



Mulberry

Marketing Strategy

Made to Last

December 2024

Video Link:

https://universityofexeteruk-my.sharepoint.com/:v/r/personal/zl614_exeter_ac_uk/Documents/Microsoft%20Teams%20Chat%20Files/Group7-Mulberry.mp4?csf=1&web=1&e=08b4BE&nav=eyJyZWZlcnJhbEluZm8iOnsicmVmZXJyYWxBcHAiOiJTdHJlYW1XZWJBcHAiLCJyZWZlcnJhbFZpZXciOiJTaGFyZURpYWxvZy1MaW5rIiwicmVmZXJyYWxBcHBQbGF0Zm9ybSI6IldlYiIsInJlZmVycmFsTW9kZSI6InZpZXcifX0%3D



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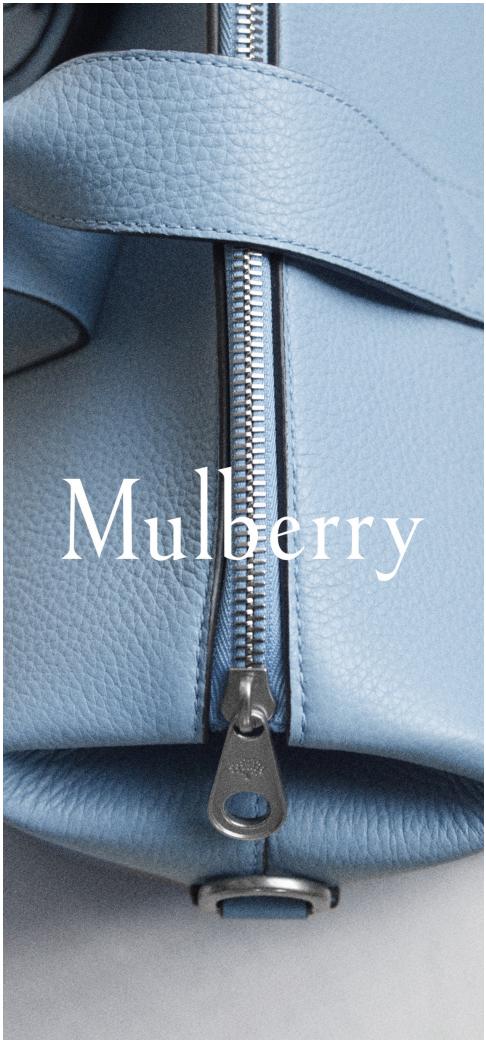


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ABOUT Mulberry

ABOUT MULBERRY



Mulberry Group is a British fashion company founded in 1971

- It established itself as a British lifestyle brand is best known for its luxury leather goods, particularly women's handbags.



Mulberry is the largest manufacturer of luxury leather goods in the UK

- Mulberry Group PLC is listed on the London Stock Exchange as MUL.



The focus of brand is on quality heritage and craft unlike other brands.

- **Unique Design:** They don't rely on passing trends and viral marketing.

- **Advanced Facilities:** It supports and trains a community of cross people around two factories in Somerset where over 50 percent of their bags are made.

- **Professionals:** With most of production done in the brand's two English factories, Mulberry reportedly engages over 600 leather crafters.

- **Delicate Production:** Marie Claire, a French international monthly magazine, even reports that the Mulberry Amberley Hobo takes an astounding 396 minutes to make entirely by hand from start to finish!

Current Status

★ Handbags and Small Leather Goods

Accessories, Footwear, Ready-to-Wear, Jewelry

Product Portfolio

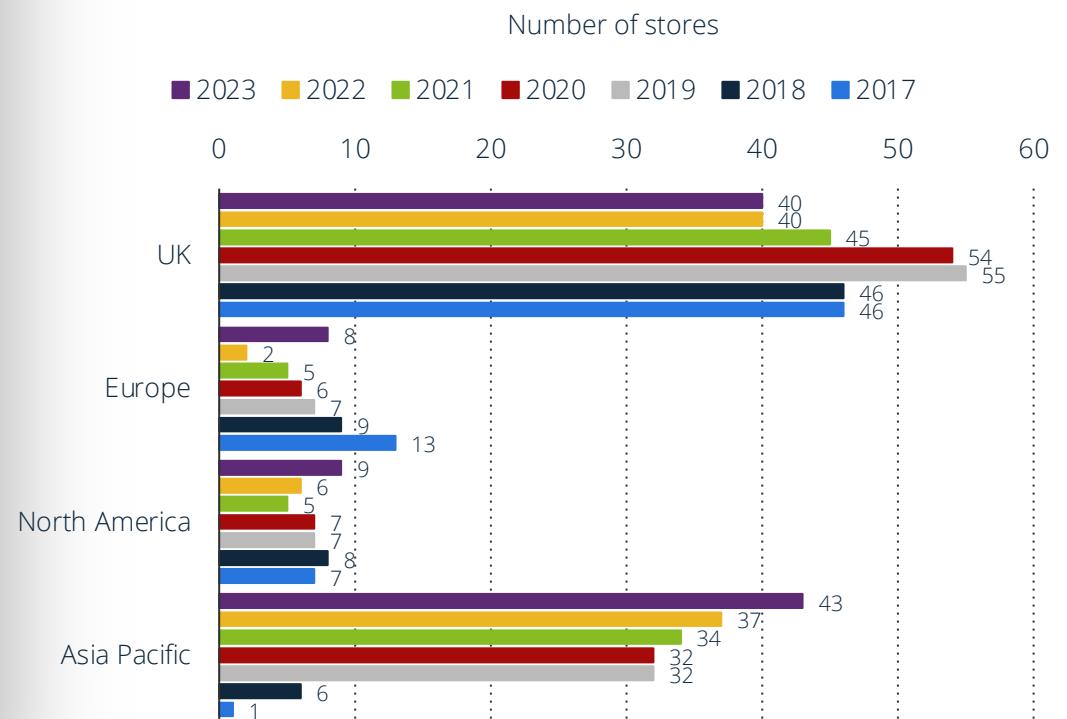
Cover UK, Europe, North America, Asia Pacific

In 2023, largest number of stores in Asia Pacific - 43

Region



Number of Mulberry own stores worldwide from 2017 to 2023, by region



Representative Product



Bayswater

Classical, Popular remains 20 years

A style with longevity: a simple, streamlined shape, curved top handle and a postman lock on the flap



Amberley

A favorite of the Princess of Wales

Different colors such as green, poplin blue and “sunset” making it a **modern, elegant choice**



Alexa

Launched in 2010 and re-released in 2020

laid-back and luxurious: when coupled with the new sustainable updates, it still feels very modern



Lily

Perfect every day choice

A minimalist silhouette and a delicate chain strap, simple rectangular shape and the iconic Postman's lock



Iris

A relaxed tote with different kinds of handle

Easily change the look and feel of your handbag for different occasions or seasons

CORPORATE MISSION

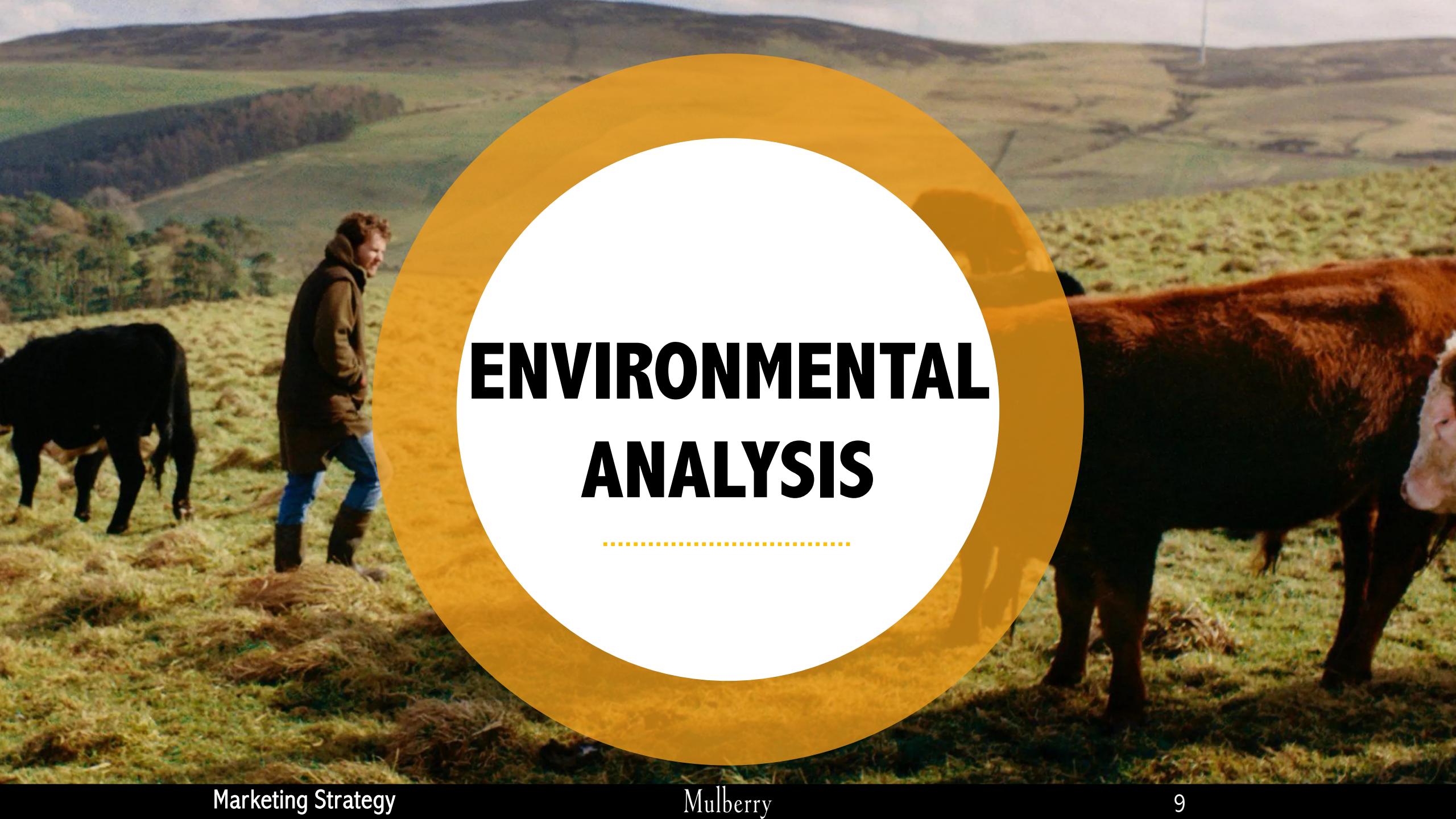


Progressive British luxury
that is made to last

1924 - 2012 - 190 years

Between town and country, the serenity of Somerset and the pace of London, **combines authentic, age-honored craft with an innovative fashion character**. Mulberry's approach is based on a simple principle that it will **make a positive difference to its people, the environment and the communities where we work**.

Today we see heritage as the start of our story, not the end and their vision **is one of regenerative and circular luxury**.



ENVIRONMENTAL ANALYSIS

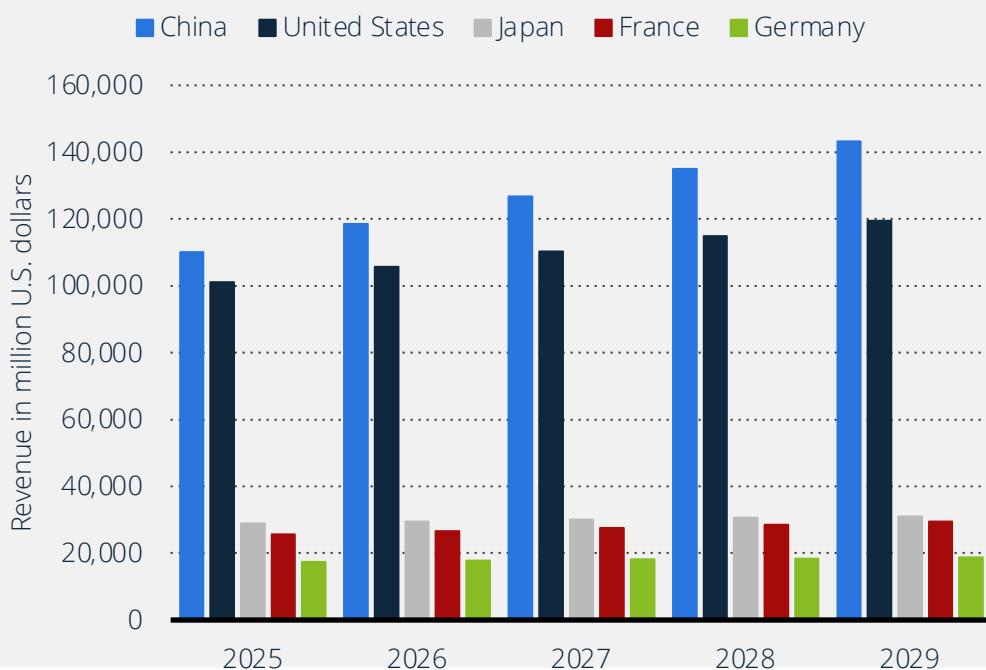
THE LUXURY INDUSTRY

Key Insights

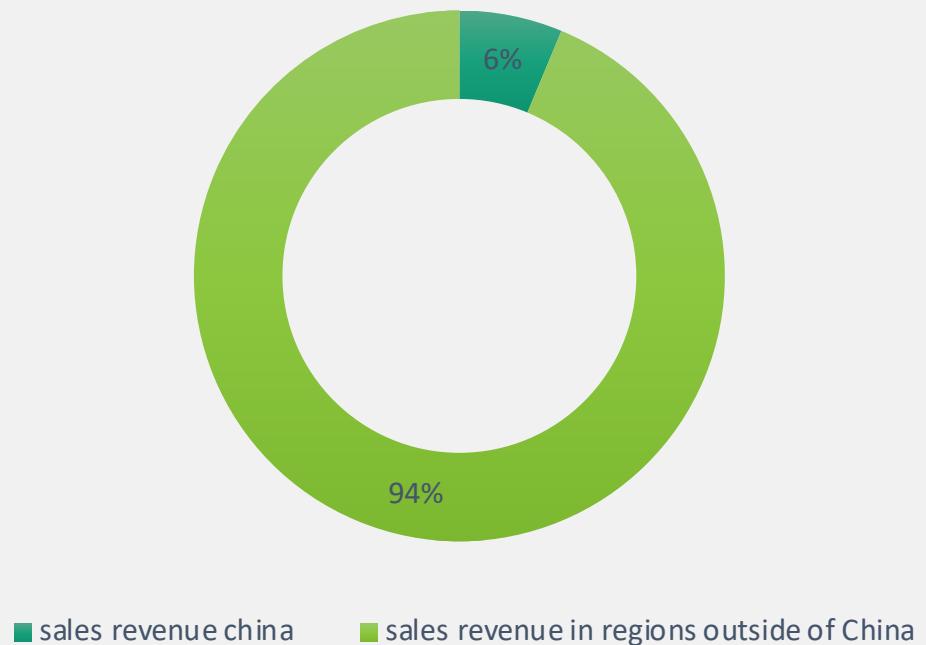
Revenue of the luxury goods market UK: **13.5bn GBP**

Mulberry's Profit in China Does Not Align with the Proportion of the Chinese Market in the Global Luxury Sector

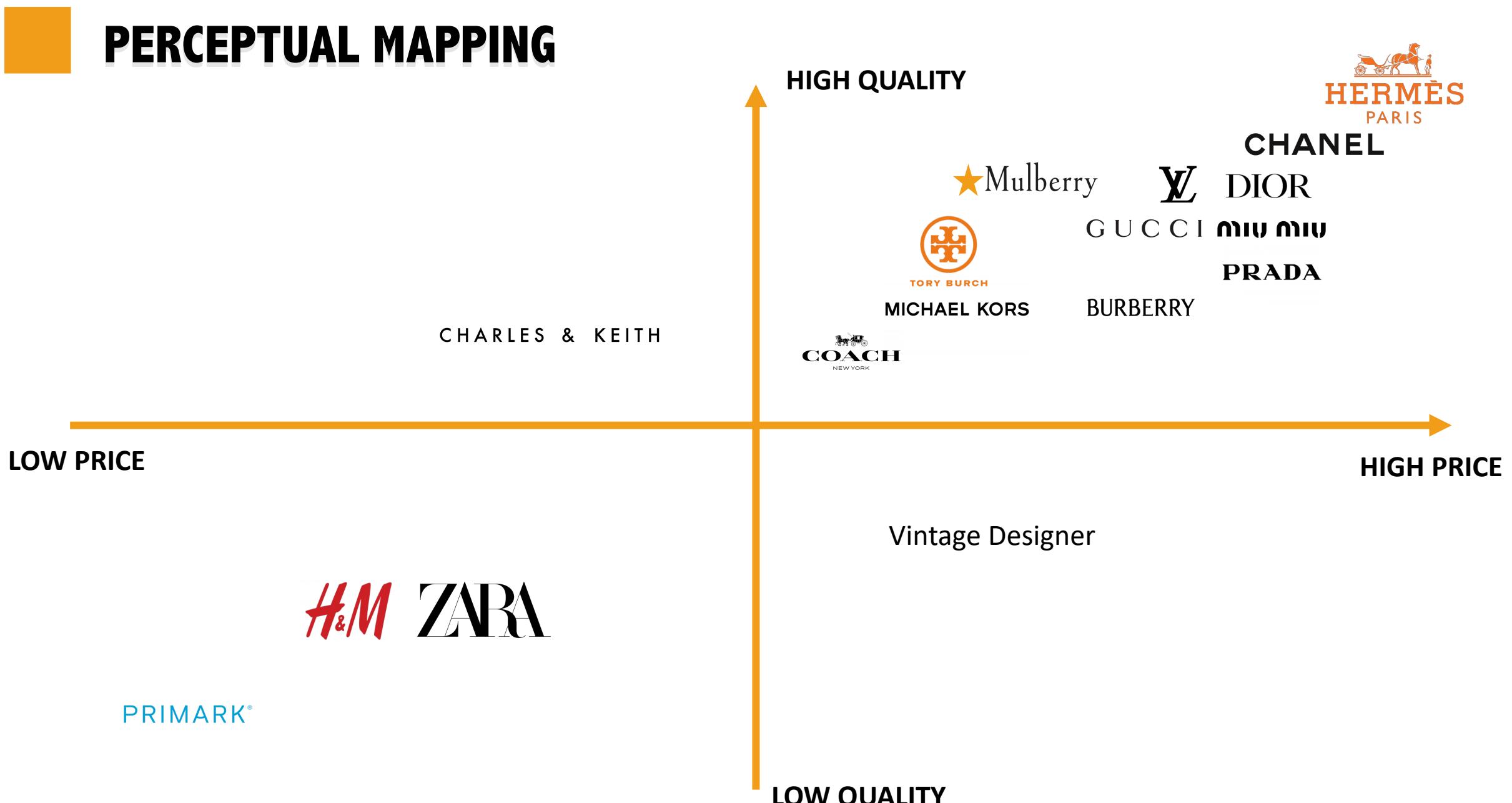
Revenue of the luxury goods market worldwide in 2025 and 2029, by country (in million U.S. dollars)



Mulberry's revenue in China and its share of revenue in regions outside of China



PERCEPTUAL MAPPING




HERMÈS
PARIS

MACRO-ENVIRONMENT: PESTEL

More detailed PESTEL in Appendix 1

Political	Economic	Social-cultural	Technological	Environmental	Legal
 ❖ Brexit: New trade agreements, tariffs, and customs regulations between the UK and the EU influence the cost of importing raw materials and exporting products.	 ❖ Inflation: UK inflation rate as of September 2024 was 1.7%. Which has been consistently lowering since the drastic peaks of October 2022 where it was a whopping 11.1%.	 ❖ Shifts in Luxury Consumer Behavior: By 2026, Millennials and Generation Z are expected to account for 75% of luxury goods buyers. Younger luxury consumers are increasingly prioritizing experiences over material goods.	 ❖ Advanced tools: According to Zipdo, the use of AI in fashion marketing is expected to reach \$4,391.7 million by 2027, growing at a 38.20% CAGR (compound annual growth rate).	 ❖ Sustainability: There has been consistent rising concerns about the environment and leather is now seen as unsustainable by many.	  ❖ Different trademark laws: It is important for them to protect their IP and limit the amount of counterfeit products. There is also new legislation within the EU, which is encapsulated in the Strategy for Sustainable and Circular Textiles that was passed in June 2023.
Ongoing uncertainty: Increased costs or delays due to customs can impact profitability and consumer pricing.	More possibility to profit: This lower inflation rate is an opportunity for the UK. This more stable rate of inflation is an opportunity for UK. For businesses it means higher revenues and profits.	Difficulty in acquiring customers : It's hard to implant Mulberry brand personality (British Heritage) into younger customers who are grown up with totally different popular culture.	Optimize customer experience: Cutting-edge technologies such as generative AI and Web3 can enable brands to offer ultra-personalized, immersive customer experiences.	How to address concerns from customers: Increased costs or delays due to customs can impact profitability and consumer pricing.	Effectively protect own right: This can be both a positive and negative. As products must reach a minimum design standard to be sold within the EU: recyclability, durability, reusability, repairability.

INTERNAL ANALYSIS: PORTER'S VALUE CHAIN

Infrastructure: A well-established supply chain provides a good brand experience on a global scale

HRM: Frequent personnel changes in key senior positions

Technology development: an effort to make the supply chain more transparent

Procurement: Stable and long-term supply relationships

Inbound logistics

Established a flexible supply chain system

Operations

The largest manufacturer of luxury leather goods

Outbound logistics

Strong international channel sales system has been established

Marketing and sales

More than 90 percent of sales are made through direct sales

Service

Aim to improve customer satisfaction

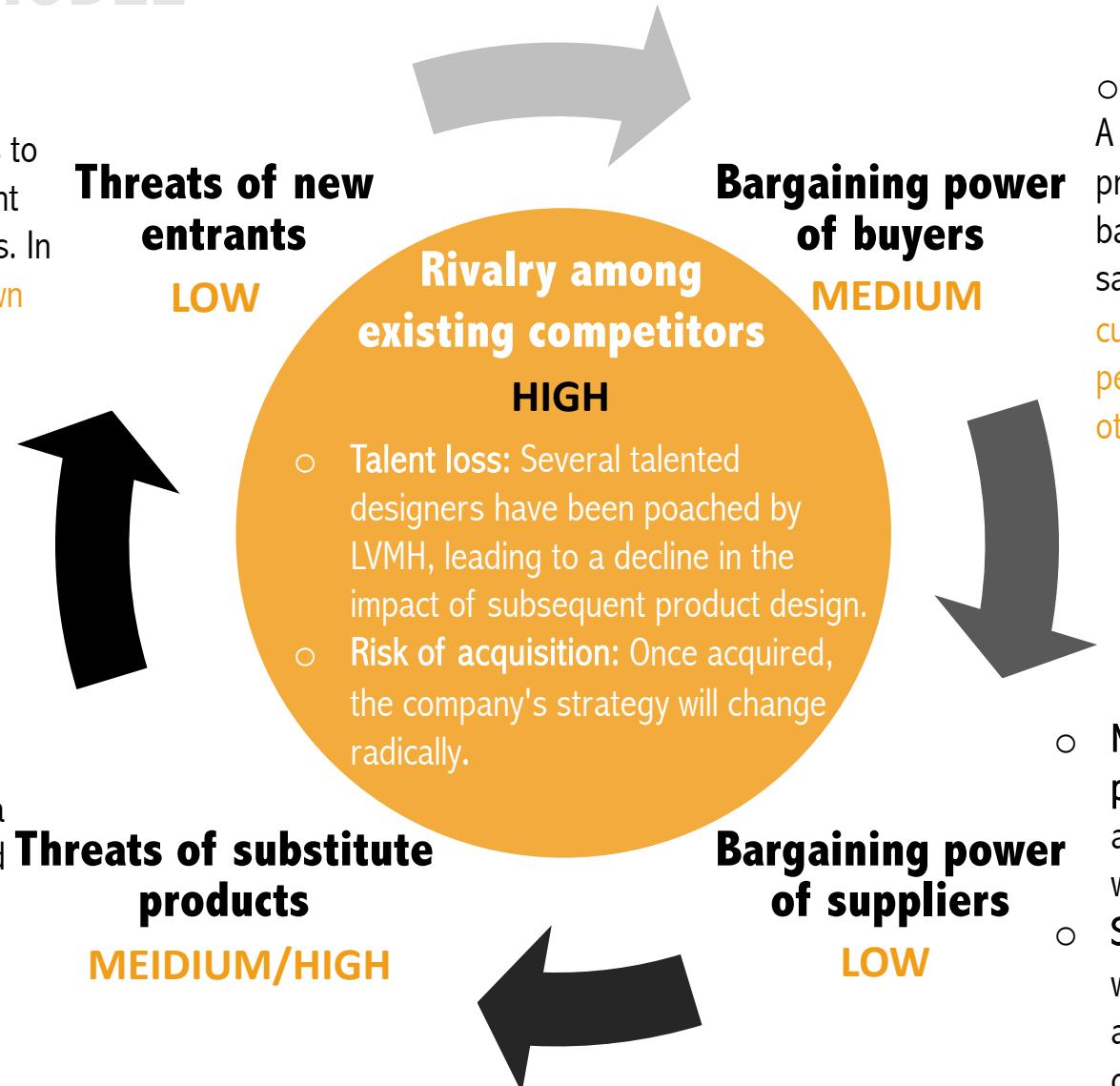
MARGIN

MARGIN

FIVE FORCES MODEL

- High barriers& costs:

The luxury goods industry has high barriers to entry, including brand building, establishment of distribution channels and marketing costs. In addition, consumer preference for well-known brands limits the entry of new brands.



- Core competency enhanced:

The Made to Last manifesto continues to be a core part of Mulberry's strategy. Since period end, Mulberry's Science-Based Targets were accepted and in September the Group was awarded **B Corp Certification** – a significant milestone in the brand's journey.

- Brand loyalty:

A strong emphasis on customer service and product quality can reduce buyers' bargaining power by increasing their satisfaction with the brand. However, if customer service or product quality is perceived to decline, buyers may switch to other luxury brands.

- More flexibly and improving cash flow and purchasing power: The Group has also signed a new £6.0m supplier trade finance facility which is backed by UK Export Finance.
- Stable relationship: They continue work closely with key, long-term suppliers of finished goods and raw materials to manage the ongoing global economic challenges.

SWOT

S

Strengths

- Traditional British luxury brand value
- Extensive leather goods manufacturing expertise and experience
- Iconic product lines such as bayswater's handbags
- Lifetime leather goods repair service
- Loyal customer base in the UK

W

Weaknesses

- Weakness in China and Asia-Pacific markets
- Overall growth in the UK luxury market is slowing
- Weak competitiveness of mid-range luxury market positioning
- Low brand awareness in markets outside the UK

O

Opportunities

- High potential in overseas markets (e.g. APAC, US)
- Utilizing digital social media to increase brand awareness
- Can attract young consumers through design innovation
- Sustainable brand concept in line with market trends

T

Threats

- Loss of relevant shopping assistance policies post-Brexit impacts brand sales
- Competition from other luxury fashion brands in the market
- Risk of increase in the cost of high quality leather materials
- Uncertainty of product acceptance in overseas markets

A close-up photograph of a woman with blonde hair, smiling warmly at the camera. She is wearing a pink top and holding a dark-colored Mulberry handbag with a gold chain strap. The background is slightly blurred.

STRATEGIC DECISION

STRATEGIC OPTIONS: ANSOFF MATRIX



STRATEGIC OPTIONS: PROS AND CONS

MARKET PENETRATION

Expand sales channels through e-commerce and omni-channel strategy

PROS

- **Omni-channel**: Provides customers with a consistent experience across all devices and channels. No matter which channel customers use to interact with Mulberry, ensure customers have the best experience.
- **Broader Audience**: Digital platforms can reach a global audience, increasing brand awareness and customer base.
- **B2C**: Sells directly to customers.

CONS

- **Operational Complexity**: Managing operations across different regions can lead to challenges in supply chain and coordination.
- **Competition**: The digital market is highly competitive, making it challenging to stand out.
- **Resource Drain**: Developing new products can divert resources away from core offerings.



STRATEGIC OPTIONS: PROS AND CONS

PRODUCT DEVELOPMENT

Leverage current product offerings and supply chain capabilities to develop new high-end leather furniture.

PROS

- **Increased Market Share:** Broadening product lines will allow luxury brands to diversify their offering, reaching new customers.
- **Increased Revenue Streams:** provide an additional source of revenue.
- **Building Customer Loyalty:** helps keep existing customers engaged and loyal.

CONS

- **High costs:** significant investment in research and development, materials, design, and marketing.
- **The Brand Positioning May Change:** The new product may struggle to align with the positioning of existing products, which could lead to a shift in the brand's overall positioning.



STRATEGIC OPTIONS: PROS AND CONS

MARKET DEVELOPMENT

Investing more effort into Asian-Pacifica region to increase the market share there

PROS

- There current Market is the UK Market but the **demand for luxury goods has reached saturation**. CEO said that the US has continuous spending so perhaps shifting their focus onto overseas market where luxury demand is still high.
- **Expansion into China's market** is good as they luxury goods market is the biggest in the world.

CONS

- **Mulberry** has a strong image of being a British brand. So high level of marketing expenses
- **Dealing with** new legislation e.g. new ip protection laws



STRATEGIC OPTIONS: PROS AND CONS

DIVERSIFICATION

In the era of Generative AI, **designing and releasing creative NFTs** is a fresh way to keep the pace of the frontier.

PROS

- **Low cost & High profit:** No physical goods required
- **High accessible to more people:** all deals online and the process is simple & transparent
- **Add value to products:** another kind of investment, which is different from pre-loved bags, and NFT's value is potential in secondary market
- **Strengthen brand value:** Scarcity& Exclusivity

CONS

- **Volatility and Speculation:** The NFT market is highly speculative and volatile. Prices can fluctuate significantly, and the value of a luxury NFT may not hold over time. This can be a deterrent for traditional luxury buyers who seek stability.
- **Uncertainty and high risk:** no enough regulations on NFT market, which has possibility of fraud
- **Limited Market Adoption:** virtual stuff and majority of people are lack of knowledge about NFT
- **Hard to marketing them and set up high reputation:** fresh to target audience and difficult to demand them accept them immediately



STRATEGIC OPTIONS: ANSOFF MATRIX



STP-SEGEMENTATION

Demographic Age

Mulberry attracts customers over multiple generations with mothers and daughters both purchasing its products

Demographic Revenue

Mulberry is successfully attracting working class customers despite its luxury standing

BEHAVIORAL Lifestyle

Have many hobbies and interests on the side, along with family responsibility

Psychographic Hobbies and interests

Prefer having one good quality expensive piece over cheaper pieces

The target customer's age is 35-55 yet instagram observations show a much younger market between 21 and 35.

Most customers have an annual household income above £ 60,000, which supports Johnny Coca's(ex-creative director, Mulberry) -“people need an easy cool bag for day that's accessible and good value and we have to offer that to our clients”

1. Pursue quality life and fashion concepts at the same time
2. Busy but looking for a convenient and high-quality shopping experience
3. Financially sound and willing to buy quality products
4. Flexibility to shop online and offline
5. Concerned about sustainable development

1. Enjoy attending luxury and fashion brand dinners
2. Enjoy British craftsmanship and culture
3. Enjoy attending brand events and sharing sessions
4. Enjoy browsing and sharing their favourite outfits on social media
5. Loves to travel and enjoys it
6. Follows art and cultural exhibitions

STP-TARGETING

ABOUT:

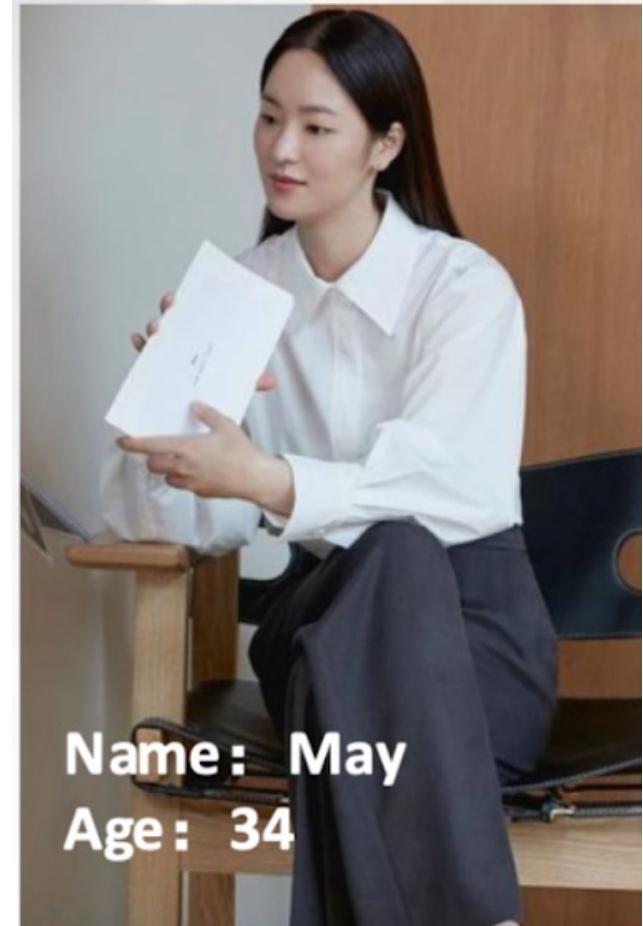
- Magazine editor
- £ 50,000 annual
- Rent apartment in CBD
- Love drinking IPA
- Environmentalist

She enjoy researching information from social media (e.g. Red Book)

CORE NEEDS:

- Large capacity and practical
- Wants to display her taste and status differ from others
- Healthy lifestyle

The audience we are going to target are the group **of successful land independent career** woman who are in the age of 25-40(10billion) and enjoying high-quality, sustainable fashion products and a comprehensive shopping experience.



STP-POSITIONING

“Crafted to Last, Styled for yourself”.



Key words for Brand personality :

Sophisticated English country style, Reliable but innovative, balance between elegance and pragmatism



Brand attributes :

British luxury brand with global aspirations, Craftsmanship & Quality, Sustainability-regenerative & circular luxury

Mulberry's designs create their own style whilst retaining the classic British sense. No matter how much time passes, every Mulberry product conveys timeless beauty and quality. To choose Mulberry is to choose a relaxed style statement, the perfect balance of beauty and practicality. To bring out timeless and classic style as well as self-expression and empowerment during the brand experience, link the experience to the product, and then enhance the custom expectation come up with the slogan: “ Crafted to Last, Styled for yourself”.



MARKETING MANAGEMENT

SMART OBJECTIVES



2026: Short-Term Objectives

Release 3 customizable
and locational products

**Increase brand awareness
& market share**



2027: Mid-Term Objectives

Increase sales of main
product ranges by 10%

Increase revenue



2028: Long-Term Objectives

Increase re-purchase
rate by 7%

**Enhance brand
stratification/brand loyalty**

7Ps

PRODUCT

Good quality leather product
regional elements
Crafts

PRICE

Hybrid Pricing Strategy:
price skimming, competitor -
orientated pricing, Dynamic
pricing

PLACE

Focus on Asia-pacific(China)
Omni-channel
Iconic physical store in first-tier city

PROMOTION

Brand ambassador
Influencer marketing
Pop-up stores
Additional mark-down sales
Advertising campaign

PHYSICAL EVIDENCE

Store design and Decoration

PROCESSES

Customer Lifetime Service Center
VIP service for loyal customer.
Product Blockchain tracking

PEOPLE

Train employees who can
best serve their customers

Product

1. Special product — the Year of the Horse

- a. Add zodiac-horse elements or use horsehide leather on the bag, as next year is the Year of the Horse.
- a. A Bayswater handbag with a horsehide key ring. The package will use Chinese paper carving techniques. (because there is a tradition that we will put up paper-cut window decorations during the spring festival)

2. Special repair service

Allow customers to provide their own items like broken jade pieces. During the restoration of the handbag, we will embed these items, such as jade, into the design.



Price

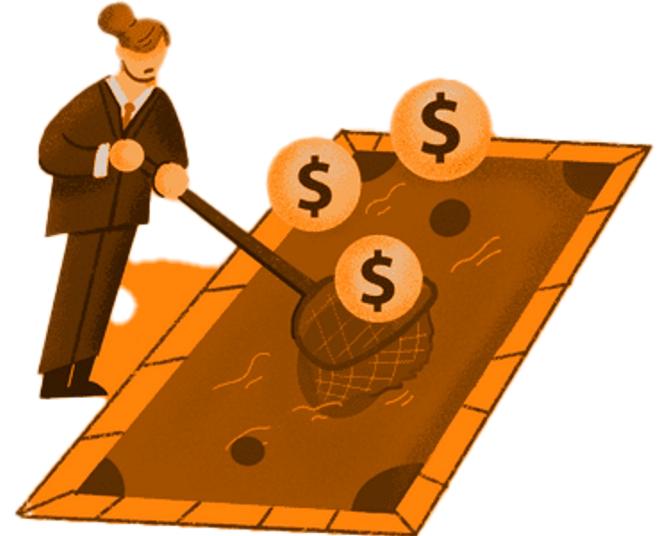
Price skimming:

Since it is a new and special product, we want to emphasize its scarcity, and also in luxury markets, the higher the price, the more appealing it can even become.

Mulberry / BURBERRY
VS.

Dynamic pricing

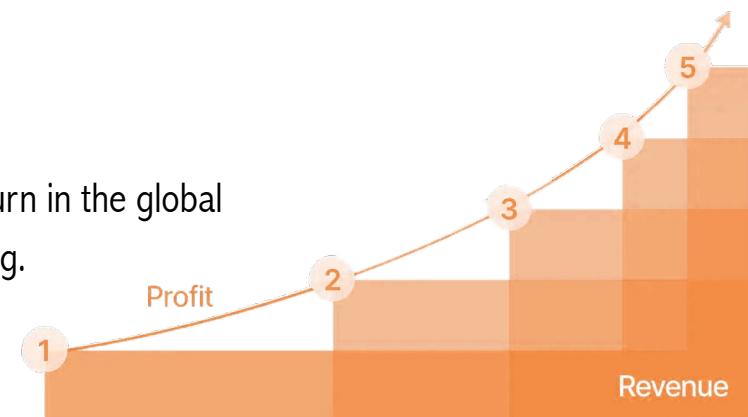
We also want to implement dynamic pricing to address the challenges posed by the downturn in the global luxury sector. We might lower prices to some extent without harming the brand's positioning.



Competitor - oriented pricing

The price is set based on mulberry, and it is a little bit cheaper than them.

When you ask a Chinese person about British luxury brands, the first one they will probably think of is Burberry. Burberry also usually emphasizes its products' connection to English culture.



Place- Iconic flagship stores

**Blend the
brand with
natural
elements**



Source: <https://uk.pinterest.com/pin>

Place-In Store Style

Enhance customers' natural feelings for the brand



Source: <https://uk.pinterest.com/pin>

POP-UP STORE

- Attract new customers
- Build the Brand Image
- Increase brand awareness



Source: <https://uk.pinterest.com/pin>

Offline-Advertising



Source: <https://www.zcool.com.cn/work/ZMzM3NzE0NDA=.html>

<https://m.weibo.cn/search?containerid=100103type%3D1%26q%3D%E5%80%AA%E5%A6%A7>

- Mainly run **shopping mall & Airport**
- **Daily advertising** : use our endorsement of celebrity, emphasize the handmade craft.
- **Festival Advertising**: before our product launching the advertisement will focus on the the Chinese new years limited handbags.

Online-Advertising (Include PR)

Mulberry's marketing campaigns in China strategically leverage Weibo, Xiaohongshu, and Douyin to reach young, high-income consumers and build brand visibility.



influencer's promotion articles, Through the high-quality content generated by Internet celebrities , Lead other users to share posts about Mulberry.



Focus on viral short videos, create challenging events, and create stories about Mulberry which easy to spread.



Focus on celebrity's hot trend , promoting stories related to mulberry when the celebrities have relevant film and television works , etc.,

Omni-Channel

Direct Marketing- Loyalty scheme

Create a customer loyalty program activities, which include Brand party(invite the celebrity and influencers), English afternoon tea activities, handmade crafts, environmental protection and social welfare experiences, and yoga exercises, etc..



A Multi-Year View

A look at your product initiatives for a future timespan

*Chinese New Year
Seasonal Product*

Long-Term Product

2025 1H

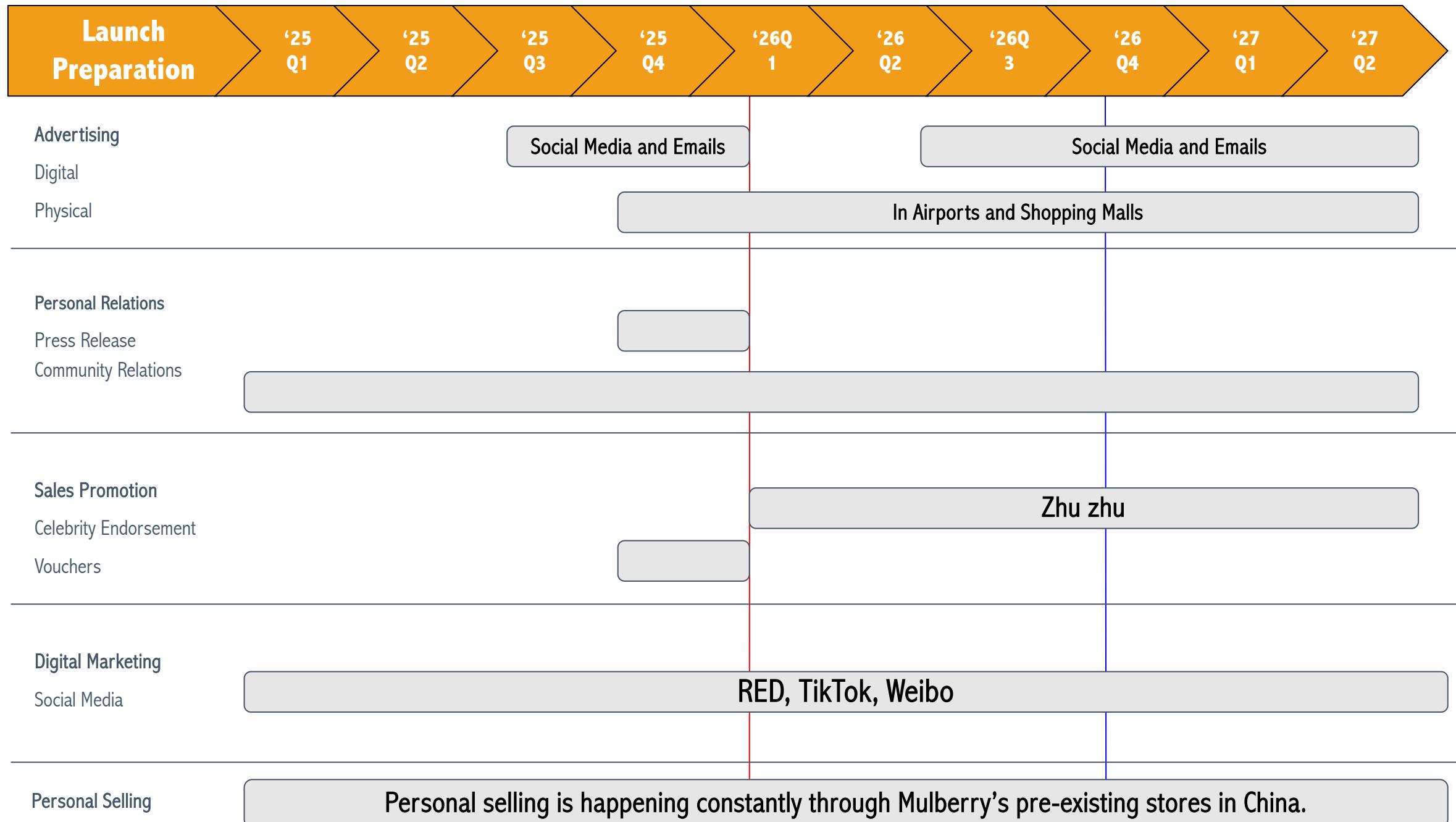
- Start R&D for a new product

2025 2H

- Launch Marketing Campaigns
- Start R&D for a new product

2026

- Release product at the beginning of Chinese New Year.
- Launch Marketing Campaigns



MEASUREMENT & CONTROL



Performance Indicators	Measurement Methods	Long-Term Objectives
Market Share	Annual market share report	Increase China market shares by 15% by 2026
Sales (value)	Monthly sales report (Online/In-Store)	Increase revenue 20% by 2027
Brand Loyalty	re-purchase rate	Customers' emotional identification with the brand

A close-up photograph of a person's hands wearing white nitrile gloves. They are working on a red leather item, possibly a wallet or small pouch, using a specialized tool with a circular metal plate and a handle. The background is blurred, showing what appears to be a workshop or laboratory setting.

CONCLUSION

Conclusion



- New localized products (both seasonal and long-term)



- Customized service



- Iconic flagship stores & Popup in Tier one cities.



- Unique marcom strategy focus on Chinese audience

Goal

Implant brand image into Chinese Market
Crafted to Last, Styled for yourself



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APPENDIX

APPENDIX 1: PESTEL (1)

	Trend	Implication	Evaluation
Political	Cyber security and UK Data Protection Act 2018	<p>Cyber-crime represents an increasing risk through threat of deletion, theft, disruption or integrity of data, which could also result in reputational damage.</p> <p>A failure to comply with the UK Data Protection Act 2018, which came into effect in May 2018, could result in penalties and have an adverse impact on consumer confidence in the Group.</p>	- 1 Mild Threat
	The IPCC has suggested that the 1.5 °C target requires the global achievement of net-zero carbon dioxide (CO ₂) emissions by 2050, a goal commonly known as “reaching carbon neutrality” (2022)	<p>This formal commitment builds on a series of initiatives aimed at Mulberry achieving a net zero target by 2035. These include</p> <p>the validation of science-based targets for carbon emissions, offsetting partnerships with World Land Trust and Ecologi,</p> <p>sourcing 100% of leather from environmentally accredited tanneries since summer 2023 and cultivating a new approach to</p> <p>sourcing leather by building supply chain relationships with farmers committed to regenerative agriculture.</p>	1 Mild opportunity
	Brexit Impact: As a British brand, Mulberry has likely been affected by the UK's exit from the European Union.	potentially impacting trade relationships and supply chains	- 1 Mild Threat
	As a UK-based brand, Mulberry has been affected by the UK's departure from the European Union.	New trade agreements, tariffs, and customs regulations between the UK and the EU influence the cost of importing raw materials and exporting products. Increased costs or delays due to customs can impact profitability and consumer pricing.	- 1 Mild Threat
Economic	In 2028, the global luxury goods market is forecast to have a value of \$598,899.2 million, an increase of 30.1% since 2023.	Could have more opportunities Expand the Marketing share	3 Moderate Opportunity
	Asia-Pacific accounts for 35.1% of the global luxury goods market value in 2023.	Expand the Marketing awareness In Asia- Pacific. (Mulberry increased investment in the Asia Pacific region, including the launch of a duty-free store in Hainan, Greater China within the time period)	
	According to GlobalData, in 2023, internet users in China, Germany, and the US witnessed an annual growth of 4.8%, 2.0%, and 1.8%, respectively.	Expand digital presence either through website or Social media on e-commerce.	
	UK inflation rate as of September 2024 was 1.7%. Which has been consistently lowering since the drastic peaks of October 2022 where it was a whopping 11.1%.	This lower inflation rate is an opportunity for the UK. This more stable rate of inflation is an opportunity for UK. It boosts consumer confidence and purchasing power. For businesses it means higher revenues and profits.	1 Mild opportunity

APPENDIX 1: PESTEL (2)

	Trend	Implication	Evaluation
Socio-Cultural	The growing environmental awareness and the increasing inclination of consumers towards sustainable brands are recent trends observed in the luxury goods market, which are expected to support market growth over the forecast period.	Brands can incorporate environment-friendly materials such as plant-based leather instead of animal leather for manufacturing jackets and handbags which is expected to support market growth.	2 Moderate Opportunity
	40.8% of those going on holiday this summer stated that they are spending more on holiday products in 2023 than in 2022, supporting the retail market amid the tough economic environment. (2023)	Could Launch new vacation products	
	Luxury is not just isolated and enclosed in luxurious contexts, instead it is getting integrated in everyday lived experiences of consumers (Bauer, von Wallpach, & Hemetsberger; 2011).	May be Could redefining consumerism by envisaging new meaning of goods and services.	
	Community will exist in a collaborative space that defies physical limits, inspired by what brands and consumers can imagine together.	Launch the community activities.	
	A negative trend in the UK and Asia towards luxury spending	According to Statista, Mulberry's Sales revenue in the financial year of 2022/23. - £176.53 Million was from UK. - £31.49 Million from Asia - £28.79 from elsewhere	-2 Moderate Threat
Technological	Information technology ("IT") The integrity and integration of the Group's IT systems and operational infrastructure is critical to its trading and operations.	Maintaining investment in the latest customer focused technologies and commerce platforms to improve customer experience is a continuing risk.	-1 Mild Threat
	Mulberry are one of few companies piloting digital IDs and passports, which allow shoppers to scan smart tags on products to check where they were made and by who, but there is still progress needed on making fashion items fully traceable. This has the potential to change the way consumers interact with products and make the journey more connected and circular.	There is an effort to make the supply chain more transparent. Customers will be able to see where their product comes from and this will create an emotional connection with the customer. Furthermore, it proves that the bag is sourced responsibly.	1 Moderate Opportunity
Environmental	2.4% global CO2 emissions come from the aviation industry (BBC, 2021), predicted to triple by 2050 (The Guardian, 2021).	<ul style="list-style-type: none"> In May 2023 the Group was awarded the "Brand of the Year" award at the Drapers Sustainability Fashion Awards Carbon reduction targets approved by the Science-Based Targets initiative (SBTi) in April 2024 	1 Moderate Opportunity

APPENDIX 1: PESTEL (3)

	Trend	Implication	Evaluation
Legal	Ethical Sourcing: There's growing scrutiny on luxury brands to ensure ethical sourcing of materials, particularly leather.	Strengthen the control of leather suppliers.	- 1 Mild Threat
	There is also new legislation within the EU, which is encapsulated in the Strategy for Sustainable and Circular Textiles that was passed in June 2023.	This can be both a positive and negative. As products must reach a minimum design standard to be sold within the EU: recyclability, durability, reusability, repairability. Mulberry is already ahead of the game as they've been repairing bags for over 35 years and is one of their strongest USPs. Furthermore they want greater transparency within the Supply Chain which Mulberry is already factored in with their responsible leather. But also their digital IDs which allow for even easier supply chain knowledge.	1 Moderate Opportunity
	In the UK where most their revenue comes from there is strong IP protection laws and is heavily enforced.	Mulberry operates internationally which means that it has to navigate around many different trademark laws. It is important for them to protect their IP and limit the amount of counterfeit products. This is an opportunity as Mulberry can use the UK IP protection laws in their dominant market to maintain Mulberry's luxury image.	2 Moderate Opportunity

APPENDIX 2: Internal Analysis

Core Competencies

- British Craftsmanship and Heritage
Mulberry is renowned for its commitment to traditional British craftsmanship, with much of its production based in Somerset, England. This heritage not only adds to the brand's identity but also resonates with customers who value authentic, locally made products.
- In-House Manufacturing
Unlike many fashion brands that outsource production, Mulberry owns and operates two factories in the UK. This direct control over manufacturing allows for strict quality standards, consistent craftsmanship, and greater flexibility in adapting to market demands.
- Sustainability Commitment
Mulberry's focus on sustainable practices, such as ethical leather sourcing and its "Made to Last" philosophy, appeals to an increasingly eco-conscious customer base. This dedication to environmental responsibility has become a core element of the brand's identity.
- Strong Brand Recognition
Mulberry has a well-established brand with strong name recognition in the UK and internationally. Its distinctive British aesthetic and reputation for quality enable it to attract a loyal customer base and stand out in a crowded market.
- Adaptability in Product Line
Mulberry offers a range of products at various price points, appealing to different segments within the luxury market. This adaptability allows the brand to attract both aspirational and established luxury buyers, maintaining relevance across a broad consumer demographic.

Corporate Mission

- Craftsmanship and Quality
Mulberry is committed to producing long-lasting, functional products with meticulous attention to detail, particularly in leather goods.
- British Heritage
The brand aims to uphold and celebrate its British roots through its designs and production, with a focus on traditional craftsmanship and a distinctly British aesthetic.
- Sustainability and Responsibility
Mulberry places a strong emphasis on sustainable practices, responsible sourcing, and ethical production. Its "Made to Last" philosophy highlights a commitment to reducing environmental impact and extending product life.

Resource Audit

- Mulberry has committed to transforming its business to a regenerative and circular model by 2030 and achieving net zero carbon emissions by 2035.
- Mulberry sources 100% of its leather from tanneries with environmental accreditations, such as Leather Working Group, Sustainable Leather Foundation.
- Mulberry is investing in renewable energy for its UK factories, including plans for a solar PV array at The Willows factory.
- 82% of Mulberry's Tier 2 suppliers measure their water consumption, and 79% have targets to reduce water consumption and minimize water pollution

APPENDIX 3: PORTER'S VALUE CHAIN

Infrastructure	HRM	Technology development	Procurement	Inbound logistics	Operations	Outbound logistics	Marketing and sales	Service
Mulberry is more than 1,500 people, two factories in Somerset, over 100 stores and a digital flagship. (Mulberry Annual report, 2023)	Mulberry is committed to a culture where our employees feel valued, respected and able to thrive. Employees are given equal opportunity to self-subscribe to a range of different training topics to enhance the skills and behaviours required to thrive at Mulberry and empower our teams to flourish in the modern workplace. These include workshops such as Growth Mindset, Creative Solutions and Focus on Success.	The integrity and integration of the Group's IT systems and operational infrastructure is critical to its trading and operations. Maintaining investment in the latest customer focused technologies and commerce platforms to improve customer experience is a continuing risk. Sell direct-to-customer across 190 countries through our integrated digital channels and store network. IT security is continually reviewed and updated. Networks are protected by firewalls and anti-virus protection. Threat detection systems are in place across the Group. Vigilance and security improvements are maintained to ensure these are up to date and of best practice. (Mulberry Annual report, 2023)	Mulberry continue to innovate in materials and product. They source all their leather, suede and nappa from tanneries with environmental accreditations. All of the non-leather materials Mulberry use are also fully sustainable. Furthering Mulberry's partnership with the World Land Trust, they are offsetting the carbon emissions associated with their leather purchasing. Supporting circularity, Mulberry's Lifetime Service Centre – where customers can have their products repaired and renewed – now restores more than 10,000 bags a year. The resale programme, Pre-loved Bags, helps ensure many of their products are used and valued for generations. Mulberry's buy-back scheme, The Mulberry Exchange, enables customers to return their Mulberry bag and receive a credit towards a new one. (Mulberry Annual report, 2023)	Mulberry has two production plants in somerset, UK, and has established a flexible supply chain system to improve delivery efficiency.	Do not forget the original intention, emphasize the old British traditional craft positioning, to provide high-quality leather products It is also the largest manufacturer of luxury leather goods in the UK.	With more than 100 directly operated stores and cooperative stores, the sales scope covers 25 countries, and a strong international channel sales system has been established.	More than 90 percent of sales are made through direct sales Emphasis on digital marketing, covering its official website in 190 countries.	Provide lifelong maintenance and after-sales service to improve customer satisfaction.



Mulberry
THANKS
