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**Class: Mon 7 p.m.-9:45 p.m.**

**Topic: Market Research on Footwear Industry**

### **Timberland Work Boots**



### **Skecher's Shape-Ups**



### **O'Neill Surf Boots**



1.

## **Market Orientations**

### **Production Orientation:**

A production oriented company focuses only on efficiently building quality product and chooses to ignore their customer's needs. This generally means a manufacturing company. This type of orientation is seen very less in today's world. Although there are certain companies that still practice it. An example can be Nokia mobiles. Nokia has not been innovative enough and their products haven't had enough features that interest people leading to decline in sales. Nokia has thus been too product oriented instead of checking what people want. If a company produces products without paying any attention to their customer's wishes, they'll be soon out of business.

### **Sales Orientation:**

Sales-oriented businesses are more focused on selling a product than on marketing or refining it. They focus most of their efforts on developing a sales force to promote and sell their products or services. Sales force is the most important asset of the company and the main driver of its success and profitability, they are offered incentives to achieve targets such as increase number of clients, increase total revenue. Profitability is a key factor by which sales-oriented businesses measure their success. Almost all the automobile companies practice the sales orientation. They are so focused on pushing its product out to the customer, they rely on aggressive sales techniques. These include intensive promotion, such as advertising, and price-focused strategies. They rely on the strength of its sales force to move its products or services. Sales agents are trained to help customers envision themselves as the vehicle owner and encouraged to have the customers test drive the vehicles before making a purchase.

### **Marketing Orientation:**

Marketing oriented companies are communicative businesses that seek ways to understand their customers want and create products specifically designed for those customers. Companies with this strategy put the customers' interests above their own views and opinions. The most successful companies use this strategy. For example, Coca-Cola

practices the marketing orientation. They utilize social media to communicate with potential customers and ask them about their needs or wants. Facebook, Instagram, and Snapchat are used to build a roster of customers to communicate with on a regular basis. They also post survey questions and keep track of the most frequent responses. Coca-Cola constantly scans the business environment to understand shifts in customer preferences, needs and purchase behaviors. Understanding and analyzing these shifts before their competitors allows them to address the customer needs first.

### **Societal Marketing Orientation:**

The societal marketing is a marketing concept that holds that a company should make marketing decisions by considering consumers' wants, the company's requirements, and society's long-term interests. The Body Shop International plc is the original, natural, and ethical beauty brand. The company uses only plant based materials for its products. It is against Animal testing, supports community trade, activate Self Esteem, Defend Human Rights, and overall protection of the planet. They have also their own charity, The Body Shop Foundation, to assist those working to achieve progress in the areas of human and civil rights, environmental and animal protection. Thus, Body shop follows the concept of Societal Marketing.

## **2.**

### **Segmentation variables for Timberland Work Boots**

Timberland creates lifestyle boots for a community that is segmented by attitude rather than by demographics. This ambitious positioning is made apparent in the company culture and is gestured through its actions including; community activism, dynamic marketing campaigns innovative product designs.

### **Geographic:**

US, Canada, Asia, and Europe.

### **Demographic:**

Ages 18-35 Recreationalists of all levels, casual wearers, and construction workers.

Timberland is a leader in fashionable footwear for the urban consumer and the “hip hop” consumer group.

### **Psychographic:**

Timberland wearers would be categorized as fashionable, masculine and active requiring durable footwear. The dependability that Timberland provides with the heavy-duty work boots to its customers keeps them loyal to the company. Environmentally friendly activists appeal to the socially responsible corporation as well as craftsmen and urban groups. Timberland targets wild life communities through magazines and supply stores, but spreading the word of Timberland and what it morally for is arrested in inner-cities through Timberland's volunteer programs.

### **Benefits:**

Supporting an urban peace corporation who volunteers to solve problems in inner cities. Durable comfortable and long lasting footwear and a sense of urban belonging.

### **Segmentation variables for Skecher's Shape-ups**

The Skecher's Shape-ups opened new doors for the company who had previously targeted kids, teenagers, and young adults. Shape-ups found an entirely new demographic and an audience with new motives in addition to style.

### **Geographic:**

Located in the United States, as well as in over 100 countries and territories through the Company's global network of distributors and sold through various department stores in Canada, Brazil, Chile, and across Europe, as well as through joint ventures in Asia.

### **Demographic:**

Shape-ups marketing campaigns target men and women from the age of 30-54. The Shape-ups are intended for health-conscious consumers, looking to maintain, or enhance their physical health.

**Psychographics:**

Skecher's target a new kind of audience with their line of Shape-ups. A consumer who is practical but labeled as fashionable. Aiming toward physical appearance motives, Shape-ups are entirely about working out the legs, butt and back. Consumers with busy lifestyles, revolving around school, work or children find it difficult to fit in personal time, like exercising. Shape-ups can easily be found in large cities where consumers commute by foot and live busy lives, also suburban areas where mothers or fathers spend days juggling schedules. Although price point is moderate, Shape-ups would be least likely to be bought in underprivileged areas as it is not viewed as a necessity.

**Benefits:**

Consumers seeking convenience and health benefits value Shape-ups as they can wear them for comfort and exercise without interruption in a daily routine.

**Segmentation variables for O'Neill**

O'Neill is originally a Californian surf wear and surfboard brand. This brand has become familiar to the people and uses its name as an advantage.

**Geographic:**

The U.S. company has expanded their surf booties to countries all over the world with access to oceans and large bodies of water. US, Australia, Germany, Canada, Spain, Luxembourg, United Kingdom.

**Demographic:**

Men, women, boys and girls. People associated with the surfing lifestyle.



**Psychographics:**


Athletic consumers who are dedicated to surfing lifestyle purchase proper equipment. Belonging to the surf culture and fitting in is often an emotional motive when

buying surf booties. Marketing toward consumers with active lifestyles is the main objective for O'Neill booties can only be found in department stores in coastal areas or surf stores located in beach cities.

### Benefits:

Surf booties provide protection from rocks and sea life while insulating feet from cold waters. The Heat features durable rubber soles, and dual Velcro straps to adjust the fit and keep water out.

	Geographic	Demographic	Psychographic	Benefits
Timberland Work Boots 	U.S., Asia, Canada, and Europe	Ages 18-35 constructions workers, casual wearers, and craftsmen	Fashionable, masculine. Motivated by dependability. Environmentally friendly activists appeal to the socially responsible corporation.	Lightweight, abrasion resistant, anti-fatigue technology, Urban belonging
Skechers Shape-Ups 	U.S., Europe, Chile, Brazil, and Asia.	Men and Women. Ages: 30-54	Fashionable, Physical appearances motives, urban population.	Health Benefits

O'Neill surf booties 	U.S., Australia, Germany, United Kingdom, Luxembourg	Men, women, boys and girls associated with surfing	Active surf lifestyle, athletic	Protection, warmth.
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### **Differences:**

Although all three companies are globally located, O'Neill dominates coastal areas, majority of Timberland is geographically located in large cities occupying the northern hemisphere. Timberland strongly targets male audiences between the ages of 18 and 35, sub classifies to workers, Skecher's Shape –ups directs to both men and women from 30-54. O'Neill focuses on surf activists and not on a specific age bracket or gender. All three products are specialty items, made for different types of consumers. O'Neill booties are items pertaining exclusively to the surf culture. Sketcher Shapes -ups are used as a tool to assist lifestyle health and productivity and Timberland pairs as a fashion trend and as a niche product for craftsmen or outdoorsmen.

### **3.**

#### **Marketing Mix**

#### **Product: Timberland Work Boots**

They are made with heat resistant rubber and are guaranteed to keep proper shape with waterproof leather. Light weight insulation allows for quick drying and keeps feet warm in any weather. The steel toe cap provides safety in hazardous areas and the antibacterial treatment prevents odor.

#### **Place:**

Boots are offered online at [timberland.com](http://timberland.com), in Timberland retail locations, department stores such as, Macy's and specialty footwear stores Timberland boots are delivered through the web with free delivery for orders over \$100.

**Promotion:**

Marketing mainly through social media or magazine promotion. The volunteers of Timberland's socially responsible corporation help to improve social problems in inner – cities. Timberland relies heavily upon reputation and their corporate image

**Price:** \$135

**Product: Skecher's Shape-ups**

Multicolored athletic shoes with removable insole, resolute shock absorbing midsole, flex groove outsole with rubber traction, 1 1/4-inch midsole height and ultra-lightweight.

**Place:**

Offered globally in Skecher's retail stores, department stores or online.

**Promotion:**

Celebrity endorsements help Shape -ups look desirable to the public. Skecher's advertises in magazines, television commercials and through social media.

**Price:** \$44.95

**Product: O'Neill Surf Booties**

Equipped with excellent insulation, helps eliminate chafing, enhances traction on boards, and adds protection to your heels, toes, and the sides of your feet. The arch strap creates a snug, comfortable fit and reinforces stress points at ankles increasing circulation 100% satisfaction guarantee or return within 30 days.



**Place:**

O'Neill booties are distributed online at [oneill.com](http://oneill.com), [cleanlinesurf.com](http://cleanlinesurf.com) or found in surf stores. Large sporting goods stores supply booties for customer convenience in coastal regions.




**Promotion:**

O'Neill is a very active brand in the surf world, often sponsoring events or surf competitions to target niche customers. Professional surfing endorsements help to publicly advertise and highlight the image of the product. Social media is another contributor to promotional strategies.

**Price:** \$40 - \$70

**Analysis:**

With all three items portraying their item as agreeable they separate by the capacity to upgrade the activity planned to perform. Skecher's offers purchasers some assistance with increasing a normal stroll into a muscle tone workout. The Timberland Work Boots expand wellbeing and backing in risky zones. O'Neill Surf Boots improve hold and shield feet from harsh situations. Every one of the three items are accessible in brand stores, in retail locations and can likewise be accessed from online sites. Each of the three brands use social media to market the items and stay aware of current media trends, each brand also practices print advertising such as magazine promotions. O'Neill and Skecher's both gain by superstars who embrace their items while Timberland overwhelms social obligation and uses it to advertise their image. Skecher's is the main organization of the three to advance reliably on TV. The value point for Timberland work boots is \$135 while Skecher's and O'Neill keep costs close to \$50 making them more sensible to purchase.

	Product	Place	Promotion	Price
<b>Timberland Work Boots</b> 	Heat resistant, waterproof leather, light weight insulation. Steel toe cap and antimicrobial treatment.	Available online with free delivery for orders over 100\$. Retail stores.	Social Media, Magazines, and annual social programs.	135\$
<b>Skecher's Shape Ups</b> 	Multicolored athletic shoes with removable insole, resolute shock absorbing midsole, flex groove outsole with rubber traction, and ultra-lightweight.	Online and globally in Skecher's Retail stores.	Celebrity endorsements, advertisements, magazines, and social media.	44.95\$
<b>O'Neill Surf Boots</b> 	Excellent insulations help eliminate chafing, comfortable fit, reinforces stress points at ankles increasing circulation 100% satisfaction guarantee.	Online on oneill.com and in surf goods stores in beach cities.	Professional surfer endorsements, social media, and surfing events.	\$40-\$70

#### **4.**

##### **Website**

##### **Timberland:**

The website is very customer friendly. It displays shoes options for both male and female audience together. It has a ribbon on the top displaying the options to go to specific pages of the website. The latest offers and discounts are also seen on the first entering the website. The website has a different option as custom which gives the users to customize their shoes for them. Users can create an account too on the website which can be used to track their orders and receive special offer notifications. They also provide a 60 day return policy for products purchased online. There are suggestions for top sellers and then products listed and organized underneath. Under a selected product, an image of the product, the price and customer ratings and reviews are shown. The website is very simple to use and serves the purpose.

##### **Skecher's:**

A bright and cheerful website with imaged of separate advertisements. Due to the immediate overflow of information viewers are likely to feel overwhelmed. However, viewers can keep attention past the introduction, gender and age well organize the menu to help direct viewers to what they are looking for. Images of several angles of the Shape-Ups re displayed along with the price and customer ratings. Each individual product has detailed descriptions of overall manufacture and shoe quality. The site is interactive as customers can leave their opinion and experience under the shoes they purchased. Details and instructions also help give a viewer more information on the product. The site also prompts viewers to like the Skecher's products on Facebook, Instagram, and Pinterest.

##### **O'Neill:**

A selection pane of countries is displayed as first page of the website. The home page includes a slideshow of all the products sold by O'Neill, a container at the top which includes the deals and header which has the tabs and lastly sections. On clicking on any of the tabs a drop down menu appears with various other options under the criteria. For each

product, there are different filters that can be applied to search for a specific product. On clicking the wetsuits tabs and selecting boots, all the surf booties are displayed on the page in grid view with prices.

## 5.

### Survey

#### **Timberland:**

Timberland Work Boots have been creating strong, durable boots since 1978 and their reputation has exceeded them. Working as a socially active company to help improve the inner city communicates, timberland has created a strong image as a morally correct company. Timberland is now strongly supported by the urban community as a fashion-wear. After reviewing a questionnaire dedicated towards craftsmen I found that although Timberland has a high price point people are willing to pay for the quality Timberland guarantees.

Q.1. Have you ever heard of Timberland work boots?

Answer: 18 Yes, 2 No

Q.2. Have you ever worn pair of Timberland work boots?

Answer: 11 Yes, 9 No

Q.3. If yes? Would you consider them long lasting?

Answer: 11 Yes, 0 No

Q.4. Would you consider Timberland work boots fashionable?

Answer: 15 Yes, 4 No, 1 Undecided

Q.5. If you were/are a craftsman would you justify spending \$135 on Timberland work boots?

Answer: 16 Yes, 4 No

## **Skecher's:**

Skecher's Shape-ups has become well-known because of its innovation and becoming the forerunner of its kind. Although customers are aware of the benefits and the moderate price point, many are unwilling to purchase them because of their bulky and awkward appearance. After creating a questionnaire on Facebook for my friends' family and coworkers in the targeted age bracket (30-54) expected by Skecher's marketing strategies became enlightened by at people had to say results showed that although Shape-ups price is moderate and the product does aid in toning the quality and appearance was not supported by consumers.

Q.1. Have you ever seen or heard of the Skecher's Shape-ups?

Answer 15 Yes 5 No

Q.2. Have you ever bought a pair of Skecher's Shape -ups for yourself or someone else?

Answer 6 Yes, 14 No

Q.3. If yes were you satisfied with your purchase?

Answer 4 Yes, 2 No

Q.4. Do you find Shape -ups fashionable?

Answer. 6 Yes, 12 No, 2 I don't know

Q.5. After being informed that Shape -ups are shoes designed to help tone the body during a daily routine and can be worn anywhere, would you consider purchasing or re-purchasing a pair for \$44.95?

Answer 12 Yes, 8 No

## **O'Neill:**

O'Neill surf booties have become a primary name in the surf world, anyone interested in water sports is likely to have heard of the brand. To get a precise idea of interested consumers I questioned people from all around the world in areas O'Neill sells their booties. After contacting friends involved in the surf culture and from various

countries such as Costa Rica, Australia, France, Spain, and the U.S. I could get better idea who needed and would benefit from purchasing O'Neill surf booties on a global stand point. As a niche product with a reasonable price consumers would consider O'Neill surf booties as both a price leader and a quality product.

Q.1. Have you ever seen or heard of O'Neill surf booties?

Answer 18 Yes, 2 No

Q.2. Have you ever purchased O'Neill surf booties?

Answer 17 Yes, 3 No

Q.3. If yes? Would you ever repurchase them?

Answer 15 Yes, 2 No

Q.4. Would you ever have a purpose to wear them?

Answer 16 Yes, 4 No

Q.5. Do you think \$50-\$60 is too expensive for surf booties?

Answer 4 Yes, 16 No

**6.**

### **Internal and External factors**

#### **Timberland:**

Timberland work boots have always been a steady product since the 70's. Timberland is happy to see a reduction in duties on import in the U.S. As a family, owned company there are both risks and advantages to the familiarity. The largest external factor would be the constant competition from other companies.

### SWOT Analysis

<b>STRENGTHS</b>	<b>OPPORTUNITIES</b>
Strong operating margin Geographic customer diversification Wide brand portfolio No debt	Rental Industry Strong emerging market growth Recovering global economy Focus on women's brands, import duties reduced in the U.S.
<b>WEAKNESSES</b>	<b>THREATS</b>
Low return on equity High SG&A margin Declining U.S. sales Limited oversight on product and distribution quality	Increase in counterfeit products Increase in competition Family ownership/Agency risks Unfamiliar with the emerging markets

#### **Skecher's:**

Skecher's Shape -Ups is the first product of its kind, the innovative sneakers have the financial support of a successful company and years of experience in marketing production. Often consumers question if the product really works. As the first of its kind consumers have not yet been reassured of the science and technique of the shoe. As competing companies, have begun challenge the science of the shoe, challenges have resulted in lawsuits with original models. Since new and improved models have been made, consumers are already skeptical of whether Shape -ups really work.

#### **O'Neill:**

O'Neill surf booties are sustained through an exclusive team of professional surfers, who internally support O'Neill booties by proving their quality and necessity. With 64 years on the market, the company appears to be stable and growing. As a company with a large supremacy over the surf culture, brand recognition plays as a strong suit for O'Neill. As gas and oil price continue to rise, the prices effect discretionary income and lower sales. Dependence on third panes and seasonal purchases continue to be the weakest link in the

production process. Another external threat comes from continuously aggressive competition.

**7.**

### **Social Changes**

Blockbuster, the former king of video rentals, filed for bankruptcy in 2010. Because of competition from Netflix and Redbox, the video rental company lost significant revenue. The social changes were responsible for the emergence of Netflix. Every individual today owns a smart phone or laptop and prefer watching T.V. shows and movies online that provide better picture quality without waiting for a DVD or CD to come out and then rent it. Initially having a video company was a great idea as you could rent a movie anytime, but with internet being used the idea was no longer unique and lost its charm. In turn making Blockbuster lose its customer and hence leading them to go out of business.

**8.**

### **Societal Marketing**

Timberland is highly active in the community and has continuously been recognized as a very generous organization for several years. Timberland has proven that public responsibility is not just an obligation but rather a powerful competitive advantage. The Timberland Responsibility organization promises preservation of the outdoors and continuously works to reduce greenhouse emissions and eco-friendly products. The company is also known for its charitable contributions to urban inner cities. The Timberland webpage is accompanied by a personal letter by the president, Patrik Frisk with a public statement to remain and continue improving as a socially responsible company.





Skecher's Shape-ups is created by a company who has become known for their imitation rather than their innovation. The company appears to be behind in community marketing concepts. The idea of these social involvements is to attract customers through positive support and giving back to community. Skecher's copied an idea created by footwear company, TOMS. Skecher's vowed to donate a pair of BOBS Skecher's to a child in need for every pair sold. Not only was the idea stolen from TOMS but the shoe itself was replicated entirely. Skecher's has failed at any attempts to appear genuinely grateful for their success and has yet to succeed in societal assistance.

O'Neill is involved in various causes to help support the environment and community. In 1966 they set up the O'Neill Sea Odyssey, a free ocean-based program to educate young people about the marine environment. The "O'Neill Blue- Our Ocean Mission" is an initiative to produce sustainable surfwear using high performance eco-threads by Bionic, which contain recycled beach plastic. O'Neill summer collection consists of boardshorts, walkshorts made from approximately 2000,000 plastic bottles removed from beaches and shorelines worldwide.



9.

## Walmart

Walmart was first established as a self-service discounting store in 1962 by Sam Walton. Today its leading competitors are K-mart and Target. The fundamental properties applied by Walmart are as follows:

- Committed to customer service
- Everyday Low prices
- Building loyalty among suppliers
- Maintaining technological superiority

Competitive advantage can be achieved by either from responsiveness to change or from innovation. In this case, Walmart achieved a sustainable competitive advantage thanks to high responsiveness toward outside environment as well as inside environment. Outside environment includes demand and competition. Inside environment includes distribution and inventories management as well as the ability to encourage new initiatives.

Walmart's business system is quick and effective in adapting changes occurred in demand and competition, this ability helps them to consistently outperform Kmart and other discount retailers. Using inventory and sales data, the local store manager decides which products to display, and allocates shelf space for a product category per the demand of his or her store. In term of competition, Walmart does not centrally set the price. At places when Walmart and Kmart were located next to each other, Walmart's prices were roughly 1% lower. When Walmart, Kmart and Target were separated by 4-6 miles, Walmart's

average prices were 10.4% and 7.6% lower, respectively. In remote locations where there is no direct competition from large discounters, its price was 6% higher than where it was next to Kmart. Walmart's flexibility regarding customers demand and pricing strategy are key elements that sustain Walmart's competitiveness.

Point-of-sale date drives Walmart's distribution and purchasing, resulting in low inventories, few stock-outs, and few forced markdowns. Using point-of-sale, A Walmart store devoted 10% of its square footage to inventory, compared with an industry average of 25%. This give Walmart cost advantage compared with other competitors in the industry.

Finally, in the heart of Wal-Mart's fast response capability is the encouragement and rewarding of initiative at all levels of the company. The "shrink incentive plan" provided associate yearly bonuses if their store held shrinkage below the company's goal. Shrinkage cost was estimated to be approximately 1.7% of Walmart's discount store sales in 1993, compared with an average 2% of direct competitors.

## **10.**

### **Personal Selling**

Timberland work boots use personal selling to help accomplish a mutually beneficial relationship between both customers and producers. Celebrity endorsements help consumers recognize and desire the boot. Celebrities like Natalie Portman and Julia Roberts help targeting the women while Bear Grylls and Jake Gyllenhal, target the men. Timberland is helping the environment and people all around the work through numerous charities and philanthropic work. Although Timberland acts in a very generous way, their attempts were not completely selfless. Accompanying these benefits is the large and bold indication that Timberland is providing sponsorship for charity events. Not only does Timberland provide relief for the environment but is also capitalizing on the social press and exposure.

Another attempt to keep eco-friendly consumers purchasing Timberland products has been in the new Earth Keepers design made entirely of green rubber and recycled PET. Not only are consumers purchasing a high-quality footwear, but they are also supporting the effort of an eco-friendly product. Timberland is a socially active but the main reason their boots have continued selling over the past several decades is because of its quality. Buyers are reassured by salesmen who guarantee the durability of the product and the impeccable

reputation of Timberland only reinforces the promise. Timberland prides itself for the product and the customers respond well to eminence.



## 11. **Supply Chain Management Process**

Timberland work boots are created through a series of steps and stages known as a distribution channel:

Farms-Tannery-Factory-Warehouse-Retail-Consumer

Manufacturers: Dominican Republic is home to two Timberland owned factories along with one location in Haiti. The other 200+ manufacturers are outsourced to third party factory owners where Timberland work boots are created and prepared to be shipped to distribution centers. The Dominican Republic factory ranks its blue-collar employees through experience and initiative starting as operator, quality auditor then engineer and finally plant manager.

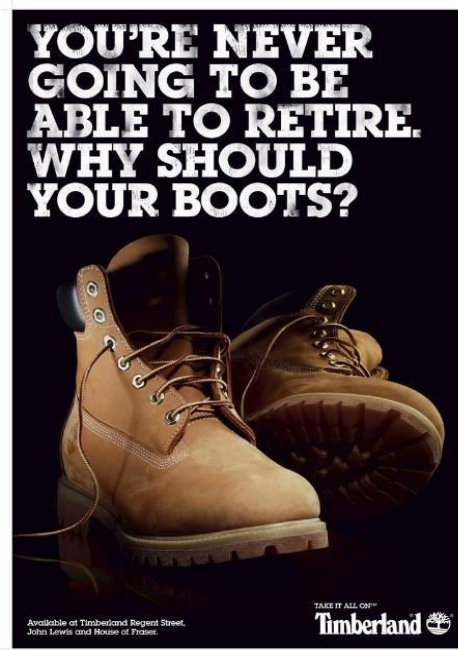
Distribution Centers: Timberland has three distribution centers located in California, Kentucky and Netherlands where products are stored and then sent to the retailers.

Retailers: Sold worldwide through independent retailers, department stores, sports stores and Timberland's own retail stores.

## 12.

### Ad Campaigns

Timberland work boots recently released an ad campaign that highlights videos of work gone wrong by craftsmen or laborers. The idea behind the campaign is that your feet are the base for everything you do, if they are uncomfortable, your entire body is uncomfortable. Bad footwear can be distracting, causing you to make mistakes at your job. The slogan reads “after all, when your feet hurt, your work suffers.” The commercial that stands out most is completed road work finished by the construction workers. A barrier around their car and are not trapped inside the barrier. The commercial wraps up with the slogan.



Skecher's Shape –ups do it all with a super bowl, commercial advertisement starring Kim Kardashian in 2011. The ad uses celebrity endorsements and sex to sell their sneakers to football viewers. The commercial was played during the NFL super bowl which not only sees records amounts of male viewers, but millions of female viewers caught the



commercial as well. The commercial starts out with a sweaty and barely clothed Kim Kardashian working out with a personal trainer in a lustful manner. The camera zooms in on her legs, butt and abdominals as she walks away from her trainer and explains she no longer needs him now that she has her Shape -ups. The commercial ends with a gentlemen tying the laces of his own Shape -ups and Kim complements his sneakers as the commercial ends. The sexual connotations catch the attention of every viewer, and the camera points out that the shoes do actually work because of Kim's muscular build and body tone. Finally, Kim makes the shoes look stylish and cool by sporting the feminine pink and black pair, but also points out that men can wear them too in reds and blues.



O'Neill surf booties do not have individual advertisement for their line of booties. O'Neill, rather advertises the brand through extreme commercials, epic pictures and action sport commercial involving the wetsuit and surf booties. The commercial starts with high waves, storm and high mountains and compares the reasonable and unreasonable people about the perspectives to pursue the high waves, high mountains. Not only was the commercial exciting but it was impactful, it encouraged out of the box thinking and supported innovative daredevil stunts. To highlight the surf booties line by O'Neill a commercial could be changed to help the item stand out and promote sales. O'Neill doesn't have a specific advertisement for surf booties but the advertisement and videos include the exciting, and doing the impossible things with the tagline "Unreasonable Expectations since 1952".

### 13.

Timberland's most recent customers can be accessed through a database after purchasing a pair of work boots. These customers are not yet seen as loyal but they are valuable. In hoping that they will return and become frequent customers, Timberland will send catalogs to the recent customers with Timberland's entire line of products with a 10% off coupon as a thank you for their business. The personal mail will help Timberland stand out to the new client as a quality product backed by great customer care.

Timberland's most frequent and core customers are the urban customer and the classic outdoorsman. These diametrically diverse demographics have both remained the most loyal customers to the brand for decades. Timberland boots are desired as either a fashion trend by the urban customer or as footwear protection for craftsmen. Both demographics request the same make and model repeatedly and not looking to try another type or seek another accessory. Through data storage of previous customers, frequent buys can be accessed and prompted to rebuy the same product. A quarterly email or letter sent by mail to loyal and frequent customers can have a ready order form of the customer's previous purchase accompanied by a coupon incentive. The order form provides convenience and reminds loyal customers, (majority being males) looking for an easy way to order a product and have it shipped to their home.

The High dollar customers at Timberland are also considered most frequent customers, Due to equal pricing of Timberland work boots, most customers do not buy more than a single pair at a time. Strategies for appealing to high dollar customers would be the same as strategies for frequent customers.