University of Huddersfield Repository

Wigley, Stephen M. and O'Connor, Eilidh

The Chronological Development of a Fashion Retailer Own-Brand.

Original Citation


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

The University Repository is a digital collection of the research output of the University, available on Open Access. Copyright and Moral Rights for the items on this site are retained by the individual author and/or other copyright owners. Users may access full items free of charge; copies of full text items generally can be reproduced, displayed or performed and given to third parties in any format or medium for personal research or study, educational or not-for-profit purposes without prior permission or charge, provided:

- The authors, title and full bibliographic details is credited in any copy;
- A hyperlink and/or URL is included for the original metadata page; and
- The content is not changed in any way.

For more information, including our policy and submission procedure, please contact the Repository Team at: E.mailbox@hud.ac.uk.

http://eprints.hud.ac.uk/
The Chronological Development of a Fashion Retailer Own-Brand

Stephen M. Wigley
University of Huddersfield

Eilidh O’Connor
Marks and Spencer Plc.
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

Aim:
• Develop a model encapsulating the components contributing to the image of a fashion retail brand.

Objectives:
• 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.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Product attributes</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Benefits</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Price/exclusivity</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>User image</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Customer attitudes</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Brand personality</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Position in market</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heritage/culture</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Relationship</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Brand physique</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Name</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Legal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
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

brand attributes

- high quality
- innovative
- trust
- good value
- socially responsible
- cares for environment
- great customer service
- name
- market position
- user image
- design/VM
- good reputation
- distinctive image
- pride
Primary Research - Consumers

<table>
<thead>
<tr>
<th>Rank</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Good value</td>
</tr>
<tr>
<td>2</td>
<td>Great customer service</td>
</tr>
<tr>
<td>3</td>
<td>High quality merchandise</td>
</tr>
<tr>
<td>4</td>
<td>Customer self image</td>
</tr>
<tr>
<td>5</td>
<td>Good reputation</td>
</tr>
<tr>
<td>6</td>
<td>Design/VM</td>
</tr>
<tr>
<td>7</td>
<td>Trust</td>
</tr>
<tr>
<td>8</td>
<td>Innovative</td>
</tr>
<tr>
<td>9</td>
<td>Distinctive image</td>
</tr>
<tr>
<td>10</td>
<td>Brand name</td>
</tr>
<tr>
<td>11</td>
<td>Pride</td>
</tr>
<tr>
<td>12</td>
<td>Market positioning</td>
</tr>
<tr>
<td>13</td>
<td>Good to the environment</td>
</tr>
<tr>
<td>14</td>
<td>Socially responsible</td>
</tr>
</tbody>
</table>

Group C

- Quality merchandise
- Reputation
- Brand name
- Customer value
- Customer service
- Innovation
- Active
- Distinctive image
- Customer self image
- Good to the environment
- Socially responsible
- Positioning
# Primary Research - Professionals

<table>
<thead>
<tr>
<th>Trust</th>
<th>Good Value</th>
<th>Great customer service</th>
<th>Customer self image</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good reputation</td>
<td>Market positioning</td>
<td>Good value</td>
<td>Good reputation</td>
</tr>
<tr>
<td>Customer service</td>
<td>High quality</td>
<td>Design/VM</td>
<td>Trust</td>
</tr>
<tr>
<td>High quality</td>
<td></td>
<td>Trust</td>
<td>Pride</td>
</tr>
<tr>
<td>Socially responsible</td>
<td></td>
<td></td>
<td>Design/VM</td>
</tr>
<tr>
<td>Good to environment</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Good reputation</th>
<th>Distinctive image</th>
<th>Pride</th>
<th>Market positioning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td>Design/VM</td>
<td>Market positioning</td>
<td>Brand name</td>
</tr>
<tr>
<td>Good value</td>
<td>Innovation</td>
<td>Customer self image</td>
<td>Distinctive image</td>
</tr>
<tr>
<td>Customer self image</td>
<td>Brand name</td>
<td>Design/VM</td>
<td></td>
</tr>
<tr>
<td>Trust</td>
<td>Market positioning</td>
<td>Good reputation</td>
<td></td>
</tr>
<tr>
<td>Pride</td>
<td>Customer self image</td>
<td>Customer service</td>
<td></td>
</tr>
<tr>
<td>Distinctive image</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Primary Research - Professionals

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

<table>
<thead>
<tr>
<th>Sub group</th>
<th>Reasoning</th>
<th>Brand components</th>
</tr>
</thead>
</table>
| **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

Intangible

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

Store level
Findings

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.