JACK WILLS

REFOCUSING THROUGH LEGACY & INNOVATION

Emma Hunt 10289001 - Lauren Spenceley 10290811 - Lydia Moxham 10256347 - Eilee Ezatpour 10323839

EXECUTIVE SUMMARY

Established in 1999, premium High Street brand Jack Wills rapidly rose in prestige for its British heritage values and iconic branding. In recent years, the brand has 'lost desirability', evidenced in the closure of stores and adverse consumer perceptions (Pinnock, 2019).

The Strategic Brand Development Report critically analysed Jack Wills from an internal and external perspective, including primary research, theoretical models and innovative practices. From this six core brand issues were identified, outlined on the right.

The strategic timeline has been proposed to mitigate the pain points via four fundamental concepts, focusing on the three key themes of refocus, innovation and legacy. Refocus is imperative to Jack Wills' recovery and future growth, attainable through strategic action that encompasses new innovations whilst maintaining their legacy.

REFOCUS
- Align to Customer Demographic
- Refine Product Assortment

INNOVATION
- Phy-gital Immersive Experiences
- Digital Technologies
- Sustainability

LEGACY
- British Heritage Values

Heritage.

IDENTIFIED BRAND ISSUES

FINANCIAL ISSUES

CONFUSED PRODUCT OFFERING

LOST DESIRABILITY

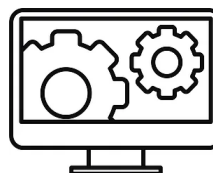**POOR STORE ENVIRONMENT**

POOR MARKETING STRATEGY

LACK OF SUSTIANABILITY

PROPOSED STRATEGY TIMELINE

IMPLEMENT CRITICAL PATH SYSTEM — **AW22 Q3**

AW22 Q4 — REVIVAL OF STORES

LAUNCH OF JACK WILLS UPCYCLED — **SS23 Q1**

SS23 Q2 — LAUNCH OF BRAND APP

STRATEGY OF CONCEPT

'TO REVIVE THE STORE ENVIRONMENT BY UTILISING INNOVATIVE TECHNOLOGIES AND DIGITAL ADVANCES TO CREATE AN EXCITING AND MEMORABLE STORE EXPERIENCE THAT WILL APPEAL TO THE REDEFINED GEN Z TARGET MARKET.'

In recent years, the Jack Wills customer experience has become tiring and the store environment is "cluttered with overly logoed product" and "outdated decor" (Retail Gazette, 2019) therefore they are in desperate need of revival. Subsequently, the above strategy has been proposed, to improve the brand issues identified on the right, where an exciting and memorable store environment will be created to leave customers satisfied, increase desirability, monetary gain and returning loyal customers. They are also currently lacking the use of innovative digital technologies that are attractive to and an expectation of present day consumers, especially the redefined Gen Z target market who are digitally literate and savvy.

KEY BRAND ISSUES TARGETED

LOST DESIRABILITY

POOR STORE ENVIRONMENT

POOR MARKETING STRATEGY

LACK OF SUSTIANABILITY

STRATEGIC OBJECTIVES OF BRAND CONCEPT

BOOST FOOTFALL INTO STORES

RETURNING & LOYAL CUSTOMERS

CONNECT OFFLINE & ONLINE TOUCHPOINTS

BOOST BRAND DESIRABILITY & SATISFACTION

REVIVE TIRED STORE ENVIRONMENT

BOOST FINANCES FROM OFFLINE TOUCHPOINTS

BRAND CONCEPT - RESEARCH & CONTEXT ANALYSIS

THE PAST OF RETAIL

As the market was far less saturated than today, the bargaining power laid with the brands as they were more desirable and could stand out better compared to competitors due to less options (Watkins, 2017).

THE PRESENT RETAIL ENVIRONMENT

As the years have passed, technology has advanced and the market has become extremley saturated meaning it is harder for brands to stand out against competitors. Consumers have hundreds of options to choose from therefore it is the customer that holds the power as they decide where is worthy enough for them to shop at (Miller, 2021).

THE FUTURE OF RETAIL

Accelerated by the Covid-19 pandemic and neverending technological innovations, it is clear that the future will become increasingly digital. However, the future is uncertain therefore omni-channel retailers with seamlessly connected offline and online touchpoints will be in the safest and most adaptable position.

INDUSTRY EXAMPLES OF EXPERIENTIAL RETAIL CONCEPT

^ **Zara's 2018 AR technology app** to see product information and models come alive

^ **Charlotte Tilbury's 2016 Magic Mirrors** which allows try-ons without need for testers

^ **Levi's 2019 Customisation** continually developed to enhance customer satisfaction

^ **Vans' 2014** experiential store that includes a skatepark for its customers

KEY INNOVATIVE FEATURES OF STORE REVIVAL CONCEPT

- **Bright, minimalistic and spacious** retail design to ensure focus is on brand experience and products.

- **Donation station** for customers to return old products in exchange for discounted second hand items to **extend product life**.

- **AR/VR technology** with mirrors/store displays and **QR code** labels that work with proposed **mobile app** where customers can try products without needing fitting rooms.

- **Study spaces** and **bars** (coffee/tea/juice) for customers, especially Gen Z students to refresh at whilst spending time in store.

- **Hair and nail salon** for customers to enjoy and make themselves feel even better before or after making product purchases.

- **Customisation station** for shoppers to personalise their products via the **screen printing** service or **CAD embroidery** machines.

EXPERIENTIAL RETAIL CONCEPT JUSTIFICATION

This experiential retail concept is an effective proposal for Jack Wills to follow as it encompasses the three defined strategic themes, refocus, legacy and innovation, whilst also pushing the brand to match expectations of the present day market that desire immersive experiences and the demanding needs of tech savvy Gen Z consumers who are the future of fashion (McKinsey, 2021).

Due to numerous store closures and from conducting primary research, it is evident that stores are empty at multiple times of the day so they are in desperate need of revival. The customer experience has become 'boring' and the decor is outdated (Retail Gazette, 2019). Developing an exciting, entertaining and memorable store environment that utilises the ever-developing digital innovations will result in the outcomes shown on the right thus being a justifiable proposal for Jack Wills.

OUTCOMES THAT JUSTIFY CONCEPT

REVIVED STORE EXPERIENCE

INCREASED BRAND DESIRABILITY

INCREASED FOOTFALL & INTEREST

CONNECTED TOUCHPOINTS & CUSTOMERS

CUSTOMER SATISFACTION & LOYALTY

INCREASED REVENUES

> " *Experiential retail* provides a **major competitive advantage**. *Instead of in-store experiences being purely transaction-orientated, it* **provides additional value** *by giving* **access to inspiration.**" *- Nicasio, 2021*

> " *Retailers are trying to create* **memorable visits**. *Technology* **allows** them to **connect** with customers and **engage** with them in a more **immersive** manner. It also helps influence **purchase behaviour.** " *- Shivan, 2021*

STRATEGIC CONTEXT

In recent years the brand has taken a downturn in revenue and market share due to a variety of issues highlighted at the start. Of these, this project targets three shown on the right. As a result of analysing Jack Wills' strengths and weaknesses and how these can help to optimise their opportunities and minimise their threats, the following strategy has been developed to take advantage of being part of such a large company group:

BRAND ISSUES TARGETED

FINANCIAL ISSUES

POOR MARKETING STRATEGY

LOST DESIRABILITY

THE STRATEGY:

'EXPLOIT THE CAPABILITIES AND BUDGETS OF THE FRASERS GROUP TO CAPITALISE ON DIGITAL INNOVATIONS TO IMPROVE COMMUNICATIONS AND EFFICIENCY OF INTERNAL BUSINESS OPERATIONS.'

Complex global supply chains, the impact of Covid-19 and the increasing pace of the fashion industry have made the importance of effective critical path management crucial to a business' success in such a highly competitive market. Managed by an external company named 'Tower', this project proposes and develops a new online system for critical path management using digital innovations.

STRATEGIC OBJECTIVES:

▪ Improve internal and external communication

▪ Increase overall business efficiency

▪ Capitalise on consumer demand by ensuring the right product is in the right place at the right time

ADAPTING THE BUYING CYCLE

Research into the academic background of traditional buying and merchandising concluded that the functions are no longer forecast-driven, but now more demand-driven. Therefore, it is necessary to adapt the traditional buying cycle to allow for critical path management to start much earlier in the cycle. The traditional buying cycle has been simplified by grouping together elements of the critical path into three focus areas:
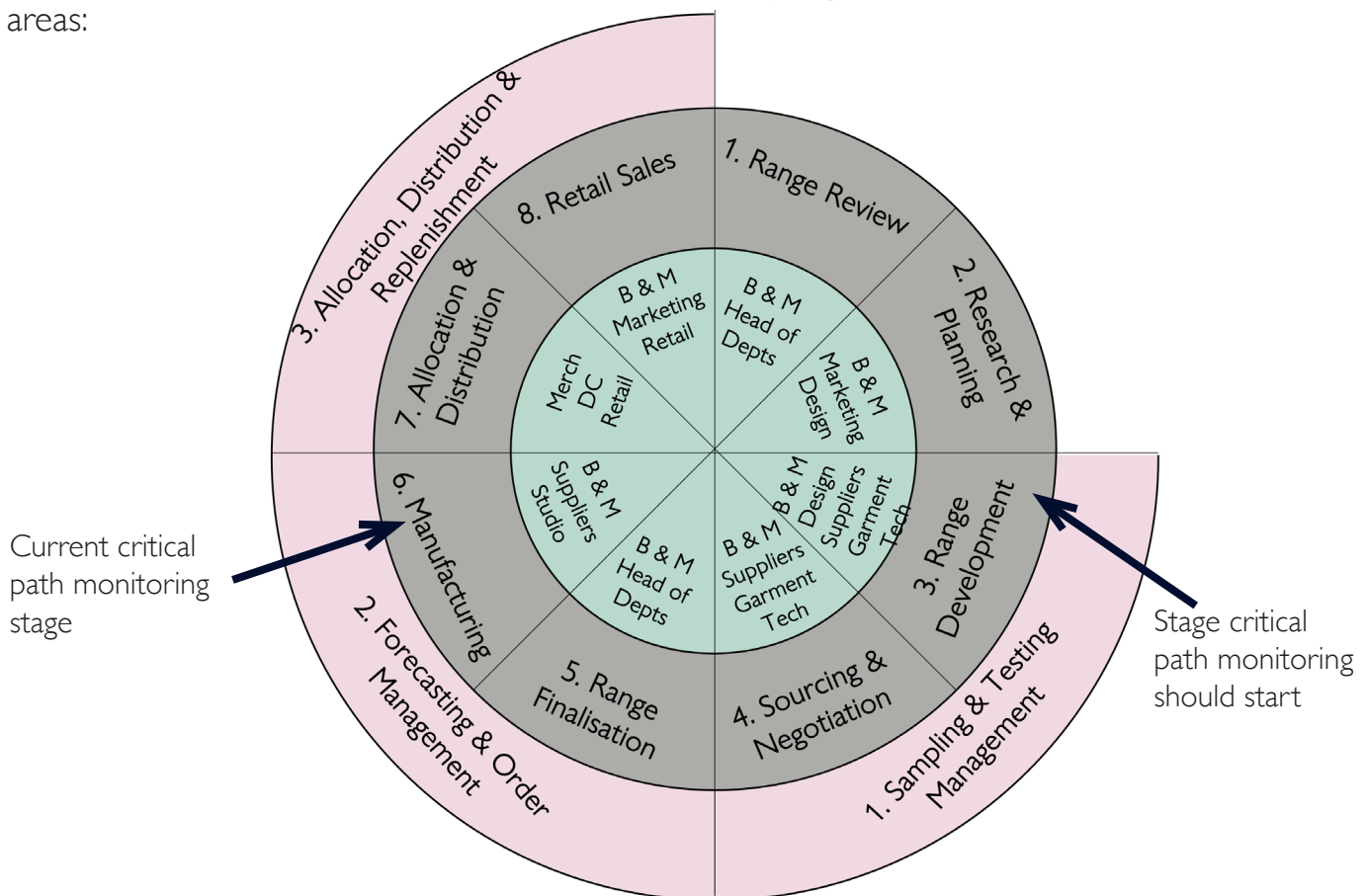
Creates full visibility throughout process.

Improves internal efficiency.

Meets customer demands at the right time to maximise profits.

Current critical path monitoring stage

Stage critical path monitoring should start

CONDENCED INDUSTRY INSIGHTS - PRIMARY RESEARCH

CURRENT CRITICAL PATH ISSUE	IMPROVEMENT
Manual and repeated touchpoints due to absent system communication and automation.	Aggregate data sources and ease supplier and internal communication with AI implementation.
Manual and time consuming.	Speed and efficiency improvements achieved with a core system.
Buys misaligned to differing departmental needs, due to miscommunication.	Facilitate communication links.

CRITICAL PATH MANAGEMENT SYSTEM VISUALISATION

HOMEPAGE

Flag section compiles any delays, incomplete sections or actions needed into a clear concise list.

Supplier gives weekly updates on samples, testing and orders which feeds into each relevant section.

Facilitates communication.

Sales feed in from online and RFID tags in store. AI analyses and suggests replenishments and allocations in sock management.

PROGRESS REPORT - SLIDE 2

View by line shown but also allows for roll up by collection or supplier

Calculates overall range progress

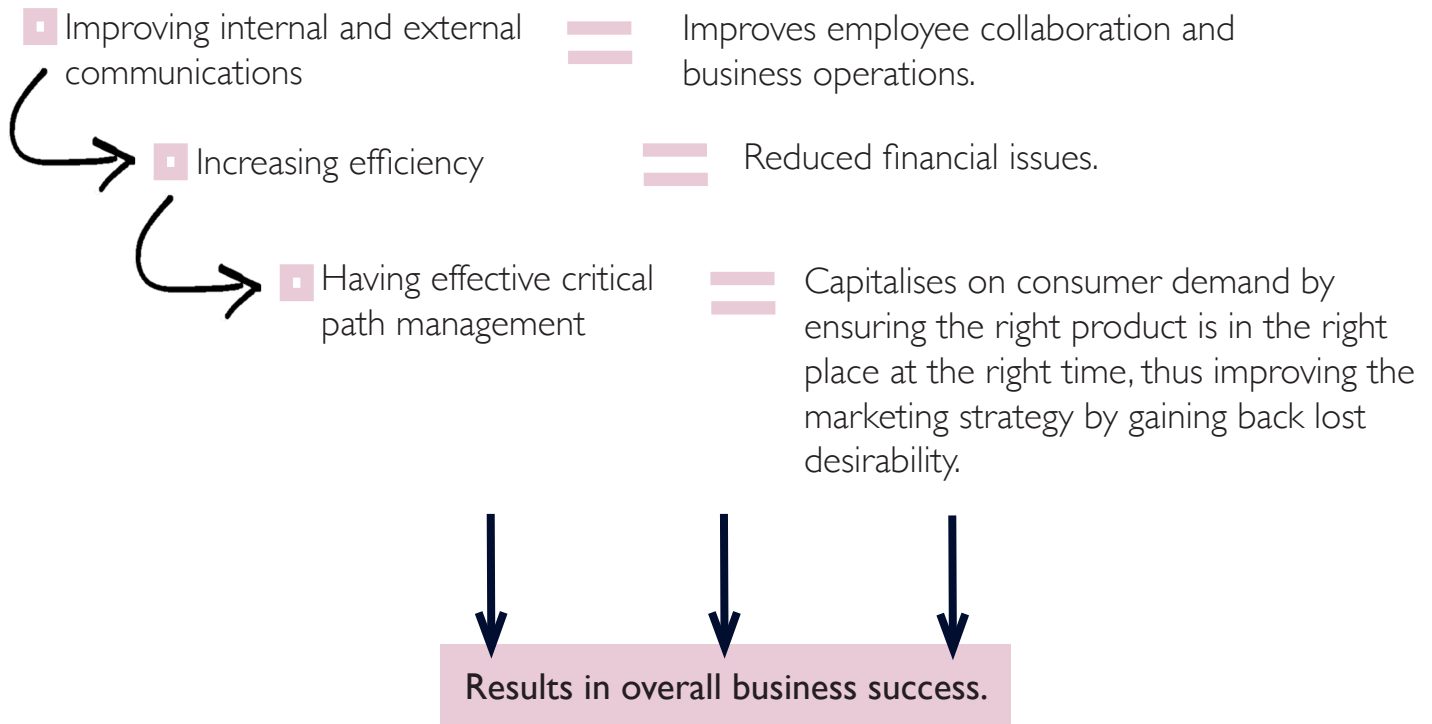Covers key focus areas previously identified.

AI analyses comments from the Edit sections and generates explanations for each section's progress. Visible by hover over speech bubble.

Colour coded key allowing for clear visibility:
- ■ - On track
- ■ - Delays experienced
- ■ - Late

JUSTIFICATION

Academic and industry research have underpinned the importance of effective critical path management in the success of a business. Jack Wills currently use centralised buying and merchandising functions within the Frasers Group which puts the brand at risk of dilution. This heightens the importance of implementing the system into the company to facilitate brand focus by simplifying the critical path, and speeding up task completion through the use of innovative digital technologies such as AI.

- Improving internal and external communications = Improves employee collaboration and business operations.

- Increasing efficiency = Reduced financial issues.

- Having effective critical path management = Capitalises on consumer demand by ensuring the right product is in the right place at the right time, thus improving the marketing strategy by gaining back lost desirability.

**Results in overall business success.**

STRATEGIC CONTEXT

Jack Wills must launch multiple strategies, as part of its Sustainability Impact Plan, to respond to challenges within the fashion industry. Circular Economy business models, that transition fashion from a linear to circular system, are a dominant focus with high projected growth. Textile waste is abundant and varied, with social, environmental and financial repercussions.

LAUNCH SUSTAINABILITY INITIATIVES
Implement sustainability strategies to protect long-term growth and drive consumer engagement.
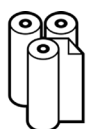
■ FABRIC OFFCUTS ■ OVER-ORDERED FABRIC ■ DISCARDED GARMENTS (WORN OR UNUSED)

■ UNUSABLE FABRIC (ROLL ENDS, PATTERN ALIGNMENT, DEFECTS) ■ DAMAGED INVENTORY ■ UNSOLD INVENTORY

PRECONSUMER   POSTCONSUMER

REUSE · REPAIR · DESIGN · PRODUCTION · CONSUMPTION

Circular Economy models will be 23% of the global fashion market by 2030, a 700 billion USD opportunity.
(Ellen MacArthur Foundation, 2021).
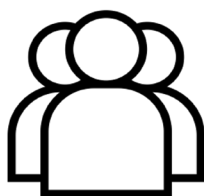
STRATEGIC JUSTIFICATION

An upcycled assortment has been proposed as a sustainability-driven strategy aligned to Jack Wills. Upcycling is a Circular Economy strategy, feasible within the current system, that alleviates textile waste. As a customer-facing commercial strategy, revenues and brand reputation are enhanced to meet stakeholder needs.
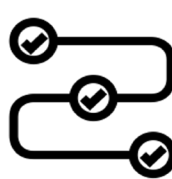

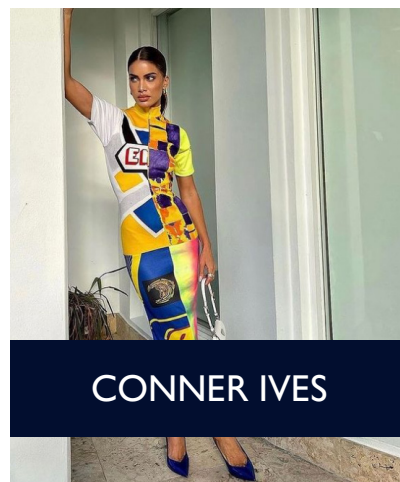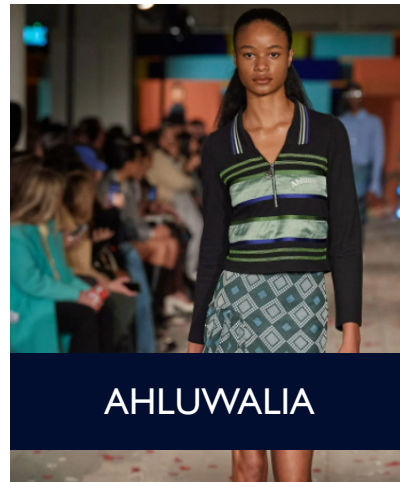SUSTAINABILITY   COMMERCIAL OPPORTUNITIES   CUSTOMER FACING   FEASIBILE WITHIN CURRENT SYSTEM   EASILY COMMUNICABLE

RESEARCH & ANALYSIS OF UPCYCLING

CLOTHSURGEON X HARRODS

AHLUWALIA

FRANKIE COLLECTIVE

CONNER IVES

Upcycling concerns the bespoke production technique that recovers and reworks waste inputs into garments of a corresponding or higher value
(Fletcher, 2014; Nanda, 2020; Sung et al., 2020).

UPCYLING BOARD

An appraisal of upcycling was conducted for the development of Jack Wills Upcycled. Effective techniques, trends and constraints were established from literature, commercial case studies and designer analyses. Commonalities were critically evaluated.
Modern upcycling aesthetics develop higher quality, desirable garments (Cassidy and Han, 2017; Kamble and Behera, 2022). Upcycling presents the potential of a new luxury market, enhanced by archival designer inputs, product storytelling and value-added techniques (Press, 2020).

Upcycling must be adapted for retail scale and market fit. Increased standardisation is demanded to minimise costs and aid operational efficiency. The nascency of research and uptake presents adoption risk for Jack Wills. Customer behaviour change is also needed to appreciate the differences between upcycling and traditional production.
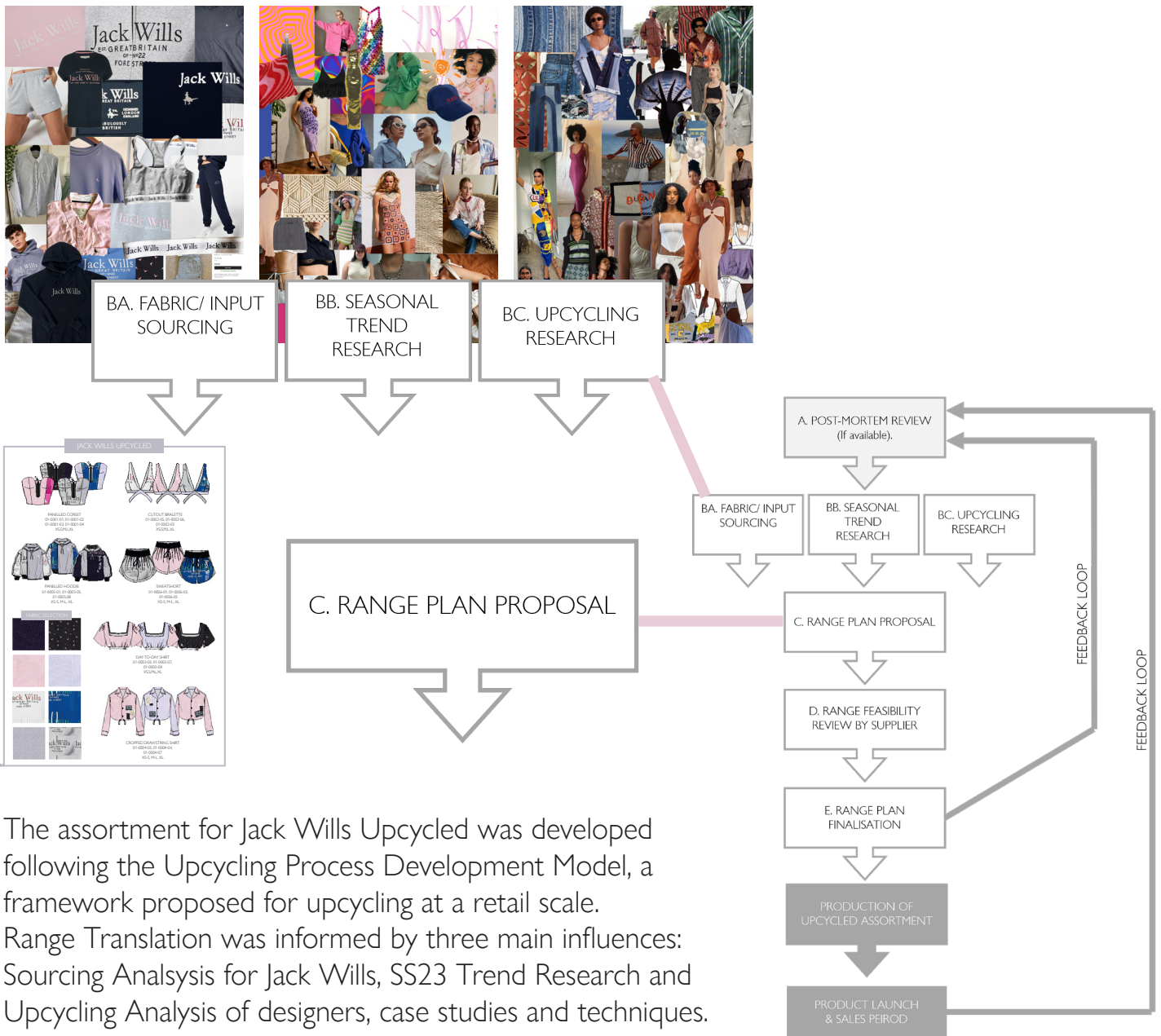
UPCYCLING TECHNIQUES

- Patchworking Techniques
- Deconstruction
- Out-of-context Fabrications
- Recovered Components
- Juxtapositon (of fabrics, colours & silhouettes)
- Monochromatic vs multi-coloured

JACK WILLS UPCYCLED

A customer-facing sustainability strategy, comprised of a limited edition upcycled assortment launch to pilot an upcycling process for retail.

BA. FABRIC/ INPUT SOURCING

BB. SEASONAL TREND RESEARCH

BC. UPCYCLING RESEARCH

JACK WILLS UPCYCLED

C. RANGE PLAN PROPOSAL

A. POST-MORTEM REVIEW
(If available).

BA. FABRIC/ INPUT SOURCING	BB. SEASONAL TREND RESEARCH	BC. UPCYCLING RESEARCH

C. RANGE PLAN PROPOSAL

D. RANGE FEASIBILITY REVIEW BY SUPPLIER

E. RANGE PLAN FINALISATION

PRODUCTION OF UPCYCLED ASSORTMENT

PRODUCT LAUNCH & SALES PEIROD

FEEDBACK LOOP

FEEDBACK LOOP

The assortment for Jack Wills Upcycled was developed following the Upcycling Process Development Model, a framework proposed for upcycling at a retail scale.
Range Translation was informed by three main influences: Sourcing Analsysis for Jack Wills, SS23 Trend Research and Upcycling Analysis of designers, case studies and techniques.

JACK WILLS UPCYCLED

PANELLED CORSET
01-0001-01, 01-0001-02
01-0001-03, 01-0001-04
XS,S,M,L,XL

CUTOUT BRALETTE
01-0002-05, 01-0002-06,
01-0002-03
XS,S,M,L,XL

PANELLED HOODIE
01-0005-01, 01-0005-05,
01-0005,08
XS-S, M-L, XL

DAY-TO-DAY SHIRT
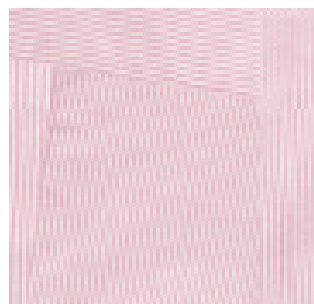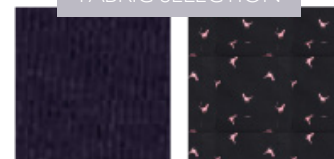01-0003-03, 01-0003-07,
01-0003-08
XS,S,M,L,XL

SWEATSHORT
01-0006-01, 01-0006-03,
01-0006-05
XS-S, M-L, XL

CROPPED DRAWSTRING SHIRT
01-0004-03, 01-0004-04,
01-0004-07
XS-S, M-L, XL

FABRIC SELECTION

EDITED, 2022

COMMERCIALITY CRITERIA

- COHESIVE ASSORTMENT, ALIGNED TO CORE
- SIX SILHOUETTES FOR STANDARDISATION
- INCLUSIVE SIZING FOR COMMERCIALITY
- CONTEMPORARY SILHOUETTES
- RECOVERED COMPONENTS
- CONDENSED FABRIC SELECTION FOR COHESION, DESPITE VARIED INPUTS

The success and future of Jack Wills Upcycled will be determined by the commercial viability of the pilot. The assortment was developed for standardisation, customer acceptance and brand cohesion, criteria right, to protect commerciality.

JACK WILLS - MOBILE APP - EMMA HUNT

Following the comprehensive brand research of Jack Wills, several issues were highlighted for consideration within the strategic development proposal. Two main issues highlighted were the lost desirability from consumers regarding the brands offerings, as well as their poor marketing startegy.

Therefore, to support the repositioning of Jack Wills, it is suggested the brand develops a mobile brand app. The app will aim to overcome the identified poor brand awareness and overall negative brand perceptions held within the current consumer group.

A successful app production will enable the brand to rectify poor brand image and increase brand desirabiity by adopting modern digital features, whilst also enabling the brand to communicate the overall strategic direction for growth.

LOST DESIRABILITY

POOR MARKETING STRATEGY

STRATEGIC OBJECTIVES

- To create an exciting, functional and aesthetically pleasing m-commerce application

- To use consumer feedback to improve brand image

- Increase brand desirability by developing a mobile app to familiarise themselves with their target market

- Analyse the most important features within industry and put them into practice

Brand Realignment Strategy:

To introduce an m-commerce application to improve brand image and target consumers' shopping needs.

Industry example: Zara's AR app for shoppable windows

> *By 2024, UK customers will spend almost more than £105 billion through their mobile phones, doubling from 2019's £53.96 billion*

App usage and engagement is essential for brands to determine as to whether their app is effective in appealing to consumers and their shopping habits. Consumers will search for a particular product they require but for brands to ensure they are providing the consumer with the best possible information and accessibility methods; the TAM model allows them to eliminate external variables and focus on consumers attitudes and behaviours towards app usage.

Perceived usefulness and perceived ease of use both directly impact usage intention through the influence of usage attitude. If consumers can interact with an app more easily, then their perceived effectiveness towards and ability to control the app should be effective, thus they are better able to operate the app. This creates a positive attitude towards shopping on the app and therefore improve the brand image and consumer perception of Jack Wills.
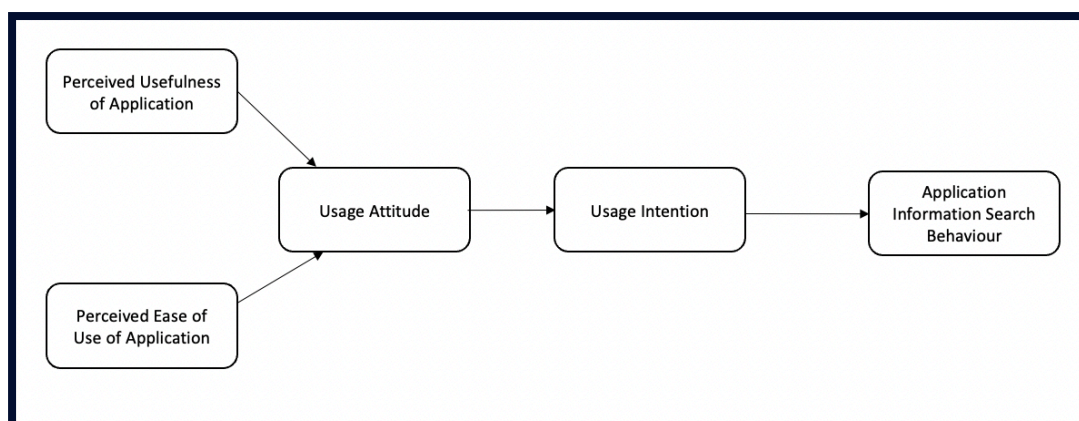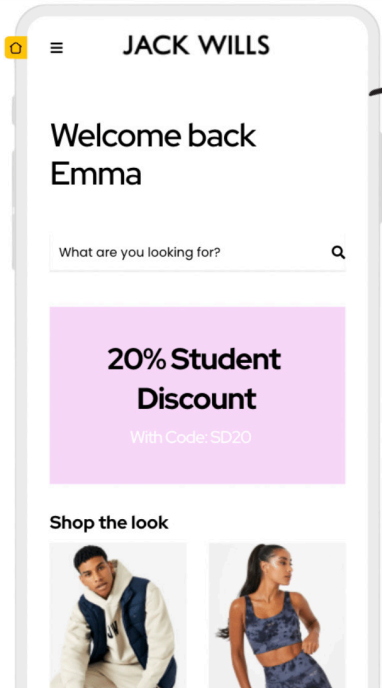
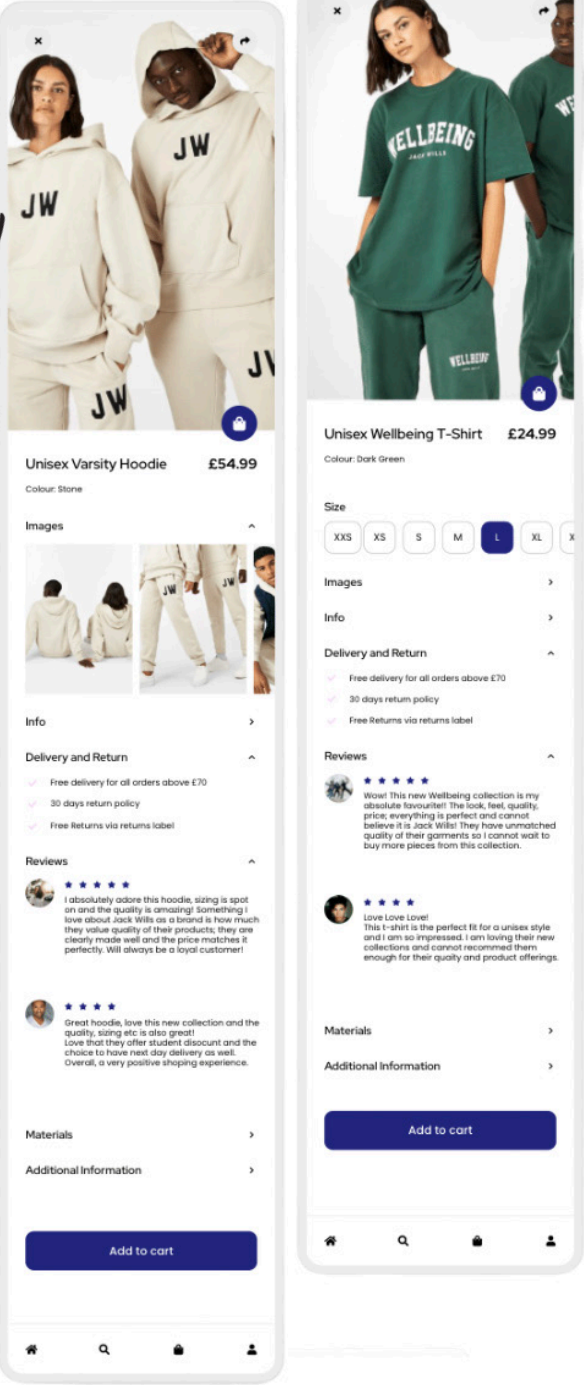

Modified technology acceptance model (TAM) framework.

Landing Page

Clear, clean white background- modern to appeal to target consumer
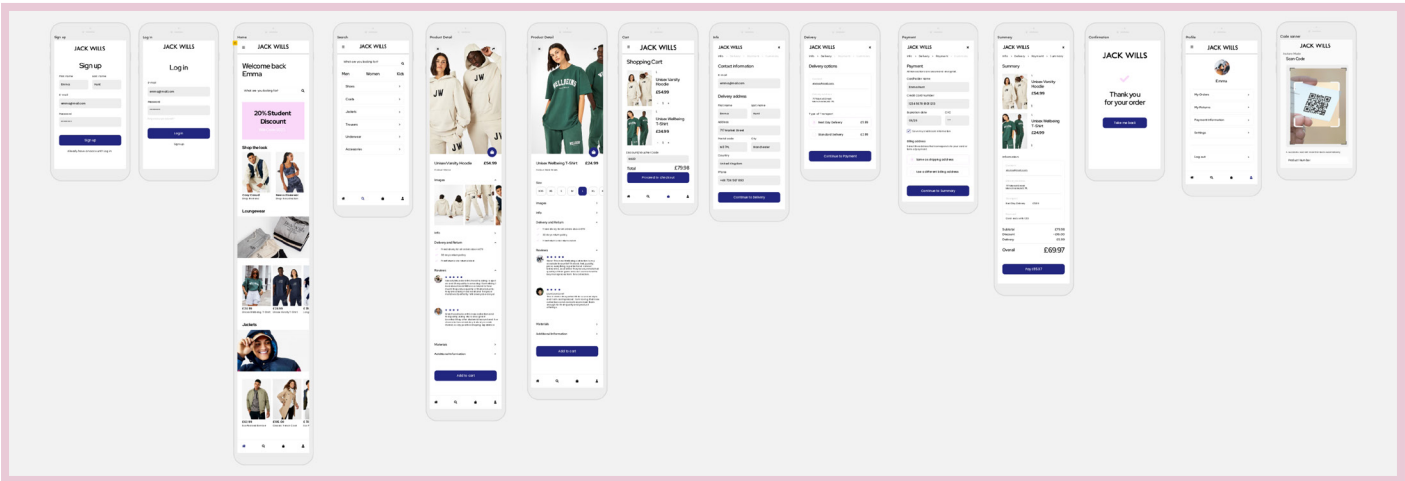
Product Pages

High quality, glossy product images with product info, outfit ideas, reviews, materials

Code Scanner

Innovative digital feature: QR code product tag scanner

Complete App

CONCEPT JUSTIFICATION

- **To create an exciting, functional, and aesthetically pleasing m-commerce application**
  Jack Wills' target market thrive off aesthetic and if they are not visually stimulated, they will close the app. Achieving this will bring back the desirability they need to survive, as well as providing a new and relatable aesthetic that consumers can align with.

- **Increase brand desirability by developing a mobile app to familiarise themselves with their target market**
  Jack Wills' current brand image is rather negative and does not align with their consumers; they fail to meet their needs and wants. Therefore, showing consumers they are listening to their feedback will improve brand trust and form a more positive brand image.

- **Analyse the most important features within industry and put them into practice**
  Giving consumers the option to shop via the Jack Wills app will make the brand more accessible; accessibility is key when developing an m-commerce application to ensure consumer engagement.
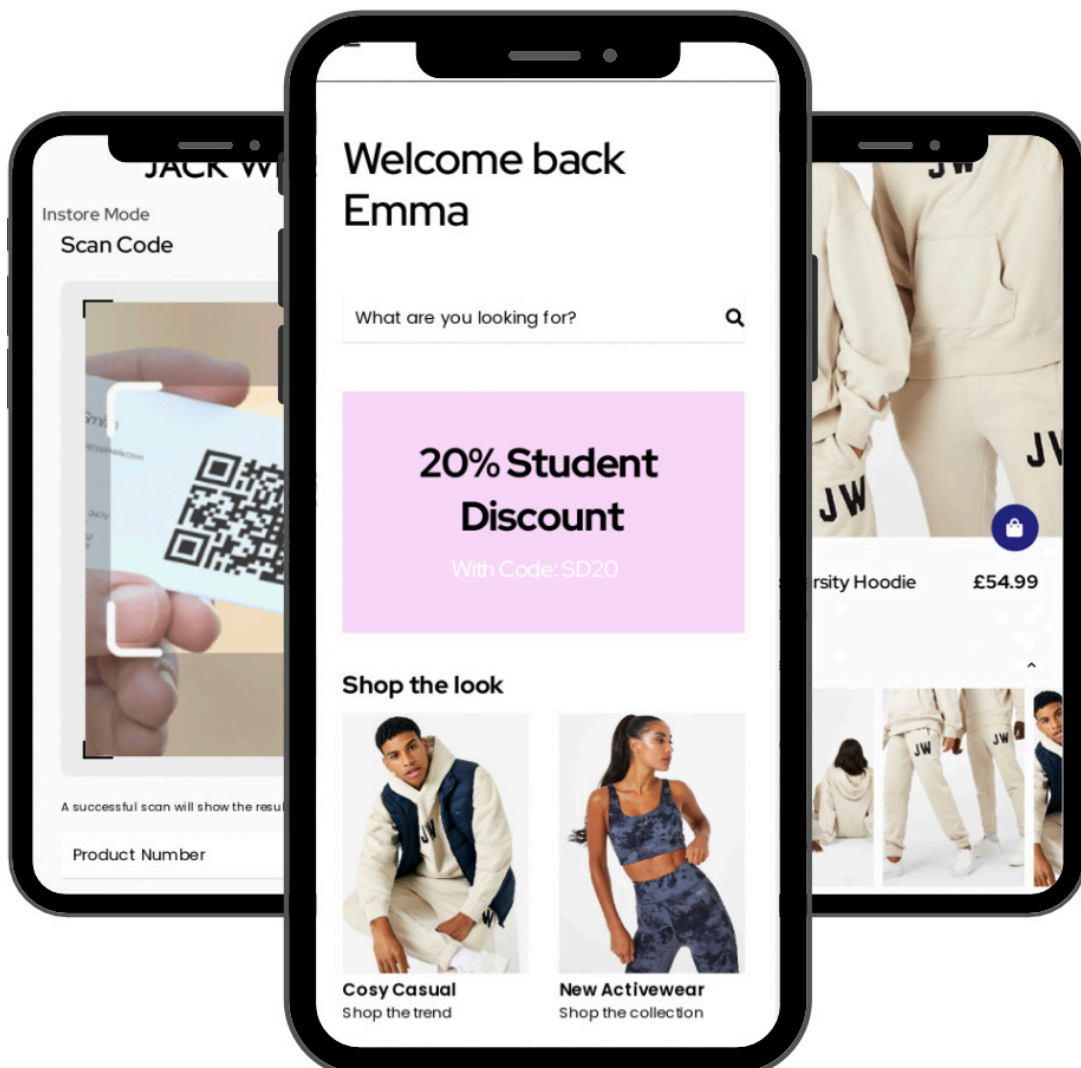
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