

Final Project and presentation
Brand Story Analysis and Repositioning Strategy
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BUF 3500
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The brand

On-Running is a highly acclaimed Swiss footwear brand that has gained immense popularity over the years for its exceptional quality running shoes. The company was established in 2010 by Oliver Bernhard, a renowned former professional athlete who envisioned revolutionizing the running industry. Bernhard's mission was to create shoes that would provide runners with the sensation of running on clouds, and he accomplished this by utilizing Swiss engineering to construct the shoes (Kyger, 2023). Today, On-Running's shoes are widely recognized for their superior comfort, durability, and performance, making them a top choice for runners worldwide.

“Feel nothing to feel everything” Movement Collection 2024

On Running is a brand that is dedicated to creating innovative footwear along with apparel that perfectly complements the shoes' aesthetic. The apparel is crafted using moisture-wicking material, which helps to keep you comfortable and dry during intense workouts or long-distance runs. The company is also environmentally conscious and uses recycled materials in the construction of its garments, making them an eco-friendly choice for fitness enthusiasts (Kyger, 2023). Although the shoes come with a higher price tag compared to other brands, the exceptional quality and attention to detail make them a worthwhile investment. The company's commitment to providing a complete running experience to its customers is truly admirable. The apparel is designed to match the shoes' style and color, creating a cohesive look that is both practical and stylish. Whether you are a beginner or a seasoned runner, On Running has everything you need to help you achieve your fitness goals.

Core Values

The company prioritizes it all, with community, impact, design, and performance. At On, people are at the core of our values. We firmly believe that every member of our team possesses leadership qualities, and we work together as a seamless unit to achieve our objective of comprehensive growth (On, 2024). We recognize that investing in each other is crucial to our collective triumph, and we prioritize the growth and development of every individual on our team. We foster fresh ideas and pioneering solutions to drive progress both within our organization and beyond.

Our commitment extends to our global community and local team. We take actionable steps to meet the needs of those we serve and leave no stone unturned in making a positive impact. Our dedication to people-first values distinguishes us from the rest, and we will always prioritize the well-being of our team and the communities we serve. Believing in sustainability is a key factor for the brand (On Sustainability, 2024). At On, we are passionate about sustainability and constantly strive to create a better future for our planet and its people. We believe in taking a holistic approach to sustainability, which is why we aim to create products that are not only fossil-free but also engineered for circularity. This means we design our products to be reused, recycled, or repurposed at the end of their lifecycles rather than ending up in landfills or oceans.

We are committed to minimizing our environmental impact by reducing our carbon footprint, conserving water, and minimizing waste throughout our supply chain. We also believe in fostering equity and celebrating diversity in everything we do, from our hiring practices to our community outreach efforts (On, 2024). To achieve our sustainability goals, we are constantly

innovating and improving our processes. For example, we are investing in renewable energy sources like wind and solar power, and we are exploring new materials and technologies that are more sustainable and environmentally friendly. We also work closely with our suppliers to ensure that they share our commitment to sustainability and are taking steps to minimize their environmental impact.

Attached is The running impact report and future goals created by the company.

<https://cdn.on-running.com/sustainability/impact-report-2022.pdf>

Target Audience

On is a brand that caters to a diverse range of audiences, covering all ages and professions. We understand that each individual has unique needs and preferences, and we aim to provide shoes that cater to those needs. For professional athletes and race runners who maintain a lifestyle of fitness and health, finding a comfortable shoe that can withstand their rigorous activities is a top priority. We offer a range of shoes that provide the necessary support and comfort, suitable for people between the ages of 16-35 years (Slideshare,2021). These shoes are designed to provide optimal support and cushioning for the feet, reducing the risk of injury during intense workouts.

For casual runners who have a routine from 6-10 am for a 5 to 8-mile run and then continue with their day, we have shoes that cater to their needs. These individuals might not necessarily go for runs in the morning but whenever they have free time. Our shoes provide the necessary support to help them achieve their fitness goals while keeping their feet comfortable throughout the day. We also cater to non-runners but active individuals who spend an hour or so

on the free weights, StairMaster, and ellipticals at the gym (Slideshare,2021). These individuals may range from ages 20-55 and require shoes that provide comfort and support for their active lifestyle. Our shoes are designed to provide adequate cushioning, arch support, and stability, ensuring that their feet are protected during their workouts.

Lastly, we have individuals who do not engage in physical activity but are looking for casual lifestyle shoes. These individuals may not always buy shoes from the store, but they might test them out at the retail location. However, after viewing the price range, it might be out of their budget. These individuals typically range from ages 30-75, and their typical shoe would be the original Cloud 5. Our Cloud 5 shoes are designed to provide maximum comfort, support, and style for everyday wear (Slideshare,2021). At On, we aim to provide a wide range of shoes that cater to the needs of our diverse customer base. Our shoes are designed with the latest technology and materials, ensuring they are of the highest quality. Whether you are a professional athlete, casual runner, active gym-goer, or someone looking for comfortable casual shoes, we have got you covered.

Marketing strategy

On Running, a Swiss sports equipment company has been able to achieve remarkable success by implementing a variety of key marketing strategies. The company has worked extensively to create a distinct and recognizable brand identity that resonates well with its target audience. This has been achieved through a range of well-planned initiatives that include strategic partnerships with professional athletes and teams, as well as creative collaborations with fashion designers and well-known artists (The rise of a global running brand,2024). One of the key strategies that On Running has implemented is partnering with professional athletes and

teams in various sports. The company has sponsored several high-profile athletes in different sports, including tennis, running, and triathlon, among others. By aligning its brand with successful and influential athletes, On Running has been able to create a strong association between its products and high performance, which has helped to enhance the brand's reputation among its target audience.

In addition to partnering with athletes, On Running has collaborated with fashion designers and artists to create unique and visually appealing products. For example, the company has teamed up with designers like Jil Sander and Olivier Rousteing to create limited-edition footwear collections. On Running has also worked with artists like Zaha Hadid and Joshua Vides to create visually stunning installations that showcase the brand's products in a unique and eye-catching way. On Running, a global running brand has adopted a highly strategic approach to partner with athletes who not only excel in their sports but also embody the brand's vision, mission, and values. The company believes in collaborating with athletes who share its passion for innovation, performance, and design and who can inspire and motivate others to pursue a more active and healthy lifestyle.

Additionally, On Running has made significant investments in digital marketing to reach its target audience effectively. The company has leveraged social media platforms such as Instagram, Facebook, and Twitter to connect with its followers and showcase its products. Running's Instagram page, particularly, is a testament to the company's digital marketing progress. The page is brimming with exciting and engaging content (The Rise of a global running brand,2024), including images and videos of athletes wearing On Running products in action, inspiring quotes, and behind-the-scenes glimpses of the brand's operations. On Running's social media strategy has helped the company establish a strong online presence, build a

community of loyal customers, and drive engagement and sales. By sharing stories of real athletes achieving their goals and overcoming challenges, the brand has been able to create an emotional connection with its audience, which has translated into increased brand recognition, loyalty, and advocacy.

A well-known celebrity endorsement has to be given to Roger Federer. Roger's partnership with On as an entrepreneur has been an incredibly valuable asset to our team. With over a decade of experience as a professional tennis player and a successful entrepreneur, he brings a unique perspective to On's product development, marketing, and fan experiences. Roger's involvement in our product development process has been particularly noteworthy (On, 2024). He has played a key role in helping us refine and improve our existing products, as well as in developing new products that meet the evolving needs of our customers. His understanding of what athletes need and want from their gear has been invaluable in this regard.

Interestingly, the relationship between On and Roger did not start with the typical sponsorship talk that usually defines brand-athlete partnerships (On, 2024). Rather, it was a chance encounter. We noticed that Roger was a fan of On shoes and had been wearing them around the world. We reached out to him, and it wasn't long before he was catching up with our senior leadership team in Switzerland.

Retailing and Visuals

Creating a captivating and seamless consumer journey is crucial for any business, and one key element to achieving this is through strategic visual merchandising. By presenting our products in a premium yet approachable way, we aim to entice and inspire our customers not only to try but also to invest in our offerings. We believe that a strong visual merchandising strategy can help our brand stand out and create a memorable experience for our customers.

At our company, we always put the needs and preferences of our community first when it comes to zoning our stores. Each store has been thoughtfully designed with this in mind so that customers can easily navigate and find what they need. Our zoning approach is consistent across all store sizes and categories and is based on three primary zones: Run, Trail, and Move.

When a customer enters our store, the first thing they will see is our Run zone, which features our most prominent footwear and apparel fixtures. Running mannequins in key looks are placed strategically in this zone, showcasing our latest and greatest products. If running mannequins are not available, we use standing mannequins in key looks as an alternative. Next, we have our Trail zone, which is positioned to transition customers between Run and Move. This zone is designed to entice customers to explore our communities further and discover new products that they may not have considered before.

Finally, our Move zone is located towards the back of the store. This area is designed to pull customers deeper into the store and encourage them to discover our collections in this vertical. Here, customers can find a wide range of products that cater to their specific needs and preferences. By using this zoning approach, we aim to provide the best possible experience for our customers while also staying true to our commitment to serve our community.

Cross-merchandising is a popular marketing strategy that involves displaying and promoting complementary or related products together to encourage additional sales. This technique can be particularly effective in retail environments where customers are looking for

products that complement each other. By placing related items in proximity to key looks and rail compositions, retailers can create an immersive shopping experience that inspires customer interest and ultimately drives sales.

When it comes to On merchandise, it is important to take a strategic approach to cross-merchandising. This means displaying accessories in the corresponding area of the designated vertical and avoiding mixing Performance Outdoor or Move accessories within a dedicated running zone of the store. By carefully considering the placement of each product, retailers can create a cohesive and visually appealing shopping experience that is tailored to the needs of their customers (On, 2024). In addition to providing a more engaging shopping experience, cross-merchandising can also help retailers increase their average order value. By encouraging customers to purchase complementary products, retailers can increase the total amount of each purchase, boosting their overall sales and revenue. This technique can be particularly effective when used in combination with other marketing strategies, such as product bundling, promotions, and discounts.

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