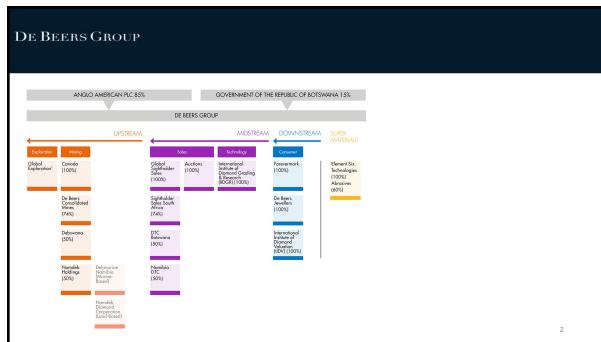
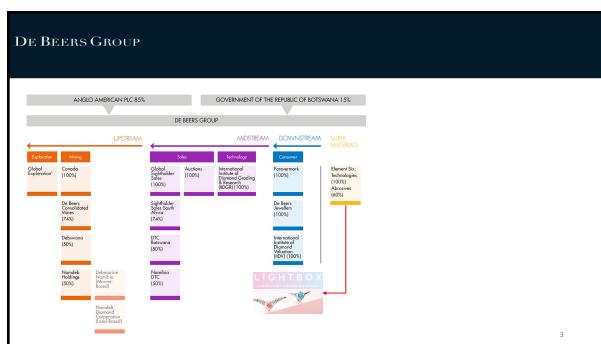


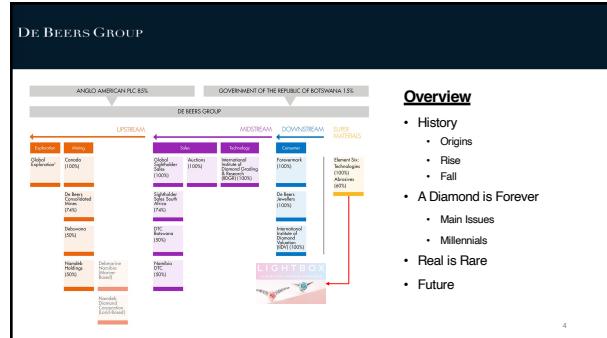
1



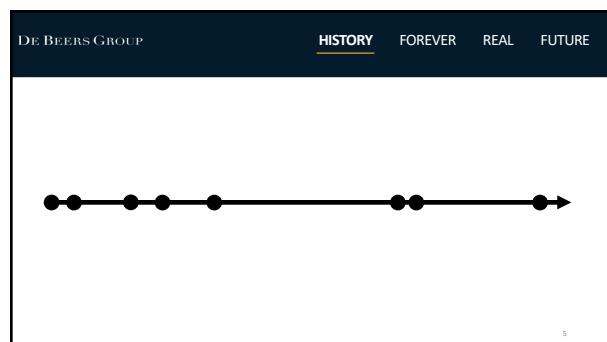
2



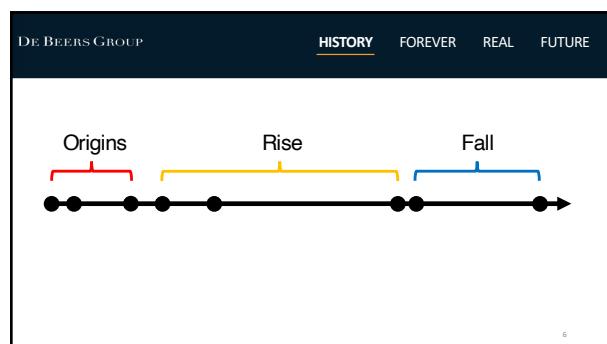
3



4



5



6

DE BEERS GROUP

HISTORY FOREVER REAL FUTURE

A timeline slide featuring a black and white photograph of a group of men in formal attire from 1888. Below the photo is a historical document titled "De Beers Gold Mining Company Limited". A horizontal timeline bar with three dots (the first two are black, the third is red) points to the year 1888. To the right of the timeline are six blank horizontal lines for notes.

1888

7

DE BEERS GROUP

HISTORY FOREVER REAL FUTURE

A timeline slide featuring a black and white photograph of a diamond mine shaft from 1890. Below the photo is a portrait of Cecil John Rhodes with the text "CECIL JOHN RHODES 1853-1902". A horizontal timeline bar with three dots (the first two are black, the third is red) points to the year 1890. To the right of the timeline are six blank horizontal lines for notes.

1890

8

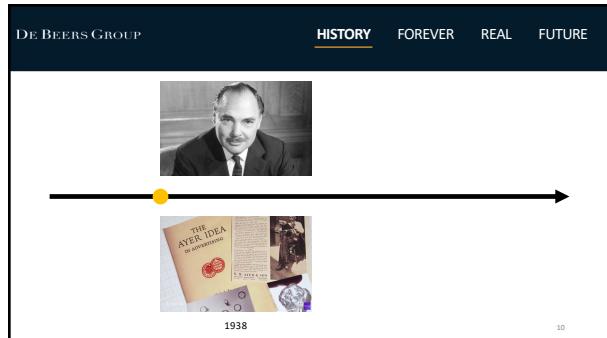
DE BEERS GROUP

HISTORY FOREVER REAL FUTURE

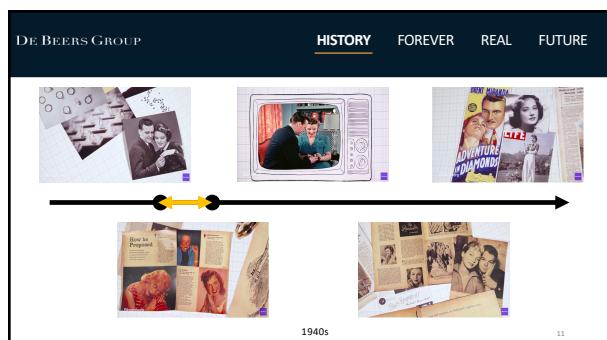
A timeline slide featuring a black and white group photograph of men from 1929. Below the photo is a portrait of Alfred Krupp. A horizontal timeline bar with three dots (the first two are black, the third is red) points to the year 1929. To the right of the timeline are six blank horizontal lines for notes.

1929

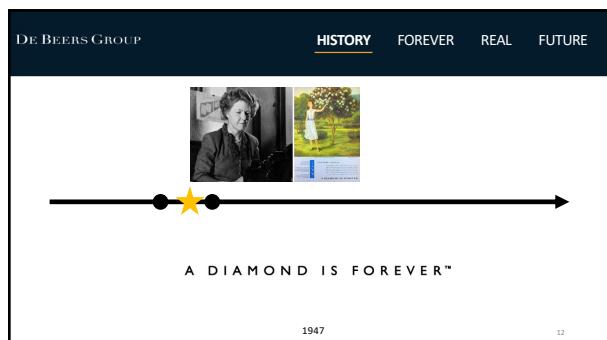
9



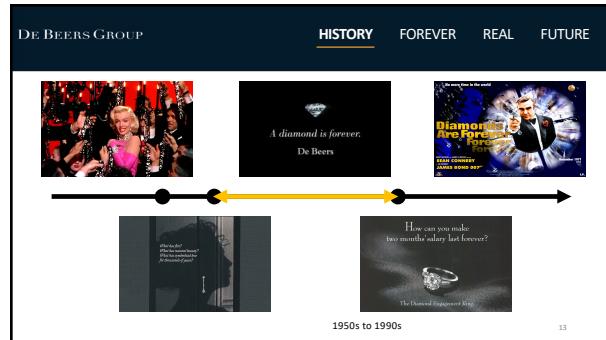
10



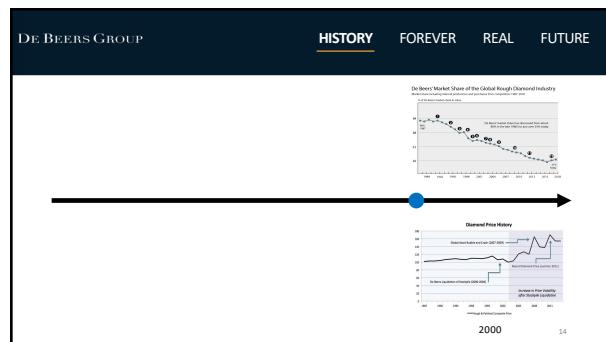
11



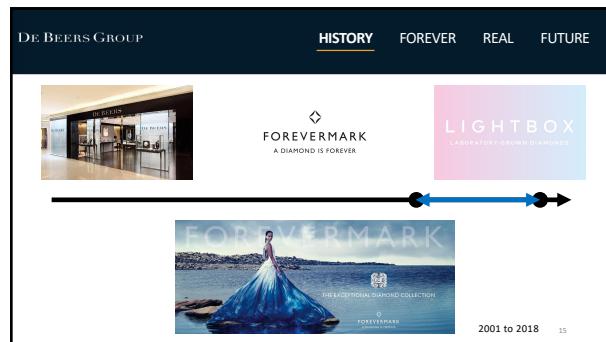
12



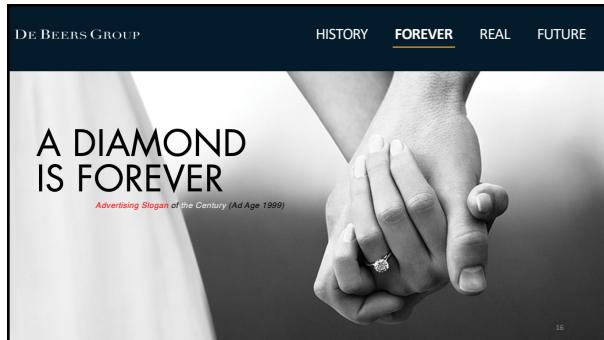
13



14



15



16



17

Main | I. Substitutes (Engagement Rings)

- Synthetic / Lab-Grown Diamonds
 - Clear
 - Colored
- Gemstones
 - Clear
 - Moissanite
 - Colored
 - Morganite
 - Sapphire
- Second-Hand Diamonds

Moissanite

Mixed Diamond

Green Diamond

Use Moissanite

2.00 Moisannite

Congratulations to our new Moissanite Ring Beneficiary!

Add to cart

Kate Middleton

18

DE BEERS GROUP HISTORY FOREVER REAL FUTURE

Main | II. Negative PR

19

19

DE BEERS GROUP HISTORY FOREVER REAL FUTURE

Main | II. Negative PR

Main | III. Negative Social Impact

THE TROUBLE WITH DIAMONDS
20 countries in the diamond industry
are considered to be problematic.

20

20

DE BEERS GROUP HISTORY FOREVER REAL FUTURE

Main | II. Negative PR

Main | III. Negative Social Impact

THE TROUBLE WITH DIAMONDS
20 countries in the diamond industry
are considered to be problematic.

21

21

DE BEERS GROUP HISTORY FOREVER REAL FUTURE

Main | II. Negative PR

Main | III. Negative Social Impact

THE TROUBLE WITH DIAMONDS
2010 REPORT ON THE DIAMOND TRADE

Main | IV. Negative Environmental Impact

EARTH DISPLACEMENT **ACID ROCK DRAINAGE**

22

DE BEERS GROUP HISTORY FOREVER REAL FUTURE

Millennials

- Exhibited Traits
 - Deferring / Forgoing Marriage
 - Lower Purchasing Power
 - High Value Conscious
 - Experiences > Goods
 - Personalized > Mass-Produced
 - Ethically Concerned
 - Environmental Sustainability
 - Social Responsibility

FIG. 8: TRADITIONAL AND NEW THEMES IN THE ROLL OF DIAMONDS IN PROPOSALS AND WEDDINGS AMONG MILLENNIALS AND GEN Z

23

23

DE BEERS GROUP HISTORY FOREVER REAL FUTURE

2003 2018 2018

24

The screenshot shows the De Beers Group website with a dark header. The navigation menu includes 'HISTORY', 'FOREVER' (which is underlined), 'REAL', and 'FUTURE'. Below the menu, there are three horizontal panels representing milestones: one from 2003 showing a certificate and diamond, one from 2015 showing the Diamond Producers Association logo, and one from 2018 showing a graphic of people and the word 'TRACR'. The page number '25' is at the bottom right.

25

The screenshot shows the De Beers Group website with a dark header. The navigation menu includes 'HISTORY', 'FOREVER', 'REAL' (underlined), and 'FUTURE'. Below the menu, there is a large image of a woman's face with the text 'REAL IS RARE' and 'REAL IS A DIAMOND' overlaid. The page number '26' is at the bottom right.

26

The screenshot shows the De Beers Group website with a dark header. The navigation menu includes 'HISTORY', 'FOREVER', 'REAL' (underlined), and 'FUTURE'. On the left, there is a section titled 'Phase I' with sub-points: '(2016)', '- Wild and Kind -', '60 secs', and a bulleted list: '• Two Video Ads' with sub-points: '• Committed, Non-Married (x2)', '• Male / Female (x2)', and '• Interracial (x1)'. To the right is a small image of a couple. The page number '27' is at the bottom right.

27

DE BEERS GROUP

HISTORY FOREVER **REAL** FUTURE

Phase I (2016) - Wild and Kind - 60 secs	Phase II (2016 ~ 2017) - Together - 30 secs to 60 secs	
<ul style="list-style-type: none"> Two Video Ads <ul style="list-style-type: none"> Committed, Non-Married (x2) Male / Female (x2) Interracial (x1) 	<ul style="list-style-type: none"> Three Video Ads <ul style="list-style-type: none"> Married / Engaged (x3) Same Sex (x1) Interracial (x2) 	28

28

DE BEERS GROUP

HISTORY FOREVER **REAL** FUTURE

Phase I (2016) - Wild and Kind - 60 secs	Phase II (2016 ~ 2017) - Together - 30 secs to 60 secs	Phase III (2019) - For Me, From Me - 15 secs
<ul style="list-style-type: none"> Two Video Ads <ul style="list-style-type: none"> Committed, Non-Married (x2) Male / Female (x2) Interracial (x1) 	<ul style="list-style-type: none"> Three Video Ads <ul style="list-style-type: none"> Married / Engaged (x3) Same Sex (x1) Interracial (x2) 	<ul style="list-style-type: none"> Four Video Ads <ul style="list-style-type: none"> Non-Romantic (x4) Grandparent (x1) Minority (x1) 

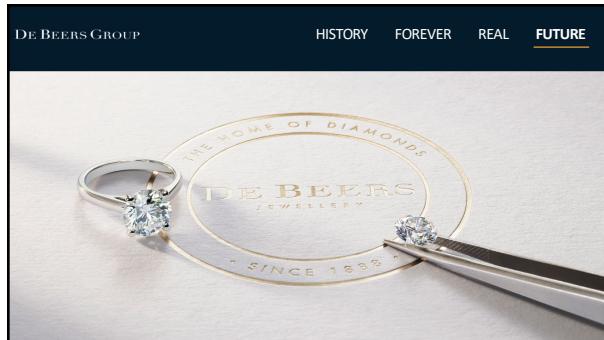
29

DE BEERS GROUP

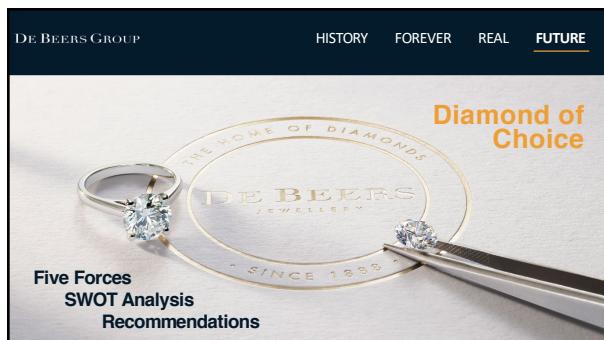
HISTORY FOREVER **REAL** FUTURE

Phase I (2016) - Wild and Kind - 60 secs	Phase II (2016 ~ 2017) - Together - 30 secs to 60 secs	Phase III (2019) - For Me, From Me - 15 secs
REALISM → ← DURATION		
		

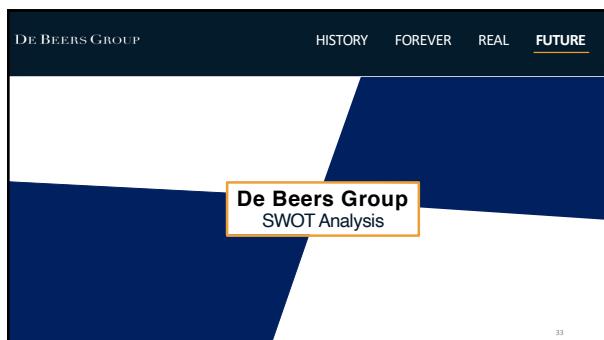
30



31



32



33

DE BEERS GROUP HISTORY FOREVER REAL **FUTURE**

STRENGTHS

- Widely Known
- Market Share Leader (Upstream)
- Financially Stable

De Beers Group
SWOT Analysis

34

34

DE BEERS GROUP HISTORY FOREVER REAL **FUTURE**

STRENGTHS

- Widely Known
- Market Share Leader (Upstream)
- Financially Stable

WEAKNESSES

- Historical Baggage
- Luxury Retail Newcomer
- Weak Social Media Presence
- Disorganized Brands (Downstream)

De Beers Group
SWOT Analysis

35

35

DE BEERS GROUP HISTORY FOREVER REAL **FUTURE**

STRENGTHS

- Widely Known
- Market Share Leader (Upstream)
- Financially Stable

WEAKNESSES

- Historical Baggage
- Luxury Retail Newcomer
- Weak Social Media Presence
- Disorganized Brands (Downstream)

OPPORTUNITIES

- Integration with IIDV
- Synthetic Diamonds (Gifting / Self Purchase)
- Natural Diamonds (Gifting / Self Purchase)
- Brand Marketing (Millennials + Gen Z)
- Brand Collaborations (Limited Edition)
- Increased Retail Presence

De Beers Group
SWOT Analysis

36

36

DE BEERS GROUP HISTORY FOREVER REAL **FUTURE**

STRENGTHS

- Widely Known
- Market Share Leader (Upstream)
- Financially Stable

OPPORTUNITIES

- Integration with IIDV
- Synthetic Diamonds (Gifting / Self Purchase)
- Natural Diamonds (Gifting / Self Purchase)
- Brand Marketing (Millennials + Gen Z)
- Brand Collaborations (Limited Edition)
- Increased Retail Presence

De Beers Group SWOT Analysis

WEAKNESSES

- Historical Baggage
- Luxury Retail Newcomer
- Weak Social Media Presence
- Disorganized Brands (Downstream)

THREATS

- Supply Chain Disruptions (Country of Origin)
- Changes in Consumer Purchasing Behavior
- Improved Synthetic Diamond Technology
- New Mines / Mining Companies (Upstream)

37

37

DE BEERS GROUP HISTORY FOREVER REAL **FUTURE**

Recommendations | I. Brand Consolidation



38

38

DE BEERS GROUP HISTORY FOREVER REAL **FUTURE**

Recommendations | I. Brand Consolidation



Natural Diamonds

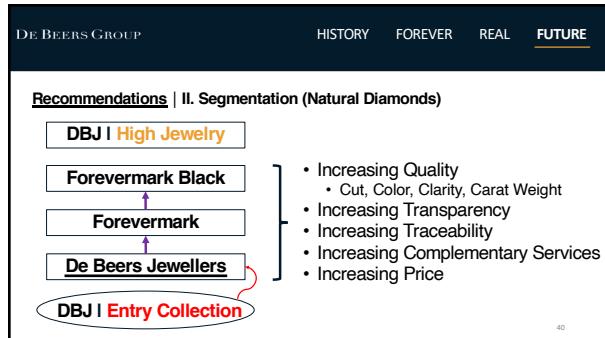
- DBJ | High Jewelry
- Forevermark Black
- Forevermark
- De Beers Jewellers

Synthetic Diamonds

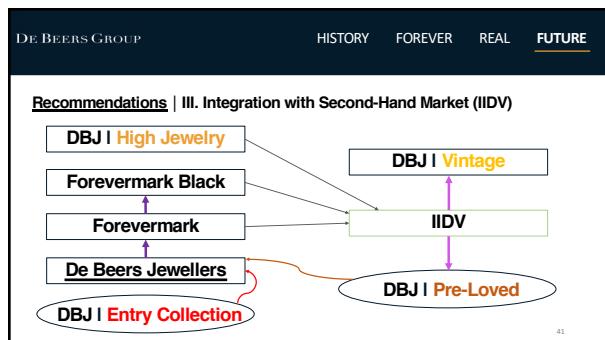
- Lightbox

39

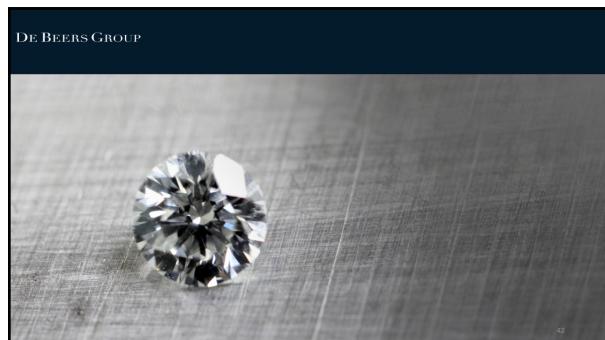
39



40



41



42

DE BEERS GROUP HISTORY FOREVER REAL **FUTURE**

Diamond of Choice

THE HOME OF DIAMONDS
DE BEERS JEWELLERY SINCE 1888

Five Forces SWOT Analysis Recommendations

43

DE BEERS GROUP HISTORY FOREVER REAL **FUTURE**

I. Established Rivals

ALROSA → TIFFANY & Co.

Established Rivals

44

DE BEERS GROUP HISTORY FOREVER REAL **FUTURE**

I. Established Rivals

ALROSA → TIFFANY & Co.

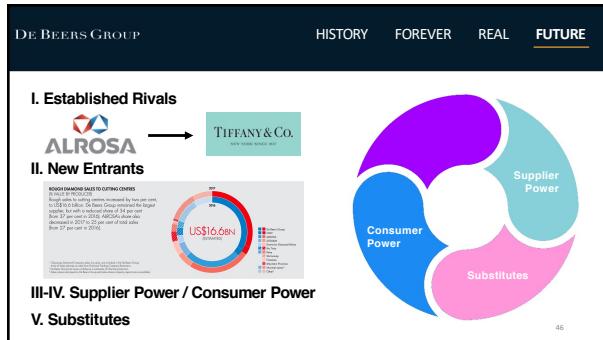
II. New Entrants

ROUGH DIAMOND AND CUTTING CENTER

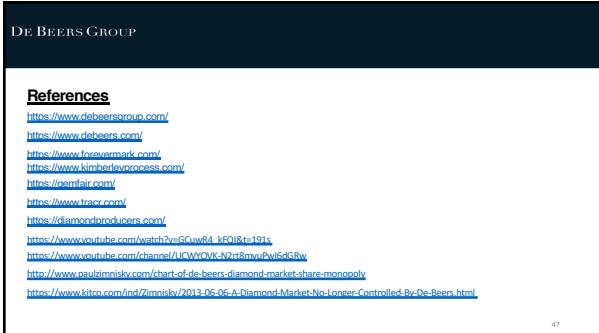
US\$16.6Bn

45

45



46



47
