

# Barbour.

## Strategic Brand concept Visualisation



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# Executive Summary



Communication

Sustainability

Internationalism

With a strong followers and a historical foundation, Barbour has been a popular label among the British Royal Family, but it also needs to develop new strategies to cater for the progressing trends in the fashion industry.

This report focuses on how Barbour has to maintain an established brand heritage and adjust strategies in alignment with products innovation, marketing upgrades and overseas expanding, by applying models such as SWOT, 4P and PESTLE to generalise the suitability of the fashion environment, overseas market feasibility measurements and the acceptability of new strategies.

This report concludes by demonstrating that Barbour has a genuine need for strategic help to develop and improve the Barbour product to address the growing fashion market. This report will be instrumental in helping Barbour resist rapid fashion trends and gain popularity with a wide range of consumers.



Minimising environmental impact for the health of future generations



Outstanding leadership with a clear direction and practice empowering leadership



Financially independent family-owned business

## Proposed Mission Statement

To resolve the potential issues currently faced by Barbour, on the premise of retaining its existing loyal customers and product quality, the report will concentrate on the context of the oversea environment, marketing trends and fashion sustainability.

### Brand Issues

1



Lack of Sustainability

2



Lack of Oversea Market

3



Poor marketing strategy

## Strategic objectives:

- 1, Improving brand-consumer engagement by beautify in-store shopping environments
- 2, Integrating overseas cultures to develop markets
- 3, Improving sustainable fabric development and increasing transparency
- 4, Improved online product launch functionality
- 5, Enhance online performance - Create an app
- 6, Circular scheme to improve sustainability



Quality assurance  
to give maximum  
customer satisfaction



Over a hundred years  
of history, Barbour  
protecting the  
heritage



Brand employees with  
high-performance  
teamwork and  
exceptional skills

# Barbour

## Infinity WANQI JIN

NEW RANGE PLAN



AIMS: OPEN OVERSEA MARKET  
&

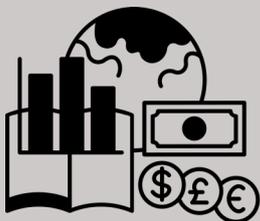
DEVELOPMENT OF SUSTAINABILITY

Barbour Infinity is a new series of Barbour to open the overseas market and unleash the endless possibilities of sustainability in the fashion industry. The goals of Barbour Infinity are to combine overseas culture to design new basic products to attract more consumers from all over the world and develop fabric sustainability to increase the brand's sustainable image.

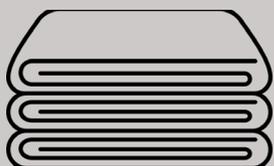
## Aims of Barbour Infinity



**Sustainability image** - Barbour has taken the lead in product durability such as repair service. However, it has not achieved the ultimate in the sustainability of product raw materials. The new infinity series will incorporate more sustainable fabrics with innovative technologies to enhance the overall image of the brand's sustainability.



**Overseas market** - Barbour has a profound brand history and is well-known in the UK. There are many loyal customers, and the loyalty of consumers is also very high. According to the survey, since last year, except for the increase in the traffic of the Barbour website in the UK, the traffic of the Barbour website in other countries has declined (Similarweb, 2023). In order to broaden the overseas market, on the basis of combining the original DNA of the brand, it provides a design that is more attractive to overseas consumers, thereby attracting more overseas markets.



**Sustainable fabric** - Nowadays, consumers' pursuit of sustainability is on the rise, and more consumers say that they will consider whether brand fabrics are sustainable and whether they will have a bad impact on the environment when shopping. The technological development of sustainable fabrics is also listed as a development process by many brands. Barbour also needs to lay out its own sustainable strategy and set up a corresponding development team. Make an effort to innovate sustainable fabrics.

## Justification

Barbour Infinity is a series of products which combine the original brand history and the popular style at the overseas market. Re-gives some new possibilities of Barbour.

This series uses Barbour's classic color, and also adds the current trendy color. It combines Barbour's classic silhouette and adds the trend of Cargo style in recent years. Combining functional comfortable with aesthetics in clothing. This series maintains the brand's high quality, adding texture to basic items. Moreover, the most products in this series are basic which are easy to match with most clothes, so they can be used more often and durable and timeless.

Sustainability will also be integrated into all stages of brand production including design, fabric development and selection, warehouse storage locations, etc. It can also meet the pursuit of sustainable circularity.



# Trend Board

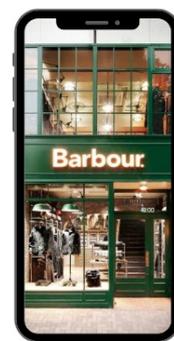


## Some pieces from Range Plan



# Barbour - Mobile App- Yuhan Yin

One of the reasons for Barbour's lack of online performance is the lack of its own app, which leads to a poor shopping experience across the platform. Therefore, in support of the overall strategy, it is recommended that Barbour create and develop a mobile application dedicated to online shopping and serve as a key platform for communicating products and information to consumers. The overall goal of this strategy is to improve the customer experience, increase brand loyalty and enhance the brand's competitive advantage. It can also effectively attract the younger generation of consumers to meet their needs and increase sales. (Sharma, 2022) Barbour, which does not currently have a mobile app, has increased the appeal of the brand by adopting modern digital features, while also enabling the brand to communicate the overall strategic direction of growth.



## Strategic Objectives

- Create a mobile commerce application that is both functional and beautiful.
- Identify your target audience.
- Conduct market research to understand the needs, preferences and behaviors of the target audience.
- Define a value proposition, such as convenience, personalization, or exclusivity

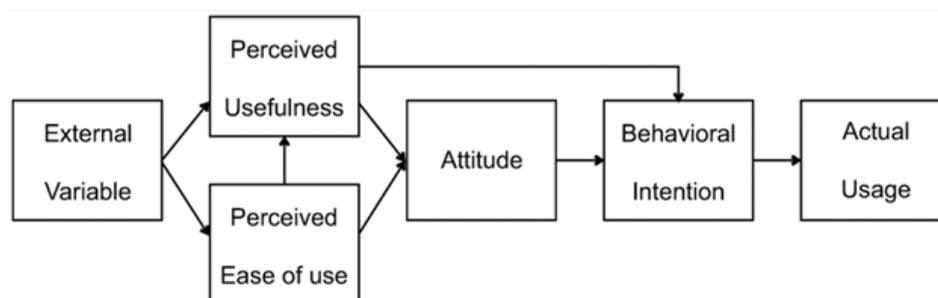
## Brand Concept - Research/Context



According to Statista, the number of mobile users worldwide is expected to reach 7.26 billion by 2023. Since the majority of mobile users access mobile apps, it can be inferred that the number of people using mobile apps in 2023 will also be around 7.26 billion. (Statista, 2023) In particular, millennials and Generation Z consumers have huge consumption power, and most of their purchasing habits favor mobile payment (Apptus, 2023)

In the case of the Barbour mobile app, the perceived usefulness of the app may be related to its ability to provide users with access to the latest products, promotions, and news from the company. The perceived ease of use may be related to the app's user interface, navigation, and overall user experience.

Once the app has been designed, the TAM can also be used to evaluate its effectiveness and identify areas for improvement. This can be done by measuring user adoption and usage of the app, as well as user satisfaction and feedback.



# Concept Visualisation- Yuhan Yin

Landing page



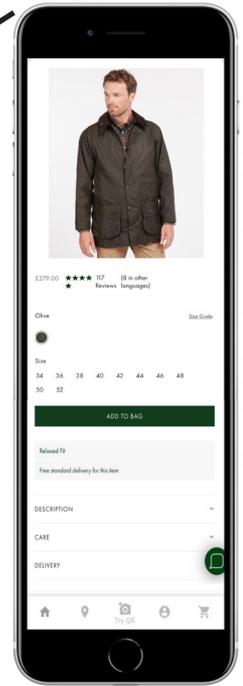
Clean, clear front page, in line with Barbour brand characteristics, Barbour official website is basically the same. Let consumers find their needs faster.

Scan code page



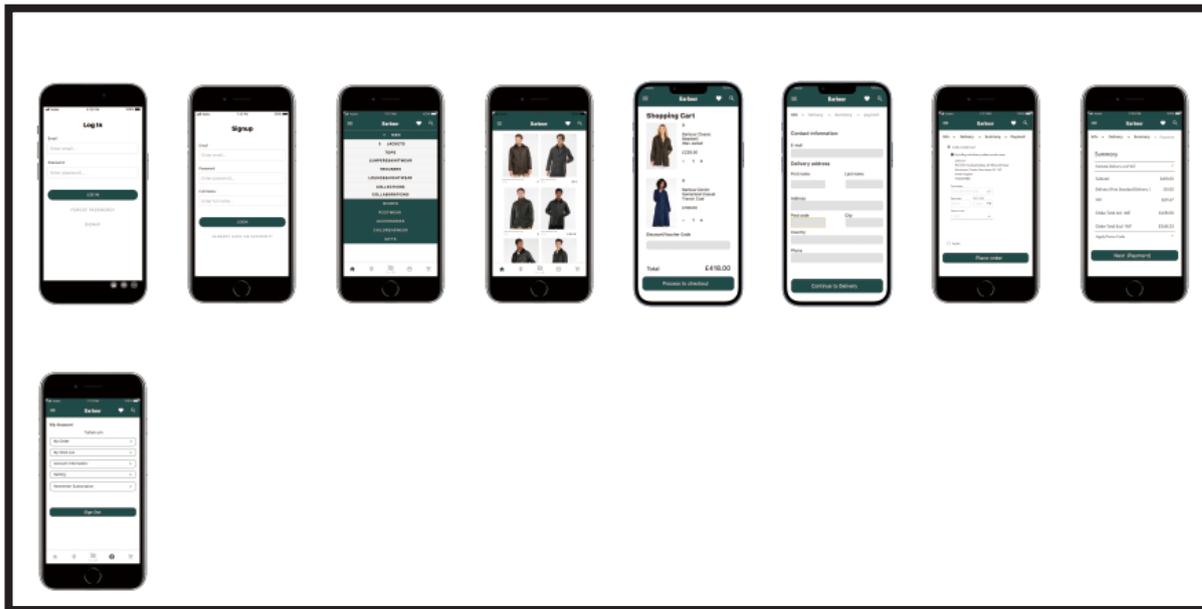
High-quality product pictures, as well as clear size list, let consumers more freely shopping. The product page also has product introduction, material composition, product review, and color selection.

Product page



An innovative new feature, the QR code reader. The Barbour store plans to include a QR code on all of its products' price tags, allowing consumers to trace the production process and monitor the brand's materials to be more transparent and sustainable. Also included will be product information, manufacturing details, etc. The content contained in this feature helps to build trust between the brand and the consumer, allowing consumers to be more at ease with Barbour products.

Other pages



## Concept Justification

In today's digital age, where consumers increasingly rely on mobile devices for shopping and browsing, having a mobile app helps Barbour stay connected to its customers and stay ahead of the changing market.

By developing a mobile app, Barbour can build a strong brand image and increase interaction with its customers. With the mobile app, customers can easily access the latest products, view product details and reviews and make purchases with just a few taps on their mobile phones. This helps to enhance the overall customer experience and increase customer satisfaction.

In addition, the mobile app provides Barbour with valuable data and insights into customer behaviour and preferences. By utilising this data, Barbour can personalise their marketing and sales strategies to better meet the needs of their customers, which helps to improve engagement and ROI.

Overall, the development of a mobile app could be a key strategy for Barbour to adapt to changing consumer behaviour and build a strong brand image that will increase engagement and ROI. However, it is important to carefully consider the costs, resources and potential risks associated with app development and maintenance before making a decision.

# Barbour - Internationalism

One of the main issues Barbour faced was the necessity to explore the internationalisation of the brand. The strategic objective is to test the acceptance and market possibilities of Barbour in China by adding new service concepts and pop up physical promotions. To incorporate the re-waxed service that Barbour is known for with the pop up store concept to show the sustainability of the brand to new consumers in overseas markets. The re-wax service is currently only available in the UK and if the results of the overseas test are positive, the re-wax service can be added as a new global concept for the brand. Testing overseas markets is an important step in the internationalisation of a brand, helping to increase the recognition of the brand's products so that consumers will relate to the brand when they use the products and receive the services they spend time with (Ghenaiet, 2023). Barbour is a British heritage brand with a particularly high level of national recognition and recognition in the UK. However, there is still a challenge to enhance its commercial recognition in overseas markets.

## Strategic Development Process

1. Choose an international starting market for Barbour
2. Select Chinese overseas markets to test brand acceptability and feasibility
3. In POP up shops to introduce the brand concept, exhibit the products and provide re-wax services.



## Brand Research

According to GMA statistics, the Chinese fashion market has grown nearly fourfold in the last 10 years and is growing at a rate of 25% per year.



Barbour officially recommends re-waxing the waxed jacket at least once a year. This ensures that the jacket retains its elasticity and weather resistance for optimum protection (Barbour, 2023).

The service of showcasing brand features in the Chinese market, where consumers can experience the product in a pop up while also experiencing the re-wax process, is a great strategic development for brand promotion.

# Brand concept Visualisation



The decoration of POP UP mainly highlights the brand concept, Barbour Outdoor is the source of entry for most consumers and can attract overseas consumers with the most distinctive brand products.

To inform consumers that the original purpose of the Re-wax service was to make the brand sustainable.



The process of waxing the coats is a personal experience for the consumer, increasing their awareness of the heritage of the brand. Testing consumer acceptance of the Barbour marketing model

# Brand Justification



1. In an increasingly developed global fashion market, internationalising Barbour is one of the essential strategies for the betterment of the brand.
2. China is currently the country with the highest fashion spending power and it is the optimum choice for Barbour to broaden its access to the Chinese market for promotion and product service testing

# Barbour - Sustainability - Xin Su

Barbour's inadequate sustainability practices may lose its competitive advantage in an industry where sustainability is becoming increasingly mainstream. According to research, consumers are progressively expecting and demanding that fashion brands prioritize sustainability (McKinsey, 2020). Thus, it is essential for Barbour to adopt sustainable practices as it is not just a trend but the future of the fashion industry. To ensure a sustainable future, Barbour should focus on positioning itself as a socially responsible and ethical brand through fabric innovation and technology.

## STRATEGIC OBJECTIVES

- Exploring sustainable technological innovations to achieve sustainability - through fabric development and developing a more sustainable manufacturing process.
- Use labelling to increase transparency and overcome the suspicion of greenwashing.



## RESEARCH & ANALYSIS



According to Goodonyou (2022), Barbour's sustainability performance has been evaluated as inadequate, specifically in terms of raw materials sourcing and transparency. In order to address these areas of improvement and reduce the identified gap, Barbour will explore innovative approaches, like fabric development, improving manufacturing process and increasing transparency. Furthermore, with a growing interest in the sustainability market, Barbour can implement these strategies to position itself as a socially responsible brand that resonates with a growing segment of environmentally conscious consumers and ensure long-term success.

### WHY?

- Growing consumer awareness and market of sustainability.
- Sustainability will be the mainstream in the future.
- The extent of brand love and loyalty is highly contingent on the sustainable attitudes that a brand establishes or cultivates with its customers (McKinsey, 2020).
- Fast fashion is inflicting widespread harm on the environment, exploiting labor, and causing harm to animals (Goodonyou, 2022).



# Barbour - Sustainability - Xin Su



Labelling:

- Offering transparency and traceability for customers.
- Tracing the journey from sourcing raw materials to finished products.
- Share information through labels, publicise their supply chains, various ethical and environmental issues and build brand loyalty and quality brand image (FashionUnited, 2021).

## OUTPUT VISUALISATION

Eco-Leather:

- Is durable, comfortable and sustainable.
- New, perfect leather alternatives, made from vegan materials such as pineapple leaves and mushrooms (WGSN, 2022).
- Lower environment impact than traditional leather and are biodegradable (WGSN, 2022).

Organic Cotton:

- A go-to material for sustainable brands.
- No synthetic pesticides, herbicides or genetically modified seeds (Goodonyou, 2022).

Hemp:

- Is a durable, breathable and cozy material.
- Hemp is a natural fibre which also has a minimal ecological footprint in terms of cultivation.

## JUSTIFICATION

Barbour has identified the need to address its brand issue through the implementation of a sustainability plan. The plan focuses on exploring sustainable raw materials to produce sustainable products and optimising manufacturing process, while also increasing transparency through the disclosure of relevant sustainability practices. This strategy aims to meet the growing consumer demand for sustainable fashion, according to Statista (2022), with nearly one in two fashion shoppers expecting brands to act sustainably.

Therefore, Barbour will achieve competitive advantage through this plan and establish a strong and environmentally ethical brand image. This will attract more sustainability-conscious consumers, leading to continued long-term success. In addition, the implementation of sustainable practices will also help to reduce costs and mitigate potential risks associated with environmental issues.

# Barbour® *Circular Scheme*

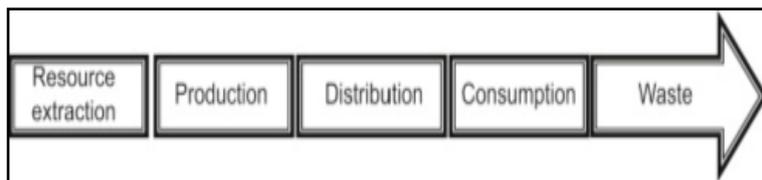
Jianan Li

## Research&Analysis

The earth is not able to sustain the current rate of production and consumption due to the limited resources(Rathinamoorthy, 2019). To address the overconsumption problem in fashion industry and Barbour's low sustainability problem, a circular scheme is recommended for Barbour to reduce the overconsumption textile and waste accumulation. There are two recommended methods have discussed for Barbour to develop the circular scheme: resale and remanufacture.

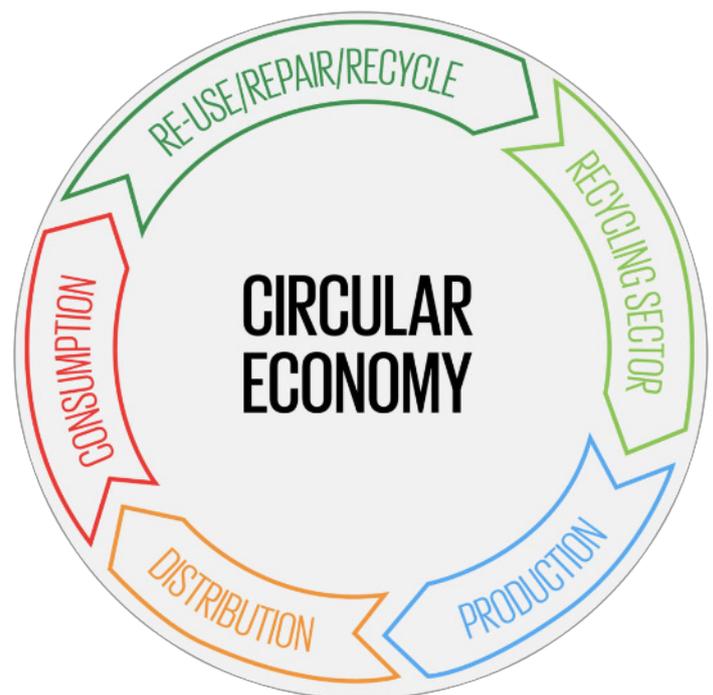
- 1 Develop its 'Re-loved' program to include more products**
- 2 Recycle post-consumer waste and remanufacture into new garments**

### Current linear system



Currently, most of fashion retailers take linear model in production, which following "take-make-dispose" strategy. It caused overconsumption and frequent disposal(Dissanayake&Weerasinghe, 2022). Within in linear system, majority raw materials are obtained from non-renewable resources(Jacometti, 2019) and clothes are discarded after being worn for a relatively short time (Koszevska, 2018) Excess pollution, energy overconsumption as well as resource scarcity are the results of the current linear system.

### Circular economy



A systematic shift towards circularity is essential within TAF industry to reduce growing environmental pressure. Circular economy considers the finite nature of resources, thus endorses a restorative economic model by reusing, recycling, or extent the life and uses of garments in the same product life circle(Coscieme et al., 2022). Barbour will focus on the circular scheme including developing its Re-loved programme and Re-manufacturing from post-consumer waste to develop its circular economy and achieve sustainability.



# Resale program

Barbour

Search

Men Women Footwear Accessories Childrenswear Gifts Discover

Home / Barbour Re-loved | Time for a New Home



# Output visualization

**Current Re-loved program problems:**

- 1. ONLY wax jacket can be traded**
- 2. Pre-loved pieces only available in Selfridges**
- 3. Need to bring to store for trade-in**

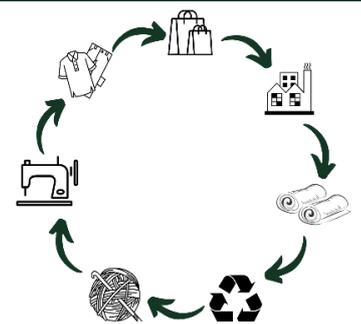
In order to achieve a better circularity, the Re-loved program needs to develop to include more products from Barbour, including T-shirts, hoodies, jeans, accessories and etc. Consumers can trade in and bought used pieces through the official website.

# Remanufacture

- 1 Pack**  
Consumers packed up unwanted clothes and take them to nearest stores.
- 2 Collect**  
Collected items will be weighted, and credits will be allocated to consumers accordingly. Consumers can use the credits for online and offline shopping.
- 3 Classification**  
Donated items will be sent to sorting warehouse, all the clothes will be classified by fabric category and prepare for further recycling process. Garments can't be recycled will sent to red cross and help people in need.
- 4 Recycle**  
Fibre-to-fibre recycling will convert garments into yarns for further manufacturing. All the textiles are circulated back into Barbour's supply chain.
- 5 Remanufacture**  
The recycled yarns will be sent to manufacturers and the sustainable range for Barbour will be produced.

Barbour's remanufacturing process is a consumer engaged program, the sustainable range is produced by the yarn recycled from consumers' unwanted clothes and consumers can get credits for next shopping after donating clothes. This scheme aims to deal with the textile waste and keep textiles in circulation, prevent garments out of landfills and gets them back into the hands of customers.

'UK contributes around 350,000(worth £140M) tonnes from apparel each year(WRAP, 2014).'



# Justification

The two strategies both aim to reduce the post-consumer waste, resources and virgin fibre consumptions. The Barbour's resale program can extend the lifetime of Barbour's products and keep used clothes back into the circular circle, thus reduce the waste and resource consumption of producing new garments. Barbour's remanufacture program aims to recycle the post-consumer waste and turn into new clothes to achieve a circular loop. Large percentage of clothing waste dumped in landfills can be recycled and circulate back into economy(Moazzem et al., 2020), which provides a great opportunity for Barbour to adopt remanufacture program and gain competitive advantages in the market.



# Visual Merchandising Marketing Strategy

To guarantee consistency in brand communication, Barbour's recommended strategy is evident across all branding efforts, even in the in-store atmosphere. Retailers use visual merchandising as a marketing technique. The key to effective advertising is getting consumers to look at the product. (vmsd, 2016). This can aid Barbour's new truthful attitude. Visual merchandising that works effectively turns the actual or digital world into an extension of the brand's image. With internet sales in the United Kingdom on the rise, (ons.gov, 2023). Retailers concentrate on the retail experience to cultivate a devoted customer base to create a sustained competitive edge (pctechmag, 2023).

## Current problems in store:

1. Lighting not bright enough for blurred vision in some areas
2. Size options are quite restricted
3. Inadequate store inventory
4. Lack of innovation in the environment

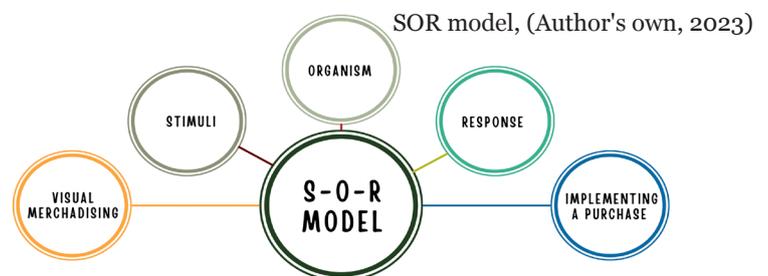
Barbour's current in-store environment Sketches (St Anns Square)



## Research

Identifying the Barbour consumer and what they desire is essential for driving them to make purchases. It served as a critical aspect in developing the Barbour in-store environment.

The number of users in the Outdoor industry is predicted to reach 24.54 million by 2027 in UK, (statista, 2023).



Merabian and Russell (1974) developed a theoretical framework for studying the store environment (S), a person's emotional state (O), and approach-avoidance behaviours (R) centered on the stimulus-organism-response scenario. Furthermore, environmental arousal is given into account while assessing environmental stimuli. To explain the link between store stimuli and client responses, situational arousal is characterized as its freshness and variety, (Mehrabian and Russell, 1974).

# Concept Visualisation

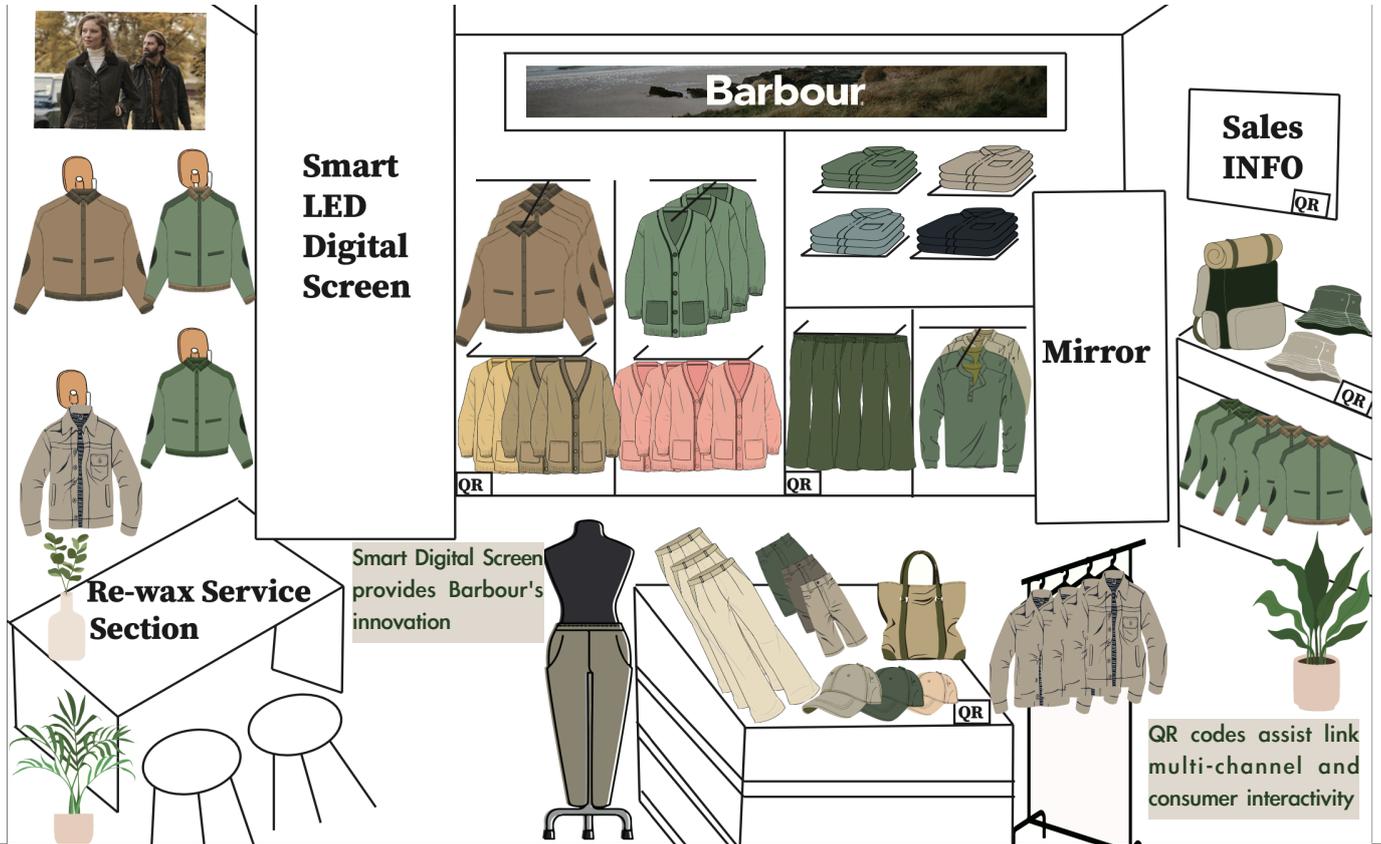
**Colour:** A more vibrant, more natural green to express the brand's British royal heritage to customers.

**Lighting:** Brighter, cooler illumination to assist buyers view product features and appearance more clearly.

**Technology:** A smart-led digital display to capture the focus of customers and a QR-code to trace the raw ingredients of the items, boosting the brand's sustainability.

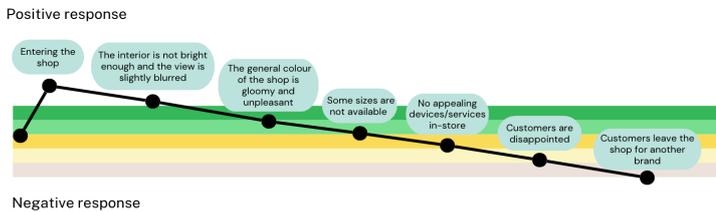
**Senses:** To promote customer retention, slow music is played in each Barbour store.

## Store Colour Palette:

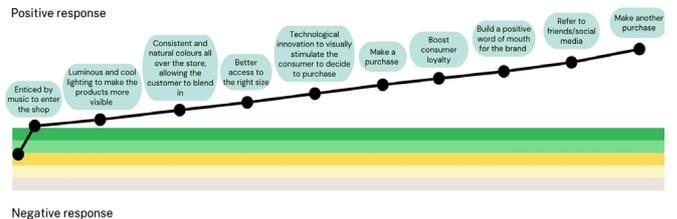


# Justification

## Current Customer Journey Map



## Future Customer Journey Map



Barbour will transform their physical retail environment through consumer requests, demonstrating innovative technology by a combination of online and offline, offering a seamless shopping experience for customers by redesigning the offline stores and delivering an immersive customer-focused purchasing experience as a distinctive selling point. This will enhance consumer-brand contact and brand referrals. Furthermore, all visual merchandising techniques will serve as an incentive for consumers to purchase, ultimately leading to profitability. Barbour will be able to raise brand recognition and consumer loyalty by increasing sales. And illustrate Barbour's long-term competitive edge.



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