



STRATEGIC BRAND DEVELOPMENT REPORT

YUXIAO LIU 10713642

JINGWEN LU 10743436

JIANYANG ZHONG 10737716

ANTI XU10710764

YU LI 10588176


YIYI ZHOU 10718261

1.0 EXECUTIVE SUMMARY

Dr. Martens is a British footwear brand with a unique style and brand heritage that appeals to a wide range of consumers. The company is at a mature stage in its business lifecycle but still needs to make ongoing decisions to ensure steady to positive growth. A combination of internal and external analysis shows that the brand still faces a number of potential issues and risks in terms of retail, marketing, product and sustainability. The internal analysis identifies areas where the company has become outdated in terms of marketing and product range, and where the brand faces disruption in sustainability and retail channels. From the external analysis it can be seen that the macro environment and market pressures are potential risks that the brand faces such as counterfeit goods. In implementing its strategic direction, Dr. Martens needs to refocus and concentrate on the issues it faces. This required the development of a number of measures, including improving the sustainability of the brand, strengthening the marketing strategy, improving the quality of the products and taking stricter action against counterfeit goods. By doing so, Dr. Martens will be able to reorient itself and optimise the brand's weaknesses in time to further improve its competitiveness and capture a larger share of the market.

MISSION STATEMENT:

**"OUR RESPONSIBILITY IS TO ACT AS BRAND CUSTODIAN
FOCUSING ON LONG-TERM VALUE"**



| | | |
|---|---|---|
| D: Direct to Consumer | — | Direct to Community |
| O: Organizational & Operational Excellence | — | Open-minded & Diverse Brand Value |
| C: Connecting with Consumers | — | Communicating Consumers within Integrated Marketing |
| S: Supporting Brand Expansion B2B | — | Sustainability & Product Innovation |

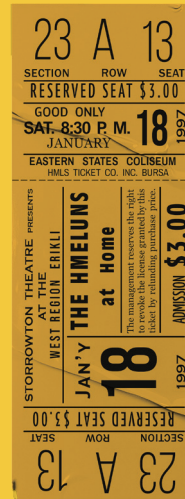
Existing DOCS strategy VS Upgraded DOCS strategy

IDENTIFIED BRAND ISSUES :

- Retail Issue: Messy omnichannel retail atmosphere
- Product Issue: Stagnant product development
- Sustainability Issue: Indistinct sustainability development
- Marketing Issue: Lack of effective marketing strategy
- Values Issue: Conflicting values
- Counterfeiting emerges in endlessly

STRATEGIC OBJECTIVE DIRECTIONS :

- Phygital and DTC (Direct to Community)
- Sustainability and Product Innovation
- Digital Marketing and Brand Campaign Marketing



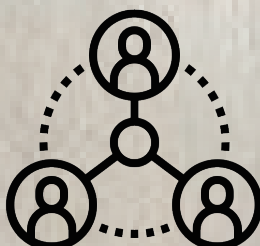
STRATEGIC DIRECTION:



INTERACTION



RESONANCE



INNOVATION

Retail issues

1+

Multi-

sensory
Experience

YIYI ZHOU

10718261

1

Outdated
In-store
Atmosphere

2

Tedious
Customer
Experience



2+

Immersive and
Innovative
Experiences

3+

Seamless Online
and Offline
Purchasing

3

Confusing Retail
Channels

#Strategic Objectives

To help omnichannel retailer Dr. Martens complete its **DTC (Direct to Community)** strategy update, the proposal aims to improve the boring and cluttered In-store retail experience and increase customer engagement, while maximising the role of physical shops to help Dr. Martens **PHYGITAL** grow.

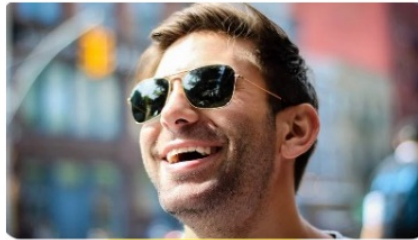
Pop-up shop activities revolve around **personalisation** and a sense of **belonging** to create an intimate **connection** with consumers and enhance the In-store **atmosphere**.

The use of **AR** and **VR** includes key elements such as **immersive experiences** and **convenient** shopping, bridging the gap between online and offline **interactions**.



14-26

Pursuing a personalised
experience
Emphasis on a sense of
community



27-42

In pursuit of ease
of purchase



Over 43

Focus on Offline
touchpoints

Pop-up shop, AR&VR

Fresh events that grab
attention and deliver unique
experiences.
A platform for interaction.

QR codes: Seamless online
and offline touchpoints.

Virtual Fitting room mirrors: Find
and buy products quickly.

VR: Direct purchases.

Pop-up shops: Enjoy events
and services.

Virtual Fitting room mirrors:
Reduce queuing and fitting
times.

#Proposal

The concept of the report is developed through the creation of an innovative **Pop-up shops** and the integration of AR & VR technologies. The technologies referenced: **QR code scanning** and **Virtual Fitting room mirrors for AR**, the provision of **VR headsets**. All to meet the needs of customers of all ages.

PHYGITAL

Direct to Community

#Implementaion



Pop-up shops

1. Activities are based around themes of interest to Dr. Martens' personalised consumers, such as **DIY repair** of Martin boots and **virtual concerts**.
2. In-store scenting, music and drinks for a **multi-sensory experience**.
3. In-store use of **AR & VR**
4. **Souvenirs** at the end of the event to take away any fabric.

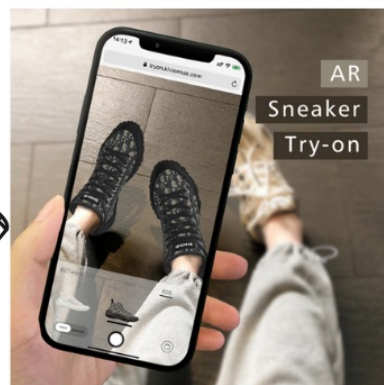
AR

QR Code

1. Pop-up shops and online offering that allows customers to scan the product on their **phones** to learn about the product, layer it on their bodies to preview how it will look on them.
2. Provides a **link** to purchase.

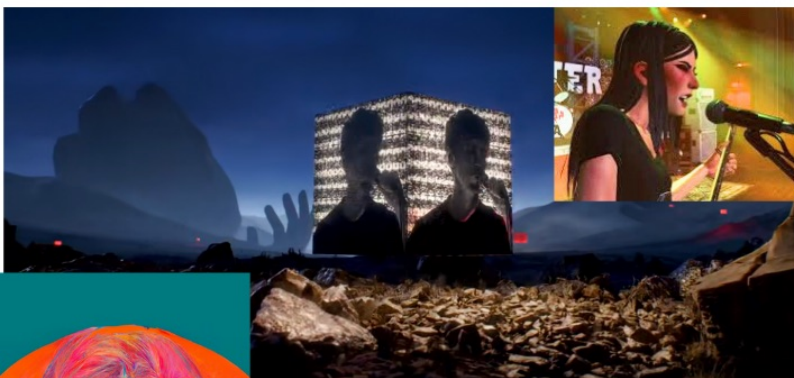
Virtual fitting room mirrors

1. Deployed In-store, allowing customers to **try** on any product in front of a **screen**, including those available online only.
2. The screen offers the **option** to check stock, which allows customers the **flexibility** to buy.



VR Headsets

1. Customers are invited to enter the **virtual concert** through the VR wearable headsets provided in-store.
2. Rock bands or singers will appear as **virtual figures** and wear Dr. Martens products.
3. Provide **direct access** to purchase products and allow customers to **download** the audio and access the products again after the event.



Atmospherics theory Elements (Hulten, 2011)

| | |
|--------------|--|
| Scent | Use of fragrances |
| Sound | Enjoy rock music |
| Sight | Graffiti and fabric surround the shop and AR brings new and exciting visuals |
| Taste | Coffee and food provided |
| Touch | The DIY process to get a touch of material and shoes |



#Justification

SUITABILITY

The elaborate pop-up shop provides a platform to **entertain** and **interact** with customers, contributing to the development of **Direct to Community strategy**.

The use of AR and VR will meet the needs of customers for **sensory experiences** and **entertainment**, while responding to rapidly evolving technology

ACCESSIBILITY

A vibrant pop-up shop provides a **multi-sensory in-store experience** for customers.

AR & VR allows both the physical and digital worlds to exist in retail, creating a **seamless** consumer experience and helping brands to build clear **Omni-channel** touch points, addressing the needs of customers of all ages.

AR technology set up in-store to help customers find the right product quickly and increase the **ease of purchase**.

FEASABILITY

158 shops worldwide to help implement the **PHYGITAL** strategy.

Experience in conducting pop up shops and the use of AR technology, which can further enhance the digital enhancement of events.

Customer Journey Mapping

| | Pre Purchase | Purchase | Post Purchase |
|--------------------------------------|---|--|--|
| Pop-up shop | Direct access to products and attentive service | Placing orders with sales staff | Repair services available and provide souvenirs |
| QR code | Get 3D images and information about products on mobile phone screen | Offers the option to purchase quickly online | Free returns and exchanges |
| Virtual Fitting rooms mirrors | Preview how the product will look on the screen | Multiple purchase options and delivery options available | Free returns and exchanges |
| VR | Immersive interaction with products in a virtual world | Links for direct purchase | Audio of the event can be downloaded for re-watching and offers the possibility of engaging with the merchandise again |

Brand Concept Context

In an environment of accelerating digital and emerging technologies, consumers are turning to digital channels at an unprecedented rate. To support Dr. Martens' digital development, it was proposed that Dr. Martens use the metaverse to market the brand and enhance the consumer experience and interaction. The project aims to help Dr. Martens tap into a new market of virtual worlds and how to operate in that market, attracting new young consumers and increasing the immersive experience and loyalty of the brand's consumers, while helping to increase the value and awareness of the brand.

To support the development of the project it is proposed that Dr. Martens could start by releasing a digital collection as a first step into this market and subsequently create its own immersive space. The strategy has been conceptualised and is planned in detail as follows:

- Developing a strategy
- Creating a digital collection
- Creating a virtual space
- Marketing and promotion
- Monitoring and improvement

Brand Key issues:

- 1.Outdated traditional marketing strategies
- 2.Confusing target market





Strategic Objectives:

1. Increase awareness and brand marketing buzz among Gen Z and Gen Y
2. Increase brand stickiness, interaction, and online traffic to this target group
3. Drive sales of the brand's products



Justification:

The metaverse is driven by technology and the needs of digital natives, and brands need to create diverse marketing channels to adapt to the ever-changing market landscape. For digital natives, digital technology is fast becoming second nature and they are also the most dominant players in the metaverse. For Dr. martens, having a unique heritage and a wide range of consumers, who often share the same preferences, can be used in building common communities, which will increase the brand's stickiness to the consumer base. In addition to this, the brand's content can be carried and expressed through new technological content, providing consumers with immersive interactive experiences and consumption opportunities. Metaverse marketing is more creative and flexible, and is the best way for brands to grow and engage with younger consumers.



Innovation-

Integrating Fashion Technology In Fashion Product Development

Brand Concept

In response to the growing consumer interest in interactive value co-creation and the functionality of smart clothing, Dr. Martens is recommended to optimise its existing product strategy with fashion technology. Innovative technologies are used to revolutionise out-of-date product development and the issues of counterfeit products.

To support this idea, experimental designs for new product development utilising fashion technology have been conceptualised. The concept explores the possibility of using fashion technology to upgrade the functionality of footwear products, anti-counterfeiting and online customisation of bespoke garments, aiming to meet the diverse product needs of consumers across all generations through innovation.

Output Visualisation

Anti-Counterfeiting with RFID Technology

In the App developed by Dr. Martens, consumers will be able to conduct RFID Scanning to verify the authenticity of the product by scanning the brand's iconic heel loop with their mobile phone camera.

The App also displays manufacturing information about the product.

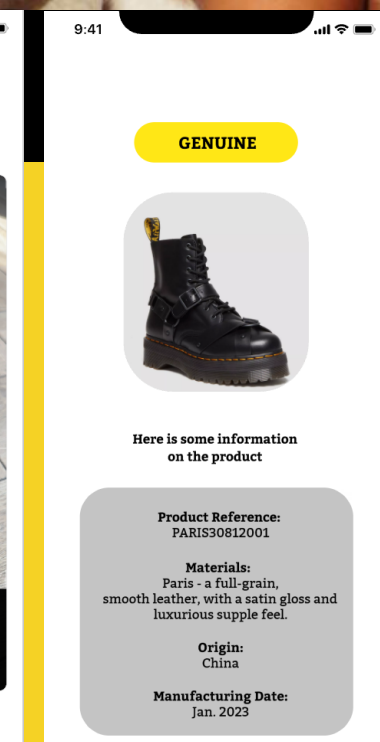


Fig1. Dr. Martens App

Fig2. RFID Scanning

Fig3. Verification of Authenticity



Fig4. Pressure Sensor and Acceleration Sensor

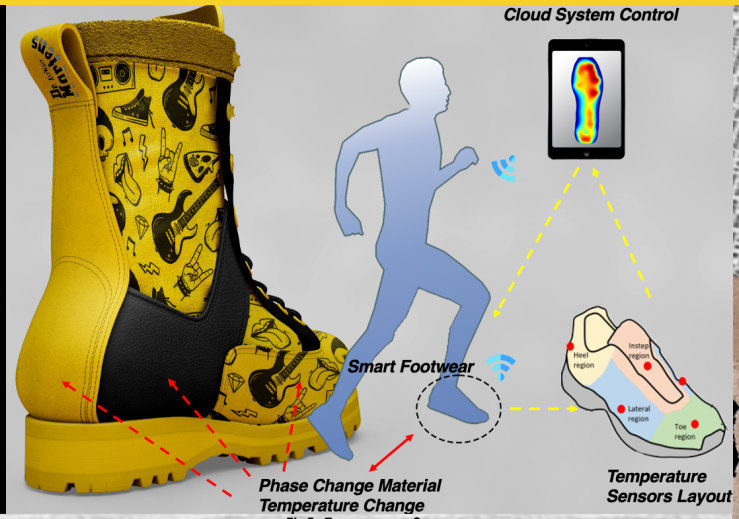


Fig5. Temperature Sensor

Functional Upgrade of Footwear with Sensor Technologies

A pressure sensor and an acceleration sensor are incorporated into the footwear, allowing the airbag to shrink by monitoring the pressure changes during human movement, thus achieving adaptive adaptation of the insole.

A temperature sensor is added to the footwear, which transmits the data to the cloud for calculation, and controls the temperature of the internal climate of the footwear by controlling the changes in the phase change material.



Fig6. 3D Body Scanning

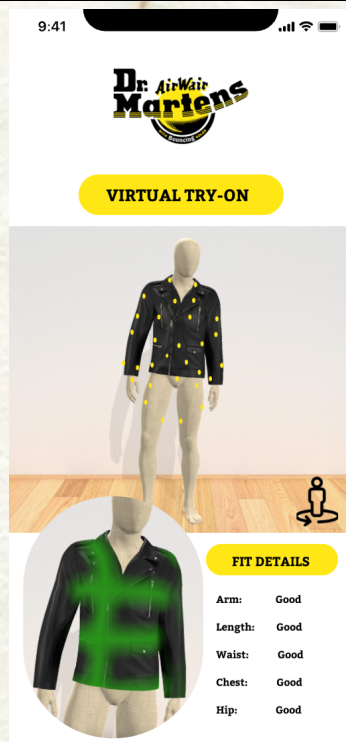


Fig7. Virtual Try-on

Online Customised Bespoke Clothing Development

Inside the Dr. Martens App, users can take online body data measurements and visualise body data with 3d software to help with the production of customised clothing.

Also, users can try on and test the fit of customised garments online based on visual data.



Justification

The experimental design of new product development with fashion technology includes several key themes of intelligence, functionality, interactivity and personalisation that create an emotional connection with the consumer, and by doing so, brands can achieve the following product strategic objectives:

- To meet consumers' expectations of value in terms of fashion and functionality
- Reduce the negative impact of counterfeit products on brand value
- Focus on sustainable growth and long-term brand value

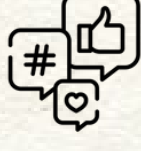
The product innovation strategy is in line with the Dr. Martens overall direction of Interaction, Resonance and Innovation, together with the demand-driven development of tactics to ensure the overall effectiveness, coherence and profitability of the product strategy.

JINGWEN LU
10743436

STRATEGIC OBJECTIVES:

- Revitalise stagnant product development
- Improve transparency and sustainability of the production process
- Create a more sustainable and innovative brand image

IDENTIFIED BRAND ISSUES:



Lack of dynamic marketing strategy



Stagnant product development



Conflict of values



Indistinct sustainability

(Issues to be solved in this project)

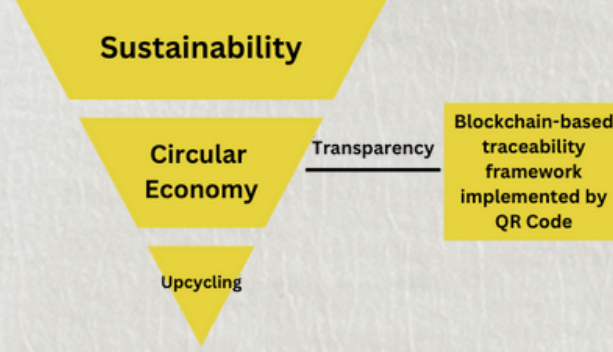


Counterfeiting emerges in endlessly



Messy omnichannel retail atmosphere

ACADEMIC UNDERPINNING:



TARGET CONSUMERS:

- INDIVIDUALISTIC & REBELLIOUS
- ENVIRONMENTALLY & SOCIALLY CONSCIOUS
- DIGITAL NATIVES



90% of Gen z and millennials are dedicated to reducing their impact on the environment (Deloitte, 2022)



58 % of Gen Z say they are willing to pay more for individualistic offerings.



BRAND CONCEPT CONTEXT: UPCYCLING STRATEGY

Following the CE principle, upcycling strategy will be adopted, which use the deadstock and leftovers to re-design and re-make products that gives each wearer a unique pair. The upcycling process turns waste into value to get maximum use and minimal waste, and hence achieve sustainability.

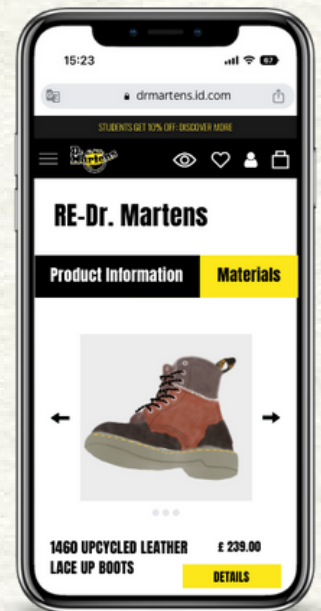


AIDED TECHNOLOGY: BLOCKCHAIN TECHNOLOGY



Blockchain technology (BCT) implemented by QR code is proposed to aid the upcycling strategy, aiming to improve transparency and traceability of the supply chain and product lifecycle.

To know the story of the product, along with material and product data with just a scanning.



JUSTIFICATION

The concept of upcycling strategy aided by blockchain technology, by reusing deadstock and inalterable blockchain can effectively solve two main issues for Dr. Martens:

- Product issue: Stagnant product development
- Sustainability issue: Indistinct sustainability

and hence better respond to market trend and consumer needs:

- Need for innovative and individualistic product
- Corporates' sustainable and socially conscious practice

and thus thrive in the competitive fashion industry.

Although costs may rise, consumers may be hesitant to buy due to the higher price of the product. In general, however, Dr. Martens will profit in the long term, as it aligns with the key market trend. Sustainable, innovative, individualistic and high-quality products, along with traceable and transparent product information, will effectively win the hearts of young consumers and lead to success.



OMNICHANNEL PERSONALISATION



NAME : YUXIAO LIU
ID : 10713642

To assist Dr. Martens in improving its omnichannel development, we propose to personalise the omnichannel for Dr. Martens by improving online marketing through the PHYGITAL strategy. In particular, the integration of the PHYGITAL concept changes the entire process. The concept explores a new and viable omnichannel personalisation strategy based on PHYGITAL and online marketing, which includes a complete process such as live streaming, blockchain, etc. It is specifically designed to improve the omnichannel development of Dr. Martens, increase its competitiveness in the current market and meet the needs of its target consumers.

CONCEPT

OUTPUT VISUALISATION



Starting from Promotion, live sales, blockchain and big data technologies are integrated into online marketing and eventually fed back to Promotion to optimise it based on blockchain and big data results, forming a closed loop. The process exemplifies how various technologies and methods can be integrated through the PHYGITAL strategy to improve online marketing and personalise omnichannel development. This new ecological process will help Dr Martens solve the confusing omnichannel story it is now facing.

JUSTIFICATION

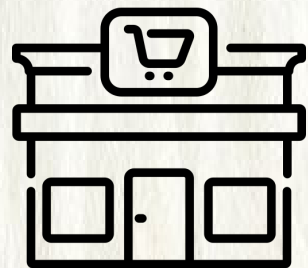
STRATEGICS OBJECTIVES FOCUSED ON:

Solving the Dr. Martens Omnichannel Confusion

A new marketing strategy to attract more consumers

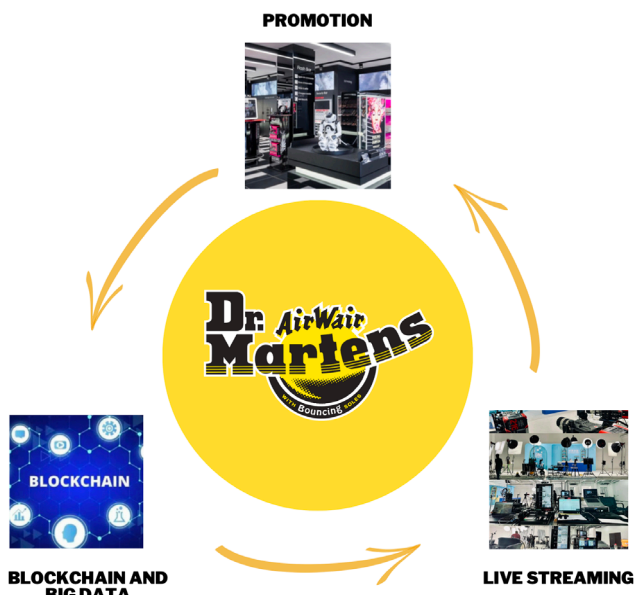
How to improve online marketing through channels such as live streaming

BRAND ISSUES



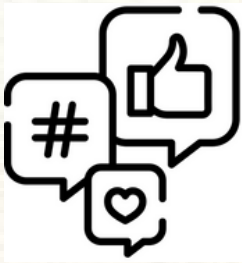
MESSY OMNICHANNEL RETAIL ATMOSPHERE

ECOLOGICAL FLOWCHART



Live sales and promotions by joining PHYGITAL's strategy can help Dr. Martens engage directly with consumers and obtain feedback to meet the needs of community members better. Big data and blockchain technology also help analyse consumer behaviour to provide personalised recommendations and services, further enabling community-oriented sales strategies.





Key brand issue:

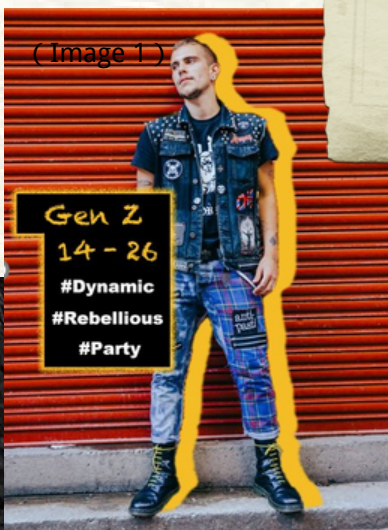
The lack of a dynamic and aesthetic marketing strategy for Dr. Martens at this stage and the failure to keep up with the latest digital media marketing techniques can lead to outdated or confusing perceptions of the brand (Irene, 2017), slowing down the brand's development (Erskine, 2022).

Strategic concept:

In order to help Dr. Martens re-engage with consumers on social media, we recommended that the brand adapt its strategy to address the brand's outdated and uninspiring marketing techniques and create a new marketing style. This strategy is dominated by digital marketing, with a virtual influencer as the face of Dr. Martens, called personality marketing, to increase the brand's social media appeal and fan interaction rate. In terms of digital marketing, user profiling through the use of big data, together with the use of SEO to increase brand exposure, combined with feedback from both approaches to optimise the strategy, thus continuously optimising the marketing strategy for the virtual image.



(Image 1)



Gen Z
14 - 26
#Dynamic
#Rebellious
#Party

Target consumer:

14-26: generation z

- They are energetic, rebellious and free spirits.
- They want to be fresh from the brand.
- They are active in social media and like to try new things. The use of digital and technology appeals to them to a large extent.

Academic Grounding:

Virtual influencers

Big Data

SEO

Digital
Marketing
Anti Xu
10710764



Strategic objectives focus on:

1. Virtual influencers re-engage consumers' attention
2. Data-driven optimisation of marketing strategies
3. SEO (engine optimization) optimization to increase brand exposure

Recommendation:

PERSONALISED MARKETING

VI :

1. Personalised marketing: AI technology is used to generate Virtual Influencers (VI) who become the face of the Dr. Martens brand. Social media accounts are set up for this avatar and content is posted to engage consumers and enhance brand image and awareness.

DIGITAL MARKETING

Big Data :

2. Collecting the big data from these personalised marketing campaigns gives brand detailed information about brand's target audience and allows them to analyse the data to help optimise VI and social media marketing strategies. Accurate marketing with Big Data.

SEO :

3. Based on the information obtained from the Big Data analysis, SEO is applied to optimise social media content to increase exposure, for example by optimising to improve the ranking of social media platforms in search engines.

Justification:

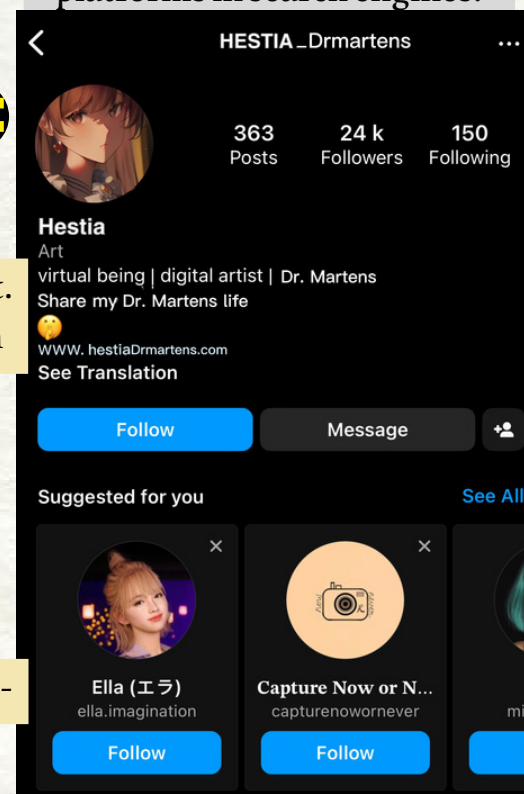
A strategic adaptation to the outdated and lacklustre marketing techniques of brands in today's highly competitive fashion market. Through research and planning, the theme of digital marketing on social media is used for personalised marketing and digital marketing to appeal to the digital natives led by the Generation Z consumers.

1. Social media appeal

2. Data-driven brings optimisation

By implementing this comprehensive digital marketing strategy, Dr. Martens will stand out on social media, emphasising a more up-to-date digital identity to attract more target customers.

(Image 2&3: Diagram of Dr. Martens' virtual spokesperson instagram account)



ANTI XU
10710764

YUXIAO LIU
10713642

YU LI 10588176

JINGWEN LU
10743436

YIYI ZHOU
10718261

JIANYANG ZHONG
10737716

