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**WHITE
SWAN[®]
BRANDS**

MARKETING PLAN

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May 17, 2020

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1. Executive Summary

White Swan Brands is a family of programs and quality products produced to fulfill the demands and necessities of healthcare professionals and food service providers. The company is based in New York in the US and has been in existence since 1916 (WS Brands, 2020). The products sold by White Swan Brand include healthcare apparel such as medical scrubs, lab coats, and nursing uniforms. The goal of White Swan Brands is to create a comfortable and safe environment for healthcare providers, caregivers, patients, and their families. The mission of White Swan Brands is to provide functional, fashionable, classic, comfortable, and high-quality products at affordable prices. The retailers that White Swan Brands works with include Pulse Uniform, allheart, marcusuniform.com, Uniform Discount, Scrub Shopper, and Scrub Authority (WS Brands, 2020). Currently, the White Swan products, including the medical scrubs, are in the maturity stage of the cycle. White Swan Brands is a leader in the healthcare apparel brands. The competitors of White Swan Brands include Cherokee Scrubs, Gray’s Anatomy, Barco, Kio, and Wonder Wink. Also, White Swan Brands face competition from some local tailor shops such as Al-Khamis, Meshmar, Lami, Doctor House, and Medical Outfit. White Swan Brands has positive brand equity. The target customers for White Swan Brands include the healthcare providers in the Saudi market. The market research performed by White Swan Brands will be based on the market mix.

2. Brand Overview

Historical Background

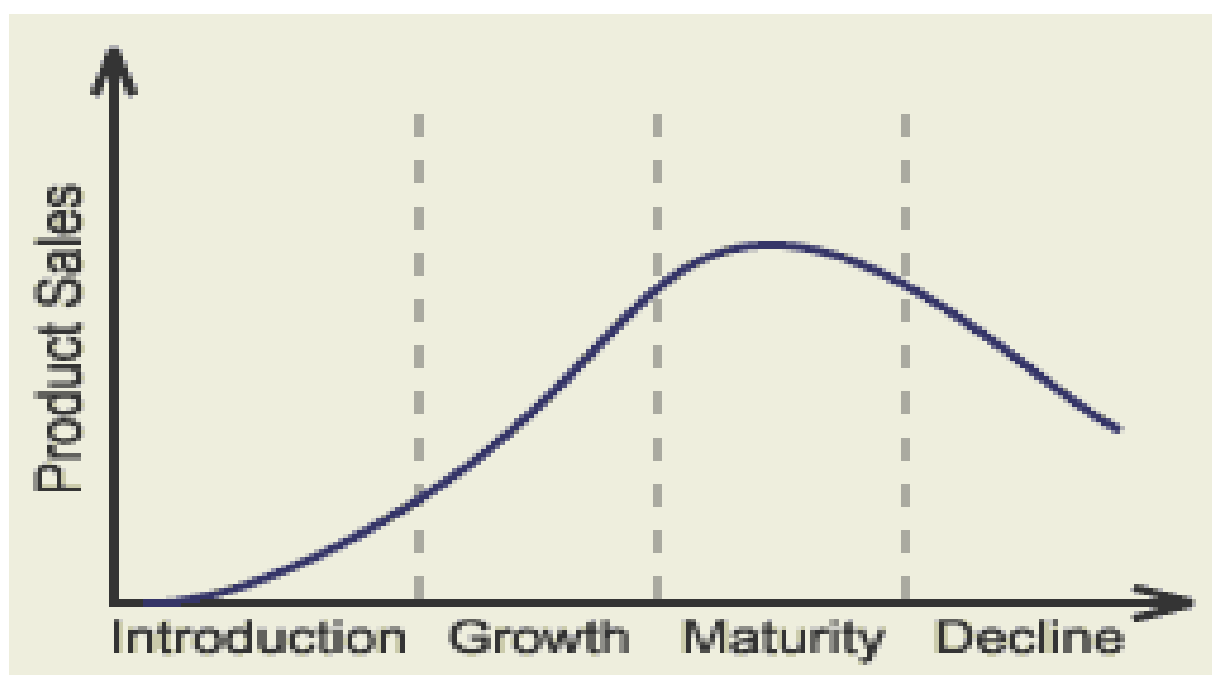
White Swan Brands is a family of programs and quality products produced to fulfill the demands and necessities of healthcare professionals and food service providers. In 1916, the company started at Yonkers, New York. Since that time, White Swan Brands has been recognized for its quality healthcare providers 'uniforms. White Swan merged with Meta, another uniform producing company that was established in 1896 (WS Brands, 2020). The brand is a section of the Encompass Group and has persisted with the mission of achieving excellence. White Swan Brands is devoted to delivering hospitality and medical apparel.

Current Status of the Brand

Currently, White Swan Brands delivers the following medical care providers' apparel brands: AMPS, Chief Apparel, Fundamentals, Meta lab wear, and jockey scrubs. Also, White Swan Brands collaborates with retailer accounts to provide opportunities to develop the brands and their operations (WS Brands, 2020). The retailers that White Swan Brands works with include Pulse Uniform, allheart, marcusuniform.com, Uniform Discount, Scrub Shopper, and Scrub Authority. Besides, White Swan Brands facilitates online shopping for health care providers' apparel. White Swan Brands deliver various apparel, including scrub sets, lab coats, under scrubs and t-shirts, school uniforms, pants and shorts, scouting uniforms, vests, jackets, jumpsuits, coveralls, shoes and other work clothing (WS Brands, 2020). White Swan Brands improves the healthcare experience of all healthcare providers by designing innovative products that can be delivered easily to customers and affordable prices. White Swan Brands and the entire Encompass Group generated a profit of \$105.21 million from the sales they made.

Brand's Current and Future State on Product's Life Cycle

The product life cycle is an essential element of marketing that delineates the phases that a product goes through from the moment it was developed until its elimination from the market. Currently, the White Swan products, including the medical scrubs, are in the maturity stage of the cycle (WS Brands, 2020). The sales of the products have leveled off and have indicated a saturated market. Also, the cost of the medical scrubs has declined due to an increased volume of the product (Ng et al., 2018, p.15). The brand has also experienced competitiveness of pricing, and prices began to fall due to external pressure such as lower demand and competition. As a result, White Swan Brands is targeting to fend off competition and has developed new altered uniforms to access various market segments, including the Saudi market.



Product life cycle (QuickMBA (2020))

In addition, during this maturity stage, White Swan Brands has witnessed the elimination of less successful competitors. Saturation is reached, and the sales volumes peak (WS Brands, 2020). As a result, White Swan Brands is considering innovating to sustain or increase its market share,

developing the commodities to meet with new demographics (Ng et al., 2018, p.17). Generally, the brand is experiencing a decrease in profits as well as a decrease in prices due to the proliferation of competing items. The future state of White Swan Brands' products is the decline stage during which the sales and demand for the products will decrease significantly. However, White Swan Brands will strive to sustain the products in the maturity stage for an extended period.

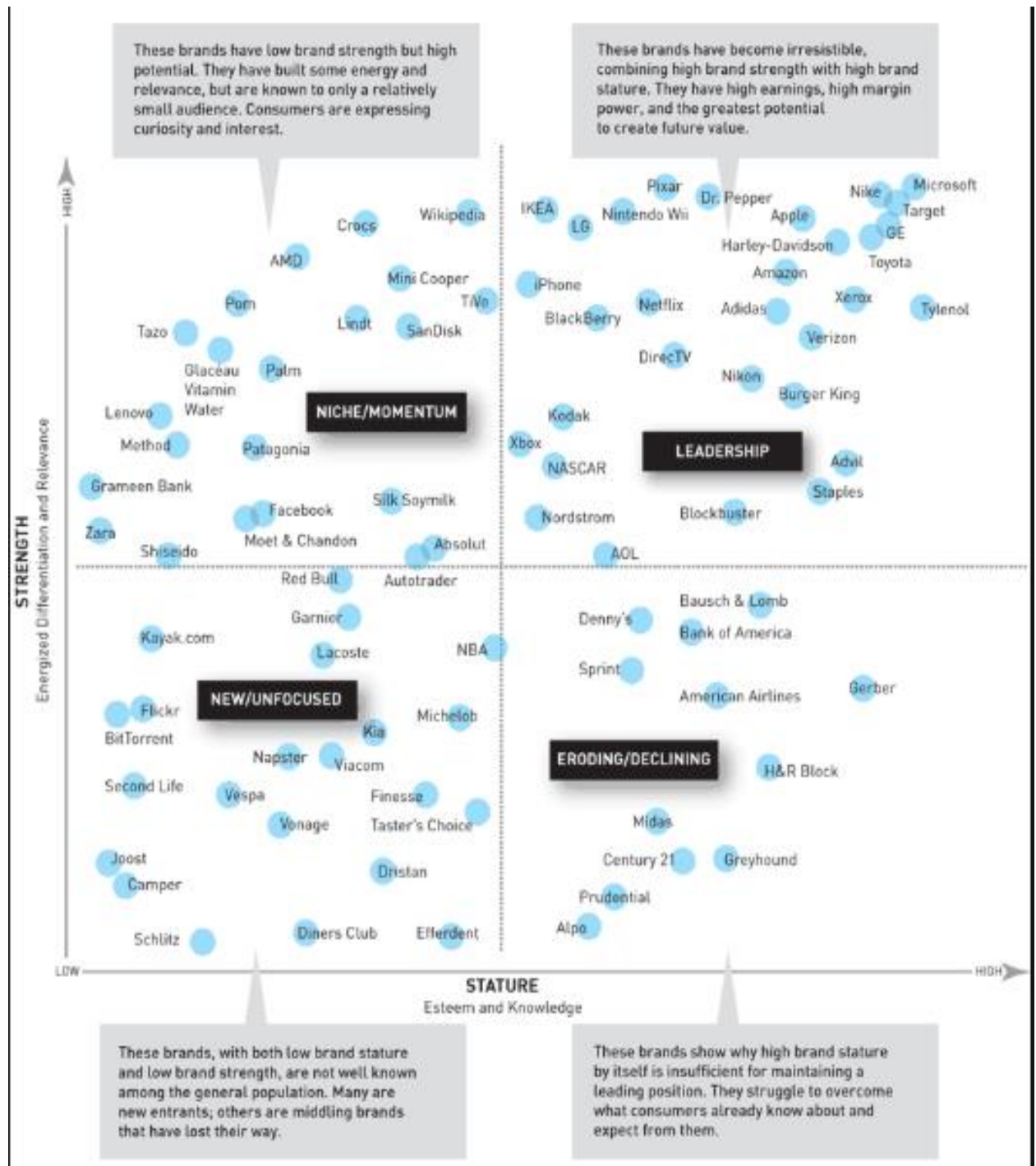
White Swan Brands aims to introduce medical scrubs to the Saudi market. The objective of the medical scrubs life cycle is to create a market for the scrubs in Saudi. In this case, White Swan Brands has identified the Saudi market as a suitable one and will utilize special pricing and advertising to access the target audience (WS Brands, 2020). Also, White Swan Brands will increase brand awareness and demonstrate how the medical scrub differs from those of competitors. For the lab coats, White Swan Brands has the objective of increasing its market share and maximizing profits. For the nursing uniforms, White Swan Brands aims to establish potential sales opportunities and profit contributions.

The universe of Brand Performance Market Mix and Market Equity

The universe of brand performance portrays details on a brand's present and future status. Brand stature and brand strength link to create a power grid portraying phases in the cycle of brand development in consecutive quadrants. The four quadrants include of the matrix include:

- a. Leadership: these include brands that consumers find irresistible (Saurage-Altenloh, 2017, p.15). They generate high profits, have great margin power, and high possibility of establishing future value. White Swan Brands is a leader in the healthcare apparel brands.
- b. Niche/ momentum: these brands have high potential but low brand strength. Only a small audience sees the relevance of these brands.

- c. New/Unfocused: these have low brand strength and low stature (Saurage-Altenloh, 2017, p.15). The brands are not well recognized among customers and include new entrants or firms that have no clear directions.
- d. Declining: these brands find it difficult to overcome what consumers already know and anticipate from them.



Market equity refers to the total market prices of a firm. This measure of a firm's value is determined by multiplying the market price per share by the number of outstanding shares. Market equity is used to assess a firm's size and assist investors in spreading their investments across businesses of various sizes and risk levels. Market value is the total value of the firm, as determined by investors (Rowley, 2016, p.79). The values change during the trading day. Large firms are more stable in terms of market equity. Companies use market equity to track their growth and evaluate their size. Companies also use market equity to assess other firms in case of an acquisition or merger.

3. Competition Overview

Competition refers to the contest that exists between business firms marketing similar products to attain market share growth, profit, and revenue. Competition exists in every field, and each company strives to increase the quality and affordability of its products and services. The competitors of White Swan Brands include Cherokee Scrubs, Gray's Anatomy, Barco, Kio, and Wonder Wink. Also, White Swan Brands face competition from some local tailor shops such as Al-Khamis, Meshmar, Medical Outfit, Doctor House, and Lami. The leadership competitor Cherokee scrubs sell apparel and operates in 110 nations and 12,000 retail stores in the world (Cherokee Uniforms, 2020). Factors that give Cherokee a competitive advantage over other companies include economies of scales and delivery of high-quality scrubs to its customers. The products sold by Cherokee Scrubs include scrubs, lab coats, medical tees, prints, tops, jackets as well as shoes among other working clothing.

Gray's Anatomy has collaborated with Barco, which is a brand that focuses on healthcare apparel. The strategies used by Gray Anatomy and Barco uniforms include producing quality scrubs and prioritizing customer needs (Uniform Advantage, 2020). Many customers have claimed that Gray's Anatomy scrubs are made of strong material, lightweight, soft, comfortable, wrinkle-free, and

don't need ironing. Also, Barco, in collaboration with Gray's Anatomy, produces healthcare providers' uniforms that come in various styles, print, and color hence creating diversity for consumers. Gray's Anatomy also has an online platform to facilitate the selling of the scrubs. Barco also focuses on innovation, which is highlighted in its mission to deliver high-quality uniforms and scrubs. These factors give Gray's Anatomy a competitive advantage over other brands. Kio Scrubs prioritize customers' needs, which give them a competitive advantage.

Wonder wink also concentrates on the sale of apparel such as scrub pants, scrub tops, and lab coats. One of the strategies used by Wonder wink is the production of a wide range of products. Wonder wink has ten collections and a variety of styles for healthcare providers to choose from (Uniform Advantage, 2020). Also, Wonder wink is recognized for fashion and stylish scrubs. The variety of products gives Wonder wink a competitive advantage. White Swan Brand will face competition from Al-Khamis, Meshmar, Lami, Doctor House, and Medical outfit brands that operate locally in Saudi Arabia. These brands have a competitive advantage since their brands are well recognized by the healthcare providers in Saudi Arabia.

Brand Equity

Brand equity refers to the value of a brand. It is the value premium that a firm derives from a product with a recognizable name in comparison to other brands (Heinberg et al., 2019, p.12). Businesses can establish brand equity for their commodities by making them superior in quality, easily recognizable, and memorable. Consumers are always willing to pay more products with positive brand equity. In addition, consumers prefer to purchase products that they admire and know. The first component of brand equity is consumer perception, which refers to the experience and knowledge that customers have about a brand and its goods. Positive brand equity arises when customers think highly of the brand. Positive or negative effects form the second component of equity. The customers' perception causes either positive or negative effects. Positive brand equity increases the financial benefits for a company and its products, where a negative one results in a decrease in returns (Heinberg et al., 2019, p.14). The positive or negative effects create value for the

brand, either tangible or intangible. Positive brand equity results in an increase in profits and awareness negative brand equity results in the loss of customers to other competitors.

Brand awareness is also an element of brand equity that arises through the creation of awareness of the brand to customers. Brand experience refers to consumer experience with the products. Customers prefer brands that gave them a good experience. Perceived quality refers to the viewpoints of customers about the qualitative and quantitative parameters of a brand. Another component of brand equity is brand loyalty. Consumers develop a preference for specific brands and their products, which results in repetitive sales (Heinberg et al., 2019, p.17). Companies with positive brand equity enjoy an increase in profits because they can charge high prices and retain customers. In addition, such companies experience an increase in sales and can transfer equity to new product lines.

White Swan Brands has positive brand equity. Customers have reported having good experience with White Swan Brands, which is recognized as quality products. Besides, numerous customers are aware of the White Swan Brands, especially in the US (Heinberg et al., 2019, p.17). Also, White Swan Brands enjoys brand loyalty because it has been able to retain numerous customers who purchase from the firm repeatedly. White Swan Competitors also have positive brand equity. For instance, Cherokee delivers high-quality scrubs to its customers. Gray's Anatomy scrubs and Barco recognized for scrubs that are made of strong material, lightweight, soft, comfortable, wrinkle-free, and don't need ironing. Customers in the US also value Wonder wink for its high quality and stylish scrubs.

Macro-environment

External factors that influence a business organization form the macro environment. Six external factors influence business organizations. Demography refers to various features about the population of the targeted market, including occupation, gender age, density, size, migration trends, and population growth rate (Rowley, 2016, p.73). Economy forces refer to elements that impact the spending patterns and purchasing power of consumers and include personal income, unemployment, sales tax, and GDP. Socio-cultural forces include factors influence behavior, preferences, and basic

values in a society. Cultural factors also include the psychographics and predominant culture in the targeted market. Technology is the fourth factor that relates to the availability of advanced technologies that would assist in establishing market opportunities and products. Ecology is the fifth component of the macro environment, which includes natural resources required as inputs by businesses, climate, weather, biodiversity, and geographic location (Rowley, 2016, p.73). Political factors refer to government laws and policies that influence the business organization.

Value Concepts and exceptions

Value refers to the evaluation made by consumers about in terms of the benefits they gain from utilizing a brand. Consumers make comparisons of the costs of comparable brands based on what benefits they obtain from each. Value is equivalent to benefits obtained divided by cost. The benefits satisfy the needs of customers. Benefits include emotional and functional benefits. Costs include energy, time, and monetary costs (Rowley, 2016, p.78). Customers value the medical scrubs and lab coats sold by White Swan Brands. Besides, the benefits the customers derive from the White Swan Brands include high quality, fashionable, lightweight, and wrinkle-free scrubs. In addition, the costs of purchasing the scrubs are affordable to the customers.

Customers

The customers of White Swan Brands include healthcare workers and food service professionals. The majority of White Swan brands' customers are based in the US. However, White Swan Brands also operate in other countries with one of its brands, Jockey apparels recognized in 140 countries. The other competitors also target healthcare providers as their main customers since all deal with healthcare apparel.

4. Target Market

White Swan Brands plans to expand its operations to the Saudi market. In this case, the target market is the Saudi market. The people targeted by White Swan Brands are the healthcare providers in the Saudi market, including physicians, nurses, surgeons, as well as pharmacists, among other

health professionals. The consumer decision making process has five steps, including problem recognition, a search of information, evaluation of information, purchase decision, and evaluation after purchase.

During the search of information, the second stage of decision making consumers considers the successive sets. Information search is the stage during which consumers search for details about a product utilizing sources such as public, internet, and friends (Panwar et al., 2019, p.37). The successive sets total sets during which customers consider all available brands when making buying decisions. In the case of the Saudi market, the consumers will assess all brand healthcare providers' apparel brands in KSA, including White Swan Brands, Wonder Wink, Kio, Barco, Gray's anatomy, and Cherokee Scrubs. The second set is the awareness set during which consumers consider the number of companies they are aware of in KSA. These include brands such as White Swan Brands, Cherokee Scrubs, Barco, and Gray's anatomy, and Barco.

Consideration set is the third set during which consumers identify the brands that fulfill their first purchasing criteria. In the case of the Saudi market, the healthcare providers may consider White Swan Brands, Cherokee Scrubs, and Barco that meet their buying criteria. The choice set is the fourth set during which consumers choose between the brands they prefer (Panwar et al., 2019, p.37). In the Saudi market, healthcare providers may prefer White Swan Brands and Cherokee Scrubs. The decision is the last successive set during customers makes the last decision (Panwar et al., 2019, p.40). Healthcare providers may decide between the two remaining brands. White Swan Brands chose Saudi Arabia because it has one of the best healthcare systems in the world and has numerous healthcare providers. For instance, Saudi market has more than 101,290 nurses, which is a significant number being targeted by White Swan Brands (Panwar et al., 2019, p.39). Also, Saudi has a doctor for every 400 patients.

5. Segmentation

Segmentation refers to the division of the targeted market into smaller, more defined sections. It categorizes audiences and customers into segments that have several features in common, including location, needs, interests, or demographics. There are four types of segmentation. Demographic segmentation categorizes the consumers using variables such as income, occupation, size, family size, level of education, gender, or age (Dolnicar, Grün, and Leisch, 2018, p.33). Psychographic segmentation refers to the categorization of customers based on intrinsic traits and personalities. Such traits include motivations, psychological influences, lifestyles, interests, attitudes, or values. Behavioral segmentation is the division of targeted markets based on acts or habits portrayed by customers as well as the decision making patterns (Dolnicar, Grün, and Leisch, 2018, p.37). Behaviors that may be used to categorize consumers include brand interactions/loyalty, spending habits, consumption, and purchasing habits. Geographic segmentation entails categorizing the targeted audience based on geographic boundaries. Preferences and interests differ throughout cities and towns.

In the case of White Swan Brands, I used demographic and behavioral segmentation to divide the Saudi market. Using demographic segmentation, I categorized the healthcare providers in Saudi Arabia according to levels of income and gender. There are different types of medical scrubs, depending on the type of gender. The medical scrubs for male healthcare providers are different from the ones of their female counterparts. Hence, White Swan Brands will design and market medical scrubs for the two genders. The demographic segmentation will target healthcare providers with medium levels of income. I used demographic segmentation to target individuals with medium levels of income to increase access to many healthcare providers who will be able to afford the products. In addition, I used behavioral segmentation, whereby the brand will focus on healthcare providers with consistent purchasing habits. Also, behavioral segmentation will ensure brand loyalty is achieved whereby the customers will do repeat business with the brand in the future. I chose behavioral

marketing since it ensured the brand targeted individuals with better purchasing habits who buy the products repeatedly and generate increased revenues. Also, behavioral segmentation ensures the targeted healthcare providers develop brand loyalty, which increases the retention of customers.

I would use demographic segmentation to divide the healthcare providers in Saudi into males and females. This will enable White Swan Brands to modify their advertising messages suitable for each gender. Also, through the demographic segmentation, White Swan Brands will devise various selling the medical scrubs to male and female healthcare providers by utilizing different verbiage, spokespeople, music, and colors.

6. SWOT analysis

Strengths

1. Automation has enabled White Swan Brands to maintain the high quality of its products, including the medical scrubs, thus attracting more customers (WS Brands, 2020). The brand is also committed to excellence, a factor that made White Swan Brands known by many people for its quality uniforms.
2. White Swan Brands merged with Meta, the leader in medical care lab coats. As a result, Meta has given White Swan a strong brand identity recognized by numerous people. The strong brand identity gives White Swan Brands an advantage when introducing new products in new markets.
3. White Swan Brands prioritizes customers and has a department devoted to customer relationship management. This has enabled White Swan Brands to maintain high customer satisfaction with its existing customers and brand equity with potential ones.
4. White Swan Brands has an outstanding performance in entering new markets. The brand has created expertise in identifying new audiences and strategies for creating a new market out of them. These new markets have enabled White Swan to establish a new revenue stream.

5. White Swan Brands also has highly trained employees who are committed to excellence. The brand also trains its workforce regularly to enhance their expertise.

Weaknesses

1. White Swan Brands has not been able to address the challenges presented by new entrants in the industry (WS Brands, 2020). As a result, the brand has lost small market shares to new competitors in some regions.
2. Gaps also exist in the range of products sold by White Swan Brands. This lack of choice has given competitors such as Cherokee Scrubs and Gray's Anatomy competitive advantage over White Swan Brands.
3. White Swan Brands has not invested a lot in development and research when compared to the fastest growing companies in the sector (WS Brands, 2020). As a result, White Swan Brands has not been able to compete with other leaders in the same sector in terms of competition.
4. Although the commodities sold by White Swan Brands have been successful in terms of sales, their unique selling proposition and positioning are not well defined as a factor that can result in attacks from competing firms.

Opportunities

1. White Swan Brands can access new consumers from the online platform. Over the last few years, White Swan Brands introduced online shopping, which established new sales channels for the company (WS Brands, 2020). Hence, the brand can use this platform to access numerous customers in the future.
2. Adoption of advanced technology will enable White Swan Brands to offer great services that will attract new consumers via value oriented propositions.
3. Steady free cash flow can offer White Swan Brand an opportunity to invest in new product segments, which will increase variety for its customers.

Threats

1. Increased competition from other competitors has put pressure on White Swan Brands, which has the potential to decrease its sales and profitability.

2. As White Swan Brands is operating in several nations, it could be subjected to currency fluctuation, especially in countries with political instabilities.
3. Shortage in highly skilled employees in some foreign markets may present a threat to the growth of the brand in certain countries.

6. Market Research

The market research will be founded on the marketing mix. Marketing mix refers to the interventions that firms utilize to promote their products to the market. It entails coming up with the right product at the price, time, and place. White Swan Brands will use the 4Ps of the marketing mix to research and promote its medical scrubs to the Saudi market. The 4Ps include:

Product

Product refers to the commodity being promoted for sale. White Swan Brands plans to launch medical scrubs into Saudi Arabia. However, the brand also has other products that will create an advantage for medical scrubs. The other products include lab coats, nursing uniforms, t-shirts, school uniforms, pants and shorts, scouting uniforms, and vests. The medical scrubs are the maturity stage of the product life cycle. White Swan Brands will offer after-sales services to customers who buy the medical scrubs.

White Swan Brands will use the BCG matrix to analyze the strategic position of the brand portfolio. The firm's portfolio will be divided into four quadrants based on market share and growth rate (Rahman and Kuzminov, 2019, p.66). The two dimensions portray the amount of profits likely to be made in terms of funds required to support that unit and the money produced from it. The BCG matrix includes:

1. Stars: these are the commodities that are in the high growth sector and have the best market share and produce the most financial return (Guță, 2017, p.18). However, the stars also require the company to spend large amounts of cash on them because of the high growth rate. This

result in the same amounts of money generated as profit that is also consumed. Firms are advised to increase investments in stars because they can develop into cash cows and maintain their success in the market. Market development and penetration are also advised. In the case of White Swan Brands, the stars are the medical scrubs. White Swan Brand has increased investment in scrubs by introducing them to Saudi Arabia because they can develop into cash cows and generate more profits.

2. Cash cows: these are items that have a high market share but low growth. They are the leaders in the market and produce more cash than they spend in terms of cost. They are the most profitable products, and firms should use the profits generated from them to invest in stars to reinforce their growth (Guță, 2017, p.18). The business should invest in cash cows to sustain the present productivity levels and generate more gains from them. Diversification and product development are also advised. The cash cows in White Swan Brands include the lab coats and nursing uniforms. White swan will sustain investment in the lab coats and nursing uniforms to generate more cash from them and use it to increase investment in the medical scrubs.
3. Dogs: these are items that portray a low growth rate and low market share. They do not generate a lot of cash returns and also do not consume a lot of cash (Guță, 2017, p.18). These commodities are cash traps, and firms should not invest in them. For such products, divestiture and liquidation are advised. The dogs in White Swan include scouting uniforms.
4. Question marks: these are products that low market share but high growth. They consume a lot of money but generate little. However, since these products have a high growth rate, they may develop into stars. Firms should invest in such products if they high growth or sell if they don't. The T-shirts are the question marks in White Swan Brands.

The medical scrubs to be sold in Saudi Arabia will be packaged in three various materials. The scrubs will be packaged in plastic boxes and cardboards. The plastic boxes and cardboards are

cheaper to acquire, lightweight, versatile, sustainable, and can protect the scrubs against various elements. Besides, the plastic boxes will enhance brand recognition.

Place

Placement includes where the products are located, ways of distributing and delivering the products to the consumers. It entails ensuring the consumers have access to the products (Rahman and Kuzminov, 2019, p.67). The place also includes aspects such as retail strategies, transport, distribution centers. Firms should also consider having online operations or physical stores. White Swan Brands will create physical stores in main towns in the Saudi market where they can be accessed by many customers.

Besides, the company will also distribute the scrubs using direct selling and selling through middlemen. Direct selling will be achieved through online platforms where the company will interact with customers online. Also, customers will visit the physical stores and purchase scrubs. Distributors and retailers will also serve as middlemen to ensure the products reach the customers in various parts of Saudi Arabia. In addition, White Swan Brands will use the selective retail strategy, which involves choosing a few outlets where the commodities are available to the consumers based on firm-specific regulations. White Swan Brands will identify the best-performing outlets in several geographical regions in the Saudi market and focus on them to assist in distributing the medical scrubs.

Price

Price refers to the amount of cash that consumers have to pay to buy products or services. Factors that companies should consider when determining prices include credit and cash purchase, credit collection, price setting, discounting (Rahman and Kuzminov, 2019, p.67). Companies should also consider ethics in pricing. The pricing should not be too low or high as it will not attract customers. Also, pricing should be based on the consumers' perceived value of the products. White Swan Brands will use penetrative pricing in the Saudi market. Penetrative pricing entails a strategy utilized to speedily obtain market share by fixing an initial low price to attract customers to buy from the firm.

Penetrative pricing is useful to companies entering a new market. White Swan Brands will set prices for the medical scrubs as it enters the Saudi market to attract customers and gain market share.

Promotion

Promotion includes interventions that firms use to make the product known to the consumers (Rahman and Kuzminov, 2019, p.68). White Swan Brands will use push marketing strategy, which entails trying to take products to the consumers. The objective is to bring what the company provides to the consumers. Push marketing is effective when introducing a new product or entering a new market. White Swan Brands will use digital media such as social media marketing, which will include the use of Facebook, Twitter, and YouTube. In addition, the brand will use email marketing to attract customers.

7. Conclusions and Recommendations

White Swan Brands should form alliances with reputable firms in the Saudi market. Such alliances will enable White Swan Brand to gain profound knowledge about the Saudi market and attract more customers. White Swan Brands should consider creating ventures with firms such as Lami, Doctor House, or Medical Outfit. Moreover, White Swan Brands should increase its online operations to attract customers in the Saudi market who cannot visit its physical stores. Some customers prefer online shopping. White Swan Brand should invest in research and development, which is essential for firms entering new markets (Rahman and Kuzminov, 2019, p.68). The market research will enable White Swan Brands to enhance its standards and locate the most suitable regions in the Saudi market to avoid investment failures. Hence, the brand will be able to identify appropriate places to establish their physical store and attract as many customers as possible.

Furthermore, White Swan Brands should establish a reliable network of suppliers in the Saudi market. This approach will increase the company's access to raw materials in the region (Rahman and Kuzminov, 2019, p.69). White Swan Brands should also introduce more product lines like its

competitors, such as Gray's Anatomy. The wide range of products will increase the variety from which the customers choose from hence satisfying their needs. In addition, White Swan Brands should establish healthy relationships with the customers they will gain in Saudi to reinforce consumer loyalty and retention. White Swan Brands should also adopt corporate responsibility strategies such as volunteering in the community. Corporate responsibilities will increase White Swan Brands' awareness and attract more customers, which in turn will increase sales.

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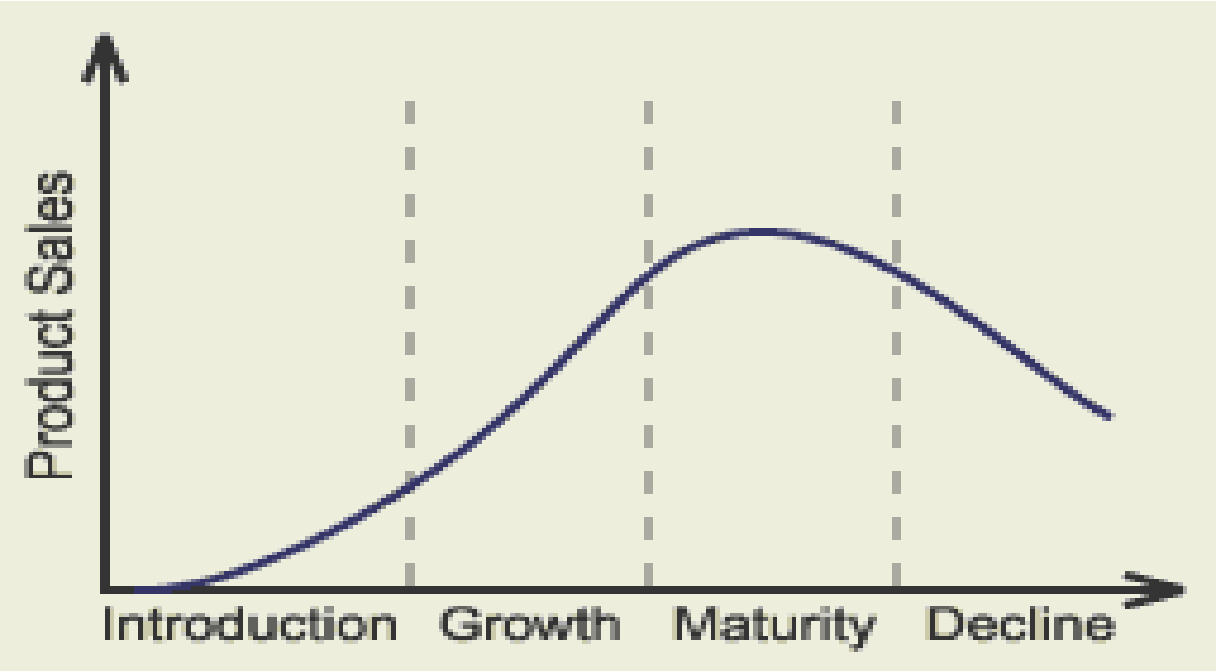
Appendices

Appendix 1: White Swan Brands logo



Source: <http://www.whiteswanmeta.net/>

Appendix 2: Product Life Cycle (QuickMBA (2020))



Appendix3: Universe of Brand Performance (Lebar, 2009)

