

12 people familiar with the lululemon brand (6 shop there/6 don't) & 5 lululemon employees were asked: (1) do you wear lululemon? (2) what words would you use to describe lululemon? (3) if lululemon were a person, what would they look like & how would they act?

::warm-up::

I was intrigued by the brand of lululemon because in the cluttered sector of athletic-ware, lululemon has made a name for itself. Its prices are higher than those of its competitors, yet it has taken the yoga world by storm and has moved in to other athletic sectors as well. Paying more for stuff that can be bought cheaper? Why are its customers down, dog?

::routine::

On 4/17, Nadia & I set aside 4 hours to visit the Stanford Shopping Center & the lululemon store @ 432 University Ave. Due to a previous (not-so-pleasant) experience with GSB-ers, the lululemon employees were warned not to give any insights or opinions to Stanford students. To avoid being tackled by lululemon-clad employees, we first went to the Stanford Shopping Center. We sought out individuals wearing lululemon or likeminded brands and gathered the opinions of 10 women & 2 men familiar with lululemon. 6 shopped @ lululemon & 6 didn't. Then, we went to the lululemon store on a "recon mission" to engage the employees in conversation. Under the guise of Nadia shopping for her first lululemon outfit, we mixed questions about lululemon's brand in with questions about the merits of the Run: Swiftly Crop Pant and the Energy: Short Sleeve Shirt. I also pretended to be interested in working there, which was helpful in gauging employee views on the lululemon brand & how they thought it could be improved. I then took the 105 answers we collected and clustered similar words. This resulted in 18 categories and 2 larger themes: (1) what a person wearing lululemon looks like and (2) what it feels like to wear lululemon

::discoveries::

For those who shop at lululemon, fit, versatility & comfort were most important. Fit was often mentioned first & with the most enthusiasm. lulu shoppers often said that it was "expensive, but worth it," saying that it fit better than competitors. 1 girl mentioned that she loved how it "sucked it all in," and another said it made her "feel skinny even on fat days."

The idea of social approval was also a recurring theme. This dove-tailed with versatility, as lulu wearers said they loved being able to go out in comfortable clothes without feeling "frumpy." Most lulu shoppers said that lululemon was socially acceptable to wear when you're out and about, not just working out. Although not one of the first attributes mentioned, every lulu customer described lululemon as "trendy." Every customer we spoke with owned more than 1 piece of clothing from lulu.

Most of the lulu & non-lulu customers said they saw lululemon as a female brand. 2 of the women we spoke with said their husbands wore it, but admitted it was probably because they bought it for them. 1 woman even laughed when she admitted that her husband wore it, & another laughed at the thought of her husband wearing it. 1 male said the logo "looks like a woman's hair." The only people who did not describe lululemon as a female brand were the 1 male lulu customer interviewed & the lululemon employees.

For the non-lulu customers, the first attribute mentioned was cost. They said it was too expensive and that they couldn't justify spending that much on workout clothes. They also often said that it was "trendy." However, instead of smiling when saying "trendy" like lulu customers did, non-lulu customers often frowned while saying it. 2 even followed it up the phrase, "cult-like." For the males who were non-lulu customers, both said it was a "female" brand and expressed skepticism that it could hold up to the types of activities they do. Also, among all 6 non-lulu customers, only 1 had actually tried it on before.

For lulu employees, although they did mention comfort, fit, and versatility as important features, durability and its "anti-stink" features were what they considered lulu's best attributes. When asking why she loved a given pair of pants, for example, the employee mentioned technical features like "muscle support," "breathability," & "sweat absorption." Most of them also saw lululemon as "strong" and associated it with being "motivated" and a "go-getter." Also, all of the employees said that lulu was for everyone & that the men who wear the clothes love it, but admitted that aside from yogis & some personal trainers most of the men who shop there come in with wives or girlfriends.

::one recommendation to diminish the gap::

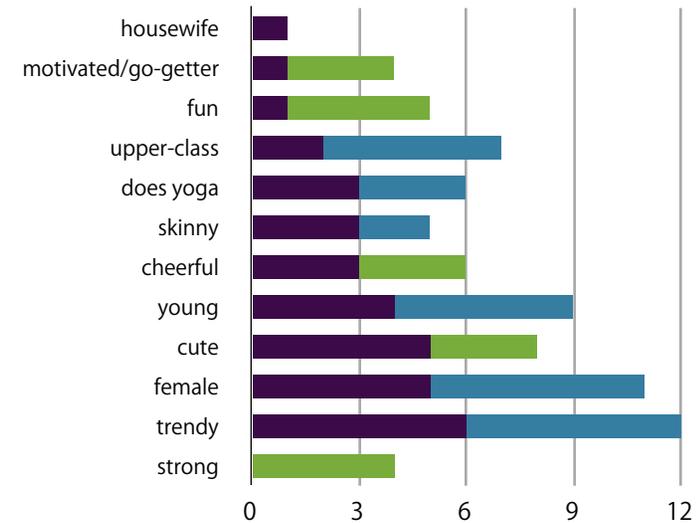
How could lululemon present themselves as more of a unisex clothing line? How could they emphasize that its clothes are built for strong individuals who work out hard? They think they stand out because of their durability and anti-stink technology. What if they worked with this idea and made it more prominent in their marketing messaging? For example, in the store right now, they have funny posters (ie: the 'anti-cameltoe pant' with a woman in camel yoga pose). What if they included funny posters that males could relate to, pertaining to B.O. or not being "that guy who takes his shirt off at every opportunity"? Or, What if the men's line distinguished itself from the female's by flipping the logo upside down? Further, what if they sponsored different types of activities such as Strong Man competitions or weight lifting challenges to show lulu's versatility?

IMAGE IDENTITY GAP

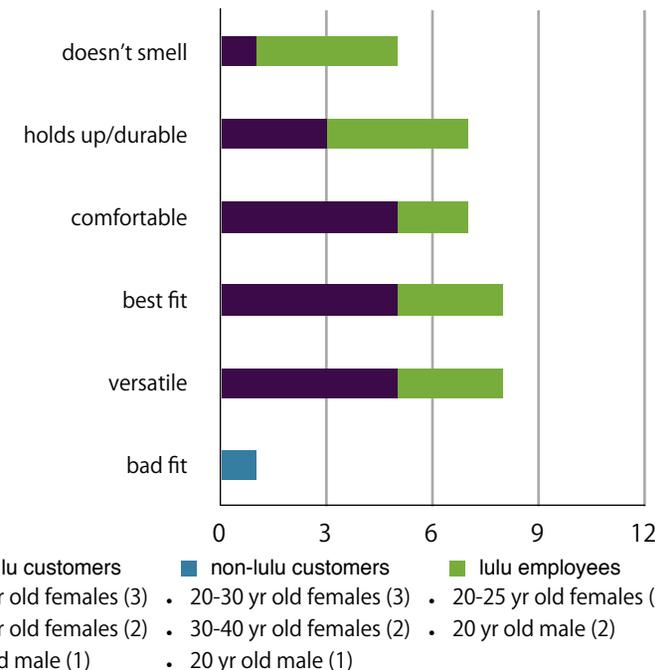
SHAYA FIDEL

lululemon sells men's and women's athletic apparel for sweaty endeavors such as yoga, dance, running & cycling. Founded in 1998, they have over 100 stores in the US, Canada, Australia & China.

WHAT DOES A PERSON WEARING lululemon LOOK LIKE?



WHAT DOES wearing lululemon FEEL LIKE?



- lulu customers
 non-lulu customers
 lululemon employees
- 20-30 yr old females (3)
 20-30 yr old females (3)
 20-25 yr old females (3)
- 30-40 yr old females (2)
 30-40 yr old females (2)
 20 yr old male (2)
- 20 yr old male (1)
 20 yr old male (1)

sidewalk festival

THE FESTIVAL

The Sidewalk Fine Arts Festival is now in its 29th year. It features a range of jewelry, photography, paintings, ceramics and sculptures from local as well as national artists.

The Festival is especially interesting given the increasing trend for traditional arts and crafts to move into the online world. While festivals and fairs have been the traditional outlet for independent artists, many are now focusing on online stores to reach a wider audience. How is the Sidewalk Festival's brand being affected by this change?

THE PROCESS

We visited the Festival (located on Santa Cruz Ave in Menlo Park) twice, on April 16th and 17th. We spoke to 10 artists, ranging from festival veterans of 28 years (!) to first-time exhibitors, and six customers, ranging from children to baby boomers.

To make sense of the 80 words that were collected, groupings were done in two phases: A first cut was made to separate the physical and emotional experiences of the festival. Diving more deeply revealed four further 'sub groups': Perspectives on the physical experience were divided into *macro* and *micro*, while reactions to the emotional experience fell into the *people* and *objects* categories.

THE FINDINGS

Generally, artists were more focused on the functional aspects of the Festival and were much more aware of the 'bigger' picture, for example, how busy the Festival was, the overall location, and the weather. While artists' reaction to the Festival was positive overall, it was clearly perceived as work; "I need to be here, man! This is my livelihood."

Interestingly, the artists perceived their work to 'be on display', not to be interacted with. Customers on the other hand focused on the opportunity to touch, feel and physically explore the artists' work, something that can't be done online.

The gaps between the way in which the artists and customers perceived the emotional experience of the Festival were much smaller. Both parties valued the sense of community and found the Festival to be an inspiring place.

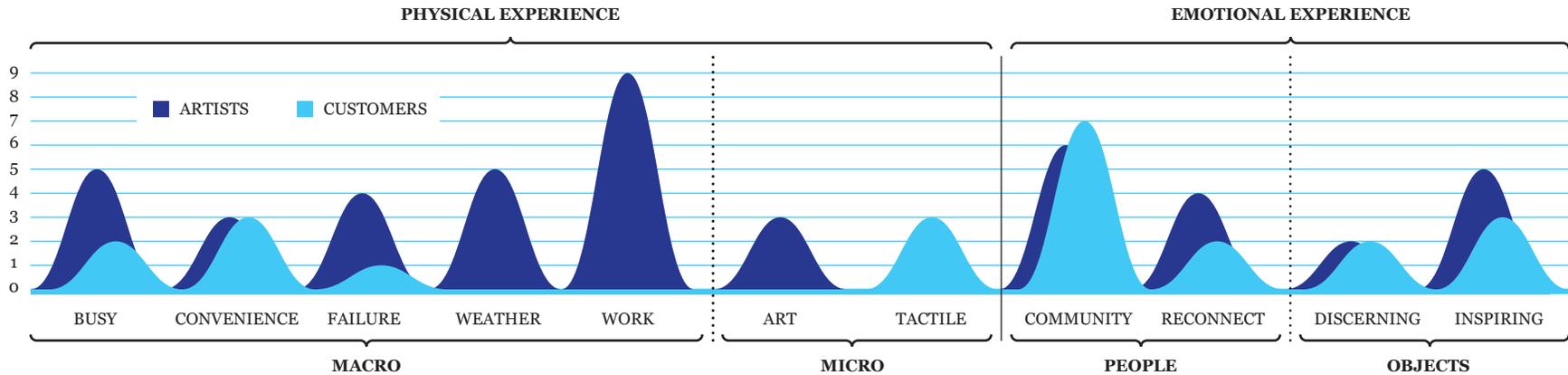
Having previous experiences with the Festival certainly changed people's mindsets. First-time visitors (both artists and customers) held the Festival's brand in high esteem. For them, the Festival was about high-energy, bustling crowds and inspiring people. Seasoned visitors and exhibitors had more negative opinions; "This is definitely a casual Fair, a bit of a filler event" said one artist. A customer highlighted the lack of variety in artists "Its generally the same stuff each year. That's great to talk to the artists again, but not if you're looking to buy".

RECOMMENDATIONS

The largest discrepancy is in how both parties view the physical experience of the Festival. What if Festival visitors could (vicariously) experience the process of making the final pieces? That might make customers more aware of the amount of work that the artists invest in their work and attending the Festival? How about giving the visitors a little 'taster' of the art creation process directly at the fair? Putting a paintbrush in their hand might increase the visitors' recognition of the skill and expertise required to create the final pieces.

KEY WORDS

- BUSY** Street, Crowds, Sales, People Traffic, Tight
- CONVENIENCE** Cars, Location, Convenient
- FAILURE** Disappointing, Vulnerable, Poor Turnout
- WEATHER**
- WORK** Livelihood, 9 to 5, Preparation, Employment
- ART** Art, Jewelry, Quality
- TACTILE** Tactile, Browse, Touchy Feely, Materials
- COMMUNITY** Community, Friendly, Tradition, Local, Support
- RECONNECT** Communication, Opportunity, Interaction, Familiar
- DISCERNING** Art Lovers, Savvy, Repeat Purchases
- INSPIRING** Gratifying, Exciting, High Energy, Stimulating





Farm2Cup
Food/Beverages



You and Farm2Cup



6 friends like this.

Process and Evaluation

Farm to Cup sells coffee directly from the farmer. They transform the traditional coffee industry for the better. They cut out the traditional middlemen and connect the farmer directly with the consumer. This leaves more money for the farmer and brings hard-to-find coffee to the consumer.

On April 13, 2011 Farm to Cup exhibited at the Cool Product Expo at Stanford. We took the opportunity and talked to several customers to get a feeling for the stakeholders' understanding of the innovative business model.

It was very interesting that most of the customers associated Farm2Cup not only with fair trade but also with organic coffee; even though this is not part of their positioning. So consumers link "doing good" by helping farmers with an organic lifestyle and fair trade. Farm to Cup should take this customer feedback and improve their communication and branding efforts by either make their communications clearer or include organic products in their product range. There obviously seems to be a gap between their value proposition and the communication to their customers. Especially against the background that we talked to the customers right after they spend some time talking to the F2C team at their exhibition booth.

We also talked to the founders of Farm2Cup. They got the idea for their business model when they went on a GSB study trip to visit farmers in Guatemala. They wondered why only 2-3% of the retail price end up with the farmers. By talking to them they found out that the farmers would have the capabilities of selling their coffee directly to consumers but lack the confidence to do so. So they created the F2C market place. They are still in their start-up phase which might explain why their value proposition is not clearly communicated to their customers yet. With F2C the farmers now get 35% of the value of the beans and almost 70% of the whole value chain.

Wall

- Info
- F2C Card
- International
- Ustream StarbucksLive
- Photos (8,952)
- Events
- F2C Jobs
- More

About

<http://www.farmcup.com/>
<http://twitter.com/farm2cup>

More

20,583,119

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- Every Mother Counts
- (RED)
- Fair Trade Certified
- Coffee recipes
- Tazo Tea

Going Forward

Fair Trade and organic are learned product attributes by the consumer. They are easy to understand and clearly communicated. Farm2Cup has a far more complex story to tell. They re-created the traditional supply chain to create more value for the farmers. Our conversations with their customers showed that this model is not fully understood nor communicated clearly yet. In the focus of their communication and branding should be the quality of their products as well as the focus on farmers.

FARMERS FIRST!

Wall

Farm to Cup · Top Posts



Farm2Cup

What do you like about the coffee?, What does the brand stand for?, Why do you drink coffee?, Do you normally drink alone or with someone?, How do you make your coffee?, Does F2C fit into an organic lifestyle?, What does being organic mean to you?, Would you pay more knowing it was F2C?

41 minutes ago via iPhone

Brendon Elliott likes this.

View all 7 comments



Customer #1

Fair Trade, Money 2 producer, I like it!, 50/50, Filter machine, Yes, Pure, No



Customer #2

Business idea, Money 2 producer, I like the taste!, Alone, From whole bean, Yes, Voting for sustainability, Yes



Customer #3

Helping farmers, Sustainability and Community, Taste & caffeine, 50/50, Coffee Shop, Yes, Social responsibility, Slightly



Customer #4

Money 2 farmers, Market 3rd world, Taste, Alone, Filter machine, No, No pesticides, Yes



Customer #5

Taste, Fair trade & beyond, Ritual habit, Depends, Coffee Shop, Yes, No chemicals, Probably



Customer #6

Business model, Fairness, innovation and social change, Taste & smell & energy, Alone, Coffee Shop, Not sure: No pesticides, More than for normal but not more than for other fair trade coffee



Farm2Cup

Thank you so much for your feedback! We are glad you like the taste of our coffee! If you want to learn more please visit our webpage and read the story of our farmers. You can also send them a message! It is all "SIMPLY DIRECT"!



Valerie Villarreal

Showcasing Farm to Cup at the Stanford Cool Product Expo. Go team!



Mobile Uploads

April 13 at 4:37pm via BlackBerry · Like · Comment · Share

5 people like this.



Monica Lewis sideways but wonderful... ;)

April 13 at 11:11pm · Like

Write a comment...

WHAT

A French winery and co-owner of the luxury goods company, Moët-Hennessy Louis Vuitton. Established in 1743, Moët & Chandon currently owns more than 2,500 acres of vineyards and annually produces approximately 26,000,000 bottles of champagne.

FONDÉ  EN 1743

MOËT & CHANDON

Pamela Bandyopadhyay Pavkov
BEST Image Identity Map
4.19.2011

WHY

As one of the original French champagne houses, Moët & Chandon (M&C) has great brand recognition. With growing competition, however, M&C risks losing its positioning. Also M&C has made limited use of social media to attract younger consumers.

EXTERNAL STAKEHOLDERS

2 weekly **indulgers** | 2 monthly **drinkers** | 1 occasional **sipper**



INTERNAL STAKEHOLDERS

1 **wine scholar** | 3 **high-end pourers** | 2 **bartenders**



FINDINGS

Champagne consumers (external stakeholders) have a more positive perception of Moët & Chandon than those who serve champagne (internal stakeholders).

Among champagne consumers, extreme users mostly had positive, sincere impressions of Moët & Chandon, while average and light users had neutral, exciting impressions. Impressions varied among those serving champagne. The extreme user in this stakeholder group had negative, sincere impressions; average users mostly had positive, exciting impressions; and light users predominantly had negative, exciting impressions.

RECOMMENDATIONS

Moët & Chandon could strengthen its reputation among external stakeholders by increasing the prevalence of its higher-quality offerings. Specifically, the external extreme user commented on the poor taste of Moët & Chandon's popular, low-cost offering, White Star.

For internal stakeholders, Moët & Chandon could increase the incidence of sincere impressions among average and light users by emphasizing its heritage as a pioneer of the champagne industry.

PROCESS

On Sunday morning, I spent 4 hrs interviewing champagne aficionados in 2 SF wine rooms (900 N. Point Street and 1 Ferry Building Plaza). I spoke with 5 external stake holders and 6 internal stakeholders (see flutes for detail). I asked each interviewee to name 5 words that came to mind when I mentioned Moët & Chandon. Then, I color-coded the words by stakeholder type (extreme user, average user, and light user) and plotted them across exciting <--> sincere and positive <--> negative spectrums for each stakeholder group. Words that were observed twice are double the size of other words; words that appear in both flutes are in **bold**.



the image-identity gap under the lid

caroline stokes
mktg 353 : BEST 2
april 2011

5 baristas & 12 starbucks-drinkers from 2 palo alto locations
provide **5 words** that come to mind when they think of starbucks.

the process

I was drawn to Starbucks because it is actually facing many of the same problems as Etsy, my group project brand. Starbucks started out as a small, undistinguished coffee roaster in Seattle. As demand for its European-style, "artisan" espresso and coffee creations grew, Starbucks expanded to 15k stores in 50 countries.

Like Etsy, Starbucks was initially popular because of the handmade, custom-ordered feel of its products. Ironically, just like Etsy, the brand has faced criticism for abandoning this handmade, local feel as it scales. For this project, Starbucks serves as a proxy for how Etsy might deal with its own greatest challenge: maintaining personality and customer connections as it goes mainstream.

For our research, Anna Scholin and I spent about 3 hours in 2 local Starbucks shops (on Stanford Ave. & California Ave. in Palo Alto). During the afternoon of April 18th, we purchased beverages, hung around the coffee shop, spoke with employees while they crafted drinks, and conversed with customers sitting or waiting for order. Afterwards, I analyze the 85 words we collected from 17 people and clustered these responses first into 14 categories and then 3 broader brand qualities, as depicted to the right.

observations

In the afternoon, many Starbucks regulars were coming in for their 2nd cup of the day. Students and freelancers filled the shop with their computers. Others chatted over custom-made lattes.

Though non-regulars tended to describe the brand impersonally ("convenient," "latte"), die-hards were more likely to describe it as "local" and "friendly." They saw personality in the store, not the corporate greed others mentioned. After talking to these regulars, it became clear that they did not come in for the coffee alone, but for the atmosphere, interactions, and friends. Almost all regulars had coffee-makers at home, but they wanted to be at Starbucks. The coffee was merely their ticket in the door, allowing many to justify spending >\$4/cup, sometimes 2x/day. For regulars, this was their local coffee shop -- even if it was a global chain. They liked that baristas knew their name and felt truly special here.

Customer frequently described Starbucks as "convenient" and "predictable." Employees, on the other hand, were more apt to say "fun," "exciting," "joy" - sentiments few customers shared.

the 5 word responses

14 categories by stakeholder type

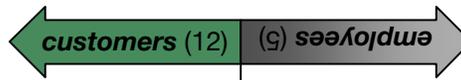


image what the brand represents to them



atmosphere why they pay \$4 for coffee



product why they claim to be addicted



10 8 6 4 2 ← → 2 4 6 8 10

summary

Based on our surveys, Starbucks has successfully conveyed many dimensions of its identity to customers (its brand is practical synonymous with coffee, for example), but on others, there is room for improvement.

The **biggest gap** was employees describing the atmosphere as **fun and exciting** while customers labeled it **predictable, consistent, and convenient**. Only regulars were likely to describe the brand as friendly.

Most importantly, **Starbucks' atmosphere is more important to customers than its coffee.**



one recommendation

Instead of trying to be fun and exciting when customers bank on its predictability, Starbucks should embrace its image as a sincere brand. It should attempt to cultivate an image of friendly baristas and a local community. To ditch the fun and focus on zen and homey comforts (the treat that so many come in for), Starbucks should add cozy decorations such as fireplaces and consider making the interior of each store unique. Customers like predictable quality, but see no personality behind the standard, sterile décor. Starbucks can maintain its trusted quality through drinks and service while still reinvigorating personal, friendly touches into its brand through unique-to-location décor and employee smiles. **It's about creating community, not just a latte.**