

ASOS.

**REFOCUS
CONSIDERED
INNOVATIVE**



Strategic Brand Development.

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EXECUTIVE SUMMARY.

'In previous years, ASOS were renowned for their effective e-commerce model. They were one of the first fashion brands to capitalise on celebrity and influencer culture. 'As Seen On Screen' (ASOS) successfully emulated a-list looks and made them accessible for the mass market.

However, the brand have lost desirability due to a confusing product offering and a gap between new consumer motivations and brand operations.

The strategic brand development report details a proposed new mission statement of:

"Empowering style. Enhancing sustainability. ASOS: Where trends meet responsibility, setting the standard as the number one choice for fashion-loving Gen-Z." (Authors Own, 2024).

This is justified due to macro and micro environmental factors revealing the new opportunities for long-term strategic success.

BRAND ISSUES.



High Level of returns.



A demand in transparency.



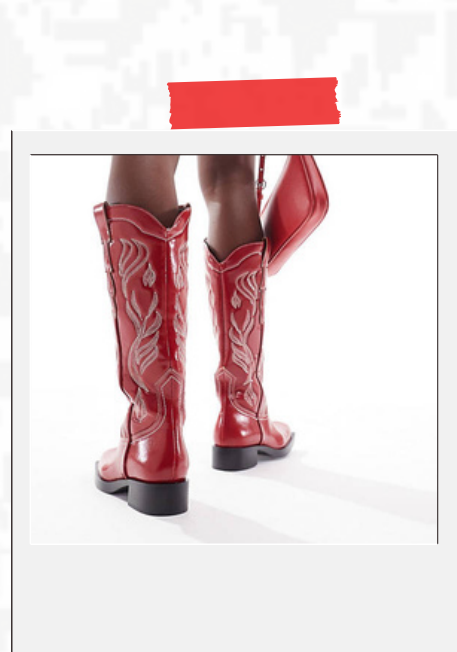
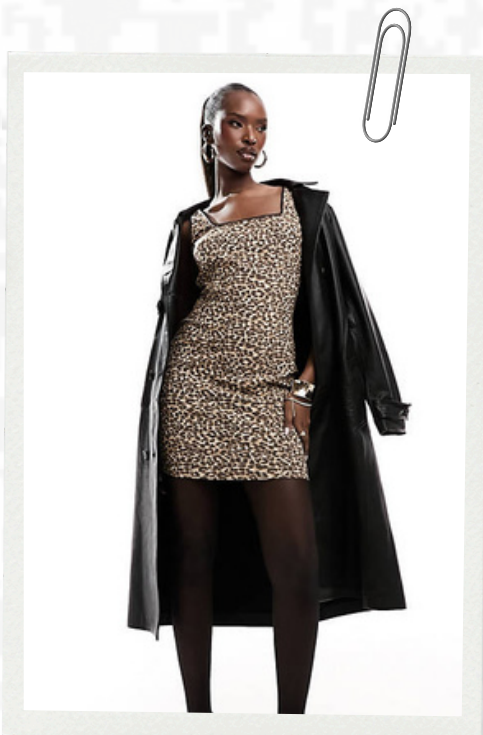
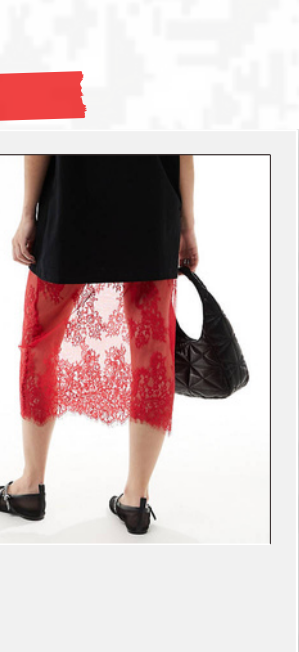
Not adapting to Digital Advancements.



Demand for physical shopping spaces.



Overproduction leading to surplus stock.



EXECUTIVE SUMMARY.

2023

STRATEGIC TIMELINE.



Immersive Physical Touch-Points



Enhance Digital Innovation



Improve Supply Chain Sustainability



Refine Product Range



Implement Sustainable Practices

FUTURE

REFOCUS.

CONSIDERED.

INNOVATIVE.

STRATEGIC FIT.

The SAF model has been used to determine the suitability, acceptability and feasibility of the proposed strategies:

S	Strategies fall in line with shifts in consumer behaviour and will improve stakeholder relationships and experiences.
A	Consumers have shown interest in proposed strategies and brand issues are in need of high - priority change.
F	ASOS have strong existing core competencies including an ESG team and an app that can positively influence strategy success.

SAF Evaluation Tool (Johnson and Scholes, 2017)



EXECUTIVE summary

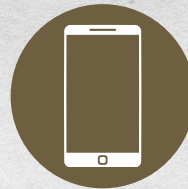
Objectives.

- **Redefine** the ASOS consumer by offering more **targeted** marketing and promotion.
- Introduce **innovative** experiential retail shopping.
- Promote **technological initiatives** within their marketing campaigns and within their retail spaces.

Two main issues.



Demand for physical shopping spaces.



Not adapting to Digital Advancements.

Key campaign messages.

- Temporary retail spaces to launch April 2025.
- Pop-Up locations will coincide with **popular student cities**.
- The product offerings will be refined to target **Gen Z**.
- The collections in store will focus on **womenswear** and **gender neutral** pieces.
- The stores will be curated to allow for **social media hype** and strong **word-of-mouth marketing**.
- The introduction of **physical touch points** aim to combat the two main issues.
- The eventual goal of this strategic development is to **foster strong customer relations** and to **reduce their brand offering** to enable more efficient and successful future campaigns.



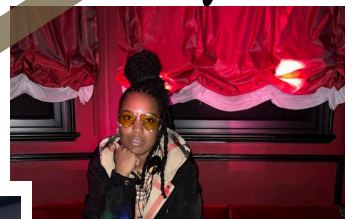
Playful



The Pop-Ups will be a physical embodiment of ASOS. They will reflect key traits of the brand; inclusive, fun, and bold.



fun



The Pop-Ups and the promotion will be targeted for Gen Z. There will be a strong focus on social media and its engagement.



innovative

This report suggests the launch of multiple **immersive** pop-up shops in order to tackle multiple of ASOS' issues (these issues were identified in the Strategic Brand Report (2024)). The suggested objectives within this report demonstrate and justify how ASOS can mitigate these issues. The foremost goal of this retail strategy is to **promote** and **re-introduce** ASOS to it's refined target market. The immersive and experiential retail spaces will **personify** the brand and will reinforce its **fun persona**. This allows the consumer to enter the 'ASOSphere: Where Shopping Meets Party...' The party aspect of the pop-ups will allow ASOS to **grow relationships** with their current consumer, as well as allowing them to **foster new relationships**. The pop-ups will be a **celebration** of the brand and the consumer. This will appeal to Gen Z and will grow and improve their **digital innovations** and their **lack of physical presence**. Introducing physical spaces will allow ASOS to **redirect their attention** to the emerging consumer. Pop-up stores have proven success, and the future ASOS consumer demands **physical touchpoints**. The **resurgence of the high-street** demonstrates the suitability for pop-up shops to solve these key issues.

The immersive pop-up shops will have **atmospherics** and **interior style** that align with the ASOS consumers' preferences. These preferences will coincide with the brands' **new ethos**.



ASOSphere: Where Shopping Meets Party...

Justification.

Post-Pandemic retail has seen a shift from e-commerce back into the **resurgence** of the high-street. Introducing a physical presence allows ASOS to stand as a front-runner for both online and IRL (in real life). **Immersive** spaces will allow ASOS to shift negative brand perceptions and re-introduce a **fun** but **conscious** brand ethos. The pop-ups will increase their brand awareness, gain new consumers, boost engagement, increase sales, engage and create meaningful connections. Creating a playful immersive experience allows ASOS to **differentiate** and stand out among their competitors. It also generates social media **hype** and increases word-of-mouth marketing. "For Gen Z, it's about seeking experiences worthy of sharing across social platforms." (www.linkedin.com, n.d.). Gen Z places a lot of value on **aesthetics**. Immersive spaces will attract crowds. The interior of the space will be curated to allow for selfies and images to be shared across social media. "In the era of experiential retail, it's not just a store visit; it's about **shaping memories that resonate far beyond the four walls**." (www.linkedin.com, n.d.). The immersive space will capture the **essence** of ASOS. The shopping landscape, according to Westfield's latest report 'How We Shop: The Next Decade', will undergo '**radical transformation**'. It forecasts a significant shift as over 60% of retail space will be dedicated to experience, rather than the products. 81% of consumers expressed a willingness to pay more for a **retail experience over traditional shopping**. "Amidst the digital age, there's also a growing need for physical spaces where consumers can connect with people, providing a **touch of the tangible in our increasingly virtual world**." (www.linkedin.com, n.d.).

SAF Matrix.

Suitability	<ol style="list-style-type: none">1. Allows ASOS to establish themselves as innovative within a highly saturated market.2. Improves customer relations by introducing a strong physical presence3. Improves the customer shopping experience by introducing fun and immersive spaces.
Acceptability	<ol style="list-style-type: none">1. Increased brand loyalty among fickle consumers. Prolonged retention of consumers and repeat consumers.2. Higher social media engagement.
Feasibility	<ol style="list-style-type: none">1. Strong online brand presence, minimises risk.2. Allows for further brand and influencer collaborations.3. Pop-up shops have proven successful for competitors, such as, PrettyLittleThing, SistersandSeekers, etc.

REFOCUS

...on the new and emerging ASOS consumer. Understanding the motivations of their target market will help them successfully target their market and thus gain competitive advantage.

CONSIDERED

... business practices to help ASOS elevate their brand positioning and elevate the consumers perception. Thorough and justified strategy to grow the brand.

INNOVATIVE

... experiential retail spaces that allow the consumer to immerse themselves within the 'ASOSphere'. This will help elevate perception and build rapport with the consumers creating higher brand loyalty.

EXECUTIVE SUMMARY.

ASOS' SUSTAINABILITY PRACTICES ARE NOT GOOD ENOUGH.

In 2023, ASOS were scored poorly on sustainability practices by the world's leading fashion brand rater 'Good on You'. This has been explored along with information extracted from the SWOT analysis (Strategic Group Report, 2024) which has revealed the brand must **undergo radical change to gain genuine sustainable credentials:**



ASOS follow a damaging and unsustainable fast fashion model.



Their previous sustainable range, the Conscious Collection, was pulled for greenwashing concerns (Robertson, L. 2023).



ASOS aren't in line with recent influx of fashion – related legislation.

Brand issues are met with stark realities from consumers and governments alike. These have revealed **demand for sustainable shopping** is dramatically on the rise, and **industry pressure** to adopt sustainable practices is heightening:



72% of consumers are buying more environmentally friendly products than they were 5 years ago (Accenture, 2019).



Transparency is increasingly valued by consumers (Staafgard, L. 2024).



Industry culture is fuelling the triple planetary crisis (UN Environment Programme, 2022).

PROVIDE TRACEABILITY THROUGHOUT THE SUPPLY CHAIN.

DESIGN WITH GARMENT END OF LIFE IN MIND.

PROVIDE END OF LIFE OPTIONS FOR GARMENTS.

Objectives based on three critical areas (Authors Own, 2024).

In order to remain desirable to consumers and stay in line with governmental expectations, ASOS must take meaningful action to improve their sustainability practices. Now is the time for the brand to **reintroduce their Conscious Collection** with genuine ethical credentials. To ensure successful relaunch, objectives have been developed focusing on three critical areas.

Strategic Fit.

Stakeholder satisfaction is ensured with **reinvestment** into sustainable avenues as long as ASOS plan ahead to determine a measurable vision (Harris, L. 2020).

0 - 1 YRS

Research / Consideration of business capabilities.

1 - 5 YRS

Implement proposals and release Conscious Collection.

5+ YRS

Assess overall processes and implement practices across all ASOS ranges.

S.

- Most shoppers value sustainability.
- Negative environmental impact is minimised.
- The linear economy is being rejected.

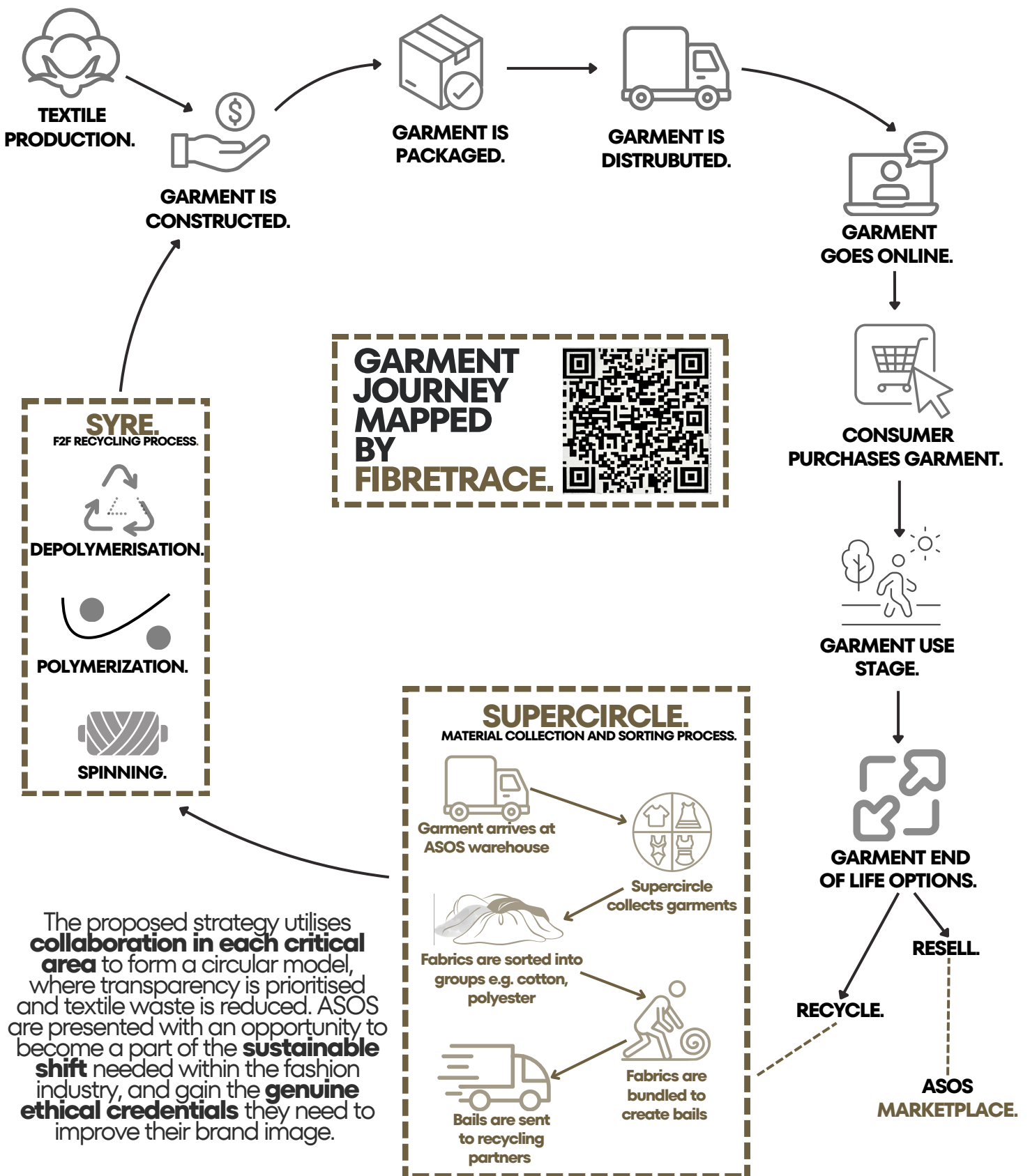
A.

- Closing the loop holds revenue opportunities.
- Stakeholders will be satisfied.
- Supply chain risk is minimised.

F.

- ESG team who prioritise CSR.
- High profit needs reinvesting.
- Consumers will be sustainably shopping long - term.

SAF Evaluation Tool (Johnson and Scholes, 2017).



Predicted benefits:

Competitive edge through technological innovation.

Increased worker safety.

Decreased reliance on fossil fuels.

Increased avenues of revenue.

Achieving circularity.

Stakeholder satisfaction / empowerment.

EXECUTIVE SUMMARY.

02

Rebrand as Sustainable and Promote Transparency

03

Enhance Customer Experience Through Digital Innovations

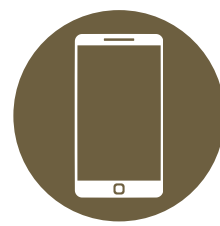
This report explores the implementation of digital innovations in order to solve **three** of ASOS' issues, found in the Strategic Brand Report (2024). The objectives within this report will be aimed towards ASOS' aspirational consumer and has a focus on **enhancing their shopping experience**. The current fashion industry is constantly evolving and becoming increasingly competitive. Digital innovations are essential in **driving sustainable practices** and engaging with the consumer. As ASOS is a fast fashion brand, it often has **negative consumer perceptions** surrounding environmental practices, implying the importance of rebranding with a focus on sustainability and transparency. Four digital implementations will be explored in this report; Augmented Reality, Artificial Intelligence, 3D Model Tool, and Blockchain Technology.



High Level of Returns.

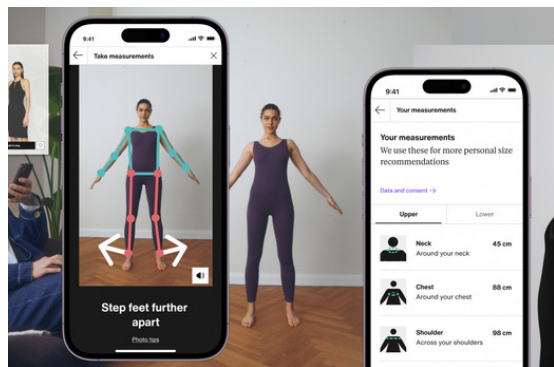


A Demand in Transparency.

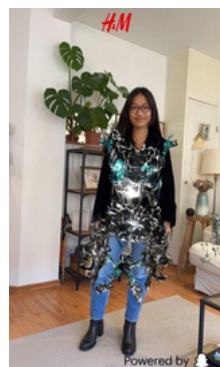


Not Adapting to Digital Advancements.

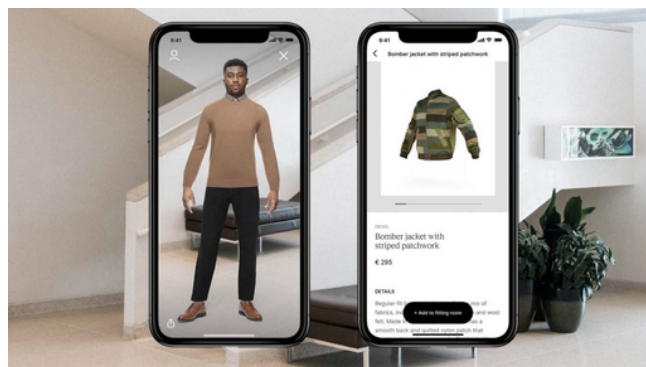
Industry Research



Zalando Body Measurement Feature



H&M on Snapchat



Hugo Boss Virtual Try On

Why transparency and sustainability?



71% of global consumers want companies to deliver personalised communications and products, and 76% are unhappy with when this is not offered (BoF Team, 2022).



Almost half of online shoppers agree that it would be helpful for retailers to use size recommendations tools (Mintel, 2023).



58% of online shoppers argue that difficulty judging an item's fit is a barrier to shopping online and 37% agree that a further barrier is difficulty visualising whether an item will suit them. (Mintel, 2023).

Why improve the consumer experience?



54% of Britons view sustainability as an important factor to consider when shopping (Mintel, 2023).



63% of surveyed consumers consider a brands promotion of sustainability as an important purchasing factor. (McKinsey, 2020).



Gen Zs, who are the main high intensity fashion buyers, stand out as returning the most fashion items (Mintel, 2023).

Justification

Digital innovations allow for 'enhanced customer experiences by providing new services (e.g., personalization) and transporting people in imaginative, gamified, and immersive contexts' (Silvestri, 2020). Thus, digitally innovating can create a more **enjoyable** shopping experience for consumers, through personalisation and virtual try ons, resulting in ASOS gaining **competitive advantage** in the market and increased **brand loyalty**. These innovations will also make the consumer shopping experience more efficient through **reduced returns**, by acting as a solution to the barrier of difficulty judging an items fit when shopping online. Clothing returns have **negative environmental implications** due to the transportation and potential waste, as well as being time consuming for the consumer and expensive for the brand. Thus, using digital innovations to reduce returns will better the consumer shopping experience and assist ASOS in rebranding as sustainable. Digital innovations will also ensure ASOS is **transparent** by offering information to the consumer regarding the production of garments. This will reduce the risks of greenwashing accusations and create consumer trust, resulting in **repeat purchases** and increased profitability for the brand.

SUITABILITY

- 1.Beneficial for ASOS to improve the consumer shopping experience through personalisation.
- 2.Provides the brand with an opportunity to stand out against competitors in the highly saturated market.

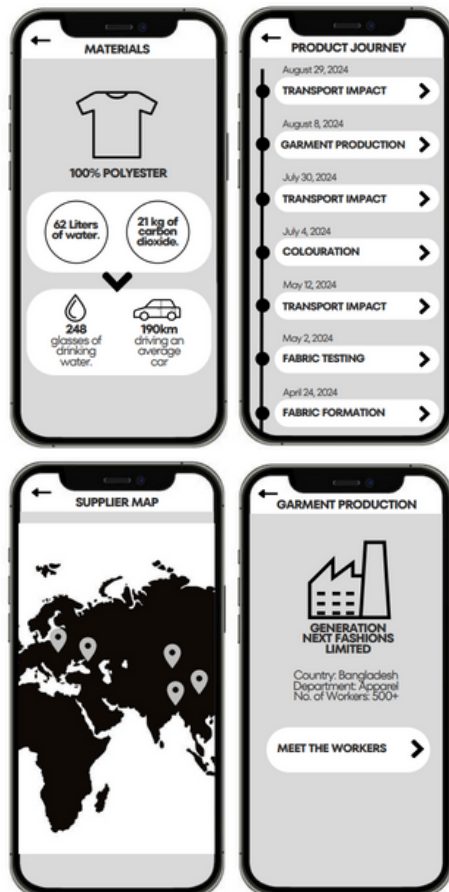
ACCEPTABILITY

- 1.Reduced returns for the brand, which have negative environmental implications.
- 2.Purchasing more personalised for consumers resulting in brand loyalty.

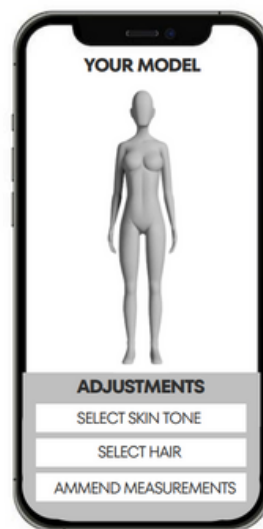
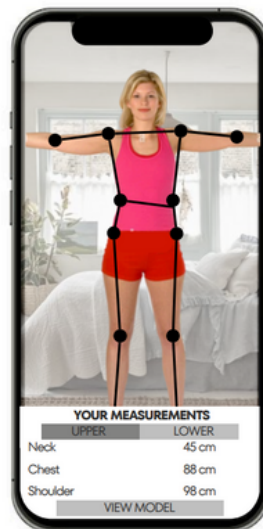
FEASIBILITY

- 1.ASOS already has an established app and website.
- 2.Can create partnerships with technology specific companies.
- 3.ASOS has trailed a 'See My Fit' feature and offers some aspects of personalisation through 'You May Like'.
- 4.Other brands, such as Zalando, have successfully implemented digital innovations.

Simplified SAF Matrix



Strategic Implementation



ASOS 3D Model Tool Implementation Example



ASOS Blockchain Technology Implementation Example

REFINE AND REDEFINE

The Product Assortment

BRAND ISSUES

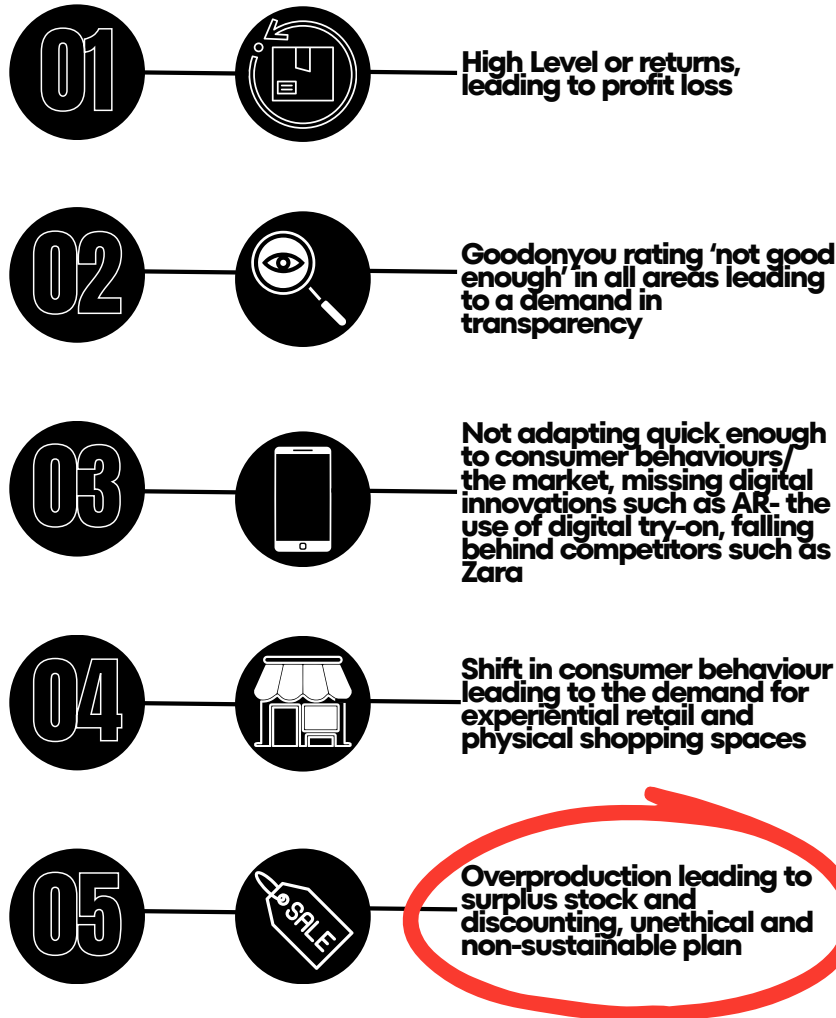


Figure 1: Strategic brand report brand issues, (Strategic Report, 2024)

Retailers, social media and fast-fashion have directly resulted in the **overconsumption** of fashion products as their drive for profit resulted in **overproduction of cheap and convenient clothes**. ASOS have been labelled as **unsustainable** through not only current consumers in primary research surveys, but also by their significantly large product assortment range that has nearly **3 million products in ASOS Design alone**.

This oversupply of products leads to **multiple issues for the brand:**

-  Expensive inventory costs for surplus products
-  Negative brand image
-  Contribution to huge global waste issue
-  Difficulty in applying effective sustainable practices e.g. recycled material
-  Retaining customer engagement



Refine Product Range

Aims:

REDESIGN- the product assortment to meet the aspirational consumer demands

REDESIGN- the business model of ASOS to produce less but higher quality

REDESIGN- the consumer mindset to "buy less but buy better"



- Emphasises the impact of all sustainability activities
- Aids all proposed strategies
- Meets consumer's sustainability demands



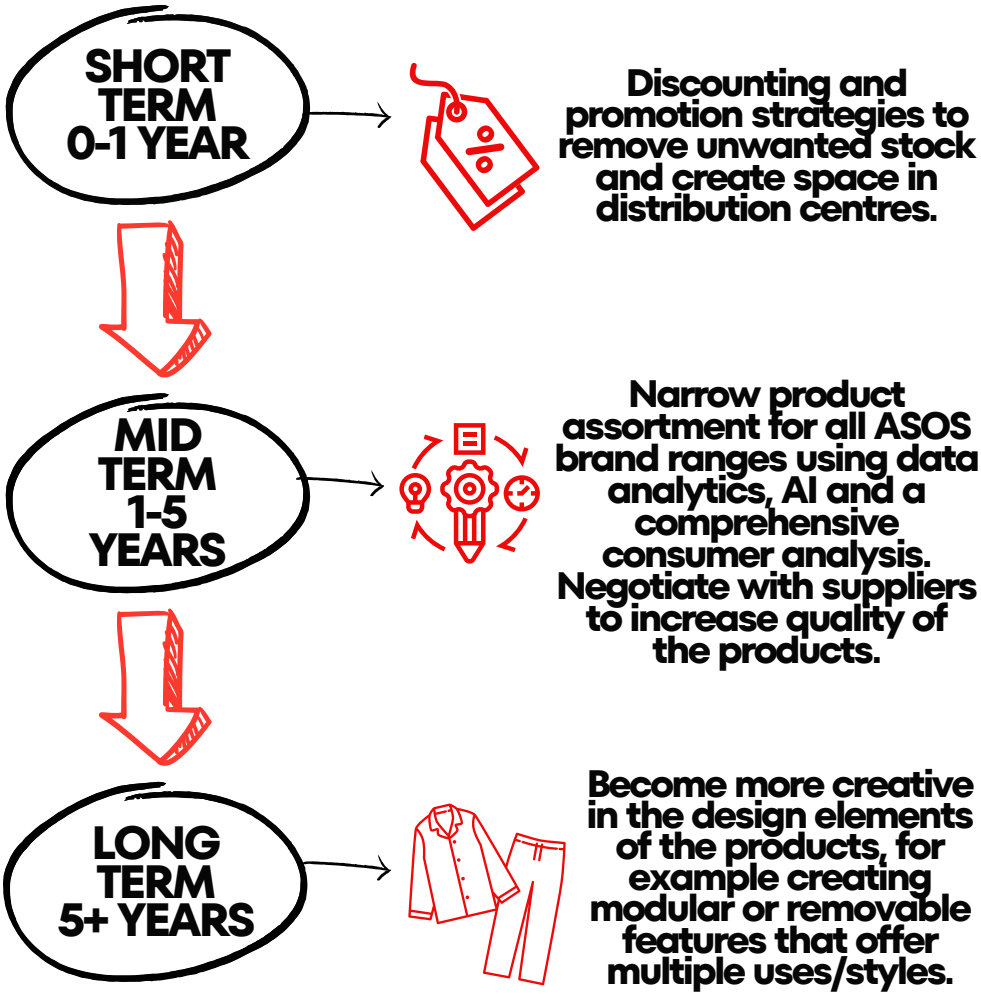
- Waste in production and inventory is reduced
- Multiple stakeholder satisfaction
- Low risk as huge investment is not needed in the beginning



- Utilises current core capabilities and resources
- Profit saved can be reinvested on quality levels
- Puts less pressure on supplier to provide large amounts, creating a closer relationship

Collaborating all teams within the the product development process allows ASOS to gain a more comprehensive understanding on how to refocus their product ranges to meet the latest consumer demands, which also includes committing to a more sustainable approach in fashion retailing. Utilising AI and their vast data analytics, ASOS can accurately forecast both styles and quantities to prevent overproduction, in turn gain more profit and a refocused identity that connects with the desired consumer.

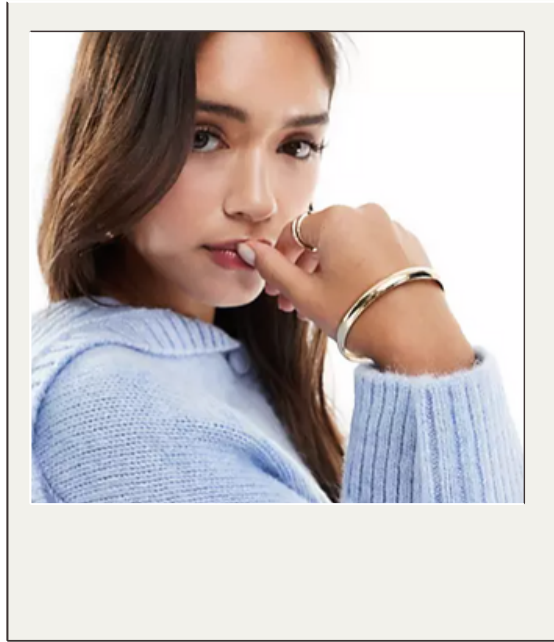
A selection for an ASOS Design product range has been created to demonstrate how the brand should apply trends, their updated consumer research and awareness for the external environment.



RANGE PLAN



Figure 2: Short, medium and long term strategies for improving the product assortment, (Author's Own,2024)



"No matter how much innovation or money brands pump into solutions [such as textile recycling], we won't be successful if we don't slow down."

Figure 3: ASOS Design product assortment selection, (Author's Own,2024)

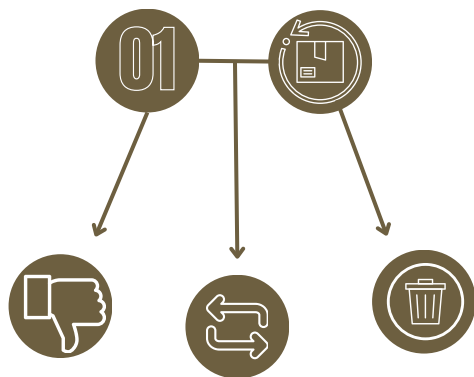
Liz Ricketts, the Or Foundation (Tonti, 2024)

EXECUTIVE SUMMARY

OVERVIEW

This report aims to **address identified group pain points**, specifically in the sector of returns and delivery, through **strategic objectives** that will be aimed towards a new, eco-conscious **aspirational customer**, with customer engagement at the heart of strategic implementation. These objectives will enable the creation of a commercially reusable packaging of which a 3D printed prototype has been created. The benefits of this are that the reusable nature reduces not only waste in the returns process, but shifts ASOS towards a **circular model**, extending the life cycle of both packaging and textiles through the linked strategy of a textiles waste recycling scheme for monetary reward, facilitated by the reusable packaging in which customers can return old ASOS product.

PAIN POINTS



Low consumer satisfaction in returns process

Low consumer loyalty

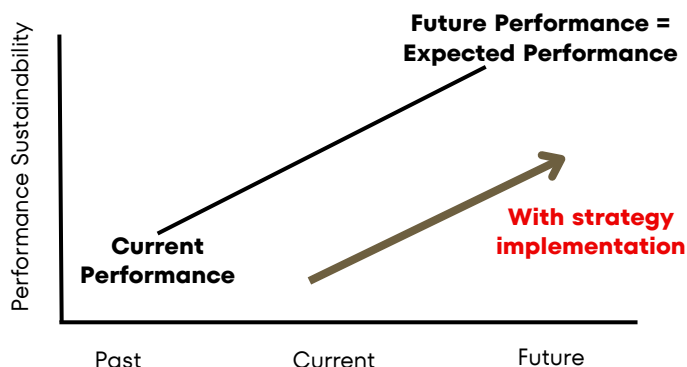
High packaging and textile waste in supply chain

STRATEGIC OBJECTIVES



STRATEGIC RELEVANCE

The proposed strategy will **'close the gap'** between current and expected performance by utilising industry best practice insight to create innovation, changing negative consumer perceptions of ASOS' sustainability status through tangible waste reduction, focusing on the factors of people, planet and profit in implementation. This is relevant due to the growing consumer concern of **fast fashion's impact**, and an identified need to stay ahead of competitors as **market shifts** driven by **new legislation** occur.



STRATEGIC OUTPUT



REFOCUSING

objectives away from profit.

CONSIDERATION of the impact waste has on the environment.

INNOVATION to create a circular model.

STRATEGIC JUSTIFICATION

Damaging external factors identified within the Strategic Brand Group Report 2024 emphasise a need to differentiate away from profit-driven performance methods to gain competitive advantage. Additionally, process modelling analysis has been undertaken so that these objectives can be **implemented efficiently** alongside wider company mission, utilising existing capabilities and resources to **reduce risk**.

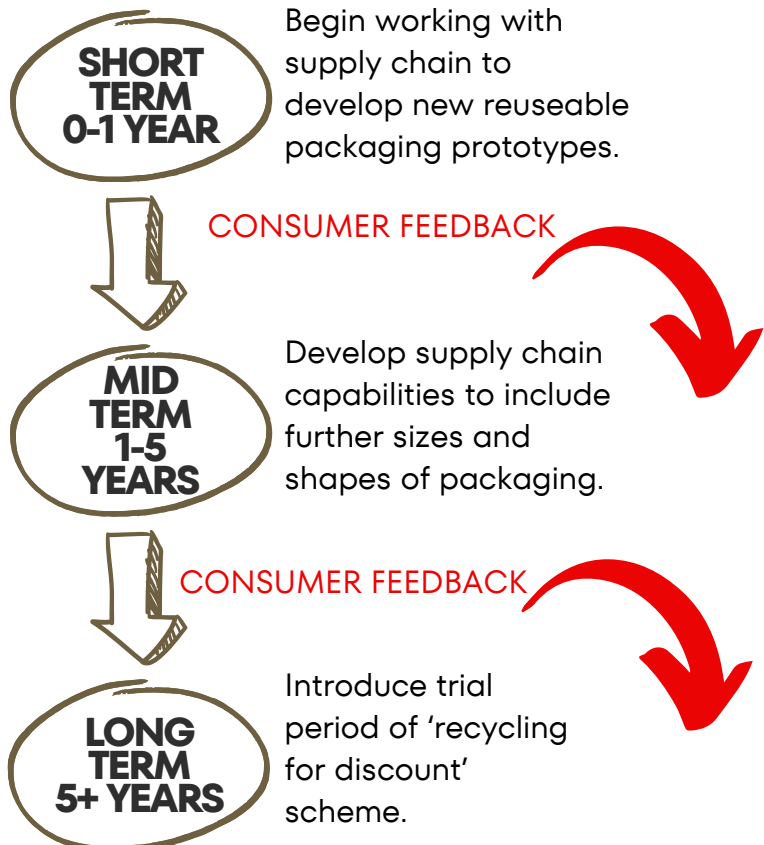
SAF MATRIX

SUITABLE with company mission.

ACCEPTABLE to all stakeholders.

FEASIBLE in proposed implementation timeline.

STRATEGIC TIMELINE





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ASOS.