

# Jack Wills

— London · England —

## FABULOUSLY BRITISH

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## **1. Executive Summary**

This report aims to provide a thorough explanation of the brand Jack Wills with its background, values, approaches and marketing analysis. It also determines its brand equity and CBBE pyramid to identify any possible advantages and adverse circumstances faced by Jack Wills. In order to leverage Jack Wills in a high potential market from its competitors, several recommendations are suggested to Jack Wills in order to bring more fruitful brand equity and values to the brand to be competed with other similar brands.

## **2. Introduction**

### **2.1. Objectives**

1. To analyze the health of Jack Wills
2. To clarify the position of Jack Wills in the fashion market
3. To evaluate the performance of Jack Wills in the fashion market
4. To evaluate Jack Wills "Modern British design inspired by the past living in the present" and "University Outfitters" influence the brand image and brand value
5. To provide advice to increase Jack Wills' long-term brand equity and brand awareness

### **2.2. Scope of the Audit**

#### a) Brand internal operation audit:

The brand internal operation audit aims to evaluate the brand performance by the appropriateness and effectiveness of Jack Wills' internal control related to brand operation management which helps them to improve internal control and strengthen the management of brand operations. For example, review the technical level, product quality and service capabilities of Jack Wills. Also, the internal audit helps to indicate brand rejuvenation in order to examine what situation Jack Wills is facing and the implementation of brand vision and mission. To add the brand value by improving the product attributes and increasing the overall appeal of Jack Wills according to the situation and implementation.

#### b) Brand external operation audit:

The brand external operation audit evaluates the position of Jack Wills in the market in order to shape the image or personality of Jack Wills and their product properly. Moreover, the brand value of Jack Wills helps to identify the competitive advantage of Jack Wills as well as to maintain and increase the competitiveness and implement Jack Wills' vision and mission in order to enhance the brand value and image. The external audit assesses the current market situation for Jack Wills and its competitors to examine the changing situation of the market in the fashion

industry or market environment in order to offer the suggestion to Jack Wills to increase their long-term brand equity. With the external audit, consumer behavior is examined in the fashion market over time to determine what strategy should apply by Jack Wills according to the trend.

Hence, conducting the brand audit check for Jack Wills can help the brand understand its impact and performance in order to identify the strengths and weaknesses of the brand and resolve problem areas in the fashion market.

### **2.3. Brand History**

Jack Wills is a private label as well as a middle-class British clothing brand which was established in 1999 by Peter Williams and Robert Shaw. Jack Wills' products are well-known for its plaid and preppy style that are fashionable and exclusive to a younger generation and university students.

The brand succeeded, and in October 1999 a second shop was launched in Fulham, England. As the company expanded, Jack Wills shops were launched in universities such as Eton, Oxford, Winchester and St Andrews and private schools. Initially the slogan and trademark "University Outfitters" reflected the impetus behind the brand, that they were widely advertised to college students. Peter evoked the concept of a premium brand, embedding students hedonism and romanticizing a free spirited holiday that they equate to a leisure life.

However, Jack Wills was facing financial problems such as trading issues in early 2019. In early 2018, the brand made a financial deficit in operations by £14.23M. In mid-2019. Mike Ashley's Sports Direct has acquired the British brand - Jack Wills, the fashion chain popular with undergraduates by £12.75M. Sports Direct rescues the acquired company and adds to become a greater conglomerate business.

### **2.4. Core Brand Attributes**

#### **2.4.1. Product differentiation**

Jack Wills provide aesthetic and British heritage-inspired fashion products with detailed design and high-quality finishes. Jack Wills aims to provide comfort outfits for youth lifestyle in all ways e.g. university sweaters, sporting, lazy-day and boardroom-ready.

#### **2.4.2. Service differentiation**

Jack Wills focuses on the ease in ordering by providing online shopping channels with social media marketing applications that provide special offers and promotions. For delivery, customers will

receive confirmation emails showing what items ordered, cost and delivery options. Tracking number is also provided to customers after the order is processed. Unwanted products of in-store purchases can be returned at any Jack Wills store within 14 days for refund and exchange. Online purchased products can be returned within 28 days for full refund. Instead, customers are liable for the delivery costs and risks during the returning of products to Jack Wills.

#### 2.4.3. Personnel differentiation

Jack Wills hired their staff with courage, integrity and youth. These characteristics are desired by Jack Wills in employment. The brand embodies the spirit of young folks and the quest for opportunities in life by seamless style. Their values represent their actions and reputation as a company.

#### 2.4.4. Channel differentiation

Jack Wills adopted the omni-channel method to distribute its products, providing both online selling platform and offline stores for the convenience to shop. Currently, there are approximately 70 physical stores located in the United Kingdom. Moreover, Jack Wills decided to make an exclusive online platform in ZALORA for Asia countries such as Hong Kong.

#### 2.4.5. Image differentiation

Jack Wills is recognised by its signature pheasant with a top hat and cane logo. Jack Wills has 2 signature striped colours which are navy blue and Amaranth Pink. These colours are printed on their store walls and products. The British flag is always printed on the t-shirts, hoodies and tote bags and seen at the stores, as a way of highlighting the British heritage. Thus, the traditional British styles constituted by such symbols may leave a strong impression in the minds of the customers.



*(Jack Wills's first store in Causeway Bay, Hong Kong in December, 2011)*

#### 2.4.6. Advertising and PR Events

Jack Wills has decided to collaborate with social media influencers through a platform called "Takumi" on their seasonal products, instead of spending time and money on traditional photo shootings for advertising. Jack Wills carried out its first partnership with Takumi to celebrate the

launch of the first line of sportswear for women, and more than 1m Instagram users were reached on this campaign with a high engagement rate; another campaign which was planned to market the latest collection of women’s swimwear also impacted around 550,000 Instagram users. Jack Wills has organised a seasonaire late-night pool party at the spectacular outdoor infinity pool of the W Hong Kong Hotel, filled with music, champagne and beach balls and floats that were coloured with Jack Will’s signature pink and navy. The party increased the brand awareness as it welcomed everyone to join.



## 2.5. Brand Portfolio

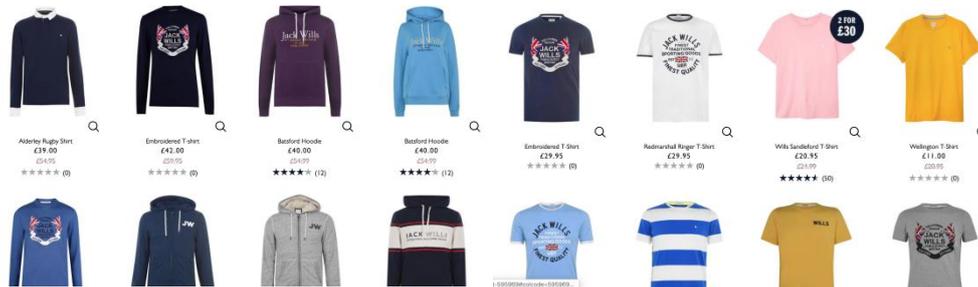
Jack Wills was acquired by Sports Direct in 2019. There are currently about 70 physical stores in the UK and online shopping at <https://www.jackwills.com/>. The Jack Wills brand sells their own products and is mainly divided into four categories with premium quality and right price:

<b>Men’s fashion</b>	Jackets & Coats, Hoodies & Sweatshirts, Jumpers, T-shirts, Loungewear & Pyjamas, Sweatpants & Joggers, Underwear & Socks, Shirts, Polos, Jeans, Trousers & Chinos, Shorts and Swim Shorts
<b>Women’s fashion</b>	Jackets & Coats, Hoodies & Sweatshirts, Knitwear, T-shirts, Loungewear & Pyjamas, Sweatpants & Joggers, Skirts & Shorts, Underwear & Socks, Jeans, Top & Shirts, Leggings and Swimwear
<b>Accessories</b>	For women: Bags & Purses, Winter Warmers, Shoes & Boots, Sunglasses, Tech Cases and Gift Sets For men: Bags & Wallets, Winter Warmer, Shoes & Boots, Tech Cases and Gift Sets Home & Furniture: Sofas
<b>Outlet</b>	For women: Jackets & Coats, Hoodies & Joggers, Knitwear, T-shirts, Dresses, Top & Shirts, Loungewear and Accessories For men: Jacket & Coats, Hoodies & Joggers, Jumpers, Shirts, T-shirts, Loungewear and Accessories

### Men’s fashion

Jack Wills offers a selection of men's heritage sweatshirts, iconic tees and logo t-shirts, which can be worn for casual loungewear or formal nights. The brand name and iconic elements of the brands such as the British flag are printed on the items. The trendy and heritage hoodies and jackets, being

the wardrobe essentials can be easily layered up with the outfits for a different look. Such easy-to-wear loungewear come in various classic designs, fits, seasonal shades and graphic patterns. The latest colours, designs and patterns refresh men's t-shirts line seasonally, regardless of slim or loose fit, crew-neck or v-neck, are best for sweating and matching just a pair of jeans.



### Women's fashion

A wide range of heritage sweatshirts, iconic tees and seasonal dresses and skirts are offered. Aside from the signature hoodies and sweaters that are always in trend, other items also come in a variety of purposes and styles. For example, dresses are made for any occasion: evenings, weekends and travels. Consumers can stay set for the party in high-waisted and printed style skirts, some designs such as the check print preserve and represent the British label of Jack Wills.



### Accessories

Jack Wills provides various types of accessories for both men and women customers to complete their outfits more perfectly, for example, bags, wallets, belts, watches, tech cases and winter warmers. Such accessories contain the great design concept and thoughts of Jack Wills. As most of the designs aim to meet the customer needs such as their heritage caps or woollen hats are described to manage the customer's bad hair days and offer a range of colours and styles for their customer preference. The more special accessories product is the gift set, which contains the fragrances, personal grooming and body products.

### Home & furniture

Jack Wills offers the Sofas that are corporate with Sofa.com, which is the other company that is under Sports Direct. The sofa is full of heritage and charm of Jack Wills' style. The sofa has a stylish frame and is decorated with staple grey fabric and mahogany tapered legs.



### Outlet

Jack Wills's seasonal past items can be purchased from this category, including the classical t-shirts, hoodies, loungewear, accessories etc. and they are selling at a reduced price. If customers look for the former yet classic designs of Jack Wills that are not available at the physical stores, they can find their favourites at the outlet on the website.

The range of Jack Wills' products is wide and diverse, from traditional British formal wear like blazers to contemporary casual clothing like T-shirt and sportswear. Apart from clothing, Jack Wills also provides some auxiliary products such as accessories, tech case products, fragrance and beauty gift sets. Jack Wills focuses on traditional British style and innovation by offering the products with the branded signature logo and a wide range of products.

## **3. Market/Competitive/Consumer Analyses**

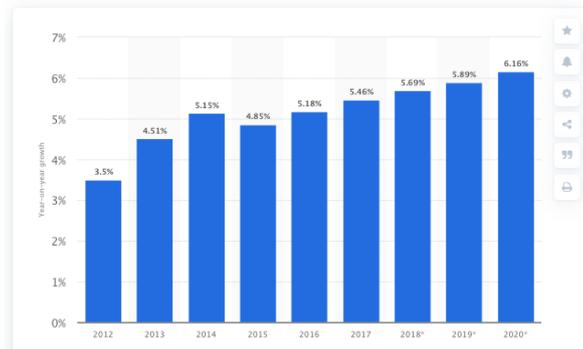
### **3.1. Industry Trend**

#### **3.1.1. Market growth of the apparel industry**

Throughout 2012 to 2020, the apparel industry has grown worldwide from 3.5% to 6.16% in 2020. The fashion market has become an influence as people focus more on fashion and style to represent their social status. Moreover, the rise of fashion brands has also led the industry to strengthen prosperity as more high-end and famous brands have grown throughout the years. Attracted by the luxurious or meaningful brand image, customers may purchase from these brands for fashionable products. As Jack Wills has been integrated into not only the fashion industry, they

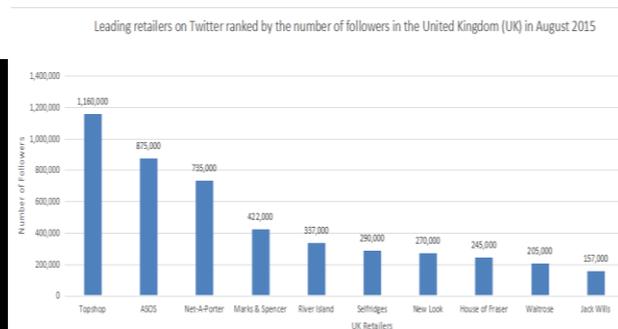
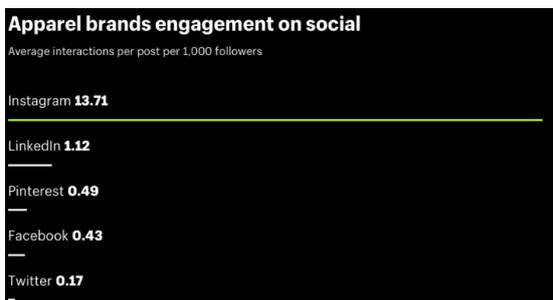
are learning other brands such as ZARA or H&M to develop their own home product line in order to diversify their risks in the business.

Market growth of the apparel industry worldwide from 2012 to 2020



### 3.1.2. Social media marketing in the fashion industry

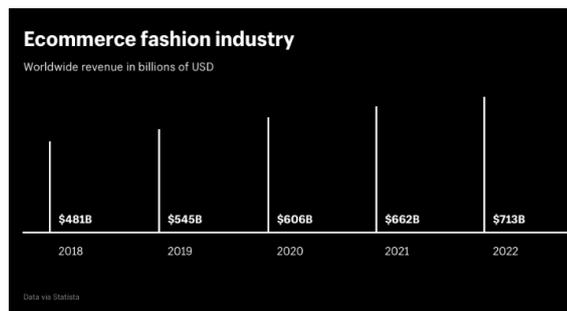
Efficiently using social media applications for online purchases can be profitable in 2020. These actions in social platforms can drive sales instead of only promoting their own brand. Moreover, influencers from online platforms have been an effective marketing factor for the fashion industry. KOLs and celebrities can use their fame to attract new generations to dress like them. People generally discover new brands through advertisements from social platforms. Nearly half of internet users in the U.S. and UK use Instagram to engage with the online influencers and Instagram has become a popular platform within all social media. Instagram has been developing the function of “in-app purchasing”, making internet users shop through the social platform and raising the importance of the online purchase.



According to Statista (2019), Jack Wills has been dedicated to perform well in the social media platform Facebook and Twitter in order to attract more customers with valuable content and realistic photos of their products. Although the results of getting their followers in both Facebook and Twitter may be lower than other UK fashion brands, Jack Wills is still going to adopt the method of social media marketing in order to revitalize their loss during their recession period.

### 3.1.3. E-commerce fashion industry

Online shopping continues to thrive with e-commerce sales predicted to reach USD\$ 606 billion globally by 2020, with an annual growth rate of approximately 26%. The figure indicated that with a constant rise, the worldwide revenue of the e-commerce fashion industry will reach USD\$ 713 billion in 2022. Under the digital transformation of fashion retailing, all these data revealed that online shopping which included websites, mobile apps, social media platforms became the popular choice for purchasing fashion products. More and more information is provided on the internet, consumers can take the advantages of high variety, convenience and price comparisons so as to gain higher satisfaction while making purchases. For Jack Wills, other than the official website, consumers can buy the products from some online retailers like Zalora which also offers online shopping and delivery service worldwide.



### 3.2. TOWS Matrix

<b>TOWS Matrix</b>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>- Expensive Price Point</li> <li>- Does not provide any discounts to persist its high brand image</li> <li>- Monotonous Style (Traditional)</li> </ul>	<b>Strengths</b> <ul style="list-style-type: none"> <li>- Iconic Brand Image</li> <li>- Teenagers fashionwear</li> <li>- Adopt word of mouth and viral marketing</li> </ul>
<b>Threats</b> <ul style="list-style-type: none"> <li>- The competitiveness against Abercrombie &amp; Fitch or Hollister</li> <li>- Lack of diversification of latest fashion trend</li> <li>- Versatility to switch to another fashion brand</li> </ul>	<ul style="list-style-type: none"> <li>- Developing a <u>new pricing strategy</u> to compete with its customers but remains its fashion standard among the industry</li> <li>- Attempt to <u>change the style</u> of fashionwear e.g. classical to casual or playful style</li> </ul>	<ul style="list-style-type: none"> <li>- Promote a <u>bigger brand image</u> with <u>distinct characteristics</u> such as new logo designs</li> <li>- Develop a <u>different age group</u> fashionwear with its original image</li> <li>- Promote the value of <u>generation linkage</u> with its products</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>- Online Shopping Trend</li> <li>- Atmosphere of “clothes represents style”</li> <li>- Rise of fashion spending among “income teens”</li> </ul>	<ul style="list-style-type: none"> <li>- Creating an <u>unique student/ university promotion offer</u> in order to attract teenagers with a <u>relatively lower price point</u></li> <li>- Developing <u>new styling suggestions</u> to social media applications to showcase <u>various fashion styles</u></li> </ul>	<ul style="list-style-type: none"> <li>- Using Jack Wills products to attract teenagers by <u>online marketing</u></li> <li>- Focusing on advertising and managing its online social media applications with their own products to develop a <u>mutual relationship with teenagers</u> and app-learning adults</li> </ul>

### **3.3. Competitive Advantages and Threats**

#### **3.3.1. Competitive advantages**

##### Stronger strategy in principle

Compared with its major competitors like Ralph Lauren and Fred Perry, Jack Wills has a clean brand identity that focuses on royal, affluent and university students. For Ralph Lauren and Fred Perry, they just simply targeted the women and men from the upper-middle class. However, for Jack Wills, its high recognition of the brand value and image let their consumers in this territory will highly embrace links to royalty and anything of British heritage and culture. Jack Wills promotes a lifestyle that various young generations desire which enables the consumer to have an emotional connection to the brand as they aspire for the lifestyle that Jack Wills promoted.

##### Unique advertising strategy

Unlike other competitors, Jack Wills is less likely to use conventional advertisement but put emphasis on the word of mouth viral marketing promotion. The most notable activity is the Jack Wills Varsity Polo Party. The party invites young college students to participate in it and Jack Wills also offers other events such as organized ski trips in the Alps for students. Jack Wills's other great marketing campaign is the "Seasonnaires' ", there was a group of international brand ambassadors that represented Jack Wills and filled their products when attending events in the UK and US. They will travel to different seaside resorts and engage in the beach parties and pub events sent out Jack Wills products. The unique marketing campaign and promotional strategy of Jack Wills make it give a friendly and approachable image to their customers, and lift up their brand image.

##### Management in social media

The "Seasonnaires" mentioned above, will set up their twitter accounts and share about their experience and feelings about the activities they engaged with Jack Wills such as the summer event, pool parties and pub parties. This creates a very interactive effect for Jack Wills and their customer base, as nowadays, teenagers use social media a lot. In Jack Wills's website, there is a dedicated area for their Seasonnaires and create a brand community by using social media. With the increasing use of Twitter and other social media platforms, they are the great customer service tools. Jack Wills has a specific team to monitor the followers' tweets and respond to questions. Other brands such as Fred Perry and Ralph Lauren, their endorsers are mostly commercial models. Also, the way they use social media is not interactive when compared with Jack Wills.

### 3.3.2. Competitive threats

#### Fierce competition in the market

Jack Wills faced both direct and indirect competition in the fashion industry. For instance, Abercrombie & Fitch (A&F) is a strong competitor that offers casual wear which targets the youth segment, upscale and lifestyle crowd. With a similar customer base, more millennials will recommend A&F more than Jack Wills due to the reasons of price range and product style. For price competition, Hollisters provides products at a lower and more affordable price so that more university students will consider it as the first priority that Jack Wills.

#### The understanding of the needs and wants of target customers

Jack Wills failure to understand the needs and wants of target customers - teenage groups. Jack Wills refers themselves as the “outfitters to the gentry” and upholds its traditional British classic style and believes that their target customers pursue an old Britain preppy style. However, other competitors of Jack Wills such as Ralph Lauren, though it keeps their preppy campus look of fashion, the design and trend will vary with the updated fashion trend and fulfill customer expectations. Nowadays, the young segment no longer seeks a classic style but a more exaggerated and trendy look. The teenage groups have a great interest in technology and the access it gave them to the hyper-agile fast fashion which offers ever-changing wares at far lower price points, such as Hollister. Jack Wills insists on its style concept but forgot what their targeted market wants.

#### Lack of differentiation

Narrow product offer is the biggest threat of Jack Wills while compared with its competitors such as Topshop and Fred Perry. Consumers mentioned that the design and the style of the merchandise from Jack Wills are too resembled and similar to the previous season. Lower product range leading to fewer variability choices while making the purchase. Although strong brand identity can enhance the brand value, it lowers the opportunity to be more diversified in this competitive fashion market. The plentiful variety and deep assortment will be more preferred by the consumers. These make Jack Wills hard to enlarge its consumer base and market share which hard to stand out from the cloud.

### 3.4. Market Segmentation and Analysis

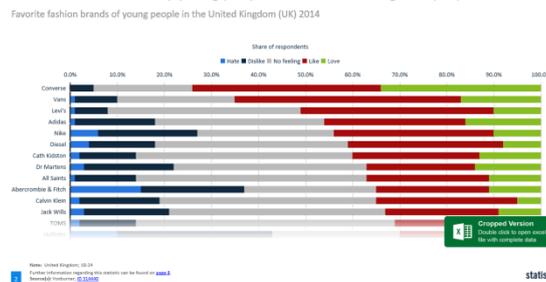
Demographic	
Age	17 - 25 years old, mainly generation Y and Millennials

<b>Gender</b>	<b>Both Female and Male</b>
<b>Occupation</b>	<b>Mainly college and university students</b>
<b>Education</b>	<b>High school or above</b>
<b>Income</b>	<b>\$10,000 to \$25,000</b>
<b>Fashion style</b>	<b>Classic, heritage and traditional British style</b>
<b>Psychographic</b>	
<b>VALS</b>	<b>Experiencers: self-expression, catch on the fashion trend, put friends as the first priority, sociable, high innovation</b>
<b>Lifestyle</b>	<b>Love adventure, sports</b>
<b>Personality</b>	<b>Outgoing, energetic, optimistic, positive, open-minded</b>
<b>Social class</b>	<b>Lower to the middle class</b>
<b>Behavioral</b>	
<b>Loyalty</b>	<b>High loyalty to the brand, regular or frequent purchase</b>
<b>Occasion</b>	<b>Party, Gathering, Social life</b>

(Data from *The marketing book* written by Michael J. Baker, Susan Hart )

The customers of Jack Wills seem to have the above characteristics which are mostly college or university students that aim to be the limelight among their peers. According to Statista (2014), the UK youngsters tend to appreciate Jack Wills by the 4th place of their preferences. Compared to the other competitive brands such as Abercrombie & Fitch, Jack Wills may suffer from loss of customers as both brands are similar with their products and competition between brands may increase. Jack Wills may suffer from this competition, hence Jack Wills should adjust their own operational strategies in order to compete and win back the hearts of the potential customers.

Fashion brands rated by young people in the United Kingdom (UK) 2014



#### **4. 3P Strategy of the Brand: Promotion, Pricing, and Place Strategies**

##### **4.1. Current Promotion Strategies (Communication & Marketing)**

###### 4.1.1. Iconic color image impression

Jack Wills promoted its brand by its signature color pattern - navy and pink stripes, which leaves customers with a strong impression. Therefore, it is easy for customers to recognise their brand when they see navy and pink stripes patterns.

###### 4.1.2. Social media platform

Nowadays, social media is a common platform for fashion brands' promotion, including Facebook, Instagram and Twitter due to high degree of convenience and wide coverage of customers. Jack Wills utilizes these platforms to promote their new arrival products, sale updates and provide customer service on Twitter.

###### 4.1.3. Seasonnaires

Apart from common promotion ways, Jack Wills promotes their brand by Seasonnaires programme. Specifically, Jack Wills will throw parties around the world and invite customers to join them. In the parties, there will be some ambassadors dressed up in JW latest launched clothing. The parties will be varied in different ways, including beach parties, pool parties, even ski tours as well. It is the pioneering way of promotion since they bring JW into a living brand which has a well interaction with customers by gathering different people to have fun in the parties.

##### **4.2. Current Pricing Strategies (Comparison with other brands)**

###### 4.2.1. Jack Wills

Jack Wills targets mainly around 16 to 28 years old customers, who advocate British-style and simple design items. The company provides a wide diversity of products at an affordable price. Women's wear and men's wear items usually ranged from HK\$150 to HK\$700, particularly the coats and the jackets are sold relatively more expensive which ranged from HK\$650 to HK\$2000. The price of the accessories range from HK\$ 100 to HK\$900. Customers are therefore willing to pay a monetary amount to exchange for Jack Wills' products. However, customers can obtain the products from different distribution channels with slight price differences. For example, the ASOS provides seasonal sales and free-delivery service to attract price-sensitive customers, in order to generate more sales volume from purchasing in different distribution channels.

#### 4.2.2. Hollister

Hollister has shared a common customer base with Jack Wills, and targets 90s and 00s teenagers by offering American style with plain and simple design to create an energetic image to young customers. Hollister and Jack Wills are located at an affordable price range, but Hollister is more cheaper than Jack Wills to access the teens market by using a High-low pricing strategy to sell a product at a high price but lowers that price when the product drops in novelty or relevance. Discounts, clearance sections, and year-end sales are examples of high-low pricing in action.

#### 4.2.3. Ralph Lauren

Ralph Lauren mainly adopted Prestige pricing to deliver the perception of “High price and Best quality” to customers. The company also provides a wide diversity of products in British-style and simple design, but at a Premium price to create a luxury brand image. The price range of men’s and women's items from HK \$600 to HK\$1300, and the outerwear are ranged in a double price of daily items. Compared with Jack Wills and Hollister, Ralph Lauren is highly focused on the brand image more than the short term profit margin and selling performance.

### **4.3. Current Place Strategies**

#### 4.3.1. On-site channel

In terms of physical store location, areas include Macau, Singapore, the United Kingdom, United States, Ireland, United Arab Emirates, Lebanon and Kuwait. Jack Wills was launched in HK in 2011 but retreated from the market in 2019 due to financial deadlock, five stores were launched in the midst of it, including Shatin New Town Plaza, Festival Walk, Yoho Mall, CWB Leighton Centre and Harbour City LCX.

After Jack Wills was acquired by Mike Ashley’s Sports Direct in the same year, several poorly-performed UK stores were closed, With Ashley set to revise its international strategy. The retailer has been trying to upgrade its omni channel offering such as in-store ordering service.

In terms of the store layout, the British Style ambience is fully blended into the window display and visual merchandising of every Jack Wills boutique, which reveals its consistency and becomes memorable to customers. This can reinforce the brand image and enhance customers’ top-of-mind awareness involving brand recognition and brand recall . Meanwhile, the design concept of fitting rooms in store is based on “bedroom” in order to provide a comfortable and freewheeling shopping environment to their customers.

#### 4.3.2. Off-site channel

On the other hand, Jack Wills offers their product through off-site channels including their official website and online retailers such as ASOS. A convenient and mature online system facilitates shopping efficiency and raises customer satisfaction. Moreover, different channels can help capture more parcels such as internet users, especially when people are forced to stay home due to social health issues at this moment, online shopping becomes more prevalent and extensively developed.

The orders from Jack Wills official website can be delivered worldwide. They currently offer four methods of delivery: standard, next day, BFPO and Click & Collect. For free delivery offers, they are only offered for delivery to customers located in UK Mainland (and not Outer UK Mainland) when available, and are not available to EU Customers or ROW Customers.

### 5. Brand Equity

#### 5.1. Brand Elements

##### 5.1.1. Brand name

The brand name “Jack Wills” was named by the founder Peter Williams after his grandfather John Williams, which “John” was replaced by a traditional English name “Jack” and Williams was shortened to “Wills”, more gentrified by the relationship with the British Wills family.

##### 5.1.2. Typography

One of Jack Wills’s logos and labels is presented by three types of typeface. The typeface is meaningful to the brand identity and information. The main font is used Garamond to show the brand name “Jack Wills”. This typeface is both elegant and legible which contains a traditional, exquisite and beautiful style. The text demonstrated the tone and value of Jack Wills, which express the brand personality of British heritage style. The second font is used in Edwardian Script to show the slogan “University Outfitters”. This typeface is elegant as well as stylish with a feeling of emotion and enthusiasm, which can indicate the target market and young style of Jack Wills. The third font used Copperplate Gothic font to represent the slogan “Fabulously British”. The typeface is bold to give people a clean and readable feeling which is consistent with the simple product design of Jack Wills.

Jack Wills      Main font  
*University Outfitters*      Second font  
**FABULOUSLY**      Third font  
*London*      **BRITISH**      *England*

5.1.3. Logo

The logo used by Jack Wills was initially simply the letters of J and w but evolved over time into the logo above that reflects a major attribute of England elegance. The logo is in a 3-part structure, the first part is the a character. Which is a silhouette of a pheasant with a top hat, a searfan walking stick. The character presents a perfect balance upon casual wear and the classy brand image that are heavily influenced by the gentlemen culture of England. The second part is a visual regulator, with text of ‘London’ and ‘England’ that briefly introduce the fundamental regional culture, and functioned as a moderator visually that helps balance the upper part and lower part of the logo with an invisible horizontal line composed by the 2 words. The last part is the text ‘outfitters to the gentry’, reflecting the brand’s core value and tone in one single straightforward statement, introducing the brand to the customers as a brand with class and serves only gentlemen.



The logo is depicted in two ways. Firstly, it's the print style. That is found on labels and bags for packaging and other promotional pieces, in which all of the details mentioned above can be seen. Secondly, there is a simplified version when it comes to product usage, that only the name of the brand ( Jack Wills), or the outline of the pheasant is shown above.

5.1.4. Symbols and colours

Navy and pink are the two iconic colours of Jack Wills which helps consumers to recognize the brand. These colours are typically in a striped pattern and printed on Jack Wills’s products, packaging and stores. The colours of navy and pink have left a strong memory in consumers’ mind,

as they are outstanding marketing and advertising devices, and can be linked automatically to Jack Wills.



#### 5.1.5. Stores

Brand equity is carried out in-store to convey the image of the brand successfully to customers in many ways. It could be achieved through the visual merchandising, decorations including windows, signs and other facilities showcased at the stores. It is often seen some visual elements comprising advertisements, promotions, posters and heritage furniture are exhibited at Jack Wills's stores. Such features could be a visible identifier for the brand inside the retail atmosphere, as well as inviting customers to re-visit the shop with an appealing design. Jack Wills offers a remarkable shopping atmosphere in which the whole in-store setting has been taken thoroughly into consideration. For example, the background music, interior design, furnishings and fitting room. Consistent with the British heritage style, Jack Wills plays indie British music at the stores and displays a complementary blend of vintage furnishings, including elegant ornamental lamps attached on ceilings, wooden floors and photo frames, vintage posters, curtains and carpets with the Union Jack patterns. Above all else, the signature navy and pink colours are highlighted throughout, signifying a notable association between the brand and the emphasis on British heritage.



One unique feature of Jack Wills is the fitting room. A fitting room experience creates an incentive for customers to visit the store and fosters brand equity. A sophisticated furnished and tactically designed fitting room will build a huge impact on consumers' decision-making and brand performance. Jack Wills' fitting room stands out from other competitors. Unlike most fitting rooms that only a small area with curtains are built, Jack Wills attentively furnishes the space in the spirit of British heritage, which the fitting room shares an identical style with the store design.



The fitting room resembles a bedroom that is spacious and cozy and engenders a fashionable sense of British heritage. There is a bed, a mirror, a ceiling lamp, photo frames and walls displaying postcards and posters. The walls, bed sheets and pillow cover applied the patterns of Jack Wills's signature navy and pink colours or the Union Jack flags. Customers who are intrigued by this stylish British fitting room may take photos or selfies with it, strengthening a memorable fitting room experience. Not only does the fitting room allow customers to try on the products, but the refined design also reinforces customers' impression of the brand. The exquisite fitting room can be an enticing stimulus for customers to visit the store and thus increases the possibility of purchase. It improves the likelihood of buying from the store as the customers walk into the fitting room, consumers tend to buy products after trying on, rather than those who just scan through the shop. When the products are appealing that guide them into the fitting room. This even ensures consumers prefer to purchase more after trying on the clothes at a stylish fitting room which gives them a strong impression.

#### 5.1.6. Packaging

The packaging of Jack Wills's products from inside to the outside is full of the iconic pink and navy colours of the brand. Also, the brand name is generally printed on the product's prominent position such as the center of the product. Whether customers buy online or in stores, the clear and simple signature of Jack Wills will catch the customer's eyes at the moment which can help evoke the customer's specific feelings, memories and also increase the emotional appeal of the brand. Moreover, some of Jack Wills's packaging included the wording 'Fabulously British' and 'University Outfitters' which is the brand message of Jack Wills. Therefore, the packaging can ensure consistent brand information to transfer to the customer to have a clear perception of Jack Wills.

Besides, the evident navy and pink striped packaging can seek attention, as it assigns the brand an extraordinary identity and helps it to be more widely known and thus enhances brand awareness. Customers who find the navy and pink striped shopping bags enticing may be encouraged to visit

the store and purchase more often. A good-looking and differentiated packaging can also draw potential customers' attention. Branded items are quickly identified by consumers. Therefore, the iconic colors along with the imprinted logo allow customers to recall their shopping experience and may stimulate re-purchases at Jack Wills.

Furthermore, shopping bags can be a promotional tool. Jack Wills's paper shopping bags are firm, beautiful and reusable. For instance, when the customer is carrying the stylish brand-named shopping bag, other people around would probably notice it as well. Plus, the evident navy and pinks are sharp enough to catch people's awareness. In other words, the well-designed packaging can strengthen brand identity and brand exposure of Jack Wills.



#### 5.1.7. Slogan

Jack Wills has several slogans to describe their tone and brand identity. The slogan "University Outfitters" is short, but it is simple to explain the product types of Jack Wills and for whom to produce. "Outfitters To The Gentry" summarized the theme and target market of Jack Wills. This slogan conveys to the customers the ongoing theme of traditions and heritage of Jack Wills while creating exquisite and well-designed products. Also, it expresses the mission of Jack Wills, which is targeting the brand at the high-end market. "Fabulously British" built the feeling of tradition, culture and history that Jack Wills is based on. Therefore, Jack Wills's slogans are meaningful and always emphasized British heritage and customers.

#### 5.1.8. Advertising

For the advertising strategies of Jack Wills. Instead of investing a large budget on professional photo shoots, Jack Wills partnered with influencers of social media to develop content to advertise their new collections. The strategy has been extremely successful, according to influencer management firm Takumi, that manages the project. Take the influencer content of the Sporting Goods collection by Jack Wills as an example, the influencer based advertising strategy helps produce 29,600 likes, 750 reviews, a commitment rate of 2.99 percent – all with a range of over 1 m.

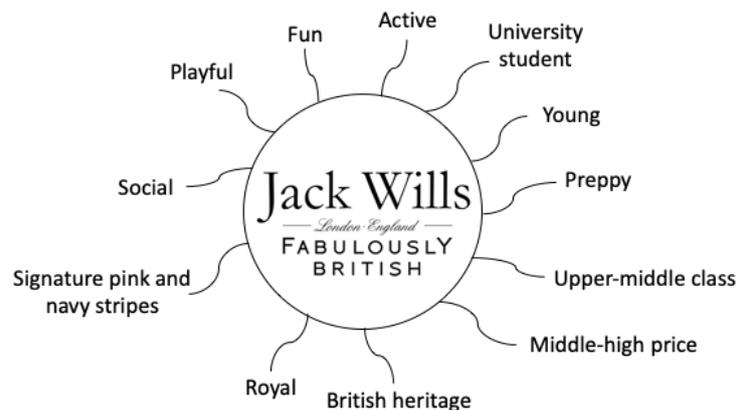
By putting linkage to young promising athletes and Jack Wills Sporting Goods collection, the advertisement helped create hot issues and draw attention as well as brand awareness from a relatively new scope of target group as Jack Wills was known as a relatively classy brand. Also, by taking influencers-based advertising strategies, shows to the audience that Jack Wills are well-adopted in the fast-ever-changing fashion industry and are capable of speaking the language of young, trendy audiences. Thus helps modifying the brand concept and brand identity into a better mix of modern trend, as well as the classic British elegance.



#### 5.1.9. Uniform resource locators (URLs)

The website link of Jack Wills is <https://www.jackwills.com/>, which is registered by using their brand name to prevent others using the domain names without authorization.

### 5.2. Mental Map



The mental map of Jack Wills indicates the brand associations that come into the customer's mind when they think about the brand. The brand image and awareness of Jack Wills that held in the customer's memory are their signatures pink and navy color stripes definitely. It is easy for customers to recognize and recall Jack Wills compared with other brands. Jack Wills has leveraged its exclusive element of British heritage and preppy style to stand out from the competitors. Therefore, most of the products of Jack Wills are full of playful, fun and active feelings. Customers who are wearing Jack Wills's clothing can show the young and social lifestyle. The price of Jack Wills is middle-high compared with the competitors. However, it still attracts the upper-middle-class customers as Jack Wills advocates traditional British-style and royal feeling to the customers.

## **6. CBBE Pyramid**

### **6.1. Salience**

#### **6.1.1. Breadth and depth of brand awareness**

The iconic brand logo and signature color tone adopted by Jack Wills demonstrated a strong identity and deep impression on the consumer's mind. When they see or hear about related information, they can recognize and recall the brand name within a short period of time. The persuasiveness of the brand concept leads to higher frequency of mention in various occasions. Compared with other competitors such as Hollisters and Ralph Lauren, customers can always think of certain product categories within Jack Wills among the selectable range. From the interview data, hoodies are the first preference to purchase and items come up from the majority of consumers' minds while recalling Jack Wills. All these raise attention and insert unforgettable memory into consumers' mind-set so as to stand out from the cloud in this competitive fashion market. However, the consciousness of Jack Wills does not contribute greatly towards the actual buying intention. Even if customers can easily recall the brand, they will not decide to purchase the merchandise from Jack Wills immediately due to other considerations such as cost-efficient value and received value from the product.

### **6.2. Performance & Imagery**

#### **6.2.1. Performance**

##### **a) Primary features**

Jack Wills provide its products with high quality raw materials such as fabrics and printing materials. Jack Wills promised to provide products with the best materials that bring comfort, style and function to its customers.

##### **b) Product performance**

Jack Wills' products are expected to provide state-of-the-art design and style to its customers. However, Jack Wills Customers expected the products of Jack Wills to be good quality and well-made. Although the price is expensive, customers prefer the durability of Jack Wills to be long lasting. The perceived value in products may be a peril to Jack Wills as the millennials manage to pursue not only physical attributes, but also psychological attributes from the products.

##### **c) Service quality**

Jack Wills put a lot of effort into fulfilling customer expectation and requirement. Jack Wills listens and pays attention to the targeted audience 's desire and want in order to offer specific service. High performance and attitude are what Jack Wills promised to be sustained in the service quality. For the stock-out merchandise, consumers can add to the preference wishlist and then Jack Wills will send a reminder for replenishment. After sale service is also provided for problem solving if there are any troubles. All these intimate services deliver a high level of quality and satisfaction shopping experience to the customers. The desire and expectations of customers will change according to time, economic condition and socio-psychological factors. Jack Wills is still adopting the same approach to serve the customers without adjustment. However, Jack Wills has been facing customer complaints in after-sale and delivery services which are needed to be highly focused and addressed. Lack of humanizing performance against the changed consumer behavior and concern causing unattractive and unsatisfied shopping experience.

d) Style and design

The style and design of Jack Wills apparels are embodies with traditional British style and concept which is branded with a signature logo of pheasant with a top hat and stick. The signature colors of Jack Wills are pink and navy and the products of the brand are usually with British college style. The brand really respects and appreciates the traditional British history and culture, and implemented these elements into the fashion products. However, Jack Wills's design and style is too imbalanced, only focusing on the traditional British style, rather catering for other customers who pursue a different style. The limitations in style and design may be a factor that Jack Will is facing a loss in customer base.

e) Price

<u>Brands</u>	<u>Jack Wills</u>	<u>Hollister</u>	<u>Ralph Lauren</u>
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<b>Examples pictures</b>			
<b>Category</b>	<b>Menswear Hoodie</b>	<b>Menswear Hoodie</b>	<b>Menswear Hoodie</b>
<b>Price</b>	<b>From \$300-\$500HKD</b>	<b>From \$360-\$550HKD</b>	<b><u>From \$690-\$1400HKD</u></b>

When compared to other brands such as Hollister and Ralph Lauren. The prices of the apparels offered by Jack Wills products are relatively lower than the others. Take the Menswear Hoodie as an example, the price range is \$300 to \$500HKD and is the lowest. The highest is the Ralph Lauren which price range is from \$690 to \$1400HKD. Actually, the original price of the Menswear Hoodie can be up to \$500HKD in Jack Wills, but because of the discount strategy and the low revenue gained by Jack Wills in recent years, the frequency of Jack Wills giving discount on the products to their customers are high and customers can buy the products in a very cheap price. When compared with other competitive brands, Jack Wills gain the comparative advantage in lower price points. However, the lower price may be a threat to the brand image.

## 6.2.2. Imagery

### a) User profiles

Customers of Jack Wills may want to be a unique and fashionable person that enjoys life and fun. Jack Wills provides the images to their customers based on their values which focus on both “Life” and “Sport”. Sporty customers would like to wear Jack Wills in order to develop a keen on athleisure life with stylish products, while university students want to join a group of peers with similar style of clothing and join university life with different parties and occasions.



b) Purchase and usage situations

Customers will purchase from Jack Wills when they start engaged in university life and expanding their social life. Entering the life of university, teenagers would like to seek the change in style to impress and meet with their peers. They may go to stores to try on the university-look of products from Jack Wills. Items may be more affordable than other brands and teens may purchase from Jack Wills.

c) Personality and values

Customers from Jack Wills perceive two major values which are sophistication and excitement. Entering university life will be a different attempt for these teenagers, and they may feel spirited from their future four-year school life. Aiming for higher status to meet new friends, they start to focus on more brand presence and pursue in wearing reputational brands. However, this is also a major threat for Jack Wills to lose customers as customers of Jack Wills will shift the brands one day because of the change in perception or social status, Jack Wills may no longer be the remaining choice for them to purchase fashion products from. Jack Wills is likely to lose their customers based on this purchasing reason.

d) User experiences

Word of mouth viral marketing is adopted rather than conventional advertising by Jack Wills. The customers share their past experiences and after-use feelings on the social media platform. Actual personal involvement generates reliable and attractive opinions. These messages spread as recommendations among their social circle such as friends and family. The success of the product placement strategy within the target audience of Jack Wills creates a good brand image and impression towards other consumers.

### **6.3. Brand Judgements & Feelings**

#### **6.3.1. Brand quality**

Jack Wills aimed at providing the finest quality garment to customers, which the garments, accessories and housewares are mainly designed and manufactured by British hand craftsmanship. Moreover, the staff in Jack Wills provided friendly service to customers as they are not hard-selling products, yet introducing the products in a way of chit-chatting with customers as a friend to cater your needs and wants. As Jack Wills is targeting teenagers as their customers, when staff approach the customers in a casual way, it helps develop positive customer perceptions towards Jack Wills. Moreover, although Jack Wills is providing the brand value of British heritage, it also offers

diversified aspects of youth style related to British heritage, including sporting classics, lazy-day staples and boardroom-ready looks.



### 6.3.2. Brand credibility

Jack Wills can be considered as credible in terms of perceived likability. Jack Wills not only delivers a sense of British heritage by garments' design, but also through the store design and the events launched for customers. As Jackwills is targeting teenagers, they will organize different sports competitions, theme parties and events for customers to join in order to reinforce their brand value in a funny and interesting way. Also, Jack Wills even sponsors the famous event in the Varsity match, which is a way to keep customer interests in mind to enhance trustworthiness. And the Jack Wills' Seasonnaires Summer Pool Party is leaving the impression that young customers are worth spending time with Jack Wills to enjoy the summer joy.



### 6.3.3. Brand consideration

As mentioned above, Jackwills are sponsoring and organizing different events which are closely related to teenagers, this is a perfect way to approach the potential customers since they create a sense of need for their products in their age. For example, when they organize a pool party, the staff of Jack Wills will dress up by its latest launched swimwear products, and to create the needs of the swimwear in customers' minds who also went to the party, since Jack Wills is providing the products which are relevant to the customers. Therefore, when they need swimwear in the future, Jack Wills is possibly one of the brand considerations since it leaves a remarkable experience and impression by the pool party.

#### 6.3.4. Brand superiority

Jack Wills is always focusing on the style of British heritage in finest garment quality, the supports of British manufacturing provide a reliable and superior quality of garments. Jackwills sponsors the manufacturing process of wool garments from shearing to weaving in Wiltshire, in order to build a sustainable British supply chain. In terms of the fashion style and superior quality of Jack Wills, it is unique in customers' views as there are rare fashion brands targeting the same customers and providing the similar fashion style of garments with Jackwills. Moreover, considering the seasonaires which Jack Wills will organize different events to gather customers to have fun, it acts as the mediator to build brand relationships with customers in an active approaching way.

#### 6.3.5. Brand feelings

As Jack Wills aimed at providing the feelings and atmosphere of British Heritage for customers by integrating the behavior of young people and heritage traditions, it gives a new market of British heritage clothing for teenagers. For example, they would keep the traditional structure of the little dress, such as the corset wires, yet renew the dress design by innovative color/pattern which was not applied in British Heritage outfit previously. Furthermore, as the above mentioned, the store design of Jackwills consists of different elements regarded to British, such as the country flag, photo frames, traditional wooden cupboards etc. Moreover, the different series of Seasonaires, which are the events organized by Jackwills to gather young customers, provides what teenagers are catering for. Therefore, the renewed image of British Heritage style and Seasonaires contribute to the customers' perceptions of fun and excitement, since they are creating special shopping and brand experiences for customers.

### 6.4. Resonance

Jack Wills focuses on the resonance with its customers. The design and style from Jack Wills tends to motivate their customers to purchase repeatedly. As the customers are under peer and group influence, they would like to buy the same and similar clothing with others to form an affiliation, attached with Jack Wills by their products. Their association towards Jack Wills is high because of the university lifestyle reflecting from the image of clothings from the brand. Moreover, Jack Wills develops a large and loyal customer base as customers put emphasis on their OOTD (Outfit of the Day) on social media platforms. However, due to the emergence in similar businesses and brands, Jack Wills had already lost the status and position in the market. Customers may decide to shift their preferences to other stores, minimizing the customer base of Jack Wills.

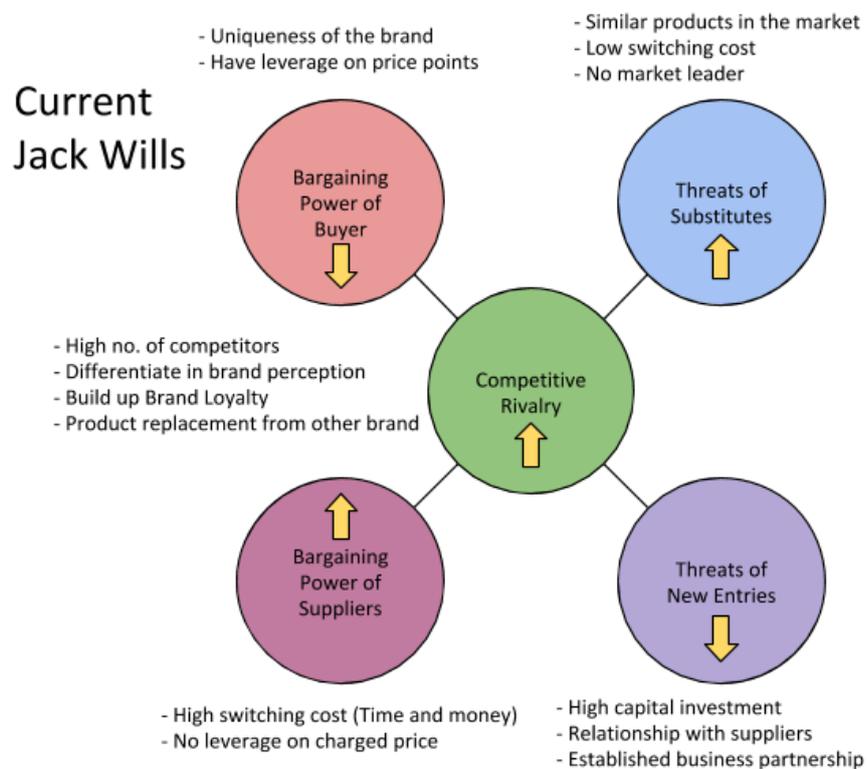
## 7. Recommendations and Strategies to Improvement

### 7.1. New Strategy for Jack Wills

Reviewing the brand equity of Jack Wills, certain trouble issues are defined and a new strategy is suggested for improvement and further development. Digital marketing is the main focusing point of this solution plan in order to cultivate competitive advantages in the complex fashion market and facilitate the brand operation via an effective way. The objectives of this strategic plan is to enhance attention and the satisfaction level of the customers by utilizing the existing resources of Jack Wills and employing the assistance of advanced technology. Related recommendations are offered to solve the problem so as to enhance the brand equity. Raised brand awareness, upgraded perceived brand value as well as improved sales performance are the expected outcome of this new strategy. Detailed introduction and analysis will be discussed in the following section.

### 7.2. Strategic Contexts

#### 7.2.1. Porter's Five Forces model



#### 7.2.2. PESTEL model in current business environment (2019 -2020)

<p style="text-align: center;"><b><u>Political</u></b></p> <ul style="list-style-type: none"> <li>● The restriction of the export and imports of good</li> <li>● The restriction of travel of citizens</li> <li>● Keep social distance from each other</li> <li>● More order online and rely heavily on local retailers and brands</li> </ul>	<p style="text-align: center;"><b><u>Environmental</u></b></p> <ul style="list-style-type: none"> <li>● There is less pollution created as many factories and business have temporarily closed</li> <li>● Less pollutants created</li> <li>● People will review again from the coronavirus and pay attention to pollution and health care issues</li> </ul>	<p style="text-align: center;"><b><u>Social</u></b></p> <ul style="list-style-type: none"> <li>● There is less face-to face and direct social interaction and contact of people</li> <li>● People stay at home rather than go out</li> <li>● The social interaction moved to the digital platforms</li> <li>● Increasing use of digital platform and online shopping</li> <li>● More social activities in online platform</li> </ul>
<p style="text-align: center;"><b><u>Technological</u></b></p> <ul style="list-style-type: none"> <li>● E-commerce platform allow retailers reach the consumers without distance by social media</li> <li>● Effective two way communication between retailers and consumers</li> </ul>	<p style="text-align: center;"><b><u>Economic</u></b></p> <ul style="list-style-type: none"> <li>● Provide online payment to finish transaction without currency problem</li> <li>● GDP growth from the worldwide consumers</li> </ul>	<p style="text-align: center;"><b><u>Legal</u></b></p> <ul style="list-style-type: none"> <li>● Copyright law</li> <li>● GDPR (General Data Protection Regulation) that limits the use of data for remarketing or collect consumer behavior data</li> <li>● Privacy and data collection</li> <li>● Anti-spam law</li> </ul>

### 7.3. Justification of Importance for New Strategy

#### Fully utilization of the resources and advantages owning by the brand

In fact, all of the identifiable elements and attributes of Jack Wills are easy for customers to recognize and recall. The iconic logo of Jack Wills has a deeper meaning and concept which represents the British style. The identifiable colours (pink and navy) are the signature of Jack Wills and act as a great promotion tool to draw consumer attention. British heritage, culture and preppy distinctive style are fully revealed on the merchandise. Compared with others, Jack Wills owns a historical reputation. However, Jack Wills does not implement traditional advertising such as social media marketing and product placement strategy. Relying on word-of-mouth is no longer the effective way to capture more potential customers and enlarge the market share in this century. Jack Wills does not utilize its competitive advantages to penetrate deeply in the fashion market.

#### Boost sales performance

In 2018, sales of Jack Wills fell 1.1% to 129.3 million pounds. Jack Wills is undergoing the financial difficulties that had a pre-tax loss of more than 14 million pounds after deducting one-time costs in the financial year until January 2018. Moreover, all the five Jack Wills stores in Hong Kong were shut down in August, 2019. Surplus of stock ties up the capital and investment which reduced the profit margin earned by the brand. Financial difficulties influence the daily operation and new opportunity of development.

### Brand image recovery

In positioning, Jack Wills is an affordable luxurious private label offering high quality products. However, various discounts were promoted by Jack Wills due to the pricing strategy. The discounting promotional strategy threatens the precious status and valuable image established by the brand. Although it can enhance the short term sales performance, it brings negative impacts on the brand image in long-term development. The perception of the brand equity and concept will change to emphasize on the price. Customers are only simply attracted by the good bargain instead of really appreciating the perceived value offered by the brand. Therefore, the relevance, uniqueness and appeal of the brand is affected in the fashion market.

#### **7.4. Key Reasons of the Downfall of Jack Wills**

##### 7.4.1. Old-school and unchanging product design

Jack Wills tried hard to keep their original style and design of their products. However, its traditional and signature style of old Britain and campus look cannot fulfil the expectation of their target segment. As mentioned above, the sales of Jack Wills dropped significantly and many physical stores especially in Asian countries shutted down due to the unsatisfied sales performance. Except for the reason for massively using the discount strategy, the main problem causing Jack Wills to lose their customers is because of their product design and style. They believe their target customers pursue old Britain preppy style, however, the teenagers nowadays no longer seek a classic style but more exaggerated and trendy look. With the fast development of technology, the hyper-agile fast fashion is dominant in the fashion industry. Jack Wills is too persistent towards their traditional british style and hard to adapt to the changing environment of fashion trends. The problem of product design drives them to failure in their business.

##### 7.4.2. Weak brand awareness

The ability of Jack Wills to draw customer awareness and attention to the brand is weak. As mentioned before, the promotional strategies of Jack Wills are not diverse and their promotional methods rely heavily on word-of-mouth and their “seasonnaires”. Though Jack Wills’ “seasonnaires” was quite successful, the emergence of KOLs, youtubers and fashion bloggers in social media nowadays have caused the use of traditional models to fade out and the Jack Wills “seasonnaires” models are not attractive anymore. The promotion of Jack Wills is inadequate. Most of the Jack Wills stores have already shutted down and the touchpoint for them to connect and communicate with the customers has decreased. , reviewing the promotional strategies of Jack Wills, one-way

communication, the encouragement to stimulate young consumers to purchase is weak.

#### 7.4.3. Unfulfillment of consumer's perceived social value

When consumers choose products from the store, they are willing to maximize the value they will receive and will consider the overall cost and benefits when purchasing the products. And it is defined as the tradeoff of what the consumer receives and gives up. Teenagers are described as the "technological savvy", they rely heavily on the social network and digital world. When they are making the buying decision, they will think about the brand identity and social value, it means that the value experienced from enhancing personal confidence and becoming part of the community by the influence from trends and social atmosphere. Young consumers are looking for high involvement and brand value offered by the fashion retailers to fulfill their social value. However, as the reputation of Jack Wills fell down based on the reasons mentioned in the above points, Jack Wills is hard to become a fashion "topic" that teenagers discuss and get attention with. The value created by Jack Wills cannot fulfil their customers' value perception.

### 7.5. Improvement Recommendations for Jack Wills

#### 7.5.1. Cooperation with E-sports and sponsor the esports platform

To enhance the perceived values to target consumers, collaborating with E-sports is an effective strategy to draw the attention from young generation consumers. In the past decade, E-sports has been well-developed around the world and reach around 380 million audiences per year. Esports has become an influencer to the young generation by the esports players and streamers. Moreover, Jack Wills core products sales are mainly contributed by hoodies and T-shirts, it is perfectly matched with their E-sport Teams uniform. According to the research, Twitch users watch an average of 421 minutes per month, those streamers and viewers are interacting with their fans in real-time around 8-12 hours per day, when the players or the steamers wearing the Jack Wills E-sport hoodies for competition used and place the advertisement in the part of the screen, it can achieve a high-value product placement engaging the target consumers to achieve a two-way communication. Also, during the silent selling from the E-sport platform, it can recall and refresh the consumers' memory and image of Jack Wills. Furthermore, cooperating with the E-Sports team can create a glory brand image which is representing the "Hero" image to the young consumers who are looking for social value and identity from the brand to gain confidence after wearing Jack Wills, it can rebuild the brand image and social value offered to consumers and draw consumers' awareness especially the one who always pay attention to Esports.

### 7.5.2. #HASHTAG challenge

The #Hashtag Challenge on different social media platforms can help the brand to create a community. Jack Wills can use the Hashtag Challenge to boost the followers and get attention from the people in social media. It is also a way for users to share the content with each other in one simple tag in a primary way. The content creator can emerge the trend and find out the niches dominating in the platform through the hashtag, therefore the brand can be shared by others and may become a “hot topic” for people to discuss with in the media platforms. For Jack Wills, as its style always focuses on the college look, hashtags such as #CampusLookChallenge, #NewWayToDressJWChallenge and #10waysToWearAHoodie can be implemented by Jack Wills on Instagram and other popular media platforms such as Tik-Tok. The hashtag challenge is a user-generated content of videos, pictures or just simple sentences, though it can drive a huge potential of going viral on the various platforms. Referring to the 3 problems faced by Jack Wills, the idea of the hashtag challenge can benefit the image, brand awareness and reputation of the brand. In order to provide refreshing image to the teenagers, the #NewWayToDressJWChallenge requests teenagers to dress Jack Wills in a new, extraordinary and unique way created by their own. It can be a remake or recreation of Jack Wills products. The more appearance of the brand can get attention from internet users and also increase the opportunity for users to engage in the brand. There is two-way communication and interaction between the brand and the people.

### 7.5.3. Influencer marketing

Jack Wills should focus more on the digital marketing strategies in order to drive the customers awareness and reform their original structure of business promotion on the social media platform.

First, Jack Wills should put emphasis on influencer marketing. Instead of using models to demonstrate their products, they can cooperate with social influencers, which is a very prevalent way for retail brands to promote the brand nowadays. In the past, celebrity and Key-Opinion-leaders(KOLs) are the most common clusters for brands to invite for collaboration, which are the group of people who have the highest fame and reputation on social platforms (i.e. mostly >10000 followers). Nevertheless, Jack Wills could work with micro-influencers (MI) as an alternative. Although MI has lower popularity (i.e. 1000-5000 followers), they have the highest persuasiveness. As they are only ordinary people and some may even be one of our friends, people are more inclined to trust their words since they believe MI are genuinely sharing their reviews on products instead of blindly promoting under the temptation of money.

For the format of collaboration, Jack Wills could send their products like the iconic hoodies and sweater to MI regularly, or ask them to pick up the gift bag at a preassigned branch store. As a return, MI should make a post on Instagram/Facebook in the form of album, including a picture of themselves wearing the JW clothing and a picture of product shoot. For the caption, content is unlimited in order not to make it too commercial and “hard-selling”. MI are welcomed to share their feelings and mood towards JW products, yet some designated hashtags are required (e.g. @jackwills, #JWSummerVibes), which can be different according to each campaign or season. This can help the brand to gain exposure instantly and effectively, hence boosting public awareness and rebuilding brand image.

Also, aside from demonstrating JW clothings, Jack Wills could suggest their cooperating MI to communicate with their audience about the brand in some ways that can arouse their interest and attention, such as initiating a mix & match challenge on instagram story and tag 10 of their friends or followers to accept the challenge. This can show that JW clothing is chic and trendy enough to match any other fashion pieces or accessories, also the audience would be more willing to participate in such a fun way and meanwhile expressing their creativity. Moreover, MI could host activities to interact with their followers randomly such as giveaway of JW products, under the condition that the participants should comment under the post, for example “3 things you like about JW” or “ 3 new product categories you would like to see in JW”. Jack Wills could use this opportunity to collect more opinions from the general public, in order to make improvements and add new elements into the brand, therefore ingratiating the flavor of the consumers in this age.

## **8. Conclusion**

This report aims to provide the basic information about Jack Wills. With the brand equity and the analysis of the brand, several problems that Jack Wills faced have led to the decline of the brand in the fashion industry. Based on the problems held by the brand, several recommendations of new strategies are proposed to help Jack Wills to leverage themselves in higher competitive advantages in the fashion industry.

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