

Brand Audit Project Final Report Company: Burberry

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FTM 382
Spring 2012
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A. Executive Summary

This brand audit evaluates the industry presence of Burberry and provides recommendations in order for the company to increase its market share. The objectives of this audit are:

- to identify current place industry
- to evaluate current marketing procedures in place
- to observe consumer sentiment
- to recommend ways for Burberry to enhance its current position

In this analysis the marketing and product mix are heavily analyzed. Burberry offers a variety of product and different price points, as well as conducts intense marketing campaigns. The findings of the effectiveness of these were very high, but there is still room for improvement. The company does an amazing job reaching inside and outside of its customer base. The hope of the company is to be on the mind of those who can and cannot afford the products, because those who can will buy and those who can't will associate prestige with the company and when they can afford the product they will shop there.

Recommendations made were generally dealing with how to increase marketing effectiveness and relevance when dealing with their target market. Other recommendations were made dealing with the evaluative approach the company uses as well as offered a new modern but timeless look to their brand hangtags.

B. Company History & Background

Burberry was founded by Thomas Burberry in 1856, in Basingstoke, Hampshire, England. At the time Burberry worked as a draper's apprentice and was only twenty one years of age. By 1870 the small shop started by Burberry had grown into an "emporium" that focused on outdoors attire. In 1879 Burberry invented gabardine, a fabric that is waterproof and

durable but breathable. A patent was taken out on the fabric in 1888. In 1891 the company opened a store in the west end of London and in 1895 developed the Tielocken, the precursor to the trench coat. In 1901 the trademark Equestrian Knight accompanied by the work "prorsum" first appeared. In 1914 the creation of the iconic trench coat occurred and has been the staple of the Burberry brand ever since. In the 1920's the Burberry Check was introduced to the brand. From 1856 to 1955 Burberry was an independent company, in 1955 it was taken over by Great Universal Stores. The company flourished and in 2002 was initially introduced to the London Stock Exchange.

C. Objective

The purpose of brand audit is to utilize the select evaluative tools learned throughout the course to analyze Burberry's industry presence in comparison to its competitors. The goal is to uncover the strengths, weaknesses, opportunities and threats and provide suggestions to increase the brand's market position.

D. Industry Analysis

Product Market Analysis

Burberry is a leading luxury brand in the world market. Due to its wide product mix Burberry is able to cater to a number of markets. Outerwear remains the core of the Burberry apparel business, from timeless iconic pieces to innovative contemporary styles. Outerwear accounted for over half of their retail apparel sales during the year. In 2006-2007 Burberry historically licensed the first full in-house global menswear collection. This first collection reported growth of 31 percent in menswear. Building childrenswear remains a key focus for the company. Childrenswear integrated into the global company in 2010, with the division now located in the company London headquarters. Non-apparel

remains the main growth of the company contributing 40 percent of retail and wholesale sales during the year. Large leather goods are a high seller of the Burberry non-apparel business, representing about 50 percent of revenues in its category. Men's accessories was amongst the strongest performing categories. Women's shoes represent an important growth opportunity for Burberry reaching 7 percent of mainline sales in 2011. Boots, performed particularly strongly (www.burberryplc.com).

In June 2010, Burberry launched its first cosmetics line, Burberry Beauty. Bring focus of attention on natural, effortless beauty. Burberry Beauty first introduced as a test format through a limited number of wholesale partners globally and to customers on burberry.com. Burberry Beauty supported by Burberry advertisement campaigns and runway shows, experienced a strong early response from consumers and press as it approached its first year anniversary. Burberry has three global licensing agreements with fragrance, timepieces, and eyewear (www.burberryplc.com).

The Burberry store is a luxury brand with a distinctive British sensibility, strong international recognition and differentiating brand values that resonate across multi-generational and dual-gender audiences. Since its founding in England in 1856, Burberry has been known for quality, innovation and style (www.beverlycenter.com).

Financial Analysis

Burberry's revenue has increased steadily over the past four years. In the fiscal year ending in March 2011, Burberry reported revenues of approximately \$2,336.2 million (Data Monitor, 2011). In comparison to the previous fiscal year, this was a total increase of over 25%. The group's operating profit was \$465.1 million in fiscal 2011, and the net profit was \$324.3 million (Data Monitor, 2011). Burberry generates revenue through retail (also including e-commerce), wholesale and licensing. For the 2010-2011 year, retail accounted

for approximately 64% of revenue, wholesale 29% and licensing 7% (Data Monitor, 2011). The products that generated the most revenue in 2011 were non-apparel items such as leather goods and the Burberry Body fragrance. Women and men apparel products followed in second and third place respectively. Children's wear generated the least amount of revenue in 2011.

SWOT Analysis

Burberry has a goal of continuing to hold "great brands [that] project a pure, consistent experience across all channels in order to stand out in today's cluttered consumer arena." (Data Monitor, 2011) The "pure and consistent experience" is maintained through authenticity and integrity that allows all consumers to trust the heritage brand and continue to shop their products. In addition to consistent and trustworthy products, Burberry focuses on investing in their team culture by reinforcing company values. The company functions on the principle that the Burberry brand is "the touchstone against which all activity is measured" (Data Monitor, 2011).

In addition to upholding brand integrity, Burberry has focuses on operating under high quality standards through an ethical supply chain and other responsible operations and focuses on Corporate Responsibility. Since 1856, Burberry has operated under the belief that "to be a great brand you also need to be a great company" (Burberry plc, 2011). Currently they tackle "issues related to climate change; and efforts to inspire employees on issues of ethical trade, environmental sustainability and community investment" (Burberry plc, 2011).

While the heritage and consistency is a strength within the company, it has proven to be an issue in modern times. In the past decade, the company began "revitalizing the Burberry [by addressing] inconsistencies with the modern democratic luxury positioning

remain" (Data Monitor, 2011). This was achieved by closing outlet stores that were "not appropriately aligned with the brand" (Data Monitor, 2011). In the Spring/Summer 2011 season, Burberry "completed the local-to-global product transition in Spain" which had a significant impact on cost to earnings. The company will continue with similar activities "to purify brand presence in the seasons ahead" (Data Monitor, 2011).

The success of the company can be successfully affected by extending the consumers relationship with the brand; specifically through new technologies. The company believes that digital technologies have the capabilities to improve the emotive brand experience, allow consumers to express their opinions, give them greater access and allow for the increased transparency consumers expect in the current market (Data Monitor, 2011).

With a luxury heritage brand such as Burberry, one of the biggest threats is the increase in counterfeits. While any successful retailer is faced with this threat, it is especially high for companies like Burberry and its competitors Hermès and Louis Vuitton. Recently, these companies won a legal decision in Canada that "awarded CA\$ 2.5 million in damages to Louis Vuitton and Burberry in what is reported to be Canada's single largest trade mark and copyright counterfeit case" (Ireland & Ritson, 2011). Unfortunately, due to the market, specifically in the United States, counterfeits will continue to be an increasing issue as most consumers cannot afford to purchase the original luxury brands.

Competitors

Two competitors to Burberry are Emporio Armani and Dolce & Gabbana. When asked, the general consensus is that Dolce & Gabbana is catered more towards Females and handbags. Burberry targets unisex outerwear such as scarfs and trench coats. Armani seems to be geared more towards Mens clothing and colognes. All three of these companies have similar product line divisions, but the most commonly known were pointed out.

E. Brand Inventory

Target Market

The brand maintains a broad appeal across dual gender audience of ages from 18 through 55 and older, however Burberry's primary target market consists of women in their late thirties to early sixties. These women are financially stable, in the workplace, newly retired, or have families. They choose Burberry because they want to be on the leading edge of fashion, but don't necessarily have time to spend searching. Burberry stays true to its culture by putting a modern flair on traditional fashions, "juxtaposing young, modern fashion with tradition and history is what I do at Burberry." (Christopher Bailey, nymag.com). The lifestyle of the typical Burberry customer varies greatly. The brand is sold in twenty-two countries and has an online worldwide retail store front as well. By being so accessible the brand has allowed itself to be worn by people from all walks of life, religion, and attitudes. Although the customers differ greatly they all have one thing in mind and that is sporting timeless fashion. Burberry's target customer's income range is from \$75,000 and beyond. Affluent buyers may have one or two pieces that they invest in from Burberry, while the high income level customers wear Burberry for everyday wear.

Marketing Program

Burberry LLC, has been focusing their efforts on more innovative marketing techniques and have thus far been very successful. They have implemented a new interactive website that is available in six languages and forty-five countries. According to the company "The site, known as Burberry World, is the ultimate expression of the Burberry brand, allowing customers globally – in many cases for the first time – to connect with all its

aspects, from heritage, to music and video, to the full product offer." (BurberryPLC.com) In addition to a new website the company has also expanded their social media presence by having Facebook, Twitter, Instagram, and Youtube campaigns. Their twitter accounts are country specific in order to better target customers in various global locations. They also have implemented the use of apps such as Instagram to show photos from ad campaigns and fashion shows. A unique aspect to the Burberry social media drive is the development of their own social media website ArtoftheTrench.com. According to Burberry PLC "The Group's own social media site, artofthetrench.com, continued to inspire people around the world and across generations to share their experiences of the iconic trench coat. By the end of the year, the site had received more than 11 million page views since its launch in November 2009." (BurberryPLC.com) Burberry also markets different lines in order to reach multiple price points. The hope is to attract customers to their lower priced line in order to have them continue to shop Burberry as they grow financially. Also they are able to buy multiple pieces at the lower price points and match with one or two items from the higher price points.

Brand Architecture

Aside from clothing and accessories for men, women and children; Burberry's products include timepieces, eyewear, fragrances, handbags, shoes, umbrellas, handbags, scarves beauty items and home gifts. Burberry operates under four different labels: Burberry Prorsum, Burberry London, Burberry Brit, and Burberry Sport for both men and women. The number of labels is relatively low in comparison to other established, lifestyle brands. Fragrances, beauty items and home gifts are not housed under specific labels.

Burberry Prorsum

Burberry Prorsum is the anchor and power brand within Burberry's brand portfolio. It is the most exclusive and expensive of the all brands. Some of the womenswear products include the dresses, skirts, blouses, and the infamous trench coat. Menswear products also include eveningwear. This is the only brand in the portfolio to offer handbags/men's bags, accessories and shoes for both men and women. Due to the higher price and runway appeal, the Prorsum label is the face of the entire Burberry brand. Prorsum embodies the values of both the consumer and company. This label also accounts for the most revenue in the portfolio.

Burberry London

While Burberry Prorsum is the power brand, Burberry London is the second most successful label. The success can be attributed to the product mix similarity between both labels. While the products are similar, the fabrics and silhouettes are slightly different. Since Prorsum is the runway label, London offers more classic, neutral items. This differentiation helps reduce consumer confusion between the labels and allows for both to attract the same consumer through different aspects.

Burberry Brit

The Brit label offers more casual, everyday products that are tailored towards the younger target demographic. As a result of the more casual product mix, this brand is the less popular compared than Prorsum and London. As Burberry strives to further their lifestyle status, the more casual Brit label is necessary. However, the same marketing techniques used for Prorsum and London are not effective for this line. To revitalize this brand, different marketing strategies (or outlets) should be employed. The new strategies

should be consistent with the affluent, luxury values of the consumer but focus solely on the younger consumers

Burberry Sport

Burberry Sport is by far the least successful in the portfolio as indicated by the small product mix. While Burberry is undoubtedly a lifestyle brand, sportswear is not normally associated with luxury brands. The small product mix also implies that the company does not value this label as much as the others. Therefore, consumers feel the same way. Another large issue with this label is the lack of the infamous trench coat. Practically, it would not fit within an active wear line, but it also dramatically cuts down on consumer interest. Burberry's consumers enjoy the feeling of exclusivity, and buying general athletic apparel that lacks the easily identifiable Burberry trademarks is a huge drawback. One way the label can be revitalized is by only offering clothing for sports attached with the affluent community such as equestrian and lacrosse instead of the general athletic gear everyone wears.

Brand Personality, Elements, and Mantra

Although Burberry has a large target market and four labels, it does not have multiple personalities. Having multiple brand personalities can confuse the consumer. The brand has a distinct image that keeps it in good standing with wealthy consumers. Multiple personalities could make the brand fall from their luxury standing. Burberry is sophisticated and classic across all brand extensions and products. The brand is exciting because it is always in style and continues to update products to fit with the current market. However, it always stays true to the classic look opposed to the more outrageous and fleeting trends. The general image is that Burberry is reliable and is known for quality products. Consumers

would never describe Burberry as rugged; it is always upper class and sophisticated. Brand elements that stay consistent within Burberry are the Equestrian Knight "Prorsum" logo, the Burberry check fabric, and the classic trenchcoat. According to the company "the brand is defined by: Britishness, Authentic outerwear heritage, Historic icons: the trench coat, trademark check and Prorsum knight logo, Democratic luxury positioning, Innovation and intuition" (Burberryplc.com)

Competitor Analysis

As previously mentioned in The Giorgio Armani company owned and run by the founder designer Giorgio Armani has earned the much hallowed space in the fashion industry through its superior design, relevant themes and trends appealing to the current crop of customers and by maintaining the aura of a real luxury brand. Dolce&Gabbana is the new luxury, authentic and unconventional. A style that expresses new forms of elegance, presenting itself as a modern classicism, based on superior sartorial content and creativity. The strong identity of the Dolce&Gabbana brand has evolved over the years without ever forgetting its roots. An unmistakable style, which, season after season, combines strong innovation with the Mediterranean flavour of its origins. A brand whose essence lies in its contrasting features. Burberry aims to maintain the integrity and vitality of its brand, while continuing to develop a business which remains relevant to ever-changing markets and consumer tastes. It uses a five-pronged approach strategy; namely "Leveraging the franchise"; "Intensifying the non-apparel development"; "Accelerating retail-led growth"; "Investing in under-penetrated markets"; and "Pursuing operational excellence". Points of parity and points of difference can be seen in the table below:

POINTS OF PARITY	POINTS OF DIFFERENCE
luxury	outerwear (burberry)
quality	unisex (burberry)
fashionable	mens clothing (armani)
expensive	womens hand bags (dolce)
durable	mens cologne (armani)
flashy	

Brand Inventory Assessment

Burberry has extended their brand into many different avenues. They have several different categories of products. Their women’s wear portfolio has products from trench coats, coats, parkas, quilts and puffers, jackets, tailored garments, shirts, dresses, sweaters, jerseywear, skirts, trousers, denim, swimwear, and lingerie. Their women’s accessories portfolio consists of bags, iconic checks, shoes, wallets, business items, luggage, belts, scarves, jewelry, timepieces, and sunglasses.

Burberry’s menswear items are trench coats, coats, parkas, jackets, tailored items, eveningwear, shirts, sweaters, jerseywear, trousers, denim, ties, swimwear, sportswear, and underwear. Men’s accessories are bags, iconic checks, shoes, wallets, business items, luggage, belts, scarves, jewelry, timepieces, and sunglasses. Children’s wear has several items for Baby Girls, Baby Boy, baby bags, girls 2-6, girls 7-14, boys 2-6, and boys 7-14. They have extended their brand into makeup as well. There are products for skin, glow, eyes and lips. They also have body sprays, perfumes and colognes. Burberry’s final extension category is home. Their products consist of throw pillows, blankets, picture frames and card holders.

In order to not become feature fatigued, Burberry does not dabble into any and everything. There is extensive research into what fields to create products in and an explicit effort not to saturate the market with a plethora of products, therefore decreasing the

exclusivity of the brand. Styles are always fresh and new with no comparison to other brands to keep the originality of the Burberry brand.

F. Brand Exploratory

Market Observation

In order to increase investor and consumer knowledge of Burberry's growth in the market the company has gone the extra mile to compile a market report that talks financials, but can be understood by everyone. The website burberryplc.com has all the information that an annual finance report would have and more. It clearly defines the mission, strategies, and implementation of the company in order to increase its market share. The site also shows graphs, facts, and figures related to company performance and growth.

In a random survey conducted by our group the market observations of consumers was rather weak, although all of the company information is public. The general answer was that they could not give insight on how the company was doing in the marketplace. We believe this to be due to the fact that generally consumers do not go out of their way to find a company's financial information nor do they place great importance on it. Typically if a consumer knows the financial status of a company it is because it has recently been in the news, and usually this is not for the company's accomplishments but rather their downfalls.

Brand Awareness and Association Assessment

Burberry has extensively enhanced the depth and breadth of brand awareness through its multichannel marketing system. With a broad age range of target consumers, a "multichannel campaign allows brands to target and connect with their affluent customers more often and more convincingly" (Lamb, Burberry chooses multichannel marketing for

weather-focused Spring/Summer ads, 2011). According to Chris Ramsey, president of Affluent Insights, Miami states that "multichannel marketing is useful to affluent consumers because they are online and they expect their brands to be there, too" (Lamb, Burberry chooses multichannel marketing for weather-focused Spring/Summer ads, 2011)

The contributions of Twitter and Facebook make it easier for companies to improve the strength and favorability of brand associations. In 2011, Burberry ended the year with five million Facebook fans and over four million views on their Youtube Channel. (Burberry plc, 2011) To date, Burberry has almost 800,000 followers on twitter. Over the past few years, the brand has continually found innovative ways to market their brand through these platforms. For the Spring/Summer 2012 collection Burberry tweeted complete looks right before the model appeared on the runway. During the show, Burberry was one of the world's most popular trending topics on twitter. According to Hall (2011), a representative for Burberry stated that this tactic is "all about gaining mindshare, not selling products."

In the current environment, most people have access to the internet. For the affluent customers of Burberry, internet access is available through personal computers, cell phones, tablet pcs and other electronic devices. This means that the target consumers are more frequently exposed to Burberry's marketing and advertisements through social media and other internet websites. In April of last year, Burberry released its mobile-optimized site for iPhone and Android cell phones. Burberry "maintained its out-of-home presence in the form of bench-bus, telephone booth and billboard ads worldwide. In addition, Burberry created an array of creative campaigns that were available in online, print and mobile spaces" (Lamb, Burberry is 2011 Luxury Marketer of the Year, 2011). Everyone, (even those consumers who are not wealthy but still admire the brand), are exposed in some way to Burberry's campaign, greatly increasing the brand awareness and associations for the company.

In our own random survey the brand awareness/association was high for Burberry. Rarely did we find anyone who had never heard of the name Burberry before. The most common things associated with the brand were the Burberry Check fabric and the Equestrian Knight "Prorsum" logo. Also commonly associated with Burberry were the fashion shows and ads that are run in print magazines like Vogue.

G. Recommendations

Branding Strategies

Burberry should track the brand on both the product-brand level and the corporate branding level. The product-brand level is important to track because it is important to know what consumers want and need. It is also valuable to track product-brand level to forecast sales, do trend research, and to stay present in the high fashion realm. Corporate branding is important to track because the overall relationship between the consumer and Burberry is crucial to the continued success of the company. Qualitative research should be the main focus when it comes to product-brand level assessment. The ZMET approach will be the most effective as it is a totally visual approach and can provide feedback to whether products are aesthetically pleasing. When researching the corporate branding level quantitative research will be able to provide the most useful information. Short surveys for consumers and non-consumers of the Burberry brand will be able to analyze the brand image, awareness, and loyalty rates. An interactive way to do this survey using the social marketing techniques discussed earlier would be to have followers on Twitter tweet Burberry their stories and concerns and offering an online game testing brand knowledge.

Brand Marketing Programs

Burberry LLC is on the right track when it comes to their implementation of new marketing programs, therefore it is not necessary to propose a complete new marketing program to the company, instead enhancements will be more effective. Social media is the most effective way to reach Burberry's target market. The Facebook page is an effective place to showcase new product offerings and give "sneak peaks" for next season. The page can also be used for surveys on customers favorite looks and as a place to voice customer concern. Burberry's use of multiple twitter accounts will prove highly valuable to the social media marketing program. Burberry will be able to target its specific regions by using these accounts effectively. To have effective twitter accounts in multiple countries the company will need to tailor its tweets to the needs of the people in that area. They will also need to show concern for the same things that people in that area are concerned with so their customers will feel like they are "following" a friend on twitter rather than a large company. The country specific Twitter accounts can also be used to tweet pictures of famous persons in that country wearing the Burberry brand, tweets can also be "random facts" about company history and cover various Burberry events. ArtoftheTrench.com should not change much, as it is already unique to the company and doing well. In order to enhance the site a global feature should be added to put a visual to Burberry's global presence. The site should also show how customers in different countries style their trench in order to share ideas with other customers all over the world. By using the overall social media campaign to strengthen the relationship between customers and the company Burberry will be able to expand its brand loyalty, broaden its customer base, and increase knowledge. Customers will be able to identify with other customers through artofthetrench.com and the campaign will be seen as a movement.

The social media marketing program is effective and not costly to the company. Both Twitter and Facebook are free internet services that can be run by a social media intern. The company wouldn't need to hire any new positions for this because it can fall under their current social media campaign. This will allow for more money to be invested in their social events that can be covered on their Facebook, Twitter, and ArtoftheTrench.com. Light employee training may be needed but ultimately this will be a relatively easy way to connect with customers.

The program quality multiplier will be fulfilled through the formats of the various social media outlets. The clarity of the campaign will be easily conveyed, through pictures, ads, and short press releases and tweets from the company. The relevance to the target audience is fulfilled through the social media sites as well. The character limit on tweets provides to a short comment from the company that young people will read and the pictures are easy to be looked at. That's one of the most important parts of the social media campaign, to convey a vast amount of information with as little writing as possible, since most of the target audience is always on the go. Consistency won't be hard to fulfill through the social media plan, since it has become so easy to post on the social media websites. Most phones can do it without having to be connected to the internet.

Customer mindset will be heavily influenced by the social media program because the whole purpose of the program is to put Burberry in the forefront of peoples mind. The connection made between the customer and the company through Twitter, Facebook, and ArtoftheTrench.com will serve as a catalyst for positive customer mindset. Brand awareness and association will be enhanced through pictures tweeted by the company and posted on the facebook page. ArtoftheTrench.com will serve to enhance the brand attitude and attachment components. Brand activity will be able to be tracked through all of these websites and will allow customers to feel as if they are friends with the company rather than just customers.

This aspect is very important because it allows the company to seem transparent and that consumers and investors are in the know.

The marketplace conditions multiplier is heavily based on the geographically targeted social media aspects of the program. The customer size and profile is greatly influenced the region being served. The competitive superiority can be enhanced through connection with the people of the area, which will mostly be influenced through the Twitter accounts.

Market performance will also vary per geographic region. It is important that the social media program keep up to date on political and economic happenings in various areas. By doing this the company can promote products that customers in that area are more likely to buy at the time. The investor sentiment multiplier will be fulfilled through the company transparency. Investors will be able to see happenings with the company and always feel current on company trends and sentiments through its social media. Investors will also be able to track consumer reactions as well. This will assist in the evaluation of market dynamics, growth potential, etc. Shareholder value will directly reflect both market performance and investor.

Secondary Associations and IMC Proposal

Burberry's brand associations are heavily based on visual recognition. Two ways that would effectively demonstrate the integration and understanding of Burberry would be through print/web advertisements and an in-store display. Both of these options are extremely visual and consumers would easily be able to pick up on recognizable Burberry brand elements such as the check fabric and logo.

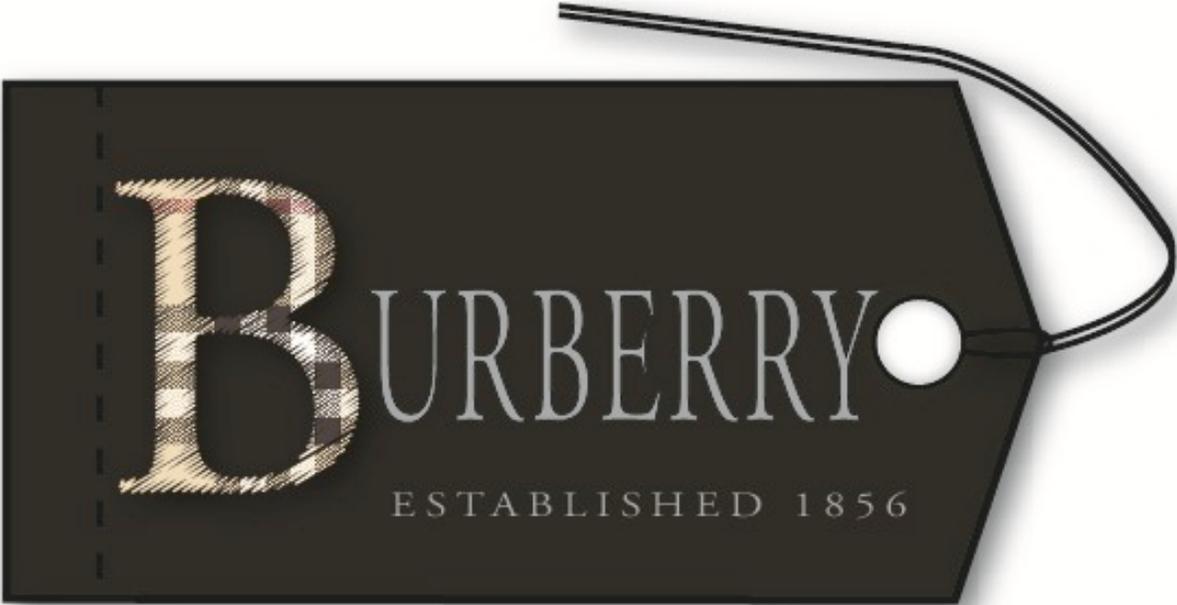
Burberry consistently has innovative and eye catching print advertisements. However, the most recent ads seem to only focus on the younger demographic. An advantage of a long standing lifestyle brand such as Burberry is that their target market spans across

generations. To rectify this issue, different print/web advertisements should be used to attract to all consumers. The theme will remain the same throughout all of the advertisements to be consistent and tie all of the different advertisements together. However, the models and scene set-up will vary according to the targeted age group. They will also feature a man and woman like Burberry's recent advertisements. The four different target age groups will be roughly based on generation lines: 18 – 25, 26 – 34, 35 – 47, and 48 – 55. The segmented web/print advertisements will hopefully convey the message that Burberry has and will always be the perfect brand for the consumer. The older market will feel included and valued as consumers. Through the other versions of the advertisements, the older market will feel a sense of nostalgia. The younger consumers will continue to feel valued and will be able to see what role Burberry will potentially still have in their life as they age. The message will be conveyed completely through images and will fall in line with Burberry's classic and affluent image. The desired sentiment from each consumer is that they feel valued. Additionally, different markets will have varying consumer responses.

Along with men's and women's apparel, Burberry also offers home accessories and children's clothing. An in-store display would be a great way to display these products together. The in-store display would consist of an area similar to a nursery displaying Burberry blankets, pillows and pictures. The children's clothing would be displayed in appropriate areas such as the crib or dresser. The component addresses products that were excluded in the print/web advertisement plan. The message of the in-store display would once again convey the fact that Burberry is a lifestyle brand. The print/web advertisements address how the brand is specifically for the consumer. The in-store display will address how the brand is also for the consumer's family. The set-up will inform the consumer of this fact and allow for them to picture Burberry products in all aspects of their life (clothing and

home). Also, the affluent consumers of Burberry would enjoy having recognizable elements (such as the tartan), displayed in their home to highlight their wealth.

The new proposed hangtag would look similar to the one pictured below:



Hangtag Front



Hangtag Back

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APPENDIX