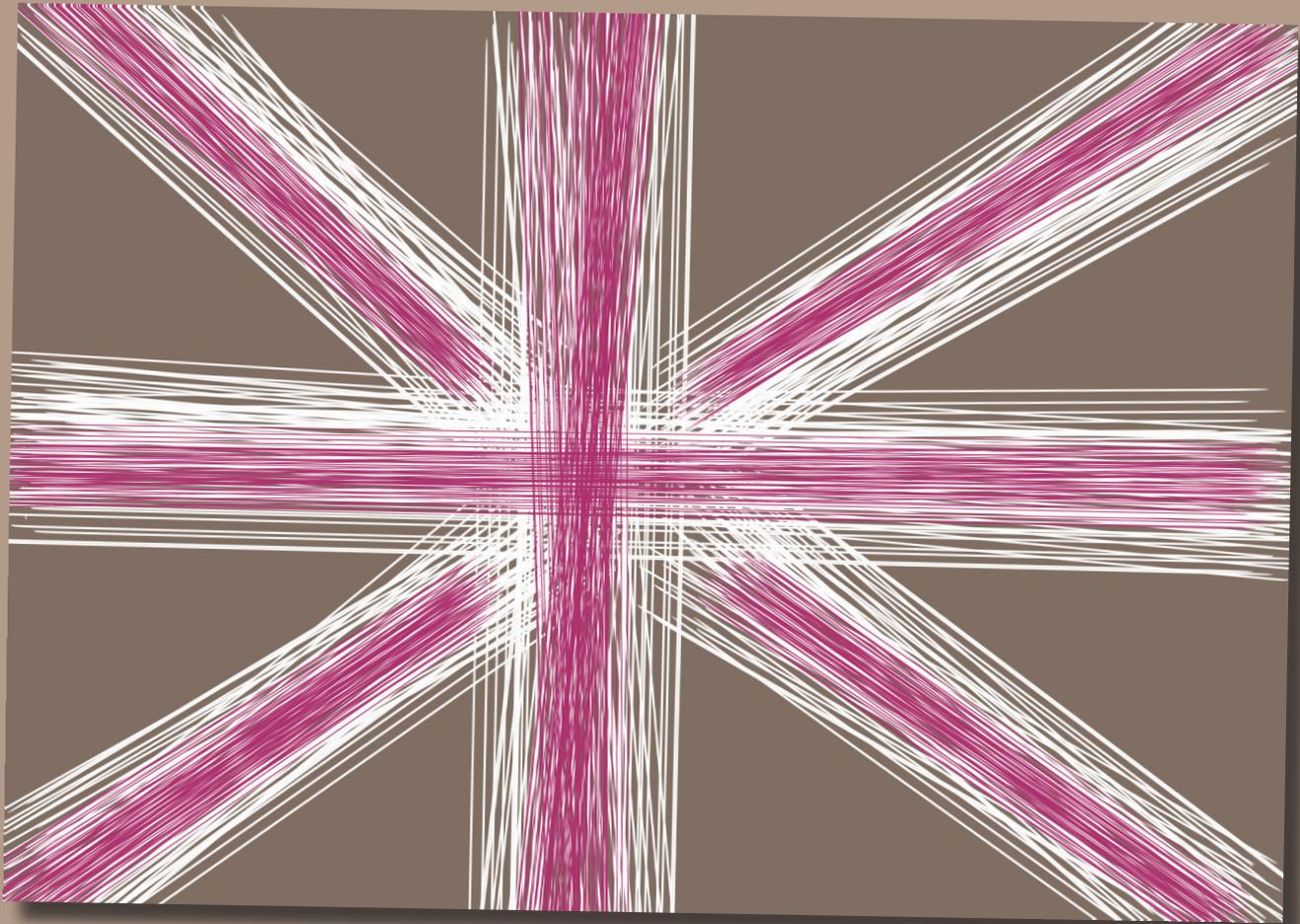


BURBERRY

Brand heritage



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Module: Strategic Fashion Marketing Plan

Course: Fashion Marketing Level 3

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Contents

PART ONE: Marketing Audit	1-14
EXECUTIVE SUMMARY	1
BRAND HERITAGE	4
ICONIC CHARACTERISTIC	4
CONSUMER AND COMPETITOR	5
PRODUCT LINE	7
DISTRIBUTION MARKET AND SOURCING	8
MACRO ENVIRONMENT	9
CHANGING OF THE CHINESE MARKET	9
CONSUMERS ARE LOOKING FOR THE BALANCE BETWEEN DIGITAL AND NATURAL LIFESTYLE	9
FUTURE STRATEGY	10
LEVERAGE THE FRANCHISE	
INTENSIFY ACCESSORIES	
ACCELERATE RETAIL-LED GROWTH	
INVEST IN UNDER-PENETRATED MARKETS	
PURSE OPERATIONAL EXCELLENCE	
SWOT	11
COMPETITIVE ADVANTAGE	11
COMPANY OBJECTIVE	12
CHALLENGING AND OPPORTUNITIES WITHIN HERITAGE	12
BRANDING: PRESERVING THE BRAND HERITAGE IN PROMOTION; ADOPTING THE NEW CONSUMERS IN DIFFERENT CULTURES	12
PRODUCTS: INTEGRATING THE COLLECTIONS; LOCALLY SOURCING AND PRODUCTION	13
CONCLUSION	14
PART TWO: Strategic Marketing Plan	15-28
INTRODUCTION	15
STRATEGY	16-20
YEAR PLAN	21-23
VISION AND OBJECTIVE	24

MEASUREMENT	25-27
CONCLUSION	28
APPENDICES	29-35
APPENDICES 1. PESTEL	29
APPENDICES 2. WHAT MAKES A BRAND 'BRITISH'?	30
APPENDICES 3. MY BURBERRY	31
APPENDICES 4. AIDI MODEL – BRAND LOYALTY	32
APPENDICES 5. CONSUMER BASED BRAND EQUITY PYRAMID	33
APPENDICES 6. DVF 40 YEAR ANNIVERSARY EXHIBITION	34
APPENDICES 7. JOHN LEWIS EMOTIONAL ADVERTISING	35
BIBLIOGRAPHY	36-37
WORK CITED	38



PART ONE: Marketing Audit

Executive Summary

This market audit report aims to review Burberry's operational strategy regards to its brand heritage in the current fashion retail environment.

Initially, the report began from the brand history of Burberry and what is the key element to make the brand heritage. By undertaking the analysis of the brand situation based on the evaluation of their products, targeting consumers and competitors towards to their promotion strategy and product development within the brand heritage. Besides, through the PESTLE analysis in order to understand

the current market and future trend, applied on the foundational direction for the upcoming opportunities.

After examining the brand situation and MACRO environment, it can be found that Burberry has the advantage of digital marketing but how can they accumulate the customers loyalty – through branding Burberry has achieved the consumer awareness, emphasising the brand heritage could differentiate Burberry from other brands and increase more emotional connection with the customers.

By means of this audit providing the fact that Burberry iconic trench coat

and check trademark make the heritage and it became associate with the British style and brand. Therefore, Burberry could concern about their branding and product strategy within the heritage to engage with their customers because as a historical brand would deliver the faith to the consumers also give the certain social-status for the people who own their products.

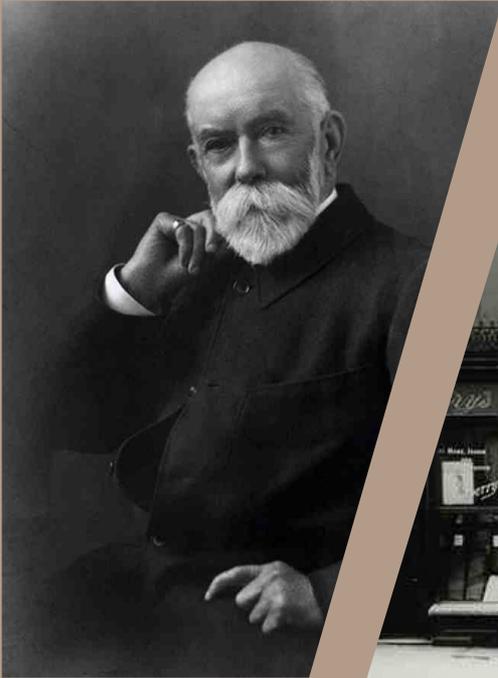
Heritage"

Figure 1. Burberry AW2014 trench coat shooting



1891

The company moves into its first London store, 30 Haymarket.



1856

The brand is founded by 21-year old dressmaker Thomas Burberry.



1897

Explorer Major F.G. Jackson, famed for mapping parts of the Arctic Circle, wearing Burberry.

1999

The Burberry Campaign featuring British model Kate Moss



2009

The new Burberry global headquarters opens at Horseferry House in London.



THE BURBERRY "The King of Weatherproofs"

COAT NAMED BY A KING. HOW "BURBERYS" WERE CHRISTENED. "DUTY" INVENTOR OF WATERPROOF. KING'S HOUSEHOLD GREATCOAT. REGULATION Greatcoat for Officers of the King's Household and the Guards. BURBERYS had the distinguished honour of submitting colours for His late Majesty's selection, wearing the cloths in the darkest chamois, designing the approved overcoat, and making the first one for King Edward.

The Whole World Acclaims BURBERRY First for Weatherproof Kit

WHEN it comes to the question of the BEST WEATHERPROOF KIT, there is no doubt that BURBERRY'S is the most complete and authoritative expert in good taste of his time. THE cloth is superior, and its colour a beautiful steel grey of an artistic and distinctive shade. THE fact that two Kings of England, both for the adornment and protection of a splendid retinue, and for the familiar ease of themselves in every pursuit dear to the traditions of their august line, should have adopted Burberry, sets a seal on Burberry's Commercial Patent of Provisional Protection.

1926

Advertisement in the British Daily News. Burberry greatcoats are made regulation for officers from the King's household and the Guards.



Figure 2. Brand history timeline

THE TIELOCKEN

"This coat is so comfortable that I shall be sorry when it is worn out. It is the best protection against wind, snow and rain that I have ever met." - H.S.

Illustrated Naval or Military Catalogues Post Free



Officers' Complete Kits in 2 to 4 Days or Ready for Use

1912

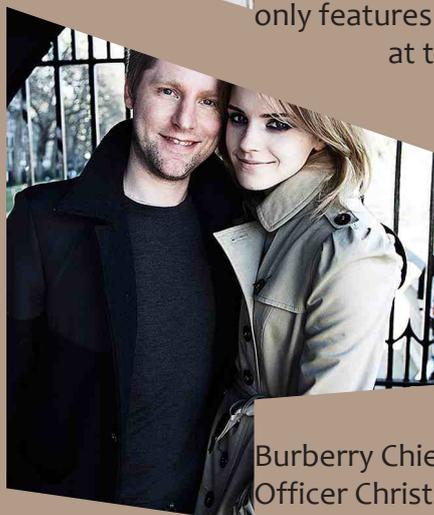
The Tielocken coat is patented. The predecessor to the trench coat, it proves popular among officers during WWI. The coat closes with a single strap and buckle fastening and only features a button at the collar.



1920s

Ladies green wool gabardine ski suit from the 1920s.

History"



2010

Burberry Chief Creative Officer Christopher Bailey and actress Emma Watson



Nowadays...

Through the interactive campaign, Burberry the luxury brand is delivering another unique consumer experience



2014

British models Cara Delevingne, Suki Waterhouse, Malaika Firth, Callum Ball, Tarun Nijjer and Oli Green



Figure 3. Burberry logo



Brand heritage

Burberry is founded in Basingstoke by Thomas Burberry, who invented a hardwearing, water-resistant fabric "Gabardine". Gabardine is different from other rainwear materials because it allows air to reach the body so it is a perfect material to manufacture weatherproof outdoor wear. In 19th centuries as the second Industrial Revolution changed the leisure activities. Burberry built up a wide collection for men and women, including the traveling caps and gowns, described as "graceful and easy-fitting" outdoors. Expanding the use of the Gabardine, Burberry also generated the iconic trench coat in 1921 and became increasingly popular. Burberry was regarded as an expert in the field of weatherproof garments for use of adventurous activities such as ski suits and golfing jackets. From 1920 Burberry have grown into an international company of the outdoors brand and now it shifted the character of the label more urban, luxurious apparel. Today Burberry has more than 500 stores over

"In his day motorcars were becoming important so he pioneered a whole series of - for cars that changed the way people dress. He was also able to design an incredibly broad choice of clothes, everything from coats for the Antarctic to dress for a London cocktail party."
- Christopher Bailey

fifty countries, defined by its authentic British heritage brand and is highly recognised by the iconic trench coat, trademark check and logo. Since the new creative director Christopher Bailey and executive officer Angela Ahrends joined, Burberry has successfully transferred the brand into a contemporary British luxury multichannel brand. (COX, 2013)

Iconic characteristic



Figure 4.

Burberry Equestrian Knight Logo

The Burberry 'Prorsum' logo is illustrated a charging knight on a horseback carrying a flowing banner emblazoned with the Latin Prorsum, meaning 'forward'.



Figure 5.

Camel background trademark check

The Burberry check was created in 1920s as a lining in the trench coat.

Heritage trench coat

Originally designed to protect against to the English weather, over time the trench coat has become an icon. It is worn around the world, representing timeless British style.

Figure 6. Burberry first store in Basingstoke



Consumer and competitor

As a multi-branding company Burberry divided into three product lines that targeting different consumer groups and variety competitors.

Prorsum

This the most prestige label in Burberry which is catwalk driven. It is deign for high-end customers, very exclusive and limited distribution.

London

It is more premium label, which is more affordable for most customers. This line is more about tailored collections suitable for the office wear.

Brit

It has wider ranges in this line, still luxury but more about casual collection to appeal younger customers.

Overall, Burberry targets their audiences broadly from ages 20 to 50 with higher disposal income among different range collection. It can be said that people who shop in Burberry might look for good quality, stylish and functional products. Also as a luxury brand they shows certain social status to the customers, seeking for part of higher social recognition. The Burberry customer would also appreciate the classic Britishness sensibility, drawing attention to their iconic products. (see appendice. 5)

Collections"

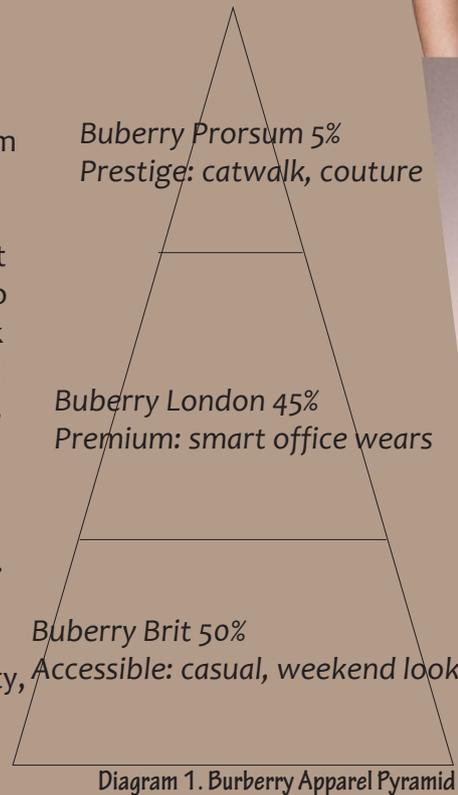


Figure 7. Top - down: Prorsum, London, Brit collection

Diagram 2. Burberry collection differentiated and competitors

	Key feature	Direct Competitor	Indirect Competitor	Targeting Consumer
Prorsum	Inspiration of the brand	Hermes Prada Louis Vuittons	Chanel Dior	High income, fashion forward
London	Tailored collection	Giorgio Armani Gucci Mulberry	Ted Backer Whistles	Medeium income, middle class, working in the office
Brit	Casual collection	Ralph Lauren Paul Smith	Indetex group H&M group ASOS	Younger digital savvy consumers

As the aspect of the competitors, it can be defined into two categorises:

Indirect competitors

They reason why Chanel and Dior have been categorised in the sector because they have such difference of style from Burberry. Additionally, not only the luxury market could affect Burberry, draw down to the lower market such as Inditex group and ASOS that they are targeting to the same consumer groups by giving customers that they can buy the similar product detail in lower prices.



Direct competitors

In term of luxury market, there are many global and well-known brands such as Hermes, Giorgio Armani and Ralph Lauren, offering exclusive, quality and modern products to the consumers but in similar pricing. Particularly, Louis Vuitton could be the biggest competitor to Burberry because Louis Vuitton is one of the world's leading international fashion brand. They are not only have quality craftsmanship, heritage and history value also they do e-commerce on their promotion on films and website.

Competitors"

Diagram 3. Brand positioning map

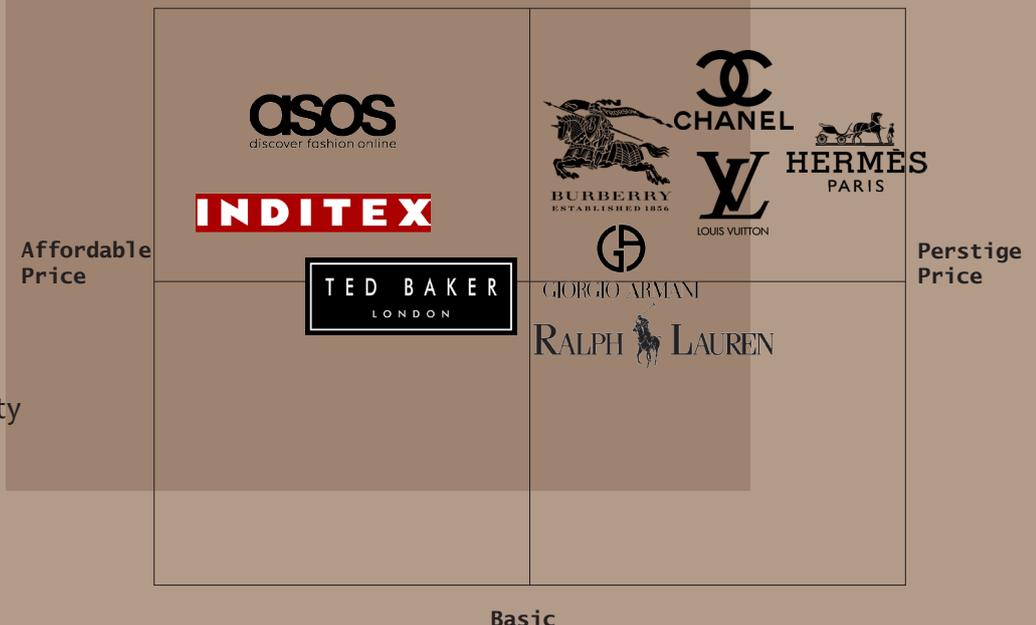
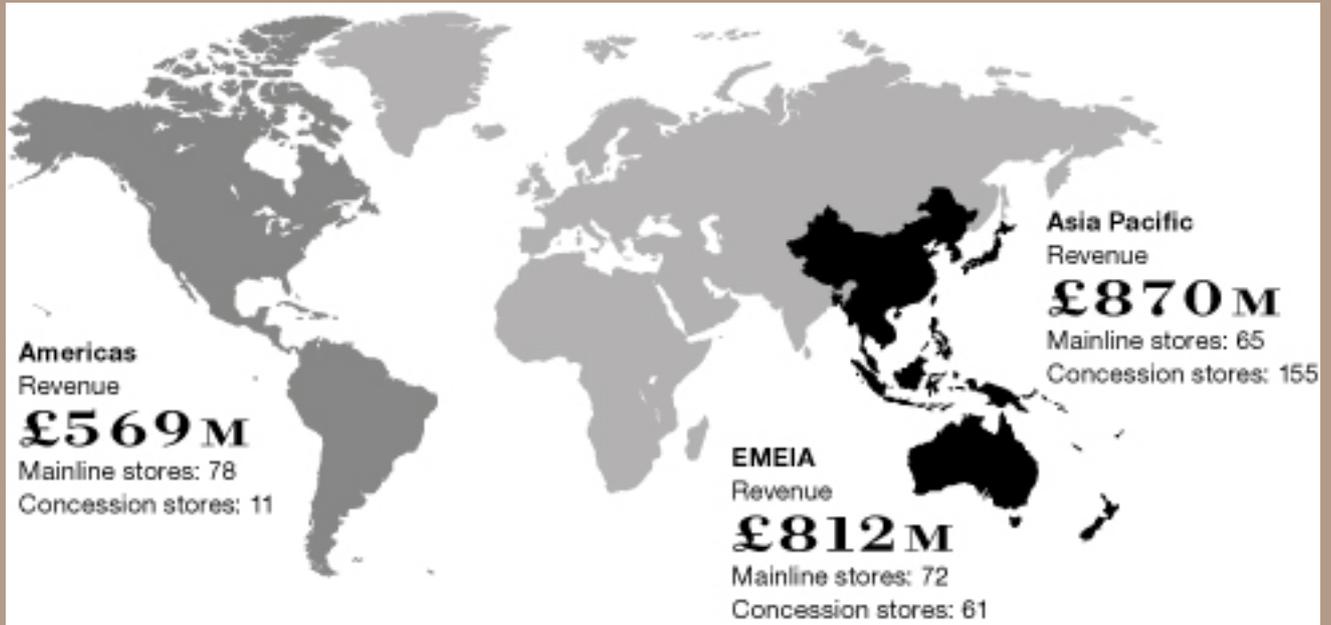


Figure 9. Retail/wholesales revenue by distribution



Distribution market and sourcing

Burberry operates in three regions, Americas, EMEIA and Asia Pacific and distribute through Retail, Wholesale and licensing. (BURBERRY PLC)

The chart indicated that Burberry put their effort on Far East countries, building more flagship stores and travel retails. It is no question that the investment and the revenues growth are in direct proportion. Nevertheless, Burberry should also develop more in its home countries, regaining more consciousness within the origin. It could be a big assurance from the local people start adoring its own historical brand.

In addition, manufacturing and sourcing are socially ethical to meet the customers' expectation. The majority products are made in Europe but still maintaining some of its core production in Britain such as the trench;

and the iconic cashmere scarf is sourced and manufactured in Scotland. (SMITH, 2014)



Figure 10. Burberry AW2014 catwalk show

MACRO Environment (see appendice. 1)

Changing of the Chinese market

According to CBN weekly, China's Anti-Corruption Campaign makes the luxury sales growth slowdown. The new policy set to stop social gifting aims to restrict using luxury goods for bribery purpose. Addition, the Chinese luxury consumers have developed sophisticated and been educated of the western brand. They are not only impressed by the label only also the quality and design. Due to the HK democracy protest there were man shopping distracts closed during the national holiday, drawing down the sales. (CBNWEEKLY, 2013)

Figure 11. Prada SS2010 campaign



Consumer trends"

Consumers are looking for the balance between digital and natural lifestyle

Consumers now expect luxury brand to give meaning to the product or service purchase. (WGSN, 2014)The contemporary consumers are no longer thinking what it means in the digital world, and raising question about the information in the virtual realities. They are keen to get the association intimacy with the brand not only through the social media but also in-store experience. It is crucial for retailer to engage with consumers in a conscious and prestige approach.

Figure 12. Art Gallery Etro's e-commerce





Figure 13. Burberry beauty box in Covent Garden

Future Strategy

Their strategy is based on the core value of the brand, business and culture. (BURBERRY PLC)

Leverage the franchise

Burberry aims to be a global retailer so having many franchise stores all over the world. It is important for them to make control of all product quality and integrate the engagement with the consumers. Especially, their marketing innovations (e.g.

through partnership with the technology company) have stepped out from other luxury brands to connect with the new consumers and loyal customers, delivering the statement “one brand, one company”.

The official website (<http://uk.burberry.com/>) is the biggest platform, featuring from heritage, products, advertising campaign to music and video. It established the foundation for the global consumers to easily get the ascetic of the brand shop online.

Intensify Accessories

Giving consumers more engagement with wider product ranges globally especially integrating to other non-apparel products. They are accessories and beauty products in order to obtaining consumers to get awareness of products itself, reinforcing the brand heritage through experiential of the retail theatre and more personal service (e.g. customise tailoring).

Accelerate Retail-Led Growth

Giving consumers different retail experience, applying digital concept and products in all distribution channels. Also keep developing new mainline stores and renovation the old retail environment.

Invest in Under-Penetrated Markets

Still focus on and invest in the emerging countries such as Latin America and India. Also still growing the market and opportunities in China by launching a customer service account on Sina Weibo and WeChat to increase the intimacy with the customers, building up the loyalty to the brand. In addition, with the increasing importance of the traveling luxury consumer, Burberry expands the traveling retail in main transport hubs and tourist destinations.

Purse Operational Excellence

Consumers nowadays are more educated that they urge to know further information of products and demand for a sustainable and ethical sourcing and production. Burberry is following the trend to control the sourcing and inventory management consistent to develop the brand equity.-

“The Burberry Beauty Box brings together our fashion and beauty worlds, merging physical and digital experiences that allow people to explore and combine Burberry make-up, fragrance and accessories in new, playful and exciting ways,”
- Christopher Bailey, Burberry Chief Creative Officer

SWOT

Diagram 6. SWOT analysis

Strengths	Weakness
<ul style="list-style-type: none"> • Heritage British luxury brand • Globally expansion • Associate with international celebrities • Good product quality • New multichannel platform for online shopper • Partnership with wechat, weibo to develop Chinese market • Good promotional strategy through viral marketing • Strong branding 	<ul style="list-style-type: none"> • Product differentiation – becoming too commercial, lack of English appeal • Positioning become more accessible brand – aware of lowering down the brand image • Pricing is crucial – easy to get the replaced product • Too much outlet sales
Opportunities	Threats
<ul style="list-style-type: none"> • Keep expand into emerging countries e.g. MINT • Improving customers service • Carry on multichannel development • Locally sourcing and production – people would expect more on a British brand could be made in the UK • Collaboration with the local designer – becoming localisation (but still keep the English appeal) 	<ul style="list-style-type: none"> • Changing of the consumer behaviour: sophisticated and complex • Global economic slowdown esp., Chinese market • Climate changing • Culture difference • Highly competitive in luxury market

Competitive Advantage

From the Burberry financial report that it group has positive growing margin in 2014. Burberry has been successfully repositioning the brand since 2005 with its brand culture and technology. (BURBERRY PLC) It is no doubt that Burberry have done well on the digital marketing that blurring the line between physical and detail sales, targeting more regional consumers. Burberry delivers it brand heritage to consumers with the technology, giving them a new retail experience.

Growing business"

Additionally, choosing the right celebrity endorsement is another key for Burberry to target their customers, building up new perception image of the brand. It is significant for Burberry has its own competitive advantage - the long traditional history of the brand through music, heritage, product innovation, creating a theatrical journey for the customers.

Diagram 7. Group fininal Revenue



Burberry today remains quintessentially British, with outwear as its core. Digital luxury positioning and the optimisation across innovative mediums of the trench coat, trademark check and Equestrian Knight Device heritage icons, make the brand purer, more compelling and more relevant globally, across genders and generations.

Company Objective

From the approach of the Burberry, they keep developing their digital luxury business. However, it is still important for the company to look back their history because they should tell consumers about the story. They have to deliver the core products values of exclusive and English appeal to customers based on democratic, trusting and sustainable structure. Therefore, Burberry has got the attention of the consumers now, the next they should try to keep their customers loyal to the brand. (see appendice. 4)

Challenging and opportunities within heritage

Based on the previous research and analyse that there are two main stream of the opportunities to enhance its brand heritage:

Branding: Preserving the brand heritage in promotion; adopting the new consumers in different cultures

It is said by Ashley Unwin, head of consulting at PricewaterhouseCoopers “Heritage can be earned much quicker in an age where reputations can be built and destroyed within 24 hours”; (Millar, 2012) consequently, it need to consider carefully of preserving the brand heritage because it can go wrong as the over exposure

of the Burberry check in 19s. At the moment Burberry perform well in digital promotion, storytelling about this British brand associate with the acoustic music and celebrity. The younger generation do want the heritage because there is something to be trusted behind the heritage. To establish ‘trust’ to consumer is crucial that Burberry could keep developing its digital campaign but also should think about how to enlarge the brand heritage in an event and advertising. Besides, as an international brand it should concern about changing of the market that they need to distinguish their consumers to get the right promotion in different countries.

Figure 14. Burberry chidwears



Products: Integrating the collections; locally sourcing and production (see [appendice.2](#))

It can be said that the heritage of Burberry is based on its products – the trench coat. Burberry should differentiate their product from other luxury brands, putting the atmosphere of British appeal but in an edgy way. On the contrary, in order to sell their product internationally, Burberry should also think about how could they localise their heritage product become more exotic but also not losing its Britishness sensibility, probably they could collaborate with the local designer to create a new collection in the local country. Besides, product customised could also become another integration for the items, monogramming the initial

and tailoring own trench coat style could give customer the feeling of exclusivity. As the better customer services could obtain more emotional connections with the customers, building up the brand reputation and loyalty. Moreover, according to the EEF's report that there are encouraging signs of production back to the UK but gradually over the past three years. As the British brand Burberry should get their product sourcing and manufacturing in the UK. As a consumer who buying into Burberry that they will expect the product would be Made in England because it could make them feel they are buying a bit of England. Therefore, it could be a good selling point for the brand, increasing the status of the brand heritage. (LYNCH, 2014)

Made in Britain



English appeal"

Figure 15. Burberry SS2014 campaign



Conclusion

According to the previous research that Burberry is in a growing position in the luxury market. Although they have been growing on their profit last few years, there are some more enhancements and adjustments could be done in the future.

Storytelling of the brand heritage in the retail store

One of the most powerful approaches to communicate with your audience is storytelling. Burberry had held an event “London in Shanghai” which successful delivering the essence of the brand by digital projecting of London’s iconic houses and landmarks in Shanghai and London, models were wearing Burberry trench coats with umbrellas, giving audience an immersive and theatrical journey. (HARILELA, 2014) Hence, Burberry has an authentic foundation to share the stories with the audience by giving their products and services. It might be suitable for Burberry to create a space in retail store that they can have the experience of the Brand heritage through the history, interactive game and the touch of fabric to get more personal connection with the audience.

Exhibition/event collaborate with the government

According to the Shoparazzi survey that over £3 billion is spent in the UK each year on fashion by tourism.



Figure 16. Burberry event in Shanghai 2014

(Fashionunited, 2011)As an authentic British brand it is a good opportunity for them to collaborate with the government in the tourism department because there are a number of tourists shop in fashion. This is not only promoting the brand also the country, as they are complementary to each other. Having an event or exhibition sponsored by the government Burberry would rise up their brand image in the heritage aspect. In the other hand, the government could also benefit to it by becoming as a shopping destination for the world traveller.

Combination with mass culture: celebrity endorsement, promoting new English band (see appendice. 3)

From Kate Moss to Cara Delevingne Burberry have chosen the English top models to catch the younger consumers. It can be seen from their new fragrance campaign ‘my Burberry’, capturing with the trench in

this supermodels. The link between two generations could build up the loyalty within two groups of consumers. It is wise to light the ‘British brand’ with well-known English models, on the contrary Burberry should also concern about how to localise the brand strategy in the internationally aspect. Probably they can start tapping in some famous local model to grab audience attention, it would be surprise for them if Burberry could make a non-British person to have the Briton charm with their products. In addition, Burberry is also cross branding with music ‘Burberry acoustic’, joining the English rock and roll into the brand. (NICHOLLS, 2012)It is not only building the brand image but also benefit to the new band that can be seen widely.

Engagement''

PART TWO: Strategic Marketing Plan

Introduction

According to the audit research that Burberry has created the consumer awareness through their digital marketing. However, from my observation that Burberry does not have high customer loyalty that people might be highly noticed of the brand through social media, advertising and new store launching event. It is important for Burberry to retain their customer in more psychologically engaging way. Also in order to target younger consumers they have invited many famous British models to endorse the brand such as Cara Delevingne. The interesting point is luxury brands are mostly associated with those high-profiled models so it would be questioned that how much customer loyalty could be improved with the celebrity endorsement. Despite targeting existing customers, Burberry should also consider to target more on the potential consumers in the future because they are the next new generation would buy more luxury items. Therefore, the strategy is based on the Burberry heritage item trench coat, as it is easier for customers being loyal to an iconic item and then expanding to other products.

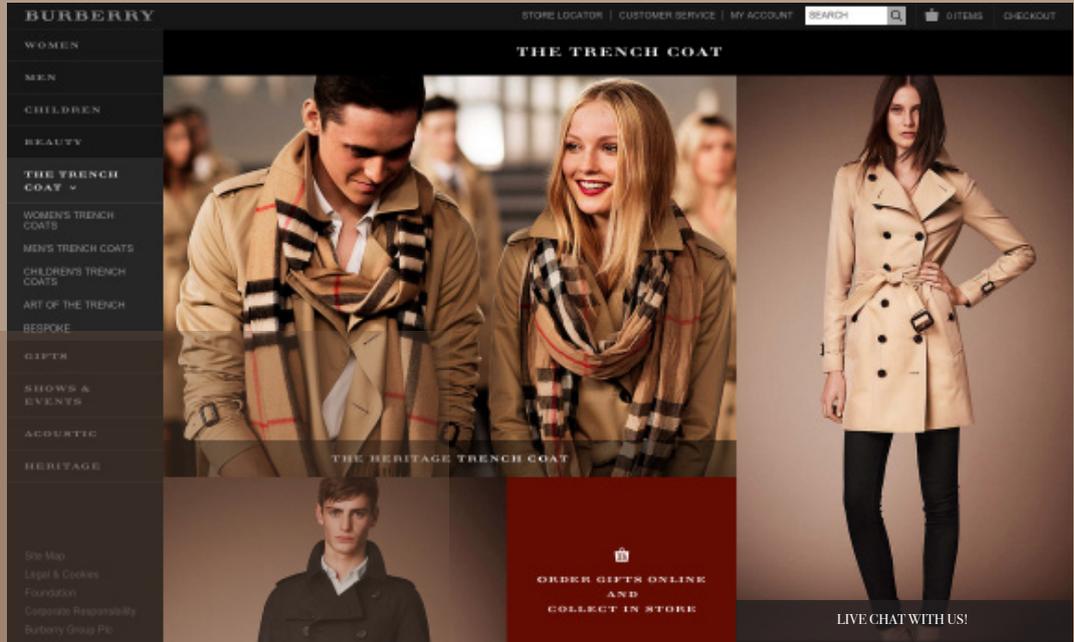
Figure 17& 18.

Burberry store display in Paris Printemps 2013

Burberry collaboration with Apple iPhone (below)



Strategy



The main idea is from the existing project – Art of the Trench, extending to more widely concept for customer to participate in both digital and physical way. Firstly is to improve online customer service for customer could

be easier to get in touch with the personal styling adviser on trench coat and also other enquiry with online chat. (see figure 19&20) The most difficult part to execute this is the adviser needs to be fully professional

on fashion styling and also the knowledge of the brand because they need to give their suggestion depends on different customer’s personality and wearing occasion. But it would be benefit to the brand because Burberry are not actually interacting with their customers on the social media webpage that they only have posted the new collection, campaign and new event on the page. The online chat could improve the customer intensity of feeling also from the adviser customer could also get the story/ inspiration behind each different trench coat from Burberry. It is worth for customer to know the inspiration from each trench coat because the story could stimulate them to buy in more different styles.

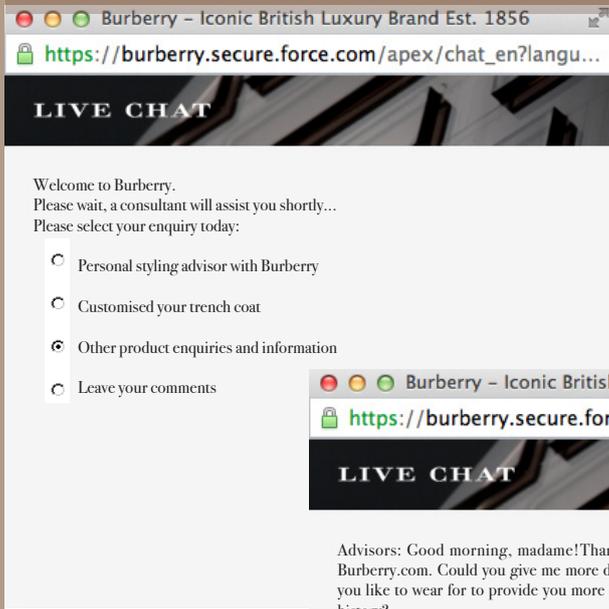


Figure 19 & 20. Burberry website modified with live chat button (top)

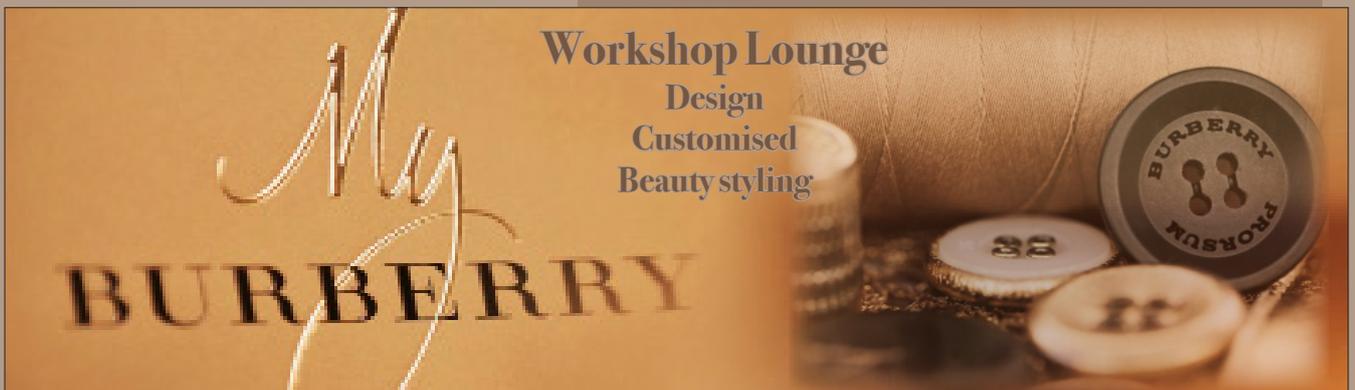
Burberry mocked live chat windows (left)

Secondly is about the instore service, although they have trench coat bespoke which is to customise own trench coat and personal tailoring online and in flagship store. Apart from the traditional customised service, they could hold some workshops instore or the popup store with some activities. (see figure 21) The theme would still be surrounded on trench coat that customer can create their own family design button in the workshop and there will be a craft artist instore to perform how they crave the buttons on the trench coat. It could increase customers' recognition to the brand because customers can see how sophisticated how they make a trench coat in

live. Besides, customers also can bring their old trench coat instore to make their own customised change with the tailors and the charge will be upon the material plus the spending time for the tailors. Also it will be allocated a cosmetic space in the workshop lounge that if any consumer buys a trench coat or participate the activities, they would get a ticket for the personal beauty styling. This is to integrate from trench coat to beauty products that could get customers experience of their beauty product which is also inspired by the trench coat. Moreover, another instore activity is called 'Trench your Story'; (see figure 22&23) the aim is to gather the trench

coat photo from customers (it could be the picture of their family or friends). This is just like the physical version of 'Art of the Trench' online gallery that they can pin their picture with little paragraph or word relate to the image on a big blank canvas, the customer who participate with the activity could have the opportunity to win a prize of the VIP seat for the next season Burberry Fashion week ticket.

Figure 21. workshop lounge campaign for Burberry on social media banner



Instore workshop and activity

Figure 22. Trench Your Story campaign for Burberry



#Burberry, Participating the activity to win the VIP seat for Fashion Week

Figure 23. mocked Trench Your Story canvas



Figure 24. moodboard for the exhibition idea



Figure 25. send your memory - postcard idea for the exhibition

Thirdly, it is the direct extension from Art of the Trench that is to establish an exhibition tour all over the world, starting from Japan in 2015. The inspiration is from the Art of the Trench even that Burberry have held the event in more than 12 cities all since the webpage launched. The concept would be passed on the project but in the world exhibition will be more cohesive and united theme. The showcase will be physical photograph format and the photography director will be the Christopher Baily that the idea is taken from the Little Black Jacket exhibition from Chanel. The shooting background would be in London to capture the brand

authentic British but inviting famous celebrities from all over the world. (see figure 24) In addition, the 'Trench your story' canvas would also be exhibited in this event to deliver the message of the relation between the brand and the customers that build up the Burberry legacy. Moreover, in order to target the potential customers that there will be a photobooth station in the exhibition, the visitors can take the picture in Burberry classic trench coat with the instant camera and put in the postcard frame and they can get the postcard to their friend or themselves in five years time through Burberry. (see figure 25) The idea is based

on the memory bank; people want to keep their memory or expectation in the future. This postcard idea could build up the relationship with the customers/visitors to get them feel they are exclusive to the brand also can hear back from the brand, during the period, they might get more awareness to the brand also would like to follow the brand to gain the brand loyalty. At the end of the exhibition, except from the photobooth station, there will be another digital touch screen that the visitors can draw or write about their experience in the exhibition and then they can upload it online to the website or share with their friend through



Figure 26. Inspirational idea from V&A exhibition: Memory Palace
 18 June – 20 October 2013, which could apply in Burberry exhibition.
 Visitor could leave their message on the digital screen and upload online to share with their friends and family.

social media. (see figure 26)

On the whole when the project is going through different countries will be recorded into a documentary film and upload online in order to get more public viewers to know about the project and the brand legacy.

Figure 27. Celebrities with Trench Coat

This mood board images is for the Live chat online service that the advisors could also provide the celebrities in different style of trench coats to intrigue customer to purchase online.



Year Plan (See Year Plan Timeline p.22-23)

Year 0 -

Pervious events and activity

From 2009 Burberry held Art of the Trench event to Brazil, Chicago, Shanghai, Seoul and Los Angeles. Burberry has successfully get the public awareness with the social media site and event that Burberry site had more than two hundred thousand visitors and registered more than 3 million pages views. However, Burberry needs to be aware of creating reason for its fans to return without other press coverage. (AMED, 2009)

Year 1 – 2015

First year plan is to start an Art of the Trench world photography exhibition tour from Japan because from 2015, Burberry take back their licensing in Japan. It is a good opportunity to get the exposing their iconic items on press for the brand. Also releasing the first ‘trench your story’ concept board in Japan flagship store, gathering the story from customers. Apart form the exhibition in order to launch the online chat adviser, it will be set up a training programme in the first year plan as well to get the better and professional service in the future. In addition, the exhibition will continue to exhibit to East Asia such as Seoul, Jakarta (Indonesia).

- Staff training cost
- Collaboration exhibition cost (photo shooting)
- Trench your story cost

Year 2 – 2016

There will be an Art of the Trench online chat launching in second year and also the exhibition will continue to in Asia especially the big cities in China.

- Exhibition cost
- Website design cost

Year 3 – 2017

Launching the instore workshop lounge in London, Shanghai, Paris, New York and Tokyo that the five fashion capital flagship store in the world. The exhibition tour will go to America to show the photography gallery and trench your story canvas from Far East.

- Canvas delivery cost
- Exhibition cost

Year 4 – 2018

In fourth year will show the teaser for the documentary film on YouTube and the exhibition will continue to Europe. In addition, in order to get more attention in east Europe that there will be a Burberry acoustic concert held in Turkey with the digital memory bank holograms from the exhibition.

- Exhibition cost
- Film making cost
- Concert event cost

Year 5 – 2019

In the final year the whole project will be back to the Burberry home country, London to show the last exhibition n. The first group of postcards will also be sent from London to the destinations. Besides, the documentary film will be premiered on the opening day of the exhibition in London.

- Exhibition cost
- Premiering event cost
- Postcards delivery cost

Staff training cost	£20,000
Website design cost	£1,000
Trench your story cost	£1,000
Canvas delivery cost	£1,000
Film making cost	£1,000
Concert event cost	£1,000
Postcards delivery cost	£10,000
Workshop lounge cost	£10,000
Exhibition cost	£1120,000

Year Plan Timeline



"Art of the Trench" First launch online

Sep - Event in Shanghai
Sep - Event in Seoul
Nov - Event in Istanbul

Jan - Exhibition campaign shooting and start filming the process
Mar - Trench your story activity launching in flagship store
Jul - World photography exhibition tour start from Japan
Sep - Exhibition in Seoul
Dec - Exhibition in Jakarta

2009

2013

2015

2012

2014

2016

Aug - Event in Brazil
Dec - Event in Chicago

Sep - Event in Taipei
Sep - Event in Hong Kong
Oct - Event in Chengdu
Nov - Event in Los Angeles

Feb - Online live chat launching on the website
Mar - Exhibition in Dubai
Aug - Exhibition in Hongkong
Oct - Exhibition in Shanghai
Nov - Exhibition in Taipei





- Feb -** Instore workshop lounge first launching in London
- Mar-** instore workshop lounge in Paris, Shanghai and Tokyo
- May -** Exhibition and instore workshop lounge in New York
- Jun -** Exhibiton in L.A.
- Sep -** Exhibiton in Mexico
- Oct -** Exhibiton in Brazil
- Dec -** Exhibiton in Nigeria

- Feb -** Exhibition in London and premering the documentary film in regent street store
- Sep -** frist group of the postcards will be sent out from London (the visitors from exhibition in 2015)

2017

2019

2018

- Feb -** Teaser for the documentary film on YouTube
- Jul -** Exhibition and Burberry acoustic concert held in Turkey with the digital memory bank holograms from the exhibition
- Sep -** Exhibiton in Athen
- Oct -** Exhibition in Amsterdam
- Dec -** Exhibtion in Paris



Vision (see appendices 6)

There is no big distinction between buying online or at the brick and mortar store for the consumers nowadays. The important trend today is for a brand to establish a continuous flow of interaction with the customers that make the customers look and feel for the brand either online or in-store experience which is the immersive branding. (Trainor, 2014) As the result, the whole Art of the Trench project is based on providing good customers services and building up the emotional brand association with audience to increase brand loyalty with customers.

Objective

According to Adroit Digital report (2014) that despite the price and value criteria, 55% millennials in US said that recommendation from friends influences their decision to try a new brand also 47% would consider brand reputation is the key factor. Beside, 56% of millennials would switch brand cause change in financial situation and 38% would change because of friends and family. Therefore, Burberry could get their potential customers through their current customers to get them to the exhibition and in-store activities. Also the exhibition and activities are all about to retain the consumers with the brand that let them close to the brand and build up the relationship with the brand.

As customers know that the organisation have to invested in their opinions and view that the value delivery system includes all the experiences and service offering to them to get a distinctive consumer-perceived value to share with others. (Kotler, Keller, Brady, Goodman, & Hansen, 2012) Through the personal service and exhibition experience could let the audience know better about the brand, history and culture that to perceive higher consumer value.

In addition, it can be seen from the diagram that consumers' experience of a brand is personal. (see diagram 8) They may get the information from media, friends and website and interact with the brand online but might still having different experience in the retail store. For example, Havas Worldwide Paris created Journées Particulières, a series of special events with LVMH let participants learn about their heritage and interacting

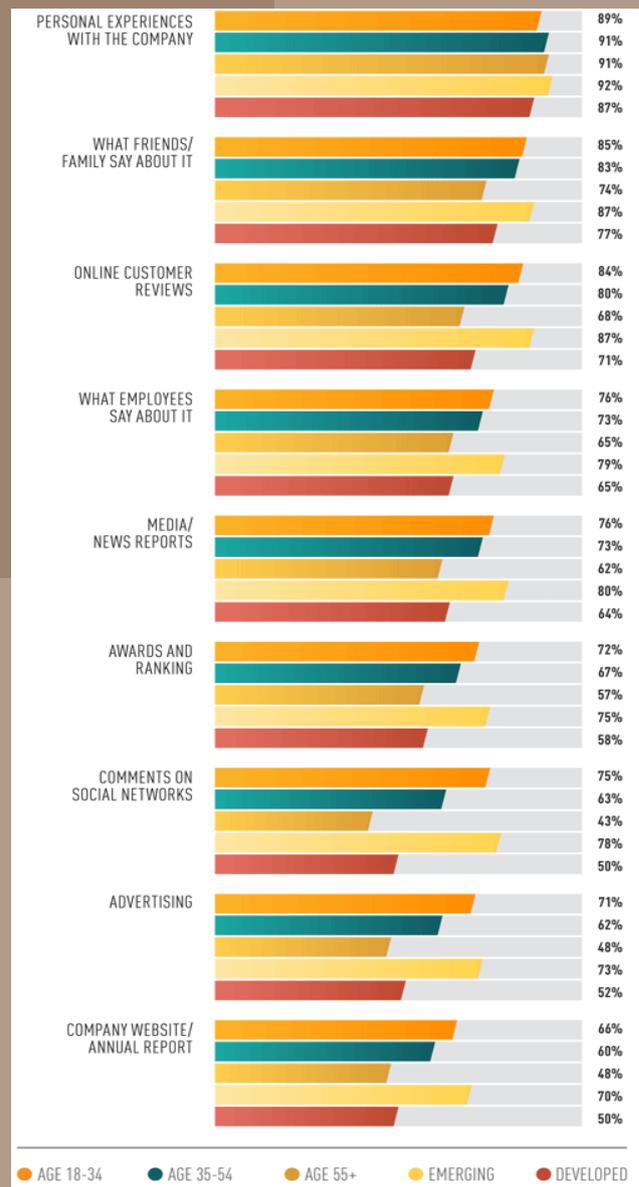


Diagram 8. "How much does each of the following influence your opinion of a company?"

with the craftspeople. (Havas Worldwide, 2013) Art of the Trench project is also allowing consumers to understand and learn about the brand history in order to create a personal experience journey with Burberry.

As said by a research from Havas Worldwide (2013), brand reputation dose not only make consumers more likely to purchase the brand also make them more willing to pay a premium for it. Especially in the luxury market consumer are more willing to pay more for the quality they associate with the repeated brand name.

Based on their analysis that there are four factors have the greatest influence on consumer perceptions of a brand’s trustworthiness:

- *The inherent quality of the brand’s products/services*
- *The level of openness in brand communications*
- *The brand’s heritage/ links to the past*
- *In the case of larger brands, the ability to combine global power and reach with local sensitivity and involvement*

Therefore, for the purpose of this strategy is by using the memory and personal experience to build up the trust in customers that they would become more loyal to the brand.

Moreover, according to the

Diagram 9. loyal customers interaction survey



ICLP research (2013) that there are three top channels used by consumer across all market to engage with a brand insotre (80%), website (74%) and email (58%). (see diagram 9) It shows it is important to improve the customer’s service and brand experience in both digital and retail environment; as the result, despite from the original Art of Trench website, there are two more physical experience in store and exhibition for the consumers to explore. Also in order to get interact with customers online the live chat would also help Burberry to improve online customers experience through professional trench coat information and styling suggestion.

Measurement

With the aim of measuring the success in the exhibition event that it would be look at previous luxury brand also do the exhibition to increase their brand awareness. For example, the Chanel’s Little Black Jacket showed in Saatchi Gallery for over three weeks which drew 6,716 visitors a day. (THE ART NEWSPAPER, 2013) In addition, the Savage Beauty from Alexander McQueen exhibit in New York drew 23,000 new members to the museum in 3 months. Event can engage customers and elevate the brand drive loyalty and sale, many luxury brands

Loyalty Types

		Emotional	Behavioural
Measurement Approach	Objective	Number/Percent of new customer	Retention following social media Purchasing frequency of visit number of products purchased
	Subjective	Overall satisfaction To recommend To buy same product Level of trust Willing to forgive Willing to consider	Retention renew service Purchasing to buy different/additional product to expand usage

Diagram 10. Customer loyalty measurement framework: show how to measure customers' loyalty in emotional and behavioural approach

are using display, exhibits or museum placement to build brand awareness said by Chris Ramey, president of Affluent Insight Consultant Company. (Lamb, 2012) As the result, the exhibition could attract consumers to get into the store or intrigue them to check the exhibit when they walk by the boutique. Also by taking the photo from celebrities in the exhibition not only endorse the brand also do the product placement; because they are consumer who aspire to be, it would also intrigue audience to purchase in the brand.

Budget

In order to calculate the roughly budget for the project, the mainly cost would be the exhibition that based on the exhibition planner agency that an exhibition budget would be: exhibition space £1,000 (might be

higher e.g. in Saatchi Gallery £63,000/week), brochures, handouts and giveaways £2,000, and other expenses £1,000. Therefore, the overall budget for an exhibition would be around £70,000. Moreover, for whole project budget would be roughly around £1200,000.

Issue

Live chat: language problem for customers to use in live chat
 Solution : during the training process, Burberry should recruit some people who can know more than one language, probably could select from the shopfloor sales assistant to provide customers more language options

Instore event: only can provide certain time for the workshop and consumers might now aware of the activities and location
 Solution: promoting the event time and location through social media, instore campaign also the email to the subscription audience

Exhibition: need to keep people at interactive activity in order and also bad weather condition might affect the



Figure 28. Burberry with Love - Christmas campaign

vistors to go the exhibit
 Solution: limiting the visitor in the gallery in order to control the quality in the exhibition; for the weather condition as the exhibit will be held at least three weeks that the exhibitor could extend the opening time in the weekday for people who want to visit after work

Overall, it is hard to accurately measure the customer loyalty through whole the activity and also it is risk of the people participating rate. However, it is a good opportunity for Burberry to get close to their audience in physical way, engaging them with their brand heritage and service to deliver consumer highly emotion to the brand. (see diagram 10&11)

Diagram 11. mocked diagram for Burberry based on the Customer loyalty measurement framework: assuming the fact that the project would increase the emotional loyalty in 5 years time then the behavioural loyalty might be half percentage of the emotional loyalty which mean that audience would be more willing to purchase in the brand when increasing the emotional loyalty

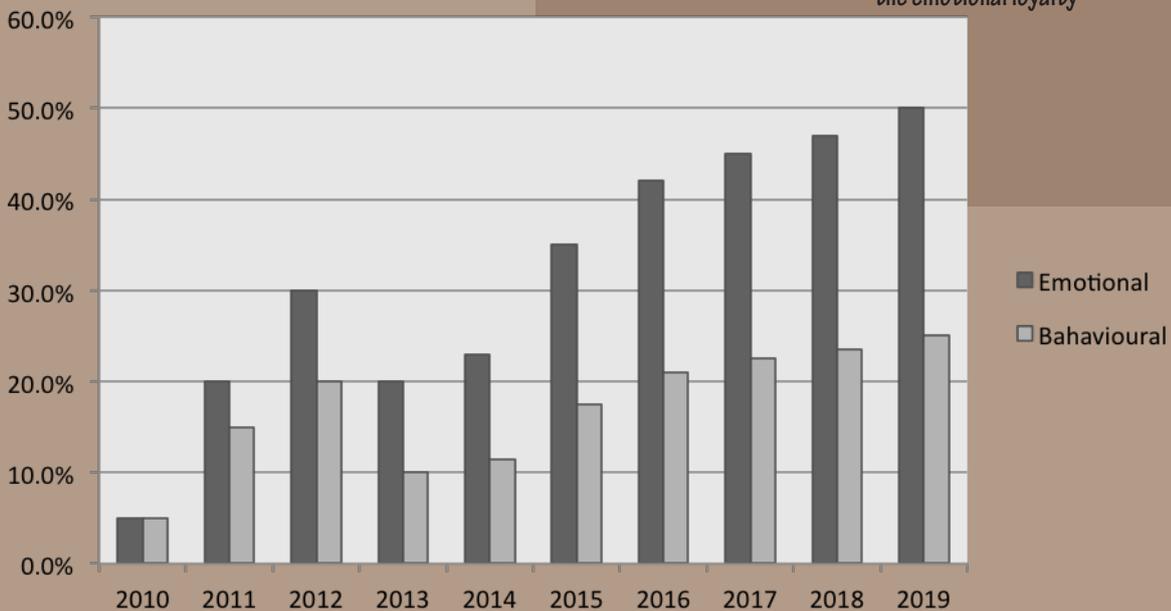


Diagram 12. Burberry Financial KPIs 2010-2014 (top), estimated financial KPIs in future (pink)

	2010	2011	2012	2013	2014
Total revenue growth	1.0%	24.0%	23.0%	8.0%	17.0%
Growth in retail revenue	15.0%	32.0%	31.0%	12.0%	15.0%
Retail/Wholesale gross margin	59.7%	64.9%	68.1%	70.6%	70.2%
Adjusted retail/wholesale operating margin	11.6%	15.6%	16.4%	17.8%	17.5%
Adjusted diluted EPS growth	16.0%	39.0%	26.0%	14.0%	8.0%

Conclusion

Based on Burberry annual financial KPIs that they have big retail margin growth since 2010 they have started using digital promotion and new technology to increase customer's awareness. According to LSN Global that the innovation future is to create memories for the consumer by using meaningful, life enhancing experience to engage customer with art and local communities. Therefore, the strategy in part two for Burberry is through the emotional engagement with consumers to build up brand association and encourage repeat purchase, it is more intangible effect to drive the potential sales. For instance, John Lewis

	2015	2016	2017	2018	2019
	15.0%	18.0%	22.5%	25.5%	30.0%
	16.0%	19.2%	24.0%	27.2%	32.0%
	71.0%	71.7%	72.4%	73.2%	73.9%
	18.0%	21.6%	27.0%	30.6%	36.0%
	10.0%	12.0%	15.0%	17.0%	20.0%

Adjusted retail/wholesale operating margin

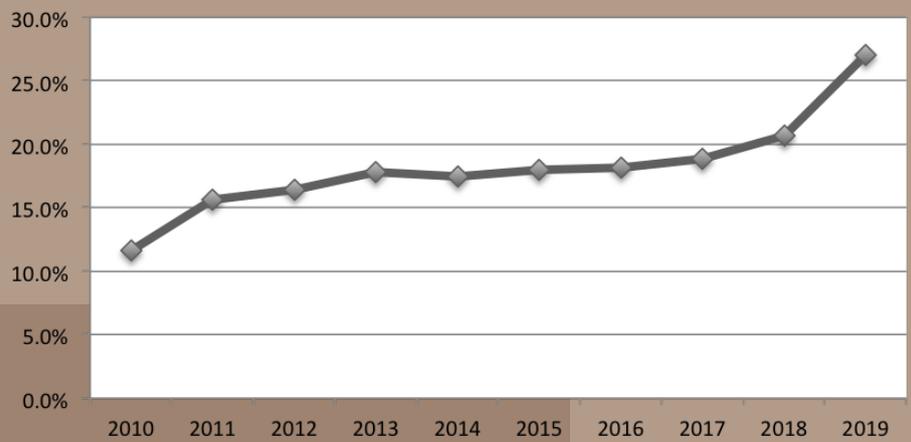
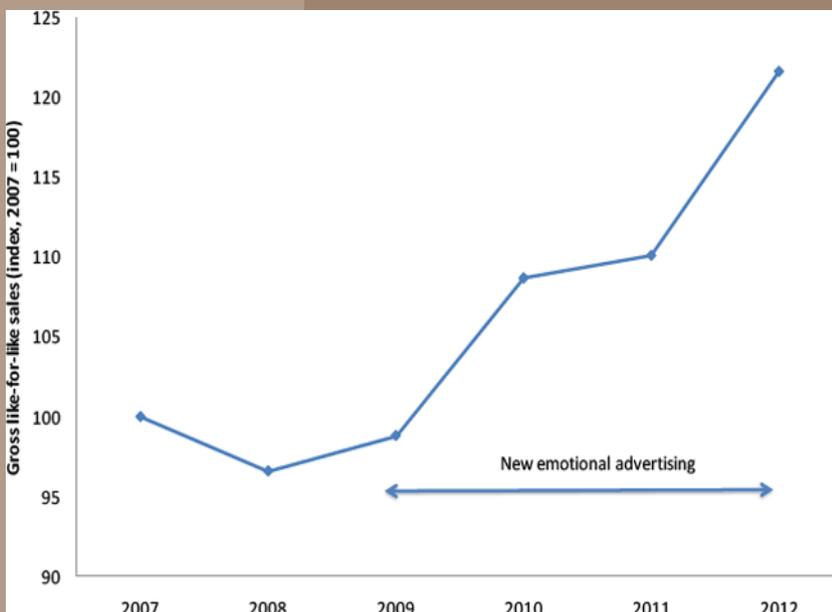


Diagram 13 & 14. Estimated Burberry operating margin from 2010-2019(top)

John Lewis like-for-like sales 2007-2012(down)



in 2009 used emotional TV advertising to maintain sales but also generate huge emotional affinity to customer loyalty which is the successful case for retailers using emotional promotion to increase spending among exiting customers and target new customers. (see appendices 7) It can be seen from the diagram that John Lewis sales increased strongly since the emotional advertising (see diagram 14); therefore, it could be estimated that Burberry could increase sales in five years time through the event and personal services to retain current customers and also target new potential consumers. (see diagram 13)

Appendices 1.
PESTEL

Political

Hong Kong Democracy Protest
 → about HISTORY and promising
 → V&A Disobedient Object
 → digital revolution: Lennon Wall (<http://lennonwall.com/>)

"Britain's economic recovery has slowed down but, according to the Confederation of British Industry, growth is solid."

Economic

UK economy recovery
 → UK manufacturing
 → made in Britain

Sociological

Culture diversity
 → product diversity
 → rising of people use social media to get the information

Technological

Increasing number of new innovations such as iWatch
 → people tend to get involve into the community
 → YouTube video "look up" by Gary Turk
 → it is more about the emotional connection

Source:

<http://www.ibtimes.co.uk/uk-economic-recovery-solid-sluggish-strained-manufacturing-1472140>
<http://www.businessoffashion.com/2013/05/chinas-anti-corruption-campaign-is-masking-the-real-causes-of-the-luxury-slowdown.html>
<http://www.ft.com/cms/s/2/51eec732-696d-11e3-aba3-00144feabdco.html#axzz3lMygv744>

MACRO"

"Contrary to numerous reports, broad changes in Chinese consumer behaviour and sentiment — not the country's much publicised anti-extravagance campaign — are the likely causes of China's luxury slowdown, says Anne Zhang, a reporter for Chinese business magazine CBNweekly."

Legal

Anti-corruption campaign in China
 → gifting policy set to stop social gifting
 → slow down sales in luxury market

UK independent research charity, and author of The Company Giving Almanac, says: "The concept of CSR clashes psychologically with the motivations for buying luxury goods, and needs to be carefully managed."

Environmental

Consumer tend to be more aware of the product detail
 → sustainable and ethical
 → CSR



ENVIRONMENT

Appendices 2. What makes a brand ‘British’?

In France, the term ‘haute couture’ is protected by law, and designers must earn their right to title their goods as such. Should the same be true for brands claiming to be ‘British’? NJAL speaks to designers and industry experts, to unpack what it really means to be a heritage brand in a global marketplace...

Cases such as this open up major questions of value – if a customer chooses British brands in order to buy into what they perceive as ‘British quality’, should a brand or designer be bound to keeping production local, or publicly state when it is not?

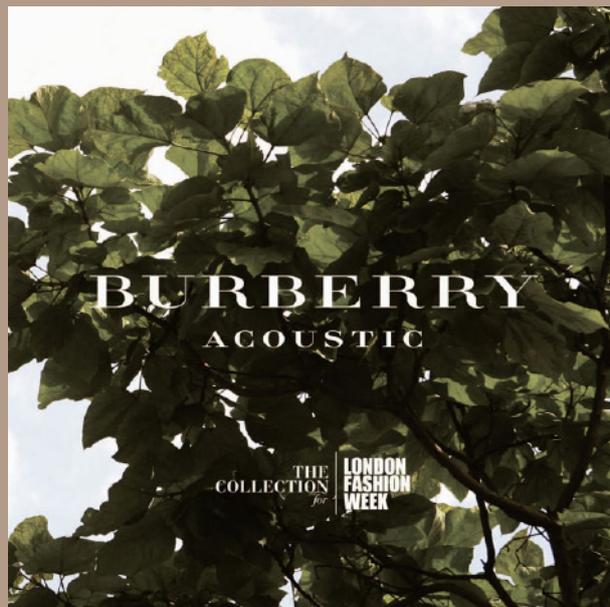
Aronsson emphasises that to justify being marketed in a certain way, a product must “walk the talk”, noting that when a brand claiming to be British sources goods globally, it may “undermine the brand by diluting its British authenticity”.

A prominent case of the above is that of Burberry, whose tagline – “Iconic British Luxury Brand” – and marketing centres around the company’s heritage. The brand wears its Britishness on its sleeve, favouring British models in its campaigns, and integrating its roots into its online experience, through an interactive ‘Heritage’ section

on its website, which walks visitors through the label’s history.

And yet, over the last seven years, Burberry has massively scaled back its UK production, closing its factories in Wales, cutting British jobs in Northern England – and cutting its production costs – in favour of cheaper Chinese labour. Despite this, the label maintains its Royal Warrants, suggesting that its status as a British company is rooted more in its history than its current operations. It might be argued that if its products uphold the quality that Britishness suggests, where the goods are made is of no consequence.

According to the article that what makes a brand ‘British’ is based on the manufacture production. Although Burberry have already shifted their factory to local production, there are still many people doubt about the sourcing. There is not much can be found from the official website about the detail of the production so Burberry might need to consider to make more transparent on the sourcing aspect, providing more details and information. Besides, regards to the “British brand” Burberry have strong history to tell their consumers but also through collaborating with the acoustic singer/ band, they made an album for the London fashion. Combing music into fashion, from the heritage aspect, it also enhanced the nation of the brand because England is one of the origins of the rock music.



Source:

<https://www.notjustalabel.com/editorial/inherited-heritage-what-makes-brand-british>

Appendices 3. My Burberry

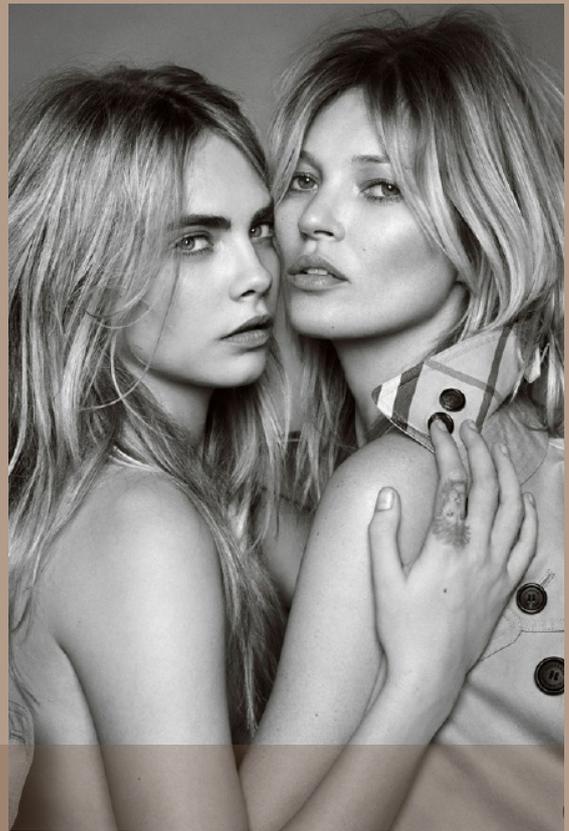
BURBERRY's brand new My Burberry fragrance is not just an everyday launch - created as the brand's signature scent it also boasts a campaign starring both Cara Delevingne and Kate Moss - the first time the two have joined forces.

The fragrance itself was created with Francis Kurkdijan to represent the brand's classic trench coat, reflected in a campaign which sees the two British models dance under one of Burberry's heritage macs.

This is a good example of branding for Burberry fragrance that putting two English top models together to draw audience attention. From Kate to Cara are linked to two generations by tapping them together to target wider range of consumers. In addition, the fragrance itself also is inspired by the iconic trench coat, giving the scent a story of it. From the history, Kate Moss was the first supermodel in Burberry campaign; this is the way to connect with the customers' emotion.

Source:

<http://www.vogue.co.uk/beauty/2014/09/02/kate-moss-cara-delevingne-my-burberry-perfume-advert>



Celebrity"



Appendices 4. AIDI model – brand loyalty



Loyalty"



Appendices 5. Consumer based brand Equity Pyramid (Keller, 2008)

Source:

<http://www.brandsandbranding.co.za/building-customer-based-brand-equity-what-makes-a-strong-brand-how-do-you-build-a-strong-brand/>

Another important thing to know is to assess the brand equity based on the consumers' perspective. Burberry has a long history that make itself heritage of the outwears and has high credibility of the products. However, Burberry has become more accessible luxury brand in the digital era, it might lose its exclusivity but it is significant point for Burberry to keep the brand essence of Britishness because the heart of the heritage is the nation, about the origin.

Building a strong brand with significant equity is seen as providing a host of possible benefits, such as greater customer loyalty and less vulnerability to competitive marketing actions or marketing crises; larger margins as well as more favorable customer response to price increases and decreases; greater trade or intermediary cooperation and support; increased marketing communication effectiveness; and licensing and brand extension opportunities.

Brand image"

low loyalty building up through social media approach

Resonance

classic English brand but not local sourcing product differentiated, no excitement

Judgement

sense of pride and high social status accessible luxury

Feelings

reliability and stylish product classic and timeless

Performance

traditional English brand long history and transition

Imagery

high awareness as a luxury brand new luxury innovation

Salience

Appendices 6: DVF 40 year anniversary exhibition

Diane Von Furstenberg's 40-year anniversary provides an opportunity for a brand to leverage its status and generate attention from audience. DVF held an exhibition of the wrap dress in LA, Journey of A Dress; the exhibition offers consumers the information about the brand's heritage that fans had the chance to watch a live stream of the red carpet event. DVF also asked fans to submit the stories of their experience with their wrap dresses, offering another opportunity to engage and personalise the relationship between the consumer and the brand.



Source:

<http://senatus.net/event/diane-von-furstenberg-launches-journey-dress-exhibition/>



Appendices 7: John Lewis emotional advertising

Marketing Objectives

Rationale

Increase spend by existing customers

Too often John Lewis customers visited infrequently and for a small necessary item like an iron or kitchen utensils. The task with to encourage them to shop more widely and often.

Recruit new customers

Whilst John Lewis could return to growth by increase frequency and spend from existing customers, there was still many people who hadn't shopped at John Lewis so attracting new customers was vital.

Campaign Objectives

Research showed that the greatest impediment to customers engaging more actively with John Lewis was a lack of emotional connection. They trusted the brand but didn't love it. As a result too many customers visited for rational 'I need that' purchases and not more emotional 'I want that' reasons.

Creative elements

Real life insights

Make little human insights feel big and meaningful.

Beliefs, not products

Let the brand show about what it believes, not the shop show what it sells.

The power of music

Give loved music tracks a fresh but more considered, touching and emotive presentation.

Story-telling

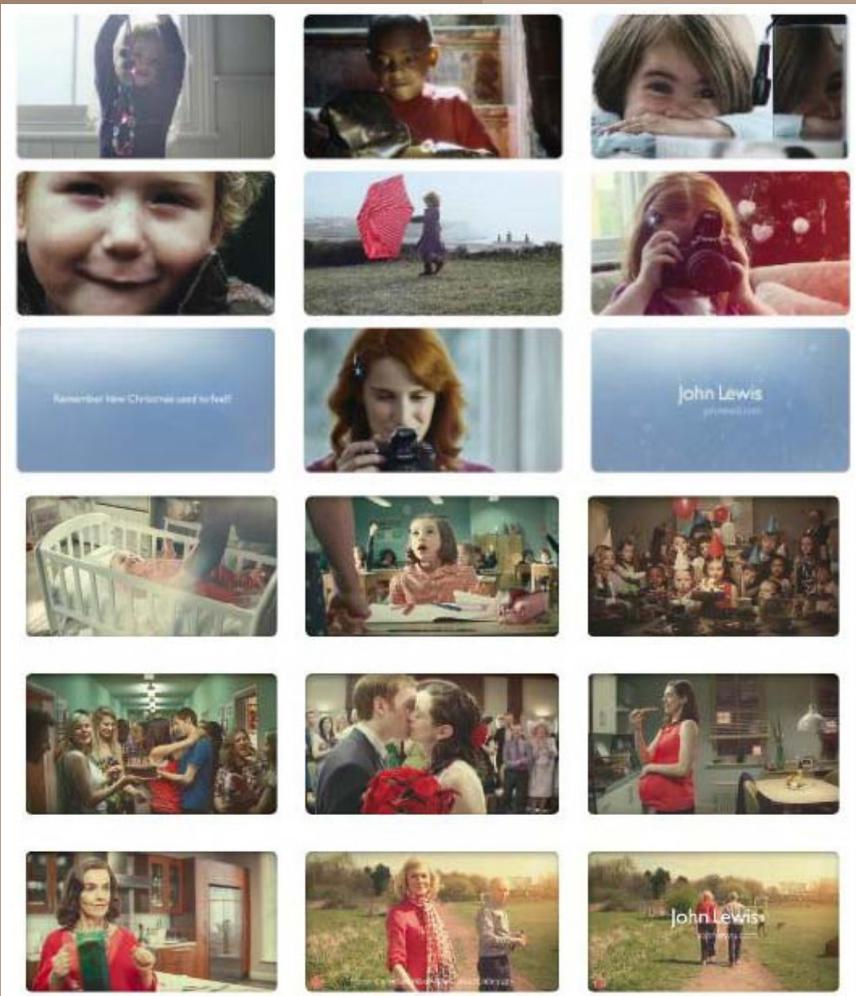
Tell stories that every customer can picture themselves in.

Joy

Be truly joyful through real life and simple stories.

Source:

<http://www.warc.com/Content/ContentView.aspx?MasterContentRef=3403815a-4154-49f0-a44d-9638f7aff991&q=loyalty+fashion&CID=A99534&PUB=CANNES>



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 Figure 3. Burberry logo, from Goggle image
 Figure 4. Burberry Equestrian Knight logo 1933, from Burberry website
 Figure 5. Check trademark, from Goggle image
 Figure 6. Burberry first store in Basingstoke, from Burberry website
 Figure 7. Top - down: Prorsum, London, Brit collection, from Burberry website
 Figure 8. Left – right: Crash bag, orchard bag, from Goggle image
 Figure 9. Retail/wholesales revenue by distribution, from Burberry annual 2014 report
 Figure 10. Burberry AW2014 catwalk show, from Burberry website
 Figure 11. Prada SS2010 campaign, from Prada website
 Figure 12. Carter Art Gallery Etro's e-commerce, from WGSN
 Figure 13. Burberry beauty box in Covent Garden, from Burberry website
 Figure 14. Burberry chidwears, from Burberry website
 Figure 15. Burberry SS2014 campaign, from Burberry website
 Figure 16. Burberry event in Shanghai 2014, from Burberry website
 Figure 17. Burberry store display in Paris Printemps 2013, from <http://aishtiblog.com/burberry-loves-printemps/>
 Figure 18. Burberry collaboration with Apple iPhone, form Goggle image
 Figure 19. Burberry website modified with live chat button, from own made image
 Figure 20. Burberry mocked live chat windows, own made image
 Figure 21. workshop lounge campaign for Burberry on social media banner, own made image
 Figure 22. Trench Your Story campaign for Burberry, own made image
 Figure 23. mocked Trench Your Story canvas, own made moodboard
 Figure 24. moodboard for the exhibition idea, own made moodboard
 Figure 25. send your memory - postcard idea for the exhibiton, own made moodboard
 Figure 26. Inspirational idea from V&A exhibition: Memory Palace, from <http://www.vam.ac.uk/content/exhibitions/exhibition-sky-arts-ignition-memory-palace/about-the-exhibition/>
 Figure 27. Celebrities with Trench Coat, from own made moodbaord
 Figure 28. Burberry with Love - Christmas campagin, from Burberry website
- Diagram 1. Burberry Apparel Pyramid, own made diagram
 Diagram 2. Burberry collection differentiated and competitors, own made diagram
 Diagram 3. Brand positioning map, own made diagram
 Diagram 4. Brand identity onion, own made diagram
 Diagram 5. Revenue by product, from Burberry annual 2014 report
 Diagram 6. SWOT analysis, own made diagram
 Diagram 7. Group finical Revenue, from Burberry annual 2014 report
 Diagram 8. Consumers' opinion survey, from WARC report
 Diagram 9. loyal customers interaction survey, from ICLP research
 Diagram 10. Customer loyalty measurement framework, from Business Over Broadway
 Diagram 11. mocked diagram for Burberry, own made diagram
 Diagram 12. Burberry Financial KPIs 2010-2014, from Burberry annual report
 Diagram 13. Estimated Burberry operating margin from 2010-2019, own made diagram
 Diagram 14. John Lewis like-for-like sales 2007-2012, from WARC report