Opportunities in the UK

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“This paper is done as a part of the undergraduate program at BI Norwegian Business School. This does not entail that BI Norwegian Business School has cleared the methods applied, the results presented, or the conclusions drawn.”
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Executive Summary

This report has been prepared in cooperation with Boe & Sunde (hereafter B&S). B&S is a Norwegian brand of sunglasses, which focuses on producing sunglasses based on wooden material, thereby referred to as "woodies". The undertakings were established in 2009, and still find themselves in the introduction phase, as the company’s first brand collection was launched in July 2010.

The following report will focus on possible strategies for B&S, if entering the UK sunglass market. The report will contain of a short introduction of B&S, followed by a literature review, which will create the foundation of basic aspects of the report. Further, analysis of the company and UK market will be done, which builds on the basis for B&S’s strategy and recommendations.

In order to obtain specific indications concerning the report's objectives, information has been compiled through primary and secondary research. By adopting methods such as semi-structured interviews and surveys, relevant information has been collected. Through the survey research conducted in Leeds and London, the aim was to gain an improved understanding of the potential customers, and their buying behaviour. The research was also introduced to reveal possible differences between the respondents of each region. Furthermore, the semi-structured interviews were done with the aim of gathering feedback on the product, made by experienced staff within the relevant market sector.

Findings from the survey show that the majority of the respondents thought of the "woodies" as being different within its product genre. In addition, the response also indicates a fairly positive first impression. However, the results revealed that the willingness of spending might be limited regarding an unknown design. In the semi-structured interviews performed on professionals within the sunglass market, confirmed that different opinions also exist between those with relevant expertise. Although, the response on the product design contained certain similarities with the results from the survey-research, the feedback concerning the price rate showed various opinions.
The UK can be considered as a potential market for B&S. Through the external analysis it shows that the purchasing power is increasing within the market. Secondly, it is exposed that the trade barriers between Norway and UK are minimalistic. The analysis also reveals that the competition is high among the rivals operating in this market sector. However, there is still a room for smaller outsiders, due to the purchaser’s wish of differentiation by purchasing products, which stands out. This is an essential factor in the consideration of entering the UK. Further, the internal analysis shows the company’s strengths and weaknesses, and is developed to evaluate what B&S’s strategic approach will be.

The report will end by concluding with a recommendation for B&S’s approach to the UK sunglass market. The company will have to put an effort into promoting the brand, such as increasing their focus on PR and e-Communication, which will be essential in order to gain brand awareness. Further on, it will be constituted which entry modes that will be most suitable for B&S if entering the UK market.
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Chapter 1 Introduction

1.1 Vision

B&S vision is to serve all the great people of the world with A-Class, A-Quality wooden eyewear.

“See the World through Clean Glasses”

1.2 Boe & Sunde

B&S is a newly established Norwegian company who designs sunglasses inspired by wooden material, also referred to as “woodies”. The company was founded by Lars Sunde and Sigve Boe in 2009, where the company’s name has its origin. All the “woodies” are handmade, which makes each sunglass more rare. The main segment in the domestic market is both genders in age of 18-27, where the different sunglass models are all customized in a unisex style.

After the establishment, the company launched their first collection in July 2010. By using the combination of exclusive design with a wooden material and 100% UV protection, the company aims to attract customers with its uniqueness. B&S has an ethical business approach and can ensure to only use wood that has been chopped down by natural causes (BoeandSunde, 2011). Besides using wood, each of B&S's creations has its names related to Norwegian history and folktales, which give each model an identity. In Norway B&S operates within the niche market, as a luxury brand, where they have chosen to price their sunglasses to £180. The products are available through the company’s own web-shop, in addition to selected opticians stores.

While the founders develop the design in Norway, the manufacturing takes place in China. By using web site as their main distribution channel, the “woodies” has been made available to a large extent of the domestic market. The first released collection contains of four different designs.
1.3 Boe & Sundes Products

B&S’s collection contains four different models and all “woodies” are offered with polarized lenses. The lenses are 100% UV protected, and the polarized lens blocks the intense reflected light and reduce the glare (AllAboutVision, 2010b). Pictures of the models are shown in appendix 1.

Model 1 – Askeladd
The model “Askeladd” (Ash Lad) is made completely out of sandalwood and has polarized lenses in a shade of light pink/brown. The name of the model is inspired by the Norwegian folktale “Espen Askeladden” by Asbjornsen & Moe. Ash Lads character creates Norwegian values as he goes along, and in the end wins the princess and half of the kingdom.

Model 2 - Icebreaker
The model “Icebreaker” is partly handmade of lightwood at the front, and has a metal bail dressed in leather seal. The model name “Icebreaker” comes from the historical history of Roald Amundsen and his ship “Fram”. “Fram” (1892) was seen as the strongest ship ever made, and was built to break the ice around the Arctic and Antarctica.

Model 3 - Oseberg
"Oseberg" is made out of a lighter colour of wood, inspired by the Norwegian Viking ship Oseberg from 820 A.D. The model is decorated with traditional Norwegian woodcarvings, also called the “Oseberg style” on both bails, which makes them unique.

Model 4 - Huldra
“Huldra” is made out of sandalwood with a dark polarized lens. This model differentiates from the others where the design is both timeless and slender, and therefore more suitable for women. The name comes from a Norwegian folklore, where Huldra was the seductive lady of the forest, and is said to be part of the troll family.
1.4 Aim and Objectives

When developing marketing strategies the company needs to develop objectives, in order to measure progress and to know what actions to take. One of B&S main objectives is to become more acknowledged, to have the opportunity to expand into foreign markets. After conversations with the company, we were able to get an understanding of the company’s expectations regarding our International Marketing Consultancy Project.

B&S wants to acquire knowledge about the British consumers and the UK sunglass market, to evaluate if there is an opportunity for export. In addition to this B&S also wants to discover the potential interest from other companies who may function as a distributor. To obtain this information there will be conducted a market scan, providing an understanding of the market and the British costumers needs and wants, as well as specifying the challenges if entering the UK market. In summary, B&S needs to attain the following information:

“Is there a potential for success for Boe & Sunde in the UK sunglass market?”

1.5 Research Objectives

Research questions will guarantee that the research objective will be answered based on relevant information collected. This report will therefore concern the following questions:

1. What is the customer’s impression of the product?
2. How is the customer’s purchase behaviour regarding price, design, brand and quality?
3. What are the challenges if entering the UK market?
4. Which stores or chains will be of importance?
1.6 Market Overview

“Sunglasses are made to cut down the amount of sunlight going into the eye so it is protected from UV radiation. UV includes both UVA – which causes ageing of the lens – and UVB – which can be responsible for medical conditions, such as eyecancer” (Mintel, 2008).

Mintel’s research (2008) divides the customers within the UK sunglass market in four price points:

- **Entry Market** is defined as retailing under £25 and includes retailer brands.
- **Mid-market** are retailing between £25 and £70 and consist of affordable textile brands and licensed brands.
- **Premium** sunglasses are the second highest price point and are defined as retailing from £70-£120.
- **Luxury market** is defined as being within £120 an above and is considered as specialist performance brands. Typical sunglasses within this range are Ray Ban, Dior and Armani.

1.6.1 Future outlook in the UK sunglass market

According to forecasts done by Mintel (2008) the sunglass market is expecting an 8% growth in the current prices for 2008-13, which will result in an estimated worth of £249 million in 2013. This growth is calculated from the year of recession, and although it is modest it is a clear improvement. The sunglass market is also predicted to increase in value, quality and design within the next five years. The fastest growth is assumed to be within the socio-economic group AB, which indicates that they have a high income (Mintel, 2010b).
Chapter 2 Literature Review

The literature review will contain of concepts and theories companies can emphasize in the development of a strategic plan. The chapter will therefore concern customers purchase decision, segmentation, targeting and positioning. In addition, different branding theories will be explained, where it is clarified how a company can achieve brand awareness. Thereafter, the review will emphasize marketing communication concepts, and the last part will contain of different entry strategies companies can utilize.

2.1 Theoretical Framework

2.1.1 Consumer Buyer Decision Process

This model will help facilitate the understanding of how consumers decides upon their purchases, and what kind of factors that are implemented in the buying process. The model is divided into five stages (Kotler and Keller, 2009).

![Consumer Buyer Decision Process](image)

*Figure 2.0 Consumer Buyer Decision Process*

**Problem Recognition**

The process starts when a consumer acknowledges a need for a product or a service. This is often triggered by an internal or external factor, or an external stimulus. An example of such stimulus is when a need arises as a result of an exposure of something that another person has (Kotler and Keller, 2009). This exposure can also be related to Maslow’s Hierarchy of Needs (Appendix 2), which arranges people’s needs to show the motive people have for buying different products (Boone and Kurtz, 2002).
According to Dibb, Simkin and Bradley (1996) there are different factors that will influence the buyer’s decision-making, which can be divided into following groups:

- Personal Influences: Demographic, Situational, and Involvement.
- Physiological influences: Perception, Motives, Ability and knowledge, Attitudes, and Personality.
- Social Influences: Roles and Family, Reference groups, Social classes, and Culture and Subcultures.

Information search
In the second step of the process the consumer will pursue the need by searching for relevant information. This information enables the consumers to make a short-list over the possible ways for satisfying the need, this list is known as the consumers evoked set (Hill and O’Sullivan, 1996). The research can contain both internal and external sources. An example of internal factors can be the consumer own experiences and mentally stored memories. An external source can be feedback and shared feelings from family and friends (Boone and Kurtz, 2002).

Evaluation of alternatives and Purchase Decision
After information is required the consumer will evaluate the evoked set of alternative brands, where the outcome of the evaluation will result in a final decision in choice of brand. In the evaluation consumers will observe factors like quality, service, reliability and price (Hill and O’Sullivan, 1996).

Post-purchase evaluation
When the customers has purchased a product, they will evaluate to which extent it has satisfied their needs and whether it met their expectations. In this last step of the process there is a possibility for the occurrence of cognitive dissonance. This refers to the doubts customers may feel after the purchase decision. Supportive information and social influences may assure the customers of the specific purchase and consolidate their satisfaction (Kotler and Keller, 2009).
2.2 Concepts and theories

2.2.1 Key Strategies

Every company will need to define the STP – segmentation, targeting, and positioning before building a market strategy (Kotler and Keller, 2009). By utilizing these strategies, companies can develop the right products for their target markets and adjust prices, distribution channels and advertising to reach the customers more effectively (Kotler, Armstrong, Saunders and Wong, 2001).

2.2.2 Segmentation

Doole and Lowe explain that the aim with market segmentation is to “identify the markets on which a company can concentrate its resources and efforts on so that they can achieve maximum penetration of that market” (2001, p. 101). The definition of a market segment is explained by Wilson et al (2001, quoted in Sargeant and West, p. 126) as “the process of dividing a varied and differing group of buyers or potential buyers into smaller groups within which broadly similar patterns of buyer’s needs exist”. Chaffey (2009) explains segmentation as understanding the groupings of customer in the target market, to be able to identify their needs and potential, and furthermore develop a strategy to satisfy these segments while maximizing their revenue.

A market segment will most likely consist of consumers with different perceptions and knowledge of the brand and product, but in the end the different segments will present a group of costumers who share similar set of needs and requirements (Kotler and Keller, 2009). By using descriptive characteristics as explained further in appendix 3 it will be easier to define consumer markets.

After the different markets are defined, the target market will be selected.
2.2.3 Targeting

A target market can be explained as “the part of the qualified available market the company decides to pursue” (Kotler and Keller, 2009, p. 869). Once a company has decided on market segments, they will need to decide on which targets that will give them the greatest opportunity in succeeding competitively. When deciding on which target market to approach, the company will need to evaluate the market attractiveness of segments against businesses strengths. A company should enter segments that can provide a superior value and gain competitive advantages over existing competitors (Kotler, Armstrong, Saunders and Wong 2001).

2.2.4 Positioning and differentiation

According to Sargeant and West positioning is “what you do to the mind of the prospect” (2001, p.36).

Positioning becomes important when the company wants to create a brand image in a chosen segment. A good strategic position is achieved when the customer understand the essence of the product, as well as how it can help them fulfil a need. It will be important to understand and locate the main competitors, in addition to consumer behaviour in terms of why they select one brand instead of another. By having defined the target segment, benefits, and prices, a company can provide value to the customers through a customer-focused value proposition (Kotler and Keller, 2009). Schiffman and Kanuk (2000) explains that marketers strives to differentiate their products by providing attributes whereas they claim it will fulfil the costumer’s needs better than competing brands.

When deciding on a position strategy the company must determine what sort of Points of Difference (POD) or Points of Parity (POP) their brand should have. POD will be the factors that customers can associate with when hearing the brand name, such as design, quality and performance. POP says something about the necessary circumstances of the brand, in other words “the whole package” (Kotler and Armstrong, 2004).
2.2.5 Brand

Kotler and Keller defines a brand as “a name, sign, symbol, or design, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors” (2009, p. 304). According to Leslie de Chernatony a brand is “considered as a cluster of functional and emotional values which promises a unique and welcomed experience” (2005, p. 3). A brand is about how a consumer perceives the values, associations and emotions of the specific brand and relates this to the consideration of what the brand means to them. Branding is a widely discussed concept, but the essential meaning is that successful branding can create valued benefits for both the customers and the company.

2.2.6 Brand Image and Brand Identity

The idea behind brand image is that the consumer is not just buying the product, but also the image associated with the product (Management Study Guide, 2011). De Chernatony states that brand image is “the set of associations perceived by an individual over time” (2005, p.39). When evaluating a brand’s image it is important to consider customers level of involvement within that category, whether it is high-involvement or low involvement (Elliott and Percy, 2007). Brand image is on the receiver’s side and focuses on the way a brand is perceived by costumers (Kapferer, 2004).

Brand identity “is about the ethos, aims and values that present a sense of individuality differentiating a brand” (de Chernatony, 2005, p. 36). The purpose of brand identity is to specify the brands meaning, aim and self-image. Brand identity is on the sender’s side and is about how the company can be identified.
2.2.7 Marketing Mix

When going into a new market a company will need to make sure they are marketing the right product to the right person, as well as providing the right price at an appropriate place (CIM, 2004). Kotler and Keller (2009) classifies these activities as marketing-mix tools called the four P’s:

**Product:** The product is the physical product or service offered to the consumer. Decisions regarding the product include aspects such as quality, design, features, packaging, warranties etc.

**Price:** Pricing is known to be one of the major factors that determine whether a buyer purchases a product. “*When goods and services are priced top high, many customers will refuse to purchase them*“ (Smith, 2011, p.3). The pricing will directly affect a company's profit. It can also be seen as a promotion of export, as well as a strategy for gaining profit and competitive advantages (Solberg, 2005).

**Place:** Decisions regarding place are those associated with channels of distribution that make the product available to the target customers.

**Promotion:** Promotion decisions are related to which way the company should communicate to the potential customers. Aspects regarding promotion decisions should be directed towards advertising, sales promotion, and marketing communications.
2.3 Marketing Communications

The Communication Mix

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The Marketing Mix

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Figure 2.3 Marketing Communication Mix (Smith and Taylor, 2004)

According to Kotler and Keller marketing communications are “the means by which firms attempt to inform, persuade, and remind consumers – directly or indirectly – about the products and brands they sell” (2009, p. 510). Marketing communication gives the opportunity to form the customer’s perception about the brand and product. This will be done in companies’ promotion by using tools from the communication mix, depending on the product. The different marketing communications must be fully integrated with the target customer, where the company chooses communication methods that suit them (Egan, 2007).

2.3.1 Sales promotion

Sale promotion offers the customer an incentive to buy the specific product, and is often a key ingredient in firms marketing campaigns. Promotion is designed to encourage customers to make a quicker or greater purchase of product or services (Kotler and Keller, 2009). The sales promotion strategy will be based on the use of communication tools, and can be seen as a tactical, short-term, temporary sales booster (Smith and Taylor, 2004).
2.3.2 E-Communication

E-Communication is online activities and programs used to engage customer, as well as directly or indirectly create awareness, improve image and increase sales of the product or services. The use of social networking and e-commerce has become essential marketing tools, where Facebook, Twitter, YouTube and blogs are the major sites (Chaffey, 2009).

2.3.3 Public Relations

Public Relations (PR) “includes a variety of programs to promote or protect a company’s image or individual products” (Kotler and Keller, 2009, p. 563). The PR strategy is a part of a company’s business discipline, and is more than just communications. This strategy will reflect ethics, social responsibility, finance, personnel, production and marketing. Furthermore, it will be important that the promoted product live up to the expectations made by the company through the marketing communications. According to Smith and Taylor the key to long term success is to “develop credibility before raising visibility” (2004, p. 450). The major tools used in PR are: news, speeches, and special events, which all have the possibility to make a strong impact on the public awareness (Kotler and Armstrong, 2004). Examples of PR tools used to promote a product are exhibitions, where it is essential to be present in order to promote a company’s products at a public stage (Egan, 2007). Another tool is celebrity endorsement, where the celebrities’ credibility is important taking into consideration that this can also cause a negative outcome (Kotler and Keller, 2009).
2.4 Mode of Entry

2.4.1 Foreign Direct Invest (FDI)

There are three main methods of FDI:

The Greenfield Strategy
When a company decides to expand, the Greenfield strategy includes what Griffin and Pustay (2010) refers to as starting up a new operation from the ground. This means that the investments being made consist of new facilities and working force. The advantage of choosing this strategy lies in the freedom the company gets to create the optimal solution regarding the distribution system based on their own needs. However, the spending costs become the main challenge as this strategy indicates a high cost, which can put the “freedom” to a limit (Grazia, 2005).

The Brownfield Strategy
This method is based on acquisition of already existing facilities. An acquisition consists of a high complexity factor, involving barriers of regulations, lawyers, bankers, mergers and other specialists on cross border acquisitions. On the other hand, a firm that considers such an investment may find it easier to obtain an overview of the functionality and capacity it holds (Griffin and Pustay, 2010).

Joint Venture Strategy
When two or more firms decide to work together in order to achieve mutual gain, the method is referred to as the joint venture strategy. This strategic alliance gives the companies a chance to share their strength of knowledge when entering new markets (Griffin and Pustay, 2010).

2.4.2 Export

The selling of products made in one country for use or resale to another country is called exporting. Exporting is one of the simplest modes of internationalizing, and the most common form of international business activity. Furthermore, exports are often critical to a company’s financial health (Grazia, 2005). Advantages with export are
that the firm can control its financial exposure to the host country market as it deems appropriate, and there is a relatively low financial exposure. Exporting permits a company to enter a foreign market gradually and assess local conditions. A company that exports will avoid restriction on foreign investment. However, disadvantages such as vulnerabilities to tariffs, logistical complexities, as well as potential conflicts with distributors will be some of the considerations a company must undertake before making an agreement (Griffin and Pustay, 2010).

**Forms of Export**

*Indirect exporting:* Occurs when a firm sells its product to a domestic customer, which in turn exports the product, in either its original form or a modified form.

*Direct exporting:* Occurs through sales to customers—either distributors or end users—located outside the firm’s home country.

**Considerations when exporting**

When exporting some challenges may be imposed of tariffs and non-tariff barriers on imported goods, thereby discouraging the firm from using export as an entry mode. Further there may occur some marketing concerns, where foreign goods can have a certain product image that another country can have problems communicating. The company must also consider the physical distribution costs of warehousing, transporting, packaging and distributing its goods. Logistical considerations go beyond just costs, where exporting means longer supply lines and increased difficulties in communicating with foreign customers (Salomon, 2006).

**2.4.3 E-commerce as an entry mode**

Using e-commerce as a tool to sell to foreign countries is seen as a direct export, where the company is operating directly to the costumers through their web-sites (Chaffey and Smith, 2008), which also is seen as a customer-direct strategy. E-marketing can help accomplish benefits such as reduced costs in forms of distribution and e-PR/advertising, as well as create opportunities to expand into other markets and improve customer service (Richardson, 2010).
When it comes to entering a new market through E-commerce, the company needs to choose whether they want to operate within B2B or B2C, or both, in order to adapt their strategy to the market. A company operating with B2C has the opportunity to trade directly with the customers through their web shop. E-marketing over Internet will make it easier to connect with customers and creating new ones, as well as creating good opportunities to expand the brand online. The competition within e-marketing is intense, and the number of companies using the Internet to facilitate a new entry to new markets is large (Chaffey, 2009). Therefore companies need to carefully analyze the exact internal and external market factors before entering and developing a strategic plan.

However, there are a lot of barriers that the businesses need to overcome to be able to succeed within e-commerce. Customer loyalty will become more difficult to maintain, seeing that there are a lot of opportunities to choose from on a market, which contains high level of competition (Chaffey and Smith, 2008).

2.4.4 Agents

Agents can be individuals or organizations that operate as foreign sales representatives. Agents put their clients in touch with third parties and then “drop out” of resulting contracts and are no further involved. They usually operate on a commission basis and rarely take ownership of products (Bennett and Blythe, 2002).

Advantages with using agents is that they are familiar with the local market and there are no long-term commitment for the clients, which means that it is easy to withdraw from the arrangement (Czincota and Ronkainen, 2007). A disadvantage with using agents is that they act independently and often for more than one company, which can cause conflicts of interest (Bennett and Blythe, 2002).
Chapter 3 Methodology

This chapter will clarify the types of methodology used in the report. When choosing a research methodology there are many aspects to be considered in order to find what are most appropriate, as well as its outcome and credibility. It is essential that the collected information have a significant impact in relation to the aim of the report. This section will contain of primary and secondary research, and quantitative and qualitative research.

“Research methodology focuses on the process of developing information and knowledge, which may provide application knowledge and/or additional disciplinary understanding” (Ethridge, 2004, p. 26).

3.1 Primary Research

The primary research is the measures, which are made and developed for one specific project and its purpose. This means that the data have not been used, and consists of answers, which will come in hand to the researcher. Sources of primary data can include approaches such as group discussions and use of questionnaires, which are made to create a certain vision of a reality-based scenario. Despite the specific details this type of research contributes, they add time consuming work and expenses, compared to the use of secondary research (Curwin and Slater, 2002).

3.2 Secondary Research

Use of secondary research is based on former primary data, which means that the data was initially made for another purpose. Although these data are not specified for the current project, the use of secondary research has other advantages to it, such as issues of time and costs. In order to prevent doing the same research as already made available at secondary sources, it is essential to collect secondary data before doing the primary research. Effective use of secondary data can help to indicate and specify what the primary research should include, in order to fulfil the aim of the project (Curwin & Slater, 2002).
According to Stevens (2006) there will be limitations and disadvantages in secondary research:

- Lack of availability – Can be hard to find and can also have a high price
- Lack of relevance – Since it's not developed for the specific project, the relevance of the data can vary to a high extent
- Inaccuracy and ignorance – As a result of ignorance regarding the data collection, a question of the contents' accuracy is likely to arise
- Age – A question if the information can be considered as up-to-date, or if it gives a false image of the reality

### 3.3 Quantitative Research

Analysis in quantitative research is based on numerical data. The methods used in this research can be seen as a collection of techniques for organizing, presenting and summarizing the conclusions from the data collected. Before the data gathered can be seen as useful it needs to be organized and processed. This research is used to measure specific characteristics, which can be transferred to the entire population, through structured data collection procedures (Morris, 2003).

Smith, Thorpe and Lowe (2002) distinguish the collection of quantitative data into four main groups: interviews, questionnaires, test/measures and observations. The main strengths with this scientific approach is according to Burns (2000) precision and control, which is achieved through the design, sampling and results in reliable measurement. The quantitative research is tested through a deductive approach by using hypotheses, which permits statistical analysis.

### 3.4 Qualitative Research

Qualitative research is used to make analytical descriptions and to understand the connections between the different variables in the research, and cannot be expressed through numerical data (Burns, 2000). According to Myers (2009), qualitative research is a suitable way to study a certain subject in-depth. If little research is done on the topic, this is appropriate for explorative research.
Qualitative data can be obtained through sources such as in-depth interviews, observations, case studies, projective tests and documents and archival data (Sekaran, 2003). Qualitative methodologist captures what people say and do, and this result in a deeper understanding of viewpoints and meanings of the participants.

Burns (2000) explains that it may be difficult to apply standards of reliability and validity to the qualitative data. Because of this, the approach concerns some limitations. A disadvantage of qualitative research is that the findings cannot be generalized to a wider context than the one studied in the specific research.

### 3.5 Our chosen research methods

In this report the research methods will concern semi-structured interviews and survey research. This will be done to collect the necessary information both economically and efficiently. By using these methods it will provide us the best of both quantitative and qualitative data, which will make us achieve the research objectives for the investigation.

#### 3.5.1 Interviews

Kahn and Cannell (1957, quoted in Saunders, Lewis and Thornhill, 2003, p. 245) describe interviews as a ”purposeful discussion between two or more people”. The use of interviews can help researchers gather reliable and valid data that are of relevance to the research questions and objectives. Denscombe (2007) states that interviews provide a more suitable method when the researcher needs to gain insight into aspects like people’s opinions, feelings, experiences and emotions. Denscombe (2007) also clarifies that to obtain best information out of an interview, the interviewer needs to be attentive and able to empathize with the informant. Further he categorize the different interview types as:

- Structured interviews
- Semi-Structured interviews
- Unstructured interviews
Questionnaire used in structured interviews contains of a predetermined list of questions that gives the respondent limited option responses. Structured interviews are a collection of quantitative data. In the semi-structured interviews the interviewer will be more flexible and the respondent will have the opportunity to speak more widely. This flexible form is taken to a higher level in the unstructured interviews, where the interviewer will develop ideas and describe their thoughts (Saunders, Lewis and Thornhill, 2003).

The most common form of semi-structured and unstructured interview is the one-to-one interview, which involves a meeting between one researcher and one informant to collect qualitative data. This form is easy to arrange and control, since the views only stems from one source (Denscombe 2007).

### 3.5.2 Survey-research

Within educational research, survey is the most commonly used descriptive method (Burns, 2000). Balnaves and Caputi explains the survey as “a method of collecting data from people about who they are (education, finances, etc.), how they think (motivations, beliefs, etc.) and what they do (behaviour)” (2001, p. 76).

Within the survey method we find two major forms, which are descriptive and explanatory surveys. In descriptive surveys representative sampling of the population is crucial, whilst a high level of control is crucial in explanatory surveys (Burns, 2000).

According to Balnaves and Caputi (2001) survey research will be dealing with variables and may be based on a research question, a hypothesis or a general statement about an area of interest. Questions used in the survey will reflect the appropriate levels of measurement required for further statistical analysis. It exist four levels of measurement, which is: nominal, ordinal, ratio and interval.
3.6 Conclusion of chosen methods

3.6.1 Semi structured interview

In context of this report, it was most relevant to base the meeting structure on the method of semi-structured interview. By taking this method to use, we were able to still have the power of leading the conversation towards the purpose of the meeting. The unstructured method of interviews would give a larger freedom for the respondent to come up with other thoughts and ideas. However, this may lead to a risk of the respondent carrying on replying in unrelated terms, which for us would be a disadvantage. As a result, unstructured interviews was not a suitable approach for us, seeing that this process is to time-consuming, and may hold a higher financial cost, which therefore lead to the choice of semi-structured interview.

3.6.2 Survey

The survey-research represents the descriptive research of the report. As a result of having limited financial resources, the travel budget had to be set to a minimum, which explains why our survey research will be limited to only two cities. In order to gain a more reliable outcome of the gathered feedback, our aim will be to collect at least 130 – 150 respondents per location.

The design of the questionnaire will be built on nominal design, which indicates selective questions. However, the last questions in the survey will be conducted through open questions, which will provide us with individual opinions and perceptions. The questions will be developed in order to answer the four research objectives of the report, which will provide us with information about our potential target group. The selected respondents of this research will be based on accidental sampling, which is one of the non-probability samples (Gripsrud, Olsson, Silkoset, 2008).
SPSS

SPSS is a tool, which we will use to interpret the collected information, from the survey-research, in order to enlighten a realistic scenario based on the outcome.

SPSS stands for Statistical Package for the Social Sciences and “is a computer application that provides statistical analysis of data. It allows for in-depth data access and preparation, analytical, reporting and modelling” (Flinders, 2009). The tool can be used to identify several factors, such as an indication of which customers are most likely to respond to different offers, or to forecast future trends in order to improve organizational strategies (IBM, n.d).

3.7 Validity and reliability

Validity is “the extent to which the research findings accurately represent what is really happening in the situation” (Collis and Hussey, 2003, p. 58). Research errors, such as faulty research procedures, poor samples and inaccurate or misleading measurement can weaken validity.

There are several different ways in which the validity of research can be assessed. One is “face validity” which is based upon the link between the objectives set for the study and the questions asked. In our research, the question used will be linked to the objectives in a logical way and this provides our study “face validity” (Collis and Hussey, 2003).

According to Gripsrud, Olsson, Silkoset (2008) reliability concerns the extent to which a measurement will provide the same result if it is repeated many times. The findings can be said to be reliable if the research is repeated and the same results are obtained. A measurement is more reliable the less random errors it contains. When looking at the results from the collection of primary data it is possible to make an evaluation of the consistency of the measurements (Collis and Hussey, 2003).
3.8 Ethics in research

When conducting research and surveys it is vital to keep in mind ethical responsibilities. There are three general principles that have been designed to guide ethical choices. The first principle is informed consent, where the participant should be informed about the purpose behind the research, and that the participation is voluntary. The second principle concerns the privacy of the respondent, where information must not be disclosed to a third party. The last principle has focus on anonymity and confidentiality (De Vaus, 2008). The information have to be collected in such a way that confidentiality can be guaranteed. In order to protect participants, data must be stored in a safe way and place to prevent any unauthorized access (Kimmel, 2007).

We have in cooperation with B&S agreed to have an ethical approach when conducting our interviews and surveys. All surveys will be carried out with anonymous respondents, where no information can be tracked back, unless given permission. Also, information from the surveys and interviews shall be stored safely.

3.9 Limitations

We expect there to be some limitations to the research methods used in this project. Due to financial limitations, there will not possible to undertake the research in additional cities, which would provide us a broader understanding of the UK resident’s perception of the B&S sunglasses. The limited financial aspect will also have an impact on the decision to not undertake certain research methods, in the respective cities.
Chapter 4 Secondary Information

Secondary information is emphasized to gain an understanding of the sunglass market in the UK. For a company that is evaluating a possible entry into the UK, there will be important to be aware of trends and drivers within the industry. This chapter will therefore focus on future forecast, customers purchase behaviour, in addition to channels to the market.

In this report the use of secondary research are mainly done through Mintel, which is an independent international group that supplies information in terms of market analysis, market size, market forecasts and consumer research. These reports are conducted by analysts with expertise in the different markets (Mintel, 2011c).

4.1 Secondary Research

4.1.1 Sunglasses in the UK

“Sunglasses are essential for preventing sun damage to your eyes; at the same time, they can improve your vision and help you make a unique fashion statement” (All AboutVision, 2010a).

In 2007 the sunglasses market was worth £225 millions in the UK, which was a rise in value of 2% since 2006 (Mintel, 2008). According to Mintel’s research (2009) it has been said that sunglasses is to be an emerging item in the accessories industry.

The eyewear consultancy firm, Strategy with Vision (SWV) analyzed the three price markets; mass market, mid-level licensed brands, and premium brands in the UK. The research done in 2009 showed that the sunglass market had a sales volume of 17.8 million pairs. SWV estimated that 1.7 million of the sales came from the premium sunglass market, with a value of €58m. The mid-market was worth €20.5m, and the mass-market sold for €43.4m. Also, in 2009 high street fashion and supermarkets dominated the UK sunglass market with a total of 40% (Opticiansonline, 2010).
4.1.2 Designer Brand Sunglasses

The term “luxury” is often associated with rich and wealthy people. Especially among younger consumers brand identity becomes essential, where luxury items can create an image. Compared to designer clothing the sunglass sector has a broader spectre of consumers, where buying a pair of designer sunglasses can be an easy way to buy into the “luxury” market (Mintel, 2008).

When it comes to why the consumers choose to buy designer sunglasses there are several important factors. According to research done by Mintel (2008) one of the highest ranked factors is that the consumers know that the more they pay, the higher UV protection they get. We can also see that 57% of the men feel that the designer sunglasses improves their image and gives them a boost of self-esteem, were 42% of the women agrees. In 2008, 58% answered that the main reason for choosing designer sunglasses was to improve image, as well as comfort (Mintel, 2008).

The attitude people have to the amount of spending is relevant when understanding why people buy designer sunglasses. There are mainly three spending categories; the low spenders, medium spenders and the high spenders. The difference from low to high spenders when purchasing sunglasses is that low spenders buy sunglasses based on low prices and promotional offer. While high spenders are willing to pay more in order to get designer brands, as well as fashionable style (Mintel, 2008).

Since the economical recession in 2008, premium and luxury brands within designer clothing has become more sensitive. The accessories segment on the other hand has benefited from this, where the consumer decides to buy smaller design items, like a pair of sunglasses (Mintel 2010b). However, there are some threats being within the premium and luxury market. The increase in counterfeit is affecting the sales of designer brands sunglasses, and according to the International Chamber of Commerce the counterfeiting is worth $600 billion a year (Datamonitor, 2010a).
4.1.3 Consumer purchase behaviour and trends

The main reason for consumers buying sunglasses has been the need for protecting their eyes. In 2008 the attitudes towards the UV protection symbol was seen as the most important, as people related this to be as essential as sunscreen. Further, the technology innovation has been a big influence when concerning sunglass features, such as anti-glare, 100% UV filters, and flexible frames. All these aspects is part of making added value to the sunglasses, which reflects in the quality many of the consumers are looking for (Mintel, 2008).

There are different factors that will impact the sales of sunglasses, in terms of whether the average weather is good or not, and if the consumers feels the need to use/purchase them. Studies shows that especially women want lower -priced sunglasses, where factors like lack of good weather and the fear of losing, or breaking the glasses is essential (Mintel, 2008). Also the changing trends in fashion have a big impact on consumer buying trends, where consumers choose to pay less because they might want to have several pairs of sunglasses, to different outfits. However, the fact that many sunglasses are timeless and trans-seasonal gives the sector an advantage where the consumers see it as a long lasting investment (Mintel, 2009).

4.1.4 Channels to the market

When buying sunglasses, some consumers prefer to buy in retail stores where they have the possibility to try them on, while others prefer to buy them online. In 2008 the total UK market for sunglasses showed that 65% of the consumers would rather buy their sunglasses from opticians, specialists, and fashion retailers, while only 8% would purchase online (Mintel, 2008). Research shows that specialized sunglass shops, and fashion retailer has more than a two-thirds share of the market (Opticiansonline, 2010). The opticians has benefitted from the fact that they can provide the consumers with expertise regarding vision care, as well as offering high quality, comfort and high-style products. Nevertheless, the increasing sales from the supermarkets make the variety and competition bigger (Mintel, 2008).
4.1.5 Sunglasses online

Previously the online purchase of sunglasses had a value of 8% (Mintel 2008), but according to research this is about to change. Both accessories and sunglasses are items that people easily tend to buy, seeing that there are few size/fit issues, compared to clothing’s and shoes. According to Mintel (2009) there are opportunities to take the accessories a step further, due to the expectation of the market to be worth £4.12 billion in 2009. We can assume that since then the online market and sales has gone up, seeing that the global technology is increasing rapidly (Chaffey, 2009).

The consumer trends in 2011 shows that 48% of the consumers spend less time in stores, after browsing the web shops online (Mintel, 2011a). This makes the online activities important for the retailers, where social media and networking is a part of the promotion used (Mintel, 2010a). Another method that many retailers use is promotion of celebrity endorsement through their websites. The celebrities has a big influence on style and fashion, and an example of a company that uses this tool is Sunglass Hut, where the customers can find out what kind of designer sunglasses different celebrities are using, and then purchase them their self (Sunglass Hut, 2011). However, there are also disadvantages with the widely online sales of sunglasses. The counterfeit products is something that is becoming widely accessible online, which gives the designer brands increased competition (Mintel, 2008).
Chapter 5 Primary Research

Primary information was conducted to gain knowledge that would be similar or contradict with the secondary information. By doing this, companies will achieve a greater understanding of the market that is researched. This chapter will contain of findings done when gathering primary information on the UK sunglass market, by using semi-structured interviews and survey methods as the main research tools. The reason for our chosen methods was to get an insight and a deeper understanding of the sunglass market. Further there will be an explanation elaborated to underpin the choice for the cities that has been investigated, where limitations has been identified.

By using semi-structured interviews we gained knowledge from a professional’s point of view, which made it possible to evaluate the option of accomplishing a business relation, on behalf of B&S. The surveys where conducted in order to reveal some of the research objectives. And whether the response was similar to the secondary research already performed.

Leeds is one of England’s main centres for business and financial industry, outside of London, and also an appropriate city for feedback on B&S products. Internationally the city is known as a major centre of learning, with more than 200 000 students (Leeds, 2011). This makes the city characterized by students, as well as young professionals.

London being the capital of UK with approximately 8.6 million residents (CIA, 2011), which gives B&S a wider segment market. For our survey we felt that it was necessary to find out how the reaction would be in London. Furthermore, the city is known to be fashion forward and up-to-date on fashion trends. In addition, we wanted to see if there were any differences regarding the location of the two mentioned cities.

Limitations
Due to limitations in financial support we were not able to explore further cities, but felt that the main impression of London covered the south part of England, and Leeds the northern part of the country.
5.1 Semi-structured interviews

The semi-structured interviews were done in order to gather information from relevant and professional people that hold a certain insight of the sunglass market. The two professionals interviewed were James Griffin Accessories and Sunglass Manager at Harvey Nichols Leeds, and Trish Hogan Spangler Store Manager for Sunglass Hut Yorkshire. The extended version of the interviews will be found in appendix 4 and 5.

5.1.1 Summary of semi-structured interviews

Based on the first impression, both parts agreed that the B&S sunglasses were different from what they had seen before. However, while Mr. James Griffin indicated a certain attraction towards the product and the wooden material, Mrs. Trish Spangler seemed to share quite a different opinion. Still admitting that the concept is unique, her first impression was that the "woodies" were “bizarre”. Another aspect, which revealed different views on the sunglasses, was the price range where as Mr. Griffin said that the product would fit in to the Harvey Nichols stock, on a price of £180. Mrs. Spangler, on the other hand, thought that the products would rather suit the mass market, within the price range from £40 or below. In contrast, Mr. Griffin felt that the "woodies" could be compared to the prices of Ray Ban, which today lies at approximately £120 pounds.

Considering the designs of the different models of B&S's collection, both parts seemed to have a fairly good impression of the model "Huldra”. Both parts agreed that these were the ones that would appeal to most customers seeing that they reminded of the "wayfarer” style, which is considered trendy at the moment. The Manager of Harvey Nichols meant that the design was very good, and could see a possibility of including the “woodies” as a part of their stock. On the other hand, the Store Manager for Sunglass Hut strongly indicated that the sunglasses would not be suitable within their sunglass chain. Mr. Griffin explains that the regional differences between South and North England have significant diversities. Mrs. Spangler further explains the reason for this differing to be related to higher income, and more visible prestige in the South, compared to the Northern part of England.
Advices given from both parts on how B&S should introduce themselves if entering the UK market emphasized that the history of the product was an important factor. And that such a factor would attract possible customers attention. Further on, the advices from Mrs. Spangler was more eco-friendly based, with a focus on promoting the recycling of the wooden material.

5.2 Survey-research findings

When we conducted our surveys in Leeds and London, our main focus was on the segment of both genders from the age of 18-44, within all the socio-economic groups. Further, our four last questions in the survey contains of question that were non-selective, because we wanted to gain information that was not influenced by our suggestions. The extended version of the survey will be found in appendix 6 and 7.

**Question 1**

"Which of the following are the most important aspects when buying a pair of sunglasses; Design, Price, Brand or overall Quality?"

This question was asked, in order to gain an understanding of which aspects our respondents are emphasizing when purchasing a pair of sunglasses. There where no significant difference regarding the importance of the aspect among the respondents in the two cities, as shown in figure 5.0. Altogether there were 133 respondents that chose design, 58 chose price, only 19 chose brand, while 69 chose the overall quality. This information provides us with the understanding that when purchasing a pair of sunglasses the majority will take the decision on the basis of the products design. This finding is also similar to Mintels (2008) research, where comfort and fit was a highly ranked factor. The second most important aspect in our findings was the overall quality. This aspect considers the sunglasses material, lenses, durability etc. and will also have a strong impact on the buying decision process.
Question 2

"How much do you spend when buying a pair of sunglasses?"

As a process of obtaining information regarding the general spending when purchasing a pair of sunglasses, this was a relevant question to our survey. In order to gain a certain basis of comparison on the prices, it was essential to get an insight on how high the willingness of spending would be within the segment. The results presented in figure 5.1 show a trend where the majority in both locations do not intend to spend more than £120 when buying a pair of sunglasses. However, most of the candidates within this section also replied that they have put an upper limit of £50 to spend. Figure 5.2 and 5.3, shows that the people who want to pay more than £120, was between the ages of 18-24. This result can be seen as a contradiction to Mintel’s (2008) research where the respondents that would consider paying more than £120 were within the age group of 25-34. However, in our primary findings it needs to be taken into consideration that the majority of the respondents were students/young professionals, which can be reflected in the majority of age group 18-24.
Question 3

“When buying sunglasses, do you prefer to purchase online or in a retail shop?”

This question was included in the survey to better understand where the respondents preferred to do their purchases. There is an obvious favourite among the respondents, as shown in figure 5.4, with 261 that prefer retail shops, to 17 people that favour to do their purchases online. This information reflects on the security the respondents feel when getting the chance to try the sunglasses on before buying. These findings are supported by Mintel (2008), where it was found that 18 people out of 230 bought the sunglasses online, and that sunglasses purchases mostly took place at opticians/specialists or fashion retailers.
Question 4

"Do you own a pair of designer sunglasses? If yes, which brand?"

This question was included in order to gain an understanding of the popularity factor within the most purchased brand of sunglasses. As shown in figure 5.5 RayBan is the one brand in particular, which stands out as the most popular one. It appears that more than half of the respondents, who are in possession of designer sunglasses, own at least one pair of RayBans. This is also reflected in the semi structured interview where Mr. Griffin at Harvey Nichols states that Ray Ban is their bestseller, and tops the best selling chart every week (Appendix 5). Beside the large interest of RayBan sunglasses, the results showed a trend based on a wide range of variety with the remaining respondents, including brands such as “Oakley”, “Armani”, “Dior” and “other” designers within the same sector.
Figure 5.5 Ownership of designer sunglasses in the two cities

Question 5

“Are these sunglasses something you would be interested to buy?”

This question was asked to gain an understanding of the respondent’s interest in B&S sunglasses. There was of importance to see if these sunglasses were something that the respondents were willing to buy and if there were a difference in the interest among females and males. Overall, there was no significant difference in the interest amongst the two genders, shown in figure 5.6 and 5.7. In both of the cities represented there is almost an equal amount of people who are interested to those who are not, and therefore no regional difference can be drawn. Altogether, there are 145 of the respondents that showed interest in buying the B&S sunglasses, while 133 did not have any interest. When taking the age groups into consideration, there is an evenly sharing between the interested and uninterested, as shown in figure 5.8 when looking at the amount of respondents in the three age groups.
Figure 5.8 Interest in purchasing “woodies” in the two cities related to age

Question 6

"If interested in the “woodies”, how much would you be willing to pay?"

To gain a better understanding regarding the customer willingness of spending towards an unknown designer brand, this question was essential. In context of the findings in question 2, this question could give an indication of the general level of spending, up against the spending towards B&S sunglasses.

The response achieved indicates that the majority of the respondents do not seem to be willing to spend anything above £120 on a pair of "woodies" as shown in figure 5.9. On the other hand, the results also showed that the respondents are equally shared
between the range of “up to £50” and the “£80 - £120”. The respondents also showed a lack of interest in the price range above £130. Concerning age, the results illustrated in figure 5.10 and 5.11 that in Leeds and London the majority within 18-24 would pay less than £50. Limitations must also be considered in this matter seeing that the result show that there were more people within the age of 18-24 participating in the survey.

Figure 5.9 Willingness to pay for “woodies” in the two cities

Figure 5.10 Willingness to pay for “woodies” in Leeds related to age

Figure 5.11 Willingness to pay for “woodies” in London related to age
Question 7

“What is your first impression of these wooden sunglasses from the brand Boe & Sunde?”

This question was included in the survey, to gain an insight to what the respondents felt about “woodies”. The first impression is strongly related to why some respondents were interested in the B&S sunglasses, to those who were not. The first impression can also be used as a guideline in the company’s positioning strategy.

When looking at the different first impressions in figure 5.12 there where several aspects that were repeated. Over 80 respondents had a positive first impression, and they described the sunglasses as “nice”, “cool” or “good”. There were also a large group of the respondents that thought of the product as “different”. This difference was not in a negative way, only that the material and design stood out from the other sunglasses that is present at today’s market. Four of the other impressions that were repeated and that had an evenly sharing among the answers where first impressions like, “unique”, “weird”, “wood”, and some meant that the product was “not for them”. The last category which includes “other” first impressions was statements that only were mentioned a few times.

Figure 5.12 First impression of “woodies” in the two cities
Question 8

“If I were to tell you that they are a Norwegian design, what would your reaction be to that?”

To reveal reactions and attitudes towards Norwegian design this question was relevant. Based on this, B&S can see if there will be an advantage or disadvantage to focus on the Norwegian aspect in their promotion towards the UK market. In addition, the question can also give some implications for how the company should approach its positioning.

The answers we received on this question got divided into a few general aspects demonstrated in figure 5.13, were it was clearly that the majority of the respondents had “no reaction” to the Norwegian design. This new information did not have any impact on their first impression of the product. Other respondents were “not surprised” when hearing it was a Norwegian design, because the wood and quality is something they related to Norway. There were also some respondents who reacted to the Norwegian design as “cool” and interesting, which made the impression even more positive. The rest of the respondents, which is placed under the category “other”, were mostly surprised by the additional information.

Figure 5.13 Reaction towards Norwegian design in the two cities
**Question 9**

“What kind of people would you say would wear these types of sunglasses?”

This question gives an understanding of the respondent’s perceptions of people who would wear the “woodies”. This type of information can have an impact to which segment in the UK that the company should target.

When gathering the answers it was a lot of prototyping that was repeated, as shown in *figure 5.14*. The respondents mainly thought that there where “young” and “trendy” people that would wear the sunglasses. They described the potential costumer as a fashionable youngster who likes to stand out. There were also a small group of the respondents that only thought it was “Norwegians” who would wear these “woodies”. The rest of the respondents mentioned other kind of people, which is placed under the category “other”. Due to the fact that this was a non-selective question shows a wide range of response, which reflects on the high amount of differing in people’s perceptions.

*Figure 5.14 Perception of people that would wear “woodies” in the two cities*
**Question 10**

"Which shop in the UK do you think you would most likely find these types of sunglasses?"

In this question the aim was to get a better understanding of which shop the respondents considered to find these sunglasses. The information gathered from this question can also have an impact on B&S mode of entry strategy, regarding the distribution sector and location.

The findings are categorised after the diverse responses the respondents gave to this question, by focusing on the shops that was mentioned the most. When looking at the findings, the main part of the respondents sees the “woodies” being sold within the category “others”. Examples of stores in this category are H&M, River Island, vintage- and random designer shops. The location that were mentioned by other groups of the respondents and that was repeated continuously was “Urban Outfitters” and “TopShop” as shown in figure 5.15. In addition to this the “Sunglasses Hut” and “Department stores” such as “Harvey Nichols” and “Selfridges” also got repeated. A small group of the participant in the survey did not have any preferences regarding location.

![Figure 5.15 Respondents consideration of the location of “woodies”](image)
Chapter 6 External and Internal Analysis

This chapter will identify the external and internal environmental factors that will have an impact on B&S’s possible entry into the UK. In the external analysis the PESTLE and Porter’s Five Forces analysis are implemented, while McKinsey 7S’s, and the Nine Strategic Window Frame, are utilized in the internal analysis. As a summary of the chapter the TOWS matrix is applied.

6.1 External analysis

External analysis includes both the industrial and the environmental factors of a specific market.

6.1.1 PESTLE

A PESTLE - analysis is a useful strategic tool for understanding market growth, business position, potential and direction for future operations. This analyse can be applied by companies to review strategic directions and marketing proposition.

Political

The European Union has settled five key factors, which makes it easier for companies that want to establish within the Union. The factors are: “free flow of capital (Euro), goods, services, labour and technology”(Griffin and Pustay, 2010, p. 307). These common rules make it easier for businesses wanting to establish in the UK (EC Europa Business, 2010). If a company is already established within the EU and wants to approach the UK, the expansion can be done easily, because it is only necessary to get approval in one member country (Griffin and Pustay, 2010).

UK’s EU membership promotes an encouragement towards FDI, which stands in line with the provisions of openness within free trading. Since being one of the seven EFTA founder states in 1960, the nation has held a leading position regarding a closer trading cooperation between the member states (EFTA, 2011). Currently EFTA consists of four member states including Norway, which enables Norway to participate in EU internal market (EFTA, 2011). This gives Norway approximately
the same benefits as any other member states when trading within the EU.

**Economical**

The UK is the second largest economy in the EU and is rated as one of the strongest in terms of standard of living, interest rates, inflation, and inward and outward foreign investments (CIA, 2011).

Despite the economic slowdown the nation has been through, due to the recession, latest trends show that the purchasing power parity per (PPP) capita slightly increased in 2010 compared to the previous year (CIA, 2011). Such economical information can be used to estimate a profitable market for fashion, as it may indicate that the potential buyers have more money to spend. On the other hand, this could also indicate that it may exist a probability of gaining more value for the products due to the estimated PPP.

A calculated forecast published by the EU shows that the GDP in the UK will slightly increase further more in the years to come. Another essential information the forecast provides is that the unemployment rate will remain more or less the same in the years to come (EC Europa Economy, 2010).

Another aspect, which could make an impact on the economic growth, is the forecast regarding consumer expenditure, which is expected to be weak in 2011 (EuroMonitor, 2011). Indicators published by The International Finance Corporation (IFC) regarding the ease of doing business, shows that UK was ranked number 4 out of 183 countries. This aspect is likely to have an essential impact on businesses decisions of investments, though this could indicate a low extent of barriers when dealing with the UK market (IFC, 2011). Also, in January 2011 the Value Added Tax (VAT) increased to 20%, which means that for companies approaching the UK market there will be higher purchase prices (DirectGov, 2010).

Being the 6th largest exporter to the UK delivering 4.7% (NationMaster, 2011) of the nations total import, Norway holds a rather familiar trading relation with the Brits.
Sociological
The UK is a highly developed country, where the residents are able to enjoy a high standard of living. Out of 169 countries, UK is listed as 26th at the Human Development Index (2010).

Socio-economic groups within the UK are based on the head of household or chief income, and are defined as followed (Mintel, 2011c):

A: Higher managerial, administrative or professional
B: Intermediate managerial, administrative or professional
C1: Supervisory or clerical, and junior managerial, administrative or professional
   (students living away from home are graded C1)
C2: Skilled manual workers
D: Semi and unskilled manual workers
E: All those entirely dependent on the state long term, through sickness, unemployment, old age or other reasons.

UK is famous for their higher educational institutes, and the country provides a vast variety of educational opportunities (Datamonitor, 2010b). This makes the competition level for higher education incredibly high, which indicates that there is a high level of competence among residents of the UK. This aspect will make it even more attractive for businesses to settle down in this country.

The UK is working hard to get people back into work, after the recession. The financial crises had a large influence on the UK, where the major downturn was in the working environment (EU Legislation 1, 2011). The country is implementing a program called “the New Deal”, which will give unemployed a chance to learn, train and get work experience (Directgov, n.d’). The positive development within the UK’s public health over the past years, may have contributed to the increase in the country’s life expectancy. A greater public health, will impact to a downturn on the work related absence, and most likely add to a positive boost in the country’s working environment.
Technological

The UK has developed a high standard of national technology such as the online services, which contributes to new options regarding efficiency development within the industry. The Enterprise Europe Network assist new businesses with the opportunity to gain knowledge regarding EU restrictions, regulations as well as access to finance through their website (EC Europa Research, 2010). Internet penetration had reached around 70% of the population by February 2010 and shopping was a key activity for people with online access (Mintel, 2010a). The popularity of buying online has increased in the last years despite the recession. A research developed by OFCOM (2009) for 2009, showed that online shopping contained a much higher popularity factor in the UK in comparison to the other EU countries. Statistics for the same period also showed a decrease within the GDP per capita (PPP) (CIA, 2011). The government has been successful in steering the progress of R&D in the right direction. Serious efforts have been taken to boost competitiveness, as technological developments will help the UK to stand out in the face of increasing competition from emerging economies (Datamonitor, 2010b).

Legal

For companies trying to establish in the UK market there are different regulation they need to take into consideration. The competition law is one of the regulation businesses need to follow and obey when entering the UK market to enable free trade and prevent monopolies. EU competition policy ensures that competition is not distorted in the internal market by ensuring that all companies within a market operate with the same rules (Europa EU Legislation 2, 2010). Free trade is an important aspect for companies wanting to set up a new business or expand into the UK market due to the low barriers the free trade is providing. “Articles 34 and 35 TFEU of the Treaty establishing the European Community prohibit import and export restrictions between all Member States. However, if there is a threat to public health or the environment, Member States may restrict the free movement of goods” (Europa EU Legislation 3, 2011). Another regulation that needs to be taken into consideration is the minimum rules regarding work conditions. These rules relate to payment to the workforce e.g. minimum wage, in addition to safety and health conditions at the workplace (Europa EU, 2011).
Environmental
The UK environmental sector is one of the most active in the world. The Government is continuously working towards reducing CO2 emissions, which is said to decrease by 60% in 2050. This indicates that there is a solid framework for environmental investments on the UK market (London Chamber, 2010).

The involvement and level of a business Corporate Social Responsibility (CSR) can help boost a company’s profile and competiveness (EC Europa CSR, 2010). By getting businesses to focus on CSR policies, the environmental and social standard will increase and probably lead to a boost in the attractiveness of the UK. The Eco – label is a way for businesses to achieve competitive advantage. This label shows customers that the product is a greener product, and that it is facilitating the environment. This label will also help a company to differentiate from competitors (EC Europa Environment, 2009). The competition within the “green business” is increasing, due to the potential to invest in the future. The European Union strives to accomplish a growth in the economy with a big focus on the environment, which holds equivalent opportunities.

6.1.2 Porters Five Forces
Porters Five Forces explains the five different forces affecting a market or segment for a company entering a new market (Kotler and Keller, 2009). By using this model B&S can gain knowledge of the UK sunglass industry, in terms of attractiveness and competitive forces. Identifying threats, potential opportunities, and main competitors will increase their chances of succeeding in the UK sunglass market. However, this framework has also been criticized. Lynch (2009) argues that the model is essentially static, considering that the competitive environment is in constant change. There are possibilities for the competitive forces to move from high to low, or vice versa, more rapidly than the model shows.
Figure 6.0 Porters 5 Forces

**Bargaining power of buyers**

Buyers in the industry will provide different structural bargaining power, hence the difference in purchasing needs. Based on the variety in requirements, the buyers compete in the industry by bargaining for higher quality or services, forcing down prices, and setting competitors against each other (Porter, 2004).

The buyers in the sunglasses market consist of individual consumers, which weaken their bargaining power. A highly developed differentiation strategy can make it easier for companies to reach out and meet the needs of their segment group, which gives the customers a smaller range of alternatives to choose from. It will also be important for companies to achieve loyal customers, which will make the costs related to brand- or product switch less attractive to implement (Datamonitor, 2010a). Companies that neglect these aspects will most likely be bargaining with very powerful buyers.

Expensive products will have a larger price sensitivity regarding customer’s income (Porter, 2004). Due to the high price range B&S products are located in, the customers’ price sensitivity is important. The premium market has been characterized with a lack of consumer confidence when it comes to purchases of designer clothing, where the consumers chose to buy designer accessories instead. In addition, men have gradually showed more interest for buying fashionable brands, which is reflected in
the movement of the sunglass market towards unisex and male styles (Mintel, 2008). The larger the buyer group gets, the smaller their bargaining power will be.

**Bargaining power of suppliers**

According to Michael Porter suppliers can “exert bargaining power over participants in an industry by threatening to raise prices or reduce the quality of purchased goods and services” (2004, p. 27). Suppliers are powerful if they distribute products that are of relevant uniqueness to the industry, or if the supplier’s product is an important input to the buyer’s business (Porter, 2004).

If a company operates with products that have a wide range of potential suppliers, the supplier will have a weaker bargaining power. However, a strategy that strengthens the relationship between the suppliers and companies can enhance the threat of switching cost and backward integration (Porter, 2004).

Due to the rapid change in trends and fashion, the sunglass industry can have a short product life cycle. Today’s fashion is mainly designed for one season (Mintel, 2008), which will weaken the supplier’s power to some extent.

**Threat of New Entrants**

New entrants to an industry bring new capacity and also significant resources. The threat of entry into an industry depends on the already present barriers to entry combined with the reaction from exciting competitors (Porter, 2004).

The competition on the sunglass premium market is high because there are many existing competitors, which make it harder to enter the market. This has led to fierce competition and has also put the prices under pressure (Datamonitor, 2010a). Furthermore, the increase of counterfeit can also be seen as a threat to the designer brands. The fact that B&S sunglasses are made of wood makes it more difficult to counterfeit and this can be seen as an advantage for B&S. The rise of supermarkets, discount chains and the Internet has been particularly damaging to the price level (Mintel, 2010a). This will be a threat for sunglasses in the premium market because it can affect the prices and customers willingness to pay (Datamonitor, 2010a). The
potential threat of new entrants can be considered as medium.

**The threat of substitutes**

"Identifying substitute products are a matter of searching for other products that can perform the same function as the product of the industry" (Porter, 2004, p. 23). In the sunglass industry there are no direct substitutes for sunglasses, but there are alternatives like sunhats and caps. This can be seen as an option for people that want a cheap and inexpensive product to wear in the sun. The threat is seen as low because these alternatives will not be of high competition on long-term basis.

**Rivalry among competitors**

Rivalry among competitors occurs when one or more competitors either see the opportunity to improve their position or feel pressure (Porter, 2004). Within the UK sunglass market there is already many existing brands competing for the same costumer group. Two of the biggest competitors for B&S will be Luxottica with a market share of 28.4% in 2007, and Safilo with a market share of 18.2% in 2007. These two companies produce and distribute sun eyewear on behalf of well-known brands such as Ray-Ban, Oakley, Carrera, etc (Mintel, 2008). For further explanation of the competitive brands, see appendix 8. This makes the rivalry among competitors in this market quite high. Furthermore, the costumer’s price sensitivity in the premium and luxury market will increase the competition level.

**6.2 Internal Analysis**

An internal analysis defines what strengths and weaknesses a company has to determine the company’s furthers development, to achieve their aim.

**6.2.1 McKinsey 7S’s**

McKinsey 7S’s is a tool that helps companies analyze the internal environment. The model emphasizes the importance of achieving consistency and balance between the seven descriptive elements (Holbeche, 2006). According to Wickham (2000) the seven elements have to be in place in order to be successful at strategy implementation.
Out of the 7Ss there will be some elements that are more essential for B&S than others. The **style** and **staff** of B&S is within a flat structure, where every member takes part in the decision-making procedures. The company consist of Lars Sunde and Sigve Boe.

| **Strategy** | B&S strategy is to create a new and distinguish design and add uniqueness into the sunglass industry. By implementing the Norwegian characteristics and use wooden material, the company will be able to differentiate from their competitors. |
| **Structure** | The staff is divided into different divisions within the organization. The company consists of a marketing department, financial department, and a production department. |
| **System** | Due to production and development of new products in China, B&S mostly operate with longtime planning. Since they are a newly established company, they have a small administration, where each member of the company has their own area of responsibilities. |
| **Shared values** | B&S goal is to have a high ethical standard and preserve the environment. Furthermore, B&S desire to be an internationally recognized brand. |

*Figure 6.1 McKinsey's 7Ss*
6.2.2 The Nine Strategic Window Frame

Solberg (2005) explains that the strategy progress is shaped by the company’s ability to prepare for the internalization and the global nature of competition. This model is used when deciding on what strategies the company should facilitate for future expansion. The nine windows are used as suggested strategies for expansion, depending on the company’s position. Whether the company is internationalized depends on the company’s attitude concerning the international activity, as well as the company’s network towards the international market.

As illustrated above, there are nine suggested strategies for expansion depending on factors previously explained. B&S’s attitudes and international experiences will need to be evaluated. Although B&S are newly established, they want to initiate further expansion. This is shown by the fact that the company after short time is already selling their products across borders to Sweden and Denmark. However, it can be stated that B&S have little international experience, considering that Sweden and Denmark are Scandinavian countries. In the domestic market, B&S are steadily moving upwards and still expanding within the country. Furthermore, B&S are in a market where global competition is rising.

<table>
<thead>
<tr>
<th>Seek new business areas</th>
<th>Prepare for globalization</th>
<th>Strengthen your global position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidate position in established markets</td>
<td>Consider expansion in new markets</td>
<td>Seek global Alliances</td>
</tr>
<tr>
<td>Stay in your domestic marked</td>
<td>Seek niches in international markets</td>
<td>Prepare for possible acquisition</td>
</tr>
</tbody>
</table>

Figure 6.2 The Nine Strategic Window Frame
B&S should *seek to develop in small niches* where the company can identify a clear competitive advantage. This can be achieved by factors such as wooden material, and that the products are consistent of good quality. The more limited B&S can define its niche, the more protected they will be from other international competitors. Further, the company can build up their strategy through a steady internalization. The important factor here will be to develop experience and gain a position on the UK market.

### 6.2.3 Summary – TOWS analysis

By implementing the **TOWS – analysis** B&S will be able to get a better understanding of the strategic choices the company will encounter in the UK market.

![Figure 6.3 TOWS – analysis](image)

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Differentiated product</td>
<td>• New established</td>
</tr>
<tr>
<td>• Niche market</td>
<td>• Low international experience and knowledge</td>
</tr>
<tr>
<td>• Unique concept</td>
<td>• Limited recourses</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>SO-Strategy</th>
<th>WO-Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Market performance</td>
<td>• Emphasize environmental approach of the product</td>
<td>• Utilize market growth by increasing international experience</td>
</tr>
<tr>
<td>• Market growth</td>
<td>• Focus on growth to increase sales in niche market</td>
<td>• Improve website to increase sales</td>
</tr>
<tr>
<td>• Environmental approach</td>
<td>• Increase in R&amp;D</td>
<td></td>
</tr>
<tr>
<td>• Increase in R&amp;D</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threats</th>
<th>ST-Strategy</th>
<th>WT-Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Existing competition</td>
<td>• Use product differentiation to decrease substitutes</td>
<td>• Increase brand awareness to attract customers</td>
</tr>
<tr>
<td>• Recession</td>
<td>• Utilize the unique concept to strengthen the competitive advantage</td>
<td>• Improve knowledge to be equipped for a possible recession</td>
</tr>
<tr>
<td>• Substitutes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Chapter 7 Strategy

This chapter will emphasize different strategic directions B&S can take into consideration if entering the UK sunglass market. The company’s direction to further growth can be explained by applying Ansoffs Matrix, while STP strategies are implemented based on secondary and primary information. The suggested promotion strategy will emphasize public relations, exhibitions and e-communication. Thereafter a pricing strategy will follow, and the last part of the chapter will concern mode of entry strategies.

7.1 Ansoff Matrix

By applying the Ansoff (1957) matrix into the strategy B&S can consider which market strategy they should apply. The aim of this report if entering the UK market, will provide a growth strategy that is focused on market development. B&S will in this strategy seek to sell its existing products into new geographic markets, where they also target new customers.

![Ansoff Matrix](image)

*Figure 7.0 Ansoff Matrix*
7.2 Target Market Strategy

7.2.1 Segmentation

B&S’s segment is both female and male in the age of 18-44, within all the socio-economic groups. According to Mintel (2008) research figure 7.1 shows that when people are choosing sunglasses, important factors influencing their purchase is a “fashionable style” and “designer brand”. This can be linked up to our primary research where design is the main aspect when purchasing sunglasses. These factors will be relevant for B&S when deciding on their target market.

Figure 7.1 shows that the respondents purchasing fashionable and designer brands sunglasses within the age group of 15-24 are characterized by socio-economic groups: AB, C1 and C2. The respondents that was interested in buying the B&S “woodies” from the primary research within the same age group, were willing to pay up to £120. This may indicate that the respondents are within the same socio-economic groups, as shown in secondary research.

<table>
<thead>
<tr>
<th>A fashionable style</th>
<th>Cheapest</th>
<th>Designer brand</th>
<th>Genuine brand (not counterfeit)</th>
<th>Prefer light-reaction lenses to sunglasses</th>
<th>None of these</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
</tr>
<tr>
<td>All</td>
<td>21</td>
<td>14</td>
<td>10</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Gender:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men</td>
<td>17</td>
<td>13</td>
<td>13</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Women</td>
<td>25</td>
<td>16</td>
<td>8</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Age:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15-24</td>
<td>36</td>
<td>20</td>
<td>22</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>20-24*</td>
<td>34</td>
<td>23</td>
<td>19</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>25-34</td>
<td>31</td>
<td>17</td>
<td>16</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>35-44</td>
<td>25</td>
<td>13</td>
<td>10</td>
<td>12</td>
<td>6</td>
</tr>
<tr>
<td>Socio-economic group:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AB</td>
<td>18</td>
<td>12</td>
<td>11</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>C1</td>
<td>27</td>
<td>13</td>
<td>11</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td>C2</td>
<td>24</td>
<td>13</td>
<td>11</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>D</td>
<td>14</td>
<td>19</td>
<td>8</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>E*</td>
<td>14</td>
<td>20</td>
<td>10</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Region:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>London/ South</td>
<td>23</td>
<td>13</td>
<td>13</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>London</td>
<td>24</td>
<td>12</td>
<td>15</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>Yorkshire/ North East</td>
<td>20</td>
<td>14</td>
<td>11</td>
<td>8</td>
<td>12</td>
</tr>
</tbody>
</table>

Figure 7.1 Segmentation and targeting: Impacts when purchasing sunglasses
7.2.2 Target segment

B&S will need to divide the segment into a specific target market in the UK. When evaluating the UK market, the focus was directed towards the same demographic segment as B&S are targeting in Norway. As results illustrates in figure 7.1 as well as in our primary research, the target market will be male and females between the age of 18 to 25, within the socio-economic group of AB, C1 and C2. The segments group behaviour may differ from London and Leeds, based on similarities in our findings and secondary research.

The psychographic aspects within the target market will be that the costumers are perceived as having a trendy and urban lifestyle. From the results of primary findings the majority of both genders associated the sunglasses with something “different and good”.

7.2.3 Positioning and differentiation

It will be of importance for B&S to differentiate itself from its competitors on the UK market by highlighting their unique design and material used in their products. With this focus, B&S will be able to offer a product with a significant POD, which also provide their potential customers with a value proposition that can be perceived as trendy and fashionable.

Porters Generic Strategies (1980) can be implemented in a company’s strategy to achieve competitive advantages. This is important for B&S when considering the most suitable strategy if expanding.

<table>
<thead>
<tr>
<th>Cost Leadership</th>
<th>Differentiation strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost focus strategy</td>
<td>Differentiation focused strategy</td>
</tr>
</tbody>
</table>

Figure 7.2 Porters Generic Strategies (Porter, 1980)
Within the focus strategy there are two variants: cost focus and differentiation focus. The differentiation focus strategy narrow down the target segment, where there must be buyers with special needs, or preferences (Porter, 1998).

When entering the UK market B&S will therefore be best served by approaching a focus differentiation strategy (Porter, 1998), with focus on the two differentiation factors, material and design. These factors are part of making the “woodies” unique from other brands within the sunglass market. Michael Porter (1998) also mentions that a company perceiving a high price range must be able to get recognized as a highly unique product to succeed. Therefore it will be important for B&S to ensure that they can get a price premium to cover the expenses of differentiating.

Although Porter’s generic strategies have been acknowledged among academics and practitioners, it has also been widely criticized as a concept (West, Ford and Ibrahim, 2006). Wright (1987) has also argued that Porter’s presentation of the three strategies give the impression that it is up to companies to choose among them, though the appropriate selection is highly dependent on the companies key resources and capabilities. This shows that the limited financial resources will have an affect on B&S’s strategy.

### 7.2.4 Brand Identity and Image

B&S brand identity presents uniqueness and the wood material is used to differentiate. B&S’s brand identity being characterized of Norwegian folktales and history has a greater chance of succeeding in Norway, than in the UK market at the time. In context of the respondent’s reaction towards Norwegian design in the research survey, the majority had no reactions towards the Norwegian aspect. Another factor that can improve B&S’s brand image will be to get approved by the British standard/Kitemark. The Kitemark is not a legal requirement, but is highly recognized and symbolizes quality and safety, which will help B&S to position as a high quality brand (BSI Group, 2011). The positioning strategy B&S chooses to implement in the UK market will have a vital impact on the establishment of a good brand image.
7.3 Promotion

B&S has to ensure that their brand is available and seen through appropriate communication channels. However, the company has to choose carefully how the promotion should be prioritized due to the expense of the chosen actions. Since B&S is a new established company, they should make a proactive approach to secure the attention of the consumers that do not actively seek information about their products.

B&S has to be present in marketing channels where the consumers are searching for different products and information. By not having a profile in the UK market, the company should actively try to reach potential customers. By promoting through e-marketing channels for fashion and accessories, B&S can build the brand awareness and establish a want or need for their products (Chiffman, Kanuk, and Hansen, 2008).

7.3.1 Public Relations

It will be essential for B&S to increase their focus on PR, in order to make their brand recognizable to the potential purchasers of the "woodies". B&S will benefit from being present at fashion events, which would be suitable in contrast to their visioning brand image. By participating in arrangements, which attract the interest of potential consumers, the company stands a better chance of being noticed before, and eventually being recognized at a later stage.

Exhibition

The annual London Fashion Week (LFW) is an event, where the newly established brands have the opportunity to showcase their designs in front of a larger crowd. The event holds a high attention in the media, and the number of attendees with a particular interest for fashion is high. The arrangement is among the most influential events within its sector, and is known to attract visitors from more than 25 destinations Worldwide (British Fashion Council, 2011).

Made by Scandinavians (MBS), which is a Swedish initiative, was invented to enable Scandinavian fashion designs to be presented on a global stage. The organization focuses on creating events and fashion shows suitable to the specific market. During
LFW, MBS is represented with the cause to promote new and interesting designs with its origin from the Scandinavian countries (Made by Scandinavians, 2011).

Other ways of obtaining PR could be through sponsorships of recognized individuals, also referred to as celebrity endorsement, as well as highly known fashion magazines. These marketing tools have the potential to help B&S’s to increase the brand awareness.

7.3.2 E-communication

The use of social medias has become an increasingly used marketing tool that B&S should take advantage of. An example of this is the social networking sites, which have millions of users worldwide (Chaffey, 2009). The company can use the sites to create a community for their customers, where people can share their experiences, as well as get the latest updates. The effect of “word of mouth” can also provide B&S increasing brand awareness, seeing that this effect is considered to be one the most efficient free promotions (Richardson, 2010).

7.4 Pricing Strategy

Before entering the UK market a company must according to Kotler and Keller (2009) choose between different alternatives of price objectives. Based on the response done in the survey research we can see that the majority of respondents would not spend more than £120 on a pair of “woodies”. B&S current price in Norway is within the luxury market of £180. The survey revealed that most respondents do not use more than £70 when buying a pair of sunglasses. If B&S wants to enter the UK market they need to consider a pricing adjustment. They also need to take the main competitors pricing range into account when deciding their price (Solberg, 2005), as well as changing consumer trends. Due to limited information on financial cost it will be difficult to suggest an exact price range for the UK market.
7.5 Mode of Entry

By implementing the “Mode of Entry” model B&S will be able decide which strategies are most suitable for their possible expansion into the UK.

<table>
<thead>
<tr>
<th>Without local production</th>
<th>With local production</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Without Investment</strong></td>
<td><strong>With Investment</strong></td>
</tr>
<tr>
<td>Department stores</td>
<td>Sales unit</td>
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<td>Importer</td>
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<td>Agent</td>
<td>Service Unit</td>
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<td>Production rental</td>
<td>Wholly owned production facility</td>
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<tr>
<td>Management contracts</td>
<td>Strategic alliances</td>
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*Figure 7.3 Entry Mode* (Solberg, 2005, p. 184)

Before deciding on what entry mode B&S should approach, Solberg (2005, p. 196) suggests that a company must ensure the other part can:

- Promote sales of the product on the market
- Convey sales between exporter and customer
- Transport and store products
- Deal with customs and other details concerning crossing a border
- Convey payment from customer to the exporter
- Perform service and answer to complaints
- Inform the exporter about market development in the market

The main challenge for B&S will be to figure out a way of "connecting" to the market when entering, in order to achieve their goals. Entry modes such as the Greenfield-, Brownfield strategy, and Joint Ventures will not be considered as an appropriate strategy for B&S, due to large costs related to such investments.
Entry modes without any investments or local production will benefit B&S, taking their financial situation into consideration as well as lack of knowledge on the UK market.

### 7.5.1 Department Stores

B&S should try to get involved with recognized department stores. Having lack of experience within the international markets, department stores could enable B&S to increase experience and knowledge. It also allows B&S to learn more about their products potential and services in a new market (Griffin and Pustay, 2010). Furthermore, the risks of investment will be considerably low. Disadvantages for B&S can be that they will have low or none market control. Based on the price range and the unique design of B&S's products, it might be essential to look towards the more luxury based stores. A luxury lifestyle store, such as Harvey Nichols, could prove to become a significant location for the exhibition of the "woodies". This assumption can be based on our semi-structured interview with Mr. James Griffin.

**Harvey Nichols Group** is a well-known chain of department stores with seven stores in the largest cities in the UK. The department stores are considered being a luxury lifestyle brand, within fashion. For further information see appendix 9.

### 7.5.2 Agents

If B&S is to enter the UK market, they can use an agent that holds certain knowledge of the UK sunglass market. The advantages by using agents for B&S will be the network and knowledge they can provide about the market and the industry. Furthermore, when using agents as an entry mode, B&S do not have to develop permanent contracts and the risks of investment will be moderate. A disadvantage will be that B&S will have little control over the market (Solberg, 2005).
7.5.3 E-commerce

B&S can use Internet as a direct export, and sell directly to customers. By exporting directly B&S can “gain valuable expertise about operating internationally and specific knowledge concerning the individual countries in which it operates” (Griffin and Pustay, 2010, p. 368). The advantages of exporting directly will be of relatively low financial costs. Further they will also be able to avoid the restrictions of foreign investments. However, they need to be aware of the disadvantages of VAT (Griffin and Pustay, 2010). B&S already have an online web shop, and with further development the company can increase the accessibility of their products, and reach new customers. Other advantages are fewer resources needed, in addition to cheaper transaction costs where there are no extra intermediaries needed. Before the company can set the strategy out in practice they need to ensure that they can provide product availability, and give prompt delivery to achieve satisfied customers.
Chapter 8 Conclusion

In our primary research the first impression of the B&S “woodies” among the respondents was that the sunglasses was perceived as different with a good and interesting design. This is reflected in both our survey research, as well as in the semi-structured interviews. Mr. James Griffin, stated that the B&S “woodies” was different from others sunglasses on the market, and that he could definitely see the sunglasses in Harvey Nichols stock. Mr. Griffin also emphasized that customers enjoy difference, which can be related to our survey findings where the respondents answered that they make their purchase based on design.

There was not to be found any significant geographical difference in the survey research between the two respective cities. However, according to the semi structured interviews the different regions in the UK will provide different purchase behaviour. In south of England with London as the main driver, the customers are expected to be more fashionable due to a more visible prestige, than what is expected in the north of England. Based on this, B&S will have a greater opportunity for success in the south, since their target group in the UK market contains of young and trendy professionals/students, who likes to make a fashion statement. When making such a statement, the price of the product needs to be taken into consideration. People are willing to pay more for great quality. However, the quality sunglasses delivered by B&S is not perceived by our respondents to be within the price range of £180. The respondents in our research were not willing to pay more than £120, which shows that B&S must consider a price adjustment if entering UK market.

When analyzing the external environment it was observed a forecast for growth within the UK sunglass market, which increases the attractiveness of the market. The UK also holds a high standard of living, and by being a EU Member country, the barriers to enter the market decreases. The competitive analysis also made it clear that the sunglass industry in the UK are influenced by a high level of competition, which can have a negative impact on the company’s chance to make a successful entry.
The internal environmental analysis revealed the strengths and weaknesses within B&S. When being a new established company, the knowledge and financials will be limited. This is reflected in a small customer base in the domestic market, and a small organization structure. The company does provide strengths related to their product differentiation, which makes it possible to gain awareness in the competitive environment.
Chapter 9 Recommendations

Our recommendations for B&S will be based on analysis and findings already conducted in the report. For B&S to be able to succeed in the UK market, our recommendations will suggest the most appropriate mode of entry, which emphasize the strengths and weaknesses within the company. Further, B&S should also consider the impacts of external environment. The already proposed strategies based on our findings and secondary research will be considered when developing recommendations. B&S will need to be prepared for the high demands that is required when entering the UK market, and therefore our recommendations will be as followed:

9.1 Promotion

For B&S to be able to increase the awareness among potential customers and business partners it will be crucial to focus the promotion around the target group, and potential fashion organizations already identified. However, the limited financial resources will have an impact on the further communication strategy.

9.1.1 Public Relations

Exhibition
In order to promote the brands awareness our first recommendation will be for B&S to approach fashion organization such as “Made by Scandinavians”. This can contribute to increase awareness and promotion of the B&S brand where MBS use their already existing networks. MBS can also function as a mediator between the company and London Fashion Week. By being presented at this fashion event it can contribute to gained attention, also called buzz marketing. The LFW can also provide B&S with extending their network within the UK fashion market.
9.1.2 E-communication

The increase in e-marketing has been a result of the changing technological environment, where Internet now plays a bigger role. Due to the findings of purchase behaviour in the UK, we can assume that the interest of purchasing sunglasses online will not be high. Therefore our second recommendation for B&S on a short-term basis is to use e-marketing as a promotion tool, rather than a sales channel.

9.1.3 Brand Identity and Image

Based on the different opinions regarding B&S’s brand identity from our primary findings, the Norwegian characteristic values may be difficult to obtain. However, once awareness has been gained, B&S can evaluate on whether they want to emphasise the Norwegian aspects in their promotion strategy. This can be achieved by giving the customers a brief presentation inside each of the sunglass cases, which will provide each “woodie” with an identity. This marketing approach combined with the unique use of wooden material can be a way to create an increased perceived value for the customers.

Brand image will be of importance when entering the UK market. Therefore our third recommendation to B&S will be to get approved by the British Standard. This approval will help the company get recognized as a quality brand.

9.2 Entry Mode

London being the capital of England with the biggest potential and influence regarding fashion, it will be natural for B&S to pursue this as their main location.

Currently it will not be in B&S's interest to move their production venues to the UK, due to their recent relocation to China. In terms of a possible expansion to the UK market, it is more likely that it would be in the company's economic interest to keep the cost to an affordable and sensible level. Without making any investments towards local based production facilities, the alternatives are limited. However, implementing a direct export strategy will be crucial for the company’s further expansion.
9.2.1 Department stores

Based on our primary findings the fourth recommendation for B&S will be to make an agreement with department stores, such as Harvey Nichols. The department store will be able to provide the company with sales promotion of the products, inform the exporter about market development, as well as perform service and answer to complaints.

9.2.2 Agents

If finding it difficult to reach possible business partners, a possibility for B&S will be to go through agents by making a short-term agreement. An agent will have the opportunity to reach out to potential partners, based on knowledge and network in the UK market. However, such an entry mode might be of a larger cost.

9.2.3 E-commerce

B&S have already developed a digital presence through SN sites in Norway. However, going into the UK market, they will need to adapt to the UK customers. Therefore our fifth recommendation for B&S will be to customize their web site and SN sites to the English costumers, in terms of language. If B&S where to gain some presence in the UK market, a potential recommendation on a long term basis will be to operate with a online shop.
Chapter 10 Limitations

The financial situation of B&S has limited our primary research. Because of this we were not able to conduct certain research methods, which would have provided us with a greater insight of the different segments in the UK. Furthermore, the financials also limited our opportunity to research other geographical areas within UK. Due to the fact that we are students and have lack of experience when approaching businesses, it affected our research findings and made it more challenging to gather information. Because the company is recently established, there was also limited financial information available.

Since B&S also only consist of two people with hectic schedules it has made it difficult for us to get the information we asked for, and this has also limited our internal analysis of the company. When researching for secondary information we experienced limitations due to the small amount of information already conducted by secondary sources. This made it challenging for us to find recently updated information about the UK sunglass market.
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Modell 1 – "Ash Lad"
Modell 2 – "Icebreaker"
Model 3 – “Oseberg”
Appendix 2
## Appendix 3

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<td>Behavioural</td>
<td>Product knowledge, Attitude, Loyalty, User status</td>
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Appendix 4

Semi Structure Interview

Sunglass Hut
Trish Hogan Spangler - Store Manager in Yorkshire, Sunglass Hut Leeds

1. What is your first impression of Boe&Sunde’s “woodies”?

There are a couple of sunglasses brands that uses the concept of eco-friendly sunglasses, but they do not use the material of wood. I have never seen anything like this, and I think they look quite bizarre. I think that the frames are quite “chunky”, and I do not know if they would appeal to everybody, probably somebody. And I would say they are within a very limited segment.

2. B&S has approached the premium market in Norway, in your opinion, in which sector would you place them?

I would not say premium, no. To me they look more like sunglasses that could be sold in the mass market.

3. Compared to other designer sunglasses, in what price range would you place B&S “woodies”?

I think I would have to say around 40 pounds. By holding them now I feel that the material is a bit cheap.

4. Considering consumer purchase behaviour in the UK, do you think this product will appeal to the customers?

The design “Huldra” is quite cool, and would probably appeal to the mass market. They have the style of Ray Ban “wayfarer”, which is very trendy at the moment, and
they could go nicely with vintage. But I do wonder if people would pay as much as they purchase in Norway, seeing that a pair of Ray Band would be cheaper.

5. What kind of customers do you see buying B&S “woodies”?

I think that it will be somebody a bit different and “quirky”. It does not necessarily have to be only on the mass market, because they are definitely for someone who likes it different. I think it will appeal to the trendy younger customers, and maybe some older people.

6. Are there any criteria that a brand must fulfill for you to include it in your stock?

The sunglasses have to pass some tests of quality control, and obviously be a known brand. Luxottica makes the products that we sell in this store. Therefore we mainly sell Luxottica brands, that they are licensed to make. And of course all the lenses has to be a 100 % UV protected, as well as approved by the US and European Kitemark. This means that they have been tested and confirmed, and can use the Kitemark as an approval of standard.

7. How interested would you be in including these B&S “Woodies” into your stock?

Not really to be honest, but it would not have been my decision. If I had to choose out of the four designs, I would sell the “Huldra”.

8. When thinking about what customers are looking for in this region, how do you think they would be different from any other regions?

The north of England would be very different from the south of England, were the income and prestige is more visible. People are looking for value for their money, as well as quality. Customers that want to invest in sunglasses will make sure that they choose a pair that has great quality.
9. And finally, what advice would you give B&S when introducing a new Norwegian brand into the UK market?

They would have to sell as a really “quirky” and different brand. And have their main focus on the eco-side of the sunglasses, to promote the wooden material. And surely these glasses can be recycled, since they are made out of wood. So I would definitely say that they would have to play on the eco-side, to be able to get in to the market.
Appendix 5

Semi Structure Interview

Harvey Nichols
James Griffin- Department Manager, Accessories and Sunglasses, Harvey Nichols Leeds.

1. **What is your first impression of Boe&Sunde’s “woodies”?**

*I really like them especially the wayfarer shaped one. Good concept. Personally I absolutely love them. I love wood. I would have a pair, definitely. Very different, nothing like anything we got. I suppose the brand Dsquared use wood in some of theirs, but not to that extent with the full wooden frame. I have never seen anything like this. The shapes are all familiar, all popular shapes, but no, never seen it. They are great. I love them. I can definitely see them in the market place.*

2. **B&S has approached the premium market in Norway, in your opinion, in which sector would you place them?**

*I would definitely say that they are Harvey Nichols kind of stock. It is something that I think that they would invest in, cause they are a bit different. We are always looking for brands that offers something different to what’s out there in the moment I reckon that you’re looking at the luxury end of the market, or maybe even the smaller, independent, cool, hip place, like Accent or places like that could be really interested as well.*

3. **Compared to other designer sunglasses, in what price range would you place B&S “woodies”?**

*That’s a difficult one. I think you’re probably looking at the Ray-Ban or Dsquared prices, so you are looking at anything from 120 pounds and upward. I mean Ray-
Ban’s full limited edition, wayfarers go up over 200 pounds. I think probably 120 and upwards.

4. Considering consumer purchase behaviour in the UK, do you think this product will appeal to the customers?

Yeah, I think it will. Because they are a new brand, they should stick to the popular shapes, like the wayfarer. I think it will definitely appeal. One of the biggest bits of feedback we have had from our customers have been that everybody got Ray-Bans and everybody say that all their friends got Ray-Bans, and therefore they are looking for something different. It’s definitely a market place for the “woodies”, and I think our customers would buy into it.

5. What kind of customers do you see buying B&S “woodies”?

Well, I don’t know, I think predominantly, young students or young professionals. But we get a real cross-section at Harvey Nichols and you would be surprised what people buy. I think because the shapes have a classic style and everybody loves wood, they definitely got potential for cross-section demographic sales. If you look at Ray-Ban you would think of young, cool, fashion forward people, but because the shape are classic they appeal to a more broad range. Predominantly they will sell it to younger customers, but the older customers wants that kind of look as well. If you think about it, especially, the Wayfarers are from the 1920’s and have a classic look, and any twist on that will work for people at any age.

6. Are there any criteria that a brand must fulfill for you to include it in your stock?

The eyewear needs to be durable and we look for maximum UV protection. As well as appeal to the customers of course.

7. How interested would you be in including these B&S “Woodies” into your stock?
Personally I would love too. I think it would be great. I absolutely think they would sell, especially at this time of year obviously. If the customers see something different then they will buy into it.

8. When thinking about what customers are looking for in this region, how do you think they would be different from any other regions?

I would say that customers in Leeds are a little bit less fashion focused than in London and Manchester. Obviously Manchester got two massive football clubs so they got a lot of high profiled customers and celebrities. I’m talking from a Harvey Nichols stand of point, and they sell a lot more of the fashion forward brands in Manchester than we do here in Leeds. As far as sunglasses are concerned we have seen that our bestseller by far is Ray-Ban, they top our bestselling chart every week. They take double compared to what our second bestseller take, which is Chanel. In Leeds they still want high-fashion sunglasses. Sunglasses are something you can own that is high fashion, but to a fraction of the price compared to high fashion bags and clothes.

9. And finally, what advice would you give B&S when introducing a new Norwegian brand into the UK market?

I don’t know really. A lot of the fashion people at the moment like to get into a brand. Since the recession everything has gone into heritage, even the big designers have gone back to how they started and so people like to know the history of a brand they are buying into. Especially, new brands, if somebody feels that they have bought into it early on then they can follow the development of the brand and this makes them more passionate about the brand.
Appendix 6

London survey findings

Age & Gender.

1. 18-24, Female.
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**Occupation:**

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2. Student.
3. Student.
4. Student.
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6. Student.
7. Student.
8. Student.
9. Student.
10. Charity-fundraiser.
11. Student.
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65. Student.
66. Student.
67. Teacher.
68. Telecommunications.
69. Student.
70. Marketing.
71. Student.
72. Student.
73. Structural Engineer.
74. Designer.
75. Student.
76. Student.
77. Fashion Buyer.
78. Student.
79. Student.
80. Student.
81. Doctor.
82. Student.
83. Teacher.
84. Student.
85. Doctor.
86. DR.
87. Civil Servant.
88. Lab Technician.
89. Student.
90. Nurse.
91. Teaching Assistant.
92. Student.
93. Student.
94. Student.
95. Student.
96. Student.
97. Interaction Designer.
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100. Receptionist.
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106. Student.
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109. Sales Executive.
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112. Secretary.
113. Activity Instructor.
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130. Student.
131. Student.

**Question 1: What is the most important aspect when buying a pair of sunglasses?**

1. Design.
2. Design.
3. Design.
5. Price.
6. Overall Quality.
7. Design.
8. Design.
11. Design.
12. Design.
15. Design.
17. Design.
19. Overall Quality.
20. Price.
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<td>Price.</td>
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<td>129.</td>
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<td>131.</td>
<td>Design.</td>
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Question 2: How much do you spend when buying a pair of sunglasses?

1. £80 - £120
2. No more than £40
3. No more than £40
4. No more than £40
5. No more than £40
6. No more than £40
7. £80 - £120
8. £190 - £220
9. No more than £40
10. No more than £40
11. £50 - £70
12. £130 - £180
13. £130 - £180
14. £80 - £120
15. £50 - £70
16. No more than £40
17. £230 or more
18. No more than £40
19. £80 - £120
20. No more than £40
21. No more than £40
22. No more than £40
23. £50 - £70
24. £80 - £120
25. £80 - £120
26. £80 - £120
27. £80 - £120
28. No more than £40
29. £230 or more
30. £80 - £120
31. No more than £40
32. £130 - £180
33. £80 - £120
34. £80 - £120
35. £80 - £120
36. £80 - £120
37. £130 - £180
38. No more than £40
39. No more than £40
40. £80 - £120
41. £130 - £180
42. No more than £40
43. No more than £40
44. No more than £40
45. No more than £40
46. No more than £40
47. £50 - £70
48. No more than £40
49. No more than £40
50. £130 - £180
51. £130 - £180
52. £50 - £70
53. No more than £40
54. £130 - £180
55. No more than £40
56. £80 - £120
57. £80 - £120
58. £80 - £120
59. £130 - £180
60. £80 - £120
61. £80 - £120
62. £190 - £220
63. £80 - £120
64. No more than £40
65. No more than £40
66. No more than £40
67. £80 - £120
68. £80 - £120
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90. £50 - £70
91. £80 - £120
92. No more than £40
93. £50 - £70
94. No more than £40
95. £230 or more.
96. £80 - £120
97. £130 - £180
98. £50 - £70
99. No more than £40
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101. £50 - £70
102. No more than £40
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104. £50 - £70
105. No more than £40
106. £50 - £70
107. No more than £40
108. £80 - £120
109. £80 - £120
110. £130 - £180
111. £50 - £70
112. £80 - £120
113. £50 - £70
114. No more than £40
115. £50 - £70
116. No more than £40
117. £130 - £180
118. £50 - £70
119. No more than £40
120. No more than £40
121. £130 - £180
122. £50 - £70
123. £230 or more.
124. £130 - £180
125. £80 - £120
126. £50 - £70
127. £80 - £120
128. £130 - £180
129. £80 - £120
130. £130 - £180
131. £130 - £180

Question 3: When buying sunglasses, do you prefer to purchase online or in a retail shop?

1. Retail Shop.
2. Retail Shop
3. Retail Shop
4. Retail Shop
5. Retail Shop
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18. Retail Shop
19. Retail Shop
20. Retail Shop
21. Retail Shop
22. Retail Shop
23. Online Shop
24. Retail Shop
25. Retail Shop
26. Retail Shop
27. Retail Shop
28. Retail Shop
29. Retail Shop
30. Retail Shop
31. Retail Shop
32. Retail Shop
33. Retail Shop
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58. Retail Shop
59. Retail Shop
60. Retail Shop
61. Online Shop
62. Retail Shop
63. Retail Shop
64. Retail Shop
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86. Retail Shop
87. Online Shop
88. Retail Shop
89. Online Shop
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91. Retail Shop
92. Retail Shop
93. Retail shop
94. Retail Shop
95. Online Shop
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118. Retail Shop
119. Retail Shop
120. Online Shop
121. Retail Shop
122. Online Shop
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125. Retail Shop
126. Retail Shop
127. Retail Shop
128. Retail Shop
129. Online Shop
130. Retail Shop
131. Retail Shop

Question 4: Do you own a pair of designer sunglasses? If yes, which brand?

1. Ray Ban
2. –
3. –
4. –
5. –
6. –
7. Dior
8. Dior
9. –
10. –
11. –
12. Ray Ban
13. Ray Ban
14. Ray Ban
15. –
16. –
17. Ray Ban
18. –
19. –
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<td>Tom Ford</td>
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<td>Oakley, Ray Ban</td>
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<td>Ray Ban</td>
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<td>Armani</td>
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<td>35.</td>
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<td>36.</td>
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<td>40.</td>
<td>Polo</td>
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<td>Marc by Marc Jacobs</td>
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<td>Maui Jim</td>
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81. –
82. –
83. –
84. –
85. D&G
86. –
87. Police
88. –
89. Ray Ban
90. Ray Ban
91. Karen Millen
92. –
93. –
94. –
95. Ted Baker
96. Karl Lagerfield
97. –
98. D&G
99. –
100. –
101. Tommy Hilfiger
102. –
103. –
104. Diesel
105. –
106. Ray Ban
107. Oakley
108. –
109. Ray Ban
110. Ray Ban
111. –
112. Ray Ban
113. –
114. –
115. –
116. –
117. Carrera
118. Ray Ban
119. Fabris Lane
120. –
121. Ray Ban
122. Ray Ban
123. Dior
124. Marc Jacobs
125. Chanel
126. Dior
127. Ray Ban
128. Ted Baker
129. Ray Ban
130. Ray Ban
131. Ray Ban

Question 5: Are the Boe & Sunde sunglasses something you would be interested to buy?

1. No, Probably not
2. No, probably not
3. No, probably not
4. Probably
5. Probably
6. Probably
7. Probably
8. No, probably not
9. No, probably not
10. Probably
11. Probably
12. Definitely not
13. No, probably not.
14. Probably
15. No, probably not
16. No, probably not
17. Yes, definitely
18. Probably
19. No, probably not
20. Probably
21. No, probably not
22. Probably
23. Probably
24. No, probably not
25. Probably
26. Probably
27. No, probably not
28. No, probably not
29. No, probably not
30. No, probably not
31. No, probably not
32. Yes, definitely
33. Probably
34. Definitely not
35. No, probably not
36. Probably
37. Probably
38. Yes, definitely
39. No, probably not
40. Yes, definitely
41. Yes, definitely
42. Probably
43. Probably
44. Probably
45. Probably
46. Probably
47. Probably
48. Definitely not
49. Probably
50. No, probably not
51. Definitely not
52. Definitely not
53. Probably
54. No, probably not
55. Probably
56. Probably
57. No, probably not
58. Probably
59. No, probably not
60. Probably
61. Probably
62. Probably
63. Probably
64. No, probably not
65. No, probably not
66. No, probably not
67. Definitely not
68. No, probably not
69. Probably
70. No, probably not
71. No, probably not
72. No, probably not
73. No, probably not
74. Yes, definitely
75. –
76. No, probably not
77. No, probably not
78. Probably
79. Definitely not
80. Probably
81. Definitely not
82. No, probably not
83. No, probably not
84. No, probably not
85. Definitely not
86. No, probably not
87. Definitely not
88. Probably
89. Probably
90. Probably
91. No, probably not
92. Probably
93. No, probably not
94. Probably
95. Definitely not
96. Probably
97. Probably
98. No, probably not
99. Definitely not
100. Yes, definitely
101. Probably
102. No, probably not
103. Probably
104. Definitely not
105. No, probably not
106. Probably
107. Probably
108. Yes, definitely
109. Probably
110. Probably
111. Probably
112. Probably
113. Probably
114. Yes, definitely
115. Probably
116. Yes, definitely
117. Probably
118. Yes, definitely
119. Probably
120. No, probably not
121. Probably
122. No, probably not
123. No, probably not
124. Probably
125. No, probably not
126. Probably
127. Probably
128. Definitely not
129. Probably
130. Yes, definitely
131. Yes, definitely.

Question 6: If yes? How much would you be willing to pay?

1. £80 - £120
2. No more than £40
3. –
4. No more than £40
5. No, more than £40
6. No, more than £40
7. £80 - £120
8. –
9. –
10. No more than £40
11. £50 - £70
12. –
13. –
14. No more than £40
15. –
16. –
17. £80 - £120
18. No more than £40
19. –
20. No more than £40
21. –
22. No more than £40
23. £80 - £120
24. –
25. £50 - £70
26. £50 - £70
27. £80 - £120
28. –
29. –
30. –
31. –
32. No more than £40
33. £80 - £120
34. –
35. –
36. £80 - £120
37. £80 - £120
38. No more than £40
39. –
40. £50 - £70
41. £130 - £180
42. No more than £40
43. No more than £40
44. £50 - £70
45. £50 - £70
46. No more than £40
47. No more than £40
48. –
49. No more than £40
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<td>131.</td>
<td>£130 - £180</td>
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</table>

**Question 7: What is your first impression of the wooden sunglasses from the brand Boe & Sunde?**

1. Cool
2. Different and unique
3. Quite bulky, look a bit like Ray Bans
4. I like the colour of the wood, design is quite current as well
5. I like the style, that they seem sturdy
6. Cool, innovative idea. Could be difficult to fit different head types
7. Unique, I haven’t seen this kind of sunglasses
8. Don’t like the shape but definitely different
9. Cool, but not for me
10. Their design is unusual, like it. I really like the colour, the wooden material
11. 3D?
12. I thought they were a toy
13. Distinctive wood but copied design
14. Unique, cool
15. They’re novel
16. Look a bit large overall, seem smooth so probably comfy
17. Different, pretty awesome
18. Great shape, good design, however they’re too wide for my face
19. They look nice and unique
20. They are different
21. Bit different
22. Cute and different
23. Cool
24. Elegant
25. Special
26. Great
27. It’s ok
28. Woody
29. Touristy
30. Indie
31. They’re very interesting
32. Ethical fashion
33. Very simplistic design, eye catching
34. –
35. Why wood?
36. Wow, wood!
37. Wow, they are made from wood
38. Looks cool
39. Not for me!
40. I like the colour and material
41. Really unique and cool. Love it!
42. They are quite cool but the frames were a bit thick
43. Nice but I’d only buy them cheap
44. Funky
45. I like them
46. Hot
47. Fashionable
48. Too cool for me
49. Fashionable, female
50. Thick
51. Too thick
52. Light but ugly
53. I like the wood style, look like the “ecological way”
54. Nice idea
55. Unusual
56. Cool, I like the idea
57. I like them, but maybe not for me
58. Made of a different material
59. They are too weird
60. They are different
61. Contemporary design, wood, new fashion trend
62. Ok
63. Original
64. They look fashionable and they look like they won’t break
65. –
66. Boring
67. Not very attractive
68. Wooden
69. Different
70. More masculine, trendy, fashionable, nut not long term
71. More for women than men
72. They look alright
73. Attractive
74. Cool, interesting
75. –
76. New and unfamiliar
77. Odd
78. Pretty good
79. Don’t like them
80. Nice
81. Did not like them
82. Different
83. Amazing, cool but wouldn’t suit me
84. Interesting, but slightly odd
85. Unusual but wouldn’t suit me
86. Silly
87. Bizarre
88. Alright
89. Sleek stylist
90. Fashionable
91. Quite funky
92. Unique and interesting style
93. Not very attractive
94. Look comfortable, nice light
95. Not very good, would make you look like a bit of an idiot
96. Nice
97. The material, the weight, and dangerous
98. They’re okay, I like the front frame
99. Classic style with an interesting twist, quite humorous, also eco-friendly
100. Quite alternative, cool
101. Different, similar to Ray Bans
102. There not too bad
103. Different in a good way but still look good
104. Not my cup of tea
105. Weird
106. Chiller, unique
107. Unique
108. Stylish and big
109. Different
110. Different!
111. I haven’t seen a pair of wooden sunglasses before
112. Stylish, earthy, trendy
113. Look quite cool and rustic
114. Classic design, very light, brilliant!
115. It’s ecological and fashion
116. They’re impression I make a great design statement
117. Looks classy
118. Cool and vintage
119. Different, I like them, catchy
120. Brave and potential
121. Very cool
122. Special, different
123. Different
124. Really like the design
125. Not for me, but different
126. Trendy, different
127. I like them, looks like Ray Ban
128. I don’t like them
129. They are different, looks like Ray Ban
130. I would like to buy them, Huldra
131. Where can I buy them?

Question 8: If you were told that they are a Norwegian design, what would your reaction be to that?
1. Cool
2. Interesting
3. That’s a good thing
4. I wouldn’t care
5. None
6. Not surprised
7. Expected
8. Indifferent
9. Okay
10. Positive
11. No problem with that
12. Classic
13. Goes with the wood
14. Nothing
15. I would have no preference
16. Doesn’t matter
17. No reaction
18. I can see the Norwegian influence
19. –
20. Ok
21. –
22. No reaction
23. Nothing
24. I’d be quite surprised
25. Cool, different
26. Typical
27. So?
28. Ok
29. No difference
30. Not Swedish?
31. –
32. –
33. Impressed
34. –
35. –
36. Wow!
37. –
38. Wouldn’t care
39. Indifferent
40. Nice glasses
41. Cool
42. Fine
43. Indifferent
44. Cool
45. –
46. Exotic
47. Well done Norway
48. Looked like eye clogs
49. None
50. Neutral
51. I wouldn’t mind
52. They look Scandinavian
<p>| | |</p>
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<th></th>
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<td>None</td>
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<tr>
<td>55.</td>
<td>No particular reaction</td>
</tr>
<tr>
<td>56.</td>
<td>No special reaction</td>
</tr>
<tr>
<td>57.</td>
<td>No reaction at all</td>
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<tr>
<td>58.</td>
<td>Interesting</td>
</tr>
<tr>
<td>59.</td>
<td>I don’t mind where the sunglasses are from</td>
</tr>
<tr>
<td>60.</td>
<td>Good quality of wood</td>
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<tr>
<td>61.</td>
<td>Unsurprising</td>
</tr>
<tr>
<td>62.</td>
<td>Fine, wouldn’t bother</td>
</tr>
<tr>
<td>63.</td>
<td>Nice</td>
</tr>
<tr>
<td>64.</td>
<td>Not surprised</td>
</tr>
<tr>
<td>65.</td>
<td>None</td>
</tr>
<tr>
<td>66.</td>
<td>No reaction</td>
</tr>
<tr>
<td>67.</td>
<td>Ok!</td>
</tr>
<tr>
<td>68.</td>
<td>Of no importance</td>
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<tr>
<td>69.</td>
<td>–</td>
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<td>70.</td>
<td>Positive</td>
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<td>71.</td>
<td>Expected</td>
</tr>
<tr>
<td>72.</td>
<td>I wouldn’t be surprised</td>
</tr>
<tr>
<td>73.</td>
<td>Nothing</td>
</tr>
<tr>
<td>74.</td>
<td>Good</td>
</tr>
<tr>
<td>75.</td>
<td>–</td>
</tr>
<tr>
<td>76.</td>
<td>Not much reaction</td>
</tr>
<tr>
<td>77.</td>
<td>Indifferent</td>
</tr>
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<td>78.</td>
<td>–</td>
</tr>
<tr>
<td>79.</td>
<td>–</td>
</tr>
<tr>
<td>80.</td>
<td>Great</td>
</tr>
<tr>
<td>81.</td>
<td>Not like them</td>
</tr>
<tr>
<td>82.</td>
<td>–</td>
</tr>
<tr>
<td>83.</td>
<td>Good</td>
</tr>
<tr>
<td>84.</td>
<td>Cool, but not important</td>
</tr>
<tr>
<td>85.</td>
<td>No difference</td>
</tr>
<tr>
<td>86.</td>
<td>Not surprised</td>
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<tr>
<td>87.</td>
<td>Understandable</td>
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<td>88.</td>
<td>Fair enough</td>
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<tr>
<td>89.</td>
<td>Not surprised</td>
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<tr>
<td>90.</td>
<td>Wouldn’t matter</td>
</tr>
<tr>
<td>91.</td>
<td>Wouldn’t matter</td>
</tr>
<tr>
<td>92.</td>
<td>Wouldn’t be surprised</td>
</tr>
<tr>
<td>93.</td>
<td>Not surprising</td>
</tr>
<tr>
<td>94.</td>
<td>–</td>
</tr>
<tr>
<td>95.</td>
<td>No surprise</td>
</tr>
<tr>
<td>96.</td>
<td>Nothing</td>
</tr>
<tr>
<td>97.</td>
<td>They are cool</td>
</tr>
<tr>
<td>98.</td>
<td>Surprised</td>
</tr>
<tr>
<td>99.</td>
<td>Fits the perception of Norwegians</td>
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<tr>
<td>100.</td>
<td>Not surprised</td>
</tr>
<tr>
<td>101.</td>
<td>They like their wood in Norway</td>
</tr>
<tr>
<td>102.</td>
<td>I don’t know</td>
</tr>
<tr>
<td>103.</td>
<td>Not very surprised</td>
</tr>
<tr>
<td>104.</td>
<td>No reaction</td>
</tr>
</tbody>
</table>
105. No reaction
106. Cool
107. Sweet
108. Doesn’t make any difference
109. IKEA written all over them
110. No surprise
111. Nothing
112. Good style
113. –
114. Not surprised
115. I don’t know the brand
116. Scandinavia is the height of design
117. Normal
118. Ok
119. Not surprised
120. Sounds right
121. Ok
122. Ok, cool
123. Ok, cool
124. I like the Norwegian design
125. Cool concept
126. Interesting
127. No difference
128. No difference
129. Nothing
130. Norway has a lot of wood
131. Nothing

**Question 9: What kind of people would you say wear these types of sunglasses?**

1. Young, 20-35
2. Stylish people
3. Trendy
4. Young people
5. None
6. Eco-friends
7. People who like outdoor activities
8. Not me
9. Not me
10. Fashionable people
11. Anyone
12. Surfers
13. Snowboarders
14. Alternative
15. Students
16. Fashion students
17. Funky people
18. Any people
19. People that want to be different
20. Cool people
21. Eco types
22. Quirky people
23. Trendy
24. –
25. Trendy
26. –
27. Fashionable people
28. Hippies
29. Tourists
30. People at Woodstock
31. –
32. Norwegians
33. Young trendy people
34. Norwegians
35. People that want to be different
36. People who like Norwegian wood
37. Extra trendy
38. Young people
39. Youngsters
40. Young people
41. Trendy people
42. Anyone
43. Not quite me
44. Trendy people
45. Eco friendly people
46. Trendy
47. Fashionable people
48. Jocks
49. Young fashionable
50. Teenagers
51. Alternative
52. No idea
53. Fun people
54. Hipsters
55. Trendy
56. Young people
57. Hipsters
58. Young people
59. Aggressive people
60. Cool executive people
61. People aged 18-26
62. Beach party people, fancy
63. Beach guys
64. Under 30
65. Hippies
66. Men
67. Norwegians
68. Surfers
69. Unique style
70. Fashionable
71. Young women
72. Cool people
73. Students
74. Designers
75. –
76. Women
77. Trendy’s
78. Teen
79. Surfers
80. Young
81. Up to them
82. –
83. Trendy
84. Young
85. People in fashion
86. –
87. Norwegians
88. Beach people
89. Young, urban
90. Young trendy
91. Younger people
92. Stylish
93. Not too sure
94. Trendy
95. Middle ages mums
96. Women
97. Designers and old women
98. Eco-friendly people
99. Fashionable
100. Young, creative, fun people
101. Hipsters
102. Teen
103. Young
104. Individual
105.–
106. Youth, indie
107. Youth, indie
108. All kind of people
109. Fashion lovers
110. Trendy
111. Fashionable
112. Teenagers
113. Rich people
114.-
115. Young people
116. 14-34
117. Cool people
118. Students
119. Cool, retro
120. Young, urban
121. Trendy
122. Alternative people
123. Trendy, young people
124. Trendy
125. Younger, urban people
126. Urban people
127. Cool people
128. Younger people
People who like to stand out
Trendy, cool
Trendy, cool people

Question 10: Which shop in the UK do you think you would most likely find these types of sunglasses?
1. Urban outfitters
2. Topshop
3. Independent boutiques
4. Topshop
5. Any highstreet
6. Hard to say
7. Selfridge
8. –
9. Hollisters
10. Topshop, Urban Outfitters
11. Don’t know
12. –
13. Sunglasses hut
14. Topshop
15. Topshop
16. Large dept stores
17. –
18. No idea
19. Don’t know
20. –
21. Fashion retail
22. –
23. Urban
24. Not in a supermarket
25. –
26. Not sure
27. –
28. Topshop
29. Boots
30. –
31. –
32. Selfridges
33. Topshop
34. –
35. Urban Outfitters
36. Urban Outfitters
37. Urban Outfitters
38. Brand shops
39. –
40. –
41. Harvey Nichols
42. Designer shops
43. Retro
44. H&M
45. Selfridges
46. Topshop
47. Urban Outfitters
48. Next
49. Topshop
50. H&M
51. Online, design shops
52. Topshop
53. East London
54. East London shops
55. Topshop
56. Topshop
57. Don’t know
58. Urban Outfitters
59. –
60. High priced stores
61. Department stores
62. Sunglasses hut
63. Specialists
64. Designer shop
65. Topshop
66. Eco-friendly
67. Ikea
68. Topshop
69. Topshop
70. Dept store
71. Topman
72. Any surf shop
73. In a market
74. Urban Outfitters
75. –
76. Topman
77. Department store
78. Don’t know
79. Urban Outfitters
80. Selfridges
81. No idea
82. –
83. Department stores
84. Fat Face
85. Harvey Nichols
86. –
87. Specsavers
88. Selfridges
89. House of Fraser
90. Large department stores
91. –
92. No idea
93. Primark
94. Sunglasses hut
95. Primark
96. –
97. Not a normal shop
98. Hollistar
99. No idea
100. Urban Outfitters
101. Department store
102. Blue Ink
103. Mark & Spencer
104. Urban Outfitters
105. Don’t know
106. Mark & Spencer
107. –
108. Independent shop
109. House of Fraser
110. Topshop
111. Hollister
112. Topshop, River Island
113. –
114. Design shop
115. Topshop
116. High quality stores
117. Specsavers
118. Topman
119. River Island
120. Anything cool
121. Urban Outfitters
122. Sunglasses hut
123. Urban Outfitters
124. Harvey Nichols
125. Top shop
126. Urban outfitters
127. Topshop
128. H&M
129. Urban Outfitters
130. Urban Outfitters
131. Harvey Nichols, Sunglasses hut
Appendix 7

Leeds survey findings

Age & Gender:
1. 18-24, Male
2. 18-24, Male
3. 18-24, Female
4. 18-24, Male
5. 18-24, Male
6. 18-24, Male
7. 18-24, Male
8. 18-24, Male
9. 18-24, Female
10. 18-24, Female
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27. 18-24, Female
28. 18-24, Male
29. 18-24, Male
30. 18-24, Female
31. 18-24, Female
32. 18-24, Female
33. 25-34, Male
34. 34-44, Female
35. 18-24, Male
36. 25-34, Male
37. 25-34, Male
38. 18-24, Female
39. 18-24, Male
40. 18-24, Male
41. 18-24, Male
42. 18-24, Female
43. 18-24, Female
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45. 18-24, Female
46. 25-34, Female
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77. 35-44, Male  
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131. 18-24, Male
132. 18-24, Male
133. 18-24, Female
134. 25-34, Male
135. 18-24, Female
136. 18-24, Female
137. 18-24, Male
138. 18-24, Male
139. 18-24, Male
140. 25-34, Male
141. 18-24, Female
142. 18-24, Female
143. 18-24, Female
144. 18-24, Male
145. 18-24, Male
146. 18-24, Male
147. 18-24, Female
148. 25-34, Male

**Occupation:**

1. Student
2. Student
3. Student
4. Student
5. Student
6. Student
7. Student
8. Student/Barman
9. Customer assistant
10. Student
11. Student/Sales Advisor
12. Student
13. Student
14. Student
15. Student
16. Student
17. Student
18. Student
19. Student
20. Student
21. Student
22. Student
23. Student
24. Student/Customer Service Assistant
25. Student
26. Student
27. Student
28. Others
29. Student
30. Student
31. Student
32. Student
33. Hairdresser
34. Hairdresser
35. Student
36. Student
37. Housing Support worker
38. Student
39. Student
40. Student
41. Student
42. Student
43. Student
44. Student/Bartender
45. Student
46. Others
47. Student
48. Student
49. Student
50. Student
51. Student
52. Dental Student
53. Student
54. Student
55. Student
56. Student
57. Student
58. Sales Advisor
59. Student
60. Student
61. Optician
62. Student
63. Student
64. Student
65. Student
66. Student
67. Student
68. Student
69. Student
70. Student
71. Student
72. Student
73. Student
74. Student
75. Student
76. Student
77. Others
78. Student
79. Student
80. Student
81. Student
82. Student
83. Student
84. Student
85. Student
86. Student/Cashier
87. Student
88. Student
89. Student
90. Nurse
91. Student
92. Student
93. Student
94. Student
95. Student
96. Student
97. Teacher
98. Student
99. Student
100. Student
101. Student
102. Student
103. Student
104. Student
105. Student
106. Student
107. Student
108. Student
109. Student
110. Student
111. Barman
112. Student
113. Student
114. Student
115. Student
116. Student
117. Student
118. Others
119. Student
120. Student/Cashier
121. Student
122. Student
123. Student
124. Student/Bartender
125. Student
126. Student
127. Student
128. Student
129. Student
130. Student
131. Student
132. Student
133. Student
134. Student
135. Student
136. Student
137. Student
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140. Student
141. Student
Question 1: What is the most important aspect when buying a pair of sunglasses?

1. Design & Overall Quality
2. Overall Quality
3. Overall Quality
4. Design
5. Design & Price
6. Design
7. Design
8. Overall Quality
9. Overall Quality
10. Design & Brand
11. Design & Overall Quality
12. Design
13. Design
14. Design & Price
15. Design & Price
16. Design
17. Overall Quality
18. Price
19. Brand
20. Design
21. Design
22. Price
23. Overall Quality
24. Design & Price
25. Design
26. Design & Brand
27. Design, Price & Brand
28. Price
29. Design
30. Design & Overall Quality
31. Design
32. Price
33. Design, Price & Brand
34. Design
35. Design
36. Design
37. Overall Quality
38. Price
39. Design & Brand
40. Design
41. Design
42. Price
43. Price
44. Design
45. Design
46. Overall Quality
47. Design
48. Design
49. Design & Price
50. Overall Quality
51. Design, Price & Overall Quality
52. Overall Quality
53. Design & Price
54. Price
55. Brand
56. Price & Brand
57. Design
58. Overall Quality
59. Design
60. Price
61. Brand
62. Design, Price & Overall Quality
63. Price
64. Price
65. Design
66. Overall Quality
67. Overall Quality
68. Overall Quality
69. Design
70. Overall Quality
71. Brand
72. Design
73. Design & Price
74. Design
75. Design
76. Design
77. Overall Quality
78. Design
79. Design & Brand
80. Overall Quality
81. Design & Overall Quality
82. Design
83. Overall Quality
84. Design & Brand
85. Design
86. Price
87. Design & Price
88. Design & Overall Quality
89. Design & Price
90. Price
91. Design
92. Price
93. Price
94. Design
95. Design
96. Design
97. Design
98. Design & Overall Quality
99. Design, Price & Overall Quality
100. Overall Quality
101. Design
102. Overall Quality
103. Overall Quality
104. Design
105. Design
106. Design
107. Design
108. Design
109. Design
110. Design
Question 2: How much do you spend when buying a pair of sunglasses?

1. No more than £40
2. No more than £40
3. No more than £40
4. £80 - £120
5. £50 - £70
6. No more than £40
7. £80 - £120
8. No more than £40
9. £50 - £70
10. £130 – £180
11. £80 - £120
12. £50 - £70
13. £80 - £120
14. No more than £40
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19. £50 - £70
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136. £80 - £120
137. £130 - £180
138. £80 - £120
139. £50 - £70
140. £50 - £70
141. No more than £40
142. No more than £40
143. £50 - £70
144. £80 - £120
145. No more than £40
146. No more than £40
147. No more than £40
148. No more than £40

Question 3: When buying sunglasses, do you prefer to purchase online or in a retail shop?

1. Retail shop
2. Retail shop
3. Retail shop
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17. Online shop
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98. Retail shop
99. Retail shop
100. Retail shop
101. Retail shop
102. Online shop
103. Retail shop
104. Retail shop
Question 4: Do you own a pair of designer sunglasses? If yes, which brand?

1. –
2. Ray Ban
3. –
4. Armani
5. Oakley
6. –
7. Oakley
8. –
9. –
10. Marc Jacobs
11. Oakley
12. Ray Ban
13. Miu Miu
74. –
75. Tom Ford, Alessandro Del’Arqua, Shanghai Tang & Burberry
76. Ray Ban
77. –
78. Ray Ban
79. Hugo Boss
80. Gucci
81. –
82. Ted Baker
83. –
84. –
85. Ray Ban
86. –
87. –
88. Storm
89. Ray Ban
90. Nla
91. Dolce & Gabbana
92. Oakley
93. –
94. Ray Ban
95. Ray Ban
96. Ray Ban
97. –
98. –
99. –
100. Ray Ban
101.–
102.–
103.–
104.–
105.–
106. Ray Ban
107.–
108. Dirty Dog
109.–
110.–
111.–
112.–
113.–
114.–
115. Ray Ban
116.–
117.–
118.–
119.–
120.–
121.–
122.–
123. Ray Ban
124.–
125.–
126. Ray Ban
127.–
128. Ted Baker/Fossil
129.–
130.–
131.–
132.–
133.–
134. Ray Ban
135. –
136. Armani
137. Ray Ban
138. Ray Ban
139. –
140. Ray Ban
141. Dorothy Perkins
142. Mes
143. Givency
144. Ray Ban
145. Ray Ban
146. Dolce & Gabbana
147. Vera Wang
148. –

Question 5: Are the Boe & Sunde sunglasses something you would be interested to buy?

1. Probably
2. No, probably not
3. Probably
4. No, probably not
5. Probably
6. No, probably not
7. Probably
8. No, probably not
9. Definitely NOT
10. No, probably not
11. Definitely NOT
12. No, probably not
13. Definitely NOT
14. Yes, definitely
15. Probably
16. No, probably not
17. No, probably not
18. Probably
19. No, probably not
20. Definitely NOT
21. No, probably not
22. Probably
23. Probably
24. Probably
25. No, probably not
26. Probably
27. No, probably not
28. No, probably not
29. Probably
30. Probably
31. Yes, definitely
32. No, probably not
33. Probably
34. Definitely NOT
35. Probably
36. No, probably not
37. No, probably not
38. Probably
39. No, probably not
40. No, probably not
41. Probably
42. Definitely NOT
43. Definitely NOT  
44. No, probably not  
45. Probably  
46. Definitely NOT  
47. No, probably not  
48. No, probably not  
49. Yes, definitely  
50. No, probably not  
51. No, probably not  
52. No, probably not  
53. Probably  
54. Definitely NOT  
55. Yes, definitely  
56. Yes, definitely  
57. Probably  
58. No, probably not  
59. No, probably not  
60. No, probably not  
61. Probably  
62. Probably  
63. No, probably not  
64. Probably  
65. No, probably not  
66. Yes, definitely  
67. Probably  
68. Probably  
69. Yes, definitely  
70. Probably  
71. Probably  
72. Definitely NOT  
73. –  
74. Probably  
75. Probably  
76. Probably  
77. No, probably not  
78. Definitely NOT  
79. Definitely NOT  
80. No, probably not  
81. No, probably not  
82. No, probably not  
83. No, probably not  
84. Probably  
85. No, probably not  
86. Yes, definitely  
87. Probably  
88. Probably  
89. No, probably not  
90. No, probably not  
91. No, probably not  
92. No, probably not  
93. No, probably not  
94. No, probably not  
95. Probably  
96. Probably  
97. No, probably not  
98. Yes, definitely  
99. No, probably not  
100. Probably  
101. Probably  
102. Definitely NOT
103. No, probably not
104. Yes, definitely
105. Yes, definitely
106. Probably
107. Probably
108. No, probably not
109. No, probably not
110. No, probably not
111. Yes, definitely
112. No, probably not
113. No, probably not
114. No, probably not
115. No, probably not
116. No, probably not
117. Probably
118. No, probably not
119. Definitely NOT
120. No, probably not
121. No, probably not
122. Probably
123. No, probably not
124. Probably
125. Probably
126. Probably
127. Probably
128. Probably
129. Yes, definitely
130. Probably
131. No, probably not
132. Probably
133. Yes, definitely
134. Probably
135. Probably
136. Probably
137. Yes, definitely
138. Probably
139. No, probably not
140. No, probably not
141. Definitely NOT
142. Probably
143. Probably
144. No, probably not
145. No, probably not
146. Probably
147. Yes, definitely
148. No, probably not

Question 6: If yes? How much would you be willing to pay?

1. £50 - £70
2. No more than £40
3. No more than £40
4. –
5. No more than £40
6. No more than £40
7. £80 - £120
8. No more than £40
9. –
10. No more than £40
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132. £50 - £70
133. £50 - £70
134. £50 - £70
135. £80 - £120
136. £50 - £70
137. £50 - £70
138. £50 - £70
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140.–
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142. No more than £40
143. No more than £40
144.–
145. No more than £40
146. No more than £40
147. £190 - £220
148.–

Question 7: What is your first impression of the wooden sunglasses from the brand Boe & Sunde?

1. Designer, individual
2. Very organic look, original, not my cup of tea
3. Quirky, quite nice, not very sturdy
4. Funky and nice
5. Novel, different
6. Big frame, bit plain
7. Interesting, different
8. Bizarre
9. Strange
10. Bizarre, quite retro
11. Strange, too navy
12. Rust
13. Trees
14. Pretty cool, nicely made, nice style and design
15. Snazzy
16. Different
17. Quite quirky in a good way
18. Very unique
19. Cheap
20. Not cool
21. Cheap
22. Very unique, never seen before, very comfortable
23. Very different, quality made
24. Stylish, unique
25. Different from anything else
26. Not what I would buy, seem good quality, different style
27. Different, for people who are more fashion daring
28. Quite nice, very different
29. Good, stylish
30. Quite funky, stylish
31. Nice, different, unique
32. Wood! Little silly
33. Odd
34. Too old to wear
35. Different
36. Too bulky
37. Different which is good
38. Different, unique
39. Their different but would only suit a minority people
40. Very different, unique
41. Different style, standard
42. Weird
43. Nice, quirky but not my style, look more like males sunglasses
44. Different
45. Unusual, different to other pairs
46. Different, don’t like them
47. Not a famous brand
48. Frame to thick
49. Very plain
50. Don’t know the brand
51. A little blond, could be vanished
52. Unusual, not seen anything like this
53. Good classic design
54. They look cheap, poor quality
55. Funky
56. Nice and different
57. Look like Ray Bans
58. Not something I would personally buy
59. They are wooden, look like dolly glasses
60. Quite big
61. Different, target younger age groups
62. Smart, well made
63. They look very good
64. They look good
65. Not very stylish
66. Cool and nice design
67. Different
68. Use of wood is not appropriate for the environment
69. Wood glasses? Are they actually for use?
70. Different
71. Worth the price I guess
72. Not a good style
73. –
74. Something different
75. I like the fact that they are made of wood of an unusual material
76. Like the wood style, not the shape
77. Strange looking
78. I don’t really like the design
79. Fake
80. Wouldn’t buy them for myself
81. –
82. Unique
83. Different, funky
84. Nice design, unique style
85. Different, would suit some people
86. Different but cool, I like the pattern in the back
87. Nice design, makes a change from plastic and steel
88. Not convinced
89. Old fashioned
90. Bold
91. Unique
92. Good quality material
93. Unusual looking, unique style
94. Different, one off
95. Look pretty cool
96. Good styles, look to be good quality
97. They would be heavy to wear
98. Innovative, modern, classy, different
99. Definitely something different
100. Surprised
101. I like the design
102. Organic look
103. They look they would suit males more than females, quite nice colour
104. They’re cool, different
105. I liked them, they’re pretty cool
106. Interesting because they are a little different, frames maybe a little thick
107. Different
108. Different, not something I would buy
109. Nice, different
110. Look good, different
111. Strange, they stand out from everything else on the market
112. Good sunglasses, they stand out and are different which is good, but not a thing for me
113. Cool
114. Different
115. Different, a bit retro
116. Like the idea of wooden sunglasses, they’re different
117. Unique and different
118. They remind me of surfers
119. Don’t like them, look like ornaments
120. They are unique and I could see people wearing them
121. Unique, nice design, more for men than women
122. Unusual
123. Look to much like Ray Bans
124. Different to the norm
125. Very fancy, would fit in at a festival
126. Look like Ray Bans, made of wood
127. They are made of wood
128. Funky, fresh, different, unique
129. Funky, really good quality
130. Original
131. Different
132. Pretty cool
133. Really loved them, liked how they are wooden and the shape
134. It’s sleek but doubts durability
135. Cool, comfortable
136. Creative, edgy and different
137. MINT! Definitely want some!
138. Good concept, look well made and being lightweight makes them comfortable
139. Good quality
140. Different
141. Chunky looking, not a design I would choose
142. Funky, indie looking, unusual
143. Similar to Ray Bans, different
144. Not my thing
145. Light
146. Very different, would be good to take on holiday, however I wouldn’t wear them in the UK
147. Stylish
148. Different, not really for me

Question 8: If you were told that the sunglasses are a Norwegian design, what would your reaction be to that?

1. Seems likely, not too surprising
2. Not surprised at all
3. Wouldn’t make a difference to me
4. –
5. Not bothered to be honest as long as they work
6. Not surprised
7. No reaction
8. No difference
9. Why would it make a difference
10. Typical
11. Why would it make a difference that they are Norwegian
12. Don’t care
13. So?
14. Awesome!
15. Fair enough
16. Indifferent
17. No particular reaction
18. Not surprised
19. Okay
20. Wouldn’t make a difference
21. –
22. It makes no difference to my opinion
23. I wouldn’t react, it makes no difference to me
24. Awesome, most great designers don’t come out from the UK anyway
25. Nothing
26. Not really a shock
27. I would believe you
28. Wouldn’t bother me
29. Good
30. No different to if they were from anywhere else
31. Indifferent
32. No reaction
33. Cool
34. They’re wooden and look Norwegian
35. –
36. –
37. Same as buying any other sunglasses
38. No different to any other designer
39. Cool
40. That I hadn’t seen any Norwegian products and that it has a very diverse view.
41. It wouldn’t affect my reaction.
42. Still wouldn’t buy them
43. Look more American
44. Wouldn’t make a difference
45. Wouldn’t affect my opinion of them
46. Nothing, no impact
47. No
48. Really?
49. I wouldn’t care
50. –
51. No reaction
52. Not surprised
53. Indifferent – about how they look
54. –
55. None in particular
56. –
57. Good design
58. Makes no difference
59. Obviously
60. It wouldn’t make any difference to whether I’d buy them or not!
61. That is good
62. Would be of a better quality
63. There wouldn’t be one
64. It wouldn’t affect me
65. –
66. It must be good
67. I will say, ok
68. –
69. How does it matter? They should look good
70. Really? Nice one!
71. Hard to digest
72. Really?!
73. –
74. Surprised
75. Wouldn’t really make a difference to me
76. Ok
77. And?
78. No reaction to be honest
79. Fair enough, Norway = forest -> wood
80. Probably would agree
81. –
82. I’m not sure it would bother me too much
83. Cool
84. They have good taste/imagination
85. Impartial
86. Wouldn’t change anything
87. No different to if they were British or American. Although, imagine better quality than Chinese
88. Makes no difference
89. Not surprised, they are quite different
90. Ok
91. I wouldn’t have known any different!
92. Not something I am bothered about
93. Not shocked
94. Believable
95. None
96. No reaction
97. Not surprised
98. Not surprised, seen the amount of forest there
99. No problem with that
100. No difference
101. –
102. Surprised
103. No reaction at all
104. Not bothered, would still buy them
105. I would still buy them
106. No different to any other design
107. Wouldn’t change anything
108. Indifferent
109. Don’t know
110. Wouldn’t have one
111. –
112. I wouldn’t know the difference
113. Cool
114. No difference
115. No different
116. No different
117. No affect really
118. I don’t really have a reaction, although I would’ve guessed Australian
119. Makes sense, they look like they’re from IKEA. Homemade, simple feel
120. That’s fine, I don’t know any different
121. Shock, I wouldn’t associate them a Norwegian designer
122. Oh right
123. Surprised
124. Surprised
125. Not relevant
126. Okay
127. Cool
128. That they would perhaps be made quite ecologically friendly
129. Doesn’t bother me
130. Makes no difference
131. Looked Scandinavian
132. Doesn’t matter
133. Wouldn’t bother me
134. Nothing really. Country of origin makes no difference to me
135. Great, that’s something different
136. Great
137. Not bothered, they still look good
138. Wouldn’t make a difference
139. I wouldn’t be surprised, it gives you the impression of quality
140. Interesting
141. Indifferent
142. Indifferent
143. Nothing, cool with that
144. Wow
145. Ok
146. They look Scandinavian, a place organised for good design
147. –
148. Unsurprised – wooden, very designing

Question 9: What kind of people would you say would wear these types of sunglasses?

1. Not Norwegians, as it is sunny
2. People who are into sunglasses
3. Indie kids
4. Students, probably for fun
5. Environmental concern people
6. Norwegians
7. Trend settees
8. Unknown
9. Anyone, depends on individual taste
10. Indie
11. Depends on the taste of people
12. Flash people
13. –
14. Surfers, teenagers, middle aged people, females
15. No idea
16. No idea
17. –
18. People who shop at Urban Outfitters
19. Environmentally friendly people
20. Surfers
21. –
22. Eco-warriors! Image conscious people
23. People who are image conscious
24. Business men, fashion people
25. Hippies, girls
26. Fashion followers, trend setters
27. Fashion followers, would only wear them if they were fashion
28. Anyone who likes them
29. Teenagers
30. Quite young, stylish
31. Anyone
32. Innovative people
33. Northern European, cool young people
34. Young students
35. Students
36. Norwegians
37. People that would like to be different
38. Alternative
39. Indie, pop kind of people
40. Youth, students
41. Students
42. Alternative, like to stand out
43. Males who care about their style. Summer sunglasses, not all year around
44. Students
45. Stylish, fashionable students
46. Arty people
47. Middle age
48. Middle aged males
49. Indie boys
50. Indie
51. Indie people
52. People up to date with fashion trends
53. People into fashion/brands
54. Art students
55. Any
56. Sports person, executives
57. Fashion conscious
58. Sun seekers
59. Norwegians
60. No idea!
61. People a bit different and stylish
62. 18-30, stylish interest in their appearance
63. Someone who wants to look different
64. Stylish, young
65. Young people from 18-25
66. All kind of people can wear this type of sunglasses
67. Mostly young people and can appeal to anyone from young to old as its different
68. Youngsters, age between 15-22
69. Youngsters, age less than 30
70. People who try different materials or new products
71. Probably the ones taking a sun bath
72. ?
73. –
74. People who like fashion and would like to look different
75. People who have a more individual style of look
76. Anyone who likes way farers
77. Norwegians
78. I really don’t know, maybe some people who love being in party
79. Rock n roll people
80. –
81. –
82. Celebs
83. Norwegian people
84. Someone who dresses unique or who is into all the fashion trends
85. Young
86. Cool people!!
87. Trendy people, surfer dudes
88. The “cool” people
89. Older generation (40’s)
90. People who like to make a statement
91. People who want to be different, stand out
92. Celebrities
93. People with a unique style
94. Individual, fashionable
95. Anyone
Question 10: Which shop in the UK do you think you would most likely find these types of sunglasses?

1. River Island
2. Small chain, organic shops
3. Urban Outfitters
4. Not sure
5. Body Shop, Fair trade outlet
6. Any glasses shop
7. Quicksilver
8. Brob
9. Sunglasses hut
10. Urban Outfitters
11. Sunglasses hut
12. Sunglasses hut
13. Primark
14. Quicksilver, American Apparel
15. Quicksilver
16. Boots
17. —
18. Urban Outfitters
19. Selfridges
20. Selfridges
21. —
22. Boutiques, Vintage stores
23. Sunglasses hut
24. Selfridges, Harvey Nichols, Pop Boutique
25. H&M, Topshop
26. Opticians, specialist
27. Specksavers
28. Quicksilver
29. Designer
30. Any designer shop, or Topshop
31. Urban Outfitters
32. Sunglasses hut
33. Topman
34. —
35. Harvey Nichols
36. Dolland & Atchinson
37. O’Neil, Next, House of Fraser
38. Selfridges, Topshop
39. Sunglasses hut
40. Sunglasses hut
41. Topman
42. Harvey Nichols
43. Urban Outfitters, Topshop, American Apparel
44. Ark
45. House of Fraser, Harvey Nichols, Ark
46. Sunglasses hut, Ark, Topshop
47. Primark
48. H&M, Topshop
49. Topman
50. H&M
51. Topshop, Vintage shops
52. Anywhere where they sell sunglasses
53. Urban Outfitters
54. Do not know
55. M&S
56. Any big branded shop
57. Retail designer
58. House of Fraser
59. IKEA
60. Haven’t a clue
61. Boutique shops, Vintage
62. H&M
63. H&M
64. –
65. H&M
66. Any sunglasses shop
67. Any good retail shop
68. Optician shops
69. Any eye shop/accessory shop
70. Big shopping hall
71. Anything
72. I don’t know
73. –
74. No idea, maybe retail shops
75. Urban Outfitters
76. Urban outfitters, sunglass, American Apparel shops
77. Pound shop
78. I have no idea
79. Design shop, Topshop
80. Not really sure
81. Urban Outfitters
82. Designer shops
83. Specksavers
84. Designer shops, high priced brands
85. Designer shops, sunglasses specialists
86. Topshop
87. O’Neil
88. Urban Outfitters
89. Topshop
90. Topshop
91. Harvey Nichols
92. Sunglasses hut
93. Not sure
94. High end sunglass retailers
95. Sunglasses hut
96. Any fashionable shop
97. Opticians
98. Topshop and opticians
99. Don’t know
100. Next
101. Many shops
102. Topshop
103. Highstreet, but more aimed at fashion than sport
104. Topshop, Urban Outfitters
105. Urban Outfitters
106. Specialist sunglasses shops
107. Specksavers
108. Designer
109. Topshop, vintage shops, beach shop
110. Urban Outfitters, Topshop
111. Topman
112. Topshop
113. High end retailers
114. House of Fraser, Selfridges, John Lewis
115. House of Fraser
116. Gift shop
117. Urban Outfitters
118. Billabong
119. Billabong, Fatface, O’Neils
120. Urban Outfitters
121. Urban Outfitters, Lop shop, Topman
122. Urban Outfitters
123. Sunglasses hut, Topshop
124. Topshop, River Island  
125. Urban Outfitters  
126. Sunglasses hut  
127. Topshop  
128. Urban Outfitters  
129. Urban outfitters  
130. Urban Outfitters  
131. Urban Outfitters  
132. Urban Outfitters  
133. Urban Outfitters  
134. H&M  
135. Harvey Nichols  
136. Vintage shop  
137. Urban Outfitters, Fatface, Oakley, surf shops  
138. Urban Outfitters, skate shops  
139. No idea  
140. No idea  
141. Urban Outfitters, Boutiques  
142. Urban Outfitters  
143. Sunglasses hut, Harvey Nichols  
144. Sunglasses hut  
145. Sports world  
146. House of Fraser, Topman  
147. Do not know  
148. No idea
Appendix 8

Main Competitors
We can assume out of the findings from our surveys as well as from secondary research that the main competitors for Boe and Sunde in the UK market, will be Ray Ban, and Oakley owned by Luxottica Group SPA (Datamonitor, 2010a).

**Luxottica** is one of the world’s largest designer of both prescription frames and sunglasses, through their both owned and licensed portfolio of brands (Mintel, 2008). They offer a wide range of premium, luxury and sport/performance eyewear. Retail shops that take in Luxottica’s brands are the mid- to premium-priced eyewear stores, such as independent opticians, and optical retail chains. In the UK market, examples of retail stores are Harvey Nichols, Sunglass Hut, and Selfridges (Datamonitor, 2010a).

**Ray Ban**
Ray Ban has been Luxotticas major brand since 1999 (Luxottica, 2010). And has since then become the world’s bestselling and most know sunglasses brand with their original and retro shape of WW2, and US aviators. Their sunglasses are aimed towards young to middle-aged consumers, within the price range of the mid- premium sector (Datamonitor, 2010a).

**Oakley**
Oakley was taken over by Luxottica in 2007. Their product range consists of sunglasses, goggles and prescription eyewear, which makes up 75% of the company’s total sales, besides their clothing line (Mintel, 2008). Since Oakley started to expose them to some of the world’s professional athletes, they have managed to extend its leadership position as the world's leading sports eyewear.
Appendix 9

Department Store Retailing - UK - March 2011

Harvey Nichols Group

Harvey Nichols pitches itself as a luxury lifestyle brand, particularly authoritative in fashion. The flagship store in London remains at the core of the operation for both sales and profits. Openings in major cities globally are creating an international dimension, though this profile focuses on the European operations.

Figure 97: Harvey Nichols Group Ltd: Sales as share of department store and mixed goods retailers sales in UK, 2005-09
**Figure 98: Harvey Nichols Group Ltd: UK and Ireland retail financial performance, 2005/06-2009/10**

<table>
<thead>
<tr>
<th>Year to March</th>
<th>2005/06</th>
<th>2006/07</th>
<th>2007/08</th>
<th>2008/09</th>
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<tbody>
<tr>
<td>Sales (£m, excl. VAT)</td>
<td>138</td>
<td>153</td>
<td>163</td>
<td>173</td>
<td>168</td>
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<tr>
<td>Sales (€m, excl. VAT)</td>
<td>202</td>
<td>224</td>
<td>238</td>
<td>217</td>
<td>188</td>
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<tr>
<td>Operating profit (£m)</td>
<td>9</td>
<td>14</td>
<td>16</td>
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<td>14</td>
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<td>Operating margin (%)</td>
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<td>9.3</td>
<td>10.0</td>
<td>6.3</td>
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<td>Pre-tax profit (£m)</td>
<td>6</td>
<td>12</td>
<td>15</td>
<td>8</td>
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**Financial performance**

Of the high-end UK department stores, Harvey Nichols performed weakest during the recession:

- Although total sales held up during the recession, it is understood that demand softened at the flagship Knightsbridge store in the early stages of the economic decline. This decline in demand appears to have been purely from domestic customers, as Harvey Nichols reported very strong increases in spend by international shoppers in early 2009.

- The tailing off of demand in later 2008 is thought to have been principally in fashion. This left Harvey Nichols overstocked, leading to substantial discounting and advertising spend aimed at clearing stock. In turn, this substantially dented margins for 2008/09.

- 2009/10 saw a recovery in margins due to stronger inventory management – but margins remained lower than pre-recession levels.

- This was coupled with falling total sales which the retailer blamed in part on the six-month closure of its fourth floor for conversion work.

- It should be noted that these figures relate only to the UK and Irish operations, and do not include sales from stores outside the UK and Ireland, nor the group’s stand-alone restaurant interests.
Figure 98: Harvey Nichols Group Ltd: UK and Ireland retail financial performance, 2005/06-2009/10

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All information is taken from Mintel, (2011b).