

LEAN START-UP MANAGEMENT (MGT1022)

FINAL REVIEW



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Vellore Institute of Technology
(Deemed to be University under section 3 of UGC Act, 1956)

REVIVE

-WE STYLE YOUR WARDROBE

Revive

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Introduction

Revive is a clothing company that focuses on all processes of such a company from manufacturing to packaging to distributing and even post usage methods. The Unique Selling Point (USP) of our clothing company is that we provide our customers with periodic subscriptions that gives them the option of completely renewing their wardrobe every week/month/quarter/year.

Once we start the work and start taking orders, we will have offline and online feedback forms at every step to receive valuable feedback and improve. We will make the feedback compulsory by giving the people an incentive. The incentive would be: A valuable customer of the company and will always be updated with new offers and trends.

Executive Summary

Many clothing brands have failed because they did not design marketable products with a suitable business plan. Often times, clothing brand owners do not use the capital they possess in efficient ways. They can get caught off guard with unexpected costs and are not running the business in the most resourceful and professional way. The goal of this project is to create a clothing brand that portrays distinctive designs to go along with an effective business model. This includes implementing decision analysis at several points of the planning phase, along with quality and cost controls. Creating quality products while being as cost effective as possible is vital to be successful in the fashion industry. Implementing industrial engineering techniques along the way will be what makes this brand potentially separate itself from similar competitors. Each business strives for profitability, but this project will depict how to achieve that with a very minimal amount of initial capital. These methods along with unique designs will pave the way to a successful clothing line.

Literature Survey

This literature review will investigate several topics that are utilized in the creation of a clothing brand. It will incorporate several techniques that will be implemented throughout the project. These topics include a business plan, determining specific materials and manufacturing processes, marketing the brand, and determining how the brand can become profitable.

Business Plan

The brand I am creating will be identified as a “streetwear” brand, which is a distinctive style of fashion that has roots from hip-hop and skateboarding cultures. This style of fashion is noted with “in-your-face” graphics and sharp color schemes. Over time, the quality of streetwear brands has increased and to be successful it is important to retain individuality and originality. When creating a brand the first thing that needs to be made is a formal business plan. The plan should start with a brand overview of the business and product. It should describe exactly what is being designed and what market the products are targeted towards. It will also be important to determine a marketing strategy that discusses how to reach customers and the public relations efforts that are being planned to use. The marketing and sales strategy is essential for success. Sales goals will outline the amount of product to be sold each season. Determining the right pricing will be done at a later time once all the initial costs are determined. Actual numbers for expected sales will also be determined, as well as projected growth from season to season.

Fabrics and Materials

The first rule in deciding any fabrics is to factor in cost considerations. It's crucial to know your budget and stay within it at all times. Different fabrics can range widely in cost and expenses can get out of hand quickly if you're not careful. Typically fabric accounts for about 30 percent of each season's costs, and the cost of each material will ultimately determine the final price of the product. The brand is initially going to release t-shirts only, but will continually expand. Research will be done to determine which blank shirts will be used to print on. The most important factor in determining which type of shirt to use is comfort. Cotton is by far one of the most fabrics available, with very little itchiness as well as a fresh feel for a long time. Cotton breathes better than most fabrics and is very absorbent as well. There are many different types and blends of cotton to choose from. The

comfort and quality varies greatly, but my goal is to offer top of the line quality in my products. There are two general types of cottons that are processed, combed cotton and carded cotton. Combing is a process used to separate the longer, thinner cotton fiber from shorter, coarse fibers. Using the combing process provides a stronger and more even finish.

Printing

Once the blank shirts have been decided, the next step would be to choose the printing method applied to each shirt. There are 4 types of methods that I will choose from depending on the shirt I am printing. The methods are screen-printing, heat transfer, embroidery, and digital printing. Screen-printing, also known as silk screening, is the most popular method for tshirt printing. The process is known for offering speed and cost-effective production, while able to work with brilliant colors and durable imprints. It is a technique that uses a woven mesh to support an ink-blocking stencil. Ink is transferred through the mesh created by the stencil and then a roller is moved across the screen stencil to pump ink in the cotton. This is the likely choice for the majority of the t-shirts that will be produced for this project. Heat transfers are iron-on images that differ in quality and appearance depending on the printing method, but it still operates on the same application principle and method. Heat and pressure are applied to a special release paper, which conducts the transfer of ink to the fabric. Heat transfers have also advanced to include transfer papers for use with computer printers at home. Embroidery on t-shirts is another popular method to use. Embroidery however, is not an optimal solution with the application of large designs. It requires a higher cost compared to other methods, and it basically limits your options to only creating small designs and logos. The last method is digital printing, also known as direct-to-garment printing. This method was introduced shortly after the breakthrough of large inkjet printers and the development of washable inkjet inks.

Product Development

Product development is an essential and exciting part of design. When designing new products it is important to have your specific target customer in mind as the line is developed. It is also important to have a unique point of view to differentiate the brand from competitors in order to make it special. In my case, the brand “Constant Hustle Shall Reward”, REVIVE, is uniquely catchy and almost anyone can relate to. Everyone in life is chasing after something, or constantly working in order to achieve success. Whether you’re after money, the

opposite sex, paradise, dreams, etc., each person is passionate about one thing or more. Continually working hard and “hustling” towards that passion is what this brand is all about. Each design will be focused on a different entity that a person is chasing after. Having a sense of trends is another important factor in product development . If a designer is not aware of what is on the streets and they ignore fashion, then it can make it more difficult to know what your customer wants. Staying in touch with everything going on around you may create fresh opportunities to grow a business to which one can respond in a unique manner. In fashion, there are typically “collections” that are released at the start of every season. The plan will be to design a new collection every 3-4 months, but there is a 12 strategy involved in planning the release each season. One important principle is to start small. It’s best to start with a small number of pieces and expand over time. Resources are limited in the beginning, but gradually everything will expand. Another principle is to have a balanced collection. Each release should have an overall direction, and the pieces should work together as a group. Maintaining track of all expenses and staying within budget will be one of the most important factors if I want this business to become successful. Project management, ergonomics, human factors, and manufacturing processes will be utilized to try to ensure as efficiently run clothing line as possible. Running a business is no easy task, and this project will require high commitment and effort in order to flourish.

1. Trends in Apparel Industry

a. Changes in Consumer Lifestyles

Some shoppers just don't want to go into brick and mortar stores any more. By the time they drive there, fight traffic, park, walk in and find what they're looking for, they could have stayed cozy on their couch, searched many online sites for price and product comparisons, paid for it, and moved on to playing video games. J As a result of this lifestyle change, malls have suffered. And when department stores go out of business in a mall, the smaller retailers lose the customers who are wandering around in the mall and who make additional stops after shopping in the department store. Apparel stores are among these smaller retailers who lose business in this manner.

b. Change in target group

Target groups change continuously, but within just a few years, these shifts will spawn great diversity, the likes of which the world has never known. First, the global population is aging rapidly: In the U.S., for instance, the segment of consumers over 55 is growing faster than any other – both in terms of their share of the total population and their expenditures for clothing.

c. Globalization reboots

The global economic base of power is shifting from north to south and from west to east. Fifteen of the 20 cities in which apparel sales are growing the quickest lie outside established Western markets, in places like Chongqing and Guangzhou. In China, one of the most important trends to watch is the increased purchasing power of men, as more Chinese men become interested in clothing and fashion. Increasing migration is giving rise to new customer profiles.

d. Personalization of apparels

Global fashion companies are shifting their focus on the consumer—and prioritizing personalization in their strategic efforts to ramp up loyalty and sales. According to the report, 41 percent of consumers demand personalization for their shopping experiences, as they continue to value authenticity and sustainability in their wardrobes. Fashion companies are expected to harness the power of data to tailor personal recommendations, engage with social media influencers and tap into the needs of each consumer by facilitating more digital experiences online and in stores.

e. Digitization Young fashion

customers readily use a spectrum of digital platforms to get information on trends, exchange experiences, or compare prices. Within these customer journeys, social media plays a key role. Up to 35 percent of consumers indicate that they rely on recommendations from social networks. This is why Adidas' fast fashion brand NEO, for instance, has equipped several of its European concept stores with interactive mirrors. These enable customers to take a picture while trying something on and then to post it to networks like Facebook for instant feedback from their friends before purchasing.

2. Competition in Apparel Industry

a. Costs, Prices and the Consumer

The fashion consumer chooses to buy based on her personal taste, status needs and financial condition. Many fashion brands compete in layered price ranges to appeal to different consumer price points. A fashion house that made its mark in couture, for example, often develops a ready-to-wear line for department stores and a discount line for mass-merchandisers. Your ability to launch in your chosen niche market might depend on controlling your design, sourcing and production costs to present your line at the appropriate price point. Launching a line that conveys high value in terms of workmanship, materials and design at a reasonable price might not appeal to the status-conscious consumer. However, it might gain great traction among a larger consumer group. Once you are successfully launched, with several profitable seasons, you can make incursions into other market level.

b. Technology and Supply Chains

Offshore manufacturing has cut costs and allowed for higher quality materials and accents, such as embroidery and detailed tailoring for many fashion brands. However, technological advances in mills and garment production in the United States threaten to level the playing field with respect to cost and quality. The apparel supply chain can be risky when it depends on importing goods manufactured overseas, and design houses that don't own and manage their overseas factories can find their seasonal lines are delivered late or lost in transit. Controlling your supply chain alleviates some of that risk and improves your ability to compete as a new entrant in the marketplace.

c. Brand Management and Competition

Brand management includes how you market your brand -- particularly if you are a new entrant in an already crowded fashion marketplace dominated by internationally recognized brands. Fashion brands convey many images to their customers, including quality, innovative design, status, utility and value. Identify the brands that compete for your target customers and find an underserved niche. Thanks to ever-changing customer tastes, many fashion brands seem to come out of nowhere to capture major market share in certain niches. They later leverage the brand so it can be licensed to a wide variety of products beyond clothing, such as eyewear, perfume, luggage, home decoration and even cookware, market share in certain niches. They later leverage the brand so it can be licensed to a wide variety of products beyond clothing, such as eyewear, perfume, luggage, home decoration and even cookware.

d. Sustainability and Innovation

To many, the term "sustainability" refers to producing products in an ecofriendly way. In fashion, however, it also refers to whether a new designer can sustain and grow market share in an often-fickle marketplace. Marketing and distribution play an important role in your sustainability, as does your ability to continually produce new and appealing designs. Another component of sustainability is constant innovation in your design process, supply chain, distribution, expansion into other products and consumer involvement. Process modeling has become a way of life in the fashion industry. It employs research into consumer needs and buying habits, combined with production methods and cost analysis, to develop innovative products that go beyond merely producing attractive designs.

3. Business Model

a. Executive Summary

Revive is a start-up of a clothing line targeted at males between the ages of 20 and 40. Revive not only develops the clothing line, but supports it with advertising and promotion campaigns. The company plans to strengthen its partnership with retailers by developing brand awareness. Revive intends to market its line as an alternative to existing clothing lines, and differentiate itself by marketing strategies, exclusiveness, and high brand awareness. The key message associated with the Revive line is classy, upscale, versatile, and expensive clothing. The company's promotional plan is diverse and includes a range of marketing communications. In the future, the company hopes to develop lines of accessories for men, women, and children. These accessories will include cologne/perfume, jewelry, eyewear, watches, etc.

b. Products

New Look products will be priced at the high end to reflect the quality and exclusiveness associated with the brand. The company will use high-end materials such as cashmere, a wool blend, and high gauge denim. When a mark up is placed on New Look products, customers are willing to pay the premium because of the perceived value and quality guarantee that comes with all products. The New Look line is targeted at males between the ages of 20 and 40.

c. Future benefits for the consumers

- Initially we will not start the subscription system on a stretch
- We will start with providing only a monthly subscription.

- After one month, when we receive the feedback, we'll make necessary changes in the system.
- Benefits for the consumers who register in the initial phase:
 - 20% Discount coupons for when the actual subscription period starts.
 - 5 free trials at your home.
 - On priority during delivery.

4. Marketing Plan

a. Strategic positioning (ad Early Adopter target market definition)

The first step in a successful brand/product launch program is a strategic positioning exercise, including the early adopter target market simulation. Correct positioning is as critical as aiming your guns in the right direction at the start of an assault. We keep asking: 'Who exactly is our customer and why exactly should they buy from us?'

b. Brand development

In this world of intangibles and endless competition, branding is everything. Our name, logo and URL need to stand out from the crowd and really 'mean something'. We should run a quality yet rapid program for developing the best-fit brand name, iconography and/or logo – and start with URLs that are available. Get creative and put it off, or we'll only regret it later.

c. Web Presence

In the age of social media and digital marketing your web presence is both more important and more complicated than ever. It no longer requires just a functional site, we need a sophisticated website that performs multiple roles. Think of our website as a customer 'application' rather than just for information. We'll also need a rich blog site, a dynamic Facebook Fan page and the right Twitter page at a minimum. Some also need Web apps, Facebook apps, iPhone apps and more.

d. Blog Strategy

No business can get by without a successful blog. From 2009 to 2012, the percentage of respondents with a company blog grew from 48% to 62% – don't be

left behind. It's the core of a modern, 'social' marketing and communications strategy.

e. Digital PR and partnering

To support and drive the company's web presence and social media marketing activities a digital PR and partnering program needs to be kicked off, not just to drive communications, traffic, networking and partnering but also to monitor conversations, word of mouth (WOM) and online reputation. Twitter is your main tool, but an effective digital PR and partnering program should be tightly linked to your key, numeric business goals and help drive revenues and clients/users.

f. Viral videos and guerrilla marketing

Viral video and guerrilla marketing programs done in the right way can help amplify and spike awareness and WOM. They should be carefully produced and executed as done in the wrong way or too fast they can backfire. Viral videos/games and guerrilla activities are all about great, original ideas, content and production. Just get creative – and remember real humour nearly always works.

g. Online Advertising

Now that you know a great deal more about your brand, product/service, market, prospects, users, clients and partners post launch, you are in a better position to develop effective advertising program. J A Google AdWords program is the best place to start as it is cost effective, flexible, results oriented and highly scalable. Following this Yahoo/Bing, Facebook ads and banner campaigns can be considered and developed.

h. Crowdsourcing Campaigns

Crowd-sourced campaigns have become another key arrow in the Social marketing quiver. Large brands and SME's are tapping into the power of the Crowd for contest based campaign ideas as well as viral content development and marketing. Crowdsourcing can also be used for cost effective business development, market research, opinion gathering, customer service support and more.

5. Technology Plan

A. TECHNOLOGY GOALS AND POSITION

Technology always proves to be a very crucial part of a start-up. For start-ups looking to make an impact, technology plays a vital role. Since, our start-up is very much based on the use of internet, our technology goals are as follows:

1. To create and maintain a website
2. To update the website frequently \
3. To make sure the website does not crash
4. To develop and launch an Android application to facilitate usage among customers.

B. INTERNET GOALS AND PLANS:

Internet is an integral part of everybody's daily lives. We plan to use it as a medium to spread our business and an advertising opportunity.

PLANS:

1. Target the popular social networking sites to advertise our start-up.
2. Make our website a popular one by posting links all over these social networking sites.
3. Display our products as suggestions to potential customers on their social networking profiles.
4. Use the application as a platform to take our business to mobile phone users.

GOALS:

1. Attract potential young customers through popular social networking sites.
2. Make our website popular enough to be attracting customers on its own.
3. Use the application to attract customers who are accustomed to smart phones rather than computers.

C. SOFTWARE NEEDS

To create and maintain the website which will play the pivotal role in our start-up, we will require new age software. Most of the software are free and readily available on the internet. In the early stages, we will have to make do with whatever basic software are required to create the website. As the business progresses, we

will switch to better software that will be helpful to improve the website and maintain it as well. However, to make the application for mobile phone, we will require software, some of which are paid. So, there will have to some initial investment on that field.

D. HARDWARE NEEDS

To keep the website and the application up and running, we will require servers that are connected to high speed internet. A few computers with modems will be required and would be given the above mentioned task of forming a server.

E. TELECOMMUNICATION NEEDS

For all the transactions happening via the website and the application, there will be support from our call centres in case our customers need any. Therefore, to cater to such needs, a person will be given the task of handling all the phone calls from the customers. The personnel will be trained so as to be able to answer to their needs.

6. Marketing Communications

The key message associated the our company's tag line is classy, upscale, versatile, and expensive clothing. The company's promotional plan is diverse and includes a range of marketing communications:

Public relations: Press releases will be issued to both technical trade journals and major business publications such as the Metropolitan Magazine.

Trade shows: Company representatives will attend and participate in several trade shows such as exhibitions and mall events in Las cities.

Print advertising: The company's print advertising program will include advertisements in magazines such as the Time Magazine.

Internet: Our company plans to establish a presence on the Internet by developing a website. Plans are underway to develop a professional and effective site that will be interactive and from which sales will be generated worldwide. In the future, this is expected to be one of the company's primary marketing channels.

Other: The company also plans to use various other channels including billboards, radio and television commercials, and a street team.

7. Sales Strategy

Our company intends to build a sales team that will be tasked with generating sales leads on a regional and national basis. They will also be responsible for establishing connections with retail outlets.

A key factor in the success will be its distribution. The company plans to use the following retail distribution channels:

- Department stores
- Apparel specialty stores
- Internet store

8. Cash Flow Activities

This could include purchasing raw materials, building inventory, advertising, and shipping the product. Operating cash flows include:

- Receipts for the sale of loans, debt or equity instruments in a trading portfolio J Interest received on loans.
- Payments to suppliers for goods and services.
- Payments to employees or on behalf of employees J Interest payments (alternatively, this can be reported under financing activities in IAS 7) buying Merchandise.
- Items which are added back to [or subtracted from, as appropriate] the net income figure (which is found on the Income Statement) to arrive at cash flows from operations generally include:
 - Depreciation (loss of tangible asset value over time).
 - Deferred tax.
 - Amortization (loss of intangible asset value over time).
 - Any gains or losses associated with the sale of a non-current asset, because associated cash flows do not belong in the operating section (unrealized gains/losses are also added back from the income statement).
 - Dividends received.

Cost Analysis:

Initial Expenditure:

Legal	Rs 25,000
Raw Materials	Rs 3,00,000
Packing Materials	Rs 1,00,000
Factory Equipment	Rs 2,00,000
Insurance	Rs 30,000
Rent	Rs 50,000
Promotion	Rs 75,000
Other Expensed Equipment	Rs 50,000
Business Sign	Rs 30,000
Permits	Rs 20,000
Office Supplies	Rs 25,000
Others	Rs 45,000
Total Initial Expenses	Rs 9,50,000

Running Expenses:

Electricity	Rs 3,00,000
Labour Wages	Rs 1,50,000
Staff Salary	Rs 3,00,000
Transportation	Rs 1,75,000
Salesmen Commission	Rs 25,000
Printing and Stationary	Rs 25,000
Rent	Rs 1,00,000
Directors Remuneration	Rs 14,00,000
Total Running Expenses	Rs 24,75,000

Maintenance Expenses:

Construction & Painting	Rs 1,00,000
Machine repairs	Rs 1,00,000
Electronic Appliances	Rs 1,25,000
Medical	Rs 1,00,000
Total Maintenance Expenses	Rs 4,25,000

Total Expenses:**Rs 38,50,000**

9. Investing Activities

Purchase or Sale of an asset (assets can be land, building, equipment, marketable securities, etc.) Loans made to suppliers or received from customers. Payments related to mergers and acquisition.

10. Financing Activities

Financing activities include the inflow of cash from investors such as banks and shareholders, as well as the outflow of cash to shareholders as dividends as the company generates income. Other activities which impact the long-term liabilities and equity of the company are also listed in the financing activities section of the cash flow statement.

- Payments of dividends.
- Payments for repurchase of company shares.
- For non-profit organizations, receipts of donor-restricted cash that is limited to long-term purposes. Items under the financing activities section include:
- Dividends paid.
- Sale or repurchase of the company's stock.
- Net borrowings.
- Repayment of debt principal, including capital leases.
- Non-cash investing and financing activities are disclosed in footnotes to the financial statements. Under US General Accepted Accounting Principles (GAAP), non-cash activities may be disclosed in a footnote or within the cash flow statement itself. Non-cash financing activities may include.
- Leasing to purchase an asset.
- Converting debt to equity.
- Exchanging non-cash assets or liabilities for other non-cash assets or liabilities v Issuing share.
- Payment of dividend taxes in exchange for assets

SWOT ANALYSIS FOR REVIVE

Strengths-

- We manufacture our own clothes.
- We send it out to your door step ourselves, free of cost.
- We do not compromise with the quality of our clothes.
- We provide weekly/monthly/quarterly/yearly subscription to people.
- On these subscription, all your clothes that you once bought from us would be renewed by completely new clothes according to the subscription period.

- The used clothes would be taken back if you do not want to buy them permanently and will be refurbished by us to be sold in lower markets.
- The charges of subscription will not include the cost of buying the cloth on a permanent basis.
- The clothes will be selected by you through our app and website.
- Before finalizing the order, we will give you a trial at your home on minimal charges.

Weaknesses-

- Lack of patent protection
- A weak brand name
- Poor reputation among Customers
- High Cost Structure
- Lack of access to good raw materials
- Lack of access to key distribution channel

Opportunities-

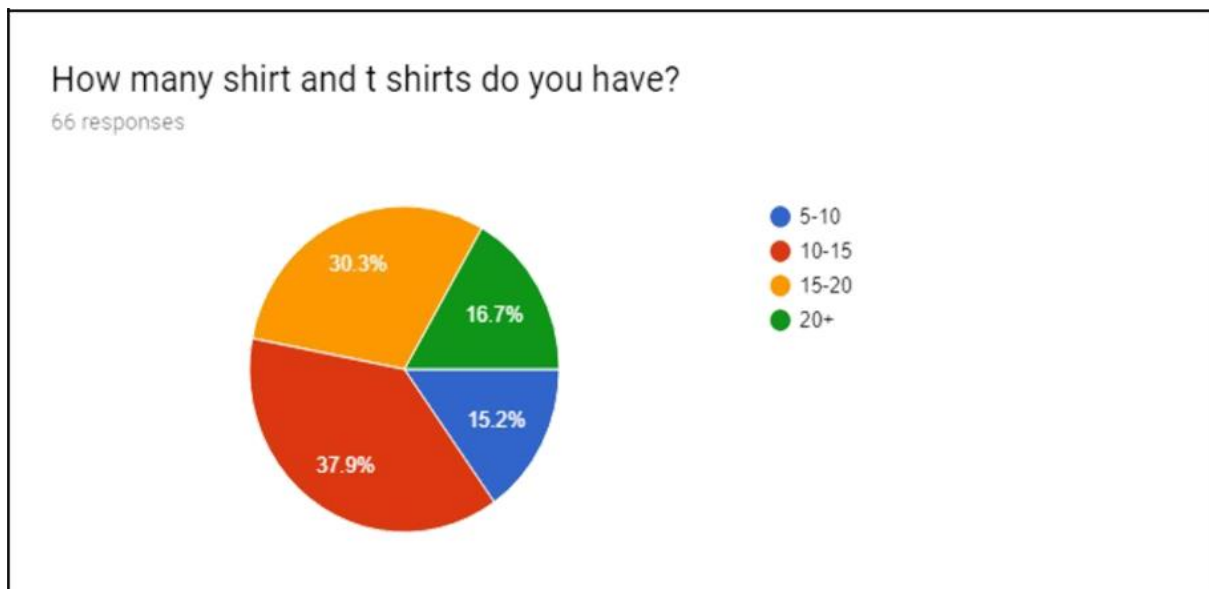
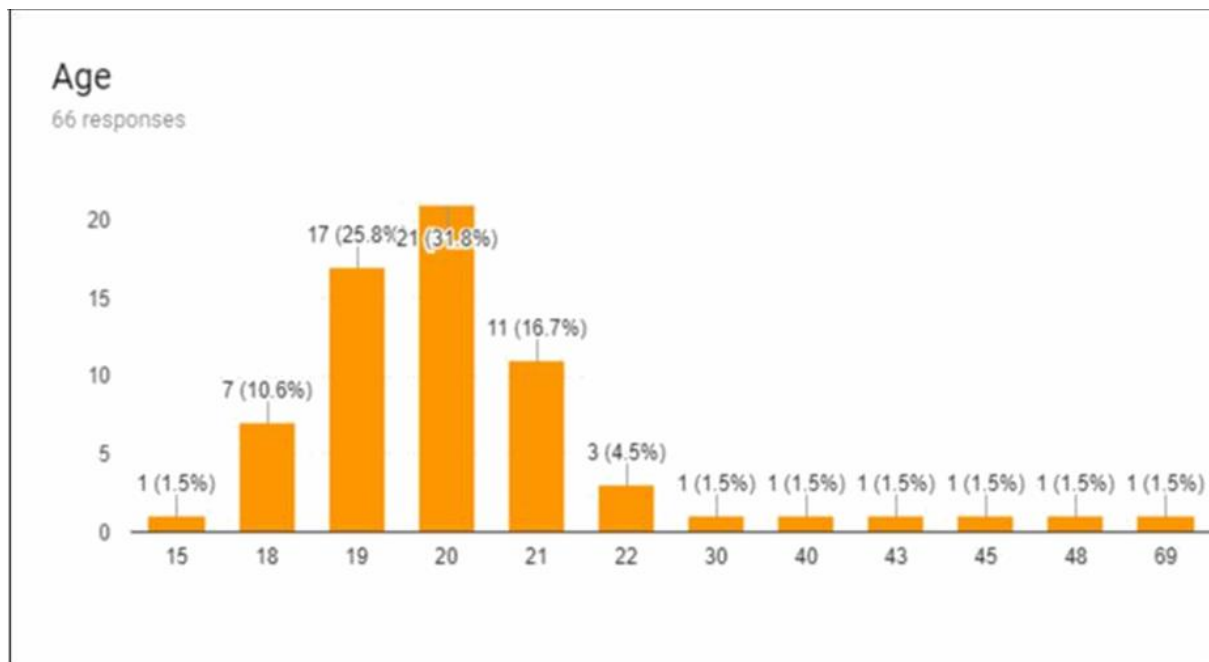
- Continuous changes in fashion trends.
- Different fashion styles introduced so frequently.
- Frequently changing fashion statements by celebrities.
- Most people these days hung up on taking and uploading pictures on social media, and feel that they should have different types of clothes in each photograph.

Threats-

- Competition from rival companies manufacturing similar products with already established customer base
- Finance: As it is a startup it needs good marketing or it will not get sponsors.
- Initial stage: it will not turn profit initially, until it establishes itself in the industry.
- Customer base: customers may not want to switch to our company's products

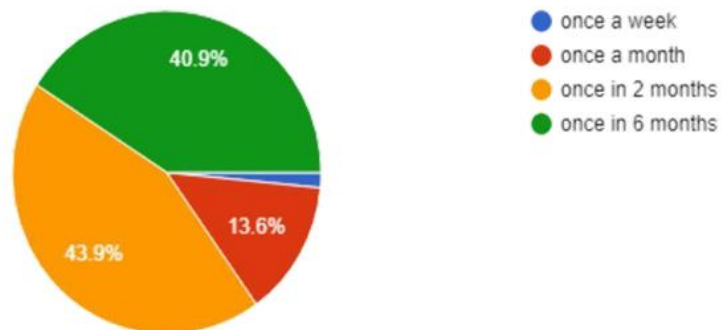
11. Market Analysis

Questionnaire Results



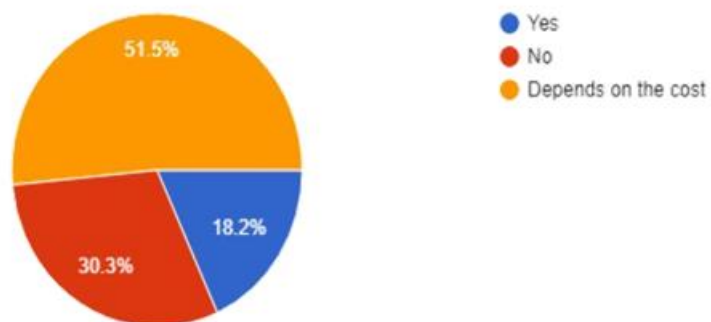
How often do you buy cloths?(Quantity being 1 to many)

66 responses



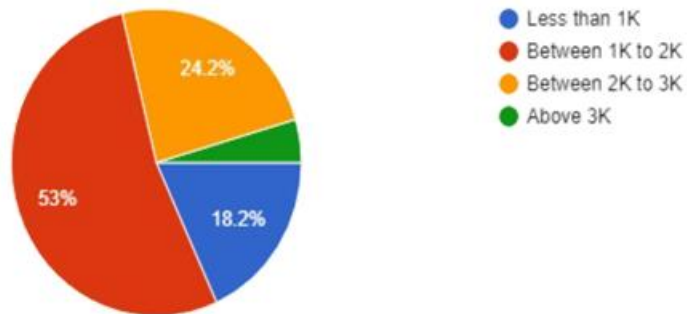
Would you prefer renewing your wardrobe every month at reasonable price?(new cloths periodically)

66 responses



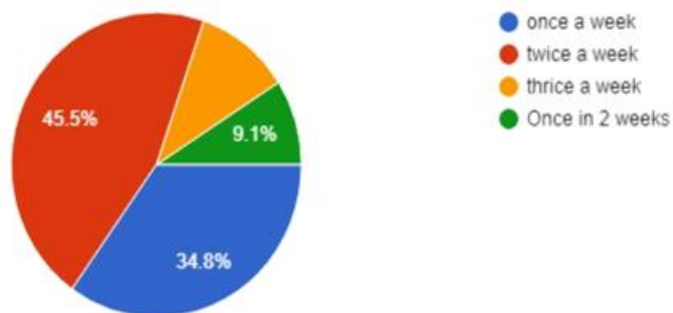
How much do you spend on buying a set of shirt/t-shirt and trousers/jeans

66 responses



How often do you repeat your cloths?

66 responses

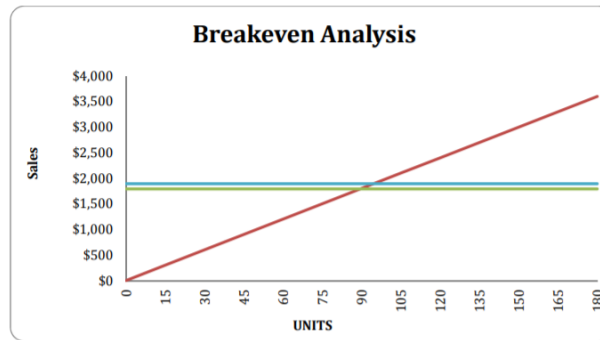


Results and Discussion

If you look at the graph below, you can see how many shirts were sold in the first 6 weeks, beginning on September 19th, 2012. The first two weeks were clearly the most successful simply because the majority of initial sales were through close friends and family that had known about the release long before. They were eager to buy shirts right away and after the initial “buzz” occurred, the sales figures dropped dramatically in week 3. Much of the sales from this point forward were through the online store.



The graph to the right shows a break-even analysis. Shirts were sold for \$20 each in person via cash/check and in a few cases were sold for 15. On the website they were sold for \$22 to account for transaction fees. The breakeven was reached after selling 100 shirts, which took about 3 and half weeks to achieve. The green line represents the fixed cost. The blue line represents fixed plus variable costs. The red line represents the sales revenue gained for the amount of units sold.



About 1 month after the initial order it was time to make a new order for new products. This time a pull over hoody was introduced using the same currency design in a new color scheme. These hoodies were printed on American Apparel 5495's. A new design was also introduced as seen below on the far right. The size breakdown allocates more quantity towards large and extra large since they were the best sellers for the previous release.

Conclusions

REVIVE Clothing is in its early stages as clothing brand, but through the the project there was continual improvements. The concept and vision of the brand has been carried out as planned and sales figures were near expectations. Success or failure of a brand cannot be determined in a such a short period, but persist enthusiasm will be needed to keep REVIVE growing.

Future Plans

By getting accounts with local skate shops and clothing stores consumer awareness will see a significant rise. The next few months also offer several chances to attend clothing conventions and trade shows in order to gain respectable exposure for my line. One trade show was attended during the course of this project to gain a first-hand understanding of what is expected if one were to attend. The success of the brand between now and then will determine the size and specifications of the purchase order. Marketing will be vital to keep gaining exposure if goals and deadlines want to be met. Only time will tell

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