



## EXECUTIVE SUMMARY

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This report aims to analyse a current social-health problem and discusses a proposed strategic plan to address consumer behaviour. The problem we have isolated relates to the lack of sun exposure and protection behaviour (also referred to as sun smart) that currently exists in New Zealand; resulting in a continued increase in the incidence of skin cancer within the country. After initial research determined that there was cause for concern, we sought further confirmation and consumer insight of our hypothesis that “people are not using sunscreen because it is inconvenient to carry and use”, whereby eight interviews were conducted with female participants aged between 18–45, our initial target market. Participants noted that the current market was not serving their needs and subsequently a revised target market was identified: that of males and females aged 18-25. The brand we have developed, which will help service this market gap and further educate the public on correct sun smart behaviour, is called Sumbrella™. The brand comes complete with a product concept that adheres to the wants and needs of the interviewed consumers and is a product we have identified in the following pages as having great market potential.

This report details the brand and its products, proposed channel strategies including but not limited to - supermarkets and fashion retail outlets, promotional strategies and techniques; such as interactive marketing and event sponsorship, and the future of the brand, including brand extensions, product line extensions, co-branding opportunities, adjusting to changing buyer behaviour and new technological advancements affecting manufacturing, distribution and promotion.

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## 1. INTRODUCTION

New Zealanders have been neglecting to protect themselves from a very immediate danger - the sun. It has been determined that individuals are not taking heed of messages to protect their skin and the body against the dangers of prolonged exposure to the sun. In New Zealand skin cancer is by far the most common form of cancer, and is responsible for killing around 300 people a year.

We have developed a product that we believe can help to change the attitudes of New Zealanders, towards sun protection. With our product concept in mind, and with the help of a few consumers, we were able to define a clear gap in the market that with this product, we could penetrate an already saturated market, and at the same time, we could help fill the current informational gap – the pervasive lack of understanding of the risks from excessive exposure to the sun. There currently exists a need, and an opportunity to educate the public about why it is so important that they remain sun smart throughout the entire year; not just in summer. We have identified areas of the market, particularly those aged between 18 and 24, of fair skin colour, both male and female, that are not using sunscreen, or are not correctly using sunscreen, for various reasons including convenience, price, cosmetic reasons, and also because of the lack of education on the importance of sun protection. It has been found that only “one-half of both adults (51%) and adolescents (49%) reported that they wore sunscreen, while doing outdoor activities at the weekend.” (National Research Bureau Ltd, 2010, as cited in “ New Zealand Skin Cancer Steering Committee (February 2011)

It is apparent however that whilst consumers have some knowledge of the potential risks they are exposing themselves to, individuals are not motivated enough to purchase sunscreen and become actively sun smart. Therefore it is pertinent to suggest that the country and the sunscreen market needs a revolutionary makeover to take the country from having one of the highest skin cancer rates, to having the highest sun smart population in the world.

In response to these issues, we have devised Sumbrella™. It is hoped that the proposed product will generate a positive (brand) associations that will not only lead individuals to purchase the Sumbrella™ sunscreen products, but will also allow them to better associate being in the sun, with correct sun protection; sunscreen, sunglasses, hats and t-shirts; ‘slip, slop, slap and wrap’.

## 2. WHAT IS SUMBRELLA™?

Sumbrella™ is primarily a personal sunscreen dispenser unit, but the demand for this product is inextricably linked to the, demand for, and use of sunscreen products. Ongoing revenues will be driven by the consumer purchasing replacement refill cartridges, replacement Sumbrella™ units, and the Sumbrella™ variant units - which are desirable as collectors items, and as fashion items.

The word Sumbrella™ is a compound word derived by joining Summer and Umbrella together, with

the word “sum” also representing the addition of something, in this case sun protection, and in a branding context, value. We had originally called our product sunbrella, but this name is already in use, by an outdoor fabric company, so we decided to change ours so as not to confuse the brands.

Sumbrella’s mission is “To facilitate the use of sunscreen on a daily basis”, and ultimately our aim is to increase the use of sunscreen, especially in vulnerable segments of the population, those with low levels of melanin in their skin, to reduce the incidences of skin cancers, which are at present continuing to increase.

## **2.1 PRODUCT CONCEPT**

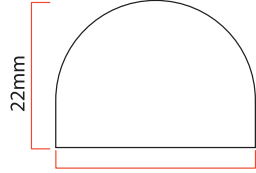
Sumbrella™ is the brand of a personal sunscreen lotion dispenser unit, which aims to make it easy and convenient for people to carry and use sunscreen. The Sumbrella™ unit consists of two main parts that make the product usable, one is the body of the unit, and the other is the replaceable refill cartridge. Current sunscreen products are available in somewhat conventional bottles and tubes, some are available in spray form, and overseas even powdered forms of sunscreen are available. Our product has much scope, and proposes that the sunscreen used in our dispenser is not exclusively a proprietary one, as we believe that this will be of most benefit to us and to the consumer, allowing us to focus on the quality, of our product, and allowing consumers a greater choice in what they choose to use as a sunscreen. This approach however, does require the uptake of our proprietary refill unit by other existing sunscreen brands, and these are relationships that we will have to create and foster. In the meantime, we will produce our own sunscreen, and/or make the cartridges refillable.

lid - plan view

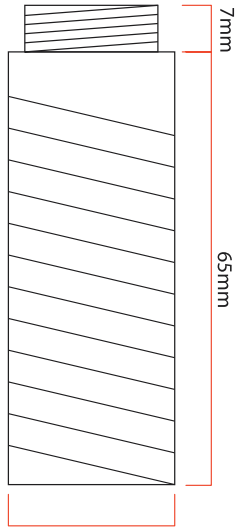


30x30mm

lid - elevation view

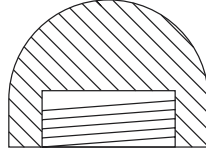


part A - elevation view

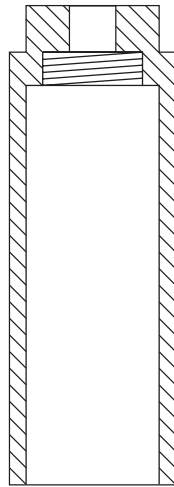


25mm

lid - elevation view c.s.

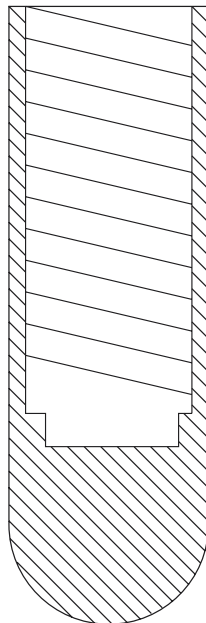


part A - elevation view c.s.

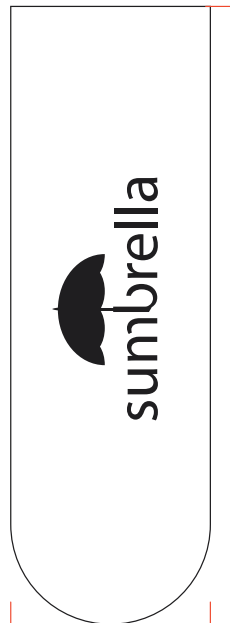


part A screws into part B

part B - elevation c.s.



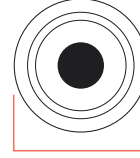
part B - elevation



30mm  
sumbrella unit  
seperated

sumbrella unit  
cross sections

part A - plan view:  
aperture



20mm

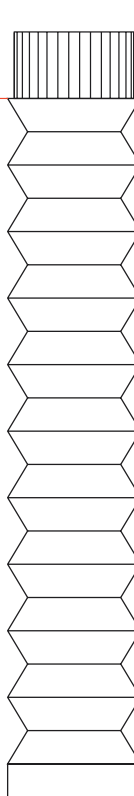
refill unit lid -  
plan view



18mm



refill unit  
with lid on



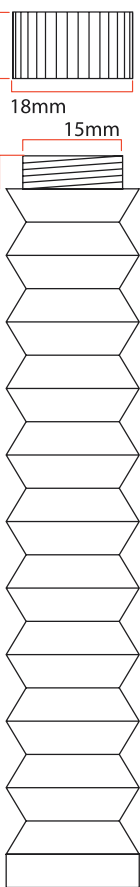
105mm

20mm

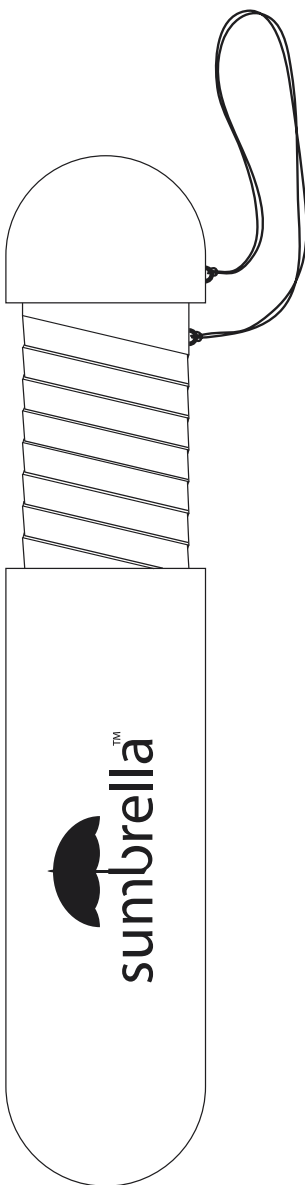
sumbrella  
concertina  
refill  
cartridge

contains  
approx.  
25-30ml

refill unit  
with lid  
removed



sumbrella  
concertina  
refill  
cartridge



sumbrella unit  
constructed

sumbrella  
concertina  
refill cartridge





one colour - black



one colour - white



cyan



red

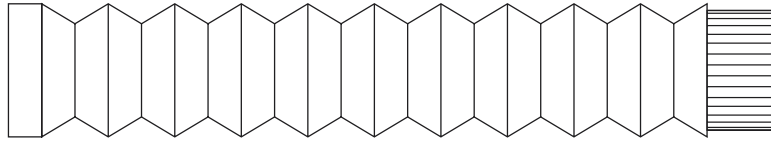


white



pink

UNIT COLOUR OPTIONS - ANODISED ALUMINIUM OR PLASTIC

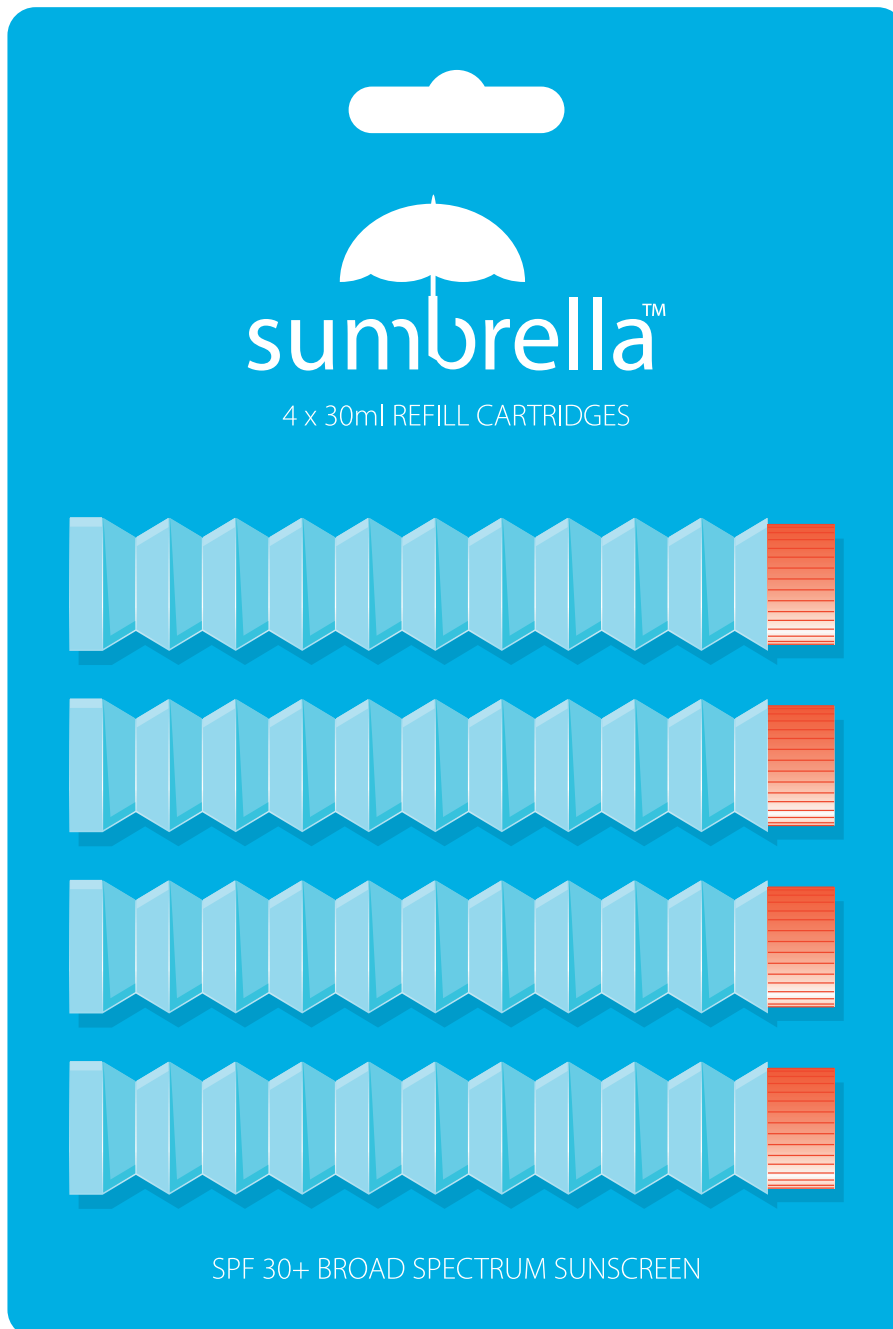


refill unit lid -  
plan view



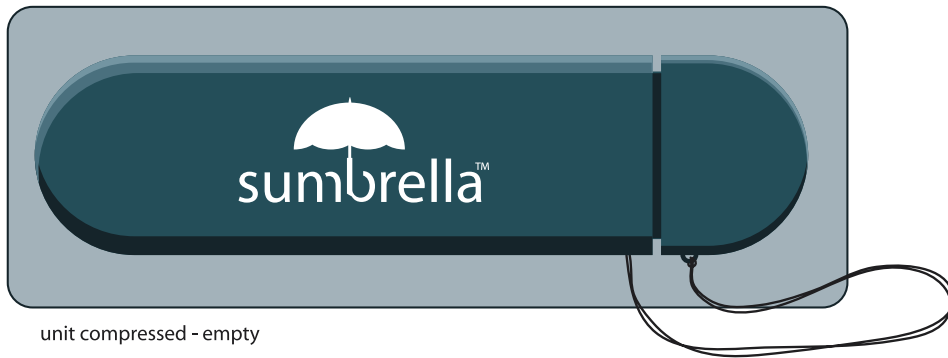
18mm

refill unit  
with lid on

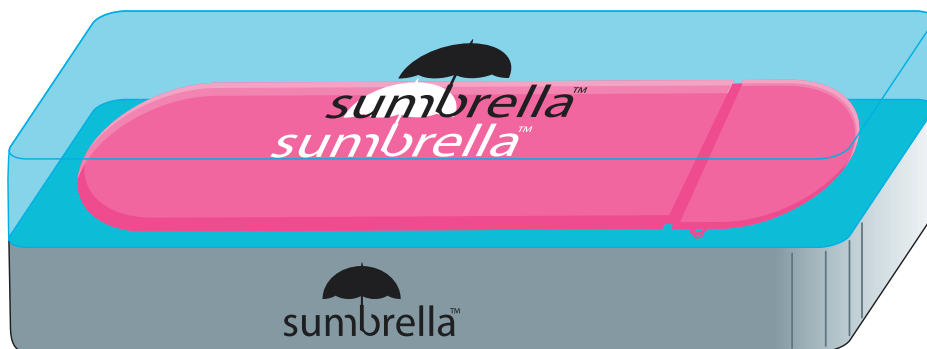




unit extended - full refill cartridge inside



unit compressed - empty



display box packaging

### 3. WHY IS THERE A NEED FOR PRODUCTS LIKE SUMBRELLA™? - NEW ZEALAND AND SUN SMART BEHAVIOUR

#### 3.1 SKIN CANCER

Cancer Society NZ (2012a) has recently revealed that individuals need to increase their uptake of vitamin D levels to help sustain healthy bone development and overall good health. For this to occur, individuals need to expose their skin to sunlight on a regular balance, however for this to occur safely, individuals need to be aware of proper SunSmart protocol to avoid excessive burning and exposure to skin cancers such as melanoma.

Melanoma is the prominent form of skin cancer affecting New Zealanders with SunSmart (2012a) noting that nearly as many people die from melanoma related cancer as road accidents each year; both as preventable as each other. Melanoma cancer has been trended by SunSmart (2012b) as having increased 12% for males and 16% for females between 1998 and 2008.

There are two distinct types of skin cancer that are affecting New Zealand citizens, melanoma and non-melanoma.



*Figure 1: Melanoma cancer spot*

Melanoma, the deadliest form of skin cancer, appears on the skin as either a new spot (Figure 1) or an existing spot which is identifiable when it begins to change colour, size or shape. These spots are said to be found on any part of the body and individuals should be aware that melanoma skin spots can appear on parts of the body that you may not explicitly expose to the sun (SunSmart, 2012a). Non-melanoma skin cancer (NMSC) occurs in two forms, as basal cell carcinomas (BCC) and squamous cell carcinomas (SCC). The basal cell cancer appears on the skin as a red lump (Figure 2) rather than a dark spot as in the melanoma alternative (Cancer Society, 2012a).



*Figure 2: Basal cell carcinoma (BCC)*



*Figure 3: Squamous cell carcinoma (SCC)*

Figure 3 is a visual representation of the squamous cell carcinoma and showcases the crusted sore (on the ear). This form of cancer is noted by the Cancer Society (2012a) as appearing on your hands, forearms, ears or face however if symptoms are discovered on ones lips or ears, it is further stated that these areas increase the risk of the cancer spreading.

In 2008, the Cancer Society (2012b) stated that there were approximately 2256 registered melanoma cases under the Cancer Registry Act 1993 in New Zealand with 1180 of these identifying as male, and 1076 identifying as female. Within this sector, it was noted by SunSmart (2012b) that there were 317 deaths in total; 202 male and 115 female, a statistic they place close to the 2008 annual road toll.

Demographically, 2008 figures delineate that melanoma was the leading form of cancer amongst males and the second largest form of cancer contracted by females; between 25 to 44 years (Cancer Society NZ, 2012b). Furthermore, SunSmart (2012b) notes that in the 45 to 64 age range, 2008 registries stated that melanoma was the second most prominent form of cancer.

In regards to non-melanoma cancers, the Cost of Cancers to New Zealand report (as cited in SunSmart, 2012b) states that approximately 67,000 individuals are treated every year, making skin cancer the prominent cancer facing the local population. Furthermore SunSmart (2012b) notes that the country's health department spends around \$57 million treating skin cancer sufferers whilst also noting that the government distributes for social costs.

As of 2010, statistics note that Australia and New Zealand have the highest melanoma rates in the world with both countries have nearly four times as many cancer registrations as Canada and the United States (Cancer Society NZ, 2012c).

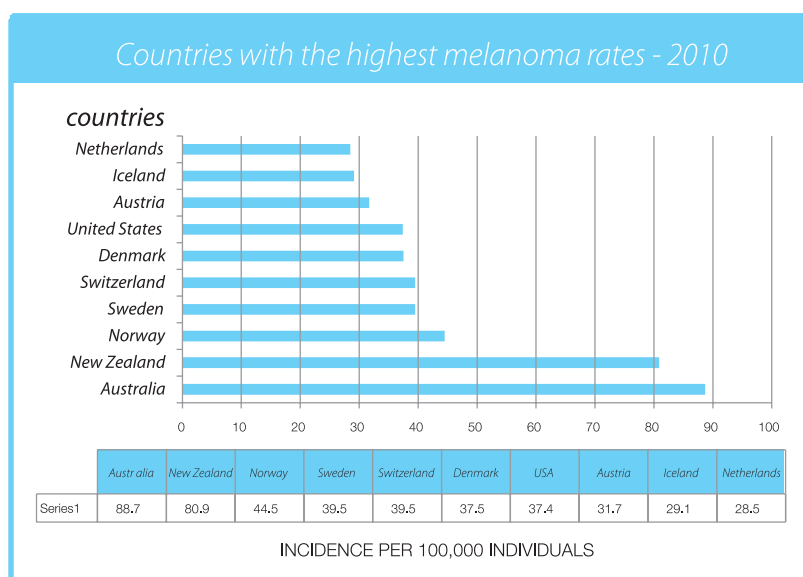


Figure 4: Countries with the highest melanoma rates

The Cancer Society (2012c) helps explain Figure 4 and why New Zealand has such a high contraction rate; the organisation further noting that most individuals have an increased risk of developing skin cancer in their lifetime. The organisation attributes the country's high rate of melanoma patients to various factors that tend to be environmentally and culturally bound (Cancer Society NZ, 2012c):

- There are low ozone layers over New Zealand
- There is a large fair skinned population in New Zealand who are more susceptible to health damage caused by sun exposure
- High levels of ultraviolet radiation (UVR) in New Zealand between September and April; daylight savings months
- The country's notorious outdoor lifestyle
- Individuals seeking to lounge in the sun

### 3.2 SUNSCREEN USE

Figure 4 places New Zealand in the top two percentile of countries with high melanoma rates. As a whole, approximately 50% of New Zealand residents utilise sunscreen products once with the majority of those using the product forgetting to reapply at the recommended rate of every two hours (SunSmart, 2012c).



*source: [www.sunsmart.org.nz](http://www.sunsmart.org.nz)*

SunSmart (2012c) notes that to properly protect your skin from contracting skin damage, skin cancer or from excessively burning, one should apply approximately 35mls of sunscreen every two hours with an initial application 15 minutes prior to entering the sun so it can create a protective barrier over your skin; over face, legs, hands, arms, neck and ears.

Various governmental initiatives have been put in place to inform and advise on the use of sun protection, but we believe that the current strategies are not wholly effective because of the method in which the messages are being portrayed, the choice of media channels that are being employed, as well as the difficulty of effectively reaching some parts of the market.

Compounding the issue are mixed messages regarding Vitamin D, which requires a degree of sun exposure to be produced in the body, and also there has been some conjecture as to the effectiveness of various types and brands of sunscreen, some of which have been linked to increased risk of other types of illnesses, and some that are not as effective as the claims made on the packaging. These

issues are undermining the effectiveness of any current sun protection campaigns, and may require governmental intervention to identify and allay people's concerns.

#### 4. FINDINGS FROM PRELIMINARY CONSUMER RESEARCH

In attempting to research consumer's behaviour as well as the market potential for Sumbrella™ products, eight interviews were conducted with females who fit within the initial target market of 18-45 year olds. The participants were analysed using specific characteristics which pertained to their age, skin type and ethnicity.

	AGE	LOCATION	SKIN TYPE	ETHNICITY
Participant 1	22	Auckland	Dark skinned	Asian
Participant 2	45	Auckland	Light skinned	Maori
Participant 3	31	Auckland	Fair skinned	European
Participant 4 (Ms C)	22	Auckland	Very fair skinned	European
Participant 5 (Ms K)	25	Auckland	Fair skinned	European
Participant 6 (Ms L)	24	Auckland	Fair skinned	Asian
Participant 7 (Ms M)	27	Auckland	Brown skinned	Indian
Participant 8 (Ms V)	Late 30s	Auckland	Very fair skinned	European

Whilst all participants were interviewed separately and by two different interviewers, patterns can be drawn from their responses that pertain to the sunscreen market, their sun-smart knowledge, and the potential of the Sumbrella brand. Each pattern can be broken into sections for a more efficient analysis.

##### 4.1 CURRENT PRODUCT OPTIONS

All participants were able to isolate the weaknesses of current product options to varying degrees. Whilst some chose to focus on the product in its physical form, others chose to mention the current pricing of products and their lack of brand loyalty.

Findings noted that current products are priced too highly in comparison to their size and their availability. This was a notion that participants stated was hindering their desire to purchase the product. Furthermore participants 2 and 3 noted they would pay a little more for a product like Sumbrella's if the product was more conveniently packaged and conducive to their lifestyle.

Participants 1 to 3 stated that current products were not conveniently structured as the bottles are currently too large to transport easily; participant 1 (2012) stated that "...the bottles are bigger than [her] need for it". It was also noted that the packaging is too malleable and therefore the product has a tendency to open when any undue pressure is been applied; inside a bag. Participants further noted that their ideal product would be small with a hard exterior which could sustain a small amount

of pressure. Participants 4 to 8 further analysed the consistency of sunscreen by stating that they were not impressed with texture of sunscreen as a cream based product. Participant 3 (2012) was the only individual who noted that she “perceived a thicker substance with having more resistance against the sun”. Participants in the 4 to 8 section, as well as participant 1, noted that the smell of sunscreen created a negative association in their mind which affected their desire to use sunscreen products even though they are aware of health risks.

When participants 4 to 8 were prompted to recall brands that are currently selling sunscreens, the recall rate was low. Participants were able to recall products by the Cancer Society, Le Tan, Nivea, Neutrogena, Tropicana and UV Guard. Whilst participants were able to recall these brand names, it was apparent that there was no clear brand loyalty that existed amongst these individuals, a notion which corresponds with the purchasing habits of participants 1 to 3. Participant 1 further developed this argument by noting that she purchases products based on their price, not necessarily their associated brand. This was supported by participant 3 who noted that she views all sunscreen products to work the same way so there is no need to remain loyal to one brand; further stated she frequently purchases products from Cancer Society and Aveeno because they are conveniently available.

A lack of brand loyalty in the current market creates a gap which can be filled by a new competitor who has strong promotional techniques and competitive prices; Sumbrella™.

#### **4.2 BUYER BEHAVIOUR**

It was noted that there was no brand loyalty when it came to sunscreens however some participants utilised the same cosmetic brands on a near daily basis. These relationships were said to have been established in their youths and had influenced their buying behaviour into adulthood. Participant 3 further stated that she consistently purchases the same moisturiser brand (Garnier Pure) because it is the next step in her already established Garnier morning beauty routine in which she exfoliates, cleanses and moisturises her skin. This participant stated that she was loyal to this brand because it had a high perceived value and it was easy to use the products because they were small and were used adjacent to one another.

#### **4.3 SUN-SMART AWARENESS**

All participants noted that they were aware of the health risks associated with prolonged exposure to the sun. This therefore asserts that whilst uptake of sunscreen products is low, individuals are informed about what can happen to their skin and what life threatening risks they are exposing themselves to. The question then becomes how do we bridge the gap between understanding the theory and applying prevention techniques practically?

Each participant noted that they are aware that New Zealand is home to a lower ozone layer which is



constructing harsher environments. Whilst this knowledge may be effecting buyer behaviour slightly, the information is not working effectively enough to encourage consistent sunscreen use. Participant 7 was the only individual who was able to isolate why skin damage and skin cancer occurs from the sun whilst all other participants simply knew the possibility for such effects existed; did not know how or why.

Participants 1 to 3 stated that their awareness of such health risks did not come explicitly from campaigns themselves but rather from their parents; no indication as to how parents were informed. Participants 2 and 3 however have sourced out extra information from television exposés and websites such as the Cancer Society. The reason for doing so was different for each individual with participant 2 stating it was mainly for her children and participant 3 noting it was for information on health risks during winter seasons.

Whilst these participants have done some background research, it is still not affecting their usage. As isolated from interviewing participants 4 to 8, it is apparent that individuals are not taking the need to protect their skin as seriously as they should be, a notion which is reflected in attitudes towards sunscreen brands and personal buying behaviour.

Participants 2 and 3 provided examples of alternative means by which they attempt to protect their skin; when void of sunscreen. Products included hats and umbrellas to not just protect their skin and eyes from exposure, but mainly to stop their scalps from getting burnt. It is interesting to see that whilst individuals have not actively attempted to protect their skin from excessive burning and contracting skin damage or skin cancer, they are actively working to protect the skin sensitivity of their heads. Participants did not offer extra information on why they felt their scalp was more valuable than their overall body. Furthermore they noted that these products were more conducive to their lifestyles because they are convenient to transport and easy to use.

#### **4.4 TARGET MARKET EVALUATION**

When the interviews were conducted, the initial target market was set at females aged 18 to 45, however further research and a market analysis has led to the target market being defined as males and females aged 18 to 24.

The interviewees were largely in their 20s which was a key element to redefining the market. It was discovered that individuals within this segmentation were less likely to use the products not because they didn't understand why the product was important, but because current products are not conducive to their needs. This was asserted when participants stated that the products were too big, too malleable, easily forgettable, and were never on their person when they should be using them the most. Participants therefore allowed for a better understanding that there was a gap in the market that needed to be filled, a gap which would require a more compact product to exist.

#### **4.5 SUMBRELLA MARKET POTENTIAL**

Based on participants' attitudes towards current products, it is apparent that there is a market for a compact product as Sumbrella's. Participants noted that the product had high market potential because of its convenience factor as one can leave it in their bag and car without it taking up too much room. As stated earlier, participants are not impressed by the scent or the consistency of current products. Whilst adapting the consistency may be an initial problem, it is possible to make a product that has a more pleasant scent that could increase the products purchasing power; sunscreen/perfume mix?

Participants 1 to 3 particularly liked that the products would be personalised so that they could buy products that reflected their personality; coloured/patterned packaging. Consensus showed that the packaging would need to be designed so that the exterior was hard enough to sustain any pressure. When the product concept was further explained and this design element was stated as being an established feature of the product, the opinion was that it had potential to lead amongst competitors.

Participants 2 and 4 to 8 were concerned that the main flaw of the product was that whilst the size was efficient for travel, this would mean that there would be less sunscreen in the product. From these opinions, it was deemed appropriate to redefine the aesthetics of the product to ensure it would be able to without approximately 15ml of sunscreen which is enough for two or three repeat applications; up to five hours in the sun if used by an individual. An expansion on the product could see an increase in its initial size to be more suitable for use by families.

Participant 2 was the only person to note that she would pay more for a product that was easy to use and transport. All other participants suggested that a competitive price would allow the product to succeed in the market because it is not enough to just have a useful product if we are over charging for it. Participants 4 to 8 were useful in suggesting that buyer behaviour is extremely hard to change in this particular industry and therefore pricing the product too high would not coerce consumers to purchase the product even if they are emotionally drawn to the promotional campaigns.

### **5. MARKET ANALYSIS**

#### **5.1 CURRENT SUNSCREEN COMPETITORS**

The current sunscreen market in New Zealand is characterized by having an awful lot of competitors, and it seems that many cosmetics brands also include sunscreens in their range. Some of these brands include:

Nivea Sun	Neutrogena	Aveeno	Banana Boat
M.A.C	Natural Instinct	Coppertone	Invisible Zinc
Cetaphil	Hawaiian Tropic	Elizabeth Arden	Elizabeth Arden
Cancer Society			

All these brands products are available in various sizes and in various types of packaging, with packaging size ranging from Invisible Zinc's 50ml airless pump, being the smallest, to The Cancer Society's 2.5Litre pump pack being the largest.

Another product, Myozone, is a product that contains 50mls of sunscreen, which can be worn around the wrist, and is targeted at the active individual, allowing them to carry sunscreen with them while on the move. This is the only personal sunscreen dispenser systems that we have found which compares to Sumbrella™, but our target market is not the active sports market, which it is for this Myozone product.

Although the sunscreen market is saturated, Sumbrella™ will still be unique, as the potential of our target market is yet to be realised. We had found that although "Cancer Society sunscreens are the market leader in New Zealand" (brand support, u.d) <http://www.brand-support.co.nz/news.shtml>, and that the brand did have a very good level of salience and recall, there did seem to be limited brand loyalty for sunscreens in New Zealand, at least amongst the respondents in our initial exploratory research. Ms V did express some amount of loyalty for Invisible Zinc, and Ms M used both The Cancer Society and Neutrogena products somewhat regularly, there were aspects to these brands, particularly the price that created some barrier to loyalty. An American study by Consumer Reports National Research Center found that "Only one-third of sunscreen users are brand-loyal. Thirty-three percent like a particular brand and tend to stick with it, while 62% say they use "whatever they have." (Consumer Reports National Research Center,n.d, cited by livinguncured.info, u.d). What this all suggests is that despite the glut of offerings in the marketplace, there is a place for a new player in the market, with a decisive marketing plan, and clear points of difference, we can make some inroads, and we should be able to get past the reason why some people aren't buying or using sunscreen, and some aren't using it correctly.

Whilst it is difficult to determine the market shares of different sunscreen brands in New Zealand, the top brands sold over the counter as of 2008 were those by the Cancer Society, SunSense and Nivea Sun (Consumer, 2008). Furthermore, Brand Support Limited (2012) who partners with the Cancer Society notes that the brand has been recognised as the number one sunscreen provider within the New Zealand market for approximately ten years. They attribute the brand and its fruition with four distinct factors, factors which led them to retain a partnership with the company:

- Sustained market leadership
- Innovative product ideas
- Careful use of their brand name and subsequent brand power
- Clear promotion and merchandising techniques

## 5.2 SWOT ANALYSIS OF SUMBRELLA™

In the following diagram we have isolated some of what we believe are the strengths, weaknesses, opportunities and threats for the Sumbrella™ brand and products.

<p><b>STRENGTHS</b></p> <p>Compact size</p> <p>Different products for different skin types</p> <p>Local product</p> <p>Varied colours for personalisation</p> <p>Unique product</p> <p>Untapped market potential</p> <p>Aesthetically appealing</p>	<p><b>WEAKNESSES</b></p> <p>No established brand loyalty</p> <p>Sumbrella is a newly established brand</p> <p>Individuals are not currently using sunscreen effectively</p> <p>Capital investment is required</p> <p>No established relationships with distribution channels</p> <p>Pricing per unit is currently unknown</p>
<p><b>OPPORTUNITIES</b></p> <p>Develop a new marketing campaign that helps create a greater understanding of skin health risks</p> <p>Product extension</p> <p>Brand extension</p> <p>Co-brand with Cancer Society NZ</p> <p>Expand into international market</p> <p>Establish a strong market position for having the first product of its kind</p> <p>Establish seasonal sunscreen products</p>	<p><b>THREATS</b></p> <p>Other brands adapting our product</p> <p>Established sunscreen brands</p> <p>Other brands targeting our market</p> <p>Lack of motivation to use sunscreen</p> <p>Geographic isolation because of small market potential</p>

The strengths within the SWOT analysis tend to relate to the product explicitly whilst the weaknesses pertain to the brand and market potential. Within these two segments, it is apparent that the product has high potential to penetrate the market because it has attributes that are not currently available on the market; small size, unique packaging and so on. For penetration to be successful however, the company will first need to overcome a major barrier which is that Sumbrella currently has no recognition as a brand and is therefore at the mercy of current market competitors. This is further proven to be problematic because a lack of association between the brand and the product may

affect uptake rates and be initially expensive for the production and distribution of products.

Within these weaknesses however, market opportunities emerge that can be implemented not only in the present, but can be attributed to Sumbrella's future potential. Here the company has the opportunity to encourage sunscreen usage by giving the public more concise information about appropriate sun smart behaviour that will not only encourage product purchase, but will help alleviate the global skin cancer rates; across a long time frame. Successful campaigns may allow the brand to be co-branded with current market leader the Cancer Society, and other market players. A partnership like this could see the fruition of Sumbrella because joint ventures will perceive the product lines as being adequately reliable for safer skin health; and in the process also increase sun smart awareness.

As the product is new in terms of what is currently available, there is potential for competing brands to adapt our product and sell something similar; encroaching on our market shares. Potential for this is high because product adaptation is a big development phase for many company's who aim to gain a larger hold within a given market. By the time this occurs, Sumbrella will hope to have gained market recognition as a brand and as a product manufacturer from not only the physical products themselves, but also by the hard hitting awareness campaigns we intend to enact.

### **5.3 PESTE ANALYSIS OF SUMBRELLA™**

**Political** – a current lack in definitive regulations has allowed a glut of sunscreen products on the market in NZ, some of which make claims that may well be untrue. “Ms V” in our initial research has warned that, if Government decides these regulations need to change (ideally to match those of Australia), regulations could change overnight, and this could affect products currently in the market. Skin cancer, attributed to lack of sun protection “is responsible for more than 300 deaths per year and is estimated to cost New Zealand \$57.1 million in healthcare costs.” Money spent on promoting Sun Protection, is currently not being used effectively to reduce the incidences of skin cancer, which despite any promotion, is continuing to rise.

**Economic** – current economic conditions are difficult, particularly for the least well off, and because sunscreen can be quite expensive, those in the lowest socio-economic groups are unlikely to buy and use sunscreen. Because of this skin cancer incidences in the poor are likely to be higher than in the general population. Our product is unlikely to be targeted at this socio-economic group.

**Socio-Cultural** – Our target market is heavily influenced by their peers. If we can create an expectation within peer groups that they must wear sunscreen, our messages are likely to be more affective. A typical New Zealander's response of “She'll be right” to the risks of sun exposure will not change overnight, but advertising similar to the police's drink driving campaign could potentially result in a much greater level of adoption. New Zealand's culture, which places great emphasis on outdoor

recreation, is a good thing, but New Zealanders need to be more aware and prepared against the risks of sun exposure.

**Technology** – our product is unique to the sunscreen market, but it is likely there will be advances in the creation of sunscreen products in the future. There is much skepticism about the effectiveness of sunscreens that have SPF levels displayed as being higher than 50, but it is possible they may become more effective, or be proven to be effective, in the future.

Environmental - Since the use of chloroflourocarbons (CFC) has declined, the hole in the OZONE layer is expected to shrink over time, but until that time comes, New Zealanders will continue to be at high levels of risk from UV A and UV B exposure. Sun exposure regardless of the ozone hole, will continue to pose risks, as it does in other parts of the world.

### 5.5 ANSOFF MATRIX

	CURRENT PRODUCT	NEW PRODUCT
CURRENT MARKET	<p><b>Market penetration</b></p> <p>Increase brand awareness to allow the new product to gain entrance into the market and obtain some percentage of the market share.</p>	<p><b>Product development</b></p> <p>Adapting an already existing product to create a new one that will better service the market and generate profits.</p>
	Low risk	Medium risk
NEW MARKET	<p><b>Market development</b></p> <p>Targeting new parts of the market for the purpose of developing a new consumer base; alternatively tapping into an existing segment of the market.</p>	<p><b>Product diversification</b></p> <p>Attempting to create a new product to integrate into the market.</p>
	Medium risk	High risk

The Sumbrella product will fall into the product development category as it intends to better serve the market which has already been established by existing sunscreen brands. However in doing so, Sumbrella will segment the market to establish its female orientated target market.

Whilst essentially new in style, the product has been created as an adaptation on current sunscreens with the intention of better servicing the market. This is to say that personal experience as well as consumer interviews led to the understanding that current sunscreens are not physically conducive to individuals' lifestyles; there are transportation issues. Therefore the product has been designed to be compact for transportation yet it will retain the same effectiveness as current sunscreen products.

## 6. POINTS OF PARITY & POINTS OF DIFFERENCE

By conducting our market analyses, we have determined some of our points of parity, and points of difference with products currently in the market.

### 6.1 Points of Parity

- Sumbrella™ is a sunscreen product. It requires a sunscreen lotion to be loaded into the unit to be usable. Sunscreen lotions can vary from brand to brand, but the purpose is the same, to allow a level of protection from the harmful effects of the sun. Sumbrella™ sunscreen will be able to match these basic functions.
- Myozone, which is a bracelet shaped sunscreen container, has a similar convenience element to it.
- Some sunscreen products are made in New Zealand, but the vast majority are not New Zealand brands, and are not made here.

### 6.2 Points of Difference

- Sumbrella™ does not fit many of the conventional knowledge structures that surround sunscreen. Most sunscreens fit the conventional understanding of commodities; purchase, use, discard and replace. The main body of the Sumbrella™ unit is reusable, and only the refill cartridges follow the commodity template.
- Sumbrella™ units will be constructed of hard wearing, quality plastics and metals, where traditional packaging is discarded after use.
- Sumbrella™ is intended to be a desirable object, which facilitates the necessity for sunscreen.
- Sumbrella™ intends to distribute the product via various channels, conventional channels, such as pharmacies and supermarkets, and higher end customized variants, will be sold via fashion and fashion accessory outlets. We will distribute our refills through most conventional outlets, anywhere we can, to emphasise the convenience element of our product.
- Sumbrella™ intends to develop relationships with other brands to leverage their brand knowledge, and increase the use of our product, and sunscreen. These could be other cosmetics & sunscreen brands, fashion brands, shoe brands, sports brands,

music festivals, rock bands, student organizations, universities, social causes or travel organisations like Contiki tours.

- Our target market/s are not well catered for as yet.
- Sumbrella™ variants are potentially collectable items.

## 7. BRAND POSITIONING OF SUMBRELLA™

### 7.1 Who is our Target Market?

Initially we believed that females, of European descent, in New Zealand, between the ages of 18-45 were our target market, but upon further research we have discovered that this market can be further segmented. We had also initially excluded males, but we have since found that men are more greatly affected by the incidences of skin cancers, “In 2007 the male incidence rate was 16.2% higher than the female rate and the rate of death was 90% higher. “ (New Zealand Skin Cancer Steering Committee, February 2011), so this may be a segment that should not be ignored, but our marketing strategies may have to target these two markets separately.

Males and Females between the ages of 18 and 24 are currently not being well served by the sunscreen market and by messages from Government agencies in regards to sun protection, which has a strategy to “increase delivery of melanoma prevention messages to consumers in the primary care setting” (New Zealand Skin Cancer Steering Committee, February 2011). This is an approach that the NZ Guidelines Group proposed in 2010 with their Melanoma Guidelines Implementation Plan, but it seems that this approach is only targeting people who are seeking Medical advice, and this strategy bypasses those who are currently young and healthy. SunSmart, “the national brand for the promotion of sun safety”, (sunsmart.org.nz, n,d), also runs campaigns in schools and for sun safety in specific sun affected working conditions, but generally our target market is not reachable by these campaigns.

18-24 year olds, of European decent, both male and female, place a greater emphasis on having sun tans, and are notoriously relaxed about their attitudes towards skin health and sun protection. Sunscreen marketing by existing sunscreen brands is also somewhat relaxed, and they do little to target the 18-25 age range which may be because of the difficulty in reaching this segment.

15-24 • Female • European				
Auckland region	46,425	of	1,303,068	3.6%
Wellington region	22,116	of	448,956	4.9%
Otago Region	12,861	of	193,800	6.6%
Canterbury Region	25,881	of	521,832	4.9%



Total NZ	173,325	of	4,027,947	4.3%
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#### 15-24years • Female

Auckland region	99,306	of	1,303,068	7.6%	European = 46.7%
Wellington region	33,516	of	448,956	7.5%	European = 66.0%
Otago Region	17,226	of	193,800	8.9%	European = 75.0%
Canterbury Region	35,187	of	521,832	6.7%	European = 73.5%
Total NZ	283,653	of	4,027,947	7.0%	European = 61.1%

#### 15-24years • Male • European

Auckland region	45,210	of	1,303,068	3.5%
Wellington region	20,397	of	448,956	4.5%
Otago Region	11,916	of	193,800	2.6%
Canterbury Region	26,025	of	521,832	5.0%
Total NZ	69,575	of	4,027,947	4.2%

#### 15-24years • Male

Auckland region	99,006	of	1,303,068	7.6%	European = 45.7%
Wellington region	32,277	of	448,956	7.2%	European = 63.2%
Otago Region	16,593	of	193,800	8.6%	European = 71.8%
Canterbury Region	37,236	of	521,832	7.1%	European = 69.3%
Total NZ	287,523	of	4,027,947	7.1%	European = 59.0%

Statistics NZ (2006)

Our target market/s fit within these numbers available from Statistics New Zealand (2006). We can see from these figures, that in total we have a potential base of 169,575 European males, and 173,325 European females across New Zealand, but our marketing strategies may initially only be targeted at the main centres, and even then, maybe only Auckland, which has the largest market potential. Otago/Dunedin could also be a possible test market, with a higher proportion of the target population, fewer retail outlets and a smaller geographic area than Auckland. This population however, is also likely to expand and contract seasonally with students coming and going at certain times of the year. Otago is also in closer proximity to a large number of ski fields, which could help our product in the winter months.

## 7.2 TARGET MARKET INFLUENCES

The following are lists of factors that are known to influence members of our target markets. These lists are useful because we can use them to help us to determine in which ways we may choose to communicate with the target markets.

### **Some Factors Which May Influence The Female Target Market**

*Shopping malls, fashion outlets, design stores, accessories – jewellery, clubbing, groups/peers, independence, going out, drinking, music, pop music, indy music, music festivals, skiing/snowboarding, outdoor activities, handbags, shoes, make-up, gyms, netball, touch-rugby, beach-wear, television series, internet, youtube, facebook, pinterest, rom-com movies, fashion magazines, celebrity gossip, travel by air, backpacking, camping, boys, social causes, coffee, university, graduates, flattering, latest technology - large proportion of computer usage, pets - cat/dogs.*

### **Some Factors Which May Influence The Male Target Market**

*Shopping malls, fashion outlets, sports stores, clubbing, groups/peers, independence, going out, drinking, music, rock music, indy music, music festivals, skiing/snowboarding, outdoor activities, dress shoes, sports shoes, caps, jackets, gyms/bodybuilding, rugby, rugby league, football, touch-rugby, television series, internet, youtube, facebook, animation, action movies, cars, car magazines, travel by air, backpacking, camping, beach, girls, sex, social causes, coffee, university, graduates, flattering, latest technology - large proportion of computer usage, pets - dogs.*

## 7.3 Brand Mantra

The brand mantra we have devised that will be a key element of how the internal culture of the Sumbrella™ company will perceive itself and the Sumbrella™ brand.

Our mantra is:

**• Appealing • Accessible • Protection**

Each of these words work independent of each other, but also combine to create the phrase “appealing accessible protection.”

## 7.4 Brand Personality

Defining our target market has also helped us to determine the personality of our brand. We have found that our brand personality needs to match the target market, which means it must be: young, stylish, fashionable, cool, approachable, smart, that it likes the same sort of music, it goes to concerts, it goes snowboarding, it likes to have fun, it likes to have a few drinks, it likes to go clubbing, it likes to spend time with mates, it likes to go to the beach, it likes to travel, it enjoys flirting, it is funny, it is a good friend, it protects its mates, its dependable, its reliable, its available, its

affordable.

## 7.5 Brand Elements Which Create The Brand Identity

**Name:** Sumbrella™

**Logo/symbol:** Sumbrella™ text with an Umbrella. Additional to this we have implemented the consistent use of the same typefaces, Myriad Pro, and Helvetica Neue.

**Colour:** The colours of Sumbrella™ are as yet undefined, but we have determined the brand identity can appear on different coloured backgrounds as white on dark backgrounds, and as white on light backgrounds

**Packaging:** Packaging will be designed to reflect the design of the Sumbrella™ unit, this will be able to adapt to the design of the particular Sumbrella™ variant.

**Slogan:** “sun protection for everyday”



*Figure 6. Sumbrella™ logo and slogan*

## 7.6 Product Strategy

Sumbrella™ will have a perceived quality that will surpass other players in the sunscreen market. Our product is unique, durable, reliable and well-designed, it will be made in New Zealand and is very different from current market offerings. We will be able to create variants of our product that can compete in various markets, but we will initially target the 18 to 24 year old market, which is crying out for a product that will appeal to them. We intend to create relationships with brands that are well respected by members of this market, and leverage those relationships, by linking the perceived value of those brands to our own.

## 7.7 Pricing Strategies

Being first to market with this type of product, gives us a great amount of leeway on our pricing, as

consumers do not have points of reference when valuing the product, but we still need to keep in mind, what consumers would be willing to pay for a product like Sumbrella™.

The pricing strategy will have to work on various levels. First of all we will have two main products, the body of the Sumbrella™ unit, and secondly we have the refill cartridges.

The basic version of the Sumbrella™ unit is likely to be quite accessible, perhaps ranging around the \$25-\$30 range. These units are to be distributed via conventional sunscreen outlets like supermarkets and pharmacies. The augmented versions of the unit are likely to be customized versions sold via fashion outlets, accessories outlets, specialist ski outlets and so on. The pricing for these units may vary considerably, depending on the level of customisation and limits to production quantities, but pricing could be from \$40-\$70. It is these variants (and brand associations) that will add the greatest value to our brand.

The second component, the refill cartridge, we will attempt to price similarly to current market offerings, perhaps even cheaper, to encourage uptake of our Sumbrella™ product. Our own Sumbrella™ branded sunscreen, we would attempt to retail for less than \$10, for a 4 pack of refills, which equates to 120mls. Also with this refill component, we may in future create licensing agreements with existing sunscreen brands to provide refill cartridges for Sumbrella™. This would mean prices would vary according to the value each brand attributes to their own sunscreen product. Sumbrella™ would receive some form of royalty from the sales of these products.

## **7.8 Channel Strategies**

As mentioned earlier, our channel strategy and pricing strategy would be based on variables attributed to the design and value of the product variant.

We would have a basic variant that would be available via traditional or conventional channels for sunscreen, namely supermarkets and pharmacies, but more valuable variants would be sold in outlets that have correspondingly higher value perception, such as fashion outlets.

The channel strategy for the refill units could differ from that of the Sumbrella™ unit, whereby these could be sold through any and all outlets, such as supermarkets, pharmacies, convenience stores and service stations. The reason for having differing strategies for the refill is that we would like to emphasise the convenience aspect of Sumbrella™, by having refills available almost anywhere, but not compromise on the quality perceptions of the Sumbrella™ unit.

Future channel strategies would involve online retail via our own website, plus wholesale customers also retailing our products online, but these will also need to be evaluated on a case by case basis.

## 8. PROMOTION STRATEGIES

### 8.1 PREVIOUS CAMPAIGN SUCCESSES

By analysing previous campaigns, we are able to grasp a firmer understanding of what companies have tried to do in the past to promote correct sun smart behaviour.

### 8.2 Health Sponsorship Council (HSC)

*Never let your child get sunburnt*



*“Remember, you don’t have to be bright red to be sunburnt. Any change of colour, even a light pink can lead to skin damage” (SunSmart, 2012e).*

The above campaign was commissioned in 2007/2008 by the Health Sponsorship Council (HSC) and was aimed at adults, specifically those who care for children. It was the intent of HSC to create a correlation between sunburn and melanoma skin cancer in the minds of parents and guardians. The campaign ran for approximately three years and was evaluated in 2010 as having marginal success in creating awareness and stimulating sunscreen use. HSC (2010) noted that this advertisement had a 37% recall rate when asked to describe an advertisement and nearly 76% of respondents were able to recall the advert when offered a description of the children. HSC (2010) furthermore stated that respondents were able to understand the adverts core message of, “Need[ing] to protect oneself or one’s child from the sun ... [because of] the potential for sunburn at a young age to lead to cancer or problems later in life” (HSC, 2010).

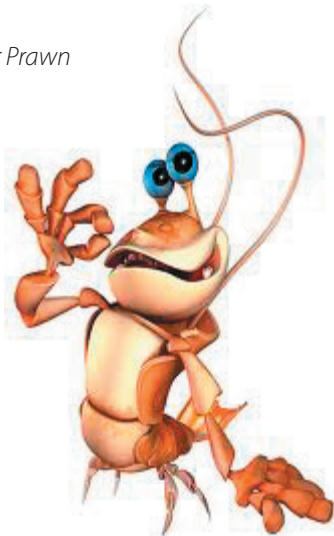
### 8.3 SunSmart

*Don't let the sun get under your skin*



The 2011 campaign was aimed at teenagers and attempted to create awareness of why sunscreen products are so important to your skin and overall health. The campaign used interactive social media techniques to engage with the intended market (<http://www.facebook.com/underyourskinNZ>) which proved useful as the campaign has been deemed the most effective so far. SunSmart's (2012d) campaign placed ultraviolet cameras across beaches and holiday spots throughout the country so that individuals could see the amount of skin damage that is not visible with the naked eye. The campaign was originally enacted by an Australian University's Centre for Health Initiatives (CHI) department with SunSmart (2012d) stating that the above campaign was shown as a trial against three other campaigns with the target market deeming the Don't let the sun get under your skin campaign as the most effective for Australian and New Zealand markets.

*Tiger Prawn*



The advert which ran between 2002 and 2006 was the first campaign to hit New Zealand televisions

since 1999 (Scoop, 2002). The campaign can be seen as the equivalent to Australia's 'Sid the Seagull' as they both quote the summer phrase, "Slip, Slop, Slap and Wrap". The campaign ran three specific ads under varied titles which targeted different segments:

- Adults – This advert was designed to remind adults that children were not the only ones who needed to be sun smart.

*<http://vimeo.com/26146925>*

- Snags – Snags was an advert designed to bring awareness about the problems New Zealand was facing in regards to the ozone layer.

*<http://vimeo.com/26407429>*

- Shrimps – This advert was designed to remind adults that it is very important to be sun smart when it comes to children.

*<http://vimeo.com/26407416>*

All campaigns showed the prawn in a summer BBQ setting using food products to show that you should wear sunscreen, stay under the shade, and that you should wear sunglasses, a hat and a t-shirt to protect oneself efficiently.

#### **8.4 MARKETING COMMUNICATION STRATEGY**

Our Marketing Communication Strategy Needs to Communicate:

- that our product is a sun protection product.
- the benefit is (sun) protection, that it is easy to be protected using our product, and that Sumbrella™ fits easily into the consumers lifestyle.
- the images in the communication represent slice of life situations, placing the product in a lifestyle context.
- the language used supports and clarifies the headline - "do they have protection?"
- the ads aren't overly complicated by details, these facts and details can be explained over time, over various adverts through various promotional channels, and via the Sumbrella™ website.
- the Sumbrella™ product is clearly identifiable, but it would be too complicated to explain what it does and how it does it in the restricted space – "sun protection product" should be enough information initially.
- our Sumbrella™ brand is clearly situated and identifiable.

*Has She Got Protection?*

Did you know that you need to put on sunscreen 15 minutes before you go outdoors?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

**sumbrella™**  
sun protection for everyday

*Have They Got Protection?*

Did you know that skin cancer is responsible for more than 300 deaths per year in NZ?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

**sumbrella™**  
sun protection for everyday

*Has He Got Protection?*

Did you know that higher altitude and the reflection off the snow can increase exposure to UV radiation?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

**sumbrella™**  
sun protection for everyday

*Have They Got Protection?*

Did you know that childhood and adolescent exposure to UV radiation increases the risk of skin cancer?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

**sumbrella™**  
sun protection for everyday

**PRINT ADVERTISING CONCEPTS**

These are a few concepts for poster and magazine advertising that are aimed at our target market, depicting slice of life imagery that appeals to those within the 18 to 24 age range. The concept still requires some refinement, and will need to be tested with the target market.



## 8.5 THE PROMOTIONAL MIX

We have determined a number of methods we can employ to engage with consumers to promote Sumbrella™.

### **Website:**

We have established a website, [www.sumbrella.tumblr.com](http://www.sumbrella.tumblr.com), that will be used as a means to educate consumers about our products, and also as an interface to help consumers purchase our product, either via the site itself, or help them to find outlets where they can purchase the product they are seeking. The website will also be a point from which consumers can be engaged in the brand experience. We would drive traffic to our site via online advertising tools, and real world advertising tools.

### **Outdoor Events Sponsorship:**

We will first have to determine which outdoor events have the most complimentary synergies with the Sumbrella™ brand, establish sponsorship relationships with those event brands, and leverage those associations with the consumer. These events, would allow the consumer to engage in the Sumbrella™ brand experience personally, and in the context of a sun exposure situation. It may be that Sumbrella™ actually creates these events, so as to allow a fully immersive experience. The Sumbrella™ brand would be highly visible at these events. Events could include outdoor concerts and sports events such as snowboarding/skiing and cricket, galas and festivals etc.

### **In Store Promotion**

Instore promotion strategies would need to be developed on a case by case basis, determined on the merits of each channel of distribution, and the product variants available in those stores. These strategies can also include product promotions, competitions and point of sales systems such as display stands and signage.

### **Public Relations**

We are quite disappointed by the effectiveness of previous sun protection safety campaigns, and believe parts of these awareness campaigns are flawed. One such area is the continued focus on advertising via primary health centre, i.e. doctors surgeries. We feel parts of the populations vulnerable to adverse sun exposure, do not see these messages as regularly as required for the message to be adopted. Sumbrella™ proposes a relationship with the Health Sponsorship Council (HSC) to further reach parts of the population not reachable by their previous campaigns. These relationships would positively reflect back on the Sumbrella™ brand.

### **Billboard & Fashion Magazine Advertising**

Leveraging the aging aspect of sun exposure, we would appeal to the vanity of consumers via print adverts and billboards. Glamour is a key component of fashion magazines and this is an area we can use to our advantage. These campaigns would be linked to fashion store channels of distribution.

## 8.6 LEVERAGING SECONDARY ASSOCIATIONS

There are a number of elements outside of the product itself that can potentially add value to the Sumbrella™ brand, including the channels of distribution, co-branding relationships, licensing agreements, and also the fact that Sumbrella™ is made locally in New Zealand.

Co-branding Sumbrella™ with other established brands can add extra value, and depth, to the way consumers perceive our brand. We would use co-branding as a strategy because “co-branding has the potential to achieve ‘best of all worlds’ synergy that capitalises on the unique strengths of each contributing brand” (Kohli, C et al 2002), and we would gain by receiving value and consumer trust from the other brand. Potential co-branding situations can include producing Sumbrella™ variants that are designed by, or incorporating designs by the other brand, as would be the case with fashion brands. We could also have other brands of sunscreen and cosmetics, produce their products as refill cartridges for use in Sumbrella™. These could be licensed so that we receive royalties on the sale of these products. These relationships would have to be developed and managed on a case by case basis, as some brands may require us to be the licensees, where we would produce and distribute refills under their name, and pay them royalties on the sales of these products.

Developing co-branding relationships with us would also be beneficial to the other brands in a number of ways such as:

- creating new markets for their products
- increasing the size of the market – as Sumbrella™ type products don't currently exist
- Sumbrella™ refills have the potential for higher turnover of sunscreen product as the refills are smaller and need to be replaced more often – this can result in larger margins and higher profits, and smaller packs can potentially be more affordable for the consumer.
- Sumbrella™ has the potential to increase sunscreen use across-the-board as it is targeted at daily use.
- increased brand loyalty from daily use
- There is limited risk to their brand, as even though Sumbrella™ would “gain more in a co-branding situation than high-equity brands... do not damage the high-equity brands they partner with. Therefore, it seems that well-respected, powerful brands

have relatively little to lose in co-branding ventures.” (Kohli,C et al 2002)

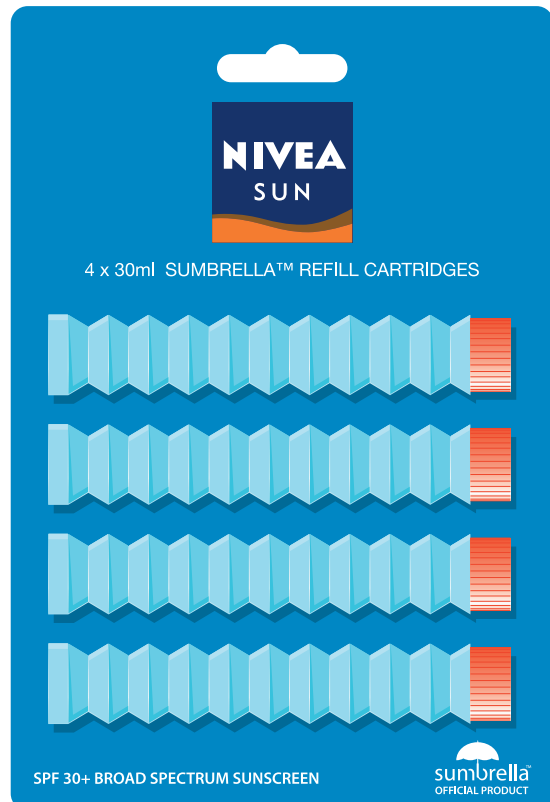
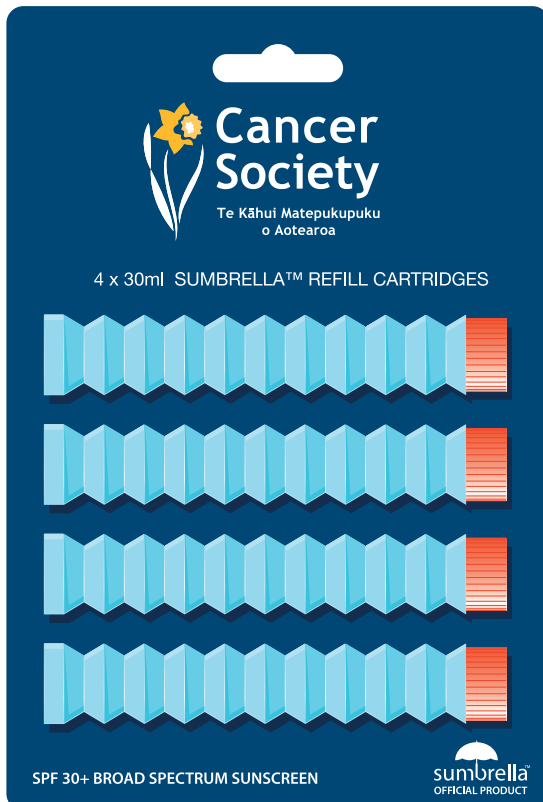
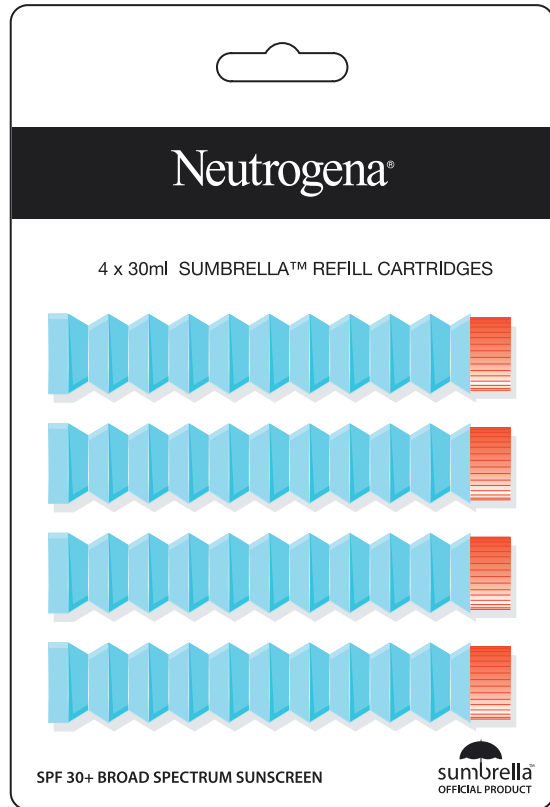
As detailed earlier in our channel strategies, some of the channels of distribution, such as fashion stores, can add value because the consumer has a higher perceived value of these stores than supermarkets. To be able to sell via these stores we may need to produce products that are customized to that particular brand, and in these situations there may be an element of co-branding or licensing required.

Being made in New Zealand is also a definite advantage to the Sumbrella™ product, and this can also be leveraged to add value to our brand. New Zealand is perceived as a place that produces quality products, and as the market is also local, people use the association of “New Zealand Made” to equal a higher value. The components that make up Sumbrella™ are relatively simple and could be produced quite cheaply in various countries, but consumers do appreciate that there has been a compromise made on the profit margins of an item to ensure that it is made in New Zealand. For this reason the consumer may also be willing to pay more for the privilege of having a product made in New Zealand.



Co-operation/Co-opetition agreements with established sunscreen brands to leverage the existing brand knowledge of consumers, in those brands and their sunscreen and cosmetics products to enhance and inform our own.

Potential sunscreen brand partners could include, Neutrogena, The Cancer Society, Nivea, all, or none of the above.





Co-operation agreements can be created with established New Zealand fashion brands to leverage the existing brand knowledge of consumers, in those brands, and we can add an extra dimension to these brands, which don't currently produce skincare. The Sumbrella™ unit can be sold instore, with their brand on it.



ZIPPO has similar relationships with Harley Davidson® and Playboy®



karen walker/sumbrella™ alliance



sumbrella™ branding remains on the cap



chalky digits/sumbrella™ alliance



stolen girlfriends club/sumbrella™ alliance



**reference:**

karen walker - logo artwork retrieved from:  
[www.a-styl.se/.../KWE\\_2010\\_PressRelease\\_International\\_Final.pdf](http://www.a-styl.se/.../KWE_2010_PressRelease_International_Final.pdf)

chalky digits- logo artwork retrieved from:  
<http://www.chalkydigits.co.nz/catalogue.html>

stolen girlfriends club logo artwork retrieved from:  
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zippo lighters images retrieved from  
<http://www.zippo.com>

## 9. FUTURE PROJECTIONS

All future possibilities for Sumbrella are dependent on a number of factors, each of which will need to be re-evaluated on a regular basis. Key questions the company will need to ask themselves on a regular basis are:

1. Who are the main competitors?
  - a. Who is expanding their product lines?
  - b. Who is co-branding to extend their brand associations?
2. Are current promotional techniques working effectively?
3. What is our market share?
  - a. How can we increase our market share?
4. Is our target market still relevant?
  - a. Buying behaviour
  - b. Lifestyle changes
  - c. Economic situation
5. Is the product still cost effective?
  - a. Manufacturing
  - b. Distributing
6. Can we penetrate any new markets?
7. Should we be developing new products?

For the company to succeed, Sumbrella will need to create initial projections as to how the business can grow across an extended time frame. As the set times approach, the company will need to analyse where they are currently to determine if their projections are achievable at any given time; make adjustments when necessary.

### 9.1 FUTURE LINE EXTENSIONS AND BRAND EXTENSIONS

Some future product variations and new products could include:

#### 9.1.1 Product line extensions

- Clip that holds the Sumbrella™ on the dashboard of the car.
- Larger Sumbrella™ unit.
- Other cosmetics not just sunscreen, ie moisturizers, lipbalm etc
- Sumbrella™ organizer unit or accessory bags to hold Sumbrella™ unit & refill units.
- Silicone reusable/refillable Sumbrella™ refill units.
- Sumbrella™ sunscreen could be available in more conventional sizes and packaging to leverage any loyalty we may gain in the future.

### 9.1.2 Brand extensions

- swimwear – board shorts, bikinis
- hats
- bags, beach bags
- sunglasses
- sun protective garments
- Jandals/Shoes

### 9.2 FIVE YEAR PLAN

With a product line which is positioned in the skin care range, the future product variations become infinite. However in attempting to maintain the sun smart image the Sumbrella brand hopes to encourage, future variants may see the company develop products such as:

- Sunscreens with varied scents or colours
  - To encourage use by younger markets; teenagers and children
- Moisturisers with a sunscreen element and a high SPF rating
- Foundations with a sunscreen element and a high SPF rating
- Concealers which are used collaboratively with the foundation
- Self tanners which have sunscreen elements and high SPF ratings

Furthermore the company would like to see some domestic market share growth and possibility a co-branding opportunity with the Cancer Society which will increase the perceived quality of the product line.

The company also hopes to have created a successful promotional campaign that not only services the company's desire to make profits, but sees New Zealand residents becoming more sun smart and health conscious. To do so, the company will implement a series of harsh-direct marketing campaigns that confront the problem head on; on a trial basis. The hope here is that these campaigns will create brand recall rate and stimulate discussion on the best ways to protect yourself from the sun and why these techniques are so vital to one's overall health. The key here will be determining the best way to position these campaigns as a wrong market position could see the company isolating a whole segment of their target market; extensive research must be conducted first.

### 9.3 TEN YEAR PLAN

In ten years, the company will hope to have a strong standing in the domestic market so much so that international market penetration is a viable option.

To achieve this goal, the company will need to be financially sound and have established relationships

with importing and exporting distributors. These relationships will need to be established within the first five years and maintained into this period because it would be a business mishap to attempt to integrate the products internationally without any existing foundations. Sumbrella will need to re-evaluate its product lines and determine which products have higher success rates domestically to determine what should be distributed internationally. In doing so, extensive research will need to be conducted into international markets with specific focus on the intended destinations own sunscreen brands as well as the ones they are importing themselves; competition analysis. This analysis will further determine if current products have the potential to succeed in these countries or if it is in the best interest of Sumbrella to create new products which will have new potential.

Within the ten years since the brands initial launch, there will hopefully be an increase in sun smart behaviour and an overall higher uptake of sunscreen use. The company will need to re-evaluate the promotional channels they are using because in ten years it is likely new technological advancements will be revolutionising the way consumers are retrieving and understanding information. Furthermore a review of previous campaigns and current campaigns will allow the company to see which techniques are best informing consumers about skin care and influencing buyer behaviour. If previously unsuccessful, the company may opt to join forces with successful brands to promote their mission statement and create a new sun smart image.

#### **9.4 TWENTY FIVE YEAR PLAN**

In twenty five years, we will have already established solid relationships with international markets that are not only utilising our original product, but are also purchasing our product variations. We will have addressed competition encroaching on our products uniqueness by remaining a market leader in the category we established, the personal portable dispenser unit.

New technologies will affect the means by which the company manufactures, distributes and promotes the brand, and it is impossible at this stage to determine what these technologies will be however it is obvious to suggest that they may have an adverse effect on the company's budget and the development of products and promotional campaigns alike. Product and promotional innovation will change with the advent of these new technologies. Our brand management guidelines will stipulate the importance of remaining abreast of these changes, and adapting to take advantage where possible.

With the current economic situation being unstable, it is impossible to predict the global financial state in that time, but markets are most certain to follow past trends of both periods of buoyancy and others of great difficulty. It is through times like these, both good and bad, that the company will have to continue to determine whether the product is valued correctly for the market and for the consumers. The economy will also require Sumbrella™ to re-evaluate the company's overall budget.



Twenty five years from now, our current population and target market will be seeing the adverse effects of skin damage sustained in the present period. This may affect the buying behaviour of consumers, who after experiencing skin damage, change not only their behaviour but also influencing the purchasing behaviour of others; as apparent with the recent image of a truck driver who has sustained severe skin damage on one side of his face from 28 years of overexposure.

By this point, 25 years, we should have also determined the long term success of our “sun protection for everyday” campaign in the health of our loyal users.

## 10. CONCLUSIONS

Having assessed the current market and comparing the attributes with those discussed by consumers during the interview process, it became apparent that there is a market for our product. Sumbrella™ has the potential to not only create a profitable product range for the specified market, but the company has the further ability to create new promotional campaigns that influence consumer buying behaviour and create a sun smart population. Whilst the success of past campaigns is something that can be queried, it can however be said that these give us the opportunity to create an effective campaign of our own. One could suggest that past adverts have failed in their mission because there is no association between the intended message and specified products that help enforce the sun smart message.

By developing future strategies, the company is able to best predict what current techniques we need to employ and how alternative ideas may be implemented over a twenty five year period. These have led us to believe that with success in the current market, Sumbrella™ will be given the opportunity to expand into international markets, particularly Australia, expand the brand and product lines whilst reinforcing the importance of correct sun smart behaviour. It is our intention to revolutionise the way people think about being in the sun and protecting their overall health.

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APPENDICES

*Has He Got Protection?*

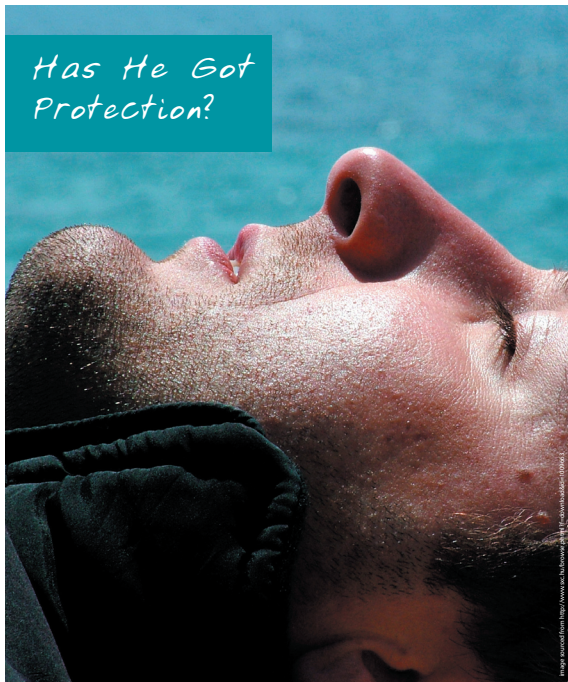




Image provided from iStock.com/dukebrown

Did you know that reflection off the water can increase exposure to UV radiation?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.



The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.



**sumbrella™**  
sun protection for everyday

*Have They Got Protection?*






Image provided from iStock.com/dukebrown

Did you know that childhood and adolescent exposure to UV radiation increases the risk of skin cancer?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.



The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.



**sumbrella™**  
sun protection for everyday

*Has She Got Protection?*



Image provided from iStock.com/dukebrown

Did you know that childhood and adolescent exposure to UV radiation increases the risk of skin cancer?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.



The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.



**sumbrella™**  
sun protection for everyday

*Have They Got Protection?*



Image provided from iStock.com/dukebrown

Did you know that skin damage from the sun accumulates over time to increase the risk of skin cancer?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.



The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.



**sumbrella™**  
sun protection for everyday

APPENDICES

Have they got protection?

Did you know that skin cancer is responsible for more than 300 deaths per year in NZ?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

Have they got protection?

Did you know that higher altitude can increase exposure to UV radiation?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

Has she got protection?

There is currently no evidence to suggest that sunscreen use adversely affects vitamin D status.

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

Has he got protection?

Did you know that it is more common for men to get skin cancer than women?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

APPENDICES

Has he got protection?

Did you know that higher altitude and the reflection off the snow can increase exposure to UV radiation?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

**sumbrella™**  
sun protection for everyday

Has he got protection?

Did you know that 80% of the sun's rays can pass through the clouds?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

**sumbrella™**  
sun protection for everyday

Have they got protection?

Did you know that sunlight reflected off the pavement can increase exposure to UV radiation?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

**sumbrella™**  
sun protection for everyday

Have they got protection?

Did you know that higher altitudes can increase exposure to UV radiation?

Reduce the risk of sunburn, premature aging and skin cancer with daily use of sunscreen.

The unique Sumbrella™ system makes it easy & convenient to be safe when out in the sun.

**sumbrella™**  
sun protection for everyday



