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**Purpose:**

**What Is WELLNESS BRAND and What Does This Strategy Show:**

**WELLNESS BRAND** creates healthy and powerful communities on college campuses through the practice of Yoga. This document serves to provide a go-to market strategy that attacks three pillars simultaneously to gain quick control over a market, and then scale while answering the question “how do we keep ourselves protected from competitors?”

All in all, we want a strategy that offers clarity of direction while providing an overarching strategy to attack a B2B (**WELLNESS BRAND** to College Decision makers), B2C (**WELLNESS BRAND** to College Students), and B2S (**WELLNESS BRAND** to Strategic Partner).

Another piece this document serves to cover is what levels **WELLNESS BRAND** needs to spend its time in to be the most effective in this space that will allow them to scale and retain the most amount of users Year Over Year (YOY)

**Why This Information Matters:**

Establishing the purpose of this document matters because it sets the tone for what to expect in terms of campaign strategy, demographics we are targeting, and growth of the **WELLNESS BRAND** community and company.

**Market research:**

Through a deep competitive analysis and several industry standard models, our team collected critical pieces of data that reflect **WELLNESS BRAND** competitor stack and overall industry data to build a strategy that not only attracts new customers nut also ensures the long-term growth.

**Models Used:**

The industry models our team used to gather data are:

* Porters 5 Forces (examining the attractiveness of the demographic)
* SWOT (examining the internal and external forces that act as opportunities and threats to the **WELLNESS BRAND**)
* STP (Segmentation, Targeting, Positioning) (this is to discover the best way for **WELLNESS BRAND** to position itself based on the data)

**Competitor Stack:**

In the online college Yoga space there are no direct competitors, making **WELLNESS BRAND** direct market extremely attractive. From an indirect competitor perspective however, they compete with 4 main market movers based on their target demographic. These market movers are:

* Peloton
* Glo Yoga
* Yoga Anytime
* Practyce

**Demographics:**

Based on our team’s research, we found that the online yoga market makes up 67% of overall yoga practitioners leaving 33% in the in-person yoga practitioners. Within the overall yoga practitioner market, the consumer demographics that make up the space are between the ages of 18 – 50+ with 18-29 (initial campus yoga demographic) making up 19%, 30-49 making up 43%, and 50+ making up 38%.

Of these demographics 72% of Yoga Practitioners are Female, while the Male yoga market makes up only 28%, however, the Male yoga market possess the steadiest YOY (Year over year) growth at 150% from 2012 – 2016.

**States And Cities:**

Based on our team's research, there are 10 locations where the target demographic for **WELLNESS BRAND** practices yoga the most. These locations are Vermont, Colorado, Massachusetts, Hawaii, Rhode Island, San Francisco, Denver, Seattle, Boston, and Portland.

**Consumer Habits:**

Consumer habits are important, based on our team's research, we found that there are nine major motivating factors for consumers looking to take on Yoga. These motivators are:

* Preference for hybrid/home exercising and Cleanliness of area: 70.5%
* Releasing Tension: 54% of Yoga Practitioners
* Becoming Physically and mentally stronger: 52% of Yoga Practitioners
* Feeling happier: 43% of Yoga Practitioners
* Having more personal time: 27% of Yoga Practitioners
* Feeling less lonely: 21% of Yoga Practitioners
* Unplugging from technology: 20% of Yoga Practitioners
* Improving flexibility and mobility: 61% of Yoga Practitioners

**Why This Information Matters:**

This information is important because it answers critical questions about how large our target demographic, purchasing motivations, which areas are going to be easiest to access for a test launch which will give us a crystal-clear view of our audience at a lower cost, as well as showcase the attractiveness of the service in question, and which level Campus Yoga needs to spend most of its time to have the largest and most disruption in the marketplace.

Through Porters 5 Forces, we are able to get a bird's eye of the industry, where **WELLNESS BRAND** stands in the market, and which level (Macro, Micro, or Meso) does Campus Yoga need to stay to have the greatest impact and disruption within the marketplace.

What does our research find about levels? Macro, Micro, and Meso describe pieces of the industry that pose the most disruption in favor of **WELLNESS BRAND** and pose the highest threats. Macro being the opportunities and threats that Campus Yoga has no control over, for example, government programs that incentivize yoga. Mirco being the opportunities and threats that **WELLNESS BRAND** does have control over, for example, logo changes and messaging. Lastly, Meso being the opotunities and threats that **WELLNESS BRAND** may not have control over but can influence, for example targeting key decision makers.

The aforementioned is covered in the SWOT analysis and following sections!

**S.W.O.T Analysis:**

Through a SWOT analysis, our team is able to find internal strengths and weaknesses as well as external opportunities and threats. We utilize not only the Porters 5 Forces model, but we also use the target demographic, market data, and competitor stack to give our team clarity of direction to attack the market.

**Internal Strengths:**

Through our research, we discovered that **WELLNESS BRAND** has 7 key internal strengths that differentiate them and aid in attacking the market:

* **WELLNESS BRAND** is **small and agile**. Their small size allows them to adjust to market trends, shift directions, if necessary, experiment with avenues that have not been explored yet, which is an area that competitors at larger scale, such as Glo and Practyce, cannot take advantage of.
* **WELLNESS BRAND** has **strong value propositions**. Value propositions such as releasing mid-term pressure, increasing student retention and admissions, improving athletic performance and professor performance are all motivators for students and campuses. What makes these propositions even more powerful is the specificity of them and the fact that competitors cannot beat them.
* **WELLNESS BRAND** has a **brand tone that is powerful.** From a branding perspective, the tone of Campus Yoga is powerful, much more powerful than its competitor stack (Glo, Practyce, Yoga Anytime, and Peloton). This is because the brand elements are so versatile that they can be tailored to fit any college campus and really engrain people with the brand
* **WELLNESS BRAND** has **low overhead.** Because they are virtual, there are no physical locations that result in increased overhead along with needing to hire people to maintain those locations.
* **WELLNESS BRAND** has **high margins.** With its streamlined service and ability to reach thousands of people at once, the profit margins are higher. The service provided is low in comparison to the Yoga Industries main market drivers, which is in the form of opening a studio or running classes where you must maintain a certain attendance.
* **WELLNESS BRAND** has **easy access to consumers.** This becomes especially important when you look at the direction that Campus Yoga will be simultaneously taking. Having easy access to consumers makes influencing colleges to grant Campus Yoga as a program easier.
* **WELLNESS BRAND** can **easily collect and measure consumer insights.** Because of its specific verticals, small and agile size, and target niche, we can easily collect insights on what resonates the most with people, why they like that, what we can do to expand those areas, and really understand our audience.

**Internal Weaknesses:**

Through our research, we discovered that **WELLNESS BRAND** has 4 key internal weaknesses that can affect them:

* **WELLNESS BRAND** has a **heavy adaptation to a new system and unrefined audience.** While other indirect competitors have a similar system figured out, Campus Yoga not only has a unique system to learn, but they also must figure out their audience and what they resonate with.
* **WELLNESS BRAND** also has a **long and undefined sales process**. Because what they are offering is new to the market, there is a large learning curve for the sales process. We know that selling goods and services to government institutions, no matter the scope, is a lengthy process, however, because Campus Yoga is new, getting clear on this process is tough and takes time.
* **WELLNESS BRAND** being a new brand is an incredible advantage in that they have a terrific opportunity to be in a category of one, however, it also puts them at a disadvantage because they are **unfamiliar to the marketplace so gaining market share, especially to brands that appeal to the same audience (Peloton, Glo, etc.) takes time.**
* **WELLNESS BRAND** also seeks to appeal to the **smallest demographic size.** In terms of actual yoga practitioners, the demographic that Campus Yoga aims to target makes up 19% of the total market size.

**External Opportunities:**

Through our research, we discovered that **WELLNESS BRAND** has 8 key external opportunities that aid them in their go-to market:

* **WELLNESS BRAND** has an **extremely low competitor stack.** From a direct competitor stack, Campus Yoga is in a category of one and even from an indirect competitor stack, the market share is quite small. There also seems to be no market concentration. This makes entering the market easier.
* **WELLNESS BRAND** seeks to target colleges which makes their **demographic extremely loyal**. College students are very loyal brand followers.
* Longer sales process but high retention rate and remarkably high retainers
* New brand
* Strong messaging
* Lots of room for growth (introduction of new angles, audiences, new services, etc.)
* Growing YOY industry
* Easy access to key partnerships

**External Threats:**

Through our research, we discovered that **WELLNESS BRAND** has 3 key external threats to pay attention to, and, with time, will affect them:

* Uncertain niche behaviors
* Audience could outgrow the brand
* Indirect competitors have very little steps to take to become direct competitors

**Why This Matters:**

Knowing the extent to which your company can perform initially is critical to any business before it attacks the market. This will result in less testing, quick access to crucial areas of business growth, and faster scaling. To find this information, our team uses an industry standard model called a “SWOT” analysis which helps not only examine what these internal and external strengths, weaknesses, opportunities, and strengths are, but it also gives us the opportunity to find creative ways to work around them which makes attacking the market easier. For example, we know through our analysis that the college program market is a long sales process, and to combat this we can give **WELLNESS BRAND** more exposure and, in turn, help speed up the sales process by keeping **WELLNESS BRAND** in the Meso-Level space (see Porters 5 Forces in Market Research)

**Target Audience:**

**WELLNESS BRAND** is multifaceted and requires love from several angles. Based on our team's research we believe the best direction is to approach the B2B side, the B2C side, and the B2S side simultaneously. To do this, we first must define who is the target audience for **WELLNESS BRAND** on 2 critical levels: The meso-level (level in which they can influence and leverage to get to key decision makers) and Micro level (level in which they have direct control over attacking).

**On the B2B side, WELLNESS BRAND has Micro-level domain over the following departments:**

* Admissions
* Auxiliary Services (procurement, services that add to the level of experience provided to students)
* Arts/Creatives
* Athletics
* Dean of students
* Grants and Contracts
* President's Office
* Staff Council
* Student Activities
* Student Health And Wellbeing
* Wellness
* Board Of Trustees
* Governance and Senior Administration
* Chancellor, Chancellors Cabinet, Chancellors staff

**On the B2B side, WELLNESS BRAND has Meso-level domain over the following departments:**

* Alumni and Families (especially if they are donors)
* College Relations
* Religious and spiritual life
* Residence Life
* Center For Diversity and Inclusion
* Human Resources

**On the B2C side, WELLNESS BRAND has Micro-level domain over the following departments:**

* Departments (represents/provides to students):
  + College Relations
  + Residence Life
  + Center For Diversity and Inclusion
  + Auxiliary Services

**On the B2C side, WELLNESS BRAND has Meso-level domain over the following clubs/organizations:**

* Clubs/organizations (Student life):
  + - Campus Life
    - Athletics
    - Student organizations
    - Fraternities and sororities
    - Sports clubs
    - Interests
    - Student affairs (decision makers)
    - Arts
    - Religious/Spiritual

B2S:

* Internal (Partnerships within campuses that can get your name in the door):
  + College Departments:
    - Communications
    - College Relations
* External (Companies, non-profits, etc. That provide a different service but could leverage them):
  + Young Life
  + Happy Student Society

**Why This Matters:**

Based on our team’s research, we believe the key players in **WELLNESS BRAND** space are in 3 critical audience pieces. The business-to-business audience will drive the decision making and sales process in getting **WELLNESS BRAND** involved as a program. The sales process is a bit long for innovative programs so, to help move and guide decisions faster, the business-to-customer audience will be the users and early adopters which will help influence campuses into implementing **WELLNESS BRAND** as a program.

To add to the above, the business-to-strategic partnership audience will give **WELLNESS BRAND** the ability to increase their reach, become a third-party partner, increase their influence within the same target demographic, and drive decisions faster.

**Pillars:**

Based on our team's research, there are 3 main pillars that **WELLNESS BRAND** needs to focus on building to have the heaviest impact and the most market disruption. These pillars are centered around organic growth, paid growth, and the growth of strategic partnerships.

**Organic:** Based on our SWOT analysis of **WELLNESS BRAND**, the goal for the organic pillar is threefold:

* Build a reputable and recognizable brand
* Create a loyal audience in the B2B, B2C, and B2S space
* Ensure content grows with the audience OR have a direction for them to go as they graduate

For this pillar, we want to shift our focus to building 4 Key platforms each with a different strategy to ensure the most market disruption to cover all 3 target audiences:

For business-to-customer, the platforms to be building will be:

* Facebook
* Instagram
* Tik Tok

For business-to-business and business-to-strategic-partnerships, the platform to be built will be LinkedIn.

**Paid:** Based on our SWOT analysis, we will want to have paid efforts on multiple platforms depending to the angle we are approaching. The goal for the paid approach is threefold:

* Drive website and page traffic of key decision makers and key influencers in the space
* Gain audience insights into the sales process and marketing lifecycle
* Build strategic partnership angles to aid in engraining Campus Yoga as a program

For this pillar, we want to shift our focus to building 3 key platforms that align with the organic pillar and help drive market decisions faster

For business-to-customer, we want to put an emphasis on Facebook and Instagram paid channels.

For business-to-business and business-to-strategic partnerships, we want to put an emphasis on LinkedIn as a paid channel.

**Why This Matters:**

Knowing which channels are going to be the most market disruptors helps our team strategize

**Phases:**

* **Phase 1: August – October (90 Days)**
  + Pre-Launch/Brand Awareness Phase
    - Content production
    - Data collection
    - Getting certain of our audience in B2B and B2C
    - Creating relationships with strategic partners
* **Phase 2: October – May (6 Months)**
  + Innovators/Early adoption phase
    - Use data from the test/pre-launch to take control of the niche very quickly
    - Gaining interest and getting early adopters on the platform (B2C)
    - Discovering the sales process
    - Improving and expanding relationships with strategic partners
* **Phase 3: Scaling: May – May (1 Year)** 
  + Exploring new territory
  + Expanding on our audience
  + Shortening the sales process and platform integration as much as possible
* **Phase 4: Releasing of a new product/service/niche (alumni and family involvement):** 
  + Ensuring your content and brand grows with your niche
  + Program specific yoga (ex: Grad school campus yoga, etc.)

**Why This Matters:**

Breaking the go-to-market strategy into distinct phases allows our team in parallel with **WELLNESS BRAND** to build and create what is necessary on a proper timeline. It also gives us a bird's eye view as to what to measure as success. Lastly, our team can pivot if needed based on the data received through each phase.

**Strategy:**

* **Phase 1: Data:** Pre-launch/Brand awareness - Goal – Collect data and answer critical questions that serve two purposes:
  + How do we target/who do we target so we can expand
  + How do we take control of a niche quickly

During this phase, we will focus on organic content posting, production, and distribution to raise awareness. Raising organic awareness will include:

* Relevant group posting
* Taking space in relevant hashtags
* Dominating owned channels
* Involvement in forums
* Being known in college servers where B2B and B2C audience lives
* Creating and maintaining collaborations with key people
  + Begin light brand awareness campaigns on LinkedIn, Facebook and Instagram to generate interest from college students and key decision makers prior to launch. The goal of these campaigns is to answer:
    - Who is the audience according to the data
      * For B2B, we are going to have a micro-level, meso-level campaign, and general brand campaign to gather data outside of target areas
      * For B2C, we are going to have a department level, micro-level, meso-level campaign, and general brand campaign to gather data outside of target areas
    - Where (cities and states) is our test/biggest market located:
      * Initial launch states:
        + Vermont
        + Colorado
        + Massachusetts
        + North Carolina
        + Hawaii
        + Rhode Island
      * Initial launch cities:
        + San Francisco
        + Denver
        + Seattle
        + Boston
        + Portland
        + Charlotte region
    - What message are they resonating with/what are their traits
      * B2B Initial message testing:
        + Increase admission rates
        + Improve student retention
        + Create real community with students
        + Personalized department messaging (Increase athletic performance)
      * B2C Initial message testing:
        + Be A More Confident You
        + Release Midterm Pressure
        + Where Four Years Feels Like One
        + Leave Your Stress On The Mat
        + Make Discipline Your Competitive Edge
        + A Healthy And Connected Environment
        + Be A Step Above
    - What types of creative are they responding to
  + Create relationships with strategic partners through organic outreach (who are we initially going to target)
* **Phase 2: Innovators/Early Adopters:** Goal – Use the data from phase 1 (Pre-launch/Brand awareness) to take control of a niche very quickly and get operations ready to scale.
  + Continue organic social media posting, content production, and distribution with the goal to target and scale the data received from phase 1 and grow our current organic channels:
    - Content pieces such as:
      * “Just announced... **WELLNESS BRAND** now located:”
      * “Why Students love **WELLNESS BRAND**”
      * “Why admissions love **WELLNESS BRAND**”
  + Paid:
    - B2B Campaigns from phase 1 but gaining more awareness and gathering more data:
      * For B2B, we are going to have a micro-level, meso-level campaign, and a campaign based on the data that targets areas for **WELLNESS BRAND** to expand in
    - B2C Campaigns from phase 1 but in additional cities/states
      * For B2C, we are going to have a department level, micro-level, meso-level campaign, and a campaign that expands into the cities/states of interest from the previous phase
    - B2S Campaigns:
* **Phase 3: Scaling** – Goal: Explore additional territory, use new data to expand our decision-makers/release new products or services:
  + Continue Organic social media posting for B2B and B2C
  + Paid:
    - B2B Campaigns from phase 1 and 2 but expanding into additional cities/states
      * Expanding into new cities will be done by running a general branding campaign that targets states outside of the ones we previously targeted to see which cities resonate with the brand the most on a micro and meso level
    - B2C Campaigns from phase 1 and 2 but expanding into additional cities/states
    - Expanding into new cities will be done by running a general branding campaign that targets states outside of the ones we previously targeted to see which cities resonate with the brand the most on a micro and meso level
    - Shortening the sale process will be tough, however, our team can use data from digital campaigns and external efforts to work in tandem with Campus Yoga to add, subtract, or trim any areas that are adding unnecessary steps to the sale process.
  + Strategic partnerships:
* **Phase 4: Early Majority Releasing of a new product/service/niche** - Goal: ensure content and brand grows with our niche:
  + Continue Organic social media posting for B2B and B2C
    - Heavy organic towards promoting new areas and gaining innovators
  + Paid:
    - B2B Campaigns from phase 1, 2, and 3 but expanding into additional cities/states
      * Expanding into new cities will be done by running a general branding campaign that targets states outside of the ones we previously targeted to see which cities resonate with the brand the most on a micro and meso level
    - B2C Campaigns from phase 1 and 2 but expanding into additional cities/states