppy" as fashion relates to the beginning of the threat towards the use of preppy as anti-fashion label indicating own status. (Lingala 2013). So, its mean that in this time preppy move to common fashion about student, so it was more relevant to show belonging as student of Harvard or Yale. In the 1980-es the preppy moved to the concept of "commercialization". In the beginning of the decade the "Official Preppy Handbook". It was a real guide, which describes all aspects of the preppy lifestyle. Book rapidly increased the interest of huge number of people to become a preppy. Lisa Birnbach described 10 fashion fundamentals of "preppy". They are neatness, conservatism, attention to detail, practicality, quality, natural fibers, Anglophilia, specific color blindness, sporting look and androgyny". This moment of commercialization made preppy culture history which was made by few generations blue blood of was dropped and became less exclusive. (Lingala 2013.) In this case a lot of brands such as Polo Ralph Lauren and Tommy Hilfiger used this advantage to create their clothing lines based on this style. In the case of Brand L. is it key to save these 10 concepts mentioned before as base concept of clothing line of Brand L. Concepts might be easier applicable in the case of clothing line as matching all the preppy clothing qualities might be hard with such items as blazers or coats. So, 5 first product of L. are perfectly matching this idea.

5.2.3 Clothing can represent university and community

Many accounts of preppy life in the beginning of 1920-1930 was heavily socialized by the school's atmosphere and tradition where rich students were so deep in the academic routes and creating social connection most their time. Universities were fully ok with that situation. Campus activities were one of the ways to create social connection within university or student own surrounding. Huge number of sport activities were hosted by the universities to get student know each other. At the same time, few student clubs were created according to interest or social origin were formed in the university. Clubs become an essential part of the preppy lifestyle for decade (Lingala 2013). Brand L. should use the same concept in clothing idea. Currently Finnish universities have huge number of different organizations

where student is connected by their faculties or interest. Brand L. can support our students in the stylish way. Creating clothing with university or student's organization colors together with university emblems will be one of the directions of Brand L. Creating image of Brand L. as official student's outfitter is one of the strategic plans.

5.3 Who are target customers?

According to Santander.com they define that total population of Finland is 5 530 719 and 12% of this population belong to group age of 16-24, so it is mean that around of 663 686 people from total generation (santandertrade.com 2020). Next relevant parameters for the Brand L. is amount of young people which are studying in the universities around Finland. This number is much small than total number of the representatives of group age of 16-24.

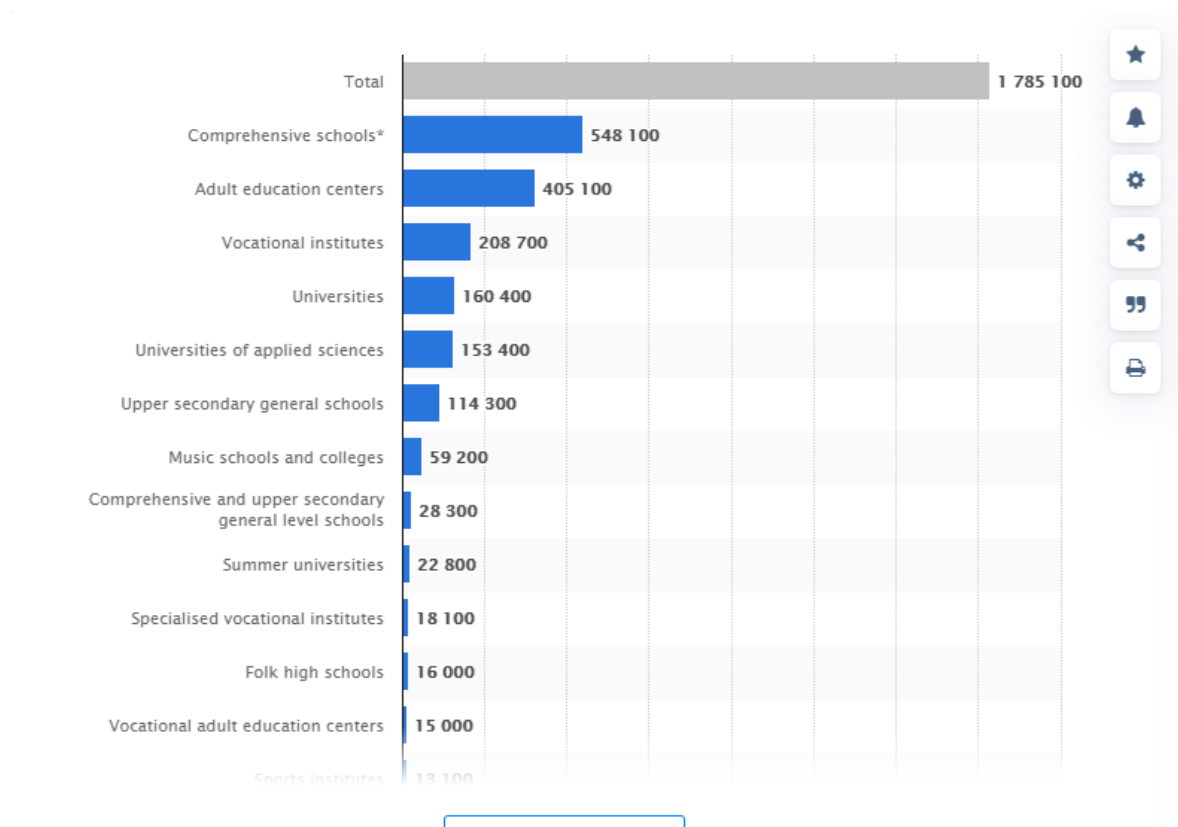


Figure 2. Number of students in educational institutions in Finland in 2020, by the type of institution. (statista.com 2021).

This graphic show that huge part of Finnish population is getting education. For the Brand L. most relevant information is number of students, which are now studying in the universities and universities of applied sciences. Totally 313 800 are student of two types of universities, which can be target for the Brand L.

Next parameters, which Brand L. should consider is number of students in each university. This is relevant point for future development of clothing brand as one of the ideas for team of Brand L. is to have 10 shops in the biggest universities of Finland. After successfully launching brand in the LAB University of Applied Sciences, brand need to expand product to other universities. Clarifying real number of students will help brand to set up list of universities where shops need to be launched.

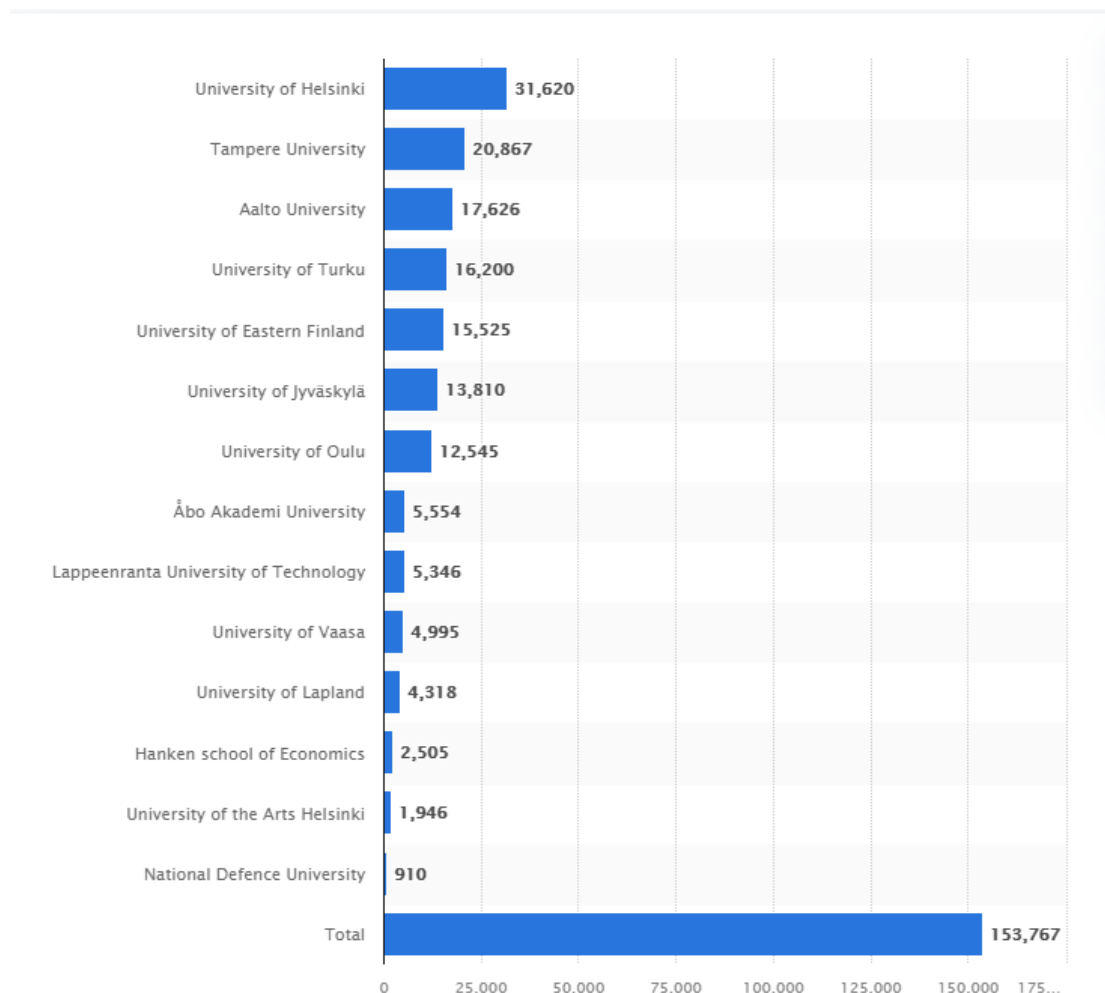


Figure 3. Number of students registered by the university in Finland in 2019. (statista.com 2021)

Unfortunately, author did not find any table or graph which show the same information about universities of applied sciences at the same period. However, it is clear from the graph that biggest universities in case of population are situated in the Helsinki and Western Finland. For the Brand I. this graph show clear view that after launching clothing brand in LAB & LUT universities, where company might get more than 5500 customers, further expansion of product should be done in University of Helsinki, Tampere University & Aalto University.

Despite the fact that students also play relevant role in our Brand L. , still these two group of Finnish population are closely connected to our brand. They both going to represent future Finnish society and some of them are willing to have an opportunity to touch luxury lifestyle via clothing, so this our key priority to determine this people and satisfy them as much as possible.

In the beginning we need to explain the segmentation of the fashion industry, to make clear view to the position of the Brand L. in whole fashion industry. Fashion is structured as a pyramid, where on the top we can find Haute Couture, while on the bottom there will be Mainstream.



Table 2. Fashion Pyramid (Akpi 2012)

According to Kotler (2008) the segmentation of customers may refer to the major segmentation variables are: geographic (according to region), demographic, psychographic and behavioural. Demographics are the most common bases for segmenting the market; through demographic segmentation any market or industry

can be divided into groups based on variables such as age, gender, income, occupation, education, religion, and nationality (Akpi 2012.).

Brand L. is using the demographic segmentation of its potential customer. Choosing students as potential customers was easy choice for the author as student culture in Finland is highly developed and even after graduation students are saving warm relations with their universities. Main target group of Brand L. will be students at Finnish universities all over Finland from the age of 18 up to 30.

Main difference of luxury clothing, including group of affordable luxury, from mainstream is that these brands target relatively narrow group of people with income higher than an average customer. Highly expensive clothing is not only challenged by the delivering the quality clothing, but at the same time it should modify and customize their product for customer's ability to stand out from the crowd (Akpi 2012.). This is the key thing for the Brand L. in the designing and producing clothing for customers to cover need of customers to attract and create good self-image in the other's eyes by the products which will have exclusive prints, colours and painting on it. According to the research of Akpi in 2012 total amount of student using luxury clothing for showing their status, standing out and comfortability was 36% from the total amount of respondents, which approves another difference of luxury brands from mainstream, that number of customers which are buying luxury clothing for the reason of the status and self-image is much higher than in mainstream brand, where usability is dominating.

Another part of Akpi's research 2012 "Luxury Brand Fashion influence of Students buying behaviour" of the research given in the thesis material refers to the student's opinion to the buying luxury clothing. It was surprising fact that 61% percent of the respondents which are student from Finland believe that such low-income group as student should buy luxury clothing.

This proves that students as customer group are open for the luxury segment as it helps them to cover their needs in prestige.

5.4 Brand's message

5.4.1 What will be company's philosophy (market entry)

Lifestyle branding became more and more popular in the recent years. Anything can be branded starting from food up to giant tractors. Commonly, it is mean that brand is based on certain lifestyle and deliver some social benefits to their customers, via products. However, not every brand is a lifestyle brand. Big relevance for the brand is to figure out that they are trying to represent certain way of life or part of life. (Anttonen 2015.) Core objective for the Brand L. is to target the specific way of life, which include posh lifestyle, which combine timeless elegance and relaxed way of living and enjoying every moment of customer's life.

In the beginning, the term brand and branding should be clarified, so the future move of Brand L. become clearer. The American Marketing Association (AMA) defines a brand as a "name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers" (Russell 2010). Strong brand is not just a logo or name is real mechanism which can boost value of the company, while weak brand can critically hit the brand. However, branding moved from just simple creation of image, logo and signature design to connecting brand and its customers via emotional connections.

Brands are highly influenced by their customers and society where the brand is operating. The main target for the brand is reinvent and adapt their marketing strategies for the new and fast changing world. Great example of this strategy is Nike brand, which changed their marketing strategy from concentrating on clothing to concentrating on athletes which are using Nike's clothing (Anttonen 2015).

Huge number of the specialist are trying to find scientific relevance of brand in the case of marketing. So why it is relevant to have brand and develop it? Keller (2008) defines that brand provide relevant recognition of the product's design or actual makers of the product. (Anttonen 2015). Based on previous experience about the product, customers can create some assumption or expectation from the

brand regarding quality, design, and service in future. In author's opinion it is obvious that people tend to return to brand which they already used with successful experience. Brands also help customers to create self-image and become their dream personalities with using products of exact brand. Some of the companies tend to create product for a specific lifestyle and type of people. By using services or product of these brand people try to communicate with other people or even themselves. Great example of these point is LV bags. When most people seeing someone with LV bags, people associate this person with money and luxury even if this bag is fake. Last point of brand relevance is categorizing. In simple words it is mean that customers refer to different categories of quality, price and other relevant factors for them. Such brand as Rainbow and Pirkka can be great example for these categorizing. Normally they are categorized as "cheap", it is does not mean that products provided by these brands are bad, but still, they have lower quality and prices, which still satisfy customer. (Anttonen 2015).

Lifestyle branding is next stage in the developing own brand. These kinds of brands are not concentrating on just selling pair of sneakers or navy blazer, but instead on customer buying certain lifestyle connected with elegance or sophistication, which help customer to feel their dream person and achieve own goals in life. Lifestyle branding is highly connected with emotional outcome of the customer and core objective for brand is to become way how people utilize each other. (Anttonen 2015). In the case of the Brand L. marketing effort will be concentrating on the becoming a lifestyle brand which give an ultimate chance to touch certain lifestyle via products of brand. Clothing which will be design in iconic preppy-heritage style will help student as potential customers to get their dream personalities which life which includes everyday elegance and success people view.

According to the Marketing Science Institute that some of the brand tend to change for lifestyle brands, because they trying to stand out from huge number of brands competing for place on the market. Success on some part of the market achieved by the brands because of their strategy of building connections on more personal level with customers. (Marketing Science Institute 2013).

Next key point for the branding is emotional connection between brand and the customers. Interaction between brand and customers are look close to basic interaction between people. Of course, there are customers who are using huge number of brands daily even without looking on patch of the brand. In this group we can put grocery store brand such as Valio or Kotimaista, which people tend to remember because of product's taste.

People have two basic ways of creating opinion about the brand. These two ways are "economic" (such as price and value) and "communal" (trust, service, and partnership). Each of the options have different advantages and disadvantages. Marketers need to figure out in the beginning what type of the connection with customer they want to build. In the economic relationships customers will stay negative if they are not satisfied with the price, even if they received good customer service. On the other hand, customers with communal relationships will save their positive opinion even if they firstly received bad experience with purchase or price.

However, there are alternative ways for this issue. According to David Aaker (2013) in his blog stated that nowadays there seven different types of relationships between brand and customers. These types are:

- Behavioural interdependence: "This brand plays an important role in my life"
- Personal commitment: "I feel very loyal to this brand"
- Love and passion: "I would be very upset if I couldn't find this brand"
- Nostalgic connection: "This brand reminds me of things I've done or places I've been"
- Self-concept connection: "The brand reminds me of who I am"
- Intimacy: "I know a lot about this brand/ the company that makes this brand"
- Partner quality: "This brand treats me like a valued customer" (Anttonen 2015).

After explaining theory about the branding and creating brand connection it is relevant to mention what kind of connections Brand L. want to have with customers. Brand L. is lifestyle brand which will be designed in iconic preppy style with attach of posh lifestyle. Brand L. tend to have an opportunity to "touch" another way of life

which is unique and not available for most of us. This life is full of elegance and beauty. Brand L. is inspired by the aristocratic view to life and sports of people belong to aristocratic. Brand L. want to show to their customer own love to the quality and color which should be include in the life of each person in this world. Clothing is not designed for walking all day long in sport pants, eating junk food and just spending their free time on sofa. Brand L. tend to show that everyone can change the world and enjoy the beauty of life via specific way of life which bring color and success to life. At the same time, company want to emphasize customer attention on the idea, that it is clothing which make you feel like a dream person which customer want to be, when customer like certain item from catalogue of the brand.

In the case of creating image of the Brand L. it is key to understand what kind relationship company want to build with customer. For the Brand L. best suitable type will be Love and passion together with Self-concept connection. Firstly, clothing of the brand will help customer to improve themselves and open a new chapter in understand themselves. Clothing should be a certain dream for the customer as there are not similar products on the clothing market at all. This concept can be applied in the launching small shops on the university territory, where student can buy it. Understanding that this is done for students and can be purchased in university will help student unite around the brand and have huge connection with brand. Same time by applying design which will help to have connection students and universities, will make stand out Brand L. from the crowd. This system could work on the personal level. In the Clothing from Brand L. via style, color and fabric can help to stand out some student which want to improve life and try something new in style. This will build connection between this potential student and brand. This how brand L. could accomplish second type of relationship where clothing and company will remind to person truly personality.

When the ties are created company need to save them. There are many ways how company could save ties as there are a lot of different relationship ties for companies. Most useful concept in any kind of relationship is that customer can get highly professional service any time when customer communicate with the brand. It is not relevant where, when and how customer communicate, still quality and care should be delivered to customer every minute. (Anttonen 2015). Social media is one of the easiest ways to accomplish this goal. In case of Brand L. as small

level brand should deliver regular updates about new product discounts and more relevant inspirational content, which explain how this clothing makes you stand out from the crowd. These posts should be also covered with high quality pictures which could also attract customer to buy certain product.

5.5 Digital Marketing

Brand L. is a small level clothing brand, and it will be limited in the financial resources. Expanding on market and delivering brand's message there will be need for the communication between brand and customers. Unfortunately, such marketing channels as TV or newspapers are too expensive for the Brand L., so marketing will make huge effort on social media marketing. Normally, brand use social media for publishing content related to company's product and main message of the brand. Clothing industry is not separated from the rest in case of digital marketing. Huge number of brands are using social media to get more traffic for the website of the company. However, social media moved out from just attracting people. Social media start being relevant source of tracking relevant information for the company's operations. Some companies might be interested in having good communication with customers, so tracking social media conversation might be good way to figure out it.

Nowadays, there are five core pillar of the social media marketing which are commonly used by many companies. All points need deeper explanations.

- 1) Strategy. It was mentioned that marketing strategy is playing relevant role in listing all the goals for the marketing department. Social media is also included here. Company needs to look on the big picture. Brands need to understand what and why company need to improve current situation with social media. Some companies want to increase brand awareness. Social media is powerful tool which help to create huge community and attract new customer to make purchase. So, setting up goal will make future action clearer for company. (buffer.com 2021). At the same time, brand need to understand additionally the perfect channels to reach customer and type of

content they need. Each customer group have different needs and willing to communicate, so company need to clarify it.

- 2) Planning and publishing. For a small size companies, it is relevant just to have permanent presence on social media field. Currently around 3 billion users, so it is great opportunity for reaching new customers for the brand (buffer.com 2021). During planning content plan frequency and quantity are playing relevant role. Company should not deliver million different post, which make customer tired after few days of subscription. Content should well-structured and sorted especially for the group brand should reach.
- 3) Listening and engagement. Growing the popularity of the company via social media increase amount of the discussion going on around brand. It is key for company to understand what is going inside of this conversation. Chat and customer's activity could show problems which are now happening in company. It is huge challenge for marketing team to track this info. Of course, there are companies which are trying to read every message and comment on social media page, but this impossible in future perspective. Huge amount tracking tool were invented in last year. This is easy tool for tracking certain keywords, URL and hashtags (buffer.com 2021). Process of listening customer's conversation playing relevant role for huge number of brands, because it could show relevant problem or new ideas in people's mind.
- 4) Analytics. After increased number of customers, next relevant point to see how actual social media pages are acting. For this issue companies are using analytic tools. Most popular is Google analytics. This kind of tools can track most of customer's activities on the website or social media pages of brand. It will make clear number of people visit social media pages, their nationalities, preference or even number of visits on the social media. Relevant advantage of these tool is opportunity to see social media page's numbers in progress. So, for example: company could see increase or decrease of customer activities for last three month. (buffer.com 2021).

- 5) Advertising. When the company can grow financially and add more fund for marketing department, there is possibility for invest in social media advertising. It is useful tool for all size companies. Social media advertising is flexible tool, which might be adapted and delivered for specific types of customers (buffer.com 2021). At the same time, social media became popular channel of communication for many customer groups, so companies may target different demographic and socioeconomic group via same social media pages.

It is relevant to mention that all these pillars are not steps which coming one by one. This are main points which each company should understand during creating social media marketing. Brand L. should be highly responsible for creating modern and attractive social media pages. During brainstorming process of Brand L. it was figured out that company is not able to invest a lot of money in the website on the first steps of development. So, in this case Brand L. will create Instagram profile for delivering brand's message to customers. Main goal for the Brand is increase of brand awareness. This is relevant for the company as small clothing brand. Brand L. is aiming for the students around Finland, so getting familiar around students is core thing for company's social media marketing performance. Instagram page should include high quality pictures of clothing and different outfits of brand L. Content in Instagram should also include short videos and post about style or inspiration of Brand L. clothing.

Timetable for posting should be recent, but not every day with tens of posts. Common idea for the posting should be advertising of new products and possible style combinations with that exact clothing. Examining and monitoring data from social media, will be completed in every month. This is key factor because it will help to see problems only in the beginning process and it will be easier to fix them.

6 Demand Estimation

Demand forecasting is one of the most challenging tasks in the fashion industry. Huge number of theories about calculating demand are orientated for liner smooth demand, while might not be applicable everywhere in the fashion industry. This

chapter will be divided in two parts. First will present total overview of demand estimation in the fashion industry and factors affecting it. Second part will concentrate mostly how Brand L. will arrange demand estimation and what formula will be the most useful for brand's demand.

In the last 20 years fashion industry was in the rapid change. Such factors as globalization, increased amount of request and reducing cost clearly show that now demand for the fashion is not any longer predictable and it is much more challenging to estimate demand for the long-time perspective. Relevant thing is that the customer by itself changed their minds and origin of the customer needs are formed differently. (Nenni et al. 2013). Nowadays, one negative review of the clothing brand's product in the internet or marketing campaign with one celebrity may rapidly change the customer's demand to a certain brand, while the company might not be ready for the covering increased or decreased demand from their customer. Current situation in the fashion industry clearly show that it is open systems which might be influenced from the different sides, which leads to a certain "chaos" in the demand curve (Nenni et al. 2013). In this case marketers should again review their demand estimation formulas and concentrate more on the real-life demand which more applicable in the case of rapidly changed demand. Big fashion industry players are now concentrating more on improving their supply chain as more useful for quick response when they got certain increase or decrease in demand. Relevant finding from the quick responding is opportunity for the clothing manufacture is create different styles, colors and fabrics, which could help company to cover market demand in the times of uncertain customer request (Nenni et al. 2013).

Many scientists are clearly agreeing that there is need for common measure of demand which could be easily recognized for any size of business. Mostly the cut-off parameters systems are used for this purpose.

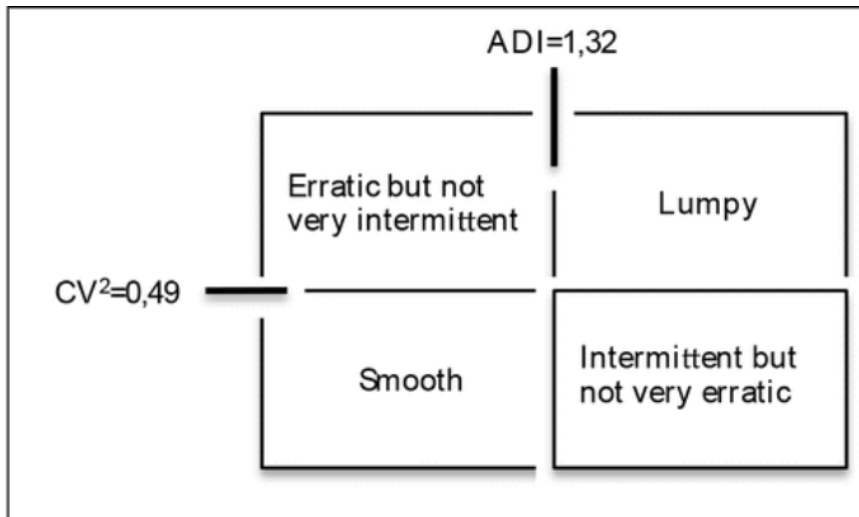


Table 3. Items demand attributes (Nenni et al. 2013)

In this figure there are two main parameters which are relevant for the creation of the demand.

ADI – Average inter-Demand Interval. It is the parameters which measures a specific period of time between two following demands of a product or collection.

CV – Coefficient of Variation. It is variable which represent standard deviation of period requirement divided by the average period requirements. (Nenni et al. 2013).

Based on these two parameters, there is opportunity to divide demand for four main groups which are visible on the figure 4.

- 1) **Smooth demand** ($ADI < 1,32$ and $CV^2 < 0,49$). This numbers are showing regular demand in case of time and quantity. There are rapid increases and decrease in the demand. This demand is easily predicted and chance of an forecasting error is low.
- 2) **Intermittent demand** ($ADI \geq 1.32$ and $CV^2 < 0.49$). This type of the demand is specific on reason of the small quantity of the demand, while the distance between two highest picks of demand is different between each other. At the same time chance of potential demand error is much higher than in previous example.
- 3) **Erratic demand** ($ADI < 1.32$ and $CV^2 \geq 0.49$). This demand has typical occurrences in time and high quantity variations. In this demand type mostly

forecasting present certain challenges and remain risky for longer perspective.

- 4) **Lumpy demand** ($ADI \geq 1.32$ and $CV^2 \geq 0.49$). This is one of most unpredictable type of the demand. Demand characterized by big variation in quantity and time of using the product. Big chance of the demand error makes long perspective forecast is unavailable. (frepple.com 2021).

Brand L. should also find own perfect and precise way of estimating own demand. Demand forecast is playing huge role in the future brand's business planning. Small level of businesses all the time have problem of finding proper amount of products should be produced for the customer needs. Inaccurate planning of the production and warehousing of items could lead for the dead stock, where the products just staying on the shelf without customers willing to buy it and matching current customer's demand. Brand L's is trying to avoid it and concentrate on finding potential amount of the customers in the first stage of the brand developing, when clothing will be firstly sold for the students of the LAB & LUT universities.

Core objective for the demand estimation process is to find number of students which are willing to buy the clothing. For this matter company will use the demand estimation formula which was explained by Danielle Smith in article called "How to estimate demand". It is relevant to mention that brand's demand is not finally counted so in this chapter author will give the plan how this process will be completed, what each part of the formula will include to get a total picture of the demand to Brand L. product.

Formula for demand estimation is $Q_d = a - b(P)$, where "Qd" stands for quantity demand, so for the Brand L. it shows number of students which are willing to buy the product from 7300 students, which are now studying in the LAB & LUT university (lab.fi 2021). The parameters "a" is stands for all the additional factors which are affecting product from the market expect price. Author of the article explains that originally this parameter is calculated from the surveys, which help to find out all these aspects affecting the price specifically for the market company trying to reach and target customers. (Smyth 2021). Brand L. is not going to use a survey to calculate this parameter. It will be much easier to figure out "a" as all additional

expenses which need to be covered by the Brand L. regarding launching, producing, and marketing the product. They will be all included in the “a”, so brand can summarize all expenses which are currently included in company’s liabilities. The parameter “P” stands for the actual price which product have for the sale. Th last parameter is “b”, core thing of this parameter is to show the equal change in the price divided by the change in quantity (Smyth 2021). Brand L. will use this parameter in slightly different way. Originally “b” is showing the change on demand curve, which is presented of graphic which change in x-axis and y-axis by the changes in the price and quantity. For the demand estimation of the Brand L. it is impossible to draw that chart as brand need to estimate the affordable price and quantity of the product in market as there are no information from previous years. In this case Brand L. have own strategy. During the consulting with Business Mill, team of Brand L. stated that “b” can also explain the range between lowest and highest price of the product affordable for customer. Currently, Brand L. is working on creating test collection in cooperation with design students at LAB University. After production small quantity of clothing, Brand L. want to participate on one of LAB university’s event for student, where the Brand L. can show product to potential customers in real life. Student’s will have a chance to touch and even order clothing for themselves. Core idea will be asking customer’s opinion about clothing via feedback application, which will be done on paper. Customer might leave their feeling about material, design, style & price. Brochure might include such questions: How much you are willing to pay for this product? Collected feedback will help to see what good price for brand’s product is and set up range of student preference in price for one product.

After collecting all information related to the formula, which was just explained, Brand L. can have certain experiment, where parameters “P” might get different numerical values which relate to price range collected from feedback applications. Formula will show how many potential customers company will get with applying different prices to the product. Finally, Brand L. can find perfect price which will match customer’s expectations and Brand L. needs.

7 Finnish clothing market overview

In the last chapter of this thesis work author will show short review of Finnish clothing and textile industry. Huge number of solutions proposed by the Brand L. are closely connected with current situation on Finnish clothing market.

In the beginning it is relevant to mention the current situation with the luxury industry and brands which identify themselves as luxury. First relevant trend in the luxury industry is moving to the online field. It is eye-catching fact, but even in our times 92% of purchases of luxury clothing done in stores (Luxatic.com 2021). Still, more and more customers tend to buy more clothing online. Moving luxury industry to online field is not only connected with purchases, but with moving whole process of creating opinion about brand online. Companies now using their website for creating image and deliver mood of the brand to customer via online. Luxury brands are not doing new eye-catching websites not because of the trends. It is huge opportunity of creating an exceptional online experience for every person visiting and revisiting the website. (Okonkwo 2010). Companies start using online field for providing best web experience for their customers. Luxury brand are all about perfection. Social media and websites are most useful way of creating brand image, so customer could be inspired by brand's philosophy by not even visiting the actual shop. Author of the thesis work have own experience about this idea. Such clothing brand as Ralph Lauren is one of most favorite clothing brands in author's opinion. Company created successful website which include tons of different pictures with models wearing clothing. This picture already should inspire customer about RL's message which was delivered by the website. When author of website firstly visited real store of RL in Helsinki, total picture of the brand was created.

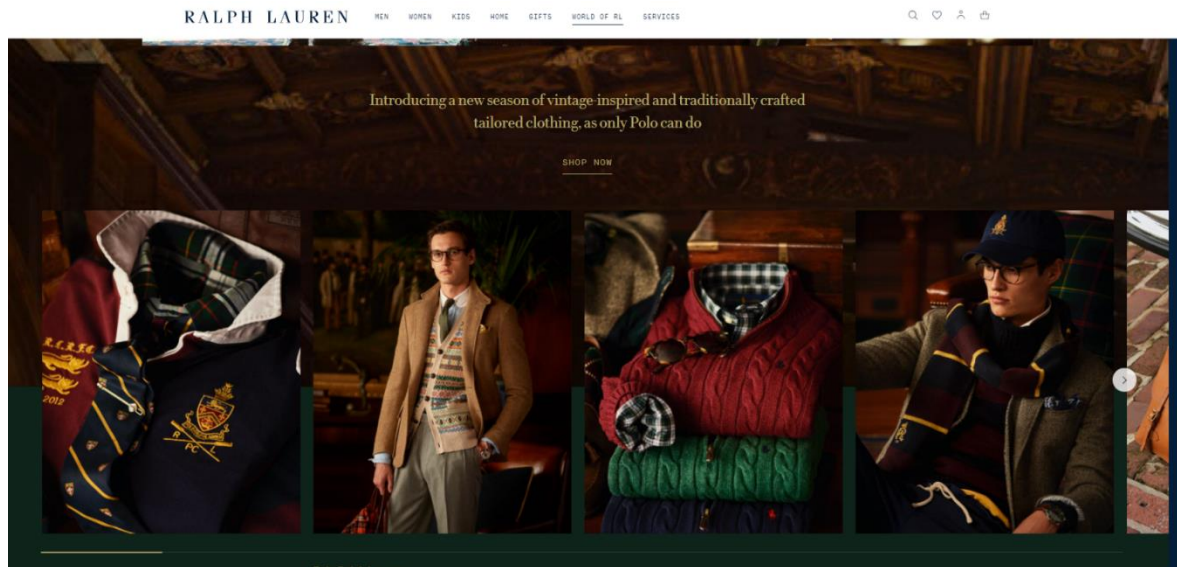


Image 9. Ralph Lauren official main page. (ralphlauren.com 2021)

Next trend which is now affecting whole industry is change in the trends creation. Before 1990-ies trends in fashion industry were created by small group of designers which were applying their ideas in material, while most of the people were obeying to the principles and trends of fashion. At the same time, until the end of 20th century amount of people which were able to get access to fashion was much smaller than now. (Okonkwo 2010). Nowadays, trends totally moved to the customers. In 1990-ies certain fashion revolution happened. Now streets are dictating the fashion and the needs of customers. Designer must take a look on these trends, which are formed on streets. At the same time, it became clear that freedom came to the fashion industry. If in middle of 20th century coming to work without a tie was inappropriate, while at current times people are able to come to work even in pajamas.

Interesting point was introduced by Frederic Godart (2012) in book "Unveiling fashion". Centralization principle is one of the key things in Godart's theory. Nowadays, the centralization enables coordination of trends which are defined by the core group of fashion houses located in limited amount of countries and by small group of designers. (Godart 2012). So, in simple words it is mean that fashion is formed in four main cities: Paris, Milan, London, New York. Trends are not able to come from Scandinavia or Asia. This does not mean that trends are not created at all in other part, but they are not affecting whole fashion field. This point shows

that despite the previous trend in creating trends on street, still high fashion is formed in the four capitals fashion.

Clothing industry in Finland is mostly presented by small or middle size brands, which are hiring their staff locally. Finnish clothing industry is producing big range of the clothing for different occasions in their customer's life (Van Eynde & Wiinamäki 2012.) Finland is following one of the common trends in the fashion industry and most of the production moved outside of Finland to avoid high production cost for clothing. On the other hand, bigger part of companies save their head offices in Finland, where design and most of organizational solutions are done.

It is relevant to mention that Finnish clothing and textile industry is not able to respond fast to the current changes and flexible demand in the fashion industry. Local clothing industry is not creating big number of working places, which can help system to boost the level and marketing potential of textile industry.

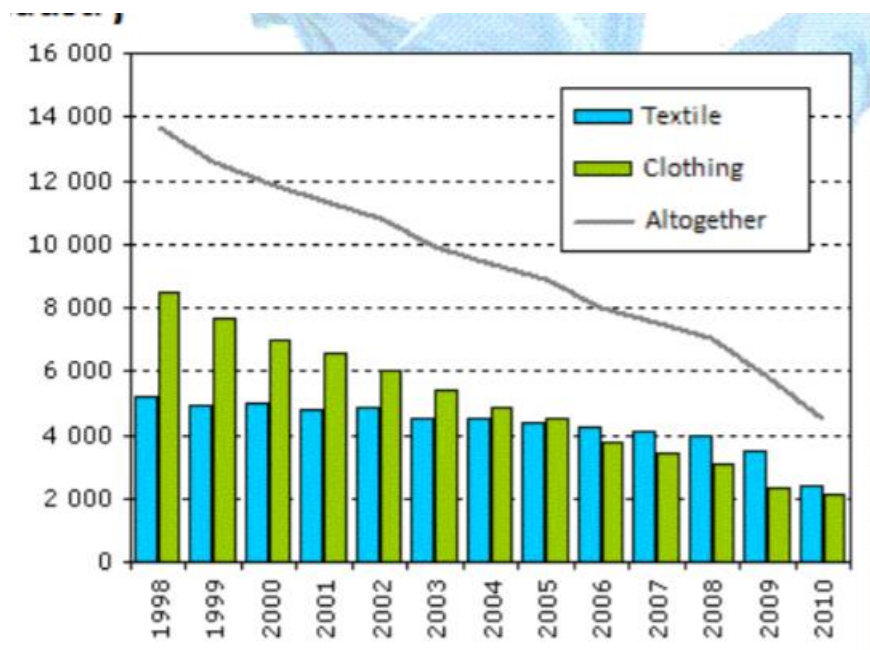


Figure 4. Employment in Finnish textile and clothing industry (fashionunited.com 2021)

Low level of employment in the industry leads to slow development of industry, which is already visible in current Finnish situation. Nowadays, Finland should im-

port most of the raw materials and actual final products for the own industry. Biggest exporters of the clothing and textile are China (33%) and EU (18%) (Van Eynde & Wiinamäki 2012). Developing a new attractive condition for running the business in Finland may improve the total situation in the Finnish clothing industry. However, Finland is facing their own problem regarding demand and employment in the clothing and textile industry. In author's opinion Finland might have a slow developing fashion industry, because domestic market of country has no big room amount of customer compared to other EU countries. Finland's population is around 5,5 million, compared to UK with 65 million and France with 67 million (fashionunited.com 2021).

Finnish clothing industry have few features, which make Finland stand out from the rest of the fashion industry in Europe. Firstly, clothing industry in Finland is popular for high responsibility to issue of sustainability. Nurmesniemi was one of the first clothing brand, which publicly announced relevance of the of limiting the influence of clothing industry to the environment of planet. Creating huge number of sustainable solutions by Finnish brand helped them to achieve success on domestic and international market. Finnish brands introduced new services in clothing industry such as repair service and second cycle use of clothing. Arela and Marimekko big players on Finnish market which widely using second cycle using and repair services (toolbox.fi 2020.) Concepts of sustainability is also used in issues regarding design. Most of the clothing brand from Finland are mixing timeless style together with high quality of fabric. Fabric which are 100% renewable again and again and fabrics made from wood waste were firstly introduced by Finnish companies in recent years.

Secondly Finnish industry is popular for huge number of collaborations with Asian clothing brand and Finnish clothing designers. One of them was just two years ago between UNIQLO and Marimekko. Artistic and colorful vision of fashion designers from Finland found close connection with Japanese anime culture. Popularity of Finnish designers, which increase in last years, made Helsinki a destination for new flagship stores (toolbox.fi 2020).

Next relevant point about Finnish clothing market is consumption of the goods by Finnish customers.

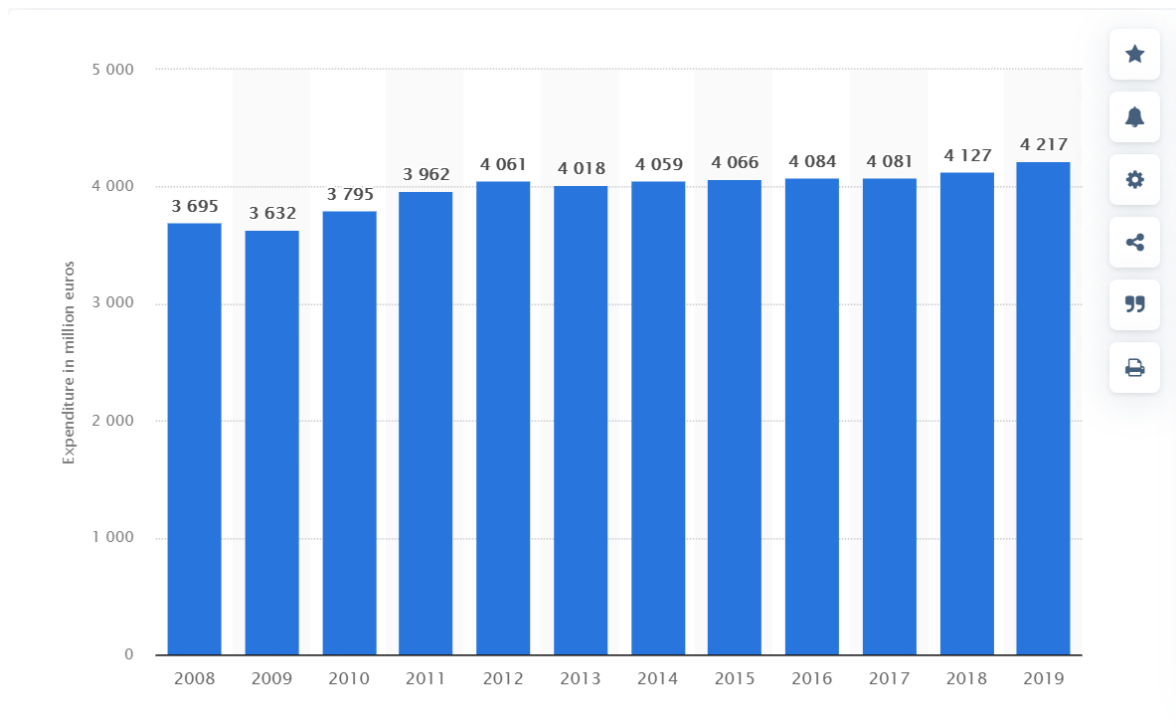


Figure 5 Household expenditure on clothing in Finland from 2008 to 2019 (statista.com 2021)

Since 2008 Finland successfully recovered from the last big crisis in the case of consumption of clothing and footwear. In the recent years Finland is slowly increasing total consumption of clothing and in the 2019 Finland reached 4217 million euros. It shows that Finland as highly developed state is facing sustainable, but fast grow in consumption of goods in clothing industry. For the Brand L. this is highly relevant as during the start of operating process, company might not get fast development, but it will be still sustainable as it is clear from the chart that Finnish market have slowly growing demand for clothing, but there are not major losses and rapid decrease in consumption on the market. Author also found advantage for the Brand L. to target the Finnish market, because it was mentioned before that Finnish fashion and textile industry is not able to respond to huge fashion trends fast, so change of fashion in Finland is not typical. For Brand L. it is perspective for not taking care too much about trends and create own timeless style which will be adapted for slowly changing fashion in Finland.

8 Summary and discussion

To sum up, author can conclude that creating marketing strategy is huge challenge for future planning process of Brand L. Marketing strategy is set of goals which include a lot of relevant steps which help to improve total performance of company and attract new people to buy clothing items from the Brand L. Created thesis work clarified that marketing strategy playing one of the key roles for the development of the small level clothing brand. Good marketing strategy should include more than just creating commercial which attract customers. It is long time perspective plan which include goals which support overall company's development process. Marketing strategy highly connected with plan and current situation of the company. Brand L. is small size brand, which limited in amount of money for marketing development of the company. Social media is playing relevant role for the marketing strategy of Brand L. Well-structured brand's message might be delivered via social media pages and website. This will help company to attract more people to clothing without customers leaving their home. Design and style of the Brand L. clothing is pretty unique for Finnish clothing market, so the marketing strategy should also work on creating brand awareness for a new customers. In future perspective Brand L. should finalize all issues regarding creating business plan and launching clothing brand in Finland. Finnish clothing market is not so rapidly changing as other huge market such as French or Italian. It shows that Brand L. need to concentrating creating own style and connecting it with Finland, rather than just following trends.

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