

asos

Marketing Mix and Customer Journey Analyses

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1. Importance of Marketing

According to (Kotler and Armstrong, 2013) in contemporary competitive business environments the role of marketing is not just about selling and advertising products but more about “satisfying customers’ needs” (Kotler and Armstrong, 2013 p,27.) In the same article authors refers to Peter Drukens studies which suggest that companies should know their customers well enough to create the products that particularly sell them self without use of sophisticated marketing techniques. The same author explains further that selling and advertising are just tools that are used in the marketing mix which is a larger process that is aiming to satisfy costumers requirements and build customer relationship. In summary as stated by (Kotler and Armstrong, 2013, p 24.) : “The aim of marketing is to create value for customers in order to capture value from customers in return”. In order to achieve this competitive advantage (Kotler and Armstrong, 2013) stress that companies should primarily focus on customer needs and identify well their target-markets.

2. Industry Analyses

This report is going to analyse marketing mix and marketing strategy of ASOS, one of the most successful online retailer. In the era of globalisation and wireless technology marketing strategies and customer experience has significantly changed. Today, companies of all sizes are improving customer experience by use of new technologies and in an intelligent way are able to connect retail environments and they services with their customers in the most effective way (Mathieson, 2005). As described by (Lemon and Verhoef, 2015) due to popularization of smartphones and social medias customers are communicating with brands through number of different channels and encounter brands through number of various touchpoints therefore it is crucial for companies to design a strong customer journey in order to stay competitive.

3. Company Overview

ASOS Plc [ASOS] is a global fashion retailer which offers a variety of lifestyle products for men and women. The company sells an extensive range of products like: clothing, cosmetics and footwear. Company offers merchandise through online platform in UK and operates country-specific websites which are targeting customers across different countries like: UK,USA, Australia, France, Sweden, Spain, Germany, Russia, Italy and Netherlands. It has its headquarters in London, United Kingdom and its revenue has been significantly growing in the recent years,(See Appendix A) (MarketLine, 2020a)

4. SWOT Analysis

According to (Marketline, 2020a)company’s major strengths are customer engagement and operational network. A major concern is latest financial performance in comparison to previous years ASOS reported 65% decrease in operating income. That could affect company’s long term goals and financial performance. Global online retail growth and positive perspective on future expansions in Europe are set to be as promising

opportunities. Main threats for ASOS are data protection restrictions, foreign exchange rates and growing popularity of its competitors.

STRENGTHS: Business Performance, Operational Network, Customer Engagement

WEAKNESSES: Financial Performance

OPPORTUNITIES: Growth initiatives, Global Online Retail Sales, Positive Outlook for Retail market in Europe

THREATS: Intense competition in the industry, Foreign Exchange Risk, Data security Concerns

5. Customer Analysis

According to company web site ASOS aspire to be a fashion brand for people who are inspired by latest trends without any restrictions or limitations (ASOS, 2020) . As stated in Annual Report (ASOS Plc, 2018) company wants to be perceived as a brand for “fashion-loving 20-something”. As seen on (Appendix B) the biggest percentage of customers who would consider ASOS in making their next purchase are women in the age group between 18 to 35 followed by men representing the same demographic group. As seen on (Appendix 1) the biggest development of the company is taking place when global market trends are dictated by demographic group described as millennials. According to (Marketline, 2017) this specific demographic group popularised online shopping and use of mobile apps and they prefer this method of purchase over the conventional department stores. In the same article millennials are described as the generation who values convenience and price competitiveness however in comparison to previous generations this group tends to spend more on unique activities and personal interests regardless of their disposable budget. Although millennials had a strong impact on ASOS development company executives are looking ahead and are consistently monitoring the emerging trends in society. As stated in Annual Report 2018 company is very customer focused and each year tries to adapt their brand strategy to constantly changing consumer behaviour. As described in the same report the current offer is designed in line with beliefs of Generation Z and the brand strives to look at things through the eyes of a new emerging group of '20-somethings' .In the same report company sets out main principles that are important for GEN Z which include factors like:

- 60% of Generation Z would prefer to buy a product over an experience if it aligns with their values and has a positive civic impact
- 46% of Generation Z highly values sustainability even if it affects the price of the product
- 85% of Generation Z is believed to put more trust in the brand that supports the social cause
- 86% of Generation Z believes that technology is making their life better
- 40% of Generation (versus 35% Millennials) regularly provide online feedback mostly on the retail websites
- 67% of Generation Z globally believes that “being true to their beliefs makes a person ultimately cool” (ASOS Plc, 2018, p 3)

As further explored by (Koch, 2018) the new generation of customers highly value technology and social media and choose it as a preferred source of communication between

them and a brand. As demonstrated in (Appendix C) Instagram and Snapchat are the highest rated online portals.

6. Competitors Analysis

According to research paper (Marketline, 2015) ASOS due to its unique business strategy has managed to establish strong position on the retail markets and gain a competitive advantage. As summarised in company Annual Report (ASOS Plc, 2018) company is not only actively selling products of its own brand but also over 1,000 other retailers at competitive prices. The strongest competitor is considered to be Boohoo.com, a Manchester based company founded in 2006 which provides almost identical offer to ASOS. Other competitors are traditional brick and mortar fashion retailers who target similar markets and successfully sell their products online like for example: Zara or H &M.

- Porters 5 forces

According to (Oudan, 2010) competitive advantage of the company that is operating in e-commerce environment can be analysed with a use of Porters Five Forces model. In the same article author explore different factors that are influencing competitive environment of online sells, this are :

Bargaining Power of Suppliers – according to (Oudan, 2010) it is a very important force in e-commerce as the cost of material can be the most expensive in overall process for e-commerce business. In addition although ASOS has been pioneer on UK markets with its unique offer according to (Bounds, 2019) in recent years Boohoo has been demonstrating faster growth and stronger financial performance in comparison to ASOS (See Appendix D). The same article further explains that although ASOS was an original inspiration for its rival Boohoos' competitive advantage is mainly gain because it was "born out of manufacturing business". As stated in the article:

"Boohoo is one of a cluster of fast fashion houses — which also includes AX Paris, Misguided and Public Desire — based in Greater Manchester, in north-west England. The city, once dubbed Cottonopolis as its textile mills spun a third of the world's cotton, spawned a group of clothing suppliers — before the internet enabled them to cut out the middle man". (Bounds 2019, p1)

Bargaining Power of Buyers– According to (Oudan, 2010) bargaining power of buyers is high in e-commerce business. Customers can easily switch from one retailer to another with minimal effort and no additional costs therefore it is important for ASOS to increase their portfolio and adjust competitive pricing strategy.

The Threat of New Entrants' – as described by (Oudan 2010) the threat of new entrance is an important aspect in e-commerce. Barriers to entry the markets are reduced by factors like a need for sales force access to physical channels or physical assets. In addition ASOS should consider this threat in analysis of their competitors. As demonstrated in Boohoos' example in Bargaining Power of Suppliers new companies with similar business models might strive to take full control over the industry by offering

wider selection of products at competitive prices. In recent article published by Financial Times (Costello, 2019) includes two companies with a similar business models to ASOS that have recently entered the market, that is: Nasty Gal and Pretty Little Thing. Both brands are currently acquired by Boohoo which creates even stronger competition for ASOS brand.

Threat of Substitutes- As described by (Oudan 2010) the threat of substitute products are high in e-commerce markets. There is a constant concern that potential substitutes can be delivered cheaper than the existing product or service. However as pointed out by the same author by making the whole industry more efficient internet can expand the size of the market which has a positive impact on performance of all companies that are operating in e commerce market. In addition to above study ASOS competitive advantage needs to be consider especially carefully in context of global expansion and international trade. For example in Poland some boohoo products are available only through ASOS website or other retailers like for example Next. In this case adjusting the right pricing strategy, attractive warranty and exchange policies and by providing fast delivery might contribute to building a strong costumer base in this country and reduce a threat of substitute companies that might emerge on this specific market.

In summary as described by (Oudan 2010) in consideration of Porter's Generic Competitive Strategy companies that are operating in e-commerce markets need to continuously focus on strong relation with their customers and provide value added effect through customise services and technological advances. According to the same author another important aspect that such companies need to consider is a strategic design of supply chain which maintain low costs and allows companies to achieve competitive advantage.

7. Marketing Plan

- Branding

According to financial reports from the recent years ASOS has managed to establish itself as a strong brand in online retail market. As described in Annual Report 2018 company executives are placing a strong impact on creating a loyalty between the brand and its customers and carefully research their customers needs and preferences. Since opening company operates in the market where technology and social media are a vital point of relationship between the brand and its customers, in fact company name ASOS stands for 'As seen on screen'. (Bilgihan, 2016) is referring to (Farquhar, 1990) who describes brand equity as the "added value to the product". In the same article (Bilgihan, 2016) discuss this issue further in context of virtual environment and importance of technology, especially social media platforms on enhancing the value of the brand. According to the same author customers tend to associate themselves with the products and services of a strong brand therefore their online flow experience created by e-commerce presence of the company is very important for brand equity and customers loyalty. As described by (Lemon and Verhoef, 2015) branding has an important impact on customer journey design. Author states that the key management strategy that companies need consider is focus on customer lifetime value for the

brand. According to Annual Report 2018 ASOS seems to be adapting this approach and ensures that their products and marketing mix is appealing for the next generation of '20 something fashion lovers'.

- ASOS Marketing Mix (7ps) Strategy

Product:

ASOS is a leading e-commerce fashion based retailer. Company sells directly to its customers goods like: clothes, shoes, beauty accessories by either internet web page or app. Products are made by ASOS or other brands for men and women. They offer a wide variety of product portfolio in their portal which allows them to cater to different requirements of their customers. According to company website they are currently offering their products in over 30 sizes. (ASOS, 2020)

Price:

ASOS is using 'affordable pricing strategy', they offer a wide variety of products that are covering a whole spectrum of prices. The products tend to be good quality but at a cheaper rate. They often apply mid-season and end-season sales where products are available on much-discounted rates. They tend not to charge the delivery charges in most cases. According to ASOS 2018 Annual Report company is targeting a specific group of millennials and emerging generation Z. As described in (Marketline, 2017) and (Koch, 2018) both groups are very familiar with online shopping and take advantage of competitive pricing strategy used by online sellers due to wide variety of products available online through different suppliers. In addition various sales techniques offered by ASOS have a significant impact on their pricing strategy. Because of smart web page design ASOS makes it easy for their customers to purchase products in their desired price range which also goes in line with both generations characteristics; as described by (Marketline, 2017) and (Koch, 2018) these are individualism, desire for personalised experiences and value for money.

Place:

Originally ASOS was an internet-based platform for clothes and footwear. Now the company also offers an app available on both Android and iPhone. After the purchase products are being sent to customer registered address. ASOS operates a number of warehouses across the UK where company stores their products. According to (Heller, 2018) online shopping is predicted to grow in upcoming years. Furthermore recent study suggests that customers are increasingly choosing to use online apps in making their purchases (See Appendix E). In light of this ASOS by placing its company on internet-based platforms and apps has positive impact on their marketing strategy. An interesting factor that gives ASOS a comparative advantage is also the strategic investment in logistics and warehouses during global expansion which allows company to continue fast delivery in all areas of its operations (Kulach, 2019).

Promotion:

The main source of ASOS promotion is their website and mobile app. They also use direct marketing updates through e-mail to registered customers. Company also uses leaflets and booklets via post which are informing customers about latest promotions. ASOS has a strong appearance on social medias like Instagram, Facebook and Twitter where they inform followers about the latest products and discounts. Furthermore they promote their brand by many popular influences and encourage its customers to post their outfits on social medias.

People:

As a web-based company ASOS employs much less staff in comparison to brick and mortar-based companies of similar scale. Employees are mainly hired for purposes like: management, technical and customer support, warehouse operatives. Currently company employs 4,767 staff. According to Annual Report 2018 company takes pride in their value for people, ethical practices and sustainability which also creates a positive brand image and makes it more attractive for customers. In LinkedIn's 2018 survey it has been voted one of the top companies to work for in United Kingdom (ASOS, 2020).

Process:

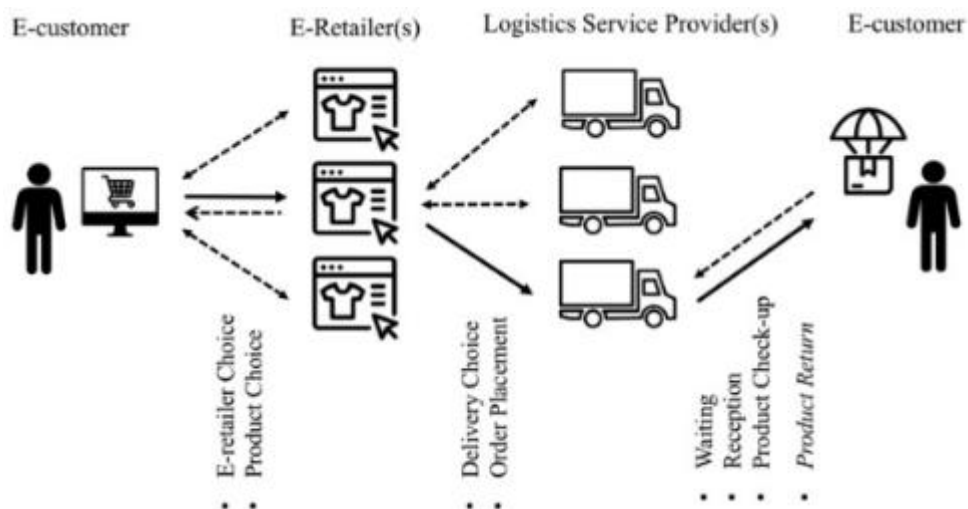
The shopping process at ASOS is different to a physical store as on their online portal, consumers are only able to see the picture and video of the product. Once the product is selected they can add the product to their basket and make the payment via credit or debit card they can also request to pay cash upon delivery. Once the purchase is made product is shipped to their address. According to (Liu and Arnett, 2000) it is very important for online retailers to create the company image that is trustworthy, reliable and dependable. As seen on (Appendix A) ASOS has managed to build a strong brand in online retail market which allows customers to securely purchase the products. Company also offers assistance with exchange and return process which creates a positive experience and return of the business. Fast delivery of the products is another important aspect that gives ASOS competitive advantage, some products can be delivered even during the same day (ASOS, 2020).

Physical Evidence:

People interact with the ASOS at their own convenience. The mobile application and web page design are very simple which allows customers to easier selection of the product. Furthermore latest discounts and offers are displayed at first which gives customers maximum benefit (ASOS, 2020). As described by (Ha and Stoel, 2009) design of a webpage is very important in e-commerce and has a high impact on customers choice. The same author stress that although time effectiveness and easy access to wider variety of products popularised online shopping the important aspect that influence online customers are hedonic motives like: enjoyment, self-gratification and social experience. In light of this an interesting designed of ASOS app and website as well as selective use of stylisations and models that are appealing to their target market are significant factor for company success.

8. Customer Journey and main touchpoints in e-commerce

As described by (Vakulenko et al., 2019) the growing popularity of E-commerce has redefined the customer journey of many industries worldwide including fashion retail. According to the article the two main stages that need to be analysed by companies operating in the market are changes in customers behaviours and changes in customers experience resulting from the service received by the company. The same study suggests that customer experience is vital for competitive advantage of the company and customers are believed to be co-creators of innovation process of the firm. The below diagram illustrates a typical process in e-commerce customer journey:



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The importance of customer experience in e-commerce is also supported in (Mathieson, 2005) he refers to Don Peepers, customer experience authority who states:

“You can be continuously connected with the customer, not just when he’s sitting in front of the computer. You can actually get feedback, and real transactions, on real-time basis-it’s as if you’re tethered to your customers life”. (Mathieson, 2005,p35)

As described in (Lemon and Verhoef, 2015) customers in e-commerce are coming in contact with a brand through different touchpoints and channels. (Lemon and Verhoef, 2015) is attempting to analyse a typical customer journey through following stages: pre-purchase stage, purchase stage and post-purchase stage. These three stages are defined by (Lemon and Verhoef, 2015) as customer current experience and are highly motivated by past experience before research process and future experience after receiving the service from the company (See Appendix F). During each stage in current process customers are encountering different touchpoints which have impact on their

behaviour and decision making process. This according to (Lemon and Verhoef, 2015) include:

Brand owned touchpoints: this includes any brand-controlled elements of marketing mix, for example: loyalty programs, brand-owned media, websites, advertising, convenience of the service or packaging.

Partner owned touchpoints: these are customer interactions during the experience that are managed, designed or controlled by the firm and its partners which can be for example: multichannel distributions partners, loyalty program partners or marketing agencies

Customer owned touchpoints: these are customers actions that are a vital part of the whole customer experience but are not influence by the firm or its partners. This could be for example: customer thoughts about their needs and desires during pre-purchase state, customer choice of payment method.

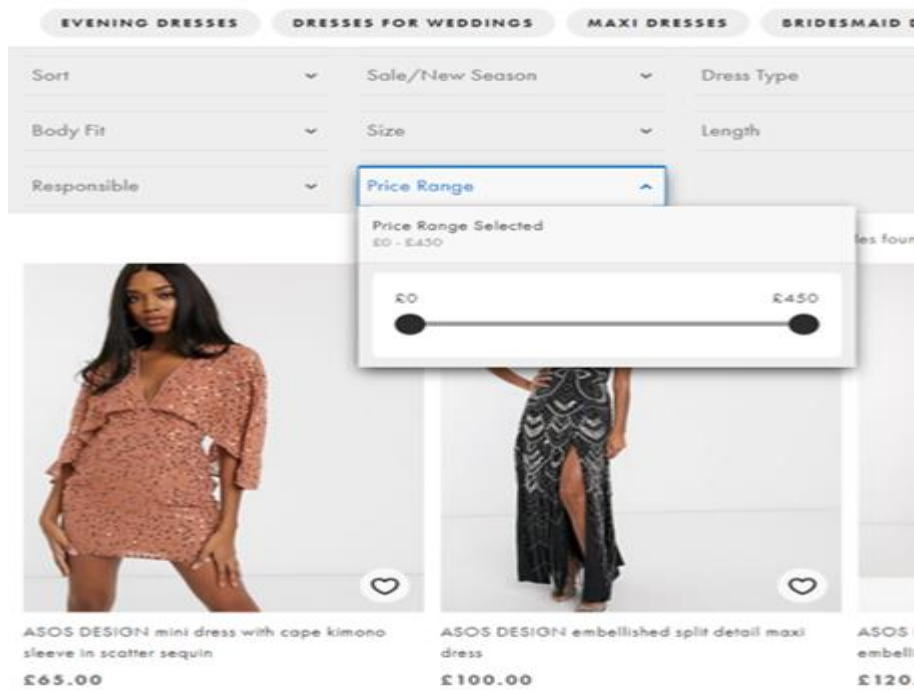
Social/external touchpoints: these are touchpoints that are influence by other customers thoughts or their experiences. Does touchpoints could be for example: other customers influences, independent information sources

In addition to above research ASOS customer journey can be demonstrated in the following way:

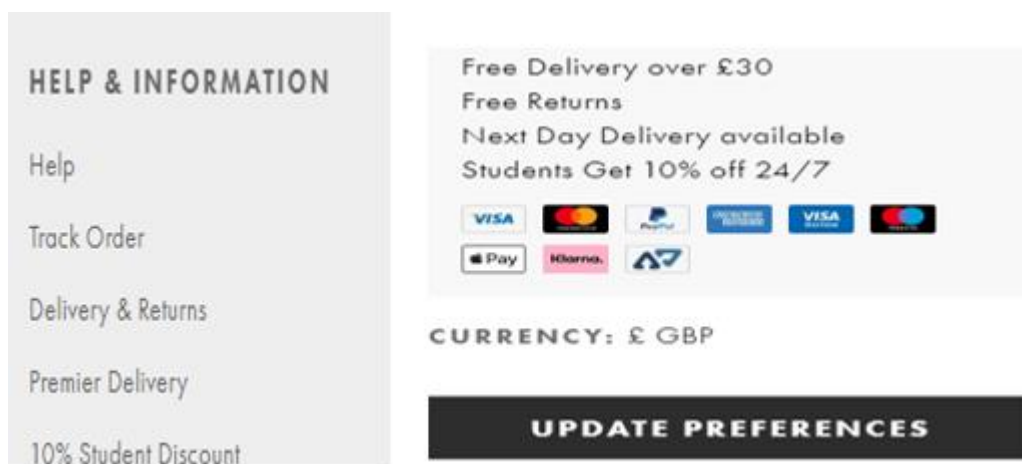
- .ASOS has managed to communicate well with their target markets group by their advertising through most popular social media channels. Because of eye catching design of the website and stylisations customers are loured to make a purchase.



- Interesting and innovative stylisations of various products can inspire a potential customer and make them more appt to make a purchase through ASOS. The same factor gives ASOS a competitive advantage over other ordinary brands, for example ASOS is able to create a stylisation with sport shoes and casual trousers which inspire customers to further shopping. Thanks to wide selection of different sizes models and colures of the product as well as easy design of the website customers are able to select the most appropriate product that suits their needs.



- Highly established brand and appealing payment methods create a trust between customer and retailer.



- Once the purchase is made fast delivery and comfortable return and exchange policy as well as support offered by customer service centres significantly increase customers satisfaction.



- In summary satisfied customers are returning to the website for further shopping. Furthermore some customers encouraged by ASOS campaigns like 'As seen on me' are proud to share their looks on social media which makes the brand more popular and also creates a strong relationship between the brand and customer, the promoter becomes co-creator of the brand.



9. Conclusion

Since company opening in 2000 the brand have managed to establish strong position on the UK market and successfully expand globally. Through in depth research of social trends, customer focus and investment in the right communication channels ASOS has managed to build a loyal base of customers who are cautiously supporting company performance.

10. Recommendations

In order to stay competitive on the markets of its operations ASOS need to be aware of growing popularity of its main competitors. To continue global expansion ASOS needs to continuously work on interactive communication with its customers and identify main fields of improvement in order to cater to customers' needs.

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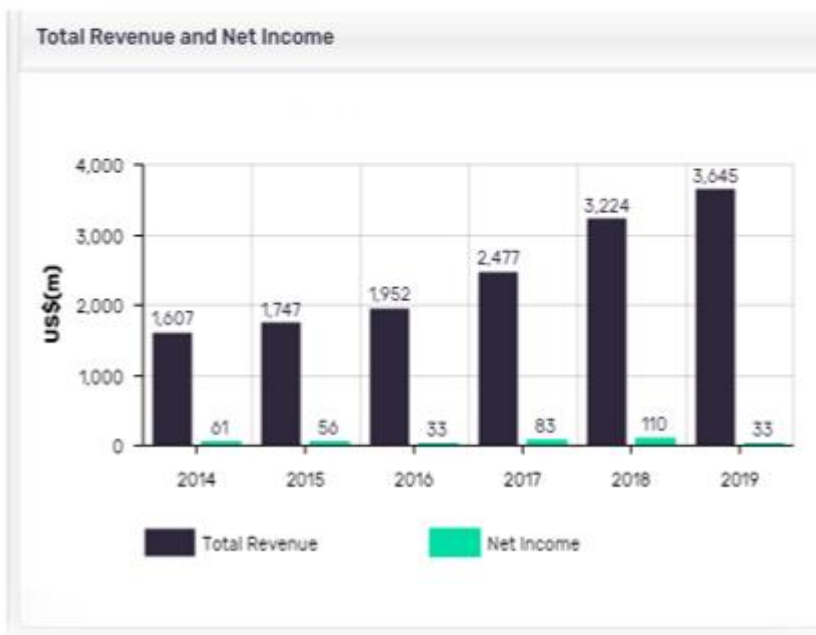
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Appendices:

Appendix A

Key Stats			
 Headquarters United Kingdom		 Telephone 44 20 77561000	
 Fax 44 20 77561001		 Website www.asospic.com/	
 Revenue (2020) \$3,645 m	 13.06%  2020 vs 2019	 Net Income (2020) \$33 m	 -69.97%  2020 vs 2019
 Net Profit Margin 0.90 %	 -73.61%  2020 vs 2019	 M Cap * \$3,664.92 m	
 Fiscal Year End August		 No. of employees 4,767	
 Ticker Symbol ASC [SEA]		Company Subtype Public Parent	
Address Greater London House, Hampstead Road			

(Marketline, 2020a)



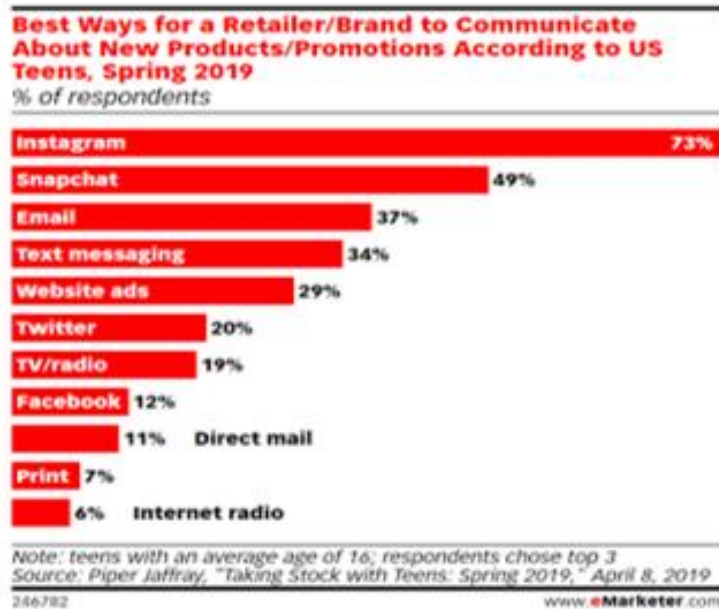
(Marketline, 2020a)

Appendix B

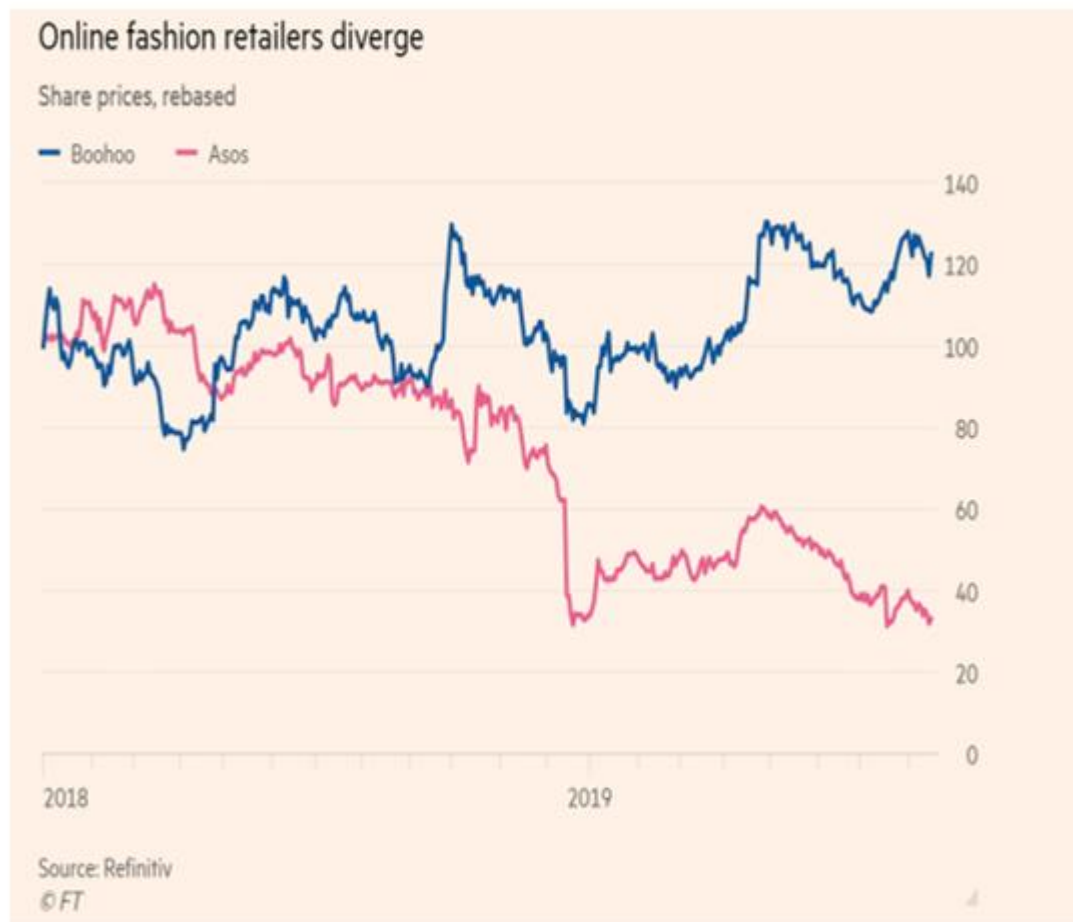


(Brophy, 2018)

Appendix C

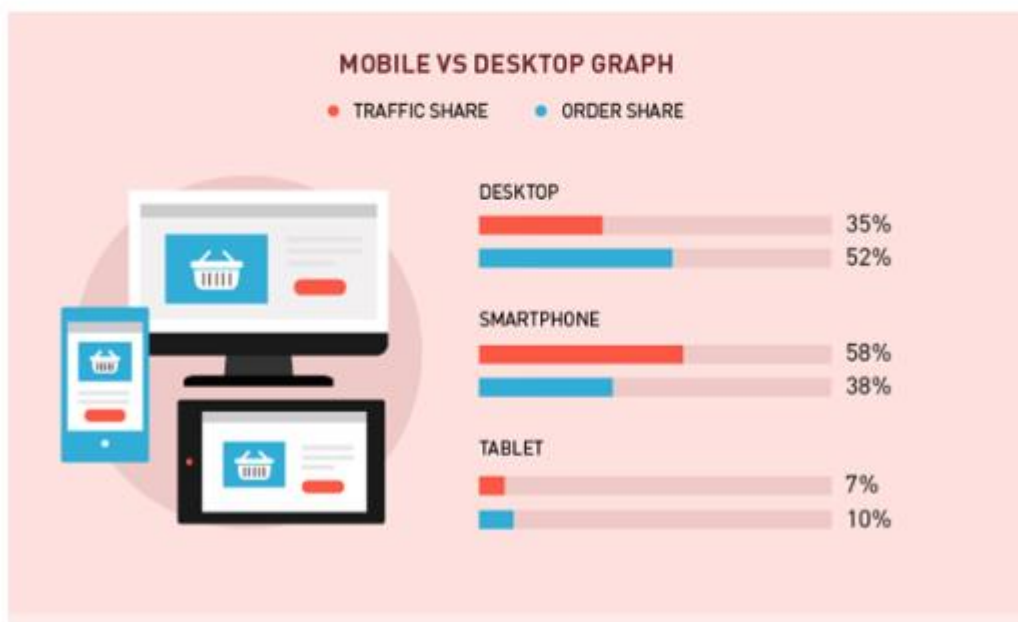


(Koch, 2018)



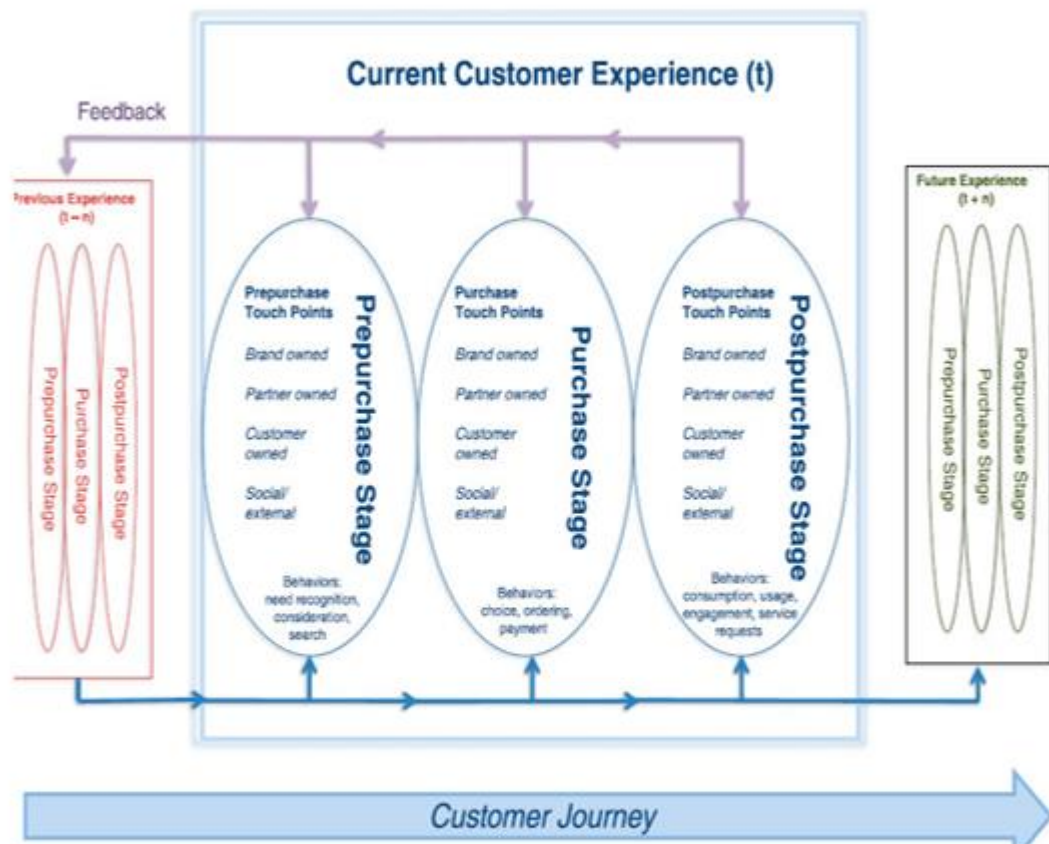
(Bounds, 2019)

Appendix E



(Heller, 2018)

Appendix F



(Lemon and Verhoef, 2015)