



(Design Scene, 2019)

CELINE

Fashion Business, Communication & New Media -
Year 2, Class 2 Element 2

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EXECUTIVE SUMMARY

Fashion has always been a way to express emotions, to tell a story, and to express artists thoughts. This report will review storytelling in fashion, and the importance it holds within the industry and the consumers' eyes. An analysis of Celine and its competitors, including customer segmentation and an overview of the womenswear market. As well, this report includes a proposal for the new marketing strategy and advertising campaign for the Celine AW20 Collection, with a mockup for the social media pages as well a short video of the campaign. This report will also analyse the budgets and marketing strategies and will conclude with recommendations.

RESEARCH METHODOLOGY TABLE

Research Method	Description	Type of Research (Qualitative, Quantitative, Primary, Secondary)
Interview	Interview with Natalia Zgurovska- Worldwide retail merchandising manager for Celine.	Primary Research
Questionnaire/ Survey	Questions have been sent out to the target audience in order to gather information and insight. I have gathered 51 answers from different demographics.	Primary Research
Focus Group	Targeted questioning within a small group.	Qualitative Research
Online Research	Use of online resources and information, to gather as much data as possible.	Secondary Research
Offline Research	Use of books and published articles, as well as physical visuals for gather data and information.	Secondary Research
Industry Talks	Industry talks with key people in the fashion industry, used to gather insight and knowledge about the industry.	Primary Research



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(Design Scene, 2019)

CELINE

1. BRAND INTRODUCTION

The year was 1945, Celine Vipiana, not even 30-year-old at the time, has labelled her brand with her name. The brand started as a made to order shoe service for children, and later Vipiana's boutiques have spread through Paris. Not long after, she has created an "Haute Couture" collection for kids footwear, and with the success, extended to women's footwear.

During the 1960s, Celine created the first line of leather goods and accessories, before she moved towards the design of a "Sportswear" collection in 1968.

"At this time, Celine became to stand for the Idea of Parisian Chic, with savoir-faire and the finest quality materials" (Celine, 2020). Celine Vipiana remained the creative director of the brand until 1996 when LVMH acquired the brand for \$540 Million. LVMH has managed to take the brand to meet new heights of popularity. Following Celine Vipiana's death, Michael Kors was appointed the creative director. After Kors left the brand, followed two creative directors who were considered as unsuccessful, Roberto Merichetti, and Ivana Omazic. (Mame Fashion Dictionary, 2017)

In the year of 2008, the British designer Phoebe Philo was appointed to be the new designer. Philo focused on womenswear, materials and craftsmanship. She ultimately made Celine rise in the luxury market. After 10 years with the brand, Philo has parted with the brand and the spirit is held by the artistic director Hedi Slimane.

Celine's designs showcase the endless possibilities of French craftsmanship, celebrating heritage and history.

1.1. MISSION STATEMENT

Celine does not have an official mission statement. Researching style, designs, statement and storytelling, values and the core philosophy of the brand, the mission statement could be:

"The meticulous possibilities of French craft within the Celine wardrobe - to be synonymous with both elegance and creativity; to blend tradition and innovation."



1.2. FACTS



CEO
Severine Merle



Creative director
Hedi Slimane



150
Stores worldwide



channels
www.celine.com
@ Celine



Location:
16 rue Vivienne in the 2nd
arrondissement of Paris at
the Hôtel Colbert de Torcy

2. STORY TELLING IN FASHION

Fashion has always been a way to express emotions, to tell a story, and to express artists thoughts.

Fashion is a form of escapism for many, for the people who consume fashion and for the designers. According to James Warren, founder of Share More Stories, "Storytelling is a fundamental human experience that unites people and drives stronger, deeper connections" (Whitler, 2018).

Fashion brands who advertise to the public who they are, their values are and how they want their clients to be a part of their creative process and journey, helps the client feel closer to the brand and feel the authenticity of the company. Gaining authentic consumer engagement is best done through storytelling (Lundqvist, et al. 2013).

Fashion designers and fashion brands are developing the art of creating fascinating imagery and storytelling that instantly catch their client's eye.

In a BoF panel called "BoF and Disney on The Power of Storytelling" (2016), participated some of the industries most influential people. Imran Amed CEO of BoF, Geoffroy de La Bourdonnaye President of Chloe, Sandra Choi Creative Director of Jimmy Choo, Sussana Lau founder of Style Bubble and Sebastian Manes Buying & Merchandising Director of Selfridges. They were all emphasising on the importance of storytelling in their day to day. "Everything needs to start with a story. When I work on a collection, the story will give the framework - the beginning, the content and the end" said Sandra Choi. They have all had the power and experience of appealing through the power of strong storytelling, (Business of Fashion, 2016)

But how do you tell, and sell, a good story?





3. TARGET MARKET

3. 1 SEGMENTATION

Behavioural	Psychographic	Geographic	Demographic
Brand Loyalty- Loyal to loved brands, yet always tries something new and supports small designers. Favorite brands are Saint Laurent, Chloe, Burberry, Fendi, Isabel Marant, The Row and Celine	Lifestyle- Shopping behaviours are often influenced by influencers and social media, always look for classy and timeless pieces. Values- Conscious living, sustainability, high quality Interests - Fashion, Lifestyle, Technology Social Class - Working middle class.	Main Location- The 4 major fashion capitals - Paris, New York, Milan and London, As well as Los Angeles Population- Paris- 2.4M New York- 8.4M Milan- 1.3M London- 8.9M	Age- Generation Z and Millenials Gender- Female Nationality- Worldwide Ethnicity- Inclusive Occupation- Fashion, Business, Tech Income- £30,000-£85,000 Family size- Avg. 2 Kids.

3.2 TARGET CUSTOMER & MOOD BOARD

Celine's target consumer consists of Generation Z and the Millennials. Both generations are tech-savvy, they both grew up with technology in their hand, they both also know what it is like not have technology at all and enjoy the simple pleasures in life.

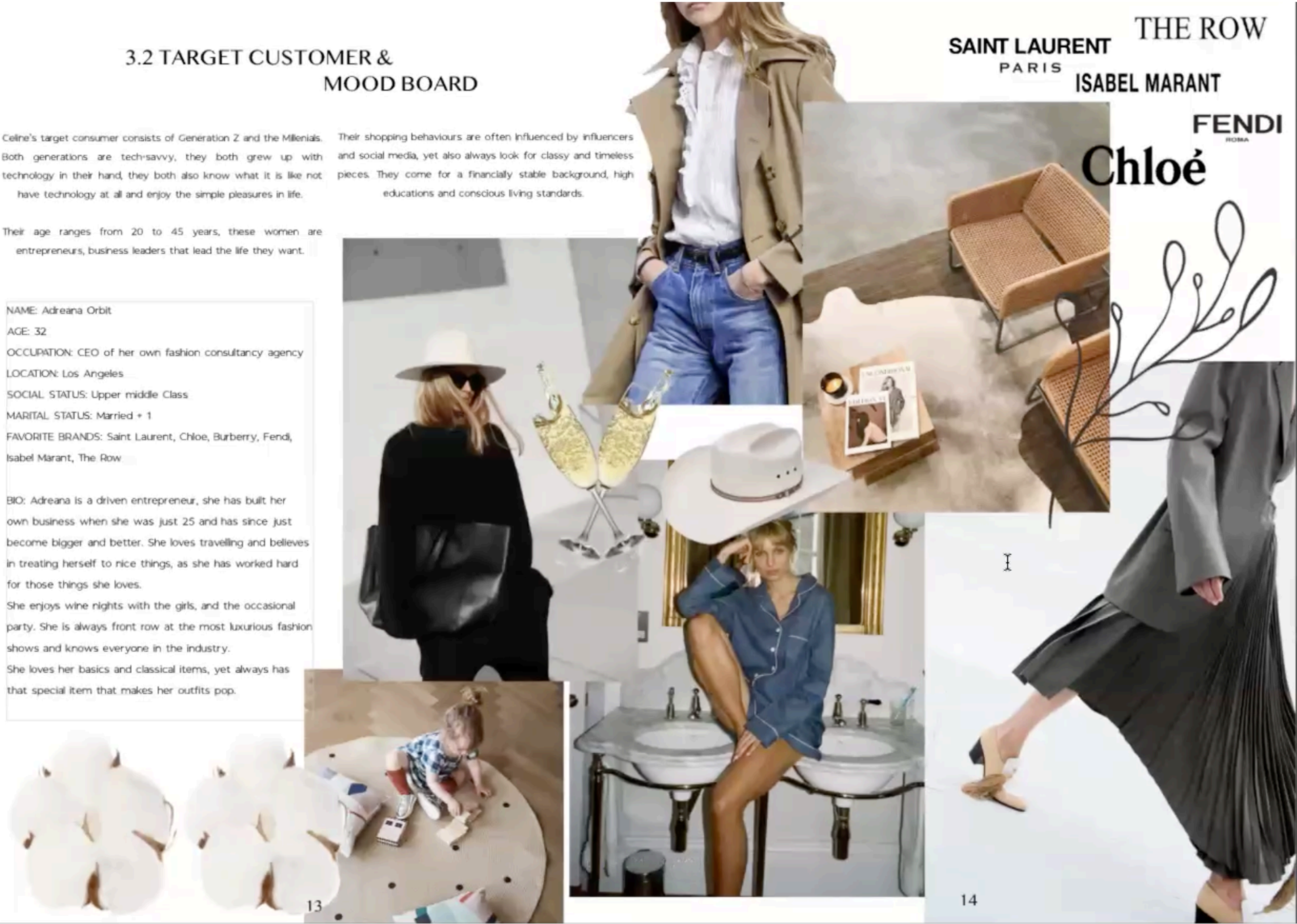
Their age ranges from 20 to 45 years, these women are entrepreneurs, business leaders that lead the life they want.

NAME: Adreana Orbit
AGE: 32
OCCUPATION: CEO of her own fashion consultancy agency
LOCATION: Los Angeles
SOCIAL STATUS: Upper middle Class
MARITAL STATUS: Married + 1
FAVORITE BRANDS: Saint Laurent, Chloe, Burberry, Fendi, Isabel Marant, The Row

BIO: Adreana is a driven entrepreneur, she has built her own business when she was just 25 and has since just become bigger and better. She loves travelling and believes in treating herself to nice things, as she has worked hard for those things she loves.
She enjoys wine nights with the girls, and the occasional party. She is always front row at the most luxurious fashion shows and knows everyone in the industry.
She loves her basics and classical items, yet always has that special item that makes her outfits pop.

Their shopping behaviours are often influenced by influencers and social media, yet also always look for classy and timeless pieces. They come for a financially stable background, high educations and conscious living standards.

SAINT LAURENT PARIS
THE ROW
ISABEL MARANT
FENDI ROMA
Chloé





4. MOODBOARD BRAND DNA

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5. MOODBOARD AW20 Theme

CELINE
PARIS



**FORGET
THE RULES
IF YOU
LIKE IT
WEAR IT**



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6. CELINE COMPETITOR ANALYSIS

The 4 competitors chosen as Celine's main competitors are Saint Laurent, Bottega Veneta, Givenchy and Fendi. These brands have been chosen after doing primary and secondary research to support this. After conducting my survey (See appendix), I have found that most participants felt these four to be the main competitors. As well, after a secondary analysis, these 4 brands have the most in common regarding style, design, mission and price point.

6.1 SAINT LAURENT PARIS

Yves Saint Laurent has founded the house under his name in 1961. He popularized the innovative take on women's attire. His designs were inspired by the structure the feeling of power that came with menswear. (Saint Laurent, 2020)

1999 - The fashion House of YSL was purchased by the Gucci Group and Tom Ford was appointed designer. In 2005 Stefano Pilati was the creative director, until 2012 when Hedi Slimane was appointed creative director (Bannerman, 2018).

In April 2016, Anthony Vaccarello was appointed as the Creative Director of the house.



6.2 BOTTEGA VENETA

Bottega Veneta, The "Venetian shop".

Founded in 1966 in Italy. Bottega Veneta has evolved to be one of the most distinguished luxury fashion brands (Bottega Veneta, 2019).

In 2001 - Bottega Veneta was acquired by the French conglomerate Kering.

On the 1st of July 2018, Bottega Veneta has announced their new creative director the British designer Daniel Lee (Radhika, 2018).

6.3 GIVENCHY

The house of Givenchy was founded by Hubert de Givenchy. The designs of the atelier rose to the top of the fashion industry. Audrey Hepburn is known as the brand's most famous promoter. Hubert de Givenchy's successors have included John Galiano, Alexander McQueen, Julien MacDonald, and Riccardo Tisci (Givenchy Paris, 2020). Since spring 2017, Clare Waight Keller has been the artistic director of the house.

Until the 10th of April, 2020 when she and the house parted ways (Fernandez, 2020). During the month of June 2020, Givenchy appointed Matthew Williams as creative director.



(PQ, 2020)

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6.4 FENDI ROMA

Adele and Edoardo Fendi launched the fashion house in 1925, as a leather and fur shop in Rome, Italy.

Karl Lagerfeld became the creative director of Fendi in 1965. Silvia Venturini Fendi joined the fashion house in 1994 and is the creative director for accessories and men's lines.

The brand is known for its craftsmanship, elegance, innovation, and style. In 2001, the LVMH group has acquired Fendi. (Fendi, 2020)



(Fendi, 2020)

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6.5 COMPETITOR OVERVIEW

COMPANY NAME	SANT LAURENT	BOTTEGA VENETA	GIVENCHY	FENDI ROMA
YEAR FOUNDED	1961	1966	1952	1925
CREATIVE DIRECTOR	Anthony Vacarello (kering.com,2020)	Daniel Lee	Matthew Williams	Silvia Venturini
CEO	Francesca Bellettini (kering.com,2020)	Claus-Dietrich Lahrs	Philippe Fortunato	Serge Brunschwig
COUNTRY OF ORIGIN	Paris, France	Vicenza, Italy	Paris, France	Rome, Italy
PRICE POINT	£110-£16,720	£115-£23,510	£95-£10,975	£140-£7,600

6.6 COMPETITOR POP POD

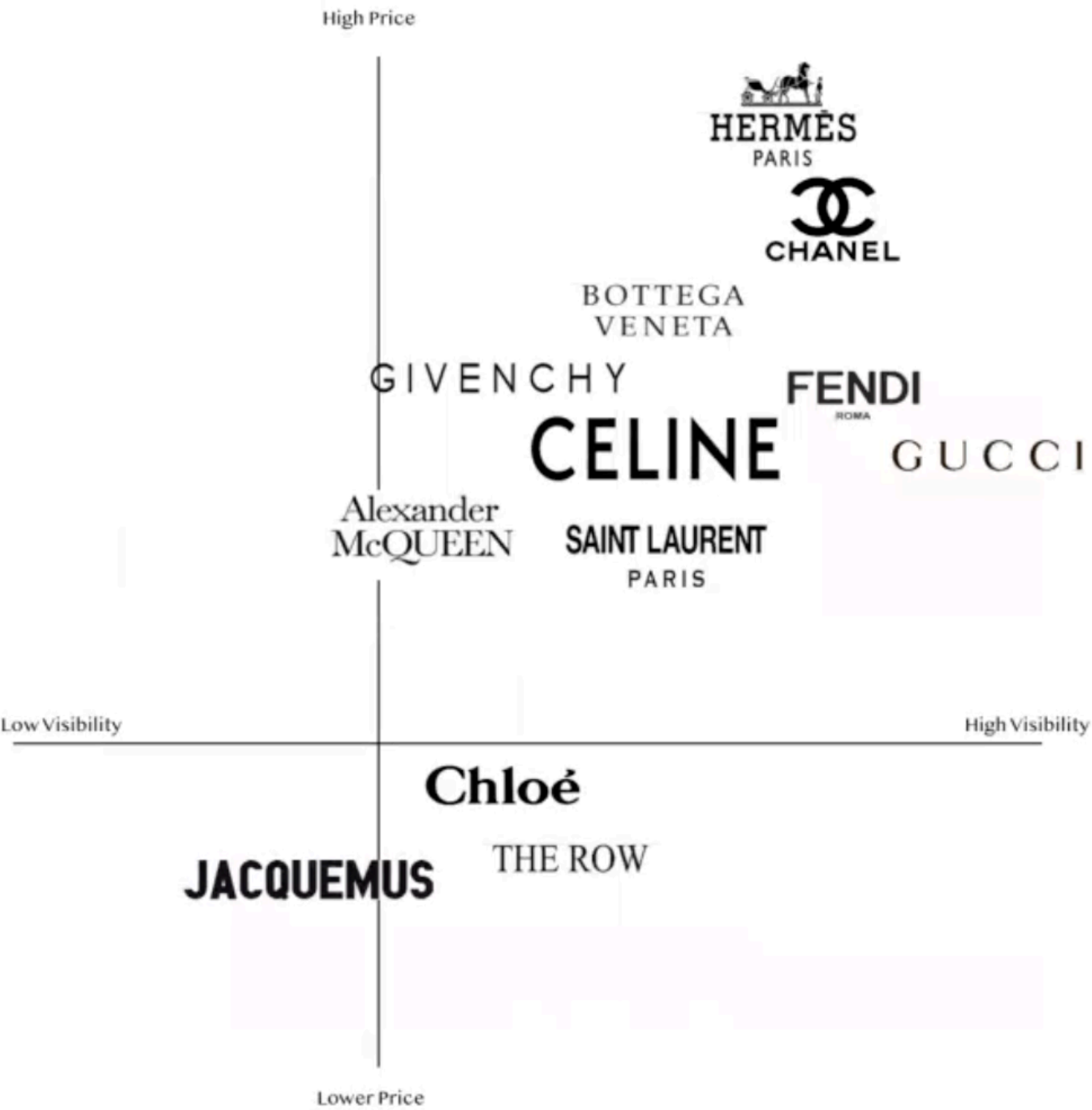
COMPANY NAME	CELINE	SANT LAURENT	BOTTEGA VENETA	GIVENCHY	FENDI ROMA
DNA	French craft synonymous with both elegance and creativity, blending tradition and innovation. (LVMH, 2020)	<u>POP</u> French craft, authentic, thanks to its unique history in the world of couture and fashion.(kering.com, 2020)	<u>POP</u> Italian culture with a global outlook. Embraces a core philosophy of innovation and luxury (kering.com, 2020)	<u>POP</u> Bold prints blended with timeless lines; rich fabrics with aristocratic elegance. (Givenchy, 2020)	<u>POP</u> Quality, tradition, experimentation & creativity, (Fendi Roma, 2020)
TARGET CUSTOMER		<u>POP</u> Quality, Elegance, creative, traditional.	<u>POP</u> quality, Luxury, timeless, elegance.	<u>POP</u> Quality, Timeless lines, elegance.	<u>POP</u> Quality, tradition, creative
PRODUCT RANGE		<u>POP</u> Aged 20-50	<u>POP</u> Social media presence Aged 20-45	<u>POP</u> Grudge Aged 24-50	<u>POP</u> Less environmentally cautious Aged 35-60
SOCIAL MEDIA		<u>POP</u> Luxury premium, fashion conscious, Independent. High income. Tech Savvy. Ages 25-45	<u>POP</u> Luxury premium, fashion conscious, Independent. High income.	<u>POP</u> Luxury premium, fashion conscious, grudge, Independent. High income.	<u>POP</u> Luxury premium, fashion conscious, Independent. High income.
		<u>POP</u> Beauty	<u>POP</u> Home	<u>POP</u> Beauty	<u>POP</u> Books, Fur
		<u>POP</u> RTW, Shoes, Bags, Accessories, Jewellery, Leather goods, beauty, eyewear	<u>POP</u> RTW, Shoes, Bags, Accessories, Jewellery, Leather goods, home, eyewear	<u>POP</u> RTW, Shoes, Bags, Accessories, Jewellery, Leather goods, eyewear, beauty	<u>POP</u> RTW, Shoes, Bags, Accessories, Jewellery, Leather goods, books.fur, eyewear
		<u>POP</u> Instagram, Facebook, Youtube	<u>POP</u> WeChat, Line	<u>POP</u> Tiktok	<u>POP</u>
		<u>POP</u> Instagram, Facebook, Youtube, Twitter	<u>POP</u> Instagram, Facebook, Youtube	<u>POP</u> Instagram, Facebook, Youtube, Twitter,	<u>POP</u> Instagram, Facebook, Youtube

6.7 DIGITAL COMPETITOR ANALYSIS

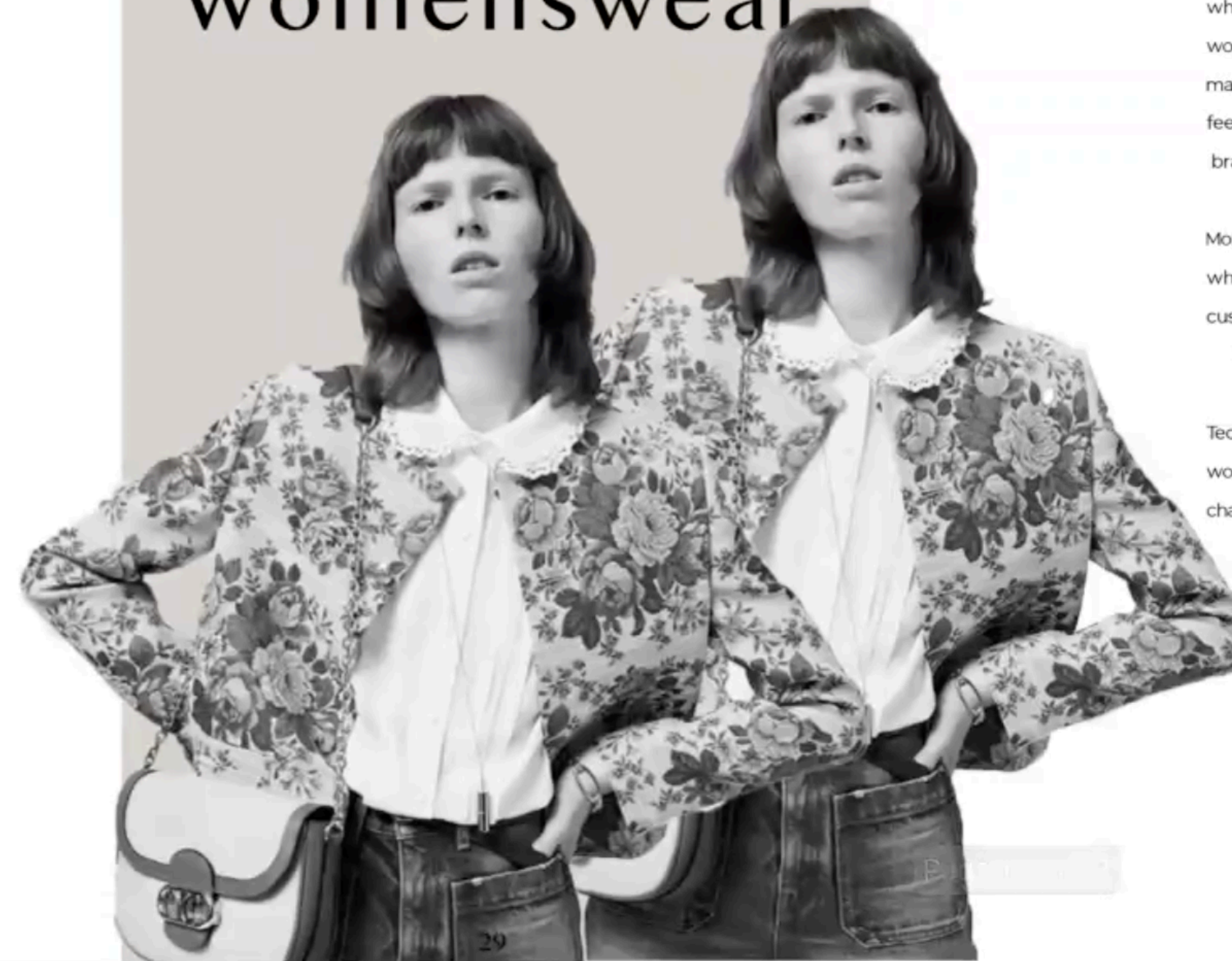
Calculations can be found in the Appendix

	INSTAGRAM	FACEBOOK	TIKTOK	YOUTUBE
SAINT LAURENT	Followers- 7.8M Following- 1 Posts- 1,281 Engagement- 0.7371	Followers- 3M Likes- 3M	Followers- 611 Videos-3	Views- 65M Subscribers-93K Videos- 106
BOTTEGA VENETA	Followers- 2.1M Following- 0 Posts- 135 Engagement- 1.860	Followers- 793K Likes- 788K	N/A	Views- 6K Subscribers- 24K Videos- 2
GIVENCHY	Followers- 14.3M Following- 1 Posts- 3,829 Engagement- 0.1658	Followers- 2.7M Likes- 2.7M	Followers- 7 Videos-0	Views- 3.9M Subscribers- 62.1K Videos- 34
FENDI ROMA	Followers- 15.1M Following- 5 Posts- 5,995 Engagement- 0.17566	Followers- 2.9M Likes- 2.9M	N/A	Views- 24M Subscribers- 97.3K Videos- 221
CELINE	Followers- 2.3M Following- 0 Posts- 531 Engagement- 0.7828	Followers- 25K Likes- 23K	N/A	Views- 860K Videos- 30

6.8 POSITIONING MAP



7. MARKET OVERVIEW: Womenswear



7.1 The womenswear luxury market is ever evolving and changing.

Tiffany Hogan, Kantar Retail senior apparel analyst, states that "The biggest challenge is that the womenswear market is very overstocked. There is just too much out there... The rate of change is incredibly fast. It's difficult to predict what shoppers will want next month...". And while the increase in offerings, womenswear shoppers are always on the hunt for newness. Consumers are making smarter choices and purchase decisions. The consumer today, needs to feel a connection to the brand that they purchase from. They are looking for a brand to offer them something that no one else can offer. (Sutherland, 2019).

More so, luxury companies are expanding their lines, creating brand extensions, while consumers become more demanding and sophisticated. The younger customers are looking for experiences while also focusing on essential purchases.

This is the cause for luxury brands embracing their fun and creative side.

Tech, sustainability and social media branding and strategies are entering the women's retail market, causing an increasing amount of competition across all channels. These factors have the largest effect on the womenswear market and the entire industry (British Fashion Council, 2020).

8. PESTLE Analysis

PESTLE Analysis is used in marketing. It gives an overall view of the environment from different angles of the industry (Pestle Analysis, 2020). The table below demonstrates PESTLE Analysis.

Political

The EU has "Free trade agreements" with countries worldwide. Besides the usual preferential tariff treatment, these agreements also include trade facilitation and rule-making in areas such as investment, intellectual property, government procurement, technical standards and sanitary and phytosanitary issues (Trade Helpdesk, 2020). European luxury brands enjoy these benefits, and one of the biggest advantages is the country's extensive trade agreements. Not only does this make it easy to import raw materials but also export the finished garments within the EU. This means that Celine and other brands can send their merchandise across the world with little effort and for a low cost.

Economic

While the economy is still recovering from the impact of the 2008 recession, and the latest Corona Virus pandemic in March 2020, more and more people have started thinking about necessities and a better, more efficient way to use their money. This situation of financial uncertainty has caused an expansion of rentable clothing, second-hand shopping, and more high street chains that have adopted the "eco-friendly" productions. As well, one of the major effects seen after COVID-19 hit is that the Consumer confidence in the UK has dropped (Fashion Revolution, 2020). The chart below shows this statment



Social

Population growth, age distribution, health consciousness, career attitudes and more affect this factor. The fashion industry is one of those industries that may be most affected by the impact of socio-cultural trend. COVID-19 has brought to effect that consumers are more concerned about their health, more interested in what they are buying and try to consume less. This may lead to a great interest in materials used, origin and processing method. As well, since the pandemic, there had been a bigger demand for transparency and accountability on behalf of the fashion industry.

Technological

On December 1st, 2017 it was published that Celine would move towards an e-commerce presence (White, 2017). This came after years of the brand avoiding e-commerce. It is estimated that online purchases within the luxury market will grow by more the 25% and Drapers have stated that, while most luxury retailers have a strong mobile presence, apps are another great way to approach the younger generation, finding over 70% participants regularly purchase via mobile apps. (Wong, 2019)

Celine's online presence is still not as strong as their competitors and they have a lot to do to strengthen their social media and online game.

Legal

Product counterfeiting is a form of consumer fraud; it is when a product is illegally made in a way that resembles the genuine goods. These items are usually lower quality, lower price and may not be authenticated (Wrexham, 2020). Counterfeiting has a large impact on all luxury brands including Celine. This act affects the brands' sales, image and exclusivity. In addition to the counterfeiting issues luxury brands have, many of them face the problem of high street brands copying their designs and offering them for a lower price point for the high street shopper. This devalues the brand and its products

Environmental

The environmental impact of the fashion industry is increasing each year. We see a decrease in mass production and the number of seasons some brands showcase in. The increased awareness around material sourcing could impact the sales of leather goods. More and more brands, such as Stella McCartney, commit to cruelty-free leather and ethical sourcing, and in a matter of years ethical materials will take over the market. It is now Celine's chance and time to take the environmentally friendly market and ease to the market. As well, in Celine's publicly visible "Modern Slavery Statement" the brand stated "CELINE's committed to act with integrity in all their business dealing and to promote ethical conduct". Celine.com (2019)



(CELINE, 2020)

9. SWOT ANALYSIS
OF CELINE

S O - Strong brand identity - Loyal customer base - New creative direction lead to a new and younger perception of the brand - High-quality craftsmanship - Strong presence in leather goods - Personalised experience	W T - Weak online and social media presence - Old Celine lovers vs. New Celine lovers - Non-vegan options regarding bags and shoes - Large competition - Suspension of normal production and diversion of resources to produce health care products, during Covid-19 pandemic, might cause a delay in returning to normal operations. (Ouyang, 2020)
- New creative direction leads to bigger opportunities to develop and expand - COVID -19- companies still have the opportunity to emerge stronger, bigger and better innovative and purposeful. (D'Arpizio, et al, 2020) - Elevate the brands status in print - Households of over 45 years old, are considered where the money to the luxury world comes from - they are actively subscribed to print publication, more than those under age of 35. (Danziger, 2019)	- Product counterfeiting - COVID- 19 - Sales could fall up to 35% (D'Arpizio, et al, 2020) - Conspicuous Consumption- Mainly by the younger market who are "scaling back to reduce waste and minimize what they consume." (Danziger, 2019) - Second Hand and Re-Sale market (Danziger, 2019) - Global Warming activist - anti leather activism



10. STRATEGY OVERVIEW



CELINE

10.1 Marketing Proposal - Offline

The AW20 Campaign for Celine will be aimed and focused mainly on Online. In order to stay as sustainable as possible in order to achieve a higher reach. Due to COVID-19 pandemic, Offline marketing in the year of 2020 has been very weak. Consumers have been at home for months, and have not been able to access offline physical advertisements. Focusing mainly on the online, and how to bring a bigger audience to the online.

Following the ending of the global Pandemic, Celine will showcase the campaign with campaign photos over bus-stops, billboards, buses and more as a teaser. The main event will be a vintage-inspired "Party" where the attendant will be able to see the collection with another runway show and get a "private" performance from Mick Jagger.

The event will be exclusive and highly talked about.

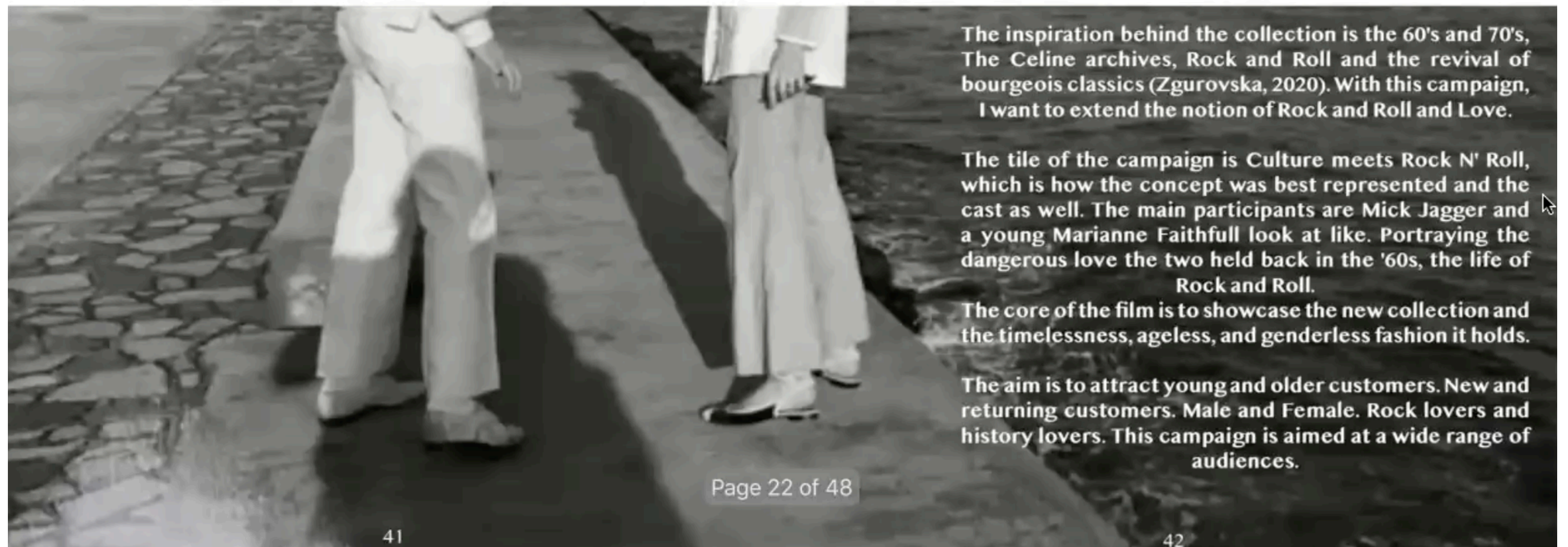
10.2. Marketing objectives of the advertising campaign

AIMS
1. To build up brand equity by enhancing brand engagement and increasing loyalty within the UK and EU market 2. To attract both new and old customers, local and international, by showcasing a new approach to Celine, and by showcasing an all-time favourite love story and persona (Mick Jagger and Marianne Faithful) 3. To regain relevance in the clients' mind, by emphasizing the brands' values and new style and approach.
MARKETING OBJECTIVES
1. To increase brand equity and engagement through consumer interactions and active presence in Celine's digital world. 2. Create awareness through online and offline platforms during the launch of the campaign and the Marianne Faithful movie. Using both paid, owned and earned media, using the hashtag #ArchivalCeline and #CelineIsBack 3. To effectively use social media to gain positive feedback from the client. This will potentially lead to an increase in brand loyalty. 4. To tell a story of the brand but at the same time of love. In this new campaign, Celine will be going back to the archives of not only the clothing but of music. 5. Create a desire for the product, for the lifestyle and for the activities that will be showcased in the advertising campaign.

MARKETING OBJECTIVES
6. Increase social media interactions by returning and new clients by at least 30% by the end of the year. 7. Improve ROI, and measure if the investment in the campaign was worthwhile. 8. To provide a digital experience of trying new designs and get a customised promotion to enhance online sales. 9. Make the Celine website SEO friendly and easy to reach and find. Increase the use of QR codes by at least 30% code around and major cities. 10. Strengthen email marketing and email subscriptions. Celine should send out more newsletters to the consumers who are subscribed to maintain their loyalty. 11. User-generated content: Celine should enable the option of tagging the brand in posts on social media and should engage with the followers. This will showcase a more humane side of the company and will help increase the loyalty and gain new customers. 12. Celine should be more attentive and responsive to client needs and questions. By being more active on social media and engaging with their followers is a good way to achieve this. 13. COVID-19 was a good opportunity feline to develop their online presence and reassure their customers. 14. Pay per click advertising, so Celine would appear first in search engines increasing visibility and awareness



10.3 CAMPAIGN AIM



The inspiration behind the collection is the 60's and 70's, The Celine archives, Rock and Roll and the revival of bourgeois classics (Zgurovska, 2020). With this campaign, I want to extend the notion of Rock and Roll and Love.

The title of the campaign is Culture meets Rock N' Roll, which is how the concept was best represented and the cast as well. The main participants are Mick Jagger and a young Marianne Faithfull look at like. Portraying the dangerous love the two held back in the '60s, the life of Rock and Roll.

The core of the film is to showcase the new collection and the timelessness, ageless, and genderless fashion it holds.

The aim is to attract young and older customers. New and returning customers. Male and Female. Rock lovers and history lovers. This campaign is aimed at a wide range of audiences.



10.4 Theme of the campaign MOODBOARD

10.5 Culture meets Rock N' Roll

Mick Jagger & Marianne Faithful 1960's

This shoot will be inspired by the lives and the relationship between the two.

The models of the campaign will be Mick Jagger and a young Marianne Faithful look alike - Lucy Boynton. Lucy will also be playing Marianne Faithful in the upcoming film about her life. (Zemler, 2020).

The campaign will be vintage-inspired, old British, and a love story. Both menswear and womenswear will be promoted. Some of the shots will be the two wearing matching outfits, to show the genderless fashion Hedi Slimane showcases. This is justified by Natalia Zgurovska (See Appendix 20.3)

There will be photo recreations of Mick Jagger and Marianne Faithfull which will be published together.

The music will be the Rolling stones - Sister Morphine, a song written by The Rolling Stones and Marianne Faithfull.

The photographer is David Bailey, who has previously shot both Mick Jagger and Marianne Faithful, and the Rolling stones CD cover.

Celine's Campaign is ageless, genderless, and full of all-time archives. (Zgurovska, 2020)



*"Marianne gave Mick Jagger culture.
Mick Jagger gave Marianne Rock &
Roll."*

10.6 Models for the campaign



Marianne Faithfull, 1964
by David Bailey



Lucy Boyton
Marianne Faithfull
look-a-like

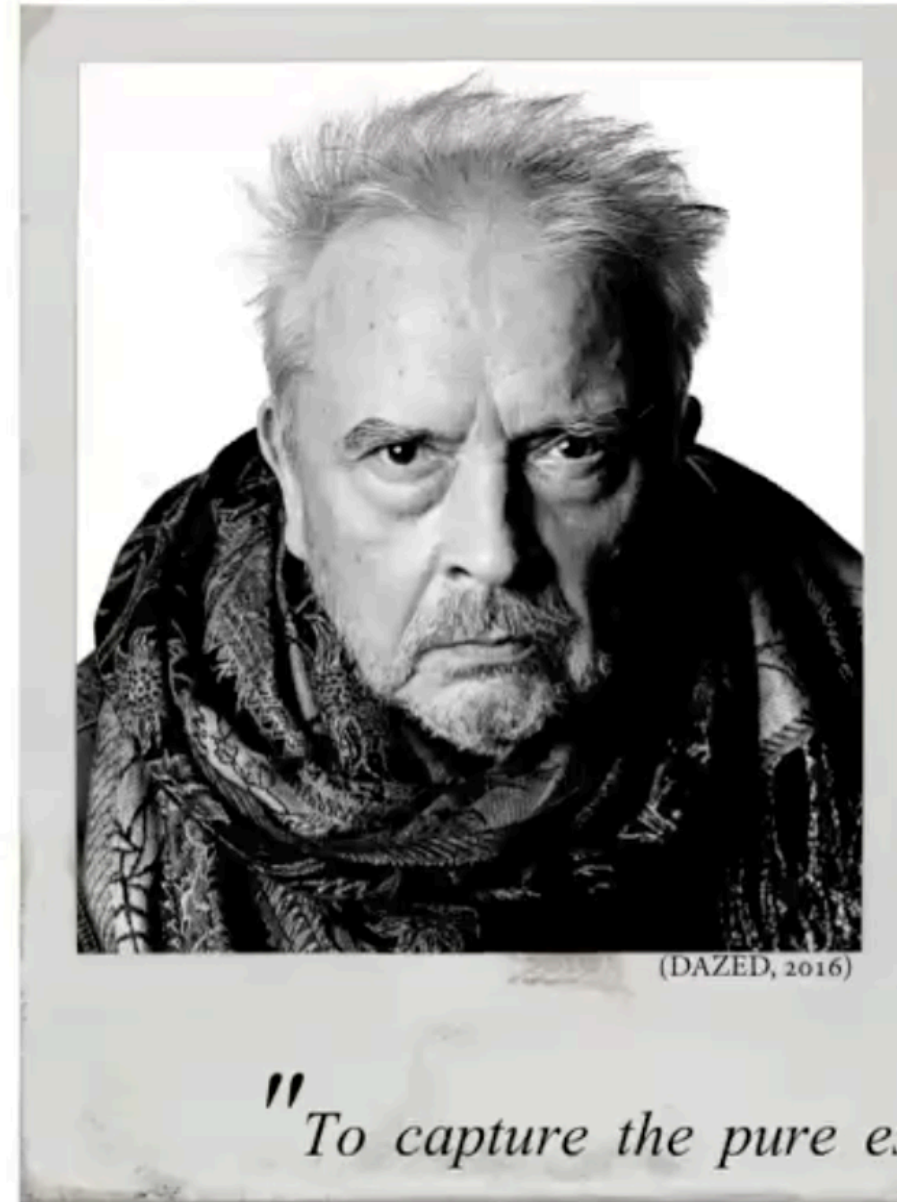


Mick Jagger, 1964
by David Bailey



Mick Jagger, 2020

10.7 Photographer for the campaign **DAVID BAILEY**



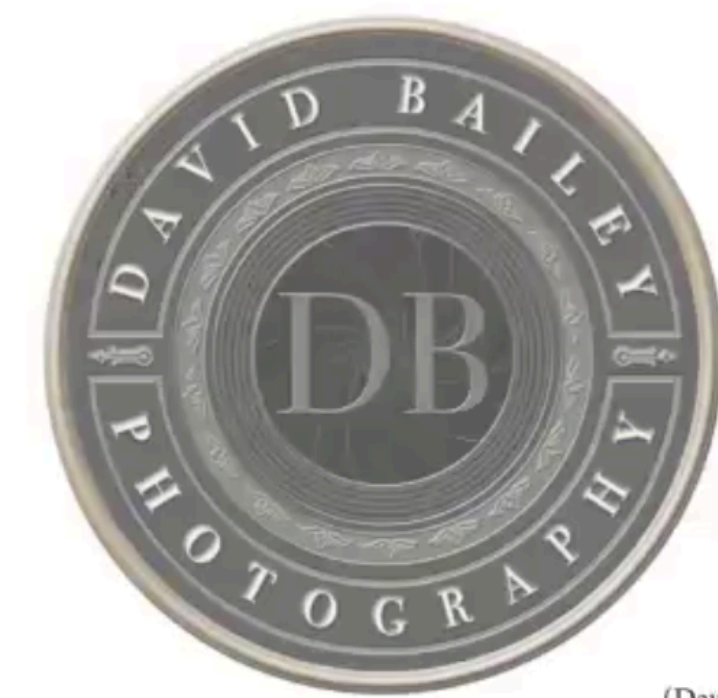
(DAZED, 2016)

"To capture the pure essence and beauty of life, to tell a story, or to simply communicate an idea"

- David Bailey

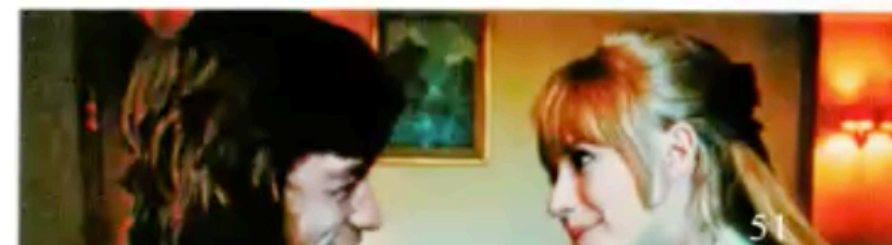
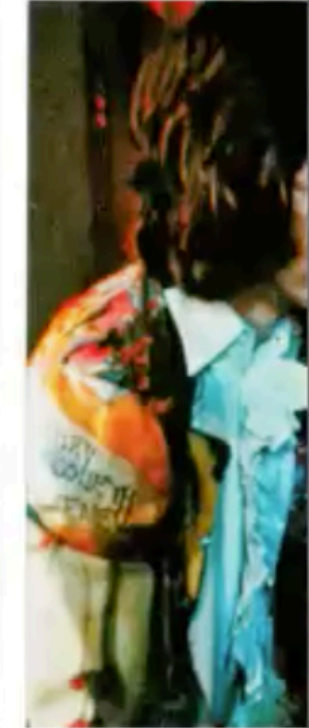
Born 1938, David Bailey is an English fashion and portrait photographer. David's brother gifted him his first camera, a 35mm Voigtlander and from there, an inspiration grew. He has photographed everyone imaginable, from the Queen of England to London's Eastenders from fashion, film, music and art icons. In his words: "The pictures I take are simple and direct and about the person..I spend more time talking to the person than I do taking pictures." Bailey's B&W and coloured photographs broke down barriers of race and class using their youthful aesthetic, showing the equality of everyone. (Artsy, 2020)

His mission is to "capture the pure essence and beauty of our life, to tell a story, or to communicate an idea" (David Bailey Photography, 2020). During the '60s Bailey has photographed the album sleeve for The Rolling Stones and Marianne Faithfull.



(David Bailey Photography, 2020)

10.8 PHOTOGRAPHY INSPIRATION

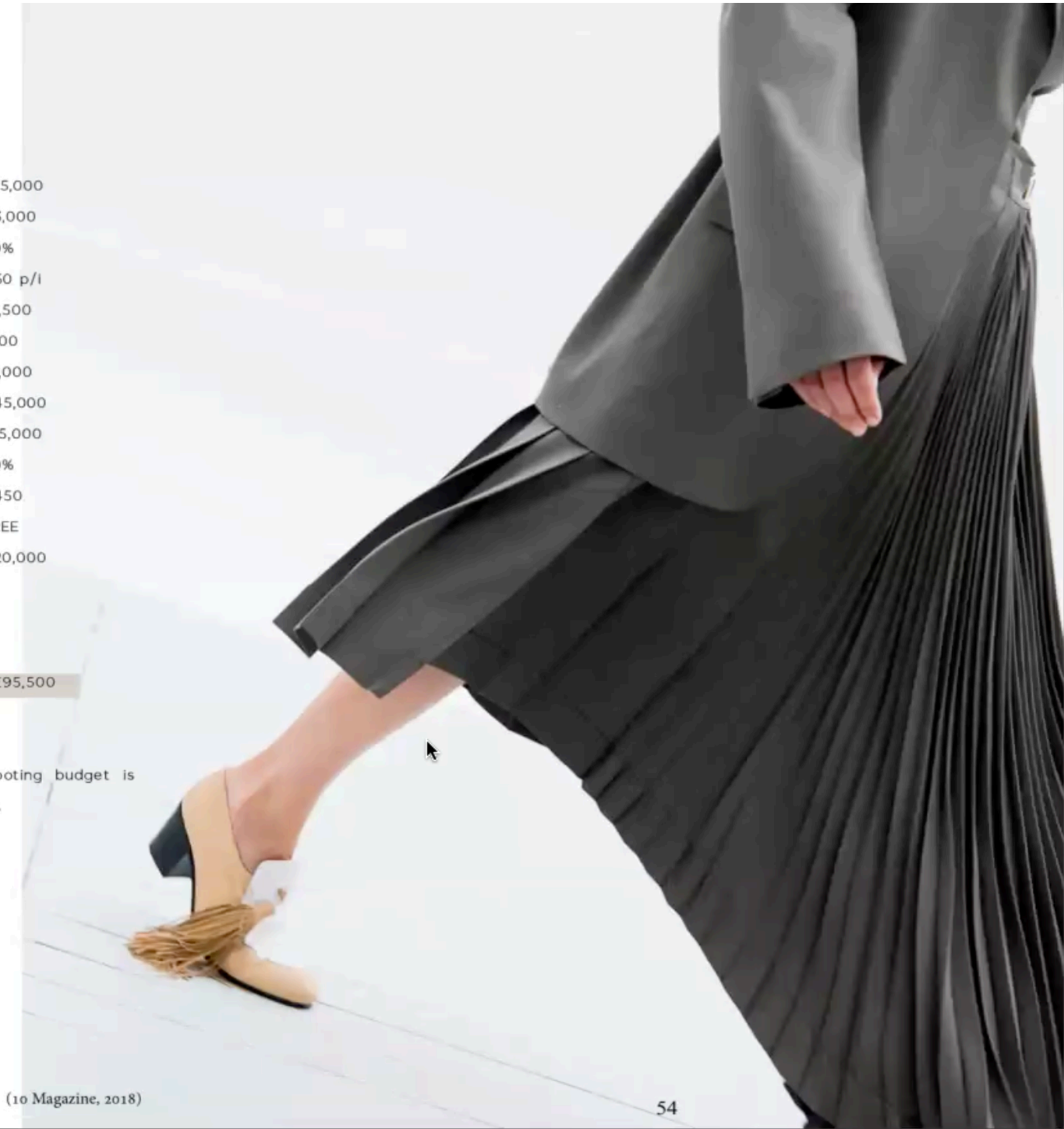


10.9 Shooting budget

Photographer - David Bailey	£15,000
Assistant Photographer -	£3,000
Agent -	20%
Editor - Post production -	£50 p/l
Stylist -	£1,500
Assistant Stylist -	£100
MUA & Hair - Pat McGrath	£1,000
Model -Mick Jagger	£45,000
Model - Lucy Boyton	£15,000
Agency -	20%
catering -	£450
Location Permit - London	FREE
Song License -	£20,000

Approximate Total = £95,500

The total for this Advertising campaign and shooting budget is £150,000. The amount has been divided by the two.





11. Marketing Objectives - Digital



(Vogue, 2018)

11.1 5S of Digital Marketing

The 5S of Digital Marketing is a framework which reviews and defines goals. (Smith and Chaffey, 2017)

Speak	- Get closer to customers by creating a dialogue through web interactions such as email marketing, Instagram live and more.
Serve	- Giving the Celine customer extra benefits online, and more information on social media. More photos, more stories and more of the behind the scenes of the campaign.
Sell	- Grow sales online by 10%, while achieving a wider audience through Mick Jagger, the rock community while also approaching the fans of Mick Jagger and Marianne faithful. This could help Celine attract the "Old Celine" client back, while also reaching a new client. Growing sales by gaining the consumers trust in online purchases, offering free delivery and free returns.
Save	- Save Costs on this campaign by only using 2 models and 1 photographer. This campaign will be an easier shot as there are photo references. The main budget will go on the Photographer David Bailey, Music rights and Mick Jagger.
Sizzle	- Extending Celine online by providing a new experience to the consumers, by showcasing the campaign on several platforms such as Instagram, Facebook, Tiktok and more. Create a community on Social media.

11.2 RACE framework for the Digital Marketing Objectives

R E A C H	Digital Marketing Objectives	KPI'S
	1) Celine should make it a priority to reach more and engage with more people in order to achieve a larger following and higher interactions on Instagram.	1) According to Instagram (2020), a good benchmark for Celine to achieve in accordance with a successful KPI would be YSL's account. YSL currently has 7.8m Instagram followers, while Celine has only 2.3M.
	2) Celine should aim to increase engagement of followers by encouraging them to use the new AW20 Campaign Hashtag #WEARECELINE	2) According to recent Instagram Statistics, Hashtags have the power of increasing engagement rate, and by doing so improving your ROI. (Chen, 2020)
	3) Celine AW20 campaign will bring Celine a chance to get the "Old Celine" customer back while also maintaining the new brand identity of Rock and Roll and archival Celine. With the campaign being published the same time as the movie about Marianne Faithful, Celine has a chance to gain referrals from other websites and other locations and publications.	3) According to Similar Web (2020), Celine's current referral rate is only 1.50%, while the main referring sites are Instagram and GQ.com .
	4) Celine should increase the brands engagement with email marketing being the lowest point of traffic to the website.	4) Celine's email traffic rate is at 0.13%, and should aim to increase the rate to at least 0.50%. YSL email traffic rate is higher at 0.48% and Gucci's at 0.55%. (Similarweb, 2020)

RACE framework for the Digital Marketing Objectives

A C T	Digital Marketing Objectives	KPI'S
	1) Celine should try to reduce their bounce rate to a lower level as this will guarantee better engagement on the website and hopefully encourage users to make a purchase or browse.	1) Celine currently has a bounce rate of 49.99% (Similarweb, 2020) and they should aim to reduce this to 40% as this is the industry average. (wordstream 2020)
	2) Celine should try and maximise the interactions received organically on social media. Maximise the number of likes, comments, shares and tags of the brand and the brands page.	2) Celine's current engagement rate is 0.78, higher than YSL with an engagement rate of 0.73, yet lower than Bottega Veneta with an engagement rate of 1.86. Celine has an average of only 10K like, while YSL has 20K average and Gucci have an average of as high as 100K likes per post. (Instagram, 2020)
	3) Celine Should aim to increase the time spent on the website by making the platform more interactive and more mobile friendly.	3) Celine currently has an average visit duration of 00:02:28 compared to YSL with an average of 00:02:45. And Gucci's is 00:03:07, The highest out of the 3. Celine should aim to raise the duration. (Similarweb,2020)

RACE framework for the Digital Marketing Objectives

C O N V E R T	Digital Marketing Objectives	KPI'S
	1) While at YSL Hedi Slimane made the revenue grow by 75%, and is expected to do the same for Celine (Muret, 2018). Celine should aim to increase the organic growth through digital marketing.	1) Celine is currently estimated €1 Billion, and is expected to rise to €2 Billion, within 5 years (Muret, 2018). Although there has been a decline in organic growth due to COVID-19
	2) Celine's engagement within email marketing is low with only 0.13%. Celine should aim to increase the number by increasing the amount of subscriber to the newsletters. Encouraging email forwarding, minimising the clicks it takes to subscribe and consider using a QR code for easy mobile subscriptions.	2) According to a research conducted in 2018, the average email rate across all industries is 32% and for the online shopping industry the average is 41% (Brudner, 2020). QR code scanning is a unique advertising method that can increase mobile users and subscribers.
	3) Celine should take advantage of the COVID-19 pandemic and increase the amount of sales done through their e-commerce website.	3) LVMH (2020), stated that the group saw a rapid increase in online sales. But mainly within brands such as Dior and Louis Vuitton.

RACE framework for the Digital Marketing Objectives

E N G A G E	Digital Marketing Objectives	KPI'S
	1) Celine should aim to increase the Percent Returning Customers and word of mouth advertising. Repeat customers have a 60-70% conversion rate.	1) Industry benchmark of percent returning customers is 25-30% (Geckboard,2020)
	2) The rate at which people tag Celine on social media in individual post is shown at a low of 0% (Instagram, 2020). However, Celine has blocked the option for tagged posts to be shown on the page.	2) Celine is not showcasing tagged posts, therefor lowering the engagement. Gucci performs optimal in a digital environment. Gucci is currently tagged in over 90 post per 30 mins (Instagram, 2020). This raises the brand engagement.
	3) Repeat purchases - Celine will aim to have a repeat purchase rate per client, on their e-commerce website	3) Celine aims to have a 20-40% repurchase rate from the same client annually (digitalecommerce360, 2019)

12. SWOT ANALYSIS CELINE'S CURRENT DIGITAL MARKETING

- New creative direction lead to a new and younger perception of the brand
- Exposure to a younger audience by appointing new face to the brand - Tik Tok star Noen Eubanks (Lieber, 2019)
- According to SimilarWeb (2020), Celine's Top referral websites are Instagram and Youtube
- Strong search engine referrals of 66.80% (Similarweb, 2020)
- 75% Organic Traffic (SimilarWeb, 2020)

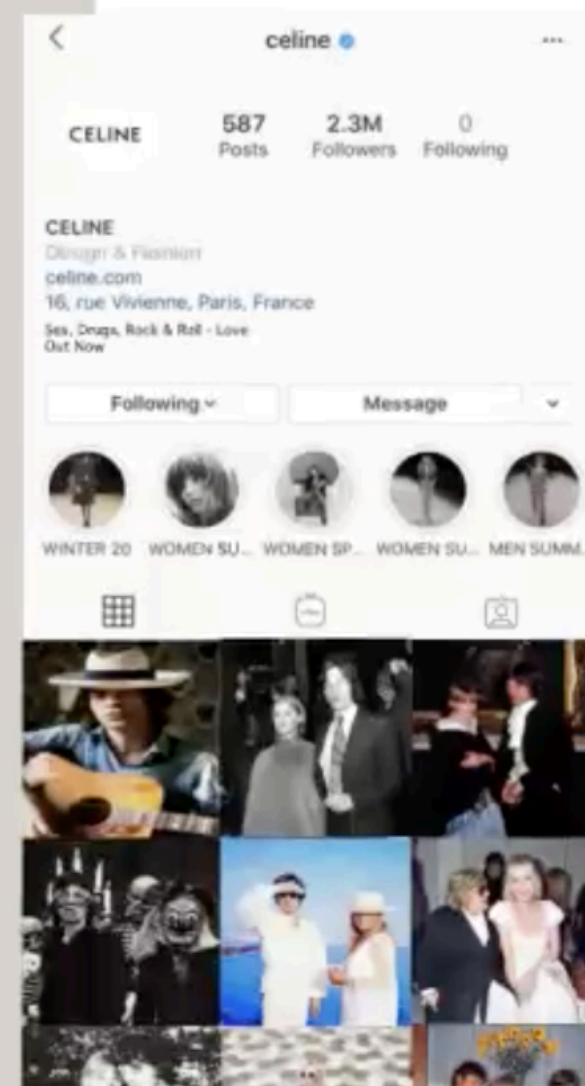
- Weak online and social media presence
- Relatively new to E-commerce
- 24% of Celine's Traffic is Paid and non-organic. (SimilarWeb, 2020)
- Large competition with a strong online presence
- Very weak email and social media referrals only 0.48%, while social media is 2.48% (SimilarWeb, 2020)

- New creative direction leads to bigger opportunities to develop and expand
- Develop a strong social media presence
- Emerge into Tik Tok to reach a different and new market
- Email marketing - email newsletters are very efficient to drive traffic and sales
- Strengthen the activity coming from Asia and specifically China

- COVID- 19 - Sales could fall up to 35% (D'Arpizio, et al, 2020)
- New social media platforms
- USA elections
- Technological developments

13. SOCIAL MEDIA MOCKUPS

The Instagram Campaign photos will consist of Throwback and Recreated photos.
The recreated photos will be recreated by Lucy Boyton and Mick Jagger.



Throwback -
The first photo published by Celine. A photo of Mick Jagger poster in the 60's. This will be the teaser for the campaign.
HASHTAGS: #CelineByDavidBailey
#CelineAW20 #RecreatingThePast #Celine
#RollingStones

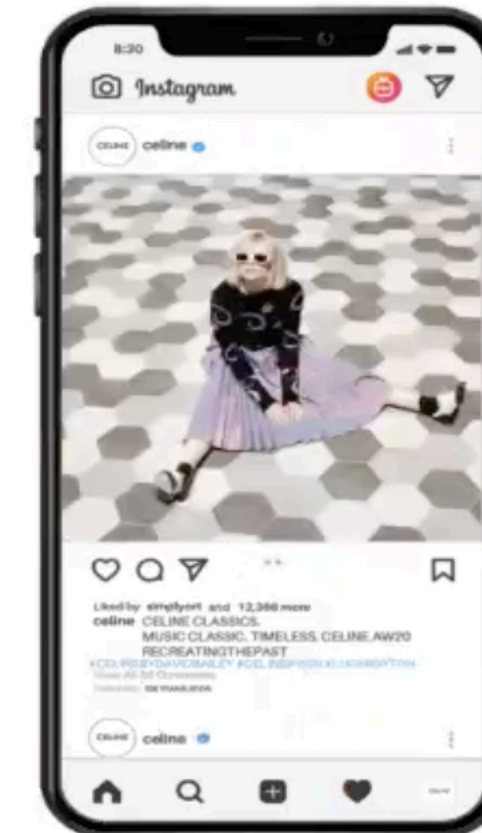


Throwback and Recreation -
This post will be a carousel post. First a photo of Mick Jagger in the past, then, a recreation today.
HASHTAGS: #CelineByDavidBailey #CelineAW20
#RecreatingThePast #Celine#
#MickJagger

13.1 INSTAGRAM POSTS



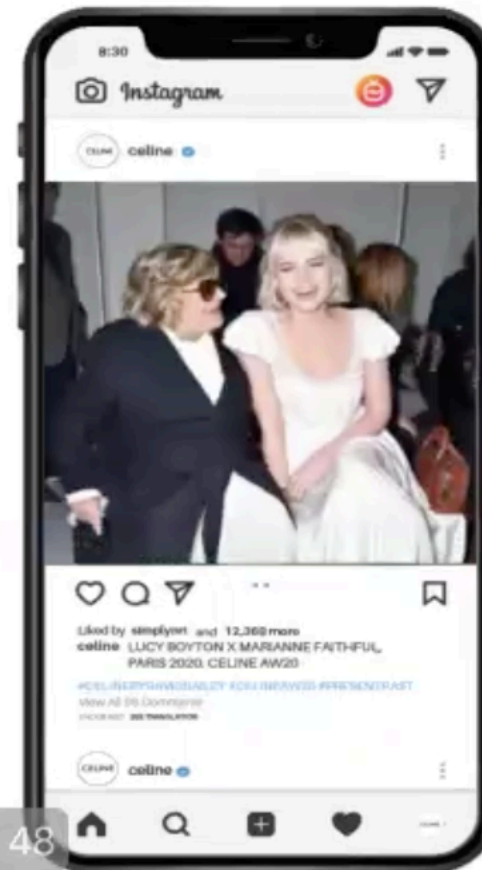
Recreated -
A photo of Mick Jagger and Lucy Boyton
HASHTAGS: #CelineByDavidBailey
#CelineAW20 #RecreatingThePast
#Celine #Younglove #MarianneandMick



A photo of Lucy Boyton, dressed in the latest Celine AW20 Collection.
HASHTAGS: #CelineByDavidBailey
#CelineAW20 #RecreatingThePast
#Celine #LucyBoyton



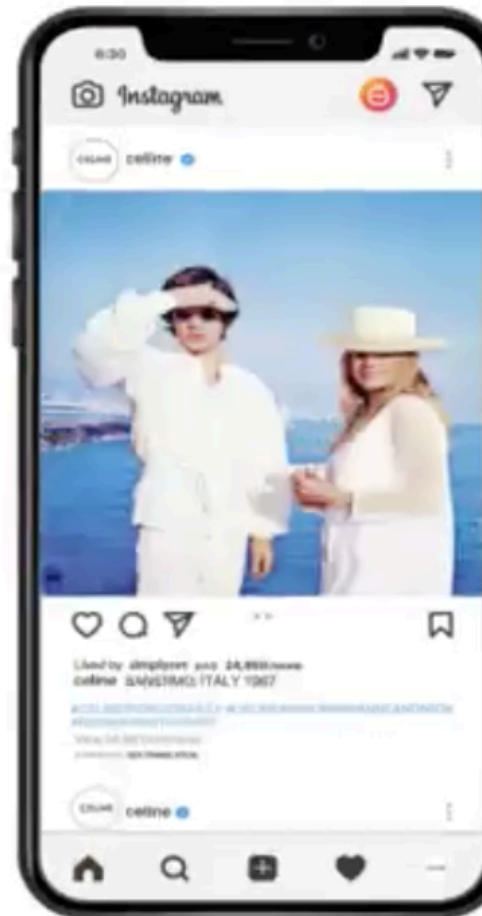
Recreated -
A photo of Mick Jagger, Marianne Faithfull and Alain Delon. Symbolises jealousy
HASHTAGS: #CelineByDavidBailey
#CelineAW20 #RecreatingThePast #Celine
#TheRollingStones #MarianneandMick



A photo of Marianne Faithfull Lucy Boyton. Raises Questions regarding the Marianne Faithfull movie, and interest in Celine
HASHTAGS: #CelineByDavidBailey
#CelineAW20 #RecreatingThePast
#Celine #MarianneandLucy



Recreated and Throwback -
A photo of Mick Jagger and Lucy Boyton
HASHTAGS: #CelineByDavidBailey
#CelineAW20 #RecreatingThePast
#Celine #Younglove #MarianneandMick



Recreated and Throwback -
A photo of Mick Jagger and Lucy Boyton
HASHTAGS: #CelineByDavidBailey
#CelineAW20 #RecreatingThePast
#Celine #Younglove #MarianneandMick



Throwback -
A photo of Mick Jagger and Marianne Faithful with The Rolling Stones lyrics as a caption.
HASHTAGS: #CelineByDavidBailey
#CelineAW20 #RecreatingThePast
#Celine #TheRollingStones
#MarianneandMick



Recreated - this photo will be recreated by Mick Jagger today and Lucy Boyton, in Celine AW20 clothing and accessories.
HASHTAGS: #CelineByDavidBailey
#CelineAW20
#MickJaggerandMarianneFaithful
#RecreatingThePast #Celine
#MarianneandMick



Recreated and Throwback - this post will be a carousel of the original photo first and then the recreation.
 HASHTAGS: #CelineByDavidBailey
 #CelineAW20 #RecreatingThePast
 #Celine #MarianneandMick



Recreated - this photo will be recreated by Mick Jagger today, in Celine AW20 clothing and accessories
 HASHTAGS: #CelineByDavidBailey
 #CelineAW20 #MickJagger
 #RecreatingThePast #Celine

13.2 FACEBOOK POSTS



CELINE 
 @celineofficial
 Official CELINE account
 Paris, France celine.com Joined July 2019
 0 Following 13.7K Followers

Tweets Tweets & replies Media Likes

CELINE  @celineofficial · 3h
 CELINE CLASSICS.
 MUSIC CLASSIC. TIMELESS. CELINE AW20
 RECREATING THE PAST
[#CELINEBYDAVIDBAILEY](#) [#CELINEAW20](#) [#LUCYBOYTON](#)



CELINE  @celineofficial · 3h
 SANERMO, ITALY 1967
[#CELINEBYDAVIDBAILEY](#) [#CELINEAW20](#)
[#MARIANNAANDMICK](#) [#RECREATINGTHEPAST](#)



13.3 TWITTER POSTS

14. Video BTS



Youtube Link to the Video : <https://youtube.com/oNTY6fRFydM>

Back Up Link :
<https://www.youtube.com/watch?v=oNTY6fRFydM&feature=youtu.be>

15. Evaluation of the marketing strategies: KPI

	Qualitative	Quantitative
Content KPI	Celine should try and maximise the interactions received organically on social media. Maximise the number of likes, comments, shares and tags of the brand and the brands page. As well, aim to increase user generated content. Celine should enable the option of tagging the brand in posts on social media, and should engage with the followers. This will showcase a more humane side of the company and will help increase the loyalty and gain new customers.	Celine's email traffic rate is at 0.13%, and should aim to increase the rate to at least 0.50%. YSL email traffic rate is higher at 0.48% and Gucci's at 0.55%. (Similarweb, 2020)
Sales KPI	Pay per click advertising, so Celine would appear first in search engines increasing visibility and awareness	Celine aims to have a 20-40% repurchase rate from the same client annually (digitalecommerce360, 2019)
Brand KPI	Celine AW20 campaign will bring Celine a chance to get the "Old Celine" customer back while also maintaining the new brand identity of Rock and Roll and archival Celine. With the campaign being published the same time as the movie about Marianne Faithful, Celine has a chance to gain referrals from other websites and other locations and publications.	While at YSL, Hedi Slimane made the revenue grow by 75%, and is expected to do the same for Celine (Muret, 2018). Celine should aim to increase the organic growth through digital marketing.

16. Advertising campaign budget

Social Media Sponsored Content	
Instagram	£10,000
TikTok	£4,000
WeChat	£4,000
YouTube	£0.30 / Per View
Vogue Home Page Advertising	£6,500/ Per Day
Influencer Outreach	£5,000/ Per Post
Google Ads	£10,000

Approximate Total = £54,000

17. Conclusion

In conclusion, storytelling is an integral part of the fashion industry and Celine especially. Celine has a story to tell, and the brand will tell their story through imagery, through music, and the art of clothing. Emotion plays a strong role in the purchase habits of consumers, and mean a great deal to many customers (See Appendix 2). After all, buying is an emotional decision (Wahbe, 2019). What we purchase says something about who we are as individuals. Customers have the need to be associated with brands that have inspiring, meaningful stories (Wahbe, 2019). Celine is not so strong regarding storytelling and has until now isolated their consumers within their brand DNA and story. Celine should become more audience approached in the future, as storytelling has been proved to have no substitute.

18. Recommendations

1. Celine should aim to establish a new brand image that tells a stronger story. Celine does not have a simple and understandable brand image. This makes it harder for the consumer to connect with the brand.

2. Celine should become more inclusive regarding models, photographers and artists used. Recent events have brought to light the lack of diversity within Celine models, and whom Celine dresses. Stylist Jason Bolden has called out the brand for not dressing Black celebrities. This has caused many followers and brand lovers to question the legitimacy of the brand. (Flanagan, 2020)

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20. Appendix

20.1. Calculation of Instagram engagement rate -

accurate to the 10 April 2020

Add the last 9 post likes, divide by 9 = gives you x
x divided by number of followers x 100 = % rate of engagement rate

Celine	Saint Laurent	Bottega Veneta	Givenchy	Fendi
2.3M Followers	7.8M Followers	2.1M Followers	14.1M Followers	15.3M Followers
following 0	following 1	following 0	following 1	following 5
posts 531	posts 1,282	posts 136	posts 3829	posts 5995
Posts likes +	Posts likes +	Posts likes -	Posts likes +	Posts likes +
1. 14,700	1. 27,600	1. 4,676	1. 30,779	1. 16,935
2. 11,100	2. 35,500	2. 23,141	2. 12,088	2. 42,817
3. 69,300	3. 107,000	3. 26,444	3. 16,783	3. 39,690
4. 12,500	4. 83,584	4. 44,984	4. 29,547	4. 22,025
5. 7700	5. 22,734	5. 6,051	5. 12,559	5. 25,081
6. 8540	6. 26,194	6. 5,702	6. 13,579	6. 27,296
7. 15800	7. 61,337	7. 10,998	7. 12,299	7. 22,183
8. 12100	8. 40,252	8. 67,403	8. 19,275	8. 22,934
9. 10300	9. 113,298	9. 162,253	9. 66,567	9. 19,761
=	=	=	=	=
162,040 / 9 =	517,499 / 9 =	351,652 / 9 =	213,476 / 9 =	238,722 / 9 =
18,004 / 2.3M =	57,499 / 7.8M =	39,072 / 2.1M =	23,718 / 14.3M =	25,524 / 15.3M =
0.00782 X 100	0.00737 X 100	0.0186 X 100	0.00165 X 100	0.001756 X 100
= 0.7828	= 0.7371	= 1.860	= 0.1658	= 0.17566

20.2. Focus Group

Sample - Male and Female Participants aged 19-25

The answers have been collected and put in to 1.

Q: Who do you feel are the main competitors of Celine?

A: Saint Laurent, Chloe Loewe and Givenchy.

Q: Do you feel like Celine has an ESP?

A: I dont feel like they have a very specific ESP, but maybe being edgy could be their Emotional selling point. It was hard for the group to decide on an ESP for Celine.

Q: Do you think a campaign that takes us all back a few decades, fits with Celine's collection? Do you think nostalgia is something Celine could work with?

A: It might fit, but Hedi took a modern twist to his approach to the past, the whole point of fashion is to reinvent fashion. It is subjective.

Q: When you see a campaign video, how important is the music for you? do you need it to be a famous song or an unknown one?

A: I think it's nice to have recognisable music, the music does a lot on the emotion which the campaign sends off. If you recognise a song, you are more likely to watch the campaign and pay attention.

- I agree, but it has to be quite a recent song and has to fit with the theme. Depends on how iconic the song is.

If it's a song you do not know, you are always going to link the song to Celine, and that will also create some sort of emotional aspect as well.

Q: What does story telling mean to you?

A: I think that emotions are the most important thing. To get people to feel something.
(Christmas ads and the Dove campaigns came up a few times during the conversation as an example.)

Q: Are there any phrases or words that come to mind when you think Celine?

I think they are trying to not have a phrase. To not be limited to one thing, and one pathway.

Q: Do you think a campaign taped via ZOOM is a good strategy for them?

A: It depends on the theme of the campaign. The ideas where both sides. Some said it was a good idea as it fits with the now, some said it was a bad idea because it has already been done, and it will not differentiate Celine from other brands.

Q: Is it important to have a known model/face at a campaign?

A: I think you need both, a big celeb to push the campaign and a new face can make the campaign special.

- I would rather see celebs that are not known models. Artists, musicians, dancers, etc.

Q: Do you think a multipersonal casting ie more then 1 person for the campaign is more beneficial?

Having different races, genders, ages and people makes the reached market bigger. eg. Calvin Klein - in my opinion, Calvin Klein having so many different people in the campaigns, makes the people connect more then having 1 model for the brand all the time. That model will remain looking that way forever, and not many people look that way. you will lose a big part of the market that way.

Q: Would you buy something from Celine because of the History of Celine?

A: I would buy something from Celine, if I like it. not because the brand has a big history.

Q: Do you think covid-19 fashion houses are advertising?

A: Yes, they already are changing the way they do things.

I think that the timeline will change, on BoF they posted an article stating how things will change, how long campaigns will last etc. As well, I think that brands are already changing, all the brands who don't have a strong online presence or an E-commerce presence are now regretting the fact, and once they put money in to it, they will use it more and more, and so online presence of brands will become stronger and and better.

20.3. Interview- Natalia Zgurovska

Worldwide retail merchandising manager for Celine

Q: What was the strategy for the latest Celine campaign?
A: The strategy was to do very typical advertising - signs, bus stops etc.

Q: Regarding Online Shopping, where is it the strongest for Celine?
A: Online shopping only in japan, china and us

Q: Mens Fashion today is a very big part of the fashion industry, is it the same with Celine?
A: Today's mens business represents about 10% of the business, and that is amazing as it is new to the business and only present for a smaller part of the network

Q: What are the inspirations for the collections?
A: Many of the collection inspiration, and style are taken from the Celine vapianna archive. A lot of French inspiration in the collections

Q: What are Hedl's sources of inspiration?
A: Hedl, he is really an artist. Therefor, in the front row of shows you see: Musicians, Artists, and different people to the fashion industry.

Q: How inclusive is your brand with Women Talents?
A: Our company is very open to women talent. Our CEO is a women and a mom of three .

Q: How would you describe the AW 20 collection?
A: Then new Celine silhouette is reinstalled - each collection is structured like a different chapter of the same book: 70-60's spirit back to the market

Q: How was it like, how was the chaos when hedl took down the accent?
A: No one actually knew he was going to do it. It was not a big shock, and the way he explained it was just that he looked at the Celine archives. He practically erased everything that was Phoebe, to start fresh, but also build on the house codes. He is not trying to do his own revolution, but really working on the past.

Q: Is Celine looking to expand it offerings?
A: We launched the perfumes recently, and a small house collection. With a dedicated store.

Q: Do you think your customers changed with Hedl joining?
A: Initially we lost loyal clientele, that we're loyal to Phoebe. But when we introduced Winter 19', we started to gain them back. It's mainly the tailoring part, and the woman who was loyal to Phoebe was the business women. Independent. We recruited men clients. In Japan especially. And we are also recruiting new clients - rock, music style, slim silhouette but also our more casual collections (Denim). The new young clients are looking for the authentic, high quality products. A lot of new asian clients as well

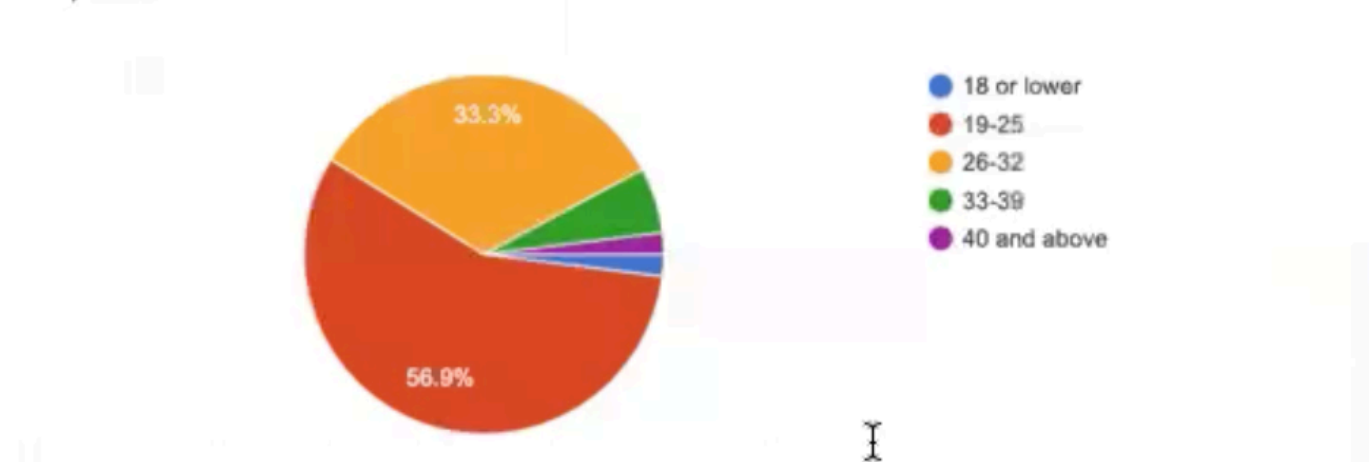
Q: How do you feel about china at the moment?
A: China is really taking off. Even though the pandemic, they are still shopping RTW is very strong

Q: What are the new digital strategies Celine is planning to adopt to sell and advertise during covid 19?
A: It depends on the market, china is so much ahead. We are just looking at how to sell safely, without having to have all the people we usually have in the stores. There is a group that is working on the digital product for Celine, and we need to think about how you adapt to a 3D imagination. RTW And Shoes will be the biggest issue. We are brainstorming and breaking our head on what to do

20.4. Survey Results

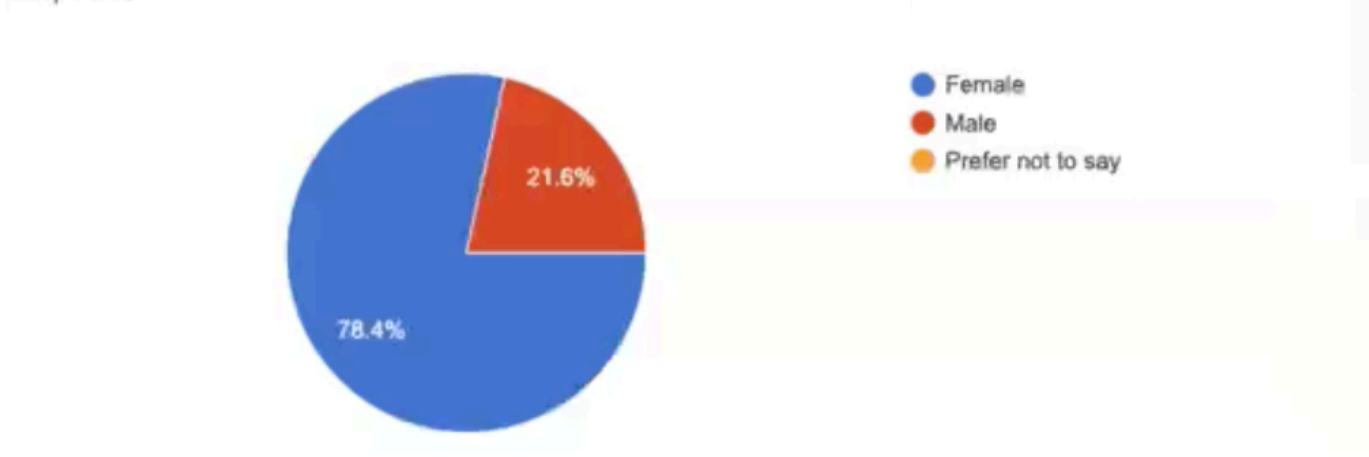
What is your age?

51 responses



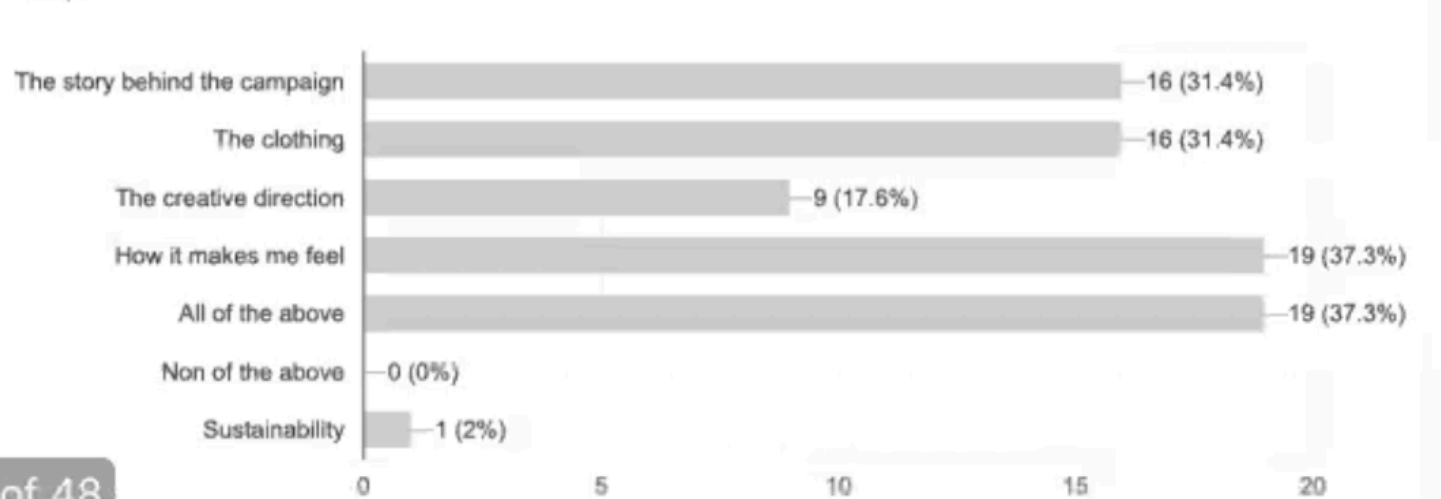
What is your gender?

51 responses



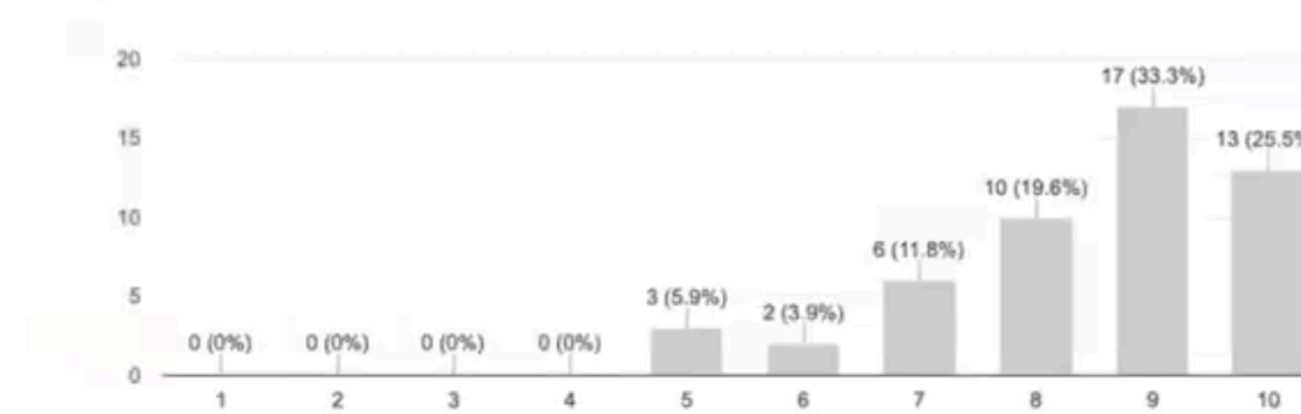
When it comes to fashion advertising, what is most important for you?

51 responses



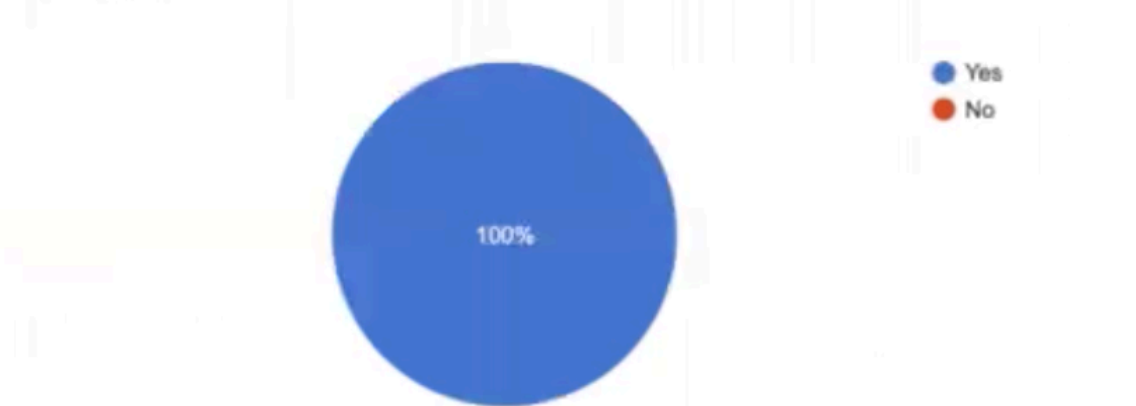
How important is Storytelling in fashion, in your opinion?

51 responses



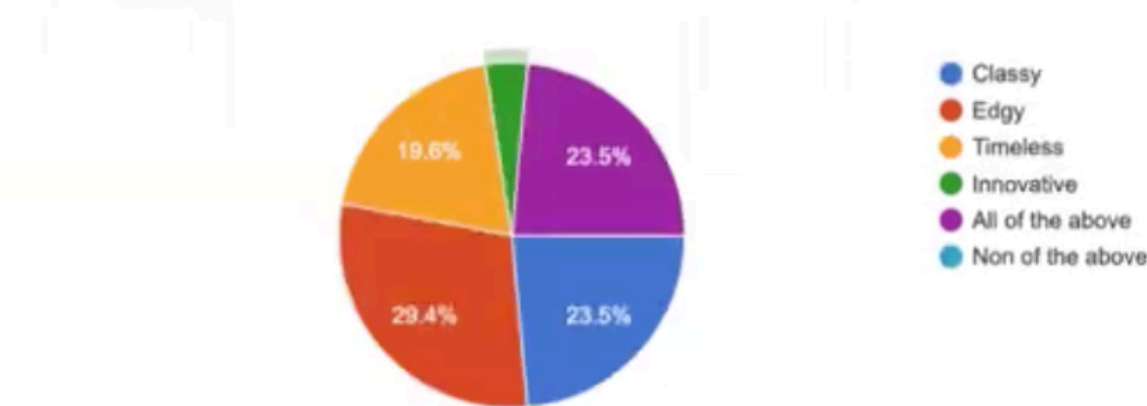
Do you know the brand Celine?

51 responses



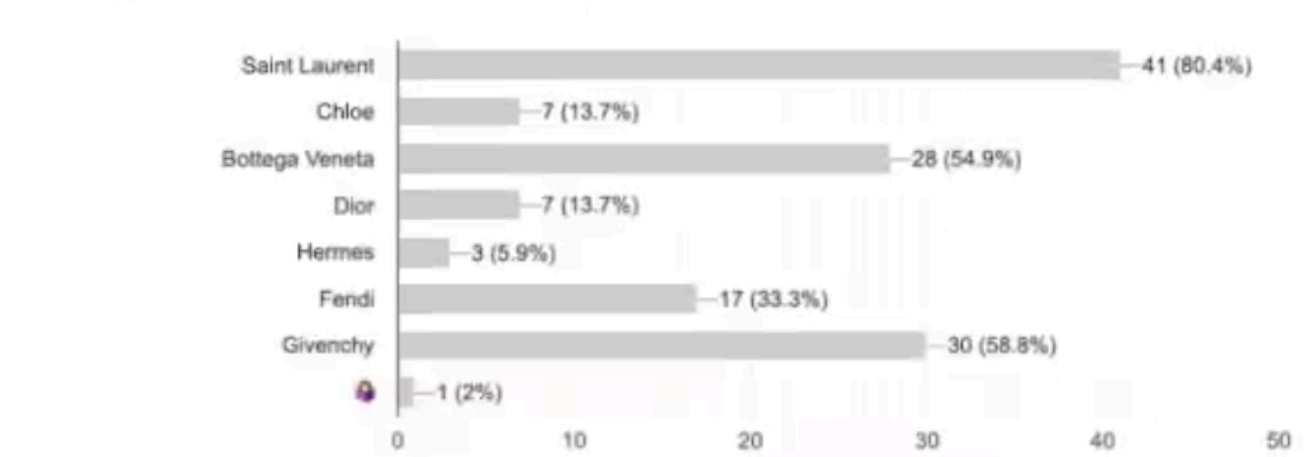
How would you best describe Celine?

51 responses



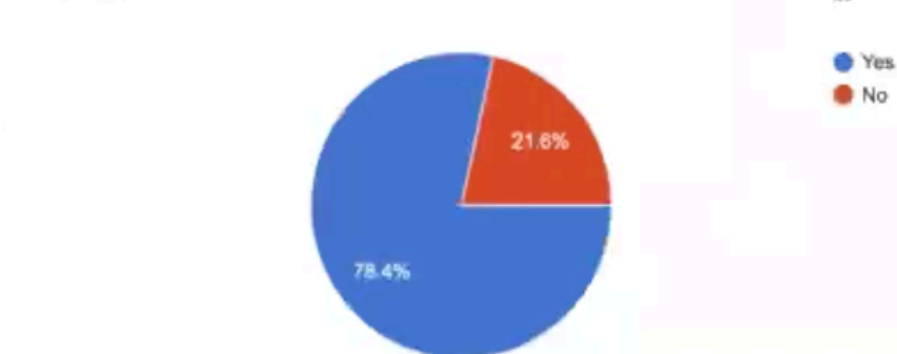
Who would you say are Celine's main competitors?

51 responses



Have you seen the latest AW20 Collection by Celine? What were your thoughts? Please explain in the next question

51 responses



Explanation of the above question - What were your thoughts about the AW20 Collection by Celine?

51 responses

N/A

Its ok

I love it. Very Hedi Selimane

לא ראיתי

I loved it

70's Parisian vibes , unisex

their collection was very interesting. vintage inspired

its was nice

Explanation of the above question - What were your thoughts about the AW20 Collection by Celine?

51 responses

Its was nice

Interesting

copy of Saint Laurent

Haven't seen

Too vintage

It took me back a few decades

saint laurent, boring, coachella

it was safe

Didn't see/remember

Romantic

I liked it but i feel like there was a bit too many styles put into one collection

Incredible

Its was interesting

It was nice

Inspired by the past

The collection is archival

Didn't see

it seems a little vintage

The collection was interesting

I thought it was taking Celine back to the 70's, I loved it.

Awesome!

Bohemian rock

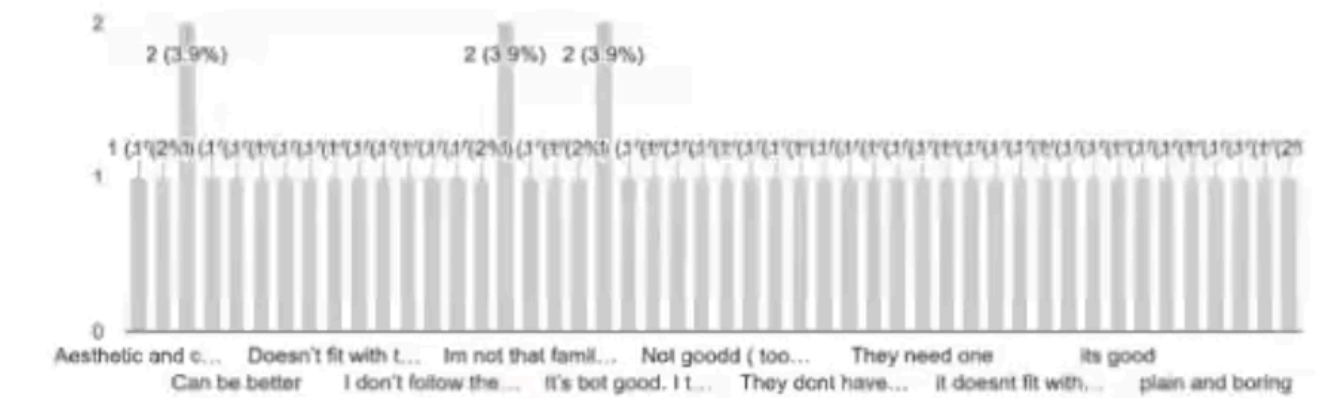
Celine has innovated a bit in their style and changed their image but it takes a classy image to a nice catwalk and developed catwalk

Nice

It was ok, a little too much

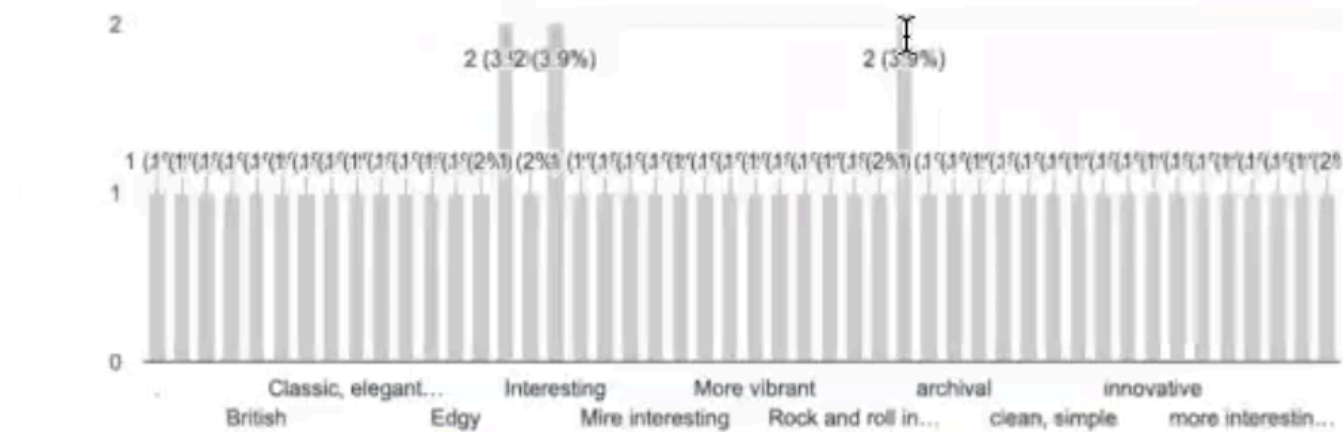
How do you feel about Celine's current social media strategy?

51 responses



How would you imagine the next AW 20 Campaign to be like?

51 responses



Thoughts about the video above

51 responses

Boring

Its ok

Its interesting

It's boring

Nice

Boring

Innovative

Slow

Connection between architecture and the collection. Cold video

