B U R B E R R Y
JOUSTING **FOR REDEMPTION**

TEACHING NOTES

Teaching Plan

The following teaching plan has been created to provide a comprehensive outline of the Burberry *Corporate Brand Management and Reputation* case. The objective is to provide the discussion-moderator with the necessary theoretical and empirical insights necessary to facilitate an engaging and educational conversation with the audience. The desired outcome will result in a class-centred discussion that creates an opportunity to apply Corporate Brand Management knowledge, culminating in a deeper understanding of the key learning objectives outlined in the corresponding section of this paper. The teaching plan is structured in six sections: case synopsis, key learning objectives, discussion questions, teaching suggestions, epilogue and reflections. In order to ensure that the appropriate amount of time is allocated to each section of the case, an outline for the time plan has been included. Finally, to provide the class with a visual reference where necessary, a board plan can also be found here within.

Case Synopsis

At the turn of the millennium, the Burberry brand found itself in the midst of a crisis when the company reported gross annual earnings of £68.7 million.[1] In the same year, the brand's main competitors, Ralph Lauren and Armani, both posted gross annual revenues in excess of £1.1 billion each.[2,3] Burberry's poor performance stems from a number of key issues that have affected numerous aspects of the brand's core business competencies that have been neglected over a prolonged period of time. The year is 2006 and the brand has effectively lost control over the production of its garments which is reflected in the evident discrepancies in price, design and quality of their products across its global markets. Product problems persist in the brand's domestic markets as well, where their stores are positioned in non-strategic locations and their product offerings are focused on a small selection of items, serving a narrow customer-base of fashion-conservative (middle-aged) men.[4] To make matters worse, the infamous Burberry check - a cornerstone of the brand's heritage - has become associated with a downmarket image in the cheapest form of disposable rip-off fashion. The gravity of brand-related issues that Burberry currently faces can be exemplified in the following quote: "the brand was available in more than 60 different stores in central London but was not stocked by the capital's most prestigious retailers such as Selfridges, Harvey Nichols or Harrods".[5]

Learning Objectives

"The viability, or otherwise, of a fashion brand is dependent upon the efficacy and appropriateness of the decisions of those responsible for its management.[6]" The Burberry case is an example of a brand crisis that cannot be narrowed down to a single event or 'culprit' but rather as a consequence of a series of poor management decisions that have resulted in the dilution of the brand's image and reputation, ultimately culminating in poor business performances. Burberry's crisis is not unique to its industry or to the wider practice of brand management; by putting forward an in-

depth analysis of the brand, it is our hope that the audience can develop a holistic approach to tackling the multiple facets that are necessary to maintain and build a strong corporate brand. The key learning objectives in this section, therefore, will breakdown Burberry's crisis situation into components that relate to the critical areas that need to be addressed by making reference to fundamental theoretical frameworks that have been introduced during the course of the Corporate Brand Management & Reputation curriculum. The brand aspects that will be analysed are as follows: corporate brand identity, corporate brand communications and corporate brand reputation.

To make things interesting, some of the management decisions that will be presented to the class will be 'real decisions' that were taken by the executive board members of other brands (in some cases, direct competitors) who faced similar challenges. The aim here is to provide the class with a set of difficult decisions to make, therefore more closely replicating the difficulty of each decision that was made by the Burberry management board during the crisis.

Corporate Brand Identity

Brands gradually develop alterations in their identity over time as they undergo change. This causes the brand to be interpreted under multiple perspectives: The central pillars of the brand's identity and meaning, and additionally, the audacious and innovative aspects of the brands recent advancements.[7] The Burberry brands identity is paramount to the image and therefore, success, of their products. De Chernatony and Harris, mention that the more positive a brands reputation, the better a match will be between a brands identity and with the self-image of stakeholders.[8] As a brand contains certain values and guarantees a promise of quality, it is essential that the brand defends its reputation, defines a strong awareness of itself and has an apparent future direction. For an overview of Burberry's brand positioning see figure 4 in appendix. Aaker claims that it is also helpful for the brand to differentiate itself with its own values, culture and communications as a way to forge a unique identity.[9] It is crucial for modern brands to enable new customer experiences, take new chances and encourage new attitudes. Burberry reinvented their brand positioning to target a new segment (Moving away from the middle-aged crowd and to avoid desirability from Hooligans). It was able to change its communication style effectively over digital platforms while still being true to itself.

It is important for Burberry to analyse their Kernel vs Peripheral values. The firm should asses which attributes are required for Burberry to remain true to its heritage (Kernel), while expanding to new horizons (Peripheral). By switching to digital promotion strategies, Burberry enabled exploratory function and new knowledge towards their brand.[10] Evaluating Burberry from a management perspective, the brand is built up in stages from top to bottom. Towards the top is the brand platform (point where brand identity is cultivated).[11] For customers, they view brands in the opposite direction, where they experience brand image first. The customer's experience with the brand perceives the essence. The perception of the brand is built through customers repeated experiences over time and it is up to the

brand to create the right perceptions and eliminate actions/ products which do not conform. Building the brand is about constructing perception of the specificity of the brand, its exclusivity and driving added value.[12]

The Identity and Image model is helpful in exemplifying Burberry's transformation of their brand identity and thus, their brand image.[13] According to Kapferer, corporate identity is what helps an organization, feel like it truly exists, it is coherent and unique, has a special history and its own place, separate and distinct from others.[14] Burberry utilized their identity to alter their messaging through targeting a new demographic (millennials) via effective social media marketing and communication, offering distinct new products from Burberry's typical signature offerings (diverted from trench coats with checkered patterns) and the opening of new stores (including flagship store locations across China). In addition, Burberry was influenced by other sources of inspiration. Due to imitation from counterfeit, Burberry updated the designs of their clothing line, while still staying true to the traditional brand image of being an innovative and premium British clothing brand.

Advertising is key for creating a favourable brand image- we form opinions on a brand based on their communications. In Burberry's case communication says something about themselves, their communication channels and the potential customers they are trying to address and the relationship between the two.
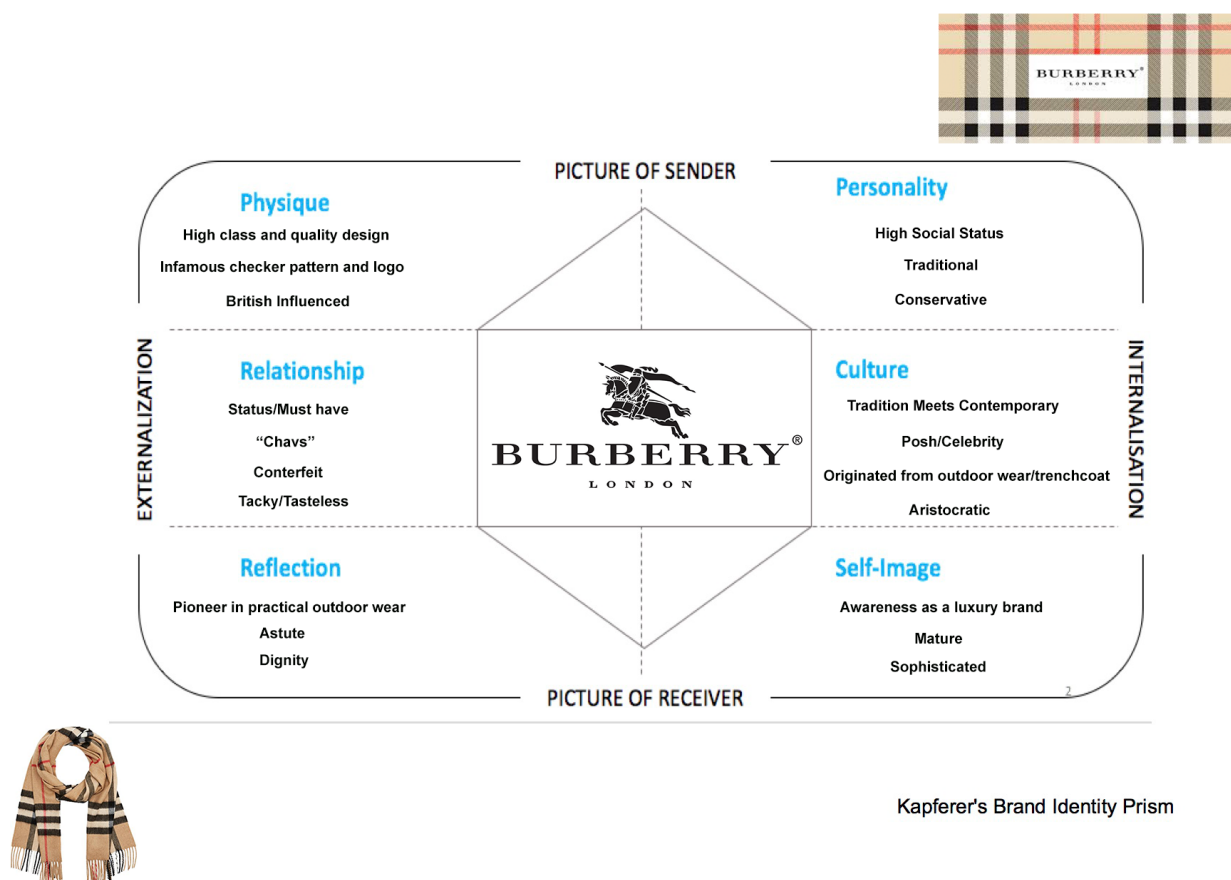

Figure 1: Burberry Brand Identity Prism (Source: The New Strategic Brand Management, Kapferer, 2012 Pg. 158).

Kapferer states that brands contain six components (Physique, Personality, Culture, Relationship, Reflection, Self-image), which build a brands identity and is

communicated to customers as a brand's image, can be articulated through a Brand identity prism.[15] A brand's products are a key representation of a brands identity and Burberrys "Prototype Product" (their high-end outdoor wear) best exemplify their core values.[16]A brands capital, symbols and logotypes, geographical and historical roots all play a role in a brands identity, and how these attributes are advertised contribute a role in creating a compelling brand image.[17]

Repositioning and adding value to a brand (intangible and tangible)

Brands often initiate re-branding programs in an effort to favourably improve their positioning between customers and ultimately boost sales, loyalty and brand equity.[18] Burberry choose to partake in rebranding in an attempt to modernize its aging products and become more relevant and hip among younger consumers. Burberry was successfully able to tackle their rebranding by reducing the number of clothes with the infamous checkered pattern, while updating their product line to suite a more modern taste. This allowed Burberry to be considered a modern & trendy brand, whilst also staying true to their fundamental heritage.[19] The brand also focused on its intangible attributes, by improving its corporate communication, improving its digital presence, opening new flagship stores and testing new novel in-store concepts (such as live-streaming fashion shows in store). Such rebranding updates allow Burberry to strengthen their brand identity-brand image congruence.[20]

Brand Extensions

According to Kapferer brand extensions are useful when companies wish to utilize their brand name while extending into other product categories.[21] It is often easier to utilize an existing brand, rather than create a new brand name just for that purpose. Brands such as Burberry can develop new products and utilize line extensions to increase the brands importance amongst groups such as lower-budget consumers.[22] In the past Burberry has launched numerous sub-brands including Burberry Prorsum (High-End Designer Fashion with prestige pricing and exclusive distribution and limited distribution), Burberry London (Easy to wear styles with premium pricing) and Burberry Brit (Casual wear with affordable prices and wide distribution).[23] In 2015, Burberry decided to merge all of its sub-brands under the corporate brand name label. This decision was made in an effort to make the shopping experience easier and more streamlined for the customer, and to match the trends of many other luxury fashion brands moving to a single brand architecture.[24]

Brand Communications

Under the direction of newly appointed CEO Angela Ahrendts, Burberry launched an ambitious goal of creating the first fully digital luxury brand in order to appeal to a new millennial audience, whose preferred means of communication was rapidly becoming digital. To accomplish this monumental achievement, the Burberry management team adopted an innovative approach that consisted of 'blurring the lines' between the digital and physical in-store consumer experiences so that every interaction between the consumer and the brand would be perceived as homogeneous. The key to their success in bridging the gap between digital and physical experience

was the addition of an emotional dimension to their communications. By incorporating emotion into their communications with consumers, Burberry managed to turn everyday mundane digital interactions into social activity.[25] A prime example of this was the *Burberry Kiss* campaign, whereby consumers were able to use the brand's innovative 'kiss recognition technology' (developed in collaboration with Google) to share kisses and personalized messages with their loved ones, along with the option of adding a lip colour from the Burberry cosmetics range.[26]

The new media-centric Burberry website became a fundamental brand touchpoint for millennials, where consumers could tap into 'Burberry World' and enjoy live emotive brand content, such as music concerts, movies and storytelling from any device, anywhere in the world. With the objective of narrowing the gap even further, all the major digitally broadcasted events listed above were staged in the brands' new flagship store, located in central London. Thanks to a considerable investment in the digital space - over 60% of the brands' entire marketing budget - Burberry has reaped considerable growth on social media, with a high level of engagement in each digital channel. In a recent statement, Chief Creative Officer Christopher Bailey said Burberry is now "as much a media content company as a design company".[27]

Storytelling

In their corporate communications strategy, Burberry was able to successfully harness the power of storytelling to convey its brand values in a clear and consistent manner. Angela Ahrendts placed a lot of emphasis on the importance of storytelling, as means to build relationships with the brand's stakeholders and convey a sense of trust. In an interview in 2006, Ahrendts reiterated "great brands have to be great storytellers too, we need to tell authentic stories, emotive and compelling stories. We are building lifelong relationships with people and every relationship needs to be built on trust."[28] Furthermore, in an effort to demonstrate their commitment to authentic storytelling, Burberry hired the services of a cultural anthropologist in an effort to ensure that the executive management team had a full understanding of Burberry's story and heritage.

Brand communities

According Muniz & O'Guinn, the term "brand communities" describes specific and location independent relationships between enthusiasts of a particular brand.[29] Enthusiasts experience a sense of community, where they feel similarities and attachment towards one another, while maintaining strong loyalty to their brand and feeling rivalry towards other brands.[30] Brands such as Burberry have been able to create an intriguing story, celebrated by its own members. Burberrys presence on digital platforms has enabled close knit connections between not only Burberry and customers but also between individual customers, as they are able to connect and view each other's content.[31]

Corporate Brand Reputation

Strategic Management of Reputation

As stated in the synopsis, the infamous Burberry check had become associated with a downmarket image in the cheapest form of disposable rip-off fashion. As a result, this negatively influenced the brand's reputation staining its former status of offering a quality product, having classic image, carrying exclusivity, showing sophistication and belonging to a high social status. The corporate reputation of an organization is a collective phenomenon that comprises both cognitive and affective dimensions is now considered a key variable in improving the organization's attractiveness and its capacity for retention of both clients and investors over time.[32, 33]

When it comes to managing a crisis, the organizations reputational model (see figure 3) can be applied for evaluation of a brand's affected reputation. This indicates that Burberry must have the capacity to distinguish how their stakeholders perceive them. This will enable them to develop a strategy for managing corporate reputation. For this, Burberry needed to acknowledge the different dynamics of its environmental surroundings and learn who its key constituents are and what they want and expect from it.[34] In regard to the evaluation of perceptions from different stakeholders, Burberry outlined four strategic themes:[35]

• Identified the areas of reputational risk to which they are exposed such as the store, website, social media, fashion shows and product excellence, by internal discussions, discussions with industry leaders and analysis of messages in the means of communication.

• Identified the relevant stakeholders of the business by optimizing operational activities with more coordinated use of brand assets and better integration of its global organization. By transitioning from a static wholesale model to a dynamic retail model. Given this reputational context and its risk it was brought into relation with the relevant public by introducing refreshed offer each month, while granting a strong platform for customer to connect more regularly with the brand.

• Created systems that evaluated the relative position of each group of critical stakeholders, moving the communication from informal dialogue to clear defined agreements. A global shared services team drove efficiencies and enhanced financial control across the business. competitive and internal benchmarks were identified for "better practices" such as externally including partnership working to provide benefits in key areas such as corporate social responsibility.

• Weak reputational are were pinpointed and the process of developing action plans to strengthen them was set in motion by scheduled and continuous re-evaluations.

By Burberry, having a detailed understanding of their stakeholder perceptions with regards to the organization, will define them a reputational platform where unity and balance between what the organization wants, can, or must do can be depicted, as shown in figure 3.

Through identification of the sources of influence (direct or indirect) that may have an effect on stakeholder perceptions, a consistent approach is defined for measuring reputation through internal alignment and integration of the various areas that interact

with the different stakeholder groups.[36] It also establishes the importance of alignment between the vision, culture (capabilities) and image (expectations) of an organization necessary to build a strong brand and solid reputation.[37] Reputational gaps between internal and external stakeholders have both immediate and long-term consequences, affecting future actions of stakeholders towards the organization. It may lead to the loss of trust (fundamental for business transactions), disengaged staff, and a wrongful orientation for Burberry itself if it does not stay relevant with the expectations in the marketplace.[38,39,40] By considering these elements of analysis, the organization can determine whether it needs to reinforce its current position (if it already has a strong reputation), or work on the alignment of the aforementioned aspects: vision, culture (capabilities) and image (expectations). This will define the organization's strategic intent and allow for the development and implementation of a specific reputational strategy.[41]

In addition, the requested entrance of a new CEO by the then current CEO was believed to be the necessary step for the company with regards to future ambitions.

Overview of Key Learnings

This case lays its focus on the revitalization of a heralded fashion brand by understanding how losing oversight of the key dimensions of brand management. By critically evaluating the situation of Burberry's degradation to its brand reputation and identity an action plan has been implemented to restore the brand to its former glory. Below, in Table A, is an overview of the learning objectives of the Burberry case.

The requirement to maintain a co-ordinated distribution strategy whereby retail locations compliment and are complemented by the wholesale chains which assure maximum market coverage.

Key Learning Objectives		
Remembering	… the importance of a clearly defined brand positioning which communicates a definite set of attractive brand values and lifestyle associations.	Here: Burberry's heritage and its need for change due to a damaged brand image.
Understanding	… the importance of addressing the fundamental aspects of brand management; particularly identifying and preventing the	Here: Understanding that prolonged neglecting of the brand's core business competencies will create performance gaps and negatively affect overall

	formation of gaps between the brand's identity and image. When neglected, these core principles can result in the degradation of the brand's overall reputation, ultimately resulting in poor business performance	performance.
Applying	… managerial decision to redefine, restore and strengthen the reputation and position in the market.	Here: Brand positioning and strategic brand management, etc.
Evaluating	… a flexible approach to the management of markets – such as in the form of delegating marketing activity through licensing agreements. Evaluating the importance of media relations management to the creation maintenance of a credible luxury fashion brand reputation.	Here: Use of Kapferer's Brand Identity Prism [42]
Creating	… a comprehensive strategy to restore Burberry to its previous position as an iconic British fashion brand in the luxury retail space	Here: Driving change, aligning brand vision and setting strategic objectives

Table 1. Overview of Key Learning Objectives

Discussion Question

The stated learning objectives are to be achieved by an engaging case discussion. Hence, the following main and assisting questions are presented providing the instructor with the necessary tools to maintain and progress forward with the topics of discussion with the audience at hand.

Main Question:
- ❖ *How can we strategically bring the brand back from the brink of failure?*

Assisting Questions:
- What are the main issues that the Burberry brand is currently facing?
- What should be the Burberry executive board's priorities?
- To what extent has the Burberry brand image been diluted and can it be turned around?
- To what extent has Burberry's brand image deviated from its corporate reputation?
- How do you restore a brand such as Burberry to its former glory without compromising its heritage and core values?
- What measures could Burberry take in order to leverage the brand?

Teaching Suggestions

Time Plan

Knowledgeable and well-informed guidance of this case by a moderator is required in order to assist the audience on their journey of understanding in tackling Burberry's crisis situation. This case in particular is to be executed during a 30-minute session, however it is recommended that the audience pre-reads the case or increased assistance is needed from the auditor throughout the session to tackle this short timeframe.

The suggested time plan (see figure below) indicates that the two parts for discussion timeframes will consume the majority of the total available time. These two opportunities will enable the audience to interact and show critical thinking by analysing and reasoning the given scenario. An additional ten percent of the time is to be considered for presentation and comparison of audience outcomes as to how Burberry proceeded. The presentation is provided 30 minutes but may be extended with an additional five minutes at the expense of the second discussion section as this is briefer and contains an added buffer time. The Kapfere case model is flexible and facilitates as a tool for the practice of the management decisions and in relation to the three-step board plan (issues, alternatives and actions) creates a moment for the audience to reflect on their decisions and revaluate the choices made.
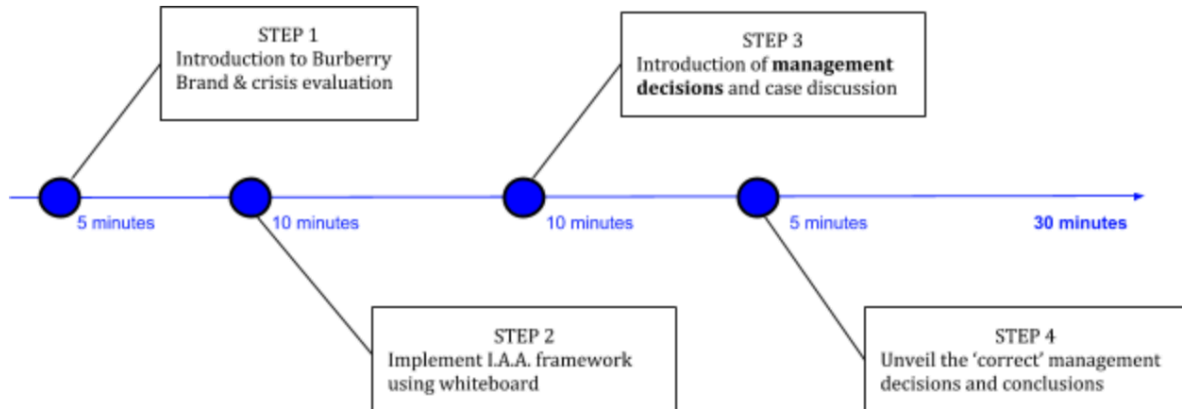
Figure 2: Suggested Time Plan

Board Plan

A prepared board plan has been designed for moderators to apply in order to assist the case problem solving and decision-making process. Its focus is to capture the essence of what is being said into a simple and actionable model. When done correctly it will allow students to gain valuable insights by in-depth exploration of the stated issues, possible alternatives and solvable actions - leading to a certain positioning as to which final recommendations are most suitable for solving the case.

Issues	Alternatives	Actions
● Identity Crisis (top management) ● Image → counterfeit / hooligans, Kate Moss ● Loss of control → licensing, product quality ● Aging customer-base ● Lost prestige ● Over-reliant on the Asian market ● Negative reputation ● Poor business performance	● Reposition image ● Communicate vision + mission ● Internally vs externally ● Distribution strategy ● Consolidate market position ● Specific Target market? ● Brand promise? ● Fix reputation → Improve retail experience ● Communication strategy: stakeholders	● Find new brand ambassadors ● Team building → board members or sack? ● Buy back licensing ● Modernization of brand ● Innovate products ● Identify new target market ● Change communication strategy ● Create flagship store (London) ● Regain consumer trust ● Stop unofficial distributors ● Scan environment - competitors

Table 2. Example of a Board Plan for Whiteboard or Blackboard during case discussion.
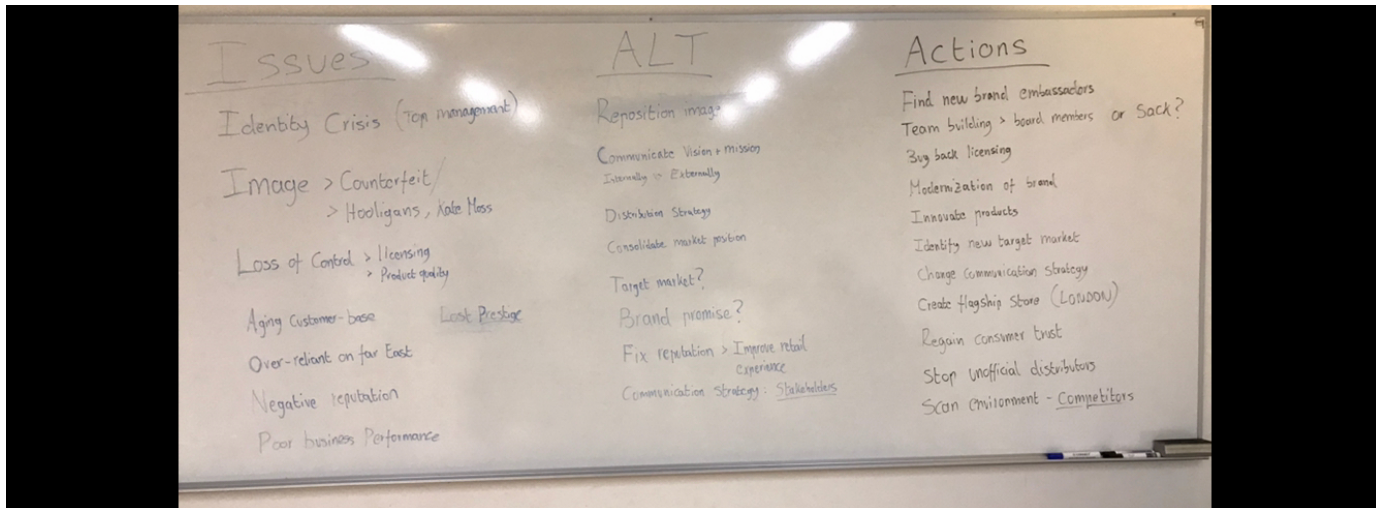
Epilogue

The Burberry case is a prime example of how a heritage brands need not to compromise on their core values in order to stay competitive, especially when faced with a crisis where their identity, image and brand essence are at stake. Threatened by an unfavourable imagine that was brought about by a lack of control over their products and serious counterfeit problems - resulting in rapidly declining sales - the brand was able to take swift action to correct the issue. In addressing the decline of their core customer base (i.e. middle-aged men), Burberry saw an opportunity to target a new exciting customer segment; millennials. Under the direction of newly appointed CEO, Angela Ahrendts, Burberry was able to successfully reposition its brand to appeal to its new target market while staying true its core values and heritage. It accomplished this by adapting its corporate communications strategy to appeal to its younger audience by pursuing digital channels, while leveraging the power of storytelling to evoke an emotional dimension to all their communications.

In conclusion, The Burberry case exemplifies the importance of the application of fundamental brand management theory in building and maintaining strong corporate brands.

Reflection

This case has been created in partial fulfilment of the course Corporate Brand Management and Reputation part of the Master's program in International Marketing & Brand Management at Lund University, School of Economics and Management. Education builds itself as a necessity in society today and represents an important pillar to an individual's development of knowledge in society by studying complexity, interactivity, reflexivity and interpretation (Vali, 2013).[43] Through use of a real-life scenario and the application of theory, this assignment has provided us the opportunity to take on a different role as not only participants in a case study, but to present and lead our own designed case. It has provided us with a greater understanding of the magnitude of the decisions and perspectives that need to be considered in solving issues for company the size of Burberry.

The initial phase leading up to our choice of tackling Burberry was reliant on a listing of our top three choices for potential cases. This discussion with our course professor; Mats Urde and Axel Welinder reflected upon our three case scenarios of interest and pinpointing what key learnings each case would have to offer before selecting the most feasible option in terms of creating an interesting, engaging and informative case. Our selection resulted in picking Burberry as a viable case option as the company has managed to redeem its reputation by organizational restructuring with new brand management and strategically reinventing its brand identity and image. Saving it from a crisis as it had become associated with a negative downmarket image damaging their reputation and revenue.

Throughout the preparation of this case we adhered to a specific thought process which involved preparing the case from a managerial point of view with a clear vision of what the desired outcome of the discussion with the audience had to lead to. The vast amount of information gathered through extensive research created some challenges when compiling the written case as it required us to find the correct balance between too little information or information overload. The first segment of the case focuses on setting the contextual scene for the audience, placing them in the seat of the newly appointed CEO of Burberry and at a crucial stage where important management decisions have to be made. The second segment adds valuable information to encourage further analysis of the situation at hand and should add to the gist of the discussion. The case is structured in chronological order leading up to the final decision-making process. Burberry with its authentic British heritage is a fascinating case as 257 years after its founding it is today a leading luxury brand with a global business recognized by the iconic trench coat, trademark check and Prorsum horse logo. This made it challenging from an author perspective as it meant we needed to convey the importance of a rich history while trying to lead the discussion of rejuvenating the brand to solve the crisis and tackle the future.

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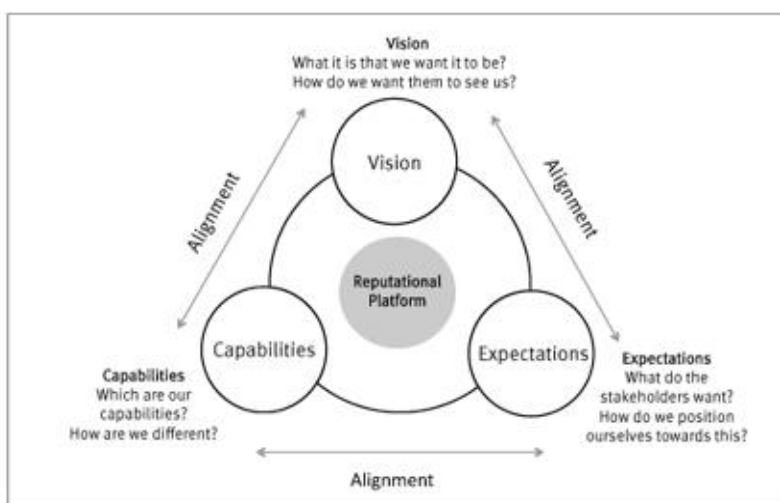
Appendices

Figure 3: Organization's Reputation Platform (Source: Feldman, Bahamonde, Bellido, 2013, pg. 57)

Burberry Brand Positioning

Brands	Key features	Marketing strategies	Closest Global Competitor	Point of Parity	Point of Difference
Burberry Prorsum	High-end couture & Runway fashion	Exclusive distribution & prestige pricing	Prada	Minimalist Design Runway, Couture-style	Iconic Checks Pattern
Burberry London	Easy to wear styles. Includes leatherwear, outerwear & smart office wear	Limited distribution & premium pricing	Giorgio Armani	Stylish and Poised	Classic British Sensibility
Burberry Brit	Casual wear	Wide distribution & accessible pricing	Polo Ralph Lauren	Targets younger consumer Iconic Polo Tees	Not part of a multi-brand group

Figure 4: Burberry Brand Positioning (Source: On Burberry… The brand, the business & luxury branding, (2012))