



University of Wales

Trinity Saint David

LONDON

Module Title: Marketing Management

Module Code: LCMB7001

Module Leader: Tushara Balendran

Student Name: Parikh Basuri Lomeshbhai

Student ID: 2242210

Table of Contents

<i>Introduction of M&S</i>	<i>4</i>
<i>A Communication Model :-.....</i>	<i>6</i>
<i>Advantages of the Shannon-Weaver Model</i>	<i>9</i>
<i>Critiques of the Shannon-Weaver Model</i>	<i>9</i>
<i>Integrated Marketing Communications:-.....</i>	<i>10</i>
<i>Sales Promotion :-.....</i>	<i>11</i>
<i>Sales Promotions of M&S:-.....</i>	<i>12</i>
<i>Push and Pull Strategy :-</i>	<i>12</i>
<i>Integrated Marketing Communications.....</i>	<i>15</i>
<i>Level 1 – Brand Identity or Who you are</i>	<i>16</i>
<i>Level 2 – Brand Meaning – What are you?.....</i>	<i>17</i>
<i>Level 3 – Brand Response – What are the feelings for the brand?</i>	<i>17</i>
<i>Level 4 – Brand Resonance – A strong relationship</i>	<i>18</i>
<i>Benefits and drawbacks of Keller's Model of Brand Equity</i>	<i>18</i>
<i>Customer Journey Map</i>	<i>20</i>
<i>Touch points of customer's journey</i>	<i>23</i>
<i>Benefits of customer journey map.....</i>	<i>25</i>
<i>Drawback of the customer journey map.....</i>	<i>27</i>
<i>The total Engagement model</i>	<i>28</i>
<i>Conclusion :-</i>	<i>29</i>
<i>Reference:.....</i>	<i>30</i>

MARKS & SPENCER



Mission statement of M&S:-

Mark and Spencer Mission are to make inspirational quality accessible to others

Introduction of M&S

In the annals of commercial history, the genesis of Marks & Spencer can be traced back to the year 1884, a time when an enterprising immigrant by the name of Michael Marks embarked on a journey that would ultimately lead to the establishment of an enduring retail powerhouse. Hailing from distant shores, Michael Marks found himself on English soil, in the northern expanse of the country. Armed with little more than determination and an unwavering spirit, he secured for himself a modest stall at the vibrant Kirkgate Market nestled within the city of Leeds. It was within the confines of this bustling marketplace that Marks, despite grappling with limited financial resources and a language barrier, conceived a revolutionary stratagem that would form the cornerstone of his triumph.

By employing the compelling slogan, "Do not inquire about the price, it is merely a Penny," Marks astutely attracted patrons to his unassuming stall, adorned with an assortment of modest household items. This stroke of brilliance, accompanied by his unwavering dedication, bore remarkable fruit, rapidly elevating his stall into a thriving enterprise. The concept was elegantly simple yet revolutionary—enforcing a consistent price point for all merchandise on offer, thereby eliminating the need for price negotiations and fostering an inclusive environment catering to individuals from diverse backgrounds.

As his entrepreneurial endeavour gained momentum, the need for additional support became apparent. In a fortuitous convergence of circumstances, Michael Marks joined forces with Tom Spencer, a proficient cashier affiliated with the esteemed Dewhurst wholesalers. This strategic partnership marked the genesis of the entity christened 'Marks & Spencer,' a name destined to resonate across generations. This collaborative undertaking marked the inception of the inaugural Penny Bazaar establishments, esteemed purveyors of both affordability and excellence.

Within this symbiotic alliance, the fledgling enterprise, now distinguished by its amalgamated name, embarked on a trajectory that would ultimately evolve into the formidable entity recognized today. The seeds planted by Michael Marks within that unassuming Leeds stall took root, transcending temporal limitations and transforming into a testament of innovation, fortitude, and an unwavering commitment to customer gratification. Consequently, the origins of Marks & Spencer flourish with the core elements of entrepreneurial ingenuity and perseverance—a narrative encapsulating the very essence of business development and maturation.(Marks and Spencer,2023)

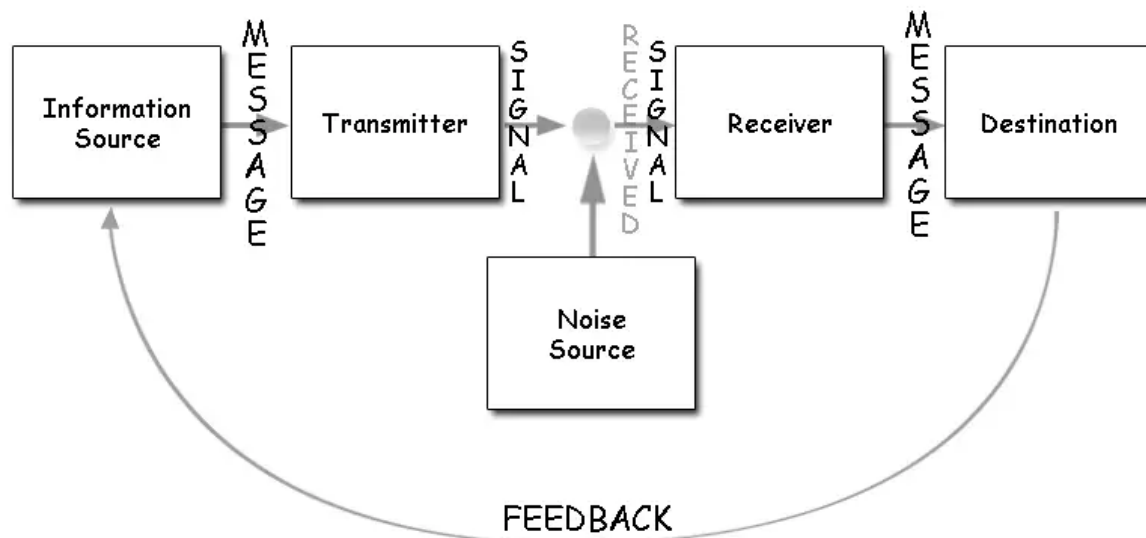
Marks & Spencer has a rich history of providing high-quality products, fostering innovation, and offering value for money to its customers. This has earned the brand the distinction of being voted the most trusted in the UK. Building on this strong foundation, M&S is currently undergoing a transformation aimed at achieving sustainable and profitable growth while creating value for its stakeholders.

Marks and Spencer's ability to develop relevant products and services is informed by insights from its 30 million customers and a company culture that values the input of colleagues who work closely with customers. The company's workforce of over 64,000 individuals possesses deep technical expertise in areas such as sourcing, fit, and product development, and they are passionate about delivering exceptional service and driving change. M&S offers innovative and exclusive products that are carefully made and sourced from trusted suppliers who adhere to high animal welfare standards, ethical trading programs, and sustainable raw material practices. With a network of 1,064 UK-owned and franchise stores, M&S is able to connect the digital and physical shopping experience, making it easier for customers to shop in a way that suits them. Additionally, M&S has a 50% investment in Ocado Retail and is expanding its global presence in over 100 international markets. (Marks & Spencer, 2023)

Communication :

Communication in marketing can be viewed as a process of transmitting information and sharing meaning between a company and its customers. This involves creating and sharing promotional messages about a product or service through various media channels, such as advertising, sales promotion, and storytelling. Integrated Marketing Communication (IMC) constitutes a strategic paradigm encompassing the harmonization of diverse facets within a company's communication endeavours, with the overarching objective of imparting a coherent and uniform message to its clientele. Storytelling, an avant-garde modality within marketing communication, entails the adept utilization of narrative methodologies to fabricate a riveting chronicle entwining a specific product or service. The inherent persuasiveness ingrained within advertising precipitates its ceaseless evolution, engendering malleability and alignment with contemporary zeitgeists, locales, and cultural milieus in which it is situated. Sales promotion, a transitory marketing ploy, involves the dispensation of incentives to prospective patrons, thereby galvanizing their proclivity towards the procurement of a designated product or service. The advent of the digital revolution has effectuated a metamorphosis within the communicative domain, birthing a fusion of online and offline spheres. This hybridized milieu begets fresh quandaries necessitating adept navigation for both practitioners and scholars. In summation, the realm of marketing communication embodies a multi-faceted phenomenon wherein diverse dimensions of customer rapport converge. Concurrently, it probes the ramifications of marketing initiatives on the acquisition, sustenance, amplification, and attrition of the customer base.

A Communication Model :-



Sender (Information Source) - The sender is the person who starts the communication process. He or she is in charge of creating the message, choosing the communication channel, and sending it.

Encoder (Transmitter) - The term "encoder" refers to the sender or a method by which the sender sends data that has been constructed into signals or binary data using machinery. Additionally, the mechanical tool used for this can be specifically referenced by this phrase.

Channel - The channel denotes the communication medium adopted to transmit the message from the sender to the receiver.

Decoder (Receiver) - The decoder represents the machinery or recipient engaged in the conversion of received signals or binary data back into the original message. Additionally, it can refer to the recipient who interprets the message from the transmitted signals.

Receiver (Destination) - The receiver is the individual intended to receive the message or the designated location where the message is to be delivered. The receiver typically offers feedback based on the received message.

Noise - Noise encompasses physical disruptions in the environment, including external factors such as ambient conditions and human interactions, which impede the accurate transmission of the message to the intended receiver.

In the context of marketing communication, the process can be likened to a transmission of information from a sender to a receiver through a technological channel, such as a telephone or telegraph. The sender encodes the message, converting it into codes that are understandable to the machine. The encoded message is then transmitted through a medium, such as air or a digital network.

On the receiving end, the receiver must decode the message in order to understand and interpret it. In some cases, a receptor machine may act as a decoder. The channel through which the message is transmitted can introduce noise, which can disrupt the communication process. Additionally, the receiver may encounter difficulties in decoding the message, which can further hinder effective communication.

For example, in a face-to-face conversation, the brain of one person acts as the sender, while their mouth serves as the encoder, converting thoughts into a particular language. The air acts as the channel through which the encoded message is transmitted. The ear of another person serves as the receptor, receiving the message, and their brain acts as the decoder and receiver, interpreting the message.

In this communication model, the channel (such as air) can introduce noise, which may disrupt the communication process. The receiver's response to the message can be considered as feedback. It is worth noting that the Shannon-Weaver model of communication, which was initially developed for technical communication, also encompasses these components and considers noise as an important factor in the communication process.

The Shannon-Weaver model, named after engineer Claude Shannon and mathematician Warren Weaver, was originally designed to improve telephonic communication by maximizing telephone capacity with minimum noise. However, Weaver later applied the model to all forms of communication to develop effective communication strategies. In engineering, Shannon's model is also known as information theory and is used academically to calculate transmission through machines and has a formula associated with it.

Overall, the Shannon-Weaver model provides a framework for understanding the process of communication, including encoding, transmission through a channel, decoding, and the potential impact of noise. It is a valuable tool for analysing and improving communication in various contexts, including marketing communication. (businessstopia, 2018)

Advertising :-

“Advertising is any paid form of non-personal presentation & promotion of ideas, goods, or services by an identified sponsor.”(kotler)

Advertising is a process in marketing communication that involves the development of a paid communication message. The purpose of this message is to inform people about a particular product, service, or idea, and to influence them to take action, such as making a purchase, trying a product, or engaging in a specific behaviour. Here is a paraphrased version of the statement in academic language:

Advertising can be described as a multifaceted process within the realm of marketing communication, wherein a carefully crafted and paid communication message is created. The primary objective of this message is to disseminate information to individuals, enlightening them about a specific offering or concept, while simultaneously exerting influence upon their decision-making processes, with the ultimate aim of prompting them to engage in desired actions, such as making a purchase, experimenting with a product, or undertaking a particular behaviour. According to the research (Pahwa, 2018)

Advantages of the Shannon-Weaver Model

- 1) The incorporation of the "noise" concept significantly contributes to refining communication efficacy by addressing and mitigating disruptive elements or factors that may hinder the communication process.
- 2) This model embraces a bidirectional communication paradigm, rendering it universally applicable across diverse communication contexts, thereby enhancing its relevance and adaptability.
- 3) The Shannon-Weaver Model introduces a quantifiable framework for understanding communication, allowing for the establishment of measurable parameters to evaluate and analyse communicative dynamics.

Critiques of the Shannon-Weaver Model

- 1) Its applicability appears more conducive to interpersonal communication as opposed to group or mass communication contexts.
- 2) Within the communication dynamic, the recipient's involvement tends to assume a more passive stance, while the sender assumes a predominant role in message transmission.
- 3) The significance attributed to feedback is perceived to be comparatively diminished when contrasted with the emphasis placed on sender-originated messages.
- 4) Detractors have opined that this model might be deemed a "misleading misrepresentation of the fundamental essence of human communication," given its inclination toward a mathematical depiction, a characterization that may not align with the inherently nuanced and multifaceted nature of human communication processes. According to the research. (businessstopia, 2018)

Integrated Marketing Communications:-

Integrated Marketing Communications (IMC) is a marketing strategy that involves the collection of extensive customer information through databases and other means. This information is then used to target specific customers through various marketing strategies, such as advertising, promotions, and direct mail. The effectiveness of these strategies is then evaluated to improve future cycles. IMC is a customer-driven approach that focuses on specific, heavy-user customers, producing better results in a more cost-effective manner than mass-marketing campaigns.

However, the IMC approach has limitations. For example, it is more applicable to interpersonal communication than group communication or mass communication. Additionally, the model places more emphasis on the role of the sender in the communication process, with the receiver playing a more passive role. As with communications sent by the sender, feedback is viewed as being less significant. Finally, some detractors claim that the model is a "misleading misrepresentation of the nature of human communication" because human communication is not completely mathematical in nature.

Despite these criticisms, the IMC approach remains a valuable tool for analysing and improving communication strategies in marketing communication. In order to generate more theoretical metrics of the effect of marketing operations on customer acquisition, retention, expansion, and churn, further study is required to examine the relationship between customer relationship aspects and managerial actions or customer lifetime value. A hybrid online-offline environment created by the digital revolution presents new difficulties for practitioners and academics alike in the field of communication. When it comes to managing and organising IMC's online and offline integration, a comprehensive conceptual framework is required.(John F,1996)

Recommendations of new promotional strategies

1) Utilization of Social Media Campaigns: M&S possesses the opportunity to harness the potential of social media platforms for the purpose of endorsing their merchandise and services. This initiative encompasses the crafting of captivating content, implementation of precision-oriented advertisements, and establishment of partnerships with influential figures, all contributing to the expansion of their outreach to a broader spectrum of recipients.

2) Strategic Collaborations with Fellow Brands: M&S holds the strategic avenue of forging alliances with complementary brands to conjointly develop co-branded offerings or services. This endeavour stands to facilitate the exploration of uncharted audience segments, concurrently cultivating a distinctive value proposition with the potential to differentiate their offerings in the marketplace.

3) On-site Occasions: M&S has the capacity to orchestrate on-site affairs, encompassing endeavours like product unveilings, runway exhibitions, and

instructional sessions, aimed at luring clientele and generating a palpable brand fervour. Such occasions not only serve as a means to entice patrons but also furnish a platform for direct engagement between M&S personnel and customers, offering an avenue for in-depth product insights.

4) Influencer Endorsements: M&S engages prominent influencers from platforms such as TikTok, Instagram, and YouTube to endorse their products. Through these collaborations, M&S establishes connections with these influencers, leveraging their reach to engage with the public and propagate brand awareness effectively.

5) Referral programme at M&S: M&S may launch a referral programme wherein staff members can recommend their friends and relatives to shop at M&S. The employee can get benefits like savings, coupons, or bonuses in exchange.

6) Employee rewards: By giving prizes or recognising individuals who bring in the most clients, M&S can encourage staff to draw in additional clients. This may encourage staff members to tell their network about M&S goods and services.

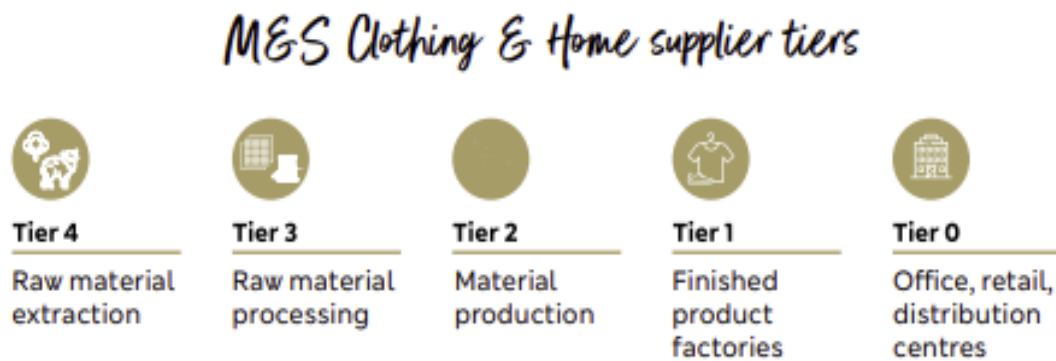
Sales Promotion :-

A sales promotion is a marketing technique that businesses use to create demand for their products, services, or other offers through short-term campaigns. Sales promotions can have various objectives and outcomes, and they should be used strategically to work in conjunction with the sales cycle. Although the primary goal of running a sales promotion is to increase demand for a specific offer, it can help businesses achieve short-term revenue boosts, increase brand awareness, and encourage repeat business. (Pipedrive, 2021)

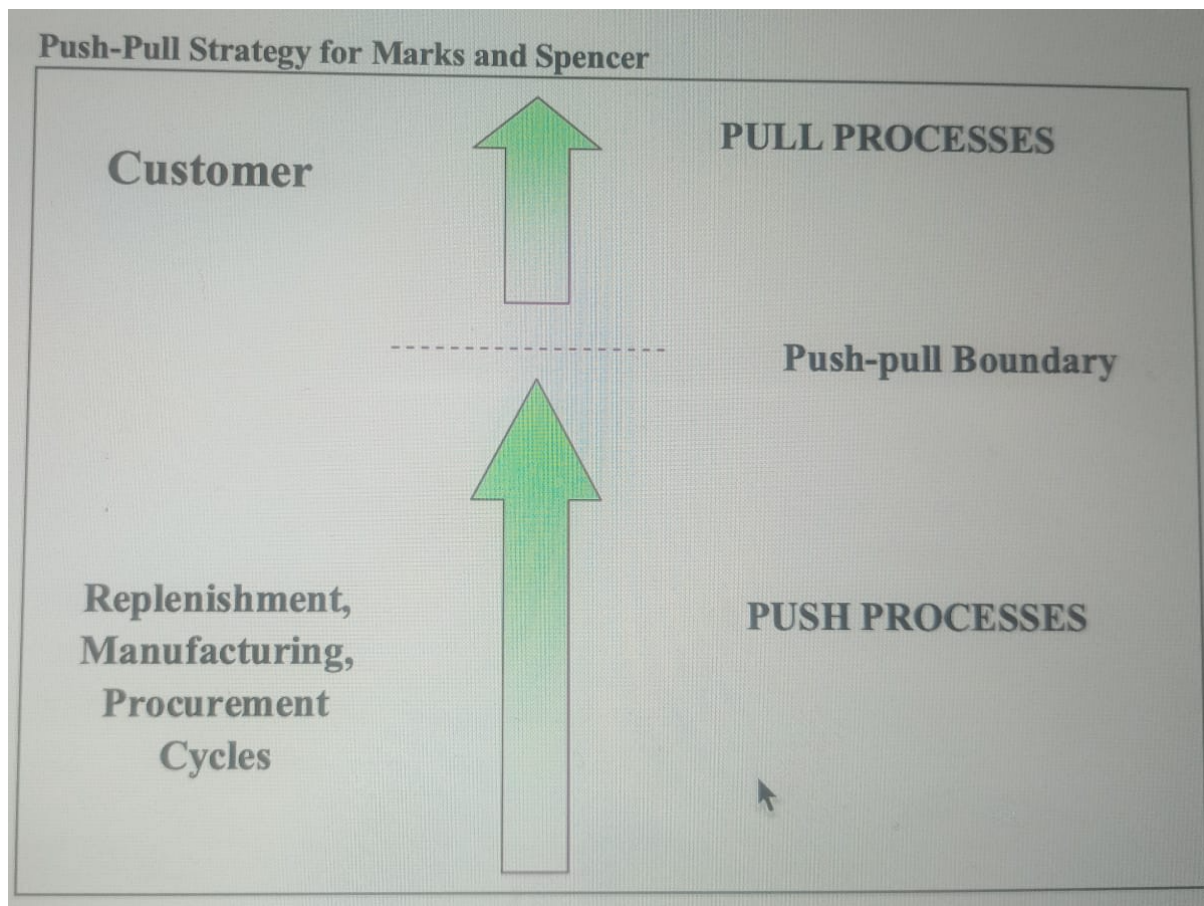
Sales Promotions of M&S:-

Push and Pull Strategy :-

A marketing approach known as the "push and pull" distribution strategy guides a product's path to market. For producers, brands, and online retailers designing promotional campaigns, this strategy is crucial for supply management. Pull strategies promote marketing initiatives to the final consumer, as opposed to push strategies, which target channel partners with marketing campaigns. While pull tactics aim to persuade buyers to seek out a product or brand, push strategies seek to increase customer awareness of the latter.



(M&S, 2023)



(Yeung, Global logistic)

Television :-

The most effective tool at the disposal of businesses seeking to grow their market share, brand awareness, and sales is television advertising. In a dependable environment that is a constant in our daily routines, it enables firms to market to enormous audiences and target specific watching groups. (Guerillascope, 2018) In 2021, Over 38.9 million people had seen the campaign's TV ads, billboards, print articles, and online publications after just one month. (M&S archive, 2021)

Social media advertising :-

Social media marketing is a successful method of connecting with customers and prospects for businesses of all sizes. Use social media platforms like Facebook, Instagram, and LinkedIn to interact with brands and learn more about them. If you don't, you're missing out on this opportunity. By producing devoted brand advocates, leads, and even sales, effective social media marketing can aid your business in experiencing amazing achievement.

M&S's YouTube advertisement achieved a view-through rate of 65%, which is significantly higher than the industry benchmark of 25%. This indicates that the advertisement was successful in engaging viewers and retaining their attention. By leveraging the power of YouTube as a marketing platform, M&S can effectively promote their products and services to a wider audience. This achievement

highlights the importance of creating compelling and engaging content that resonates with viewers and encourages them to take action. (M&S archive, 2021)

Promotional e-mails :-

"Promotional emails are an effective marketing tool utilized by M&S to inform customers about new arrivals, price drops, limited stock, and offers. These emails serve as a means to engage with customers and encourage them to make purchases. By leveraging the power of email marketing, M&S can effectively communicate with their customers and create a sense of urgency to drive sales. This strategy can be further enhanced by utilizing customer data to personalize email content and tailor promotions to individual preferences."

M&S Publicity:-

To help the Clothing & Home company reach its goals of shifting to a third of sales being made online and increasing the consumer share of busy parents, M&S's marketing team is using digital platforms. Only video on demand services will be used for TV advertising, enabling more precise client targeting. M&S also uses Google Inventory Advertising, enabling users to simply search what is in a nearby store. (M&S, 2018)

M&S Sponsorship :-

Marks & Spencer (M&S) is committed to making a positive impact on the communities it serves through its Sparks partnerships and charity initiatives. M&S donates 1p to a charity of the customer's choice every time they shop with their Sparks card, and there are 35 Sparks partners spanning four themes. In September 2021, M&S celebrated reaching £10 million in donations to Sparks charities, and it has raised over £11.3m for Sparks charities since 2015. M&S also supports local communities through various initiatives and partnerships, and it is committed to sustainability, inclusion and diversity, responsible sourcing, and human rights. (M&S, 2023a)

Integrated Marketing Communications

IMC, or integrated marketing communication, is a cross-functional process that entails establishing and maintaining fruitful connections with stakeholders and customers. All messages sent to these groups are strategically controlled or influenced by the process, and data-driven, intentional conversation with them is encouraged. IMC entails coordinating and managing marketing communication initiatives to make sure that clients hear the same message consistently about the business or its brands. It is an advancement over the conventional approach of treating the numerous marketing and communication channels as independent entities. IMC entails using a variety of communication technologies to deliver a common message and have the desired effect on customers' perceptions and behaviours. (Dewhirst et al.,2005)

Keller's Customer-Based Brand Equity (CBBE) Model

Branding :-

"Branding involves imbuing products and services with the influential capacities inherent to a distinct brand entity" (Kotler & Keller, 2015). (Marion, 2018)

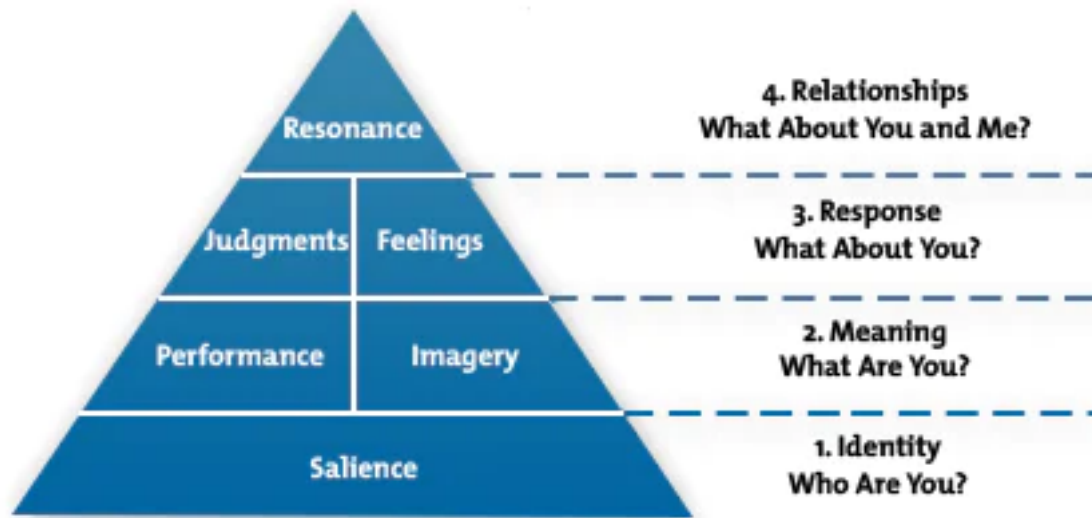
Brand equity :-

"Brand equity pertains to the valuation that consumers derive from a brand, contingent upon their perceptions and interactions encompassing the brand."

As long as it has value for the company, anything from a straightforward logo to the brand name is deemed to have brand equity. Businesses typically discover the value of their brand when they attempt to sell the business. (Studysmarter, 2023)

Keller's Brand Equity Model, commonly referred to as the Customer-Based Brand Equity (CBBE) model, is a thorough framework that aids companies in comprehending and growing the value of their brands. The strategy places emphasis on building and sustaining brand equity, which is the value that a brand brings to a good or service above and beyond its intrinsic qualities. By understanding customers and putting strategies into place when needed, the CBBE model or the Brand Equity Pyramid offers a road map for developing and managing powerful brands. The Brand Equity Pyramid or the CBBE model can be used by brands to determine which strategies to use and how to provide the correct experiences to their audience in order to forge a strong bond with them. (Bhasin, 2018)

Kelle's Brand Equity Model



Level 1 – Brand Identity or Who you are

Creating brand salience, or making sure that customers are aware of and can recognise the brand, is the first step in the process of developing brand equity. Making sure that brand perceptions are accurate at crucial junctures in the purchasing process is just as important as developing brand identification and awareness. Conducting market research is crucial to achieving brand salience because it will help you understand how consumers view the brand and whether there are various market segments with distinct demands and relationships to the brand. Furthermore, it's critical to understand how consumers select products and choose between a brand and its rivals. (Mind Tools Content Team, 2022)

For example, Marks & Spencer is a leading British retailer that brings quality, great value food, clothing, and homeware to millions of customers around the world. The brand is known for its highest quality, innovation, and value for money. M&S food is known for its quality, freshness, and innovation credentials. The clothing and homeware range of M&S is contemporary and wearable, and it offers great value for money. The brand's clothing strategy is focused on offering wardrobe essentials, high quality, increased availability, and improved service.

M&S also popular among customers because their meaningful slogans such as

“Don't ask the price, It's a penny”

“Fresh supplies daily”

“Finest quality-keenest prices”

“We never compromise on quality”

“It's a pretty good price too”

Level 2 – Brand Meaning – What are you?

To establish a strong brand identity, it is crucial to create brand salience by effectively communicating the meaning and values of the brand to customers. This involves ensuring that customers are aware of the brand and recognize its presence in the market. Brand salience encompasses two key dimensions: performance and imagery. Performance refers to how well the brand meets customers' functional needs, including product characteristics, reliability, service effectiveness, style, design, and price. Imagery, on the other hand, focuses on meeting customers' social and psychological needs, either through direct experiences with the product or through targeted marketing efforts and word of mouth.

To identify customers' needs and translate them into a high-quality product, tools such as the Critical to Quality Tree and Kano Model Analysis can be utilized. Additionally, it is important to consider the desired customer experience, taking into account both performance and imagery, and create a distinct brand personality. This involves bridging any gaps between the current brand perception and the desired perception. Mind Tools Content Team, (2022)

M&S is committed to developing exceptional products that are worthy of a trusted brand, through investment in great tasting, value for money, quality food, and developing its clothing and homeware range. The brand is also expanding its reach through partnerships, such as its Ocado Retail joint venture and collaboration with Costa Coffee.

In the case of M&S, It is widely known for it's quality products and excellent services

Providing valuable reward schemes to customers. (Mortimer, 2017)

Marks & Spencer collaborates with several charities to address social issues and deliver benefits to communities. The company has worked with Breast Cancer Now since 2001, raising £33.6 million through product sales and fundraising, and developing an inclusive post-surgery lingerie range for women to be comfortable while they rest and recover. M&S has also partnered with Macmillan Cancer Support, GOSH Charity, and Shelter, raising millions of pounds to support vital services in local communities across the UK. (M&S, 2023a)

Level 3 – Brand Response – What are the feelings for the brand?

Once a customer makes a purchase, they develop expectations towards the brand and the product. If the reality meets or exceeds these expectations, it leads to customer satisfaction and positive brand feelings. This positive experience can generate word-of-mouth and potentially turn the customer into a brand advocate. On the other hand, if the experience is negative, it leaves the customer with negative feelings towards the brand, also known as judgments. According to the model, a brand that evokes more positive feelings than negative judgments benefits in building brand equity. Therefore, the brand response is higher up in the brand equity pyramid Bhasin, (2018)

According to employee reviews on Indeed, M&S has a significant and positive relationship with its employees, with an overall rating of 3.8 out of 5. Employees have provided feedback on various aspects of working at M&S, including culture,

salaries, benefits, work-life balance, management, and job security. The majority of reviews indicate that employees have a favourable view of M&S and appreciate the company's efforts in creating a positive work environment. However, it is important to note that these reviews represent the opinions of individual employees and may not reflect the experiences of all employees at M&S.

M&S has been named the best in-store supermarket in the UK for the second year in a row, according to the annual Which? survey. The survey, which polled over 3,000 shoppers, found that M&S received a customer score of 77%, surpassing competitors like Aldi and Waitrose. M&S was rated five stars for the quality of its own-label and fresh produce, the appearance of its stores, and the availability and helpfulness of its staff. However, M&S received a two-star rating for value for money, which prevented it from being named a Which? Recommended Provider. (Which?, 2023)

Level 4 – Brand Resonance – A strong relationship

Brand resonance is a critical aspect of brand building, which refers to the emotional connection between a consumer and a brand or product. It is the most difficult and desirable level to reach in the brand equity pyramid, according to Keller's Brand Equity Model. The brand resonance pyramid is made up of four layers, with each layer building upon the previous to answer a specific question about the brand that people can relate to. Achieving brand resonance means that customers feel a deep, psychological bond with the brand, which can lead to increased loyalty and likelihood of purchase. (Mind Tools Content Team, 2022)

M&S provides loyalty card named Sparks card to every customer and gives free gift and discount in its products. The brand also gives loyalty points and various vouchers to give more benefits to its customers .

Benefits and drawbacks of Keller's Model of Brand Equity

Advantages of Aaker's Brand Equity Model:

I) Improve perception of product performance: The model highlights the importance of enhancing the perceived quality of a product or brand, which can lead to increased customer satisfaction and loyalty.

II) Increase loyalty: By focusing on building brand equity through factors such as brand loyalty and brand resonance, the model helps companies cultivate a loyal customer base.

III) Gain leverage when introducing new products: The model provides a framework for leveraging existing brand equity when introducing new products, allowing companies to benefit from the positive associations and reputation of their established brand.

IV) Differentiate from competitors: Aaker's model emphasizes the importance of creating a unique brand identity and image, enabling companies to differentiate themselves from competitors and stand out in the market. (avaremy, 2013)

Disadvantages of Aaker's Brand Equity Model:

I) Limited support for certain dimensions: Some studies, such as the one by Tont and Harley (2009), have found limited support for dimensions like perceived quality and awareness in relation to brand equity. This suggests that the model may not fully capture the complexities of all brand equity components.

II) Challenges in valuing umbrella brands or co-brands: The model does not provide a clear framework for determining the contribution of the product's brand name versus the umbrella or corporate brand in terms of brand equity. This can make it difficult for managers to accurately assess the value of their brands.

III) Interpretation of market share decline: The model does not provide a clear perspective on how to interpret a decline in market share in relation to brand equity. While a decline in market share is typically seen as a reduction in brand equity, it can also be argued that the remaining loyal customers may be more valuable, resulting in an increase in brand equity.

Overall, while Aaker's Brand Equity Model offers valuable insights and guidance for brand building, it is important to consider its limitations and adapt it to the specific context and needs of each organization. (avaremy, 2013)

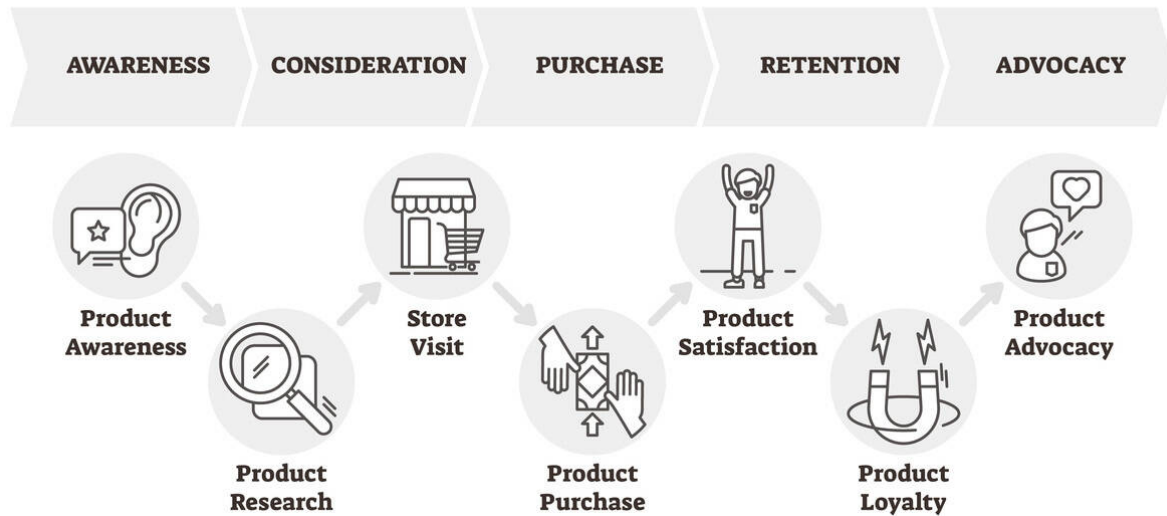
Customer Journey Map

A customer journey refers to the different stages that customers go through when interacting with a company, from initial awareness to making a repeat purchase. A customer journey map is a tool that visualizes this experience from the customer's point of view, providing a comprehensive view of how customers engage with the company. Although not every buyer must engage with all of the touchpoints on the map before purchasing, it does outline the various interactions they may have with the business. In order to promote their goods and services to clients based on where they are in their trip, businesses use marketing funnels as models of the customer journey. By comprehending the customer journey, businesses may learn important insights about how consumers connect with their brands and pinpoint areas for improvement. In general, developing a strong brand and a following of devoted customers depends on understanding the customer journey. (Mailchimp, 2023)



Jenny, a 33 year old teacher residing in London, is a modern individual who actively seeks to stay updated with the latest trends in the country. She utilizes various electronic mediums to access the latest information and is interested in purchasing quality products at reasonable prices. Jenny's customer journey begins with her awareness of the product, followed by her consideration and evaluation of different options. Once she identifies a suitable product, she proceeds to make a purchase. After the purchase, Jenny's journey focuses on her post-purchase experience, where she expects satisfaction and may provide feedback. If satisfied, Jenny may become an advocate for the brand, promoting positive word of mouth. Throughout her journey, Jenny relies on electronic mediums to gather information and make informed decisions.

CUSTOMER JOURNEY



Awareness :

When a user learns that a firm is providing a service that can solve their problem, they have reached the stage of awareness in the customer journey. Due to the fact that it initiates the process through which a consumer learns about a company and its goods or services, this phase of the customer journey is significant. (Pearce, 2021)

Jenny, came across an advertisement for M&S trousers and became somewhat interested in the product. This marks the beginning of her awareness stage in the customer journey, where she is introduced to the brand and its offerings. She then proceeded to search for more information about M&S and its products, which helped her gain a better understanding of the brand and what it has to offer. By using social media as a tool to gather information, Jenny was able to explore the different touchpoints of the customer journey and identify the products that best suited her needs. This highlights the importance of social media in the customer journey, as it provides a platform for customers to discover and engage with brands, and for brands to create a strong online presence and drive customer engagement.

Consideration :

The consideration stage of the customer journey is the phase at which a user assesses their likelihood of purchasing a business offering and may contrast it with rivals. Being the point at which a consumer views a product or service as a potential solution to their issue, this stage in the customer journey is crucial. (Pearce, 2021)

Subsequent to encountering an advertisement, Jenny initiated a more extensive inquiry concerning the brand's product quality, terms of reimbursement ,comparison of price as well as customer feedback in the form of reviews and ratings. Upon accumulating affirmative findings across these evaluative dimensions, she deliberated upon the prospect of effectuating her purchase from M&S.

Purchase :

The decision to acquire a good or service is made during the buying stage of the customer journey when an order is placed and the payment is made. (Pearce, 2021)

After an extended period of search, she became engrossed in her routine occupational responsibilities, causing her to momentarily disregard the intention to procure the trousers. However, her prior browsing activity was tethered to her authenticated session, prompting the reception of an email notification from M&S apprising her of the dormant cart. This correspondence rekindled her latent interest in the prospective acquisition. Furthermore, she was exposed to a series of television commercials and additional promotional content disseminated across various social media platforms. Converging the cumulative influence of these reiterated stimuli, she culminated her decision-making process, electing to consummate the product acquisition.

Retention :

The decision to acquire a good or service is made during the buying stage of the customer journey when an order is placed and the payment is made. (Pearce, 2021)

Upon receipt, the trousers garnered by Jenny were found to exhibit commendable quality. Accompanying this gratifying acquisition was an accompanying voucher, valued at 10 pounds, earmarked for a subsequent purchase. It is noteworthy that her "Sparks" loyalty card further augmented her contentment, offering a substantial 20% discount. Following this felicitous transaction, characterized by both the satisfaction derived from the product and the multitude of cost-saving privileges extended, her propensity to perpetuate future engagements with M&S was unmistakably affirmed.

Advocacy :

An essential component of customer loyalty and retention is the point at which customers turn into brand ambassadors and recommend the company to their friends and family. One of the three cardinal metrics for gauging client loyalty, together with repetition and patronage, is this phase, which is referred to as advocacy.

Jenny has become a loyal consumer of M&S after countless purchases, happy experiences with the purchase, price, quality, and reward points. She wants to share her positive experience with M&S with her friends and family and encourage them to experience the same. This stage is known as advocacy, which is one of the three cardinal denominators for measuring customer loyalty, along with repetition and patronage. Advocacy is defined as the extent to which customers recommend a particular brand to others. To increase advocacy, businesses can provide quality service, build strong relationships with customers, and identify early warning signs of customer dissatisfaction. Additionally, businesses can use machine learning techniques to predict customer churn and identify customers who are at risk of leaving, allowing them to take proactive steps to retain them. By implementing these strategies, businesses can increase customer advocacy and improve their long-term success.

Touch points of customer's journey

Touchpoints

Before a Purchase:-

- 1) Social Media- Businesses of all sizes may now reach prospects and consumers effectively thanks to social media. People may find brands through social media, learn about them, follow them, and make purchases from them, making it an essential tool for companies to interact with their target market. Effective marketing on social media can lead to remarkable success for a business, creating devoted brand advocates and driving leads and sales. This is achieved through the use of various marketing strategies, such as advertising, promotions, direct mail, and other means, which are targeted towards specific customers based on extensive data collection and analysis. Integrated marketing communications (IMC) is seen as the antithesis of mass-marketing initiatives, which frequently have limited success since it focuses on individual, heavy-user customers and helps businesses create better outcomes through a more cost-effective, customer-driven strategy. The social media presence of M&S is strong. Due to M&S's YouTube advertising, Jenny became more popular on social media.

- 2) Online advertisement-Online advertising is a practice that involves promoting a brand and its products or services to potential customers using web-based mediums such as email, websites, and search engines. Customer retention is a crucial aspect of online advertising, and businesses can use various strategies to retain customers, such as providing quality service, offering competitive pricing, building strong relationships with customers, and identifying early warning signs of customer dissatisfaction. The Total Engagement Model provides a comprehensive approach for businesses to cultivate and maintain strong customer relationships, leading to increased customer satisfaction, loyalty, and long-term success. M&S sends E-mails of recent updates and also advertise itself on various websites.

During Purchase :

- 1) Conversation With Company representatives- M&S provide customer care number as well as there are customer representatives in offline stores they solves all the quarries of customers
- 2) Product catalogues-A product catalogue is a document that lists important product details like the item's dimensions, cost, material, and more. Catalogues of products are used by both B2B and B2C companies. They are also not just restricted to the eCommerce industry. Product catalogues are utilised by both online and offline retailers. M&S provides online appointment for fittings and on website it has all the product related information for customers.

After Purchase:

- 1) Thank you E-mail – M&S sends E-mails to its customers after purchase
- 2) Product Feedback Surveys-M&S frequently conduct survey to get to know customer's needs.
- 3) Upselling Emails- Consumer of M&S gets e-mails of new arrivals , sales and discount information .

Benefits of customer journey map

1)Put yourself in your clients' shoes:

By thoroughly knowing how people connect with your brand through the gathering of real-world information, it is easier to comprehend your consumers' experiences. Since you'll find that customers don't always act or think as you anticipate, you can use a strong customer journey mapping technique to test your assumptions. You may improve user experiences by identifying areas where consumers struggle to complete tasks, get frustrated, or give up. This can help you prioritise website and product changes. Making it easier to get crucial information may require alterations to your navigation design or the positioning of CTAs. If you cultivate a culture of putting yourself in your customers' shoes, all stakeholders will be able to see your brand from the viewpoints of both the company and the customer (from the outside in and inside out).

2)Recognise unfulfilled user requirements:

Having a strong understanding of the needs of customers across numerous interactions allows you to identify holes in the journey and provide additional touchpoints while also improving existing ones without having to make any more guesses. Analysing how users move across your website or mobile app can help you identify barriers to usage, spots where users are attempting to interact but are unable to, and areas where completing an activity takes too much effort. You can lessen problems by raising your understanding of customer needs by providing the relevant information and features at crucial phases for a better user experience (UX). If you detect a customer experiencing problems with the onboarding touchpoints, you can, for example, offer an explanatory video or pop-up tooltip at the exact moment the customer needs it. The most important information can be provided on your pages at key points in the user's online journey, or you can change them if they are caught on a help page loop that never ends.

3)Understanding complex journeys across several customer touchpoints :

Customer journey mapping is a visualization tool that helps brands to deliver a consistent customer experience by depicting customers' thoughts, emotions, and actions at each stage of their journey. These maps enable brands to deliver pertinent information at the right time, through the appropriate medium, and via the preferred channel, enhancing the overall customer experience. The involvement of multiple decision-makers in B2B enterprises further adds complexity to the research and selection process, making customer journey mapping a valuable tool in addressing this complexity. By applying a user-centric perspective, enterprises can use Using customer journey mapping, businesses may better understand the requirements and perceptions of their consumers across all of their interactions.

4) Imagine feelings as well as actions :

The buyer journey is usually an emotionally charged experience, but it can be difficult to translate these sentiments into statistically significant data. Additionally, it could be difficult to anticipate how your customers will feel while creating a product or website. With the use of a well-researched customer journey map, you can visualise what customers are thinking, feeling, and doing, which is crucial for understanding their needs at their core and providing exceptional service. Customers' trust in your brand will rise as a result of your ability to understand their emotions and respond to them.

5) Design individualised experiences :

Even with self-serve items, personalization is essential to providing excellent customer service since consumers appreciate businesses that recognise their particular demands. By using mapping, you can delve deeper into user interactions and intent, enabling you to develop individualised experiences for each touchpoint.

6) Create individualised experiences:

Personalization is vital for a great customer experience even with self-serve items since customers value companies that understand their unique needs. It is possible to gain a deeper understanding of user behaviour and intent through mapping, allowing you to cater to the needs of each individual user at every touchpoint.

7) Get a competitive advantage:

Mapping reveals just how you may enhance the consumer experience to distinguish your offering from the competition. Additionally, CJMs. indicate opportunities for your product strategy to set your business apart by developing novel means of bringing value to customers. When having a great product is no longer sufficient, these product experience and user insights can provide your business a competitive edge. They also help your brand stay relevant, modify your product and business model as customer needs evolve. Identifying your 'halo' customers-the group that, when you get them, causes everyone else to sit up and take notice-as well as influencers and early adopters is crucial. The first step in figuring out how to draw in more of them is to do that.

8) Reduce potential stumbling hurdles :

Although it takes some time and effort in the beginning, customer journey mapping boosts productivity and helps you save money. Conduct customer interviews and make use of PX insights tools to gather qualitative and quantitative data and decrease customer barriers later on. This helps lower assumptions among your team and enables you to foresee problems so you can solve them. (hotjar, 2022)

Drawback of the customer journey map

1)It is necessary to act on the journey maps:

This is a challenge with pushing change in any organisation, not so much with Journey Maps. Making the map is merely one stage in the process; it does not result in any changes or improvements for the organisation. The organisations must use the map to find and take advantage of improvement possibilities if they are to get the full benefit of it.

2)Cross-Functional Support is Required :

The customer journey map cannot be created or maintained by a single group inside the firm. All areas need to actively support it. It may be challenging to develop a precise map of the customer journey if your organisation is particularly resistive to collaborating across corporate silos or groups.

On the other hand, it goes without saying that making the map itself will contribute to dismantling those silos.

3)They Could Develop Into Another Hidden Document :

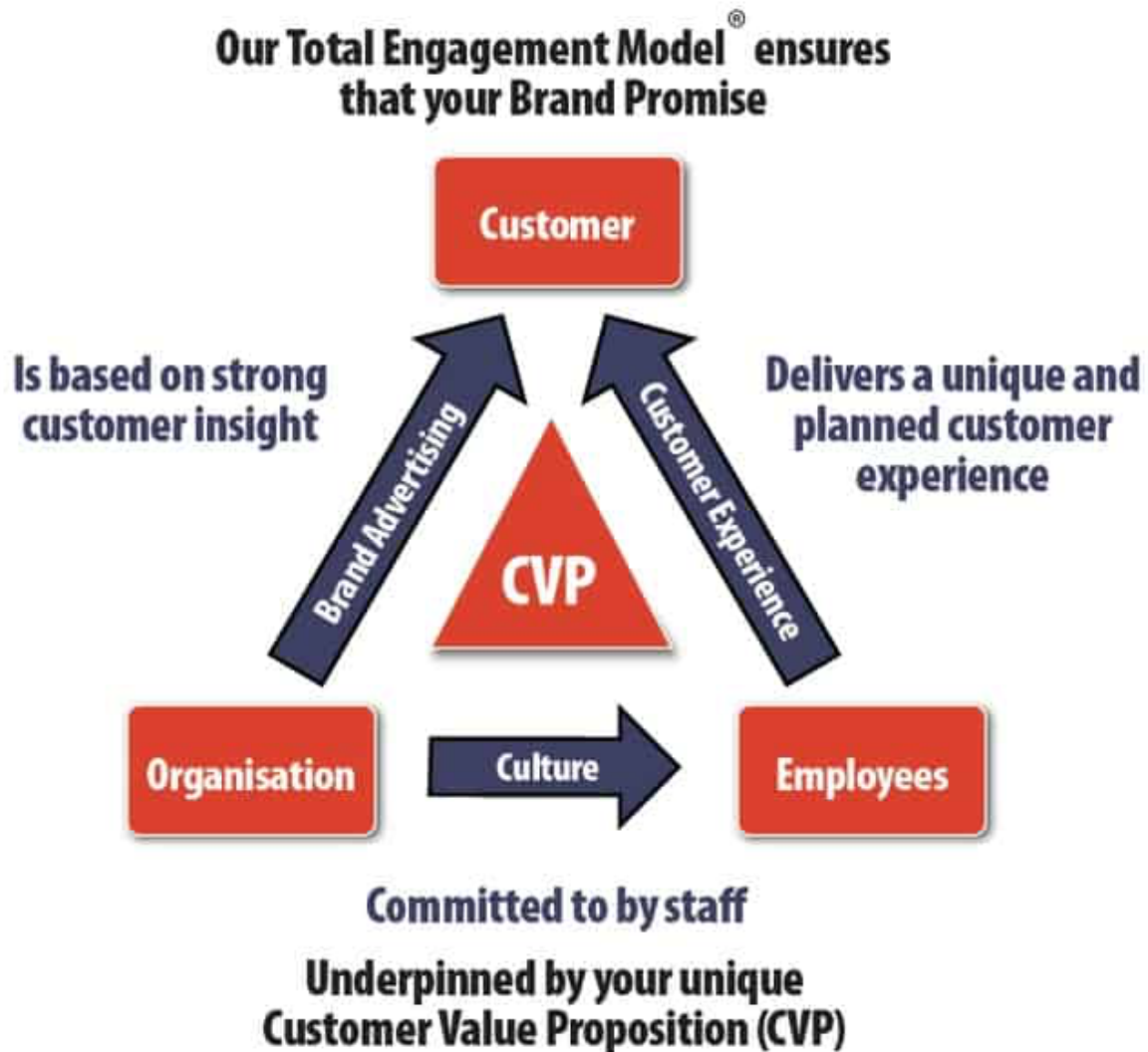
The map will lose its capacity to serve as a key communication tool if, like so many other strategic papers, it is relegated to a drawer and is not regularly used.

Make sure the customer journey mapping software you choose can offer shared access and updates so the map "lives" across the enterprise.

4)Possibility of Data Overload :

Data collection and storage are simple with today's computer and telephone technologies. The issue is that just because you can collect data doesn't mean it will be valuable in the consumer journey. Additionally, if irrelevant data is gathered and examined, it could be challenging to come to useful conclusions and take action. It's crucial to avoid gathering any and all data in case it turns out to be crucial. Instead, when you begin gathering data, you should at the very least have a theory as to how each piece of information might be significant to the client experience. (Ramshaw, 2022)

The total Engagement model



A higher-order model called the Total participation Model assesses consumer participation in social media marketing. The model has one main outcome, loyalty, and three antecedents: involvement, interaction, and influence. Multi-group analysis, structural equation modelling, exploratory and confirmatory factor analyses, and structural equation modelling have all been used to validate the model. Involvement is found to be the strongest predictor of customer engagement, and the study highlights the significance of consumer engagement in predicting and encouraging client loyalty. The Total Engagement Model provides incisive theoretical and practical perspectives for the development of social media marketing strategies that increase client engagement. (Vinerean and Opreana, 2021)

In the context of M&S, The brand is using social media marketing, offline store marketing and loyalty card to improve their customer engagement.

Conclusion :-

Drawing insights from the retrieved search outcomes, it is feasible to deduce that the subjects encompassing communication, integrated marketing communication (IMC), brand equity, Keller's brand equity model, customer expedition delineations alongside pivotal interaction junctures, and the holistic engagement model constitute noteworthy constructs within diverse academic domains. Communication serves as the intricate mechanism facilitating the interchange of information, notions, and communiqués amongst individuals or collectives. Concurrently, IMC emerges as a deliberate stratagem amalgamating an array of marketing communication instruments and conduits to impart a harmonized and cohesive missive to the intended recipients. Brand equity refers to the value and strength of a brand in the marketplace, and Keller's brand equity model is a framework that explains how consumers' knowledge and perceptions of a brand influence their behaviour. Customer journey maps and touchpoints are visual representations of the steps and interactions a customer goes through when engaging with a brand or product, and total engagement model is a construct that can be influenced by a variety of factors. The search results provide insights into the importance of these concepts in different fields, such as education, marketing, and mental health. However, the search results do not provide a comprehensive understanding of these topics, and further research is needed to fully explore their implications and applications.

Reference:

avaremy (2013). *Brand Equity*. [online] ava remy. Available at:

<https://avaremy.wordpress.com/2013/11/09/brand-equity/>. (Accessed:25 AUG 2023)

businesstopia (2018). *Shannon and Weaver Model Of Communication*. [online]

Businesstopia. Available at: https://www.businesstopia.net/communication/shannon-and-weaver-model-communication#google_vignette.

Bhasin, H. (2018). *Keller's Brand equity Model – CBBE Model - Brand Equity Pyramid*.

[online] Marketing91. Available at: <https://www.marketing91.com/kellers-brand-equity-model/>. (Accessed:20 AUG 2023)

hotjar (2022). *10 Major Benefits of Customer Journey Mapping*. [online] Hotjar. Available at:

<https://www.hotjar.com/customer-journey-map/benefits/>

Marks and spencer (2023) *Our History*. Available at:

<https://corporate.marksandspencer.com/about-us/our-history> (Accessed: 15 JUL 2023).

Marks & Spencer. (2023). *2023 Annual Report*. [online] Available at:

<https://corporate.marksandspencer.com/investors/our-performance-updates/2023-annual-report>.

Pahwa, A. (2018). *What Is Advertising? Advertising Objectives, Examples, & Importance*.

[online] Feedough. Available at: <https://www.feedough.com/what-is-advertising-advertising-objectives-examples-importance/>. (Accessed:14 AUG 2023)

John F, Y. (1996) 'Sales and Marketing Management', New York, Vol.148, Iss. 9, P.68

Available at: <https://www.proquest.com/docview/211844603?accountid=130472>

(Accessed: 20 AUG 2023)

Guerillascope (2018). *TV Advertising - 10 Reasons Why Brands Love It*. [online]

Guerillascope. Available at: <https://www.guerillascope.co.uk/service/tv-advertising/#:~:text=TV%20advertising%20is%20the%20most>. (Accessed:15 AUG 2023)

Dewhirst, T. , Davis, B.(2005) Brand Strategy and Integrated Marketing Communication(IMC):A Case Study of player's Cigarette Brand Marketing, Vol.34,No.4, pp.81-92

Marion (2018). *What Is Branding?* | *The Branding Journal*. [online] The Branding Journal. Available at: <https://www.thebrandingjournal.com/2015/10/what-is-branding-definition/>.

M&S archive (2021). *Advertising and Branding Timeline*. [online] M&S Archive. Available at: <https://archive.marksandspencer.com/timeline/advertising-branding/>. (Accessed: 15 AUG 2023)

M&S (2023). *Supporting Our Clothing & Home Supply Chain*. [online] Marks & Spencer. Available at: <https://corporate.marksandspencer.com/sustainability/human-rights-our-supply-chain/supporting-our-clothing-home-supply-chain>. (Accessed:11 AUG 2023)

M&S (2023a). *Our Communities*. [online] Our Communities. Available at: <https://corporate.marksandspencer.com/sustainability/our-communities>. (Accessed:25 AUG 2023)

M&S (2018). *M&S LAUNCHES MOST DIGITAL MARKETING CAMPAIGN TO DATE: 'MUST-HAVES'*. [online] Marks & Spencer. Available at: <https://corporate.marksandspencer.com/media/press-releases/ms-launches-most-digital-marketing-campaign-date-must-haves#:~:text=TV%20advertising%20will%20be%20exclusively> [Accessed 29 Aug. 2023].

Mortimer, A. (2017). *Acquisition and Retention Schemes*. [online] M&S Corporate Gifts. Available at: <https://marksandspencerforbusiness.com/acquisition-retention-schemes/>. (Accessed:20 AUG 2023)

Mind Tools Content Team (2022). *Keller's brand equity model*. [online] www.mindtools.com. Available at: <https://www.mindtools.com/ajnlcxe/kellers-brand-equity-model>. (Accessed:23 AUG 2023)

Mailchimp (2023). *What is a Customer Journey? Customer Journey Definition*. [online] Mailchimp. Available at: <https://mailchimp.com/marketing-glossary/customer-journey/>. (Accessed:25 AUG 2023)

Pipedrive (2021). *12 Sales Promotion Examples to Win More Deals and How to Prepare Your Sales Team*. [online] Pipedrive. Available at: <https://www.pipedrive.com/en/blog/sales-promotion>. (Accessed:18 AUG 2023)

Pearce, C. (2021). *5 Essential Steps for Customer Journey Mapping Initiatives*. [online] ChurnZero. Available at: <https://churnzero.com/blog/5-essential-steps-for-customer-journey-mapping-initiatives/#:~:text=Awareness%20%E2%80%93%20The%20stage%20where%20the> [Accessed 29 Aug. 2023].

Ramshaw, A. (2022). *The Benefits and Disadvantages of Customer Journey Mapping - Genroe*. [online] B2B Marketing | Customer Feedback | Net Promoter Score | Genroe. Available at: <https://www.genroe.com/blog/benefits-and-disadvantages-of-customer-journey-mapping/15321>. (Accessed:30 AUG 2023)

Studysmarter (2023). *Brand Equity: Definition, Examples & Elements* | StudySmarter. [online] StudySmarter UK. Available at: <https://www.studysmarter.co.uk/explanations/marketing/product/brand-equity/>. (Accessed:15 AUG 2023)

Vinerean, S. and Opreana, A. (2021). Measuring Customer Engagement in Social Media Marketing: A Higher-Order Model. *Journal of Theoretical and Applied Electronic Commerce Research*, [online] 16(7), pp.2633–2654. doi:<https://doi.org/10.3390/jtaer16070145>.

Which? (2023). *Marks & Spencer review*. [online] Which? Available at: <https://www.which.co.uk/reviews/supermarkets/article/best-and-worst-supermarkets/marks-spencer-review-aDGvw0J4ZiVA>. (Accessed:23 AUG 2023)

Yeung, A. Marks & spencer situation analyse and suggestion. Available at: <https://courseworkbank.info/coursework/GCSE/Business-Studies/Moving-Mountains-at-Marks-and-Spencer.pdf> (Accessed: 23 AUG 2023)

