

*Marketing Plan  
for*

# **SECOND LIFE JACKET**

INOV0014: Enterprise Case

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# Executive Summary

This marketing plan will present a strategy for Second Life Jacket to enter the upcycling market through the creation of a new brand; Revival, and a new product. The practice of upcycling has been growing in popularity due to rising concerns about the climate crisis, and was bolstered by the COVID pandemic, when people were forced to utilise existing materials due to disruptions in supply chains (Chan, 2020). The goal of Revival will be to create a circular flow of goods between individual upcyclers and consumers. This would benefit Second Life Jackets as it would allow them to utilise currently idle waste, would improve public brand visibility, and nurture partnerships for the future.

In order to have a powerful start, Revival should begin by targeting the rock climbing market. Climbing sports are often associated with a passion for nature, and the aesthetics of sustainability. A brand tied very closely with Second Life Jackets will allow this shared passion to shine through. Moreover, the climbing market in the UK is sizeable at 1 million people, and is rapidly growing at a rate of 15-20% each year (White, 2022). Within the climbing market, Second Life Circle should begin by launching chalk bags.

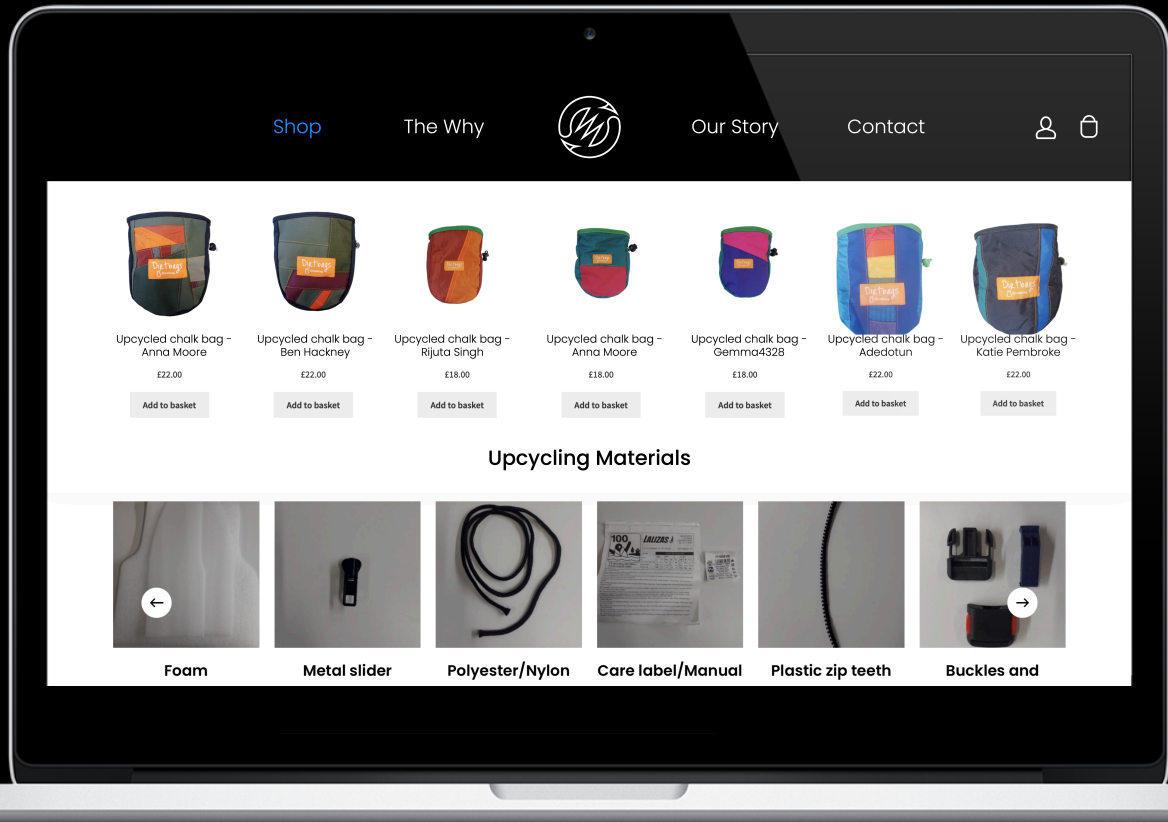
Chalk bags are used by climbers to carry chalk that helps them grip onto surfaces, and are essential from the very first climb, and therefore high in demand. Being a product with very few technical or safety aspects, chalk bags are commonly home-made or upcycled and leave room for creativity and experimentation. Partnering with individual upcyclers will allow Revival to outsource the skills required whilst simultaneously platforming and empowering small creators and sustainable practice, which will help foster the reputation of a caring yet upstanding brand. Partnering with climbing gyms such as TCA and influencers in relevant online niches will provide direct channels to consumers.

Climbing chalk bags would utilise 4 components from life jackets: nylon fabric for the outer bag, polyester/nylon string for the drawstring, and plastic buckles for waist fastening along with the belt strap. Additional components can also potentially be used as creative decorations.

A visualisation of the concept is shown on the next page.



# REVIVAL



# Markets & Segmentation

## Markets we are in

Life Jacket & Recycling Markets:

The water sports equipment market in the UK, which contains life jackets, is estimated to be worth \$192 million, and will nearly double by 2028 (Statista, 2023). The increasing demand for life jackets is attributed to several factors including increased participation in water-related recreation activities, use by maritime workers (FactMR, 2023), and stricter safety regulations imposed by governments (Olenwuckert, 2023). Water sports are responsible for the largest segment of life jacket users (Allied Market Research, 2021) and a key driver of growth for the industry (Research and Markets, 2023).

Second Life Jacket (2023) estimate that there are about 900,000 life jackets sold each year in the UK, and 90% of them are either sent to landfill or incinerated despite being made of recyclable components. Currently, there are no prominent organisations recycling life jackets (Lewis, 2023). Therefore, Second Life Jacket already occupy a leading position in addressing rising demands for sustainability (Young and Nagpal, 2013). However, the company is not currently able to utilise the life jacket waste they receive.

## Markets we want to enter

Upcycling market:

The notion of upcycling has been gaining significant traction over the last decade (Google Trends, 2023) and is a growing market. Adding upcycling to the business would benefit Second Life Jacket as it would provide an effective avenue to further their vision for sustainability. Upcycling converts linear product life-cycles to circular ones, reducing waste and further use of natural resources and energy. The uniqueness of upcycled products and lower production cost also provide opportunities to increase profit (Sung and Sung, 2015). Moreover, Second Life Jacket is uniquely positioned to address a bottleneck in upcycling, as they can supply waste that has already been separated and prepared. This is a common barrier experienced by upcyclers; many people are not willing to separate and clean waste (Szaky, 2014).

While there are a few organisations such as RNLI (2015), Bag to Life (2023), and Air Asia (Seet, 2022) upcycling life jacket components, the product range is limited mainly to everyday bags. There are also individual sellers on sites like Etsy (2023), however the time and effort required to search through their products can be tedious. Therefore, there is an opportunity for Revival to provide unique upcycled products in one place.



# Markets & Segmentation

Upcycling market for climbing chalk bags:

Chalk bags are used by climbers to carry loose chalk. There are existing organisations selling upcycled chalk bags, such as Dirtbags (2023), 3rd Rock (2023), and The Climbing Academy who platform individual upcyclers (The Climbing Academy, 2019). There are also other major retailers like Amazon and Decathlon who sell new or second-hand chalk bags.

Climbing is closely associated with an appreciation for nature (Bruton, 2021). More specifically, it is tied to a stereotype of sustainability and ethics, one that includes brands like Patagonia, cargo pants, Chaco sandals and flannels (8BPLUS, 2023). Therefore the aesthetic of climbing is connected to these factors, and plays a role in determining how much someone “fits in.”

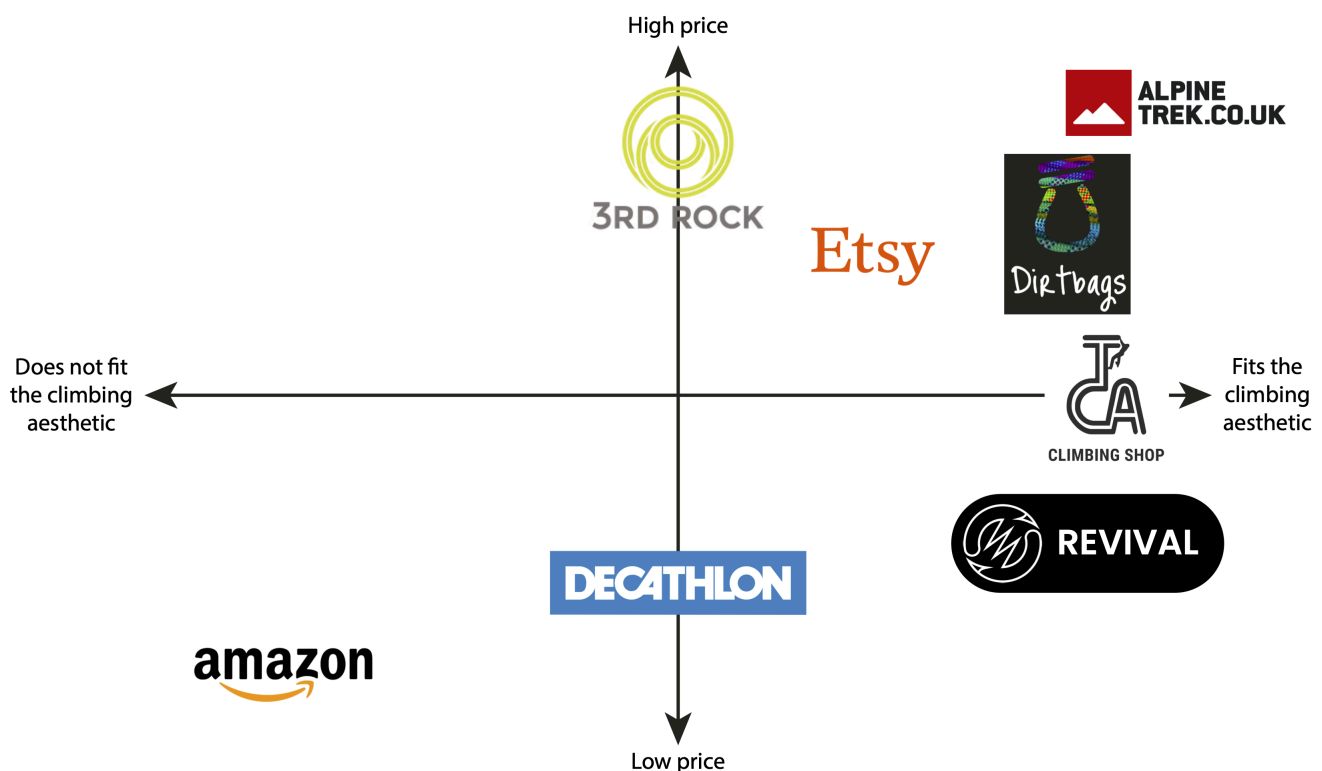


Figure: Revival Brand Perceptual Map

# Markets & Segmentation

## Macro-analysis of trends

**P**

Political

The UK government has recently launched 'Get Active,' a scheme to increase access to and participation in physical activity (Department for Culture, Media & Sport, 2023). This shows there is a political investment in promoting all kinds of sports, which supports the growth of climbing activities. Sustainable practices like upcycling also align with Net Zero targets (Department for Energy Security and Net Zero, 2022)

**E**

Economic

Companies with sustainable operations have economic advantage in the long term, as demand for sustainable practices is steadily increasing (Carroll et al., 2021). Therefore, demand for upcycled products is also increasing.

**S**

Social

There are about 100,000 regular indoor climbers in the UK according to the Association of British Climbing Walls, and the sport's popularity is growing by 15-20% each year. This inevitably increases demand for chalk bags. Moreover, there is an increasing social pressure to make sustainable choices as individual consumers (World Economic Forum, 2022) which bolsters the popularity of upcycled goods.

**T**

Technological

E-commerce in the UK is growing as mobile use increases (International Trade Administration, 2023), which would allow Revival to take advantage of its digital presence and reach more customers.

**L**

Legal

With the oncoming Extended Producer Responsibility legislation in the UK, producers of will have to take financial responsibility for the entire life cycle of products they create (PricewaterhouseCoopers, 2021). This is likely to make upcycling more widespread and profitable.

**E**

Environmental

As natural resources are depleting, there is increased pressure to not deplete them further (Abbasi et al., 2021).

# Markets & Segmentation

## Market Segmentation & Sizing

The goal of market segmentation is to “divide total demand into relatively homogeneous segments which are identified by some common characteristics” which allows an organisation to better meet each segment’s needs (Tynan and Drayton, 1987). One method is to consider demographic, geographic, and psychographic factors (Tarver, 2023). Revival’s customers would initially consist of upcyclers interested in making chalk bags, as well as buyers of those chalk bags.

### Demographic Segmentation:

In the UK, the most prominent demographic of upcyclers are women over the age of 30 who work in art and design. This is the group most likely to respond to opportunities for upcycling (Sung, Cooper and Kettley, 2019).

Most climbers fall in the 20–30 age range (British Mountaineering Council, 2003), and about 33% are women (Statista, 2022).

### Geographic Segmentation:

Indoor climbers make up the largest majority of the climbing market (Berry, 2018). As indoor climbing gyms tend to be concentrated around cities, they would be Revival’s geographic focus.

### Psychographic Segmentation:

The largest segment of upcyclers in the UK are motivated by a desire to use resources wisely, and they value social approval and a sense of community. Common barriers they experience are finding sufficient waste supplies to upcycle, and a lack of information on the process (Sung, Cooper and Kettley, 2019).

## Top-down Sizing

### Upcyclers:

- UK Population: 67 million (Office for National Statistics, 2022)
- About 4% said they would be ‘Extremely Likely’ to upcycle clothing (Zhang and Hale, 2022) ~2.68 million
- ~1 million women employed in creative industries (Department for Culture, Media & Sport, 2023)
- As there are 100,000 dedicated climbers in the UK (White, 2022), it can be assumed at least 200,000 people are closely associated with someone who climbs and have more than shallow knowledge of the sport

**Up to 200,000 people could be adequately skilled and interested in upcycling climbing chalk bags.**

**1 million people could be interested in upcycling supplies in general.**

### Climbers:

- UK Population: 67 million (Office for National Statistics, 2022)
- About 1 million people participate in climbing each year (White, 2022)
- Roughly 200,000 new people try out climbing each year (White, 2022), usually needing to buy chalk bags
- ~23 million people have made conscious choices to buy from ethical and sustainable brands (World Economic Forum, 2022)

**Up to 200,000 people could be interested in buying upcycled chalk bags.**

**23 million people could be interested in other upcycled products in the future.**

# Customers & Decision Making

## Empathy Maps

### Persona: Upcycler

The average upcycler is likely to be a woman aged over 30. They value sustainability and utilising resources in a responsible way. They have the skill to upcycle and a supportive community.

Pains:

- Lack of guidance on specific upcycling processes
- Not enough upcycle-able waste

What they need:

- Community support and approval
- Upcycling materials
- Knowledge and guidance on making upcycled items

What they see and hear:

- News from social media or mainstream outlets
- Updates and life events from friends and family

What they say:

- Topics of discussion might include
- Climate crisis and other current news
  - Hobbies, exercise, and work
  - Dating or starting a family, buying homes, and leisure

Value offered by Revival:

- Prepared supplies for upcycling
- Instructional guides on specific products
- Ownership and achievement from creating, selling, and contributing to a good cause

### Persona: Climber

The average climber is likely to be a man in his 20s. They are appreciative of nature but might not consider sustainability beyond its aesthetics. They care about their fitness and about fitting in.

Pains:

- Less informed on sustainability than they might like to be
- Might be intimidated by the feminine-associated consumer / shopping space

What they need:

- A brand that welcomes masculinity whilst encouraging climate advocacy

What they see and hear:

- News from social media
- Updates and life events from friends and family

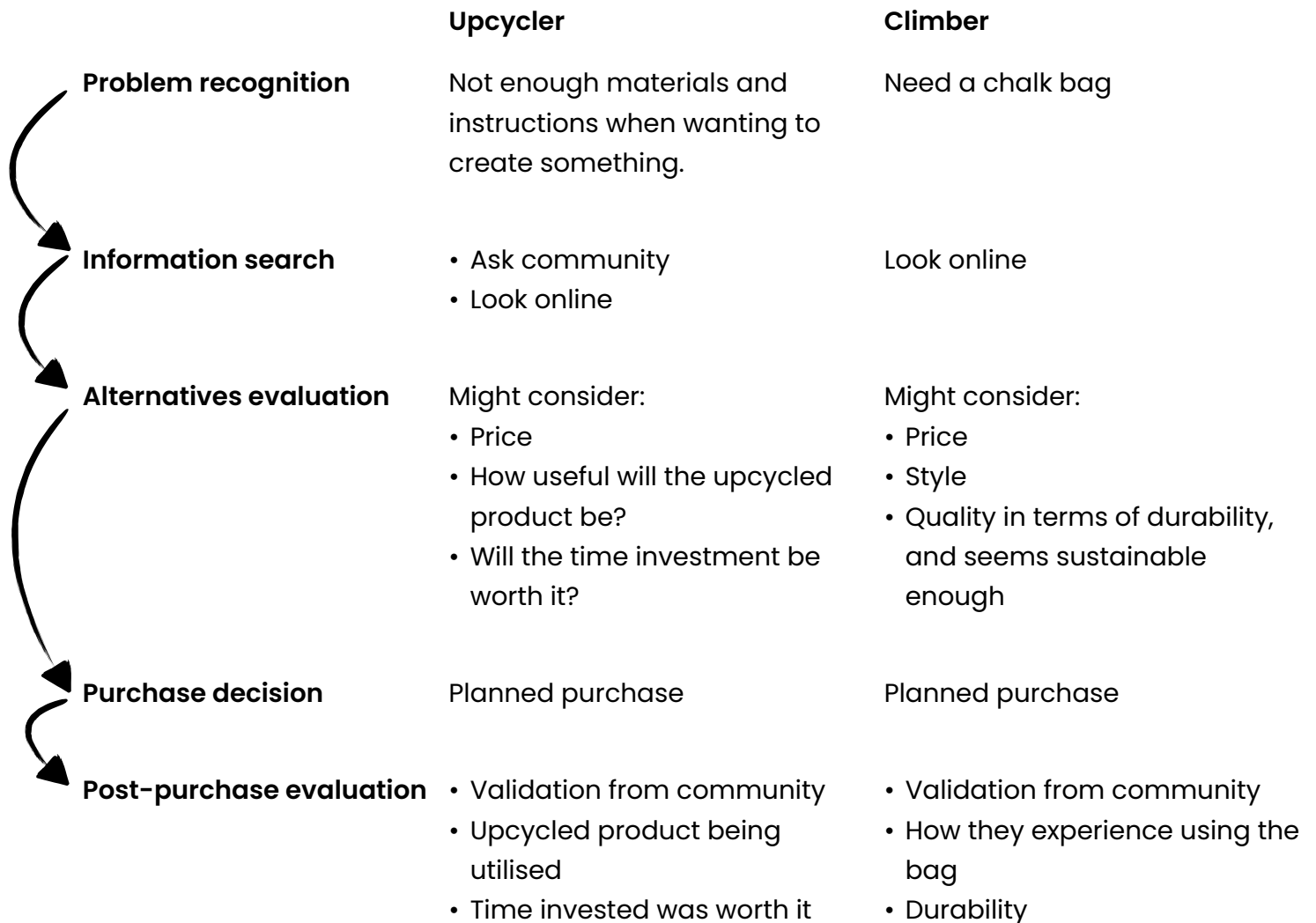
What they say:

- Topics of discussion might include
- Climate crisis and other current news
  - Hobbies, exercise, and work
  - Dating, renting, leisure

Value offered by Revival:

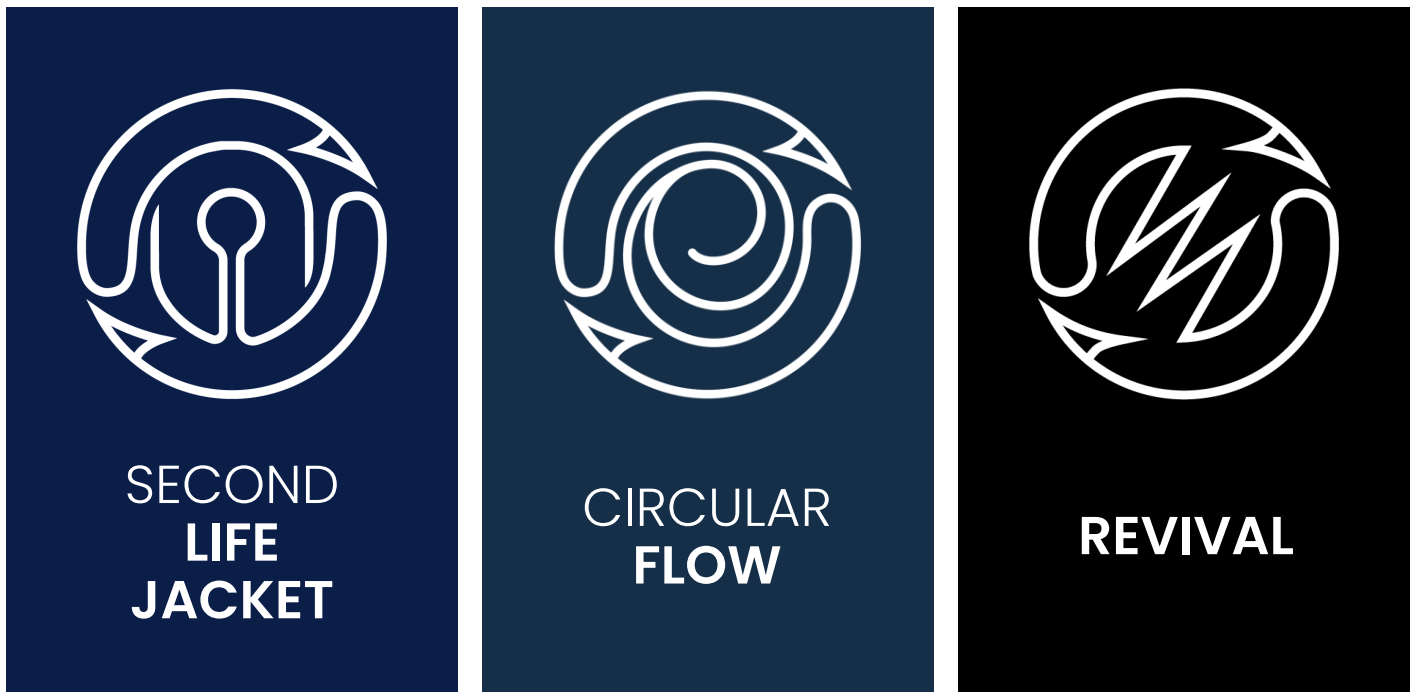
- Purposeful feeling of being associated to a good cause
- Being more attractive to other climbers due to having better climate awareness

# Customers & Decision Making



# Branding & Relationships

## Brand architecture



Revival follows the same branding as Second Life Jacket and Circular Flow. As consumers today are overwhelmed by unsubstantiated claims to sustainability, or 'greenwashing' (Lashitew, 2021), it would benefit Revival to be recognisably linked to a portfolio of pioneering sustainable projects. The understated aesthetic of the brand provides a calming space, akin to crafts and nature that our target audience enjoys. Moreover, the consistency and simplicity across brands projects integrity and transparency. Through partnerships with individual upcyclers, the brand also acquires a down-to-earth, community feel whilst empowering people towards sustainability and collaboration.

The colour scheme is altered from the original brands to create a sharper, more eye-catching contrast. This is due to the fact that Revival is a customer-facing brand while Second Life Jacket and Circular Flow primarily target businesses. Black and white is also more likely to fit with stereotypical aesthetics associated with rock climbing and masculinity.

### Critical analysis:

As most e-commerce websites tend to have cluttered interfaces, the simplicity of Revival deviates from consumers' design expectations. This might make them uncomfortable or lead them to doubt the legitimacy of the brand (Ou and Sia, 2010). To prevent this, Revival should also reach customers through offline channels, and advertise refund or return policies to reassure any financial worries. Photos or names of the team available on the website would also help foster trust (Egger, 2001).

## Customer Relationships

### Acquisition

One effective way to reach both upcyclers and climbers would be to meet them in-person at climbing gyms, which is more likely to foster trust when compared to digital methods. Indoor bouldering is known to be a highly social sport, and many people are likely to be in a communicative mood (Berry, 2018). Many gyms have an in-house cafe; a space dedicated to socialising and relaxing, which will make marketing feel less obtrusive. Having flyers with basic information scattered around would also be helpful for those who might be too tired or intimidated, and would also allow people to retain the information they need.

Flyers should be two-sided to target upcyclers and climbers with different messages. For upcyclers: 'Design your own chalk bag for free.' This will appeal to upcyclers at a climbing gym, as they are likely to have seen unique homemade chalk bags before, which are usually commented on by strangers and help start conversations. As creative opportunities are generally expensive, the price will also grab their attention. The hook can be followed up with more information about the inter-related sustainable projects behind Revival, and the logistics of participating as an upcycler.

For climbers, the messaging should not initially relate to chalk bags, but should rouse a sense of curiosity about the climate in a non-judgemental manner, perhaps in a way that connects to climbing or other similar adventure sports. This is due to the fact that they are more likely to be motivated by learning about the cause rather than being faced by product specifications. As climate advocacy and consumerism are both female-associated spaces, it would be helpful for the Revival representative(s) to be male in order to bring other men in through self-identification. The goal is just to start a conversation.

### Retention

Having accessible and great customer support is crucial for customers to maintain positive personal engagement with the brand. Language that reduces distance between the brand and consumer is also helpful, for example on the Second Life Jacket website, using 'get involved' instead of 'contact us.' Subtle features like this add to the notion that consumers' participation and ideas are valued. Minimalist Revival t-shirts can also be given away to the first 50 customers, both upcyclers and climbers, which will help foster an attachment to the brand. However, they should have the option to opt-out of receiving it if they choose, for example if they do not personally like the style. This will ensure no shirts are wasted, and give the customers a choice.



## Strategic Partnerships

### Individual upcyclers

Partnerships with individual upcyclers will make Revival feel more like a community, which upcyclers desire. It also allows the brand to outsource the skills and labour needed with appropriate credit. Continuous engagement with skilled upcyclers can also be beneficial as they may have great ideas on new products, or on how to upcycle other under-utilised waste from the brands.

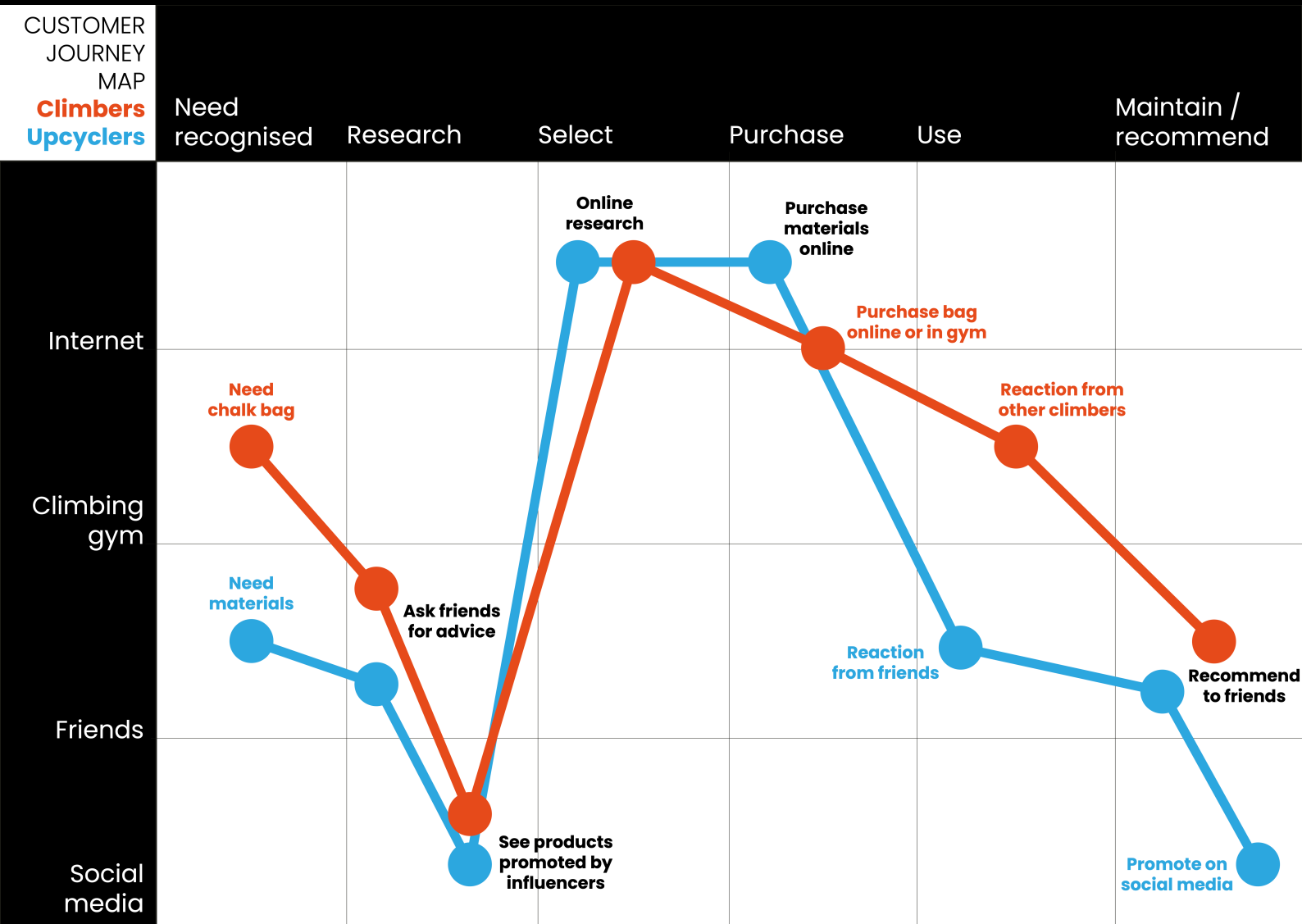
### The Climbing Academy

The Climbing Academy or TCA are an organisation who operate climbing gyms in Bristol, Glasgow, and Chippenham; cities where climbing is particularly popular. They have an online as well as in-house shops at their gyms which sell equipment and apparel. TCA have been known to platform individual upcyclers and other brands, so they might be interested in supporting Revival by promoting upcycling material and selling bags in stores. This partnership may also be beneficial for the future, as climbing is currently fairly unsustainable, which means that there are many opportunities to improve it. For example, climbing crash pads are made with foam, and could utilise foam waste from Second Life Jacket.





# Communications Mix



As both customer types use social media, the first stage of communication should be found there. Both climbers and upcyclers are likely to be following influencers in their own respective niches, whose opinions they trust. For example, Leena Norms, a YouTuber who is passionate about climate discussions and sewing, or Alex Honnold, a revered climber with a deep appreciation for nature. Endorsements by such influencers would bring new customers to the brand and make Revival a familiar name.

Apart from influencers, Revival as well as the rest of the branded house should have their own social channels to directly interact with followers, share updates, and inform social media users about sustainability through educational posts.

After people are familiar with the brand, the website can serve as a landing for additional first-hand information and a purchasing platform.

# Developing Actions

Developing Actions	Budget Allocation	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4
Preparation	40%								
Price materials for upcycling	2%								
Set up revival website	5%								
Set up revival social media	5%								
Post FAQs, updates, info and build following on social media	15%								
Prepare basic chalk bag sewing guidance for upcyclers	3%								
Prepare production for free promotional t-shirts	10%								
Selling to upcyclers	30%								
List upcycling materials on website	1%								
Set up influencer endorsements for upcycling side	20%				Influencer campaigns running				
Send out upcycling materials and guidance, free t-shirts	2%								
Reach out to climbing gyms for partnership	5%								
Receive upcycled chalk bags	2%								
Selling to climbers	30%								
List upcycled chalk bags on website	1%								
Set up influencer endorsements for purchasing chalk bags	20%						Influencer campaigns running		
Engage customers at climbing gym promotions	5%								
Send out upcycled chalk bags, free t-shirts	2%								
Document feedback and ideas	2%								

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Concept visualisation: Dirtbags ([dirtbagsclimbing.com](http://dirtbagsclimbing.com)), 8B+ ([8bplus.com](http://8bplus.com))

All other images from Unsplash ([unsplash.com](http://unsplash.com))

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