

EXERCISES TO ACCOMPANY:

Marketing Fashion 2nd edition by Harriet Posner

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Chapter 2: Marketing Strategy

Exercise 1: Understanding product attributes and benefits

Choose a favourite item of clothing or accessory from your wardrobe. Use the table below to help you analyze the design, construction and fabrication of your item and determine the *product attributes*, the *product benefits* and any *intangible* or *emotional benefits* you associate with the product. Continue the process with two further items.

Notice if any attributes, benefits or emotional benefits are common to two or more of your chosen items. If so, why do you think this might be?

Item	Product Attributes <i>(Features, functions and uses of the product)</i>	Product Benefits <i>(Benefits of the features and function to the consumer)</i>	Intangible (emotional) Benefits <i>(Relate to the ideals and desires of the consumer)</i>

Reading: Chapter 2: Marketing Strategy, page 42

Exercise 2: Studying the marketing mix

The *marketing mix* is all about emphasis. Take each of the 7Ps of the marketing mix in turn – product, price, place, promotion, physical evidence, process and people – and identify a fashion brand or retailer that you believe emphasizes a specific criterion, or group of marketing mix criteria. For example, a luxury brand may focus on *product*, particularly in regard to quality of design and manufacture. A High Street multiple, on the other hand, may focus on product in terms of providing up-to-the-minute fashion at an affordable *price*. A brand that sells primarily via the Internet, or mail order will need to pay special attention to *process* and consider how they integrate this with the criteria of *product* and *price*.

Repeat the exercise for two or more fashion brands. Use the table below to comment on the way each brand focuses on a particular marketing mix criterion. You may wish to add a comments column at the far right hand side of the table so you can make notes regarding the combination of criteria utilized by your chosen brand.

Fashion Brand	Product	Price	Place	Promotion	Physical Evidence	Process	People

Reading: Chapter 2: Marketing Strategy, pages 40-51

Exercise 3: Considering potential for differentiation

Building on the previous exercise, consider ways in which each of your brands differentiate themselves from other brands within their particular market sector. So if you chose, for example, the US brand American Eagle you could compare it with Abercrombie and Fitch. Or, in a different market sector, the French boutique brands Isabel Marant and Vanessa Bruno could be compared with Acme from Sweden. You could also compare two online fashion retailers such as ASOS with Boohoo.com.

1. Some initial ideas for areas for potential differentiation of the *marketing mix* criteria have been given as an example in the *potential for differentiation* table, on page 59. Consider these as a starting point for further research into your chosen brands in order to identify any other relevant areas for differentiation.
2. Through secondary research and primary observational research you should be able to identify specific tactics utilized by your chosen brand to *achieve differentiation*, such as exact details regarding design, construction and fabrication of the product, or the precise range of products offered in store or on a website, along with price points for particular products.
3. Now consider the *competitive advantage* each of the identified potential areas for differentiation, and the tactics used to achieve them, might afford your chosen brand.
4. Finally, review the data you have collected and consider how these factors allow the brand to offer value to their customers.

Use the Potential for Differentiation Table on page 59 (PDF downloadable from website) to help you collate, summarize and overview your research information.

Reading: Chapter 2: Marketing Strategy, pages 54-61

Exercise 4: Describing signature style

What do you consider contributes to a strong *signature style*? Research in detail the signature style of a fashion designer or designer brand you admire. Now prepare a short presentation to give to class. Firstly, gather a collection of images and, if possible, artefacts such as swing tickets, carrier bags or neck labels and create a collage to show visually your understanding of the designer's or brand's signature style. Write a short statement (200-300 words) to explain your visual board and to describe the signature style in more detail. Finally, create a bullet point list to highlight key features of the style. You may choose to add this onto your visual board, so think carefully about a font style appropriate to your chosen brand.

Reading: Chapter 2: Marketing Strategy, pages 61-62

Exercise 5: Strategic planning

In order to write a strategic plan, a business must carry out significant research. One aspect of this is to complete a SWOT Analysis (see pages 101-103) and to determine what opportunity there may be within the current or new markets.

1. Choose a fashion business and analyze its current strategic approach.
2. Now research current and future market and consumer trends affecting this business.
3. Identify three trends that you think could provide potential opportunities for this business.
4. Which of these do you think would be the most beneficial and why?
5. Write a 300 word outline which identifies the trend and the opportunity it could offer. Provide supporting evidence to show how and why you believe it is important, and explain how it could support the business' strategic development.

Reading: Chapter 2: Marketing Strategy, pages 54-62 and Chapter 3: Research and Planning, pages 101-103

Alternative exercise

Exercise 6: Strategic planning and positioning

In order to write a strategic plan, a business must carry out analysis of its current situation (*situation analysis*). One tool used to help with this is the *positioning map* (see page 57).

1. Choose a brand. Analyze its products, fashion level and style, quality and pricing.
2. Which of these criteria do you consider to be the most important in defining the brand?
3. Which brands do you consider are the main competitors for your chosen brand?
4. How do they compare across the same criteria you have selected?
5. Use your research findings and analysis to plot a positioning map. In order to do this, you need to establish the two criteria that you will use for the two axes.
6. Write a short statement to define the competitive advantage your chosen brand has over its competitors.

Reading: Chapter 2: Marketing Strategy, pages 57-58 and 62

Chapter 3: Research and Planning

Exercise 7: Investigating a fashion business

Choose a fashion business to investigate and then carry out the following exercises:

- 1.** Consider the macro marketing environment and select four examples for each of the PEST criteria that you believe will have a significant effect on your chosen business in the coming months (see pages 66-70).
- 2.** Consider the SWOT analysis. What do you consider to be the strengths of your chosen business and can you determine its weakness in comparison to key competitors? Identify a potential opportunity that would suit your chosen company based on its key strengths (see pages 99-106).
- 3.** Select a key fashion product that is carried by your chosen company and is currently on trend. Select three key competitors and carry out a Like-for-Like product comparison (see pages 81-82).
- 4.** Create a visual fashion, fabric and colour trend board that illustrates a trend you believe your chosen company should adopt for the next fashion season.

Chapter 4: Understanding the Customer

Exercise 8: Motivations for purchase

Think of a fashion item you have purchased recently and then carry out the following exercises:

1. Identify the motivation behind your purchase and list the factors that influenced your decision to buy.
2. Consider whether purchasing that item was your only option. What other choices did you have? Could you have borrowed a similar item from a friend? Made it yourself instead? Or bought a cheaper version or mended something similar you already owned? Think about why you chose to buy the item and why you might have rejected other options.

Reading: Chapter 4: Understanding the Customer, pages 119-124

Exercise 9: Analyzing route to purchase

List the different ways in which you become *aware* of the fashion items you buy. Do you see them in adverts or magazines, online, in store when you visit, or being worn by a friend? Try to think of all the ways you first gain awareness of the fashion you purchase.

Think about your route from *awareness* to *purchase*. Do you do any research online or in store? How do you actually purchase and receive the product?

Do you think the way you purchase fashion has changed recently? If it has, then explain how and why you think this is the case.

Reading: Chapter 4: Understanding the Customer, pages 127-128

Exercise 10: Investigating consumer trends

You are a *trend scout* and have been commissioned to write and illustrate a *consumer trend report* and give a presentation to class detailing existing and emerging consumer trends. Write approximately 250 words per trend. Make sure you highlight essential key words or buzz words by providing a bullet point list at the end of each trend.

Profile four consumer trends overall: two existing trends you believe will expand and be taken up by the mass market next season and two new emerging trends you attribute to *innovators* or *early adopters* (see page 125). Create a *visual presentation board* for each trend you describe. Consider scanning or photographing your boards so that they can be reproduced and printed within your written report.

In order to create your report you will need to carry out primary observational research. Notice what people are wearing on the street, observe window displays, visit fashion, craft or flea markets, monitor current art and culture, consider economic trends and utilize secondary research from fashion magazines, trend prediction journals, trend-tracking websites and blogs. Make sure you carry a camera so you can generate your own images. Try to sketch illustrations of your observations wherever possible and record information on key colour, fabric and styling trends.

To conclude, you should include suggestions for new fashion product, services or innovations you believe relevant for the further development of the two new emerging consumer trends you have identified.

Reading: Chapter 4: Understanding the Customer, pages 124-131

Exercise 11: Creating a consumer profile

Using the Consumer Profile Chart on page 134 (PDF downloadable from website), research two different types of fashion consumers. For the first profile, try to select a customer typical of one of the mass market trends you describe in your consumer trend report from Exercise 10, and one portraying an innovator or early adopter customer relevant to one of the new emerging trends you report. Conduct a face-to-face or online interview with each customer so that you can fill in a chart for each one. Next use this information to help you write a pen portrait and create a visual image for each of your profiled consumers; these should present a realistic and factual description of the consumer, their demographic, age, gender, lifestyle, social status and stage of life. Make sure you include information on fashion brands for which each of your profiled consumers would be a target customer.

Reading: Chapter 4: Understanding the Customer, pages 132-138

Exercise 12: Targeted customer sales promotions

Use the customer pen portrait on page 137 as your starting point. Choose a suitable fashion brand that targets this type of customer and consider how this brand might use digital media to target similar consumers.

For example, Jason Powell does not use a credit card unless shopping online. Can you think of a mobile or digital sales and promotion strategy that might attract his attention? Will the promotion be for a specific product, jeans or sneakers, or the brand as a whole?

Write 350 words to outline your sales promotion ideas and why you believe they will be effective for this type of consumer.

Reading: Chapter 4: Understanding the Customer, pages 136-137

Chapter 5: Introduction to Branding

Exercise 13: Analyzing brand identity

Choose a fashion brand and then carry out the following exercises:

1. Analyze the brand's identity and create either a brand onion or brand identity prism (see pages 158-161).
2. List the aspects of the brand's personality which you consider to be the most influential. Why do you think a consumer would connect with these and how do you think they would feel when they do? (see pages 154-161)

Exercise 14: Understanding brand extension and stretching

Write a strategy plan for a fashion brand you believe has potential to expand its operation. Start by researching the brand, then identify and describe its core fashion market and target customers. Now consider and state a case for business opportunity for each of the following:

- expansion at the core level
- expansion via peripheral fashion markets
- diversification into unrelated markets

In other words, a women's fashion brand might expand by adding accessories or a menswear line. This would constitute expansion within the core level. Expansion into peripheral markets would be achieved via the addition of perfume, cosmetics or fashion homeware. Brand stretching relates to expansion into entirely new and unrelated markets. For example, an outdoor active sportswear brand might diversify its business by moving into the adventure holiday market.

Describe clearly the market sector and core customers relevant to your brand. Within your strategy plan you should also outline the benefits and risks of the brand achieving growth by brand extension versus brand stretching.

Use the table below to help you collate, summarize and overview your research information.

	BRAND EXTENSION		BRAND STRETCHING
Brand	Core market	Peripheral markets	Expansion into new unrelated markets

Reading: Chapter 5: Introduction to Branding, pages 162-169 and Chapter 3: Research and Planning, pages 103-104

Chapter 6: Fashion Promotion

Exercise 15: Analyzing fashion magazine advertising

Choose a fashion magazine and analyze the advertising within it. The simplest way to do this is to create a table with columns for fashion, fragrance, accessories, jewellery, watches, make-up and eyewear. Go through the magazine and log how many adverts you identify for each category. Note whether the advert is a one page, double page, triple page or four page campaign.

Reading: Chapter 6: Fashion Promotion, pages 174-185

Exercise 16: Researching a digital promotion campaign

Research a recent digital promotion campaign undertaken by a fashion brand. Write a short report (350-500 words) to explain the purpose of the campaign. Do you think it was to generate interest and start an online conversation? Or was it designed to increase sales directly? What type of consumer was the brand targeting and how was the campaign conducted? What digital media did the brand use, and why do you think they were selected?

Reading: Chapter 6: Fashion Promotion, pages 174-185

Exercise 17: Investigating a brand's promotional mix

Choose a brand and investigate its promotional mix. Collate your research material in a journal, then produce a table (see below) to show the full range of the promotional mix and a Powerpoint presentation to highlight campaigns and strategies you believe to be of most significance to the brand. Describe the target audience the campaigns and strategies are aimed at and why they might be effective. Does the brand have a universal campaign used globally or does it have differing campaigns tailored to specific markets, regions or countries?

Promotional Mix Variables	Details of Campaigns or Strategies	Market or Country	Target Audience
Advertising			
Sales Promotion <i>(Including windows and visual merchandising, online promotions)</i>			
Public Relations <i>(Including catwalk, red carpet, special events)</i>			
Personal Selling			

Make sure you research print campaigns, television advertising, window promotions, sales promotion, PR campaigns, celebrity endorsement, viral campaigns and relevant social media in order to identify the full range of promotional strategies used.

Reading: Chapter 6: Fashion Promotion, pages 172-204

Exercise 18: Researching window displays and visual merchandising

Choose a fashion retailer or department store and monitor its window displays and visual merchandising over a fashion season. Try to make regular visits, ideally every two weeks or once a month. What type of window displays does the retailer or store create? How often do they change their windows? How do they use visual merchandising to promote specific products? How does the in-store merchandising relate to the window campaign? How does the retailer communicate sales promotions or special offers?

Make sure you record the date and location of each visit. Take photos when possible, make detailed notes and sketches, and collect as much promotional material as you can. Present your research findings in a sketchbook or journal and produce a final presentation board to explain and illustrate one of the window/merchandising campaigns you observed.

Reading: Chapter 6: Fashion Promotion, pages 173

Chapter 7: Careers in Fashion Marketing

Exercise 19: Using positive and action words

Reflecting on your college learning or work experiences to date, select three words from the list of *positive* words on page 224 that you feel represent your skills, abilities and personal qualities most accurately. Now describe a *real life* work or college situation where you have demonstrated one or more of these skills or qualities. Use any appropriate *action* words from the list on page 224 to help you illustrate your achievement. To give you an example:

I am *professional*, *accurate* and *personable*. I was asked to make and send out fabric swatch cards to key customers. I *liaised* with the fabric buyer to make sure I had the correct swatches and *communicated* with the marketing department to find out which customers to send the swatches to. I *completed* the task within the agreed timeframe and was acknowledged for my accuracy by my supervisor.

Reading: Chapter 7: Careers in Fashion Marketing, pages 223-224

Exercise 20: Preparing for an interview

To help you prepare for an interview think about how you would answer the following questions:

- Why do you want to work for this company?
- Why do you want this job?
- Why do you believe you are right for this job?
- What do you consider to be the most important thing you learned at college?
- What do you consider to be the most important thing you learned during your internships or any previous work experience?

Reading: Chapter 7: Careers in Fashion Marketing, pages 222-223