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B2B brand project for a Fashion Tradeshow in the USA.

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Abstract

This thesis develops a B2B brand intended to be shown at an international fashion trade show. The research methodology is based on bibliographical analysis, interviews with designers who are involved with textile exports, and knowledge gained in past work experiences.

This research is presented in four chapters. The first chapter analyzes the theoretical framework, the basic brand concepts and its value as intangible capital. Chapter two shows the guidelines for creating and developing a B2B brand. The third chapter analyzes the USA apparel market, also an international trade show is chosen based on the business opportunities it offers. Finally, the fourth chapter generates strategies for prospecting customers before and during the show, moreover these strategies are complemented by closing sales strategies.

Introduction

This thesis main objective is to build an international B2B brand project for an apparel trade show in the US.

“B2B” (business to business) means, a company that sells products or services to other companies (American Marketing Association, 2014)

It is of great interest to some Cuenca’s designers and fashion companies merge their creativity with brand development and the capability to sell their products in an international market.

The best platforms to get noticed in international markets are the trade shows; these are held in large exhibition halls around the world. Trade shows have been for a long time the most effective and efficient way to showcase, sell products to potential customers and create better B2B connections.

The brand is a strategic intangible asset; The brand must project warranty, trust and in the case of B2B, it should maintain all stakeholders fidelity.

The stakeholders "are key people, consumers, employees, stockholders, suppliers, and others who have some relationship with the organization” (American Marketing Association, 2014)

The brand connects and creates unique experiences, because customers are the ones who make a brand successful; this success is achieved with a proper brand management which must be built on a daily basis. (BIC GALICIA, 2012)

Creating a brand is not just for large international companies, Brand creation starts with a strategy and continues to grow day by day working on different tactics.

Developed countries’ markets have a wide variety of direct and indirect competition, this situation forces our brand to generate relevant and differentiated products by adding intangible characteristics.

This thesis formulates a draft for a B2B brand, which will be ready to be launched internationally. The project is divided in 4 chapters developed as follows: Chapter 1 describes the basic elements to understand the meaning and importance of a brand. This

analysis includes the brand concept, its evolution over time, classification, and analysis of brand's value that is generated internally (within the company) and externally (in the customer mind).

Chapter 2 describes the process of building a B2B brand following the steps described by Kotler and Pfoertsch in their book "B2B Brand Management". This chapter emphasizes on the initiative that must be taken by senior management (owners, designers, heads of department) to establish the strength of the brand, including the stability of the brand, brand leadership and its vision. A positive inventiveness must come from senior management, their contribution to the brand building process is essential so the brand can be renowned at the international tradeshow.

The brand formula, brand consolidation and its expansion must carry a strategic message based on the "brand 3C's": clarity, consistency and continuity, adapted to the market's conditions, with special attention over competition and current technology trends. (PFOERTSCH, et al, 2006)

Chapter 3 analyzes the market and selects an international menswear tradeshow in New York - USA. This chapter gives special attention to economic trends on the global fashion market, moreover studies the fashion's seasons and trend analysis.

Costs of attending the tradeshow and presenting the brand in the international trade show is also analyzed; The "Liberty tradeshow" will provide valuable information and will allow a direct evaluation of different menswear brands.

Chapter 4 gives strategies for a successful brand launch in the international tradeshow. Due to geographic barriers the client prospecting strategy will be based on Internet search.

The duty of the brand is to convey a clear message and provide guarantees to potential customers that will select our brand as a supplier. The newly created brand will be more (or at least as) competitive, competent, and innovative than its competitors.

Finally closing sales goals will be set to ensure ROI (Return Over Investment) of the international trade show.

Chapter 1: Theoretical Framework

This chapter reviews the basic elements for successful brand management; it also analyzes its concept, evolution during the twentieth and twenty-first century and its classification. Chapter 1 includes an analysis of the brand seen as an asset which value is generated internally (company) and externally (customer).

1.1 Concept and evolution of the brand.

Differentiation in the international environment is increasingly complex. The international market is changing rapidly and brands must adapt and become a company's competitive advantage.

The brand is the company's vision, the driving force that differentiates the company from other competitors; the brand gives guidance over strategic business decisions starting from the corporate vision of the business to the management of human resources. (BIC GALICIA, 2012 p. 17)

In the international market, large fashion retail companies and multinationals have a strong advantage based on very competitive prices. The only way to excel in international market is through brand management and excellent quality apparels.

A brand is not just a name or the job of the marketing department, a brand is a story, a brand inspires. A true brand connects and excites the consumer. This brand and its strategy should be reflected in the product, advertising, their offices and even the attitude of their workers. (BIC GALICIA, 2012 p. 17)

In the book "The New Brand Management" of Spanish authors Ramón Ollé and David Riu it is found the following concept:

"The brand is not an element of the company, it is a philosophy. It is our way of putting together all entrepreneurial efforts, communicates our culture and connect with our consumers. The brand is the way we interconnect with our employees, customers, suppliers, competitors and society "(RIU, et al, 2009 p. 52)

1.1.1 Brand's definition

Ximena Ferro, Director of the Advertising & Communication School at the University of "San Francisco de Quito", points out that "there is no exact recipe for creating a brand. Companies usually follow the basic parameters of marketing to reach a place inside the consumers' minds and should continue to create innovative strategies to conquer highly competitive markets. Brands are what people make of them throughout their life's experiences, along with trends and preferences."(Great Brands Ecuador 2011, 2011)

Concerning intellectual property, the Ecuadorian legislation has been based on several international agreements in order to correspond with other developing countries in the region, especially to the "Decision 486" of the Andean Community of Nations. Currently, the Ecuadorian legislation includes intellectual property regulations from the World Trade Organization (WTO) and the Paris Convention of 1883; so, trademarks, emblems, appellations of origin, patents, and copyrights are protected; as well in Ecuador technology transfer is protected by law, and unfair competition is prohibited. (Romero Arteta Ponce Abogados, 2013)

Brand's legal definition as described on "Official Gazette No 320" from the Intellectual Property Law of Ecuador defines the brand as: "... any sign use to distinguish goods or services on the market. It should be registered as trademarks those signs that are sufficiently distinctive and susceptible of graphic representation ... "(National Congress of Ecuador, 2008)

Such signs are:

- Words or combinations of words.
- Images, figures, symbols and drawings.
- The letters, figures and combinations thereof.
- Three-dimensional shapes, wrappers, packaging, product form or presentation.
- Sounds.

"Brand" is any name that can be given or assigned to a product, this can be a word a number, a sign or initial. (Great Brands Ecuador 2011, 2011)

The "European Brands Association" state that the brand exists "because of" and "for" the consumer, the brand acts as a constant reference point or indicator and as a relationship. It acts as indicator because it shows consumers a way to meet their needs; and as relationship because it works as a continuous benchmark over time. The brand communicates a message saying to its consumers that in exchange for their loyalty and trust they will be rewarded with a satisfying experience. (European Brands Association, 2013)

The American Marketing Association defines brand as a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers."(American Marketing Association, 2014)

Rosenbaum-Elliott gives a more complete definition to gather all the aspects and implications that a brand involves; in his book "Strategic Brand Management" he states that "a brand is a label, designating ownership by a firm, which we experience, evaluate, have feelings towards, and build associations with to perceive value." (Rosenbaum-Elliott, et al, 2011)|

For the Spanish author, Juan Manuel de Toro, "The brand must function as a unit concept, as a unifying idea that works as a reference for all actions being carried out under its name, giving these actions coherence and consistency. Thus, this brand's "spirit" concept should serve to guide all brand's strategies regarding: products' definitions, price ranges, distribution channels, and communication policies. This will build a single coherent message that will be easily interpretable, identifiable, understandable and reliable by consumers and for consumers "(DE TORO, 2009 p. 20)

"Interbrand", a global branding consulting firm in US, which specializes in brand's services: brand strategy, brand analysis, brand valuation, corporate design, digital brand management; defines brand as: "A combination of attributes, tangible and intangible, embodied in a trademark that when properly managed create value and influence (...)

The purpose of a trademark is to safeguard relationships that create and ensure future profits by increasing preferences towards the brand and creating customer loyalty. The Brand simplifies buyer's decision-making processes and represents quality's guarantee; also symbolizes real, different, relevant and a credible alternative to compete against other brands". (PEREZ, 2013 p. 43)

All these given concepts evidence that, in the process of brand building, perception is more important than reality. "Brand power to influence over perceptions lies in the ability to transform the users' experience." (PEREZ, 2013 p. 42)

The analysis of these definitions makes it clear that, the brand, throughout its philosophy, ethic and meaning reveals its value and helps in the buying process; this value proposition has an honest, consistent and identifiable message, which will help establish durable, transparent relationships with the buyers and the public. This commitment shown when building a brand philosophy, should also be represented in the company's internal culture. (PEREZ, 2013 p. 43)

1.1.2 Evolution of brands.

"Brands are created to be distinguished from the market competition," also "to avoid confusion, to be easily recalled, to identify the manufacturer, and facilitate the buying decision process. Brands progressively focus on providing attributes to the products so it becomes the buyer's preferred choice." (RIU, and others, 2009 p. 20)

Ecuador's Constitution of 1835 established the first glimpse on Ecuador's Intellectual property law. The current law was promulgated on May 19, 1998 and created the Ecuadorian Institute of Intellectual Property (IEPI) as the technical manager entity of such law; before 1998 there were specific rules on brands with their respective Law of Trademarks, and Copyrights. (El Telegrafo, 2013)

The IEPI considers the company's brand an IP asset that generally have much more value than buildings or machinery. As an example we can refer to: "La Universal's" Chocolate Factory, broken years ago, which managed to become a new company under the scheme of intellectual property. (El Telegrafo, 2013)

The origin of the word "brand" comes from the from the Proto-Germanic word brandaz which means "fire", The term "brand" was used in its beginnings by farmers whom identified (brand) or marked their animals by a hot ironmark to recognize its cattle. (BIC GALICIA, 2012 p. 20)

The Board of Galicia (Xunta de Galicia) from the government of the Autonomous Community of Galicia - Spain, states in its transcript "How to create a brand" that the brands' evolution started around 1880 with mass produced food. The seller was no longer

in direct contact with the consumer, therefore brands were created to identify the product and create trust among consumers.

This institution divides the brand's evolution during the twentieth century in four stages:

First stage: During the first quarter of the twentieth century, in an era of undifferentiated generic products and highly variable quality, brands were mainly defined by what the product was. The intention was simply to establish the product source, ensuring quality and creating trust among the consumers.

Second stage: Since 1925; brands were distinguished by the company manufacturing the goods and brands focused on the functional benefits.

Third stage: During the 50's, with the advent of TV, brands took a personality, and with it the consumer established a closer relationship. Brands were focused on generating feelings.

Fourth stage: In the 90's there was rumor about "the end of the brands". The pressures coming from different actors through the distributing process of goods and services seemed to predict that trademarks known by the time would have had an uncertain future. There was a change in order to give more importance to intangible values expressed by the media and associated products. To do this, symbolic and semiotic values were crucial to give greater strength to the brand and companies that support it. (BIC GALICIA, 2012 p. 22)

Today brands are companies' main strategic asset.

During the late 2013 and early 2014, specialized websites started mentioning the "omni-channel" referring to contacting and targeting buyers through online or mobile channels (phones and tablets) this contact is creating benefits that complements the traditional sale (PuroMarketing, 2014) and enable new formats where the brand is present in a viral, interactive way, encouraging conversation and entertainment. New media has brought more than new applications it requires new ways of thinking, new strategies and new ideas. (PEREZ, 2013 p. 38)

The postmodern brand offers different meanings and "different worlds" (worlds of fantasy, dreams and values) to establish a bond beyond products and services offered in order to

enrich the shopping experience. Definitively, the brand has become a set of meanings and the form of expression of a communication process. (Chevalier et al, 2008 p. 266)

An example of modern marketing is "Tommy Hilfiger" the company operates under license agreements; Tommy Hilfiger manufactures all its products in a number of different companies, "Jockey" makes underwear, "Pepe Jeans London" manufactures Hilfiger jeans, "Oxford Industries" manufactures Tommy shirts. In this marketing strategy production is secondary. Tommy Hilfiger mainly bets on brand's construction and sale, and not in production and garment sales. (BIC GALICIA, 2012 p. 19)

1.1.3 Classification of brands.

The Ecuadorian Institute of Intellectual Property on its website categorizes brands as follows:

Certification Brand: A sign that certifies the common characteristics, particularly the quality, components and origin of the goods or services produced or distributed by authorized individuals.

Collective brand: A sign that differentiates the origin or any other common characteristic of goods or services from different firms that use the brand under the owner's control.

Dimensional Brand: One sign that occupies a given space (height, width and depth).

Business (Commercial) Name: The sign or name that identifies a shop and its activities.

Commercial Motto: Is the tagline that accompanies a brand.

Appellation (Certificate of Origin): A sign which identifies a product from certain geographic region, and carries specific requirements like human and natural factors. (Ecuadorian Institute of Intellectual Property, 2014)

It is important to know that from a business point of view, brands are classified in two levels: Product and Company in order to distinguish between approaches that circle around the product and those where the company becomes the main character. (HATCH, and others, 2008 p. 9)

Hatch and Schultz summarized in the following chart the main differences between corporate brand and product brand:

Chart 1: Differences between brand identity and product brand.

	Product brand:	Corporate brand:
Scope and range	Product, service or group of very close products.	All the company, includes the corporation and all its stakeholders.
Brand identity	Borns from the imagination of advertising agencies that have used market research.	Comes from the company's heritage, values and beliefs that all members of the company have in common
Public	Consumers	Multiple stakeholders (employees, managers, consumers, investors, NGOs, partners and political)
Responsibility	Product managers as Brand Managers or advertising departments or sales.	Responsibility of the CEO or senior management consisting of members of Marketing, Communications, Human Resources, Strategy and sometimes Design and Development.

Chart 1 - Author: Diego Malache; Source: (HATCH, and others, 2008)

In chart 1, Hatch and Schultz show that the corporate brand represents all aspects of the business, a more comprehensive and wide visualization, which includes the company itself and all its stakeholders. A corporate brand is mainly addressed to all public in the company; its identity is based on the heritage of the company, values and beliefs that members of the company have in common. (PEREZ, 2013 p. 43)

Management responsibility arises from the leaders of the company and is shared across departments and its management goals are set in a long term because its mission is to make the company have a long working life. Therefore, its goal is to stay relevant over

time. To do so, companies should worry about maintaining the brand philosophy that will bond with their stakeholders over time. (PEREZ, 2013 p. 44)

The product brand represents a product, a service or a group of products that are related to each other. A brand product is characterized by a more limited view towards outside, which focuses on customers and consumers; in general, their brand identity originates from the insights of market research; management is led by Marketing and especially by a brand-manager, marketing and sales departments; management goals are focused on the product life cycle, therefore, advertising is the tool that is used to increase its market share. (PEREZ, 2013 p. 45)

1.2 The capital or brand equity.

This refers to the commercial results of a brand's product or service, compared with the results of the same product or service if it is not identified with the brand. (PEREZ, 2013 p. 47)

In the 90's Aaker defined brand equity as the "pool of assets and liabilities linked to a brand, its name and symbol that leverage the products' e-added value and services to the company or its customers." (Aaker, 1991) For Aaker, brand capital included not only the incremental price for a brand, but brand loyalty, perceived quality and a number of organizational partnerships.

Keller expands Aaker's concept by incorporating the client's vision. This author believes that capital or brand equity is "the added value which is provided to products and services. This value can reflect on how the consumers feel, act and think about the brand; also the brand's market share and profitability created for the company coming from the price perspective. Brand equity has a very important psychological and financial value; it is an intangible asset". (KELLER, 2013)

Emilio Llopis Sancho professor at the ESIC Business & Marketing School, in his book "Branding & SMEs; A branding model for small businesses and entrepreneurs" confirms that there are two trends in order to conceptualize the definition of brand equity:

- **Capital brand as the differential income between the product branded or unbranded:** This vision refers to the economic value of the brand and the financial perspective in its analysis. It would be a business perspective of the analysis of brand equity.

- **Capital brand from the consumer's perspective:** Is a judgment based their on perceptions, consumers' behaviors, associating the brand equity with brand strength; it is the set of related consumer perception attributes and attitudes generated towards the brand.

These two concepts are closely related because of the effects that the consumer's brand equity has over brand value for the company. (LLOPIS SANCHO, 2011 p. 22)

1.3 The capital or brand value for the customer.

Companies should develop strategies aimed at creating brand value, this means creating brand equity for its consumers, placing them at the center and focusing on generating strategies.

When building a brand strategy we should be aware that customers and stakeholders are loyal to brands that bring value. This loyalty generates high brand equity. (LLOPIS SANCHO, 2011 p. 23)

The customer loyalty motivating factors for the proposed construction of the B2B brand for an international apparel trade show in the US are:

- The offered brand quality and a consistent positive performance of the products and services, meeting the expectations proposed to the client.
- The knowledge of brand awareness, enterprise and skills.
- The positive price and value relationship.
- The ability to effectively solve problems.
- Perception of the client that the brand fits his/her personality.
- Offering a unique benefit (design).
- Good service support.
- Respect for the environment and an ethical production. (LLOPIS SANCHO, 2011 p. 24)

Due to the strong competition in the international apparel market, there are factors that determine a customer change or pick new brands; those factors are opposed to loyalty:

- The brand does not fulfill the promised benefits.
- The brand is not available at the time of purchase. (Stocks or production time).

- The brand fails to satisfy the needs for which it was designed.
- A recommendation of a third party regarding an alternative brand. (LLOPIS SANCHO, 2011 p. 25)

To the previous proposed positive factors, we can add others that will generate value within costumers at the international tradeshow.

- The warranty offered by the clothing brand.
- Products and brand that provides emotional benefits of self-expression that is not offered by other brands or products.
- Support with the procurement processes. (Clear and adaptable export processes). (LLOPIS SANCHO, 2011 p. 25)

The listed factors are creators of brand value, this will result in assets and liabilities linked to the brand name and logo.

The brand's core assets and liabilities can be grouped into the following categories:

- **Brand loyalty:** It reduces vulnerability towards the competitor's actions.
- **Recognition of name:** People buy certain brands because they feel reassured with what seems familiar. A known brand will be selected rather than a strange one.
- **Perceived quality:** A direct influencer in buying decision and brand loyalty.
- **Brand Associations:** Additional qualities supplementary to the perceived quality.
- **Other assets owned by the brand:** Patent, trademark, relationships with the channels.

The greatest weight on the brand's valuation comes from the consumer's relationship with the brand. (LLOPIS SANCHO, 2011 p. 26)

The B2B brand for the apparel trade show in the US must focus on achieving customer loyalty; by doing this the brand will be protected against major international market challenges like: competition, economies of scale, ability to prioritize prices, greater bargaining power with intermediaries and higher perceived quality.

Customer loyalty is translated into long term increased profitability for the company. The creation of brand equity for the consumers will result in economic revenues for the company. (LLOPIS SANCHO, 2011 p. 26)

1.4 The capital or brand value for the company.

Emilio Llopis Sancho professor of ESIC Business & Marketing School guarantees that when a brand becomes stronger, meaning with a higher brand equity; the following benefits could be achieved:

- Better perceptions on the product results.
- High commitment to the brand.
- Reduced vulnerability towards the competition's marketing activities.
- Reduced vulnerability towards market crises.
- Higher profit margins.
- Increased inelasticity in the consumers' response to price increases.
- Increased elasticity in the consumers' response to price reductions.
- Increased cooperation and commercial support.
- More effective marketing communications.
- Possible licensing opportunities.
- Additional opportunities for brand extensions. (LLOPIS SANCHO, 2011 p. 26)

There are additional benefits that strong brands could provide to companies:

Chart 2: Additional benefits of creating strong brands in the market.

BENEFITS TO CREATE STRONG BRANDS.	
The customers loyal to the brand	Increase in volume of purchase.
	Recommend the products to others.
	They are willing to pay more.
A brand with strong roots in the market.	Ease and credibility to introduce new products.
	Lower promotion and introduction cost.
Strong brand with a good reputation and image.	Appealing for recruitment and maintenance of professionals.
	Protection against penetration of competition.
	Generates consumer loyalty.
	Flexible customers in case of error. *
Result: profit margins and better benefits.	
* A good response to the error helps strengthen customer loyalty discontent.	

Chart 2 -Author: Diego Malache; based on: (LLOPIS SANCHO, 2011)

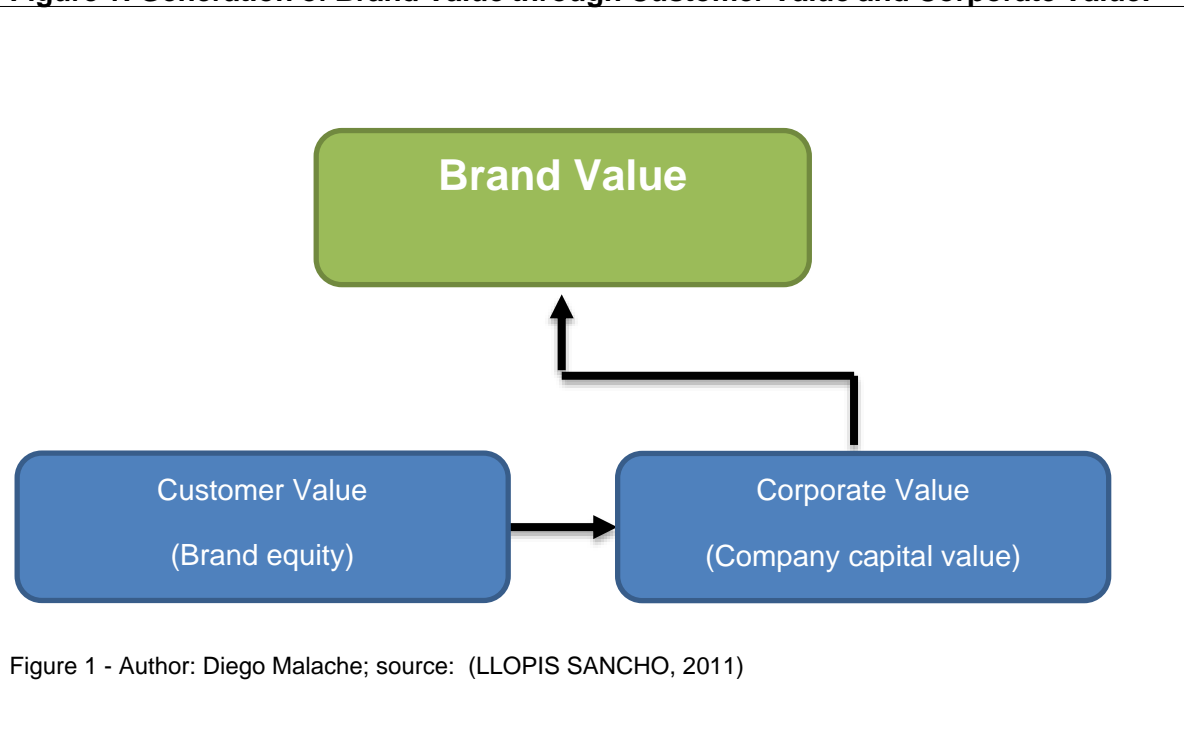
Chart 2 shows that:

- Loyalty and brand awareness increase the loyal customers' purchase volume on a particular brand. Customers will recommend the brand to others because they are satisfied; also loyal customers are willing to pay more for brands which deserve their trust.
- Brands with strong roots in the market support and give credibility to the introduction of new products and services. With this support, the costs of promotion and communication for placing a new brand on the market are lower.
- A strong brand acts directly on the internal side of the company (corporate brand); this is an attractive weight for recruiting and retaining the best professionals.
- A strong brand is the best defense against the entry of competition. The competition is forced to make great efforts to win over consumers.
- The reputation and public image of a brand generates loyalty among consumers, making it more likely to customers be flexible in case of an error, a good response from the company about costumers' grievance is an opportunity to strengthen customer loyalty.

- All this leads to a greater company profitability and therefore greater benefits too.
(LLOPIS SANCHO, 2011 p. 26)

The benefits that brand equity brings to the company become the brand's economic value. The link between the two approaches of brand value from the perspective of the consumer and from the perspective of the company can be interpreted as follows:

Figure 1: Generation of Brand Value through Customer Value and Corporate Value.



Creating brand equity for the client will directly influence with a positive result over producing more brand value for the company.

During the last decade creating brand equity for the customer has been one of the main and most important strategies of companies, public entities and even political entities. "Thus, rigorously constructed and well-managed brands become the backbone of the competitive strategy of companies because it becomes an instrument of value creation." (LLOPIS SANCHO, 2011 p. 27)

Chapter 2: Creating the B2B brand.

Chapter 2 analyses the process of building a B2B brand, based on the steps described by Kotler and Pfoertsch authors of the book "B2B Brand Management"

Within the local textile and apparel industry there has been a lack of initiative to create strong brands that could be associated in the minds of consumers with fashion, design and quality. The initiative to create a brand must come from top management (owners, designers, managers). They must be the gears to establish the brand's strength, including the steadiness of the brand, brand leadership and international presence. Instead of expecting for a complete standardization of markets preferences across all countries our local brands should work on reducing the differences.

The brand formula, brand consolidation and expansion must have a strategic message based on the "three C's" of branding: clarity, coherence and continuity, adapted to the market conditions with focus on competition and current technology. (PFOERTSCH, et al, 2006)

To achieve a strategic message (with clarity, consistency and continuity) aligned with a long-term vision, Kotler and Pfoertsch suggest the following process: planning B2B brand, brand strategy, brand development, and brand audit; these processes will be reviewed along the chapter.

2.1 Planning B2B brand.

The brand plan should be included in the overall planning of the initial business model; since the objective of the brand is to create long-term outcomes, brand planning should always integrate a complete picture of the market environment.

The key to brand planning, includes a good balance between continuity and participation of the team, this will be achieved taking into consideration the following factors:

- **Creating a climate of constant change**, by establishing spaces for strategic brand management discussions. Discussing strategies over tactics.
- **Having processes that provide timely information**, including reporting opportunities and threats, strengths and weaknesses on brand awareness and brand identity.

- **Developing procedures for a rapid planning**, based on a thorough analysis of the situation of the brand including market size, growth potential, distribution channels, dynamic and market trends, customer profiles, the current competition and emerging, and profit potential.
- **Having standard formats for communication of plans and changes to be made within brand strategies.** Based scenarios and clear business objectives to help identify known and unknown difficulties.
- **Having strong implementation processes.** The goals set must be resourced and formulated with a scheme or program, also an action plan with implementation and long-term management.
- **Everyone must be involved in the planning.** One of the main reasons why brand strategies fail is that only a small group of people are involved in creating them. Participation motivates and creates commitment. In the age of technology there are some tools (software) available that can hand out information quickly and apply it regardless of company size. (PFOERTSCH, et al, 2006, p. 161).

Figure 3: Brand matrix planned to be present at the international tradeshow

Brand matrix planned for international B2B tradeshow in USA						
What is strategy?				What is tactics?		
It is the set of actions planned and systematically coordinated in time for a particular purpose or mission.				Method, or will form employed, in order to accomplish an objective which also contributes to the general purpose and strategies.		
Strategies:	Continuous change towards improving the textile / fashion business	Collecting Information. (Internal and External)	Generate advancement procedures.	Good Internal communication.	Efficient implementation process.	Internal participation of the entire company.
Tactics	Set weekly meetings with department heads (design, production, management).	Reporting on opportunities and threats of the fashion market in NY.	Create a schedule for quick action.	Have standard formats for communication of plans and changes to be made within brand strategies.	Provide resources to implementation.	Participation motivates for commitment.
	Search elements for successful sales at the trade show.	Report strengths and weaknesses of the brand.	Analyze market size.	Based on scenarios.	Plan of action.	Participation of administrative staff.
	Focus on opening new international contacts.	Analyze the identity of the brand.	Analyze the potential for growth.	Based on clear business objectives.	Long-term planning.	Production staff participation.
	Monitor the proposed changes.		Search distribution channels.	Identify known and unknown difficulties.		Sales staff participation.
			Analyze the dynamics and market trends.			
			customer profiles.			
			Meet current and emerging competition.			
			Estimate the profit potential			

Figure 3 - Author: Diego Malache; based on (LLOPIS SANCHO, 2011)

Figure 4: Company SWOT matrix.

The B2B Brand planning matrix must go according to the SWOT analysis of the company.		
<div>Internal Factors</div> <div>External Factors</div>	strengths: S1) Quality and consistent positive performance on all products and services, according to the expectations of the international market. S2) Excellent: price, value and quality. S3) The ability to effectively solve a problem. S4) Offering a unique benefit (design). S5) Respect for the environment and ethical production processes. S6) Workers / as legally contracted with adequate remuneration. S7) Proactive management and implementation. S8) Human Resources motivated / happy.	weaknesses: W1) Low production capacity in the city W2) slow production processes. W3) Lack of knowledge about the international market. W4) Some rustic and artisan production processes. W5) International markets have a lack of knowledge about the textile production capabilities in the area / city. W6) Lack of training and deficiency in cutting and pattern making.
	Opportunities: O1) Market trend toward ethical fashion. O2) Rapid evolution and growth of international menswear market. O3) Potential market niches seeking ethical fashion within the US and EU O4) Ability certifications implementation of ethical work. O5) Create products with positive social impact for the city. O6) Support from the government for the promotion process and export. O7) Strong purchasing power of the target customer. O8) Low internal competition within the "ethical fashion" market.	W1 - O1 - O2) As the market evolves is possible to specialize in one product or product line to allow maximum specialization in certain products. e.g.: Hats, hats accessories, shoes, leather accessories, handbags, hand-woven wool sweaters. W2 - W4 - O4 - O5) The disadvantages of traditional processes can be used to highlight strengths Like: ethical processes, little pollution and the use of native materials of the area. W6 - W5 - O5 - O6) Currently PROECUADOR and the Ministry of Culture of Ecuador, is training the textile sector on topics such as fashion trends. Also profit margins will allow investment in staff training. W6 - O2) Specialization towards producing menswear no longer requiring a constant change of patterns or intricate cuts.
Threats: T1) Unstable and unfavorable foreign trade policies. T2) Very aggressive international and neighboring countries competition. T3) Market segment relatively small and difficult to access. T4) Rapidly changing fashion trends . T5) Communication barriers (language, distance).	S1 - S2 - T1 - T2 - T3) Create a good B2B brand management, prioritize good relations with customers, suppliers and company staff. Many times, quality, timely delivery, and warranty are prioritized on the price. T2 -T3 - S2 - S5 - S6) The brand take a clear and transparent message where the benefits of ethical fashion, benefits to producers and benefits of using the products is highlighted. This clear and easy to understand message will be the distinguishing mark of the other similar brands, and will be the message to open doors in hard to reach markets.	W1 - W2 - T1 - T2) Join institutions like the Aite maintaining dialogue with the government and fight for the textile sector is prioritized within the "change of the productive matrix of Ecuador", besides seeking foreign policies that allow export of textile products made in Ecuador. W3 - W5- T2 - T3 - T5) Monitor and maintain a good relationship with PROECUADOR. PROECUADOR allows us to present at international fairs with advice from experts in international business and languages, besides attending international fairs PROECUADOR provides the opportunity to introduce ourselves as "Ecuador" a consolidated companies with multiple products that complement each group and allow us to provide a better mix of exports.

Figure 4 - Author: Diego Malache; based on (LLOPIS SANCHO, 2011)

2.1.1 Principles of Branding.

From a B2B perspective, besides the “three C’s” of branding Clarity, Consistency and Continuity considered by Kotler and Pfoertsch as prerequisites for successful branding, we need to add two more: Visibility and Authenticity (PFOERTSCH, et al, 2006 p. 162)

Consistency is the brand most important rule for B2B companies. This consistency in the brand message must be transmitted through all points of customer contact. It is necessary that all relevant areas are covered, not only in relation to the product, but also in marketing channels, and even in the way employees answer the phone or respond to a customer complaint. Social responsibility, work ethic and investment planning are also part of it. (PFOERTSCH, et al, 2006, p. 162)

Clarity of the message is a brand’s essential. Customers and stakeholders must be able to clearly understand the company and the brand. The clarity of the brand is based on the company’s vision, mission and values, which should be easy to understand and easy to adopt; these are unique and have relevance for senior management (owners, designers, managers), users / customers and the general public. (PFOERTSCH, et al, 2006, p. 162)

The rule of **brand’s continuity** means that a company must maintain the essence of what it represents. Strong brands are managed and administered continuously. Customers trust and believe they know what to expect from the brand.

It is not enough to fulfill these rules consistently, also is important to always be visible to our target audience. **Brand visibility** is to increased exposure in the eyes of the consumer, it is important to achieve greater recognition. We should plan a marketing budget to bomb publicity in the best channels, ensuring that advertising is placed at the points where the customer’s attention is high. (PFOERTSCH, et al, 2006 pág.163)

Finally, the **brand authenticity** focuses on the thinking and acting of all company members in order to create originality; also to create the client’s feeling that he or she owns or uses a unique item, even if this is perceived unconsciously. (PFOERTSCH, et al, 2006, p. 163)

Another important factor that many brands aspire to achieve is to be the leader brand within its market segment; this is an important feature to increase long term brand equity. This growth includes the precise brand management and the fulfillment beyond expectations.

Brands that aspire to be "contemporary classics" have to work on many levels. First, the product needs some special quality and integrity to distinguish itself. However, having a story to tell is something that sets the identity of a brand in the people minds and externalizes what the brand represents.

Kotler and Pfoertsch say that "the power to create the need must be based on something real; nothing stands the test of time better than truth." (PFOERTSCH, et al, 2006, p. 163).

The brand building and management strategies will be influenced by the SWOT matrix of the company.

In order to create a successful brand, we must move under the following principles, which will help highlight the brand value for both the customer and the company that owns the brand:

Chart 3: Branding principles that apply to the brand presented at the international trade show.				
Principles for a successful branding.				
Coherence	Clarity	Continuity	Visibility	Authenticity
To be transmitted in products and points of contact with customers.	Customers and stakeholders must be able to clearly understand what the company is.	Keep the essence of what it represents. Continuity in service, message, and direction.	Increase brand exposure in the eyes of consumers for greater recognition.	To be genuine in thought and actions within the company with the aim of creating originality.
Chart 3 Author: Diego Malache; based on: (PFOERTSCH, et al, 2006)				

2.2 Brand strategy.

The brand is probably the most powerful communication tool, so it is important to create and use a brand identity for the market we want to reach.

Brand strategy is based on brand positioning, brand mission, the proposition value (personality), brand promise, and brand architecture.

For effective branding strategy it is important to understand, in a real way, what exactly is what customers expect from the company and give it to them. Knowing what customers want is just the first step, we also need to understand what people feel when they use our products and use the emotions connected to this experience.

The brand strategy for a company can be described as the number and nature of elements (common and distinctive) that a company applies throughout the entire organization. Designing a brand strategy is the accurate and concise interpretation of the analysis' results of these elements prior to the design of the brand.

Brand strategy is based on the brand's core, its values and associations. The products and services are an intrinsic part of the brand. (PFOERTSCH, et al, 2006, p. 164)

Figure 5: Dimensions of Brand Strategy

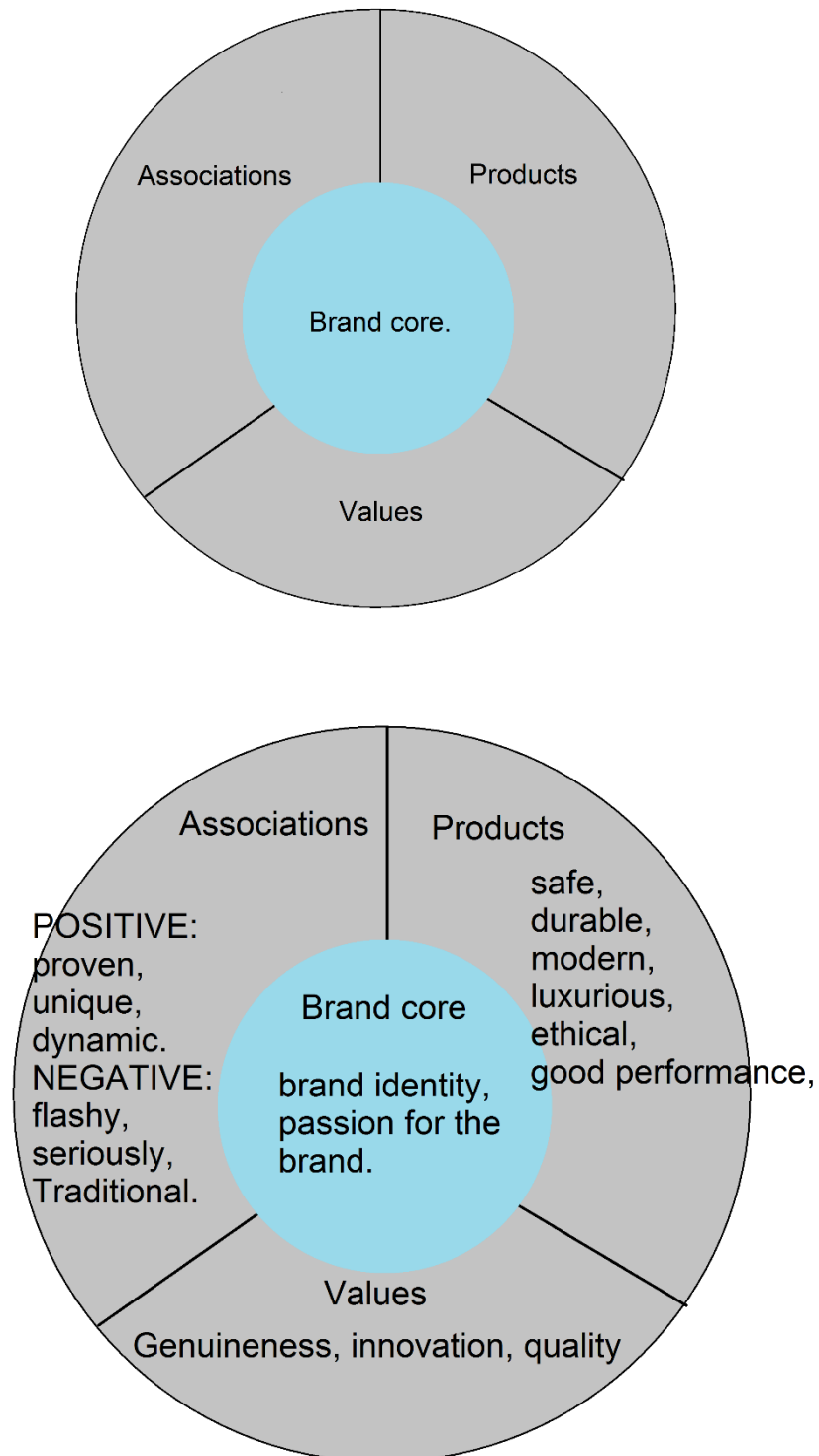


Figure 5 - Author: Diego Malache; based on: (PFOERTSCH, et al, 2006)

The content and meaning of these dimensions change over time as they are led by senior management and their decisions. The definition of the current situation and future perspective are the major challenges when building brand strategy. (PFOERTSCH, et al, 2006)

2.2.1 Positioning of B2B brand

The positioning of the brand in the consumers' minds is one of the most important facts in the brand construction; strong brands have a clear and unique message within its niche.

Undoubtedly, one of the main marketing goals is to satisfy the needs of customers and be profitable while doing it. The customer needs to differ tremendously from one industry to another. Different strategies are required to respond to the diverse needs that the brand aims to cover. Branding is about finding the right space in the minds of customers to create the desired associations. This positioning always comes after the elucidation and target market segmentation. We cannot place a product or service without knowing where it is pointing.

Defining a market is easier in the B2B brands because many times it has a limited number of customers, those will be the most important accounts. Segmenting the market correctly allows proper differentiation of products or services which will be translated into a competitive advantage.

Positioning is the act of designing a strategic deal and company image to dwell in a differentiated and valued place inside the consumer's mind. The branding should be clear, precise and powerful this will help communicate their axis values to all stakeholders and attract new customers. (PFOERTSCH, et al, 2006, p. 165)

Figure 6: Brand positioning.



Figure 6 - Author: Diego Malache; based on: (PFOERTSCH, et al, 2006)

2.2.1.1 Mission brand.

A clear speech mark is aligned with the mission and vision of the company. Words can be a powerful tool, but only when behind them is a truthful and honest message.

The company must determine what its goals are and be determined to get it in order to plan and implement a holistic brand mission.

The starting point of a brand strategy is to work on the brands foundation, in what the company represents. For most large companies, leadership is an important and major part within the brand identity because this inspires employees and partners by establishing an aspirational brand. On the other hand for customers, leadership provides peace and security, it can be achieved through high quality, innovative solutions, aspirations and success (in the market share). (PFOERTSCH, et al, 2006, p. 166)

Mission is the leading light behind the brand, it must be clear and ambitious, but, as well an achievable goal. This will allow to have brand authenticity. The brands mission will be the benchmark for all actions taken by employees, shareholders and everyone else involved with the company (stakeholders).

The strategy of brands mission must be simple, and focus on one clear benefit that will differentiate the company from other B2B companies. (PFOERTSCH, et al, 2006, p. 166)

2.2.1.2 Brand value proposition.

The value proposition is the set of benefits that the company promises. This value proposition will be evidenced in the experience that our customers get by choosing the products and services we offer. The brand will depend on how effective the company manages and delivers to all customers our brand value proposition. This delivery system includes all the experiences that our customers will get with the use of our products.

The brand value proposition can be characterized as the brand personality, in some cases this could describe the brand as a human being. The brand personality helps provide the differentiation even in a market with many similar competitors. A strong personality enables brand recognition in the market in a more interesting and memorable way; it also brings positive attributes as energy, youth, and fast response, attributes which could be very important for a brand. (PFOERTSCH, et al, 2006, p. 176)

Based on what has been mentioned in this chapter and on the SWOT analysis of the company, the brand strategy to be presented at the trade show in USA will be:

Chart 4: Branding for the International trade show.

Brand value strategy:	
Mission brand:	Local menswear brand that produces clothing with contemporary design, social commitment, under the thought of a sustainable textile industry.
Brand value proposition:	Producing fashion in a way that connects and benefits both consumers and producers. Operating a brand model that allows to connect the global market with the emerging textile industry in Cuenca in a responsible manner.
	Brand principles
	Consciousness Transparency Quality Opportunity
	<div>Brand Consumers will understand what is at stake with every purchase they make.</div> <div>Consumers will know that the brand products are made in Cuenca, the origin of raw materials and the details of the production process.</div> <div>The clothes will be well designed, produced responsibly and built to last.</div> <div>Provide opportunities to reach international markets to the local industry.</div>

Chart 4 - Author: Diego Malache; based on: (PFOERTSCH, et al, 2006)

The mission of the brand to be presented at the international trade show, will be to create a local brand that produces menswear clothing with contemporary design, social commitment, while believing on a sustainable textile industry. **The value proposition** is to produce fashion in a way that connects and benefits both consumers and producers; also to manage a brand model that allows to connect the global market with the emerging textile industry in Cuenca in a responsible way. **The brand principles** of our local brand are: Awareness, transparency, quality and opportunity.

Working under these concepts will allow the company a correct **brand positioning** inside our target market, because the brand is planned to go along with the market fashion trends, meet the international growing demand for menswear and react with an ethical production processes, a trend that is becoming universal and expanding to other industries.

2.2.1.3 Brand promise.

Strong brands manage to express the brand promise behind the organization. This promise expresses the experience that customers will have when doing business with the company. A brand promise clearly understood by customers and its organization contributes to boost the growth of the brand and the company.

It is important to deliver a differentiated brand promise focused on the relationship with customers, benefits, ease and speed to make orders, etc.; today companies are losing their ability to differentiate based in functionality attributes. Employees who are in direct contact with customers are the ones that must understand and deliver the message of brand promise to customers. (PFOERTSCH, et al, 2006, p. 176).

Chart 5: Brand attributes.

Attributes for "brand promise" to be presented at International trade show			
Provide a positive experience of service to B2B clients when doing business with the company.	Easy to visualize patterns and make modifications to suit the client B2B	Speed to enlist orders and export documentation.	Dispatch and shipment of merchandise on time with proper export documentation.

Chart 5 - Author: Diego Malache; based on: (PFOERTSCH, et al, 2006)

Chart 5 shows the brand attributes to be shown at the international trade show, these attributes are strongly related to customer service, providing benefits like: "customize" orders design, colors, etc.), to be on time, have the proper documentation prior the goods shipment (commercial invoice, certificate of origin, packing list) and other requirements needed by the customer.

2.2.2 Brand architecture. (In the international market)

The brand main role will be to establish the company identity and build its position in the global market among OEM (Original Equipment Manufacturer), VAR (Value Added Reseller) and other market participants; this makes it imperative for companies to establish a clear brand architecture.

Focusing on a limited number of countries to which we want to internationalize generates lower costs of expansion and enhance the efforts of creating synergies between markets. At the same time, the management procedures and custody of the brands are more easily established. (PFOERTSCH, et al, 2006, p. 178)

There are 3 patterns for brand structure; corporate – dominant structure, product – dominant structure and hybrid or mixed structure.

Corporate – dominant structure tends to be one of the most common among companies with a relative number of products or product divisions, and with a clear definition of the

target market. For example: IBM, Shell, Caterpillar, Lenovo. This structure prioritized the company structure over brands handled.

Product – dominant structure, are not commonly used in B2B business, they are typically used between companies that emerge over time through brands that expand internationally through the purchase of shares or join ventures. This structure prioritize brands over the company.

Hybrid or mixed structure uses a brand architecture where market entry strategy is the same for product and company; currently the two other patterns corporate focus and the product focus are evolving into hybrid structures.

Product dominant structures are evolving, so brands that are at lower levels can be distinguished from other brands thanks to the weight of the company; in the case of the corporate dominant structures are evolving so the company turns even stronger thanks to the integration and coordination of various brands.

The brand architecture, also includes to have a clear definition of market levels on which the brand is going to be used, the interrelationship of the brand and market levels, the geographic scope of the brand and product lines used within the brand. (PFOERTSCH, et al, 2006, p. 174).

The brand that will be presented and the international trade show will have a corporate dominant structure. We will present an umbrella brand that encompasses various products, allowing the methodical introduction, and development of new product to our target market. The geographical expansion will be seek in markets over United States east coast, trying to look for buyers within states with cold climates all year around, also ease of logistics and product arrival will be take into consideration.

These actions will create savings in logistic, distribution and will facilitate the garment production process, because the fabrics chosen for the production will be suitable to be use in various garments and markets.

Chart 6: Brand architecture

Architecture of brand B2B for international trade show in the US.		
Corporate – dominant structure		
B2B Menswear brand		
1st	2nd	3rd
Basic	Handwoven / Wool	leather accessories
Shirts	sweaters	belts
pants	scarves	shoes
Geographic division		
1st	2nd	3rd
New York City Area	Pennsylvania	Ohio
Connecticut	Virginia	* Interested buyers
Rhode Island	* Interested buyers	
New Jersey		

Chart 6 - Author: Diego Malache; based on: (PFOERTSCH, et al, 2006)

Chart 6 shows the B2B brand structure to be used at the international trade show. First: the basic items will be introduced, second: wool items, third: leather accessories. This will drive our brand towards a positive growth of the relationship with customers and the market.

The geographical division to be achieved is: first open relationship within at the trade show with buyers from the State of New York, this due to high population density and high demand for garments of this state; then spread to neighboring states like Connecticut, Rhode Island, New Jersey. This structure will facilitate logistics processes.

2.3 Development of the brand.

The brand must not only be created, it should also be developed and modified over time. (PFOERTSCH, et al, 2006, p. 181)

For a proper brand development Kotler Pfoertsch suggest the following process:

- **The establishment of an appropriate brand identity;** established with breadth, and depth awareness.

- **The creation of brand meaning**; through an adequate brand association, strong, favorable and unique.
- Raise **positively and accessible brand response**.
- **Building relationships with customers**; characterized by the search for loyalty through the brand – customer interaction.

The sum of all of the communicational experiences with the client will result on having a distinctive image in the minds of customers based on a perception of emotional and functional benefits.

"Brand awareness" is the client ability to recognize and confirm previous exposure to the brand when it is mentioned.

"Remembering the brand" means recovering the brand from the client memory when exposed to a product category, a need met by the product, a purchase or use experience.

The brand development must also be based on the brand core, its values, and associations. The products and services are intrinsic to the brand. The content and meaning of the brand message can change over time and must be guided by the brand manager its administration and decisions.

The brand image will be created by marketing programs that links and associates the brand's favorable and unique qualities with the client memory. (PFOERTSCH, et al, 2006, p. 182)

Chart 7: Development of B2B brand

Development of B2B brand			
Brand identity	Brand meaning	Brand Answer	Customer relations
Developed with honesty, openness, awareness, sincerity and depth.	Associating the brand to favorable synonyms of strength, uniqueness, and ethical values.	Being open to the client with a positive response, accessible to questions and suggestions.	Forging sincere relationships focusing to find customer loyalty.

Chart 7 - Author: Diego Malache; based on: (PFOERTSCH, et al, 2006)

There are 5 steps for the B2B brand development.

Create an inspiring vision: The brand vision identifies the purpose of the business beyond just being profitable and making money. It reveals a wider and deeper vision, "built to last", that enriches the company, customers and the community. It also determines the brand personality, and helps the brand to be "alive", it makes the brand accessible; this vision and brand culture helps to differentiate it in the market, delivering credibility and charisma. (PFOERTSCH, et al 2006, p. 186)

Turnaround Strategies: By thinking about the relationship between the brand and the customer we need to adopt an approach that will be transformed based on a better understanding of the value chain. When the strategic market segment is found, the client can be achieved with a clear definition of brand equity. (PFOERTSCH, et al, 2006, p. 186)

There are 2 sides to the brand, the way company wants to be seen, and the way people see the company. The challenge is to direct, model and focus the people vision and thoughts about the company. The eyes and the brain create a series of past and present impressions, real and perceived, rational and emotional, the company should focus on the image that is physically present in the eyes of customers, and what the brain does with that information. (PFOERTSCH, et al, 2006, p. 187)

Marketing planning based on models: When creating a brand, a short product life cycle, the rapid decline in revenues, along with a fast and frequent introduction of new products on the market, makes the brand success a task difficult to manage. Introducing new products and services to the market often involves large investments, this means that the company must have the potential to improve the decision-making process. The company must move away from traditional marketing models to create a model based on obtaining goals, developing strategies capable of achieving these objectives. Goals should be set in order and we should monitor the company performance on implement these strategies. (PFOERTSCH, et al, 2006, p. 187)

Obsession for implementation: Being 100% consistent in delivering the brand experience is critical for the brand long term success. Each time we change our brand message or whenever the brand promise is not well delivered, the company moves away from what was achieved, and no brand trust is generated. (PFOERTSCH, et al, 2006, p. 187)

Diagnostic: In order to have successful brand strategies, diagnostic indicators must be well designed and effective. These indicators will be the connection between brand strategy and business strategies. These metrics show if the brand can be improved and better managed, besides it will provide the foundation for a better allocation of resources. With a good branding the company works as a whole, it will show the benefits of having a coherent approach to measure the brand overall performance. With this Information we can polish the details of the brand strategy. (PFOERTSCH, et al, 2006, p. 188).

Chart 8: Steps for B2B brand development

Aspirational vision	Transformation strategy	Marketing Planning	Implementation	Diagnosis
Broad and deep, "raison d'être" of the company.	Analysis, understanding of customer and market for positive transformation and refinement of products and services.	Own planning to achieve the proposed company objectives, developing own strategies and monitoring the performance on the implementation of these strategies.	Consistency in the delivery of a good brand experience to customers with a clear message.	Well-designed and consistent Indicators
Based on ethical fashion, social impact, quality, transparent process.	Engineering, modeling and positively focusing costumer's vision and thinking about enterprise.	Planning to fair wear: presentation of the booth, efficient communication to potential customers, correct and positive Launch of the brand.	In order to build trust, responsibility and reflect external and internal formality of the company.	Good data collection at the tradeshow. Number of attendees, visitors' comments, number of appointments, contacts database.

Chart 8 - Author: Diego Malache; based on: (PFOERTSCH, et al, 2006)

The steps to development our B2B brand, should be clear and should focus on an efficient company performance at the tradeshow. The aspirational vision that the brand will show centers on being ethical, sustainable, with positive social impact for the City of Cuenca. The transformation strategy will always be towards the positive, responding and adapting to customer diagnosis results at the trade show. Marketing planning and implementation, must be focused on the image projected by the company through the booth, creating and reflecting an environment of trust, openness and formality; always paying attention to deliver a clear message of the brand values, its role, its advantages, and the facts that differentiate it from other brands.

2.4 Evaluation of the brand.

Companies should periodically audit the performance of their brands. It is necessary to define the objectives of the audit, to start collecting data, schedule interviews, and establishing review meetings.

The brand audit aims to assess the strengths and weaknesses of a brand. It is usually an internal description of how the brand has been marketed. An external research through focus groups, questionnaires and other methods of market research is needed to identify what makes the brand and what it could mean for consumers. The last step of the audit will be the analysis and interpretation of results.

The strongest brands are often supported by a formal brand value management system. The brand manager must keep a written document explaining the general philosophy of the company related to the brand and its inherent brand value, also the brand meaning and brand management relevant to the company. (PFOERTSCH, et al, 2006, p. 188)

The brand audit should summarize the activities contained in the brand audits, brand monitoring, and other investigative brand procedures. Also results expected in brand management must be included along with the latest results of the investigation.

The evaluation of the brand will be used to create a strategic direction for the brand. (HATCH, et al, 2008).

Chart 9: Brand evaluation at the international trade show.

Brand audit at the trade show.	
Type of research:	Qualitative interview (open questions)
	Quantitative interview (closed questions) to be measured.
Sampling point:	Booth at the fair.
Universe:	Tradeshow goes in NYC.
	Company customers.
Scope:	International.
Initial sample:	50 evaluations at the fair.
Frequency:	Bi-annual evaluation.
Expected errors:	+/- 2%; level of trust 98%; All attending the tradeshow are professional / international apparel buyers and exhibitors, is not allowed the entry of people not related to economic activity of fashion.
Objectives:	Evaluate performance within the tradeshow.
	Evaluate the performance of customer service.
	Evaluate if a clear brand message is delivered.
	Evaluate the performance of order fulfillment.
	Find the positive aspects of the brand.
	Brand perception in the mind of the customer.

Chart 9 - Author: Diego Malache.

The evaluation will be a survey, it will be done at the trade show booth, or via e-mail after the event, the sample must be small, since the purpose of attending the trade show is not to evaluate, but to communicate the brand to potential buyers.

Most survey questions will be multiple choice answers, this will ease their quantitative interpretation. Much of the assessment should also be visual, observing and analyzing what other brands presented; these will provide insights into trends for upcoming shows or the development of new products.

2.5 Conclusion and proposal for a correct brand management.

When building the B2B brand for a fashion trade show, It is an important fact that the initiative begins with the owners of the company or designers, they are who must be convinced of the need to establish a brand strategy to help themselves known in the local and international markets; This brand strategy must be directly related to the mission and vision of the company.

When we begin to build or re-design the brand strategy, we should be open to new ideas and create a climate of continuous change as we become aware of customer needs or market changes.

In an interview with designer Silvia Zeas, she said that, when attending a Colombiamoda trade show, saw She surprisingly saw that Colombian buyers needed cheaper clothes and bigger productions; because of this experience Silvia Zeas currently manages two lines, one for the “runway” and another for trade shows focused on buyers seeking lower prices and volume. (ZEAS CARRILLO, 2014)

To become an established brand within the industry of international fashion, and to be categorized with the term used by Kotler and Pfoertsch "Contemporary Classics" is a very difficult task. It only has been achieved by few designers like Coco Chanel, with her perfume "Chanel No 5" launched in 1921, or the classic little black wallet “2.55 quilted bag" launched in 1955. (WEBER, 2011)

Local textile companies and designers who want to internationalize should understand that brands currently offered in the market, "which people like" and that "we wear on" are influenced by developments in the fashion industry along with socio economic and events worldwide. The grouping of these influences can lead to the emergence of styles that are popular and become predominant and that will be called "fashion" or "trend". This is a

fundamental process in the apparel industry, to understand why people choose to wear certain clothing brand and what influences fashion globally, is the first step in identifying the direction which market and brand strategy could evolve. (ATKINSON, 2012 p. 19)

It is important for local designers and clothing companies to have processes that provide timely information, also to have structures capable of analyzing the opportunities and threats, strengths and weaknesses of the brand and its identity.

Building a B2B brand for the international trade show starts with knowledge of our products and services key attributes; including the most important values that the brand will handle, that is "ethical fashion" and "positive impact" within the city, along with advanced understanding of the target client needs.

Once the information has been collected, the strategies developed will be built at the same time with actual plans. These plans will be accessible and adapted to take full advantage of existing resources.

The mission and vision of the company as well as the strategies and the B2B project will be known by everyone in the company. Its implementation initiative must start from senior management, and expand into the executive branch, including production and seamstresses (They are an important step in the production process of garments.)

The brand mission reflects what the business wants to achieve. The mission of our textile B2B enterprise will be the internationalization of quality, effective design, ethical and socially consciousness products. (Subjects currently valued among European consumers and specific niche markets within the US) This mission will consistently be complemented with a series of brand values and elements that bring brand identity.

The name, logo and slogan will be developed looking to reflect the brand identity and values, always focusing on consistency, clarity and continuity.

The concept of brand positioning is based on the brand strongest attributes, this should deliver a clear message about what the brand is about. This will prove the uniqueness, and the brand differentiator points. Furthermore, this should reveal why customers should buy and use our company's products and services.

The brand will be shown at a tradeshow in New York, the brand strategy will be designed thinking about receiving visitors from all over the US East Coast.

The brand “personality” will have the following attributes: nice, friendly and approachable; besides honest and sensitive with ability to listen, respond, and open to continuous improvement.

Chart 10: Attributes of brand’s personality “Danny Arias”.

Personality attributes of B2B brand for international apparel tradeshow.	
Qualities:	Pleasant, friendly and approachable.
Intrinsic values:	Honesty and sensitivity.
Key Capabilities:	Ability to listen, respond, and continuous improvement.

Chart 10 - Author: Diego Malache.

In order to create the brand image, we will work through direct experiences, delivering brand information, word of mouth, brand identification with the company and the country. Also we should work with distribution channels, people, places and events. Much of the brand power lies in the mind of the customer, attributes and brand personality will help generate a value beyond a basic commodity; furthermore it will become the bridge between the customer and the company.

The brand to be built for the international trade show will be the “Danny Arias” brand. He is a designer born in Cuenca who intends to launch his eponymous brand at international trade show "Liberty fashion & life style fairs" in the city of New York.

During the interview with designer Danny Arias, we talked about the brand’s qualities, values and skills; the brand "Danny Arias" works emphasizing new fashion trends and hard work.

Chart 11: Strategic Brand "DANNY ARIAS"

Strategic direction for "DANNY ARIAS" brand differentiation.				
Vanguard and hard work on the following points:				
Business strategy.	Design techniques and skills.	Values.	Customization.	Quality over quantity.
Knowing what the customer wants. Catalogues of the current and future collection.	Innovation on pattern and cut techniques. Knowledge of the latest trends.	Honest negotiations based on the knowledge of our production capabilities.	The target customer identification with the brand. Versatile production that you can change to suit the client, keeping the cost and quality.	Prioritize and guarantee the quality of the garment over all things.
Sustainability and vision.				
Economic / social.		Green / sustainable.	Staff education.	
Workers compensation above the market average.		Awareness on the use of textile materials and recycling.	In the fields of labor and the use of economic resources earned in the company.	Quality over quantity.

Chart 11- Author: Diego Malache.

Vanguard is a strategic component of the brand Danny Arias. This will influence the commercial strategy, technical design and pattern making, values, product customization and quality.

Another important brand feature is sustainability. This element will influence over economics, social and ecological facts, it will influence even on education and personnel training. (GALLEGOS ARIAS, 2014)

Danny Arias eponymous brand will use the following logo:

Picture 1: Logo brand "Danny Arias".



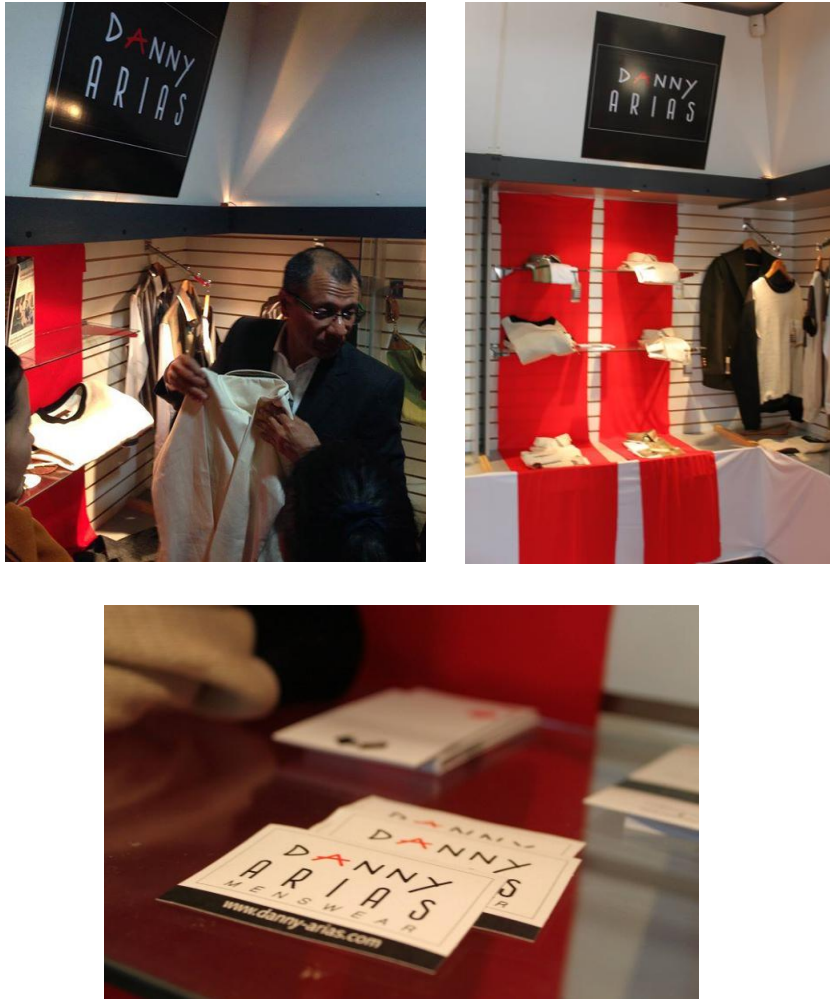
Picture 1 - Author: Diego Malache; Source: (ARIAS GALLEGOS, 2014)

Picture 2: Labels details



Picture 2 - Author: Diego Malache; Source: (ARIAS GALLEGOS, 2014)

Picture 3: Brand launch at CIDAP Museum Cuenca.



Picture 3 - Author: Diego Malache; Source: (ARIAS GALLEGOS, 2014)

Chapter 3: Analysis of the environment and fair election International clothing.

This chapter analyses the economic trends on the fashion market, the global largest apparel consumers, labor costs and the acceleration of the menswear market until 2013.

Also US - Ecuador trade balance and Ecuador's textile balance will be reviewed. Data was provided by The Institute for the Promotion of Exports and Investments PROECUADOR updated to 2013.

Other important points to keep in mind when building a B2B brand are: fashion seasons, NYC fashion market, and different aspects to consider when picking an international trade show.

Finally the costs of launching the brand at the international tradeshow will be analyzed.

3.1 Description of the international fashion market.

3.1.1 Market Trend.

Globally, the fashion industry is a \$ 1.5 billion business that employs thousands of people and generates significant contributions to the global economy. (AMED, 2013)

The international expansion of the fashion market is a necessary and unstoppable process, according to the latest publication of the World Trade Organization entitled "International Trade Statistics 2014" in 2012, the world exports of textiles and clothing reached USD \$708 billion. The main apparel exporter remains China with 38% share of apparel exports worldwide.

The main clothing importers are the European Union and the United States, capturing 38% and 20% respectively of total world imports. These data place the production sector in fourth place by export volume after the telecommunications, automotive and iron products. (World Trade Organization, 2013)

However, data presented by the EAE Business School of Spain in its investigation "Textiles and clothing expenditure 2014" differs somewhat. EAE affirms that the Americas

accounts for 36% of ready-to-wear garments world market, Europe represents 33% of the business, while Asia - Pacific currently accounts for 25% of this market. (EAE Business School, 2014)

The top five clothing spenders in the world are:

Chart 12: Major consumer markets apparel 2014.

Main consumer markets	Millions of euros	millions of dollars
United States	€ 269.539	\$368.170
China	€ 110.335	\$150.709
Japan	€ 76.492	\$104.482
Germany	€ 57.611	\$78.692
Italy	€ 46.361	\$63.326
Exchange rate: 30/06/2014		\$1,3659

Chart 12 - Author: Diego Malache; based on: (EAE Business School, 2014)

The EAE Business School says that the US accounts for 28% of world market of ready-to-wear garments, while China accounts for 11%.

Analyzing consumption data between 2007 and 2013, countries that have experienced the highest growth are emerging countries like Brazil, Egypt, South Africa, China and Saudi Arabia, with increases in the textile spending of 80%, 63%, 58%, 57% and 45% respectively. The opposite side, countries in which spending on garments has decay are: Spain, Italy, Japan and Hungary with decreases of 21%, 15%, 9% and 5% respectively. (EAE Business School, 2014)

According to the EAE report, countries with higher per-capita spending figures in apparel are:

Chart 13: Countries with the highest per-capita spending on apparel 2014

Countries with highest per-capita spending 2014		
Norway	€ 939	\$1.283
Denmark	€ 858	\$1.172
Belgium	€ 845	\$1.154
United States	€ 829	\$1.132
Holland	€ 785	\$1.072
Exchange rate: 30/06/2014		\$1,3659

Chart 13 - Author: Diego Malache; based on: (EAE Business School, 2014)

According to predictions made by EAE, in 2018 the clothing market will be led by five countries:

Chart 14: Forecast of countries with the highest per-capita spending on apparel.

Forecast 2018 EAE Business School		
Main consumer markets 2018	Millions of euros	millions of dollars
United States	313.248 €	\$427.873
China	118.702 €	\$162.138
Germany	59.112 €	\$80.743
Brazil	62.906 €	\$85.925
Russia	59.215 €	\$80.883
Exchange rate: 30/06/2014		\$1,3659

Chart 14 - Author: Diego Malache; based on: (EAE Business School, 2014)

In 2018 the biggest clothing spenders will be:

Chart 15: Forecast of countries with the highest per-capita spending on apparel.

Forecast 2018 EAE Business School		
Countries with highest per-capita spending 2018		
Norway	1.015 €	\$1.386
Sweden	945 €	\$1.291
Denmark	938 €	\$1.281
Holland	932 €	\$1.273
United States	927 €	\$1.266
Exchange rate 30/06/2014		\$1,3659

Chart 15 - Author: Diego Malache; based on: (EAE Business School, 2014)

In the last two decades, clothing imports in the US have increased by 160% \$ 35 billion to \$ 91 billion dollars, this includes an estimated 95% to 97% of all apparel sold in stores within the US; in 2013, imports of clothing increased 4%. US companies have been steadily shifting production outside China, where labor costs continue to rise, to cheaper countries like Vietnam and Bangladesh. In 2013, US imports of apparel from Vietnam grew 14% (compared to 2.5% for China).

Based on these statistics, our brand will focus on the US consumer, but also it will be open to the European market, especially the German market because it will have a large consumption of clothing in the coming years.

In the past year, the Bangladeshi government finally agreed a new salary structure for its textile workers, which took effect from 1st December 2013; the new minimum wage is 5,300 taka (US \$ 68), an increase of 77% from the previous minimum wage of 3,000 taka (US \$ 39), and still is the lowest wage rate worldwide within the garment industry. Meanwhile, workers in Vietnam had increased the minimum monthly wage between VND 1.9 million and 2.7 million VND (US \$ 90 to US \$ 128), depending on the region, this is an increase from 15% to 17% over the previous year. In India, by region, monthly salaries range from US \$ 130 to US \$ 150 (Hertzman, 2014)

This means that, despite the increases, an Ecuadorian worker earning the monthly basic pay US \$ 340 earn 5 times more than a worker in Bangladesh; and although working conditions in low-wage countries have been under investigation since the terrible Square building collapse in Rana – Bangladesh on 2013, the reality is that no matter how the

costs increases to accommodate better working conditions the labor cost in Ecuador will always be higher than in the aforementioned Asian countries.

This does not mean that the "premium" or "design" brands looking for a specific niche market within the US cannot create a profitable businesses. But realistically, only a small fraction of US consumers will be willing to pay higher prices for imported clothing. In the US, when it comes to buying clothes, most consumers think in fast fashion or discount stores. "Unfortunately fashion design, ethical manufacturing, or country of origin is not in the consumers "top of mind." (Hertzman, 2014)

Another important international trend to be noted is that between 2010 and 2014 menswear market growth exceeded womenswear. In the UK, men have become so fashion conscious that now men is spending more than women on items like shoes. "We have a generation of young people who are more sophisticated than their predecessors and have no qualms about buying contemporary fashion" notes Dylan Jones, editor-in-chief of the British GQ magazine. This trend has been supported by the growth of electronic commerce, the friction that existed between men and "shopping" consuming time has been reduced by the online shop. Currently one third of men's clothing purchases occurs online; this may explain the proliferation of Internet businesses that offer ties, shirts, and even made to measure shoes. (WANG, 2014)

Analysts say that the rapid economic growth in emerging markets like China, has been perhaps the most powerful growth spending factor in menswear. The luxury market analyst Luca Solca from consulting firm Exane BNP Paribas, stated that: "Consumers in emerging markets and Chinese consumers are the main factors (for growth), followed by greater brand's propositions in terms of products and offer ". (WANG, 2014)

Gildo Zegna, CEO of Ermenegildo Zegna notes that "over 90 percent of group sales come from exports to China (still the largest market), followed by Europe and the Americas" Zegna is the largest menswear luxury brand in the world with more than 500 brand shops. During 2012 it had revenues of € 1.26 billion (US \$ 1.72 billion) "the most significant sales, and therefore the potential for growth was registered in Hong Kong, Macao, the Middle East and touristic parts in Europe and North America, thanks to a strong growth in tourism from China, Russia and Brazil. " (WANG, 2014)

According to the 2013 study on fashion design and luxury goods by consulting firm Bain & Company, after leaving the economic recession in 2009, growth in the Prêt-à-porter (ready to use) menswear market has surpassed womenswear with an increase of between 9% and 13% year on year. (WANG, 2014)

During 2013, growth fell 2% due to slowing demand in China; but despite this, established markets have seen a steady increase in sales of menswear. A recent study by the HSBC Group noted the emergence of the "Yummies" (young urban males) with high wages, these are the people who drive fashion sales, as they tend to marry and start a family later in life. (STOK, 2014) In June 2014 the American consultancy "NPD Group" reported that in the US during 2013 sales of men's clothing growth 5%, more than US \$ 60 billion, surpassing womenswear. (WANG, 2014)

For this reason, our B2B brand will specialize in menswear; also we will look for an international tradeshow in the US dedicated to menswear. It is a market with high potential within the US and with high purchasing power; also is important to seek connections and potential buyers from emerging countries like China or Brazil.

Designers believed that the only way to export fashion or Ecuadorian design was to bet on ethnic inspirations, not taking into account that the main features of the fashion industry are globalization and trends.

Latin American fashion always tries to maintain a regionalist approach in which forcibly rescued memory and traditions of the peoples. This does not appeal to a market that thrives on cultural disciplines like art, cinema, music, entertainment, fashion trends and ideas from great international designers.

3.1.2 The seasons of fashion.

Designers and clothing manufacturers should design well in advance for their markets and provide the guidelines that they will follow to ensure that the collection is in tune with trends and will be received with enthusiasm by consumers.

To succeed, collections should not be trite or too trendy. The seasons have a great influence on fashion; as the winter replaces summer garments should be adapted to

provide comfort and protection. Designers should mention the season which his/her collection is intended to be.

The fashion industry is organized around seasonal requirements, and collections are organized in spring / summer and fall / winter. Collections must be delivered to the establishments in late January and late August, respectively.

Local designers should remember that the work does not end with the creation of the garment, the brand success depends on each of the stages up to (including) retails; the company must maintain constant supervision of sales channels. (ATKINSON, 2012 p. 29)

Inside the fashion industry the "books" and collections are evaluated a year in advance. In a B2B environment of international fashion, if the collection fits or looks like what is currently in stores is considered as outdated. Raffaello Napoleone president of the largest menswear tradeshow in Italy "Pitti Uomo" stated: "... If a member of the Centro di Firenze per la Moda Italiana, or an international designer has a horrible collection, we do not give him/her even one square meter, we choose; is a meritocracy, we are the directors of our film, and if the actor is not good for that kind of movie, we do not write a contract with him ... "(Business of Fashion, 2014)

The classic Ready-to-wear market cycle is divided into 4 stages: design, sales, production, and customer delivery.

Design: designers must submit a minimum of 2-4 collections per year. This process begins with a year prior to the delivery of garments to establishments, this process begins with an analysis, conducted by the sales and production team on the collection performance.

As the creative process unfolds, the designers present initial ideas to sales teams and communication to discuss the relevance of the chosen direction and to prepare the style and communication. When sample testing is done and fabrics have been chosen, the production team will test the feasibility and cost of designs.

The sales team will confirm the commercial viability of each item based on its cost of production and expected sales price. This process may lead to changes in the cut or material, even in the decision to remove the garment from the collection.

It is very important to research the target market before we start designing the collection. (ATKINSON, 2012 p. 31)

Sales: This process within the international fashion market is ritualized in a strict and demanding schedule. The major fashion weeks are held in Milan, London, Paris and New York, twice a year. Buyers, models and international designers traveling from capital to capital to buy and sell fashion.

Buyers have different options to see collections and place orders. Catwalk presentations focus on attracting media and public attention, play a vital role in communicating fashion through the show and image they offer. Following the presentation on the catwalk, viewers can return to see the clothes in the halls and fairgrounds, places where orders are placed.

Due to the high costs of launching a collection presentation in a runway, typically collections are presented in exhibitions that bring together various brands together.

These tradeshow overlap with major fashion weeks that take place in the cities above mentioned.

Also we need to remember to use the internet to communicate with markets and customers, today many of the runways and shows are transmitted via on-line and in real time, also is very common for designers to have online boutiques.

There is also a trend towards micro-finance collective online, connecting the public with the designer to directly fund the production of a collection; communication strategies and marketing via the Internet are fairly inexpensive and should be taken into account to find the internationalization of the brand. (ATKINSON, 2012 p. 31)

Production: requires effective collaboration between designer, production manager and cutting factory, sewing and finishing.

Once the season orders are taken and buyers are confirmed, often a minimum order to start making factory is required.

The production manager should confirm the availability of fabrics and provide details of the finishes detail. For each style should have the four typical patterns in sizes S, M, L,

XL; the brands that claim to internationalize should adapt cuts to adjust to consumers in different global markets.

Before the order (or production order) is sent into production, the factory must make a sealed sample for each style in order to check the garment quality at which the factory is committed, the sample must be approved by the designer. (ATKINSON, 2012 p. 32)

The delivery of garments to the establishments is organized according to the periodicity of the collection and are usually spread out over a period of three months. The sequence and volume of each delivery are organized with the client, so that the stories of garments are available to be expose at the establishments. A story is a set of coordinated garments that can be marketed consistently in a store. This program delivery requires careful planning in the production phase to ensure a smooth flow from production to shipping. When delivering a collection, the next season is already presenting for new orders. (ATKINSON, 2012 p. 33)

The Spanish company Inditex changed the traditional model, the company provides valuable lessons for business leaders, we must stress how important it is to challenge the conventions industry and put a spin on entrenched practices within the fashion industry. "Our business model is the opposite of the traditional model," says Pablo Isla, Inditex current president and CEO. "Instead of designing a collection long before the season, and then decide whether customers like it or not, we try to understand the tastes of our customers, and then design and produce." (Buck, 2014)

This brand philosophy, that sounds basic, is not so different than it was in 1975 when the founder of Inditex Amancio Ortega opened the first Zara store in the nearby town of La Coruña. The idea was to sell relatively inexpensive pieces of clothing, always cut according to the latest fashions, designed and produced by the same Inditex.

Speed is of vital importance for Inditex. Textile industry analysts say that no other company reacts to fashion and trends as fast as the Spanish group, and none is faster when it comes to converting sketches to ready for shipping products. "The essence of the Inditex model is to push the time of production as close as possible to the time of sale," says José Luis Nuño, marketing professor at the business school "IESE Business School". Many of the items you see in Zara stores today were designed only two weeks earlier. (Buck, 2014)

3.1.3 Analysis of trends.

Trend analysis is led by style independent agencies that investigate and analyze global, cultural, social events and fashion consumer markets in order to make reports and predictions about the development of trends. These trend analyzes are valuable, not only for designers but also for traders, buyers, brokers and marketing agencies that deal with a range of consumer goods. (ATKINSON, 2012 p. 42)

While market studies observed the current consumer behavior, trends analysis is interested in knowing consumer preferences in the future, i.e. in 12 to 30 months. It tries to anticipate and propose fashion that people will wear in the future. This cannot be achieved by direct consumer's surveys because their responses reflect current tastes. Trend analysis studies how consumers behavior change and how it develop as aesthetics. It identifies and analyzes emerging and cutting edge styles that could develop into trends and become predominant. This requires the analytical interpretation of a large amount of information; it is not a creative activity, but often requires experienced fashion designers who can help with their knowledge in fashion. (ATKINSON, 2012 p. 42)

This research offers clear guidelines for a branding project. Inspiration panels are created for the project, adapted to the product and the level of customer market. Color palettes are also decide together with the major trend themes that the brand will follow.

Local designers and clothing manufacturers should recognize the importance of fashion trends and the ways that this affects different markets. The collections that are focused on middle markets and large international consumer markets are the main users of "trend analysis" since its purpose is to attract a large segment of the population; commercial success is clearly influenced by fashion trends. This can also be applied to most of advertisement diffusion lines, whose purpose is to expand the business scope of the original brands. Although trends may be less important in other fashion markets that value the identity and differentiation, the concepts and techniques learned from the practice of trend analysis helps to increase the "intuition" or the presence of designers in different markets.

Fashion is subject to a wide range of influences and styles are filtered into different markets. Trend Analysts must maintain a broad and informed perspective to interpret the meanings and significance of recent developments in fashion and detect emerging trends. Furthermore designers must not lose sight of what happens in a wider

perspective, while cultivating a depth knowledge of their own markets context. (ATKINSON, 2012 p. 47)

The trend analysis must be done with an open mind, it has to be objective; we must also avoid being influenced by own tastes and preferences and always be open to new influences.

Designers and clothing manufacturers should regularly evaluate the acceptance of the designs presented. We should always question if the design will be understood and if it will be appealing at the present stage of the market aesthetics evolution. We must also be able to correct and improve our work. (ATKINSON, 2012 p. 47)

This research can give a clear guidelines for the project brand to be presented at the international tradeshow in the US. We will focus on making previous trend analysis, considering that the fashion industry is moving at an accelerated rate, 3 - 5 seasons per year.

Our brand will anticipate and not just follow a trend or imitate it; our brand will have a global vision with an understanding of what happens around the world. To build a contemporary brand will give us the ability to make business in mature and advanced markets like the US.

The company and brand is aware that the items or products that are popular locally could not have the same effects on the US market. The trend analysis will indicate when it is the right time for the presentation of new products; brand and company knows that investment in research and trend analysis provide savings in time and money. This trend analysis will influence directly on: the products shown at the trade show, marketing strategy, identification and customer knowledge.

Being located in Cuenca - Ecuador geographically distant of "fashion hubs", without playing a leading role in the fashion industry, the brand will rely heavily on research via internet and will consider hiring the services of an international company that analyzes trends. The research will come from sources such as retail shops, fashion shows, also current trends on design, art, and architecture, all these factors influence over the way the client wears and uses the clothes he owns. The information has to be accompanied by intuition, this will help make the right decisions for brand management.

The processing of this information is called "macro trends" these are made each season and give guidelines on colors, materials and textiles, these are the ingredients for a proper brand and product management; this information is also the main creative tool, which inspire the creation of garments.

The trend analysis is very important because it will be like a compass that shows the right path to take; to follow with confidence generating the growth of the brand and company.

Chart 16: Trend analysis management for the clothing brand.

Trend analysis management			
Anticipation	Constant updates	leadership	Global vision
To generate:			
Knowledge to get fair terms of negotiation.	Suitable product launch time.	Save time and money.	Correct marketing strategy and customer identification.
Sources for trend analysis:			
Internet		Contemporary Design	
Fashion Shows		Art	
Retail stores		Architecture	
Trend analysis company			
Complemented with intuition will generate:			
Macro trends in the target market.			
Correct brand and product management.		Main creative tool for designing garments.	
Generates the growth of the brand and company.			

Chart 16 - Author: Diego Malache.

3.2 General information on USA.

3.2.1 Geographic Data.

United States is the world's fourth largest country, it has a 9'631.418 Km2 surface. The US borders are:

- North: Canada,
- South: Mexico,

- East: the Atlantic Ocean and Caribbean Sea,
- West: the Pacific Ocean.

The US territory can be considered as a land depression bordered to the east and west by highlands. The central plains extending from Canada to the Gulf of Mexico, limited on the west by the Rocky Mountains and on the east by the foothills of the Appalachians. The northwest coast is rainy with a moderate temperature. In California in general is dry and desert in some parts. The rest of continental country has humid summers and snowy winters. Southern Alaska has moderate climate, the north is cold, Hawaii is tropical and southern Florida is subtropical. (PRO ECUADOR, 2013)

3.2.2 Population and Ethnic Groups.

Population: 316'668.567 habitants (2012 Est.).

Ethnic groups:

- White: 79.96%.
- African Americans: 12.85%.
- Asian: 4.43%.
- American Indians and Alaska Natives: 0.97%.
- Hawaiian and Other Pacific Islander Native: 0.18%.
- Hispanics represent 15.1% of the total population.
- Rate of population growth: 0.9% (estimated 2012)

(PRO ECUADOR, 2013)

Urban Population:

Data from the US Census Bureau, indicate that the urban population corresponds to 79% of the total population (this information is updated to the latest 2010 census). (PRO ECUADOR, 2013)

Chart 17: Population of major US cities.

USA main cities	
Cities	Number of inhabitants
New York City, Nueva York	8'244.910
Los Angeles, California	3'819.702
Chicago, Illinois	2'707.120
Houston, Texas	2'145.146
Philadelphia, Pennsylvania	1'536.471
Phoenix, Arizona	1'469.471
San Antonio, Texas	1'359.758
San Diego, California	1'326.179
Dallas, Texas	1'223.229
San Jose, California	\$967.487
* Last US Census 2010	

Chart 17 - Author: Diego Malache; based on: (PRO ECUADOR, 2013)

Chart 18: Population by age and sex in the US.

POPULATION BY AGE AND SEX				
Age	Men	Women	Total	Share in %
Less than 5 years	9'939.070	10'262.292	20'201.362	6.5%
5-17 years old	26'558.212	27'421.893	53'980.105	17.5%
18-24 years old	15'090.667	15'581.421	30'672.088	9.9%
25-44 years old	40'410.201	41'724.353	82'134.554	26.6%
45- 64 years old	40'092.807	41'396.638	81'489.445	26.4%
65 years and older	19'811.848	20'456.136	40'267.984	13.0%
Total	151'902.805	156'842.733	308'745.538	100%

Chart 18 - Author: Diego Malache; based on: (PRO ECUADOR, 2013)

Active Population:

- Workforce: 154 900 000 inhabitants
- By sector: Agriculture, forestry and fishing, 0.9%; Manufacturing, mining, transportation and crafts, 20.3%; Executive, Managerial, professional and technical, 37.3%; Sales and office 24.2%; Other services, 17.6%;
- Unemployment rate: 8.3% (2012 estimate) (PRO ECUADOR, 2013)

3.2.3 Economy footwear and clothing.

2013, every man, woman and child in the United States acquired an average of 62 articles and seven pairs of shoes, the average expenditure is US \$ 1,100 each.

In total, Americans bought about 20 billion of garments and about 2.5 million pairs of shoes. During 2012, American families spent more than \$ 350 billion in retail purchases of new clothes and shoes. (American Apparel & Footwear Association, 2014)

In 2012, 97.5% of clothing and 98% of footwear sold in the United States was produced abroad.

The outsourcing of production is made possible through strong and positive business relationships with a variety of countries, including China, Mexico, Vietnam, Indonesia, Bangladesh, Colombia, Honduras, Dominican Republic and Nicaragua.

Import decisions are made through serious processes that evaluate countries foreign trade policies, environmental record, laws on social responsibility, intellectual property protection, costs of raw materials and labor, shipping time, and reliability of supplier partners. (American Apparel & Footwear Association, 2014)

Outlook:

The apparel sector in the US has reached a state of maturity, and the variable main growth lies in the increase in GDP (Gross Domestic Product). During 2007 – 2013 spending on clothes grew modestly by 1.1% on average, and for the future is expected that GDP will grow from 2013 to 2018 an average of 4.6%, whereas spending on clothing will grow only 3.3%. (PRO ECUADOR, 2014).

Having reached a “state of maturity” means that the brand must increase the customers buying frequency in a creatively way. This creativity will be reflected in the products and how the brand will be shown and communicated within the tradeshow.

3.2.4 International Relations.

United States has signed trade agreements with 17 countries: Australia, Bahrain, Canada, Chile, Costa Rica, El Salvador, Guatemala, Honduras, Israel, Jordan, Morocco, Mexico, Nicaragua, the Dominican Republic, Oman, Peru and Singapore. Recently approved by Congress, Trade Agreements with Colombia, Panama and South Korea. These agreements share several characteristics, including imports tariff elimination. Most of them rely on changes in tariff classification. Also, is being negotiated the Asia - Pacific trade agreement, known as the Trans-Pacific Partnership Agreement. (TPP) (PRO ECUADOR, 2013)

When analyzing the trade relations that the US has with other Latin American countries, the two closer countries to Ecuador, Peru and Colombia are more advanced in trade policies. The two South American nations are Ecuador's main commercial competitors.

In an international market, any product that pays a tariff tax when been imported loses competitiveness. Beyond the sale price or quality, the fact of having a government tax for imports makes products less competitive.

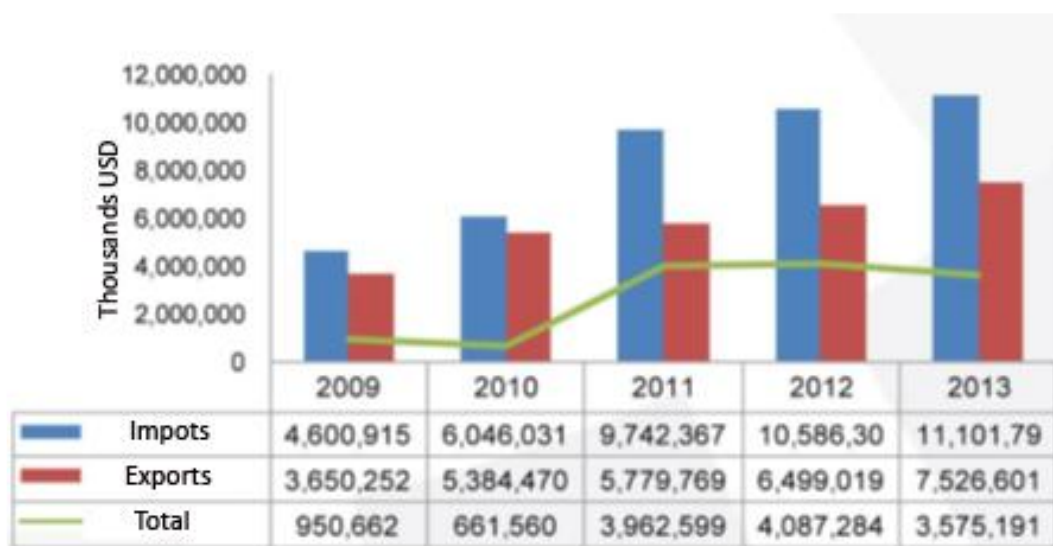
This puts a lot of pressure on the B2B brand to be launched at the tradeshow, It must be well developed; the brand communication will focus on highlighting the competitive advantages of the brand.

3.3 Commercial framework Ecuador / USA.

Among the main non-oil products exported from Ecuador to the United States in 2013, are bananas, shrimp, pink, cocoa, raw gold and tuna.

Ecuador has a positive balance of trade with the United States since 2009; even though the balance of trade has been very volatile, it has remained positive, recording in 2013 a balance of USD 3.575 million. (PRO ECUADOR, 2013).

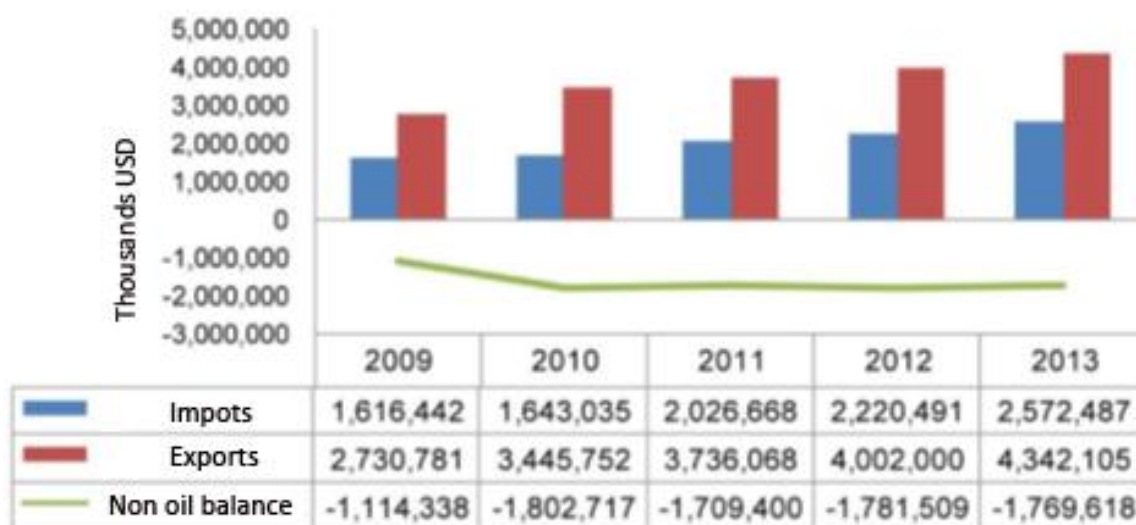
Picture 4: Trade Balance; Total US - Ecuador



Picture 4 - Author: Diego Malache; Original picture: (PRO ECUADOR, 2013)

In the non-oil trade, only the balance of trade is negative; Just petroleum products have the positive effect to turn the balance in favor of Ecuador, recording in 2013 a non-oil trade balance of USD -1.769 million. (PRO ECUADOR, 2013).

Picture 5: Non-oil trade balance; US - Ecuador.



Picture 5 - Author: Diego Malache; Original picture: (PRO ECUADOR, 2013)

Within the non-oil Ecuador's balance of trade is also included the "textile" balance of trade, with a similar behavior, a deficit that increases every year.

Chart 18: Textile Trade Balance of Ecuador.

Textile Trade Balance			
Year	Imports	Exports	Balance
2000	\$67.802	\$183.998	-\$116.196
2001	\$73.568	\$224.005	-\$150.437
2002	\$66.035	\$215.618	-\$149.584
2003	\$77.878	\$231.536	-\$153.658
2004	\$88.603	\$306.229	-\$217.626
2005	\$84.251	\$350.944	-\$266.693
2006	\$82.811	\$373.101	-\$290.290
2007	\$93.989	\$448.906	-\$354.917
2008	\$144.984	\$554.213	-\$409.229
2009	\$179.681	\$415.008	-\$235.327
2010	\$229.293	\$561.701	-\$332.408
2011	\$194.896	\$736.605	-\$541.709
2012	\$155.261	\$714.212	-\$558.951
2013	\$116.218	\$575.596	-\$459.378

Chart 18 - Author: Diego Malache; based on: (AITE, 2014)

These data compiled by the Association of Textile Industrials of Ecuador (AITE) in mid-December 2013, show that Ecuador depends on a large volume of foreign clothes and fabrics.

The new Code of Production, Trade and Investment (COPCI) in force since 2010 includes the proposal of the Ecuadorian government for changing the productive matrix, this proposal aims to give "greater added value to local production, improve companies services based on knowledge, innovation, and eco-efficient environmental sustainability." Unfortunately the AITE argues that this legislation, which was a good initiative by the Ecuadorian government, is poorly drafted, as they feel it is impractical. The AITE says that the code should represent the needs of the local production system and attract foreign investment; these actions should be accompanied by clear rules, legal stability and less red tape. (AITE, 2014)

Among the main changes proposed by the AITE are:

- To include the textile companies among the strategic sectors defined in the Code of Production (COPCI).
- To apply an automatic refund of taxes to encourage exports, giving a 6% return over FOB exports value.
- Also to eliminate exceptions to the crimes of smuggling and customs fraud. (AITE, 2014)

The elements proposed by the AITE might help to enhance the textile and fashion design Ecuador internally and will allow to have an adequate and stable proposal to be present to foreign markets.

3.4 New York Commercial Framework

New York covers 12% of the total demand for clothing and footwear in the US. This is due to its high population density, per capita consumption and cold temperatures in winter.

The states of California and Texas are warm and have a low per capita consumption, but their demand for clothing and footwear is high due to the total population.

Illinois, Pennsylvania and Ohio are the 5th, 6th and 7th most populous states in the United States; but when analyzing consumption data of clothing per capita, The State of Illinois is 30% higher than Pennsylvania and Ohio.

The other states do not have large volumes of population, but are noted for their consumption per capita. (PRO ECUADOR, 2014)

Chart 19: Clothing and footwear market consumption in the US.

	Estate	Market share in US\$ millions
1	New York	\$1.611,40
2	Illinois	\$856,50
3	California	\$699,90
4	Pennsylvania	\$665,00
5	Texas	\$664,20
6	Minnesota	\$585,40
7	Michigan	\$583,80
8	Ohio	\$551,90
9	New Jersey	\$520,30
10	Wisconsin	\$440,50

Chart 19 - Author: Diego Malache; based on: (PRO ECUADOR, 2014)

We choose the city of New York because of its market size, the high demand for clothing and footwear, and its population density; We also considered its economic importance and fame of cosmopolitan city; we should be aware that local and international buyers from emerging markets mainly BRIC countries will be present at the tradeshow. (Brazil, Russia, India, China).

3.4.1 Fashion Industry New York.

A key element of the fashion evolution in XX and XXI century, and a proof of the importance of fashion in the city of New York is undoubtedly Vogue Magazine, founded in 1892; Its publication was the representation of the new York high society lifestyle, "the establishment of a dignified authentic journal of society, fashion and the ceremonial side of life..." (The Law, Culture, and Economics of Fashion, 2009)

The New York City Economic Development Corporation (NYCEDC) claims that the city has the first place in fashion within the US, described as the forefront of fashion, glamor and innovation. NYCEDC believes that New York embodies the American dress style and that is the place where fashion ideas take root and trends are defined. (NYC Fashion, 2014)

The consultant and analyst company, "Global Language Monitor" says that New York has the title of the Capital of Fashion, overtaking London who had the title of Capita of fashion during 2011 and 2012; during the 2014 New York and Paris were separated by

only 0.05%, the closest result in the 10 year history of the survey performed by “Global Language Monitor”. (Global Language Monitor, 2014)

Thanks to its population density and level of fashion per capita consumption; within the US, the city of New York is the place where fashion is happening and continues to develop rapidly.

Diane Von Furstenberg President of the Council of Fashion Designers of America says that there is "a creative energy in the city of New York that cannot be found anywhere else in the world. It is an extraordinarily and stimulating place for fashion; I think that's why so many people choose to come here." (NYC Fashion, 2014)

The city of New York has a high concentration of design talent. Its many schools of fashion design ensures a steady flow of new designers and new ideas to continually reinforce the place of New York at the forefront of innovation in fashion.

The activity of fashion is carried out in all five boroughs of New York, but the heart of the industry is the Garment Center in Manhattan. The area, home most of the major brands in fashion in New York, The Garment Center caters all aspects of the fashion process, from fashion design, production to wholesale. No other city has a comparable concentration of fashion companies and talent in one district.

“The Fashion Center Business Improvement District” is the center for improving the Garment Center in Manhattan, this institution has made significant investments in the area over the past two decades; it was responsible for the opening of the Information Centre of Fashion in 1996 and the creation of the Walk of Fame Fashion on the 7th Av. in year 2000. The area has also begun to diversify, adding to its attractions: cinemas, artist studios, architects, graphic designers and commercial offices, which in turn attracted new restaurants and retail shops. (NYC Fashion, 2014)

New York was selected the place to launch our brand because of its economic ecosystem, the city offers important features needed to become to a B2B fashion brand.

The New York Fashion Week (NYFW) is a semiannual event (2 times per year) and serves as the centerpiece of the thriving fashion industry. It attracts about 232,000 attendees each year. During Fashion Week designers exhibit collections in more than 500 events across the city. NYFW generated US \$ 532 million in direct visitor spending

and \$ 865 million in total economic impact to the city every year. (New York City Economic Development Corporation, 2012)

Design: New York is the leader center of fashion design in the United States and an unparalleled destination for fashion designers in the world.

Manufacture: Given the essential proximity to the factories, NYC remains a strong manufacturing fashion center. Manufacturing Fashion (clothing and accessories) in the city, represents 31% of all manufacturing jobs in New York. (New York City Economic Development Corporation, 2012)

Wholesale: New York City is a unique place to do business and B2B relationships. The wholesale market in New York represents 27% of total wholesale market of USA and attracts over 578,000 domestic and international visitors each year to its 75 major tradeshows.

Retail: Currently the city of New York has the largest fashion retail market in the US. The retail market in New York generates more than \$ 15 billion in sales and \$ 768 million in annual tax revenue. From 2012-2015, it is projected that employment in clothing and accessories in NYC will increase by 17%. (New York City Economic Development Corporation, 2012).

Another important fact, crucial for communication of B2B brand is the **media and marketing** environment; In New York are located the major media companies of fashion and marketing in the US, which complements directly with the growth of the industry, providing a platform for designers and textile companies to launch their brands and win international attention. New York is home to major magazines and fashion publications, including Haper's Bazaar, InStyle, Vogue and Women's Wear Daily. In addition there are two of the three biggest global marketing agencies, "Omnicom Group Inc." and "Interpublic Group of Companies." (New York City Economic Development Corporation, 2012)

In addition to these important factors, it can be added that NYC:

- It is located in the center of the East Coast.
- It is the largest port city in the US.
- It is the largest business district in the US.

- It is a cultural and artistic center.

This unique combination of business events and trade opportunities makes New York City a center of global fashion. The highly competitive level of existing brands in the market generates a complicated market entrance; however, if we present our local brand with a clever strategy and a clear message we can take advantage of all the commercial possibilities offered by the city.

3.5 Trade shows in New York.

In order to generate the correct presentation strategy for our B2B apparel brand in New York we will take into consideration and analyze the following factors; New York is considered the world capital of fashion, is home of more than 900 fashion companies also to one of the four major fashion weeks in the world, this biennial event that attracts over 200,000 attendees each year. All the analyzed factors will help to create a strong value chain for our local B2B brand.

New York is an important center of fashion design. The fashion apparel manufacturing accounts for 31% of all manufacturing jobs in New York. The wholesale market in New York represents 27% of the US wholesale market. The retail market for fashion in New York is the largest in the US, generating more than US \$ 15 billion in annual sales. Besides being a major retail center for top fashion designers. New York is a center of fashion marketing and media. (New York City Economic Development Corporation, 2012)

The main menswear tradeshow in New York are: PROJECT, MRket (Capsule), Agenda NYC, and Liberty (NYC Fashion, 2014)

The **PROJECT tradeshow** exhibits contemporary brands, concentrated in the denim market (jean fabric) for the American men. (MAGIC online, 2014)

The **MRket tradeshow** follows a classic dressy style and represents the best collections of clothing, sportswear, footwear and accessories for men in the United States and abroad, MRket is the only show in the US that handles an area for brands "made in Italy" and another area for UK designers. (MRket Show, 2014)

The **AGENDA NYC** is tradeshow held 2 times a year, Agenda manages a contemporary urban style, brand reflects the lifestyle of the US pacific coast, under the graffiti culture, surfing, skateboarding and hip hop. (Agenda Show, 2014)

Capsule is a tradeshow held in Berlin, Paris, New York and Las Vegas, runs an urban fashion style with high-end products. Independent designers are involved with this tradeshow. It has an exigent curatoratorial requirements; urban premium brands from worldwide are presented in this tradeshow. (Capsule Show, 2014)

The **Liberty Fair** is a tradeshow that focuses on contemporary lifestyle and menswear, is held twice a year in the city of New York and Las Vegas. (Liberty Fashion & Lifestyle Fairs, 2014)

3.5.1 Selecting Trade Show.

Our brand to be presented at the tradeshow will be a menswear brand, its message focuses on transmitting ethical processes and positive social impact within the community.

This message should be communicated through the correct channel, this is why the selection of the tradeshow will be heavily based on the trends and market behavior of today's fashion industry. This will allow our brand to convey the message in the correct tradeshow, to the right customers.

It is very important for the B2B brand and customer to share the same values so they can appreciate the added value that our brand have.

The main trends currently seen in fashion buyers of B2B level, according to "New York City Economic Development Corporation", are:

- **Polarization:** Buyers are increasing spending in high-end products and low range; while there is a tendency to reduce spending on products with average price. (New York City Economic Development Corporation, 2012)
- **Growth of “emerging markets” buyers:** The fashion market is growing particularly in the BRIC (Brazil, Russia, India and China) countries, these countries have shown a strong demand for foreign brands. (New York City Economic Development Corporation, 2012 p. 7)

Currently Brazilian buyers are the foreigners with higher spending on fashion and luxury items within the city of New York. This is very important as it will be clever to have at least

one person able to speak in Portuguese, also can be convenient to have in sketch an alternative collection that suits the tastes of Brazilian fashion buyers.

- **Emerging contemporary brands:** There is a high demand for "contemporary" fashion brand; including teen fashion brands and premium denim (denim clothing with high quality) this trend is been expanding rapidly.

This favors our brand, because it means that buyers are open to meet new brands with contemporary style.

- **High demand for "fashionable" and "in season" merchandise:** The B2B buyers have a consumer-minded focus "buy now, use it now." Although the calendar of current fashion, suggest that clothes are sold before each season; the demand for products and seasonal fashion has-been strongly Influenced by the explosive growth of fast fashion retailers. (New York City Economic Development Corporation, 2012 p. 8)

The current final consumers do not buy clothes for use next season, they buy it to wear it now. This point is very important to consider because the designs presented at the international tradeshow should not be specialized in seasons, (spring / summer or fall / winter). The collection to be presented at the tradeshow will be multi – temporary. It will be adaptable to any type of weather / season, or a basic garments that has not limitation to be used by the climate / season when being purchased.

The selected trade show will provide the opportunity to contact multi – temporal buyers.

- **Growth strategies to mimic the vertical brands:** B2B buyers take into consideration suppliers with vertically integrated companies with the capability to create short cycle products. This means a fast delivery of designs to stores. Wholesalers and department stores are increasingly interested in adopting vertical branding strategies to meet the high demand of fashion consumers. (New York City Economic Development Corporation, 2012 p. 8)

Our brand must bear in mind that production times are important. We must and seek for efficiency and for reducing times in processes of production and logistics.

- **Creating internet platforms (PC and mobile):** There are more and more consumers who research about products and make purchases online. Online

sales have an annual growth of 10% while traditional physical spaces have sales growth of 2% per year. (New York City Economic Development Corporation, 2012 p. 8)

Our brand will create platforms tailored for mobile and tablets and will have constant interaction with final customers via social networks; this is essential to convey the brand message.

The constant interaction with the final customer, will ensure a good brand image across and throughout the distribution channel and sales.

This web platform will also have a tool for B2B customers which will allow faster communication and exchange of information with wholesale customers; for example: pre-design visualization, access to digital files, catalogs, and POP (point of purchase) material.

- **Rise of new media and social networks:** Information about fashion trends and new products are covered and reviewed in an easily accessible way and shared on social networks. (New York City Economic Development Corporation, 2012 p. 8)

Consumers form opinions and make decisions about fashion based on a wide variety of sources such as blogs fashion, "influencers" (people who influence the use or purchase of products), "Trendsetters" (people who impose trends or fashions) vlogs (video blogs) Fashion apps (applications) on phone or tablets; All this creates the need for innovative and diversified marketing strategies.

The selection of the international tradeshow will draw heavily on this point because we need to attend to an international tradeshow that has great success not only among buyers specialized in fashion but also, show's attenders and among final consumers; is very important to select a tradeshow that is promoted by digital media and has presence on people's mind.

- **Custom design:** Final consumers are taking more participation in the design process. Designers are using the tastes of their end customers as a sources to suit their collections; there are brands that allow end buyers to customize their

purchases in a variety of ways. (New York City Economic Development Corporation, 2012 p. 8)

In an interview with Margarita Heredia Forster, of "Atelier Avanzar", this trend was confirmed: Atelier Avanzar, manufactures handbags in Cuenca and its largest market is in Zurich - Switzerland; as part of her branding strategy "Avanzar" sells two lines; the first is for wholesale stores and second handbag line is created under the "custom design" idea, to suit the client requests. This allows the brand to have a higher profit margin for each tailored handbag. (DE HEREDIA FORSTER, 2014).

Also this allows the brand "Atelier Avanzar" to create closer ties with its customers. The custom line has grown by word of mouth and has a positive impact over the line that is placed in retail stores in the city of Zurich. (HEREDIA OF FORSTER, 2014)

With increasing demand and popularity of products our local brand in the US market may have to take into consideration to open an online channel to produce garments upon final customer's request. (Custom design).

- **Sustainability and Ethics:** Designers, B2B buyers and consumers are increasingly interested in developing sustainable production processes and ethical administrative management. (New York City Economic Development Corporation, 2012 p. 8)

The management of ethics and social impact has been crucial for the brand "Atelier Forward" thanks to this the brand has been able to place its products at the retail chain "Change Maker". This store under the concept of "Ethik küss Ästhetik" (Ethics with aesthetics), sells products in the cities of Zurich, Basel, Lucerne, Bern, Thun and Winterthur, plus an online store to meet orders in Germany. (HEREDIA OF FORSTER, 2014).

The case of the brand "Atelier Avanzar" shows that, at this time is very important carry concepts of ethical fashion and positive social impact, to generate differentiation and reach niche markets in higher socioeconomic levels.

Our local brand will have a positive message and a clear social impact goal; the selected trade show and brands exhibiting at the tradeshow should share these concepts within its brand values.

At the international tradeshow our brand should demonstrate all its differentiating factors to build new assets that will support the growth of our brand within the tradeshow. This will help to reach brand leadership within the market niche.

The quest for leadership is a goal that must be present within the principles of the brand; this was mentioned in chapter 2, within the elements of brand principle. (Consistency, clarity, continuity).

Under the studied topics, two major opportunities for creating assets are identified.

The development of trade relations and business contacts with B2B companies and the US market leaders in management fashion and business opportunities.

The opportunity to visit and become known in an innovation center of fashion and business partners find multi - specialty retailers.

Chart 20 Differentiators and opportunities at the NY tradeshow.

Key differentiators of the New York environment.	It is the main growth platform for new talents of fashion design and business entrepreneurs worldwide.	Remains a major center for B2B wholesalers and retail shops.	NY is the world center of the media in fashion, marketing and retailing.
Opportunities to create new assets for the brand.	Develop business relationships and contacts with B2B companies in the US market, also meet leaders in fashion and reach business opportunities.		Opportunity to become known on a global center for innovation in fashion and find multichannel partners & specialized retailers.

Chart 20 - Author: Diego Malache

3.6 Liberty & Life Style Fashion Fairs.

The international trade show that fulfill the before mentioned facts is located in the city of New York – US.

Liberty Fairs is a commercial contemporary menswear event held twice a year in the city of New York and Las Vegas.

Liberty was founded by Sam Ben-Avraham, an expert on fashion ventures. Ben-Avraham was also the founder of the show "Project" which sold to the company "Advanstar Communications" in 2005 and "Atrium NYC" store in the city of New York. The Liberty fair, organization and curation of brands exhibiting highlight the expertise gained by Ben-Avraham through the years. (LIPKE, 2013)

Liberty fair works as a curator of forward-thinking brands, gathering brands with major buyers of fashion industry in an environment that projects design and inspiration. (Liberty Fashion & Lifestyle Fairs, 2014)

In its show of July 2014 in New York, Liberty was catalogued as a destination for those in the menswear industry. In year 2014 more than 200 brands were presented; the US magazine specializing in fashion and lifestyle "Freshness mag" considered as the ideal starting point to show new brands to retail shops and B2B buyers. This year, trade show was held in "Pier 94" along the Hudson River in the district of "Upper Westside" in New York. (Freshness Magazine, 2014)

Liberty has over 1800 square meters of exhibition space. This makes it an ideal place to effectively display a booth that makes the most out of the space, we can reflect the brand's full potential through the image of the booth.

Within the Liberty Fair, a "show within a show" called "Freedom Hall", Is a space curated by the designer Theodore Ougi from "Brooklyn Circus brand" in this space are highlighted brands whose production processes are handmade. (Freshness Magazine, 2014); this would be ideal for products such as hats and hand-woven garments or clothes made under traditional processes.

Liberty is only open to the media and fashion professionals, buyers and exhibitors; the information about the trade show is jealously guarded.

We contacted via e-mail with Mr. Ethan Levy responsible for the fair trade relations within the information provided by Mr. Levy we can highlight the following points:

Chart 21: Participants and attendees at the NY Liberty Fair in July 2014.

Liberty Fashion & Lifestyle Fairs	
Assistants	People
Buyers	2000 +
Press	150
Total brands	260
New Brands	112

Chart 21 - Author: Diego Malache; based on: (Liberty Life Style Fashion & Fairs, 2014)

Chart 21 shows that the turnout were more than 2000 buyers, the presence of media companies were 150; 260 brands were exhibited at the tradeshow from July 20 to July 22, 2014, and the number of new brands were 112.

57% of the brands exhibited at Liberty during July 2014 were recurrent, while 43% of the brands presented were new.

It is important that our brand considers to go back to the tradeshow the next year, or next season, this is a way to get noticed among buyers, create strategic alliances, closely analyze the competition, and demonstrate continuity.

B2B companies and buyers attending to Liberty are mostly North Americans but there are also a large number of foreign buyers. From the highest to the lowest number of attendees, buyers, who visited the fair during July 2014 came from the following countries: (Liberty Life Style Fashion & Fairs, 2014)

- USA
- Canada
- Japan
- South Korea
- United Kingdom
- China
- Russia

- Switzerland
- France
- Italy
- UAE
- Australia

Due to the high influx of buyers from countries like Japan and South Korea brands as "Lardini" together with the "influencer" and fashion editor Nick Wooster design a capsule collection, market-driven for the Japanese and Korean consumer to be presented at the tradeshow. (LARDINI, 2014).

Our local company should carry a well-defined brand strategy, consumer-focused for the American fashion market from the east coast.

The facts that made us choose Liberty Fairs Fashion & Lifestyle were:

The presence of "influencers": the effectiveness of these "influencers" to make new brands to be notice through alternative media and social networks has been proved; many final consumers identify themselves with these characters and take their reviews into account when dressing. (SEDEKE, and others, 2013)

Liberty has a long list of "influencers" American, European and Asian from the "male fashion world" who are responsible for promoting the brands participating in the fair; also the list of invited press is only fashion press. (Liberty Life Style Fashion & Fairs, 2014)

Activities outside the fairgrounds: Liberty organizes parties or sports activities, tradeshow after hour's activities with the intention of creating links between exhibitors and buyers. (Liberty Life Style Fashion & Fairs, 2014). Among the activities that will benefit our brand is a market tour of the main menswear shops in New York, allowing us to have a better understanding and vision of B2B buyers, atmosphere, stores, and final consumers.

Strategic partners: Liberty manages strategic partners to ensure the comfort of buyers and exhibitors during their stay at the tradeshow. One partner is the brand "Porsche" that provides transportation to the "influencers". (Liberty Life Style Fashion & Fairs, 2014).

Liberty is tradeshow without papers, the company has partnered with the company "NuOrder" to create a software for processing purchases and making online orders available to all exhibiting brands and B2B buyers. This system works through a mobile application or tablet offering tradeshow attendees access to the list of exhibitors, events schedules, maps and services for attendees. (LIPKE, 2013).

Costs for attending the fair Liberty:

The documents shared by Mr. Ethan Levy, responsible for the fair trade relations, helped us to calculate the costs of join Liberty Fair tradeshow.

Buyers, press and approved exhibitors are admitted to the tradeshow for free with the proper credentials. The general public is not admitted at the tradeshow; manufacturers, suppliers, sales representatives, and designers that do not exhibit must apply to attend. After applying through the website is mandatory to pay a fee of \$ 400 per admission, per person. (Liberty Fairs, 2014).

Chart 22: Approximate costs of going to the trade show as a spectator.

Cost: Liberty Fashion & Lifestyle Fairs	
Tradeshow pass	\$ 400
Roundtrip ticket GYE - JFK * (08/08/2014)	\$ 975
5 days staying * Holiday Inn New York City 3 blocks from the tradeshow.	\$ 850
Food	\$ 350
Other expenses	\$ 200
Total Investment	\$ 2.775

Chart 22 - Author: Diego Malache; based on: (Liberty Life Style Fashion & Fairs, 2014)

We consider important to first attend the trade show before becoming an exhibitor brand, international tradeshow represent a strong money investment; visit the tradeshow prior

to appear as an exhibitor will be helpful to get to know the atmosphere of the tradeshow, the other brands and buyers.

The booths at Liberty tradeshow offer a wider front, with less depth than traditional 10 by 10 feet (3.04m x 3.04m) common of US tradeshows. The standard size booth at Liberty trade show is 15 by 8 feet (4.57m x 2.43m).

Picture 6: Stands distribution at "Liberty Fairs".



Picture 6 - Author: Diego Malache; based on: (Liberty Life Style Fashion & Fairs, 2014)

The standard cab costs \$ 6,500 for the exhibiting brands. The cabins were designed by "Molo Design" company from Vancouver, Canada, the cabins are built like accordion walls formed from recycled cardboard. The walls of the cabin are smaller than regular 5.5 feet (1.67 meters) allowing people to see the entire exhibit space. (LIPKE, 2013).

The American magazine specialized in tradeshows "EXHIBITOR Magazine" divides the budget costs of the show as follows:

- Space = 33%
- Booth (POP materials and adequacy) = 18%
- Travel and Expenses = 18%

- Services fairgrounds (electricity, cleaning, hauling) = 12%
- Shipment of samples = 9%
- Promotional material (cards, flyers, digital promotion) = 8%
- Other expenses = 2% (E & E Exhibit Solutions, 2012)

Chart 23: Approximate cost of exhibit at Liberty tradeshow in NYC.

Cost: Liberty Fashion & Lifestyle Fairs		
space	33%	\$ 6.500
Fair booth (Graphics, POP materials and set up)	18%	\$ 3.545
Travel and expenses (flights, accommodation, food)	18%	\$ 3.545
Services fairgrounds (electricity, cleaning, hauling)	12%	\$ 2.364
Shipment of samples	9%	\$ 1.773
Promotional material (cards, flyers, digital promotion)	8%	\$ 1.576
Other expenses	2%	\$ 394
Total Investment	100%	\$ 19.697

Chart 23 - Author: Diego Malache; based on: (Liberty Life Style Fashion & Fairs, 2014)

Another way to estimate the total event budget recommended by "EXHIBITOR Magazine" is multiplying the cost of space for three. (E & E Exhibit Solutions, 2012)

$$\text{US \$ } 6,500 \times 3 = \text{US \$ } 19,500$$

The budget required to exhibit at Liberty tradeshow represents a major investment. Our brand should attend the fair as a spectator the first year.

To exhibit at the tradeshow our company must ensure that our production capacities are large enough to produce timely apparel orders, this is needed to warrant return over

investment at Liberty tradeshow. Proper coordination between production and sales team will be essential to the success of the brand at the international tradeshow.

Part of the brand evolution is to show its versatility and that we can keep an open mind and listen to all business proposals that are offered at the tradeshow; because it could also be proposed to us manufacture goods for other brands that need to lower production costs or who need specialized products.

"Naadam Cashmere" is a brand present at Liberty tradeshow and manages a similar concept to our brand; this brand works under the concept of manufacturing sustainable and socially responsible products. (Naadam Cashmere, 2014).

The brand Naadam Cashmere, whose production process begin in Mongolia, launched its brand in Liberty tradeshow during June 2014, much of its success is due its concept of social sustainability and the story behind it. Due to its limited production they could not do business with large chain stores, but started business with several retailers in the New York (SCHATTNER, 2014).

This case proves the need for B2B brands to expose its ethos and principles to the buyers; also brands needs to make sure that they are aligned with tradeshow's similar principles, this is one of the key pieces to reach the right market niche.

Chapter 4: Strategies for the trade show

We have analyze all the points for the construction of a B2B brand, now this chapter will review strategies for success in the international apparel trade show.

The Liberty fair will be of particular importance for our brand because the show is a source of information and experiences that enables B2B customers to do a direct comparison between different providers, enabling B2B buyers to evaluate their decisions making processes when selecting suppliers, which are often complex and risky.

The "**ethos**" of our brand at the Liberty fair will be to offer guarantees to potential customers when selecting "Danny Arias" as its supplier, our brand will be more (or at least as) competitive, competent, and innovative than its competitors.

To generate strategies for the international trade show, our whole brand team should have **a mission**, this is to offer the trade show attendees added value; new business relationships and purchase commitment is established when added value is delivered to B2B customers.

The our local brand "Danny Arias" have 3 goals for the international trade show "liberty"

- Prospecting clients.
- Build brand awareness. (Presentation of the brand)
- Generate new business relations.

The plan to achieve these goals during and after the trade show "Liberty" will be short, simple and should focus on obtaining new business, growth of the customer book and the sales quota within the territory that was determined above (East Coast USA).

Obvious factors such as economic and geographical difficulties makes us design our strategies for international trade show strongly supported by the Internet.

Within Google and social media there are free of charge tools for search and identification, these tools will be used to identify potential B2B clients, the use of these tools represent only an investment of time and helps to save money.

Using the internet and social media as main strategy:

Apparently this is an international trend, social media and internet has impacted dramatically in how B2B customers are seeking for information. A research conducted in 2009 in the US shows that 75% of tradeshow visitors use the internet as a primary source of information. 50% prefer to receive information via e-mail and 90% of the people interviewed reported being active in using social media. (LILIEN, et al 2012 p. 227).

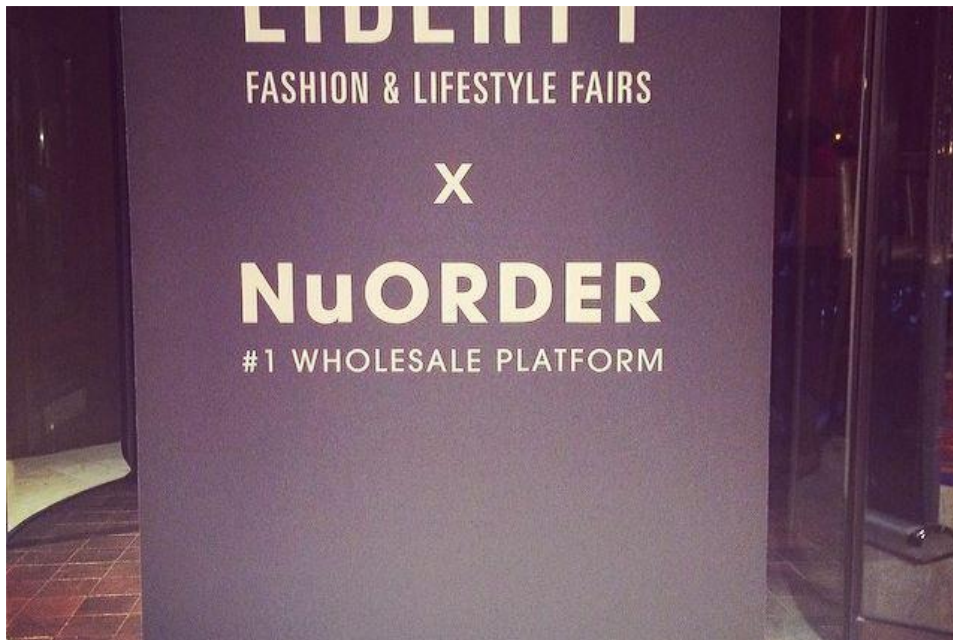
A survey conducted in the US by CEIR (Center for Exhibition Industry Research) with over 30 years in the research industry shows an 88% use social media between young managers. Facebook and Twitter are the most used social networks. These tools must necessarily be integrated into the tradeshow planning process. (LILIEN, et al 2012 p. 228)

These statistics show the increasing importance of technology before, during and after the trade show. Obviously the internet and technological devices have become essential tools for efficient brand management. Both parties, show organizers and exhibitors should develop social media strategies to reach audiences in the current market.

The Liberty trade show handles tools like "Facebook" and "Instagram" to create virtual advertising of the show; this advertising is focused not only exhibitors and buyers, but to the general public.

For internal use Liberty fair uses a B2B ordering system developed by the company "NuOrder" which makes it easy to exchange information and also helps to place orders, requests for samples and to give additional information.

Picture 7: Presence of the "NuOrder" at Liberty Fair in New York.



Picture 7: - Author: Diego Malache; Source: (Liberty Fairs, 2014)

Tony Parinello from "Entrepreneur magazine" recommends to aim for a sales fee of 75% of sales to new businesses and 25% to existing customers. (Parinello, 2004).

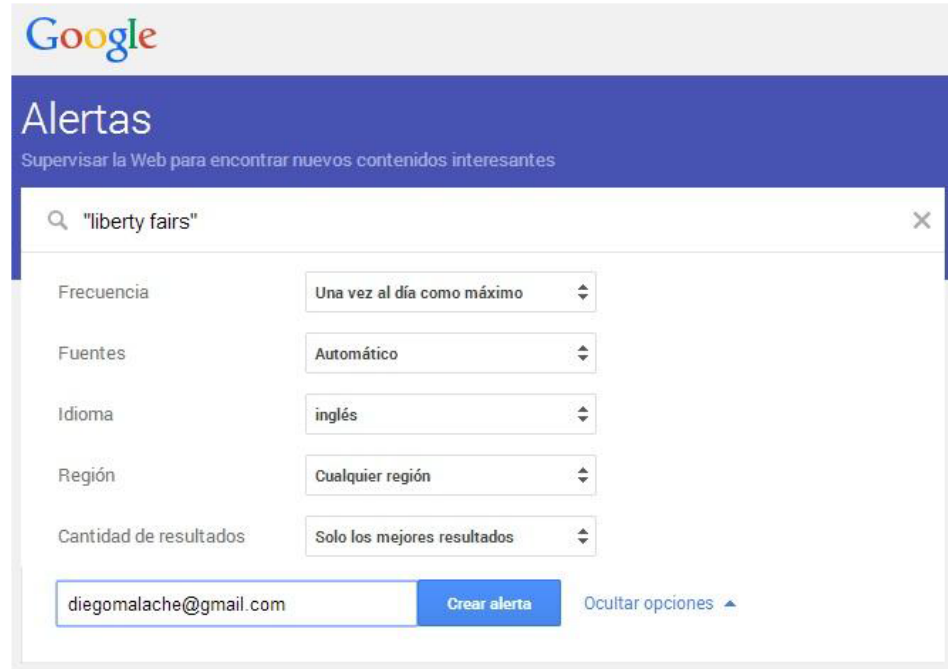
The tradeshow and its activities allows face to face interaction with potential buyers, so even small details like body language should be taken into consideration, the objective will be to become a competent and credible professionals to help the buyer solve their problems and needs.

4.1 Prospecting for Clients.

Our brand will use a social networking strategy aligned with the brand's goals and objectives; those strategies will be:

- Subscribe to Google alerts for constant information about Liberty fairs, also about men's fashion, shopping, trends, retail companies, ethical fashion, new brands and everything related to the Liberty tradeshow.

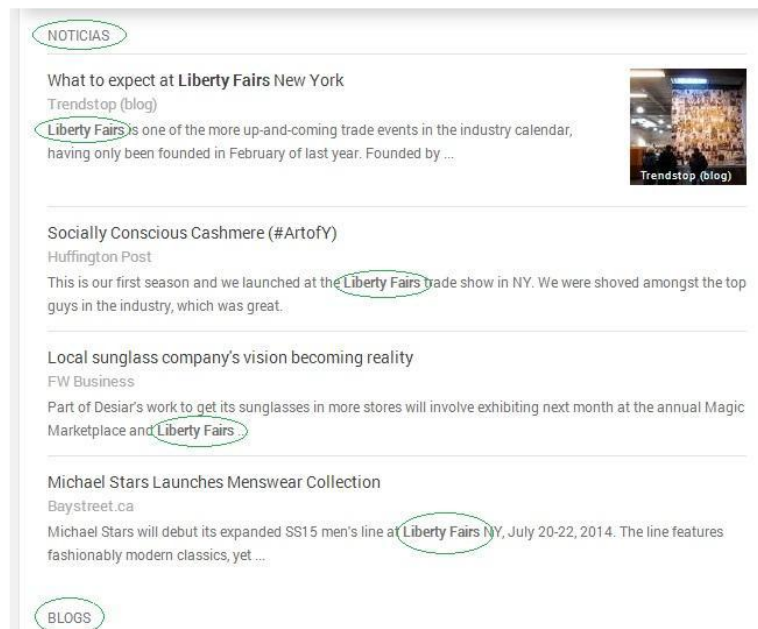
Picture 8: Creating alerts for Liberty fair "Google Alerts".



The screenshot shows the Google Alerts creation page. At the top is the Google logo and the word "Alertas" in a large font. Below it is a subtitle: "Supervisar la Web para encontrar nuevos contenidos interesantes". A search bar contains the text "liberty fairs". Below the search bar are several dropdown menus for configuring the alert: "Frecuencia" (set to "Una vez al día como máximo"), "Fuentes" (set to "Automático"), "Idioma" (set to "inglés"), "Región" (set to "Cualquier región"), and "Cantidad de resultados" (set to "Solo los mejores resultados"). At the bottom, there is a text input field containing "diegomalache@gmail.com", a blue button labeled "Crear alerta", and a link labeled "Ocultar opciones" with a small upward arrow.

Picture 8: - Author: Diego Malache; Source: Google Alerts (Google Inc., 2014)

Picture 9: Search Result from Google Alerts.



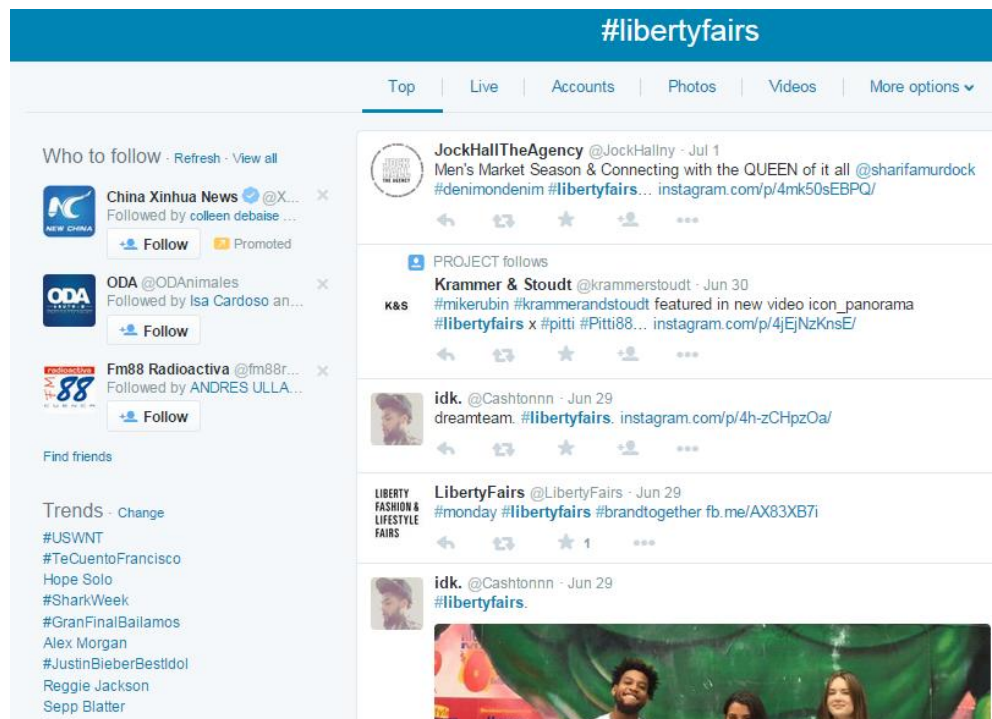
The screenshot displays a list of search results for "Liberty Fairs". At the top, there is a tab labeled "NOTICIAS". The first result is titled "What to expect at Liberty Fairs New York" from Trendstop (blog). The text of the result mentions that Liberty Fairs is a new trade event founded in February of the previous year. To the right of this result is a small image of a crowded event space. The second result is titled "Socially Conscious Cashmere (#ArtofY)" from Huffington Post, mentioning the Liberty Fairs trade show in NY. The third result is titled "Local sunglass company's vision becoming reality" from FW Business, mentioning Liberty Fairs. The fourth result is titled "Michael Stars Launches Menswear Collection" from Baystreet.ca, mentioning Liberty Fairs NY. At the bottom, there is a tab labeled "BLOGS".

Picture 9: - Author: Diego Malache; Source: (Google Inc., 2014)

- Use Twitter, Facebook and LinkedIn to share and communicate news and pictures before (registration to the fair) and during (location of the Booth and promotions) the trade show; by using this strategy we can also communicate new collections and indications on how to locate the booth.
- Based social network activity we can build a list of potential goers to Liberty Fair. This will be done by identifying people's online activities on social media like twitter, Facebook, LinkedIn and event pages.

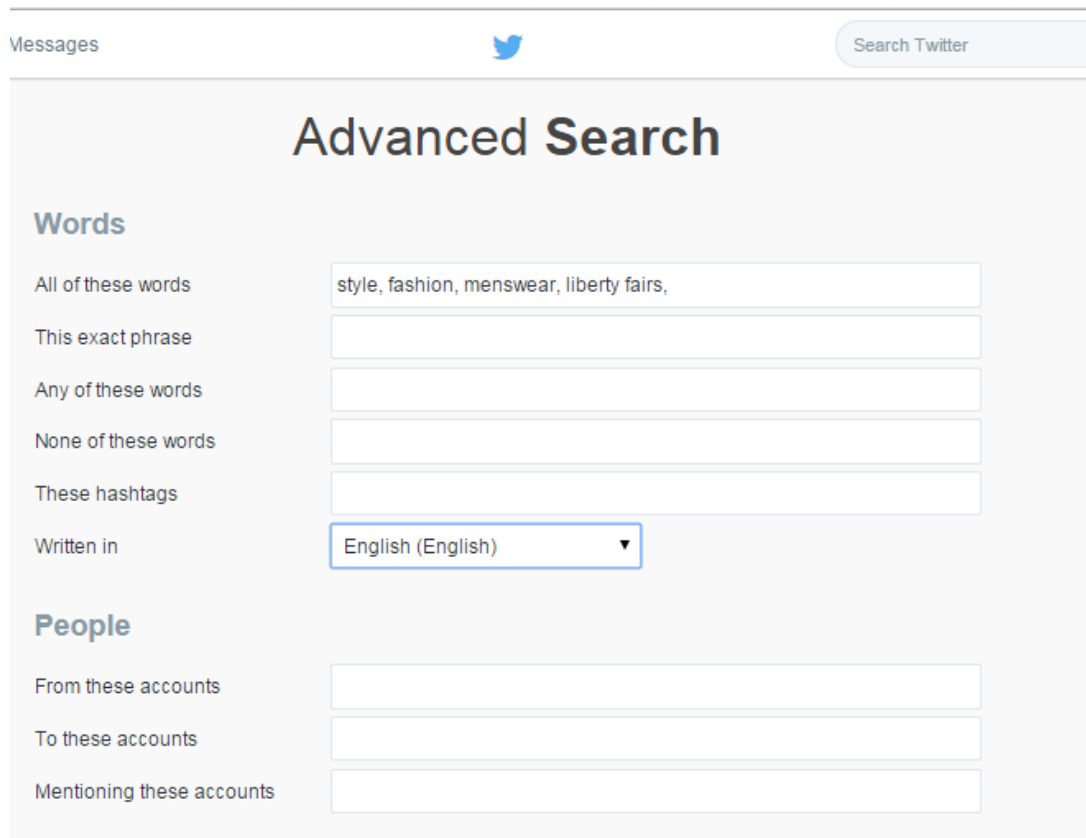
We will identify potential participants based on searches within social networks (based on "hashtag" data and biographical information), with these data we can send personal invitations to schedule meetings at the event.

Picture 10: Search #libertyfairs hashtag.



Picture 10 - Author: Diego Malache; Source: (Twitter, Inc., 2014)

Picture 11: Advanced Search on Twitter.



The image shows the Twitter Advanced Search interface. At the top, there's a navigation bar with 'Messages' on the left, the Twitter bird logo in the center, and a 'Search Twitter' button on the right. Below this, the title 'Advanced Search' is prominently displayed. The interface is divided into two main sections: 'Words' and 'People'. Under the 'Words' section, there are five search criteria with corresponding input fields: 'All of these words' (containing 'style, fashion, menswear, liberty fairs,'), 'This exact phrase' (empty), 'Any of these words' (empty), 'None of these words' (empty), and 'These hashtags' (empty). Below these is a 'Written in' dropdown menu currently set to 'English (English)'. The 'People' section follows, with three criteria and input fields: 'From these accounts' (empty), 'To these accounts' (empty), and 'Mentioning these accounts' (empty).

Picture 11 - Author: Diego Malache; Source: (Twitter, Inc., 2014)

- We will use Twitter to make promotions among buyers who come to our Booth.
- Search for "influencers" and "bloggers" who are particularly active in social forums. Invite them to be part of the event "social team" and brand so they can spread the word to others before and during the event.

By previous work experience with "social teams" we are aware that this is a difficult task, because most of "influencers" or "bloggers" have contracts with some brands to ensure that members of the "social team" do not use characteristic garments or accessories of

other brands at shows, events, or advertisements. For this reason we should bet on relatively new "influencers" making sure that this person meets our brand's profile.

Bloggers are important to the brand because they will upload information online as soon as they received; for example, the blogger who stops at the Booth of our brand and receive a product sample, instead of taking notes for a story that appears in weeks in print. Bloggers start writing almost immediately and is shared via social networks.

- Tweets frequently using the official hashtag #Libertyfairs event. All publications and previous releases and during the fair should use the hashtag; A person shall be appointed, to share photos and videos in addition to retweets and generally keep the conversation in Twitter.
- An important point is to keep a photographic record of garment factories, creating the collection, recording every prior or greater impact event and share content through links on the brand's blog and social networks.
- Another strategy to use is to create QR codes, which will be exhibited in the booths, catalogs and all advertising materials to be used at the fair, these codes will be linked to the website and product catalogs.
- Confirm attendance of buyers to parties and post-event activities.

By searching in social networks in the city of New York we identified as show goers and potential customers to the following boutique shops:

"G-d We Trust", "Modern", "Anthology" and "Atrium".

These stores were selected because they manage menswear brands and have customers who identify with our brand philosophy. The next step is to contact potential B2B buyers and offer to send samples and quotations, also to schedule meetings at the show.

4.2 Build brand awareness.

For a correct approach to potential B2B customers at the International tradeshow stages of the B2B buying process must be taken into consideration; the following chart describes the objectives and tasks to be fulfill by our B2B brand.

Chart 24: Stages of the buying process and strategies for fair Liberty.

	Stages of the B2B customer's buying process.	Our brand's objectives.	Our brand's tasks.
Before Liberty Fairs.	Identification of needs. (New styles, change of season, expanding product portfolio)	Create interest in our brand's products.	Prospecting: Research for clients. Exploration of possibilities based on customer indications.
	Research on potential brands	Make ourselves notice within the customer research.	Prospecting. Opening of new business relationship.
	Develop a list of potential brands.	Being in the list.	Submit the best selling message and brand proposal.
During Liberty Fairs.	Request proposals and quotations	Submit the winning proposal.	
	Review quotations.	Create a preference for our brand.	
	Negotiation.	Take care of profit margins.	Closing the sale.
	Brand selection.	Win the selection.	
After Liberty fairs.	Install and evaluate brand at the store.	Customer satisfaction. Supporting and monitoring.	Provide proper customer service.
	Upgrade / Growth of selected brand.	Increase sales. Cross sell.	Develop and improve commercial relations.

Chart 24 - Author: Diego Malache; Source: (LILIEN, and others, 2012)

In Chart 24 we can see that the main task for our brand will be to present a clear and effectively message and sale proposal. The presentation strategy will be based on the statistics of CEIR (Center for Exhibition Industry Research)

Chart 25: How to share information with potential B2B customers?

Comparison between how information is given by exhibitors and how attendees prefer to receive it.		
	Assistants / Goers	Exhibitors
Printed catalog	58%	85%
E-mail sent after the Fair.	41%	70%
Catalog sent after the Fair.	34%	52%
QR code for scanning.	14%	19%
USB catalog.	33%	13%
Information that can be downloaded from Internet	-	6%
CD-ROM	29%	12%
Other.	0%	11%
Sample size		
Assistants / Goers	419	
Exhibitors	502	

Chart 25: - Author: Diego Malache; Source: (DRAPEAU, 2014)

While Liberty Fair tries to eliminate the presence of printed paper at the fair, the statistics of chart 25 show that our brand must maintain an appropriate amount of printed brochures, USB or CD catalogs. In addition during the show we will take people's e-mails so we can send information and contact our booth visitors. To take contact information to use after the show is important because normally, bigger companies and large retail chains make slower purchase decisions.

The stores or boutiques in New York that were found through searching in social networks are relatively small shops where owners and purchasing managers will attend and negotiate in person at the show. In a store chain or large company, usually contact is made with middle managers who will communicate what they saw at the show to their boss, purchase decision will be made by a manager not present at the show. With this in mind it is necessary that all strategies taken, information, and catalog is built under the brand 3C's. "Clarity, coherence and continuity" this will help to maintain a clear and simple message without cognitive dissonance between product and message.

Finally our brand will set goals at the tradeshow in order to measure the brand success during the tradeshow.

Chart 26: brand goals during exhibition at Liberty fairs.

Brand objectives at Liberty Fairs	Target measurement
Launch of our brand. Introduction of new products.	Number of requested samples.
	Number of press mentions.
	Number of visitors at the Booth.
Generate sales leads.	Number of potential customers.
Enter to new markets.	Number of direct competitors at the tradeshow.
	Number of new proposals received.
Generate brand / company presence.	Number of visitors at the Booth.
	Number of catalogs distributed.
	Presence in social networks before and after the show.
Recruit partners for distribution channels.	Number of potential partners as distribution channels.
	Geographic penetration.
Research of the competition.	Number of direct competition at the tradeshow.

Chart 26: - Author: Diego Malache; Source: (LILIEN, and others, 2012)

Data collected at the tradeshow will help to measure the objectives shown in chart 26. This will enable the finance team to make a proper assessment of the return over investment in Liberty fair.

To reinforce the objectives for the tradeshow and to transmit our brand proposal in a clear way during and after the tradeshow will help strengthen our closing sales strategies.

4.3 Generate sales closing strategies.

- Send out at least 50 printed catalogs and 50 USB catalogs, and exchange business cards. (Buyers, press, friends brands, fashion producers)
- Send 50 e - mails introducing ourselves to new potential customers.
- Make 50 cold calls to potential customers.
- Make at least 20 face to face meetings with potential customers won at the fair.
- Out of the 20 meetings, create no less than 10 business proposals and quotations.
- Make 4 appointments for brand presentations via SKYPE or "Google hangouts" each month after the fair.

Increase awareness of our brand products in the target market of New York.

We must team up with companies where we can reach potential customers. These organizations include: Magazines and websites specialized in fashion. We should take into consideration create strategic alliance with companies that sell complementary products, or that have the potential to work as distribution channels.

Correct manage of social networks: Each social network should be operated independently, the interaction with potential customers should be in a proper way. What works in one social network, not necessarily work in another; For example:

Facebook: company news, products pictures and product combinations to assemble "looks".

Instagram: Images must be cured to be "aspirational" images and transmit the brand's "lifestyle"

We will build an email data base of potential customers and at least 1 time per month send an e-mail with articles and technical documents about the interests and needs of new and potential B2B clients.

Contact at least 1 time per month with customers made at the fair, to show them the new products that are being developed.

Get referrals from new customers

Within 30 days after of delivered our products, we will ask our new customers to give us at least 2 contacts of B2B companies that they know personally. This is to create a customer's network and spread to the neighboring states around New York.

Extending the market share, generate brand awareness and close sell during and after the tradeshow will be measured by "closing ratios" this will help our brand to measure the effectiveness of taken actions. (RUIZ TORRE, 2013).

An example of how to apply the "closing ratios" measurements will be.

- If out of 50 introduction e-mails to new customers 5 led to closing sales, the ratio of e-mails effectiveness is 10% ($5/50 = 10/100$).
- If out of 50 cold calls only 2 led to closing sales, the ratio of cold call's effectiveness is 4% ($2/50 = 4/100$).
- If out of 10 quotations delivered 4 led to closing sales, the ratio effectiveness would be 40% ($4/10 = 40/100$).

By doing this the effectiveness of the work done will be monitored during and after the show. With the collected data of: "effectiveness ratios", and the time we took to do the actions that led to sales, it will be easier to focus in the most effective activities.

The control points out brand will have are:

- Number of calls needed to generate a contact.
- Number of e - mails needed to generate a contact.
- Number of contacts needed to generate a sale. (Effectiveness)
- Work time devoted to generating new accounts.

This will ensure us a good brand performance during the trade show leading and transforming our actions into profit.

Conclusions

B2B brand project is a guideline for the proper management of a clothing brand whose scoop of action aims to be presented on an international tradeshow.

This research started by exploring the meaning and value of "brand" in international and current context. It also studies the parameters in which our brand "Danny Arias" will act.

We analyzed the US menswear market, a tradeshow was selected, and also we set contemporary strategies that will help our brand to stay relevant in a tough international fashion market.

Good B2B brand management will result in good performance and recognition in the international tradeshow within our target market; this will generate value to the brand. As a result we will close sales and establish new business relationships with overseas customers.

This thesis about building a B2B clothing brand has come to following conclusions:

- The brand represents the company's vision. The interaction between brand and B2B customer is the key element that allows an effective company differentiation from other competitors.
- After a long and constant evolution, the brand currently represents the most important intangible asset in the companies; the way the brand is managed also dictates some of the company's strategic decisions.
- Our brand "Danny Arias" will focus on becoming a strong brand and improve the topics in which many local brands have problems:
 - Achieving trust of potential B2B clients in the city of New York, to reduce vulnerability to competitor actions.
 - Improving the perceived quality and design will directly influence over buying decision and brand loyalty.
- The greatest weight in the assessment our brand "Danny Arias," will be the relationship achieved with the B2B buyer / distributor and brand message delivered to the costumers.

- The initiative of creating a brand to internationalize comes from senior management (business owner, designer, department heads). Managers will be the gears to establish a strong brand, including the brand's stability, brand leadership and international presence.
- The principles under which our brand will be managed are "The brand 3C's"
 - **Consistency** of message or brand; brand values have close relationship with the actions and decisions taken by the company.
 - **Clarity** of message or brand and intangible value delivered to the customer.
 - **Continuity** and perseverance when delivering the brand message and taking actions.
 - Also **Visibility and Authenticity**; Actions will be taken to maintain the brand visible and true to its ethical values.
- Our B2B brand presented at the international tradeshow "Liberty fashion and lifestyle fairs" was developed under a clear concept and it is focused on achieving an effective performance during the trade show.
 The aspirational vision to be shown is based on being ethical, sustainable and achieving a positive social impact for our workers. The transformation strategy will always be focused on a positive development for the brand and company, constantly responding and adapting to customer needs.
- Our B2B brand and its implementation will focus towards the image projected by the company through internet, social networks and exhibition booths. The image will be complemented and reinforced with appearances in specialized media (magazines, blogs) and partnerships with friendly brands.
 The whole concept of our brand seeks to reflect an atmosphere of trust, openness and formality; always paying attention to deliver a clear message of the brand values, its function, its advantages, and brand's differentiation factors.
- The brands personality will have the following attributes: nice, friendly and approachable. Besides being honest and sensitive, able to listen, respond and prepared to continuous improvement.

- The brand will focus on menswear, because during the 2013 US sales of men's clothing rose 5%. More than US \$ 60 billion, surpassing sales of women's clothing.
- Our brand will be up to date on fashion issues, trends and fashion markets; this research will be based on **anticipation, being constantly updated, leadership and global vision.**
- United States captures 20% of total world imports of clothing and footwear. New York covers 12% of the total demand for clothing and footwear in the US. This is due to its high population density, per capita consumption and cold temperatures in winter. For its population density, its strategic geographical location and importance in the fashion world the tradeshow was selected in NYC.
- The brand "Danny Arias" will be launched at Liberty fairs, by doing this we will maximize the use of the high media coverage that the tradeshow receives. This trade show is a source of information and experiences that will enable B2B customers and our brand a direct comparison between different brands proposals and perspectives.
- The strategy of pre-tradeshow research will rely heavily on internet tools, potential participants will be identified based on social media searches (based on data from "hashtag" and biographical information). With these data, personal invitations will be sent out and meetings will be schedule at the exhibition booth. In the same way interaction via social networks during the tradeshow must be permanent and we must provide effective answers to questions and comments from buyers and assistant press.
- The brand's message and proposal must be present in its best way during the tradeshow, doing this has a fundamental role in the process of B2B customer purchase; the proper performance while communicating the brand's message and concept will result in closing sales and the consequent evolution of trade relations with B2B customers. This message will be supported by digital and printed advertising material.

- To measure the return over investment on Liberty tradeshow we will have clear objectives and set gauges to measure what we delivered at the tradeshow in terms of:
 - A) Brand's information,
 - B) Samples,
 - C) Number of business relations opened at the trade show.
- All the effort that will be put before and during the tradeshow must be powered by effective follow-up of potential customers even months after the end of the tradeshow.

Proposals

Our brand must take into consideration that B2B companies consider tradeshow among the most important sources of information for the supplier's quality and capabilities evaluation. Our brand's positive presence and performance will communicate much more than advertisements or internet strategies.

The empirical evidence collected in past work experiences suggests that companies also participate in tradeshows for market intelligence strategies and also to obtain information on innovations, and new trends adopted by "rival" companies or similar products.

For this reason it is important to remain vigilant, identify and monitor the behavior and strategies of the most successful brands at the tradeshow. These strategies will dictate guidelines that may be adopted by our brand. These are the brands that will generate new trends in the coming seasons.

Due to the skilled labor force and technological development in New York's "Garment District" the message of many local competing brands, exhibiting at Liberty tradeshow, will center on the ideas of production efficiency, product quality and process. No doubt some will have ISO certification for quality control.

The message of our brand must focus on communicating the brand's effectiveness highlighting our creativity, innovation, knowledge of the market, speed and capacity to solve problems, also tangible and intangible qualities that will characterize our brand.

Our brand will have the ability to create value for final-clients and interact with new trends in menswear.

Finally we must have closing sales strategies. The number of companies to contact or cold-call may vary depending on the needs of our company. Its accomplishment will help measure our success at the tradeshow.

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