



Shoes for Tomorrow

By: Melanie Helgeson

Introduction

Blake MyCoskie established TOMS Shoes in May of 2006. (Fortune, 2008) MyCoskie competed on the second season of the hit show *The Amazing Race*, where he traveled to Argentina. There he met many children and adults who could not afford to buy shoes, he was troubled by this fact and wanted to do something about it. He traveled back to Argentina for vacation and it was then that he decided he would start a shoe business, but not an ordinary shoe business. He decided that for every shoe that was sold another shoe would be donated to a child in need. It was then that MyCoskie's "One for One" marketing plan was created. (Time, 2007)

Situation Analysis



<http://tomsshoes.com>

Product/Service Description

The product that TOMS provides is an alpargata shoe. They are a form of shoes worn by Argentina farmers. These shoes are known for being very breathable because of their lightweight canvas top and leather insole. (<http://www.wordnik.com/words/>) They are slip-on as well as resilient, which helps in the fighting of podoconiosis, also known as "Mossy Foot". This is a foot disease many people obtain from not wearing shoes while working in heavy soil. Fungus gets into the pores on the bottom of the foot and ends up destroying the lymphatic system (the tissue that fights against bacteria). TOMS is working to fight the disease and help bring shoes to people in need. (<http://tomsshoes.com>)

TOMS has used its creativity skills to create other styles of shoes. For example they create many designs of shoes other than the classic farming shoe pictured above. Products of TOMS include, botas (a high top sort of sneaker), cordones (a low top sneaker like shoe), wedges for women, and a tall wrap boot for women. TOMS has decided to expand even further and they are creating t-shirts, necklaces, and hats that if purchased there will still be a shoe donated to a child in need. (<http://tomsshoes.com>)

Market Analysis

The current market for shoes is defined by 4 main categories: casual, athletic, dress, and rugged. Casual shoes account for 52% of the market, and this would include TOMS Shoes. A report conducted by Global Information forecasted that through the year 2010 more people will begin to appreciate style, innovations, and introductions. And more men are going to become interested in purchasing more shoes than ever. (Global Information 2006)

TOMS is a lot different than other shoe companies because of their marketing strategy thus making it hard to determine their market. They should be classified in the casual shoe market, but also in a market for companies who rely on their consumer to take action and social responsibility for a bigger cause. There are other companies who strive to accomplish similar tasks that TOMS does. These companies have a similar

audience including people who feel the need to do something and help better the community. Unfortunately because this is not a huge market there is not a substantial amount of information out there on the subject. The previous information can only be assumed.

Competitive Analysis

There are a couple of other organizations out there that have a similar mentality to TOMS. For example bodoblankets.com’s motto is “Buy One. Donate One”. This company sells blankets and for every blanket sold they donate a blanket to someone in need. They have adopted the same idea of TOMS and believe that social responsibility is a strong marketing tool to better the community. (<http://bodoblankets.com/info.html>)

NewMan’s Own is known for their salad dressings and other snacks. What a lot of people may not know is that they donate 100% of their profits to charities in the United States. (<http://www.newmansown.com/commongood.aspx>) This company is not a direct competitor because they do not sell shoes, but for people who are just looking to donate and they do not need a pair of shoes maybe they would prefer to purchase some salad dressing.

Sketchers recently launched a new line of shoes called BOBS. These shoes have the same exact concept as TOMS. When you purchase a pair of BOBS another pair will be donated. Unfortunately only bad press has come from this attempt at social responsibility. People have determined that Sketchers completely stole the idea of TOMS from their name to their motto. For TOMS this is being seen as a double edged sword. TOMS purpose is to get people in need of shoes a pair of shoes, and should it matter if it is Sketchers or TOMS? Money wise it is good for TOMS, but for the community who needs shoes it might mean less shoes for them.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • A strong brand that people recognize • Currently a very trendy shoe • They are comfortable shoes • TOMS has a strong emotional appeal to its audience • Marketing Strategy: One-for-One • Blake MyCoskie is a charismatic leader, who is a good speaker • Good at getting people involved • Constantly planning events to fundraise and bring awareness • There aren’t any companies that have succeeded at one-for-one marketing with shoes 	<ul style="list-style-type: none"> • Hard to determine who deserves shoes • Social responsibility makes the consumer feel guilty • Expensive, since people are paying twice the amount the shoes are worth • Makes other competitors seem like copy cats when they are trying to help the community • Have to constantly innovate and come up with new designs • They depend mostly on word of mouth • They depend a lot on their online community and social media

Opportunities	Threats
<ul style="list-style-type: none"> • There are tons of children and adults in need of shoes • Always different ways to fundraise • People are always willing to volunteer for a good reason • Other companies are willing to partner up to donate • People are always willing to donate money for a good reason • Social media is constantly expanding and they take advantage of that 	<ul style="list-style-type: none"> • Competition with other shoe companies • Competition with other fundraising companies like Newman's Own • Could just be a trend • People accusing that they are more concerned about making a profit than helping the poor • A bad economy could stop people from buying shoes • Other ways to cure podoconiosis could be discovered • Social media could lose its impact

Marketing Plan

Target Market Selection

TOMS Shoes does not market every person who has feet and can afford to pay \$40 for a pair of shoes. The company's target audience includes any charitable person who is willing to make a difference. These are the type of people who are environmentally aware and want to do good for the community. Many of these people have the same ideals and want to do something like purchase a shoe so that someone in need can have one as well. (Plesko, 2009)



<http://www.tomsshoes.com>

Positioning Strategy

Perceptual Mapping

It would be difficult to draw an actual perceptual map just because TOMS Shoes does not have a lot of other competitors with their unique niche. TOMS can be compared to other shoe companies because TOMS Shoes are currently trendy and fashionable like Jessica Simpson and Steve Madden. The shoes have a good durable quality like UGG and

Michael Kors. But as stated previously there is much more to the brand that can't be compared to any other shoe company and that is their one for one marketing strategy.

Brand Name

When MyCoskie decided he would design a one-for-one marketing strategy his first idea was that he would sell a pair of shoes today so they could give a pair of shoes tomorrow. He wanted to call the shoes Tomorrow shoes, but it then hit him that the name TOMS shoes was catchy and a shortened version of Tomorrow. It was then that TOMS Shoes were created. (Binkley, 2010)

Slogan

TOMS' marketing strategy and slogan are one in the same. One-For-One is pasted all over TOMS' website, social media, and anything written about them. It is a catchy logo and people understand it because of its simplicity. As stated previously one-for-one is about donating one shoe for every shoe that TOMS sells. (<http://tomsshoes.com>)

Marketing Strategies

Multi-Channel Integration Strategy

TOMS Shoes uses multi-channel integration to bring awareness to their cause, but to also sell shoes. TOMS Shoes are available for purchase online as well as in stores like Nordstrom and Whole Foods. (<http://tomsshoes.com>)

TOMS Shoes has been very fortunate to create a strong online community. People follow them on Twitter, Facebook, YouTube, and their blog. Their audience is actively participating and interested in what new events are occurring. TOMS does a magnificent job at constantly updating their online social media and it keeps their audience happy and always ready for more. (Jones, 2009)

Facebook- TOMS takes advantage of Facebook as a tool to bring awareness of their products. On their page they have 84 different photo albums, 586,095 different people like their page, and more than 4,000 people have added their own photos to the page. This is a great tool not only for free advertising, but also to allow the consumer and TOMS to interact. (<http://www.facebook.com/tomsshoes>)

Twitter- Twitter has become all the rage recently and TOMS Shoes is taking advantage of it. The company is constantly updating and tweeting up a storm. Over 532,000 people are following TOMS and TOMS follows over 200,000 people. Like Facebook this is a good tool to communicate with the consumer. It is cheap, easily accessible, and well-known. (<http://twitter.com/TOMSSHOES>)

YouTube-TOMS has over 9,000 people who are subscribed to their YouTube channel. The channel has over 100 videos for people to watch and learn more about the brand and their mission. (<http://www.youtube.com/user/tomsshoes#p/a>)

Bloggng-Blake has his own blog he uses to discuss the status of TOMS. He uses his words and pictures to give his consumers an update on the brand. He uses personal stories to relate to the audience, like a recent blog is about his parents renewing their vows while all wearing TOMS shoes. This tool is powerful because it uses emotions to connect with the audience. (<http://blakemycoskie.blogspot.com/>)

Advertising/PR Strategy

MyCoskie's advertising has a lot of emotional appeal to his audience. For example in his Blog he says, "TOMS is about much more than placing shoes on kids' feet. TOMS is about a mindset, a gateway into a new type of thinking, and as my friends from AT&T say, it's the opportunity to "rethink possible" - which is what I hope my words and observations will inspire you to do" (<http://blakemycoskie.blogspot.com/>). MyCoskie works to make his company look less like a business and more like an organization who donates. By doing this he is able to attract people to spend money not because they want a pair of trendy shoes, but because they want to help change the world. MyCoskie is giving his customer a sense of accomplishment and reward after spending money. (Self, 2010) Back in 2009 TOMS created a digital campaign to highlight their social mission. The video is described as "emotionally powerful". The video is simple and straight to the point. It discusses how you, the viewer can make a big difference by doing something so small. This is a powerful tool because a consumer wants to buy something they become emotionally attached to. (Capece, 2009) The video can be viewed at: <http://sparxoo.com/2009/12/11/brand-advertising-review-toms-shoes/>.

TOMS Shoes does more than just appeal to people's emotions; they also want people to see their shoes more different than other shoe companies. This is why TOMS partners up with other companies. For example TOMS Shoes partnered with Element Skateboards in January of 2009 to create a shoe line and skateboard. It was the first collaboration TOMS had ever conducted and the audience overwhelmingly enjoyed it. (<http://cdn2.tomsshoes.com/content.asp?tid=1197>). TOMS has also partnered up with well known band, Dave Matthews Band. (<http://tomsshoes.com>) This form of advertising shows the world TOMS works well with other companies and it is trendy.

The last strong form of advertising and public relations that TOMS has is Blake MyCoskie himself. He is a leader and his passion can clearly be seen. People are attracted to his charisma. When he speaks people take notice and trust him. MyCoskie has lead TOMS to its current success and with a leader like him people will continue to listen and want to make a difference. (Jones, 2009)

Pricing Strategy

TOMS Shoes are priced anywhere from \$40-\$110, depending on the style and design. TOMS charges close to double the amount that the shoe is worth so they can donate a shoe to a child in need. This is a risky strategy in an unstable economic time, but MyCoskie strategy is not based on price. His strategy is about making the consumer consciences about world issues, specifically people in need of shoes. (Oloffson, 2010)

Clever/Entrepreneurial Activities

One Day Without Shoes

TOMS Shoes decided to raise awareness by hosting One Day Without Shoes. This is an event where people across the globe are encouraged to go 24 hours without wearing shoes. The purpose is to raise awareness on the impact of a pair of shoes on a child's life. The third annual day was held in April of 2010 and over 250,000 people went shoeless. On April 5, 2011 TOMS Shoes will host the same event hoping to obtain more

people to participate. (<http://www.onedaywithoutshoes.com/splash.php>) See attached attachment 1-1.



<http://www.tomsshoes.com>

How we give ▶

TOMS Campus Club

TOMS created Campus Clubs for college students to connect and make a difference. On the website there is the opportunity for students to enter their own club or to create one if their campus does not already have one. Each club works together to fundraise and spread the word that children are in need. From joining the club members are able to gain knowledge of event planning, marketing, promotions, networking, and leadership. TOMS also provides each member with a letter of recognition for being a part of the club. (<http://www.toms.com/campus-clubs>)

Shoe Drops

Shoe Drops are an experience for TOMS Shoes Employees and volunteers to participate and get first-hand experience in giving shoes to people in need. Volunteers will travel to a place in need and for multiple days hand out shoes to the community. (Citizen Effect, 2010) TOMS works very hard to make sure the people receiving the shoes are truly people in need. (<http://tomsshoes.com>)

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