“Is there a market opportunity for CoolCat Junior to introduce an online store with customisable T-Shirts?”

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Final thesis report

Amsterdam Fashion Institute – HvA

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“Is there a market opportunity for CoolCat Junior to introduce an online store with customisable T-Shirts?”

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Declaration of authorship

I, Helena Silva, certify that the work presented in this report is, to the best of my knowledge, original and expressed in my own words. Any usage of the work of any other author in any form within this report is properly recognized and a list of references is included.
Preface

I did an internship at CoolCat Fashion BV in the Junior Boys ‘Buying and Styling’ Department. While working there, I was at the same time exploring what would be my thesis theme and research question.

I decided to focus my research on the Tweenagers, the target group of CoolCat Junior. At the same time, the t-shirts were always a very important and present product in my daily work. I had to check and control t-shirts on an almost daily basis, and it was clear that this was one of the most preferred products by our customers.

The idea crossed my mind then, what if the kids could actually have a say in what t-shirts they prefer and contribute to their styling? Based on this principle, I came across the concept of mass customisation and found there are many growing online shops who offer customisation services in a community atmosphere. Therefore, I decided to apply this idea to a brand and find what are the implications, advantages and challenges, and if there is an opportunity in the Dutch market for CoolCat to introduce this new platform.

I would like to thank my parents, my boyfriend and my friends, for their support and love, without them this would have not been possible.

I also would like to thank my final thesis coach Mr. Jan de Vries and Ms. Ligia Hera, who gave me the necessary kick in the beginning to pursue a fulfilling work, and for all the advice throughout the course of my thesis; Carolien Vos for all her precious help, input and support. Mr Nadeem Qasmi for the friendly and positive help and response; all the people that inspired, helped and endured me during these last months!

“Have fun!”
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SUMMARY

T-Shirts are not only basic garments that can easily be used and combined, but a canvas where ideas, images, symbols and messages are directly exposed. When printed, it can show the wearer personality, taste and values. T-Shirts were always used as merchandise and as means to pass political, social or personal messages.

Currently, one sees a growing interest in DIY clothing, be it by learning to create things or to buy from individual artists who make their own products and market them. Looking further, one encounters now DIY with a twist: mass customisation. In its essence, it is a mass produced good that suits the individual choices of each consumer in one aspect or several of the product, in its whole nature or in the possibility to adapt it to the consumer by his or her own means. It bases its concept in the current urge to introduce some involvement and some self expression to the general consumer shopping and experiences while having mass production efficiency. Many clothing brands already embraced the concept.

This new idea of commercialising goods has advantages and disadvantages, being the higher points the personalised shopping experience, the involvement of the consumer in the choices, the offered sense of exclusivity and the consume database that can be created for a deeper understanding of their profile and choices. However, it entails some logistic and managerial difficulties to the company embracing this strategy.

Open manufacturing, a concept that applies to suppliers who can work within a mass customisation business model and provide made-to-order goods, is still under intensive study. It is not easily found supplier that can already offer such services. However, many are open to such idea, and in this case, Chooli Fashion in the Netherlands would be open to offer the made-to-order t-shirt production and distribution service.

With these opportunities and possibilities, it is viable and advantageous for CoolCat Junior as a retailer to embrace this concept and introduce a new website store where Tweenagers can customise and buy their t-shirts online. Dutch Tweenagers are avid users of the internet and enjoy a mix of fun and branded clothing. They are individualistic, follow their own rules and make their own choices, and all this is supported by their own parents. They are open to this new idea and would like to try it. At the same time, they already perceive CoolCat clothing as nice, but lack bonds with the brand itself, what can be enticed by this new offer. Yes, there is a viable opportunity to seize.
1. INTRODUCTION

The T-Shirt is the apparel product which is experiencing an important growth and a thriving presence in terms of internet customisation. In the last years, many companies emerged in the online market offering a place to create, customize, share and sell t-shirts.

There is a return to DIY. In a saturated market where people are constantly offered more of the same, the need for new and unique products is rapidly growing. This need is being currently targeted with the aid of a new concept, mass customization. Aiming to provide unique goods co-designed and customized by the end user with the efficiency of mass production, it is a model that is being adopted by many clothing companies. There is also a growing online market of businesses that offer a t-shirt customisation platform.

When deciding to work this idea applied to CoolCat Junior, the main question is:

“Is there a market opportunity for CoolCat Junior to introduce an online store with customisable T-Shirts?”

The main sub-questions are:

- Is the t-shirt the right trial product when introducing a customization platform for Tweenagers?
- What are the main advantages and challenges when introducing a mass customisation model in the business?
- What possibilities there are already for a company who wants to implement such business?
- How should the tween market be understood?
- How should the new concept be marketed?
- What is the relationship between Dutch tweens and internet, brands and clothing?
- What is the role of parents in Dutch tweens consumer experience?
- Are Dutch tweens a viable market for such concept?
- Is this business viable for CoolCat?

In the first chapter, it is referred the background of the chosen product, the t-shirt. In the second chapter, it is defined what is mass customisation, its roots on the DIY culture, what does it entail, the main advantages and challenges and the programmes that can be used to customise t-shirts. Also, existing usage of this model is described by describing companies that offer mass customisation.
services, and the most popular current companies that focus their business on t-shirt customisation.
The third chapter refers to the production and logistics side of the business. Current developments are listed, and an example of a Dutch company already open to introduce such concept is given.
The fourth chapter is then dedicated to understand the target group, the Tweens, their lifestyle and consumer behaviour, and the way companies can target them. Also included is the importance of internet, as this is the channel chosen to introduce the new concept.
In the fifth chapter, the specific Dutch environment is studied, describing the retail situation and analysing the profile, lifestyle and consumer behaviour of the Dutch Tweens, and the role and attitude of their parents towards their children’s choices.
The sixth chapter is dedicated to the chosen company, CoolCat, where its profile is described. Then CoolCat Junior department is described in particular, their target group, fashion levels and t-shirts. There is presented a competition analysis, and a final SWOT analysis.
The seventh chapter entails the financial forecast of the implementation of the concept and the achievable results.
The last chapter is dedicated to the conclusion and advices.

Methods

The research methods utilised will consist of Desk research and Field research. Desk research will be performed by collecting information from relevant books, journals, articles, internet websites, and from the company’s internal information. Field research will be done by doing questionnaires to both Dutch tweens (aged 7-14) and their parents that are CoolCat customers and to companies.

Scope and limitations

This research will be conducted focusing on the Dutch market, and namely the introduction of customisable T-Shirts for CoolCat Junior Fashion BV, and it will be confined to the analysis of the Dutch Tween market. International customers are not taken in consideration for this study.

Limitations relate to full access to market information, namely about the competitors internal data (like production and logistics methods) and detailed data concerning businesses and projects. Also, the environment in which questionnaires were performed created some limitations. They had to be spread in store, while parents are shopping with their children, and the time they offer is limited, what limited the amount and depth of the questions.
1.1 T-shirt in history

Firstly introduced as an undergarment by Hanes Knitting Company in the beginning of the 20th Century that came to substitute the bulky and constraining Spiral Bustle and Long Johns, the T-Shirt became a popular and accepted popular item due to its usage by the army during the WWI, becoming associated with the idea of bravery and freedom and highly accepted due to its comfortable feeling. Nevertheless, the T-Shirt gained its popularity and status as an outerwear piece in the beginning of the 50s above all due to its appearance in famous and influential movies of the time, carried by John Wayne, James Dean and Marlon Brando. These actors embedded this item with the image of male freedom and rebellion, transforming it into an iconic symbol and a fashionable item. In the following decades the T-Shirt evolved with new shapes, prints and special dyes being added to the basic item. Later on, the T-Shirt became a popular statement in both mass and sub-cultures.

During the late 60s and 70s, T-shirts were carried by the new Hippie generation, embedded in the spirit of protesting and revolution prone with the movement where anti-war and sexual revolution were the mottos for slogans and statements hand painted in T-Shirts worn carefully carelessly. Also brands started to use the T-Shirt as advertisement means. In the mid 70’s, executives at Hanes Knitting discovered that their white underwear product were being screen printed and worn as outerwear. Seeing that as a new market opportunity, they developed the Hanes 5000 line which was sold to individual screen printers. Walking to the 80s, T-Shirts were being used as a moving ad for music artists, and the new generation carried proudly their favourite artists, a trend that survived till our days and continues. The T-Shirts were then a mean of expressing ones tastes and affiliations.

The 70s and 80s alternative punk scene also used the T-Shirt as an item to express their music, political and countercultural views. They were cut, painted, printed and customised. In the last two decades, technological advances in production and better distribution channels made the T-Shirt a highly available item in any variety, while nowadays it even reaches new scopes by the new possibility of customisation and self-developed designs easily acquirable on shops and above all on the internet.

The T-Shirt is indeed a hot piece, since it represents a comfortable and easy to wear garment that never goes out of fashion, allows an uncountable number of different looks and provides a personal statement of the wearer personality.

As a product, the T-Shirt is one of the most popular and used items, it is part of pop culture, it is flexible and widespread, and it is of the best sellers at CoolCat\(^1\)

\(^1\) CoolCat Internal Data
2. MASS CUSTOMISATION

2.1 Mass Customisation roots – DIY

Mass Customization has its roots in a cultural phenomenon named Do It Yourself (DIY), which refers to the activity of creating, performing and repairing things by one person or a community without the need to use the services of paid professionals. Mirroring the ideals of the Arts and Crafts movement in the rejection of mass produced goods and services, its roots go as far as the 30s, when people used to publish self made fanzines, expressing their own opinions and work. In the 50s, it became popular as a term for home repairs and crafts. Its popularity exploded in the 70s with the punk movement, where kids created for example their own fashion, customising clothing to create their unique style. DIY became mainstream, as more and more people engaged in the of creating their own things and offering an alternative to the static consumerism. The interest in clothing and accessories DIY is thriving at the moment. The following examples illustrate the high popularity of this activity.

2.1.1 Modern DIY popularity – examples in the internet

ThreadBanger is an example of the increasingly interest and involvement in DIY, customisation and individualisation in clothing by the general public. It consists of a network for people interested about DIY and crafts. They create blogs, videos and forums to teach and help. They embeded their work with a strong sense of community by uniting in one concept users that have one common goal and passion and giving them a voice.

On their main website, they have several themed shows on video, and users can comment and give their feedback. Users can also submit their own tutorials videos as well for uploading on the website. Also, they have forums and publish blogs, where people can share their ideas and results. They also created a community via YouTube, where they upload their professional tutorial videos for the creation, customisation and transformation of clothing items. Their YouTube channel is number 54 in the list of the most subscribed Guru channels. Their presence is extended to the social networking website MySpace.

The success of this network is also reflected on the advertisement presence on their sites (they offer advertisement space on their main website), and they even sell their own special ThreadBanger model sewing machines, provided by the brand Janome.

2 http://www.youtube.com/user/ThreadBanger

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‘Etsy’ is another important example. Set as an online market place where modern artisans can sell their goods online, it includes product categories of the most varied types. Etsy has now 2 million users spending approximately $90 million per year, and increased its sales by twenty times in the past two years. Their aim is to offer a place where people can buy and sell hand made goods and to create a sense of community. It promotes creativity and entrepreneurship, as anyone can register, set an online shop and sell their creations.

They include a YouTube channel where they post videos with instructions, featured artists and other users’ tips, and a blog where they focus on shopping, lifestyle and community, selling and direct site info. Although it is based on a craftsmanship and return to the roots of creativity and uniqueness, ‘Etsy’ is a very professional and commercial market place, offering technological and business updates, guides and tools. Their case is often and extensively covered by media, being featured in famous TV channels, newspapers and business magazines.

2.2 Mass Customisation definition

Mass customisation is based on the principle of producing custom made items tailored to the customers own preferences for similar prices as mass produced items. Product development is not made by the company and ultimately offered in its ready made form to the consumer, but it actually uses consumer choices to shape its final appearance. This new approach seeks to offer added value to the customers by imprinting their own individual wishes and desires in the end product. It empowers customers to become co-creators and design their own individual products or services. This is referred as open or customer innovation.

This new approach comes as a response to the need to fulfill the desire of customers for personalized goods and a higher level of personal choice while keeping the efficiency and profitability of mass produced goods.

As Pine (1993) describes, the market is unstable and unpredictable “Due the market turbulence characterized by unstable and unpredictable demand levels; heterogeneous desires, price, quality and style consciousness; high levels of buyer power; competitive intensity; product differentiation; and market saturation

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3 http://www.wired.com/wired/issue/17-03
4 http://www.etsy.com/storque

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the shift from mass production to mass customization became the new paradigm”.

2.3 Mass Production vs. Mass Customisation

‘Mass customization uses new technology to combine the time-honored notion of individually produced products with the efficiency of mass production’.

The clothing and footwear industries are the earlier adopters of mass customisation, since they have the advantage that the products entail three main dimensions - Fit, Functionality and Design. (Tseng and Piller, 2003) When any of these three variables is adaptable by the end user, the product is customised and entails individual characteristics.

In the past, the paradigm was mass production. Products were developed and mass produced, reaching the end consumer in their finished form. There is no direct input from the customer during the development process, and goods can be produced in high quantities at once. The traditional process for mass production is illustrated below.

![Diagram](http://www.geomagic.com/en/about_us/media/articles/revolution.php)

![Diagram](http://www.configurator-database.com)

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5 http://www.geomagic.com/en/about_us/media/articles/revolution.php
6 http://www.configurator-database.com
Mass customisation on the other hand allows consumers to have an active participation in the creative process and add their own input on the end products. Goods are made to order and based on what the customer really wants, as illustrated below.\(^7\)

![](image)

**2.4 Configurators**

A configurator is a software application that allows consumers to co-design or customise their own products.

Two possible configurators that can be added on the website for the T-Shirt customisation:

- **Flash T-Shirt Designer 3.0**

‘Products Designer Online T-shirt Designer Application is a must have tool for any T-shirt Company website who offer Custom T-Shirts to their customers. This is a complete system where visitors can select product (T-shirt /polo shirts/bag/cap/mug), then select graphic, size and garment color. There is also option to have additional text and placement of graphic (in the back side, front of t-shirt).’\(^8\)

There are several versions of the program. It includes two main parts: the T-Shirt Designer Studio application, that allows the end users to customize the product,

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\(^7\) [website](http://www.configurator-database.com)

\(^8\) [website](http://www.productsdesigner.com/)
The price of the latest version, T-Shirt Designer v3.0, is €2300
For detailed features and costs, please see Appendix 1

- **LIVEART by Newtonideas**

‘LiveArt™ is a premier online design technology that powers up your customers to create natural-looking design or customization for your decal, t-shirt, koozies, stationery, print matter, embroidery or sign. We do intuitive and powerful rich user interfaces created to be usable and fun.’

This software has several versions available and two types of license. The company offers the service of analysing the client’s case and recommend the most suitable package.

When ordering a Pro version, it also includes ‘LiveArt CMS’ that entails a complete e-commerce solution.

It takes from two to sixteen weeks to have a fully functioning website. There is a certain time for customisation of the program to suit the client’s needs plus installation (the more data provided by the client when ordering, the faster the installation process)

For a Professional package featuring a Binary License, the price is approximately €2700

For detailed features and costs, please see appendix.

### 2.5 Advantages of Mass Customisation for the retail side

Frank Piller refers\(^9\) that mass customisation can bring advantages for the traditional retail section of businesses. While customising, customers can create a unique t-shirt by mix and matching components. This will engage them in a creative process, and increasingly make them imprint their preferred choices and taste in the things they customise. This creates an open line between customers

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\(^9\) [http://www.developflash.com/Home](http://www.developflash.com/Home)

\(^{10}\) [http://www.youtube.com/watch?v=7BDbsllNJMY](http://www.youtube.com/watch?v=7BDbsllNJMY)
and the company. The input given by customers can be analysed in order to understand better what they want, like and what they do not enjoy. Through the usage of these platforms, companies can allocate configurations of individual customers into a big customer knowledge that can serve as the main driver for new ideas.

2.6 Market Trends

2.6.1 Global trends

- Creativity as a basis for community – DIY and the resurrected allure of artisanship
- Identity and self expression
- Age of uncertainty – trends are harder to predict, so mass customisation platforms can bring the company a deeper view on customers preferences
- People will spend more time at home, redefine their relationship with brand and welcome those who create a dialogue rather than a brand-to-consumer only approach and that offer new values and good entertainment
- A new shopping aesthetic: Value redefined as quality (quality, longevity, sustainability and meaning)
- Belonging – with an increased reliance on digital aids like social networking to reconnect
- Connectedness and technology as a strongly prevalent influence

2.6.2 Mass customisation in practice - examples

Customers indeed want more individual choices and products that suit their own style and personality that feel like suiting them exclusively and have their own imprint.

The opportunities for customisation can be understood in practice by taking in consideration what is currently happening. The following are examples of clothing brands and toys that introduced a successful mass customisation service in their offers, and small successful companies that have customisation at the core of their business concept. For details of each example, please refer to Appendix 2

- Nike ID
- Build a Bear Workshop

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11 Euromonitor Global Consumer Trends
2.7 Challenges in Mass Customisation

According to Mike Gray from Dell, the main challenges of mass customisation are:

- Making sure the company communicates efficiently—setting customers’ expectations and informing them of what is going to be delivered
- Giving them the capability to trace all the way through
- Delivering customers what is promised

He refers that concerning Dell, the main idea on which it was founded was very fundamental - waiting until the customer tells what they want and then spring it to action.

Configurator Database\textsuperscript{12} advises on the following aspects that create challenges when introducing mass customisation:

- ‘Efficient interaction with the customer’
  Companies need to make sure the interfaces they implement are easy to use and understand

- ‘Setting possibilities and limits for customization’

Mass Customisation gives customers certain limited possibilities. While free to choose, the choices are within a defined frame. This frame should be carefully defined by the company in order to achieve a stable process that allows the smooth production of customised goods.

\textsuperscript{12} \url{www.configurator-database.com}
‘Modularization’

The company needs to create and design the different parts that constitute the product and can be customised separately, but that can be put together in an effective way. While the main goal is to offer the possibility to choose, mix and match freely, it is important that every part will function effectively with each other. In the case of the T-Shirts, for example, it could mean that the designs offered should not create an unaesthetic result when applied in a certain way or in a certain colour base, especially when representing and carrying a brand name.

3. PRODUCTION AND DISTRIBUTION

One of the challenges for fashion retail companies to introduce a mass customisation service in their portfolio is to find the most effective production and distribution of the goods.

3.1 Current developments

Leapfrog is currently one of the most innovative projects, aiming to “transform the clothing sector into a demand-driven, knowledge-based, high-tech industry by exploitation of recent advances in a broad area of scientific-technological fields (…) If Leapfrog research and development work reaches its objectives there will be enormous innovation and new business potential across the entire spectrum of textile, clothing, machinery and service companies in Europe.”

http://www.leapfrog-eu.org/LeapfrogIP/main.asp?pg=project
Their objectives and results include fabric preparation for shaping and stiffening, automated garment assembling, 3D virtual prototyping, and the integration module - the extended Smart Garment Organisation (xSGO).

There are also ongoing studies to analyse, understand and understand the manufacturing and distribution processes for the mass customisation market. Being a quite new concept still in development, there is the need to study in depth what customer innovation and made to order manufacturing entail and provide results, models that can be used by companies in order to be able to include, adopt or initiate mass customisation businesses.

One of the current studies in development is Open Garments. Funded by the European Government, this project was initiated in September 2008 and is due in September 2011.

14 http://www.leapfrog-eu.org/LeapfrogIP/main.asp
The main goal of Open Garments is to offer the Manufacturing Service Provider (MSP) Business Model. “This model will enable a new way of design, production and sales of consumer designed and configured garments, based on the provision of individualised services and products to customers and partners.”\(^{15}\)
3.2 Customised T-Shirts

Garments that offer more complex customisation options (like sneakers or suits that can be made to fit each customer exact size or a blouse where each basic part can be selected freely by the customer) represent a more valuable end product for the customer. However, they require also more complex set of changes in every step of the product life cycle.

This means that the customisation process for this kind of product is simpler to introduce than for other type of consumer goods.

T-Shirts do not require a special and careful fit, like for example, a blazer. It is easy to use a standard system sizing, the same used in the T-Shirts sold at the stores, so that customers already know what to expect. For new users, the introduction of a size chart can be useful to avoid concerns with choosing the right size.

The type of fabric and weight can be also part of the T-Shirts description, allowing the customers to know exactly what they are buying.

The third aspect, the design, is based on templates that users can apply and customise freely, which results on a print over the T-Shirt.

Therefore, the components of the customisable piece are mainly two – T-Shirt and print – so the integration and performance of the service are easier for the company.

3.3 Production possibilities in Holland

Chooli Fashion BV is a supplier of fashion garments based in De Meern. A team of stylists design and create fashionable collections in their head quarters in Holland. They state that they follow the latest trends but are also incorporate in their solutions the specific needs of their business partners. They offer their own ideas, but also can tailor the designs according to each clients profile. For that reason, Chooli Fashion is a leading supplier of private label items for large retail chains. Chooli Fashion produces most of their garments in their own factory in Pakistan, but they also import from other factories in countries such as India, Bangladesh, China, and Turkey and even in Pakistan as well.

Their strongest point is their expertise in all the creation steps – materials development, production facilities, designing team that focus on the trendy and up to date fashion flair of the process.

There is a considerable amount on flexibility in the ordering quantities, and any order has a lead time of 4 to 6 weeks.
This company would be a choice for the production of customized T-Shirts. They are open to the idea of incorporating such type of service in their portfolio, and already had considered implementing it indeed. After considering the proposal, the main points would be (please refer to Appendix 3):

**Terms and conditions**
CoolCat would pay 50% of the plain T-Shirts in stock in advance
CoolCat would pay for the development and implementation of the website and ordering system
Chooli Fashion takes care of sending the goods directly to the customers.

**Cost Price**
The buying price per T-Shirt would be approximately € 7.50. The price includes the printed T-Shirt plus delivery to the customer.

**Lead Time**
The estimated lead time per t-shirt is 1 to 3 working days

**Paying terms**
If Chooli Fashion runs the ordering site on the behalf of CoolCat, payment would be debited on Chooli Fashion’s account and then the profit sent to CoolCat. If CoolCat runs the site independently, then a payment agreement could be made where CoolCat would pay for the goods sold on a monthly basis.
4. THE TWEENAGERS

“Childhood is not preparation for life. It is life.”

James, age 9

4.1 Tweens group

Long gone are the times when children were regarded and meant to be simply children until they reach their teenager phase and all the maturing havoc starts.

A particular group of children are nowadays establishing roots as an important market group – the Tweenagers. The term ‘Tweenager’ is used to tag children who are too young to be teenagers, but too old to be regarded as children in its classical meaning (hence ‘tween’, from ‘between’). This group comprises mainly children aged between 7-14 years old, but the age limits differ from reference to reference (some sources state 7-11, others 8-12, and more important, ‘Euromonitor’ reports refer Tweenagers as aged 10 to 14 years old). In this study, the age group considered is from 7 to 14 years old.

Firstly referred in a more usual way in the 1980s, currently it is a common term to use as a specific age group in the sense of a target market. Tweenager does not refer only to their age but also to their transformed nature – these children have spending power, buying influence and their lifestyle and relationship with consuming and brands has developed and impressively differs from previous generations.

16 http://www.generationterrorists.com/quotes/kids.html
4.1.2 Tweens profile

Lifestyle:
- Self-image is very important
- More informed about the world that surrounds them
- Exposed to news and ads through a wide variety of channels
- Less naïve, they have more fears as they are more exposed to the harsh reality that surrounds them
- They enjoy instant gratifications and are very demanding
- Tweens are not easily surprised, shocked or motivated
- Peer pressure is high
- Wired generation, offline meets online and their life is exposed to the world

Communication
- They think and act interactively – sms, email, msn…
- Things happen fast and instantly for this generation – old media channels are boring and obsolete
- Icons and logos are strong communication media, all channels use them for easy recognition and communication
- Online and digital generation – the mean is not the novelty anymore, but content
- Gaming and updating is the main attraction

Entertainment
- Tweens are less creative – entertainment is provided in a ready-made fashion, with gaming and media knocking off traditional games and activities, so it's more about performance than creation
- No opportunity to create their own world – tweens have unlimited choices (solutions) but no need to use their own creative effort to achieve them
- Tweens enjoy watching TV and it is seen an increasing targeting of this age group by many TV channels – above all entertainment, with less interest in news and current affairs
4.2. Tweens and the Internet

As stated previously, Tweens are internet savvy and it is not regarded as technology or novelty in itself. In the contrary, it is a common part of the daily life.

For teens for example, it is normal to socialise, blog, chat, post pictures, check videos and find info, mostly in on single shot. Although not yet as widely used, internet usage is growing rapidly amongst tweens. All the Dutch tweens interviewed use the internet, being a daily activity for 35%.

Also, in the previous tween profiling, it is referred that this generation is losing its creativity, due to entertainment and playing means being media created and allowing little space for their own input on its nature. The internet is however creating a different enticement on their creative streak.

As John Hartley describes in his article “YouTube, Digital Literacy and the Growth of Knowledge”, “Until recently, creative self-expression has been provided rather than produced; offered for a price on a take-it-or-leave-it basis by experts and corporations with little input by the consumers themselves. But now, with digital online media, there’s almost infinite scope for DIY (do-it-yourself) and DIWO (do-it-with-others) creative content produced by and for consumers and users, without the need for institutional filtering or control bureaucracies. The so-called ‘long tail’ of self-made content is accessible to anyone near a computer terminal. Everyone is a potential publisher. Instead of needing to rely on the expertise of others, young people navigate themselves through this universe of information.”

http://www.lse.ac.uk/collections/media@lse/Conference/Conference_Papers_Keep_them_here/media@lseHartleyconferencepaper2008.pdf
“Social Media” is the hottest thing on the internet these days. From top friends and photo collections to blogs and video diaries, there’s no shortage of places to express your individuality and share it with others. In fact, social networks are an example where self-expression is given a voice and the need for individual and personalised spaces are voiced, being the most relevant two:

- **YouTube**

  Established in early 2005, YouTube is currently the most successful Internet website – a platform for short video sharing.

  Their DIY approach falls on the fact that anyone can create and post their videos and be seen worldwide.

  53% of the Dutch tweens interviewed check YouTube on a regular basis.

  Community sense is strong and network growth is very fast on this site.

- **Hyves**

  In Holland, Hyves is the most popular networking site and also the most visited site of the Netherlands with more than 7 million visitors per month (STIR May 2008); since its launching in October 2004, the number of page views has risen to 4 billions per month and which means an average of almost 20 million hour per month spent on Hyves. This is 10% of the total time that Dutch spend online (Comscore, December 2007); 52% of the Dutch visit Hyves at least one time per month.

  As referred in the survey results, Hyves is also the most popular website amongst the Dutch tweens, with a 65% of the respondents actively using it. Please refer to appendix 4 for more details.

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These sites are a haven for marketers to promote their products and to collect data from users. By staying active and posting videos, photos and blogs, it is easy to build a network of people who will at least skim what is posted. The key is to avoid advertisement styles, but create a fun and personal page.

Besides, these sites offer companies the possibility to create advertisements that will be exposed to their target audience in a tailored manner. For example, at Hyves, brands can choose to create both a free page for building a network and to create a banner that will show on pages used by the specified target group. (See appendix)

4.3 Tweenagers as consumers

McNeal (1987) refers that in the past “children were not spoken of as spenders or customers but as savers and future consumers… children had money but it was for saving, not spending.” However the author claims that changed with the post World War II ‘baby boom’ phenomenon. By 1950 the under five population faced a 60% increase in 10 years and it was a prosperous decade, so not only the higher number of children meant a more considerable spending but also the amount spent increased.

Consumer Socialisation was the “processes by which young people acquire skills, knowledge and attitudes relevant to their functioning as consumers in the marketplace (Ward and Wackman, 1974), which Roeder John considers a definition that “gave focus to a new generation of researchers and an emerging field of study pertaining to children as consumer. This definition initiated the studies on the behaviour of this age group as consumers and the importance for businesses to understand it.
McNeal (1987) claims that “children constitute the most lucrative market there is for many businesses because the youngsters are actually three markets in one.” These three different markets are described as:

- Children are a current market that spends their own money on their own wants. Children are regarded as having needs, having money to spend and having a willingness to spend it.
- Children are a future market for most goods and services. Manufacturers and retailers respond to them as future consumers to be cultivated now.
- Children constitute a market of 'influentials' that cause many billions of dollars of purchases among their parents.

Fig.: Tween influence on household purchases

This new reality is due to children growing up at a much faster pace than in precedent decades, the exposure and pressure they suffer on a consuming environment, and the motivation they get from their parents to become “economically responsible as soon as possible”, James U. McNeal also says.

4.3.1 Tweens and Brands

- More money available to spend on their own, more purchasing power
- They are exposed to trends and are influenced by what is happening globally - trends, brands and interests are global, local goods are not important
- Tweens are bombarded and surrounded by millions of ads and brands, but developed the capacity to filter all this information and are more aware of its meaning and intentions
- They recognise brands very easily

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20 Brandchild
- They are very critical, brands need to represent something valuable to them and be honest in what they do
- Brands are appreciated by tweens
- Brands are identity symbols, they define who they are
- Label is more important than the product itself (clothes)
- Brand loyalty is based on group choices and peer factors – individuality as long as belonging
- They tend to shift brands easily, follow what their own group does

According to Lindstrom, there are two key developments that can be expected. The author refers to the Tweenager consumers as a MSP generation that “takes on personal ownership of their favoured brands.” Therefore, “consumers demand their own input, even customization, in products… so in the future brands will need to give their audiences the power to design their own products.” The author states also that this coming generation will have the highest customization expectations.\(^{21}\)

![Brand trends development from 1960 till 2000](Fig.png)

**Fig.:** Brand trends development from 1960 till 2000

### 4.3.2 Tweens and T-Shirts

Concerning its symbolic value, wearing their favourite T-Shirt is one of the most pleasurable experiences for this age group – favouring printed and branded T-Shirts over plain ones, the names and images they carry bring the child who wears it associated feelings. The direct or indirect messages present on their T-Shirts bring them emotions and values, it is their personal statement about who they are, and their mood and feelings are influenced grandly by the symbols they carry.\(^{22}\)

\(^{21}\) Brandchild
\(^{22}\) Brandchild
4.4 Tween Marketing

4.4.1 Branding and marketing strategy

One of the most important studies and advice on marketing for Tweenagers is based on Lindstrom’s research, where it is stated that there are six core values and three tactics that well combined provide a powerful tool for brands to become successful. It is important for a brand to develop a marketing

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23 Brandchild
24 Brandchild
25 Brandchild
strategy that takes into account these factors and uses them as a mean for developing adequate strategies.

The values to take in consideration when marketing to Tweens are fear, fantasy, mastery humour, love and stability. While these values remain permanent in every generation of children, the modern tweens have a different view and approach to them and live them in the present context. The values are the same, but the way tweens experience and deal with them is taking a completely different twist.

The three tactics used by marketers to successfully tackle tweens are the Mirror Effect, Collection Value and Gaming Ability.

For a detailed explanation, please refer to Appendix 5

Fig.: Tween Brands: core values and tactics

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5 THE DUTCH ENVIRONMENT

5.1 Dutch Retail

According to Euromonitor on Dutch Market:

- New international chains change Dutch retail environment

The presence of clothing chains such as Zara and H&M are responsible for a great development in the clothing sector, but also created a fierce competition and threat to the Dutch retailers, who have now to compete with concepts that focus on global fashionable clothing with value for money pricing strategy and fast fashion. This means Dutch retailers need to cut costs and present more competitive prices, or really create added value in order to compete.

- Clothing and footwear retailing changing fast

As referred, due to fast fashion retailers being popular amongst the Dutch, retailers need to break the rule of summer and winter collection planning and create frequent excitement and novelty throughout the year. These labels hold now a big share of the market and force other retailers to increase their turnover speed in order to keep the pace. These changes consequently demand a change in the whole supply chain. Smaller companies are forced to specialize in niche markets or join big buying organizations like Euretco or Intres.

- Fashion companies start to set up online presence.

The emergence of retailers outside of traditional retail channels remain an important issue. The internet is playing an increasingly important role. Nowadays it is not only used to examine products and prices, but is also being used to make direct online purchases. All companies in the supply chain are looking for ways to make the internet work for them. The fact that almost all home shopping activities shifted to the internet shows how relevant this trend is for clothing and footwear. Almost all retailers and all major brands now have their own website. In 2005 and 2006 however many started to set up online shopping facilities as well. Major fashion brands such as H&M and Mexx now sell their products online.

- Internet retailing continues to show high growth rates

The Dutch are amongst the most active internet users in the world, and more than 75% of Dutch households have a fast speed internet connection. This means that the infrastructure is there, and the figures show that the Dutch are becoming used to purchasing products and services online. As expected, internet retailing saw another massive increase in value sales in 2008. Internet retailing not only showed massive growth rates, but is also rapidly becoming a serious force within the overall retail environment in the Netherlands. In the early years of the internet, there was a great deal of skepticism surrounding the safety and reliability of online stores. As the Dutch
became more knowledgeable, and online stores more professional, this skepticism soon faded, and most internet users have made at least one online purchase. It is predicted that the main fashion brands and clothing and footwear retailers will sell a substantial part of their products through their online stores.

5.2 Dutch Tweens

Tweenagers are also considered an “increasingly important market in the Netherlands”\(^\text{27}\). Although the birth rates are slowing down in the Netherlands, it means children will be more pampered. It is also expected that future growth in children’s wear will reveal a small growth in volume but a greater increase in value.

5.2.1 Demographics

Tweenagers are a considerable stable age group in the Netherlands.

The target group considered for this report (6 to 14 years old) represents around 11% of the total Dutch population, with the group of the Boys alone also representing around 6% of the total population.

There are slightly more male children than female, 5.7% against 5.4%.

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<td>total tweens</td>
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<td>%</td>
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<tr>
<td>total girls</td>
<td>871020</td>
</tr>
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<td>%</td>
<td>5.4</td>
</tr>
</tbody>
</table>

The number of Tweenagers is predicted to increase approximately 14% between 1990 and 2015\(^\text{28}\)

5.2.2 Profile – survey results

When starting the research, I had the opportunity to talk with some early tweens aged 7 years old in their school. The main ideas that emerged were:

Boys:

\(^{27}\) Euromonitor  
\(^{28}\) Euromonitor
- Pokemon
- Stickers
- Football
- Videogames (Nintendo, Playstation)
- No apparent interest in clothing/shopping experience
- Basic items – jeans, corduroy pants, shirt, pullover, sweater
- Parents choose their clothing

Girls:
- High School Musical
- Drawing is very appreciated
- Cute clothing and fashion is attractive for them
- Open and excited about the idea of creating their own clothing
- The mothers still buy their clothing, but they like to give their opinion on what to buy and wear everyday

For the younger teen boys, clothing is not so important for them. They were not aware of what they were wearing and cared mostly about spending their free time playing and having fun. None referred using the internet. Although it could seem that young boys do not use it, I had respondents of the same age at the CoolCat store that were fashion conscious, loved to shop and were frequent internet users.

For a deeper understanding of the Dutch tweens, a survey was conducted at CoolCat stores in Amsterdam. Both parents and tweens responded to a questionnaire each, and these are the results (Please refer to Appendix 7):

**Parents:**

1) Most of the parents give their children pocket money. 52% of the parents give their children an allowance between 1 and 10 Euros, while 24% give between 21 and 40 Euros. Only 11% of parents do not give any pocket money to their children.

2) 49% of the parents spend between 30 and 50 Euros per month on their children clothing, while 24% spend between 51 and 100 Euros. All parents spend at least 10 Euros per month.

3) H&M is the most popular retailer for parents to buy their children clothing, followed by CoolCat, C&A and Hema. Not many respondents referred other places or brands, but interestingly a common alternative were boutiques, and Britain was also referred by one parent.

4) Most of the parents do not have the habit to shop at CoolCat. 47% rarely shop there, while 40% state they shop at CoolCat once per month. Only 13% visit the store several times per month.

5) The most stated reasons to shop at CoolCat are the good price of the products and the fact the children like it. A good collection follows, while the general image of the store and brand is the less stated reason to go to CoolCat.

6) The T-Shirts at CoolCat are considered funny and nice by 53% of the parents, while 35% consider also that they have a good price. Quality
wise, some parents find it good while others find it not so good. Only a few consider it expensive, and no one finds them boring.

7) The two most important criteria to choose children clothing is good value for money, with 47% of the parents stating it as the main aspect, and good quality, with 41%. Besides, the third most important factor is their child/s choice, with 35% of the parents considering it an important choice determinant. Durability and design were not such important criteria, while price was almost not considered by parents, with only 6% assuming it was a decisive factor.

8) Concerning who decides what to buy, 43% of the parents help their children to choose their clothing, but in the end leaving the final choice to them. 36% of the parents let their children choose freely what they want, and 21% let them choose but decide in the end if they agree or not before buying. Most of the parents leave the final decision to the child, and no parents decide choose on their own their children’s clothing.

9) Most of the respondents do no shop online, with 76% of the parents referring that they do not shop, while only 24% gave a positive answer. The most popular online shop is H&M.

10) 59% of the parents let their children use the internet on a daily basis. 29% rarely allows them, and 12% only during the weekend. All the parents allow their children to use it, but still hold the decision of when they can access it.

11) 59% of the parents still help their children use the internet, with 41% letting them use it alone.

12) Most of the parents allow their children to use Hyves, selected by 65% of the parents. More than half also allow them to play online games (53%). Sites aimed directly at kids are also quite well accepted by the parents, with a 47% acceptance. Google and MSN are also agreed to, but with reserve. No parents allow their child to visit or use forums.

13) Parents have no problem letting their children play online games. Only 5% admitted to never allow them. However, they are not allowed to play whenever they want. 36% state that their children only rarely can play, followed by 32% who let them play several times a week. 16% let them play on weekends, and 11% let them play everyday.

14) Parents find interesting the idea of their children customising their own t-shirts online, with 71% giving a positive response. 29% of the parents do not like the idea.

15) Most of the parents never bought their children anything they customised, with only 6% stating they already did.

16) Concerning the price for a customised t-shirt, 53% of the parents would be willing to pay up to €15. 32% would go up till €20. 12% would be open to pay more than €20, while only 3% do now want to pay more than €10

Tweens

1) Many of the tweens spend their free time on the internet (35%) and playing games (44%). Sports are also very popular, with 41% of the
tweens stating it as their hobby. A bit less popular but still important is watching TV and going out. Listening to music and chatting with friends are the less popular activities.

2) When it comes to music, more than half of the respondents acquire or listen to it on the internet. CDs are still more popular than radio, with 29% against 18%.

3) 11% of the Tweens do not receive pocket money. 89% does receive and spend it mostly in toys (41%) and games (35%). Clothing (29%) and sweets/food (24%) are also popular. 18% of the tweens also like magazines, and 12% buy also other things, mostly extras for their own gadgets or toys. Only 6% spend money while going out with friends.

4) The most popular retailers amongst tweens are H&M with 53% and C&A with 35%. 47% referred other brands as well. WE is less popular than these retailers, with only 18% of the tweens referring it.

5) Shopping is enjoyed by 76% of the tweens, while 24% do not like it. Half of the respondents shop several times per month. 22% consider they do not shop that often, while 17% shop several times per week. 11% shop once per week.

6) 71% of the respondents like CoolCat, mainly because the clothing is nice (68%). The fact parents like the brand or their friends use it is not so relevant. Only 6% of them consider the brand as ‘fun’. 29% do not like CoolCat, mainly because the clothing is too childish (55%). The fact the parents do not like it also influences 18% of the respondents. 27% refer that they consider the clothing to be boring. None dislikes CoolCat because

7) Concerning peer influence on their clothing choices, 53% of the respondents prefer to choose their own brands and do not care what their friends wear. 35% are sometimes influenced by their peers, but also make their own choices. Only 12% refer they follow what their friends like.

8) All the respondents use the internet. The most popular website is Hyves, with 65% of the respondents using it. More than half also visit YouTube. 47% use the internet also for playing games, and 37% use Google. Only 6% frequent sites like MySpace or Facebook, and none frequent any forum.

9) Chatting online is done by 71% of the tweens, mainly on Hyves (65%). 29% use MSN, and only 6% chat on MySpace or Facebook. Tweens do not chat on YouTube or any other website.

10) Drawing and creating new things is appreciated by 76% of the tweens, while 24% do not like it.

11) The most appreciated factor in t-shirts is that they are funny, selected by 47% of the tweens. 35% appreciate braded t-shirts, while 29% also like unique t-shirts that only they have. 18% like plain and simple t-shirts, and only 6% like t-shirts that look the same as the ones adults use.
12) 76% of the respondents never created or customised their own t-shirts.

13) 88% of the respondent tweens would like to try to customise their own t-shirts online, with only 22% not liking the idea. 59% of tweens that would like to try it would enjoy selecting their preferred image of a list and t-shirt colour and combine them. 47% would like to place as many images as they want on the t-shirt and wherever they want. Adding their own drawings and art is enjoyed by 35% of the tweens, while adding text is selected by 29%. Concerning networking, 24% would like to show their own creations to other users on the website, and 18% would like to be able to chat with other users online. Only 12% would like to make comments or give suggestions for new options. Some tweens would like to have a branded t-shirt.

**Main conclusions**

- Most of the tweens in Holland have some spending power. Their parents give them pocket money, and many use it to buy their own games, toys and clothing. Less money is spent on activities with others. Mostly it is spent indulging themselves.
- When shopping for clothing, parents let their children decide what to wear. Dutch tweens know and decide what they want. Although they give suggestions and ultimately need to agree to pay the price, children have the most say in what clothing they acquire. None of the parents would decide what their children should wear without at least consulting them.
- Dutch tweens recognise popular brands and select them as their favourites. H&M remains the most popular brand also for tweens.
- Most of the Dutch Tweens like CoolCat, mainly because they like the clothing. Few tweens consider CoolCat as a fun brand. Their loyalty falls on enjoying the product, but not the brand itself.
- Dutch tweens are individualistic. Even though some tweens follow their peers or at least take in consideration what they wear, mostly they prefer to make their own choices based on what they want and like. Dutch tweens enjoy uniqueness and to be in control of their choices.
- Concerning t-shirts, they enjoy funny themes, unique designs and brands.
- Excluding sports, Dutch tweens favoured indoor activities such as playing games and surfing on the internet, so they spend a considerable amount of time indoors.
- Internet is indeed very popular amongst Dutch tweens. More than half use Hyves and YouTube, so these are the main channels of communication within this group. Parents control the amount of time and what kind of content they can access, but are very open to networking sites.
- Online games are favoured by Dutch Tweens; they appreciate online fun.
Most of the Dutch still like creative activities, so they are open to try things that will entice their artistic side.

Most of the Tweens never tried to do their own t-shirts or customise them, but are open to the idea and would probably engage in the activity. At least they are curious about trying it. Although not as open as their children, there were more parents positive about the idea than off-putting.

Concerning online shopping habits, Dutch consumers’ resistance to online shopping is mainly based on these factors: enjoying the shopping experience outside of the house environment, concerns with online safety and concerns with the fitting of the chosen item.

6. COOLCAT FASHION BV

6.1 Company information

CoolCat Fashion BV is a Dutch company presently based in Amsterdam. It was founded in 1979 by Roland Kahn, and it has shops in several countries – Netherlands, Belgium, France and Luxembourg and also in the Middle East. There are 149 CoolCat shops in total from which 107 are in Holland.

The main sections include Women, Men, Girls and Boys wear, and also Accessories for all, based on an urban, street wear, trendy, outspoken, tough and colourful conception, without letting alone the core essence of sexy (for the grown up styles). At its core is the influence of pop culture, above all street style, hip hop and dance music, and a mix of ‘fitting in while standing out’.

In terms of the collection styling, CoolCat is a trend follower; the stylists and buyers analyse the current trends, designs and choices adopted by high street brands and adapt them to the CoolCat clientele.

The 5Ps of Roland Kahn:

- Potency
- Personality
- Power
- Passion
- Pragmatism
6.1.1 History

The person behind Cool Cat Fashion is Roland Kahn. Firstly beginning his fashion career as an assistant marketing manager at Beehive, in 1976 he decided start his own entrepreneurship, taking care of the label ‘Prive’ at the Nieuwendijk, in Amsterdam.

For quite some time he travelled around the world with the aim to research markets and get inspiration from abroad. After two years, he owned 5 stores under the name Prive.

In 1979 Cool Cat was founded to fill a market gap. The first CoolCat store opened in Kalverstraat. The main focus of the apparel sold there were T-Shirts, Sweaters and Industrial clothing, with American fashion and style as the main inspiration source. The company targeted youngsters by carrying sporty and sturdy clothes based on the referred American styles. Carrier bags and shirts with a cat's head, the firm's logo, were launched on a small scale. After half a year, there were 4 Cool Cat Shops open, and Mr. Kahn gave up of ‘Prive’. Cool Cat Junior was set up in 1990.

In the course of the years Cool Cat became a European fashion retailer, with the specific young target group from 6 till 24 years old (extending till 30 in the case of Wonder Woman label)

Inside the brand, there are the labels Cool Cat and its private label Wonder Woman. While Cool Cat is based on a general focus on the whole target group, and aims at creating an identity, Wonder Woman focus mainly on fashionable young women, stretching its target to aim at women between 18 till 30 years old.

6.1.2 Mission and vision

Cool Cat Fashion, is a European fashion retailer that aims to provide fun and funky fashion and attain the 200 stores target in Europe, while expanding to the rest of the world. In fact, the company aims to become a world-wide retail organisation. The motto of Cool Cat is: "We are an excellent, inspiring and caring young fashion company where it is a joy to work and shop".

- Excellence
- Care
- Alertness
- Joy
- Profitability
- Brand awareness

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29 Cool Cat values magazine, ‘Our values’, p. 2
6.1.3 Culture

The Cool Cat culture can be described as informal and open. The company itself considers the development of co-workers important, as it offers personal development by making available internships for students and internal training programmes in different departments.

6.1.4 Departments

The organization is divided in fifteen departments. The Buying and Styling dept is responsible for the creation and acquisition of the collections. These divisions are also responsible for the picking up of general and target group trends.
6.2 Cool Cat Junior

Cool Cat Junior is a division of Cool Cat Fashion B.V., launched in 1990.

It represents the smallest part of the company - the volume of trade of this dept is responsible for approximately 32% of the entire operating results. Cool Cat Junior is present in 116 CoolCat stores. The department provides collections for Boys aged from 6 to 12 years old (inclusive). It comprises two collections per season, which are built up on themes, specific statements based on one or more related items, units of specific products and tables. The Boys dept represents of the 15% company results. Concerning their collection, many of the designs are based on CoolCat Men’s models adapted in terms of prints and colours to the Boys market, and others are done specifically for Boys. The trends take in consideration are global, inspiration is driven from famous brands and then adjusted and tailored to the CoolCat Boys styles.

CoolCat Junior Girls is responsible for 17% of the company results, slightly more than the boys. Their target group are girls also aged 6 to 12 years old. The collections take inspiration from global trends, adult brands and women models, but presenting a stronger ‘girly’ and fun character.

6.2.1 Target Group

There are two main target group divisions
Boys: Player and Rebel
Girls: Sweet and Rebel
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<th>Girls</th>
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<td>Shopping, Make-Up</td>
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<td>Going out on their own</td>
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6.2.3 T-Shirts at CoolCat Junior

- **Product**

  There are also two types of T-Shirts, the T-shirts that belong to a main theme and are displayed with other product types in a same environment, and the T-Shirts that are made specifically to be sold on the Tables. These T-shirts are made as a group meant to be displayed together.

  - 100% cotton
  - Single jersey
  - 1x1 Rib
  - 180 GSM
  - Garment dyed

  **Prints:**
  - Pigment print
  - Rubber print
  - High density print
  - Flock print
  - Foil Print
  - Glow in the Dark Print
  - Glitter print
Price
Price range is from 8.95 till 14.95

Presentation

T-Shirts at CoolCat Junior are presented either as a component of specific themed groups and units, or as table items where only a group of T-Shirts are presented and promoted.

Place
Junior collections are sold in most of the CoolCat stores, mainly located in important and busy shopping areas. There is no online shop for CoolCat

Promotion
CoolCat does not make any type of advertisement out of the store. Promotion is based on the idea of brand recognition and word of mouth, so CoolCat relies purely on presence and brand and store image. In Store promotions are based currently on periodical sales and from time to time discount promotions or special contest offers.

6.2.4 Competitors

The following are the main competitors of CoolCat. All have their own web pages presenting their latest collections.

In the case of Spreadshirt and ShirtCity, these are indirect competitors. They offer a customisable t-shirt service, but are not a brand.

H&M

Product:
The T-Shirts have a front print, sometimes an all over print can be found too. The styles are modern, and replicate adult trends. They lack ‘fun’ t-shirts. The colours are mainly basic, lacking bright and less common tones. The prints are mainly pigment or high density prints. They lack special prints, like foil, glow in the dark or glitter. H&M has licensed products (for example, Rolling Stones, Betty Boop, Hello Kitty)
Sizes range from 134 till 170

Price:
For Girls, 5.90 7.90, 9.90, 12.90
Price level is the same as CoolCat. CoolCat offers some T-Shirts that are more expensive, but at the same time the print techniques are more varied.

**Promotion**
H&M is present in such websites as MySpace and Facebook
On MySpace they feature a video page, ‘H&M TV’, where fashionable videos promote their collections and brand
No presence on Hyves.
They advertise also in billboards and magazines.

**Place:**
Several H&M stores are present in the busiest shopping streets.
H&M has specific kids’ stores.
H&M has its own online shop with a specific Kids section – minimum order of €19 is compulsory.

C&A

**Product:**
They offer the same type of collection as H&M, but with more variety.
They also include licensed t-shirts, usually with special all over prints and bold details.
The offers are more colourful and varied than other brands, but less outspoken compared with CoolCat.
Sizes vary from 62 till 176, but the T-Shirts offered in bigger sizes are different from those offered in smaller sizes. Usually, products from licensed kids brands go up till 152. T-Shirts in bigger sizes have a less childish, more rebel feeling.

**Price:**
Front printed T-Shirts cost €6.95. All over printed t-shirts with special sleeves sell for €6.95, €8.95 and €9.95.
T-Shirts with bold prints from licensed brands cost €10.95

**Promotion:**
Advertisements on billboards
C&A has an ‘Advergame’ on their website.
The player has the role of the salesperson, and has to hand in clothes, shoes and accessories to the family (who is hiding in the changing rooms behind the curtains) and remember who is where, giving them the right outfit for maximum points. The fun part is that when a wrong piece is given, the character still accepts it and the end result is the family members have each others outfit – but fewer points.

**Place:**
C&A is present in the main shopping areas. They have usually one massive store with several different floors.
C&A has no online store. They sell their collections online through the Wehkamp.nl.

---

**WE**

**Product**
‘WE’ offers t-shirts in basic colours, calm tones, with simple prints. Although no customisable T-Shirts are offered, they already offer a service of customisable Men’s shirts.

**Price:**
Printed Tops are €8.95 and €9.95
Printed T-Shirts are €12.95 and €14.95

**Promotion:**
‘WE’ advertises in magazines and billboards. One of their latest campaigns was based on the message of individual style and make clothing your own.
**Place:**

‘WE’ is present also in the main shopping streets, but has no online store. They count with an online shop in their site only for the customisable Men’s shirts.

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**HEMA**

**Product:**

Hema t-shirts are mainly basic, with very simple prints.
Sizes vary from 92 till 176.

**Price:**

Printed T-Shirts range from 4.95 to 5.95
Printed Polo shirts range from 8.95 to 9.95

**Promotion:**

Hema advertises in billboards.
Hema also promoted their webshop creating a fun ‘mock site’, where all the products start falling and create a series of disastrous events, and the website is completely messed up.  

---

**Place:**

Hema clothing is offered in a section inside their store.
Hema has an online store

---

30 http://producten.hema.nl
Spreadshirt

Product:
T-Shirts to be customised by: selecting t-shirt type and colour; selecting image templates or uploading own image; placing image on any part of the t-shirt (front/back/sleeves) within a certain border limit; writing and placing customers own text;

Spreadshirt also offers a side of the shop where customers can directly buy t-shirts that were customised by other users. Customers can select the type of t-shirt (men, women, kids) and then browse by theme.

Price:
Prices vary according to the t-shirt model, colour, type and number of templates, inclusion of text.

In general, prices could be described:
- basic t-shirts start at €11.90 (also contrast t-shirts)
- adding one front template, price can vary from 14.90 until €24.04, depending on the complexity/colours of the template
- adding one’s own image, price is €14,90
- Every extra template added is charged per template, so for example, in a t-shirt that costs, €14.90, adding a template on the back means the t-shirt would cost €17.90, one more on the sleeve €20.90.
- Prices for t-shirts customised by other users are set by those users themselves and vary.

Promotion:
Advertises frequently on Facebook
There is media coverage of this site on Dutch magazines, like Cosmo Girl for example.

Place:
Spreadshirt has several regional online shops, including a Dutch shop.

ShirtCity

Product
The same concept as Spreadshirt, but templates differ and the number of product options is less.
The configurator is not as user-friendly as Spreadshirt’s, and there is no option to place prints on the sleeves.

Price:
The same concept and procedures as Spreadshirt, with the difference that the t-shirt costs are higher – a base t-shirt costs €15.90

Promotion:
They organise regular contests and promotions.

### 6.3 SWOT analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• More variety in the prints and colours</td>
<td>• Novelty - New concept, not yet used by any direct competitor (brads)</td>
</tr>
<tr>
<td>• Successful t-shirt offers, good experience in the right artworks</td>
<td>• Branding opportunities</td>
</tr>
<tr>
<td>• Positive product image</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Weak internet presence</td>
<td>• The surging of new Tween brands with the same concept</td>
</tr>
<tr>
<td>• No online shop</td>
<td>• The adoption of the same strategy by stronger competitors</td>
</tr>
<tr>
<td>• Lack of marketing channels</td>
<td></td>
</tr>
<tr>
<td>• No experience in online or customisation markets</td>
<td></td>
</tr>
<tr>
<td>• Weak brand image</td>
<td></td>
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</tbody>
</table>
## 7. FINANCIAL FORECAST

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th></th>
<th></th>
<th></th>
<th>Year 2</th>
<th></th>
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<th>Year 3</th>
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<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>Quantities</td>
<td>375</td>
<td>390</td>
<td>450</td>
<td>480</td>
<td>490</td>
<td>510</td>
<td>500</td>
<td>560</td>
<td>630</td>
<td>720</td>
<td>700</td>
<td>750</td>
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<tr>
<td>Average selling price</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
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<td>15</td>
<td>15</td>
<td>15</td>
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<td>15</td>
</tr>
<tr>
<td>Sales revenue</td>
<td>5,625</td>
<td>5,850</td>
<td>6,750</td>
<td>7,200</td>
<td>7,350</td>
<td>7,650</td>
<td>7,500</td>
<td>8,400</td>
<td>9,450</td>
<td>10,800</td>
<td>10,500</td>
<td>11,250</td>
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<tr>
<td>Average unit cost</td>
<td>7.5</td>
<td>7.5</td>
<td>7.5</td>
<td>7.5</td>
<td>7.5</td>
<td>7.5</td>
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<td>7.5</td>
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<tr>
<td>Production costs</td>
<td>2,813</td>
<td>2,925</td>
<td>3,375</td>
<td>3,600</td>
<td>3,675</td>
<td>3,825</td>
<td>3,750</td>
<td>4,200</td>
<td>4,725</td>
<td>5,400</td>
<td>5,250</td>
<td>5,625</td>
</tr>
<tr>
<td>Gross profit</td>
<td>2,813</td>
<td>2,925</td>
<td>3,375</td>
<td>3,600</td>
<td>3,675</td>
<td>3,825</td>
<td>3,750</td>
<td>4,200</td>
<td>4,725</td>
<td>5,400</td>
<td>5,250</td>
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<tr>
<td><strong>General administrative costs</strong></td>
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<tr>
<td>Salaries</td>
<td>1800</td>
<td>1800</td>
<td>1800</td>
<td>1800</td>
<td>1800</td>
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<td>1800</td>
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<tr>
<td>web variable costs (advertising)</td>
<td>300</td>
<td>300</td>
<td>300</td>
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<tr>
<td>Initial investment (web)</td>
<td>930</td>
<td>930</td>
<td>930</td>
<td>930</td>
<td>930</td>
<td>930</td>
<td>930</td>
<td>930</td>
<td>930</td>
<td>930</td>
<td>930</td>
<td>930</td>
</tr>
<tr>
<td>Operating Income</td>
<td><strong>-218</strong></td>
<td><strong>-105</strong></td>
<td><strong>345</strong></td>
<td><strong>570</strong></td>
<td><strong>1,575</strong></td>
<td><strong>1,725</strong></td>
<td><strong>1,650</strong></td>
<td><strong>2,100</strong></td>
<td><strong>2,625</strong></td>
<td><strong>3,300</strong></td>
<td><strong>3,150</strong></td>
<td><strong>3,525</strong></td>
</tr>
<tr>
<td>OI%</td>
<td>-3.9%</td>
<td>-1.8%</td>
<td>5.1%</td>
<td>7.9%</td>
<td>21.4%</td>
<td>22.5%</td>
<td>22.0%</td>
<td>25.0%</td>
<td>27.8%</td>
<td>30.6%</td>
<td>30.0%</td>
<td>31.3%</td>
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</tbody>
</table>
In the first two quarters, the break even point of 404 items per quarter is not yet reached. This is a new development and it is considered that it will take some time to pull customers to the website and getting accustomed to its usage and presence.

Profitability will be achieved in the 3rd Quarter of Year 1. The break even point will be surpassed, and sales increase due to a crescent exposure and internal developments (more features, options, promotions)

The payback of the initial investment of €3720 will be achieved one year and a half after implementation.
8. CONCLUSION

The product chosen for customisation is the T-Shirt. There are several reasons for this choice.

- The T-Shirt is an essential wardrobe piece with a long history of usage and adaption to periodical trends.
- It is one of the favourite products of Tweenagers, who regard a T-Shirt as a mean of expression and a positive experience. For this reason, the pilot product for mass customisation for this target group would ideally be the T-Shirt.
- It is also the most uncomplicated product to customise and produce on order, hence the rapid growth of companies specialised in T-Shirt customisation.

Therefore, it is also an advantage for a retail company who wants to start implementing mass customisation in their portfolio to test and learn the intricacies of the process through experiencing the challenge with an easy product.

Mass Customisation is a current hot theme, being increasingly adopted by many businesses and especially interesting for fashion companies. The consumers tend to value uniqueness and differentiation. Mass Customisation creates the possibility for brands and retailers to engage their customers in the creative process while profiting from the input they receive. Closer relationships also allow them to form stronger bonds and increase brand loyalty. Therefore, introducing this service can bring many benefits to a brand – including innovation in their offers, possibility to test new ideas in advance and avoid overstock of unwanted products, understanding of the customers.

Open manufacturing is being currently studied and analysed in order to provide models that companies can adopt in order to implement mass customisation possibilities in their portfolios and facilitate its adoption. Some suppliers are already offering this possibility, and many others will follow when the advices and solutions will be published and implemented.

A Mass Customisation platform would be implemented for CoolCat Junior. In this case, the Tweens are the chosen target market. They are considered nowadays as an important consumer group. They spend money on their own and they influence their parents’ choices as well. Besides, Tweens are regarded as future consumers. Bonds formed at that age may last throughout the years. A positive image formed during those years may translate in future loyalty, so brands can prepare the path for attracting new customers in the future.
Tweens are also brand savvy and their life is surrounded by media and advertisement. They recognise brands, have their own opinions and are allowed to freely choose what they want.

That is particularly truth relating to the clothing they wear. Dutch parents help their children with shopping, but let them free to have their own style and make their own choices. This means that while it is necessary to offer products and services that the parents consider proper and right, the most important is to convince the children. If they want the product, they are the ones who will convince the parents on buying it.

Tweens, and in particular Dutch tweens, are avid users of the internet. This is particularly important considering that the idea is to create an online shop where the Tweens can customise their own T-Shirts. Tweens are open to the concept and would like to try it. They still enjoy art and creativity. So an internet activity where they could feel they are creating something on their own could give them a sense of achievement, while using the mean that they are most comfortable with. At the same time tweens enjoy having fun, so an interactive and instant shopping experience where they can also play could be a success.

Dutch consumers’ resistance to online shopping is mainly based on these factors: enjoying the shopping experience outside of the house environment, concerns with online safety and concerns with the fitting of the chosen item. With a T-Shirt customisation configurator, the fun factor and the fitting problems can be greatly diminished. Also, due to a colder weather in Holland, cocooning rising and less time to do outdoor activities due to parents working, parents can spend some time with their children while they carry on their new shopping experience and feel they are offering them compensation.

When implementing the new online platform for t-shirt customisation for Tweens, the benefits are not only in terms of financial return but also branding and image building. The strategy is to implement a new platform that will bring benefits to the company. The financial benefits are positive. Although sold quantities are lower than on the retail side, it is a profitable platform. It is possible to recover the investment costs and to start being profitable still during the first two years after implementation.

There are also strong marketing benefits. This new concept not only is viable financially but it also creates a promotional path to advertise and bring the brand to the forefront through novelty and presence.

Most of the Dutch tweens like CoolCat collections, but they do not like the brand itself. It is positive to create a novelty that could create a buzz and excitement around the brand and improve its perception.
The introduction on CoolCat’s website of a service where Tweens can customise and order their T-Shirts online:

- is profitable – the investment payback can be achieved in a year and a half after implementation, and profit grow from there on
- can open the possibility for offering other products – with the new developments on open manufacturing, the brand can extend customisation to other products besides T-Shirts
- can later on be developed according to the results achieved in practice
- provides the brand with valuable customer input and information – the platform can bring info on preferred colours, models and prints, and shopping habits
- can serve as a mean to test new ideas before passing them to the conventional retail section
- forms the suggestion that CoolCat is evolving and bringing new ideas – it works as a branding strategy
- engages customers in the whole process – they feel actively part of the creation and experience
- provides a mean to create stronger brand awareness – a novelty will bring buzz and a new way to be regarded
- offers a service that can gather children and parents in one common activity, shopping becomes fun and they feel they are doing something positive together

Is there a market opportunity for CoolCat Junior to introduce an online store with customisable T-Shirts? The answer is yes, there is a market opportunity. The idea is viable – there are possibilities to introduce such system at CoolCat and the market is thriving concerning T-Shirt mass customization. Production and marketing means are being expanded right now for this type concept. The target group is open and interested in the idea, has a considerable shopping influence, freedom of choice and also spending power.

8.1 Implementation advice for CoolCat

- CoolCat is currently updating their website, so it already creates a basis for introducing new features such as the customisable t-shirt site. There is no need to develop a separate website for this customization service, what reduces costs and involves the whole brand with the novelty pages.
- CoolCat should make an initial investment of €3710 in order to implement the platform online. It can be recovered after one year and a half, according to the forecast. This investment includes the configurator
programme (€3000) plus the development of extra web pages for the customisation site (€720).

- The company would create a separate web link for this service, so that customers can not only find it through the general CoolCat website but can also associate a specific name with the service, so that it also achieves a name on its own to be easily recognisable.

- Two internees could be hired in order to take care of this service. Other possibility is to hire one internee and pay a bonus to an already experienced CoolCat employee to additionally work on this section. CoolCat already has a policy to give opportunities to students for internships, so it can be a useful resource to take responsibility for this new service while saving in administrative costs. €600 is the allocated monthly expense.

- The website would have introductory flash pages with music and interactive features. €720 is the cost for this addition; these will be additional pages to be added to the main website.

- CoolCat should include a second page where tweens could select ‘boys’ or ‘girls’ customisation page, so each one can be visually tailored according to each groups’ specific taste.

- Each customisation page would be tailored for boys and girls. Background, style, colours and general design should suit their specific moods – for boys, sporty and rough, resembling game environments that suit their rebel target group; for girls, also evoking an active feeling, but more tamed and toned with fashion and art inspirations.

- The website should be launched during the late winter season, when children spend more time at home and start to buy spring clothing.

- The recommended average price per t-shirt is €15; the maximum most of the parents would pay. With this price, it is still possible to be profitable already in the third quarter of the first year, and the lower margins are compensated by the marketing benefits it brings. This price will not alienate parents who are not willing to pay more; more expensive options will nevertheless be offered for those who are willing to invest more; the results will be proven with time, but the estimation is for now positive.

- Shipping and handling is included in the price, so CoolCat can offer free shipping of the first item to the customer, as an incentive mean. Additional items can represent a postage surcharge that will bring extra profit. The option to charge postage to the customer later on will bring an additional profit.

- The configurator would cost around €3000 and allows CoolCat to offer the customisation service and to perform all the administrate functions.

- The site will be connected with the supplier, who will receive orders directly, produce the goods and ship them to the customers; that way there is no loss of time mediating the order placements.
CoolCat has to plan the sales and inform the supplier of the number of plain t-shirts they should have in stock per month. 50% of that stock will be paid in advance, which means €2.50 times half the number of t-shirts ordered. This do not represent a big risk for CoolCat, since they t-shirts that are not sold can become stock for the following month, so less ordering is needed, and in case some plain t-shirts would not be sold online, they could still be sold on the physical stores as a basic item.

All t-shirts should carry the CoolCat cat logo on their sleeves and a special neck label made especially for the customised t-shirts. This label could have the customer name embedded for a more personalised product.

CoolCat should be aware of the modularisation challenge in particular. When all the other aspects are already functioning and solved, the choice of components should be well thought. Customising means the Tweens will create a free combination of modules, resulting in an end product whose look they are responsible for. However, the final product carries the CoolCat Brand Logo. A very unaesthetic and unappealing end product may jeopardise the brand image. The features should be based on the target group preferences.

Templates should be permanently refreshed and changed, like the collections in store, in order to keep the excitement and novelty. If only one internee is hired, CoolCat can pay a freelancer to create several designs per month.

CoolCat should create a customer database and use this information to adapt their traditional retail collections – all test orders should be tried on the website, using limited edition template promotion to engage the tweens in shifting their immediate attention to that specific design, and perceive if it was accepted or rejected.

CoolCat should advertise their new website on Hyves, since this is the most popular network site amongst Dutch tweens. Their free and personal profile should be improved and constantly updated. They should place banners targeting tweens on this website.

CoolCat could also have a YouTube channel and create fun and low cost video ads. The advertisement budget can be used for making such videos, what would mean a lower Hyves presence during that month, but compensated with a new marketing channel.

The 5Ps of Roland Kahn on the new concept:

For CoolCat

- Potency – to be daring and grab opportunities
• Personality – to stay true to their values – fun!
• Power – to present their own style for the world to play with
• Passion – to develop more and more exciting choices everyday
• Pragmatism – to be opt for a venture with positive consequences

For the Tweens
• Potency – to make choices and create things
• Personality – to obtain what represents them
• Power – to decide what and how
• Passion – to experiment and engage
• Pragmatism – to be conscious and decide wisely
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CoolCat magazine

Coolcat internal info

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http://shop.lego.com
http://www.mass-customization.de
http://www.cafepress.com
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APPENDICES
Appendix 1

- Flash T-Shirt Designer 3.0

ProductsDesigner Online T-Shirt Designer Application is a must have tool for any T-Shirt Company website who offer Custom T-Shirts to their customers. This is a complete system where visitors can select product (T-shirt /polo shirts/bag /cap /mug), then select graphic, size and garment color. There is also option to have additional text and placement of graphic (in the back side, front of t-shirt).

T-shirt designer studio (user view) Features:
- Choose Shirt Style
- Choose Color of Shirt (From Stock)
- Upload own Artwork! (jpg, png, gif)
- Multiple proportions allow us to fix letterings to match your product image
- Or, add text and clip art pictures to your freestyle design
- Drag and resize to adjust to your design
- Select different font styles for your text
- Add/Edit/Upload Picture - from clipart gallery or from user own PC
- bold or italic effects
- Your design is now can be exported to PNG
- Save your design to continue editing later
**T-shirt designer Admin (admin view) Features:**

- Add / Edit / Delete Products (like in place of t-shirt, polo shirts, caps, sweatshirts)
- Upload products
- Set the design area
- Active inactive products
- Add/Edit / Delete Category also can add sub category
- Add/Edit / Delete Cliparts by category
- Add / Edit / SET Price
- Manage discounts / Offers
- Set Shipping Cost
- View / Delete Orders
- Get a ready-to-print Vector PDF file for both sides of T-shirt
- Update order status, so that a client can see it

**Technical data:**
Language: PHP / Database: MySQL / Front-end: Macromedia Flash

**Note:**
- This Script comes with 30 (sixty) days free support.
- Further Customization can be done at nominal cost. (US$ 15/hour)
- We can make this script in any language at a nominal cost.
- FREE Installation at your Web Server.

**Price / Payment Terms:**
Standard Price: **USD 1400 only**
Plus Edition (with source code)
Price: $ 3000.00

**Payment Options:**
Currently we accept payments by Bank Wire Transfer / Western Union / Moneybookers. Please let us know your preferred mode of payment and we will send you payment instructions.
LIVEART by Newtonideas

LiveArt™ is a premier online design technology that powers up your customers to create natural-looking design or customization for your decal, t-shirt, koozies, stationery, print matter, embroidery or sign. We do intuitive and powerful rich user interfaces created to be usable and fun.

Unlike most of the similar products, we offer a variety of configurations: starting from only Flash Preview component you wish to add to your existing shopping cart software - and up to complete solution for new business.

Ready to cut your production costs and increase customer experience? LiveArt™ provides powerful and rich tools to control your online design process:

LiveArt Features

We at LiveArt created a unique and powerful preview tools, so that your customers could design accurately and take a fun of it. Note that they can design on any product available - t-shirts, koozies, signs, stamps, cards, caps, bags and many more.

Take advantage of these tools:

- Drag and drop text or image our of preview to remove it
- Resize any text or image
- Rotate image and scale it across the printable area
- Adjust any constraints for your precise printing process
- Apply any effects: bold, outline, bold outline, split outline, italic, arc up/down, skew, and many more!
- Click-to-print™ to send your design to printer or PDF!

LiveArt CMS

Get a complete e-commerce solution with Pro version. CMS backend offers the following features:

- Simple order tracking system with ability to have configurable statuses
- Control over LiveArt properties: product catalog, colors, custom options, image gallery
- Seamless integration with PayPal Website Payments Pro
- Shopping cart with manageable items
- User personalization module
- Manage customer shipping and billing information
- History of orders
- Coupon and discount management panels (optional)
- News and articles module (optional)
Appendix 2

- Nike ID

Nike-ID is a very popular example of companies already including customization platforms in their portfolio. In 1999 Nike started with Nike iD. They started the customization process by offering two models that could be customized: customers could select the base color and choose also a name or slogan. This concept became very successful and opened the interest of consumers in customized offers. They perceived the advantages of the service by obtaining an unique pair of shoes – they bought exactly what they wanted. Presently, they offer around 30 women and 60 men models for customization, and the options include choices of colours, type of lining, sole, leather, laces, prints and so on. Nike iD is thriving, so they expanded their product range to bags, t-shirts and accessories. Through an easy to use configurator platform, Nike iD customization site allows the customers to easily customize their products without any design or skill requirement, and they can see the end product before deciding to buy it. With this approach, Nike iD is a concept for anyone.

- Build a Bear Workshop

Build a Bear Workshop was founded by Maxine Clark in 1997. The main concept is that kids can customise their own teddy bears, and it proved to be a success. The idea started from 10 year old girl Katie, a friend of Clark, who suggested, after she couldn’t find the one she wanted, that they could make stuffed toys since it was very easy. This fact is referred in their brand story and it is reinforced that ‘a 10 year old was the inspiration for this entire company’.

- Lego

Lego also offers customisation possibilities in their website. At Lego Factory, “LEGO Factory lets you design, share and buy your very own custom LEGO model. Using the LEGO Digital Designer software you can design and build any model you can imagine. Simply download the free software, start building or choose one of the starter models, upload your design to the LEGO Factory Gallery and buy your own custom model through the online LEGO Store!” Lego is a brand that suffered from the shift from traditional toys to online games. They needed to reinvent themselves and bring new strategies to keep interest alive.

31 ‘Our story’ www.buildabear.co.uk
Companies like Threadless show that a mass production of T-Shirts with a theoretical sense of community belonging and exclusivity may lead to a very successful business. This was a group of young men who started in 2004, and in just four years the business had a remarkable growth. The user base from 70,000 members at the end of 2004 expanded to more than 700,000 today. In 2006, the company had $18 million sales, growing 200% in 2007, and it is known they sold more than $30 million in T-Shirts.

Threadless is a very good example of an innovative concept that grew and became hugely successful based on a fresh and ‘out of the marketing box’ concept.

It all started when Nickell sent a design of his own to a contest at New Media Underground in the UK. He created a design for a T-Shirt representing Dreamless, a forum for illustrators and programmers he used to engage quite frequently in, and won. Based on the thrill of that experience and the virtual community experience of countless artworks never released out of the virtual community, Nickell thought of using it as a starting point – printing t-shirts with the best designs and selling them in the real world. He suggested this to a friend he met through the Dreamless forum, DeHart, and he joined him in the venture. Their first design contest happened in 2000, when they asked users of Dreamless to submit their designs, and vote for the best ones. The response was overwhelming. Out of those, five were picked up, printed and sold quickly. The duo continued holding contests.

“Hundreds of thousands of people were using the site as a kind of community centre, where they blogged, chatted about designs, socialized with their fellow enthusiasts -- and bought a ton of shirts at $15 each. Revenue was growing 500 percent a year, despite the fact that the company had never advertised, employed no professional designers, used no modelling agency or fashion photographers, had no sales force, and enjoyed no retail distribution. As result, costs were low, margins were above 30 percent, and -- because community members told them precisely which shirts to make -- every product eventually sold out. Nickell's company had never produced a flop.”

They include a Kids section.

**Cafepress**

“Self-expression spoken here”

Café Press is another example of a concept where all the designs are created by the end users. This company started in 1999, in California. According to Cafepress, they offer print-on-demand services, also designated user-generated commerce. Users can select products, from t-shirts, sweaters, polo shirts, baby clothing and other apparel products to hats, mugs, posters, business cards, Flipo Mini video cameras, and pet products.

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33 [http://www.mass-customization.de](http://www.mass-customization.de)
34 [http://www.cafepress.com](http://www.cafepress.com)
There are around 6.5 million members in this community,

Cafepress also owns Imagekind, a platform based on the same concept but for the creation and commercialisation of art in the form of prints, canvas, cards, frames and so on.

■ Spreadshirt

"Your own label" – the designer brand you make yourself35

Spreadshirt is a platform for ‘personal branding’, where customers can create and buy customised products such as T-Shirts, Polo shirts, Sweaters.

In their website, customers can select the product type, colour, and freely add text, a template image from the catalogue or upload their own artwork from their computer. It is also possible to rotate and resize the images directly on the t-shirt template. All these changes and additions are seen in real time while being changed and added, so the customer can have an accurate idea on how their choices look along the process of customisation.

As other customisable products companies on the internet, Spreadshirt also offers the possibility for users to open their own shop in the website. Users can upload their own design creations and offer them on selected products for other users to buy. The shop owners receive a percentage of the profit over each article sold. Some examples of popular shops in this website are the official merchandise shop of bands ‘Boyzone’ and ‘Girls Aloud’

With this approach, Spreadshirt claims that they wish that people create their own fashion, either for themselves or for other ones.

Spreadshirt has offices in the following countries: Germany, USA, Netherlands, UK, France, Spain, Sweden, Finland, Norway, Denmark, Poland, Italy, Austria, Switzerland, and Ireland, with their own local websites.

■ Zazzle

“To Re-define Commerce. Powered by the World's Imagination”36

Zazzle is another website within the same frame as Cafepress and Spreadshirt. The difference is, they offer “real-time rendering and focus on user experience”37, they do not offer templates. Customers can only apply images that they upload themselves.

35 http://www.spreadshirt.net/

36 http://www.zazzle.com

37 http://mass-customization.blogs.com/
Customers can select from ready-made choices of selected brands and icons, of artwork created by other users, or create their own. Their product selection is very wide, including not only the same products as others but also customised and customisable ‘Keds’ shoes and skateboards. Zazzle was launched in 2005 also in California. Zazzle differentiates from other customisation sites by having created strong relationships with brands. They have licenses for famous trademarked images such as Disney, Star Wars, South Park and Jackass among others.

Their promise is to receive orders, produce the one-of-a-kind products and ship them in 24 hours. Their products are made locally in the US. Even Build a Bear Workshop has its own store at Zazzle, where users can pick bear artwork and apply it in different products.

- Stretching the concept a bit further, even Amazon.com is considering opening a platform in its services focused on User Manufacturing – a concept were users not only give input on design but also contribute with the manufacturing itself, by means of easy to use software and easy to use facilities to produce goods. Therefore, anyone can become the producer and rent space and facilities from Amazon to develop their own ideas and products.

- Spooky Skaters

‘Spooky Skaters’, a brand targeting kids from 7 till 11 years old, based on a group of kids that are gathered by their love for skating and their ghostly, spooky like nature. They are tough and cool, they are a group apart that end up being accepted and seeks good behaviour while keeping an anti-establishment attitude – difference is cool as long as it becomes popular, so individuality is in this case the strategy as it can be commercialised. The brand has an interactive website with several activities for Tweens, a MySpace page for the ‘band’, books and merchandise. In their website, there is also a mass customisation point: kids can choose from several character designs, write words and then place them in a T-Shirt of their choice or other products (mugs, bags, and so on).
Fashionology is a new retail experience where tween girls can design and make their own clothes. The Fashionology LA store was launched in June 2008 and the online store in January 2009.

Fashionology was co-founded by Elizabeth Wiatt and Jamie Tisch and is based in Beverly Hills, the hot spot for new trends and pampering lifestyles.

The target group of Fashionology are girls aged between 7 and 13 years old, but the size range goes from 6 till 16 years old, so anyone that can find a fitting size and enjoys such experience can also engage in this shopping experience.

Dream It! Make It! Wear It!

The in store experience happens as follows: the girls can create their look by using a Design Pad, a large-scale interactive digital display. In this Design Pad they can select from templates a ‘fashion mood’ (Juku, Pop, Rock, Malibu, and Peace) and what type of garment they wish to create. Afterwards, they are
given a selection of ‘big looks’ and accessories, named ‘thingalings’ that they can choose to attach in their own preferred way – “sew-it, pin-it, bling-it, charm-it or clip-it”.38 Once this process is complete, a ‘Fashionologist’ behind the counter prepares their big look by heat pressing it on the garment while the girls move to a so called uBar to pick their Design Plan and their tray of ‘thingalings’. Then, at a ‘Make It!’ table, they can recreate their designed look by following their given Design Plan and attaching their ‘thingalings’ in their preferred method.

In practice, Fashionology is not a truly DIY designing platform, but a service for customization. The garments and accessories are pre-designed, and the girls get the opportunity to choose where and how to attach them. The novelty and success lies above all in the type of experience offered – instead of entering a store and picking a ready made garment from a rack, the girls get the opportunity to make fun selections and engage in a part of the process of selection, giving them a sense of autonomy and participation. And because they simply select pre-made accessories and an easily attach them, they do not fall on the dangerous side of frustration for not being able to create or do something – every child leaves the store with a sense of achievement.

Fashionology also provides services for Birthday parties and Special Events parties. Parents can book a party for their girls at the store, and each party package includes a special set of services and goodies, depending on the type of package that is selected.

38 http://www.fashionology.com/our_story/the_experience
Appendix 3

Fear is an intrinsic value to humans, and Tweens feel it in their own specific way. Current Tweens have a very intense contact and are highly exposed to the negative and bad sides of life. This present instability affects them and gives them a more intense state of insecurity. Brands and marketers use the value of fear to create successful concepts. Toys and games deal with the subject of overcoming monsters and enemies. Children characters mainly include superheroes that defeat enemies by using their superpowers, creating an aura of safety and permanence of good over evil. The most successful concepts are those where tweens can actually identify themselves with the main heroes. Interactivity is an important modern resource, and brands use it to attract tweens to their products, creating excitement and interest. Therefore fear is used in the form of games and services that use mystery and unveiling in order to induce tweens. So in order to successfully use fear as a selling point, brands need to introduce interactive challenges.

Fantasy is also a very important value to take in consideration. While in adulthood fantasy is still present but bounded by logic and reason, it is during childhood that it is lived and believed most intensely. For modern Tweens, who consider the real world as boring and indulge themselves in dreams and fantasies as much as previous generations, their escape from the real world is the virtual world, or more precisely internet. It is referred in this study that internet is used regularly by 45.7% of urban tweens in a global scale. The main focus for creativity appeal is online gaming. As referred in the previous chapter, tweens are losing their creative side, and are constantly offered ready made solutions to their needs. So their fantastic world is one of living the roles created for them, where they have little input and can simply include them in their life, with no need to invent by themselves their own escapes. Traditional games are not popular anymore. Therefore, the way to attract tweens fantasy needs passes by offering them interesting media solutions.

Mastery is a tween dream. They feel the need to be important and in control on their personal quests. This value is more important for boys of this age group than girls. They identify with their heroes and want to be as powerful as them.

Humour is considered one of the most important factors for tweens. Even though they grow older faster, they still need and enjoy having fun. Brands and products that can create an amusing aura on their offers can attract tweens much more easily.

Love is essential. Girls and boys show this need in different ways, but both crave for emotional stability. The relationship of love and brands comes...
from products can entice nurturing and care on children, or that can activate emotional relationships associated with the brand usage.

Stability is also a great necessity. Nowadays, children have conscience of the reality and dangers of the world and face many family disruptions. Tweens tend to project the need for stability, associated with love, on brands that can provide this so needed sense that things are right and fall into place. It is positive to provide a product and service that can sustain this need for strong and lasting bonds, especially by having a symbol or character that they can recognise as familiar and loveable.

The mirror effect is based on the ancient idea that children need and like to imitate adults. Tween observe their parents and the world around them and reproduce their actions and routines in their own personal way. Toys and games are made to make this mirroring possible. Little girls play with dolls that they feed, dress, take care of, and in more grown up versions drive cars and work, while hairstyling and applying make up in figurine heads; boys play with fake guns, the police chasing the burglar, and make races with sports cars; or the other way around. Nowadays the stakes are even higher. Tweens observe the world through the media and are overloaded with images of celebrities, so not only they imitate adulthood but they imitate it combining the media images they are exposed to with their ultimate need for fantasy. So the important point for brands is to create a possibility for the tweens to mirror what they admire while placing them in the main centre of the process.

Collection value was and still is an important tactic used to engage tweens. From the old school collectible stickers to the modern virtual points, children are attracted to the idea of gathering, collecting and exchanging. This is important for tweens as gives them a sense of belonging and achievement. Getting new collectible items makes them feel fulfilled and when they are hard or rare to find, they feel special and admired by their peers. The sense that a community is collecting the same things as they do and where they can showcase and share their collections reinforces the idea of peer acceptance and mastery. The collecting value is very important as card collecting is still alive and thriving, being one of the most successful tween product concepts till today. This means tweens brands should consider incorporating a collecting item, virtual or physical, in order to entice this value in their brand.

Gaming ability is finally related with a universal true that children love to play. The games market is continuously growing and developing, from the old board games to the new virtual ones. Children enjoy playing and feel the need for challenges and the capacity to win (the need for mastery).
Appendix 4

Hyves
always in touch with your friends

Aan de slag gids

Over Hyves

Hyves is de meest bezochte site van Nederland met ruim 7 miljoen unieke bezoekers per maand (STIR mei 2008). Sinds de oprichting in oktober 2004 is het aantal pageviews gegroeid naar 4 miljard per maand en wordt er gemiddeld bijna 20 miljoen uur per maand besteed op Hyves, dit is 10% van de totale tijd die Nederlanders online doorbrengen (Comscore dec 2007). 52% van de Nederlanders bezoekt Hyves minimaal één keer per maand.

Hyves is daarmee het ideale platform om in contact te komen met welke doelgroep dan ook.

<table>
<thead>
<tr>
<th>Site</th>
<th>Bereik 13+</th>
<th>Doelgroep</th>
<th>Bereik</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hyves</td>
<td>52,3 %</td>
<td>13+</td>
<td>52,3%; #1 in NL</td>
</tr>
<tr>
<td>2. Marktplaats</td>
<td>49,2 %</td>
<td>13-19 jaar</td>
<td>76,7%</td>
</tr>
<tr>
<td>3. Startpagina</td>
<td>36,4 %</td>
<td>20-34 jaar</td>
<td>78,2%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20-34 jaar / man</td>
<td>77,2%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20-34 jaar / vrouw</td>
<td>79,1%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20-49 jaar</td>
<td>67,4%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20-49 jaar / man</td>
<td>65,5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20-49 jaar / vrouw</td>
<td>69,0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>50+</td>
<td>26,2%</td>
</tr>
</tbody>
</table>

Waarom adverteren op Hyves?

Hyves biedt zeer veel mogelijkheden om je boodschap effectief onder de aandacht te brengen van je doelgroep en te verspreiden. Bepaal daarom eerst wat je wilt bereiken:

Wil je meer namensbekendheid?

Met ruim 7 miljoen leden kun je eenvoudig ruim 52% van de Nederlanders bereiken. Naast de be Awerkelijkere mogelijkheden voor grote adverteerders zoals een commerciële hyve en de sponsoring van een gadget kan je ook adverteren op Hyves als je een beperkte budget hebt. Zo kun je door het breed inzetten van een banner eenvoudig je namensbekendheid vergroten.

Wil je een zeer specifieke doelgroep bereiken?

Op Hyves kan je zien dat alleen jouw doelgroep je promotie ziet door je campagne te richten op geslacht, woonplaats, leeftijd, interesse en nog veel meer. Zo kun je heel eenvoudig en effectief een niche doelgroep aanpakken.

Voor meer informatie ga naar www.hyves.nl/adverteren of e-mail naar order@hyves.nl

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Helena Silva - AMFI 2009
Zelf direct aan de slag voor een beperkt bedrag

Je kan al vanaf 1 euro adverteren op Hyves en zo in vier makkelijke stappen in contact komen met de 7 miljoen Hyves gebruikers.

De voordelen op een rijtje:

Doelgerichte promotie:
Je kunt je advertentie zeer gericht targeten zodat je bereikt wie je wilt bereiken. Een gerichtere doelgroep vergroot ook de kans dat er geklikt wordt op je advertentie.

Volledige controle en inzicht in de resultaten:
Je bepaalt zelf het te besteden budget en de looplijn van je campagne. Ook kun je op elk moment je advertentie aanpassen. Daarnaast ontvang je real-time uitgebreide rapportage met de resultaten.

Wat zijn de mogelijkheden?

Adverteren op Hyves heeft een aantal uitgebreide mogelijkheden:

Flexibel
- Promotie binnen Hyves van je event, marktplaats ad, spot, poll of groep (zie pag 5 en 6)
- Promotie van je eigen website voor meer verkeer naar je website (zie pag 7 en 8)

Doelgericht
- Wil je alleen Groningse dertigers aanspreken of fans van Room Eleven? Je kunt je doelgroep precies bepalen op basis van verschillende kenmerken en daarmee je kans op succes vergroten

Eenvoudig en snel online
- In 4 stappen is je banner binnen enkele minuten online op Hyves

Inzichtelijk
- Uitgebreide real-time rapportage voor een volledig inzicht in de resultaten uitgesplitst per kenmerk van je doelgroep

Voor meer informatie ga naar www.hyves.nl/adverteren of e-mail naar order@hyves.nl
Wat zijn de kosten?

Al vanaf 1 euro voor promotie van een Hyves onderdeel of vanaf 6 euro voor je eigen website (basisprijs) wordt je advertentie 1000 maal vertoond op Hyves.

Wil je je advertentie beter laten aansluiten op je doelgroep en daarmee uiteindelijk het aantal bezoekers verhogen? Bepaal dan op basis van een aantal extra kenmerken je specifieke doelgroep. Per kenmerk geldt een toeslag op de basisprijs van 50 tot 200% afhankelijk van het gekozen kenmerk.

Goed van start

Deze gids helpt je op weg een aantrekkelijke banner te maken en toont hoe je in slechts een kwartiertje je banner plaatst op Hyves.

Simpel, eenvoudig en snel

Je hebt geen ervaring met online adverteren nodig om te adverteren op Hyves. In 4 simpele stappen staat je banner binnen enkele minuten online:

1. Je bepaalt wat je wilt promoten
2. Je bepaalt de doelgroep die je wilt bereiken
3. Je creëert een aansprekende tekst en eventueel vergezeld van een passende foto of video om je banner nog aansprekender te maken
4. Je bepaalt welk budget je uit wilt geven en de begin- en einddatum van je banner

Voor meer informatie ga naar www.hyves.nl/adverteren of e-mail naar order@hyves.nl
Banners op Hyves

Op Hyves kun je adverteren vanuit je eigen, persoonlijke profiel of vanuit een zogenaamd corporate account. Hoe dit in zijn werk gaat wordt hieronder uitgelegd.


Hoe plaats ik een banner op Hyves?

Ga naar Mijn menu > banners > plaats nieuw ([http://www.hyves.nl/adverteren/zoeken](http://www.hyves.nl/adverteren/zoeken)). In dit scherm kun je kiezen wat je wilt promoten: Een hyves onderdeel of een externe website:

Voor meer informatie ga naar [www.hyves.nl/adverteren](http://www.hyves.nl/adverteren) of e-mail naar order@hyves.nl
Banner type - Een Hyves onderdeel

Stap 1. Banner type
Via een Hyves onderdeel kun je iets dat je op Hyves geplaatst hebt, bijvoorbeeld een hyve, event, poll, advertentie of spot promoten op Hyves. Selecteer het onderdeel dat je wilt promoten in het keuze-menu en klik op 'verder'.

Stap 2. Kies doelgroep

Bereik een specifieke doelgroep:
http://www.hyves.nl/adverteren/step2/

Wat wil je bereiken met je banner op Hyves en voor wie is je advertentie interessant? Je kunt je banner richten op een specifieke doelgroep en/of op je vrienden netwerk. Maar je kan je advertentie ook zo breed mogelijk inzetten voor meer naambekendheid.

Standaard wordt je advertentie aan alle hyvers getoond (wanneer je alle hyvers als doelgroep hebt, hoe je hier niets aan te wijken). Wil je je banner richten op een specifieke groep dan heb je keuze uit de targetmarken die je rechts in de afbeelding ziet. Voor 1 euro wordt je banner 1000 maal vertoond (1000 views). Wanneer je een target selecteert die je rechts in beeld het aantal personen op Hyves binnen deze doelgroep en het percentage waarmee de prijs stijgt. Hoe specifieker je je campagne richt, hoe groter de kans dat hyvers je promotie interessant vinden. Immers, je selecteert hyvers op kenmerken die precies overeenkomen met je doelgroep. Echter heb je geen specifieke doelgroep en wil je vaak maar een brede naambekendheid realiseren voor je budget, selecteer dan een brede doelgroep. Per target worden de views 50% tot 200% duurder. Hierdoor wordt je advertentie voor hetzelfde bedrag minder vaak getoond, maar de groep gebruikers die je bereikt, past beter bij je advertentie. Dit kan leiden tot een betere respons op je banner en een betere conversie (het omzetten van een klik in een actie, zoals een aansluit op je website). Bij een tweede target betaal je het percentage over het bedrag incl. één target.

Zie voorbeeld:

<table>
<thead>
<tr>
<th>Rekenom:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Geen target:</td>
<td>Bedrag (€) x 1000</td>
</tr>
<tr>
<td>1 target (opslag 50%): Bedrag / 1,5 x 1000</td>
<td></td>
</tr>
<tr>
<td>2 targets (opslag 50%): Bedrag / 2,25 x 1000</td>
<td></td>
</tr>
</tbody>
</table>

Voorbeeld (voorbeeld met twee targets van 50%, target-opslag kan ook 100%, 150% of 200% zijn):

- Voor 50 euro krijg je 50.000 vertoningen (af views)
- Verge je één target toe dan worden 1000 vertoningen (af views) 50% duurder. 1000 vertoningen (af views) kosten in dit geval € 1,50 (€ 1,00 ÷ 0,50) x 1000 = 33.333 vertoningen (af views) voor 50 euro
- Verge je twee targets toe dan worden 1000 vertoningen (af views) weer 50% duurder, dus 1000 vertoningen (af views) kosten dan € 2,25 x 50 = 22.222 vertoningen (af views) voor 50 euro

Voor meer informatie ga naar www.hyves.nl/adverteren of e-mail naar order@hyves.nl
Toon de banner in mijn vriendennetwerk:
Je kunt er ook voor kiezen de banner te laten zien in je eerstegraads vriendennetwerk (€ 0,004 per vriend) of in je tweedegraadsnetwerk (€ 0,002 per vriend). De bedragen zijn al vermenigvuldigd op jouw vriendenaantal, dus je kunt gelijk zien hoeveel het jou kost. De minimale loopduur voor deze banner is 1 week. Let op dat je het winkje voor Bereik een specifieke doelgroep uitvinkt, wanneer je de banner alleen binnen je vriendennetwerk wilt tonen.

Stap 3. Genereer de banner
Ben je nog niet zo bekend met het maken van banners? Volg de tips op pagina 9 in deze gids.

Stap 4. Kies budget
Wanneer je na het opmaken van de banner klikt op Verder kom je in het scherm waar je kunt invullen wat je wilt besteden aan je bannercampagne. Het minimale bedrag is € 1,00 en het maximale bedrag is € 500,00. Ook kun je hier de begin en einddatum van je banner aangeven. Het aantal vertoningen dat je hebt gekocht, wordt verdeeld over deze periode.

Let Nirbijk op dat de intensiteit en contactfrequentie van je campagne hoog blijft om goede resultaten te behalen. Hoe langer de periode waarover je ingekochte views verdeeld moeten worden, hoe lager de frequentie per dag/week dat je doelgroep je banner ziet. Dit kan van invloed zijn op je uiteindelijke resultaten.

Als je tegen op je account hebt staan kan je aan- of uitvinken of je deze banner van je tegoed wilt betalen. Wanneer je alles naar wens hebt ingevoerd, klik je rechtsonder op Afbreken.

Volg de tips op pagina 9 in deze gids.
In het venster dat vervolgens opent kan je zelf kiezen via welke methode je wilt betalen.

Je kunt kiezen uit de volgende betalingsmethodes:

- Eenzijdig machtiging (online)
- Mastercard
- Overboeking
- PayPal
- VISA
- iDEAL

Door één van deze methodes te selecteren en op ‘meer info’ te klikken, kun je lezen hoe dit in zijn werk gaat. Wanneer je een methode hebt gekozen klik je op ‘doorgaan’ en zal de betaling verder worden afgehandeld.

**Banner type - Een externe website**

Stap 1. Banner type

Via een externe website kun je een website binnen Hyves promoten. Dit kan dus je eigen website of webwinkel zijn. Allereerst geeft je een titel aan je campagne. Klik dan op ‘verder’.

Stap 2. Kies doelgroep

Het kiezen van een doelgroep werkt hetzelfde als bij het promoten van een onderdeel op Hyves (zie pap. 5), alleen kan deze banner niet getoond worden in je vriendennetwerk.

Voor 6 euro krijg je 1000 vertoningen. Wanneer je een target selecteert zie je rechts in beeld het aantal personen op Hyves binnen deze groep en het percentage dat de vertoningen (of views) duurder worden. Per target worden de views 50% tot 200% duurder, waardoor je minder views krijgt voor het bedrag dat je wilt besteden.

**Voor meer informatie ga naar www.hyves.nl/adverteren of e-mail naar order@hyves.nl**
Deze views zijn echter wel gericht en dus mogelijk waardevoller. Bij een tweede target betaal je het percentage over het bedrag incl. één target, bijvoorbeeld:

- Geen target: Bedrag [€] x 1000
- 1 target [50%]: Bedrag / 9 x 1000
- 2 targets [50%]: Bedrag / 13,5 x 1000

Voorbeeld: (voorbeeld met twee targets van 50%, target kan ook 100%, 150% of 200% zijn)

- Voor 50 euro krijg je 8333 vertoningen (of views)
- Voor je één target toe dan wordt een view 50% duurder, een view kost in dit geval € 9,00 Lpx. € 6,00 per 1000 vertoningen (of views) > 50 / 9 1000 = 6556 vertoningen (of views) voor 50 euro.
- Voor je twee targets toe dan wordt een view weer 50% duurder, dus view kost € 13,50 per 1000 vertoningen (of views) > 50 / 13,5 x 1000 = 3704 vertoningen (of views) voor 50 euro.

**Stap 3. Genereer de banner**

Nadat je eventuele targets hebt geselecteerd kun je kiezen hoe je banner er uit moet komen te zien. Je kunt een banner uploaden of een titel en tekst invullen. Dit ziet er als volgt uit:

**Het plaatsen van een gif of jpg banner:**

- Een gif of jpg banner moet het formaat 120x600 pixels hebben en mag maximaal 50KB zijn
- Het opnemen van een banner via een vrij tekstveld

Ben je nog niet zo bekend met het maken van banners? Volg de tips op pagina 9 in deze gids.

**Stap 4. Kies budget**

Klik op verder om door te gaan met het kiezen van het bedrag en de duur van de campagne, dit werkt zoals uitgelegd op pagina 6.
Appendix 5

Interview with Nadeem Qasmi, CEO Chooli Fashion

“We think that an online shop for CoolCat would be perfect with customized or non-customized items.”

1) Would Chooli Fashion have the possibility to create such partnership? Yes it would be possible on certain conditions. What would be your main conditions for accepting such partnership? CoolCat pays 50% of the stock in advance so the risk is finances divided. CoolCat has to pay also for development of the online ordering system to create customized items. This can be done by creating a FLASH module which is very extensive.

2) Did your company ever consider creating a department dedicated to ‘open manufacturing’ (based on mass customisation models, where customers customise the products online for example, and the suppliers produce them on a made to order basis) for the fashion industry in the future? Yes and we have considered it a few times. Would it be interesting for you to join such scheme if you had the tools and right partnerships? Yes.

3) Does Chooli Fashion have printing facilities in Holland? Yes, with many different printing methods.

3) What kind of printing techniques do you use that can be applied in just one t-shirt

- flex print?
- special flex print (with glitter, with a surface that can be written on...)
- heat transfer?
- flock print?
- digital print?

All above methods are possible in Holland.

4) How long would be the estimated lead time per t-shirt? 1-3 working days

5) How much would be the average buying price of each made-to-order t-shirts, approximately (including delivery)? €7.50

6) What would be the best logistic solution for your company to deliver such items, since it's not a big quantity delivery but a one by one delivery on a regular
basis? We have all the facilities in house as we are already running a webshop (www.zeroteez.nl). The best way is to dispatch it through TNT without delivery notification.

7) What would be the optimal paying system for your? (How CoolCat should pay for each item, every time one is ordered, every month paying the total of the orders, etc) If we run the CoolCat webshop then payment will come directly to Chooli’s or CoolCat’s account then the agreed terms/conditions/price should be adjusted accordingly.
Appendix 6

Interview (parents)

Age of your child(ren):

- Do you give your children pocket money?
  - □ 1-10
  - □ 11-20
  - □ 21-40
  - □ 40 or more

- How much do you spend with your children clothing per month?
  - □ Up to 10
  - □ 10-30
  - □ 30-50
  - □ 50-100
  - □ more than 100

- Where do you usually go shopping for your children clothing?
  - □ H&M
  - □ C&A
  - □ V&D
  - □ CoolCat
  - □ WE
  - □ Villa Happ
  - □ HEMA
  - □ Bijenkorf
  - □ ESPRIT
  - □ Others, please specify:

- How often do you shop at CoolCat?
  - □ Several times per week
Once per week
Sometimes in a month
Once per month
Rarely

Why do you choose CoolCat?
- Good price
- Good quality
- Nice collection
- Good value for money
- Appealing image and shop
- The children like it

What do you think of their T-Shirts?
- Good price
- Good quality
- Funny and nice
- Expensive
- Not durable enough
- Boring

What are the most important points for you to choose a store/brand to buy your children clothing?
- Low prices
- Good value for money
- Good clothing quality
- Well designed and good looking items
- Durable wear
- Brand name
- Recommended by friends or seen in ads
- The children choose it

- Who chooses the clothing they wear, who has the last say?
  - I choose for them
  - My children choose freely
  - My children choose but I decide in the end if I agree or not with their choices
  - I give suggestions and need to agree with the prices, but my children have the most important and last say

- Do you shop online for your children clothing?
  - Yes
  - H&M
  - V&D
  - Bristol
  - Wehkamp
  - No

- How often do you allow your children to use the internet?
  - Everyday
  - On weekends
  - Whenever they want
  - Rarely
  - Never

- Do you help your children to use it?
  - Yes
  - No
- What type of websites do you allow them to use or visit?
  - Hyves/Myspace/Facebook
  - Forums
  - Google
  - Games
  - msn
  - kids websites (nickelodeon, Barbie, lego)

- How often do you allow your children to play online games?
  - Everyday
  - Several times per week
  - Weekends
  - Whenever they want
  - Rarely
  - never

- Would you find interesting for your children to customise their own t-shirts online and buy them?
  - Yes
  - No

- Did you ever buy them something that they customised themselves?
  - Yes
  - No

- How much would you be willing to spend for a special t-shirt that your children customised themselves online?
  - Up to 10 euros
  - Up to 15 euros
  - Up to 20 euros
  - More than 20 euros
Interview (Tweens)

Age:

- What do you do in your free time?
  - [ ] Sports
  - [ ] Internet
  - [ ] Chatting
  - [ ] Going out, walking
  - [ ] Watching tv
  - [ ] Listening to music

- How do you get music?
  - [ ] radio:
  - [ ] internet
  - [ ] CDs

- Do you receive pocket money? How do you spend it?
  - [ ] Yes
  - [ ] Sweets/Food
  - [ ] Clothing
  - [ ] Magazines
  - [ ] Entertainment with friends
  - [ ] Games
  - [ ] Toys
  - [ ] Other: ________
  - [ ] No
• What clothing brands do you know? What are your favourite clothing brands and why?
  □ H&M
  □ C&A
  □ WE

• How often do you go shopping for clothing? Do you enjoy it?
  □ Several times per week       yes
  □ Once per week               no
  □ Sometimes per month
  □ Not that often

• Do you like CoolCat? Why?
  Yes:
  □ The t-shirts and clothing is nice
  □ The brand is fun
  □ My friends use it
  □ My parents like it

  No:
  □ The t-shirts are too childish
  □ The t-shirts are too boring
  □ None of my friends use it
  □ My parents do not like it
• Do you use the same brands as your friends?
  □ Yes, I usually follow what they like
  □ Sometimes, I follow them but I also choose my own things alone
  □ No, I prefer to choose my own brands, I don’t care what my friends wear

• Do you use the internet?
  □ Yes
  □ No
  □ Google
  □ YouTube
  □ Hyves
  □ Myspace/facebook
  □ Forums – which ones? ___
  □ Playing games?

• Do you chat with your friends on the internet? Where?
  □ Yes
  □ msn
  □ hyves
  □ facebook/myspace
  □ YouTube
  □ other: ________

• Do you enjoy drawing and creating new things by yourself?
  □ Yes
  □ No
• What are the nicest t-shirts?
  □ Unique T-Shirts that only I have
  □ Fun T-Shirts
  □ T-Shirts like adults use
  □ T-Shirts that show famous brands
  □ Plain and simple t-shirts

• Did you ever try to create your own t-shirts alone or with the help of someone?
  □ Yes
  □ No

• Would you like to try it?
  □ Yes
  □ No

• If you could customise and buy your own t-shirts on a website of CoolCat, would you like to:
  → select your preferred image of a list and t-shirt colour and combine them as you like?
  → place as many images you want on the t-shirt and wherever you want?
  → add your own text or words to an image
  → add your own drawings and art
  → show your creations to other people in the website
  → chat with other people about the t-shirts and the website
  → give suggestions to new designs and images for new options
  → other things? Please describe what would be more fun for you:
Do you give your children pocket money?

- 1 to 10 euros: 11%
- 11 to 20 euros: 5%
- 21 to 40 euros: 8%
- more than 40 euros: 24%
- no: 52%

How much do you spend per month in children's clothing?

- up to 10 euros: 12%
- 10 to 30 euros: 0%
- 31 to 50 euros: 12%
- 51 to 100 euros: 29%
- more than 100 euros: 47%

Where do you go shopping for children clothing?

- H&M: 76%
- C&A: 47%
- V&D: 18%
- CoolCat: 65%
- WE: 24%
- Villa Happ: 24%
- HEMA: 35%
- Bijenkorf: 12%
- ESPRIT: 18%
- other: 24%
How often do you shop at CoolCat

- 47% Sometimes in a month
- 40% Once per month
- 13% Once per week
- 0% Rarely

Why do you choose CoolCat?

- 41% Good quality
- 29% Good price
- 24% Funny and nice
- 9% Expensive
- 5% Not durable enough
- 0% Boring

What do you think of their T-Shirts?

- 53% Funny and nice
- 35% Good price
- 12% Good quality
- 6% Expensive
- 0% Not durable enough
- 0% Boring
What are the most important criteria for you to select a store/brand to buy your children clothing?

- Low prices: 6%
- Good quality: 47%
- Well designed items: 41%
- Durable wear: 12%
- Brand name: 0%
- Recommended/seen in ads: 0%
- The children choose it: 35%

Who chooses the clothing your children wear?

- I choose for them: 0%
- My children choose freely: 36%
- My children choose but I decide in the end if I agree or not with their choices: 43%
- I give suggestions and need to agree with the prices, but my children have the most important and last say: 21%

Do you shop online?

- H&M: 18%
- Wehkamp: 6%
- No: 76%
How often do you let your children use the internet?

- Everyday: 0%
- On weekends: 29%
- Whenever they want: 59%
- Rarely: 0%
- Never: 12%

Do you help your children use the internet?

- Yes: 41%
- No: 59%

What websites do you allow them to use/visit?

- Hyves: 65%
- Forums: 0%
- Google: 29%
- Games: 53%
- MSN: 24%
- Kids sites: 47%
How often do you allow your children to play online games?

- Everyday: 36%
- Several times per week: 11%
- Weekends: 5%
- Whenever they want: 16%
- Rarely: 0%
- Never: 32%

Would you find interesting for your children to customise their own T-Shirts online and buy them?

- Yes: 71%
- No: 29%

Did you ever buy them something that they customised themselves?

- Yes: 6%
- No: 94%
How much would you be willing to spend on a T-Shirt your children customised online?

- 53% up to 10 euros
- 32% up to 15 euros
- 12% up to 20 euros
- 3% more than 20 euros

What do you do in your free time?

- 44% games
- 38% tv
- 24% music
- 18% sports
- 15% chatting
- 10% going out
- 5% internet
- 0% sports

Where do you get music?

- 53% internet
- 18% radio
- 18% cds
- 29% cd
Do you receive pocket money?

- Yes: 89%
- No: 11%

How do you spend your pocket money?

- Sweets/Food: 24%
- Clothing: 29%
- Magazines: 18%
- Entertainment with friends: 6%
- Games: 35%
- Toys: 41%
- Other: 12%

What are your favourite brands?

- H&M: 53%
- Villa Happ: 6%
- C&A: 35%
- ESPRIT: 24%
- WE: 18%
- Others: 47%
How often do you go shopping for clothing?

- 22% several times per week
- 17% once per week
- 11% a few times per month
- 50% not that often

Do you enjoy shopping?

- 24% yes
- 76% no

Do you like CoolCat?

- 29% yes
- 71% no
Yes - why?

- the clothing is nice: 68%
- the brand is fun: 12%
- my friends use it: 6%
- my parents like it: 15%

No - why?

- the clothing is 'childish': 55%
- the clothing is too boring: 27%
- none of my friends use it: 0%
- my parents don't like it: 18%

Do you use the same clothing brands as your friends?

- Yes, I usually follow what they like: 12%
- Sometimes, I follow them but I also choose my own things alone: 53%
- No, I prefer to choose my own brands, I don't care what my friends wear: 35%
Do you use the internet? Which websites?

- Google: 35%
- YouTube: 53%
- Hyves: 65%
- Myspace/Facebook: 6%
- Forums: 0%
- Playing games: 47%

Do you chat with your friends online?

- Yes: 29%
- No: 71%

Where do you chat with your friends?

- msn: 29%
- Hyves: 65%
- Facebook/Myspace: 6%
- YouTube: 0%
- Other: 0%
Do you enjoy drawing and creating things by yourself?

- **Yes**: 76%
- **No**: 24%

What are the nicest T-Shirts?

- **Unique T-Shirts that only I have**: 40%
- **Fun T-Shirts**: 35%
- **T-Shirts like adults use**: 20%
- **T-Shirts that show famous brands**: 10%
- **Plain and simple t-shirts**: 5%

Did you ever try to create your own T-shirts alone or with the help of others?

- **No**: 76%
- **Yes**: 24%
1. select your preferred image of a list and t-shirt colour and combine them as you like
2. place as many images you want on the t-shirt and wherever you want
3. add your own text or words to an image
4. add your own drawings and art
5. show your creations to other people in the website
6. chat with other people about the t-shirts and the website
7. give suggestions to new designs and images for new options