



Business Plan:

Kewi, LLC – Liv Strapless

"Both fear and experience can inhibit.

The best remedy for fear is experience.

The best remedy for the experienced is fear.

The elephant in the room is neither fear nor experience;

It's the unknown. Embrace the unknown & you conquer both."

"Together we will succeed."

-Muyiwa Olumide

Founder

Kewi

Executive Summary: Kewi

The best bra in the world is a title coveted by many companies, but is yet to be awarded by the mass majority of women whom are unsatisfied and still searching. Five years of interviews with women, opinion/ feedback analysis, prototype revisions through trial and error and, most importantly, close attention to the intimate needs of women have lead to the complete transformation of the modern day bra into what we call, “the Kewi Bra.”

The floating bra, still in product testing phase, is a bold attempt to achieve two feats that could potentially redefine the bra market completely. The bra, through design and a tiny innovative device, is able to lift all the weight of the breasts without applying any pressure to the shoulders, neck and back of the user, regardless of her bra size. Secondly, the bra has the ability to provide each user with a customized ‘sock-like’ precision fit while maintaining a proportional outward shape, which also is not achieved by any competitor.

The company plans to use this patent pending technology to forge its way into the market as a ‘first mover’ in creating a new market of its own. The niche market of focus is larger breasted women from bra sizes ‘C’ and upward. This market segment generally finds the market to be extremely limited in terms of bras that provide full support, a custom fit, and a variety of styles. While the market currently caters to a majority of women in the sizes ‘A’ to ‘B’ range, Kewi plans to focus its attention on capturing the ‘C’, ‘D’ and above market by providing bras that can not be matched in terms of fit and support.

In the long run, Kewi’s line of products will consist of a wide selection of items in two main categories: apparel and cosmetics. More specifically, this includes lingerie, brasseries, male and female underwear, sportswear, swimwear, yoga wear, sleepwear, light lounge wear and light cosmetics and fragrances. However, the main idea is to build from the inside out. By gaining the trust of our customers through a demonstration of unmatched comfort in their inner wears, this same floating technology will then be introduced to swimwear and sportswear; i.e. swimsuit tops and sports bras. The main idea is to maintain a strong focus and specialization in these foundational intimate apparel items and then expand our selection to outerwear items, translating new innovations and styles that complement the inner wears.

The industry is generally experiencing growth in all sectors. The industry is fragmenting, which means there are a greater number of competitors in the industry than in the past. This is broken down into large-scale independent retailers, department stores, small-scale specialty shops and small-scale wholesalers. Kewi is starting as a small-scale specialty shop that plans to grow and build its brand independently. The industry for intimate apparel in the USA represented \$10.7 billion in sales in 2009, up by 5.3% year over year (Business Insider, 2011).

Kewi plans to debut its first shops in major metropolitan areas.. Growth is particularly noticeable in the lingerie market in terms of larger breasted women. Women are considerably heavier in general compared with the previous decades, but bra sizes have not necessarily been

adjusted to match, leaving women with a larger bust with a generally fairly poor selection of bras to choose from. However both males and females have taken a new interest in designer underwear, swimwear and sportswear. This can be due to stores like Victoria's Secrets for women and Calvin Klein for men. In the long run, Kewi plans to capture both of these markets under one roof.

Currently Victoria's Secrets has a market share of over 40% in the intimate apparel market with few or no competitors in its class. In sportswear, Nike and Adidas have significant share due to strong brand recognition, however Kewi is confident that its product can far outperform all of these companies, through its innovations, style and close attention to customer needs.

Introduction

Kewi is a new company that specializes in large cup brassieres through the fusion of science and style. The company has taken a revolutionary approach to bra design by the introduction of "floating technology" which provides an unmatched level of customized high precision fit on a mass scale and lifts all the weight of breasts through a unique suspension technique. All of this is achieved while maintaining a light undergarment that works with a person's natural posture and will come in unique artistic styles from top fashion designers.

Mission Statement

"To provide the most comfortable bras in the world."

Goals

In the short term:

1. Open up 30 stores that introduce customers to a new belief and way of thinking with regard to how they view intimate apparel and the shopping experience.
2. Develop an active online community of 1,000,000 hits per month.
3. Grow a base of 10,000,000 members.
4. Create a brand that is recognized in the market for unmatched comfort with unique styles.
5. Secure recognition in the medical community for providing a bra that is healthier for women than traditional bras.

In the long term:

1. Diversify inventory introducing wider range of apparel. (Sportswear, swimwear, sleepwear, cosmetics)

2. Gain significant market share in the male segment.
3. One thousand active shops.
4. Grow customer base to 100,000,000 members.
5. Develop international markets.
6. Ensure easy public recognition and understanding of products & how they are used.
7. Drive a mindset shift in the industry to imbibe the basic principles that Kewi holds.

Critical Success Factors

1. Complete product fabrication and final testing before market launch.
2. Developing and maintaining strong brand reputation for providing the most comfortable bras.
3. Educating women on how to properly use the bra to gain the most effect.
4. Building first hand relationships with customers to gain trust and critical initial feedback.
5. Flexibility in approach to product design or business model revision until perfect.
6. Securing funds to progress the business to the next stage and allow it to enter the market.
7. Securing a strong male base, making it comfortable for both sexes to shop.

The Problem

The problem with traditionally designed bras is that they can cause considerable discomfort for women, especially women with larger bust sizes.

There are a variety of other problems with bras that affect comfort for women. These include:

- Cups that are set too far apart
- Cups that do not fit the actual shape of breasts e.g. round/cone
- The issue of breasts spilling out of the bra in any direction
- Materials that are not breathable
- Level of silkiness
- A lack of organic or eco-friendly materials
- Wires that come out of the bra

- Difficulty with washing bras in machines
- Stitching that rubs against the body
- Clips that can be felt on the body, or that hurt
- Cups that are cone shaped
- Bands that are problematic, making them uncomfortable.

The Opportunity

An opportunity exists to capture a large underserved market of larger breasted women whom have difficulty finding comfortable bras that fit and come in a variety of styles.

Unique Selling Proposition

Kewi bras in particular are unique in a number of ways, and these are detailed in the table below

Factor	How Kewi Distinguishes Itself
Size	<ul style="list-style-type: none"> • Kewi bras fit large breasted women so we capture the entire niche market. • Kewi bras give each woman a fully customized fit that even adjusts to accommodate one breast being larger than the other.
Fit and shape	<ul style="list-style-type: none"> • Kewi bras give breasts a lift, whereas in most bras, breasts simply rest in the cups of the bra. • Improve posture.
Comfort	<ul style="list-style-type: none"> • Kewi bras eliminate any pain or stress that millions of women complain of. • Kewi bras are unmatched in comfort.
Style	<ul style="list-style-type: none"> • Kewi bras are all stylish and all women, regardless of size, have the opportunity to get any style in their size. • Kewi bras can be worn with almost any outfit and are more discrete than most bras.

Product Range

Kewi will be offering the following products in its stores:

- Bra and panty sets
- Lingerie sets
- Sports Bras
- Sportswear e.g. spandex, yoga wear, sweat pants
- Swim wear

- Night wear (sleepwear, slippers)
- Accessories
- Bath items and perfumes
- Body lotions and scrubs
- Boxer, briefs, underwear
- Inner T-shirts
- Tanks

SWOT Analysis

A SWOT analysis can be used to illustrate the key Strengths, Weaknesses, Opportunities and Threats of this new venture:

Strengths	Weaknesses
<p>Innovative design concepts unlike anything currently on the market.</p> <p>First to market with new designs, giving the company a lead on the competition.</p> <p>Unique business model /sales approach that gives a grassroots authentic feel.</p> <p>Patents being sought on designs to protect to against copying of the designs.</p>	<p>A current lack of market share.</p> <p>Vulnerability in being completely new to the market.</p> <p>Low internet presence.</p> <p>Need for further prototype testing.</p> <p>A current lack of capital.</p>
Opportunities	Threats
<p>To provide an innovative new bra design for women that are more comfortable than anything that currently exists on the market.</p> <p>The possibility of exploiting a gap in a currently under-served market; that of larger breasted women who seek comfortable, well-fitting bras.</p> <p>Open doorway to sportswear and swimwear market through floating design technique.</p> <p>Provide a new shopping experience through innovative technology integration & small intimate settings.</p>	<p>Potential of copy cats producing similar designs if Kewi's range proves to be successful.</p> <p>Poor introduction of new products can cause negative impact on initial users.</p> <p>A large company with significant experience in the industry steps in first.</p> <p>If funds are not secured to help launch the business.</p>

Development

The product line is currently in the development and testing stage. Development is broken down to two main parts that need attention and funding:

1. Product development
2. Web and IT development

Development Stages

1.Finished Product Fabrication – The product needs to move from prototype to finished product stage with use of the best materials.

2.Finished Product Testing – All prototype testing is concluded and testing of the finished product commences to gain critical feedback.

3.Revision & Retesting – Based on feedback, revisions are made to product until all factors are taken into consideration.

4.Manufacturing/ Packaging/ Delivery logistics – Mass production and supply chain logistics is organized. Credible suppliers are selected; quality control measures implemented, proper packaging arrangements made and online/in-store delivery systems organized.

5.Tutorial Videos –Highly descriptive videos to be used to help women learn how to best use the bra.

6.Web & IT development: Website is constructed with full IT architecture for membership system.

7.Shop Collaborations: Kewi will build strategic partnerships with stores that align with Kewi's company values to further distribute our product.

8.Feedback Platforms: Online sources of feed back such a blogs, chat rooms, and other social media are used to connect with initial customers to gain feedback. In-store connections are also made to be open to suggestions and critique.

9. Events: Local promotional events such as fashion shows, free bra testing, and diverse festivals to gain a varied market share.

Shop Hours

The company's website will be 24/7/365. The shops will operate 7 days a week from 10am-10pm.

Quality

Quality will be of primary importance to Kewi, and the manufacturers selected to produce the lingerie will be those that have high standards and rigorous processes for quality control in place.

Customer Service (Nurses)

Due to the nature of the products that Kewi is selling, very high standards of customer service will be essential. Employees will be selected for their customer service abilities. They will be trained to provide a Kewi level of customer service at the outset, and they will be measured based on their abilities in this area. It is hoped that in this way, a firm culture of customer service will be developed throughout the organization.

Copyrights

Major protection will be required in terms of branding and Kewi plans for form an easily distinguishable brand name through unique designs and marketing.

Offline Advertising:

Offline, advertising will take place in the following types of locations/activities:

- Doctors and medical centers (chiropractors)
- Colleges
- Exercise gyms
- Shopping centers
- Exclusive lingerie promotional parties and events
- Areas of interest for target market
- Festivals
- Fashion Shows

Emphasis of advertisements will differ depending on the type of location of the advertisement. For example, in a chiropractor's office, an advertisement emphasis might be on the health and posture benefits of the bra design. Alternatively, in a shopping mall, the focus of the advertisement may be on a new design that is still stylish.

Risks

A small number of risks have been identified, which Kewi is working on mitigating so that they do not threaten the potential success of the company.

Risk	Mitigating Factor
If the product is marketed incorrectly, the public could misinterpret the marketing messages, and this could lead to less uptake of	Exceptional diligence will need to be taken in creating marketing messages that really reflect the product range and offering. This will

the product. For example, while the suspension bra is especially helpful to ladies with a larger bust, the product is not exclusively for this segment – they are offered in all sizes with a design that provides equal comfort for all.	require some education for the public, since the product is a completely new approach on a traditional product. Marketing will be achieved in a way that is not exclusive to certain women.
The public may not realize the value of the concept as quickly as Kewi might like.	The product ideas are completely new, and patience and planning will be required in order for the public to understand the value of the concepts. Locations will be selected to encourage its uptake, for example, in areas of high shopping traffic where people can drop by to purchase. This will help with more rapid education of the public in this new idea.

Store Management Principles

Store management will be organized in the following manner:

- Each store will have a store manager who handles training, hiring and firing, customer relations, logistics and other managerial tasks.
- The employees will all be well trained and knowledgeable regarding the company and its products.
- Online orders will be received at the initial locations until levels of demand require a distribution center that processes orders.
- Each new customer will fully be introduced to the store through a brief but comprehensive summary of the products, measuring system and membership benefits. The idea behind this is to help generate a feeling of being part of a new exclusive community that has access to a product at the top of its class.
- Recurring customers will become familiar with the easy shopping environment both in store and online and at an early stage will begin to reap benefits of membership.

The Shopping Experience

Kewi apparel will be sold both online and in the company's own stores. The stores will have processes that are completely automated and digitized. Through the use of membership cards, customer information will be stored, particularly measurement information, allowing customers to have an excellent customer service experience when entering a store.

In-store focus will be on well-trained and highly informed employees who all focus primarily on customer service. The apparel available will be of a wide variety. Store design is envisaged to be architecturally unique, both welcoming and futuristic to encourage customers to shop in comfort for their garments. Two primary technologies to be introduced are the instant measurement machines and the self-check out systems. The instant measurement machine uses white light imaging technology, which provides a level of accuracy far exceeding human

capability, and automatically matches the user to their apparel size in our measuring system, whether its in tops, boxers, swimwear, bra size etc. A small touch-pad monitor with an easy user interface allows the measurements to be stored instantly on the user's membership account. The small self-checkout machines will be the first to be used in an apparel setting. Most stores in our market, experience long lines and can have up to 15 registers operating at once. These self-checkout systems will drastically reduce both the long lines and the need for so many employees solely working at cash registers.

When customers shop at a Kewi store they must become members, especially women. This is because Kewi has its own measuring system that simplifies the lingerie shopping experience for them. Customers will go to one of the stores to get measurements taken in seconds by our machines. These details will be entered into the Kewi computer system and the customer will receive a membership card that has their measurements on it. They are then able to go to any store with their card and scan it in the system. This can instantly tell them whether the style of the item that they want is available in their size in stock. This also revolutionizes the online shopping experience. Previously most customers would shop online by looking primarily for items in their size. With this system women or men simply choose the styles and designs they like, enter their account number and all their items are mailed to them automatically in their corresponding sizes.

This system will create a new market that up until now was very difficult to capture – namely men. Men shopping in the store for their significant other, can simply tell an employee his spouse's information so the store can locate her account, thus getting her exact measurements from her account. This way the men will never have to worry about getting the wrong size for their significant others. This is also vice versa for women as well, since male members will also store their sizes on their accounts. Kewi will also offer special gift packaging for men or women who wish to use our products as gifts for special occasions. Their membership also provides them with access to sales and promotions that will help secure our loyal customers.