



Lorna Jane entering Europe



Nikkola Poiani 13445315

Cherlika Gordon 13482295

Riya Sen 13106631

Rato Kuwimb

International Marketing (BX3082)

Lecturer: Dr Breda McCarthy

Authors' contributions: N. Poiani contributed to the introduction, the executive summary, the competitor's analysis, short and long term objectives and conclusion/recommendation along with the proof-reading, checking of references and editing of the final report. C. Gordon contributed to the entirety of Part A and checking of references. R Kuwimb contributed to Target Market, Consumer Buying Behaviour and the Market Entry Strategies plus checking of references. R Sen contributed to the Marketing Objectives and Financial Objectives.

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## Executive Summary

This International marketing plan was constructed to examine how the brand Lorna Jane would enter the current European market as a sole retailer. At current Lorna Jane is only provided in Europe by stockists within the industry, targeting the ages of 18-65+. The aim of this report is to provide an insight into the key strategies that will help the brand expand.

Through critical analysis of the current market it is found that Lorna Jane will thrive. Providing diverse and sustainable Activewear the brand will be able to compete with existing retailers. The European government supports diversity within its people and a right to express themselves freely, a strong foundation of the Lorna Jane brand. The European market is currently focused on its rapidly ageing region, and promoting an increase in the need for health and good services. In turn this is a key moment for Lorna Jane to enter the market as there is opportunity for growth and expansion within a large demographic.

At present the Australian market is a prime example of social inclusion and successful diverse communities. Social equity is currently a key value and goal for the EU, showcasing that Lorna Jane will be entering a market that is familiar to their existing standards providing an advantage other new entering retailers may not have.

With the intention of opening stores in major capital cities known for the best shopping destinations, Lorna Jane will be pushed to the forefront of the Activewear market. By being easily accessible to fashion lovers and women aiming to live a healthy and active lifestyle the brand will have a competitive advantage. Through the use of Social Media, Brand ambassadors and co-branding with local businesses the entry to the European Market will be competitive and provide a positive return to the brand.

## Introduction

### 1.1 Objective

The following International Marketing Plan will outline various essential steps required to enter the Australian brand, Lorna Jane, into the European Market as an independent vendor. This plan will consist of three components as follows; a critical analysis of the European market, a detailed marketing plan and to conclude a recommendation on market entry to ensure the success of the brand within Europe.

### 1.2 Background

Lorna Jane Clarkson is the most awarded Fashion Designer of Activewear and was also the first to coin the term in 1989 (Lorna Jane, 2018). The concept of Lorna Jane is to *“encourage women to achieve their best through Active Living and ultimately reach their full potential in life”* (Lorna Clarkson, 2018).

In 1990 she opened the first Lorna Jane retail store in Brisbane, Australia with her husband Bill Clarkson by her side. As awareness spread about Lorna's technical yet feminine approach to designing active wear, the brand expanded with new stores opening across Australia every year (Lorna Jane, 2018).

The brand provides colourful, comfortable and stylish active wear for women in a range of sizes. Consistently producing new styles and products since its 1990 creation. With an aim of stylish yet comfortable Activewear for every occasion Lorna Jane is able to target women of many ages.

With such wide spread demand for the product the notoriety of the brand began to expand across Australia leading to having *“more than 200 Lorna Jane stores across Australia and the United States, as well as stockists in Europe, the UK, Africa, Asia and the Middle East”* (Lorna Jane, 2018).

Making note that there are only stockists within Europe, this Marketing Plan will focus on providing the components required to enter the European Market as an independent retailer.

### 1.3 Research Methodology

The information gathered for this plan has been obtained through secondary sources. Research was mainly gathered from articles that were written directly about the brand and interviews conducted with the founder, Lorna Jane Clarkson. Marketing journals have also been referenced throughout the plan to support the credibility of the information.

## 1.4 Scope

The scope of this plan is to provide an accurate insight into the entry of the European market as an independent brand. This will be delivered through the critical analysis of the new market, a strong marketing plan and a recommendation on how to enter Lorna Jane into the market when the time is right.

## 2.0 International Marketing Environment

### 2.1 Political and Legal Environment

#### *Union-controlled system*

The European Union (EU) is an economic and political union between 28 of its countries. The union represents inclusion, tolerance, justice, solidarity and non-discrimination prevail among all European countries. As such, having a sustainable development based on balanced economic growth and price stability, a highly competitive market economy with full employment and social progress, and environmental protection is one of the EUs goals (European Union, 2019).

Through a system of supranational independent institutions and intergovernmental decisions by the members' states, the EU is operated. Through this union, it is aimed not only to ensure the free movement of people, enact legislation in justice and home affairs, but also ensuring the free movement of goods, services, capital and maintaining common policies on trade. Goods being circulated within the EU have legislative harmonization competence (ER Services, 2018).

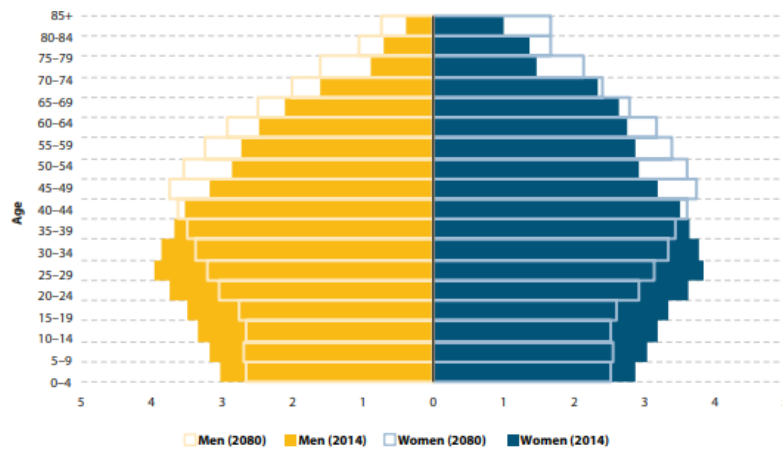
The Union Customs Code (UCC) was designed to contribute to the harmonization of the implemented producers across the EU. It offers greater legal certainty and uniformity to businesses and increase clarity to customs officials throughout the EU. Along with this, the UCC aims to streamline and simplify customs legislations and procedures, building on existing concepts (European Commission, 2018).

### 2.2 Cultural Environment

#### *Population Demographics*

It is found that Europe has a population of 741.4 million people, which equates to 11% of the world's population (European Union, 2015). Along with this, the EU is one of the world's most rapidly ageing regions, aside from Japan. Figure 1 displays the ageing population in Europe. The advancement of medical and health awareness is suggested to be linked to this. An increase in health awareness

increases the need for health goods and services. Therefore, Lorna Jane would be profitable in this market demographic.



## Appendix 1, Population Structure, by age and sex

### Language

Europe includes many different speaking language countries. The European Union has 24 official languages, which finds English and French being the most common (European Union, 2019). With this, language may be a barrier, enhancing communication difficulties in the different communities that the business will be established.

### Cultural Contexts

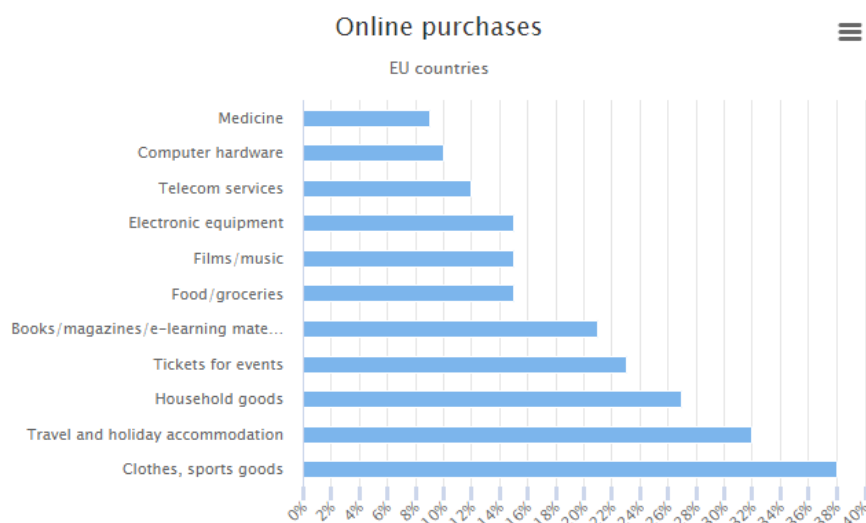
Vignoles, Smith, Becker, and Easterbrook (2018), determined that Europe inhibits an individualistic culture. Due to Europe consisting of many countries, there is substantial diversity in cultures. Consequently, this associates the EU with the individualism framework. Despite cultural differences in Europe, the EU aims to defend their values of respect, freedom democracy and equality, while promoting peace and the wellbeing of the citizens (European Parliament, 2014). Furthermore, the value of agreeable and horizontal relationships and harmony are shared. So, with this is it suggested the EU has more of an interest in individual people rather than in society.

Visitin, Green, and Sarasin (2018) state the European identity is recognised by most cultural members as a relevant social identity, regarding the continent's culture. From EU's values and goals, it is suggested that social equity is strived for. Consequently, Australia is a prime example of social inclusion and successful diverse communities (Bouma, 2016). Therefore, it is highlighted that Lorna Jane will be operating in a culture and society that is similar to its original market allowing for the brand to continue its growth. This is a market and global advantage.

## 2.3 Economic and Financial Environment

### *Major trading power*

The EU is a major world trading power, as it's a single market which includes 28 countries. In 2017, the total value of all goods and services produced (GDP) in Europe, was larger than the US economy. As part of this, European countries have a large share of global imports and exports, as recorded in 2016 (European Union, 2019). It was found by the European Union (2019) that their exports amounted to 15.6% of the world's total. It was in 2014 however that they were overtaken by China, while still being ahead of the United States of America. With this however, their world imports are amounted to 14.8% of the world's total. As the European Union continue to import and export with outside countries, they continue to expand into new markets, while adding to the stock of foreign direct investment. An example of this is displayed in Figure 2 below. As it is shown, clothes and sports goods make up most online purchases/ imports in the EU. With this, Lorna Jane is expectant that this provides insight of EU customers and their spending power. Additionally, this figure suggests that Lorna Jane has economic potential in the EU.



### *Appendix 2, EU Online purchases*

Furthermore, the EU is Australia's second largest two-way trading partner, with total two-way goods and services trade worth \$99.6 billion in 2016 and 2017 (European Union, 2019). More than this, Australia and the European Union share foreign policies and global security interests. Among these views includes promoting international prosperity. Overall, the two continents share a stable relationship regarding politics and economics. Despite this however, the EU tends to use protectionism. This truly undermines open markets, free trade and fair competition which underpins fair prices and better products for customers (Kobo, 2019). Protectionism causes various adverse



unintended consequences. The Governing Council of the European Bank (2019) stated, that the rising threat of protectionism and the vulnerabilities in the emerging market are major risks for the European economy. As a result of this, the EU policy assists EU industries and businesses more competitive, while promoting job creation, economic growth and creating a business-friendly environment (European Union, 2018). Moreover, regarding customers, the euro enables more choice and stable prices for customers. Along with this, the euro allows for a closer economic cooperation between the EU countries (European Union, 2018).

While the EU is held at a high standard due to its remarkable trade market, there are many financial problems that arise. It has been found that Europe has financial problems in recent decades from its struggle to pay national debts. This comes from poor management of financial derivatives and inept debt management by countries involved. As this continues, Lorna Jane may not be directly affected but will remain a concern.

## **2.4 Technological Environment**

### *Infrastructure*

At the expense of a traditional store, the innovation of the mobile channel has been found to reach increasingly more consumers in Europe (European Union, 2014). Technology systems have greatly benefited for the digital market, as well as the technologies that have emerged to support retail. With this however, Europe provides a fragmented market in which various operators favour various systems. This creates a challenge for the harmonization of system, which requires more considerable investments by retailers when keeping up to new challenges.

## 3.0 Marketing Plan

### 3.1 Marketing Objectives

#### 3.1.1 Short-term Objectives

- Create quality content through social media and advertising to build strong brand awareness and identity of Lorna Jane within the European market
- Continually promote health and well-being services through the advertisement of the Activewear label to gain notoriety within the preferred target market
- Focus on conversion rates, offer discounts for new first time buyers to boost customer engagement

#### 3.1.2 Long-term Objectives

- Obtaining loyal customers through the use of continual customer satisfaction
- Retaining customers purchase after purchase through the production of good quality garments and strong customer service
- Opening new stores in smaller cities of Europe that will still thrive based off of brand reputation rather than the foot traffic of that particular destination
- Being in the top 5% of high sort after Activewear brands within Europe

### 3.2 Target Market

Lorna Jane is able to develop their target market by using the method of market segmentation. Whilst carrying out research, it is clear that females between the ages of 18-65+ years are chosen as Lorna Jane's primary target market. Women in Europe are living longer and healthier lives. According to the World Health Organization ('WHO') for Europe (2019), the Region integrates an equity element into its work, reinforcing the principles of non-discrimination, equality and participation, to ensure that every woman and child has the opportunity to fulfil their ambitions and is not held back by their gender.

In addition, in Europe, the economic security associated with middle-class and upper-middle class pressures reshaped popular urban leisure habits and requires households to increase spending on health (Devers, 2015). Social stratification will encourage the selected primary target market to empower and educate themselves to live their best life through an active lifestyle. As a result, Lorna Jane will be a leading choice for women who aim to live a healthy lifestyle, and who enjoy the benefits of being comfortable and fashionable while doing so.

Due to its brand popularity and its appeal in Activewear, it is suggested that Lorna Jane shops should be located in suburban and city areas where there is increasing numbers of women interested in fitness and lifestyle nourishment, hence capturing this primary target market.

Lorna Jane could also expand its target market to men which would maximise the company's potential, giving it a larger population and sale rate. This target market acts as an opportunity for Lorna Jane to expand its products and target audience.

### **3.3 Consumer Buying Behaviour**

According to Choi (2002) and Joo (2005), demographic factors such as age, gender, occupation, monthly income, and level of sports activity involvement influence sportswear purchasing behaviour (Ko, Taylor, & Sung, 2012, 2.2). To understand consumers' demand for sportswear, it is beneficial to assess the attributes embodied within such products.

#### **3.3.1 Product**

Researchers have used intrinsic and extrinsic attributes related to textiles and apparel to investigate the criteria for evaluating and selecting products and brands during the purchase decision process (Abraham-Murali & Littrell, 1995, p. 66). Clothing attributes consists of such intrinsic characteristics as design/ style, colour, construction, comfort, and durability; and such extrinsic (producer applied) characteristics such as price, brand name, country of origin, coordination with wardrobe, store image, and salesperson evaluation (Abraham-Murali & Littrell, 2005, p. 66).

According to O'Sullivan, Hanlon, Spaaij and Westerbeek (2019), evidence suggests that Activewear brand loyalty for females is mostly affected by perceived product quality, followed by style and brand name. Therefore, garment function is important, but fashion and brand name are also influencing on brand loyalty.

The fashion industry is one of the most vibrant and creative sectors in Europe. They are present in the everyday lives of Europeans and act as an ambassador of European values such as culture, creativity, innovation, and craftsman (European Commission, 2019). Therefore, through the use of its products and based on different seasons, Lorna Jane will provide Activewear that aids performance and absorbs sweat, whilst simultaneously acting as a tool to express oneself which is a function of fashion. As a result, Lorna Jane products will be worn in daily environments such as shopping and transporting to work due to the fusion of fashion and fitness (Watts & Chi, 2018).

To increase consumer buying behaviour, Lorna Jane will give attention to packaging their products, which includes presenting the products in the best possible manner to encourage selected target audiences to purchase it. Lorna Jane will communicate the expectations of the product before the point of purchase hence positively affecting potential consumers and brand

### **3.3.2 Price**

According to Yee and Sidek (2008), customers often make comparisons between alternate brands based on price by comparing price with perceived value and cost. Consequently, the perceived value of the brand in relation to its cost, the higher the chance of a consumer selecting it (Pillai, Soni & Naude, 2015, p. 218). Although price is a key factor, consumers involved with brand loyalty will pay a premium price for the brand and are subsequently not influenced by price alone (Yee & Sidek, 2008).

To have European consumers choosing Lorna Jane, the business cannot simply offer products of mediocre quality at entry-level prices. This is because most successful retailers and consumer-packaged-goods (CPG) manufactures in the region have found ways to provide added value while keeping prices low, whether it is by improving product quality, offering a larger assortment, or providing a seamless and satisfying customer experience (Bogdan & Novak, 2017). Therefore, to increase consumers buying Lorna Jane products, Lorna Jane must create value to their products and service whilst keeping prices reasonable.

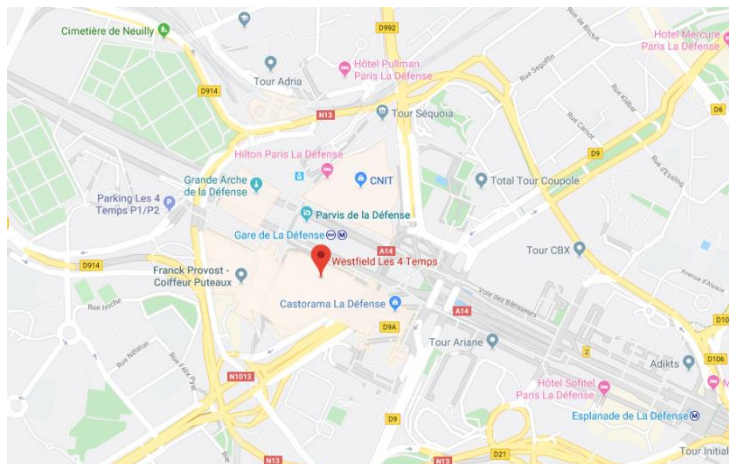
Despite the sense of financial insecurity, consumers in Europe are not necessarily purchasing the least expensive products, instead, they are seeking the best value for their money (Presse-Agentur, 2018). Hence, Lorna Jane should provide pricing to those Europeans who are willing to spend more to receive high quality products that are fashionable and trend apparent.

According to Deruy & National Journal, 2015, a quarter of college students within Europe are both full-time workers and full-time students. As a brand Lorna Jane should consider offering a student discount to reach the preferred target market and their price point.

### **3.3.3 Place: Distribution Channels**

Lorna Jane will open in suburban and city areas where there are various women interested in fitness and lifestyle nourishment. Paris, London, Berlin and Milan are among the best shopping destinations in Europe due to the supply of both high-end and low-end shops and malls. Therefore, locating Lorna Jane stores in these cities to begin will assist Lorna Jane to strengthen its competitive advantage by being easily accessible to fashion lovers and women

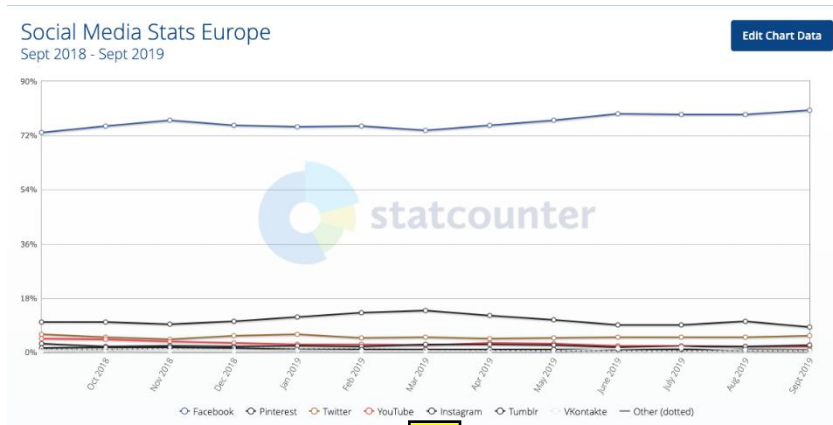
aiming to live a healthy and active lifestyle whether they live in suburbs or the city. Paris is known for being one of the world's capitals of fashion and its endless tourists' attractions, therefore, a store in a large shopping mall such as Westfield Les 4 Temps (refer to Appendix 3) will have an attractive physical appearance with a convenient and functional environment. As stated earlier, places like this is where human traffic is high and making it easier for Lorna Jane to attract the right target market. Furthermore, customers will have quick and easy access to concessions, clean rest-rooms, and have safe and pleasant surroundings (adequate security personnel) in an attractive neighbourhood. These locations will help Lorna Jane to gain brand recognition and loyal customers throughout Europe.



*Appendix 3: Location of Westfield Les 4 Temps in Paris (Google Maps, 2019)*

### 3.3.4 Promotional Mix

Since social media is an effective and efficient form of advertising, Lorna Jane can focus on advertising on social networks and electronic communities such as Facebook which received the highest rating of use in Europe (refer to Appendix 4), Pinterest, Twitter, YouTube, Instagram, Tumblr, and VKontakte. Furthermore, Lorna Jane can collaborate with social media influences. This form of promotion is not pushy to an influencer's followers, thereby it may attract Lorna Jane's target market and the trust of the consumers. In addition, social media influencers can build a positive brand image and awareness and be a great source for creating quality backlinks to the company's website. Therefore, Lorna Jane will select 20 social media influencers to act as brand ambassadors to promote the brand and build brand awareness.



Appendix 4: Social Media Stats of Europe from September 2018- September 2019 (StatCounter, 2019)

Lorna Jane will collaborate with a celebrity athlete which will build brand image, create loyal customers, and target the selected target audience. Further, with adolescents, celebrity sport endorsers have had a marked influence on brand loyalty and word of mouth (Carlson, 2009). With Activewear being the most branded segment of apparel market, young people present an opportunity for strong Activewear growth for Lorna Jane.

Interactive Marketing through the use of Lorna Jane's website portal allows potential clients to know more about its products and increase awareness. This not only will build a relationship with customers, but also aid the company by determining what women actually want rather than assuming to know what they want.

Lorna Jane will provide several discounts and promotions for the first three months after opening, as well as during public holidays or festivals such as Europe Day on the 9<sup>th</sup> of May.

Further, Lorna Jane will encourage consumers to register with Lorna Jane and in return consumers can receive benefits. For instance, if it is their first-time purchasing Lorna Jane products then they will be offered 20% off their next purchase if they sign up with their emails. Not only will this increase the company's customer base, but also increase the number of visitors to the company's website as they would need to visit the company's website to access their discount code.

Finally, Lorna Jane will develop a positive image and brand awareness among the public by participating in charity activities and, or donation exercises which aim to benefit the local communities throughout Europe.

### 3.4 Situation Analysis

A situation analysis has identified internal and external strengths, weaknesses, opportunities and threats to the entrance of Lorna Jane within the European Market.

| Strengths   | Weaknesses   |
|---|--|
| <ul style="list-style-type: none"><li>• Trend in health and wellness within the European market</li><li>• A wide target market of ages 18-65+</li><li>• European culture and values are similar of that to Australia's</li><li>• Products are not seasonal</li><li>• Clothes and sports goods make up most online purchases/ imports in the EU.</li></ul> | <ul style="list-style-type: none"><li>• New brand - Awareness is non-existent</li><li>• The desire or motivation for healthy lifestyle is required by consumers</li><li>• New facilities may not return a high volume of traffic due to the high use of online shopping</li></ul>        |
| Opportunities   | Threats  |
| <ul style="list-style-type: none"><li>• Building a strong, new brand identity through the use of partnership with local businesses</li><li>• Ability to build products and services to consumer demand</li><li>• Establishing a new brand leads to curiosity within the target market</li></ul>   | <ul style="list-style-type: none"><li>• There are many new Activewear brands appearing on the market via well-known social media influencers that may potentially lead to oversaturation</li><li>• Lorna Jane will have to compete against the already established competition</li></ul> |

#### Appendix 5: Situational Analysis

### 3.5 Market Entry Strategies


Upon the above analysis, these are the proposed market entry strategies Lorna Jane can adopt to gain brand recognition, brand loyalty and market share in Europe.

Lorna Jane can enter the European Market through co-branding with local businesses such as Novartis (a pharmaceutical company based in Switzerland) in order to strengthen their individual brand images. Through this venture, Lorna Jane will be able to develop more products such as health supplements or protein powders in turn widening their range of products. This development can accommodate the

target market and potentially create a new target audience, increasing Lorna Jane's brand recognition and market share in Europe.

The addition of selecting high profile social media influencers as Brand Ambassadors before opening stores will generate a high volume of online traffic. Through the partnership of these Ambassadors Lorna Jane can pre-emptively open their doors to their target market by relying on the consistent use of social media. By providing an insight into what their brand will bring to the market can positively affect the brands initial opening day in each city.

Furthermore, Lorna Jane will gain knowledge of the local culture, market, language, and overall physical proximity with the extended target market. This co-branding may form a symbolic value to Lorna Jane products. Through the products, Lorna Jane can create a relationship with a specific target market (i.e. women seeking supplements or protein powder to include in their daily schedules).

Finally, Lorna Jane can expand into more countries throughout Europe by establishing new, wholly owned subsidiaries.  This signifies that Lorna Jane will have maximum control and has the most potential to provide above-average returns. Thus, Lorna Jane will have a high level of control over business operations, manufacturing and sale of products, and high control over brand image.

### **3.6 Financial Objectives**

#### **3.6.1 Sustainable Revenue Growth**

With Lorna Jane entering the European Market as an independent brand, revenue growth can be expected to be strong in the first financial year. Increasing revenue is the most basic and fundamental financial objective of any business (Ingram, 2019). Based on the above strategies mentioned, including sales and marketing, it is forecasted that a minimum of 25% - 30% revenue can be achieved. From this figure 15% of revenue can be used to retain the company equity ratio and the remaining 15% can be reinvested back in the Lorna Jane European market.

A revenue growth of 15% can be expected by next financial year with no changes in gross profit margins.

#### **3.6.2 Profit Margins**

Profit margins are considered as any money left over from sales revenue after all expenses have been paid (Ingram, 2019). Profit margins can be expected to generate up to 14% in the first year. Based on the estimated revenue above, 14% profit in the first financial year can be considered good news. This profit can be reinvested in company manufacturing development or shared with the employees under a profit-sharing compromise.



By maintaining good relationships with local retailers and distributors, Lorna Jane needs to be sure that suppliers' products wouldn't become overpriced in the coming years. Furthermore, the company will need to come up with new efficient design methods and operations to improve proficiency in product supply.


### **3.6.3 Financial Sustainability**

Lorna Jane might be fundamentally worried about essential financial endurance. The Retrenching method can be used in those periods of times to keep the brand alive and ensure stable revenue and to prevent low profit during the downgrading phase of the brand life cycle.

Organizations might be worried about monetary manageability during times of financial unrest. Common financial objectives for survival include collecting on all outstanding debts on time and in full, de-leveraging by paying off debt and keeping income levels consistent (Ingram, 2019).

## **4.0 Recommendation**

With the above marketing plan and analysis in mind the following recommendations are suggested for the brand to be successful. A strong social media influence within the trending European platforms is suggested to boost notoriety in the new market. Through the use of high profile brand ambassadors Lorna Jane would be able to build brand recognition significantly faster.

A key recommendation would be for Lorna Jane to consider partnering  with local pharmaceutical company Novartis to begin production and create a line of supplements and health foods catered specifically for their target market of 18-65+. With the buzz of the new products being released and the opening of the store these ploys will generate a high volume of site visits and customer recognition.

Lastly Lorna Jane should continue focusing on producing diverse, comfortable and high quality Activewear. Staying at the forefront of the market no matter what continent will generate a high volume of sales and have customer retention be consistent across the board.

## 5.0 Conclusion

Since its creation in 1989 Lorna Jane has changed the market of gym clothes forever. Coining the term Activewear which is now broadly used across the world the brand is a leader within the Australian market.

This report has provided an overview of Lorna Jane's background and discussed the pros and cons of entering the European Market. Through recommendation of partnerships with local pharmaceutical companies and relying on their key foundations of quality, diversity and stylish Activewear Lorna Jane would be able to enter the European market as a serious competitor.

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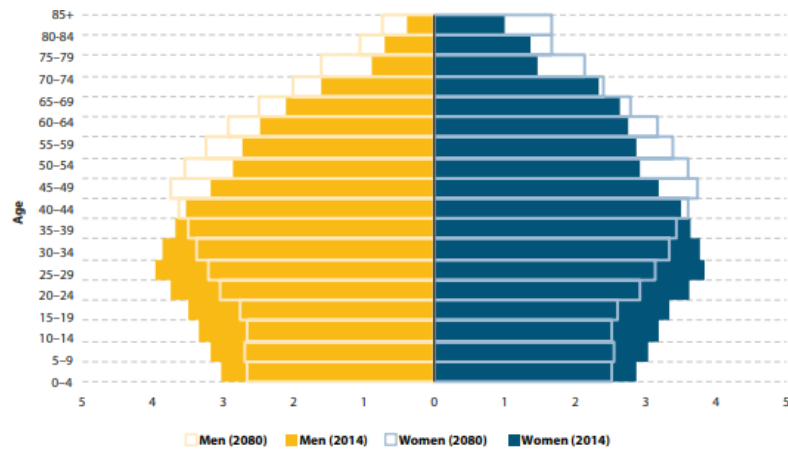
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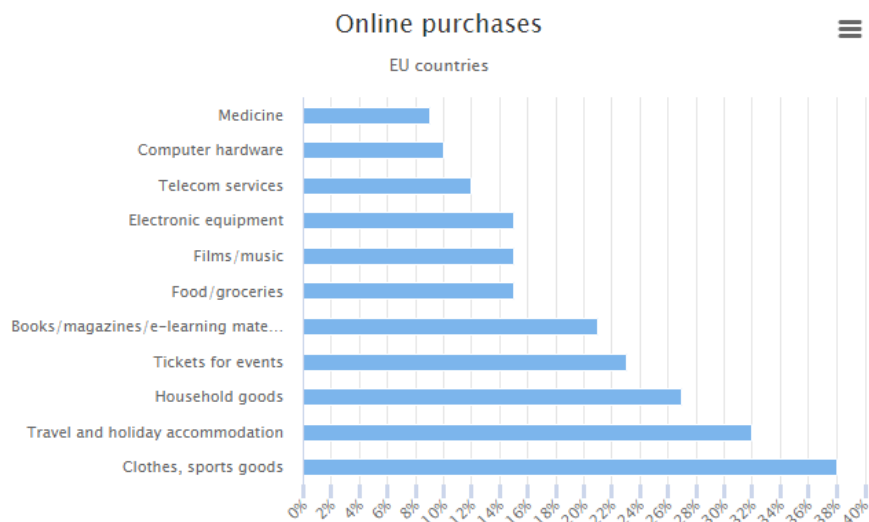
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## 7.0 Appendix

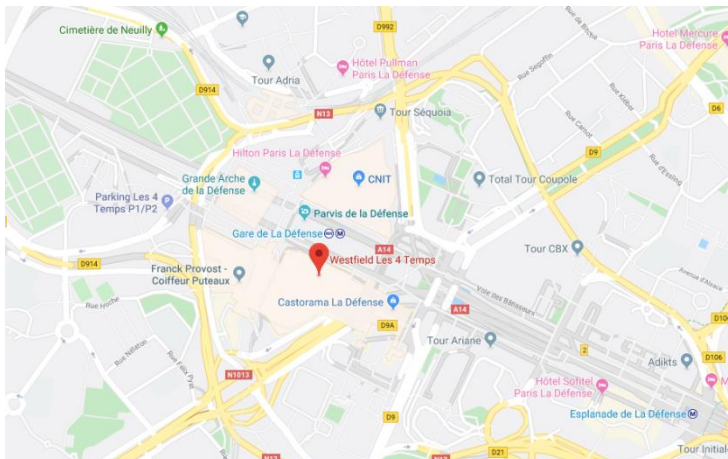
## Appendix 1: Population Structure, by age and sex



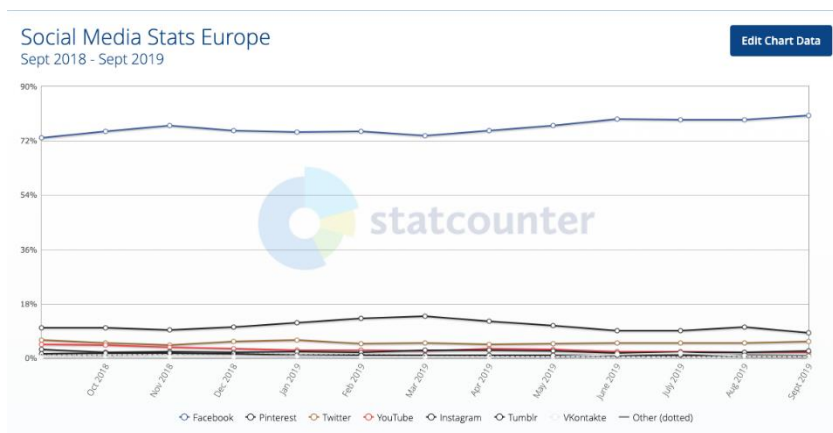
## Appendix 2: EU Online Purchases



### Appendix 3: Location of Westfield Les 4 Temps in Paris



#### Appendix 4: Social Media Stats of Europe from September 2018- September



#### Appendix 5: Situational Analysis

| Strengths   | Weaknesses  |
|---|---|
| <ul style="list-style-type: none"> <li>Trend in health and wellness within the European market</li> <li>A wide target market of ages 18-65+</li> <li>European culture and values are similar of that to Australia's</li> <li>Products are not seasonal</li> <li>Clothes and sports goods make up most online purchases/ imports in the EU.</li> </ul> | <ul style="list-style-type: none"> <li>New brand - Awareness is non-existent</li> <li>The desire or motivation for healthy lifestyle is required by consumers</li> <li>New facilities may not return a high volume of traffic due to the high use of online shopping</li> </ul>         |
| Opportunities   | Threats   |
| <ul style="list-style-type: none"> <li>Building a strong, new brand identity through the use of partnership with local businesses</li> <li>Ability to build products and services to consumer demand</li> <li>Establishing a new brand leads to curiosity within the target market</li> </ul>   | <ul style="list-style-type: none"> <li>There are many new Activewear brands appearing on the market via well-known social media influencers that may potentially lead to oversaturation</li> <li>Lorna Jane will have to compete against the already established competition</li> </ul> |

# Comment Summary

## Page 4

1. and which country or countries?
2. internationally
3. lowercase
4. I am not sure how democracy supports branding?
5. health-oriented goods and services?
6. population
7. cultural values will vary throughout the EU since the EU is quite a diverse region
8. give concrete examples here
9. What entry mode will be used? Will strategy be adapted? What risks or constraints will be faced by Lorna Jane?
10. give details, i.e, size of the over 65+ population cohort - if this is one of your key target markets and how does marketing to this age group differ from other age groups?
11. very general, what country?

## Page 5

12. rephrase, i.e.,  
steps that must be taken to help the brand successfully penetrate the EU market
13. conclude a recommendation? Rephrase
14. vision? mission?
15. Sentence is incomplete ...The company is...
16. repetition
17. such as....? Are stockists big retail store brands?
18. Sweden, France and Germany
19. company-owned stores
20. by email?

## Page 6

21. and if you open a retail store, then you must confirm to local labour laws and be mindful of store opening hours  
- i.e, stores in some parts of Spain close for a siesta and tend to remain open late in the evening

## Page 7

22. health and leisure
23. but targeting the over 60s would mean a different type of product, perhaps, to suit the needs of this older age group?
24. give concrete examples - translation of website, social media channels, labels, staff....
25. very different weather patterns which will have a major impact on clothing needs
26. and what implications does this have for advertising?

## Page 8

27. good point
28. are there any countries / markets within the EU that would be more attractive than the EU as a whole?

## Page 9

29. outline any barriers, ie tariffs on imported clothing - however, if your entry mode is to establish a retail outlet, and import goods from Australia to the EU, then this will have cost implications.
30. correct - and the UK/ Brexit - how will this have an impact on your strategy?

## Page 10

31. good, but add numbers to ensure objectives are SMART
32. such as....
33. any buyer behaviour? how important is price, quality etc. Where do people buy? Online or via stores - trends in the fast fashion / sporting sector?
34. social class concept - this statement is confusing
35. female empowerment (feminist style of advertising). I think you mean the approach to advertising?
36. solid list of objectives

## Page 11

37. see comment above
38. and what type of sports do people in your target market participate in?
39. good points

## Page 12

40. targeting students and older members could confuse buyers? Impact brand positioning?
41. good points

## Page 13

42. and any drawbacks, i.e, high commercial rents?



Page 14

- 43. Good, - bit difficult to see, so cutting and pasting images doesn't always work well in report.
- 44. such as...?
- 45. potential drawbacks?
- 46. such as...?

Page 15

- 47. can be both an advantage and disadvantage
- 48. such as...?
- 49. alliances between very large and small organisations don't always work out; elaborate on challenges faced by alliance partners and keys to success.

Page 16

- 50. company-owned stores

Page 17

- 51. justify further

Page 19

- 52. bracket
- 53. retrieval dates
- 54. title is normally in italics
- 55. correct format
- 56. not a good data source
- 57. journal title?
- 58. good data source - you could have exploited it more, i.e, quotation, summary of findings

Page 20

- 59. volume, issue, page numbers?
- 60. good source but it was not cited in above report

Page 21

- 61. this article was not really summarised / exploited in the plan
- 62. and how are European consumers different from those in the US?