

Export-Marketing Plan

Unigear

“How to increase the sales in the targetgroup universtiy students in organizations/associations?”



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Introduction

During my final year of the International Business & Languages study, I need to do an intern ship to write a thesis as my graduation assignment. During my intern ship I am asked to write export-marketing communication plan for Unigear to re-enter the Dutch and the Belgian market. Unigear was founded in 1997 and is a wholesaler for university merchandise for the majority of university towns in the Netherlands and Belgium. Clothes with logos of the universities are the most recognizable products.

The plan is based on the researched that I have to do to answer the main question: "How to increase the sales in the target group *university university students in organizations/associations*".

Thereby I will only focus on the sales of clothing and the hooded sweater in particular. The hooded sweater is the best sold product and also the signature product of Unigear.

In this report I will *only* focus on the target group "*students in organization/associations*" in The Netherlands and Belgium. This target group can be divided in 4 groups:

- Student associations
- Study associations
- Student Sport associations
- Student group where the students are related in some kind of way (same interests, study direction, subjects and activities).

This plan contains a country analysis. Unigear already sell in The Netherlands and Belgium. They want to grow in both markets, that is why both countries will be discussed and they both need to be re-entered.

This plan is reflected in what more the Dutch and the Belgian market can offer Unigear and vice versa. During its process, it is extremely important to respond to the needs and wishes of the buyer on both markets.

After research, investigation and analysis, I wrote conclusions and recommendations what seemed to me, the best for Unigear in order to be successful in the Dutch and Belgian market.

Finally I want to take the opportunity to thank Marijn de Vries and Marnix de Vries for their guidance and patience. I also want to thank Roland Wastiaux for his guidance during my whole intern ship and Hylde Kuiper for her patience and help with the final product: The export-marketing plan Unigear.

Executive Summary

Unigear is a Dutch company which is established in 1997 and is in the meantime responsible for the clothing and merchandise of 9 universities in The Netherlands and Belgium. It is founded by 2 persons: Marijn de Vries and Marnix de Vries. Their office is settled in Raamsdonksveer, the Netherlands. Unigear is known as wholesaler for university clothing and merchandise.

Because of the internationalization of the education and the take-in of the Bachelor/ Master structure, the demand for university merchandise has grown rapidly. Universities use different communication tools to distinguish itself from other universities. The development of international student also leads to a positive reaction on the demand of merchandise.

Next to university clothing and merchandise, Unigear also provides conceptual and business merchandise. Besides a permanent collection (always in stock), there is also the possibility to order clothing with a custom made print.

The vision of Unigear: Unigear stands for university clothing. Next to university merchandise they also offer conceptual merchandise and business merchandise. The target group students is a very important aspect for the company. The clothing of Unigear have a high price-quality ratio. It is very important to keep up the quality and offer the best for their customers.

The mission of Unigear: To increase the sales in the target group university students in organizations/associations.

Their goal is to expand their market reach. Unigear needs to re-proposition by re-entering the markets with other/new promotions and by using the right promotion tools.

The potential target group of Unigear values high quality clothing and merchandise. Because Unigear already is selling in The Netherlands and Belgium, it makes it easier for them to re-enter both markets. Unigear is now responsible for the clothing and merchandise for 10 different universities and it had created quite a reputation on the market.

Definition Of The Problem

Unigear wants to increase the sales in the target group "*University students in organization/associations*" in The Netherlands and Belgium by focusing on the sales of clothing with own logo and mainly the hooded sweaters. The hooded sweater is the best sold product and became the signature product of Unigear.

Unigear already sells in these countries but they need to re-enter this market with new strategies to achieve their objective.

There are a view questions that I can think of:

- Which entry strategies can be used for the two countries?
- How can Unigear increase the sales in these countries?
- Which communication tools can Unigear use to achieve more sales?
- Where does Unigear starts? (In which cities)
- Which product are the best to start with?

Both countries are really up to date and are not very different from each other when it comes to fashion and style. Because The Netherlands and Belgium are neighbors, it is easier to find out the differences between the customers. Both has a lot of students and large student cities with university students organizations/associations. The products of Unigear cannot directly be compared with the fashion industry but fashion has become a part of the way of life, so it has a big influence on the colors of the clothes.

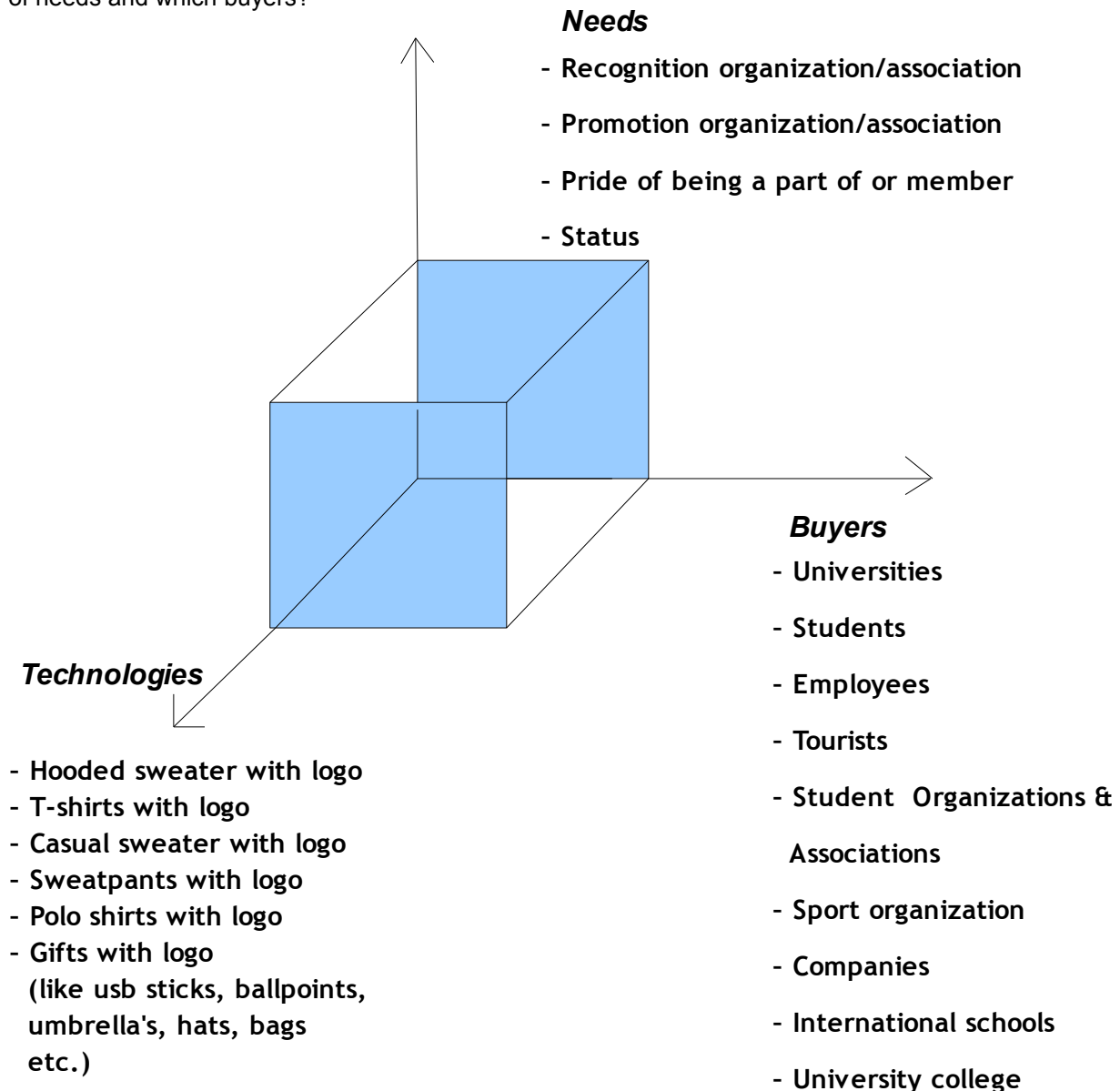
Unigear needs to know in which country to start which strategies to use. The strategies can be different in both countries. Their goal is to improve their market share in The Netherlands and Belgium.

For Unigear to be successful and stay successful, it is important to have;

- A clear an continuous improving strategy
- Innovation-ambition and competences which are equal to its strategy
- A good social network to win experience, ideas and knowledge
- Availability of possibilities
- A structure which gives the above activities a spot, next to the primer process.

1. Market Definition

The market definition Unigear is a connection between the needs (of the buyer), buyers and the technologies. The model of Abell answers the question: "Which technologies does Unigear use for what kind of needs and which buyers?"



Needs

The products of Unigear fulfill a view needs. The most important one is the recognition (for others) of a name of brand of an organization/association. It is also a way of promotion and the reason that the products are being uses is because they are proud of the name or brand. It also contributes to the status of a name or a brand.

Buyers

Unigear has different groups of buyers. The main group (which Unigear has started with) are the Universities. This group is divided in two groups: the employees and the students. Than they have the "organized" students and the tourists. These were the most important groups. Next to that there are also several companies, international schools and university colleges.

Technologies

The products of Unigear suits all the target groups. The products can be divided in two groups: the clothing and the gifts. The most important product would be the hooded sweater, this is because it is the best sold product and also the signature product of Unigear.

1.1 Problem Solved

What problems will be solved by the products of Unigear? The buyers of Unigear use the product for a variety of reasons. It is not all about wearing the clothing. The clothing stands for recognition and promotion tool for the name (brand) of the organization/association. At the same time it can offer warmth, comfort and ease. But those are not the main reason.

The clothing with own logo, shows that the person who wears it is proud of being a member or a part of the group. It also creates status. To make a name or brand recognizable there are more ways to just wear a sweater. It is also possible to use flags, banners or bags with own logo or text. But at the same time you cannot wear it during sports or when it is cold. That is why the clothing only can be replaceable with other clothing.

1.2 Segments

The segment which Unigear focuses on is a mid-high segment. In this segment are a variety of potential buyers:

- Student associations
- Study associations
- Student Sport associations
- Student group where the students are related in some kind of way (same interests, study direction, subjects and activities).

Nowadays when it comes to clothing, people value high quality which is durable and comfortable. It is also important that the colors are fashionable. Younger people, especially students also prefer clothing which is comfortable, warm and delivers a good appearance. This is what Unigear can provide with their university clothing. The hooded sweater (with university logo) has become the signature look for the student. They do not mind paying a bit more for a sweater which is longer durable.

1.3 Technologies

In which way does Unigear respond to the buyer?

To respond to the needs of the buyer correctly, it is very important to know what these needs are. The buyers of Unigear relate to the Universities and they expect reliability, good price-quality ratio, quick delivery, wide range of sizes and fashionable colors. Unigear offers all of this. They are reliable in what they do, they have long term contracts and collaborations. Their clothing is made from high quality material and they offer it for a reasonable price. The delivery time is fast and last but not least, they follow the trends in fashion for the colors they use. The technologies which they use are all the highly integrated websites/shops they provide with the information about the products and the possibility to order online. It will be possible for the buyer to directly upload their own logo (or text) on the clothing. Of course their own website with information about the company, what they do and with whom they work with. They offer a lot of freedom when it comes to the products. They are always open for suggestions and always do their best to fulfill the wishes of the buyer. And recently they have an office with own storage in The Netherlands, from where they send the orders of university products from.

2. Internal Analysis

2.1. The Organization

Unigear is a young and dynamic company which is specialized in conceptual merchandise. The company was founded in 1997 and it is active in university merchandise for the majority of university towns in the Netherlands and Belgium. Clothes with logos of the universities are the most recognizable products. Besides the clothing Unigear also provides a wide range of gifts and promotional items for conferences and events of the relevant university.

The head office and their storage is situated in Raamsdonksveer and they have 2 point of sales in Utrecht, 2 stores in Antwerp and 10 web shops in overall.

2.2 Organization Structure

See appendix.

2.3 The Company Unigear

Unigear can be divided in 3 parts:

- Unigear Netherlands
- Unigear Belgium
- Belgian Heritage

All are leaded by Marijn de Vries and Marnix the Vries. These three departments together have separate divisions. These are retailing, logistics, finance, sales, HRM, order processing, design and technology. Unigear provides merchandise for 10 universities in both countries:

- Eindhoven
- Enchede (Twente)
- Maastricht
- Rotterdam
- Tilburg
- Utrecht
- Wageingen
- Antwerpen (Belgium)
- Gent (Belgium)
- Hasselt (Belgium)

Unigear has two main supply groups:

- Production sites in Eastern Europe and Asia.
- Wholesalers in the Benelux.

2.4 The Products

The products of Unigear stands for uniqueness and a good price and quality ratio. They offer clothing in different sizes XS to XXL. They also have children sizes.

The clothing collection contains:

- Hooded sweaters
- Casual sweaters
- T-Shirts (short & long sleeve)
- Polo shirts
- Sweatpants

Next to the clothing Unigear also provides a wide range of gifts. All products are available with the standard or own logo/text.

2.5 Current Marketing Mix

Product

Unigear offers clothing with own identity for university students. The main product is the hooded sweater with university logo. This is the best sold product and at the same time, the signature product of Unigear. The sweater stands for being proud to be a student of a specific university. On top of that, students which represent their organization/association. The sweater is a promotion tool and offer comfort and ease to the busy lifestyle of each student.

The clothing of Unigear are made from high quality fabric and the colors which they use are up to date and related to the current trends of fashion. The company offers a wide range of products with not only clothing but also gifts. The most important USP of Unigear is the good price-quality ratio. Buyers value this.

Price

Unigear focuses on the mid-high segmentation. The prices are higher than the average supply on the market, but they are one of the few which values high quality in advantage for the customer. In overall the completion offers clothing which are made from cheap quality and are less durable compared to the clothing of Unigear. The buyer pays more to get better quality. Next to the quality they get products from a Unigear which delivers reliability, experience, high customer value and privilege of wearing the official university logo. The products are produced in an ecological way and will get the eco-label in the future.

Place

Unigear's head office and storage are recently situated in The Netherlands. Their products are already in different bookshops and service desks (universities) available. Currently their products are being sold at 9 bookstores, 5 university shops and 6 web shops in The Netherlands.

In Belgium their products are available in 2 bookstores, 5 university shops and 3 web shops. Their gifts and clothes are also available at 2 locations in the city center of Antwerp.

Promotion

The promotion of Unigear is through different canals. For the business to business market Unigear uses internet, mailings and direct sales. For the business to buyer market they use internet, mouth to mouth publicity (students) and mailings, special events/actions.

Unigear also participates on special events like a sports-day event at Gent University. Here it is all about branding and make students aware of what Unigear is about.

What also is very attractive are the sales on the universities. For example an afternoon sales at the University of Tilburg by the bookstore Selexyz. Here Unigear can sell the old(er) collection of clothing for a very good price. Here they work on their brand awareness and can sell clothing at the same time.

2.6 Current Strategies

At this moment Unigear does not really works with one particular strategy. Because Unigear operates in Belgium as well as in The Netherlands, they do have approach. The Dutch market is more competitive as the Belgian market. That is why the strategy for the Dutch market is tactical and Unigear is the benefits and USP's to attract the buyer instead of with the pricing. For the Belgian market they have been using another approach. Here it is all about, quality, reliability and optimal relations.

2.6.1 Value Strategies

There are 3 strategies according the the value strategies of Treacy and Wiersema. To able to be a market leader Unigear needs to excel in one of the 3, and the other 2 has to be on level.

Customer intimacy would be the strategy in which Unigear excels. Unigear has long term contracts with the universities in both countries and this is very unique. Because they are fully responsible for the whole proces from design/production till the delivery of the products. They are the only one which are competent to use the official/university logo on their clothing. Which means that they have a privilege when it comes to branding.

2.7 USP's

What makes Unigear different than the other 'players' on the market is that they excel in customer strategy. This means that their succes is build on (long term) relationships and that they invest and value customer loyalty. By offering a total service package which includes: design, production, storage, stock management, decoration of the on and off line shops till the delivery to the end user. Due to the long term contracts with the universities they are privileged to use the official logos and offer that to the buyer in addition to the custom made products. (Clothing with self designed logo). And these factors combined is the most important USP for Unigear.

What also is unique, is that Unigear is the only on the market is providing for so many universities at the same time in The Netherlands and Belgium and already created brand awareness on this market.. The company is fully responsible for the process from production to delivery and the decoration on and offline.

2.8 Financial

It is not possible to mention the turnovers of Unigear, do to the competitive sensitivity. To give an idea of how the financial position, the following aspects are given:

The performance in percentages

	This year	Year 1	Year 2
Market share (in volume)	50%	45%	40%
Share (turnover foreign)	50%	40%	10%
Turnover share (new products)	10%	10%	10%

2.9 Goals & Objectives

The main goal of Unigear is to increase the sales in the target group university students in an organizations/associations.

They also have some objectives for the future. Vlerick Management School, is a well-known international school and recently a new client of Unigear. Unigear wants to approach more international schools in The Netherlands and Belgium. The international students are a responsible for a big part of the sales of the universities. That is why this target group could be a great step forward for Unigear.

The university colleges is also an attractive group for Unigear. Unigear already provides to a view of them but they could broaden their reach. Especially in Belgium can this lead to a success because the university colleges are all in connection with the universities.

3 Country Analysis

3.1 DESTEP-Factors of The Netherlands

Demographic

Population:
16,715,999 (July 2009 est.)

Population growth rate:
0.412% (2009 est.)

Age structure:
0-14 years: 17.4% (male 1,485,873/female 1,416,999)
15-64 years: 67.7% (male 5,720,387/female 5,604,014)
65 years and over: 14.9% (male 1,070,496/female 1,418,230) (2009 est.)

Year	Population growth rate	Rank	Percent Change	Date of Information
2008	0.44	161		2008 est.
2009	0.41	161	-6.82 %	2009 est.

Ecological

Product requirement textiles:
Number 2008/121/EG takes care of the harmonization of the textile names. This requirement includes the names and the product which not meet the requirements.

Social/cultural

Buying behavior:
The economic recession has no effect the spending on clothing for the Dutch consumer. This came out during a research by a company called GfK Panel Services. About 75% of the Dutch continue shopping and 76% of the men and 67% of the women are not worried about their clothing allowance as well as the economic crisis. About 80% of the teenagers do not think that they need to cut out on shopping. The rest planned to only buy the items which they need and they prefer to wait to the sale.

Unemployment rate:
5% (2009 est.)
country comparison to the world: 49
4% (2008 est.)

Technological

E-business:
According to research, there were 512 personal computers per 1,000 inhabitants in 2004. The technology and ICT sector was responsible for almost 25% of the GDP growth in The Netherlands The ICT industry has a big role according to the Dutch government. It is not only important for communication and education but also stimulating the sector in mid size companies.

The Netherlands was one of the first EU countries to privatize its telecommunications operator, Koninklijke PTT Nederland. A part of the company (owned by the government) is KPN now. The Netherlands is a net technology-equipment exporter and a net telecoms-equipment importer. According to another research, has the Netherlands the seventh-largest PC market in the EMEA (Europe, Middle East and Africa) region based on 2003 PC shipment. The strength of the country is its liberalized telecoms market, well-developed broadband (high-speed internet access) services and technology-equipment production expertise.

Economical

Inflation:

The inflation was 2% in February and March 2009. The prices of clothing have decreased compared to March 2008. But the prices in February 2009 were less high as the prices in February 2008. This led to a decreased inflation. The prices of vegetables, diesel fuel and energy have decreased and that is why it created a balance in the inflation. The inflation of the Euro zone fell sharply in March to 0,6%. Since they started to measure the inflation in 2007, it was never this low. The difference between The Netherlands and the rest of Euro zone is caused by the price of energy.

Market description:

The European textile industry was very competitive to the Eastern textile industry. European countries like The Netherlands could produce more clothing because of the industrialization. But this changed very soon, in the second half of the 20th century, industrialization has spread rapidly worldwide, starting with Asia. Between 1980 and 1995, the textiles of Asia increased by 98%, while the textile production in Europe decreased by 32%.

Nowadays there are more than 50 developing countries which deliver textile to the industry. The 25 largest countries are responsible for nearly 90% of the trade. Because of the countries with lower wage, there are very little countries in the west which sew textile. The Netherlands mostly produces clothing which requires specialist knowledge, such as bridal wear and work wear.

Political/juridical

Tax:

There are 3 different rates for the VAT in The Netherlands. Which rate to use, depends on the type of goods or services. Some goods or services are free of VAT. Most of the goods and services have 19% VAT. In special cases the goods and services has the reduced rate 6% or 0%. 6% VAT also includes:

- supply of food and drinks, excluding alcoholic beverages
- supply of agricultural products and services
- supply of drugs
- sales and rental of books, newspapers and magazines
- access to cultural and sporting events (museums, concerts, sporting events)
- performances by performers
- services in hairdressing
- repair of clothing, shoes and bicycles
- access to a pool or bathhouse, including sauna
- providing opportunities for sport in a sports

The 0% rate is used by foreign businesses. On the sale on tobacco products is also 0% VAT because the manufacturer or importer already paid this together with excise duty.

European product requirements:

NR.96/74/EG Directive takes care of the harmonization on the textile fiber names, label indications, markings and documents in both the production, processing, and distribution process. Only textile products which cope with this Directive are allowed on the EEA market. Because of technical progress Directive 97/37/EC is adapting the Annexes I and II to Directive 96/74/EC. Directive NR.96/73/EG are certain methods for quantitative analysis of binary mixtures of textile fibers.

Conclusion:

In overall the Dutch market is a very attractive market for Unigear. Next to the large amount of students and universities there are a lot of factors which has great influence for the sales of Unigear. The population stayed about the same but the crisis did effect the buying behavior of the Dutch people. Good news is that they did not cut back on the shopping for clothing. 80% of the teenagers think it is important to keep buying what they want/need, the rest rather waits till sale. The e-business has also upgrades through the years, there are more people which shops online and owning a personal computer than the years before. Because Unigear sells a lot through their web shops, the well-developed broadband (high-speed internet access) services and technology-equipment production expertise contributes to the opportunities for Unigear.

3.2 DESTEP-Factors of Belgium

Demographic

Population:
10,414,336 (July 2009 est.)

Population growth rate:
0.094% (2009 est.)

Age structure:
0-14 years: 16.1% (male 857,373/female 822,303)
15-64 years: 66.3% (male 3,480,072/female 3,419,721)
65 years and over: 17.6% (male 760,390/female 1,074,477) (2009 est.)

Year	Population growth rate	Rank	Percent Change	Date of Information
2008	0.11	193		2008 est.
2009	0.09	191	-18.18 %	2009 est.

Ecological

Product requirement textiles:

Number 2008/121/EG takes care of the harmonization of the textile names. This requirement includes the names and the product which not meet the requirements.

Social/cultural

Buying behavior during crisis:

Consumer confidence had a big influence on the buying habits of the Belgian. The ones who has a bad feeling about the economy nowadays, will buy and consume less and are less loyal to the brands. They will compare prizes and look for alternatives.

Despite the constant negative news about the crisis and the economy, research tells that most of the Belgians have a good feeling about the economy and their buying capacity. 76% thinks that the economical situation in the family will remain the same or improve. About 45% expects that the economy will improve in 12 months. They also think that because of this, the unemployment rate will decrease, but in overall the Belgian consumer goes through the crisis with confidence.

Most of the Belgians stayed loyal to the brands which they purchases before the crisis. 10% of them which did not switched brands, do buy them in cheaper stores now. 14% did switched to cheaper brands and 10% to a house-brand or discount.

Unemployment rate:
8.3% (2009 est.)
country comparison to the world: 92
7% (2008 est.)

Technological

E-business:

E-Business in Belgium has grown so fast that public services, citizen's use and employee skills are not able to keep up. According to research, the Belgian broadband coverage is first ranked in Europe. Because of this, they can offer cheap internet. Because of the minimal use will lead to inconsistency in the use of services. The music market is dynamic but the online newspapers/magazines has not been read a lot. The online services of Belgian seems to be the best compared to the other European countries. The fully integrated internal and external processes are above the average and 87,5% of public services for enterprises are available online. On the other hand, only 18,2% of the services are available for citizens.

What is very remarkable, is the ICT specialism which is ranked very low. There is already invested in 3 ICT initiatives in Brussels, Walloon and Flanders.

Economical

Inflation:

The inflation was about 1,6% during a few years and that led to decreasing prices in the second quarter of 2009 with 0,2%. This decrease was also because of the low oil and food prices. The costs for electricity and gas have decreased by 5,6% in the last quarter of 2009 and 17,4% in the second quarter of 2009. If the energy and food prices are not included, then the inflation is more stable in Belgium. In 2008 the inflation was 2,7%. In the first quarter of 2009 it was 2,3% and in the second quarter it was 2,4%.

Market description:

The turnover in 2007 for the textile industry was 7.7 billion euros. In 2008 the sales decreased by 14,3% and more than 75% of production is for export, of which 87% for the European Union.

The textile industry is filled with smaller companies and family businesses. There 32.300 jobs were occupied in the textile business. In 2008 this amount decreased by 300 jobs.

Next to the the turnover, the production also decreased by 12%. The Belgian textile industry quickly switched to products which are less vulnerable to low wage competition. This action led to a share which was still higher than the average and was stronger than the rest of Europe.

Belgian is well represented by designers. Not only in Flanders but also in Brussels the industry has a high profile and is very important to the total market.

The export of Belgian textile has decreases by 4,4% in 2008. The biggest part of it goes to France. Second is Germany and third the U.K. Import of textile was increased by 1,6% in 2008. Germany is the largest supplier for the textile followed by China.

Political/juridical

VAT:

The standard VAT percentage in Belgium is 21%. Next to the standard percentage there are also 3 reduced rates: 12%, 6% and 0%. On some newspapers and magazines is 0% VAT. 6% is on agricultural products (such as ornamental plants), certain foods, certain medicines, books and some magazines. 12% is for example on energy (coal) and social housing. The standard rate of 21% is applicable on products such as gasoline, alcoholic beverages and clothing.

European product requirements:

Nr.96/74/EG Directive takes care of the harmonization on the textile fiber names, label indications, markings and documents in both the production, processing, and distribution process. Only textile products which cope with this Directive are allowed on the EEA market. Because of technical progress Directive 97/37/EC is adapting the Annexes I and II to Directive 96/74/EC. Directive NR.96/73/EG are certain methods for quantitative analysis of binary mixtures of textile fibers.

Conclusion:

The Belgian market like the Dutch market is also a very attractive market for Unigear. In the North of Belgium Unigear already has a very large marketshare. It has also a large amount of students and big universities. The population has grown a little compared to the year before and despite the crisis, 76% of the Belgians are positive about their buying capacity and their financial situation.

The production of textile has increased and so did the export. The e-business has grown rapidly in Belgium and that is a good thing for Unigear. Because of the first ranked broadband in Belgium will lead to very cheap internet. This means that it is more affordable for the Belgians. On the other hand the ICT specialism is not that high and which can lead to more difficulty for the Belgians to shop online. Easy and simple web shops can avoid problems.

3.3 My Research-Differences Between Dutch and Belgian Students

To find out for Unigear how to increase the sales in the target group “university students in organizations/associations” I have researched the differences between the behavior of students from both countries. I started the mailings in the 2 largest cities to which Unigear already provides for the universities, Gent and Utrecht. In both cities the product are being sold at the universities and at several points of selling. And by products I mean the “standard” University product like the hooded sweater with “Utrecht University” or “Ghent University”.

Unigear wants to attract the student in an organization, or a (sport) association. The goal is to let them know that Unigear is the provider for sweaters or t-shirts with a print of the logo/text of their sport steam or student organization. Everything is possible and can be discussed with Unigear, colors, sizes, logo's.

The first mailings went out to all the student organizations/associations in Gent followed by Utrecht. The emails were a bit different from each other. The Belgian version is more polite and in a way that I had a great offer. The Dutch version is more direct and we mentioned sponsoring of the back logo instead of a great offer. Because there was an email which was sent in the past to a view in Gent, with the same information and was quite successful. And soon the results were shown. There were a view positive reactions from Gent, which finally turned out in orders. Utrecht on the other hand did not react at all, after the reminder email, there were some (negative) reactions and no orders. This means that what works for Belgium does work for Utrecht. They respond in a whole different way. What was very noticeable is that Belgians value information about Unigear and not only what Unigear offers but also how. The Dutch prefer it loud and clear and they are most interested in the prices and the benefits. And because of the more and aggressive completion on the Dutch market, they compare all the possible providers, benefits and the cheapest. The Belgian market is less strong en there are less competitors. If there is a good company which can deliver good products and they are reliable than it might be good enough.

I sent out emails to the organizations/associations in the following cities:

City	Organizations/associations	Orders	Positive Reactions	Negative Reactions
Gent	25	8	4	
Utrecht	25	2	2	2
Tilburg	15	1	2	
Wageningen	15	2	2	

During the contact with several Belgian and Dutch organizations/associations I have come to the conclusion that Belgians are always polite and like to be treated the same way, are interested in the company, products and possibilities. They are patient and like a like to obtain as much as information as possible.

The Dutch are quite direct in their reactions and are not afraid to let us know that Unigear is not the cheapest and that they will not order, unless they get a better offer. They prefer a short but clear message in the email with the exact offer and want the lowest available price.

In overall Belgium has a lot of similarities with The Netherlands. The country is smaller and has less inhabitants. The climate is quite the same and both countries are attractive for students and tourists as well.

The big difference is the friendly atmosphere, the vivid Flemish cities and the beautiful nature. The country had a lot of historical buildings and monuments.

The culinary is also very different from the Dutch. In Belgium there a lot of restaurants and cafes. The food is a combination of the German and French kitchen and the Belgians value the culinary. Food is very important to them and in the North you can enjoy the beers, chocolate, Flemish fries and shrimp croquettes on almost every corner of each street. This leads to a lot of eating out, not only on special occasions they like to have an extensive dinner with a good bottle of wine.

In general the wants and needs which Unigear needs to fulfill are: Low pricing, good quality, good service and reliability.

4 Geographical Spread

4.1 Amount of Students in The Netherlands

<i>Institution</i>	'00-'01	'01-'02	'02-'03	'03-'04	'04-'05	'05-'06	'06-'07	'07-'08
University college	62	61	59	58	54	52	52	51
University	13	13	13	13	13	13	13	13

<i>Students</i>	'00-'01	'01-'02	'02-'03	'03-'04	'04-'05	'05-'06	'06-'07	'07-'08
University college	312 698	321 508	322 968	335 706	346 645	356 842	366 689	374 377
University	166 299	173 053	180 100	189 513	199 551	205 894	208 618	212 728

(Source: [http://statline.cbs.nl/StatWeb/publication/?VW=T&DM=SLNL&PA=03753&D1=a&D2=1-2,6,8-9,13,\(I-2\)-I&D3=0-2&D4=0&D5=a,!0-9&HD=100402-1119&HDR=T,G3,G4&STB=G2,G1](http://statline.cbs.nl/StatWeb/publication/?VW=T&DM=SLNL&PA=03753&D1=a&D2=1-2,6,8-9,13,(I-2)-I&D3=0-2&D4=0&D5=a,!0-9&HD=100402-1119&HDR=T,G3,G4&STB=G2,G1))

4.2 Amount of Students in Belgium (Flanders)

<i>Institution</i>	'03-'04	'04-'05	'05-'06	'06-'07	'07-'08	'08-'09
University college	100 178	101 185	102 367	102 477	104 174	109 795
University	56 839	57 005	59 172	60 866	64 372	71 645
Total	157 017	158 190	161 539	163 343	168 546	181 440

(Source: http://www.ond.vlaanderen.be/onderwijsstatistieken/zakboekje_NL_08-09/zb_092032_NL.pdf)

4.3 Amount of Students And Foreign Students

In 2008 almost 117.000 students started an education at a university college. That is a raise of 17% compared to 5 years ago. Especially the students in the 'law' direction has grown incredibly.

According to an article on www.europa.nl, there are more and more students that chooses for an education in The Netherlands. In 2007 there were 8940 students from outside the European Union which stayed in The Netherlands for 3 months or longer. In 2008 this amount became 9306 and till October 2009 the total had increased to 9271 foreign students.

5 Internal Analysis

5.1 Market Analysis

The market on which Unigear sells is the merchandise market. Because there is not many information available about this specific market and my focus is only on the clothing, I did some research in the most comparable market, namely the clothing market.

Market Analysis The Netherlands

In February 2010, households spent 1,1% less on goods and services than in February 2009. In January was this 0,7% lower than one year before. The households became cautious with their spending for a year now. The decrease in the first two months of this year was significantly smaller than the previous months.

Spending on services in February was 0,6% lower than a year before. Spending on goods was 1,7 less than last year.

Households also cut back on durable goods, this was 3% less than one year before. This includes footwear, home furnishings and household items. Only the spending on new cars were higher than the years before. The cold weather was the cause of more gas consumption than a year before. Fuel on the other hand was lower. Spending on food, beverages and tobacco increased by more than 1%.

Consumer Expenditure on Clothing and Footwear

Historic/ Forecast - € Mn - Fixed 2009 Exchange Rates - Value at Current Prices

	2009	2010	2011
The Netherlands	13098,8	12973,8	12893,8

(Source: EVD)

Market Analysis Belgium

Belgium currently has approximately 10.4 million inhabitants. In 1830, this was just 3.8 million and in one hundred years that number has doubled.

Flanders is currently more prosperous than Wallonia. At the beginning of the 20th century it was the other way around because of the emerging industries. The unemployment in Wallonia is also 2.5 times higher than in Flanders.

More than 6,500 Dutch companies are domiciled in Belgium, 10% is in Wallonia. More than 50,000 Dutch companies doing business with Belgium, 50% from the market, 20% from business services and 20% from industry. In 2008 42% of the total market was possessed by the textile industry. This industry has 5 sub industries. One of them is clothing textile. This was 17% of the market share of Belgium. This sub industry is one of the most vulnerable industries because of the low-wage countries.

The Belgian textile export decreased by 4,4% in 2008. France is by far the largest market for Belgian textiles, followed by Germany and the United Kingdom. Imports of textile increased by 1,6% in 2008. Germany is the largest supplier of textiles in Belgium, followed by China.

The private consumption of Belgium decreased by 1,5% in 2009. It is expected that consumption in 2010 will continue to decrease and they expect with 0.4 %. Government spending has increased recent years (2007 and 2008) by 2,3% and 2,1%. The expectation for 2010 is that they will increase with 2%.

Consumer Expenditure on Clothing and Footwear

Historic/ Forecast - € Mn - Fixed 2009 Exchange Rates - Value at Current Prices

	2009	2010	2011
Belgium	8803,3	8833,4	9000,5

(Source: EVD)

5.2 Distribution Analysis

The current trade column of Unigear exist more than one distribution channel. Unigear does deliver to their end consumer but they also sell their products through different point of selling. Their products are available at different bookshops, university shops and online shops. Unigear has their own central storage where the products can be send straight to the customer. The most usual way to get in contact with Unigear is via the website www.unigear.nl of www.unigear.be. The distribution of the brand awareness is created by the points of selling and their online shops.

Unigear is provides clothing and gifts for universities in Belgium and The Netherlands. The cities to which they provide all have an individual online shop. All the online shop are convenient to use and it contributes to the logistical efficiency of Unigear. Unigear manages and decorates most of the online shops themselves, and this is what makes them unique. The client saves all the cost for IT and storage. Hereby they provide reliability and convenience. It also optimize the contact with clients and maintain relations.

Because of the points of selling and the online shops, Unigear can use this to create more brand awareness and to broaden their reach. This can lead to more positive mouth to mouth publicity through the large target groups.

Unigear uses different distribution channels, direct and indirect. Direct is when the order is placed by phone , email or through the online shop. The items will be send straight from the storage to the customer. Indirect is through the points of selling. (for example a Selexyz bookshop) This can be seen as an advantage because the variety can provide more service and a variety of ways to obtain the products. In the future Unigear can set up more online shops and have their products sold in more points of selling.

5.2.1 The Points of Selling of Unigear

Unigear has several selling point for their university merchandise in The Netherlands and in Belgium as well. These are (at this moment):

City	Bookstore/Store	University point of selling	Web shop
Eindhoven-NL	2		1
Enschede (Twente)-NL	1		1
Maastricht-NL	3	1	1
Rotterdam-NL		1	
Tilburg-NL	1		1
Utrecht-NL	2	2	1
Wageningen-NL		1	1
Antwerpen-BE	1	3	1
Gent-BE		2	1
Hasselt-BE	1		1

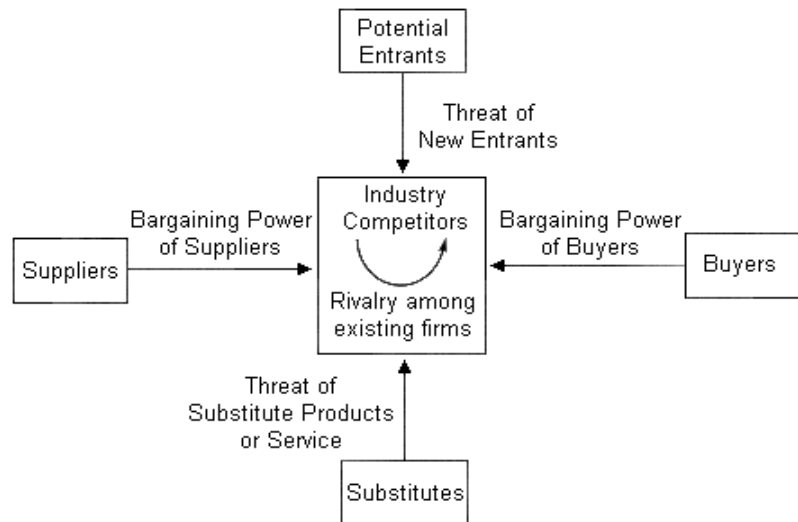
5.2.2 Distribution Chain

The products of Unigear goes through the following process before the buyer receives it:



5.3 Industry Analysis

Unigear is active on the merchandise market which includes clothing and gifts. Unigear asked me to only focus on the clothing for the university students in an organization/association. That is why I only did research to this part of the merchandise market.



The power of suppliers

There are a lot of suppliers active on the market. This means less influence on the competition. On this market. People tend to get the product from another (developing) country where the production cost and wages are lower in comparison with own country. Unigear has several suppliers, some in East Europa, Asia and wholesaler in The Netherlands. It is about clothing, the products are according to standard criterion. (Sweaters and T-shirts). The supplier has big influence on the industry because it is all about good quality for low prices. If a company have build up a business relation, it is uncommon to switch if the collaboration is optimal. This optimal relationship has to be combined with benefits for both sides though. For Unigear is is not possible to produce their own products because the costs here will be to high. The supplier is very important, it not only influences the industry itself but also the pricing, quality and continuity of the company.

China remains world's largest producer of textile and has an important internationalization role in this industry. This is mostly because of the low wages, however, this is changed by other low cost producers in China. (Vietnam).

A decrease in the profit of the textile companies started in mid-2008. The production of textile increases by 8%. The growth of export was also declined in 2008. Many factories (near the Pearl and Yangtze River Deltas, the largest production centers of China) closed in the first quarter of 2009. The expectation is that the textile industry will become stronger again this year.

The major clothing industries are located in Guangzhou, Shanghai, Hangzhou, Suzhou and Dalian.

(Source: evd.nl)

The power of the buyer – what is the negotiating position of the buyer?

The part of the total market turnover of each buyer of Unigear is different. Universities are the main target group of Unigear. Unigear NL provides for about 50% of the university market and 3 large universities in Flanders. This means that Unigear is kind of unique in what they do. (The concept, together with the full service of decorating the on and offline shop for clients). If the price can be discussed when placing large orders, than it is attractive for the buyer to order. Unigear offers the freedom to not stick to the standard products in the assortment. They can provide a product with the input of the buyer. Own logo, text or even color are all possible. Because of this they also radiate a pleasant feeling towards the buyer to work with and it shows that they are reliable because of their long term relationships with large agencies. The above standing qualities does matter to the buyer and it influences the decision of the buyer.

The hooded sweater itself is a homogenous product. But with the printing, embroidering and the full service

of Unigear makes their product a heterogeneous product. Unigear offers more than just a product. The buyer can choose from different providers but there is no other that offers the same as Unigear.

It is the product with all different kind of factors. There could be providers which can offer more products for the same money but there is also the big possibility that they do not combine it with the quality, reliability, full service of storage and decoration on and offline. For Unigear it is not possible to produce their own products because of the costs. They have suppliers in East-Europe and Asia, where the wages and costs are lower. Most of the companies do not have exact prices available (online or in catalog). This is because of the embroidery, logo or text which will be added later on. Buyers have to contact the company for further information, possibilities and prices. The ones that has an own web shop do offer the assortment sizes and colors online.

All the above factors will affect the negotiating position of a buyer and this will contribute to the attractiveness of the industry. It all has influence to the pricing, quality and continuity of the organization.

The availability of substitutes and complementary products

All the clothing stores (on and offline) and souvenir shops (on and offline) is in a way a substitute for the products of Unigear. The differences are that they do not provide it with a logo or text of your own choice. Clothing in clothing shops (like a hooded sweater is plain, or with a text or logo of a brand). This is also for the souvenir shops. (Souvenirs are mostly printed with a city or country name). When it comes to the pricing, different clothing shop handle different price. There are stores which sell cheaper (less good quality) and stores which sells more expensive clothes. The clothing of Unigear is fabricated from high quality and that is why the pricing is relatively high. If this is compared to the clothing stores which also sells high quality clothing then the pricing would be comparable. For the souvenirs it would be the same, because the products in souvenir shops in overall are never low priced and not always depends on the quality of the product. Conclusion is that the substitutes do not provide an improvement when it comes to pricing in combination with quality.

Threatening of new entrants

It is not easy for new entrants to enter the exact same market where Unigear is in. This is because of the limited amount of universities. They are kind of rare because, the amount will not grow in years. In The Netherlands Unigear already possesses about 50% of the market share. The industry is all about reliability, good service and long term business relations. This means that is not normal to choose for another company if the relationship is optimal and they have been working with each other for some years. On top of that, Unigear provide next to the product also the full service of storage, web design, decorating on and offline store, taking care of a full stock etc. And all this makes it hard for a new company to "just" enter the market. To benefit from large purchase for lower cost, a company needs to build clientele first. If a company only have small orders, then it is difficult to compete with the low pricing of other competitors. To be able to offer the same service as Unigear, not only money is required, but also experience, professionalism, contacts and strategy.

There could be extra costs if a company changes the products in their assortment. This can be caused by contracts with the suppliers or different pricing of the other suppliers. Because of the technologies, there are nowadays different distribution channels for new entrants on this market. This depends on their budget which they have to spent. To save costs, it is possible to get their products from a foreign country where the production costs and wages are lower. To import these products it is important to follow the rules and regulations of the import and export. (Like custom, taxes etc.) The companies which already are (stable) on this market are the biggest obstacles for new entrants. They have already build up a clientele, brand awareness and an earned spot on the market. To be one of them and to compete could be very hard. Next to experience and knowledge it also requires good strategies and USP's.

Internal competition on the market

The influence of new entrants which offers other services but same products could be threat full. Because of the universities are not growing and it is a market which business relationships are build on long term and reliability, there is no fierce competition. The market is not a monopoly, but the amount of universities is not increasing every year. The companies which already is providing products for universities will keep doing that and the chance that the university choose for another provider is small. If the relationship is optimal and both are satisfied then it is quite difficult for the competitor to get between it. Although this is true, it is possible that one company can not be able to deliver certain types of product which the others can. Than we can speak of strong competition. The best pricing, quality and service will be on top of their list.

Gifts/Merchandise Industry

The gifts/merchandise industry was different 10 years ago compared to the industry now. About 85% of the market was working with the following elements:

- Chinese factories sold only to dealers in Hong Kong, who sold the product to importers.
- National producers and importers sold their products to regional distributors.
- Regional distributors sold to final consumers.

Today, the market has changed a lot:

First and foremost, the internet has shrunk distances and made communications faster, easier and clearer. This is because images can be added to products and they can better demonstrate and explain plans and logos.

Secondly, some dealers started to place their large orders directly to wholesalers in Hong Kong. The importers began to sell directly to large end users to sell or subsidiaries. Other distributors were forced to buy in Hong Kong to remain in the competition.

- Chinese manufacturers now sell directly to distributors worldwide. The wholesalers in Hong Kong are not necessary because the market has opened itself for export and now they can hire young students to communicate for them in French.
- National importers sell small quantities to distributors and larger volumes directly to large users.
- Regional distributors make use of the above methods and sell them to customers across the country through their websites and paying Google ads.
- The distributors can are not able to buy in Asia and they lose big orders but try to remain in the competition by smaller sales.

How will the industry look like in 5 years?

The internet will keep on making major changes in this market, because many Chinese companies have already launched their own websites. For now these are only in English, but the next step is to make them multilingual as well. These websites are also listed on their business cards or in directories such as Ali-Baba or Hong Kong Enterprise. On top of that, many of them already have keywords at Google which brings their products on top.

Marketing executives even started to "Google" owners of small and midsize companies to find cheaper sources for their gifts/merchandise. Over the internet they will meet independent (disconnecting traders) traders, importers and distributors. Very similar to this method are Asian groups start European or American agencies to absorb the local markets.

Professional American organizations tried to protect the market from Asian exhibitors and refuses their trade fairs. This will create place for trade fairs like Pro Dimex, Asia Trade and others that appear in Europe and America.

Online databases accept that they appear on their lists, but Sourcing City in the UK for example already has opened a database for only Chinese manufacturers. However, the one and only database is still Google, no limited searches an no market protection.

(Source: <http://www.relatiegeschenken-blog.nl/de-toekomst-van-de-relatiegeschenkenmarkt>)

5.4 Customer Analysis

The most important buyers of Unigear are the employees and the students of the universities. These two groups are also responsible for the largest part of the profit of Unigear. In my research I will only focus on students which are in higher education and have joined an association or an organization. Most of the Universities to which Unigear is already selling, are situated in The Netherlands. The profile of a Dutch student is very similar to the following descriptions:

- The average age of an university student is about 23
- Most of them live on their own
- About 83% has a job next to their study
- The average income is 4600 euros a year (this not includes the study financial support of IB-Groep)
- On the study they spend about 1200 euros a year
- The financial support of IB-Groep is about 500 euros a month
- They are aloud to take a loan with the IB-Groep, a maximum 400 euros a month
- About 40% (youth/student) does online shopping

The above target group became a very important target group because Unigear is professionalized in university merchandise. Through the contacts and relations with the University for which they provide it became a part of the clientele. We sell to them indirectly through all the point of selling (bookstores and university front desks) and directly through the web shops and mailings. The buyers with place the most repeat orders would be the universities.

Including the web shop on the Unigear website there are 12 web shops where the products are been sold. The internet is a very important aspect for the sales of Unigear. That is why research to the online shoppers was required.

According to the CBS (Central Bureau of Statistics) there were 7,5 million Dutch people between the 16-74 which did online shopping last year. They conclude that The Netherlands together with the UK and Denmark the have the most online shoppers of Europe. The amount of online shoppers in The Netherlands has increased in 5 years from 36% tot 56%.

Low educated women between 65 and 74 years buy the least online. The women which do shop online, prefer clothing and sports items.

Between 2004 and 2008 the online shopping increased by 20% in the UK and in The Netherlands, and was the largest increase of Europe.

The Belgian people remain behind when it comes to online shopping. According to a research of the Belgian Federation of the Distribution only 57% of Belgian consumers did online Christmas purchases. This is much lower than in the Germans (82%) and Netherlands (64%). The strict Belgian legislation on commercial practices led to this small amount. The online payments were 33% more than a year before. Three of ten Belgians never buy things on the internet. The reasons could be:

- uncertainty about the product
- freight cost
- questions about the safety of payments

The online travel purchases are the most popular for Belgian shoppers (42%), this followed by movies, music and books (30%).

5.5 Customer Segmentation

5.5.1 Geographical Features

In the cities here under is Unigear already selling their products. To increase the sales in both countries for the target group university students in organizations/associations, a good strategy will be needed. Because Utrecht en Gent are the cities with the most students, I have decided to start in these two cities.

The Netherlands:

City	Inhabitants	Students
Eindhoven	210333	12010
Enschede	154753	11073
Maastricht	118004	10965
Rotterdam	582951	27539
Tilburg	202091	13342
Utrecht	294737	31916
Wageningen	36215	4809

Belgium:

City	Inhabitants	Students
Antwerp	470000	33500
Gent	242800	50000
Hasselt	73040	15000

5.5.2 Socio-Economical Features

Income: A higher than average student income
Social class: Mid to higher class, students which prefers good quality
Age: 23-28
Gender: Not relevant

Also could be a feature:

Ethical background: Value Eco friendly

Students: The focus are all university students in organizations/associations in The Netherlands and Belgium.

The market share of Unigear in both countries are quite high. There are about 13 Universities in The Netherlands, and Unigear now provides products for 6 of them (full service with web shop, a point of sales and storage). There are 4 universities in Flanders (Brussels not included) and Unigear provides product for 3 of them. Their market share is quite high in Belgium.

5.5.3 Psycho-Graphic Segmentation

The potential target group are students. Students in higher education and have joined an organization or association. They are proud of being a student, proud of their university and their organization/association. They prefer relatively good quality of clothing and do not mind to pay more for it. The clothing of Unigear will get the eco-friendly label. The buyers could buy this instead of a not eco-friendly product because they value this aspect. The potential target group live the student life, have a busy schedule filled with classes, social events, sports and relaxation. If it comes to clothing, they prefer good quality, comfort and the ease to wear and wash it. This is when the signature product of Unigear, the "hooded sweater" the best product to be(re) introduced.

5.5.4 Domain Specific Level

Involvement

Unigear buyers are students which have a higher than average income. They have jobs to earn extra money next to their financial support of IB-groep, to do the things they like in their spare time. They are in to activities in and outside their study. They value social activities and sports.

Benefits-sought

Unigear offers the following aspects of benefits-sought:

Services: The clothing of Unigear are not only available online but also in different bookstores, university front desks, gift shops and a tourist information center. Unigear also appreciates special wishes and suggestions of the buyer. This means that not only the products in the assortment is available. There will be also the possibility in the future to upload your own (designed) logo or text on the website and directly order the item with your own logo or text.

Behavior segmentation

It is common for a student to buy a new sweater once a year. This has nothing to do with the good quality of the sweater but for example a president which orders the sweaters for the whole organization/association. Unless there is a special event coming up. Then there could be more than one order a year. The usage intensity depends on the situation.

Frequently sold products:	Non frequently-sold products:
Hooded sweater	Casual sweater
T-shirt Unisex	Polo shirt
Lady T-shirt	Sweatpants

The nature of the product

The primary buyers are the university students in organizations/associations.

5.5.5 Brand Specific Level

Brand awareness

Although Unigear has a large market share in both countries, they need to work on their brand awareness. This is one of the aspects which is important to increase the sales. Unigear sells clothing with the university print on behalf of the universities. Most part of the target group which wears or buys it, does not know that it is produced by Unigear. Most of them never even heard of Unigear and yet they are and stayed quite successful.

Attitude

The pricing of some of the products of Unigear are relatively high, the buyer will get good quality, comfort and durability back for the price they pay. Every person which likes to wear a hooded sweater from time to time, will directly notice the difference. The material is thick, the colors are intense and the fabric is soft and comfortable to wear. It also has easy washing instructions to keep them optimal. To let the target group know that Unigear can provide this and to change their attitude, it is important to do more promotion and make them aware of these USP's.

New target groups

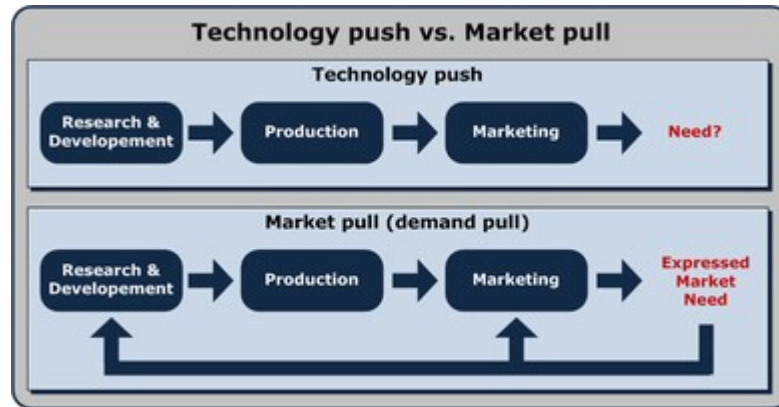
An effective way to broaden the target group and/or attract new target groups is by using direct marketing. University students organizations/associations can be reached via direct mail, and discount deals by ordering online/telephone.

Buying and using behavior

To increase the sales in the target group university students in organizations/associations Unigear needs to be aware of approaching 3 different kinds of groups:

- The university students organizations/associations which already are buyers of Unigear
- The university students organizations/associations which are 'new' and have not ordered (yet)
- The university students organizations/associations which orders their products somewhere else than Unigear

Pull and push strategy



Unigear needs to keep on promoting not only to (re) create brand awareness but also to obtain new buyers. During this process they also have to be active to keep the ones which already are buyers of Unigear. They need to keep the relationship optimal by offering new products, possibilities and offers.

To attract new buyers, Unigear needs to make them aware of the extra benefits (USP's) which they can offer. There are different ways to attract these new buyers.

Unigear is already using the push strategy, by broadening the point of sales and web shops. For a product like a hooded sweater it is very important to see the sweater be worn by other students. The sweater stands for uniqueness and being proud to be a university student/member of an organization or association. The years that a student spent on university is also a base for the career in the future. And this is what the product shows. To offer the products in different ways will lead to more buying possibilities for the target group.

It is also a possibility to use the pull strategy. This because of the minimal brand awareness of Unigear. A good advertisement of an ad campaign is good for the brand awareness and will also lead to more demand for the products.

The hooded sweater is available in stores but to promote the sweater with own logo/text is a new thing that needs to be promoted. The best way to attract the target group university students in organizations/associations is by using the pull strategy, because of the many point of sales Unigear already has and it would be the perfect way to (re) create the brand awareness of Unigear.

5.6 Competitor Analysis

To get a clear view from the competitors on the market, research and comparison is needed. To be able to do that, I chose the ones which offers an assortment and services which are close to what Unigear offers.

After a thorough research and observation, I found a view competitors which offer a part of the service and products which Unigear also provides. For The Netherlands these are:

- www.indigo-student.nl
- www.one2wear.nl
- www.print-stitch.com
- www.textielborduren.nl of www.textielbedrukken.nl

The first 3 also have university students organizations/associations as a target group. All 3 offers a part of the services/products which Unigear also offers:

	Unigear	Indigo-Student	One2wear	Print & Stitch
Students	x	x	x	x
Own web shop(s)	x	x	x	x
Point(s) of selling	x			x
Printing	x	x	x	x
Embroidering	x		x	x
Custom Made	x	x	x	x
Web shop for client	x		x	

One2wear offers the most services which Unigear also does. This one could be a threat to Unigear, they are also the only one which also offers the web shop for the client (like a University or large student organization). On top of that, they also can offer to fabricate custom made product. That means that they can deliver products which are not in their standard assortment. This important USP contributes a lot to the satisfaction of a buyer and is a great advantage. Of course Unigear can also provide this service.

The web shop of Indigo-student could be a strong competitor because their main target group is also the student. They already provide for a big range of student organizations according to their portfolio. The assortment is also quite comparable with Unigear's assortment but they did not mentioned on their web shop that embroidering is possible.

The strongest point of Print&Stitch to be a competitor would be their shop in Rotterdam. Here it is possible to place an order and to pick up the product(s). They already provide products for student (sport) organizations/associations.

There is a fourth web shop which I did not put in the comparison table, because they have great potential to be a competitor, but they do not have students as (main) target group. The web shop www.textielborduren.nl or also www.textielbedrukken.nl is a web shop with a wide range of products and possibilities. They already have a lot of (famous) clients and they also offer the possibility to design your own clothing and clothing line.

The online information about Belgian competitors with the same target group was not findable. There were a view large possible competitors with a large assortment which was comparable with Unigears. These are:

	Unigear	Mondialgifts	Aprintex	Textielbedrukken	Promovision
Students	x				
Own web shop(s)	x	x	x	x	x
Point(s) of selling	x				
Printing	x	x	x	x	x
Embroidering	x		x	x	x
Custom Made	x				x
Web shop for client	x	x			

I can conclude that the most of the Belgian companies offers an assortment which looks like Unigear, some of them even offer a larger assortment. But they are all focused on the business market and none of them mention "students" as one of their target groups. The competition in Belgium is less strong and aggressive compared to The Netherlands.

6 SWOT

Strengths (internal) <ul style="list-style-type: none"> • Good price-quality ratio • Wide range of products, colors and sizes • Fashionable colors • Own central storage • Being a small motivated, growing organization • The owners were both university students, a lot of experience 	Weaknesses (internal) <ul style="list-style-type: none"> • Being a small organization • Still in the “grow” • They do everything by themselves (no outsourcing) • The organization needs to have different approach for Belgium and The Netherlands
Opportunities (external) <ul style="list-style-type: none"> • Combination of sales and quality • Having and being in control of 10 web shops • Being the only one on the Dutch market providing merchandise for about 50% of the Universities in The Netherlands • They offer their clients reliability and comfort, this leads to long term relations 	Threats (external) <ul style="list-style-type: none"> • Different markets need different approach • Need more information and knowledge about the markets/target groups • Because of the relatively high price (in comparison with the most merchandise companies) it could be difficult at first to persuade the new customer • They have to create more brand awareness to be better and to grow

6.1 Confrontation Matrix

1. *Strengths vs Opportunities*

The clothing of Unigear is made from high quality materials and they offer a wide range of varieties, colors and sizes. Their delivery is optimal because of being in control of their storage, shops and web shops. Their way of work and reliability may lead to more clients and a growth. Both owners have achieved their experience during their study and now being the only one to provide merchandise including storage and web shop, for the half of the universities in The Netherlands.

2. *Strengths vs Threats*

The clothing of Unigear has consistency because it is good quality. Because of the high quality, the prices are compared to others relatively high. This could be a disadvantage. Unigear needs to persuade them, and when they know the quality and the service is good, then people don't mind pay more money for it.

3. *Weaknesses vs Opportunities*

Unigear is a small organization which has a good and a bad side. They are small, but they possess a high market share which proves that they are strong enough. Due to the size of the company, they have to do a lot on their own, which leads to more experience. They also have the great opportunity to grow on the market by attracting more target groups. They already have experience with working on different markets.

4. *Weaknesses vs Threats*

Because Unigear is a small organization, they do a lot by themselves. This led to less attention for brand awareness. Because they are still in the grow, this should not be a problem. Step for step they can work on it by placing some advertisements and poster at the universities and big cities.

7. Strategic Options and Selections

7.1 Country Portfolio Strategy

The main goal of Unigear is to increase the sales in the target group university students in an organizations/associations.

Because the Unigear already is situated in The Netherlands and Belgium and in both countries they poses a quite large market share, they want to broaden their reach in both countries at the same time. It is very important to keep up editing both markets. Because they already have long term contracts with several universities in The Netherlands and Belgium, they need to start in the 2 largest cities. These would be Utrecht en Gent. The universities are responsible for a big part of the turnover Unigear.

The cities also have the highest amount of students compared to other cities. In Gen there are about t 50.000 students and in Utrecht there are almost 32.000 students.

The other cities will follow after these 2, the order is not relevant but cities in both countries requires different approach. This is because of the big culture and mentality difference between The Netherlands and Belgium which I described in chapter 3.3.

7.2 Entry Strategy

Unigears head office and storage are recently situated in The Netherlands. From here almost all the product will be sent to the buyer. An entry strategy with pragmatistical output is required for the cities in The Netherlands. Because the storage is and a big part of the stock is in The Netherlands we can speak of direct export. Unigear is responsible for the products which need to be sent to Belgium and is also the first contact for the first chain in Belgium. Even most of the product are sent from The Netherlands it has to be communicated with the Belgian registration of Unigear Belgium.

Because Unigear already sells in both countries and they want to increase the sales in the target group university students in organizations/associations, they do not have to change their way of distribution. They will keep on selling their product though the web shops and points of selling. With the right approach, it is possible that the amount of web shops and point of selling will increase in the future. It will stay the same for both countries, only the approach and some of the marketing instruments will be different for The Netherlands and Belgium.

The Netherlands

To (re) enter the Dutch market Unigear need to know that promotion is required. This contributes to the brand awareness and will increase the demand for Unigear products. The student which are studying at these universities already knows about the products, but might not know about Unigear.

The goal is to increase the sales in the target group students in an organization/association. Which means that Unigear needs to approach the organizations and associations by using a way of advertisement/promotion which will reach them and attract them.

Dutch people are known for their not-generous, save each penny behavior and are keen on comparing all possibilities and prices. That is why USP's and benefits need to be mentioned during an offer. There is quite some competition on the market, which why the Dutch need a strong approach.

I think that by using the following instruments, Unigear will achieve their goal:

- Mailings with a short message and strong offer which clearly indicates the price-quality ratio and an explanation with why Unigear is relatively expensive and what the benefits are.
- Advertising on the university websites (intranet), or a link to the the custom website from the original web shop. (To make clear that is especially for student organizations).
- Promoting on the "Master Beurs" (every year, spring, Utrecht Jaarbeurs) and other special events (open door days) of the universities. Creating brand awareness and letting students know about the possibilities of the organization/association clothing.
- Launching the custom made site with the possibility to directly upload own logo and to order.
- Giving discount to student which bring in new buyers or repeat buyers.

Unigear once started with selling the "hooded sweater", it is a symbol of the "gear" of an university college and it stands for ease and comfort. It is also the best selling product of their assortment and that is why Unigear needs to start by promoting the sweater.

Belgium

Research shows that both markets are very different. Not only the student mentality but also culture differences are the factors which leads to different approach.

There are already student organization which are buyers of Unigear. The Belgian student is more appreciative of being an University student compared to a Dutch student. They are proud to show that they study at an University an also are not afraid of showing it. That is also why the mentality is different from the Dutch. Belgian student organizations put a lot time in the organization and their students. On top of that, the competition on the market is less fierce than the Dutch. That is why Belgium needs a softer but polite approach.

Because Unigear already provides for several organizations/associations, they have experience in communicating with them in the right way.

I think that by using the following instruments, Unigear will increase the amount of organization/associations in Belgium:

- Mailings with new offers to the existing buyers, and new student organizations/associations.
- Promoting on special events of the Universities.
- Advertising on the university websites (intranet), or a link to the the custom website from the original web shop. (To make clear that is especially for student organizations).
- Launching the custom made site with the possibility to directly upload own logo and to order.
- Giving discount to student which bring in new buyers or repeat buyers.

Although the activities for both countries seem the same, but it is very important to make sure that the way of approach (for example the mailing) is totally different. All this will be explained further in the marketing plan.

7.3 Product Market Strategy

Unigear will start by promoting existing products on existing market. This means that they will have market penetration as product market strategy. Unigear will start by approaching the cities with the highest percentage of students and where they sell the best. (Gent and Utrecht).

The main product will be the hooded sweater with own logo, and next to that they will also promote the other products like the sweatpants, T-shirts and polo-shirts.

	Existing Products	New Products
Existing Market	Market Penetration	Product Development
New Market	Market Development	Diversification

7.4 Competitive Strategy

Unigear is not a monopolist, but the total package which they offer is unique and no other company can offer the exact same services combined with the products. Unigear is specialized in university merchandise (clothing and gifts). They are responsible for the merchandise for about 50% of the universities in The Netherlands and 3 large universities in Belgium. They have long term contracts and also are competent to use the official logo and the "university" print for their products. Next to that they also are responsible for the web shop and decoration of the points of selling at the universities. Unigear takes care of the restock and delivers all the products from own stock. Which means that all the Universities are being taken care of by Unigear from production till delivery. No extra costs for IT (web shop), storage (inventory) or design.

Because there are a lot of companies which can provide the same kind of products (not with the official logo of the University) with own logo, we can speak of competition on this market.

Unigear is built on customer relationship management and that is why it has its privileges compared to the others. According to the strategies of Treacy and Wiersema a company which wants to be a market leader, has to excel in one of the three strategies and the other 2 need to be on level. The 3 strategies are:

- Operational excellence
- Product leadership
- Customer intimacy



Operational excellence-Best total cost

Unigear provides reliable products and services which is not that competitive compared to the competitors. This is because the products of Unigear are in overall of better quality in contrast to the others. There are a lot of web shops which provide the same kind of products but the fabric is less thick, durable and does not stay optimal after washing. Next to that, they provide a total package deal for the Universities and by that they are known for the reliability and the only one providing clothing with that exact (official) logo of the universities. Which means they are the only one which can provide a good quality hooded sweater, with own logo (of organization, association) plus the official logo of the university or the official "university" logo.

Product leadership-Best product

Unigear continuously innovates when it comes to products and services. They always try to satisfy the buyer by fulfilling their special needs and requests. They also add new colors to their standard assortment from time to time. These decisions are based on the current trends and colors. Due to the good contacts and relationships with their suppliers, delivery time and special wishes are always discussable and Unigear always try to shorten the production term deliver as soon as possible.

Customer intimacy-Best total solution

Unigear is at all times focused on combining the correct offer with the needs of the buyers. They rely on their long term contracts with the universities and this is what makes them unique. They offer reliability en trust towards their buyers and that leads to customer loyalty. Unigear is always trying to fulfill all the wishes and needs of the buyer, even if it means adding a new product of color to the assortment. And what very special (what other cannot offer) are the clothing with with the original university logo on the front and own logo of the student organization on the back/sleeve. Unigear offers mass customization and excels in this strategy.

From the above 3 strategies I can conclude that CRM (customer relationship management) is the best strategy for Unigear and it is also in which Unigear excels in comparison to the competitors. Product leadership and customer intimacy are the 2 strategies which are market conform. Operational excellence should be improved to achieve more on the market. It is very important adjust this to be better and to compete with the others, even when Unigear's profit is bases on the long term relationships and the contracts with universities.

Because of the full service Unigear provides in addition of the high rated customer satisfaction, it makes them unique. That is why the universities have chosen for Unigear. Other maybe can provide better prices but not the exact service and treatment like Unigear. The long term contracts, with the use of the official logo's printed on eco-high quality clothing and save the costs for web design, storage, stocking, decorating of the point of sales and the possibility to deliver new ideas and designs.

This total package no other can provide which makes Unigear special and privileged to give the buyer full satisfaction. What they pay for is what they get. And although the pricing is relatively high, they can always expand to work on lower pricing in the future by using the effective marketing tools.

8. Proposition

If Unigear want to increase in the sales in the target group university students in organizations/associations, they need to create a smart distinction translated in an offer (a value proposition). Unique selling point also determine the promises of a brand. What are the benefits? Why your brand? The name Unigear already says it, it is about "gear for universities". Next to that it stands for quality and reliability. To make the buyer aware of this, strategic promotion is required.

8.1 Positioning: Unigear VS Competitors

Positioning is all about the position of the brand of Unigear compared to the brand of the competition. The main product is the hooded sweater. To the student the sweater stands for simplicity and Next to the sweater there are also other products Unigear wants to promote which are for example the sweatpants, T-shirt and polo-shirt.

The strongest competitor the Dutch market would be One2wear. The services and products which they offer are the closest to Unigears. That is why One2wear could be a threat to Unigear. They are professional, and which offers the a web shop for the client like Unigear (which is quite unique). They also can offer to fabricate custom made products. This important USP contributes a lot to the satisfaction of a buyer and is a great advantage.

	<i>Unigear</i>	<i>One2wear</i>
<i>Assortment</i>	Aimed at University clothing and gifts	Aimed at promotion clothing and gifts
<i>Price/quality</i>	High price quality	High price quality
<i>Marketing activities</i>	Internet, fairs	Internet, fairs
<i>Web shops</i>	Yes	Yes
<i>Segment</i>	Mid-high	Mid-high
<i>Promotion idea</i>	More advertisement/promotion to create brand awareness	Aim more at students organizations

The table above shows that both companies are not very different from each other. But what makes Unigear unique are their USP's. They not only always try to fulfill the needs of the buyer but they deliver good fabric, quality and durable products is on top of their list. Unigear is the only on the market is providing for so many universities at the same time in The Netherlands and Belgium with the full service of decoration of the on and offline store, storage management, delivering the products and a reliable-long term contract. Unigear is fully responsible for the process from production to delivery.

9. Marketing Communication Mix

Product

Unigear offers clothing with own identity for university students. The main product is the hooded sweater with university logo. This is the best sold product and at the same time, the signature product of Unigear. The sweater stands for being proud to be a student of a specific university. On top of that, students which represent their organization/association. The sweater is a promotion tool and offer comfort and ease to the busy lifestyle of each student.

The clothing of Unigear are made from high quality fabric and the colors which they use are up to date and related to the current trends of fashion. The company offers a wide range of products with not only clothing but also gifts. The most important USP of Unigear is the good price-quality ratio. Buyers value this.

Product are available in different sizes (XS-XXXL) and in different colors. Every suggestion is possible. Unigear will always try their best to satisfy the needs and wishes of the buyer. They keep renewing products and colors in their assortment which is close to the wants and needs of the market to remain a market leader.

For the future Unigear can add more products to the assortment and also promote potential clothing next to the hooded sweater. For example the sweatpants in different colors.

Price

The products are relatively expensive, but in the relation to the quality and durability reasonable. Compared to other competitors Unigear offers better quality and ecological products at the same time. The products are because of the better quality, longer durable and comfortable to wear. Prices are always discussable when placing large orders. Buyers value getting what is worth their money and Unigear can provide that.

After the promotions Unigear will increase the sales and the possibility of buying in products on large scales can lead to lower prices.

Place

The head office and storage is recently situated in The Netherlands, (Raamsdonksveer). There is also an office in Belgium (Antwerp). In The Netherlands there are 13 points of selling, in Belgium 7 and in total 9 (university) web shops. Currently their products are being sold at 9 bookstores, 5 university shops and 6 web shops in The Netherlands. In Belgium their products are available in 2 bookstores, 5 university shops and 3 web shops. Their gifts and clothes are also available at 2 locations in the city center of Antwerp.

After Unigear approaches the international schools and the university colleges, they will sell their products at more locations. They have the possibility to broaden their reach and create more point of selling and more web shops

Promotion

Unigear can start by using the following promotion tools:

- Direct (email) marketing: Sending out mailings to a view existing university student organizations/associations.
- Advertisement: Sometimes an advertisement in a student organization magazine (sponsoring). Exception is Maastricht University, Unigear shot a short movie which is used for the introduction.
- Promotion: Once a year promotion on some a special event of a University (Sportsday Gent) .
- E marketing: Web shops.
- Discount: 10% discount for students.

After working on their brand awareness and increasing the sales they have more budget to use tools which are more expensive. It is also possible that they already reached their and that spending extra money on promotion is not necessary.

10. Marketing Communication Strategy

To make sure that Unigear achieve their goal: "Increase the sales for the target group university students in organizations/associations", I have chosen for the following communication instruments:

- Direct (email) marketing: Sending out mailings to university student organizations/associations. Different emails for to both countries and also different offers for existing buyers and new buyers.
- Advertisement: Advertising on the university websites (intranet), or a link to the the custom website from the original web shop. (to attract more students). More short clips for each university which they will use during the introduction days (in trade of sponsoring) to create brand awareness.
- Promotion: On the "Master Beurs" (every year, spring, Utrecht Jaarbeurs). The visitors are all potential buyers of the products of Unigear. Also let the exhibitors wear the sweater of the corresponding University.
Promotion on the special events (open door days) of the universities. Creating brand awareness and letting students know about the possibilities of the organization/association clothing.
Selling some products in a set, is cheaper and more attractive for the buyer.
- E marketing: Launching the custom made site with the possibility to directly upload own logo and to order. Add more languages to the website for the international students (Spanish, French and Chinese).
- Coupon marketing: Giving discount to student which bring in new buyers of for buyers which make a repeat order within a certain time limit, by sending them a discount code which they can use for the next order.

I think it would be a good idea to sell some products in a set. This way it will be cheaper and the chance that the sales will increase is also bigger. Unigear can do this on special events like the Master Beurs, on the open door days of the Universities and even online (with own logo). A set with a hooded sweater and sweatpants could be more attractive than just a sweater. Because the Unigear wants to increase the sales in the target group university students in organizations/associations they have to specially focus on the clothing with own logo. All the other activities (like the fairs) they can bring some samples of these sweaters and sell the standard sweaters only with the university logo to create more brand awareness. If this turns out to be a success, they also can start selling the sets in the web shops. They can give the buyer the possibility to combine their own set online.

Most of the activities are low cost, this is because Unigear may have a large market share but still is a small company and they have to do a lot by their own. The fair would be an expensive way of promotion, but in time it will pay of for Unigear if the brand awareness is optimal.

11. Improved Marketing Communication Mix

Product

Products with good price-quality ratio. Hooded sweaters, T-shirts (long and short sleeves) polo shirts in different sizes (XS-XXXL) and in different colors. Next to the hooded sweater as main product, also promoting the T-shirt, polo-shirt with extra focus on the new product : Sweatpants (unisex and lady) in different colors and sizes. (The sweatpants is a new product of Unigear and is now available in 1 color, but already a success).

Next to the products they also offer a full (unique) service package which includes the decoration of the on and offline shop, storage, stocking, web design and adjustments, and listening to the wants and needs of the buyer. Most important of all: Reliability.

Price

The products are relatively expensive, but in the relation to the quality and durability reasonable. Could be worked on when the marketing tools turn out to be effective. More demand, leads to larger scale buy in which leads to lower pricing. This can be an important factor to keep up with the competition in general. Could be cheaper to offer products in a set. For example: A hooded sweater with a T-shirt and sweatpants. It will be more attractive to buy and the chance that the buyer decides to buy is bigger. This is used by a lot of companies with great success. Prices are discussable when placing large orders, at the same time it can attract the clientele to stay with Unigear.

Place

The head office and storage is recently situated in The Netherlands, (Raamsdonksveer). There is also an office in Antwerp, Belgium. In The Netherlands and Belgium there are more points of selling and more web shops + a custom made site online (for both countries).

Also for the new approached target groups, the international school and the university colleges there will be more points of selling. Like the universities they will have their own web shop and a shop nearby or on school property like a bookstore a gift store. We can see that it already is a success in The Netherlands with the Selexyz book stores and the university reception desks.

Promotion

Because of the succesfull promotion they have the ability to spend more on promotion which leads to more brand awareness and more sales. Next to the 'normal' activities they can participate on exhibitions/events which more expenses will be made, but also are profitable for Unigear.

The promotions tools are required to improve brand awareness, higher demand and lower pricing. These combined will lead to an higher satisfaction of the buyer and a even more stable position on the market.

- Promotion: On the "Master Beurs" (every year, spring, Utrecht Jaarbeurs). Promotion on the special events (open door days) of the universities. Creating brand awareness and letting students know about the possibilities of the organization/association clothing
- Selling products in sets on events and in the web shops. The possibility to combine a set online
- Advertisement: Advertising on the university websites (intranet), or a link to the the custom website from the original web shop. (to attract more students).
- E marketing: Launching the custom made site with the possibility to directly upload own logo and to order.
- Coupon marketing: Giving discount to student which bring in new buyers of for buyers which make a repeat order within a certain time limit, by sending them a discount code which they can use for the next order.
- Direct (email) marketing: Sending out mailings to university student organizations/associations.

12. Cost Analysis and Prognosis

Budget/costs marketing activities for year 1:

Marketing activities	Costs in one year in €
Email marketing	0
Advertisement on university websites	In return for sponsoring
Website (8 hours, 20 euro's an hour)	160
Adjusting the websites (3 hours a week, 20 euro's an hour, 52 weeks)	3120
Packaging the product line sets (10 sets per week, 10 universities, 0,60 cents each)	3120
Personnel costs for packaging (2hours a week, 10 euro's an hour, 52 weeks)	1040
Fair/exhibition stand	1500
Participation fair (2 days)	300
Flyers for events (4000)	500
Total costs	6620

The coupon marketing of 10% a buyer gets when introducing a new buyer is an investment for Unigear.

The prognosis of Unigear for 3 years will be as followed:

Promotion

Unigear will not have to spend a lot of money for promotion because the brand awareness is already optimal. It is only needed on new markets and for new target groups. They will participate on more special events to keep on renewing products and the current wants and needs of the buyer. After the promotion, Unigear creates more sales, broaden their target group and buy larger in at their suppliers. This leads to lower costs, more turnover and lower pricing for the buyer.

Buyer

The target groups are broadened and Unigear has more buyers in Belgium and more international buyers from the international schools they have reached. And they have also approached the university colleges (starting) in Belgium.

Product development

Unigear adds more products to the assortment and new colors. The sweatpants will be a new signature product of Unigear. Products in sets are more attractive and are also available in the web shops.

Conclusions/Recommendations

After all the research I did and analysis I made, I can give the following conclusions and recommendations to Unigear.

Unigear already is quite a success on the merchandise market. They have a lot of satisfied customers and build up many long-term business relationships. With the universities which they now work with, they have proved that Unigear is a reliable partner and provide unique services. What they need to work on to reach their goal is to let the university students know what Unigear stands for and what they can do. That means activities to improve the brand awareness, the growth and to be better to compete with the others.

Most of the students recognizes the clothing of the Universities but does not know where it exactly comes from. Unigear has the privilege and permission to produce and sell the clothing with the official/university logo. To be successful in reaching this target group, Unigear needs to create brand awareness. They need to let the students know that the famous university sweater is the signature product of Unigear and that they provide it for the universities. The extra for them will be their logo of their own organization/association can be on that same sweater, also provided by Unigear. Other can provide the same kind of clothing to student but not with the official logo in addition. That is why customer intimacy is the USP and the competitive strategy for Unigear. To maintain their status and share on the market they need to keep on improving and also try to lower the pricing.

To answer the main question of my whole research:

How can Unigear increase the sales in the target group university students in organizations/associations?

I can recommend the following:

- By keep on sending mailings out to the organizations/associations in cities where Unigear already sells and in new cities. Also using different approach for the Belgian market.

Unigear will reach the right target group by using email marketing. Because the Dutch market is different from the Belgian, they need to use other approach. With their experience and having an office and 2 souvenirs shops (with Belgian staff) in the city center of Antwerp it should no problem to find the right approach.

- By putting the custom made web sites online for the Dutch and Belgian market. That way students make their own order and directly upload their own logo.

The custom made web sites can attract this new target group. They will feel appreciated and will notice that they get special treatment. This web site needs to have be accessible for the 'younger' visitors. With the aim on students, and with their point of view. The students have the possibility to look up the collection and the colors Unigear offers. And of course they can directly place an order and upload their custom made logo to see what it will look like on a sweater or T-shirt.

- By sponsoring the university or organizations with products in return for an advertisement/link of Unigear on the web site of the universities or advertisement in a magazine of an organizations/association.

One way Unigear can save costs for advertisement, and sponsoring could also be used as free publicity. It could be difficult to get the university to agree to a link but if it is possible, it could turn out successful. Students are able to see link or advertisement and directly go to the web shop.

- Shooting more clips (like the Maastricht University commercial) which will be used during the open door days of universities.

The introduction clip which Unigear shot for Maastricht University was a success. A great way to promote Unigear and their products. University can use the clips during introduction weeks and open door days. A perfect way for mouth-to-mouth publicity.

- By selling some product in a set. Starting on events and fairs, later on also on the web shops. With the possibility to combine their own set en directly order it online.

This can attract people with buying intentions to buy more. To give some discount will give them the feeling that it is advantageous to buy 2 items instead of one. Next to that, to own a set with a hooded sweater and a pair of (matching) sweatpants is more complete than just to have a sweater.

- By participating more event starting by the “Master Beurs”. With samples and flyers to promote Unigear.

This could be very good for the brand awareness for Unigear. The “Master Beurs” is well known. Its is a fair based on all the possibilities of master studies which yearly attracts 4 million visitors. Here Unigear can promote their service and product by handing out flyers and selling products in sets.

- By giving extra discount to attract more buyers, 10% discount for introducing a new buyer. Or a percentage of discount for the second order when the first is over a specific amount.

Discount always increase interest of a buyer. Unigear already is giving discount to students, but next to that they can offer the buyers extra discount by (for example) introducing new buyers. Or convince them to order more than a specific amount to get a discount can also work successfully.

After using these effective tools, Unigear will attract more buyers, broaden their reach and this will lead to more sales and a higher turnover. More demand will lead to the possibility for Unigear to buy in on larger scale at their suppliers which leads to lower purchase prizes. This will give Unigear the opportunity to lower their pricing, which suits one of the import needs of the buyer. Which means that Unigear can provide all the services, reliability and offers high quality product for a lower competitive price.

Next to the main goal Unigear can also approach the following target groups which have great potential:

- International schools in The Netherlands and Belgium

International students already are an important buyer for Unigear. In overall they have more money to spend and wants to buy a souvenir to remind them when they go back to their own country. The amount of international students has increased in the last years. There are about 50 international schools in The Netherlands and about 25 in Belgium. This could be a great chance for Unigear. (See the appendix for the contact lists.)

- University colleges (starting in Belgium)

Most of the university colleges in Belgium are linked to the Universities. They are like an overarching organization for the university colleges. Which means that Unigear can get in contact easier because of the already strongly build relationship with the 3 universities in Belgium. (Anwerp, Gent and Hasselt).

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