



Dollar Shave Club

Marketing Plan

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1. Executive Summary

Dollar Shave Club is a fairly new company, beginning operations in July of 2011. Dollar Shave Club currently holds 7.5 of the shaving industry market share, offering much room for growth. Dollar Shave Club has many product competitors as there are a large variety of shaving choices. Since Dollar Shave Club is only available online, advertising is the only avenue to gaining new customers, and hence a major concern. One of the major issues faced by Dollar Shave Club is competing with bigger brands who have more money to spend on advertising. Because of limited funds as a start-up company, most of the advertising for Dollar Shave Club has been accomplished through social media. Also, the humor in advertising and packaging could be offensive to some potential customers. Additionally, thus far, Dollar Shave Club has primarily targeted men, although women represent 20% of current customers. Both of these issues are problematic as they eliminate potential customers.

In order to address these issues, we have developed primary and secondary target markets based on demographic research of consumers who use the internet and are considered to be “tech savvy”. These individuals will be more likely to order from the internet and more receptive to social media advertising as well as the unique humor. We have segmented our primary target market to men ranging in ages 18-29, with an income of at least \$30,000 a year and a high school diploma or better. The secondary target market will be females meeting the same criteria. Expanding the target market to include women will potentially increase the market share of Dollar Shave Club.

The action plans we have created will create brand awareness for our target markets by expanding the ways in which we advertise. We have a diverse set of action

plans to reach college students and young professionals. Some action plans, reach both our primary and secondary target markets, increasing the value of the plan. These include college ambassadors, kiosks in airports, booths at concerts, and skywriting to name a few. Additionally, Dollar Shave Club will partner with Movember, a foundation that funds men's health programs, encouraging men to grow mustaches, which in turn sparks conversation, hence, raising awareness. This affiliation will give create a positive association in the mind of consumers as well as help fund a worthwhile cause. Our You-Tube video will be similar to the first video, which went viral and is largely responsible for the beginning success of the company. The theme will be "Jungle Pits and Cactus Legs". This ad will target females, using humor to communicate the message that "jungle pits" and "cactus legs" are not attractive. Giving these undesirable features humorous names will hopefully capture attention and spark interest in the company. These are just a few of the creative actions we have planned.

The total budget requested for all ten-action plans is \$4,607,260. We feel this budget is very manageable and realistic for our product. Many competitors use traditional advertising to promote their product. We feel our action plans will stand out, thereby bringing more awareness to our product, resulting in more sales and growth for the company.

2. Product Statement

Overview

Dollar Shave Club offers a number of products ranging from different styles of razors, to shaving butter, and wipes. Dollar Shave Club provides a subscription service, with recurring shipments each month. The subscription provides three choices of razors, priced at one, six, and nine dollars. The product is only available for purchase online.

Dollar Shave Club has a 100% satisfaction guarantee on all products, without requiring the customer to return unwanted items. As for customer service, representatives are available online and by phone during business hours. The headquarters is based out of Venice, California, where all business activities take place. The two major benefits of joining Dollar Shave Club are cost and convenience.

Options

The first option, “The Humble Twin”, is the basic model. It’s only one dollar a month, and offers two stainless steel blades and 5 cartridges a month. It also has a lubricating strip that soothes the skin as you shave. Overall, it’s a great basic product with a very inviting price.

Next is “The 4x”, which is an upgrade from “The Humble Twin”. This razor combination offers 4 blades, 4 cartridges a month and the monthly subscription is six dollars. A secondary appeal of this razor is that many women use it also. It offers a wide-open back for a fast, easy rinse. It also has a lubricating strip, which moisturizes and soothes the skin. “It’s equally good for the face, legs, armpits, or anything else.”

Last, but not least, “The Executive”, is like a personal assistant for your face. This razor offers six stainless steel blades for superior protection and a special built-in trimmer for the professional who needs a precise trim. It comes with four cartridges, and is priced at nine dollars a month. Its 90-degree pivot head allows you to fit into those hard to reach places, while the lubricating strip moisturizes and calms sensitive skin with Aloe and Vitamin E.

Packaging

The consumer’s first Dollar Shave Club kit includes: (1) Dollar Shave Club razor handle (one of three options), a pack of razors (number of blades and razors dependent upon which option the consumer has selected), a sample of the famous Shave Butter and a pamphlet of reading material with a sense of humor to



Source:
fabulesslyfrugal.com

match Dollar Shave Club’s advertisements. The packaging is recyclable cardboard, including the envelope and the sleeve, which houses the razor cartridge. The design of the sleeves is simple, displaying the Dollar Shave Club brand (a circle with two orange razors crossing each other with the letters D, S, and C going from left to right) on the exterior for easy recognition.

2. Environmental Analysis

3.1 External Environmental Analysis

3.1.1 Industry Trends

The shaving industry is a billion dollar industry. The Daily Beast, a hip news site with 17 million viewers each month, states that shaving and hair-removal products represented a \$4.13 billion market in the U.S. during the year 2013. The financiers are working themselves into a lather, as personal grooming is a huge business. Shaving will always be in great demand, as it is a necessity for many. However, many brands, such as Gillette, are seeing a decrease in sales due to the high prices of their razors. Simply put, many people won't pay the high prices associated with some razors. This opens the door for companies such as Dollar Shave Club to infiltrate the market.

The shaving industry is definitely a growing one, according to market analyst Nicole Tyrimou. While the industry was only eight percent of the overall beauty and personal care market of 2012, it still had a strong growth rate at over seven percent. This is mostly a result of media coverage, more people using "male-specific" products, and greater availability of these products.

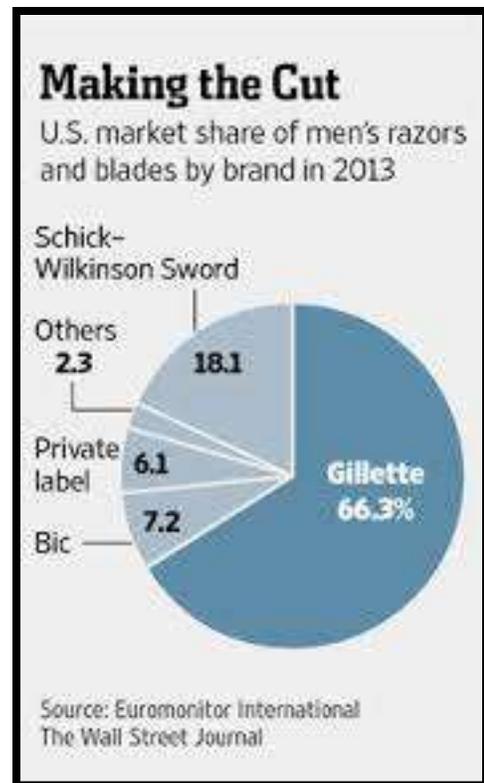
The market concentration in the shaving industry can be determined one of two ways. One method is to use the concentration ratio, which can be somewhat misleading. The preferred method is to use the HHI. This method takes each company's market share squared and totaling them. This will provide us with a number between 0 and 10,000. If one firm dominates the market then the HHI will be 10,000. If the market has many firms and the market shares are evenly divided the HHI will approach 0. However, in

this industry the HHI is 8,862, with Gillette dominating, while Schick/Wilkinson Sword and Bic follow suit as industry leaders.

3.1.2 Competitive Trends

Overview

The subscription-based relationship has been a staple in the media and software industry for decades, and it's beginning to expand in other industries as well. The reason for this shift primarily stems from companies looking for ways to grow market share and create a predictable revenue stream, as subscription services create a larger market to pursue. Analyst firm Gartner predicts 35 percent of large global companies with non-media digital products will generate incremental revenue of five to ten percent through subscription-based services by 2015. Subscription revenue can help smooth out seasonal revenue spikes or declines, generate additional revenue from add-on services, and strengthen the customer experience, as well as loyalty, according to Gartner's Building a Strategy for the Subscription Economy report. The subscription based razor industry is a thriving new trend.



Brand Competitors

Currently, there are only two major competitors offering subscription razors at similar prices, those companies being Dorco and 800razors, as to be a brand competitor the prices, products, and customers need to be the same or similar. Although Dorco and 800razors are the only brand competitors of note, Dorco has a more extensive product line, also offering disposable razors. There are smaller companies competing in this arena, but not on the same level. Since the subscription razor is a relatively new trend and each of the companies have such a small share of the market, market share of the individual companies is not yet published.

Dollar Shave Club delivers the 6 blade "Executive" with four cartridges for \$9.00 per month. The comparable model offered by Dorco is the SXA 1000. This is offered with one handle and ten cartridges for \$17.20. Dorco, however, can only be ordered in bulk and the amount of the purchase must be over \$25.00 to receive free shipping. 800razors offers a five-blade razor handle and 12 cartridges for \$25.95 with free shipping. This is offered as a one-time purchase or as a subscription to be shipped every four months. Basically, Dorco's price gives the consumer two extra cartridges per month, while 800razors price is within one dollar of the Dollar Shave Club price when broken down per cartridge.

Dorco

Dorco, a Korean company, manufactures and exports razors, razor blades, kitchen knives and stationery cutters, and has been doing so for 55 years. These products are being offered under "Dorco" and private label lines. Dorco exports wide ranges of products to around 100 countries, providing private label throughout Europe, in addition

to CVS, Walgreens, K-Mart, and Dollar General, in the United States. The Dorco brand or "Pace" is sold to retail and wholesale markets all over the world. It has been said that Dollar Shave Club uses some of Dorco's razors, although this has not been confirmed.

800razors

Two entrepreneurs, Philip Masiello and Steven Krane, started 800razors about a year ago. In late 2011, when their luggage was lost on a business trip, the two stopped to buy hygiene items. As they looked over the razor options they wondered why razors were so expensive and nobody had taken advantage of this opportunity on the Internet, ultimately leading to the founding of 800razors. One of the selling points of 800razors is the American-made, ceramic-coated blades. 800razors takes a jab at the Dollar Shave Club, who ships their razors in from overseas, by referring to Dollar Shave Club as "the internet razor guys with the funny video who burn people by importing crappy razors from Asia and screwing Americans out of jobs".

Product Competitors

Product competitors offer razors that serve the same purpose of shaving, but either because of higher prices or how the razors are acquired, they are not considered brand competitors. Gillette offers a subscription service, but the cost is double that of Dollar Shave Club. Harry's, another popular subscription razor service, portrays their company as "high end", also offering higher prices. Prices for a one-month supply from Harry's varies from \$10.00 a month to \$30.00 a month, depending on brand and quality. Gillette also joins Bic and Shick as in store product competitors, differentiating themselves with not only price, but also where they are purchased.. It is difficult to put a monthly price on razors, as all companies claim their razors "get more shaves", and

people also have different shaving habits.

Generic Competitors

Generic competitors satisfy the same need, getting rid of unwanted hair, but in a different way. Generic competitors would include products such as Nair (lotion hair removal), electric razors, or services such as waxing, or laser hair removal.

Total Budget Competitors

Total budget competitors are items competing for the same resources the consumer is willing to spend on personal hygiene items. This could include any product in the hygiene category, which could become very large since men and women both shave. Total budget competitors could include soaps, face oils, lotions, aftershave, and similar products.

3.1.3 Technological Trends

Globalization has been primarily fueled by the Internet, as the world is now more interconnected. Consumers now have the ability to shop online, make payments, and research product information. Consumers have also gained more power, as company reviews have become increasingly popular, enabling consumers to share opinions on products and services on a much larger scale. Additionally, as a result of this interconnectedness, more companies now outsource the production and services they offer.

Not only has the Internet connected the world, the Internet can now be accessed from the palm of your hand, as mobile devices are extremely commonplace. This has caused an exponential increase in use of the Internet resulting in increased amounts of information.

Social media also plays a major role in connecting people around the world. You can now share any type of information with ease. Social Media has revolutionized the advertising industry. It has allowed for a more interactive medium between brands and consumers. Large companies now spend copious amounts of money monitoring and addressing customer input or issues on social media.

3.1.4 Economic Trends

GDP

Gross Domestic Product Rate (GDP) has continued to stay low with the recession, which began in 2008. Experts still believe that the GDP will be increasing, in the coming years. Analysts project the GDP will stay around 2.8 percent in 2014, with a projected increase to 3 percent, in 2015. They believe countries with high debt will hold back demand, slowing the process of growth for the economy. Some countries are expected to export more, which will allow the

economy to grow. For

instance, the United

Kingdom, where credit

requirements are lower,

confidence has increased,

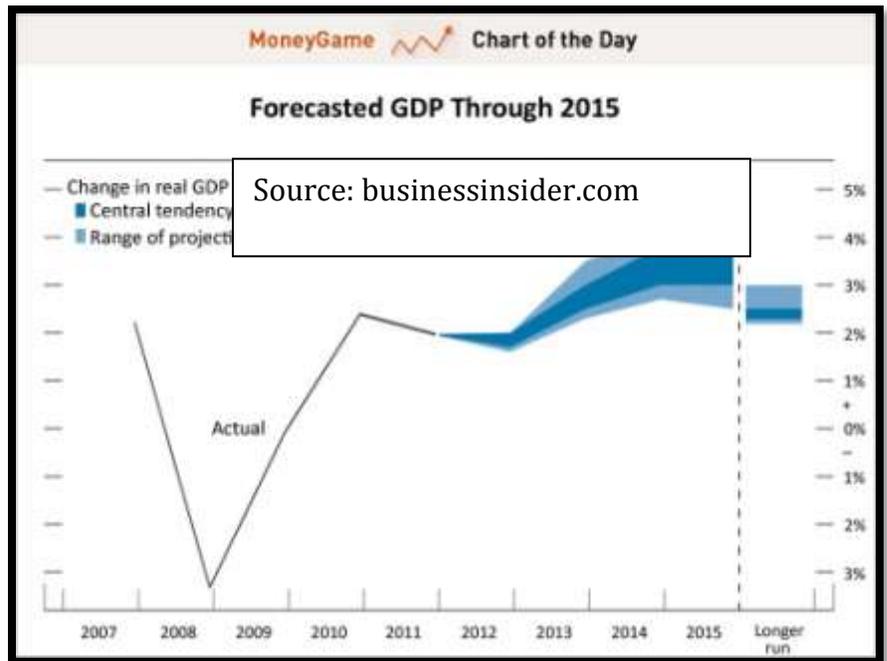
allowing the economy to

continue growing. The

spark of the economy in

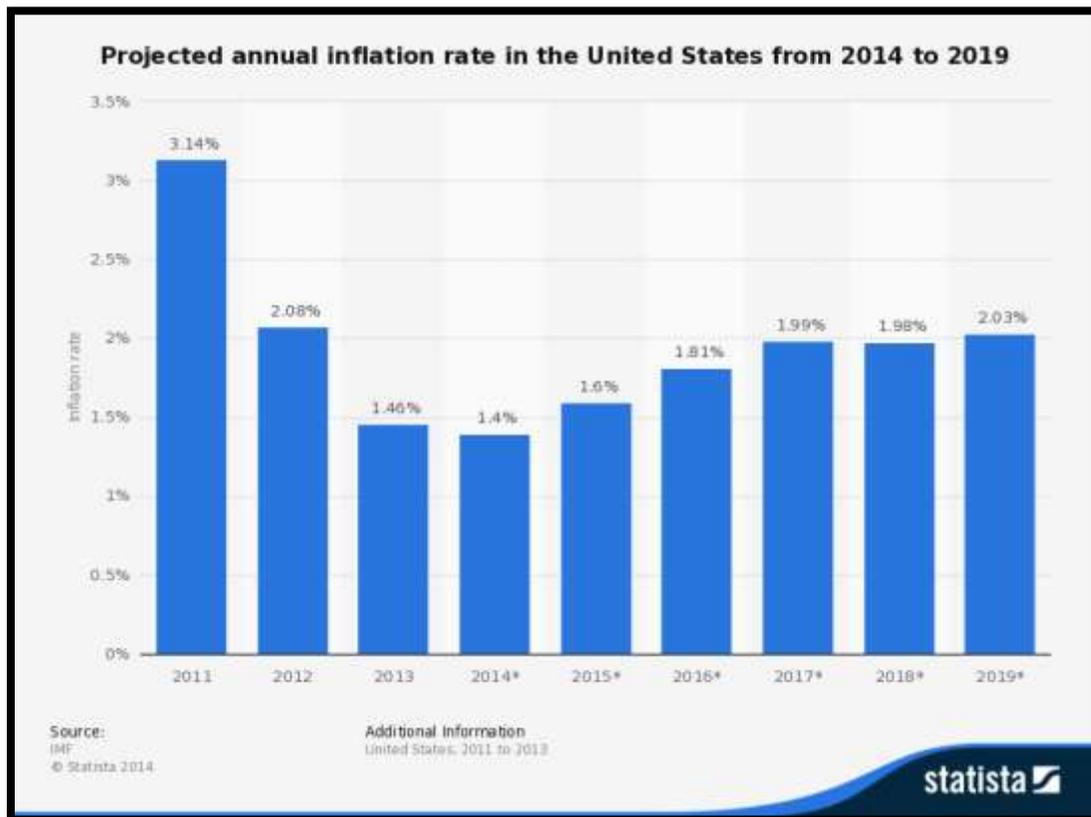
the United Kingdom may

trigger a positive effect, on the U.S. economy.



Inflation

Experts believe that inflation is going to steadily increase in the coming years. The inflation rate has dropped substantially in 2014, compared to previous years. In 2011, the United States hit an inflation rate of 3.14 percent. The U.S. has slowly declined to 1.4 percent, but experts believe by 2017 inflation will reach two percent or higher. Inflation is caused by the general rise of prices and the low demand of buying power by consumers. As prices rise, consumers become less active in their buying powers. Eventually consumers get to a point where they don't buy anything which forces companies to stop producing their products. The lower the prices stay, the more buying power consumers have.



Unemployment Levels

The unemployment rate is slowly recovering from the recession which began in 2008. In 2010, unemployment reached a new high of 10%. The reason being, many companies were forced to cut costs resulting in lay-offs. The unemployment rate dropped to 6.6% this year. Many experts are optimistic the economy is in recovery. Recent statistics of unemployment support this information. With this positive outlook, we hope to see the economy turn around, allowing more individuals increased buying power, which will increase sales.

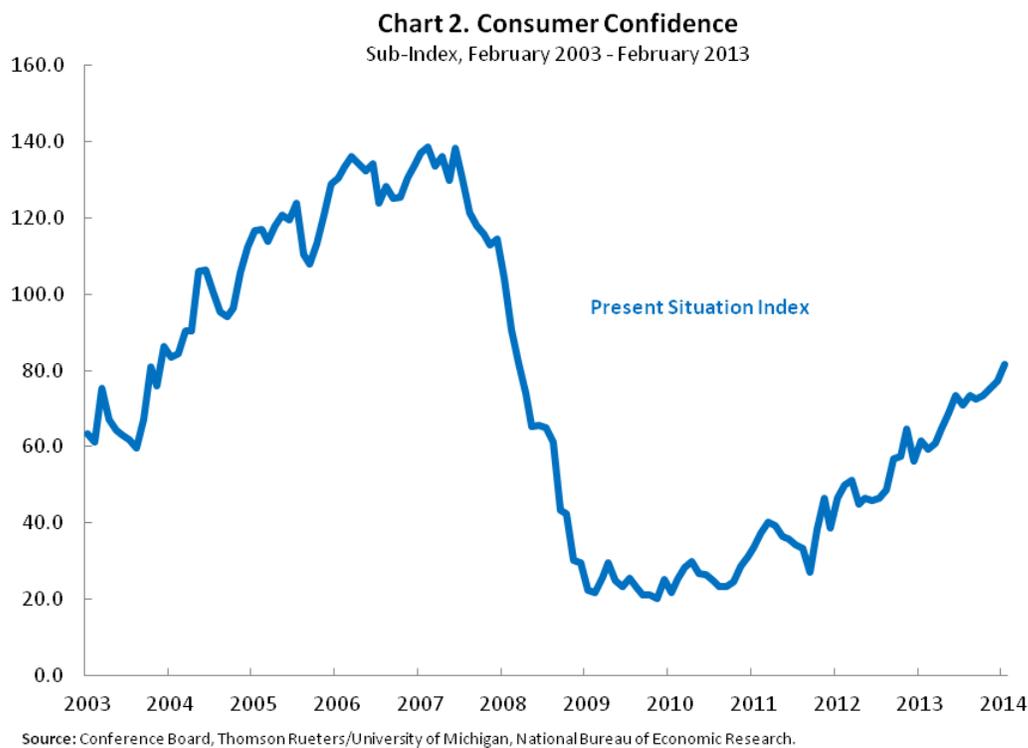
Figure 3: The US Unemployment Rate since 2000



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Consumer Confidence Index

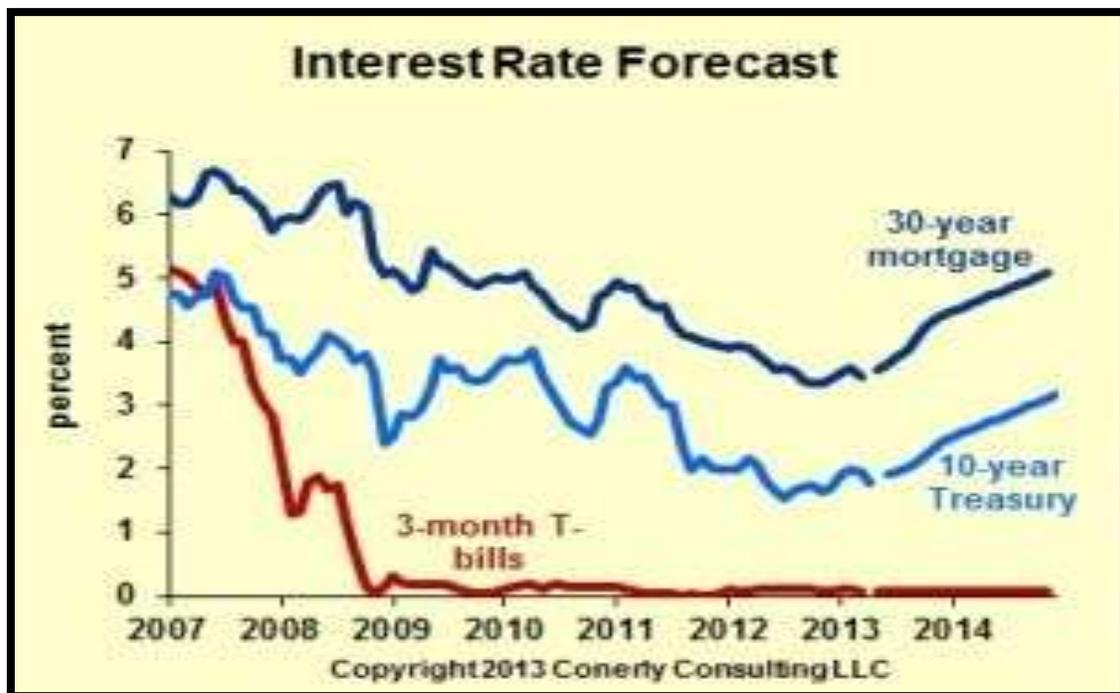
The Consumer Confidence Index (CCI) measures how optimistic individuals are about the economy. Recent surveys have shown many individuals are optimistic the economy is starting to turn in the right direction. When the economy crashed in 2008, the CCI dropped to 57.2, but is slowly recovering, and in October of 2014, hit a seven-year high of 94.5. This indicates consumers are more willing to spend money.



Interest Rates

There are three ways of measuring interest rates, short-term rates which will occur with in the next year or two, intermediate rates which occur in two to seven years, and long-term rates which occur in eight to 30 years. Short-term interest rates, currently at 2.66, are expected to stay low through the coming years. When the federal government

becomes concerned with inflation they will start to buy long-term securities which will drive the short-term interest rates up. Intermediate rates are a mix of short-term and long-term factors. Many experts believe intermediate rates will slowly start to rise in the coming years, from the current rate of 3.04. As for long-term rates, experts predict the interest rates to grow substantially in the coming years, forcing 30-year mortgage rates to reach 5.5 percent, from the current rate of 3.92. Changing interest rates will have a significant impact on investment decisions of many individuals, in the coming years.



Housing Market

As the market recovers from the recession, there are significant variations in job and income growth across the United States. As a result, there are large variances across the country's housing market. Depending on the employment levels in the area, some are struggling, while others are recovering from the recession. Residential construction has

suffered as the inventory of foreclosed homes has increased. In addition, tight credit conditions make qualifying for mortgages difficult.



3.1.5 Political, Legal, and Regulatory trends

Mail service and delivery costs have a direct effect on all Internet-based companies. Rising delivery costs will inflate the cost products, possibly resulting in fewer purchases.

Legislation concerning cosmetic products is regulated and overseen by the Federal Drug and Cosmetic Act, Fair Packaging and Labeling Act, and by the Federal Drug Administration. The FD&C Act defines cosmetics as articles intended to be applied to the human body for cleansing, beautifying, promoting attractiveness, or altering the appearance without affecting the body's structure or functions. Any changes to this act, as far as labeling or packaging, could have an impact on the cost of products, as all cosmetic products are required to meet the regulations set by the Federal Drug Administration.

Other regulations to consider are taxes and fees that the U.S. Customs and Border Protection (CBP) collects on goods being imported into the United States. CBP collects federal taxes and fees on behalf of other federal agencies. In addition to duty and other

possible taxes, user fees are also collected by CBP and depend on many different factors such as mode of entry. Customs duties are computed either on an ad valorem basis or quantity basis at this time. Changes to any of these regulations or fees could have an impact on any imported or exported products and materials.

3.1.6 Societal Trends

Demographics

According to the U.S. Census Bureau, the U.S. population, of approximately 316.1 million, is aging at an exponential rate. This is mainly a result of the Baby Boomer generation, as this generation represents a large portion of the current population, and is of course aging. This fact is further supported, as we see that the median age of the current population is 36.9 years and is expected to increase to 39 years in 2050. We also find that the number of individuals over 65 will nearly double in 2030. It is easy to see, judging from a graph

in an article by

Heather Rogers, that

the number of people

over the age of 65

increases

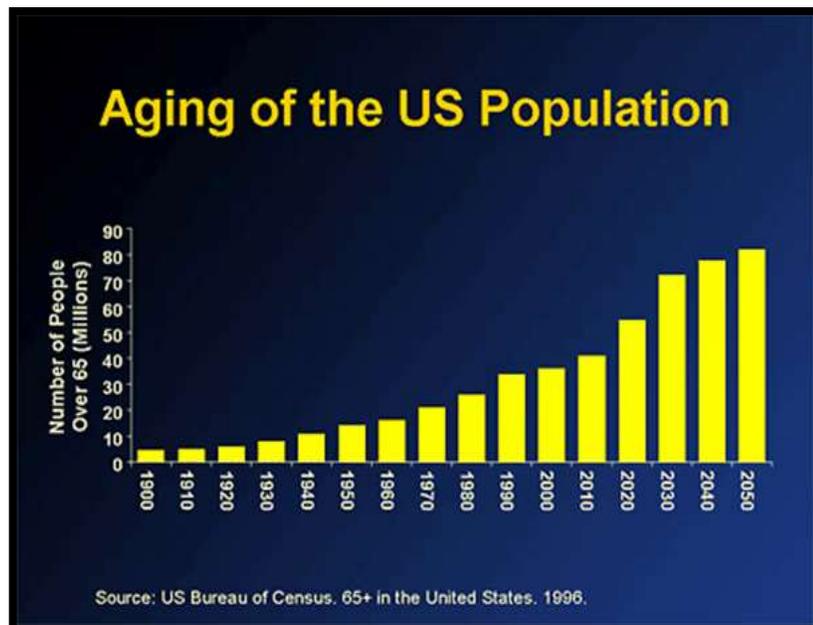
exponentially, as this

number grows at an

increasing

rate. According to an

article on NBC news, we find that ethnic diversity is also changing in America. The



article states that whites under 5 years of age will become a minority this year or next. This is mainly a result of high birth rates, immigration, and the simple fact that other populations are growing much faster than the white population. The government projects that in five years minorities will make up over half the population under 18, leading to concerns in education and the future workforce. These concerns stem from the fact that 40 percent of whites ages 25-29 graduate from college, compared to 23 percent of blacks and 15 percent of Latinos. In relation to the economy, in 2013 we find that real median household income was eight percent lower than in 2007, the year before the most recent recession. It is clear that our population will not only be older, but will also change ethnically, presenting some challenges in the future.

Lifestyle

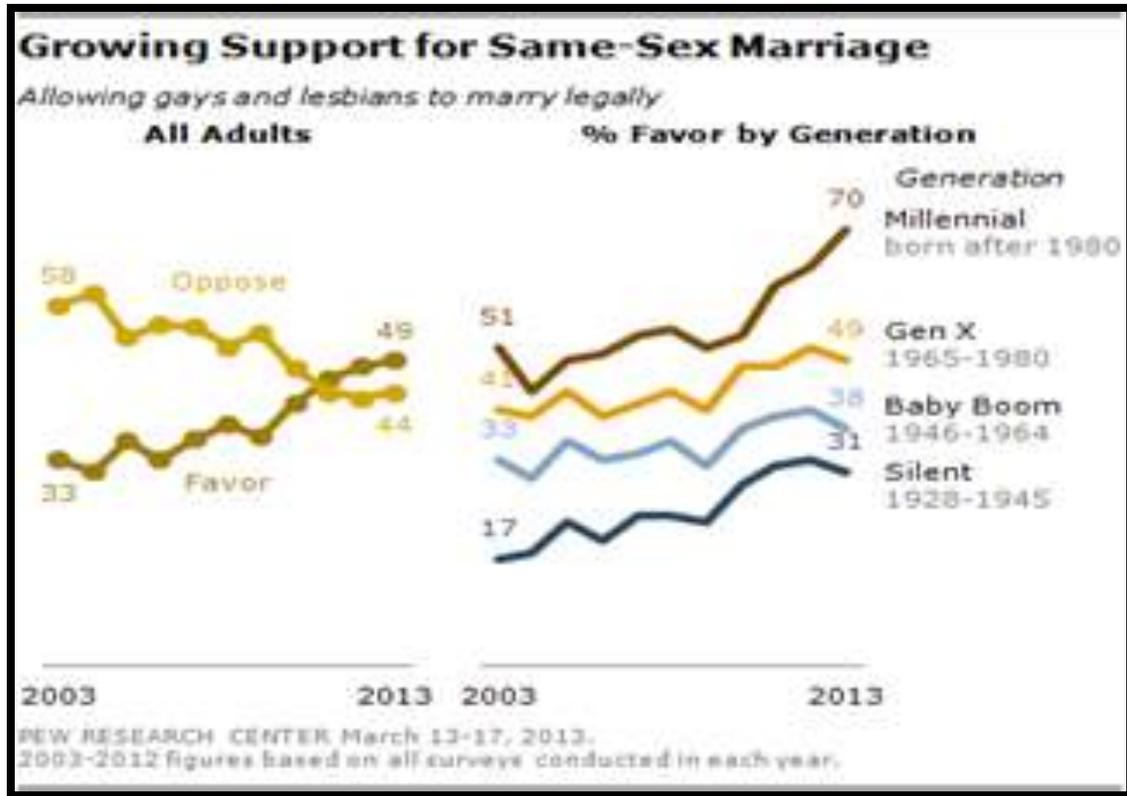
Technology has impacted the lifestyle that many live today. The Internet, smartphones, and many other technologies are allowing people to live a rather sedentary lifestyle. It is a well-known fact that the Internet is resulting in a more interconnected world. Facebook, for instance, with over 500 million members, allows people to contact whoever they want, whenever they want, with just a few clicks. According to an article by Kjaer Global, there is a new trend for a more mobile lifestyle. Kjaer Global refers to people living this new trend as lightweight nomads. These people love health monitoring, collaborative consumption of food, mobile devices (like tablets), and they view technology as an enabler for easy living. While this one group is not representative of the population as a whole, it still shares many of the same values.

People are also concerned with healthy eating and exercise in an effort to live a more fulfilled life. These concerns have led to an increased demand for quality foods, mainly naturally grown foods.

Cultural Values Trends

According to an article, on Pew Research's website, many people are becoming more accepting of gay marriage. In a graph featured in the article, we can see that from the year 2003 until 2013 the amount of those in favor increased from a mere 33 percent to 49 percent. Of course, the millennial generation is most accepting and the level of acceptance seems to drop with older generations. There has also been an increase in concern for environmental sustainability. According to the Huffington Post, "people who value social responsibility among business leaders and those societies that had higher trust in one another were also more likely to be more focused on sustainability". From this statement, we can determine that fostering certain values and attitudes could very well result in an increase in sustainable practices.

We have also seen a decline in tobacco smoking. According to drugabuse.gov, we find that in 2002, 26 percent of Americans were smokers, however in 2012 we see that it is down to 22 percent. It has also declined for teens, as only 6.6 percent of 12 to 17 year olds were smokers in 2012, compared to 13.0 percent in 2002. There also been an increased acceptance for marijuana usage, as many states are legalizing medical marijuana. It is reported by Gallup.com, that in 2012, 58 percent of Americans are saying yes to marijuana. With new developments in ingestion methods, and the effects of marijuana, many Americans are becoming more open to the drug.



3.2 Customer Environmental Analysis

Customer Environment

Shaving has evolved drastically since the invention of the first razor. The size, amount of blades, and look have all changed the perception of shaving. All these changes provide the consumer with many options. Many experts believe shaving is a growing trend, and will continue to grow in the coming years. In 2013, the shaving segment, which includes razors, blades and shaving cream, generated 3.6 billion in revenue. This makes up 8.6 percent of personal beauty sales.

Who are our customers?

We've found that most individuals start shaving when they are 12 and some continue shaving into their 70's and 80's. It is estimated that about 94 million men currently shave in the United States. This significant amount justifies the growing trend in shaving products. Increasing awareness in relation to appearance, has helped to boost shaving popularity. In addition, recovery from the recession has led many to become increasingly thrifty, looking for better deals on everyday items. With busy lifestyles our customers are also looking for convenience as Dollar Shave Club is a recurring subscription, delivered right to one's door. The target market for Dollar Shave Club are men who have a sense of humor. Our customers are not seen as subscribers, but members of a club, creating a more inclusive vibe. Dollar Shave Club is not a brand, but a lifestyle. Dollar Shave Club currently has over 900,000 members.

Why do customers buy this type of product?

Many individuals buy this product as they have some area they need to shave. Hair grows at an abundant rate, causing many people to shave daily. Statistics show 75% of men shave daily, while women shave on average 12 times a month. Also, most individuals spend around ten minutes shaving during each use. The main selling point for the Dollar Shave Club is the cost and convenience of the product. With just one dollar a month you can have a handle and 5 razor blades delivered to your house. With many other razor brands you have to drive to the store, pick out the razor of your choice, and spend more money than expected. At the end of the day, you have a significant amount of money tied up in a product that you will eventually dispose of in the coming month. Dollar Shave Club takes the hassle out of buying razors, saving the customer money at the same time.

How do customers buy these types of products?

Most customers purchase shaving products at local grocery store and pharmacies. Most stores that have a cosmetic section generally have a shaving section. When consumers purchase razors, they exhibit habitual buying behavior, as research shows that most consumers believe all razors accomplish the same goal.

With advancements in technology, the Internet has become a more convenient way of shopping for shaving products. Dollar Shave Club ships razors to the door every month, and you don't have to do a thing, as the orders are recurring. You never have to leave the house again for shaving products. The Internet also allows customers the opportunity to compare shaving products with other customers to ensure they receive the best deal.

Why non-customers?

Non-customers appear, as Dollar Shave Club is a relatively new to the market. Also, Dollar Shave Club is an Internet-based company, limiting customers to those who have Internet access. Additionally, social media has been the main source of advertising, being the most economical for a start-up company, again limiting customers who don't use the Internet, or perhaps social media. Also, the humor used in advertising and packaging may not appeal to all consumers.

3.3. Internal Analysis

Overview/History

Dollar Shave Club, founded in 2012, is a very unique company, birthed from the frustration of taking the time to buy expensive razors and other products at the store. CEO, Michael Dubin, indicates that Dollar Shave Club's goal is to make their mark in

"the burgeoning men's skin care and grooming marketplace". He also indicates their target market is easy, "Guys who want to be talked to with sass and wit." Current marketing programs are very effective, as the increasing customer base supports. There are also innumerable positive reviews about the products and customer service.

Featured in the magazine, *Built in Los Angeles*, Dubin, explains that he "knew there was a way that guys like me could buy affordable high quality razors without having to go through all those hoops". The launch of his company stems from a humorous and unique viral video posted on YouTube entitled "Our Razors Are F**king Great", which now has over 16 million views. At this time, Dubin was still operating out of his apartment where the company began with just \$35,000. Currently, operations are housed in what was previously a firehouse in the Silicon Beach district of Venice, California.

Financial

Dubin is not known to discuss whether the company is profitable, but he says he has 900,000 customers who pay from one to nine dollars monthly for a selection of razors. It is reported the revenue in 2013 was 20 million and is expected to triple to 60 million by the end of 2014. The potential profit seems to be increasing, based on the increasing popularity of the company and their products. According to Michael Dubin, "It's a \$6 billion industry growing more than 5% every year."

Management/Leadership

The new facility that houses Dollar Shave Club has traditional startup gear, including rows of iMac computers and whiteboards, along with "nostalgic doo-dads". As far as management goes, Adam Weber is the Vice President of Consumer Marketing.

Dollar Shave Club currently employs only 38 employees, as the razors are imported from Korea and China.

Internal Strengths

Dollar Shave Club has a tremendous advantage in that they have very little overhead. Dollar Shave Club possesses financial stability not just through subscribers, but also through a variety of investors. Since Dollar Shave Club started, they've raised nearly \$25 million from a variety of investors. Some of these investors include venture firms such as, Andreessen Horowitz, Kleiner Perkins Caufield & Byers, Incubator Science-Inc. and TV giant Comcast.

Customer loyalty is also a large strength, which has been earned through more personable advertising and marketing. One way Dollar Shave Club acquires customer loyalty is by having a subscription service as their main offering. Customers prefer Dollar Shave Club not just for the prices, but also for the convenience of not having to remember to purchase razors. Instead, razors are automatically delivered to the customer's door each month with no prompting after the initial setup of their account. If one attains more razors than needed, all they have to do is pause their subscription, easily online. Then, when the customer needs more razors again they can resume their automatic ordering process, without a maintenance fee. Unlike other companies, Dollar Shave Club's cancellation and refund policy are very easy to abide by. The customer has up to 30 days to request a refund, and they receive payback in usually five days and the hassle of sending the product back to Dollar Shave Club is not necessary. In short, more people are becoming loyal to this brand because of their policies and easy navigation.

Internal Weaknesses

The most significant weakness of Dollar Shave Club is that the target market only includes men. Another weakness of Dollar Shave Club is it lacks a regular brick and mortar establishment. Therefore, an entire market segment is under-served, as Dollar Shave Club is only available via the Internet. For example, the older, less technology savvy generations may have difficulty becoming aware of, and using this company. This is a result of advertising primarily through social media, as being a new company, funds for advertising were limited. Additionally, with the razors being imported, problems could arise, as taxes and fees could increase costs. Lastly, the Dubin's humor may be offensive to some.

Marketing Strategies

Michael Dubin has created an extremely interesting business model, focused on owning the bathroom and providing quality razors, all with a sense of affiliation and a bit of humor. As Michael Dubin further addresses the idea of membership he states that he does not like the term subscription. While many companies have adopted this same model, such as Gillette, offering similar services, they refer to users as subscribers. This is where Michael Dubin derives some of his uniqueness in that his subscribers are not really subscribers, but members of a club. This provides a much warmer and inclusive feeling for the customer. Additionally, to strengthen this sense of community Dollar Shave Club has created a magazine included in each package. Similar to the packaging, the magazine follows the clear, straightforward voice of the company. The magazine is labeled "The Bathroom Minutes, Time Well Spent", a humorous, yet to-the-point cover. Other products in the package have similar labels and may also be humorous, but make it easy

for the customer to know what is inside. This sense of community also heavily relates to Dubin's idea of the brand being a lifestyle. His vision is that men will no longer have to shop for expensive razors and other necessary items, as the products will be delivered to their door. It saves time and money, two things most people heavily value, and according to Dubin, Dollar Shave Club is all about "adding greater value to the lives of men".

Branding with character is what sets Dollar Shave Club apart, and differentiates them from competitors.

Marketing programs also contribute very much to the triumph of Dollar Shave Club. Aside from the viral YouTube video, Dollar Shave Club has also used radio advertisements and TV commercials, but being a startup company, those have been occasional due to limited funds. Dubin states that he would like to eventually evenly divide his advertising between paid and social media. Up to this point, Dollar Shave Club has relied heavily on social media and word of mouth advertising, which has been the propelling force behind Dollar Shave Club's success. These techniques foster awareness of the products and service Dollar Shave Club has to offer. A referral program has also been instituted where, for each person a current customer brings into the fold, the current customer receives a five dollar credit on their account. Another new addition to Dollar Shave Club is the availability of gift cards. In relation to the product line, CEO Michael Dubin stated that he wants to go from the few products available now, to over a dozen new men's grooming products in the future.

Dollar Shave Club recently partnered with the Colon Cancer Alliance, showing that giving back is important for the company. To take it a step further, Michael Dubin, did a live video of his colonoscopy in support of his family, which has a history of colon

cancer. This live video was also co-sponsored by the Colon Cancer Alliance. For the entire month of March, for each One Wipe Charlies that were sold, a donation was made to fight colon cancer. This was a great way to support a good cause, remain humorous, but more importantly raise awareness of the brand. This was such a unique way to increase awareness for Dollar Shave Club.

4. SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> ·Inexpensive. ·Low operating costs ·Low advertising costs. ·Convenient ·Great quality for the price. 	<ul style="list-style-type: none"> ·Line not as large as top competitors ·Only sold online, eliminating some customers. ·Social media (main source of advertising eliminates some customers). ·Limited funds. ·Manufactured out of the country. ·Only target men ·Humor may be offensive 	<ul style="list-style-type: none"> ·Growing industry. ·Demand is high. ·Shipping razors is a new trend. ·Could expand product line to include other hygiene items (soaps, body wash, etc.) 	<ul style="list-style-type: none"> ·Unshaven look becoming popular. ·Similar companies such as Harry's. ·Larger companies have achieved brand loyalty ·Alternatives to traditional razors (electric).

Strengths

Dollar Shave Club offers quality razors at an affordable price. Additionally, since the razors and other products offered by the Dollar Shave Club are ordered over the Internet and delivered on a subscription service, convenience is another major selling point. Dollar Shave Club offers a lifestyle, not just razors. The operating costs are low as the supply chain is short. The razors are manufactured in Korea and China and then shipped out from the headquarters of Dollar Shave Club in Venice, California. Ordering is through the company's website, further reducing operating costs. Advertising costs are also minimal, as the main source of advertising is social media, such as Facebook, Instagram, You Tube, and Twitter. The You-Tube video made by founder Michael Dubin went viral with the motto "Our Blades are F***ing Great". The company had 12,000 members in the first forty-eight hours and the video has been viewed over 16 million times, bringing brand recognition.

Weaknesses

Since the Dollar Shave Club is relatively new, starting in July 2011, the company does not compare in available funds for expansion or advertising, unlike larger companies. One downside mentioned by users is a small product selection. The target market is males, leaving out around half of the population. Also, using social media as the main source of advertising may exclude some potential consumers. This is also true when it comes to ordering, also accomplished through the Internet. Since the razors for Dollar Shave Club are manufactured in China and South Korea trade agreements are

relied upon. If there were any changes in the trade agreements could be detrimental to the Dollar Shave Club. Lastly, some may find the humor offensive.

Opportunities

With the economy in recovery mode, saving money is important to most people. Adding the convenience of delivery to the home, Dollar Shave Club, with increased exposure, could increase market share, as the industry is a growing one. In addition, Dollar Shave Club could expand their product line, also giving the opportunity for increased market share.

Threats

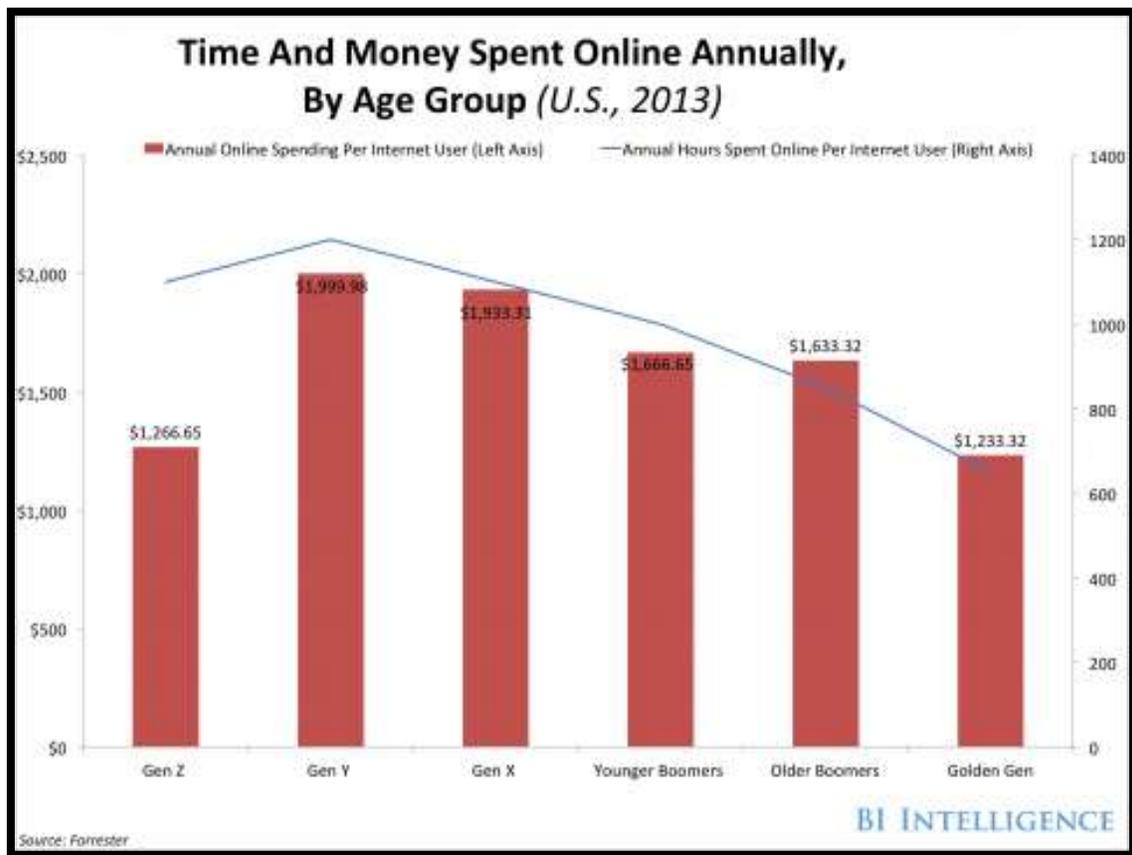
There are more companies now offering subscription services for razors, such as Gillette and Harry's. Another threat is men seem to be shaving less, with the unshaven look becoming more popular. In addition, larger companies have customers who display brand loyalty. Alternatives to shaving can also be seen as threats, as some consumers may choose another method of hair removal.

5. Issues Analysis

Target Market

The most critical issue for Dollar Shave Club at present is expanding our target market. This includes men and women. With only 7.5 % of the market share, there are more consumers to reach. Also, many women have commented on the Dollar Shave Club Facebook page that they already use the razors and love them. It seems as though most

found out about the razors from using the Dollar Shave Club razor of a man in the house. Targeting the women as well as the men could mean increased market share. In a study published in January of 2014, Pew Research reported 74% of all online adults use social networking sites. For the ages 18-29 it was reported that 89% use social networking sites, and the numbers only decrease to 82% for ages 30-49. Additionally, a study conducted by Comscore reported 78% of the United States population shops online. With these statistics, it seems apparent that targeting women would increase market share.



Advertising

Although social networking is an inexpensive way to reach potential customers, creative advertising could have more reach. Michael Dubin reports in an article on AOL

news that paid advertising drives the most revenue and awareness. In the past, the paid advertising has been TV and radio ads. That being said, it could also be profitable to incorporate other methods into the mix. Dubin also reported the company is building its own data warehouse. Using the database information will give Dollar Shave Club more information to work with in considering how to best appropriate advertising funds. Perhaps another video, similar to the first one that went viral, targeted more towards women could be worthwhile.

6. Marketing Goals & Objectives

After viewing our issues analysis, we have identified the goals and objectives listed below. Accomplishing these goals will allow our company to grow and prosper to new heights.

Goals

- To increase brand awareness of our product. Allow consumers to become more aware of the Dollar Shave Club.
- To expand target market to include women.
- Increase sales of add-on products.
- Increase market share.
- Expand advertising strategy to increase reach.

Objectives

- Double Dollar Shave Club's market share from 7.5% to 15% by the final quarter of 2017.

- Change marketing strategy to include women, increasing new clients by 30% by the end of 2017.
- Offer promotion to increase sales by 20% in add-on products in two years.
- Increase advertising by 30% using new techniques to reach young professionals and college age students who will soon be young professionals during 2015.
- Increase brand awareness by 30% by end of 2017.

7. Marketing Strategies

The most crucial aspect of Dollar Shave Club's offerings is the fact that in order for customers to utilize the offered products, a website must be accessed to subscribe to the service. This means that to be meaningful, the target market needs to focus on those who are tech savvy or at the very least access the Internet. To assist in establishing measurability, below is a chart from a published report by Pew Research. It shows the demographics of Internet users in the United States and indicates that Internet usage has been on the up and up between 2000 and 2011 across the board.

Demographics of internet users in 2000 and 2011

% of each group of American adults who use the internet. For instance, 76% of women use the internet as of August 2011.

	% of adults who use the internet	
	June 2000	August 2011
All adults (age 18+)	47%	78%
Men	50	80
Women	45	76
Race/ethnicity		
White, Non-Hispanic	49	80
Black, Non-Hispanic	35	71
Hispanic [^]	40	68
Age		
18-29	61	94
30-49	57	87
50-64	41	74
65+	12	41
Household income		
Less than \$30,000/yr	28	62
\$30,000-\$49,999	50	83
\$50,000-\$74,999	67	90
\$75,000+	79	97
Educational attainment		
No high school diploma	16	43
High school grad	33	71
Some College	62	88
College +	76	94

[^] Note: In the 2000 survey, this included only English-speaking Hispanics. In the 2011 survey, this included both English- and Spanish-speaking Hispanics.

All differences are statistically significant except for those between blacks and Hispanics in 2011.

Sources: The Pew Research Center's Internet & American Life Project's May 2000 Tracking Survey conducted May 19-June 21, 2000. N=2,117 adults age 18 and older. Interviews were conducted in English. // The Pew Research Center's Internet & American Life Project's August Tracking Survey

conducted July 25-August 26, 2011. N=2,260 adults age 18 and older, including 916 interviews conducted by cell phone. Interviews were conducted in both English and Spanish.

More: <http://pewinternet.org/Static-Pages/Trend-Data/Whos-Online.aspx>

The information above indicates the 18-29 age group consists of the highest percentage of Internet users, clocking in at 94%. The age brackets which follow show a decrease in percentage of Internet users, but these brackets would still be profitable marketing targets up to the age of 64. Considering the correlation between income levels and the percentage of Internet users indicated above, any income level would be a profitable target market. The same can be said for racial demographics. However, the

educational attainment section shows that the best target market would be those with at least a high school diploma.

Psycho/Behavioral Graphics

The individuals who use razors as their primary hair removal device are considered the primary users. Consumers who would be inclined to using this product typically live a busy lifestyle and are on the go. This is also a very appealing product for an individual that is looking for a good deal and not looking to spend a lot on razors/shaving cream. There are multiple options to choose from, the cheapest being a dollar and the most expensive being \$10. If one doesn't already have a loyal brand in regards to razors, then one would be willing to try the Dollar Shave Club. Also, early adopters will also have no problem jumping on the bandwagon if they see other individuals trying it out. With the inclusion of the early adopters in our customer base, the early majority will soon follow. The early majority tends to make their move once an item has been on the market for some time.

To summarize on a broad level, based on internet users alone, Dollar Shave Club should target individuals ages 18-64 with at least a high school diploma at any income level and of any race, but let's get more specific.

7.1 Target Markets

Primary Target Market

In order to select a primary target market, we must break down the broad spectrum of Internet users into a smaller subgroup for proper targeting. Considering all of the information previously discussed, the best selection of individuals would be 18-29 year old males with an income of at least \$30,000 a year and a high school diploma or

better. In 2014, there were approximately 19 million individuals who fit our primary target market. Since this particular subgroup is the most likely to be internet savvy, they stand the greatest chance of being reached via You-Tube and social media, which are the platforms Dollar Shave Club has used for its marketing since the beginning. It is also important to note that individuals of age 18-29 conform to certain psychographics, which older generations do not. The kind of humor (sarcasm, randomness and vulgarity) used in Dollar Shave Club's commercials could very well be lost or considered crass by older individuals. This humor appeals to intelligent, observant, hip and perhaps even less serious folks, which would more than likely apply to younger generations. The current advertisements which target this crowd are not only cost effective, they work. The target market has already proven to be marketable through past techniques. The service "speaks for itself" in its appeal to individuals who have the psychographic need for simplicity and automation. It doesn't get much easier or more convenient than razors being delivered to your doorstep on a monthly basis, with no need for re-ordering or reminders to pick up that specific product (among others) from a brick and mortar store. It also stands to reason that the up-and-coming shavers (males 15 years old and up) will be exposed to the same marketing material, since younger generations are generally more technologically savvy than the generations before them. This insures more Dollar Shave Club customers in the future, as potential shavers come into the shaving ritual as a natural progression in age.

Secondary Target Market

With the primary target market consisting of men, in order to maximize profit, we have determined the secondary market should be women as behaviorally, women

generally shave larger portions of their bodies than men. Legs and underarms alone (which is typically most conventional) provide more surface area for shaving than a single face. The only current Dollar Shave Club offering for women is a single razor which is offered as a uni-sex option and is advertised as a product to be used by either gender. Our secondary target market is females, ages 18-29 with an income of at least \$30,000 a year and a high school diploma or better. Research indicates that the number of women within this demographic is nearly identical to that of our primary market, with a segment of approximately 19 million. From the psychographic standpoint, females typically have a rather hectic lifestyle, increasing the need for added convenience. Also, for women with children, this could prove an easy method of reaching the younger generations to bring them into the Dollar Shave Club fold early and develop entire family trees of Dollar Shave Club loyal customers.

7.2 Positioning Statement

Dollar Shave Club offers various products, primarily razors, to men who are knowledgeable in technology, that want a clean, convenient, and low cost shave, while still caring for their skin.

Value Proposition

Product	Target Market	Benefits	Price	Value Proposition
Assorted Razors and other hygiene items	Men ages 18-29	<p>Convenient</p> <p>Low Price</p> <p>Humble, Recyclable Packaging</p> <p>Online-Based</p> <p>Uses Aloe and Vitamin E in razor strips to calm sensitive skin</p>	<p>\$1.00, \$6.00, or \$9.00 (Depending on subscription selection by customer)</p> <p>Hygiene items vary</p>	<p>Delivered straight to the member's door every month</p> <p>Very affordable, and low cost</p> <p>Provides easy to use, online subscriptions</p> <p>100% customer satisfaction guarantee</p>
Assorted Razors and other hygiene items	Women ages 18-29	<p>Convenient</p> <p>Low Price</p> <p>Humble, Recyclable Packaging</p> <p>Online-Based</p> <p>Uses Aloe and Vitamin E in razor strips to calm sensitive skin</p>	<p>\$1.00, \$6.00, or \$9.00 (Depending on subscription selection by customer)</p> <p>Hygiene items vary</p>	<p>Delivered straight to the member's door every month</p> <p>Very affordable, and low cost</p> <p>Provides easy to use, online subscriptions</p> <p>100% customer satisfaction guarantee</p>

8. Marketing Implementation

The following action plans use a variety of creative means to reach our primary target markets. They are listed in order of importance.

8.1 Contents of Action Plans

The contents of our actions plans cover a diverse range of marketing techniques. Most plans target the primary and secondary markets simultaneously, making excellent use of the requested budget.

8.1.1 Brand Ambassadors at the Ten Largest Public Universities in the U.S.

Objective: The main objective of employing brand ambassadors at the ten largest public universities in the United States is to reach our target market and also increase awareness. Through the use of student ambassadors the word will spread quickly via Facebook and other social networking sites. In addition, peer-to-peer advertising is much more effective as students share a different level of trust with one another.

Target Market: Our target market for this action is young adults 18-29, which includes our primary and secondary target markets.

Description: Due to a limited amount of employees, it seems more reasonable and economical to simply hire a marketing agency to handle this for us. There are several to choose from, but Mr. Youth, based in Manhattan, appears to be the best option. This firm will handle all social media, training, recruitment, etc. Their track record and staff are exceptional, as well.

Who: Mr. Youth

Timing: January 1, 2015- December 31, 2015

Budget: \$52,000 a year x 10 campuses = \$520,000

Measurement: Measurements will be completed by Mr. Youth. We will be able to review this data during the campaign and, of course, when the campaign ends. We will also track results on our website, as customers will be asked how they heard about our company.

8.1.2 Advertising Campaign in the 5 Busiest Airports in the U.S.

Objective: The objective of this action will be to increase awareness, loyalty, and the number of memberships. Using a kiosk at an airport will give us the chance to be seen by thousands of people each day. The high traffic of the airports will definitely work in our favor.

Target Market: With a major move like this, one will not only be targeting young professionals ranging from 18-29, but any professional who could benefit from the savings and convenience offered by Dollar Shave Club.

Description: Individuals will be able to test all Dollar Shave Products as well as be able to sign up for the service on the spot. Also, individuals will fill out surveys rating different products.

Who: Consumer Marketing Manager

Timing: During the summer, starting May 1st, 2015 through August 31, 2015. (4 months)

Budget: \$5,100 per month x 4 months (length of lease) x 5 airports = \$102,000

Staff- 3 personnel x \$15/hour x 16 mandatory hours each day x 4 months x 5 airports = \$432,000

Total= \$534,000

Measurement: The amount of individuals who sign up for the Dollar Shave Club service at the booth, as well as number of surveys completed on the website.

8.1.3 Vendor Booth at Five Concerts

Objective: The objective of this action will be to increase awareness, as well as sales.

Being a part of these events will allow Dollar Shave Club to reach the 18-29 year old primary and secondary target markets, as many attend these concerts. It will also give Dollar Shave Club the opportunity to be associated with something that people enjoy, increasing the standing of the brand in the mind of consumer.

Target Market: Young adults ages 18-29, primary and secondary target market.

Description: The Dollar Shave Club will set up a vendor booth at five very popular concert events. At these events, consumers will be able to test products, sign-up for memberships, and complete surveys. The concerts we will be working are Bonnaroo Music and Art Festival in Tennessee, Time Warp, in New York City, Lights All Night, in Texas, Basslights, in Virginia, and Electric Daisy Carnival, in Puerto Rico.

Who: Consumer Marketing Manager

Timing: Concert dates vary; however, all are within the year 2015.

Budget: Approximately \$2,600 for a 10x10 space x 5 concerts = \$13,000

Staffing- 4 personnel x \$12/hour x 24 hours x 5 concerts = \$5,760

Total = \$18,760

Measurement: Measurements will be taken based on the amount of surveys completed, samples tested, and new membership surveys on the website.

8.1.4 National Radio Commercials

Objective: The objective of this plan will be to increase awareness and sales by reaching a large amount of our target markets nationally.

Target Market: Primary and Secondary target market radio listeners who are listening to younger generation style music.

Description: Radio Commercial of CEO Michael Dublin performing and explaining the Dollar Shave Club.

Who: Michael Dublin

Timing: January 1 – December 31, 2015

Budget: \$5,000 for 30 seconds x 260 days (every day except weekends) = \$1,300,000

Measurement: After one subscribes to Dollar Shave Club, one must describe how they found out about the Dollar Shave Club on the website.

8.1.5 “Cactus Legs or Jungle Pits” You-Tube Video

Objective: This objective of this video is to reach our secondary target market of females 18-29, increasing brand awareness as well as sales.

Target Market: This program is aimed at our secondary target market, females 18-29.

Description of the Program: New commercial using same humor, but emphasizing the undesirability of “Cactus Legs or Jungle Pits”. The commercial will be posted on You-Tube, as well as the Dollar Shave Club website and meant to be shared via social media.

Scenario: With the holidays approaching, Dubin appears asking men "What should you get your lady for Christmas? How about a gift that is good for you and the environment too? A subscription to Dollar Shave Club will make cactus legs and jungle pits a thing of the past!" Queue a chimpanzee with a pink bow in its hair, lifting its arms to expose its armpits, with a giant grin. A cactus serves as a prop in the background. The chimpanzee turns around to pick up the cactus and walks off screen with it. Dollar Shave Club logo appears on the screen with the website listed. Off screen, you can hear the chimpanzee making noises and Dubin cries "Ouch!" as if pricked by the cactus.

Who: The Consumer Marketing Manager for Dollar shave along with the in-house cast are responsible for the production of the commercial.

Timing: December 2015

Budget: \$4500- same price as the first viral commercial.

Measurement: Surveys will be taken as well as polls on the website. Data will be collected. If the acquisition rate per dollar spent during this time period is greater than 1 then we will know the commercial is successful.

8.1.6 In App Advertisement on Twitter

Objective: The objective of this action will be to increase awareness and sales.

Target Market: Primary and Secondary Markets

Description: Dollar Shave Club will be advertising on the Twitter app.

Who: Consumer Marketing Manager

Timing: January 1st, 2015 until clicks run out.

Budget: \$700,000 (\$1.35 per click = Allows for 518,518 clicks)

Measurement: It will be measured by the amount of i-Phone and Android users that buy the subscription through the ad.

8.1.7 Billboard Advertisements

Objective: To increase brand awareness, hence increasing sales.

Target Market: Primary and Secondary Target Markets

Description: There will be billboards strategically placed in five cities throughout the United States. The actual billboard will feature CEO, Michael Dublin, making a funny pose from his commercial with the logo of Dollar Shave Club featured on it.

Who: Consumer Marketing Manager

Timing: April 1st, 2014 – July 1st, 2014

Budget: Baton Rouge, Louisiana - \$6300 per month x 12 = \$75,600

For Myers, Florida - \$19,200 per month x 12 = \$230,400

Dayton, Ohio - \$18,750 per month x 12 = \$225,000

Chicago, Illinois - \$45,500 per month x 12 = \$546,000

Saint Louis, Missouri - \$27,750 per month x 12 = \$333,000

Total = \$1,410,000

Measurement: The Dollar Shave Club website will ask customers how they became aware of Dollar Shave Club.

8.1.8 Free Shave Butter Promotion

Objective: The objective is to give new customers a free tube of Dollar Shave Club's finest shaving butter, to increase sales of add on products. A sample is now provided in the first order, but samples usually get put aside, as they are so small. The Shave Butter gives you the ultimate shaving experience.

Target Market: Primary target market, men ages 18-29. Also, the ideal customer is one that likes premier products, but at a discounted price.

Description: Any shaving package the new customer purchases, he or she will receive a full free tube of Dollar Shave Club's famous Shave Butter (\$8 value). Also, one will receive a coupon for 50% off their next purchase of Shave Butter.

Who: Consumer Marketing Manager

Timing: This promotion will run from the start of summer, May 1st until samples run out. The idea is to target the hotter months since most individuals tend to shave more during those times.

Budget: \$60,000

A tube of Shave Butter: $(\$8) \times 5,000 = \$40,000$

Mail inserts: (50% Coupon) $(\$4) \times 5,000 = \$20,000$

Measurement: This action will be measured by the number of coupons used.

8.1.9 Movember Contest

Objective: The objective of this action will be to increase awareness, loyalty, standing in the community, and sales. .

Target Market: Primary Target Market

Description: Dollar Shave Club will host an online contest. The contest will involve individuals posting pictures of their mustaches on our website for Movember. The public will then vote on these photos. It will cost one dollar per vote. The top five mustache fans will have \$5,000 to donate to any charity associated with the Movember Foundation and will also win \$5,000 cash. The money collected from the votes will also be donated to one of the charities that Dollar Shave Club selects.

Who: Consumer Marketing Manager

Timing: November 1 – November 30, 2015.

Budget: \$10,000 x 5 winners = \$50,000

Measurement: Measurements will be based on the number of photos submitted and votes. Our website will also ask customers how they were referred to Dollar Shave Club, giving us a more accurate measure.

8.1.10 Skywriting

Objective: The objective of this action is to increase awareness of Dollar Shave Club.

This will also allow us to reach our primary and secondary target market in several cities on a large scale.

Target Market: Primary and Secondary Target Markets

Description: Dollar Shave Club will be utilizing skywriting with the use of Nationwide Skywriting Services, a large company specializing in this field. The skywriting will take place in Los Angeles, California, San Francisco, California, Dallas, Texas, Chicago, Illinois, and Miami, Florida.

Who: Consumer Marketing Manager

Timing: April 1 – April 25, 2015

Budget: \$2,000 x 5 cities = \$10,000

Measurement: When subscribing on website, a survey will determine how the customer became aware of Dollar Shave Club.

9. Marketing Budget

Rank	Plan Title	Cost
1	Brand Ambassadors at the Ten Largest Public Universities in the U.S.	\$520,000
2	Advertising Campaign in the 5 Busiest Airports in the U.S.	\$534,000
3	Vendor Booth at Five Concerts	\$18,760
4	National Radio Commercials	\$1,300,000
5	“Cactus Legs or Jungle Pits” You-Tube Video	\$4,500
6	In App Advertisement on Twitter	\$700,000
7	Billboard Advertisements	\$1,410,000
8	Free Shave Butter Promotion	\$60,000
9	Movember Contest	\$50,000
10	Skywriting	\$10,000
Total		\$4,607,260
Cost		

As Dollar Shave Club has accomplished a 7.5 percent of the market share in three years, it is time to start thinking big. This doesn't mean it is necessary to break the bank in order to do so. Dollar Shave Club has already proven that a large budget is not necessary in order to achieve greatness. The goal of our marketing plan is to compete with large companies like Gillette while operating on a budget that rings in at less than 25% of the 20 million in sales from 2013.

The total budget we propose comes to \$4,607,260. We have adhered to the Dollar Shave Club tradition of sarcasm, and humor in order to continue the success of this lifestyle brand. These actions would undoubtedly increase market share and revenue within one year, the length of the plan.

10. What We Learned

From being a customer of the Dollar Shave Club to building a marketing plan for the company has completely changed our outlook. There is an extraordinary amount of work that goes into both the external and internal structure of the plan. The internal structure of the plan possessed a lot of challenges with developing different action plans and maintaining a budget for the company. After solidifying the internal operations and making sure those are sound, the execution part of the plan (external) will be extremely challenging. One has to make sure these plans are stretching across the nation and not just general/local areas.

An important aspect of the marketing plan is creativity. Questions that you must answer, “How is Dollar Shave Club going to be different?” or “Why would one choose the Dollar Shave Club over similar products/services?” Therefore, a lot of thought and effort must be put in to achieve success. Focusing on different external trends is very helpful when competing with similar companies. These trends indicate where the concentration of the plan should be in order for the biggest impact to be made. In addition, utilizing the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was most useful in developing the marketing plan. It helped us to identify areas the Dollar Shave club should focus.

Having the opportunity to build our own marketing plan was a great way to attain real life marketing experience and to work on a marketing team. There were a lot of difficult challenges, but ones that helped us realize the degree of effort to achieve a successful plan. All in all, it was a great experience as this project helped prepare us to be better marketers in the future.

Appendix A



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