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Original Citation

Wigley, Stephen M. and O'Connor, Eilidh (2012) The Chronological Development of a Fashion Retailer Own-Brand. In: 19th Eirass Conference on Retailing and Consumer Services, July9th-11th 2012, Vienna, Austria.

This version is available at http://eprints.hud.ac.uk/id/eprint/17258/

The Chronological Development of a Fashion Retailer Own-Brand

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Introduction

- Background and context.
- Aim and objectives.
- Methodology.
- Literature.
- Primary research.
- Findings.

Background & Context

- UK fashion market characteristics.
- Branding & brand management critical.
- Retailer private-label brands dominate.

- Private label literature has focused on grocery sector – little on fashion.
- Seeks to understand how a fashion retailer's brand is created, constructed and managed.

Aim and Objectives

<u>Aim</u>:

- Develop a model encapsulating the components contributing to the image of a fashion retail brand.

<u>Objectives</u>:

- Identify the potential components of a fashion retailer's own-brand via an analysis of the related literature;

- Test the relative importance of each component to both fashion consumers and industry professionals;

- Propose a model illustrating the fashion retailer's own brand and its effective deployment in the market.

Methodology

Two Phases:

- Review of literature to develop draft model.
- Test and refine the model using expert interviews and consumer focus groups.
  - Representatives from 7 brands participated.
  - Senior marketing, brand and retail managers.
  - Three focus groups using voluntary participants invited from a pool of fashion consumers.

Literature

|	Aaker 1991	Kapferer 1998	Bailey & Schechter 1994	DeChernatony & Dall'Olmo Riley 1994	Keller 1998	Vigneron & Johnson 1999	Kotler 2000
Product attributes	X				X	X	X
Benefits	X		X	X	X	X	X
Price/exclusivity	X					X	
User image		X					X
Customer attitudes	X	X		X	X	X	X
Brand personality	X	X	X	X		X	X
Position in market	X						
Heritage/culture	X	X		X			X
Relationship		X				X	
Brand physique		X					
Service				X			
Name			X	X			
Legal			X				
Communications			X	X			

Literature

Synthesised with specifics from:

- Retail branding.

- Fashion branding.

- Industry insight - Mintel.

- Used to inform a draft model identifying the major components / attributes.

Draft Model
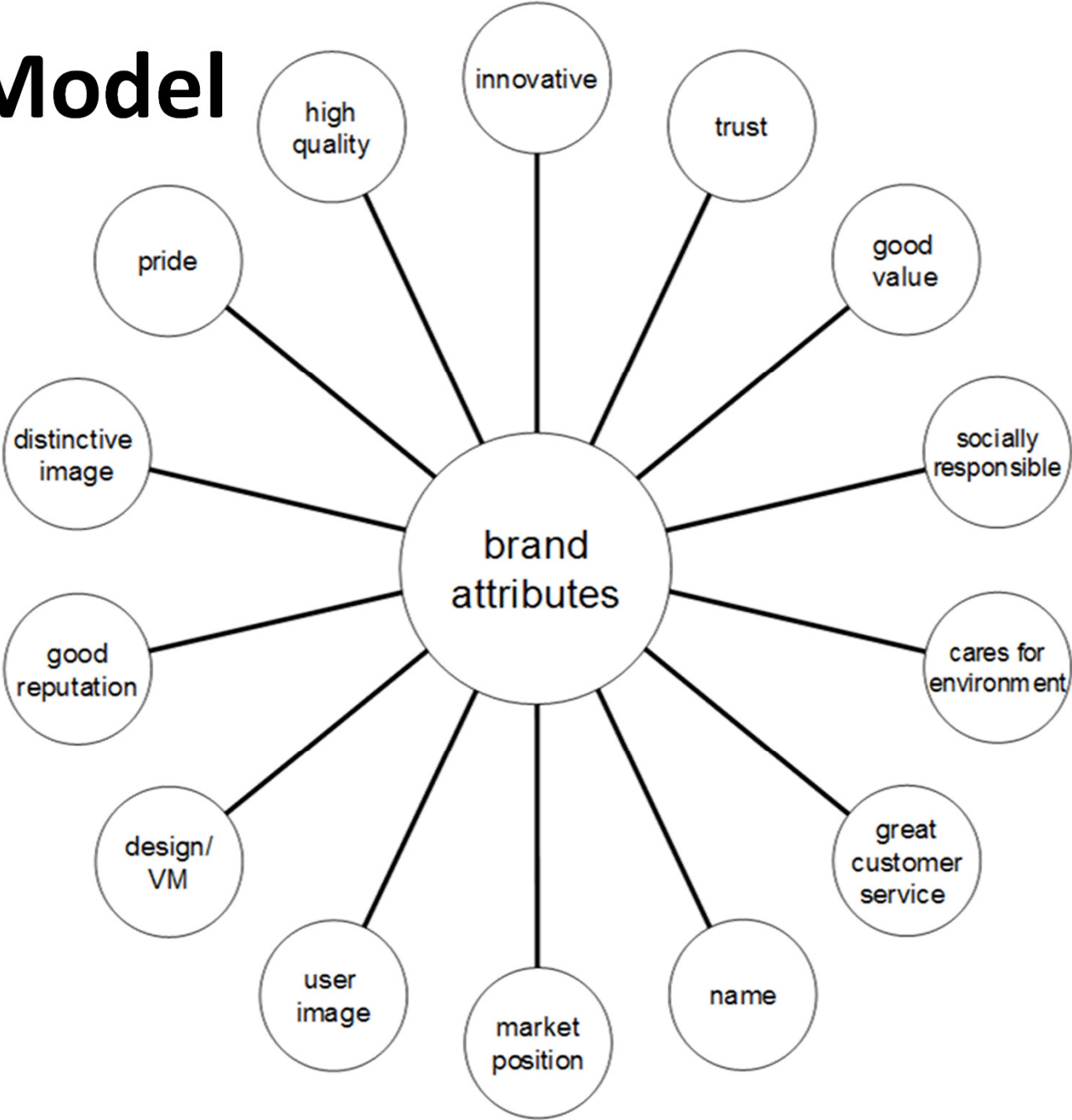
Primary Research - Consumers

Rank	Group A		Rank	Average		Group C
1	Customer s...		1	Good value		...ality merchandise
2	Good value		2	Great customer service		...eputation
3	Great custo...		3	High quality merchandise		...ame
4	High quality		4	Customer self image		...alue
5	Market posi...		5	Good reputation		...ustomer service
6	Trust		6	Design/VM		...VM
7	Good reputa...		7	Trust		...ive image
8	Design/VM		8	Innovative		...ive
9	Distinctive i...		9	Distinctive image		...er self image
10	Innovative		10	Brand name		
11	Brand name		11	Pride		...the environment
12	Pride		12	Market positioning		...responsible
13	Good to the...		13	Good to the environment		...positioning
14	Socially res...		14	Socially responsible		

Primary Research - Professionals

Trust	Good Value	Great customer service	Customer self image
Good reputation Customer service High quality Socially responsible Good to environment	Market positioning High quality	Good value Design/VM Trust Pride	Good reputation Trust Pride Design/VM

Good reputation	Distinctive image	Pride	Market positioning
Customer service Good value Customer self image Trust Pride Distinctive image	Design/VM Innovation Brand name Market positioning Customer self image	Market positioning Customer self image Distinctive image Design/VM Good reputation Customer service	Brand name Distinctive image Design/VM

Primary Research - Professionals

brand development (y-axis)

time (x-axis)

Brand name

Market positioning

Distinctive image

Innovative

Socially responsible

Good to environment

Good value

Design/VM

Customer service

High Quality

Customer self image

Good reputation

Trust

Pride

established when brand is created; this is the brand essence

tangible qualities which consumers experience and shape their opinion of brand

These elements can then become associated with the brand once the others are established

Findings

Sub group	Reasoning	Brand components
Store level	• These components were rated most important by consumers and identified by practitioners as being store facing and important at store management level. • These are perceived through direct contact and experience with the retail brand.	Good value Great customer service High quality merchandise Customer self image Good reputation Windows/ in store display/ design
Company level	• These components, although rated low by consumers were seen by practitioners as vital elements in creating and maintaining a strong brand. • These are perceived through indirect contact with the retail brand and form the strategy of the retail brand.	Market positioning Distinctive image Brand name/name of store Innovative Good to the environment Socially responsible
Intangible results	• These intangible components of the brand are also important and are closely linked to other components as identified by both consumers and practitioners. • According to practitioners, these are created when the other components are in place	Trust Pride

Findings

Company level

Name
Innovative
Market positioning
Distinctive image
Good to the environment
Socially responsible

Trust
Pride

Good value
Great customer service
High quality
Customer self image
Good reputation
Design/VM

Intangible

Store level

Findings

brand development (vertical axis)

time (horizontal axis)

Market positioning
Distinctive image
Brand name

Innovative
Good to the environment
Socially responsible

Good value
Great customer service
High quality merchandise
Design/ VM

Customer self image
Good reputation

Trust
Pride

Company level
These components were recognised by industry professionals as being important in establishing a brand. These represent the 'attributes' which form the backbone and essence of the brand.

Store level
These components were recognised by industry professionals as being important at store level and were recognised by consumers as being extremely important in brand perception. These represent the 'benefits' of the brand and are established after the company level attributes in order to fulfil the brand agenda and philosophy.

Intangible
These components were recognised by practitioners and consumers as elements which are created after the other elements are in place. These feelings or 'attitudes' are closely associated with other elements and represent the final stage in developing a brand.