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YALA Designs Marketing Strategy

by

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Advisor: Mr. Javad Mousavi

**An Honors Thesis in partial fulfillment of the requirements for the degree Bachelor of
Science in Business Administration (or Bachelor of Science in International Business) in
Accounting (your major)**

**Sam M. Walton College of Business
University of Arkansas
Fayetteville, Arkansas**

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INTRODUCTION

YALA is a small, sustainable bamboo pajama business that lacks adequate social media marketing but shows great potential. The company prides itself on its environment sustainability and social responsibility. It is women owned and has also received a multitude of certifications from Oeko-Tex, Bluesign, and more. Operating in the global ethical pajama industry, YALA has several competitors. I conducted a nine-week social media audit that analyzed the Instagram accounts of YALA and six other competitors. YALA falls under the small brands category with 8,166 followers at the beginning of the audit. I analyzed two other small brands, two medium brands, and two large brands. The purpose of my audit was to explore what YALA's competitors, in particular the larger brands, are doing well so that YALA can adopt some of the same strategies and grow their Instagram following.

First, I outlined the industries within which YALA, and the other companies, operate. Then follows a company overview for YALA and an analysis of the strengths, weaknesses, opportunities, and threats the company faces (i.e., SWOT Analysis). I then introduced every company included in the audit, paying special attention to their sustainability efforts and mission statements. Following the introductions, I created several target personas for YALA. These were derived from analyzing the company's existing social media platforms and determining the types of people the brand appeals to the most. I then introduced the research methodology for the social media audit, followed by my findings. I also identified the limitations to the social media audit. Finally, I identified the business implications for the audit as suggestions for YALA's Instagram account.

INDUSTRY ANALYSIS

Global Pajama Industry

Pajamas are articles of clothing intended for sleeping. There are many variations of pajamas, and the type of nightwear often varies with the seasons. For example, warmer materials and styles are worn in colder weather while cooler options are worn in warmer weather.

The pajama industry is expected to grow as people continue to place increasing importance on pajama sets and visually pleasing and comfortable styles. In 2020, the global pajama market attained a value of nearly 9.78 billion USD and is expected to grow to 17.04 billion USD by 2026 (Expert Market Research, May 2023).

The growth of the global pajama industry can be attributed to constantly changing trends and the desire of consumers to stay up to date with new styles. One of these trends involves "loungewear", pajama and sleepwear styles that can be worn outside of the house. Many brands sell "loungewear", which can be worn to sleep, lounge around the house, or as a casual outfit outside of the house. Current fashion trends such as silky, flowy pants and button-down shirts also contribute to the growth of the industry, as these styles could be worn for their intended purpose as pajamas or dressed up in an outfit during the day.

Another reason for growth within the pajama industry is COVID-19. During quarantine, many people began working from home and stopped going out to eat at restaurants. Many large events and gatherings such as weddings, family reunions, and fundraisers were also canceled. Because people had no reason to get dressed up, many stayed home in comfortable and casual clothing. For this reason, pajama sales more than doubled in 2020 compared with 2019 and grew faster than any other clothing category (Israeli et al., 2021). While the industry experienced tremendous growth, it continued beyond 2020 and there are still positive implications for the future.

After employers and employees realized that many jobs could be adequately executed at home or in a remote setting, many companies stayed remote or adopted a hybrid working model. A hybrid model involves a combination of employees working several days a week in the office and several days a week at home or in a remote location. While working remotely, employees can wear anything they desire. The only limitation to their outfit choices may take place during a video conference if the company has a dress code or company standard pertaining to clothing choices. The pajama industry continues to grow as people still value comfort and ease while working from home, even though the lockdown is over.

Workplace dress codes shifted to more casual and relaxed after COVID-19. In the same vein as remote work, employers realized that employees can still be productive, if not more productive if they are dressed in a more casual way. This may allow for employees to get away with styling their pajamas into their work outfits. With a multitude of new styles, fabrics, and colorways flooding the pajama industry, there is potential to dress up certain pajamas for work.

Global Ethical Fashion Industry

In addition to the global pajama industry, YALA also operates within the global ethical fashion industry. Ethical fashion is the designing and manufacturing of clothes while caring for those involved in the process of their creation and simultaneously minimizing the effects on the environment. Improving both the social and environmental effects of clothing production are motives within the global ethical fashion industry. For a company to operate within the global ethical fashion industry, they must engage in fair trade and sustainable manufacturing, and no part of the supply chain of the company includes abuse or exploitation of any kind.

In 2022, the global ethical fashion industry reached a value of nearly 7,548.2 million USD. The industry had growth at a compound annual growth rate (CAGR) of 6.5% since 2017. The industry is expected to grow to 11,122.2 million USD at a CAGR of 8.1% by 2027 (“Ethical Fashion Global Market,” 2023). The growth experienced from 2017 to 2022, and projected from 2022 to 2027, can be attributed to an increasing customer focus towards sustainability, the environmental impact of fast fashion, social media, and the growth of e-commerce.

Several trends within the global ethical fashion industry include recycling and upcycling, online rental or secondhand platforms, and innovation with more sustainable materials. Recycling reduces the consumption of energy and raw materials used in the manufacturing process while upcycling utilizes the discarded materials from the manufacturing process to create a product. Online rental platforms, Like Rent the Runway, allow consumers to rent articles of clothing for short time frames and then return them to the rental company so they may rent them out again. Secondhand platforms, such as The RealReal, buy used clothing from people and then sell them for a price less than the original price. Resale platforms give users a chance to buy and sell items to and from other users. Advanced technological discoveries have introduced new sustainable materials to the clothing industry. Sustainable fabrics can contribute to the reduction of waste, water conservation, lowered carbon emissions, and soil regeneration. Ethical companies typically demonstrate transparency by devoting an entire page to their websites explaining their fabric choices.

Global Bamboo Fiber Industry

Bamboo fiber is prepared from bamboo pulp, which is removed from the bamboo leaves and stems through wet spinning. Wet spinning is a procedure comprised of alkaline hydrolysis

and multi-phase bleaching. Once processed, the fibers are spun into yarn and can be used to create clothing.

The global bamboo market was valued at 1.96 billion USD in 2022 and is expected to grow at a CAGR of 7.7% to reach 3.24 billion USD by 2029 (“Bamboo Apparel Market,” 2023). Growth in the bamboo fiber market can be attributed to increasing uses for bamboo fiber and increasing consumer focus towards sustainability.

The benefits of bamboo fiber include antibacterial and antistatic properties as well as Bamboo farming requires no fertilizer or pesticides, and little water. Bamboo is easy to grow, and its roots remain in place after harvesting which prevents soil erosion and maintains nutrients in the soil. Bamboo also absorbs carbon dioxide and produces 35% more oxygen than hardwood trees. Several benefits of bamboo fabric are that it is soft and silky, breathable, moisture-wicking, antibacterial, antistatic, and provide protection from UV rays.

YALA Company Overview

YALA, a small business, headquartered in Oregon, produces sustainable bamboo pajamas, bedding, sleepwear, and loungewear. The name, YALA, is an acronym for Your Adventure Lies Ahead. The company, founded in 1996, struggled under new ownership in 2018 and was eventually bought in 2019 by two former employees, Rachel and Tif. The company employs between 11 to 20 people and reports revenue of around 7.3 million USD.

YALA aspires to elevate the lives of everyone who plays a part in producing, promoting, and enjoying their products. The company prioritizes comfort, quality, environmental sustainability, and social responsibility and aims to empower their employees with generous compensation, benefits, and flexible schedules to encourage a work-life balance.

YALA SWOT Analysis

Strengths:

- Owners, Rachel and Tif, previously worked for the company. Between the two, they worked in production, sales and systems management, creative direction, marketing, and web development, and as head of clothing design.
- YALA has established a strong and consistent presence on social media with posts on Instagram and Facebook dating back eight years to 2015.
- The brand engages in ethical practices and partners with Fair Trade certified providers for materials such as Alpaca wool.
- Sustainable standards are met during the fabric and garment construction process.
- YALA maintains a unique and close relationship with their 25 long-term garment workers at their factory in Changshu City.
- The company is women-owned and women-run allowing the company unique help and support from other women-focused entrepreneurs or investors. Additionally, potential customers may be more likely to support a women-owned business.
- YALA is inclusive in hiring BIPOC (Black, Indigenous, People of Color) photographers and models to portray the value and demonstrate an image of inclusivity.
- The company maintains a consistent and frequent posting schedule on social media.
- YALA has a compelling background story that shapes the brand’s values.
- A narrow and focused target market has been established by the company.

Weaknesses:

- YALA employs a primarily white staff which is not a reflection of the company's inclusive values. Even if the existing staff is highly qualified, there are also BIPOC potential employees with the same qualifications.
- As a small company, they do not have the resources available to their larger competitors.
- There is low engagement on the company's social media channels.
- The company does not differentiate their social media content on various platforms.
- YALA does not use paid campaigns or influencer marketing.
- The company does not utilize all the features available on social media to boost their audience engagement.
- At least one other Instagram account (@yalasoft) exists and appears to emulate YALA's brand by reposting their photos.

Opportunities:

- The company should utilize influencer marketing.
- YALA should develop a more individualized and consistent personality on social media.
- YALA should take advantage of every feature of social media platforms that would help boost their engagement rates.
- The company should establish a social media presence on other platforms.
- YALA could sell their products on QVC/HSN.
- The company could expand into additional markets such as the baby clothes industry.

Threats:

- Direct competitors that saturate the sustainable clothing market and/or may have more capital.
- The company has a small marketing budget due to their size, in comparison with their larger competitors.
- Their small internal team of 11-25 people may lack the necessary expertise to execute tasks that fall outside of their direct scope of work and immediate responsibility.
- YALA's small team may also lack the manpower to adequately carry out each job since one employee may be fulfilling the responsibility of multiple positions.

Overview of Companies Analyzed in the Social Media Audit

There are many companies that offer sustainably and ethically made pajamas, bedding, and loungewear. I chose seven companies that offer sustainably made pajamas, in addition to any other product lines such as bedding and loungewear they may offer.

I analyzed each of these companies Instagram accounts and I divided the seven companies into small, medium, and large companies based off their number of Instagram followers. I wanted to represent YALA's direct competitors and selected two other brands with a similar, or smaller, number of Instagram followers than YALA. I also selected two brands to represent a medium number of followers, larger than the small following of YALA and its direct competitors, but not as large as the well-established market leaders. These mid-range companies provide a reasonable example of growth and engagement that is possible for YALA to achieve. Finally, I selected two market leaders with large Instagram followings that take up more market share in the sustainable pajama industry.

Small Brands: Between 100-79,999 Instagram followers*

Medium Brands: Between 80,000-224,999 Instagram followers

Large Brands: Between 225,000-400,000+ Instagram followers

The number of Instagram followers for each brand is reflective of the number taken on April 3, 2023.

Small Brands:

- **Brand: Leena and Lu**
- Year Founded: 2018
- Number of Instagram followers: 333
- Sustainability Efforts:
 - “We source and use 100% organic pima cotton that is fair trade and GOTS certified.”
 - “Our entire production process is free of chemicals and pesticides, so the sleepwear is not only better for you but also for the farmers, garment makers, and our planet. Plus, we use eco-friendly dyes that are non-toxic to people, animals, or the environment.”
 - “Leena & Lu shipping bags are plastic-free and 100% compostable—less waste our customers have to worry at their door.”
 - “We commit to local communities. We partner with manufacturers and farmers that are local to our workshops. Working within our community ensures we are active participants in the local economy and minimizes our carbon footprint by cutting unnecessary transport.”
 - “Make and sell reusable cloth makeup removers.”
 - “Create and sell children’s sized pajamas.”
 - “Support rural areas with children’s sized underwear (made in-house and then donated to a local charity.”
 - “We use small factories in Peru that participate in Fair Trade regulations.”
- Mission Statement: “We are committed to ethical practices and social responsibility. Our mission is to create products that are healthy for people and the earth. Working alongside farmers and garment makers, we have firsthand insight into the importance of caring for our environment and the people who interact with the products we make.”

- **Brand: YALA**
- Year Founded: 1996
- Number of Instagram followers: 8,166
- Sustainability Efforts:
 - “We aspire to leave a gentle footprint on the planet. To do so, we've considered every natural fabric available and experimented with several of them. Modal, tencel, organic cotton, recycled polyester, hemp, and flax all have their benefits and drawbacks. Still, for over sixteen years, we have continuously chosen bamboo as our primary fabric for reasons that are mostly exclusive to this single, prolific plant.”

- “Our bamboo is processed in a closed-loop system, where 98% of the water used in the viscose process gets captured, cleaned, and re-used, reducing demands on local water resources, and minimizing water pollution.”
- “YALA has worked closely with the same production team in China for over 17 years. Before becoming a co-owner, Tif traveled there five times with YALA to understand the entire production process, tour the facilities extensively and work beside our production partners to finalize new designs and refine popular styles. This long-standing relationship is why our definition of sustainability extends to the care of everyone involved in making our products. We can assure you that the people who make your YALA garments are paid fairly, treated well, and work in a safe and comfortable environment.”
- Certifications:
 - Oeko-Tex 100 Chemical Free: Certifies that no residual chemicals are present in our garments and bedding when they reach the consumer.
 - Oeko-Tex Step: Certifies that our partner facilities use sustainable methods in the production of bamboo fiber from source to loom.
 - Ecocert Global Organic Textile Standard (GOTS): Ensures that our bamboo is grown organically, in accordance with organic farming standards recognized by the Organic Content Standard (OCS), and is USDA Certified Organic. Products have been processed in accordance with the OCS.
 - Forest Stewardship Council 100%: All YALA bamboo comes from responsibly managed, FSC-certified forests. A chain of custody verifies that no non-organic bamboo makes its way into our manufacturing processes. Products with the FSC 100% label contribute most directly to FSC's mission to ensure thriving forests for all, forever.
 - Control Union Council Global Organic Textile Standards (GOTS): This certification ensures that the cotton in our blended fabrics is organic.
 - Responsible Wool Standard: Ensures that the New Zealand Merino sheep that produce our wool get treated humanely.
 - Bluesign: Ensures worker safety and environmental responsibility at every production stage in our partner facilities in China.
- Mission Statement: “YALA is a women-owned, women-led small business that produces incredibly soft bamboo bedding, sleepwear, and loungewear. We prioritize comfort, quality, environmental sustainability, and social responsibility in every choice we make and empower our employees with generous compensation, benefits, and flexible schedules to encourage work-life balance. We aspire to elevate the lives of everyone who takes part in producing, promoting, and enjoying our products.”
- **Brand: Movesgood**
- Year Founded: 2015
- Number of Instagram followers: 15.9K
- Sustainability Efforts:
 - “We produce two collections per year, presenting our favourite basic wardrobe items, adapted to the season and current trends. We have a close communication with our customers and work to incorporate their feedback in our designs. We

believe in creating season-based fashion made from natural materials with a contemporary design that can be used year after year.”

- “We have committed to not use cotton or any synthetic fibres in any of our garments. Natural lyocell processed bamboo is the foundation of all our fabrics. The production process for bamboo has a minimal impact on the environment and recovers or decomposes all the solvents and emissions produced. Bamboo is completely CO₂-neutral throughout its growing period, grows without the need for pesticides and is highly water efficient. Beyond this, the fabric itself has many positive qualities. It is absorbent, insulating, and antibacterial – and let’s not forget, soft and beautiful, making it the perfect foundation for everything we create.”
- “We have developed our own, unique production model that we call Lean Production which is central to our strict sustainability policy. We use only a few, select materials purchased in large volumes, and rely solely on transport by train and boat to minimize our environmental footprint. As a result, we are able to maintain a relatively low price point in relation to the high-quality materials we use and importantly – are as close to climate neutral as possible. Currently, 70% of our production is based in Europe, but we are actively moving towards our goal of having all of our production based in Europe by 2022, further reducing our carbon footprint.”
- “We invest significant time in finding the best factories and partners to work with, who offer good working conditions, deliver to our standards and follow our Code of Conduct which sets out internationally recognized principles for the protection of human and worker’s rights.”
- “We use five different qualities of lyocell processed bamboo as a base for our whole collection. The production of our garments is run by demand, and since we have the material readily available, we are able to quickly adapt our production to feedback from our stores and customers – therefore avoiding overproduction and reducing waste. We will soon be launching another Movesgood movement, called the No Sale Movement which takes our promise to reduce overproduction even further.”
- “We prefer our garments to possess a contemporary and classic design to attract a broad audience, with a focus on longevity and for pieces to be used year after year. This kind of sustainable design thinking is also reflected in our pop-up stores. All of our pop-up stores are made out of recycled construction waste. We use living plants as decor to increase the oxygen in our shops, with the added benefit of them being environmentally friendly as they absorb back into the environment after use. Creating new, stylish and multi-functional environments with recycled materials is part of what Movesgood is about.”
- “Beyond being a sustainable fashion brand, we consider research and innovation to be a core part of our business. We put a lot of time and effort into being at the forefront of developing new sustainable fibers, fabrics and production processes. We constantly look for new ways to replicate the strengths of otherwise non-environmentally friendly materials such as the way cotton and synthetic fibers are good at keeping the garments shape without compromising on the light weight of the fabric. One of our current exciting projects is developing a material based on

cornstarch which contains the positive qualities found in synthetic fabrics, but without the negative environmental effects. Follow our development projects on Instagram and Facebook.”

- Mission Statement: “Movesgood is designed for you and our earth collectively, with a belief in all kinds of good movements at its heart. Our mission is to be your first choice for sustainable basics, providing our customers with timeless, high quality and longer lifecycle clothes and accessories. We are fueled by our purpose and motivation to bring change and awareness to the social and environmental issues within the fashion industry. We consciously create pieces that are soft and beautiful with sustainable and ethical practices at the core. We consider ourselves to be part of the movement working to improve the fashion industry, and pride ourselves in only using environmentally friendly materials and practices; tightly managing our supply chain through our Lean Production model; using partner factories with fair working conditions; and continuously looking for ways to decrease our impact on the planet without compromising on design and quality. We have set out below the Movesgood Manifesto detailing how we do our part.”

Medium Brands:

- **Brand: Eberjey**
- Year Founded: 1996
- Number of Instagram followers: 144K
- Sustainability Efforts:
 - “At Eberjey, we are always looking for better, more sustainable fabrics, processes, and packaging to lighten our footprint and do our part in protecting the planet.”
 - “Touch is a fundamental aspect of clothing. We take this sense deeply to heart and ensure every fabric we use feels like a second skin. We also take extra care to source responsible and sustainable materials.”
 - “Our pieces have a long lifespan for a reason. We understand that having less, but better made, more purposeful materials benefit our planet and our wardrobes. “
 - Sustainable Fabrics:
 - TENCEL Modal: “Made from wood pulp derived TENCEL™ Modal and a touch of spandex, this is the foundational fabric of some of our all-time best sellers, and for good reason. It’s luxuriously soft and temperature-regulating. Additionally, it’s verified by OEKO-TEX®, meaning it’s processed without harmful chemicals and dyes. We adore it as much for its dreamy finish and feel as for its low ecological impact.”
 - Washable Silk: “A dream to wear and a dream to wash. Made from 100% mulberry silk, this fabric was produced using bluesign®-certified processes and verified by OEKO-TEX® Standard 100, meaning it's processed without harmful chemicals and dyes in a mill that uses safe and non-toxic dyes. Our washable silk is also grade 6A - meaning its the finest and highest quality. Silk is a dream to sleep in because of its hypoallergenic and thermoregulating properties, not to mention how it feels against bare skin. But we also love a silk that’s low maintenance, which is why we ensured ours is actually machine washable, because who has time for washing clothes by hand? Simply toss it in with the delicates

and get on with your day. Luxurious, practical, beautifully modern — it's the Eberjey way.”

- Organic Sandwashed Cotton: “Looks tailored, feels relaxed. Made from 100% organic cotton, this is a crisp fabric with a structured drape and lightweight feel. It is also produced using bluesign®-certified processes and verified by OEKO-TEX® Standard 100, meaning it's processed without harmful chemicals and dyes in a mill that uses safe and non-toxic dyes. Meant for going out and staying in, take this fabric from bed to brunch and back to bed again.”
 - Linen: “Feels better than your fanciest sheets. One of the world's first textile fibers, this fabric is breathable, durable, biodegradable, plant-based, and 100% linen, so it looks as cool as it feels. Linen is soft to the touch and drapes with a gentle ease, giving an effortless yet flattering look. Its easy-to-wear versatility is meant for a summertime getaway or a breezy day at home.”
 - Luxe Sweats: “Made from 95% Better Cotton and a touch of spandex, this fabric is verified by OEKO-TEX® Standard 100, meaning it was processed without harmful chemicals in a mill that uses safe and non-toxic dyes. New and improved styles are also dyed with natural materials from the earth, which uses less water than typical dyeing methods.”
 - Recycled Boucle: “The teddy bear of loungewear. Made from 100% recycled polyester, Boucle is verified by OEKO-TEX® Standard 100, meaning it was processed without harmful chemicals in a mill that uses safe and non-toxic dyes. It's addictively soft and knit to perfection.”
 - Aloe Cotton: “Feel as refreshed as you look. Made from Better Cotton and Aloe-infused Viscose, these four new styles are OEKO TEX® certified. Meant lounging in and living in.”
- Mission Statement: “To lighten our footprint and uncover innovative processes and materials that lend themselves to durable, sustainable design. Our pieces have a long lifespan for a reason. We understand that having less, but better made, more purposeful things benefits our planet and our wardrobe.”
 - **Brand: ettitude**
 - Year Founded: 2014
 - Number of Instagram followers: 125K
 - Sustainability Efforts:
 - “At the heart of the UN's 2030 Agenda for Sustainable Development lie 17 Sustainable Development Goals that provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. We use these to guide our decisions.”
 - “Comfort shouldn't come at a cost to people or the planet. In 2021, we gained clarity on our environmental impact, took strides towards being plastic-free, and enforced high ethical and legal standards with our factories.”
 - “All our cut and sew factories are audited by SMETA and BSCI for ethical standards. We introduced a Code of Conduct agreement with all new factories and

- suppliers and can proudly say that 100% of them uphold our ethical and legal standards.”
- “We want to make plastic a thing of the past. We have signed on to be part of the Responsible Packaging Movement and are working to introduce 100% plastic free packaging this year.”
 - “Our overall contribution increased by 19.8% to aid our planet's most urgent environmental issues.”
 - “To enhance customer transparency, we’re working with BCOME to develop an impact counter that tracks the water, carbon and waste associated with every product. We will continue to research, test and certify new sustainable materials and low impact dyes. In addition, we will expand our auditing processes to other parts of the supply chain, including fiber, yarn and weave factories.”
 - “In 2022, we will set carbon reduction targets based on the Science Based Targets Initiative to help achieve net-zero greenhouse gas emissions by 2050 or sooner. We will also remove all historical company carbon emissions from the air by 2025.”
 - Certifications:
 - Climate Neutral: “In 2021, we measured, reduced and offset all of the carbon it took to make and deliver every ettitude product to become Climate Neutral certified.”
 - Oeko-Tex Standard 100: “We achieved STANDARD 100 by OEKO-TEX® on our bedding, sleepwear, bath and baby lines.”
 - Forest Stewardship Council: “Our products are made with bamboo sourced from Forest Stewardship Council certified forests”
 - B-Corporation
 - Eco-Cert
 - Material ConneXion
 - Sustainable Fabrics:
 - Clean Bamboo: “Bamboo is an incredible plant. However, transforming it into fabric is where things can become complicated. Bamboo viscose, rayon and modal go through a chemically intensive process that harms the environment, workers and local communities. Our CleanBamboo is the only bamboo fabric that uses a non-toxic solvent and recycles 98% of the solution up to 200 times to turn raw bamboo into the silky-soft sheets you know and love.”
 - Signature Sateen: “Our signature sateen is soft like silk, breathable like cotton, cooling and hypoallergenic. 100% bamboo is spun into our exclusive CleanBamboo fiber using a non-toxic, closed-loop system that saves 98% of the water, resulting in a silky-soft weave that’s soft on your skin and gentle on our planet.”
 - Sateen+: “Our silky-soft signature sateen, enhanced with the natural benefits of charcoal. Our exclusive CleanBamboo fiber is infused with naturally antimicrobial bamboo charcoal to absorb unwanted odors, wick away moisture and reduce bacteria by 99.9%. Say hello to sheets that are scientifically proven to feel fresh and smell cleaner longer.”

- Twill: “Slightly heavier than our signature sateen, twill offers a plushy softness with a crisper, hotel-like look. Made with our exclusive CleanBamboo fibers woven in parallel lines, you can expect the same breathability of our signature sateen with added drape and durability.”
 - Waffle: “Our exclusive CleanBamboo fiber is reinvented in luxuriously soft waffle weave towels and robes. Boasting all of the natural benefits you expect from our fabrics, our waffle weave is luxuriously soft, moisture-wicking and gently exfoliating, wrapping you in an at-home spa experience.”
- Mission Statement: “ettitude is on a mission to create next-gen fabrics and products that reduce our impact and support the health of the planet. We’re here to make a material difference in the home and textiles industries for a more sustainable, regenerative future for all.”

Large Brands:

- **Brand: Cozy Earth**
- Year Founded: 2011
- Number of Instagram followers: 308,000
- Sustainability Efforts:
 - “We personally select only the best supplies with an eye towards premium quality, responsible production, cutting edge technology, and natural materials.”
 - “We pride ourselves on the responsible production of all products.”
 - “Premium 100% viscose from bamboo fabric that feels like a cloud”
- Mission Statement: “Build the best product, know every supplier, craft products responsibly, and serve the customer always.”

- **Brand: MATE the Label**
- Year Founded: 2013
- Number of Instagram followers: 378K
- Sustainability Efforts:
 - “We uphold a strict list of restricted substances to ensure that carcinogens, endocrine disruptors, and other toxins are kept out of our supply chain and off your body. By using Organic materials and non-toxic dyes, both our customers and supply chain MATEs stay safe and protected.”
 - “We believe the best way to limit your impact is to buy quality goods that will last a lifetime. That's why we make seasonless styles that are meant to be worn every single day, year-round. From our designs to our color palette, we strive to create well-loved, well-worn pieces that stand the test of time.”
 - “We use Organic yarns and dyes so that people and the planet are not exposed to harmful pesticides. Sourcing Organic improves the full lifecycle of our products—from farms, to garment workers, to customers, and back to the soil.”
 - “When we say we create safe, comfortable, and fair working environments, it applies far beyond our headquarters. Everyone in our supply chain—farmers, garment workers, and recyclers—must be treated with respect, and must make responsible choices when it comes to carbon emissions, water use, and chemical use.”

- “Life in plastic . . . not so fantastic. That's why we've eliminated all the plastic in our labels and packaging, and even developed MOVE by MATE which only uses 8% spandex (significantly less synthetic fibers than typical activewear.) You won't ever find polyester, nylon, or polyamide in our products.”
- “The best MATEs are the ones that come back around. Through our recycling program, we take your old garments back and give them new life as another MATE product. We also collect all of the cutting scraps from our factories and incorporate them into new MATE products with the help of a mechanical fiber recycler.”
- “We have deep roots in the LA apparel community and we wouldn't give them up for the world. We believe in making longstanding partnerships in our local communities to support LA garment workers and reduce transportation emissions. All our goods are knitted, cut, sewn, and dyed in LA, often no more than 15 miles from our office.”
- Certifications:
 - B Corporation
 - Climate Neutral
- Mission Statement: “To provide people everywhere with essentials that are clean from seed to skin.”

TARGET MARKET ANALYSIS

Segmentation

- **Geographic:** YALA’s target consumers reside in either the United States or Canada. YALA does not offer international shipping outside of Canada. YALA does not have any retail locations and operates completely online. This means that there is no specific part of the United States or Canada that YALA would want to target more heavily due to any exposure to a retail or flagship store.
- **Demographic:** YALA targets women ages 30-60 years old. All races are targeted and YALA prides itself on its inclusivity and diversity values. The company is proud to hire BIPOC models to promote these values. While they also have a men’s line, they are still mainly targeting women, because they are the general decision makers of households when it comes to purchasing apparel and home goods. The company targets households with income in the middle, to upper-middle class. These households and decision makers have disposable income that they can use to purchase luxurious variations of items such as pajamas and bedding that can be found at more affordable prices else wear. YALA’s prices their products to be on par with their competitors. A women’s pajama set is priced between \$108-\$136 at YALA. Competitors list their products at similar prices.
- **Benefit:** YALA’s customers likely seek several different benefits when purchasing their products. Some customers may be motivated by YALA’s sustainably and ethically made products, others may resonate with the brands earthy aesthetic, the benefit for some may simply be having a pair of soft, high-quality pajamas, and still others may be motivated by the benefit of displaying a luxurious and expensive lifestyle to other people to reflect their social or monetary status.
- **Psychographic:** Based on YALA’s website and social media content, several parts to their target customer’s psychographic profile include enjoys nature, prioritizes or places importance on physical comfort in life, likes staying-in and appreciates time at home,

makes efforts to protect the environment, educates themselves on environmental and social issues, values family and quality time, career oriented with expendable income.

Personas



Age: 30-49

Gender: Female

Status: Married with a family

Occupation: She either stays at home and provides the majority of her children's childcare herself or works.

Income Class: Middle

Bustling Bridget

Bridget balances a busy schedule between work and caring for her children. She values finding a mix between style and comfort wherever possible in her busy life. She also looks for easy outfits that don't require a lot of thought. She is the primary food and clothing decision maker when purchasing for her household. While she has only moderate amounts of disposable income, she chooses to spend it on items that are sensible, reliable, and make her day-to-day life easier and more enjoyable.



Age: 50+

Gender: Female

Status: Married with adult children

Occupation: Works part-time or not at all

Income Class: Upper-Middle

Steadfast Shelly

Shelly has reached a point in her life where she finds herself with more free time and financial freedom. She can devote more time to hobbies, travelling, being with her spouse, and spending time with friends. She frequently wears loungewear during her free time. She values comfort, quality materials, and product longevity in clothing. Style of clothing is important to Shelly as well. She purchases clothes that are somewhat basic and can easily integrate into her existing wardrobe and established personal style. Shelly is upper middle class and spends more money on herself, her husband, and their lifestyle than in the past. The price of clothing isn't a huge factor when making a purchase decision as she is willing to pay a premium for a quality product.



Age: 50-65

Gender: Male or Female

Status: Married

Occupation: Works full time

Income Class: Middle

Sustainability Sam

Sam's purchases are purely motivated by sustainable and ethical practices from brands. Sam makes plenty of time to do the things Sam loves such as hobbies, belonging to clubs and groups, and attending community events. Sam is willing to pay a premium for a sustainable lifestyle and products that positively impact the environment and align with Sam's personal values. Price between sustainable product offerings is a consideration, but product longevity is a greater consideration. Sam values a worthwhile return on investment. Sam is interested in shopping at small and local businesses. Sam pays copious amounts of attention to the fine print. Sam wants to know what certifications companies hold and if they have any philanthropic efforts.

Positioning

YALA should appeal to their different target audiences throughout their social media marketing content and the platforms on which the content is shared. Each group represents different demographics, values, attitudes, and motivations. Different strategies can be employed to appeal to each of these consumer groups. Posts should be made with the intention of targeting each consumer group. It is important to show each group that they are valued customers of the company. Consumers want to resonate with products and brand values. By crafting certain posts with each consumer group in mind, they will feel represented and connected to the company, as the content represents and reflects them personally.

Social media platforms should be selected strategically to align with the age group YALA is trying to target. Different age groups utilize social media platforms differently. In a report by Statista, 51% of people ages 30-49 use Instagram, while 16% of people ages 50-64 use the platform. The same report shared that 50% of people ages 30-49 use Facebook, while 29% of people ages 50-64 use Facebook. This insight tells us that older people are almost twice as likely to use Facebook, while the younger group uses both Instagram and Facebook about equally. For Pinterest, 47% of people ages 30-49 use the platform compared to 25% of people ages 50-64. These statistics for Instagram, Facebook, and Pinterest give YALA an insight into where each target market has a presence on social media.

Although this data shows valuable insights into the age distribution of these three social media channels, YALA should not use any one channel exclusively to reach one target market. Social media posts and campaigns for a certain target market should be posted more heavily on the platforms which that group is most involved; however, each target market should be addressed on every social media platform that YALA uses.

Instagram and Pinterest should be used more to target people ages 30-49. Facebook and Pinterest should be used more to target people ages 50 and older. Instagram and Facebook should be used more to target people seeking sustainable products. Pinterest would not be used as heavily to target sustainability seekers because more engagement is required for users to learn about the product. On Pinterest, a user sees only an image and must click on it and follow links to learn more about what they see. Instagram and Facebook are better suited for brands to share information and educate consumers about their product because users see the image and can read about the product simultaneously.

RESEARCH METHODOLOGY

In conducting my research, I evaluated sustainable pajama companies via a social media audit. As noted earlier, I evaluated seven companies: YALA Designs, Movesgood, Leena and Lu, Eberjey, ettitude, Cozy Earth, and MATE the Label. These companies are representative of a range of company sizes and social media followers and engagement. To organize the social media analysis, the companies are broken down into small brands (YALA Designs, Movesgood, Leena and Lu), medium brands (Eberjey, ettitude) and large brands (Cozy Earth, MATE the Label). The size breakdown is based on each brand's number of Instagram followers.

I used eight themes to analyze my social media audit: the purpose of content, frequency of posts, orientation towards people and customers, posts with sustainable clothing content, the accuracy of sustainable portrayal, overall grid tone, account engagement, and optimization – what accounts generated the greatest social media engagement. My evaluation of these brands will come from my analysis via social media audit.

Social Media Audit

I conducted my social media audit from April 1 to May 30. I analyzed each brand's Instagram account every Monday around 5 pm. I only considered each photo for posts that may have included multiple photos for each brand. I also considered the captions of posts to further derive each post's purpose/sentiment. I kept track of followers, likes, comments, and posts per week to evaluate the account engagement rate.

Each week I filled out a spreadsheet that included the following elements: follower count, number of posts per week, average like count per week, average comment count per week, percentage of posts that are reels, percentage of shoppable posts, the purpose of content posted during the week, percentage of posts featuring people, showing a product, highlighting a sale or promotional offer, educating people about a product or process used by the brand, posts that show awareness of social or environmental issues, and percentage of posts that are meant to inspire, encourage, or entertain followers. I used the spreadsheet with the 14 elements to later apply the eight themes of the purpose of content, frequency of posts, orientation towards people and customers, sustainability content, environmental, social, and inspirational content, overall grid tone, account engagement, and opportunity. I recorded some of these elements as a percentage of total weekly posts because I wanted to observe the proportion of each in a way that is easier to compare because each brand did not post the same number of times each week.

Many of these brands produce additional categories to pajamas, such as bedding and loungewear. The brands that have these additional categories post about them on Instagram just as they do about pajamas. I will analyze all Instagram posts from these brands, not just the ones about pajamas. However, in my analysis and findings, I will primarily report on pajamas, as that is YALA's primary category and the category that all the brands share with each other.

Follower Count—

This metric serves as a good indication of the overall reception of each brand's social media strategy. When content is well received and successful, follower count rises. The inverse will occur if content is not well received. Brands with small to large Instagram followings alike reflect this positive correlation in their follower count.

Number of Posts per Week—

By tracking posts per week, whether a brand has a specific posting schedule becomes evident. If the number of posts per weeks hovers around the same number, a brand likely utilizes a set schedule.

Average Like Count per Week—

To evaluate the engagement rate of each brand, like count must be recorded. Evaluating this data is also a good indication of how individual posts are received by viewers.

Average Comment Count per Week—

To evaluate the engagement rate of each brand, comment count must be recorded. Tracking comments can also be used to measure how certain content is received. Posts that are meant to inspire may have more comments than posts that primarily meant to advertise products. I am curious to see if brands that share more well-rounded content, outside of simply posting their products, experience higher comment counts.

Percentage of Posts that are Reels—

This element was used to see if brands that share different kinds of content with their followers, such as reels, are rewarded with higher engagement rates. The Instagram algorithm may prioritize quality reels if it believes viewers will interact with them, potentially boosting a brand's engagement rate.

Percentage of Shoppable Posts—

I am curious to see if brands that share shopping posts on their Instagram have a larger following than brands that do not. I have seen brands promote shopping posts on my Instagram feed more often than promoting regular posts. By promoting shopping through Instagram, are brands experiencing a higher number of followers and engagement due to additional exposure than brands that do not?

Percentage of Posts Featuring People—

This element was used because pajamas and loungewear are a part of the fashion industry. By seeing people wear pajamas, consumers can envision themselves in the pajamas and feel more inclined to purchase them. Many Instagram photos use familiar settings such as bedrooms, bathrooms, and couches as backdrops in photos which is a familiar setting to the customer and furthers their ability to envision themselves in the pajamas.

Percentage of Posts that Show a Product—

This element was used because the companies that were analyzed are product-based businesses that can be visually displayed and are tangible. By posting photos of the product, customers are reminded and informed about new products.

Percentage of Posts that Highlight a Sale or Promotional Offer—

This element was used because companies can engage customers and drive conversions by informing and reminding followers of sales or promotional offers. I am curious if companies with more followers post more about sales than smaller companies that do not have as much social media traction.

Percentage of Posts Educating People about a Product or Process Used by the Brand—
Since all the brands in the social media audit use sustainable practices, I am curious if they inform and educate followers about them on their Instagram accounts. Producing a sustainable product gives brands an edge against non-sustainable competitors. Do brands that post more about their sustainability practices have more followers and higher engagement than brands that do not?

Percentage of Posts Showing Awareness of Social or Environmental Issues—
With social media becoming an extension of a brand and a way for brands to share their mission and values, many consumers have come to expect brands to make statements and share their stances on social and environmental issues. I would like to observe if brands that take positions and advocate for worldly issues have garnered a larger following than brands that do not. Making statements and taking certain positions could also allow consumers to identify with a brand and gain additional respect and increase their advocacy toward that brand.

Percentage of Posts Meant to Inspire, Encourage, or Entertain—
This element was chosen to observe how often each brand chooses to post content that is not directly related to promoting their product. These posts build community and share more about the brand and their values than posts meant to advertise products. I am interested in observing if brands are rewarded for this via engagement rates and follower count, or if it makes no difference.

SOCIAL MEDIA AUDIT FINDINGS

Pre-Audit Expectations

All these expectations are drawn from very little observation of each brand's account. I saw each brand's feed and interacted with their accounts while I was selecting and researching which companies to use. During my initial interactions with these brands, I was observing what types of products they sell and if they are sustainable companies. I did not pay much attention to their engagement, besides the number of Instagram followers.

Purpose of Content—

I expect the purpose of content posted by the seven brands to be product promotion most of the time. However, to encompass a brand in its entirety, companies should also post about social, environmental, inspirational, and relatable content to their target consumer. Brand communications should come across as human and utilize an informal style and emotional content whenever possible. It is also important for brands to engage in meaningful conversations. I expect all seven companies to post well-rounded content that targets more than their target consumers' wallets.

Frequency—

I expect all brands to post once daily. I am curious to see if brands that post more or less than once a day experience a different engagement rate. I predict that brands that post less will experience a lower engagement rate.

People Orientation—

Since several of the companies I will analyze also sell products such as bedding, I expect that their people orientation will directly reflect the product they promote in the post. For

example, a brand such as YALA may feature fewer people in their posts than Leena and Lu because they also promote bedding, not just clothing.

Sustainability Content—

One of the biggest defining features of each of these brands is their focus on sustainable materials and processes. I expect brands to educate their followers about these practices. Many consumers chose sustainable products over non-sustainable products because it aligns with their personal beliefs and makes them feel good. I expect brands to experience higher engagement rates when posting about sustainability.

Environmental, Social, and Inspirational Content—

I suspect that the brands which post content pertaining to environmental and social issues, as well as inspirational content, will show higher engagement rates. I believe brands will be rewarding by sharing this type of content because people will respond to the authenticity. People feel a stronger tie to brands that take the time to share their values and vision.

Overall Grid Tone—

I believe the overall grid tone will vary depending on each company's branding styles. I predict that a cleaner, simpler, and more relaxed theme will be evident in each company's Instagram feed given the nature and feelings evoked by a sustainable sleepwear product.

Account Engagement—

It is my prediction that the companies with a larger following will experience greater account engagement. I predict that MATE the Label and Cozy Earth will lead this category while YALA will have the least engagement. I am looking forward to analyzing what these larger companies are doing on social media that YALA is not. Moreover, I am curious to see if the strategies and practices they are employing on Instagram could be easily adopted by YALA to grow their follower count and increase their engagement rate.

Opportunity—

The company I believe will experience the highest success and engagement via its Instagram is MATE the Label because they have the largest following initially. I am curious to see what the most successful brands execute well and if themes amongst successful brands becomes apparent.

Results Overview

The chart below shows an overview of the findings from my social media audit. The first three brands are the small brands, the next two brands are the medium sized brands, and the last two are the large brands.

In the purpose of content theme, I show what three categories of content each brand posted most often. In the frequency theme, I indicate how consistent each brand is to their frequency of posts per week. The people orientation theme reflects the types of people that are shown by each brand. The sustainable content theme reflects the frequency of brands to post content that reflects their sustainable products or processes. It is measured by no, low, moderate, and high amounts of sustainable content. The environmental, social, and inspirational content theme shows the frequency of brands to post content that does not directly show their products but rather reflects their brand's values, voice, and personality. It is measured by no, low, moderate, and high amounts of environmental, social, and inspirational content. The overall grid tone reflects each companies' visual personality. Account engagement considers each companies' number of posts per week and engagement rate. It is measured in terms of low,

moderate, or high. The opportunity column reflects a judgement of each company on a scale from 1, “challenge”, to 5, “opportunity”.

	Purpose of Content	Frequency (Post per Week)	People Orientation	Sustainability Content (Proportion of Posts)	Environmental, Social, and Inspirational Content	Overall Grid Tone	Account Engagement	Opportunity (1=Challenge, 5=Opportunity)
Leena and Lu	• Advertise • Educate	2.6	• Models • Founders	4%	Low	• Light • Authentic • Pops of color	Extremely High	3
YALA	• Advertise • Promote sale	3	• Models	15%	Moderate	• Authentic • Muted pops of color	Moderate	2
Movesgood	• Advertise • Educate	3.6	• Models	32%	High	• Minimalistic • Natural • Earth tones	Moderate	1
Eberjey	• Advertise • Promote store/Share mood board image	7.9	• Models • Influencers	6%	Moderate	• Artistic • Authentic • Warm tones	Moderate	1
ettitude	• Advertise • Educate	3.4	• Models • Industry professionals	24%	High	• Informal • Relatable • Natural tones	Low	2
Cozy Earth	• Advertise • Promote new arrivals	3.2	• Models • Influencers	4%	Low	• Light • Airy • Neutral tones	Moderate	2
MATE the Label	• Advertise • Educate	6.9	• Models • Industry professionals • Founder	35%	High	• Informal • Relatable • Warm, natural tones	High	1 (Best Overall)

Table 1: Overall Social Media Audit Findings

Theme 1: Purpose of Content

This theme considers what each brand hopes to achieve by their Instagram posts. A few examples of purpose of content include to advertise, promote, inspire, and educate. The table shows the top two most frequent purpose of content used by each brand.

Brand Name	Leena and Lu	YALA	Movesgood	Eberjey	ettitude	Cozy Earth	MATE the Label
Purpose of Content	• Advertise • Educate	• Advertise • Promote sale	• Advertise • Educate	• Advertise • Promote store/Share mood board image	• Advertise • Educate	• Advertise • Promote new arrivals	• Advertise • Educate

Table 2: Purpose of Content

The small brands primarily focused on advertising their product and educating their followers about sustainable products, fabrics, or processes. YALA, however, frequently posted to promote sales.

The medium sized brands posted similar content to the small brands. Eberjey posted content with the purpose of advertising, promoting their store, and sharing mood board images. Promoting the store and sharing mood board images were tied as the second most frequent type of content. ettitude posted content aimed to advertise and educate.

The large brands, Cozy Earth and MATE the Label, posted most frequently about advertising, educating, and promoting new arrivals. These brands were not as concerned with inspiring their followers with mood board images or promoting sales like the smaller brands.

Not every brand considered in the social media audit has a physical store location. Movesgood and Eberjey both have a store, and YALA has an outlet store. The brands that have a store can post about an additional type of content than the brands that do not.

Theme 2: Frequency

The theme of frequency shows how often each brand posts on Instagram a week, on average. The table below gives the average number of weekly posts for each individual company, as well as the average number for the groupings of small, medium, and large brands.

Brand Name	Leena and Lu	YALA	Movesgood	Small Brands	Eberjey	ettitude	Medium Brands	Cozy Earth	MATE the Label	Large Brands
# of Posts per Week	2.6	3	3.6	3	7.9	3.4	5.7	3.2	6.9	5

Table 3: Frequency

The small brands posted an average number of 3 times per week. This number is smaller than I anticipated. I expected the smaller brands to post at least once per day to grow their following and engage their current followers. While Movesgood maintained a consistent number of posts week to week, Leena and Lu and YALA were inconsistent. YALA had two weeks when they posted zero times, and one week when they posted six times. Leena and Lu had one week where they posted zero times.

The medium sized brands posted an average of 5.7 times a week. Eberjey had the highest weekly posting average of all the companies in the audit. There were two weeks when they posted ten times, the highest number of posts per week by any company in the audit. ettitude typically posted four to five times a week until week seven when they posted twice, week eight when they only posted once, and week nine when they did not post at all.

The large brands posted 5 times a week, on average. I am surprised that Cozy Earth does not post at least once a day, however they are consistent in the number of times they post each week. MATE the Label is both frequent and consistent with their posting schedule.

In addition to the table that shows the average number of posts per week, I have created some additional charts that demonstrate the potential effects of posting frequency on follower count and account engagement. The first graph shows the posting frequency and follower count of YALA, a company that is not frequent or consistent with posting. The second graph compare the posting frequency and follower count of MATE the Label, a company that is frequent and consistent with posting. The third graph demonstrates the relationship between posting frequency and account engagement.

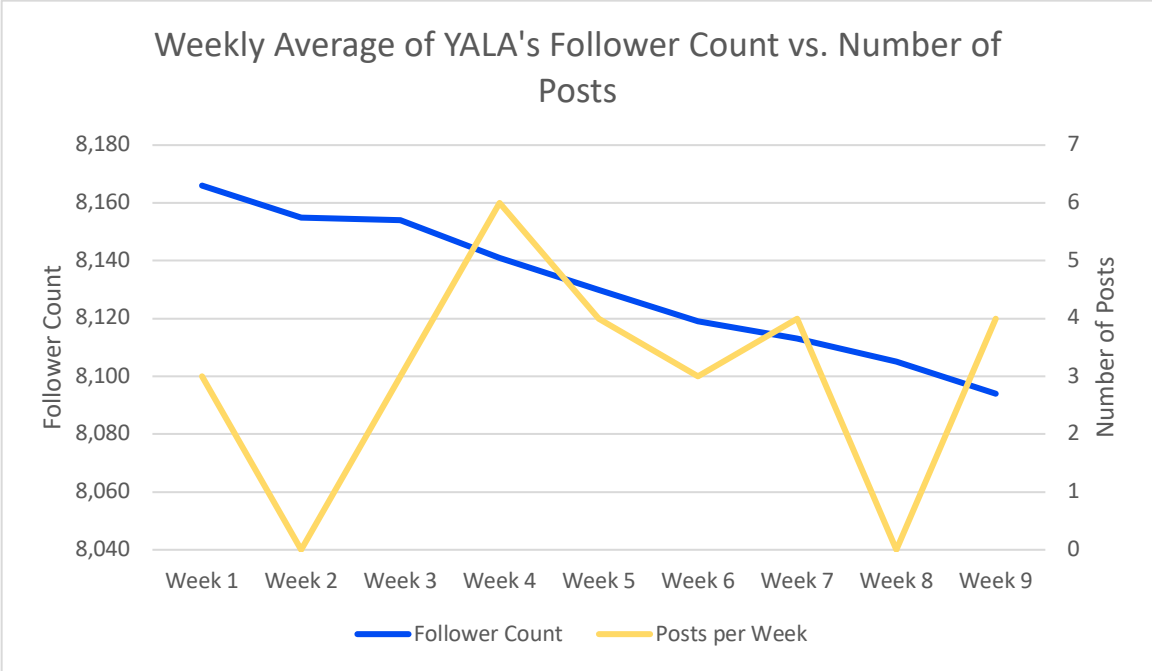


Chart 1: Effects of Posting Frequency on Follower Count for YALA

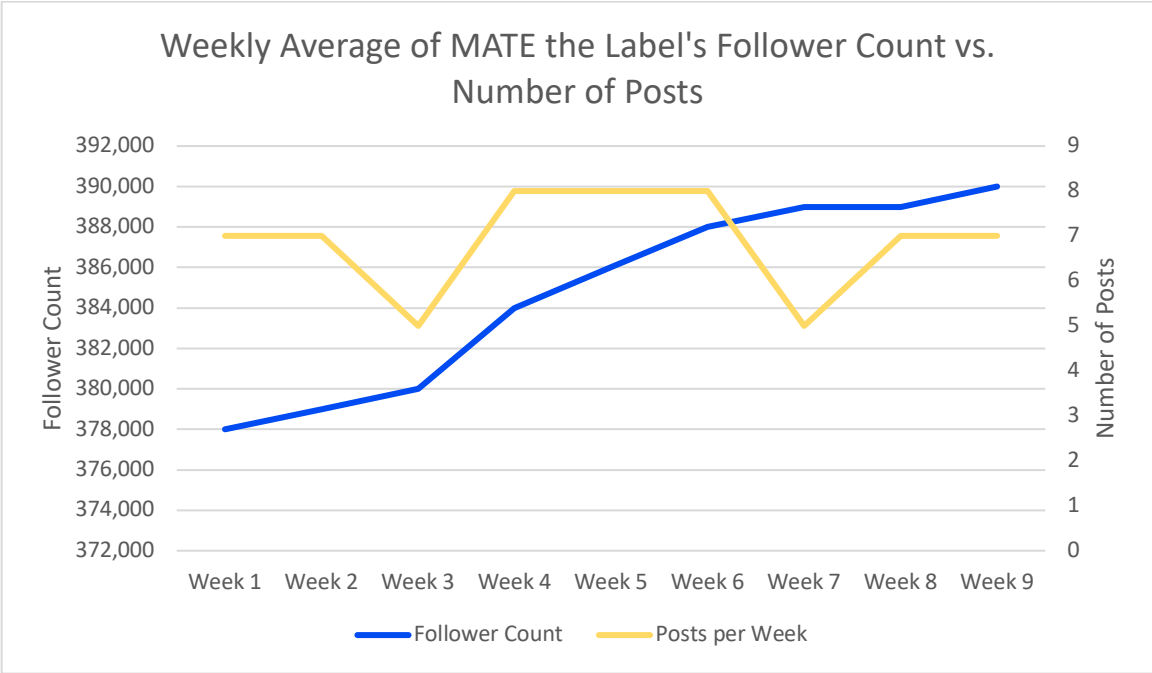


Chart 2: Effects of Posting Frequency on Follower Count for MATE the Label

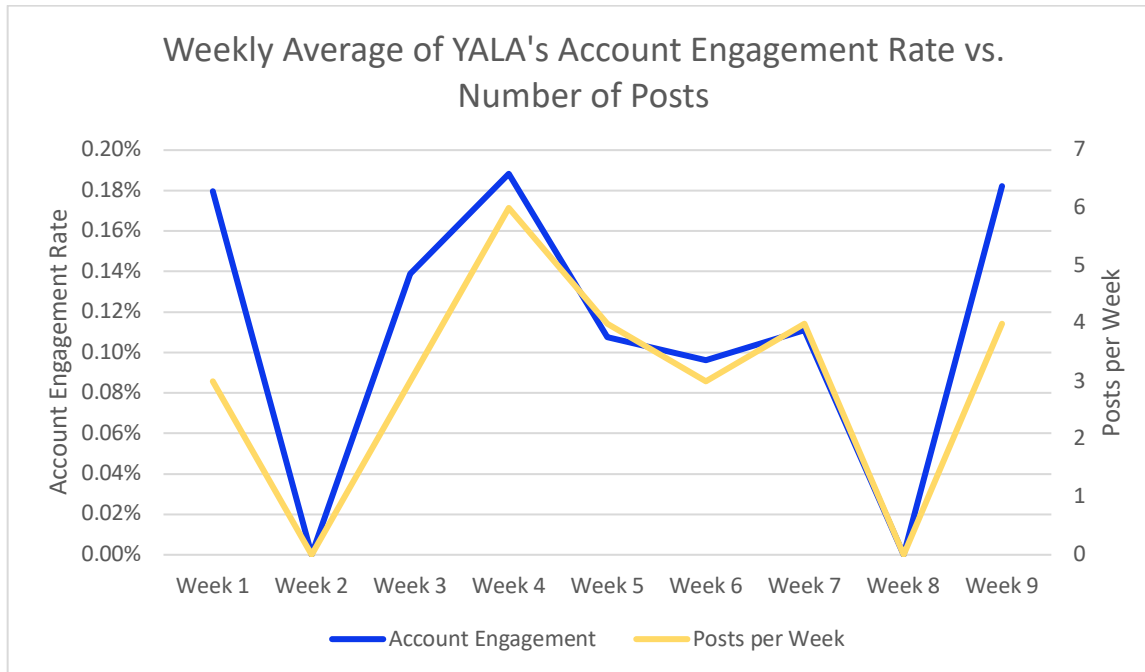


Chart 3: Effects of Posting Frequency on Account Engagement for YALA

The first two charts demonstrate the effects of posting frequency on follower count for YALA and MATE the Label. While other factors affect follower count, a large element is posting frequency. Chart one shows that YALA’s posting frequency varies greatly over the nine-week span. The brand’s follower count is simultaneously decreasing over the weeks. Chart two, on the other hand, shows MATE the Label’s frequent number of posts that do not vary much from week to week. The brand’s follower count also rises steadily throughout the weeks.

The third chart compares the weekly average of YALA’s account engagement and the weekly number of posts. There is a strong positive correlation between these two metrics. When YALA posted multiple times per week, their account engagement increased and when YALA posted zero times per week, they reported 0% account engagement.

Theme 3: People Orientation

This theme reflects the percentage of posts that feature a person. I considered people featured in reels and incomplete shots of a person to count as a post featuring a person. I also recorded the types of people featured in Instagram posts by each brand. The table below lists the top the types of people most often featured by each company. The table also shows the average percentage of posts per week that feature a person for each company, and the average percentage for small, medium, and large brands.

Brand Name	Leena and Lu	YALA	Movesgod	Small Brands	Eberjey	ettitude	Medium Brands	Cozy Earth	MATE the Label	Large Brands
% Posts that Feature a Person	86%	76%	66%	76%	76%	23%	49.5%	47%	70%	58.5%
People Orientation	<ul style="list-style-type: none"> • Models • Founders 	<ul style="list-style-type: none"> • Models 	<ul style="list-style-type: none"> • Models 		<ul style="list-style-type: none"> • Models • Influencers 	<ul style="list-style-type: none"> • Models • Industry professionals 		<ul style="list-style-type: none"> • Models • Influencers 	<ul style="list-style-type: none"> • Models • Industry professionals • Founder 	

Table 4: Purpose of Content

The percentage of posts that feature a person for small brands was around 76%. This number is as I expected because small companies want to promote their product on people so consumers can see those images, picture themselves in the product, and feel compelled to buy the products. For a small company, individual sales and attracting, then turning, Instagram followers into customers matters to build the brand. However, the Instagram feeds of these small brands felt repetitive since almost every post was a variation of someone wearing a product. Another way to showcase a product, but post different types of photos, is by posting images of only the products.

The small companies all primarily used models, except for Leena and Lu featuring their founders a handful of times. The small companies should take advantage of influencers and content creators. By utilizing this type of social media marketing technique, the brands would receive content from the influencers as well as exposure to the influencer’s following.

For medium sized brands, the average percentages of posts per week that feature a person was 49.5%. The number is slightly lower than the small brands because these companies post a much vaster array of content than just models wearing or using products. ettitude also appears to be phasing out their pajama line. In the beginning of the audit, they posted about their pajamas, but they now post primarily about their line of bedding. Their decrease in the promotion of their pajamas can account for their low percentage of posts featuring a person. ettitude has an informal style to their Instagram and many of their posts are in meme or informational format. Eberjey frequently posts mood board images that align with their brand and the interests of their followers.

The medium sized brands showcased models, influencers, and industry professionals in their Instagram posts. Eberjey used influencers while ettitude shared content from industry professionals. After looking at the personal accounts of the influencers that were used by the Eberjey, it was obvious that they were strategically chosen by the brand. Every influencer’s personal brand and image aligned with that of Eberjey, making the partnership authentic and the content they produced a solid fit for the Eberjey Instagram feed. ettitude often posted industry professionals which strengthened their own brand image by educating consumers about the effectiveness and importance of their sustainable processes.

The average percentage of posts that feature people for large brands is 58.5%. Cozy Earth frequently posts photos of their other product offerings such as bedding. MATE the Label posts educational and entertaining content that often features people but is not entirely centered around their product.

The large brands featured models, influencers, industry professionals, and founders in their Instagram feeds. Cozy Earth used influencers who aligned with their brand and who created content that supported the brand’s airy and dreamlike image.

Theme 4: Sustainability Content

This theme measures the percentage of posts made by each company per week that shows or educates followers about a sustainable product or process used by the brand. I did not consider hashtags that pertained to sustainability as sustainability content unless the image or caption itself referenced sustainability. Often, sustainability content can take the form of educating followers about a certain sustainable production process or a fabric used by the company and how it is better than an alternative. The table below shows the average percent of posts by each company per week that mentions sustainability.

Brand Name	Leena and Lu	YALA	Movesgood	Small Brands	Eberjey	ettitude	Medium Brands	Cozy Earth	MATE the Label	Large Brands
% Posts that Contain Sustainability Content	4%	15%	32%	17%	6%	24%	15%	4%	35.44%	19.72%

Table 5: Sustainability Content

The percentage of sustainability content for small brands was 17%. This is smaller than I anticipated. I imagined that the smaller brands would be more inclined to highlight any competitive edge held by their company. Also, I anticipated they would want to promote the reason why their customers are paying a premium compared to other pajama brands. People who are just recently familiar with the brand may not be aware any sustainable or environmentally friendly difference if the brand does not post about it often. Some people may not need an environmental motivation to pay a premium for a product, but they are likely shelling out the additional money because the brand can offer them a certain image if it is coveted by people and regarded highly. The smaller companies; however, do not have that power behind their brand name yet. They have a small following on social media and need to focus their efforts on promoting what they offer over their competition.

The average percentage of posts that feature sustainability content for medium sized brands was around 15%. This number was not as high as I expected, but the average number for the category of medium brands is skewed because ettitude posted about sustainability more often than Eberjey.

While these medium sized brands have already presented themselves as viable players within the sustainable sleepwear market, they could still highlight what makes them unique and the visions and beliefs they hold. By posting sustainable content, brands can mix up the type of information they are feeding to their followers. It also gives brands an opportunity to share its values with its followers. People can buy into your brand more if it aligns with their beliefs and if they feel like they are doing a good thing by supporting the brand, and in turn the environment.

On average, the large brands had 19.72% of their weekly posts mention sustainability. However, Cozy Earth only mentioned its sustainable processes once in the nine-week period and MATE the Label mentioned sustainability almost every week. MATE the Label played up sustainability and made a point to educate its followers on what different sustainability buzz words mean, why they are important, and how their brand relates to that information. Cozy Earth did not utilize its green edge as a part of the brand's identity on social media. The fact that Cozy Earth is a sustainable company is evident on its website, but not entirely apparent on its

Instagram feed. I suspect this is because the brand is not geared towards, or does not attract, as many sustainability motivated or inclined users as does MATE the Label.

Theme 5: Environmental, Social, and Inspirational Content

The theme of environmental, social, and inspirational content measures how often each company posts about this type of content per week, on average. This type of content can take the form of environmentalist industry professionals sharing their knowledge about lesser-known topics, posts that shed light on current environmental issues, current social issues, or posts that are meant to inspire, entertain, and align with the brand’s personality.

Brand Name	Leena and Lu	YALA	Movesgood	Small Brands	Eberjey	ettitude	Medium Brands	Cozy Earth	MATE the Label	Large Brands
Percentage of Posts that Mention an Environmental Issue	3.70%	12.96%	14.63%	6.15%	1.39%	16.11%	8.75%	0%	17.54%	8.77%
Percentage of Posts that Mention a Social Issue	4%	0%	0%	1.33%	0%	0%	0%	0%	1.59%	0.8%
Percentage of Posts that Feature Inspirational Content	0%	0%	26.67%	8.89%	12.54%	13.89%	13.22%	5.56%	6.59%	6.08%

Table 6: Environmental, Social, and Inspirational Content

The small companies did not show consistency when compared to each other. YALA and Movesgood mentioned environmental issues several times in posts tracked during the audit, but Leena and Lu only mentioned environmental issues in one post. Further, YALA and Movesgood mentioned a social issue zero times during the audit, while Leena and Lu mentioned a social issue once. Additionally, Movesgood was the only small brand to post inspirational, encouraging, or entertaining content. Leena and Lu and YALA did not stray from posts that featured models wearing their product.

The medium companies showed consistency in the percentage of posts that mention a social issue as well as the posts that feature inspirational content, but not in posts that mention an environmental issue. Eberjey mentioned environmental issues once which ettitude posted about it several times. Both companies failed to mention a social issue during the audit. Both companies were consistent in posting inspirational, encouraging, or entertaining content.

The large companies, Cozy Earth and MATE the Label, varied greatly in the style and type of content they posted. Cozy Earth never posted about environmental or social issues while MATE the Label posted about a social issue once and environmental issues often. MATE the Label also often posted content intended to inspire, encourage, or entertain followers while Cozy Earth posted once about that type of content.

Theme 6: Overall Grid Tone

This theme is evaluated based on the overall look and feel projected from each companies Instagram feed. Only the first photos on the feed are considered and captions do not factor into the grid tone. The grid tone is evaluated by looking at the brand’s Instagram account from its grid view.

The images below are screenshots of several of the brands’ grids. The first is a screenshot of YALA’s grid, the second image is a of Eberjey’s grid, and the third screenshot is of MATE

the Label's grid. The conclusions I came to about each brand's grid tone were informed by viewing screenshots like these weekly.

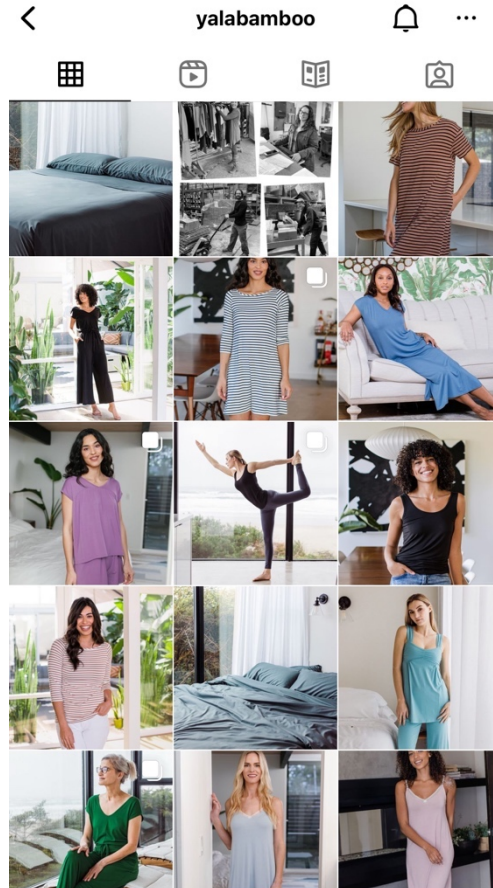


Image 1: YALA Grid Screenshot



Image 2: Eberjey Grid Screenshot

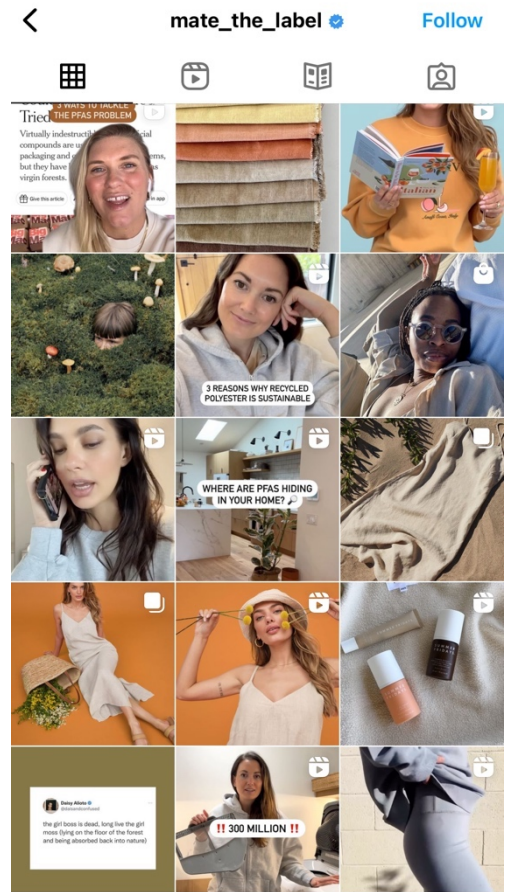


Image 3: MATE the Label Grid Screenshot

For the small companies, the overall grid tone varied. The grids of Leena and Lu and YALA have a similar relaxed and authentic feel, mostly capturing photos of models around a house. Both brands demonstrate pops of color in photos, making the products the focus in most photos. Movesgood’s feed, on the other hand, is artistic and elevated. The brand captures photos of their products in nature and overtly relaxing scenes. Movesgood’s grid tone is minimalistic, and the color of the products often matches the color of the photo’s background.

The grid tones of both the medium brands, Eberjey and ettitude, follow a color palette. The color of Eberjey’s grid changes gradually over the weeks and the tone reflects the new colors of products they release. For example, the brand’s grid was primarily pink around Mother’s Day, then gradually transitioned into hues of yellow, green, and blue during early summer. Eberjey’s photos are a mix of photos that show people lounging at home, but also some that are captured in nature and more artistic settings. ettitude’s color palette is earthy and its posts reflects the natural colors of their products. The brand’s feed is informal and relatable, often posting memes or entertaining reels.

The large brands also utilize a consistent color palette in their grids. Cozy Earth’s grid tone is light, minimalistic, and neutral. They post a mix of photos of people lounging at home, but also artistic shots in nature. MATE the Label’s grid tone has warm and natural tones. They are consistent with their color scheme. The feed itself is informal and relatable, with a mix of casual shots, posed photos at home and in outdoor settings, and engaging reels.

Theme 7: Account Engagement

The theme of account engagement measures each brand's average engagement over the nine-week social media audit. Engagement rate is calculated as the sum of the average number of likes and comments per week divided by the average number of Instagram followers over the duration of the audit.

Brand Name	Leena and Lu	YALA	Movesgood	Small Brands	Eberjey	ettitude	Medium Brands	Cozy Earth	MATE the Label	Large Brands
Average Engagement Rate	17.583%	1.006%	1.154%	6.581%	1.186%	0.524%	1.145%	0.972%	3.532%	2.252%

Table 7: Account Engagement

The average engagement rate for small brands was 6.581%. YALA and Movesgood have similar engagement rates, hovering a little over 1%, while Leena and Lu reports an impressive 17%. Leena and Lu has a much smaller follower count than the other brands, as it was 340 on average over the length of the audit. While their number of followers is small, they are an engaged group which accounts for the brand's high engagement rate.

The average engagement rate for the medium brands is 1.145%. This data is not a good indication of the actual engagement rate because both brands hide their like count on most of their posts. Most weeks the like count was hidden for all the posts, but sometimes they showed the number of likes for a few posts that week. In the case of showing a few like counts a week, I averaged those numbers. Also, ettitude conducted a giveaway in a post which caused many comments in one post, skewing the average data for that week.

The large brands, Cozy Earth and MATE the Label, reported an average engagement rate of 2.252%. Cozy Earth's engagement was just under 1% while MATE the Label showed an impressive 3.5%. Both companies conducted giveaways during the time of the audit which increased the number of comments on several posts and altered their average data.

I initially predicted that companies with a larger following would experience greater account engagement. I found that prediction to be incorrect as the company with the smallest following turned out to report the highest engagement. I attribute Leena and Lu's exorbitant engagement rate to their small, yet highly dedicated number of followers. I believe their followers are intentional in supporting this small business and many of them may have a personal connection to the founders or brand.

The company with the second highest engagement rate was MATE the Label, which I predicted to have the highest. I believe their engagement rate of 3.532% is due to their consistent posting schedule and vast array of content. The brand does not only post content meant to promote or advertise their products, but also content to entertain and educate. I believe this well-rounded approach keeps followers engaged and allows them to connect with the brand on a personal level.

Going into the social media audit, I was curious to see if the brands that utilized reels would experience higher engagement rates. I ran a regression between average engagement rate and average number of reels posted by each brand throughout the audit and found that there was no correlation. Chart three below shows my findings. Since the p-value is greater than 0.05, the correlation is not significant.

In addition to observing a potential correlation between number of reels and engagement rate, I was also curious to see if there would be a correlation between number of posts per week

and engagement rate. I ran a regression with the average engagement rates and the average number of posts by each brand. My findings are shown in chart four. Since the p-value is greater than 0.05, the correlation is not significant. However, the reliability of p-values increases as sample size increases. With only seven observations in this sample, the size is small, and the sample may not reliably reflect the population.

To further understand any possible correlation between average engagement rate and number of posts per week, I created a chart that visually compares these two metrics. The chart focuses on YALA’s engagement rate over the nine-week period as well as the brand’s weekly number of posts. A strong positive correlation can be observed from looking at this chart. The more times YALA posts each week, the higher their engagement rate climbs. Conversely, If YALA posts zero times in a week, they report a 0% engagement rate.

The Relationship Between Average Engagement Rate and the Number of Reels								
	<i>Coefficient</i>	<i>Standard</i>			<i>Lower</i>	<i>Upper</i>	<i>Lower</i>	<i>Upper</i>
	<i>s</i>	<i>d Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>95%</i>	<i>95%</i>	<i>95.0%</i>	<i>95.0%</i>
Intercept	0.001	0.038	0.017	0.987	-0.098	0.099	-0.098	0.099
# of Reels	0.106	0.090	1.182	0.290	-0.125	0.337	-0.125	0.337

Chart 3: Correlation Between Average Engagement Rate and Number of Reels

The Relationship Between Average Engagement Rate and the Number of Posts								
	<i>Coefficient</i>	<i>Standard</i>			<i>Lower</i>	<i>Upper</i>	<i>Lower</i>	<i>Upper</i>
	<i>s</i>	<i>Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>95%</i>	<i>95%</i>	<i>95.0%</i>	<i>95.0%</i>
Intercept	0.074	0.060	1.231	0.273	-0.081	0.229	-0.081	0.229
# of Posts	-0.008	0.013	-0.673	0.531	-0.041	0.024	-0.041	0.024

Chart 4: Correlation Between Average Engagement Rate and Number of Posts

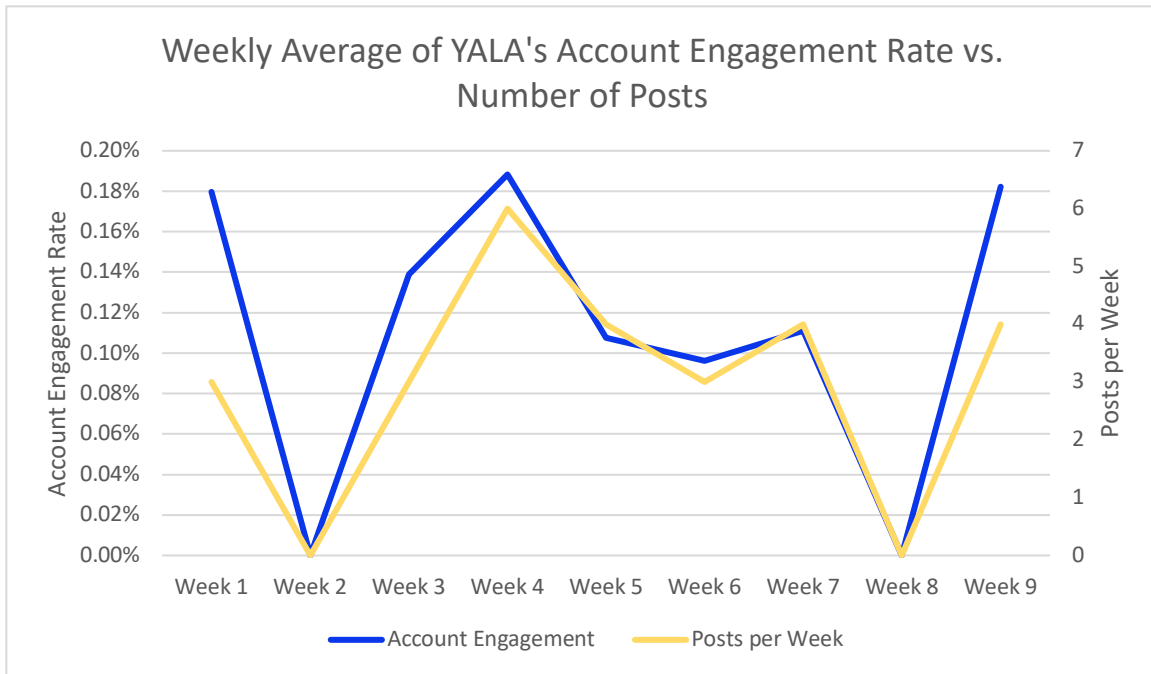


Chart 4: Effects of Posting Frequency on Account Engagement for YALA

Theme 8: Opportunity

This theme was evaluated within each category. 1 denotes the best company in the category while 2, or 3 in the case of small brands, represents the company with more challenges. The company with the most opportunity, across all seven companies, was also stated. Opportunity means the company/companies that do the best job portraying themselves on social media overall and considers the engagement rate and follower count of the brands over the duration of the audit.

For the small brands, Movesgood has the best social media presence on Instagram. They post the most frequently, post the most sustainability content, post a high amount of environmental, social, and inspirational content and have a more visually appealing grid tone than the other two small brands. YALA is ranked second in terms of opportunity because they post second most frequently, have a fair amount of sustainability content, and a moderate amount of environmental, social, and inspirational content. Neither YALA nor Leena and Lu stand out to me in terms of their Instagram. They are the only two brands that did not have a compelling identity or story from their overall grid tone. They both posted primarily models wearing their clothing. This approach is tiresome, not engaging, and does not share anything about their brand's values or image.

Out of the medium sized brands, Eberjey was the most impressive and shows the most opportunity. Although, Eberjey also has some short comings that keep it from being the overwhelmingly better brand. The brand's Instagram shares a compelling story about the brand by advertising product but also sharing mood board images that reinforce the brand's identity. Eberjey utilizes influencers which helps them maintain an artistic but also authentic grid tone. Eberjey also has a higher engagement rate than ettitude and a much greater posting frequency. Eberjey's shortcomings include its low percentage of sustainability content and its moderate amount of environmental, social, and inspirational content. ettitude's feed is informal, relatable,

and follows a color scheme, but it lacks visual the visual appeal that Eberjey provides. It also reports a lower account engagement rate. I do appreciate that ettitude shows off their values as a brand and takes time to post a high amount of sustainable, environmental, social, and inspirational content.

Of the large brands, MATE the Label is overwhelmingly better than Cozy Earth. MATE the Label posts much more frequently, posts a high amount of sustainability content, a high amount of environmental, social, and inspirational content, and has high account engagement. MATE the Label is also the best brand overall. I like that MATE the Label posts artistic photos of models in nature or unconventional settings while also posting photos of models lounging inside. This dynamic keeps the feed informal and relatable to followers. The brand also emphasizes posts about sustainability and many posts are intended to educate followers about harmful ingredients or processes. Cozy Earth does not post about sustainable, environmental, social, or inspirational content often. I suspect that Cozy Earth's target consumers are more interested in the luxury aspect of the pajamas than the sustainability aspect. They maintain a visually appealing, elevated feed that evokes feelings of relaxation and peace.

Post-Audit Evaluation

Regardless of brand size denoted from number of Instagram followers, each brand has its own personality and image that is portrayed via its Instagram. There is no way to determine a right or wrong way of conducting a brand's Instagram because it is unique to each brand and their audience.

The success found by these brands, measured primarily through number of Instagram followers and engagement rate, comes from having a strong identity and image on social media. Creating certain types of content, maintaining a consistent color scheme, and listening and aligning with the audience's interest are all ways for a brand to create a successful social media presence.

Purpose of Content—

As expected, the main purpose of content for each of the brands was advertisement and promotion. This is the main point of an Instagram or social media account for a brand, so I am not surprised to have observed this as the norm throughout the audit. However, I expected there to be more variation in the types of content that brands posted.

Frequency—

I am surprised that most of the brands analyzed in the social media audit did not post at least once daily. Further, five out of the seven brands only posted two to four times per week. Going into the audit, I assumed that brands who posted more frequently would have a higher engagement rate and vice versa for brands that posted less frequently. However, my assumption was incorrect as there is no significance to the correlation between posting frequency and engagement rate according to the data taken from the social media audit.

People Orientation—

As anticipated, the product offerings of each of the brands influences how often they post photos that include people. MATE the Label and Cozy Earth are good examples of companies that demonstrate the differences in posting frequency of people due to their different product offerings. MATE the Label only sells pajamas and loungewear while Cozy Earth sells pajamas, loungewear, and bedding. On average, 47% of Cozy Earth's posts featured people while 70% of MATE the Labels posts featured people.

ettitude posted the lowest percentage of photos that featured people. This is because it appears that ettitude is phasing out their pajama line. At the beginning of the audit the company posted photos that featured pajamas but have since stopped posting that content. MATE the Label and Cozy Earth are good examples of companies that demonstrate the differences in posting frequency of people due to different product offerings.

Sustainability Content—

I was very surprised to see that most brands did not highlight their sustainable edge via social media. Only three out of the seven companies posted about sustainability consistently: MATE the Label, ettitude, and Movesgood. I anticipated the brands would want to highlight their defining features and draw attention to the extra effort, thought, time, and money that goes into sourcing and producing sustainable clothing.

Environmental, Social, and Inspirational Content—

I anticipated more environmental, social, and inspirational content from all the brands. The brands that posted the most environmental content also posted the most sustainability content, which makes sense. The surprisingly little amount of social content could be due to the risk of brands sharing opposing views from followers and then potentially losing them as followers or customers.

Overall Grid Tone—

As I anticipated, the grid tone varied depending on each companies personal branding style. I observed that companies with a consistent grid tone in terms of feelings evoked and color had more followers than companies who did not follow any sort of style.

Account Engagement—

My prediction that MATE the Label and Cozy Earth would have the highest account engagement was incorrect. To my surprise, Leena and Lu reported the highest account engagement by almost five times the brand with the second highest engagement. Like influencers, brands with bigger audiences usually have smaller engagement rates. Leena and Lu, the brand with the smallest audience, reported the highest engagement rates.

Opportunity—

I successfully predicted that MATE the Label would demonstrate the best Instagram overall. They were a well-established brand in terms of following and personal style at the beginning of the audit, and they stayed true to their image throughout. I think some of the things that made them so successful was their consistent posting schedule, high frequency of posts a week, large array of content, visually appealing and cohesive photos, and the relatability of their posts.

LIMITATIONS

The limitations of the social media audit include the short time frame of the social media audit, hidden like count by some of the brands, the different product offerings of the brands, and the evaluation of brands as small, medium, and large brand categories. Overall, the social media audit went well, but after its conclusion there are several takeaways that I believe serve as limitations.

The social media audit was conducted over nine weeks. The data collected during this time frame is valuable; however, there is not enough data over a long enough period to identify or account for any patterns in the brands' Instagram accounts. For example, if a company's social media manager decided to quit, their post style and schedule may change as a result. But,

with the short time frame of the audit, there was not enough data to analyze and determine that to be the case for any of the brands.

The hidden like count by some of the companies is another limitation to the social media audit. By not seeing a like count, or only seeing a like count on a few posts a week, I was not able to find an accurate weekly average like count or an accurate engagement rate for the brand.

I assume that some companies hide their like counts to further their brand's personality. By posting photos and hiding the like count, a brand is telling its followers that it does not care about status or gratification from others in the form of likes. This decision can make a brand's personality seem more real, relatable, carefree, and self-confident.

Another limitation to the social media audit is that the brands did not offer the same types of products. While all brands offer products made from sustainable materials and with sustainable processes, some offer bedding and pajamas while others only offer pajamas. This difference affected the results I collected, specifically the percentage of posts that featured people. The companies that offer bedding feature people less often than those that only sell pajamas. This is because most post featuring pajamas include people wearing the products while the posts about bedding just showcase a bed.

The final limitation to the audit was grouping and evaluating companies as small, medium, and large brands. Regardless of a company size, or number of Instagram followers, each brand has their own personality and image that they are trying to portray. The grouping of companies into categories denoted small, medium, and large is not a fair reflection of each company because each brand is unique. Each company has different posting strategies, a different image, a different target audience, and different goals and objectives. It is impossible to conclude that to be a successful company and have a high social media engagement rate, you should do a certain set of things exactly. While the social media audit shed light on successful strategies employed by brands, no strategy is one size fits all.

BUSINESS IMPLICATIONS

Social Media Suggestions for YALA

Consistency –

YALA should post at least once a day, utilize a content calendar, and schedule their posts. YALA did not post consistently nor frequently, averaging three posts a week with two weeks of zero posts. Their steadily declining follower count can be partially attributed to the inconsistency of their posts. A content calendar should also be used by YALA so they can plan what type of content they will be sharing each week. Finally, scheduling Instagram posts would also help YALA achieve consistency. Posts can be scheduled months in advance so that the daily time commitment in drafting a post is eliminated.

Content –

YALA would benefit from switching up their style of photos. Most of the content posted by YALA features women wearing their pajamas in bedroom or home settings. This style of photo dominates their feed and is tiresome. Eberjey does a good job of alternating their style of photos by showing their pajamas on models and influencers but also capturing a photo of their pajamas without including people. Some of the photos without people show the pajamas laid out on the ground or shots intended to showcase the movement of their fabrics. Eberjey also alternates between relatable and artistic photo shoot locations. Some of their photos are captured in the home while others are shot in nature or places with more unconventional backgrounds. YALA should emulate Eberjey's photography strategy and observe the engagement rates that ensue.

Tools—

Utilizing additional Instagram features and influencer marketing would help YALA grow and increase their account engagement. During the social media audit, YALA posted zero reels and created four shoppable posts. The brand is not currently taking advantage of all the tools Instagram has to offer. Every other brand in the audit posted an Instagram reel at least once. Reels are an engaging way to share additional information with followers in a creative way. The second tool that YALA should adopt is influencer marketing. Eberjey and Cozy Earth were the only brands analyzed in the audit that utilized influencer marketing. This implies that there is a big opportunity in the sustainable pajama industry for influencers. The pajama industry is not as saturated by influencers as the fashion, makeup, or hair industry. YALA can select influencers to work with that share a similar target audience to themselves. The exposure gained from being introduced to an influencer's following would grow YALA's social media and increase their engagement.

Voice—

To establish a relationship that feels relatable, trustworthy, and strong between their followers and the brand, YALA should post more content that pertains to their values and mission. During the social media audit, YALA posted six times about sustainability, zero times about a social issue, five times about an environmental issue, and zero times with the intention to inspire, entertain, or encourage followers. The brand does not do a good job of sharing what is important to them. The only information shared by YALA is geared towards making sales. Their voice is repetitive and lacks the ability to evoke any deeper feelings from followers. The brand does not seem relatable at all to customers. Movesgood, ettitude, and MATE the Label, on the other hand, are consistently sharing information that does not directly serve to advertise their products. These brands have a well-developed voice that draws customers in and creates a sense of connection and loyalty between them and the brand. YALA should mimic the strategies employed by these brands.

Additionally, YALA should post more content that highlights their sustainable materials and processes. Sustainability is a core value for the brand but is not mentioned on their social media often. By highlighting the importance of sustainability and their great efforts they have taken to achieve it, they would differentiate themselves from other pajama brands and attract followers and customers who are highly motivated by sustainability.

Grid Tone—

YALA should aim to tell a story and share their personality as a brand through just a glance at their Instagram grid. Right now, there is no consistent color scheme used by the brand and their feed is almost entirely made up of models wearing their product. Their grid tone right now lacks excitement and does not share the personality of the brand as well as possible. Movesgood, Eberjey, ettitude, Cozy Earth, and MATE the Label do a good job of portraying their brand's personality through just a quick look at their Instagram grid. I suggest that YALA rotates their color scheme as seasons and holidays change so that they may account for all their existing colors and give an accurate reflection of their product offerings. I also suggest YALA to mix up the settings of their photos, having some taken outside and some inside. YALA should post additional photos of their bedding to break up the feed visually. Also, YALA should post mood board images or quotes meant to inspire their followers and share more of the brand's personality.

The grid I created below is a rendition of what I think YALA's feed should look like. I interspersed quotes, mood board images, as well as photos taken in both indoor and outdoor

settings. I also followed a color scheme. At the bottom of the collage, the photos are pink and peach colored. Then there is a yellow color scheme at the top of the collage.



Image 4: Suggested Grid Tone for YALA

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