

# ALPHA MARKETING REPORT



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FASHION BUSINESS  
CLASS4

Coursework submission sheet  
Academic Year 2019/ 2020

Programme	BA Fashion Business Communication & Media 1
Unit	Alpha Marketing
Term	Term 2
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Signature	

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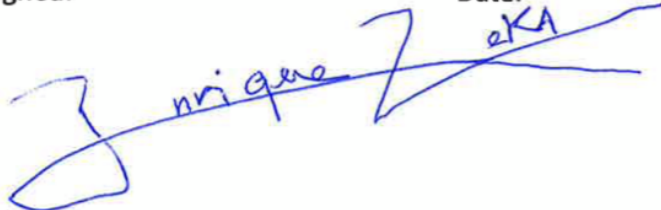
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March 6, 2020





### Executive Summary:

The aim of this report is that to confer a clear understanding of how the brand Versace was established. And thus, the thorough analysis of its current performance, target market and competitors (POP and POD) will be provided. Furthermore, an evaluation of the firm's Macro-environmental factors (PESTEL) in the UK and SWOT analysis will be depicted. Moreover, the Versace's marketing strategy will be interpreted by the use of the 7 Marketing Mix p's (product, price, place, physical evidence, process and people) along with the brand's several promotional factors (above and below the line mix, marketing tools, creative strategy, AIDA + DRIP models, marketing communications and the use of the USP and ESP). Finally, some recommendations will be suggested in order to ameliorate the brand's current marketing performance.

Richard Avedon (1995)



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## Background of the brand:

In 1978 the brand was established under the name of “Gianni Versace” in Milan’s Via della Spiga (Italy). Initially Versace only sold Italian-manufactured ready-to-wear garments along with leather accessories that were uniquely aimed for the female sector. He acted as the Creative Director and designer of the company, while his brother: Santo was entitled as the CEO and his sister Donatella, the Vice-President. Later on, in 1982, the house of Versace started designing the couture and menswear collections. The brand also expanded by diversifying its products. Some of them include: fashion jewellery, home furniture, china, etc. His apparel is often described as sensual and erotic, embracing sexuality, especially with the creation of the sophisticated bondage gear garments. Throughout the 90’s another branch was established: ‘Versus’: for a youthful public. During this decade Versace already was on top of the Italian and international market; designing garments for recognised figures such as Princess Caroline of Monaco. He also was a pioneer for creating the image of the supermodel, with acclaimed names like: Naomi Campbell, Cindy Crawford or Linda Evangelista. Sadly, in 1997, Gianni Versace was assassinated in front of his Miami mansion: Villa Casa Casuarina. It was here when Donatella Versace stepped up, becoming the creative director of the brand until today. By 2000 the brand saw no limits and Versace S.r.l inaugurated “Palazzo Versace”: the first ever hotel to be owned by a luxury goods firm. The second “Palazzo” opened its doors in 2015 in Dubai, and the third one will be located in Macau, China. By 2014 the Blackstone Group (with the agreement of the house of Versace) owned 20% of the brand’s shares. In 2016 Santo left the family business and the Versace Group assigned Mr Jonathan Akeroyd the position as the new CEO. Finally, on September 2018 Capri Holdings Limited purchased 100% of Versace’s shares for \$2.1 billion and became part of this new luxury fashion conglomerate including Michael Kors and Jimmy Choo.



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### Current performance:

Versace's performance during the past recent years has varied in terms of income acquisition. During 2015 – 2016 sales flatlined while profits shrunken; with only a 3.7% increase in profits and a 0.3% respective decline over the following year. However, since the Italian-based firm became a part of Capri Holdings Limited, revenues grew from \$473 million (in 2017) to \$508 million (in 2018), generating a \$38 million surge in just 3 Quarters.

But Versace's future plans have no limits: two new flagship stores were launched on two of the most prolific fashion capitals: London and Paris. Both boutiques are LEED (Leadership in Energy and Environmental Design) approved and were designated the Golden certification. This portrays one of the brand's values towards a sustainable future and their commitment with planet Earth.

Not only this, but the conglomerate announced previously this year that it plans on opening over 100 new stores in a 2-year lifespan. This is due to the fact that the revenue target now doubles down to \$2 billion, displaying the impressive ambition and desire of growth the conglomerate wants the firm to attain.

### Target Market:

Geographically Versace's most popular market consists of the EMEA region: Europe, the Middle East and Africa, followed by Asia Pacific and the Americas.

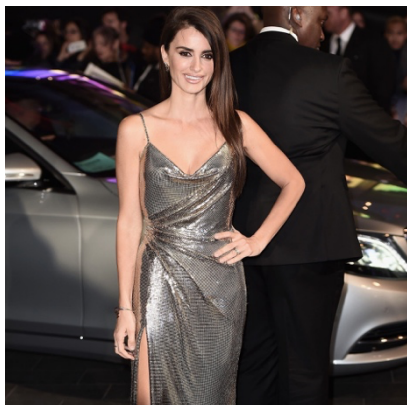
In terms of the group of potential customers the brand wishes to attract this sector could be divided in two different categories:

- 1) **Middle-age, upper class females:** with the 'Baroque' collection: garments that remind to the 17<sup>th</sup> Century era aimed at extravagant yet classic women. The 'bondage-themed' attire: where leather is the protagonist: bringing sensuality and sexual fetishes to life. The "jungle-like" dresses: one of the most iconic and searched collections: light and untamed best describe it. Parallel to all these diverse collections women can also find formalwear: blazers, pencil skirts, blouses, etc, for a more



executive, solemn look as well as the couture collection: for events and special occasions.

2) **Youthful middle-upper class late teenagers/young adults:** with the creation of the line 'Versus' (during the 90's), Versace's complete digitisation and abundant activity on social media, it is clear that the corporation is expanding its target market aiming at a younger audience. Their collections feature colourful prints and patterns, street-style jackets as well as glamorous and austere items of clothing. This smaller public consists of people who are enthusiastic, tender, vigorous, impatient and willing to live a life full of meaningful memories along with a sense of luxury.



## PEN PORTRAIT

- **NAME:** Karla Souza
- **NATIONALITY:** Brazilian
- **AGE:** 42
- **WORK:** Professional dancer
- **STYLE:** Elegant, refined, delicate
- **FAVOURITE BRANDS:** Roberto Cavalli, Dior, Balmain, Loewe
- **SOCIAL:** Attend charity events, Red carpets, Opera
- **FAVOURITE CITIES:** Madrid, Moscow, Paris
- **MAGAZINES:** Harper's Bazaar, Elle, Vogue





**PEN PORTRAIT**

·**NAME:** Antonio de Lorenzo

·**NATIONALITY:** French

·**AGE:** 17

·**WORK:** Full time student / Model / Actor

·**STYLE:** Sophisticated, androgynous, exclusive

·**FAVOURITE BRANDS:** Prada, Gucci, Dolce & Gabbana

·**SOCIAL:** Clubbing, attend film festivals, catwalks...

·**FAVOURITE CITIES:** Milan, Los Angeles, New York

·**MAGAZINES:** Dazed, Love Magazine

**S**  
**Segmentation**

Youthful teenagers / Young adults  
Age 16 – 26  
Parents / Proper income  
Tastes: like luxury, extravagance, opulence. Feel gratification when purchasing premium garments. Are constantly attending events, like to maintain a social status.

**T**  
**Targeting**

Quality worthy, supreme materials, Carefully crafted designs, Personalised attention, Being considered as mature, Enjoy wearing / exposing their unique garments: like being the discrete center of attention.

**P**  
**Positioning**

Some products have a guarantee (e.g: leather goods).  
There's an in-store tailor to mend any imperfections: fix the garment to the client's complexion.  
The staff will treat every customer's age group similarly.  
For some garments the logo / characteristic elements are recognizable.








# COMPETITOR ANALYSIS







## Competitors:

Based on extensive research produced, Versace's three main competitors consist of: Balmain, Dolce & Gabbana and Roberto Cavalli.

	 <b>VERSACE</b>	 <b>BALMAIN</b> PARIS	 <b>D&amp;G</b> <small>DOUCE &amp; GABBANA</small>	<b>roberto cavalli</b>
<b>Heritage</b>	Gianni Versace Milan, Italy 1978	Pierre Balmain Paris, France 1945	Domenico Dolce, Stefano Gabbana Legnano, Italy 1980	Roberto Cavalli St. Tropez, France 1972
<b>Headquarters (HQ)</b>	Milan, Italy	Paris, France	Milan, Italy	Sesto Fiorentino, Italy
<b>Conglomerate group</b>	Capri Holdings	- (Qatari royal family)	-	-
<b>Number of stores</b>	1500-1600	- (unknown)	500-700	60-150
<b>Product range</b>	High fashion, luxury garments (male + female), fine jewellery, accessories, leather goods, bags, footwear, denim, watches, eyewear, fragrances, homeware, hotels.	Haute couture, luxury garments (male + female), accessories, leather goods, footwear, beauty products and accessories: Balmain Hair Couture, extensions...	Luxury garments (male + female), fashion jewellery, watches, accessories, leather goods, bags, eyewear, footwear, beauty: fragrances.	Luxury garments (male + female), fashion jewellery, accessories, leather goods, bags, footwear, homeware, home wallpapers.
<b>Best sellers</b>	Baroque bathrobe 	Double-breasted jacket 	Rose print skirt 	Snake-print gown 



<b>Price Range</b>	\$140 - \$12,000 (not including homewear)	\$120 - \$9,000	\$180 - \$5,000	\$150 - \$4,000
<b>Digital Presence</b>				
<b>Sustainability</b>	Full-on engaged: Sustainable boutiques, fur-free, disclosure of supply chain, use of renewable energy, employee sustainability training program...	Accessories: collaboration with carbon neutral brand: 'Diamond Foundry'.	Lack of transparency, no cooperation with external organizations.	Collaboration with 'Treedom': Roberto Cavalli forest in Kenya.

POD + POP:

# POD & POP



**VERSACE**

### POD of Versace

- Italian
- Kids wear
- Can only produce high fashion garments (Italian Atelier).
- Gianni's legacy has always been continued since his death: same aesthetic through time.
- Belongs to the conglomerate: Capri Holdings.

### POP of Versace and Balmain

- Both of the brand's creators are dead.
- Largest Market consists of the EMEA region (predominantly Europe).
- Womenswear
- Menswear
- Specialised in leather goods: especially in footwear.
- Mixed demographic and psychographic segmentation



**BALMAIN**  
PARIS

### POD of Balmain

- French
- Cosmetics: Balmain Hair Couture
- Can design Haute-Couture (Parisian Atelier).
- Balmain's aesthetic has drastically evolved and transitioned over time.
- Independent firm, owned by Qatari royal family.





## VERSACE

### POD of Versace

- Aimed at a younger target market with its line: 'Versus'.
- Focus especially on the European market
- Has always consisted of one main designer.
- Mythological style: the medusa; goes beyond than the Italian culture.
- Homeware
- Hotels

### POP of Versace and D&G

- Both Italian, contemporary in time (2-year difference).
- Established in the same city: Milan.
- Regular ad campaigns: above + below the line.
- Generally: excessive ornamentation within their garments.
- Can only produce high fashion, not Haute-Couture (Italian Ateliers).



### POD of D&G

- Aimed at an older target audience.
- Largest market: Asia Pacific.
- Duo set of designers until 2015.
- Dolce Vita, southern Italian lifestyle, Byzantine Empire inspiration...



## VERSACE

### POD of Versace

- Extravagant styles within their collections
- Versace has hotels (worldwide).
- Stationary products
- Frequent collaboration with popular figures.
- More juvenile styles in their apparel.

### POP of Versace and Cavalli

- Both Italian (however, established on different regions).
- Mediterranean influences: the beach.
- Both have collaborated with H&M.
- Great patterns and prints in their fabrics.
- Homeware.
- Both have denim collections.
- Both use the figure of the snake for different purposes.

## roberto cavalli

### POD of Cavalli

- Classical taste to the garments
- Roberto Cavalli has nightclubs (around Italy).
- Focused in fashion
- Discreet & reduced collaborations with public figures.
- Aimed at middle-aged to older people (adults).





MACRO

ENVIRONMENTAL

FACTORS

Versace (2014)



# PESTLE:

POLITICAL	ECONOMICAL	SOCIOCULTURAL
<ul style="list-style-type: none"> <li>· Macro-environmental factors are external and uncontrollable. The firm will have to adapt to these changes. (Lipsey, R., Chrystal, A. 2015)</li> <li>· Brexit: this huge international issue will bring several downsides to the brand:               <ol style="list-style-type: none"> <li>1) Versace will undergo higher payment of taxes when exporting its products to the United Kingdom.</li> <li>2) The import duties value will also increase on the luxury goods.</li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>· When exporting its goods from Italy to the UK, the firm's English retail and flagship stores will experience a decrease in revenues.</li> <li>· This is occasioned by the high export taxes and strong custom duties.</li> <li>· With the acquisition of the conglomerate Capri Holdings, the enterprise expects a target revenue of \$2 billion. Without a doubt the increase in the export taxes will lower this digit by tens-or even- hundred thousands of dollars. (Sanderson, R. 2015)</li> </ul>	<ul style="list-style-type: none"> <li>· Products will become so expensive that there will be less input of goods in the country.</li> <li>· As a consequence, there will be less product diversity for the consumer who wants to buy luxury garments designed and produced abroad.</li> <li>· Ad Campaigns are constantly present: both conventionally and digitally; especially empowering female sensuality. Faces associated to the brand consist of: Naomi Campbell, Elizabeth Hurley, or even Lewis Hamilton (all originally from Britain).</li> </ul>

TECHNOLOGICAL	ENVIRONMENTAL	LEGAL
<ul style="list-style-type: none"> <li>· During the past decade, Versace (along with Burberry) has been on top of the line when it comes to the digitalization of the brand. It is true that both strategies have been completely different, but the Italian firm was one of the first ones to adapt its digital market.</li> <li>· Its e-commerce is now worldwide, including the EMEA region, Asia Pacific, and the Americas. (Versace.com, 2018)</li> </ul>	<ul style="list-style-type: none"> <li>· Versace has recently opened a new flagship store in London: (179-180 Sloane St, Belgravia, London SW1X9QP).</li> <li>· This new store uses green renewable energy to power its electrical supply. It is also LEED approved with the golden certificate (as explained previously). This is one of the main initiatives implemented by Versace, along with a sustainability training program to bet for an ecofriendly future.</li> </ul>	<ul style="list-style-type: none"> <li>· Following UK's international trade terms and conditions, the label is obliged to declare:               <ol style="list-style-type: none"> <li>1) What leather is being used,</li> <li>2) Where it's issued from,</li> <li>3) Where has it been created.</li> </ol>               (Supply of leather goods).             </li> <li>· This exposes some of the business's supply chain that Versace made completely public in 2018: enabling full transparency from the firm. (Kemp, L. 2017)</li> </ul>



# SWOT ANALYSIS

## INTERNAL TO THE BRAND

### STRENGTHS

- **Logo:** Versace has a clear and recognizable logo not only national, but internationally. Originally, Gianni Versace chose the figure of medusa (a mythological creature that dates back to Ancient Greek mythology because she left anyone that saw her petrified. Gianni wanted people to feel the same way with his designs: that's why it has a deeper transcendence.
- **Celebrity exposure:** Ever since the brand was established, it has been collaborating with numerous popular figures such as belated Lady Diana, Madonna or most recently Jennifer Lopez. By choosing this strategy, Versace definitely captivates a larger audience (usually people who follow these celebrities) and as a consequence, receives a higher exposure with views, shares (online) or even increase in revenue. (Vogue.com, 2016)
- **Brand's values:** All of which are found in their website under a different section: 'About the brand'. In it, customers can browse and look at the current environmental measures that are being made, the external relations and the accounting information (reflecting the transparency Versace always praise about). (Versace.com, 2018)

## INTERNAL TO THE BRAND

### WEAKNESSES

- **In-store interaction:** Even though Versace is stepping up the game with its brand-new sustainable stores, it is true that the brand hasn't developed its in-store interaction. Nowadays it's all about the customer experience and the technological advances that make a store remarkable and unique. Versace should incorporate further tech advances such as: AR (Augmented Reality), VR (Virtual Reality) or XR (Extended Reality).
- **Atelier:** One of the greatest downsides the firm has is the fact that its Atelier is established in Milan since 1992. This means that the company can't produce what we call 'Haute-Couture' garments. The Atelier must be established in Paris and have over 70 collections per season. Nevertheless, the high fashion produced in Milan's Atelier is of exquisite taste and incredible manufacture. (Versace.com, 2017)
- **New trends:** As Versace has a well-known and everlasting aesthetic, it may be a challenge for the brand to adapt to new trends. Some of them are created and launched to market by the proper brand (e.g: Jungle collection, Baroque collection...) and are timeless and constantly recognised. (Vogue.com, 2017)



## EXTERNAL TO THE BRAND

### OPPORTUNITIES

- **Conglomerate:** Versace is no longer an independent Italian-family owned brand. Since its purchase from Capri Holdings (and addition to the Michael Kors group) the enterprise's future revenue prospects predict large sources of revenue: opportunity for expansion. (Capriholdings.com, 2019)
- **Collaborations with other firms:** But not only the firm collaborates with popular figures. Back in 2011, fast-fashion brand. H&M joined with Versace to create an economic and extravagant collection, acquirable by a larger audience. This gave the label a chance to divulge its newly created designs that sold out in matter of hours. (Arthurs, D. 2011)
- **Diversification of brand:** When it comes to the hotel industry Versace is also on the matrix. It's reaching broad economical global expansion. The latest Palazzo Versace hotel opened in 2015 in Dubai (UAE), with the future plan to open in Macau (China) soon. Another powerful opportunity is Versace's growth in emerging economies; not physically, but through its e-commerce network. (Versace.com)

## EXTERNAL TO THE BRAND

### THREATS

- **Competitors:** Without a doubt all firms that are venturing into the global market will have a solid base of competitors. As analysed previously, Versace's top competitors consist of: Balmain, Dolce and Gabbana and Roberto Cavalli. This might lead on customer-switching behaviour, not beneficial for the business.
- **Fake items:** Plenty of Versace's collections are illegally being plagiarised by other designers to then sell these 'exact copies' at a much cheaper price. This damages the brand's façade and identity. It may make it look cheap and gaudy, not luxurious. (Karmali, Sarah, 2013)
- **Overall Magnitude:** The Michael Kors group has been created very recently. Following the Survey created, almost 70% of the respondents didn't know Versace belonged to Capri Holding. Only 19% answered correctly. This is because the conglomerate is extremely current. Other names like the Kering or LVMH group may appear as powerful and dominant, leaving the recent Michael Kors cooperation as a minor conglomerate. (Capriholdings.com, 2019) (Survey)





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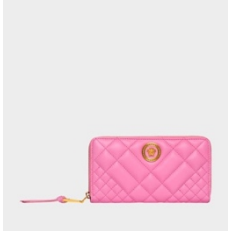


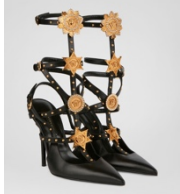

Versace (2020)




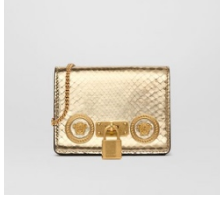
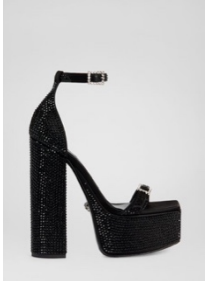








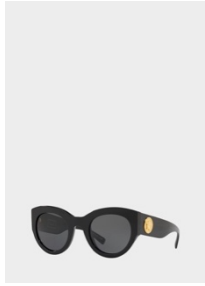
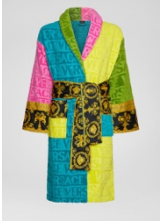



# PRODUCT

When it comes to products, Versace truly represents the existing heterogeneity between all of its categories, for both: the masculine and the feminine audience. The following table will represent some of the multiple goods the Italian firm manufactures following their web division criteria: clothing, bags, shoes and finally accessories.

## WOMENSWEAR


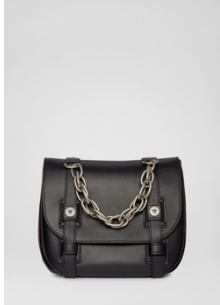
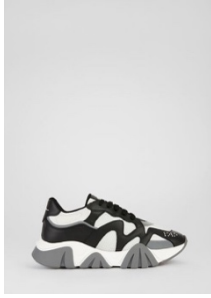









CLOTHING	BAGS	SHOES	ACCESSORIES
<p>Jungle-print dress</p> 	<p>Jungle embroidered Virtus bag</p> 	<p>Squalo Knit sneakers</p> 	<p>Squared Buckle Waist Belt</p> 
<p>Heritage Neckline Satin Blazer</p> 	<p>Virtus Tote bag</p> 	<p>Chain Reaction sneakers</p> 	<p>Quilted Leather Wallet</p> 
<p>Barroco skirt</p> 	<p>Icon Western shoulder bag</p> 	<p>Western pumps</p> 	<p>Crystal GV necklace</p> 





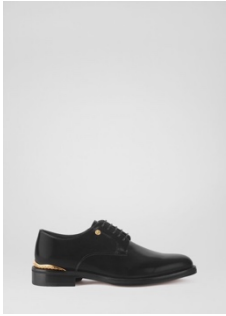













<p>Studded denim Jacket</p> 	<p>Gold Mini Icon, Metallic Python Shoulder bag</p> 	<p>Embellished platform sandals</p> 	<p>Red Medusa Lock Icon Watch</p> 
<p>Greca cotton pants</p> 	<p>Jungle print Tote bag</p> 	<p>Safety Pin Flats</p> 	<p>Desert night print Silk scarf</p> 
<p>Crystal embellished bralette</p> 	<p>Medusa Bag</p> 	<p>Medusa Western Ankle boots</p> 	<p>Versace Tribute Sunglasses</p> 
<p>Multicolour baroque bathrobe</p> 	<p>Small Virtus Backpack</p> 	<p>Studded Ankle boots</p> 	<p>Atelier Versace Jasmin au Soleil</p> 



## MENSWEAR

CLOTHING	BAGS	SHOES	ACCESORIES
<p style="text-align: center;">Greca embroidered Blazer</p> 	<p style="text-align: center;">Biker satchel bag</p> 	<p style="text-align: center;">Squalo Sneakers</p> 	<p style="text-align: center;">Medusa Fender buckle belt</p> 
<p style="text-align: center;">Transparent Jersey Shirt</p> 	<p style="text-align: center;">Safety Pin Tote Bag</p> 	<p style="text-align: center;">Baroque Homme Squalo Sneakers</p> 	<p style="text-align: center;">Embossed Greca Argyle card holder</p> 
<p style="text-align: center;">Caravaggio Print denim shirt</p> 	<p style="text-align: center;">Safety Pin Cross Body Bag</p> 	<p style="text-align: center;">Chain Reaction 2 Sneakers</p> 	<p style="text-align: center;">GV Greca bangle bracelet</p> 

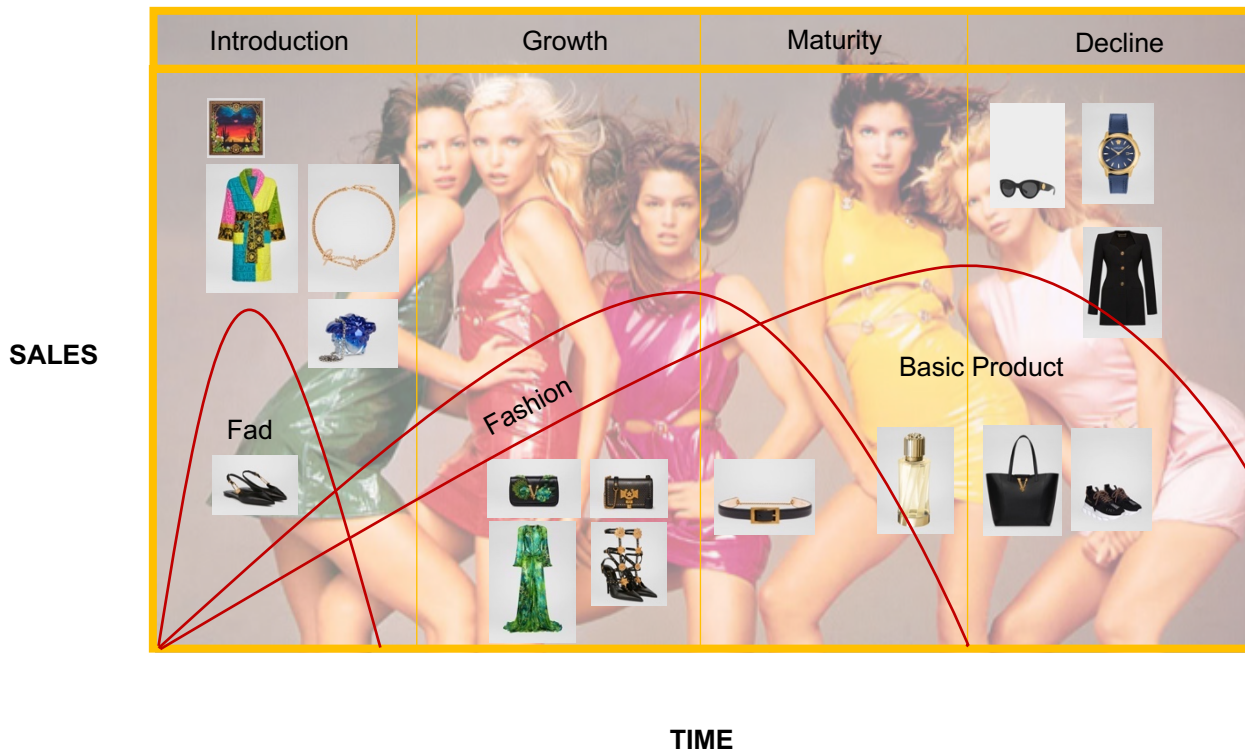


<p>Versace Compilation Trousers</p> 	<p>Barocco Pattern leather Plazzo backpack</p> 	<p>Hiperion Lace up Shoes</p> 	<p>Engraved Greek Key Ring</p> 
<p>Wild Baroque print Swim Shorts</p> 	<p>Barocco Rodeo Patch Leather bagpack</p> 	<p>Medusa cHain Leather Loafers</p> 	<p>Navy V Urban watch</p> 
<p>Greca border trunks</p> 	<p>Biker Mini Bag</p> 	<p>,Medusa Head Velvet Slippers</p> 	<p>White Squared Medusa Medallion</p> 
<p>Embroidered logo Baroque Bathrobe</p> 	<p>Medusa Leather Belt Bag</p> 	<p>Gold-tone GV Signature Slides</p> 	<p>Atelier Versace Santal Boisé</p> 

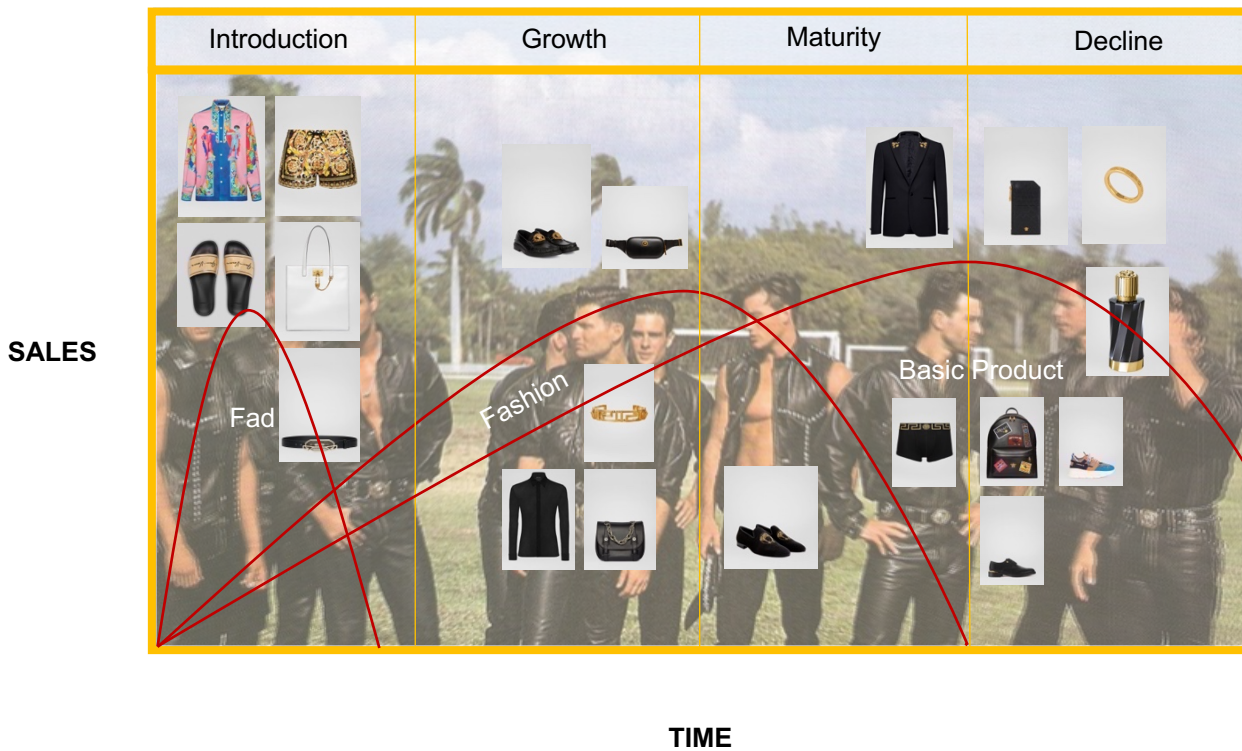


# FAD, FASHION & BASIC PRODUCT LIFECYCLE

## WOMENSWEAR



## MENSWEAR



Versace has a broad spectrum of products both for the male and female audience. The firm tries to be inclusive with the customer's tastes: from prints, and colours, to jewellery and materials, etc.

It's interesting how the 'Fad' category consists of colourful, gaudy, shiny and flashy products, maybe less appealing for prospective consumers. The 'Fashion' category is made up by products whose trend has continued over the time, but is predictable that it won't charm people's interests forever. Finally, the 'Basic Product' section is formed by garments that are and will be of social tradition among the wealthy citizens. It will never (or hardly) vanish.

## PRICE

The following pyramid portrays Versace's various price ranges according to the product purchased by the consumer:



Products reaching the peak of the pyramid are also important: their price elevates due to embroidered or embellished hand-made retouches. As a consequence, mass manufactured apparel will be cheaper and therefore, reach a larger audience.

## PLACE

As mentioned previously, Versace has over 1500 points of sale (POS) worldwide (including wholesale retailers) and will plan to open 200 more, over the next few years (Financial Times, 2019). As its main audience consists of the EMEA regions, most stores are found on European territory. All of its stores follow a similar aesthetic: white, black and brown marble, as well as gold furniture and occasionally floor mosaics. This positions the brand on a very high status in comparison to its market competitors. The availability of products will be higher and consumer reach will surpass expectations.



Versace Belgravia Flagship Store (2020)



Versace Belgravia Flagship Store (2020)



Versace Belgravia Flagship Store (2020)

In order to attract 'buzz', twice a year the brand hosts two Trunk shows, exclusive for just V.I.P guests and buyers. This gives the label an element of exclusivity not reachable by everyone: a sense of discredited distinction and unaccomplished desire will be created on an unfortunate crowd.

Not only this, but Versace's various hotels also host numerous venues introducing new and popular talents to the world. The band will then be highly recognised by the attendees and social media's shares will credit Palazzo Versace for the vent/venue.





Besides stores, Versace also sells and promotes its products via Fashion Week: a period of time where hustle and bustle is purely active. The hype between the brand and the consumer is created via Influencers, Paparazzi, Celebs attending the shows, etc.

## PHYSICAL EVIDENCE

The physical evidence has a strong connection with the store, as it refers to everything the customer sees when interacting with the business. Versace's overall environment is reserved, luxurious. The first thing a client notices is the smell: luscious and refreshing. Its Italian autochthonous materials remind the consumer of its origin: Calabria (Southern Italy). The powerful lights make the garments shine and stand out from the neutral white walls. Decoration is austere, contradicting the overloaded aesthetic of some of the collections the firm designed: simplicity is the key factor. Furniture is sleek, modern and up to date, including plenty of golden metallics and glass structures for a supreme feeling of luxury. In some determined stores iconic pieces could be found as well as numerous Versace Home items such as succulent vases or exotic carpets. The staff wear all-black outfits, to camouflage with the ambience and are always keen in helping out the buyers.

When purchasing a product, the member of staff that kindly attended the shopper will lead him/her to the cashier point where the item will be folded, wrapped in protective paper and perfectly placed inside a thick black cardboard bag. Versace's shiny golden logo will stand out and ribbon will be entwined for safeguarding and completing the package.

The overall experience should be pleasant and enriching for the client. This way a touch of brand loyalty will hopefully surpass the purchaser's carapace.



# PROCESS

Process is all about convenience and delivering the products to the consumer in an efficient way.

For the Italian retailer the complete process from an item arriving to the customer's hands is highly effective.

Depending on the country the consumer is purchasing the product from, Versace assures that it will arrive between 3-5 business day. It partners up with 3<sup>rd</sup> party deliver enterprises such as UPS, or FedEx to ensure the package arrives on time. Looking at some of the product's reviews: "It arrived on time and in perfect condition, Thank You". There is a global feeling of consumer satisfaction and fulfillment, beneficial for the firm.

Unluckily, Versace does not offer same day deliveries from its main website, but other online retailers such as NET-A-PORTER is: "leading the industry when it comes to same day deliveries" (Business of Fashion).

Another crucial point is the fact that Versace offers certain customization for some of their garment collections. Buyers can embroider their initials on the bath robes, homeware dinner service collections can be customized with prints and patterns and gowns, suits and jackets can be fixed and tailored to perfectly match the client's physical anatomy.

# PEOPLE

People pay a huge role with customer satisfaction. It all boils down to the experience the buyer encounters with the brand.

Regarding the people who make the brand unique it is clear that Donatella Versace is the main image for Versace's facade. She has always stayed true to the brand and its customers. She is often described as "remarkable" and "charming" woman, who has remained powerful enough to shore up a



multinational brand just after her brother's death. Some people describe her as a "role model"

Moving on to employee welfare: since 2016, when an article (in the newspaper: The 'Independent') saw the light of the day all of Versace's workers have to undergo a process of training not only in sustainability, but also working ethics. The article describes a previous retail employee who notice managers used 'code-words' to pick on other colleagues and potential customers. Soon, measures were taken and the luxury firm made changes in its recruitment program.

Nowadays, there barely are any complaints issued at the brand and workers describe their experience as: "challenging", "exciting" and "great environment" (Indeed.com).

Finally, in regards to the customer-worker experience the employee does everything that's in his hands to help and guide the client.



# PROMOTION



Versace (2020)



# ABOVE/BELOW THE LINE MIX

When it comes to Versace's promotion, the brand doesn't hesitate in including both sectors: a low-tech, basic, traditional medium and another one where the consumer and the brand both have the control.

## ABOVE THE LINE MIX

### Billboards



Los Angeles, CA (2018)



Los Angeles, CA (2018)



New York, NY (2017)

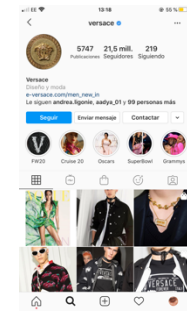
### Bus wraps



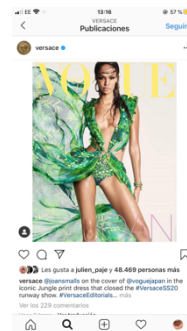
London, UK (2017)

## BELOW THE LINE MIX

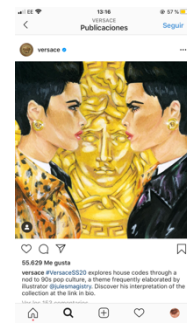
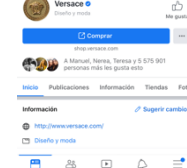
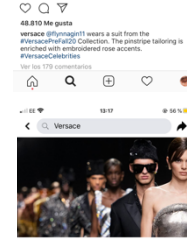
### Social Media



Instagram:  
largest  
target  
market:  
21.5 M  
followers.

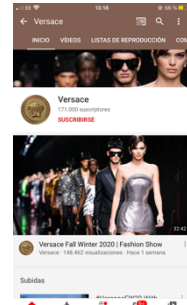


Portray:  
-Items  
purchasable  
-Press  
Releases,  
-Conceptual  
Art,  
-Celebs  
wearing the  
brand:  
greater  
exposure.



Facebook: similar  
content as  
Instagram, less  
reachable (lower  
followers).

YouTube:  
exposure of all  
Fashion Shows,  
Behind the  
Scenes,  
Interviews with  
Donatella, Models,  
etc.



# MARKETING TOOLS

## · ADVERTISING

· There's no doubt that Versace is a great fan and very prone for using advertising in order to promote its products and to build a great recognition for the brand. It uses both methods: above and below the line advertising in order to reach a greater audience, national and internationally.

## · PUBLIC RELATIONS

· Each brand has a PR section that empowers the firm to reach greater mediums of promotion such as: Press Releases, articles, interviews, etc. Donatella Versace acts as the head of PR while being the co-creative director. She is often interviewed and gets to express herself and her love and devotion for the brand to create a kind of awareness in the public.

## · CELEBRITY ENDORSEMENT

· It makes the audience feel closer to the brand, to desire it, to resemble the celebrity. Fashion firms use it to personify its brand. They will end up influencing the audience that is at the same time being influenced by the celebrity. We see this especially on the Red Carpets with figures such as: Penelope Cruz, Bruno Mars...

## · PRODUCT PLACEMENT

· To find a suitable establishment (mostly digitally: film, ads, series...) in order to increase sales. This will hopefully make the customers buy these products unconsciously. In a way, it indirectly retains loyal customers, raises awareness and increases the use of the item. A recent example is Super bowl's 2020 Halftime show, where JLo and all of her dancers were dressed in Versace gowns.

## · CATWALK + TRDE SHOWS

· Adds a sense of exclusivity and hard work as well as exposing the brand's garments to an exclusive public. Social media platforms help create a 'hype' among the followers. Last Catwalk show was the A/W 2020 show.



· SALES PROMOTION

· In order to get rid of stock: the elements that are more prone to sale are positioned on the eye-level shelves, this will capture the consumer's attention more easily. Increasing the use of products is the primordial element of it: that's why the company has several outlets, reaching a larger audience.

· WEBSITES + ECOMMERCE

· Provides information and sells products to reach an international audience. The products are portrayed in an effective way: on its own and on the model, so that it can appeal directly to buyers.

· SOCIAL MEDIA

· Popularizing the brand to all kinds of audiences: probably a more youthful one. Create content, understand the analytics behind it, gain followers, potential customers, become more popular. Versace is active on Instagram, Facebook, Twitter and YouTube.

· DIRECT MARKETING

· The customer has the opportunity of signing into Versace's 'Newsletter' in order to be prioritized when a new collection is launched. Clients who sign in also have the privilege of watching a full HD livestream of all of Versace's fashion shows. The brand claims: "It's a way of including the consumer in the shows".

· PERSONAL SELLING

It normally consists of a B2C approach. If the customer is loyal and recognized, a manager contact will be provided to keep in touch if: new items come in, a garment that was out of stock arrives, or if they need to fix and tailor an item for the client.



# SS 2020 CAMPAIGN





# THE CREATIVE STRATEGY

## · ATTENTION

In order to reach a larger audience and help the consumer to become interested in the brand, Versace is keen on doing Advertising.

A thorough analysis has been done and its new Spring /Summer 2020 Ad campaign focuses on the jungle and digital world.

It may sound like a juxtaposition, but the mixture of both elements captivates the audience and want them to further explore this new collection.

## · INTEREST

In order to engage with the consumer and make him/her learn if the brand fits with their lifestyles, Versace uses the 'product placement' strategy. Recently seen at the 2020 Super Bowl halftime show, all of JLo's backup dancers (male and female) wore a 'all Versace' outfits.

The brand worked extremely hard to reach the deadline and ended up being a success: millions of online views and shares gave the firm great exposure.

A I  
D A

## · DESIRE

At this stage the customer would like to:

- 1) Feel similar to the model wearing the garment; sexy, mysterious, enigmatic, empowered...
- 2) Feel the urge to go and try / order any item that is being exposed.

Social media is key at this stage as (most probable), the customer will search for Versace's website or social media and will full on engage with the brand. During this process the potential buyer will discover more apparel of interest.

## · ACTION

In this final process the business has to make everything that is possible to make the potential client acquire a product.

Versace's social media, especially its Instagram is full of the new collection's items and a direct link to shop the product is available.

This makes the whole experience of buying much easier for both: the firm and the customer. Most of the brand's campaign incite the consumer to 'click' and 'find more'.

## · DIFFERENTIATE

When it comes to product differentiation, Versace conceives its exclusivity in its Advertisements. With the inclusion of celebrities in them, the company prides itself of not being like the others: they have the capital, the links and the trust to include popular figures not only in the catwalks but also in their campaigns. Some of the people include: Jenifer Lopez, Kendal Jenner, Gigi Hadid or Bruno Mars. It's obvious that a lot of them are recent supermodels, but the brand is prone to hire pop stars and singers: very acclaimed by the public. Bruno Mars created back in 2017 a song named 'Versace on the floor' and Jenifer Lopez constantly promotes the brand.

## · REINFORCE

By taking advantage of the singer's collaborations, Versace can remind the public what the brand is all about. With the inclusion of Jenifer Lopez on the new campaign, exoticism hijacks the meaning for the sensual and the sublime, reminding that these attributes are always present in the brand's DNA. The comeback of the 'jungle' collection reminds the audience of the 2001 iconic moment that left everyone standing on that red carpet in a state of excitement and confusion. The comeback was done in the Spring/Summer 2020 and then on its campaign including male and female models.

D R  
I P

## · INFORM

How to inform the audience and make the people aware of the brand? The signature jungle collection is the main focus for this year. Everyone will remember and link these prints and patterns to Versace and no other brand (links to differentiation). But it will also inform the public about the original narrative: it consists of a cyclic evolution, one that goes and comes back, returns. Probably Versace wants to make clear their garments are timeless and have a history over time, they're not vain and tedious.

## · PERSUADE

Persuasion is a game of attracting clients. It all boils down to being able to seduce an audience and captivate all their senses. When displaying the garments, the atmosphere is mystical. All of the lights point to the subject: the model in this case Jenifer Lopez. It is here where the consumer could appeal to the items that are being exposed, surrounded by a scenario of eroticism and digital fantasy. The customer will further engage and explore what is it that is being conveyed. They will 'click' and enter to the website.

# MARKETING

## COMMUNICATIONS 3 P's

PUSH	PULL	PROFILE
<p>The product is promoted to retailers/distributors to force it into the channel and reach the consumers. It consists of a B2B type of communication that happens 'behind the scenes' and involves an element of personal selling.</p> <p>The display of the garments and products Versace offers is crucial in all of its stores: flagship, wholesale or even outlets. That's why the brand has a visual merchandiser for each one of them who combines items to make them look perfectly in place and sophisticated. By watching a special and unique window display potential customers will be attracted and they'll most probable step into the store to see what it can offer.</p> <p>Additionally, Versace's website is carefully crafted to have a sleek and elegant touch.</p>	<p>Marketing is used and directed to the customer in the forms of advertising and promotions. Its aim is to build up a demand of goods before they come into the market. B2C communication that starts at the product design phase.</p> <p>For their perfume and fragrance collections, Versace offers each customer a free sample if they show an interest on the product. This will ensure that the consumer gets just a 'taste' of a reality that could be reachable and probably return to the store to buy the fragrance.</p> <p>With the vast press releases the fashion firm accepts, potential consumers are educated about the materials and process of manufacture of certain garments: majorly wore by celebrities.</p>	<p>The profile's main objective is to build up awareness, attitude, perception and reputation for the firm. This is done in order to help both: the push and the pull strategies as it will excite consumers and retailers that are alike.</p> <p>Donatella Versace has been the face of the brand since the death of her brother Gianni (the creator). She is a huge enthusiast of interviews and always portrays a charismatic and charming behavior. When being asked about the brand, the audience always learns more about its narrative. Everything she transmits is also visible in the brand's DNA: not only the manufacture of garments, but in social media, ad campaign, etc. It's a time consuming process that unites the retailer and the consumer by media platforms.</p>



<p style="text-align: center;"><b>USP</b> (Unique Selling Point)</p>	<p style="text-align: center;"><b>ESP</b> (Emotional Selling Point)</p>
<p>Versace's leather is unique and exclusively made, produced and labored in Italy. All of its confections are 100% Italian. This offers international clients a taste of what Italian luxury really is like.</p> <p>The 'jungle' collection is one of Versace's signature lines. This print will always be attributed to the brand and to its façade: a mixture of glamour and exclusivity. This also happens with the 'baroque' collection. Both prints and patterns represent the originality of the whole team of creative workers that make Versace stand out and so unique: special, extravagant.</p> <p>Finally, the figure of the medusa (coming from Roman mythology) is a pivotal aspect of the firm's exoticism. Some of their garments mirror the Roman and Greek gods and goddesses of the time, something not achievable by everyone.</p>	<p>Versace has a clear strategy, it not only wants the consumer to purchase an item but it also desires to appeal to large segment and sell a living an experience when wearing the brand. This is why most recently Jenifer Lopez is the face of the brand: a singer, songwriter, artist, performer, model... but above all: a mother.</p> <p>Not only this but with Bruno Mars 'Versace on the floor' song it depicted a loving and sensual relation that gave the brand huge exposure.</p> <p>By sharing its heritage and its passion for the Italian culture the consumer is also stepping into the brand's origins. With the Spring / Summer 2018 collection, the audience was left petrified when out of a sudden 80's top models such as: Cindy Crawford, Claudia Schiffer, or Linda Evangelista were wearing Gianni's signature dress along with Donatella and a voice repeating: "Gianni, this is for you".</p> <p>Without a doubt all of these initiatives create a strong bond with the consumer and will end up feeling empathy, empowerment and fascination.</p>





# RECCOMENDATIONS & CONCLUSIONS

Versace (2015)



# RECOMMENDATIONS

With the never-ending change the world is undergoing at a constant rate, it is crucial to keep up with the novel themes that are being treated, such as:

## 1) Technological advances

It's admirable that most of Versace's stores use green energy to function, however it is true that their tech advances are tedious and non-evolving. The brand should take into consideration several factors like: AR and VR within their store's perimeter. Competitors are already on track regarding the use of these kinds of reality: Burberry has an AR filter anyone could use in-store with their personal mobile devices. Others like Charlotte Tilbury take advantage of VR and depict it in its 'magic mirror' where customers could try on makeup virtually before purchasing it.

## 2) Encourage above-the-line marketing

Versace focuses its Ad campaigns majorly on social media platforms. Very few billboards and banners can be seen internationally. One aspect that is crucial is recognition; not only on social media, but rather on a more 'sporadic' and natural situation. By creating more street billboards (like Saint Laurent or Burberry does), the fashion firm would be recognized and appreciated more often by the public.

# CONCLUSION

By conceiving this thorough analysis of the brand Versace, it is a reality to state that its marketing performance is sublime; combining several complex approaches and strategies that make this brand so unique. Without a doubt the business has huge ambitions and future prospects that will definitely be accomplished if their trajectory and efficiency continue at this steady rate.





Versace (2015)



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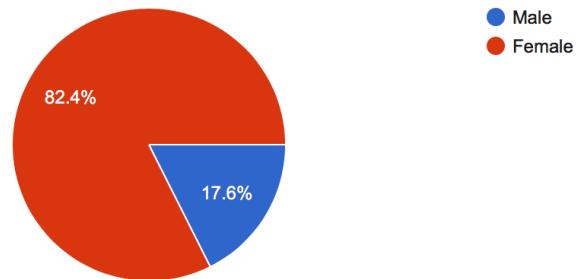
- (2019) *Dolce & Gabbana logo*. Dolce & Gabbana. [Online image] [Accessed on 20<sup>th</sup> February 2020] [https://netrinoimages.s3.eu-west-2.amazonaws.com/2016/12/18/431639/150695/dolce\\_gabbana\\_logo\\_3d\\_model\\_c4d\\_max\\_obj\\_fbx\\_ma\\_lwo\\_3ds\\_3dm\\_stl\\_1713555\\_o.jpg](https://netrinoimages.s3.eu-west-2.amazonaws.com/2016/12/18/431639/150695/dolce_gabbana_logo_3d_model_c4d_max_obj_fbx_ma_lwo_3ds_3dm_stl_1713555_o.jpg)
- (2019) *Roberto Cavalli logo*. Roberto Cavalli. [Online image] [Accessed on 20<sup>th</sup> February 2020] [https://4vector.com/i/free-vector-roberto-cavalli\\_042585\\_roberto-cavalli.png](https://4vector.com/i/free-vector-roberto-cavalli_042585_roberto-cavalli.png)
- (2018) *Versace Baroque collection bathrobe*. Versace. [Online image] [Accessed on 20<sup>th</sup> February 2020] [https://www.versace.com/dw/image/v2/ABAO\\_PRD/on/demandware.static/-/Sites-ver-master-catalog/default/dw0d661440/original/90\\_ZACJ00008-ZCOSP052\\_Z4800\\_20\\_IBaroqueBathrobe-Bathrobes-versace-online-store\\_6\\_3.jpg?sw=1440&sh=2000&sm=fit&sfrm=jpg](https://www.versace.com/dw/image/v2/ABAO_PRD/on/demandware.static/-/Sites-ver-master-catalog/default/dw0d661440/original/90_ZACJ00008-ZCOSP052_Z4800_20_IBaroqueBathrobe-Bathrobes-versace-online-store_6_3.jpg?sw=1440&sh=2000&sm=fit&sfrm=jpg)
- (2018) *Balmain leather jacket*. Balmain. [Online image] [Accessed on 20<sup>th</sup> February 2020] [https://cdn-images.farfetch-contents.com/13/68/70/57/13687057\\_18695470\\_1000.jpg](https://cdn-images.farfetch-contents.com/13/68/70/57/13687057_18695470_1000.jpg)
- (2018) *Dolce & Gabbana skirt*. Dolce & Gabbana. [Online image] [Accessed on 20<sup>th</sup> February 2020] <http://www.escueladeamorrissa.com/images/product/0400095952085.jpg>
- (2018) *Roberto Cavalli dress*. Roberto Cavalli. [Online image] [Accessed on 20<sup>th</sup> February 2020] <https://www.theoutnet.com/variants/images/8378037991232282/F/w920.jpg>
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- (2020) *Jenifer Lopez posing in digital background for the SS 2020 Versace Campaign*. Mert Alas & Marcus Piggott. [Online image] [Accessed on 20<sup>th</sup> February 2020] <https://www.anneofcarversville.com/fashion/2020/1/12/versace-sp-2020-j-lo-mert-marcus>
- (1982) *Acclaimed top models posing for Versace campaign*. Versace. [Online image] [Accessed on 20<sup>th</sup> February 2020] <https://static.messynessychic.com/wp-content/uploads/2013/02/versace3.jpg>
- (1985) *Group of men photographed in leather garments for Versace campaign*. Versace. [Online image] [Accessed on 20<sup>th</sup> February 2020] <https://dazedimg-dazedgroup.netdna-ssl.com/724/azure/dazed-prod/1130/0/1130165.jpg>
- (2019) *Versace Medusa icon*. Versace. [Online image] [Accessed on 20<sup>th</sup> February 2020] <https://www.uihere.com/free-cliparts/versace-logo-fashion-brand-clip-art-others-7645474>
- (2014) *Madonna photographed for Versace's 2014 ad campaign*. Mert Alas & Marcus Piggott. [Online image] [Accessed on 20<sup>th</sup> February 2020] <https://kayneandabel.files.wordpress.com/2014/12/madonna-by-mert-alas-marcus-piggott-for-versace-spring-summer-2015-1.jpg>
- (2014) *Madonna photographed in b&w image for Versace's 2014 Ad campaign*. Mert Alas & Marcus Piggott. [Online image] [Accessed on 20<sup>th</sup> February 2020] <https://kayneandabel.files.wordpress.com/2014/12/madonna-by-mert-alas-marcus-piggott-for-versace-spring-summer-2015-2.jpg>



## Appendix:

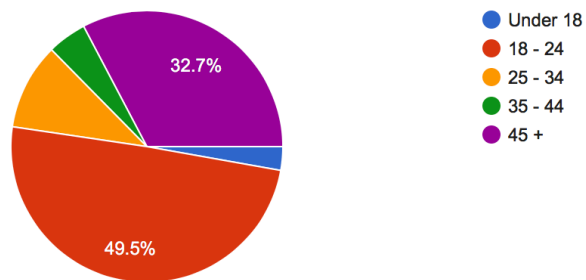
Are you:

108 responses



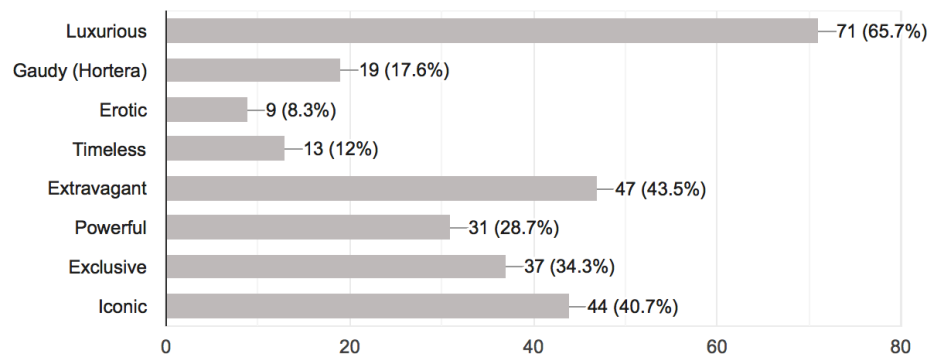
What age group do you belong to?

107 responses



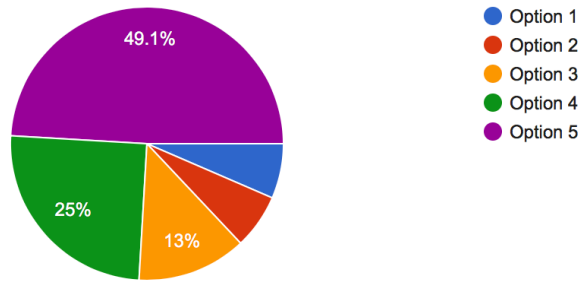
Which words best describe Versace as a brand? Tick all that apply

108 responses



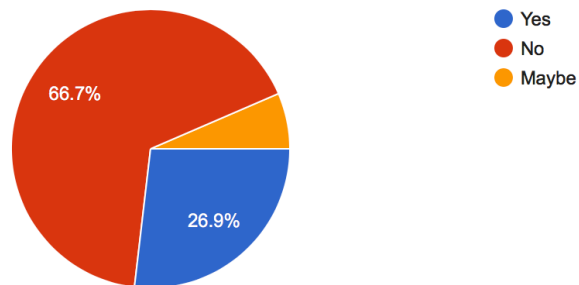
What logo seems more appealing to you?

108 responses



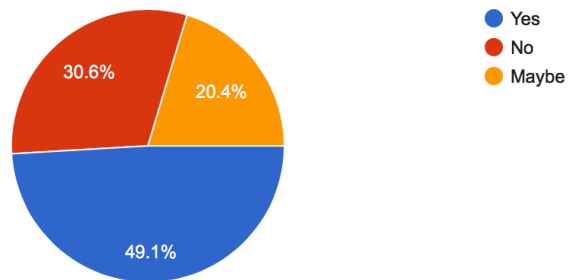
Do you own a Versace product?

108 responses



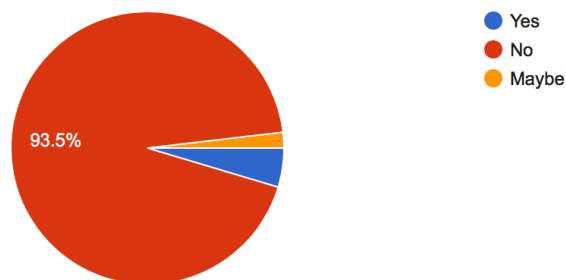
Do sales (rebajas) normally influence your luxury purchasing habits?

108 responses



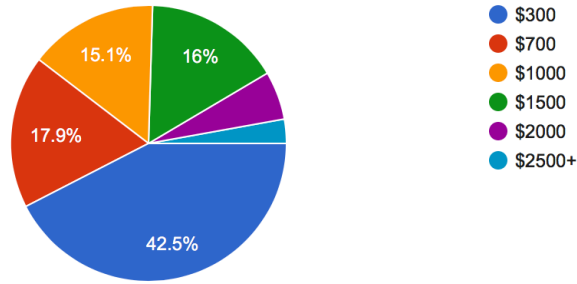
Have you ever bought a Versace product ONLINE?

108 responses



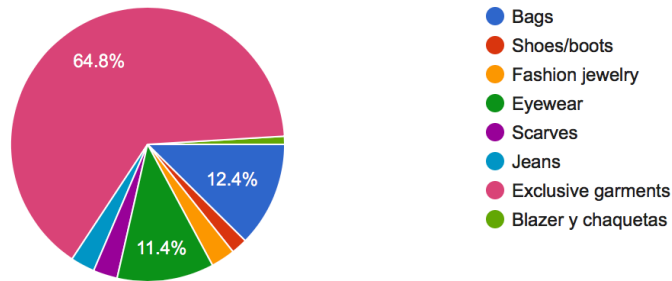
How much money would you spend on this product?

106 responses



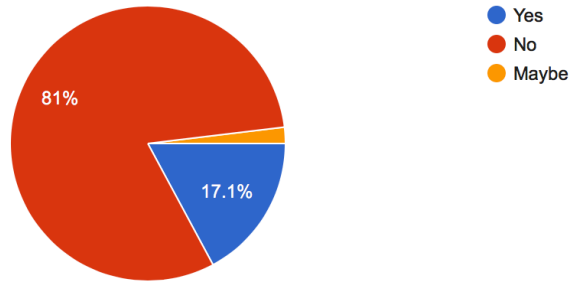
Which of these products do you associate Versace the most?

105 responses



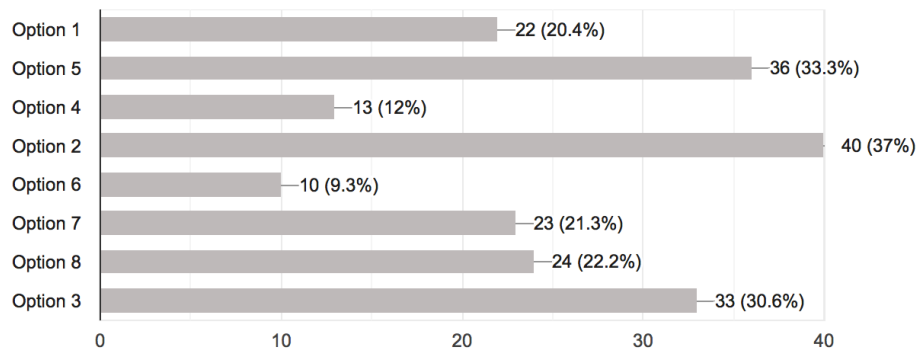
Have you checked lately Versace's social media?

105 responses



Which of the following AD campaigns do you prefer? Tick all that apply

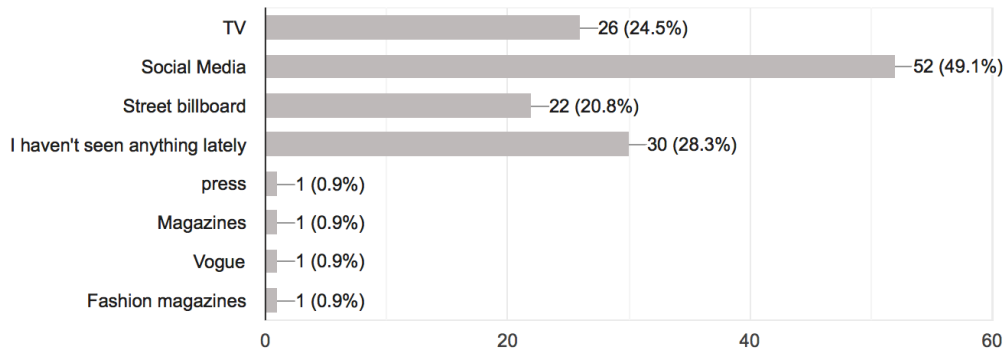
108 responses



In which of these platforms have you seen a Versace commercial? Within the last year

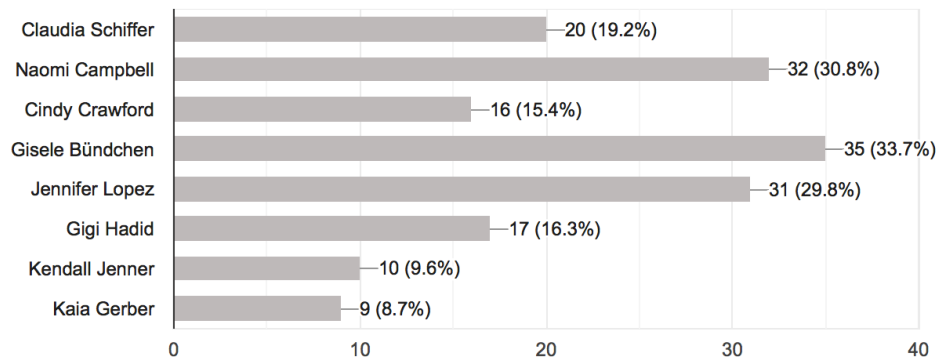


106 responses



Which of these icons do you associate Versace with most? Tick all that apply

104 responses



Is Michael Kors (belonging to Capri Holdings) the owner of Versace nowadays?



108 responses

