

CELINE



Figure 1: Chic (celine.com, 2019)

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Executive Summary

This report analyses the current state of the Celine company and explores new marketing strategies to strengthen the success of the brand. The research carried out revealed the external and Internal factors affecting the brand, the main competitors of Celine and the position In the market that Celine currently holds. Once the Initial research discovering the current state of the brand was conducted, the exploration of marketing strategies took flight.

The first key weakness of the Celine brand Is that there Is no available fashion mobile shopping application for consumers to download and utilise more efficiently. Celine does have a website to allow for online selling, however it is extremely difficult to browse and buy the products on a mobile device. The second key weakness discovered is that Celine products are not accessible for consumers In the middle to lower class societies. Celine products are priced extremely high due to their craftsmanship, uniqueness and high quality so they are only marketed to the upper to upper-middle class consumers. Lastly, Celine has not explicitly stated their position regarding sustainable practices during production. The Environmental Crisis Is an International emergency, and It Is essential for Celine to adapt and put efforts Into lowering their carbon footprint.

It Is recommended that Celine:

- Creates a fashion mobile shopping application,
- Launches a beauty collection
- Takes environmental sustainability

Introduction

Celine is a French RTW and leather luxury goods brand. It is a part of the LVMH group since 1996. Celine was founded in 1945 by Celine Vipiana. The brand was first recognized by its original logo, 'the red elephant' created by Raymond Peynet. In 1997, Michael Kors was brought on as head designer, and left in 2004. In January of 2018, Hedi Slimane was appointed as the new Creative Director of Celine. So far, during Hedi Slimane's employment, she has made the huge change to take away the apostrophe in the original brand name of Celine. Today, Celine has 140 stores and 1,900 employees worldwide. They produce 4 collections a year. It is a fashion brand known for the quality of its products, especially the leather ones. The brand's 'Unique Selling Point' are the leather goods, specifically the leather bag, and the unique craftsmanship that is used in the creation of each product. Simplicity, elegance, femininity and style are key terms behind this brand.



Figure 2: Chair (Celine.com, 2019)

Timeline

**CELINE IS
FOUNDED BY
CELINE
VIPIANA**

1945



Figure 3: Vintage
(crfashionbook.com, 2019)

**MICHAEL KORS
NAMED
CREATIVE
DIRECTOR AND
WOMENS RTW
DESIGNER**

1997

**BERNARD
ARNAULT
(PRESIDENT OF
LVMH) APPOINTED
PHEOBE PHILO AS
NEW CREATIVE
DIRECTOR**

2008



Figure 5: Phoebe (businessoffashion.com, 2019)

1996

**ACQUIRED
BY LVMH FOR
2.7 BILLION
FRENCH
FRANCS**



Figure 4: LVMH (logos-
download.com, 2019)

2005

**ROBERTO
MENICHETTI
NAMED
CREATIVE
DIRECTOR**

2018

**HEDI SLIMANE
APPOINTED AS
ARTISTIC,
CREATIVE AND
IMAGE
DIRECTOR**



Figure 6: Hedi (vogue.com, 2019)

Situation Analysis

Marketing Mix

Product

Celine is now selling products in 4 main categories for men and women: ready-to-wear, leather goods, shoes, accessories (celine.com, 2019). The ready-to-wear apparel at Celine contains timeless and chic products that can be divided into different categories: dresses, skirts, jackets, coats, shirts, blouses, pants, leather, fur, knitwear, denim, t-shirts and sweatshirts. (celine.com, 2019) The leather goods at this brand include handbags and small leather pieces, such as wallets, card holders, clutches, tech accessories, passport covers and document holders (celine.com, 2019). Celine's popular handbag is the iconic "Luggage Bag" which was invented in 2010 by former Designer Phoebe Philo (modaselle.com, 2017). The brand also sells pumps, sandals, boots, flats and sneakers for men and women. (celine.com, 2019). Accessories like jewellery, sunglasses, hats, belts and soft accessories are also available (celine.com, 2019). Celine carries a licensing contract for their sunglasses with a joint venture between LVMH and Italy's Marcolin, a worldwide premium eyewear business (businessoffashion.com, 2018). Most recently, the new creative director just launched his first fragrance collection for the French fashion house (Valenti, 2019).



Figure 7: Sunglasses
(celine.com, 2019)



Figure 8: Slump (celine.com, 2019)

Situation Analysis

Marketing Mix

Price

The Celine pricing strategy appears similar to Dior or Gucci, as it reflects the incomparable quality and exclusivity of the product. Celine also stands for a certain luxury status that the customer wants to embody. The pricing strategy is justified by the consumers wanting to be part of an “exclusive club”, as Celine is not a “mass” production brand but high-end business. Celine customers do not only buy the bag or the coat, they also purchase the additional benefit of differentiating themselves from the society and being part of a small, exclusive customer group. (celine.com, 2019) Figure 29 reveals the pricing for luggage bags.

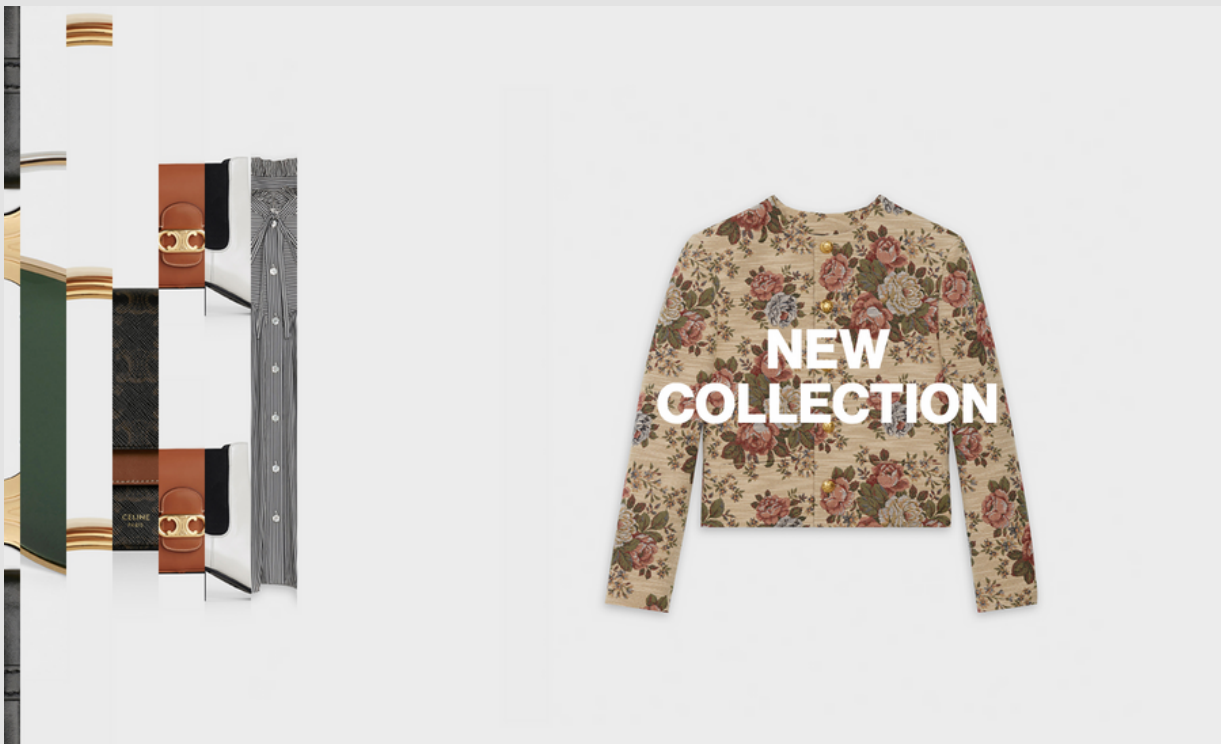


Figure 9: Price (celine.com, 2019)

Situation Analysis

Marketing Mix

Place

Currently, there are 140 Celine stores across the world (Celine.com, 2019). Not all of these stores are free-standing, as Celine sells products through multiple high-end department stores. The countries with the highest number of Celine stores are China (19 stores), France (18 stores), Italy (20 stores), Japan (34 stores), South Korea (18 stores) and the United States (50 stores). [Figure 2] Currently there are only 7 Celine stores in the United Kingdom.

Celine does have a website that expresses the minimalist ideology of the brand. The website can be accessed in Europe, Australia, North America, Middle East, and Asia. The website can be accessed on a mobile phone, however, Celine does not have a mobile fashion shopping application. The Celine website is fairly new because until 2016, the company actually rejected the selling of products online. They believed Celine product must be bought in-person, as they put major emphasis on direct-communication with the customer (Chiu, 2018). Celine products are distributed through 'Directly Operated Stores' (DOS), 'store-in-store' retailers, private high-end multi-brand retailers and online selling.



Figure 10: Milan (retaildesignblog.net, 2019)

Situation Analysis

Marketing Mix



Figure 11: Fur (vogue.com, 2019)

Promotion

Before Hedi Slimane was appointed head creative most promotions took traditional approaches, such as utilising elite magazines, newspapers and fashion shows. The reputation and overall look of Celine is so important to uphold, that when the brand is featured in a magazine they operate a strict 'full look' policy which forbids any mix of other brands. (Chaveesak, 2018) Celine has a strong Instagram presence with over 2 million followers; there is an official Celine Facebook account and a WeChat account. Celine stays exclusive by not following anyone on Instagram and not having an official brand Twitter account. Through the WeChat account, Asian consumers are able to follow Celine and receive the latest news from the brand directly.

Fashion shows are still one of the top promotional strategies for Celine (Chiu, 2018). The brand does not utilise paid influencers to promote their product, however there are top influencers invited to their shows that always jump at the opportunity (Chiu, 2018).

Situation Analysis

Marketing Mix

Physical Evidence

Sales/staff contact experience of the Brand:

Celine offers a wide range of staff contact providing services to the customers in need of it. First option: by phone, the Celine client service is open from Monday to Saturday, 9 AM to 6 PM. The team of advisors in Celine can assist clients through the following number: +44 20 7660 0990. If the customers prefer to they can also do this via email at (clientservice.uk@celine.com) and a Celine advisor will respond to their inquiries within 24. The third option is to request an appointment, and this service is available in selected stores, customers can select a store and send their enquiries (celine.com, 2019).

Product packaging:

Simplicity is key to Celine's products packaging. Celine opts for plain monochrome boxes, normally follows a black and white color scheme. It represents the classic, memorable and elegant.

Online experience:

Celine's webpage (celine.com, 2019) is focused in visual and sound experience. They use video formats presenting the products. Customers can easily access their social media platforms. They can sign in or register as a customer. The website is cohesive with the values and image the brand holds: simplicity, minimalism and elegance. There are ways in which Celine could improve its online page, making it simpler and quicker to move around, so that it becomes more friendly for the customers. It would be a positive aspect to refresh and improve the website as it feels outdated.



CELINE

CELINE SHOP WOMEN
CELINE SHOP MEN
CELINE HAUTE PARFUMERIE
CELINE COLLECTIONS
CELINE MAISON DE COUTURE

SEARCH
SIGN IN / REGISTER
STORE LOCATOR
SHOPPING BAG (0)

Figure 12: Stripes (celine.com, 2019)

Situation Analysis

Marketing Mix

People

The CEO of Celine is: Séverine Merle, since 2017 and she is the third female CEO in the LVMH stable of brands. As of this year, Hedi Slimane is the creative director of the brand. He is infamous for taking the accent off of the Celine logo. Phoebe Philo held a 9 year reign at Celine as creative director before Hedi Slimane. During her time at Celine, she was awarded 'designer of the year' (Vogue,2019).

The Celine Customer:

The one seeking the ultimate form of sophistication and simplistic designs, they value the craftsmanship of a product which has been carefully made, they are independent and fearless. These customers look for classy and timeless when searching for the perfect bag or shoes. When it comes to the clothes and dressing up, the customers are searching for simplicity and minimalism. They seek to be a part at the Celine's universe with everything it represents and be part of the ultimate experience when they purchase its products (Vogue,2019).



Figure 13: Merle (madame.lefigaro.fr, 2019)

Situation Analysis

Marketing Mix

Process

The brand has collaborated with the only retailer store, 24 Sevres, which is a part of LVMH group. Reaching out to 80 different countries globally, 24 Sevres has been able to boost Celine through a wider distribution network. The collaboration was implemented by releasing an exclusive Celine capsule collection. The luxury e-market collaboration resulted in an increase of 25% online sales in 2017. Additionally, Nordstrom's flagship store held a Celine pop-up store. Where 4 collections were showed, each having its unique french touch where luxury brand meets the street style. [2018]



Figure 14: 24 Logo (relationclientmag.fr, 2019)

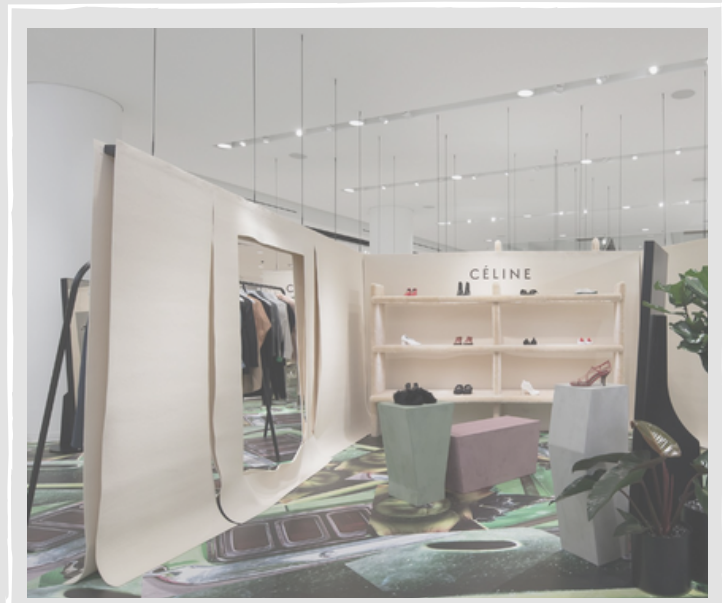


Figure 15: Pop up (vogue.com, 2019)

SWOT Analysis

Situation Analysis

CELINE

SWOT ANALYSIS



STRENGTHS

- Innovative & Timeless
- Positive reputation
- Established brand/Internationally recognized
- Strong brand recognition
- High quality products
- High desirability
- Loyal customer base



WEAKNESSES

- Slow customer growth
- Not a user-friendly website
- No brand extensions
- Weak social media presence
- Can come off as elitist
- Not accessible to lower income people
- No environmental responsibility



OPPORTUNITIES

- New creative designer building buzz and excitement
- Signature parfumerie stores/More stores in China
- Utilize stronger social media marketing
- Add environmental awareness and responsibility to company framework



THREATS

- Counterfeit problem
- Competition with other leading luxury brands
- Current economic and political issues (Brexit/Hong Kong Protests)
- Environmental issues
- Not targeting younger generation

WWW.CELINE.COM



Current State of the Market

Situation Analysis

In order to analyse the current state of the fashion market, information has been extracted from the State of Fashion 2019, the Business of Fashion and McKinsey & Company.

Regarding the Global Economy:

A turn in the economic cycle is approaching rapidly, concerning among industry executives over prospects for the coming year.

India is quickly becoming a focal point for the fashion industry, reflecting a quick growing middle-class and increasingly powerful manufacturing sector.

Companies should make contingency plans and be aware concerning a potential shake-up of global value chains (BoF and McKinsey & Company, 2019).

Regarding the Consumer Shifts:

Fashion products are being stretched as pre-owned, refurbished, repaired and rental business models continue to evolve and grow. Consumers have demonstrated a preference to shift away from traditional ownership to new and interesting ways to access the product.

Younger consumers are seriously worried with social and environmental causes, They back their beliefs with their shopping habits.

The time lag between discovery and purchase is a pain-point for customers who continue to expect better and unique experiences.

Fashion companies must understand that a more distrusting, more informed and aware consumer expects full transparency across the value chain (BoF and McKinsey & Company, 2019).

Regarding the Fashion System:

Technology and social media are enabling a new breed of 'challenger' brands.

E-commerce players will continue to innovate and focus on making the most of new technologies. It is crucial that brands adapt in the best possible way to the present times and do not fall behind.

Mass market players will respond quicker to trends and also to the consumer demand (BoF and McKinsey & Company, 2019).

PESTLE Analysis

Situation Analysis

Political

The potential outcome and timeline of BREXIT will affect many areas in the market. The protests occurring around the world in Hong Kong, the Middle East, and South America are causing a high level of civil unrest. The political campaign in the United States is beginning to take off and the outcome of the election will primarily affect the brand in the way of trade deals. Furthermore, if Trump regains the nomination, Celine should be prepared to see lower taxation laws affecting the US citizen.

Economical

There have been speculations about a possible Index bubble occurring within the US economy which could lead to a future recession. Simultaneously, exchange rates among the Euro, Dollar and Pound will be fluctuating depending on BREXIT decisions. Africa is growing in popularity as the next market to invest in due to the constant increasing amount of spending power within the continent. The areas with the most spending power are South Africa, Nigeria, Angola and Zambia (Atwell, 2017). Chinese Trade War is still affecting American markets.

PESTLE Analysis

Situation Analysis

Social

The most important social factor is the involvement of LGBTQAI+ models in recent fashion shows, as well as the inclusivity among models and brand ambassadors. It is important for a brand to show their support and involvement by incorporating models of all ages, body types, skin colors and backgrounds in their promotional strategies. The 'Extinction Rebellion' activists are gaining major traction.

Technological

Distributed digital ledgers are beginning to grow in popularity amongst many industries and they are definitely worth learning about/investing in. Increasingly, buyers are shifting in their behavior towards online purchases and application purchases. Consumers are showing more engagement with experiential promotions rather than informational. Consumers react positively to personal engagement with the brand. Podcasts, and fashion films are growing in popularity and turning strong results of high engagement. Immersive and personal in-store experiences, as well as interactive experiences are driving the highest results.

PESTLE Analysis

Situation Analysis

Legal

The production chains of many fashion companies are being scrutinised over sustainable practices, ethical responsibilities and protection of workers. With controversial leaders around the world, taxation and restrictions on importing and exporting various goods may transpire. Legal action regarding the buying and selling of real fur is being taken in the US. According to The Fashion Law, "Los Angeles became the fourth U.S. city to ban the sale of fur, the state of California is set to become the first-ever state to ban the sale of new fur products" (TFL, 2019).

Environmental

There is an international emergency to save our planet, for companies to utilise greener approaches and lower their carbon footprint. The use of recycled materials in fashion production is a popular sustainable practice. There has been a move to shift the fashion industry from a linear economy to a 'circular economy'. The hope with a circular economy is that garments can be created to last for years without depreciating in value.

BCG Matrix

Situation Analysis

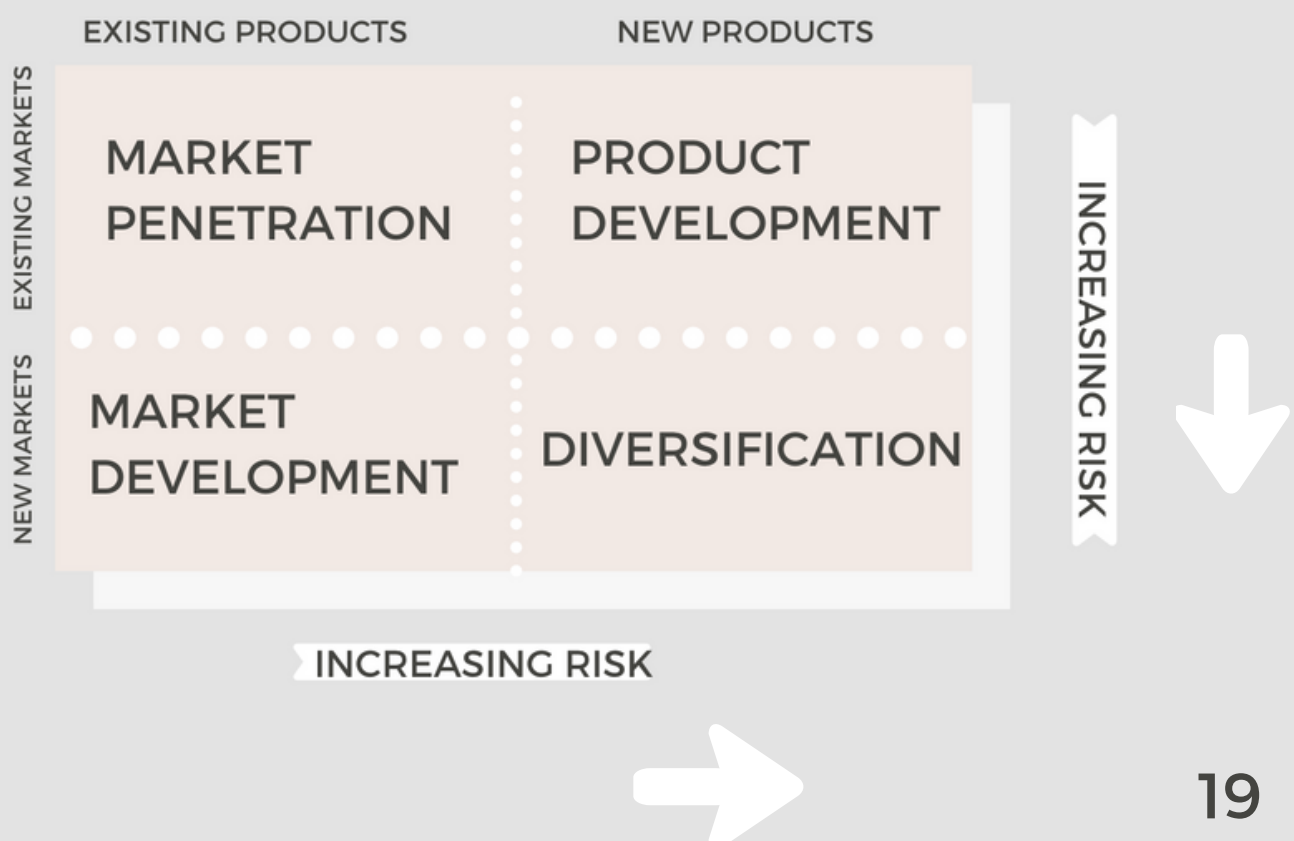


The star product is the iconic leather Luggage Bag, which is the brand's top seller and was invented in 2010 by former Designer Phoebe Philo. The main Cash Cow for Celine is their sunglasses as they are very popular among customers, yet there is no evidence for this special market to grow in the near future. Since Celine just recently launched their own fragrances, this product category can be assigned to the Question mark division. This quadrant contains relatively new products in a high growth market but with a low market share. The Poor Dog product is men's jewellery because the relative market share as well as the market growth rate for this specific product category is not very high. (Kenton, 2019)

ANSOFFS Matrix

Situation Analysis

One of the key strengths of Celine is their substantial market penetration. Celine concentrates on developed markets and products to keep their position in the market and to not lose their standing and reputation. Concerning product development, Celine just launched their first ever fragrances (Valenti, 2019). This new product line gained enormous attention and received immense positive feedback (March, 2019). Therefore, the brand should extend their product portfolio by investing more in the beauty sector. As far as market development, Celine is present in many countries, mostly In Europe, America and Asia, but there are not many Celine stores Internationally compared to other luxury brands (celine.com, 2019). First, the brand should grow their store numbers in Asia, due to the extreme market growth occurring (businessoffashion.com, 2018). Furthermore, the concept of diversification might not be useful for the brand because of the high risk that comes with this strategy. At the moment, there is no need for Celine to jeopardize their standing in the fashion world by investing in new products and markets at the same time.



Positioning Map

Situation Analysis

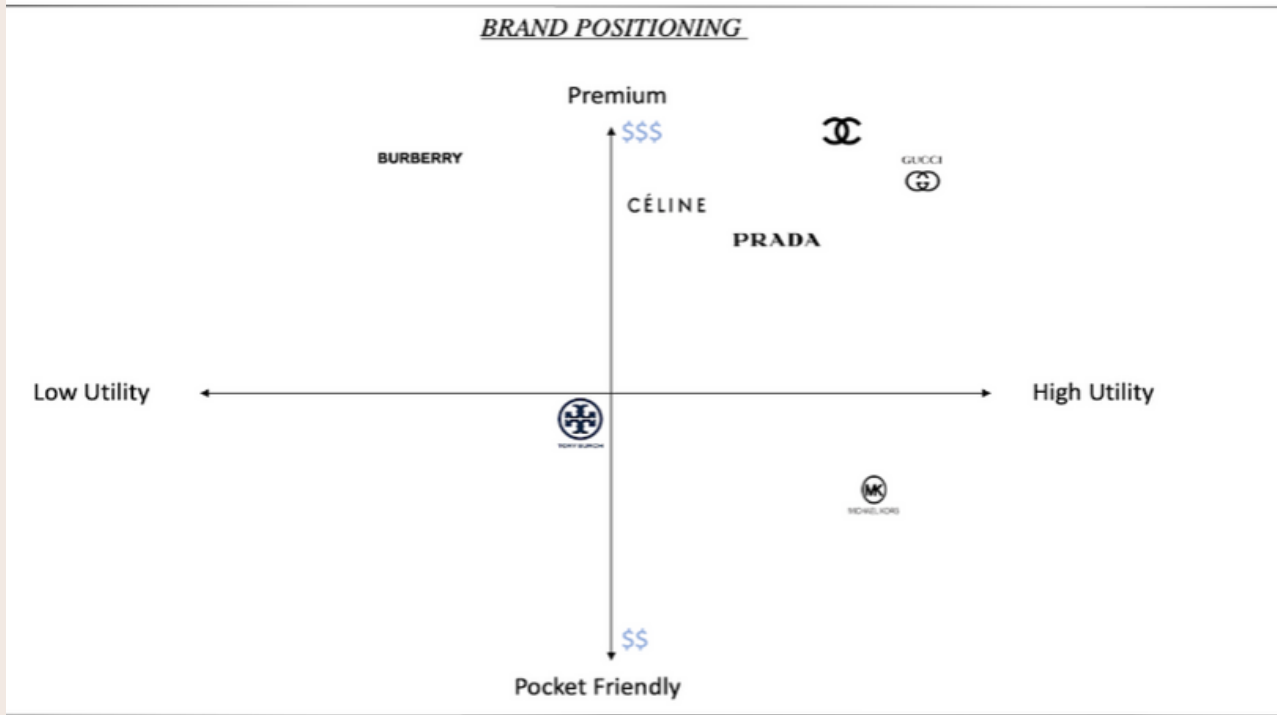


Figure 16: Runway 1-3 (vogue.com, 2019)

Customer Analysis

Customer Profile

The target customer is aged 25-50, is either female or male, and has achieved an MA degree. They earn a high income, are married and live in a city. They are European, Asian or American; may or may not have children. They are interested in travel and architecture; knowledgeable about fashion, and they enjoy visiting art galleries and museums. They love to host dinners, go out with friends and go to the theatre. They watch drama and mystery films. Their favorite shows are Downton Abbey and House of Cards. The main motivators that attract these customers to Celine are the status of owning the products, the classy style, as well as the high quality and craftsmanship of the product. The concerns the customer may have while shopping at Celine could be the change in designer causing a bit of apprehension. If the Celine customer does not like the new brand image, they may stop buying Celine altogether. They would recommend Celine to their friends due to the longevity and high quality of the product, the combination of utility and elegance, and the strong likeability of the brand. The typical customer is aware of the high price point of Celine products, and they are willing to invest. Their buying patterns vary based on age, however this customer is dresses in style every season. They are very loyal to the brand, and the older customer most likely owns multiple Celine products.



Figure 17: Movement (celine.com, 2019)

Pen Portrait

Customer Analysis



Figure 18: Mary (freedesignfile.com, 2019)

Mary Carter 35 years old

Living in Chelsea, London,

Postgraduate in PR from LSE, Executive agent at Bell Pottinger

Married (10 years) - has one daughter, Heloise (4)

Spends time with her family and friends on weekends

Enjoys going to the park, baking treats, and watching Rom Com movies.

Hobbies: painting, reading classic novels (her favorite is How to Kill a Mockingbird) and magazines (Vogue)

She is religious

Does not like camping

She has a close group of girlfriends (regular wine nights)

She feels strongly against Brexit.

She practices social and environmental responsibility, and is very interested in Politics and the news.

She feels like “Less is more” best represents her aesthetic

Competitor Analysis

Hermès

Products can be purchased both online and offline.
310 stores worldwide

Customer:

- Elite and Affluent
- 35-60 years old
- Female or Male
- High-paid job
- Lives In a city
- Married with children
- Classy and elegant style
- Loves to travel
- Loyal to brand



Figure 19: Hermes (irockdecals.com, 2019)

S

- Global Presence
- Strong Brand Name
- Loyal Customer Base

O

- Expanding Into New Markets
- Strengthen Online Presence
- Produce on a Larger Scale

- Low Digital Presence
- Weak Advertising
- Low Product Availability

W

- Competition In the Luxury Market
- Low Engagement with Younger Audience
- Counterfeit Products
- BREXIT

T

Competitor Analysis

Burberry

Products can be purchased both online and offline.

431 stores worldwide.

Largest markets are in Asia and Europe.

Customer:

Men and Women

Seeking functional luxury

28-45 years old

Classy style

High income

Urban cities

With/without children

Enjoys spending time outdoors



BURBERRY
LONDON ENGLAND

Figure 20: Burberry (adage.com, 2019)

S Strong Heritage and Legacy
Many stores
Largest Fashion House In GB
High Interaction with Celebrities
Loyal Customer Base
Personalisation

O Creating Sub-Lines,
Expanding to New Markets
Change Old Patterns Into New Ones
More Personalised Designs

W Major Counterfeit
Issues
Controversy Over New
Designs
Standard Pattern can
get Old

T Competition In the Luxury
Market
Counterfeit Products
BREXIT
Customer Loss to More
Trendy Brands

Competitor Analysis

Chloé

Products can be purchased both online and offline.
100 stores worldwide.
Largest market is in Asia.

Customer:

Females
Middle-Upper Class
28-45 years old
Classy style
High income
Urban cities
With/without children
'See by Chloe' 18-28 Females



S Positive Brand Image
Strong Online Presence
Strong Sub-Brand
'See by Chloe'

More Contemporary Designs
Expand Physical Stores
Increase Interaction with
Ambassadors and Influencers

W Low Global Brand
Awareness
Limited Information
on Sustainability
Low Interaction with
Influencers/Celebrities

Competition In the Luxury
Market
Counterfeit Products
BREXIT
Environmental Issues

Competitor Analysis

Prada

Products can be purchased both online and offline.
650 stores worldwide.
Largest markets are in Asia, America and Europe

Customer:

Females and Males
Middle-Upper Class
28-45 years old
Modern style
High income
Urban cities
Without Children
Passionate about beauty and fashion trends

The Prada logo is displayed in a large, bold, black serif font, centered within a white rectangular box that is itself set against a light gray background.

Figure 22: Prada (ebay.com, 2019)

S Loyal Customer Base
Strong Online/Offline presence
Strong Heritage
High Interactions with Influencers/Celebrities

Higher Focus on Younger Generations
Invest More In Emerging Markets
Outsourcing Production
More Focus on Classic Design

W Private Company can lead to Financial Problems
Low Sustainability
No Personified Classic Design

Competition with the LVMH Company
Counterfeit Products
BREXIT
Environmental Issues

Objectives

The next generation of consumers will be Millennials, Generation Z and the generation beyond. The younger generations will demand transparency and personal relationships with luxury fashion brands. To stay competitive, Celine must adapt and embrace this new era. The brand will need to create more personal experiences for their consumers and appear more Inclusive. Celine should also put efforts into increasing their worldwide recognition (Abuawad, 2019).

The main objectives are as follows:

Attract a younger clientele - Market to a lower income customer profile, less exclusivity and more attainability by providing a personalized experience for the consumer

Be more present in the Social Media platforms - Engaging with the consumer and being more active, creating interesting, useful and original content.

Website revamp internationally available - Achieving more brand awareness and recognition worldwide

Approach a carbon zero plan - Investing more in sustainable approaches in order to ultimately boost sales.

Figure 23: Storefront (celine.com, 2019)



Strategy and Tactics

1. Brand Extension: Beauty Line

Celine has recently launched their first-ever fragrance collection, and it has been extremely successful gaining positive feedback and popularity. Therefore, Celine should invest in launching a beauty line.

Customer based brand equity and brand positioning is aligned with the brand building advantage, which is the brand ambassadorship. (Sirianni et al,2013). The key method for promoting the beauty products is to have a brand ambassador. With 795k followers on Instagram, Vittoria Ceretti is chosen as the brand ambassador for the beauty line because of her enormous younger consumer engagement. The 21-year-old, Italian model is one of the most searched model of 2018 [Vogue.com,2018].

Vittoria Ceretti has appeared in top fashion magazines such as Vogue (Italy, Japan, Paris), Harper's Bazaar, Elle, Grazia and Glamour the model can exclusively promote the beauty line with her photoshoot. Content promotional posts can be shared by Vittoria via her social media pages such as Instagram story, Snapchat videos and through Twitter posts. A video campaign can be created with the model talking about the making of the products and how they are sustainable. This will help in driving the brand message and create awareness for the targeted consumers.



Figure 24: Vittoria (dreamsofpaper.com, 2019)

Strategy and Tactics

2. Website Revamp and Fashion Mobile Application Creation

In today's society, customers do not have enough time to always buy at physical stores, so online shopping is becoming increasingly important. Due to new technologies and the availability of internet access and smartphones, it is becoming very easy to purchase products online. For creating an effective marketing strategy, it is essential for a brand to utilize different channels to interact with the customer and to sell products at the same time (Zakurdaieva, n.d.). It is crucial for Celine to arrange a website revision, and create their own mobile App. Their current website seems unorganized and is not customized at all (celine.com, 2019). The brand could use an interactive marketing approach to boost customer loyalty and gain more personalisation for the website. Each customer should have access to a personalised website where they can create their own profile. By using this approach, Celine will be able to collect customer data and analyse their behaviour to get feedback on their website and predict future purchases based on the customers buying history. Celine already successfully uses SEO, however the brand should improve their email marketing. They could do this through a weekly newsletter with information on new products, events or promotions with a direct link that leads the consumer to the website.

The second concept to push online shopping at Celine is to create a fashion mobile shopping application (FMSA). Due to the majority of consumers (living where the Celine brand is recognised) have a smartphone and access to the internet, digital services are increasingly popular (Soni, et al., 2019). By 2021 the number of digital buyers will increase to 2,14 billion, whereas in 2018 this figure was still at 1,79 billion (Clement, 2019). FMSA's help consumers to make the most efficient purchase decisions by offering a more structured overview. The consumer will be able to create their own profile on the App as well as on the website. One of the main objectives for implementing this new concept is to establish a more personal relationship with the customers, which directly leads to a higher brand loyalty. In addition, new products, sales or special offers can be communicated through App notifications to grow customer engagement. The new created FMSA can be mainly promoted by social media and the newsletter (Soni, et al., 2019).



Strategy and Tactics

3. 'A Sustainable Celine'

Celine has not released any Information regarding the Implementation of sustainable practises In their production processes, or promotional strategies. The world as we know It Is falling Into an emergency climate crisis, so It Is Imperative that Celine accepts their environmental responsibility.

Beth Zerdecki, Chief Product and Marketing Officer at Rank and Style, reports that there was a 450 percent increase in sales at sustainability-driven companies, such as Everlane, Allbirds and Reformation, from 2016 to 2018 (Lewittes, 2019). It is clear that Celine must evolve their company framework in order to stay afloat. Once the brand has made the shifts to more sustainable manufacturers and the Implementation of 'greener' production approaches, the next step Is to successfully promote their advances.

First, Celine should hold a formal press conference to properly address the public using a very transparent approach. There should be a live stream of the press conference on IGTV, YouTube, WeChat and Facebook. Next, the video of the press conference should be used as content marketing to online viewers. It should be posted on YouTube and on other platforms, as well to educate consumers and create a longer-lasting buzz.

After the brand has Introduced their new approach, they should take action using their new framework. They can conduct an educational seminar for employees throughout the company on becoming more sustainable day-to-day. They can live stream these workshops and add them to their Instagram stories to show the public their efforts. Next, Celine can conduct direct marketing via Emails announcing the new Initiative- 'Celine Is Paperless!' Celine can also offer Immersive experiences for consumers that relate to sustainability and becoming eco-friendly. This could be a gallery showing the lifecycle from the production of materials to selling of the product where consumers can feel the raw materials and watch the production process.

Lastly, Celine should take part In collaborative campaigns with outwardly sustainable brands such as Stella McCartney. The ultimate goal of this action Is to increase Celines transparency, and broaden consumer views about the values of the company.

Strategy and Tactics

PREVIEW:

MOBILE EMAIL ADVERTISING

'Celine is Now Paperless' INITIATIVE



Predicted Costs

Marketing Strategy 1

Predicted Cost: Celine Beauty Line

Total

£6.094.500

Item	Cost
Production	£5.000.000,00
Adding Beauty Line to Website	£2.000,00
Brand Ambassador: Vittoria Ceretti	£500.000,00
Video Campaign	£500.000,00
Email Newsletters/Promotions	£2.500,00
In-store Displays	£90.000,00



Marketing Strategy 2

Predicted Cost: Website Revamp & App Creation

Total

£80.700,00

Item	Cost
Personalisation of Website	£13.500,00
Email Marketing	£2.500,00
Fashion Mobile Shopping Application Creation	£64700

Predicted Costs

Marketing Strategy 3

Predicted Cost: 'A More Sustainable Celine'

Total

£1.263.00,00

Item	Cost
Press Release	£800.000,00
Direct Marketing: Emails	£3.000,00
Content Marketing: Educating via Transparency	£20.000,00
Immersive Eco-friendly Experiences	£140.000,00
Collaborations with Sustainable Brands- Stella	£300.000,00



Figure 27: Dunes (celine.com, 2019)

Predicted Costs

Website Revamp & App Creation:

The Website revamp and App creation is the least expensive investment, with an estimated cost of 80.700,00 GBP. Celine has a strong enough reach on social media, that they could promote the new website and FMSA in a very cost-effective way- using their own social media accounts and e-mail marketing. The most expensive factor of this approach will be the creation off the App.

Celine Beauty Line:

The invention of the new beauty line would be the most expensive investment of the new strategies because of the high production cost and advertising through a video campaign and social media promotion. In addition, the brand ambassador Vittoria Ceretti would get a high salary due to her international reach and popularity.

A more sustainable Celine:

Celine's new approach to become a more sustainable fashion brand would be communicated through a press release, direct e-mail marketing and content marketing. Moreover, the brand should create an educational experience for the customers to enhance awareness about the brand's environmental commitment by displaying their supply chain process through a small exhibition.

ROI

The overall investment Celine will allocate into the new strategies will be approximately 7 million pounds. Due to the fact that these new approaches are going to be huge projects, the ROI in the first few years will not be very high. However, these are long-term investments which will definitely pay off in the future. Celine can expect an annual ROI of 12% after 5 years for these new projects.

Figure 28: Perfume (celine.com, 2019)



Recommendations

1. **Online Shopping Experience:** create a mobile App to improve the online shopping experience and established a more personal relationship with the customers
2. **BEAUTY LINE:** attract younger customers by creating a beauty line, extend the brand to include lower income society
3. **SUSTAINABILITY:** facilitate buzz, boost sales and brand recognition

Conclusion

In conclusion, Celine could utilize several strategies to improve their shopping experience, sustainability approach and personal relationships with customers. By inventing a fashion mobile shopping application, the company would build up personal relationships with customers which will directly lead to brand loyalty. Moreover, Celine would attract younger and lower income consumers through creating a makeup line. Lastly, the brand should focus on improving their sustainability approach to generate excitement among consumers and show strong commitment. This will certainly boost the sales and brand recognition. Finally, a sustainable approach should also be taken in the creation of the make-up line by using vegan and environmentally friendly products. The French fashion house, Celine, is a successful brand that recently went through existential changes that have already proved successful. To further their achievements, **Celine must continue to take evolutionary measures in their approaches to stay competitive with other top luxury fashion brands.**

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Appendices

Figure 29: Luggage Pricing

Style	Price
LUGGAGE	
Celine Natural Calfskin Mini Luggage Bag	€2,700.00
Celine Drummed Calfskin Mini Luggage Bag	€2,400.00
Celine Bullhide Calfskin Micro Luggage Bag	€2,450.00
Celine Baby Grained Calfskin Micro Luggage Bag	€2,250.00
Celine Shiny Smooth Calfskin Nano Luggage Bag	€2,150.00
Celine Baby Drummed Calfskin Nano Luggage Bag	€1,900.00
Celine Natural Calfskin Medium Luggage Phantom Bag	€2,800.00
Celine Baby Grained Calfskin Medium Luggage Phantom Bag	€1,900.00
Celine Supple Calfskin Medium Luggage Phantom Bag	€2,300.00

(spottedfashion.com, 2019)

Appendices

Figure 30: Celine Store List

Australia	7
Azerbaijan	1
Belgium	1
Canada	10
China	19
Czech Republic	1
Denmark	1
France	18
Germany	9
Greece	1
Hong Kong	12
Indonesia	1
Ireland	1
Italy	20
Japan	34
Kuwait	1
Lebanon	2
Macau	4
Malaysia	1
Mexico	1
Monaco	1
Netherlands	1
Norway	1
Portugal	1
Qatar	1
Russia	5
Singapore	3
South Korea	18
Spain	3
Sweden	1
Switzerland	2
Taiwan Region	5
Thailand	3
Turkey	2
Ukraine	1
United Arab Emirates	4
United Kingdom	7
United States	50
Vietnam	2

Appendices

Figure 31: Digital Buyers Worldwide

