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Marketing Communication Plan – The Hiut Denim Company



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Executive summary

The Hiut Denim Welsh company asked to produce a marketing communication plan report in order to push the company into its next phase of development. To allows is, £5 million of budget are available. This marketing communication plan needs to start from Jun 2019 until May 2020 and must be as realistic as possible to reach their ambitious targets.

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Introduction

This report will talk about a Marketing Communication plan that will be made for the Hiut Denim Company. This jeans factory is running a business for 6 years in West Wales small town call Cardigan. They employed 400 persons to produce around 35 000 jeans pairs per week with a high fabrication quality value due to the worker's skills. The manufacture had closed in 2002 and was reopened in 2011 by two welsh person that restarted the activity and create the brand Hiut (Halls, 2017; Hiut, 2019). Today the brand employs 15 employees and produces less (120 jeans per week) but they sell high quality products. They are facing huge competitors in the fashion industry and must make a place among them on the market (Brosnan and Samle, 2017). So, to allow it, they would like to push their business in the next development phase. That is the reason why this report will build a marketing communication plan for them and also, include advises about the way they should follow to improve their marketing communication program. To allow effective communication, companies should develop a marketing communication plan which will *“helps to minimise errors and provide for efficiency and effectiveness”* (Fill, 2009. p308).

This report will build an effective one for the Hiut company for 12 months from June 2019 until May 2020 and with a £5 million of budget. To do so, it will be dividing into different parts which correspond to the COSTAC framework marketing communication plan. Then to finish, a conclusion will be made including recommendations for the company.

Part 1: Marketing communication Introduction

Before to start, what is marketing communication? Clow and Baack (2012. p22) say that communication is actions which correspond to transmitting, receiving and processing information. Transmitters transfer message or idea including information to a receiver. Within a marketing advertising plan, communication is playing a huge role. “In marketing, the person in charge of designing an advertisement takes an idea and transforms it into an attention-getting message”. To deliver this message, organisations are using transmission devices to make traveling messages to a specific audience. Those tools correspond to the communication mix which includes internal and external communication. According to Fleming (2018a) “*The Marketing Communication is the promotion section of the marketing mix, [...] used to describe any form of communication with an organisation’s external & internal publics*”. The idea is to engage the public so, in order to success, the marketers used those different advertising tools. Then, to ensure the success of the product commercialisation, organizations use the marketing mix. It includes 7 objectives that correspond to selling the right product, in the right place, at the right price, to the right people, to the right promotion, with the right processes and the right physical evidence.

Part 2: The context analysis

First of all, let’s talk about Context Analysis. In a Marketing Communication plan, the context analysis is the first step to do to have a diagnosis and defined the market. “*It has 4 elements: The Business context, the Customer context, the Internal context, and the External context*”. It’s the first thing to do start a marketing communication plan (Fleming, 2018b).

2.1) Business context:

The Business context highlights the main issues of the performance, the success and the development of a company. The market that Hiut company is interested in is the UK jeans market. The

jeans have been created in 1873 by two American men, Cloud Levi Strauss, and Jacob Davis. Those trousers models were really appreciated by the mine's workers during the gold rush in the American western regions because the jeans tissue is very resistant which is most of the time the denim. More than hundred and forty years later, the Jeans have crossed over the ages and have now a huge part in men and women's fashion all over the world (Woodlawn, 2010; Euromonitor, 2019). This is due to increasing customer demand, to increasing disposable income and to the inclination towards western fashion trends. *"emerging economies are shifting their purchasing patterns towards jeans as a part of their casual wear"*. For example, the denim international market was estimated to around 56 million dollars in 2017 and will increase by +6.7% from 2018 until 2023. For adults and teenagers, jeans are a popular fashion clothing piece that represents an important part of the textile industry. There are a lot of style, design, different colours and fabrication tissues (Mordorintelligence, 2019).

Retail sales have evolved significantly thanks to e-commerce and mostly due to the new technologies' evolution. The demographical evolution plays a huge role as well, customers are researching economical and high-quality product that increase significantly the sales (PSI, 2018). According to Wightman-Stone (2015) *"UK consumers are turning more and more to quality denim products [...], the market having grown 52% in the last 12 months"*. It means that people are today ready to spend a high price for a high-quality product. This is an opportunity for Hiut that produce that type of jeans and their price justify the know-how because of one pair cost around £150 and £240 (Hiutdenim, 2019).

In terms of the competition, *"the denim market has changed considerably since the 1990s and Levis, who had a virtual monopoly on the jeans market, now is facing a much stronger competition"* (Nevada & sons, 2014). Indeed, the denim's world competition is huge, the main players are Levi's, Edwin, Diesel, True Religion, H & M, Inditex, Gap, Zengzhi or Aarvee Denims. Even if Levi's brand is still the market leader for 165 years, a big brand such as Wangler, Lee, Next, Calvin Klein or even more True Religion is sharing the UK market (QYR, 2016; Euromonitor, 2019; Brosnan and Samle, 2017). Since a few years, the online selling stores born which as increased significantly the associability and the distribution of the jeans. This is a new competition for the brand already well established on the market because buyers are ordering more and more on the Internet from major brands such as Asos or

Zalando (Mordorintelligence, 2019). Most of the production in the world is coming from countries where the human resource is cheap such as China, Turkish, Bangladesh, India or even more Morocco. As far as Hiut tissues are imported from Japan and Turkish, all their jeans are made in Cardigan and this is a strong argument to prove the quality and justifies the price of the products (Deluzarche, 2012; Hiutdenim, 2019).

2.2) The customer context

The customer context is the characterized by the segment, the level of awareness, perception, and attitudes towards the brand/organisation, the level involvement or the types of perceived risk (Fill, 2009. p311).

Hiut' customers are men and women who are looking for local know-how and who are looking for high jean's quality. Their customers are mainly adults and old persons because the products are expensive and young persons like teenagers are not really ready to pay a high price for a simple jean. Indeed, the company is environmental concerned, their jeans are made with 74% of organic cotton and assembled by hand during more than one hour per piece, which justify the price (Hiutdenim, 2019).

2.3) External context

The external context is about the key stakeholders, their importance and their communication needs. It is defined by PESTEL tools that include Social, political, economic, technological restraints and opportunities that will allow seeing the environmental issues of an organisation (Fill, 2009. p311).

Social	- The cultural differences about fashions that brand should look after to adapt their products (e.g. the colour or the material). - Biodegradable clothes created by environmental customer's awareness.
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Political	- The promotions are regulated by legislation in every country, - The textile importation quotas.
Environmental	- More and more customers ask for ethical that respect the environment, - The use of the recyclable product to make other new products contribute to reducing forest consumption.
Technological	- New technologies development, - Online shopping development, - Social media power (e.g. Facebook propose to connect customers shopping application to their account).
Economical	- 2008 economic crisis has affected consumers purchasing power, - Strong market competition, - <i>“Increase in cotton prices: Beyond the decline in orders due to the economic crisis, the industry has also faced rising cotton prices” (Nevada & sons, 2014).</i>
Legal	- The “Confiance textile” that is certified to a product without health risks, - <i>“The European regulation voted to control chemical regulation”.</i>

(Nevada & sons, 2014; Levi's vs Diesel, 2013).

Part 3: Communication objectives

3.1) Marketing communication objectives

The marketing communication objectives are promotional objectives. They provide a balance to the plan, indicate positioning situation and give balance to the promotional mix. Moreover, they defined clearly time for the campaigns and way for the communication evaluation (Fill, 2009. p312).

3.2) The corporate objectives

That corresponds to the *“mission and to the business area that organisation believes it should be in”* (Fill, 2009. p312).

The Hiut corporate objectives will be to:

- Be a serious competitor on the top jean's brands market of the UK,
- Increase online sales by 20%.

3.3) The marketing objectives

Which correspond to the *“sales-related objectives such as market share, sales revenues, volumes, ROI and profitability indicators”* (Fill, 2009. p312).

- Increase the sale to 15% more in one year,
- Gain 10% market share in one year.

3.4) The marketing communication objectives

It refers to the brand position in the current context where the brand is situating and where it will be situated in the future. *“These will be presented as awareness levels, perception, comprehension/knowledge, attitudes towards and overall degree of preference for the brand”*. The aim

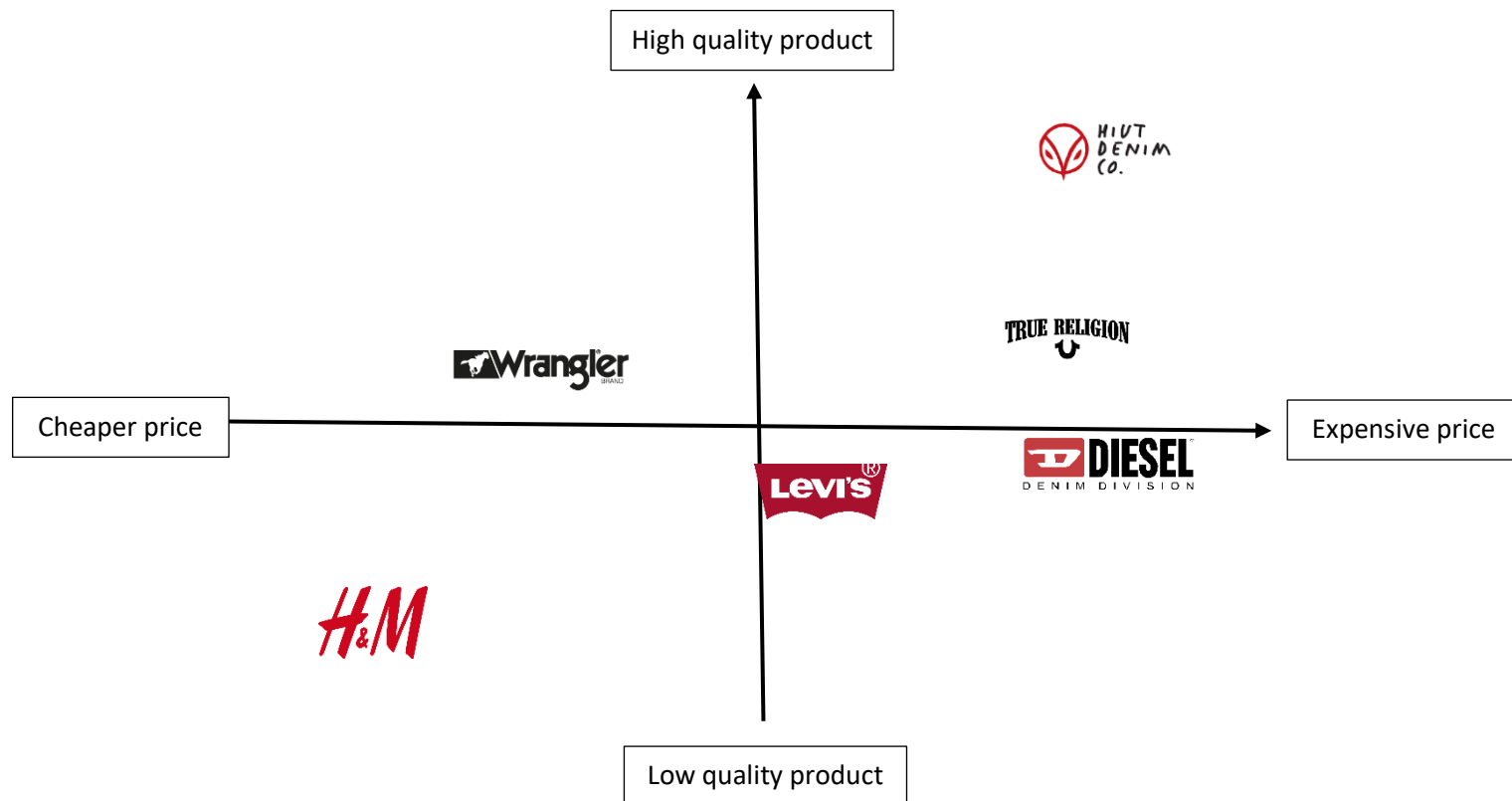
is to see the task that needs to be accomplished and if it's necessary to repositioning by changing contextual conditions (Fill, 2009. p312).

- Push the brand visibility online in their digital channels (social medias and e-mailing campaign et google AdWords),
- Increase awareness in 25 – 35 years hold people sector over 20%,
- Reposition Hiut from a local small company to a national brand.

3.5) Positioning

“It is the key strategic framework for an organisation's brand-based communications” because the positioning is the recognition and visibility that represent a brand to a buyer. The marketing communication should be an audience centred, and that is the reason why the marketing communication strategy is essentially about positing (Fill, 2009. p294).

This map represents the Hiut positioning on the jeans market compared to their main competitors within the UK. There are different brands types that propose different jeans value from cheaper to expensive products and from low quality until high quality. Hiut company is clearly positioning has a high-quality brand with expensive prices, mostly due to their image of a local brand, high materiel and with high employees' know-how. The diagram shows that the most famous brands such as Diesel or True religion that sells expensively their product don't have the Hiut jeans quality.



Part 4: Promotional strategies

According to Fill (2003, p80) “In order to accomplish the promotional objectives or goals that have been established, it is necessary to formulate ways of achieving them. Strategies are used to meet the goals that we seek to achieve”. There are divided into 3 main promotional strategies: Push, Pull & Profile.

- **Push: Reach customers**

The push strategy is to promote the product from the distribution network to the final consumer. The aim is to “simulate demand by encouraging these channel partners to take and hold stock, to allocate scarce resources such as shelf space, and to become advocates of the product” (Fill, 2003, p84).

- **Pull: Reach members of marketing channels**

The Pull strategy aims are to “simulate the demand by encouraging customers to pull products through the marketing channel network”. It is a way to increased levels of customer’s preferences for the brand and differentiates it from the competitors. (Fill, 2003, p81; Fill, 2009, p297).

- **Profile:** Reach all relevant stakeholders

The profile strategy is to transmit information about the brand rather than the products. These informations are about brand performances, *“its stance on particular policies or just to portray the organisation in a positive light to encourage investors”* (Fill, 2003. p86).

The two strategies that will correspond the most to the Hiut promotional strategy are Pull and Profile. The Push strategy is used to find wholesaler/distributor and then a retailer so, create a partnership *“based on trust & commitment”* and sell the product by another way rather than in an only store or in a website. That’s not a really good solution for the brand which could lose its local high-quality product image.

However, considering the fact that Hiut is not a well-known brand all over the UK, the objective to increase their notoriety/reputation and sales might be to use the Pull and Profile strategies. These strategies will correspond to the objectives seen before because:

- The **pull** one will guarantee to advertise on their product thanks to different communication tools and new media channels. The direct marketing, the social medias or even more the website are perfect channels to establish the credibility of the brand, engage customers, increase online sales, create awareness and change their attitude about the brand (Smith and Zook, 2011. p267).
- The **Profile** one will bring a solution to promote the brand's merits and display its values. Generally, the tools used to allow this promotion type is traditional medias such as TV, radio, billboards, newspapers or even more cinema. This solution will push Hiut to the national top’s brand competition against their competitor as a new challenger who is starting to make itself known.

The next part will represent by a board the promotional mix to illustrate the different advertising campaign that Hiut might have.

Part 5: Promotional mix

The promotional mix is the combination of the different types of promotional strategies together such as advertising, direct marketing, sales promotion, partnerships, personal selling or online marketing. The aim is to reach the best marketing results with as many tools as possible (Fill, 2009. p297).

This board shows every communication tool that Hiut need to use in order to answer the objectives fixed in the promotional objectives. The last section will define the £5 million budget divided between the different tools.

		Type of communication	Objectives	Tools	Cost
Type of strategy	Pull	Website	Increase jeans sales online, Improve customer satisfaction, Improve after sales-service, Improve sales conversion rate, Improves referencing,	• SEO	£400k
		Social media	Develop reputation, Increase follower's community, Improve brand image,	• Facebook • Twitter • Instagram • YouTube	£200k £200k £200k £250k
		Direct marketing	Make know the brand, Improve customer relationship, Send promotions, Have customer feedbacks,	• E-mailing • SMS	£300k £250k
	Profile	Media advertising	Reach a large potential customer range, Have a better geographical area, Improve brand reputation, Have sales promotion,	• TV • Press • Radio • Cinema • Billboard	£1,2M £600k £400k £400k £300k
Total cost					£4,700,000

- **Website**

The most part of the sales objectives (15% more in one year) will be done online from customers all over the country ordering jeans on the website. That is the reason why it is important to gain in referencing visibility on the web. The aim is to improve the web page access and make customers ordering their Hiut jeans more easily. The first thing to do is to improve the website design and create more attractive content. A pleasant website makes people stay and view more of the products. The second thing is to deal with the google AdWords pay-per-click system. That will allow showing advertisement in the google search bar and in other websites as a banner in order to reach other customers who would never have had the idea of going in the Hiut's website (Baadsgaard, 2018). The company will pay every time that a user clicks in one of the advertisements that link them to the website. This operation is expensive so the £400k budget is ideal.

- **Social media**

Social media has a huge influence, it allows to improve the customer service, to create a relationship with them, promote the brand, inform about the product or give special offer. To Hiut, channels such as Facebook, Instagram, Twitter or YouTube will be a way to boost the brand visibility, communicate with a large range of people and moreover with the 20-35 years old target which is more reactive on the new technologies (Tuten and Solomon, 2017). The contents might be attractive and catch the follower attention. A story campaign can be creating all around their environmental engagement of the brand. Daily story publications on Twitter and Facebook could be done as well and special videos on the YouTube channel to show the different stages of the process and focus on the brand's locality philosophy. Another idea can be to associate the brand to a welsh celebrity as a partnership to become the brand ambassador.

- **Direct marketing**

Direct marketing with an e-mailing and SMS campaign is a solution to boost brand visibility as well. The aim is to build customer loyalty by sending messages to their own accounts and manage the relationship internally thank the stakeholder absence. For example, when a jeans stock is not completely finished after a season, the brand can send limited offers messages with a discount to the best customer that can access thanks to the website link. The idea is to create personal relationships and be able to access easily the response rate to then analyse it. This type of advertising will improve the valorisation of the brand and show that even if it is a brand in development on the market, it's still close to their customers.

- **Media Advertising**

The media advertising called “classic medias” such as TV, radio, cinema, newspaper or billboard has a great power to promote the brand. Indeed, those mass media have a national visual field and cover a lot of people of different ages. The main problem is the cost because this type of advertising is very expensive. That is the reason why the 1.2 million budget is optimal to promote these campaigns. For example, a TV and cinema little movie advertising campaign can be shoot as a small reporting and show where the jeans are made and who are the persons working in. The objective is to keep the local success story feeling and show their main value. Moreover, Hiut can create a gran competition to win Jeans through radio and press announcement with the objective of creating an attraction around the brand.

Part 6: Implementation

The implementation is the project plan detailed the tasks on time and within a budget. Smith and Zook (2011. p238) said that “*a detailed project plan is required for each tactical communications tool*” represented here with the Gantt’s diagram. “*All of this requires careful planning to ensure sufficient resources are available to make the strategies and tactics actually happen*”.

Project/tasks	Hiut implementation planning project From Jun 2019 to May 2020											
	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Website referencing: £200k												
Banner advertisement online: £200k												
Facebook, Twitter, Instagram daily report: £550k												
YouTube video campaign: £250												
Ambassador partnership: £50k												
SMS/e-mailing discount campaign: £550k												
Press / Radio competition to win a Hiut product: £1M												
Cinema/TV video advertisement: £1.6M												
Bus stop billboard advertising: £300k												
Total cost: £4.7M												

Part 7: Evaluation & control

The evaluation and control allow to measure and compare all activity performances online and offline regarding the objective fixed. The aim is to see how campaigns are working, if it should be stopped and reoriented or not, it allows to have a return on investment, see the awareness percentage or analyses the survey response number (Smith and Zook, 2011. p240).

Regarding the seven communication objectives defined in part 3, the idea is to have a report every month to have feedbacks. For example, how many retweets and likes on the digital publication, how many visits on the web site, have the ambassador's feeling towards the brand, which one of the TV/Cinema

advertisements was the most attractive or how many persons ordered jeans before having received a discount e-mail/SMS. If the evaluation and control part is well respected, at the end of the year, Hiut will have an idea about what worked the best and if this campaign has influenced more people. Moreover, just as a benchmarking program, Hiut can have an idea about the brand evolution compared to the results of other big brands with his gives approximately the evolution level into the market.

Conclusion & recommendation

To conclude, Hiut Jeans Company has a huge potential to reach every objective by applying this communication plan and sales their product all over the UK. As the business shows, people are in ready to invest in this kind of product and even more when they know where they are coming from. This marketing communication plan will allow them to boost their jeans orders to reach 15% more sales and 10% more market shares in one year. It will make the brand known to as many people as possible especially for the 20-35 years old target which needs additional arguments to launch their purchase act.

The recommendation that could be made to Hiut is to first, keep the authenticity feeling of the local and high-quality product eco-friendly brand in order to use it and highlight it for their different communications. The second thing is to maintain a relationship with their loyal customers. They are the ones who will promote the brand image and make a huge part of the communication without knowing it by speaking about Hiut around them or for example by letting online opinions. Then the third thing to keep in mind is to pay attention to every feedback in orders to reoriented a communication strategy if it has problems.

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