



# MANGO

## MARKETING STRATEGY

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# EXECUTIVE SUMMARY

As one of the leading high street fashion brands in the world, Spanish MANGO is a well known brand that offers the latest fashion trends for women, men and children. MANGO is growing fast and the key is their successful business strategy which also gives them advantages compared to competitors.

As a case study for 'Fashion Marketing in the UK' at London College of Fashion, we have been following MANGO during 10 weeks. After our research in depth of the brand, we have come up with a strategy to improve MANGO. By using PEST (Appendix 2), SWOT (Appendix 3), Ansoff's Matrix (p.16) and developing a Marketing Mix (p.12), we have evaluated the current business model and strategy in order to come up with recommendations of how to make MANGO even stronger on the market.

By examining the key strategies from product development to marketing communication and branding, as well as 'Competitor Analysis' (Appendix 5), we are able to work out a new strategy. By visiting the store every week (Appendix 8) as well as following MANGO on social media and online (Appendix 9), we have been aware of what's going on in the company. Every piece in the 'Market Research' have been covered and analyzed. By doing so, we have developed recommendations of how we believe MANGO should improve and we came up with a 'Potential Customer' (Appendix 7), a new 'Value Proposition' (p. 19) and a 'Campaign' (Appendix 10) to launch our recommendations and new strategy.



# TABLE OF CONTENT

2. EXECUTIVE SUMMARY	
3. TABLE OF CONTENT	
4. HISTORY	
5. ABOUT	
6-7. BUSINESS STRATEGY & INTERNATIONAL SUCCESS	
8-9. MISSION STATEMENT	
10. MARKET ANALYSIS	
11. PRICE COMPARISON	
12-13. MARKETING MIX	
14-15. IDENTIFIED CUSTOMERS	
16. RECOMMENDATIONS - ANSOFF'S MATRIX	
17-18. NEW STRATEGY	
19. VALUE PROPOSITION	
20. LIST OF ILLUSTRATIONS	
21. BIBLIOGRAPHY	
22. APPENDIX	
1. HIERARCHY OF NEEDS .23	
2. PEST ANALYSIS .24-25	
3. SWOT ANALYSIS .26-27	
4. CURRENT CUSTOMERS .28-29	
5. COMPETITORS ANALYSIS .30-33	
6. UNDERSTANDING CUSTOMERS & QUESTIONNAIRE.34-35	
7. POTENTIAL CUSTOMER .36-37	
8. SOCIAL MEDIA & ONLINE .38	
9. STORE OBSERVATIONS .39	
10. CAMPAIGN .40-41	
42. CONCLUSION .42-43	



# HISTORY

2. S/S14 Campaign

MANGO - Named after the fruit Isak Andic discovered while on vacation in the Philippines. Its sweet and strong taste which tastes the same all around the world became the inspiration. Isak who moved from Turkey to Spain with his family in 1950, started selling t-shirts imported from India and Asja. This gave him the courage to import more women's clothes - mainly blouses and clogs that later on were placed on "shelves in Spanish stores". In 1984, he opened his first own store in Barcelona under the name MANGO.

An expansion led to five more stores within a year. By 1988, the company who started off as a relative small brand now had 13 stores in Spain. Isak saw that MANGO was going to be successful and wanted a break through in the international market as well. In 1992 he opened his first international store in Portugal. A year after, the 100th store was opened in Spain. (MANGO 29.04.16, Fibre2Fashion 29.04.16, Rodriguez-Donaire, Casi and Carbonell 29.04.16).



3. FW14 Campaign



4. FW14 Campaign

MANGO has more than 2 500 stores represented in more than 100 countries worldwide. They have over 14 000 employees. Over 2 200 of them work at the Hangar Design Centre at the headquarters in Barcelona, the biggest design centre in Europe. This is where the Design, Purchasing and Quality departments are located. The expansion continues, MANGO is aiming high.

MANGO offers the latest fashionable trends clothing for young, urban women at a reasonable price. Their aim and mission is being available worldwide. They have placed themselves in the mass market as high-street multiple retailers. (MANGO 29.04.16, Fibre2Fashion 29.04.16).

# ABOUT





# BUSINESS STRATEGY & INTERNATIONAL SUCESS

Their successful international growth depends on their unique business model that was developed when Isak realized MANGO's potential but at the same time improve the stock management, logistics and product distribution. This is when he wanted to improve the internationalization and came up with new key pillars in which would become the main business strategy. This is also when the JIT philosophy (Just-In-Time) was invented which meant new coordinated work teams and specialists.

With this strategy, MANGO grew into one of the greatest textile companies in the world. They are always keeping up with their competitors and creating advantages in order to adapt the constant changes within the business field. The globalization of the Internet and adaptation to new technologies are also one of the reasons to their success as well as putting a lot of weight on cultural understanding and good relationships throughout the whole business. The main departments that deal with the internationalization are: (Gonzalez Veiga, T 29.04.16):

- Department of expansion and their main task is to represent the brand internationally when opening new stores. The team consists of people from different nationalities and departments from different countries around the world.
- Department of import/export's tasks are to coordinate and control the distribution of the products, from the suppliers to delivery in the shops all over the world. They are also handling the transportation and national legal systems.
- The PR Department brings the latest updates about the company to magazines and newspapers etc. They also provide the media with internal and external information.

### **THE CONCEPT -**

MANGO has made an international success with their unique brand concept. They have made sure that every employee share the same vision and that the atmosphere in every retail outlet including windows, visual merchandising and layout reflects the brand image. This, along with offering trendy design and quality to a relevant price is their key to success.

### **THE PEOPLE -**

MANGO's business strategy is also based on human relations. They want to have enthusiastic and professionals working together as a team that can brainstorm, come up with new improvements and adapt new ideas in order to be effective and one step ahead of competitors. This makes it possible to be a driven company that always aim higher. The professionals consists of interior designers, architects, project managers, engineers, industrial designers, administrative employees and managers.

### **LOGISTIC SYSTEM -**

MANGO's own logistic system is the third key pillar in their business strategy which allows them to manage to take decisions through the process of design, supply, manufacture and sales. Speed, information and technology are the main factors in which they use to connect the stores with the headquarters to obtain stock data and to arrange transfers and replacements between stores. It is also a great use for effective the business, including infrastructure costs, external & internal communication with manufacturers & suppliers, quality, design and delivery (MANGO 29.04.16).

“Dressing the modern, urban women for her daily needs is the formula we have analyzed, adapted and applied in all the countries in which MANGO is present: it has been and remains one of the keys to our commercial success and international prestige” (SVM 29.04.16).







6. S/S14 Campaign

# MISSION STATEMENT

“Our objective is to dress the urban and modern woman/man and also meet her/his daily needs. Our goal is to be present in every city in the world”.

# MARKET ANALYSIS



7. Positioning Map

## POSITIONING MAP

MANGO's main competitors on the high street are ZARA, H&M and TOPSHOP who all offer a wide range of styles and garments. MANGO used to strive for ZARA's level, but the new strategy makes them compete more with H&M.

The positioning map is showing that MANGO focuses as much on trend pieces as classic design. The prices varies from low to high depending on style and quality. The average price is similar to ZARA, a little less than TOPSHOP and slightly more expensive than H&M.

**SEE APPENDIX 5. FOR COMPETITOR ANALYSIS**



MANGO £39.99



ZARA £39.99



H&M £24.99



TOPSHOP £49.00

# PRICE COMPARISON

We compared MANGO's pricing to its competitors by a basic, black blazer. This shows us more clearly where MANGO is positioned in the market.





## PRODUCT

MANGO used to be known for its maxi dresses but now they are leaning more towards workwear for middle-aged women. Other than that, they are offering a wide range of ready-to-wear garments for men, women and kids. The lines consists of basics to more trendy pieces that meet customers needs. The color palette varies throughout the seasons and depending on campaign. The balance of the range is good and the campaigns corresponds to the products.

## PLACE

MANGO has many bricks-and-mortar stores all over the world at great locations, both their own and as franchise. Besides selling in their own stores, they operate as concession within other stores offering their products, both online and offline. Their own online shop is presented in many countries around the world, making sure they are available to a wide range of customers.

## PROCESS

In store - The customers that visits the store will get help if needed, but the sales associates don't necessarily interact. The customers get the chance to return an item within 30 days after purchase if the show the receipts. Online - MANGO has 30 days return policy online as well and free delivery over £30. Contacting MANGO on Twitter will give you a quick answer as well as they have a telephone number on their website. MANGO offers gift-cards.

## PRICE

The prices at MANGO varies depending on the garment, but over all the pricing is average. The MANGO prices varies from £6.99 for a basic T-shirt to £249.99 for a pair of PREMIUM leather trousers.

## PEOPLE

Customers - MANGO formulates their customer profile the following: The "Mango-girl" is a young urban woman, curious of what life has to offer. Mostly loyal/consistent "locating" and young wishful "dreamers". This is something that they failed to achieve. The actual current customer is much older and not typically trend-focused.

Employees - MANGO offers their staff 30 % discount on the regular range and 10 % on real leather items. Their business culture is based on teamwork and training which also is the key to their international success, even though the sales training is not shown in the actual store.

Collaborations - MANGO does a lot of collaborations with celebrities and bloggers who help them promote the brand under the hashtag #mangogirls. They also have celebrities and well known models as the face of the brand.

Producers - MANGO has in house designers in the headquarters in Barcelona. The main manufactured are based in China, Turkey, South Korea, Marocco and Bangladesh.

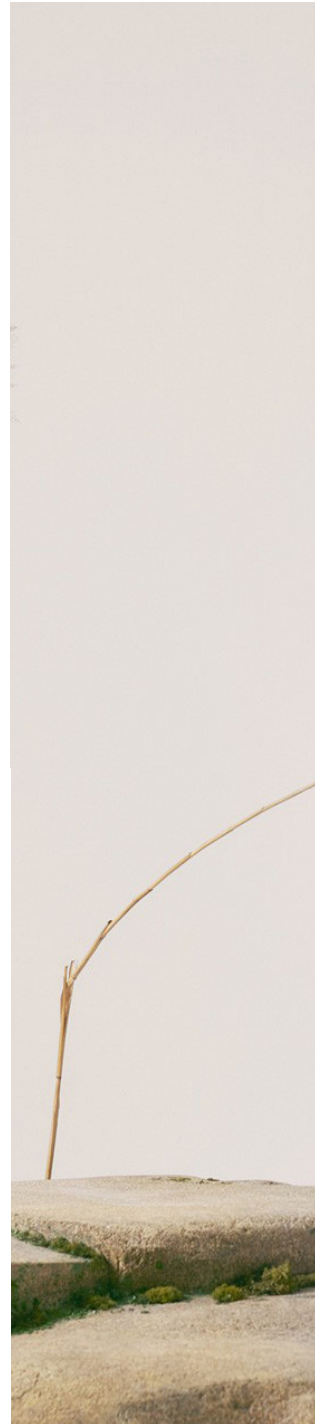
## PHYSICAL ENVIRONMENT

The clear and precise branding strategy binds the products together. The tags remains the same in every country with many currencies on it. The labels are also the same and they both correspond to the brand image, simple and casual. The steady paper bags have the MANGO logo printed on it. The wi-fi is not working in the store.

The physical store as well as online, the campaigns and social media channels all work together in order to reflect the brand image. This contributes to no misunderstandings for the customers. A strong and well planned brand image is the key to profit and an expanding business.

## PROMOTION

MANGO are very good at social media and uses it in a way to reach out to their customers and promote products. All channels reflects the brand and they work together in the same way. They present look-book pictures and video's as well as lifestyle pictures on their Instagram account. They use Twitter not only to present look-book pictures and campaigns, but in a way to interact with the customers word-to-word as a helpdesk. Their Facebook-page is the same. They post pictures and shares what's going on right now. They post short video's on their YouTube channel showing the latest campaigns. Social media and the website are always linked together.



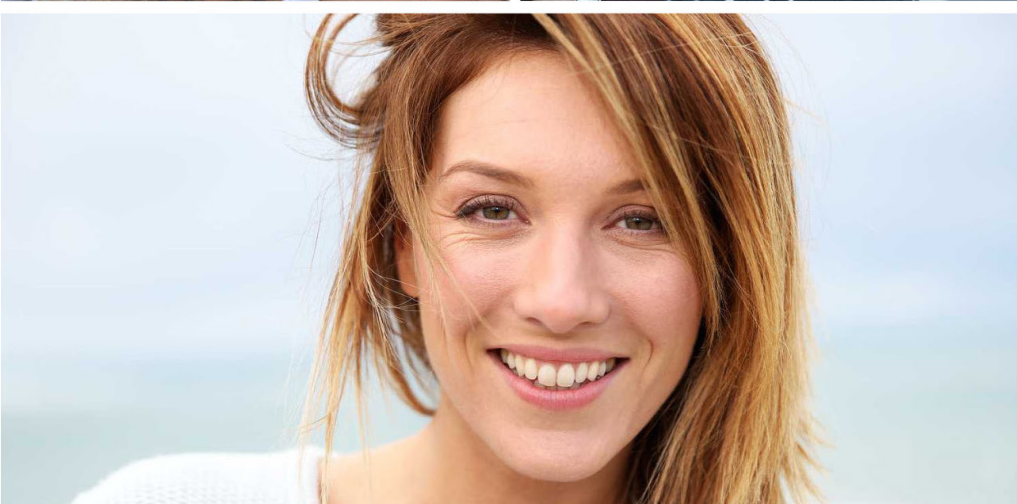




# MARKETING MIX



9. S/S14 Campaign



10. PINTEREST

# IDENTIFIED CUSTOMERS

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The current average MANGO woman is dressing chic but not necessarily stylish. The current customer's average age is between 27-50. This urban woman is active and have a normal lifestyle. Success is important and her willing to learn is what is driving her forward to reach her goals in life. She is creative, outgoing and compulsive with an average interest in fashion. MANGO attracts an older crowd than what they are trying to reach out to.

She is always on-the-go. Therefore she is shopping at MANGO because she can find suitable clothing for every occasion and be provided with up-to-date fashion. Her busy life makes her an avid user of the MANGO website that offers the latest collections. Technology plays a big part in her life, especially Instagram where she shares her life. She spends a lot of time with her family and friends, they like to go out.

The typical style is basic key pieces including a nice pair of trousers, a blouse or a top, an investment jacket and a nice pair of leather shoes. The colors varies depending on season, but block colors, textures and patterns remains the favorite.

**SEE APPENDIX 6. FOR UNDERSTANDING CUSTOMERS AND APPENDIX 4. & 7. FOR PEN-PORTRAITS**

# ANSOFF'S MATRIX

	EXISTING PRODUCTS	NEW PRODUCTS
EXISTING MARKETS	<p><b>MARKET PENETRATION</b></p>	<p>PRODUCT DEVELOPMENT</p>
NEW MARKETS	<p>MARKET DEVELOPMENT</p>	<p>DIVERSIFICATION</p>

As mentioned before, MANGO is active in a very competitive market. If we look at the Ansoff's Matrix and new ways for MANGO to improve, we can easily conclude that the best way is to increase the number of customers. A solution will be to attract the new target with our recommendations. MANGO needs to penetrate the market more. This can be done by improving the customer service and shopping experience. We propose a new value proposition after our research in depth according to what we think suits the new brand image.





# NEW STRATEGY

We have found issues across the marketing mix, but for this case study we have focused on product, people, process and physical environment. We are proposing a different strategy than what MANGO is working towards right now with the help of SWOT and PEST of both MANGO and the competitors.

The drastic changes within MANGO's marketing plan, has come across as a bit desperate for the fashion brand. This also makes them compete even more with TOPSHOP & H&M. The company states that this is the new path that they want to conquer, in hopes of growing bigger. With this new change they will eventually lose their current customer and their brand image will lose its value.

MANGO thinks they can approach a new target customer with the new strategy #NEWPRICES. They are entering H&M's territory and taking the risk to be outnumbered. By doing so, MANGO will be mainstream and blend in too much in the market. We have created a new potential customer that we think MANGO should focus on.

## HERO PRODUCT

When starting to research the brand, we found it hard to easily point out the hero product. MANGO used to have a clear vision, but since the recent change of strategy, they fail to express their hero product and unique selling point. We think MANGO can achieve differentiation by changing their unique selling point and focus on real leather bags to an affordable price that goes together with their range. None of MANGO's competitors have bags as their hero product, therefore this will give them a competitive advantage.

## SALES TRAINING

Our own experiences from store visits gave us a poor image of the brand. Right now, MANGO is focusing more on the products rather than the shopping experience. To be a strong competitor on the market, it's necessary to have interactive staff who can meet customers needs and support them during the shopping process, from the mindstate of dreaming to locating. We recommend MANGO to invest in sales training for all their employees in order to maximise sales as well as being a brand that are know for excellent customer service. This is also an opportunity to step away from the main stream because none of their competitors have their customers as main focus.

A good management is important so that the staff is encouraged to drive sales forward. We suggest to create incentives that will help the staff to engage in selling more products since they aren't being commissioned. As mentioned before, "the people" at MANGO is one of the key pillars to success. Why not focus more on team bonding, kick-offs and events for the employees to make them feel important and to make them appreciate their job at MANGO.

## PERSONAL SHOPPING

To improve the brand even further, MANGO have a perfect opportunity to provide personal shopping located in the flagship store. We have discovered areas in the store that are not being used. This will be a perfect solution to use all space on the shop floor. Offering free, drop-in personalized advices will make MANGO stand out on the market. We will put mirrors and sofas for a lounge-like impression. The customers get the chance to take pictures and post them on Instagram under #mymangostyle. These pictures will be shown on displays around the store. This is when we will install a wi-fi with strong connection all over the store. In this way, MANGO will become a more customer orientated brand. This will also attract our potential customers who are in their mid 20's and looking for something different and a fun shopping experience.



## **SUCCESS WELCOMES YOU, BUT NOT BEFORE MANGO DOES!**

Shop our collections that cater to our everyday modern-urban woman for her daily needs. With new stock every other week, we will provide you with the latest up-to-date trends.

We offer the best of:

- Career Wear
- Trendy and Fashion-forward Casualwear
- Basics

With the help of our trained sales associates, we guarantee you are in good hands. Come and have a chat with us and find the best products for your personal style.



# LIST OF ILLUSTRATIONS

## 14. S/S14 Campaign

- FIGURE 1.** Daria Werbury for MANGO S/S14, [http://tv.fooyoh.com/iamchiq\\_fashion\\_fashionshow/13535299/daria-werbowy-for-mango-summer-2014](http://tv.fooyoh.com/iamchiq_fashion_fashionshow/13535299/daria-werbowy-for-mango-summer-2014)
- FIGURE 2.** Daria Werbury for MANGO S/S14, [http://strange.blog.hu/2014/02/10/mango\\_nyar\\_daria\\_werbowy-val\\_2\\_resz](http://strange.blog.hu/2014/02/10/mango_nyar_daria_werbowy-val_2_resz)
- FIGURE 3.** Daria Werbury for MANGO F/W14, <http://thebestfashionblog.com/womens-fashion/daria-werbowy-for-mango-fall-winter-2014-2015>
- FIGURE 4.** Daria Werbury for MANGO F/W14, <http://www.fashiongonerogue.com/photos-daria-werbowy-mango-fall-2014-ads/>
- FIGURE 5.** Daria Werbury for MANGO S/S14, <http://www.bloginvoga.com/2014/02/07/mango-ss-2014-daria-werbowy-por-josh-olins-campaign/>
- FIGURE 6.** Daria Werbury for MANGO S/S14, <http://www.fashiongonerogue.com/daria-werbowy-mango-springsummer-2014-campaign/>
- FIGURE 7.** Positioning Map, Linn Johansson
- FIGURE 8.** Daria Werbury for MANGO F/W14, <http://www.thisisglamorous.com/2014/08/this-is-glamorous-ad-campaign-daria-werbowy-by-josh-olins-for-mango-fall-2014/>
- FIGURE 9.** Daria Werbury for MANGO S/S14, <http://www.bloginvoga.com/2014/02/07/mango-ss-2014-daria-werbowy-por-josh-olins-campaign/>
- FIGURE 10.** Identified customers - PINTEREST, Linn Johansson
- FIGURE 11.** Ansoff's Matrix, <http://businesscasestudies.co.uk/portakabin/achieving-growth-through-product-development/ansoffs-matrix.html#axzz44m>
- FIGURE 12.** Daria Werbury for MANGO F/W14, <http://businesscasestudies.co.uk/portakabin/achieving-growth-through-product-development/ansoffs-matrix.html#axzz44m>
- FIGURE 13.** Daria Werbury for MANGO F/W14, <http://ellesappelleblog.blogspot.co.uk/2014/02/daria-werbowy-for-mango-spring-2014.html>
- FIGURE 14 / FRONT & BACK PAGE.** Daria Werbury for MANGO S/S14, <http://www.vogue.es/moda/news/articulos/las-imagenes-de-daria-werbowy-para-la-campana-de-mango/18907>
- FIGURE 15.** Daria Werbury for MANGO S/S14, <http://www.bloginvoga.com/2014/02/07/mango-ss-2014-daria-werbowy-por-josh-olins-campaign/>
- FIGURE 16.** The Hierarchy of Fashion, Marketing Fashion - Harriet Posner, p.13
- FIGURE 17.** PEST Analysis, Linn Johansson
- FIGURE 18.** Daria Werbury for MANGO S/S14, <http://www.fashiongonerogue.com/daria-werbowy-mango-springsummer-2014-campaign/>
- FIGURE 19.** SWOT Analysis, Linn Johansson
- FIGURE 20.** Daria Werbury for MANGO S/S14, <http://www.fashiongonerogue.com/photos-daria-werbowy-mango-fall-2014-ads/2/>
- FIGURE 21.** Current customer - PINTEREST, Linn Johansson
- FIGURE 22.** Daria Werbury for MANGO S/S14, <http://awakeningbohemia.blogspot.co.uk/2014/03/mango-spring-2014.html>
- FIGURE 23-25.** SWOT Analysis - H&M, TOPSHOP & ZARA, Linn Johansson
- FIGURE 26.** Maslow's Matrix - Fashion Marketing in the UK, Linn Johansson
- FIGURE 27.** The Decision Process - Fashion Marketing in the UK, Linn Johansson
- FIGURE 28.** Understanding of customers - Harriet Posner, Linn Johansson
- FIGURE 29.** Potential customer - PINTEREST, Linn Johansson
- FIGURE 30-33.** MANGO on social media & online, screenshots, Linn Johansson
- FIGURE 34-38.** Store observations, January - April, Linn Johansson
- FIGURE 39.** Daria Werbury for MANGO F/W14, <http://www.thisisglamorous.com/2014/08/this-is-glamorous-ad-campaign-daria-werbowy-by-josh-olins-for-mango-fall-2014/>
- FIGURE 40.** Aida Domenach, <http://www.maria-pascual.com/dulceida/>
- FIGURE 41.** Gala Gonzales, <https://uk.pinterest.com/pin/379850549798222757/>



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# APPENDIX

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# 1.

## THE HIERARCHY OF FASHION

Positioning themselves in the mass market as high street multiple retailer, MANGO is reaching out to a wide range of customers competing with H&M, ZARA and TOPSHOP.



16. (Posner, 2011 p.13)

# P

- UK legislation
- International legislation - regulations, charges, taxes for import / export
- Ethical manufacturing - made in Britain Ethical Fashion Forum, support communities, offering opportunities
- Terrorism
- Strikes within all aspects
- Immigration rules

# E

- Ethical manufacturing - working conditions
- Inflation
- UK legislation - minimum wage
- New tax laws 2016
- Exchange rates
- Weather issues
- Logistics / export and import

# S

- Ethical manufacturing
- Sustainability - social responsibility
- Trends - adapt the right trends for targeted customers
- Lifestyle attitude - work and leisure changes
- Consumerism - buying habits
- Celebrity endorsements - huge impact
- Events - advertisements / affects consumers
- Relationships between customers, suppliers & manufacturers
- Generation Z / attitudes

# T

- Impact of the Internet - keep up
- Social Media - new platforms are invented
- M Commerce/App - expand demographics
- Cash register - be up to date and effectiveness regularly
- Logistics - velocity, information, globalisation
- Industry development - evolving technological research to increase capitalism
- Manufacturing - globalisation
- Technology - tech crash / hackers / over-crowded



2.

The PEST analysis describes a framework of macro-environmental factors that MANGO have no control over and have to take into consideration. These changes are to be kept as a live document to always know what threats and difficulties they can come across. We looked at Political, Economic, Social and Technological influences. The PEST analysis is a useful strategic tool for understanding the business, being aware and potential improvements (Lowe, A 2016).

# PEST ANALYSIS

18. S/S14 Campaign



## S

- Prime locations
- Affordable prices
- Trendy
- Wide range of sizes
- Wide product range
- Different lines / covering customers needs
- Celebrity endorsements / increase sales
- Strong campaigns / advertisements
- Social media / inspiring and engaging customers
- Good visual merchandising
- Use of technology / iPads
- Fair return policy

## W

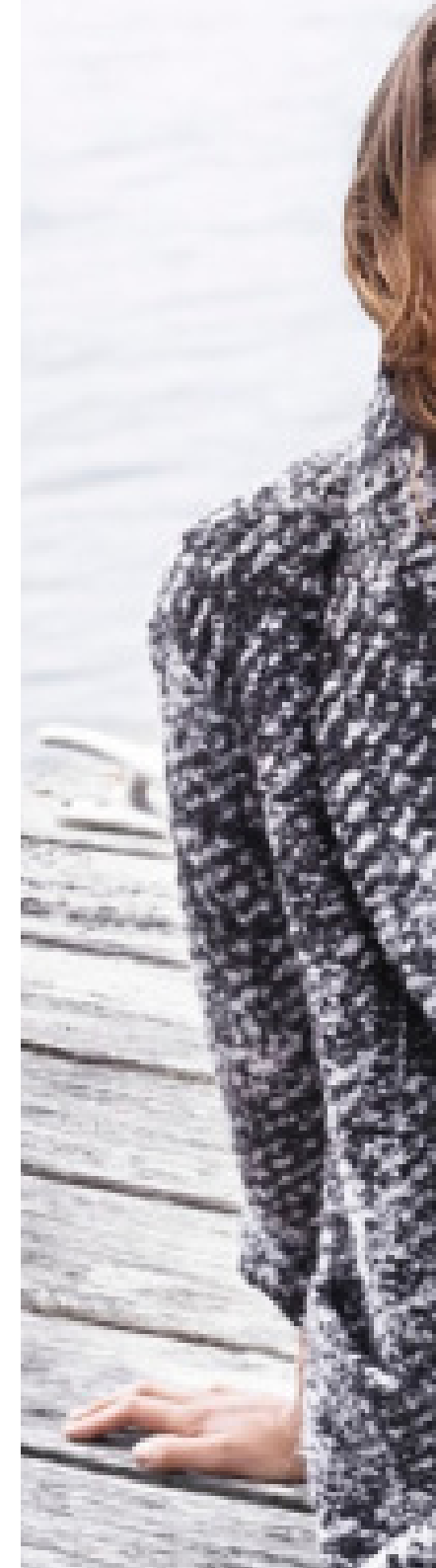
- Poor quality in some pieces
- Social media / followers compared to competitors
- SALE / Outlet - too much merchandise
- SALE products are outdated
- Weak brand image
- Failing to attract target
- Mainstream
- Poor customer service / occasionally
- Store layout / Oxford Street
- No escalators going down
- Staff not enough interactive with customers
- Collapse in Rana Plaza in Bangladesh 2013

## O

- Improve quality
- Work more with sustainability
- Social media - presence compared to competitors
- Improve SALE / Outlet
- Navigation - layout and structure
- More interactive staff / push personal shopping
- Improve window display
- Focus more on target
- Stronger brand image
- Advertisements
- Work more as a lifestyle brand
- Focus more on the Asian market - the future
- Co-labs

## T

- Social media - can't compete with competitors
- Minimum wage increasing
- Weather issues
- Energy loss
- Tech crash / hackers
- Competitors pricing strategy
- Conflicts between countries
- Industry relations
- Losing recognition as a brand and blending in
- Low brand loyalty
- Stronger and new competitors
- Boring brand
- Considered Zara's "shadow"





20. S/S14 Campaign

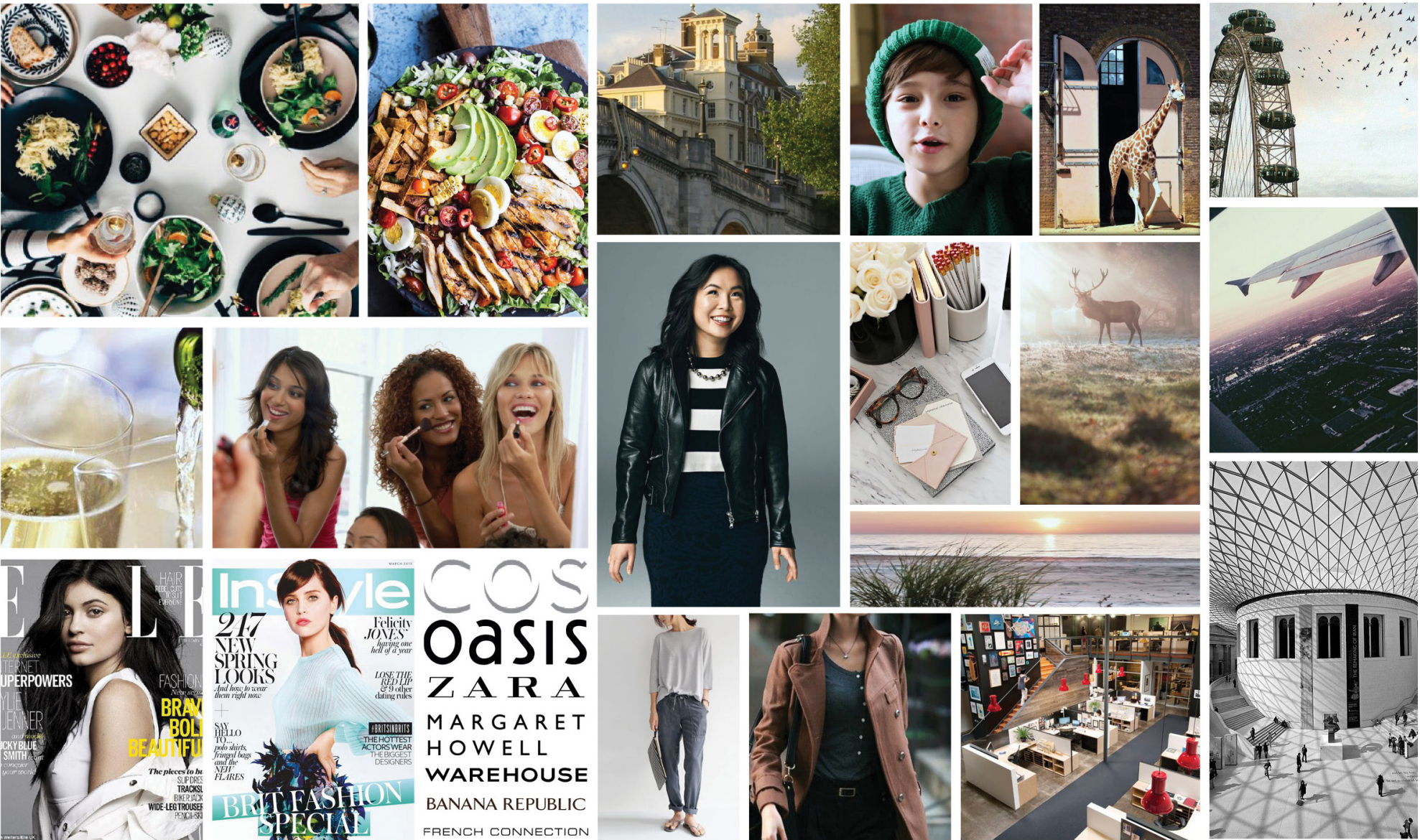
# SWOT ANALYSIS

3.

After researching the micro environment - Strengths, Weaknesses, Opportunities and Threats, we got a better picture of MANGO as a whole. By doing this, we have identified the internal and external factors to achieve an objective. The SWOT analysis makes it easier to come up with a sustainable niche in the market and recommendations and improvements for MANGO (Lowe, A 2016).



# 4. CURRENT CUSTOMER



COS  
oasis  
ZARA  
MARGARET  
HOWELL  
WAREHOUSE  
BANANA REPUBLIC  
FRENCH CONNECTION



Sophie O'Brien is 36 years old and lives right outside of London in a 2 bedroom flat in Richmond. This is where she was raised after being adopted from Vietnam at the age of 1. After her studies at King's College, she started off her career as a HR manager at Digby Morgan in her office in Barbican. She lives for her work and wouldn't change it for the world.

Her family consists of her retired parents, Christy and Richard who also live in Richmond in a big house. Her two older brothers, both born in Vietnam, decided to leave Kent for the US living in Dallas and San Francisco, where they also met their wives. They work within the IT business and do not have much time to come back home to England. All of the siblings usually meet up somewhere in the middle whenever she gets time off work. They have a really good bond. Her childhood was really safe and she had a lot of support from her family.

Ever since her teenage years, Sophie has been interested in fashion. She is inspired by streetstyle, especially the photography blog 'The Sartorialist' and several stylish mother-blogs. The magazines she collects are ELLE, InStyle and Stylist, everything to inspire her in her daily dressing. To describe the style, keywords are: colorful, casual-chic yet classic and in summer, her boho-side comes forward. She wishes to experiment more and become more trendy.

Sophie just broke up with her boyfriend Peter, after 12 years together. This was a very tough decision but she always follows her heart and trusts her instincts. She just started to accept the single life as a mother to a 5-year old boy, Joe. When Peter has custody, she spend more time with her girl friends. She doesn't really have a lot of friends, but the five closest ones are like her family. This is also a time where she starts to care more about what she is wearing. For work, she needs to dress smart. That means nice trousers, preferably a shirt and a blazer if it's not too warm. For her free-time, she likes to wear jeans or other trousers, a nice blouse and a jacket that matches.

Her weekends consists of hanging out with Joe. They go to Richmond Park, the zoo and museums. When he is at his dad's place, she has drinks at local pubs or bars in central London. Every now and then, she even goes on one or two Tinder-dates, but with no luck so far. She prefers to go to Soho where she always drinks sparkling wine. When she feels adventurous, she drinks Whiskey Sour. The late clubbing nights are long gone, but sometimes she likes to go out to a club and dance with her friends after they have had some pre-drinks.

She earn an average amount of money but she has never really cared about brands when it comes to shopping but more about her personal taste. A lot of her salary goes to Joe's college fund and to his daily needs. She spends her money at high street stores such as Zara, Banana Republic, OASIS and Warehouse. When she finds something she really wants, she puts aside some money and waits for the right moment. Hopefully it is when sales hit the stores, but if not, she doesn't care about spending money on items that are love at first sight. For example, she likes to buy nice trousers at French Connection or REISS and coats at Margaret Howell or the Swedish brand COS.

Cooking is a passion as well. She always food-prepare for work and the meals usually consists of nice salads, or pasta bolognese when Joe gets to decide. When visiting her family, they always go out to nice restaurants. With her friends, they try new restaurants at least once a week. Their favorite is the Vietnamese restaurant Hanoi Café in Shoreditch.

Although she currently enjoys her job and helping others, Sophie has many aspirations and goals in her life. She would eventually like to be the Chief HR Officer for a retail company that holds the same morals as she, where her position will have a high impact on the plans of the company. This will give her a higher salary and makes it possible to save. She can then get a nicer apartment closer to central London together with Joe. They will also travel more to his uncle's in the US. Costa Rica is their dream destination and one day they will make it there. She will eventually learn how to surf and they will drink fruit shakes by the beach all day.

5.

We looked at our competitors using the SWOT framework to start a strategy that helps us distinguish from our competitors. By understanding their Strengths, Weaknesses, Opportunities and Threats, we can manage our strategy to compete more successfully in the market.

# COMPETITORS ANALYSIS

22. S/S14 Campaign





As one of the largest fashion company in the world, Hennes & Mauritz opened its first store in Västerås, Sweden 1947. Today, the H&M group also owns COS, Monki, Weekday, Cheap Monday and &otherthories, as well as H&M Home. In 1964, they opened their first international store in Norway. The first store in the UK was opened in 1976.

H&M has 3 900 stores around the world and offers "fashion and quality at the best price in a sustainable way". "Quality is key - from initial idea to final product". Their range is wide and varied for women, men, teenagers and children. They also have a wide range of accessories, under/swimwear and make-up.

Compared to Mango, H&M has a wide range of different lines. From basics to ready-to-wear. From H&M Studio collection to conscious collection. The two last-mentioned are at a higher price than Mango. Mango are less trend focused in general when it comes to design and the average price is higher than H&M. Mango's products can be compared to H&M's ready-to-wear collection (H&M 29.04.16).

## S

- Affordable
- Strong presence in the market
- Designer collaborations
- A wide product and size range
- Large advertisement budget
- Sustainable line / conscious
- Different lines / studio, basic, divided, home
- Strong concept
- Customer service
- Good viusal merchandising
- Aware of target
- Wi-fi

## W

- Quality
- Overwhelming / poor organized
- Too much merchandise
- Cheap brand image

## O

- Improve quality
- Work more with sustainability
- Involve more lifestyle
- Better structure / layout
- More interactive staff
- Stronger brand image
- Good use of advertising and constant marketing techniques to keep the market going

## T

- Outsourcing
- Wage increasing
- Depletion of resources / raw materials
- Energy loss
- Tech crash / hackers
- Online store breaks down (see above)
- Competitors pricing strategy
- Conflicts between countries

# TOPSHOP

Starting in a basement in 1964, Topshop is a company offering fashionable and affordable styles for women owned by the Arcadia Group. They now have over 300 stores in the UK alone, 140 international stores and ship to more than 100 countries.

Their advertisements together with several collaborations with people in the fashion elite has made Topshop well known around the world with its eclectic British design. Topshop is also the only high street brand to show their line "Unique" at London Fashion Week.

The style is brave and trendy, suitable for the individual customer offering style solutions for every occasion. They offer a personal shopper service in order to meet the customers personal needs. The range consists of not only Petite, Tall, Boutique and vintage treasures, but also Unique which is their more exclusive line and ready-to-wear. They also offer a wide range of accessories, under/swimwear and make-up.

In comparison with Mango, Topshop are more focused on the trendy design rather than the classic style. Their average price-point is slightly more expensive than Mango (TOPSHOP 29.04.16).

## S

- Location
- Lifestyle concept
- Mix of brands (vintage)
- Celebrities
- Events / DJ / Fashion Week
- Social Media
- Structured
- All in one concept / Stay the whole day
- Unique business idea
- Wi-fi (not in the whole store)
- Campaigns

## W

- High pulse environment
- Fashion aware people
- Social media
- Hard to navigate
- Mainstream
- Too many items on hangers / products
- Service / It's a busy store
- Wi-fi / Only works in some parts

## O

- Have a certain amount of sizes in store / "look up on iPad's"
- New ways to navigate in the store / suggestions of how to shop
- Sustainability
- Improve service in store / happy staff - happy customers

## T

- H&M concious collection
- Cleaner environment
- Pricing
- Individual shops
- Fast fashion / the new speed



# ZARA

As one of the largest international fashion companies and Inditex's most valuable brand, ZARA is MANGO's greatest competitor. ZARA offers the latest fashion together with high quality and an affordable price. Zara has about 6 500 stores across 88 countries worldwide.

Zara's business model is what makes them so successful. They are keeping up with the high speed of fashion, making new designs and have them delivered to the stores within two weeks. The daily data from all the stores is well analyzed in order to meet the customers' needs even better.

Considering their success, Zara has very poor marketing. This is a proof that the brand has loyal customer base and is trustworthy.

Zara and Mango share the same customers and also a very similar style and they both are very good at following the daily needs and wishes of their customer (ZARA 29.04.16).

## S

- Quick updates / staying relevant
- A wide variety / lots of options
- Mix of trendy & classic pieces
- Good quality & fair pricing
- Good employee education
- Friendly purchasing methods
- Good locations all over the world
- Home department / differentiation
- Some sustainable materials
- Good return policy
- Knock offs

## W

- Instagram / poor advertisement
- Don't take advantage of advertising
- Poor visual merchandising
- Not enough product description
- Shipping / exclusion & delays
- Sales products are outdated
- Sizes are inconsistent
- Sometimes too pricy products
- Poor customer service
- Bad security

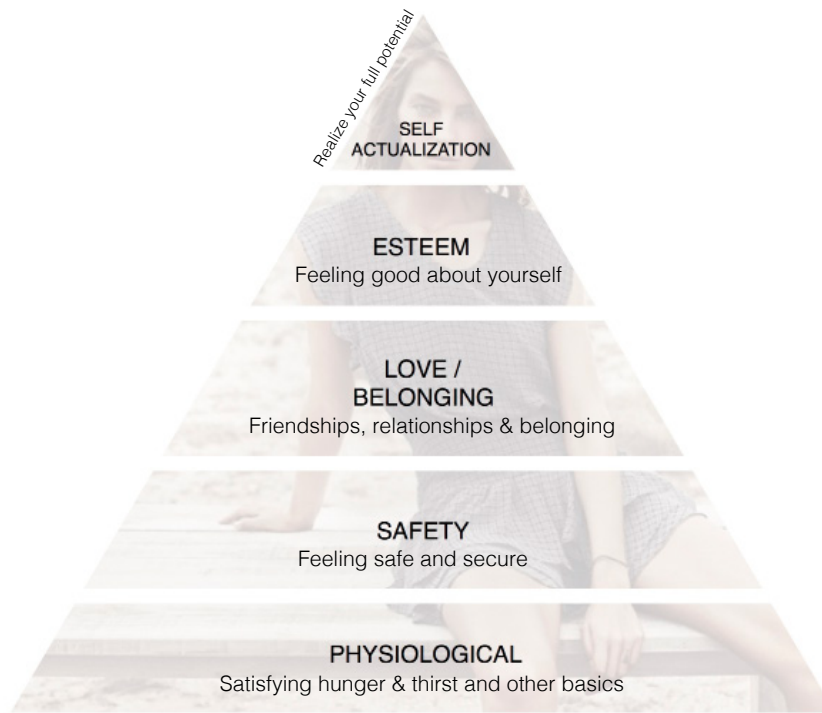
## O

- Improve window merchandising
- Work on social media presence
- Collaborate with bloggers / designers
- Celebrity endorsement
- More expansion
- Better customer service / hire more staff
- Improve fabric quality
- Work more with sustainability / options

## T

- Social media / can't compete with other brands
- Not enough locations
- Not enough involvement / lack presence in fashion week, magazines
- Industry relations
- Competitors have better prices
- Technology crash / hackers
- Outsourcing
- Conflicts between countries

6.

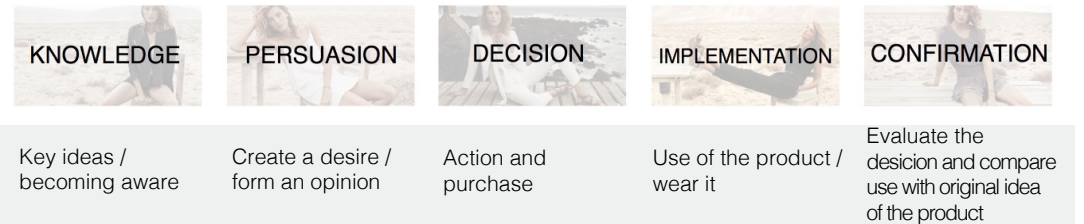


26. Maslow's hierarchy of needs

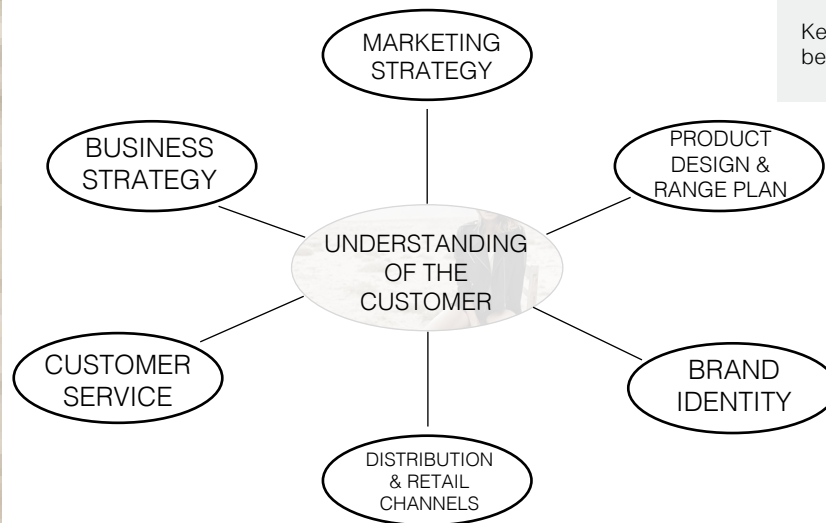
## THE HIERARCHY OF NEEDS

Maslow's hierarchy of needs is a theory that is represented by these five steps. Us humans act in ways based on our needs and are driven by different factors at different times. This theory is showing how basic needs must be met before climbing the hierarchy. It means that higher needs don't appear unless lower needs are satisfied (Lowe, 2016).

## THE DECISION PROCESS



27. The decision process



28. Understanding of the customer

## UNDERSTANDING THE CUSTOMER

Understanding its customer is very important for a brand. Knowing the customers and targeted market is the key for the business, marketing decisions and succes (Posner, 2011).

# WHY DOES MANGO FAIL TO ATTRACT THEIR WANTED CUSTOMERS?

1. Where do you shop?

- Topshop
- H&M
- ZARA
- MANGO
- Primark
- All Saints
- French Connection
- COS
- Massimo Dutti

2. How often do you go into these stores?

- More than two times a week
- Two times a week
- Once a week
- Once a month
- Two times a month
- One time a year
- Two times a year

3. When did you last visit MANGO?

- This week
- Within the last two weeks
- The last month
- Within the last 6 months
- A year ago
- More than a year ago

4. Why did you go into the store?

- I'm loyal to the brand
- The style
- The window display got me
- Inspiring visual merchandising in store
- Inspiring campaigns
- SALE

5. What did you purchase:

- Basics
- Trend
- Eveningwear
- Jeans
- Premium brand
- Active wear
- Accessories

If not, why?

- Not my style
- Not inspiring
- Too expensive
- Too cheap
- Weak brand image
- The store was too messy

6. What are your shopping motives/what influences you to shop?

- Peer Pressure (Friends/celebrities)
- Social media
- Outdated style
- Just for fun
- Emotional shopping
- Shopping for something specific
- None of the above

7. What is your spending budget?

- One cheaper item
- A few cheaper items
- One mid priced item
- A few mid priced items
- One fairly expensive item
- A few fairly expensive items
- A mix of cheaper, mid and expensive items

8. What would you most likely buy at MANGO?

- Coats
- Jackets
- A suit
- A shirt
- Trousers
- Jeans
- Dresses
- Blouses
- T-shirts
- Shoes
- Accessories

9. How would you describe MANGO? Tick as many as you want.

- Weak brand image
- Strong brand image
- Cheap brand image
- Expensive brand image
- Latest trends
- Copy-cats of high-end brands
- Inspiring
- Strong appearance in various marketing channels

10. What can MANGO do to improve their brand-image?

- Improve their social media and advertisements
- Improve layout in the store including visual merchandising
- Better quality / more sustainable
- More interactive staff

Other suggestions (please write):

## QUESTIONNAIRE

This questionnaire help us to find out why MANGO fails to attract their wanted customers even if they are trying really hard to break away from the current brand image they have had for a long time. They are trying to penetrate the market.



# 7. POTENTIAL CUSTOMER





Olivia Adams is 24 years old living in a 4 bedroom flat share in Fulham. Growing up in the countryside where fashion was not very prevalent, she didn't get the chance to express the true fashionista inside her. Once she graduated from University of Leeds, she moved to London to launch her career, starting off as an intern at Wani Creative in Tower Bridge. As it is in the creative field for an advertising agency as a copywriter and graphic design, she loves looking for inspiration in everything she comes across in order to become much more relevant within the field of design and work her way up the career ladder. She has a pretty good bond with her co-workers and sometimes has a group dinner after everyone is off work.

Her family did not have a large disposable income because she is the middle child of 5 and they had to share and hand down clothing. Her parents Lauren and Ross, worked very hard to get all of the children through college. That is where she inherits her hard working spirit and willingness to learn and persevere through any roadblocks that could potentially hinder her from accomplishing her goals.

She is confident and down to earth. She has learned to be trendy and has established her personal style because she appreciates individuality. Her style can be described as a mix of chic, minimalistic, up-to-date and stylish, all in her own individual style. She is not a huge fan of bold colours, but when she is in a colorful mood she likes them, preferable muted. Her daily style at the office is very casual and sleek, yet fashion forward. When it comes to dates with her boyfriend or weekend with her friends, she is more brave and experiments, still in a minimalistic way but without looking boring.

Olivia is naturally an introvert, but is strong willed and outspoken when it comes to something she is passionate about, such as her career. She cares very much about charities that encourage the preservation of nature, human right and animals. She is seen as the woman who anyone can talk to because she's a good listener and gives meaningful advice.

Olivia's boyfriend Mark, 28 years old, works as a chef at Gastronhome, a top restaurant in Battersea. They met while he was on a conference in her university town looking for new ways to cook

extraordinary dishes. She moved to London partly, to be closer to him but also become more independent.

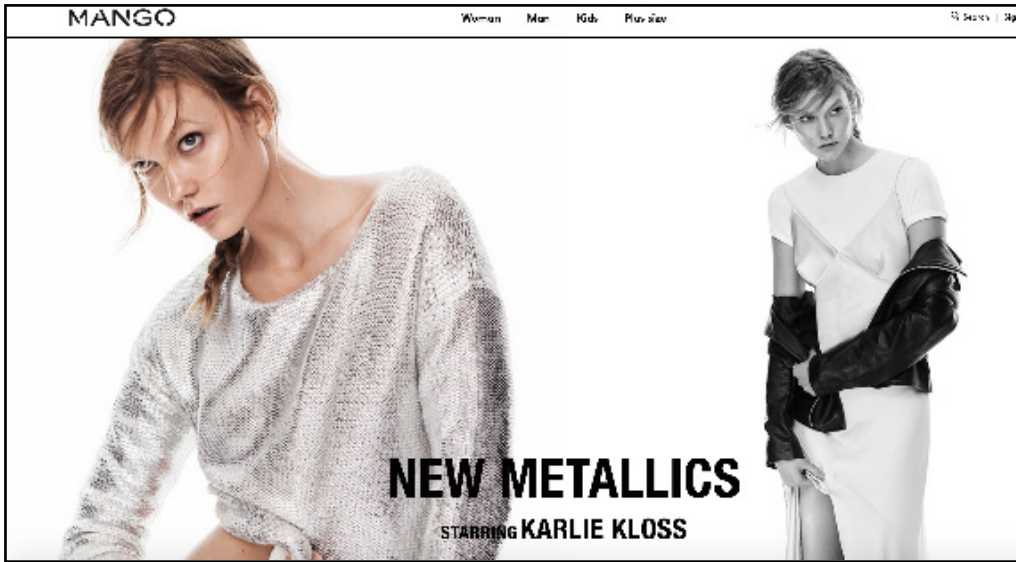
In her free time, she enjoys watching movies, preferable romantic comedies. She also likes to stay fit, so she goes to the gym multiple times during the week. She enjoys nature, so she will sometimes take walks through parks where she lives in London. She spends a lot of time with friends. Together they go to different bars, clubs and restaurants. She loves drinks, especially Absolut Peach Crush. Travelling is also something that she prioritise when she has time. She is a frequent traveller with low-fare airlines like EasyJet. This suits her perfectly because she can travel a lot around around Europe with friends and family.

She enjoys indie pop and R'nB music and will spend her free time searching for new music that inspires her style and creativity. But, she is always open to becoming a fan of other music styles if it fits her liking. Photography is also something that is close to her heart and she brings her camera everywhere. She goes to Glastonbury festival and other festivals every year. This is also when her style turns into stylish bohemian and all clothing rules are broken. Her dream destiny is Los Angeles where she will also visit Coachella.

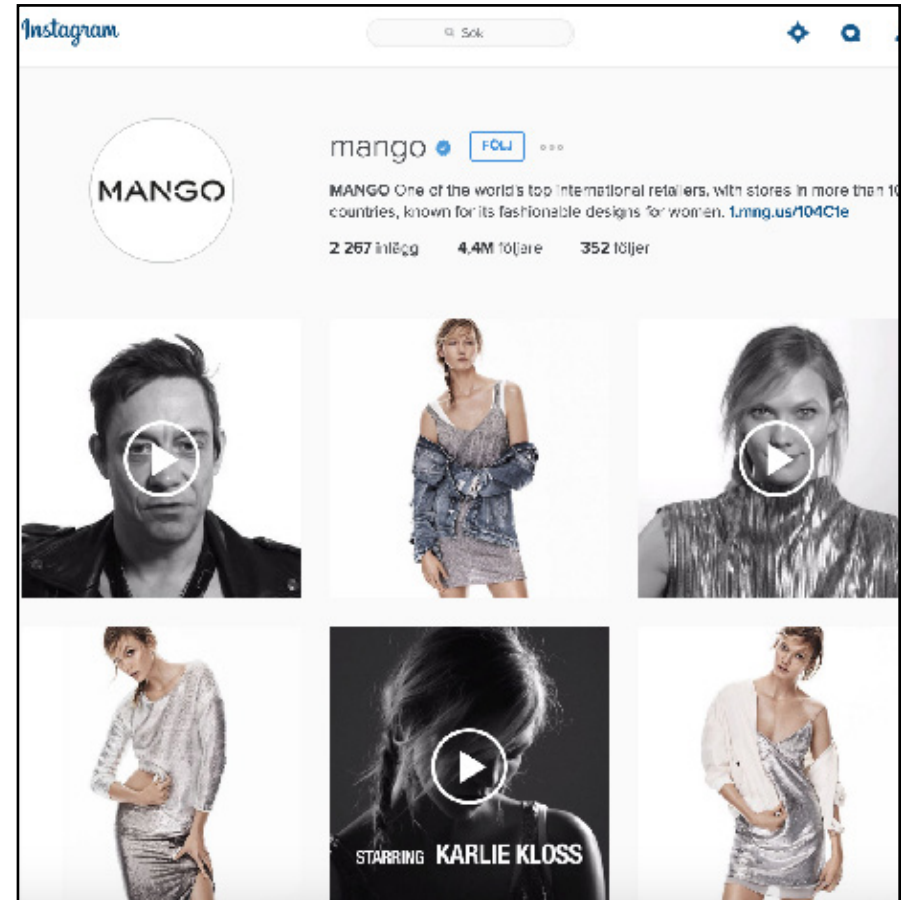
She generally is a bargain shopper, as she is currently starting her new career and isn't making as much money as she will within a half year when she get promoted. But, if she chooses to invest in any item it would be a nice coat. She manages her money well and will spend money on clothes needs and really wants because she comes from a family that did not have too much money. She usually shops at stores like Weekday, M&S and Urban Outfitter. Sometimes she saves some money to spend on a special item from brands such as All Saints and Acne Studios.

Olivia and Mark are planning a life together. In a few years time they will try to find a nice apartment together. They are going to buy one if their budget allow it, otherwise they will rent one. Olivia's salary will increase every year because she is very ambitious and successful. Mark will eventually become the head chef at the restaurant. As he will work really long hours, they will most likely move to an area close to Battersea.

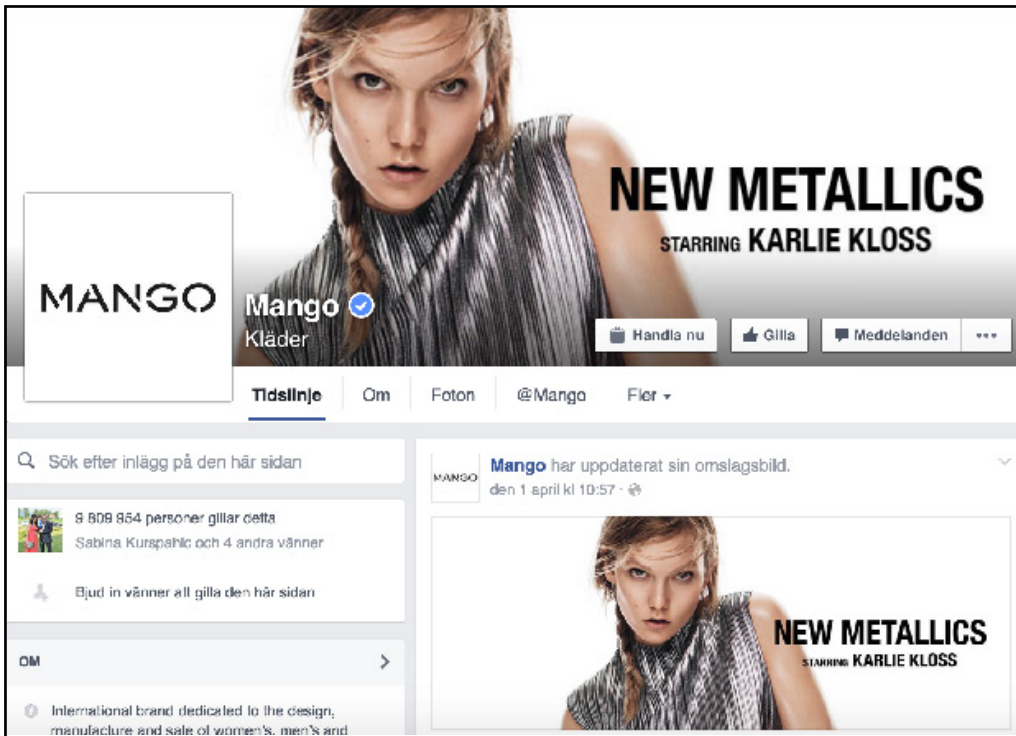
# SOCIAL MEDIA & ONLINE 8.



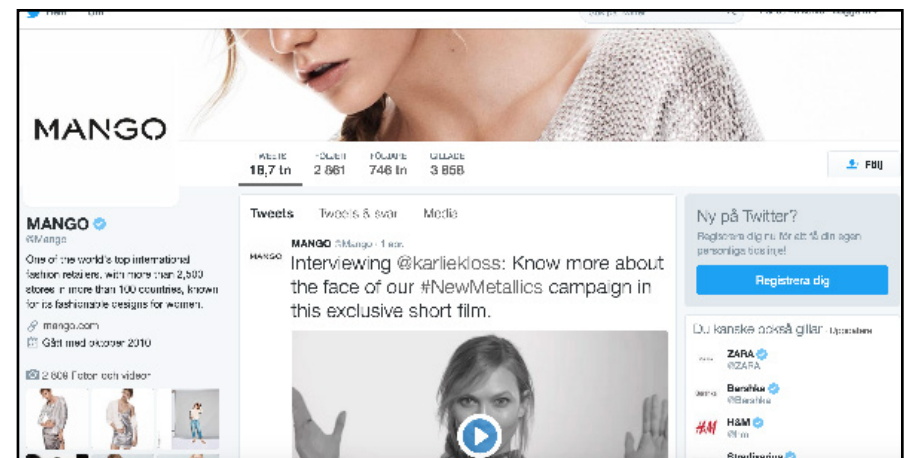
30. WEBSITE



32. INSTAGRAM



31. FACEBOOK



33. TWITTER



# 9. IN STORE OBSERVATIONS

Observing the MANGO flagship store on Oxford Street for 10 weeks have made it clear that they change a lot. They get new collections every two weeks, a new advertising campaign every month and new content in the digital environment every two weeks. Their new strategy helps them to meet the customers needs in a fast fashion world and to keep up with the latests trends. Over all, the shop floor is very tidy on the first floor with inspiring visual merchandising. The rest of the floor plan could be improved as well as more tidy and organized after style and lines. The window is very poor.



35. JANUARY 2016



37. FEBRUARY 2016



34. MARS 2016



36. MARS 2016



38. MARS 2016

# NEW CAMPAIGN 10.

As earlier mentioned, we have proposed recommendations for MANGO to find a solution for their weaknesses. Today, MANGO is still working on their drastic changes into becoming a brand for young women. To help MANGO succeed with reaching out to our suggestions of target market and still maintain their current customers we propose an exciting campaign. Our new recommendations gives MANGO the opportunity to host an event in their store on Oxford Street together with the launch of the new service 'Personal Shopping'. They are currently using the it-models and personalities that are famous all over the world right now to attract their new customer profile - the young crowd. But, we know that this is not the right market for MANGO because they are going to loose their image.

MANGO's new strategy has been a very desperate change. We believe this is a huge down-fall because they will eventually loose their brand image. To change this, we will attract the right customers and propose an ideal method for MANGO. The teenagers are not to be forgotten, but to stay on the market with a strong brand image, we need to make the name MANGO trendy and exclusive again. In the new feature 'Personal Shopping', the customers will feel more important and confident when shopping at MANGO.



39. FW14 Campaign



## THE LAUNCH

During one day, we will put golden tickets in a few bags that some lucky customers will get when purchasing in the flagship store. This will be promoted at our social media platforms such as Instagram, Snapchat, Facebook and videos on YouTube a few days before the event. We will also post at the website as well as through our bloggers who are going to attend the event. We believe this will increase sales and reach out to a broader audience.

Important press, other bloggers and social media characters are also invited. During the event, the customers get the chance to interact with the two famous bloggers that are going to be the face for the new campaign. We have chosen two women that we think will have a positive impact on the brand and will bring more people who matches our potential customer profile into the store. They both have many followers on Instagram and are not mainstream.

We will collaborate with Kérastase and Innocent to get their products in our goodie-bags together with a garment from MANGO that our representing bloggers will pick. There will be free drinks because of our collaboration with Smirnoff and a local café will provide us with lighter snacks.

## COMPETITION

During the event, the customers get the chance to try on clothes and post their favorite outfit on Instagram under #mymangostyle. Aida and Gala will choose their favourite and the lucky winner will get a gift-card worth £100 to spend at any MANGO store or online.

## BUDGET

We will have expenditures for:

- Extra staff hours
- Sales and personal shopping training to reach our new goals
- Printing of tickets
- Bloggers promoting our brand
- Extra security guard
- DJ



40. Aida Domenach

Aida Domenach is a fashion blogger based in Barcelona. She has 706K followers on Instagram and has won bloggers prize.



41. Gala Gonzales

Spanish Gala Gonzales is a model, socialite and blogger. She has 615K followers on Instagram and is considered the first Spanish fashion blogger

# MANGO

## PERSONAL SHOPPING

INVITES YOU! TO A SPECIAL EVENT HOSTED BY GALA GONZALES AND AIDA DOMENACH

SHOP OUR LATEST COLLECTION AND SHARE YOUR FAVOURITE OUTFIT TO GET THE CHANCE TO WIN A GIFT-CARD

SMIRNOFF VODKA COCKTAILS UPON ARRIVAL AND FINGER SNACKS FROM A LOCAL CAFÉ THROUGHOUT THE NIGHT

TUTU THE POM  
AND MORNING GLORY

ARE PLAYING MANGO BEATS ALL NIGHT

FREE GOODIE-BAGS TO EVERYONE AND 15 % DISCOUNT WITH ALL PURCHASES

COME AND HAVE A STYLISH NIGHT

**THURSDAY APRIL 14<sup>th</sup>**  
**7PM - 10PM**

RSVP TO LINN@MANGO.COM

# CONCLUSION

Currently, MANGO has a strong position in the fashion industry but they fail to attract the customer they want. They have recently targeted a much younger customer than before - the MANGO woman was focused on her career and less on trends. She wanted to find her everyday needs in one store, from workwear to dresses to chic casual wear. They have now changed path into the 'New' market with 'New' campaigns every other week with the main focus on 'New Prices' aimed at young women. The collections consists of more up-to-date fashion taken straight away from the runways. Entering H&M's territory is not only going to give them more competition, but they are going to loose the loyal customer who wants to step away from 'budget prices' but still wants value for their money.

By doing this drastic change, MANGO will expand and develop their business faster than they can handle. Releasing new campaigns and clothes every other week is a good strategy to be a strong competitor on the market. But this is not a good idea for MANGO because their marketing plan is not strong enough. Doing all these changes at the same time will make the customers confused and they will step away from MANGO because of confusion. Before completely changing business strategy, the brand needs to be well aware of their customers in order to do what is best for their target. This includes satisfying their needs and wishes, one step at the time.

According to the recommendations, MANGO will place themselves in the middle from what they want to be and where they recently were. Women in their mid 20's is the future and they are the generation that will bring MANGO forward because their mindstates can be fulfilled with the products and services MANGO are offering. By bulding a strong brand from the beginning will support MANGO in their further growth.

Overall, MANGO's flagship store has potential but is not being used to its full advantage. The recommendations will make the store attractive and bring the potential customer into the store. The employees is the key to a successful store and whn the staff gets training, MANGO can offer services like no other high street brand. The installation of new wi-fi will make it possible to develop in-store applications for a unique shopping experience.

By promoting products much less expensive than before can give MANGO a weak brand image really fast and they are not going to be able to keep up with the speed that they think they are. They have to know their true position and work out their customer profiles before making any rapid changes. Their strategy online seems to be much better than it is in real life. An update of the website will make it easier to understand the brand. If they follow the recommendations, they will have a clear business plan with every section well worked out. The result will be a brand that knows what they stands for and knows what customers they can make loyal to the brand. They are going to be MANGO's future!



S/S14 Campaign



S/S14 Campaign

**LONDON COLLEGE  
OF FASHION  
2016**