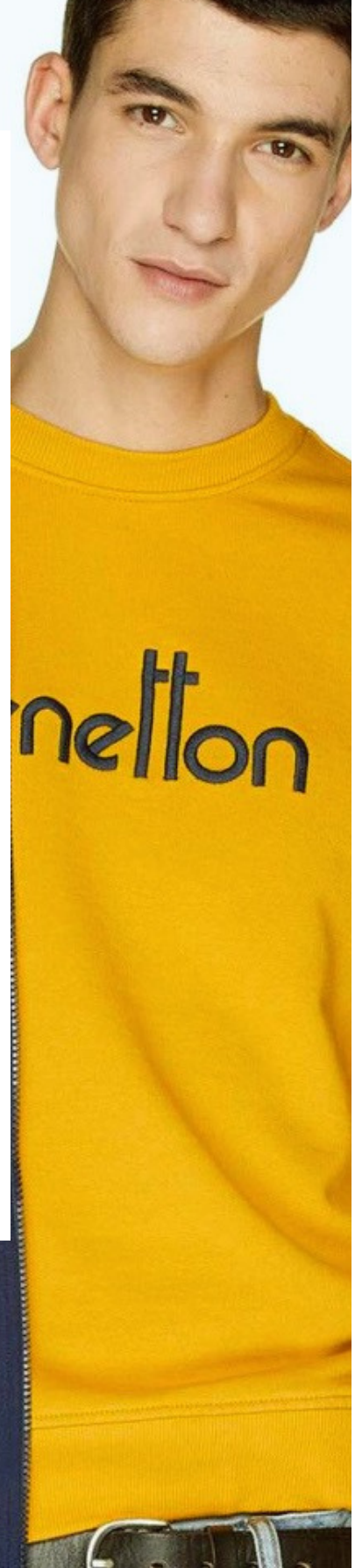


Brand Repositioning

United Colors of Benetton



Makeover Proposal

As stated on the previous analysis for the class, Benetton is in need of a makeover to regain its former glory and popularity. As one of the most recognized fashion brands in the world, it deserves a second chance to grow and develop in today's modern times.

The key elements for the makeover are product, place, promotion and people. Improving their online services and attention as well as creating a new line of athleisure; opening more pop-up stores and possibly a free-standing store; cultivating their communication and relationship with target market through advertising, public relations and direct marketing techniques and pushing the limits of transparency both inside and outside the company.

Mission

To reach younger audiences and establish a loyal customer that wants to promote and share Benetton's values of sustainability and quality with the world.

Unique Selling Points

- Sustainable fashion pieces in high quality fabrics and simple yet attractive styles.
- High transparency in all company's policies and manufacturing.
- Social and political advertising strategies that start necessary conversations

Change in Products and Services

When it comes to the products, Benetton has a strong and established sense of style. Colorful designs are a part of their DNA and should not change. They have covered knits, dresses and jackets, but with modern trends and shifts in fashion, there is a new product category they could benefit from: athleisure. This trend has been strong for a few years and they could offer an appealing new take on this clothing style. Younger audiences are also big followers of the trend so that is favorable, too.

As for services, they really need to improve their relationship with their customers and start a two-way conversation. Right now, it looks like they have all this information about themselves, but it is just posted there. It should be shared with their consumers in an attractive way that makes them feel a part of the brand. That is why social media promotional strategies are going to be some of the strongest changes for the brand.

Target Market

This repositioning will be directed mainly to its current consumer, but it will also attract a new target market. As stated before, the brand will also benefit from reaching out to younger audiences that value sustainability and push for change in social matters.

Relevance & Benefits

Benetton is a powerful brand, full of heritage and established values since the beginning. They have a long history of speaking their mind and offering really high-quality items at moderate prices. I think this is a brand that people need right now. A brand to look up to, but that also feels close. A brand that speaks their mind and pushes to do better in all terms of their company, that actually listens to what consumers are looking for and demanding from brands today. That is also what makes it relevant to the current environment.

"It's impossible for consumers to connect with brands that they see as hady' or insincere [...] connection will be pivotal for brands that want to remain trusted sources in 2021." (Social Media Today, 2021) Transparency and accountability are some of the strongest trends in marketing for 2021. Consumers want to feel and make sure that brands are using their resources to something other than just selling products. What's even better, they have been doing it for a long time, they just need consumers to know.

Being relevant in today's marketing environment, offering products that are not only high-quality but sourced responsibly with an overall sustainable approach, being honest and transparent with consumers. These are all great benefits for customers, it gives value to their purchase, as they can feel they are investing in a great product that shares their beliefs, and they can also benefit from all the information Benetton will share about what everyone can do to bring sustainability into their everyday lives.

Promoting the change

As mentioned before, digital media will be the biggest tool for the brand to start their repositioning strategies. Starting with offering online services like live chats and even virtual assistance to shop the site and find the right size, this is really important since the brand doesn't have any physical store in the US.

Social media is a key tool for engaging with modern consumers. Instagram and Facebook will be the main ones, with Youtube as a close second where they can upload video campaigns and conferences about sustainability in the fashion world. Tik Tok will be the newest addition to engage with younger generations.

For advertising, being true and direct will still be the way to go, using social and political statements in an honest but elegant way. Starting a podcast about their learnings as a brand as well as fashion and sustainability, can also help reach the new target market and keep their existing one. The use of digital banners, Google ads, SEO, collaborations with influencers and celebrities, create a program that gives a percent of purchases to research for developing better sustainable methods, all of these strategies can boost word-of-mouth and lets the customer know who they are and who they want to be now.

Target Customer Profile

Primary

For a primary market, the current target market will remain the same.

• Demographic and Geographic

- o Men and women from 25 to 35 years old.
- o Single or married, with kids or no kids.
- o Middle to Upper class.
- o Professionals or students.
- o Urban and suburban areas of the United States.

Psychographic

- o Outgoing and extrovert.
- o Not afraid to speak his/her mind.
- o Worried about the environment.
- o Enjoys colors and color blocking.
- o Values quality over quantity.
- o Motivated by belonging and self-esteem needs.

Behavioral

- o Prefers shopping for quality items that will last.
- o They follow brands in social media and read news through their phones.
- o Shops mostly online, but also enjoys the in-shop experience.
- o Is more loyal to a brand that matches their values and beliefs.

This market segment is the current one and I think it should continue to be the primary because this age group remembers the brand and has some sort of connection to it from when they were younger. They are also more open to communication and changes in today's world and won't get as shocked about their advertising as the previous generations did in the past.

Secondary

For the secondary market, the new target market of generation Z will be the way the go.

• Demographic and Geographic

- o Men and women from 18 to 25.
- o Single or married, with kids or no kids.
- o Middle to Upper class.
- o Students or young professionals.
- o Urban and suburban areas of the United States.

• Psychographic

- o Loves to stand out and have fun.
- o Likes retro brands that feel "cool" again.
- o Complete mobile native and digital expert.
- o Follows and listens to celebrities and influencers closely.
- o Feels the need to make brands/companies accountable for their actions.
- o Motivated by belonging and self-esteem needs.

• Behavioral

- o Is more cautious with money, tends to save it or spend it based on value.
- o More loyal to a brand that feels authentic.
- o Buys into experiences not products.
- o Expects a two-way communication with companies.
- o Shops mainly online.

As mentioned through the brand analysis, Generation Z is a great new target market to discover for Benetton. They are interested in the same values and attitudes that Benetton offers currently and will offer after these strategies. They can help the brand become more modern without losing their history, mood or style. This new target market will help bring the brand into the success they have lost through the years and by this, it will make other brands to join the transparency and sustainable efforts too.

Logos

Reformation

- Clean and simple logotype in black and white.
- The typeface is round, fat and easy to read.
- It looks welcoming, natural and relaxed.

ZARA

- Polished and sophisticated logotype in black and white.
- The typeface is slim, with serifs and large spacing.
- It looks minimalist and high end.

EVERLANE

- Refined and contemporary logotype in black and white.
- The typeface is semi-fat, with hard edges and moderate spacing.
- It looks modern and youthful.

Standing out

Based on the competitor analysis, both Everlane and Reformation have a similar selling point as Benetton when it comes to transparency and sustainability. I decided to keep Zara as a primary competitor because they are doing changes in their efforts towards sustainability and it's a brand that can look a bit higher end than it is.

Everlane is the closest brand to what Benetton is heading in regard to radical transparency. The difference is that Benetton has a lot more factories and manufacturing processes that will be showed and accounted for. This also includes pictures of the factories and the people working in them. The goal is to make the customer feel a part of the process and be confident that their purchase is not damaging the environment or other people. Social media campaigns will be a big strategy for standing out against the competition; since we know the brand is famous for their unique advertising. These campaigns will make people think about the important topics of today that have to be talked and analyzed. This will also include starting a TikTok account for short but powerful videos that attract the younger audiences.

In terms of the new line of athleisure, Benetton will stand out, not only for the use of sustainable, high quality fabrics, but for the use of colorful designs that fit a wide range of body types. Pastels and vibrant colors. Color blocking (big trend for 2021) with the option to personalize



the colors you want through their website and adding a "My life in color" tag that represents the unique color selections the customer picks. The athleisure line will be more fashion than functional (meaning is not meant for exercise), but the fabrics will be focused on comfort for all day wear. Leggings will not be the main attractive, but more flared pants, joggers, men-inspired forms for pants and jackets; even blazers and "shackets" that come in this casual but highly comfortable fabrics. Benetton has all the heritage and expertise of a long-time brand; people want to celebrate brands that make big efforts. Radical transparency and the use of sustainable measures in every part of the sourcing/manufacturing process as well as the stores and clothes themselves, will start to make the consumer aware of the new position for the brand; away from fast-fashion practices without losing the pricing.

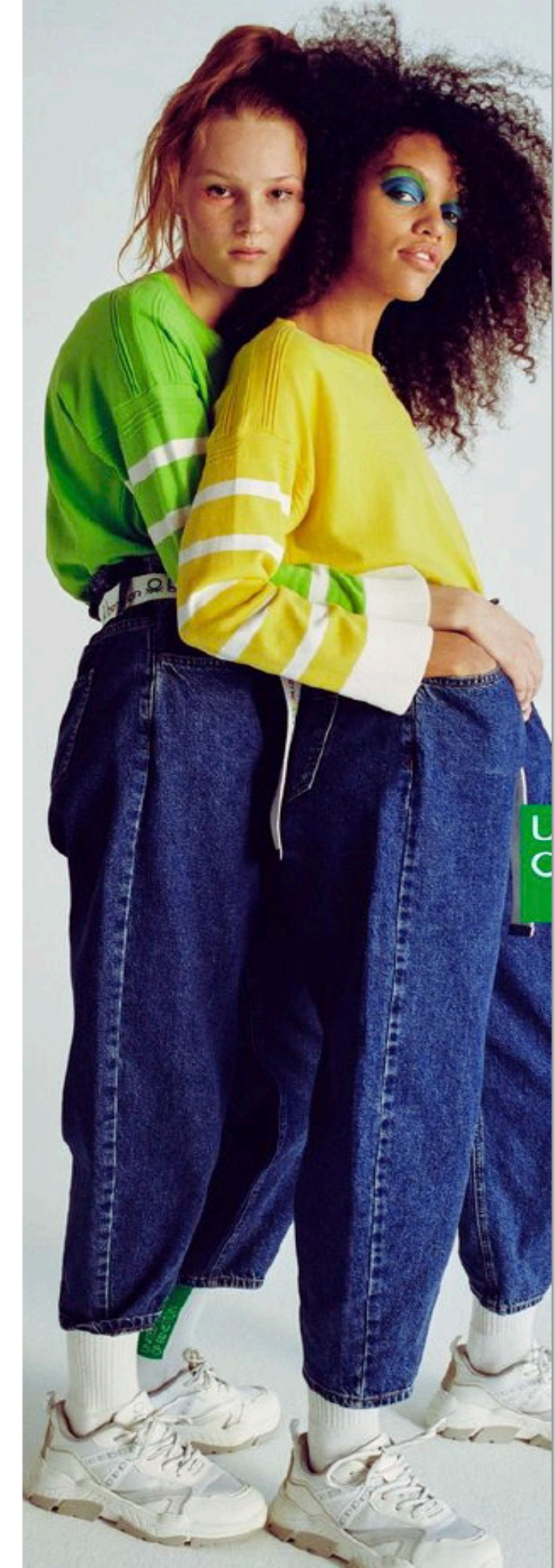
Branding

Brand DNA

- Colorful
- Lively
- Honest
- Contemporary

Brand Visual

The original logo will continue to be the main visual identity used in the clothing label but the logo from 1971 will be used now for the more modern pieces and athleisure line as well as advertising and communication. This is a way to maintain the original logotype that carries memories and their heritage while also getting the feeling of a newer, fresher Benetton that offers attractive clothing for the younger audiences.



UNITED COLORS
OF BENETTON.



As we can see, the current logotype is classic, minimal but stands out thanks to the colors used and all-caps type. The "new" logo is softer and has round edges in all lowercase, it has retro vibes but looks modern and welcoming. The color will remain the same as it always has been. It also includes the famous stitch as the pictorial mark. This will also be used in promotion as well as in the clothes themselves with the new logo; playing with sometimes just using the pictorial mark, sometimes just the new wordmark and sometimes both.

Differences with competitors

The new logo is more retro looking but in a modern way than any of its competitors. It is also the only one with color and a pictorial mark which can help give it more identity and extra elements of identification. The round edges give it character but still remains friendly and easy to read. It definitely looks different from its competitors, which all three are similar in many ways; it helps the brand to stand out.

Branding materials



The hangtags will have the new logotype and pictorial image of the classic stitch to have that clean and polished look. The materials and where it is made are shown in the hangtag. There will be no color on the hang tags (except the text) to minimize the amount of dye used. The materials will also be sustainable for the tags and rope.

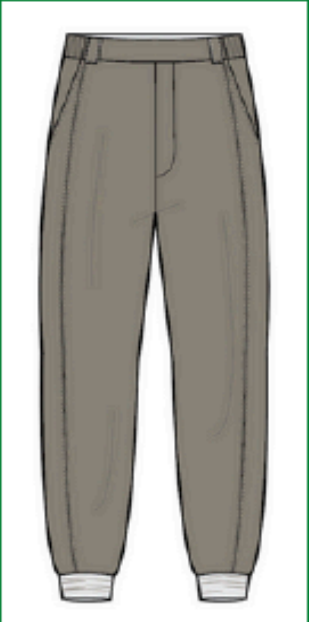


Besides their sustainable paper bags for online purchases, this reusable shopping bags will be offered in store for purchase or gifted free with purchases over \$150. The material is recycled cotton and the color is made using laser print, so it is 100% sustainable. These will also be gifted with every purchase in the Pop-Up stores.

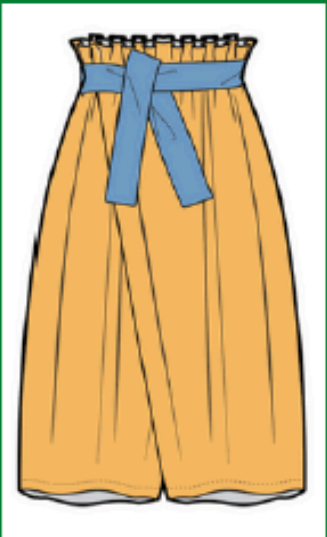
Fresh Marketing Mix

Product

Benetton has a quality and design that will remain the same for their classic products. The new line of athleisure will keep the brand's DNA and signature look but it will take into consideration more trendier aspects. This means the line will take into consideration recent trends, but it will keep the high quality, colorful and touch of preppy style to this new line. The intention is to create a line of athleisure that can be used for both work from home, as well as returning to work in an office. In this transition period, people have gotten used to wearing comfortable clothes to work from home, but as the world re-opens, offices will begin to open, and employees will be back at work. The goal for this line is to give the feeling of comfortability, in a highly fashionable and colorful way. The new line will include womenswear and menswear, since they are both part of the target market for Benetton. It will offer pants, tops, sweatshirts, jackets, socks and masks. Which are basic pieces for everyday use.



These trousers for men are made with a sweat wicking, light fabric that mimics a normal pair of pants. It will have the Benetton stitch on the back in bright green although it will be small and in the upper left corner.



These women's pants are flowy and airy. The fabric is also sweat wicking and matte, so it can be used in any occasion. Color blocking will be used in several combinations, but these pants can also be found in neutral colors like white, black and grey. The stitch will be placed on the lower side of the pant, to keep it visible but still minimalist.



Blazers are a one of the most important pieces of the collection. The fabric is soft, sweat wicking and light with a bit of thickness to give it structure. Colors are bright in different shades of the same palette, but more neutral colors will also be offered for both men and womenswear. The stitch will be found in the lower front of the blazer.

Sweatshirts that mimic as tops are also the biggest pieces for the collection. The fabric is extra soft, comfortable and durable so it can be worn throughout the day and still look good. Color blocking will be used to add that pop of color. The Benetton logo will be placed in small or bigger size (across the chest) depending on the style.



When it comes to services, Benetton will offer a much more open approach to online customer service. They will have an online live chat where customers can ask questions about products, sizing, policies and even about the brand in general. They will also open a reviews section for each item, so that customers can give their thoughts and opinions as a way to improve both products and services. A sustainability and transparency tag will also appear in the product's page, where customers can find about the fabric, where it was made and the breakthrough of the sustainability in manufacturing process.

Pricing

The pricing strategies for this new category will be mainly two: cost-plus pricing and market-based pricing. Both will be used because they can complement each other since one is based on cost and production and the other is based on the market and the competition's pricing. Both of these strategies will determine the best price for the target market, while also considering Benetton's new positioning as high-quality, sustainable clothing.

The price ranges for the new line will start from \$20 for a pair of socks to \$178 for a jacket. This is due to the kind of fabrics that will be used and the styles. This range of pricing is a little bit lower than the regular line of United Colors of Benetton, but it is still perceived as mid-high price range. The pieces will attract younger audiences as well as the current consumer of the brand, and they will appreciate to have a high-quality athleisure line in a slightly lower price tag.

Distribution

The main distribution strategy will continue to be online retailing, but with a plan to open several more Pop-Up shops in major cities around the country. This would be considered using a Selective Distribution strategy, since the Pop-Up shops will open in select locations that speak directly to the new target market. Both online distribution as well as Pop-Up shops, will have environmental sustainability in mind, and will apply changes like switching to rails and sea to minimize the impact in the environment. Using newer technological advances will also help in the distribution process. Energy efficient warehouses with sustainable build materials, electric trucks and sustainable packaging are some of the examples. As a whole, this new distribution supports the new brand repositioning because it takes sustainability as a first step and then considers current needs for target market. Online retailing continues to be the first strategy but opening certain stores is in plan for the future, depending on the results that Pop-Up shops give.



Campaign

Campaign Goals

- Communicate reposition and generate new brand awareness.
- Spark interest in new and current customers that will increase sales by 10% at the end of the campaign.
- Inform about transparency and sustainable efforts of the brand to increase engagement with consumers and traffic in website and social media by 15%.

Campaign Details

The selected campaign will be a combination of the first two ideas from the previous module: Transparency and Sustainability.

Advertising

For the campaign advertising, the selected media will be:

- Posters as visual merchandising for the Pop-Up shops.
- Social media posts which include Instagram, Facebook and videos for YouTube.
- Digital banners, SEO and Google Ads.
- Podcast available in their website, Apple Music, Spotify and Google Podcasts.

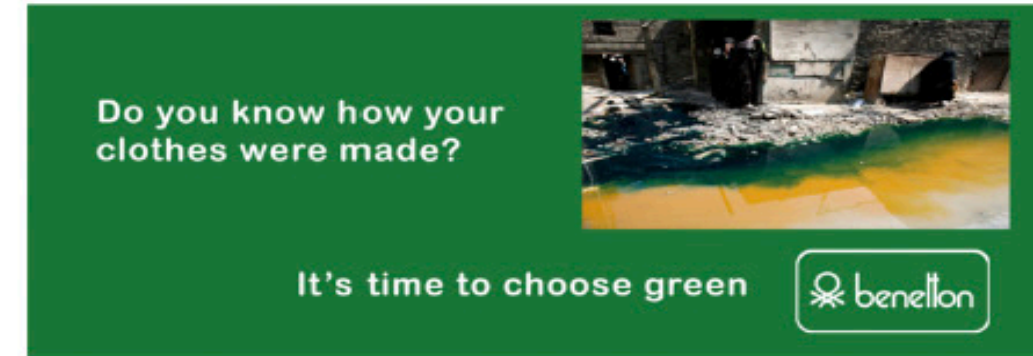
As stated previously, the campaign will be mainly digital, due to the lack of physical store presence and sustainability concerns. It is also beneficial because the target market is younger and already engaged in these social media apps.

The posters for the Pop-Up shops will include pictures of models showing skin by only wearing a piece of clothing and a quote that says: transparency is the way. It will also include pictures of the new collection of athleisure with models connected by the Benetton stitch to symbolize unity in the change that needs to happen towards sustainability and transparency.

The social media posts, along with the digital banners, will be as previously explained.

Creating a reaction in people so they want to learn more about what is happening and what they can do. It will feature both the mini documentaries about the sourcing and manufacturing process, as well as the "Choose Green" campaign.

As for the podcast, the idea is to share what the brand has learned through the years, how fashion companies operate and sustainability and transparency in the fashion industry.



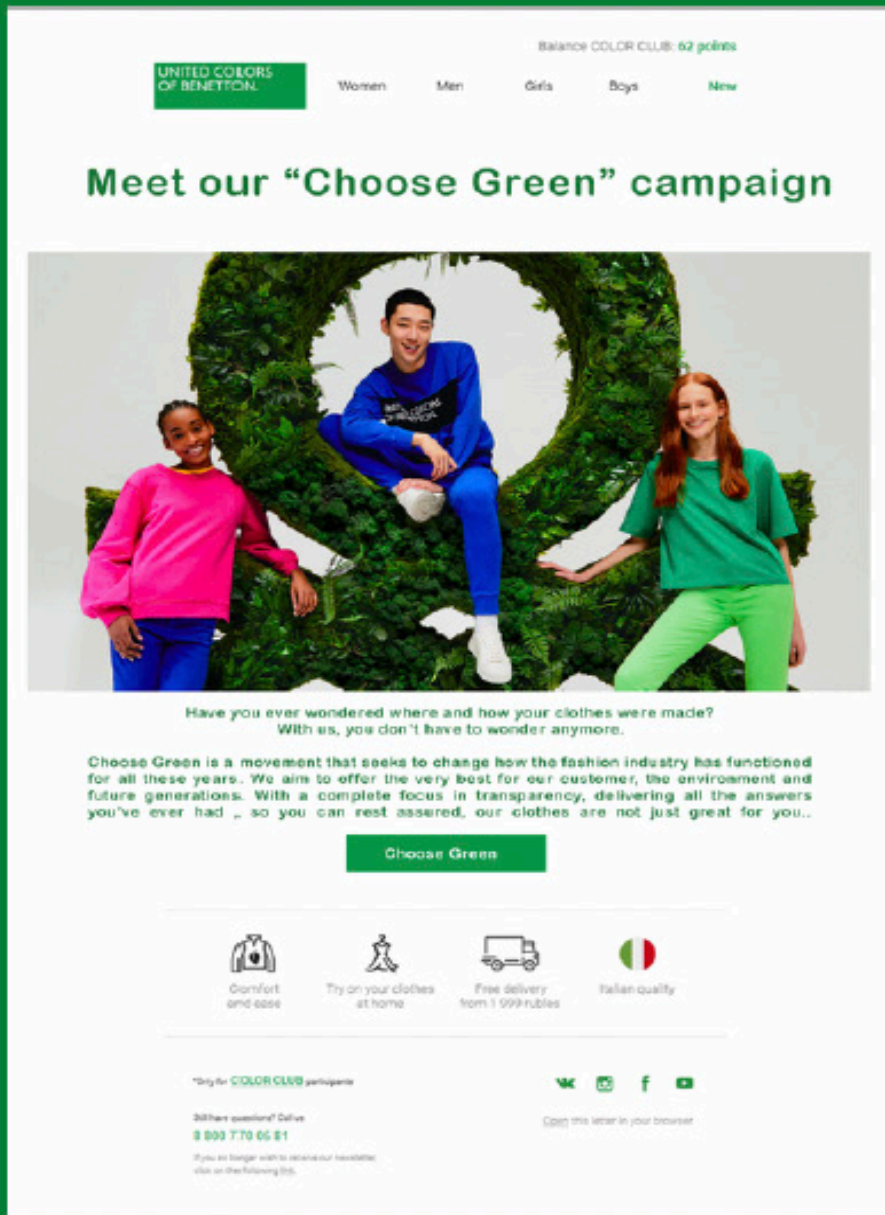
Example of digital banner

Example of a model wearing a piece of the athleisure line for digital campaign.



Direct Marketing

One of the goals of the campaign is to become more engaged with consumers and open a two-way communication. Which is why the media used will be newsletters, which customers will receive by subscribing through the website or social media. These newsletters will include the new campaign and will share links to the mini documentaries, announcements of the Pop-Up shops and special offers for being a member. A new service of live online chat will be offered as well, directly in their website, to offer customers the possibility of talking to a sales assistant for guidance on choosing what they want to buy.



Example of newsletter

Sales Promotion

Benetton will have special offers for their members twice a year, at the end of each season. This is to encourage sales as well as help clear out inventory for the new season. They will also offer free shipping after a certain quantity (\$100) has been added to the cart. Although customers always want free shipping, giving the new sustainable measures that go into the delivery process, it is necessary for covering costs. But the customer still gets the chance to have free shipping if they reach the given amount.



Example of a sales promotion

Personal Selling

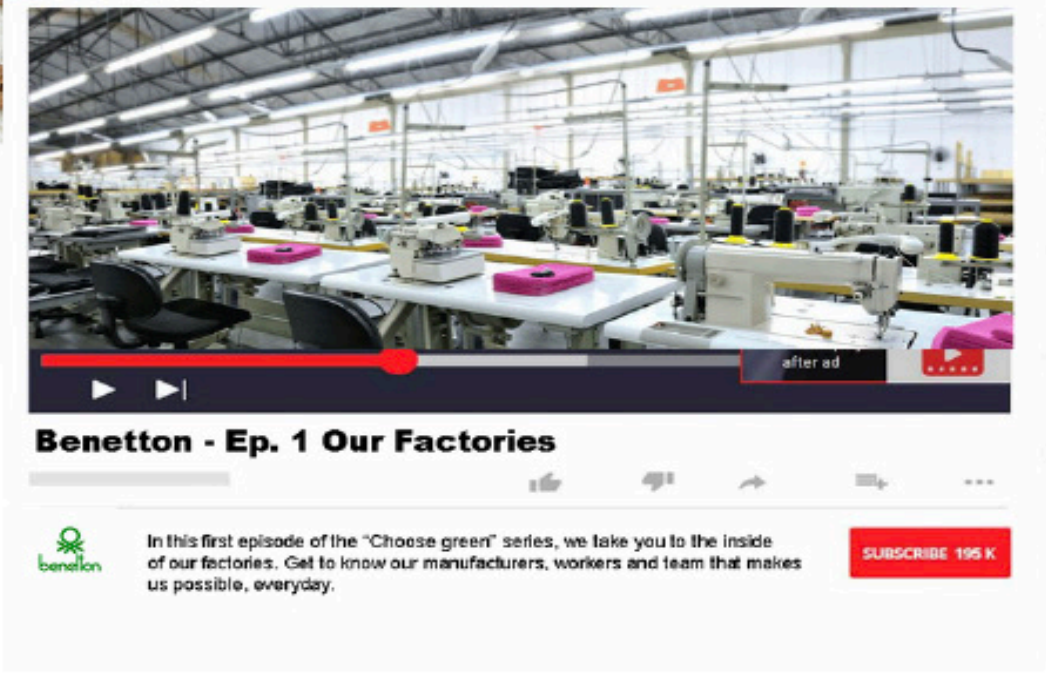
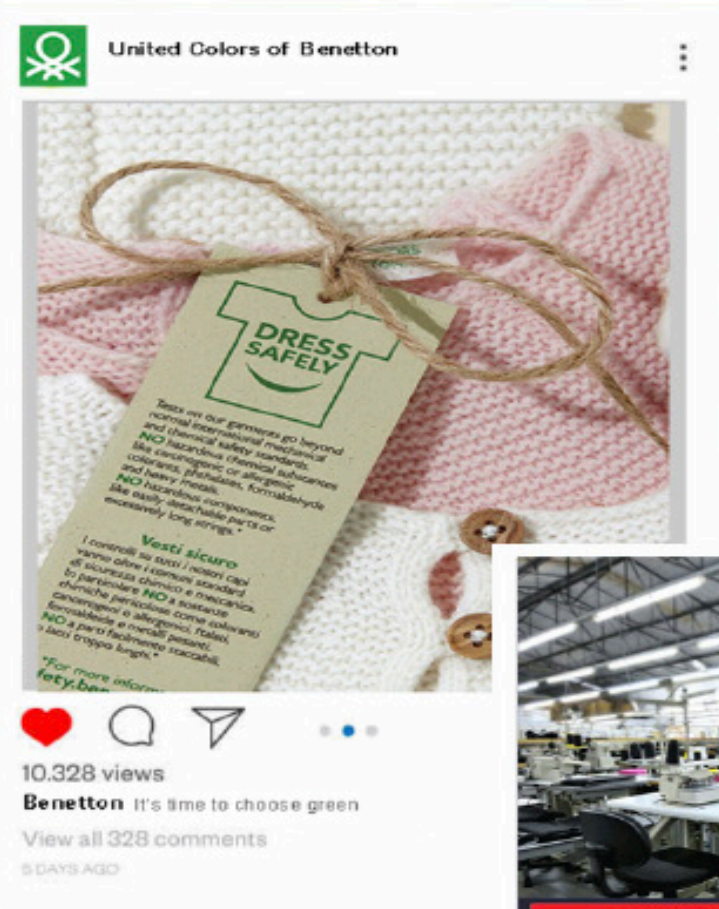
Employees will be motivated by creating a shared commission-based salary. They will have a base salary plus bonuses if they all reach the established goals for sales. This will create a sense of team unity for all to win that extra money.

There will also be activities and integration events every month, so that employees can learn more from each other and establish a better working environment. For managers, there will be training sessions to better assess and motivate their teams.

All employees will know exactly how the sustainability process is part of the brand and how to easily communicate it with consumers.

Employees will wear the brand head-to-toe





Public Relations



Content Marketing

As stated in the past, digital media will be the main channel for this campaign. Specifically, social media. This is due to the amount of reach the brand can have with the primary and secondary target market. The main social media outlets will be: Instagram, Facebook, YouTube and TikTok. Instagram and Facebook, especially the first, are the most popular for the brand. Here there will be open communication with consumers, responses to every comment and sharing posts for the campaign. YouTube will be the channel for sharing the mini documentary series and there will be teasers included in all other platforms. A new TikTok account will be used to reach younger generations. It is a more casual approach with a touch of humor but a sincere message that prevails.

To build brand and campaign awareness there will be an event that will double as a Pop-Up shop, to celebrate both the campaign and the future opening of more Pop-Up shops throughout the country. This event will include the new athleisure line and the store along with all materials used will be sustainable. The posters outside will be the same as the ones used for the digital campaign. The store will have many digital displays where people can see all the clothes and browse to see more information about where they were made, the factories and the people working there. The manufacturing process will be explained along with the breakup of costs of production and carbon footprint. Complete transparency is a key message for the space.