

Vuori Marketing Application Presentation





VUORI

Dear Karen Riley-Grant,

Growing up in San Diego and frequenting Encinitas, I deeply resonate with Vuori's commitment to an active coastal California lifestyle. My blog, where I suggest Vuori as a must-visit spot in Encinitas, reflects my genuine passion for the brand and its values.

What excites me most about Vuori is its dedication to redefining athletic apparel and promoting a lifestyle that integrates fitness, creative expression, and life.

Attending the Vuori corporate holiday party was a transformative experience. The positive energy, friendly people, and the opportunity to connect with individuals like Elan left a lasting impression on me. I am eager to contribute to Vuori's vibrant culture, inspired by your commitment to inspiring others to approach all aspects of life with clarity, enthusiasm, and purpose. In this presentation, I will define the current strategy of Vuori, analyze the marketing mix, and then provide two recommendations based on my findings and research.

I would also like to congratulate you on your appointment as Chief Marketing Officer. Your leadership and expertise undoubtedly will mark an exciting new chapter for the company due to the innovative direction you will bring!

Sincerely,

Sydney Naucler



Vuori

Definition of Strategy

Target Market:

Vuori's target market predominantly comprises young adults, with their website reflecting a distribution of 42.52% male and 57.48% female users, and the largest age group falling within the 25-34 range (Vuoriclothing.com competitors, 2024). According to Beausoleil (2021), the brand initially focused on an active male seeking modern athletic clothing, filling a gap where other brands seemed to neglect this specific persona. This customer, feeling somewhat overlooked at Lululemon and dissatisfied with overly generic alternatives, found a niche with Vuori. As part of their expansion, Vuori recognized a trend where women were purchasing from the men's lines, leading to the launch of a women's clothing line in 2018, providing the brand with a new market (Beausoleil, 2021). Vuori's audience actively pursues high-quality and versatile apparel, demonstrating a willingness to invest more for comfort and durability. The company prides itself on crafting "quality clothing that's designed to last," emphasizing the importance of materials that honor the natural environment (Our materials: Vuori, 2024). For instance, their DreamKnit material is composed of 98% recycled materials and Vuori Preferred Fibers. Given that nearly 40% of Millennials prioritize product quality (Meyers, 2018) and 78% of consumers consider sustainability important, with 55% willing to pay more for eco-friendly brands (Ruiz, 2023), Vuori effectively caters to a younger audience willing to invest in sustainably produced, high-quality items.

Strategy:

Vuori's ethos is deeply rooted in the vibrant lifestyle of coastal California, where fitness, surf, sport, and art converge. They not only create quality products but also aspire to inspire others to lead lively, healthy lives, drawing from the coastal California way of life (Our story: Vuori, 2024). Central to their philosophy is the concept of "Vuori's Investment in Happiness," where they express a commitment to the well-being of their team, community, the natural environment, and, significantly, **each other** (Our story: Vuori, 2024). This dedication extends to fostering a sense of belonging through inclusivity, equity, and diversity within the company, ultimately creating better products for the global Vuori community (Vuori: Path To Happiness, 2024). Vuori stands out from its active competitors by embracing a spirit of purpose and differentiation, as outlined in the Porter Generic Model. While initially catering to a specific persona, they have expanded their target market, transforming their competitive advantage into a differentiation strategy. Vuori's marketing approach is finely tuned to the behaviors and motivations of their target audience, allowing them to deliver solutions through both their brand and products. This focus on purpose and differentiation positions Vuori uniquely within the market, distinguishing them from their competitors (Vuori: Path To Happiness, 2024).

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Source of Sustainable Competitive Advantage:

Vuori not only boasts a unique "vibe" but also establishes a robust sustainable competitive advantage through its commitment to relationship building. This distinguishing factor positions the company beyond mere athletic apparel providers, contributing to its overall appeal. Few competitors can rival Vuori's seamless integration of the coastal California lifestyle, making its products a perfect fit for those leading a healthy and relaxed lifestyle, reflecting the desires of many. The brand's offerings align seamlessly with the diverse interests and hobbies of Californians, encompassing fitness, surfing, sports, art, and a laid-back approach to life, creating a distinctive niche in the market. Competing alongside industry giants like Lululemon, Alo Yoga, Athleta, and Nike, Vuori not only delivers high-quality products but also actively cultivates relationships with groups sharing their commitment to environmental protection. Transparency about the origin and sustainability of materials further enhances the company's credibility and appeal. Vuori's dedication to relationship building is evident in its investment in the happiness of its team, community, and the natural environment, reflecting a holistic approach to business. Key strengths contributing to Vuori's sustainable competitive advantage include its authentic California background, exceptional product and material quality, transparent sustainability practices, and a commitment to relationship building. This combination positions Vuori uniquely in the athletic apparel industry, reinforcing its status as a brand that not only provides quality products but also values connections with its team, community, and the environment.



Consumer Value Proposition in Marketing Strategy:

Vuori strategically positions itself as a provider of exceptionally high-quality, sustainably sourced products. By collaborating with companies committed to positive environmental impacts, Vuori ensures guilt-free purchases for consumers. Moreover, the brand's unique connection to the California community allows customers to express their identity and engage comfortably in various activities while wearing Vuori's clothing. This multi-faceted approach solidifies Vuori as a brand that not only prioritizes quality and sustainability but also resonates with consumers on a personal and lifestyle level.

Vuori

Analysis of Marketing Mix

Product:

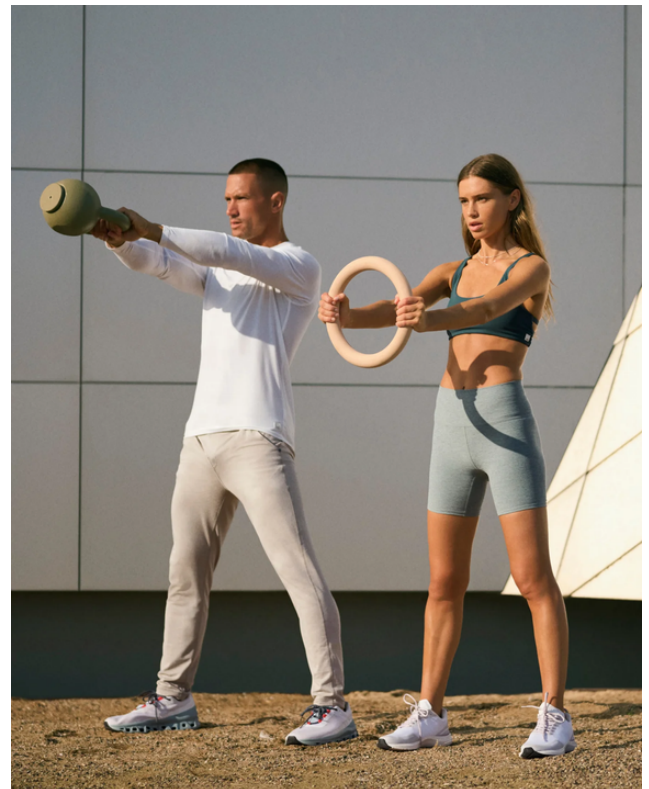
Vuori seamlessly transitions between seasons with a diverse range of clothing options. What initially began as a "manly" brand tailored to men has evolved into a unisex brand, offering a comprehensive selection for both men and women. Their sizes span from XXS to XXL, featuring inseams from 32" to 34" and a range of lengths for women, ensuring inclusivity for all body types. This expansive variety in colors and sizing aligns harmoniously with Vuori's mission statement and consumer value proposition, fostering a sense of belonging and inclusion for every shopper who steps into the store. As a values-based business prioritizing meaningful relationships, Vuori's commitment to diverse options resonates with the company ethos and the values cherished by its customers.

Place:

With approximately 40 locations worldwide as of September 2023, Vuori has expanded its global reach, venturing into new markets such as Texas, Chicago, Maryland, Washington D.C., and London (Vollmer, 2023). This strategic expansion marks a significant advantage, broadening their audience considerably from their humble beginnings at the flagship location in Encinitas, California. The widespread presence of Vuori stores enhances consumer convenience, making it effortlessly accessible for individuals to procure their products.

Price:

With a primary focus on men's and women's pants, joggers, and leggings, Vuori maintains an average price range of \$98-\$128. Notably, Vuori's pricing aligns closely with some key competitors: Lululemon (\$98-\$118), Athleta (\$89-\$109), Alo Yoga (\$98-\$168), and Nike (\$50-\$100).



Vuori

Promotion:

Vuori excels in promoting its brand through a strategic blend of digital media and billboards, maintaining a robust online presence with 701k followers on Instagram, 151k on Facebook, 314k on TikTok, and 6.1k on X. The company consistently posts on all platforms, ranging from 0.5 to 1 times a day or 7-10 times a week. On Instagram, they not only host live community sessions but also revive the sense of community reminiscent of their flagship location in Encinitas. These sessions, held in collaboration with Exos Gym, occur from Monday to Friday at 8 am and 9 am on Sunday, playing a crucial role in nurturing the strength of the Vuori community (Figure 1.1). Beyond community engagement, Vuori strategically collaborates with influencers like Livvy Dunne, a Louisiana State University gymnast and renowned TikTok star, to connect with younger and active audiences (Figure 1.2).

Furthermore, the brand strengthens its relationship with the target audience through informative content, exemplified by its TikTok videos on making flourless protein pancakes (Figure 1.3). This commitment to providing free, valuable information fosters trust and deepens the connection between Vuori and its consumers. In essence, these multifaceted strategies seamlessly align with Vuori's core values: community leadership, the promotion of active, healthy, and happy lifestyles, and the endorsement of clothing that supports these principles.

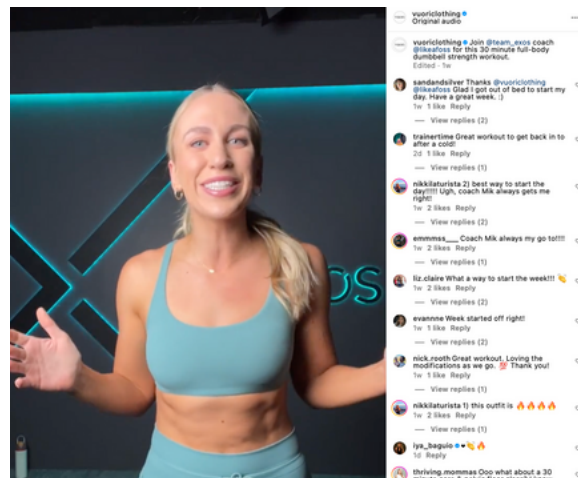


Figure 1.1

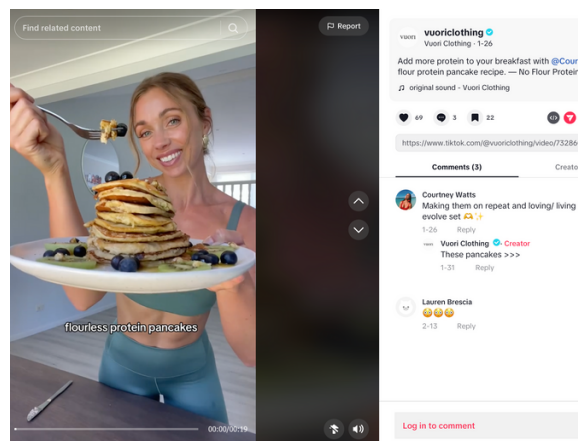


Figure 1.2

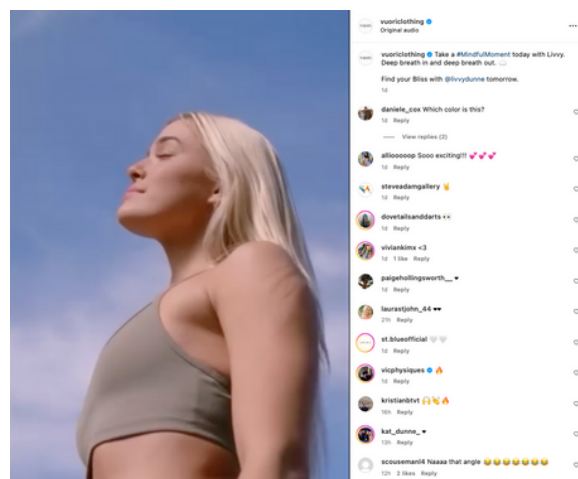


Figure 1.3

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Recommendations to Management

Recommendation #1: Crafting an Inclusive Shopping Journey with Varied Sizing Options

Upon Vuori's inception, Joe aimed to bridge the gender gap in yoga apparel, historically dominated by women's offerings from brands like Lululemon. He shared in an interview, "Lulu was always for my wife and never felt like it was for me" (Elliott, 2023). Vuori, founded with this ethos, initially focused on catering to men like Joe, aiming to address the dearth of yoga clothing options for them. However, this exclusionary trend extended beyond gender to individuals of varying heights, leaving the short and tall demographic feeling overlooked. Height, like gender, significantly influences how individuals perceive and engage with clothing. The absence of short and tall sizes in physical stores intensifies the disappointment for these individuals, conveying a sense of unimportance (Mack, 2020). In-store try-ons are pivotal as consumers prefer interacting with products before making a purchase decision (McMullen, 2023). Vuori's commitment to fostering a sense of belonging aligns with the idea that providing a diverse range of sizes improves the shopping experience and reinforces its commitment to inclusivity (Vuori: Path To Happiness, 2024).

- *Short and Long Apparel In-Store Try-On:* To address this, Vuori should introduce short and long clothing in-store for try-ons, offering a limited selection initially to gauge consumer response. This strategic move not only caters to the immediate needs of short and tall consumers but also serves as a cost-effective introduction to this inclusive approach. Customers could then conveniently order their preferred items online, facilitating a seamless and satisfying shopping experience.
- *Wider Range of Men's Pant Lengths:* While Vuori's Meta Pant offers a commendable range with inseams from 30" to 34", expanding the offering to other pant styles would further enhance inclusivity. This move acknowledges the unique needs of shorter and taller men, complementing Vuori's success in creating shorts for this demographic.
- *Short and Tall Campaign with Influencers:* Given Vuori's commitment to community happiness, a campaign centered around short and tall inclusivity would resonate with its values. Collaborating with influencers representing both height categories positions Vuori as a trailblazer in offering the unique opportunity to try on short and long clothing in-store. This initiative not only broadens Vuori's reach but also embraces those who have traditionally felt excluded, reinforcing the brand's commitment to community well-being.

Recommendation #2: Elevating Brand Loyalty with the Happiness & Sustainability Initiative

A recent study conducted by the Zeno Research Group (2023) underscores the significant advantages of brands with a well-defined purpose. The findings are compelling, indicating that consumers are: 4 times more likely to purchase from the company, 4.5 times more likely to champion and recommend the company to friends and family, and 4.1 times more likely to trust the company. In today's market, especially among Gen Z and millennials, building a community hinges on an authentic brand purpose (Noel, 2020). Vuori, with its strong online presence and visually appealing advertising across various mediums, effectively showcases its products and their benefits. However, to strengthen the bond with consumers and the Vuori community, the company should align its advertising with its core values: investing in community happiness, contributing to a cleaner planet, and delivering exceptional and quality products.

- *Give Back With The Vuori Team:* Launching a social media campaign, the Vuori team can actively contribute to the community, showcasing their commitment to happiness, both internally and externally. With 49% of young people seeking brands with social impact initiatives (Noel, 2020), this campaign not only aligns with Vuori's values but also establishes a stronger connection with its audience. Incorporating the hashtag #givebackinmyvuori encourages audience interaction, and incentives like gift cards or passes to local workout classes to further promote participation.
- *Billboards That Evoke Emotion:* Vuori's billboards should transcend traditional product promotion, taking inspiration from their impactful "The Gift is The Present" (see Figure 1.4) message in Encinitas. Emphasizing feelings of happiness and gratitude resonates more profoundly with the audience than merely selling a product. Drawing on Maya Angelou's wisdom - "People will never forget how you made them feel" - Vuori can create emotionally charged billboards, fostering a more lasting connection. This aligns with research indicating that emotional responses in advertisements significantly influence consumer intent to purchase (Dornsife, 2023). A stellar example is Netflix's campaign with the message, "Don't give up on your dreams. We started with DVDs" (Ingvarsen, 2021). By seamlessly integrating these strategies, Vuori can not only reinforce its commitment to purpose and community but also forge deeper connections with its audience, ultimately enhancing brand loyalty and advocacy.

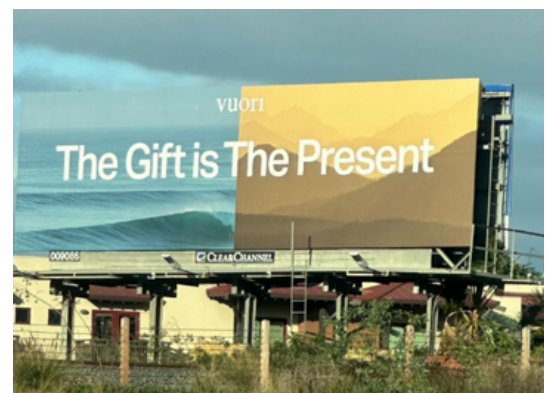


Figure 1.4

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