



CELINE

PARIS



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# Brand Analysis



# Brand History

## Celine (1945 - Present)

Céline is a French luxury house founded in 1945 by Céline Vipiana. Today, it is an international luxury goods brand owned by LVMH, purchased in July 1988 for \$540 million. Céline was originally created as a made-to-measure children's shoe business that eventually grew into women's shoes and accessories. The ready-to wear line debuted in the 1960s. Celine Vipiana was the designer from 1945-1997. American fashion designer Michael Kors was named the first ever women's ready-to-wear designer and creative director for Celine in 1997. During his tenure at Céline, Kors turned the fashion house around with blockbuster accessories and a critically acclaimed ready-to-wear line. Kors designed for the label until 2004. Italian designer Roberto Menichetti was named creative director. After a disappointing year, Menichetti was replaced by Croatian designer Ivana Omazic. Omazic was a former consultant for the brand and previously worked with Romeo Gigli, Prada, Jil Sander, and Miu Miu. On September 4, 2008, the influential fashion portal WWD announced that Bernard Arnault, president of LVMH, appointed Phoebe Philo as the new creative director of Céline. Philo started at Celine in October 2008 and presented her first Celine ready-to-wear collection for SS 2010 at Paris Fashion Week to rave reviews. Philo replaced Ivana Omazić, who, according to LVMH, failed to transform this second league brand into an essential flagship of worldwide prêt-à-porter.





CÉLINE



PARIS



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# Historical Timeline

Celine (1945 - Present)

Celine began by selling made-to-measure kids shoes by Céline Vipiana and her husband Richard.



Celine Vipiana

## 1945

Celine's history starts in France in 1945, Celine was founded by Céline Vipiana and her husband Richard. When Celine Vipiana was not even thirty years old, she labelled her eponymous brand with her given name.

The couple began their business by creating custom-made children's shoes or 'haute couture' shoes for their children that had orthopedic soles in their first boutique in Paris.

Her boutiques had spread across paris. It was considered one of the first luxury houses in the industry which boutique was located at 52 rue Malte.

The first logo appeared in 1950. It was a distinctive red elephant designed by Raymond Peynet.



Celine ad , Made-To-Measure kids shoes | 1945



The first logo, the red elephant

# 1948

Opens up three new stores.

# 1950-60

Celine is launching womenswear. The clothes are meant to be “fashion for the everyday woman”. Same time as launching womenswear the equine logo is launched.

# 1963

Releasing a women’s shoe line.

# 1964

The first perfume is launched called “Vent Fou”

# 1966

Bags, belts, gloves are launched. Vipiana wanted the absolute best quality and found a factory in Florence, Italy.

Celine ad | 1966



Vent Fou,  
The first perfume



Celine ad | 1968



Celine ad | 1968





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# 1970

Celine is at this time considered an international brand with stores from Hong Kong to Beverly Hills.

# 1973

Logo Redesign - Intertwined "C", is inspired by Arc de Triomphe in Paris.

# 1987

Bernard Arnault buys the brand and its 89 stores all over the world.

# 1996

Officially becomes a part of the LVMH-group. Nine years after the acquisition by Arnault.

# 1997

Vipiana Dies and Michael Kors takes over. At the same time Marc Jacobs takes over Louis Vuitton. At this time European fashion has an "American moment".

Celine in L'official April 1978



An Intertwined C logo



LVMH logo | Since 1996



Celine ad | Spring 1999 by Michael Kors



## 2004

Michael Kors resigns.

## 2005-2008

During this time Roberto Menichetti (2005) and Ivana Omazic (2006-2008) are the creative directors

## 2008

Phoebe Philo is appointed as a new creative director. Philo brings a new logo as well as starting as Artistic Director for the brand.

## 2017

In December Philo says she announces her resignation.

## 2018

Hedi Slimane takes over as Artistic, Creative and Image Director. He is implementing menswear and couture and a new logo. The first show under his creative direction is October 2018.

Runway | Fall 2005  
by Roberto Menichetti



Runway | Fall 2007  
by Ivana Omazic



Runway | F/W 2013-2014  
by Phoebe Philo



Runway | Fall 2007  
by Ivana Omazic





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# Celine by Hedi Slimane

Hedi Slimane

Artistic, Creative and Image director  
(2018-Present)

Born July 5, 1968, Paris, France, French fashion designer and photographer who was known for shaking up the menswear fashion industry by introducing an androgynous skinny silhouette at the turn of the 21st century. He always have disrupted and shake things up within fashion. From 2000 to 2007, he held the position of creative director for Dior Homme, the menswear line of Christian Dior. From 2012 to 2016, he was the creative director for Yves Saint Laurent. Since February 1, 2018, Slimane has been the creative, artistic and image director of Celine. Hedi Slimane takes over as Artistic, Creative and Image Director, with mixed reviews from the public. He continues to implement changes to the brand by changing the logo, adding menswear, couture and fragrances. The first show under his creative direction is Oct. 2018. He also adds new bag designs, shoes, etc, going back to the archives for references and brand symbols. The first show under his creative direction is October 2018. He makes his mark by deleting all Instagram-posts and unveiling the new logo. According to LVMH the first runway was a global success. Hedi also brought back the triomphe logo and used it on the Triomphe bag collection.



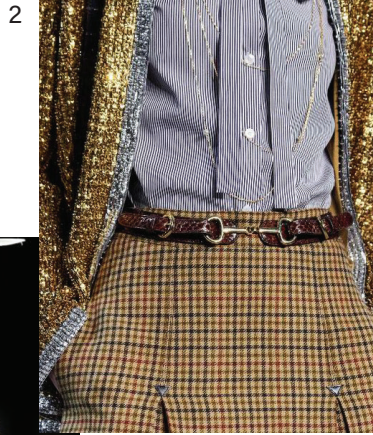
Iconic Products  
Celine by Hedi Slimane



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- 1 - SILKSCARF | A/W 2019
- 2 - LEATHER HORST BIT BELT IN WAIST-CINCHING | A/W 2019
- 3 - CELINE SILK DAYDRESS | SPRING 2020



Hedi Slimane looked into the archives of the brand and tried to emphasize the house codes that Céline Vipiana created in the second half of the 20th century. For the second collection,

**“Future Classics”**

**How Hedi Slimane  
Called on Celine’s 1970s  
House Codes**

Autumn/winter 2019, for Celine, He brought back handbag models, silk scarfs, horse bit details, the

culottes, daydress and so on. He also brought back the intertwined “C” detail which is an earlier logo of Celine, that is inspired by the Arc de Triomphe in Paris. This was a collection that brought back the vision of Céline Vipiana making clothes for the everyday woman, that is wearable and practical. But, at the same time elegant and fashionable.

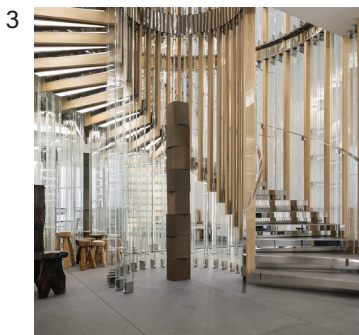
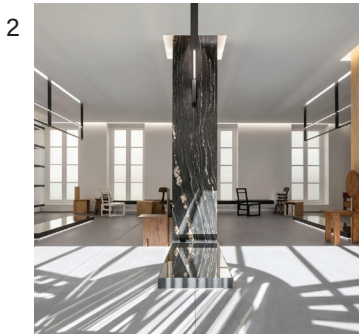
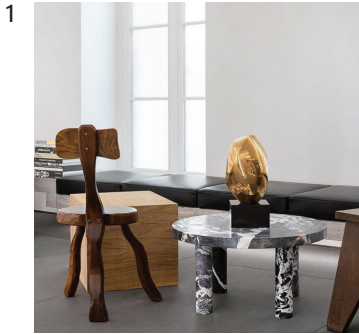
4 - CELINE AD | A/W 2019.  
CELINE TRIOMPHE BAG,  
MADE IN SNAKESKIN.

5 - A HIGH WEIST  
CULOTTE IN BLACK  
LEATHER | A/W 2019

# Retail Store

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Celine opens a boutique in Paris rue Duphot with a new architectural concept by Hedi Slimane. Featuring Women's and Men's collections, this store hosts 5 art pieces from different artists include Oscar Tuazon, James Balmforth, Davina Semo, Rochelle Goldberg and Shawn Kuruneru. The objects that the artist use inform the work's overall composition and suggest complex narratives to do with humankind's ongoing attempts to understand, communicate, and connect.



1-4  
CELINE DUPHOT 4 RUE  
DUPHOT, PARIS STORE  
5 - HU XIAO YUAN,  
GLASS THORN III.  
6 - SHAWN KURUNERU  
PRINTINGS AT CELINE  
STORE, PARIS.





There is no secret that Hedi Slimane has a deep interest in other creative fields outside of fashion. This has also been reflected on the collections he has been doing for Celine so far, as well as the revamped retail spaces. Slimane has been bringing in contemporary artists into his vision of the brand and contextualized them in the sphere of Celine.

The Celine art project is seen in the redesigned stores. In the collections the artist collaborations have been present through embroidery, prints and patchworks. Contributors have been the painter Darby Milbrath, the visual artist Christian Marclay among others.



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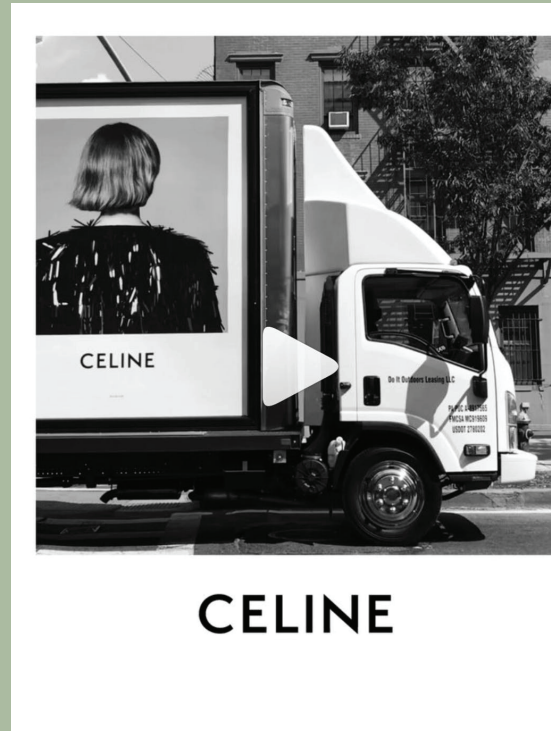
- 7- CELINE X CHRISTIAN MARCLAY SMALL C BAG
- 8 - CELINE X CHRISTIAN MARCLAY 'KABLOOSH' PATCH AND LEATHER JACKET IN S/S 2019
- 6 - CELINE X SHAWN KURUNERU

# Advertising Campaign

The brand do advertises in digital medias such Facebook, Instagram and Wechat. Moreover, Celine also invests in offline advertising such as painted billboard, digital billboard, mobile billboard, poster and so on. To establish a brand awareness, connection and build strong relationships with consumers.

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CELINE

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- 1 - CELINE ADVERTISING CAMPAIGN NEW YORK IN SEPTEMBER 2018 BY USING MOBILE BILLBOARD
- 2 - CELINE CAMPAIGN DOCUMENTARY
- 3-4 - HEDI SLIMANE'S FIRST CELINE MEN'S CAMPAIGN | SS2019
- 5 - CELINE CAMPAIGN DOCUMENTARY

3



4







Cromwell Gardens

0123456789



CELINE



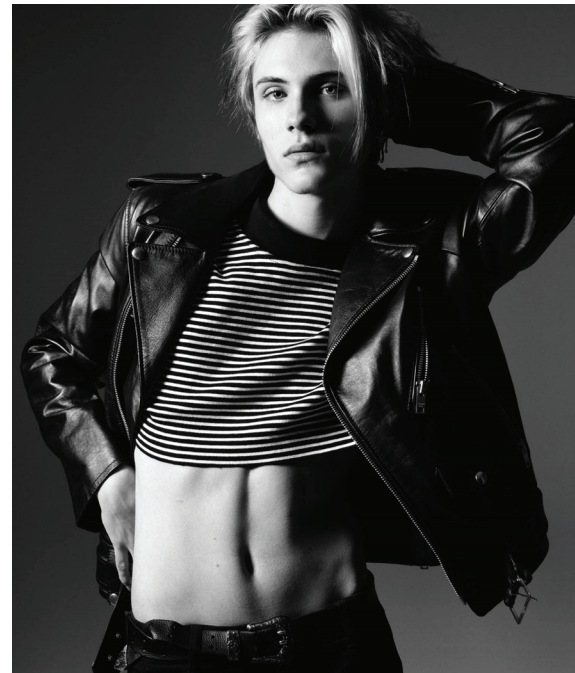
# Celine's People

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As a direction of the brand by Hedi, the image are influence by parisian youth culture and rock glamour. Brand ambassadors and peoples feature a selection of young artists, musicians and models handpicked by the fashion house creative director. BLACKPINK's Lisa (1) is a brand muse of Celine. In addition, he has published many young artists, musicians and models in advertising campaign such as Noen Eubanks (2) , Bente Oort (3) , Timothée Chalamet (4) and a star like Lady Gaga (5) who took Hedi Slimane's first celine bag in Paris.

## LISA Blackpink

Lisa is 22 years old and is a K-pop star, from the group Blackpink. In April 2019, Lisa became the most followed K-pop idol on Instagram, with 17.4 million followers at the time. Lyst reported that global searches for Celine's Triomphe bag grew by 66% on June 28, 2019, after she published an image of the style on her social media, thus making Lisa's influence very strong.



02

## Noen Eubanks

Celine named 18-year-old Noen Eubanks, a star on the three-year-old social video platform TikTok, as it's newest face. Noen Eubanks, a Gen Z-er with over seven million followers on TikTok, is in the December 2019, Celine campaign shot by Hedi Slimane. People call him a "soft boi", which stands for men who adopt softer characteristics, features and mannerisms.



01



## Bente Oort

The first face of Slimane's tenure for accent less Celine was 19-year-old model Bente Oort. Appearing in the first campaign for Slimane for Celine during fall 2018, Oort also walked in Celine's Spring/Summer 2018 show, which debuted Slimane's vision for the brand.



03

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## Timothée Chalamet

Campaign for Menswear on Celine Spring 2019. American Actor, with french citizenship. Timothee is 24 years old. Famed for his Oscar nominated role in Call You By My Name in 2017, also recently starred in Little Women. Has a strong fan following and has also been named by Lyst as the most influentially stylish man in Hollywood, with his red carpet looks leading to the highest spike in searches.

04



## LADY GAGA

Music artist has been a fan of current creative director Hedi Slimane's work since his time at Saint Laurent. The two have since created a friendship that evolved into designer and muse. She was seen carrying the first bag Slimane designed for the house in summer 2018 before its grand debut in stores. She also wore a Celine dress to the 2019 Grammys.



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# Sociological Analysis

## 01 Market Trend : Luxury Kidswear Market / Luxury Childrenswear Market

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The market of Luxury kidswear is currently blooming. The market research provider Euromonitor has estimated the market to grow by 3.8% on a year-by-year basis. And in 2018 the kidswear market reached 6.6 billion USD in sales in the Asian-Pacific region and outperformed both mens- and womenswear. Moreover, in the global childrenswear market, including North America, Europe, Asia-Pacific, South America, and Middle East & Africa, is projected to register a compound annual growth rate (CAGR) of 8.76% during the forecast period 2020 -2025.

There is currently a lot of brands housing their own kidswear lines. For example we see brands such as Balenciaga, Gucci and Burberry producing clothing for kids and having revenues over \$100 millions. The purchase decision in childrenswear is highly dependent on the quality of product material, variety, prices and availability of the products. And this is no where close to reach the turning point. This is because the ones driving this trend is millennial parents. And the financial potential of millennials is huge. In 2025 45% of the consumers in the luxury industry will be millennials

Additionally, aggressive promotion strategies by key players in encouraging consumers to buy childrenswear through online platforms which are likely to witness significant growth in upcoming years.



## 02 Market Trend : Millennial Family in digital age

**22** There is a rising amount of parents that think spending money on their kids rather than on themselves is more pleasuring. At the same time the children often has the influence on their parents and the purchasing decisions. Also, A majority of millennial parents think giving their kids training in arts is important. so, combining spending money on kids while also teaching them about aesthetics and art would be a great match (New Family, Havas, 2015).

Matching family outfits, or family twinning market is the trend adopted in this context. Parent has undoubtedly shopped on the high street, many are much more conscious about what their children are wearing, seeking out sustainable brand, gender neutral brands made from organic materials and exclusive brand with high quality garments aim for long lasting usage. Moreover, millennial family love to post thier pictures of matching clothes with their childs.





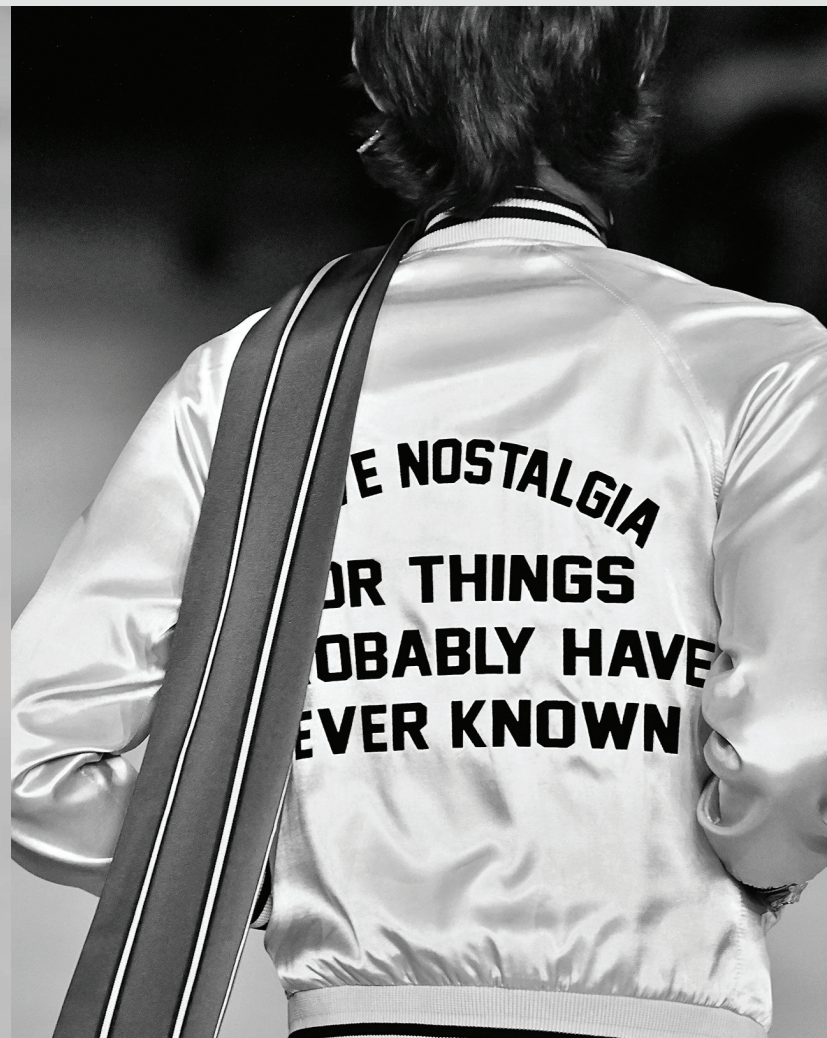
## 03 Fashion Trend : Nostalgia

23

Nostalgia was one of the biggest fashion trends of 2019 and this Nostalgic market is seem to continue and bigger in upcoming year. Millennials are hungry for positive, euphoric memories from bygone eras. Nostalgia can help cement a consumer's trust in a brand.

Regarding fashion trends it have been possible for a few seasons to spot different brands, as well as influencers, being inspired and referencing older times. This means picking things from back in the days and put them in a more modern contexts. It could be about specific garments, silhouettes and shapes or in terms of colour.

Heritage brands have been capitalising on decades of design to offer up authentically retro pieces for shoppers. Celine and Hedi Slimane are examples of this, when looking back on what the brand have been doing during the 1970s and 80s and fetching inspirations from it and turning it into garments made in 2020s.





# Consumer Type

## Analysing the consumer behaviour

According to a survey conducted by us we were able to see that a majority of people values brand identity the most when building a relationship to a fashion brand. What we also could see out of the survey is that the communication and image of the brand is important. At the same time there was an ambivalence among the respondents if they would buy into one of their fashion brands if they would change aesthetic. 24.1% said that they still would buy into it, while 34.5% where not completely sure and it would depend on different factors.

When doing a more in depth survey aimed to people which has some sort of relationship to Celine we were able to see that a lot of people that might not have been buying Celine but is either planning to do it in the future or is aspiring to buy the brand. One explanation to this could be the young age of the respondents and their profession which mostly where junior positions or students.

When looking at both the surveys social media in general and Instagram in particular where the most important mediums where the respondents got their fashion news and news about Celine. But one important factor that the respondents where valuing, which is not digital, was the in store experience. Either if people where shopping online, they wanted to have the ability to visit the store to feel the garments as well as having the customer experience which went missing when shopping online.





Another interesting thing to note is the consumer's perception of Hedi Slimane at Celine. Although, it is clear through our research that there are quite negative thoughts of Hedi Slimane, some even saying that he "made Celine not Celine" or even ruined Celine, which could be a true statement as he did change it from what it was before. However, there are some loyal Hedi followers that see him as a true icon "a god", someone truly revolutionary.

There are some followers who see Hedi as someone with a strong style, someone who is creative and ambitious, a great designer - a respected, cool designer. People even think that his aesthetic is cool, chic and feminine. There is also surprisingly, some controversy over his work for Celine - one interview responded called his work for Celine interesting and progressive - however there is clearly still some work to be done regarding Celine's new brand image and communication to the public.







CELINE

AGENCE  
FRANCE  
PRESSE

AGENCE FRANCE PRESSE



3m





# Primary Research

## Using a research tool of Interviews & questionnaires via emails

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(1) Name: Alice Ferraz. Age: 49. Lives: Sao Paulo. Brazil. Profession: Entrepreneur founder and Ceo of Fhits. Watches: Brazilians soap opera, Netflix series. Listening to: Classic , and Brazilian Bossa Nova. Favourite artists? Cate Blanchett Favourite cuisine? Italian. Favourite cities? London, Florence. Favourite fashion brands: Dior, Chloe, Celine, Bottega Veneta. Top three interests: Astrology, Fashion, human behavior. From where do you get the latest updates on fashion?

: Social media, mostly Instagram images. Where/or what do you spend your money? : Clothes, shoes. Which social media do you use the most? : Instagram. Online shopping or in store experience? : In store experience but love to browse online. What kinds of media that you use to get information about Celine? : Social media. Do you buy Celine? Why/Why not? : I always bought Celine but since Heide Slimane is ahead of the brand I just feel that Celine is not “my”Celine ... What do you think about Hedi Slimane? : Celine is a brand with personallty and was a brand that reflected the contemporary woman, Hedi brought to much from his personal style to the brand... as a consumer I felt “left behind”... How do you feel about the new direction of Celine?: The new image does not reflect me. Is there any Influencer/celebrity that you really connect to the Celine brand? : Don’t remember any influencer using Celine on the last fashion weeks.

## Interview with, Alice Ferraz, founder and Ceo of Fhits, Isadora Vaz, Content Creator and Doris Bicuso, Journalist.

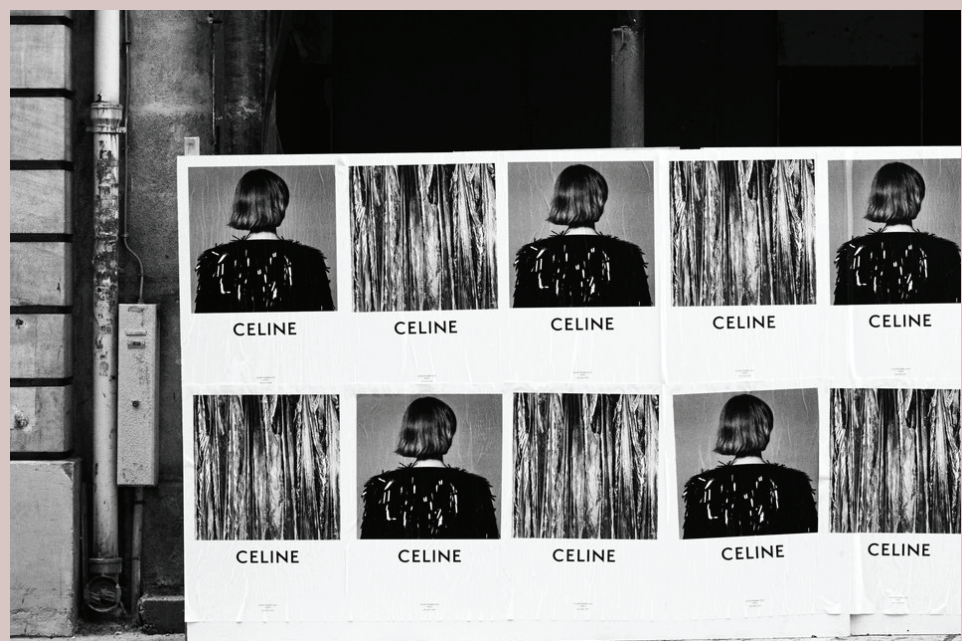
THREE SELECTION FROM  
TEN INTERVIEWERS.

(2) Name: Isadora Vaz. Age: 27. Lives: Sao Paulo Brazil. Profession? Content Creator. Watches: Series and movies on different streaming services. Listening to? : Brazilian MPB, Soul music. Favourite artists : Jessie Ware. Favourite cuisine: Thai. Favourite cities? : NYC, São Paulo Favourite fashion brands? : Saint Laurent, Burberry, Jacquemus. Top three interests? : Fashion, Politics, music. From where do you get the latest updates on fashion? : Newsletters, Instagram, podcasts. How do you describe your personal style/aesthetic? : Minimal with glam moments. Where/or what do you spend your money? : Clothes, bags, Jewelry. Which social media do

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you use the most? : Instagram. Online shopping or in store experience? : Online. What kinds of media that you use to get information about Celine? : Instagram and Celine's website. Do you buy Celine? Why/Why not? : Yes, I buy ready-to-wear, leather goods and the sunglasses. What do you think about Hedi Slimane? : I respect Hedi as a creative director, his work at Saint Laurent was beautiful. At first collection, I don't think it is a good match with Celine but after next collection, I feel interested in what he brought the original Celine back from 70s. How do you feel about the new direction of Celine? : I like the way they are handling their communication but I feel like the brand is not special anymore. Is there any Influencer/celebrity that you really connect to the Celine brand? : Dakota Johnson, but no influencer.

(3) Name: Doris Bicudo. Age: 62. Lives: Sao Paulo Brazil. Profession: Journalist Watches: The News and cable TV. Listening to? : Brazilian MPB. Favourite artists?: I don't have any idols since David Bowie died. Favourite cuisine? : Homemade food Favourite cities? : NYC, São Paulo, Milan. Favourite fashion brands? : Dries Van Noten, Comme des Garçons, Yoji Yamamiti and Sies Marjan. Top three interests? : Fashion, Beauty, personal growth. From where do you get the latest updates on fashion? : Social media ans websites. How do you describe your personal style/aesthetic? : Minimal with some spice. Where/or what do you spend your money? Impulse purchases. Which social media do you use the most? : Instagram. Online shopping or in store experience? : In store. What kinds of media that you use to get information about Celine? : Instagram. Do you buy Celine? Why/Why not? : No. I liked Old Céline, but wasn't a client. I was inspired by the mix of colors and shapes and his artistic vision. What do you think about Hedi Slimane? He is a good creative director, faithful to his style. How do you feel about the new direction of Celine? : The brand went through a radical change, which at first I thought it was weird. Now he adjusted to the identity of the brand. Actually I don't know if this is good or bad, since it doesn't match with his style. Is there any Influencer/celebrity that you really connect to the Celine brand? Caroline de Maigret.





# Localisation Analysis

Paris, or "The City of Lights", is the capital as well as the biggest city in France. The city is well known for a lot of things, such as The Eiffel Tower, The Louvre, Notre Dame and Arc de Triomphe. The city is often seen as a global epicenter of culture. Famous for fine arts, fashion, gastronomy and design.

Another thing Paris is recognized by, and highly endorsed by the locals, is their café culture. And by café it does not solely means a place to get your coffee, it is a place where Parisians meet from early morning to late night. It basically is restaurants where you meet other people, have drinks and/or food, smoking, people gossiping and much more. And, of course, a place to see other people and to be seen.

Celine have been endorsed by people living in the fashionable 16th arrondissement. The 16th arrondissement is located on the right bank and is including the neighborhood Passy. It is one of the most luxurious neighborhoods in Paris, which is reflected on the apartments as well as the locals carrying shopping bags from the different designer stores. These areas are not just about snobbery and wealthiness. No, there are also some notable museums in this area which often is overlooked by Paris more famous tourist attractions. The area is more or less residential and contains the parks Bois de Boulogne and Parc de Bagatelle.

The presence of Celine is strong within the whole Paris with their almost 20 shops. Among these shops there are the flagship stores for men and women and the Haute Perfumerie. The headquarters of Celine is also located in the heart of Paris in the 2nd arrondissement at 16 Rue Vivienne. The HQ is housed in an old 17th-century hôtel particulier, the french version of a townhouse, named Hôtel Colbert de Torcy. Before housing Celine the complex has been in possession of an advisor to the french King Louis XIII, Cardinal Mazarin and the Paris bourse.



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# 3D Business



# 3D Model

## Product

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- 01 Celine is a French luxury brand or maison founded in 1945 by Celine Vipiana and it is a brand that deals strongly with leather goods and ready-to-wear. Leather goods in the form of handbags for all occasions and small leather goods are an important cornerstone of the brand. They also have a strong collection of shoes that are renewed each season. The brand also sells accessories in the form of jewelry and have recently expanded into perfumes. Hedi Slimane started as creative director of Celine in 2018 making many changes and bringing his youthful, rock edge to the french fashion house. More recently the collections have been less rock and more linked to the brands core history, bringing back the double c clasp for the Celine Triomphe bag form the brands 1973 house logo and looking back to many signature pieces, shapes and styles from the 70s and using them in innovative ways.
- 02 Celine has 178 stores worldwide as well as an online store and website <https://www.celine.com/it-it/home>, celine products are also available on french online shopping destination 24 Sevres - 24s.com.
- 03 Celine signature brand identifiers are definitely the leather goods and bags which stand out today because of their unique shapes and now their unique symbols and clasps which have been added by Hedi Slimane and which are strongly linked to the past for example bags like the new Triomphe. Other bags that are signature and are definite brand identifiers are bags like the Celine Luggage, the Classic and the Belt bag. New brand identifiers are also products like the Celine loafers.

## Occasion Of Use

- 01 Celine products, for the most part - especially the leather goods collections are definitely meant for everydaywear. Some of the pieces are good for work in offices such as certain bags like the belt bag the luggage bag and the Le 16 bag. The smaller bags could be better for special evening occasions. As far as the ready to wear goes there are suits and pieces that are perfect to wear to the office or something more formal. There are of course sneakers and sweaters that are perfect for a young client to just casually throw on and run out to do errands in.
  
- 02 The ready-to-wear has a conscious and subconscious appeal to those clients who are particularly nostalgic for the past or trends of the past. Therefore the special feeling that Hedi Slimane is trying to create with going back to the parisian lifestyle of the 70s. Therefore clients who grew up during this time or clients who often look for inspiration from this time or in general love dressing in a special way that makes reference to the past will love this product.

## The Client

- 01 Pursuing rarity, interested in the brand history, want to be in touch with the spirit of the 70s youth. Someone who loves and respects french luxury brands. Withstanding ubiquity. Slightly more edgy and open to standing out in a crowd. Someone who wants to wear quality, classy clothing and have a strong connection with the Parisian way of living. Someone who cares about details and what these details mean. The details and accessories can often be the most important parts of the outfit as a whole. The Celine client is fashion conscious. The Celine client loves traveling, living for the moment, going out and exploring the city - nightlife (clubs, concerts and restaurants) and day friendly activities such as museums, parks and cafes. The Celine client is not afraid to experiment with fashion, loves art and good food (often healthy, organic food). May have a family with young children depending on age.







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**CELINE**



## Vision

To create wearable luxury garments inspired by the nostalgic Parisian youth culture of the past.

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## Mission

To create an exclusive close relationship with our loyal customers and provide women and men with the most classic, luxurious wardrobe.

## Values

Sense of subtle luxury which originated with Celine Vipiana and continues today in fine materials.

## Essence

Aesthetic is clean, elegant and comfortable with a point of view that is disciplines but always at ease.

# Brand Archetype

## “Shapeshifter”

Like the hero Celine will always somehow be routed in ordinary life. But something will inspire the celine consumer towards something greater- a call to adventure, a call to a noble path- be it a career path or a path to love. There will always be trials to overcome- celine as a brand as overcome trials of recent. There will always be some element of romance in celine as it is strongly linked to Paris- the city of light and love. Celine always moves their target to a freedom to live- of recent that freedom has been inspired by the 70s Parisian youth culture.

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PERSONALITY  
ARCHETYPE

HERO, SHAPESHIFTER, HIGHER- SELF, MENTOR, HERALD  
THE CELINE HERO'S JOURNEY

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**CELINE**

# Competitor Analysis

## Burberry Children

Burberry is based in London, United Kingdom. In 2001, Burberry launched its first childrenswear collection, inspired largely by the adults collection and archival pieces. In this same year, Christopher Bailey became Design Director. Riccardo Tisci has been the designer of the brand since March 2018. Brand Profile: Since its foundation in 1856, Burberry has sought to achieve the very highest quality standards. This focus is an integral part of the brand and informs ongoing efforts to ensure that Burberry is recognised as much for operational excellence as it is for its luxury products. Putting Corporate Responsibility at the heart of Burberry's business practices is a key part of this philosophy, and speaks to the heritage and longevity of the brand as well as its pioneering spirit. Burberry strongly believes that to be a great brand it must also be a great company.

## Gucci Kids

Founded in Florence in 1921, Gucci is one of the world's leading luxury fashion brands, with a renowned reputation for creativity, innovation and Italian craftsmanship. Gucci kids' collection showcases the label's iconic ribbon with new-age fabrics and unexpected details. The label gives a masterclass in the art of dressing for the self styled generation, reflecting fashion's ever shifting notion of style and individuality. A little bit majestic, a whole lot of fun, and completely unique, the world of Gucci Kids is defined by rich colors, spangled embellishments, charming motifs and dreamy prints. Under Alessandro Michele's creative direction, revered Italian fashion house Gucci has hit its stride with an exuberant, more-is-more aesthetic – and, luckily for junior style aficionados, it translates perfectly into the colorful world of childrenswear.





1 - GUCCI KIDS COLLECTION  
2 - GUCCI KIDS ADVERTISING

3 - BURBERRY FESTIVE CAMPAIGN | 2019  
4 - BURBERRY ADVERTISING | 2020



# Baby Dior

The history of this successful fashion label goes back to the year of 1946. These days Christian Dior is among the most well-known French fashion brands worldwide. Christian Dior has opened up a new Baby Dior and Dior Kids boutique on rue Royale, in Paris. The luxury label aptly describes it as Dior's jewel box dedicated to their small clients. Creative Director Cordelia de Castellane. Dior childrenswear is characterised by the use of high-quality materials, such as silk, cotton, or cashmere. Dior kids clothes are suitable for children, and it is inspired by the chic of the brand's adult collection. The aim of Dior childrenswear is to dress any age group. Baby Dior fashion has cute and comfortable rompers and hats, while Dior for girls stands for fine dresses, T-shirts, and blazers. Trendy items, such as Dior's cardigan, convince due to small details, such as mother-of-pearl buttons, and they dress the little ladies perfectly. If you look through Dior's collection for boys, you will also find lots of elegant models for everyday or for special occasions. Flattering accessories and even toys are what make the range of Dior kids clothes perfect.

## 1- Dior Children's Wear Collection |





## Dolce & Gabbana Junior

Dolce and Gabbana's first collection called real women was released to the public in 1985, it was called "real women", followed by a knitwear collection in 87' and beachwear/lingerie in 89'. The 90s the brand grew and they started a fragrance line, an eyewear line and a more youthful, street style label D&G (this line was closed in 2012). By 1999, they launched their kidswear label, presented at Pitti Bimbo in Florence, Italy. The brand itself is strongly influenced by Sicily and the Mediterranean lifestyle. The Dolce and Gabbana woman is sensual, confident, fearful of God, devoted to her family and the catholic church. The designers use a lot of corsets, lace, wool and silk. D&G Junior line caters to the brand's stylish mini mes. It has clothing for both boys and girls as well as toddlers and babies. The clothing is wearable, light, and bright. It mimics the adult lines and strongly emphasised the brand's DNA codes. A lot of print, embroidery, brocade and brand symbols. The collections have a balance between everyday wear and occasion wear with more formal suits for boys and chiffon dresses for girls as well as rompers, t-shirts, shorts, and swimwear. There is also a whole world of accessories to dive into to complete the looks. Items like sneakers, sandals, mini handbags, hats and hair accessories.

2- Dolce & Gabbana Children's  
Wear Collection | S/S 2014



## Fendi Kids

Fendi was established in Rome by Adele and Eduardo Fendi in 1925. It became a brand famous for its craftsmanship, elegance and innovation. Karl Lagerfeld joined the brand in 1965. His partnership with Silvia Venturini Fendi started in 1992 and ended with his death in 2019. Fendi is always very current with their styles and collections. Karl Lagerfeld introduced the iconic double F logo to the brand that is so highly sophisticated and cool. Empowerment is a key word for Fendi, with everything that the brand does. The Kids collection was launched in 2011 and was designed by Silvia Venurini Fendi. It is a line that is strongly linked to the brands codes of being empowering, bold and elegant. The bright clothing is sophisticated kids wear with a playful, fun ironic touch. The kidswear line is very whimsical with the addition of Fendi cartoons that include aliens, robots and various animals. The colour palette is bright pop colours to continue the fun theme. The kids collection leaves room for ample inspiration and adventure as kids grow, learn and play wearing a brand that gives them the confidence and the freedom to be the best little versions of themselves that they can be without putting them in a box or containing them.

## Stella McCartney Kids

Stella McCartney launched the first collection in Paris in 2001. Stella McCartney is herself a dedicated vegetarian, has always created non leather, non fur ready to wear collections. The brand itself has grown to encompass ready-to-wear for adults, both womenswear and menswear with an additional kidswear line. The Stella McCartney brand also offers accessories, lingerie, sunglasses and perfume to complete their offering. Stella McCartney is all about sustainability, eco friendly clothing that aims to be honest, responsible and up to date with the current times. The kids line was launched in 2010, it offers clothing for kids 0-14 and aims to capture the spirit of today's youth. A collection of trendy, wearable, comfortable clothing perfect for kids. The clothing mirrors the main line in the way that it is ethical however it is much more childlike in the way that it incorporates lots of funny prints and funky accessories.



1-2 - FENDI KIDS COLLECTION



3



1



2



3-4 - STELLA MCCARTNEY KIDS COLLECTION

4

# Balenciaga Kids

Balenciaga is a luxury fashion house that was originally founded in Spain in 1917 by Cristobal Balenciaga, who opened the first boutique in San Sebastian. It was later expanded into other Spanish cities - Madrid and Barcelona. The first Paris couture house was started in 1937. In the 60s Balenciaga was ahead of his time using fabric in innovative ways and structures. Bold colours, intricate embroidery and heavy fabrics were part of his signature. During the 60s, Jaqueline Kennedy spent large amounts of money to acquire some of the couture Balenciaga pieces for her wardrobe. Balenciaga was later acquired by Jaques Bogart in the 80s. Nicholas Ghesguiere joined as head designer to the brand in the late 90s. The brand was later acquired again by Kering, which it is still under at present day. In the early 2000s the brand's success and renowned grew as more celebrities wore it. In the start of 2015, Demna Gvasalia was named creative director for the brand and it has only seen success, upon success under his creative vision. His designs, heavily influenced by the streets, his approach to design is more democratic and highly connected to the spirit of the younger buyer. The Kids collection follows the same innovative, contemporary, streetstyle energy as the menswear and womenswear collections. The styles are understated, cool, uncompromising and perfectly suited for young, energetic kids - both boys and girls.





# Competitor Benchmark

	<b>Celine Infant</b>	<b>Burberry Children</b>	<b>Gucci Kids</b>	<b>Baby Dior</b>	<b>D&amp;G Junior</b>	<b>Fendi Kids</b>	<b>StellaMcCartney Kids</b>	<b>Balenciaga Kids</b>
<b>Target</b>	Millennial parents, Childrens; girls and boys 3-11 years	Millennial parents, Childrens; girls and boy 3-14 years	Millennial parents, Childrens; girls and boys 4-12 years	Parents, Childrens; girls and boys 2-13 years	Parents to children boys and girls aged 4 -14	Millennial parents, children - girls and boys 3-14	Ethical sustainable parents, children aged 4 - 12	Millennial parents, children aged 2-10
<b>Core Value</b>	French heritage; back to the Seventies. Personality as the explorer chic is full of joy and excitement.	British heritage, British creativity and culture, 'Burberry Made in England', Design, innovation and craftsmanship	A little bit majestic, a whole lot of fun, and completely unique. More is more aesthetic.	High-quality materials. Elegance and timeless.	Stylish clothes for mini me's	Staple items with a fun twist	Ethical clothing for kids.	Trendy, easy to wear, streetwear aesthetic, unisex
<b>Perceived Value/Key</b>	New logo for Celine infant, Red elephant. The iconic classic elements are the Intertwined C logo, Horse bit, the culottes, leather bag, Silk scarves and day dress.	The iconic Burberry trench coat, Gabardine fabric, The pattern-based scarves, Logo, colour, and typography	The label's iconic ribbon, Gucci new-age fabric, Logo, rich colors, spangled embellishments, charming motifs and dreamy prints	Roses, anemones and other floral motifs appear as both prints and embroideries, echoing Christian Dior's passion for flowers. Inspired by the chic of the brand's adult collection. Haute couture fashion.	Bold dolce & gabbana prints and key brand codes, motifs.	Luxe cotton, statement sneakers, logomania, the Fendi monster motif.	Functional, ethical, comfortable, fun prints, fun accessories.	Functional, hoodies, sneakers, t-shirts, Balenciaga logo
<b>Product Brands /Lines</b>	Apparel Accessories Belt Bags Shoes	Apparel Swimwear Accessories Bags Shoes Gifts	Apparel Belt Soft Accessories Bags Shoes	Apparel Accessories Bags Shoes	Apparel accessories bags shoes swimwear	Apparel Accessories Bags Shoes Swimwear Snowsuits	Apparel Accessories Bags Shoes Swimwear Sleepwear underwear Skiwear	Apparel shoes



Competitor Benchmark

	<b>Celine Infant</b>	<b>Burberry Children</b>	<b>Gucci Kids</b>	<b>Baby Dior</b>	<b>D&amp;G Junior</b>	<b>Fendi Kids</b>	<b>StellaMc Cartney Kids</b>	<b>Balenciaga Kids</b>
<b>Pricing</b>	200 Euros - 1500 Euros	60 Euros - 1600+ Euros	10 Euros - 1900+ Euros	100 Euros - 1300+ Euros	40 Euros - 3000+ Euros	100 Euros - 1500+ Euros	40 Euros - 400+ Euros	150 Euros - 300+ Euros
<b>Social media</b>	Facebook Instagram Linked in Wechat Pinterest Twitter Youtube Weibo	Facebook Twitter Instagram Weibo Douban Foursquare Line Linked in Pinterest Tumblr WeChat Youku Youtube	Facebook Twitter Instagram Weibo Foursquare Pinterest Tumblr Wechat Youku Youtube	Facebook Twitter Instagram Weibo Pinterest Tumblr Youtube	Facebook Twitter Instagram Weibo Foursqaure Kaixin001 Odnoklass-niki Pinterest Tudou Tumblr Vimeo V Kontakte Youtube	Facebook Twitter Instagram Weibo Line Pinterest Snapchat Wechat Youtube	Facebook Twitter Instagram Weibo Fancy Pinterest Tumblr Vimeo Youtube	Facebook Twitter Instagram Weibo Pinterest Youtube
<b>Distribution Channel</b>	Directly Owned Stores (DOS), Owned Website, <a href="http://www.celine.com">http://www.celine.com</a> , Multi-Store ex.Farfetch, mytheresa, Nickis, Selfridges, Harrods, Melijoe, bergdorf goodman, etc.	Directly Owned Stores (DOS), Owned Website, <a href="https://it.burberry.com/bambini/">https://it.burberry.com/bambini/</a> , Multi-Store ex.Farfetch, Childrensalon, Childsplay-Clothing, mytheresa, Nickis, Selfridges, Harrods, Net-A-Porter, Melijoe, etc.	Directly Owned Stores (DOS), Owned Website, <a href="https://www.gucci.com/int/en/ca/children-c-children">https://www.gucci.com/int/en/ca/children-c-children</a> , Multi-Store ex.Farfetch, Childrensalon, Childsplay-Clothing, mytheresa, Nickis, Selfridges, Harrods, Net-A-Porter, Melijoe, bergdorf goodman, etc.	Directly Owned Stores (DOS), Owned Website, <a href="https://www.dior.com">https://www.dior.com</a> , Multi-Store ex.Farfetch, Childrensalon, Childsplay Clothing, mytheresa, Nickis, Selfridges, Harrods, Net-A-Porter, Melijoe, bergdorf goodman, etc.	Directly Owned Stores (DOS), Owned Website, <a href="https://www.dolcegabbana.com/en/">https://www.dolcegabbana.com/en/</a> , Multi-stores: MyTheresa, Alexandalex, childrensalon, Farfetch, Neiman Nickis, Selfridges, Harrods, Net-A-Porter, Melijoe, bergdorf goodman, etc.	Directly Owned Stores (DOS), Owned Website, <a href="https://www.fendi.com/">https://www.fendi.com/</a> , Multi stores: MyTheresa, Alexand alexa, Farfetch, Nordstrom, etc.	Directly Owned Stores (DOS), Owned Website, <a href="https://www.stellamccartney.com/">https://www.stellamccartney.com/</a> , Multi stores: bambini fashion, farfetch, babyshop, melijoe, nickis, etc.	Directly Owned Stores (DOS), Owned Website, <a href="https://www.balenciaga.com/">https://www.balenciaga.com/</a> , Multi Stores: bambini fashion, childrensalon, mytheresa, farfetch, neimanmarcus, netaporter, saksfithavenue, melijoe, nordstorm, shopstyle, harrods, luisaviaroma, pshmark, etc.
<b>Company</b>	LVMH Moët Hennessy	Burberry Group, Plc.	Kering Group	Christian Dior SA	Dolce & Gabbana Luxembourg S.à.r.l.	LVMH Moët Hennessy	LVMH Moët Hennessy	Kering Group



Competitor Benchmark

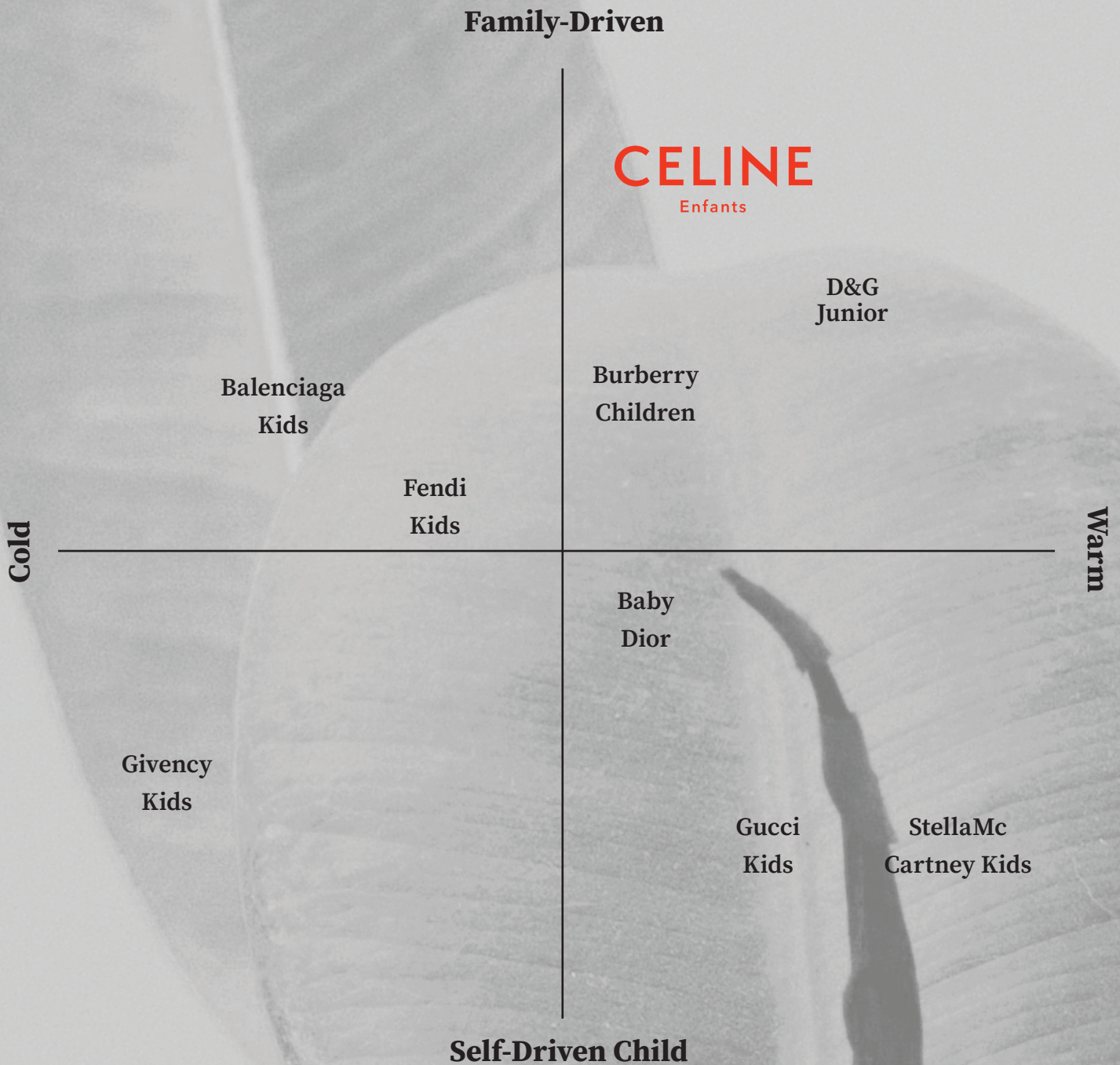
	<b>Celine Infant</b>	<b>Burberry Children</b>	<b>Gucci Kids</b>	<b>Baby Dior</b>	<b>D&amp;G Junior</b>	<b>Fendi Kids</b>	<b>StellaMcCartney Kids</b>	<b>Balenciaga Kids</b>
<b>P.O.D</b>	<ul style="list-style-type: none"> <li>- Ready-to-wear items.</li> <li>- Special items for family matching items.</li> <li>- Adventure approach.</li> </ul>	<ul style="list-style-type: none"> <li>- Iconic product: trench coat, Pattern, Color scream, Gabardine fabric.</li> <li>- Varieties of Children's product line.</li> <li>Ready-to-wear items.</li> <li>- Parent and child matching outfits. scream, Gabardine fabric.</li> </ul>	<ul style="list-style-type: none"> <li>- Special collection (a unique collection of ready-to-wear, shoes and accessories design for events and special occasion).</li> <li>- Parent and child matching outfits.</li> <li>- Playful approach.</li> </ul>	<ul style="list-style-type: none"> <li>- Haute couture fashion.</li> <li>- Elegance and timeless clothes approach dedicated to special occasions and events.</li> </ul>	<ul style="list-style-type: none"> <li>- Occasion wear, ready-to-wear, full collection of pieces with signature dolce and gabbana motifs.</li> <li>- Iconic symbols and colors for boys and girls.</li> </ul>	<ul style="list-style-type: none"> <li>- Ready-to-wear, luxury Italian, contemporary.</li> <li>- easy, wearable</li> <li>- logo centric clothing</li> </ul>	<ul style="list-style-type: none"> <li>- Ready-to-wear.</li> <li>- sustainable</li> <li>- fun, full wearable collection.</li> </ul>	<ul style="list-style-type: none"> <li>- Ready-to-wear.</li> <li>- streetwear. trendy, cool, fun,</li> <li>- unisex.</li> <li>- parents can match with their kids, good sneaker collection.</li> </ul>



# Positioning Map

Focus on Luxury Childrenswear market segment.

48 Family-Driven is considered by the family advertising campaigns, products and events. While Self-Driven Child is focusing on characteristic of individual kids itself. Warm and Cold is the mood and tone of a brand image.





# SWOT Analysis

## Strengths

**Reputation:** Celine's reputation of being a french luxury brand

**Customer Relationships:** Strong relationship with loyal clients

**Distribution:** Niche distribution in key locations all around the world, exclusively in Celine boutiques and online at Celine.com and 24s.com (also owned by LVMH) which gives the feeling of exclusivity.

**Relevancy:** Continues to remain relevant even amidst recent changes

**Design reputation:** Strength of Creative Directors reputation (Hedi Slimane) who continues to renovate the Celine image.

## Weaknesses

**Social Media:** Not a strong social media presence and very low engagement overall in terms of shareability

**eCommerce:** Not a strong eCommerce or website

**Brand Image and Vision:** Change of vision with change of Creative director so the core of the brand changes every few years

## Opportunities

**Kidswear:** The luxury kids market is booming

**Recent Trends:** Parents prefer to spend money on their kids than themselves

## Threats

**Competitors:** Competitor luxury brands who have a stronger core and better social media engagement

**Worldwide Virus:** Growth of Pandemic Coronavirus worldwide which is causing dramatic changes in social interaction habits and financial markets.

**Social psychographics:** Aging population of Europe which could affect the workforce for areas where the older generation had specific skills to offer which they have not necessarily handed down to younger generations.



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# Problems And Challenges



# Problems & Challenges

## Communication Problems

51

### Brand Image and Vision

Change of vision with change of Creative director so the core of the brand changes every few years. The changes made by Slimane has made the brand consumer misunderstanding and confusing on the brand. Lack on communication on the direction of the brand.

### eCommerce

Not a strong eCommerce or website.

### Social Media

Not a strong social media presence and very low engagement overall in terms of shareability .



## Target Problems

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Celine is now targeting a much younger audience than previously and the brand is less exclusive.

Celine has lost the brand loyal clients of Celine under the direction of Pheobe Philo.

## Challenges

To gain the brand loyal clients of the brand from the decade of Philo as creative director.

Building a strong brand awareness.

1



2



3



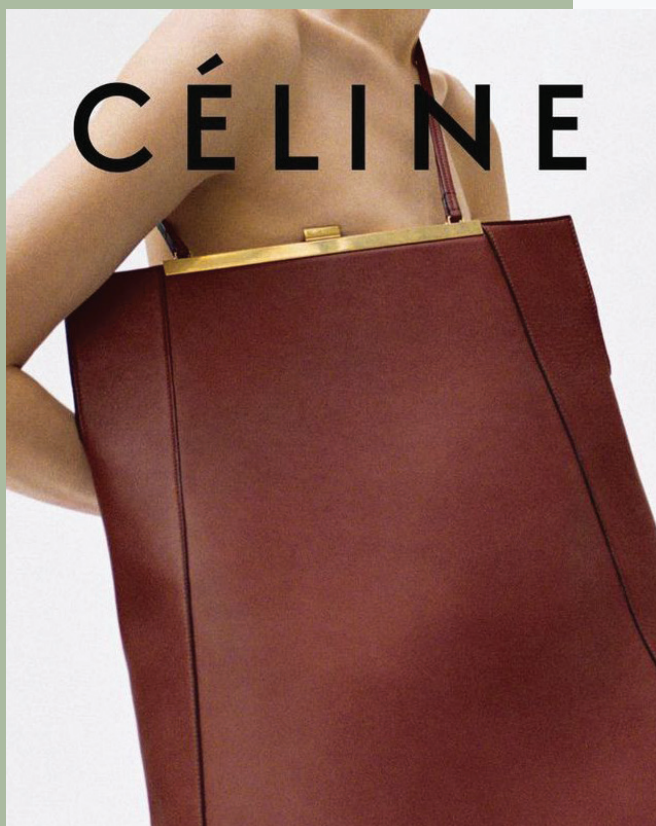
1 - CELINE AD | A/W 2019.  
CELINE TRIOMPHE BAG,  
2 - CELINE AD CAMPAIGN  
| 2019  
3 - CELINE AD CAMPAIGN  
FALL/WINTER | 2019



5



4



6



- 1 - CELINE RUNWAY I S/S 2018
- 2 - CELINE AD CAMPAIGN IS/S 2017
- 3 - CELINE COLLECTION I PRE FALL 2018

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# Concept & Ideas



# Brand Extension

## Brand extension, Hedi Slimane's way

55

### Creative Idea

This idea is coming from the purpose of building a strong brand image of Celine on the direction by Hedi Slimane and enlighten on the brand vision, to create wearable luxury garments inspired by the nostalgic parisian youth culture and also see an opportunity in the luxury kidswear market. In 1945 when Céline Vipiana started Celine with her husband the initial idea was to create made-to-measure footwear for children. 75 years later Celine developed into a full look brand, for both men and women. With Hedi Slimane as the artistic director of the brand, they looked more and more into the archives and started referring the original house codes that Vipiana once created

By combining the initial house codes created in the very beginning by Vipiana herself and what Hedi Slimane is currently doing on the helm, the creative concept is developed through the brand extension; the launch of a kidswear collection. This would bring the whole family to Celine and bring the memory of the Celine origin back, but in the contemporary vision of Hedi Slimane.

The goal is to change the perception of Celine as well as the identity. As stated earlier the perception and identity of the brand right now is unclear and vague. Incorporating kidswear would be one step to make the brand more familiar and adding more warmth along with natural elements to it.

# Celine Enfants

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## Concept "CELINE MAISON DE FAMILLE"

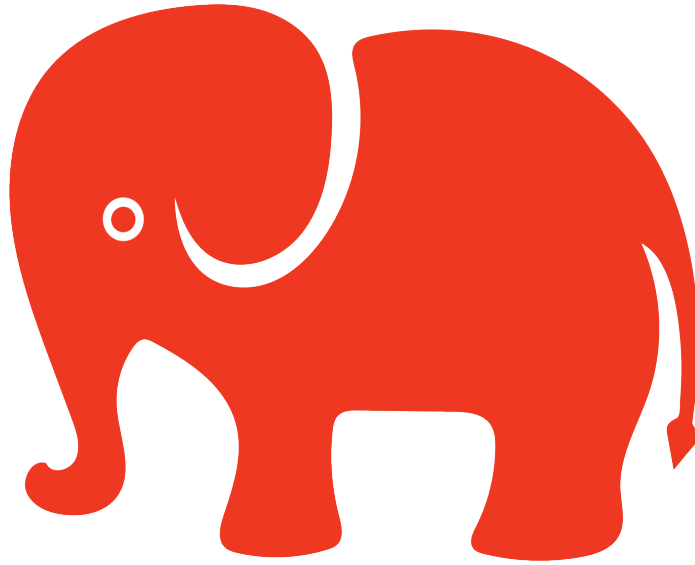
Under the concept of Celine Maison de Famille, the Celine Enfants collection made for boys and girls (in the ages 3 to 11 years old) will be launched. The kidswear of Celine is inspired by the chic style seen in the brand's womens and mens collections, which has taken inspiration from Celine in the 60's and 80's but with the aesthetics of Hedi Slimane. What will happen in the kidswear collection is that more warmth, colors and natural elements will appear and be visual. The family collection will be included as a limited edition on each seasonal collection. The concept of each collection will be related to the journey of the red elephant and also related to the activities that all members of family can spend a great moment together. For instance, skiing, going to the beach, canoing, hiking, running marathons, gardening and so on. Along with the special events that will be called "Family Day", parents and kids will be invited, where they can do activities like this, together. The physical activities are the main key for the events.

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# Celine Enfants Relogo

58

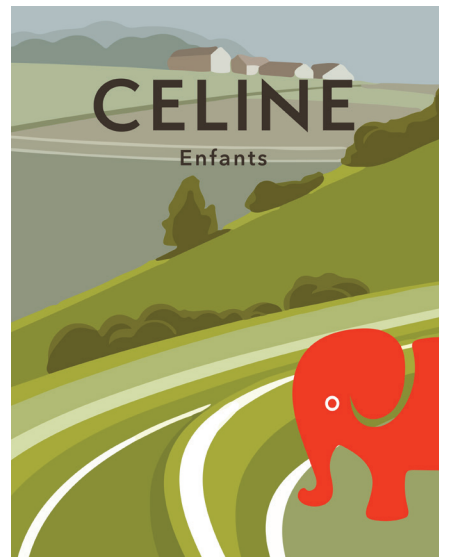


**CELINE**  
**Enfants**

Refer to a creative concept, "DEFIER" the red elephant logo of Celine Enfants is brought back from 1945. The red elephant logo is the first logo of Celine for Made-to-Measure kids shoes which were made by the illustrator Raymond Peynet. Now the new logo has been redesigned to make it more contemporary but still remain the essence of the origin. It is created in a way which is artistic, creative and fun, pillars which the whole collection is built upon. Defier will be seen on the garments of the kidswear collection as well in the promotional material. Defier will only be used for the kidswear collection as a reference between the similarity of the words "ENFANTS" and "ELEPHANT".



Concepts & Ideas







# Target Profile







# Primary Target - Kids

## Target profile

62

Age range from 0 to 10 year olds. They belong to Generation Alpha and are born from 2010 (they are children of Generation Y or Millennials). They are digital natives, similar to generation Z. They have everything their hearts desire are technologically connected from birth - their parents most likely sharing every moment of their lives on social media, they perhaps have their own instagrams run by their parents, they know how to use the computer, the phone the tablet from an early age - there is no learning stage in terms of technology as they use it almost automatically. This connection to screens could give their parents more reason to actually limit screen time and be more intentional about being connected to nature, the arts, real toys (not made of plastic).







With all the advancements of this age these children will be the most creative generation. They are and will be highly educated, passionate, creative and intentionally joyful, with a high understanding for mental health awareness and personal exploration. This all being an extension of the activities of the generations before them. They will of course have shopping habits that mirror their close counterparts the Generation Z, with a strong sense of style, colour and trend from a young age. They will have a love for luxury, quality items that last not items that they wear once and then throw away. They will have a keen understanding for the true brand values of their favorite brands as they will choose to spend their money wisely knowing the implications that their shopping habits will have on the environment and the world around them.

The kids character are independent, have a vivid imagination, a wild sense of curiosity. They are kind to themselves and others, they are friendly and respectful of others. These are kids that make their own rules. They are very optimistic about life and proactive about doing things they like and making their dreams come true. They could often be self critical of their artistic talents but they are strong and could also be stubborn about what they want and their beliefs about life. Their millennial parents instilled them with a strong sense of self and purpose.

## Ideal Profile

64



### Demographics

Name: Clemence Rousseau.  
Age: 8 years old, born in 2012  
Gender: Female

### Background

Born in Paris and lives in Saint Germain with her family, the 5th arrondissement of Paris. Attends Bilingual International School of Paris. Takes regular art classes at Art Kids Workshop. Is involved in many sports including athletics, swimming and dance. Has a younger brother Nicholas, who is 18 months old.

Quirky, Confident,  
Creative, Loves dressing  
in similar outfits as her  
mother.





# Secondary Target - Parents Family

66

## Target profile

The ideal target persona for the parents will be as follows. The Celine client would be a client that would have been a loyal customer since the Phoebe Philo days. This customer is mature and probably a millennial or older. This client is probably further along in their career. They could also be parents (according to research over 40% of millennials are parents) or have nieces and nephews that they would like to shop for.

They are highly educated (34% of millennials have a bachelor's degree or higher) and a strong work ethic and strive for the best in everything. They are confident and not scared to experiment. Their values are love, freedom and self discovery. They value mixing high designer items with low basic items. They are open minded, easy to adapt in every situation, have money to spend on high quality items and aim for long term usage. They are creative and cool.

They are fashion conscious, aware of trends but won't buy into fads and most likely sharing every moment of their lives on social media. Basically Millennials may feel the pressure of having their children educated, well rounded and culturally aware from a young age. Millennial parents will spend a lot of time giving their creative kids all the artistic skills they need and desire.







## Ideal Profile 01

### Demographics

Name: Philippe Rousseau

Age: 39

Gender: Male

Job title: Art gallery owner in Paris

### Background

Studied art history at National School of Fine Arts. Met his wife Amelie while she was studying there and he was lecturing there. Lived in Hong Kong and Tokyo for some time meeting artists and working in several galleries before moving back home to Paris to open his own Gallery. Loves Celine menswear and what Hedi Slimane has done with the brand, met Hedi Slimane at one of Hedi's earlier photography exhibitions.

### Identifiers

Creative, Organised, Perfectionist, Would describe himself as a modern man, Not afraid to experiment with fashion, Has nostalgic ideas of the times before ( likes old things)



## Ideal Profile 02

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### Demographics

Name : Amelie Rousseau

Age: 34

Gender: Female

Job title: Artist

### Background

Studied fine arts at National School of Fine Arts. Met her husband Philippe while studying. Worked as a receptionist while studying. Loves buying fresh organic products for her family. Paints and creates from her own studio at home where she can also look after her daughter and 18 month old son at the same time.

### Identifiers

Loves good coffee and good wine. Loves buying French organic products to cook healthy meals at home for her family. Enjoys family time the most.

Fashion conscious. Loved Celine when Phoebe philo was at the helm but really appreciates the fresh take that Hedi Slimane is bringing to Celine. Loves spending her money on high quality, classic pieces. Cares about brand heritage and the story behind the pieces of clothing and accessories she buys. Favorite Celine items are the Celine luggage collection and the new Triomphe bags. Loves the new 70s inspired style that Hedi Slimane has been using for his most recent collections.





# Product And Retail

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# CELINE

Enfants



# Celine Enfant | S/S 21

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The first kidwear collection, Spring/Summer 2021 will be inspired by camping activities. The clothes will be inspired utility and wearability as well as safari for the beginning of the kidswear journey. With earthy tones such as khaki green,

**A First collection  
is namely ;  
Summer Camping.**

tan and olive will be used to create a warm feeling of exploration. Pieces such as buttoned shirts, cargo pants and jumpsuits will

be key elements in the collection. The materials will be strongly linked to nature with linen, hemp, cotton and leather. Accessories such as hats made from straw or leather and comfortable adventure ready shoes such as sandals, sneakers and boots. This summer collection is all about the spirit of adventure.

Celine Enfant Collection  
Spring/Summer 2021









# Products For Kids

The product line includes boys and girls in ages 3 to 11 who value luxury, comfortable, chic garments for kids. Especially as French heritage. Personality as the explorer chic, full of joy and excitement.

In this collection the Celine signature items are included such as leather bags, daydresses, silkscraves and culottes denim, horse bit details, the culottes.

74





Breadth : 5 lines including Apparel, Accessories, Belt, Bags and Shoes.

Depth : 117 product categories, that includes T-shirts, Sweaters & Cardigans, Shirts, Jackets, Blazers, Trousers, Skirts, Denims, Dresses, Bracelets, Necklaces, Hats, Scarves, Iphone cases, Boots, Leather shoes and Sunglasses.



# Maison De Famille

Products in Maison De Famille concept are coming in the limited edition sets in each collection. Maison De Famille set are coming in sizes for Men, Women and kids (aged from 3 to 11 year olds), starting from the Spring/Summer 2021 collection.

The limited edition products of this collection includes T-shirt sets, Jackets, Denim, Hats, Case I-phone and so on.

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# Retail - Stores

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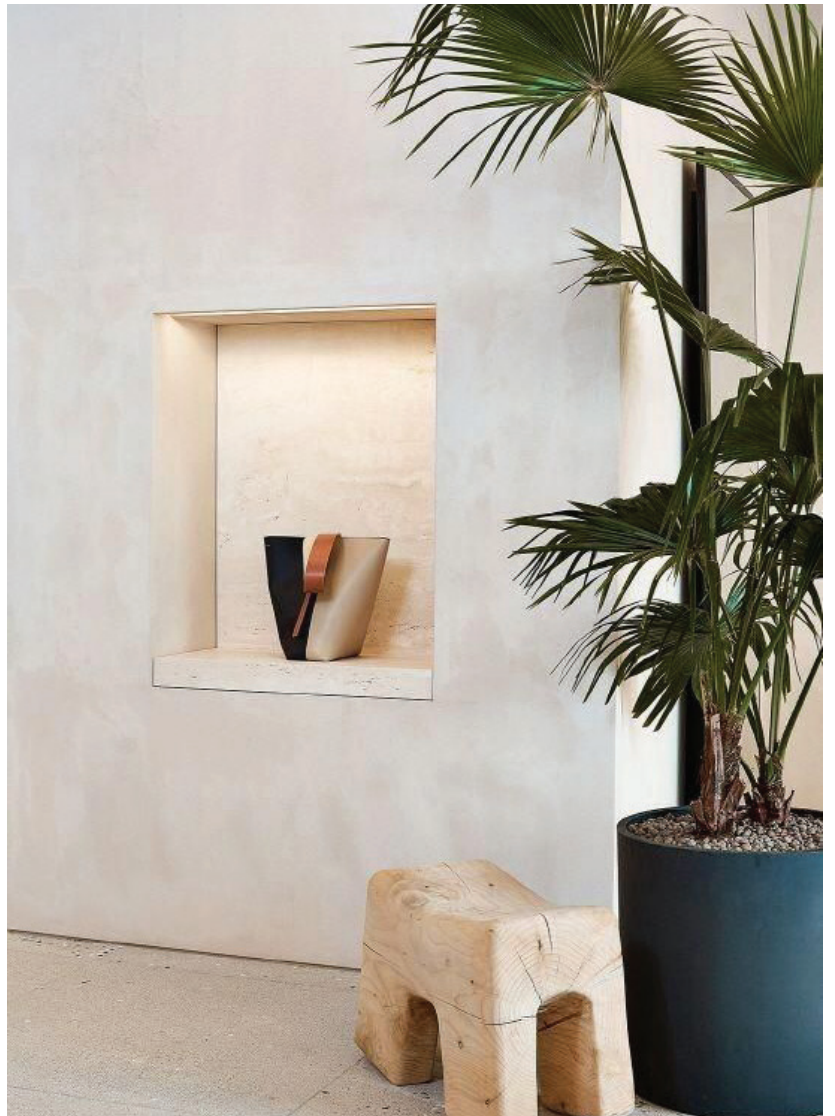
The Celine Enfant collection initiates an opening of five directly operated stores, dedicated to the kids collection. Initially five stores will be opened, located in Paris, London, Milan, New York and Hong Kong. The stores will have a soft color palette, similar to the ones which exist today for the men's- and women's

**Celine Enfant will be sold in mono brand stores all over the world as well as the own website.**

collections. Though the difference in the kids stores will be the importance of being inviting and stimulating for the whole family. This will be made by the playing sculptures and artworks created by

artists and designers, such as Ulrike Müller, Terje Ekström and Linnea Andersson. Artworks which is often fun, colorful and creative. The stores will be giving kids the opportunity to explore art in new ways and try to enhance their creativity. Stores will also contain different greenery, to give the stores natural elements as well as a sense of life.

Celine Enfant Retails









# Media Strategy

# Current Digital Landscape

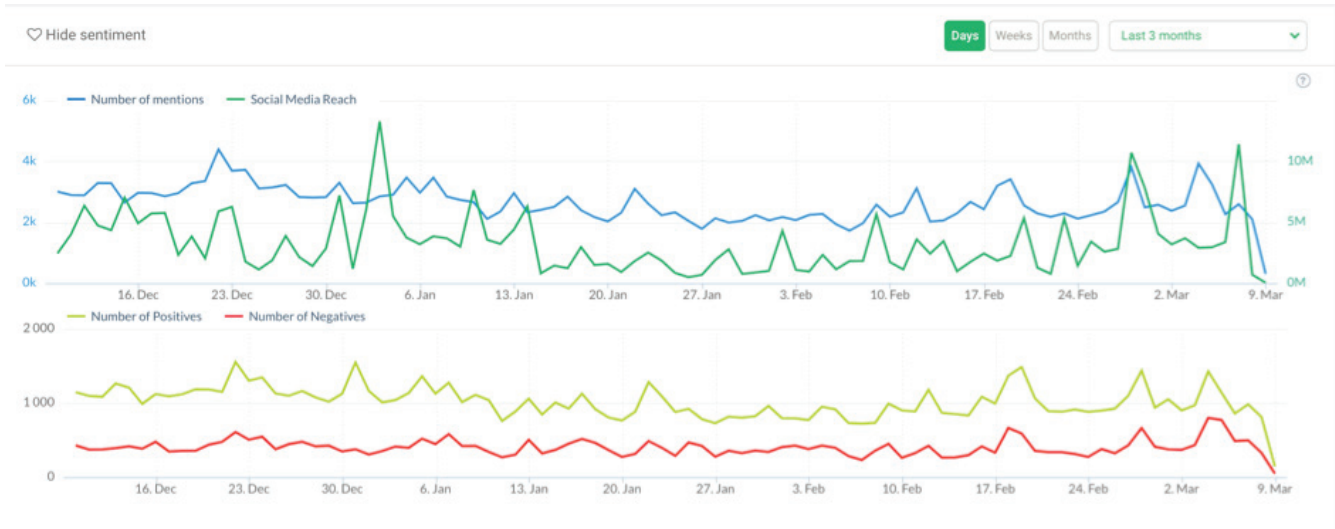
## Brand24

### 80 Celine Hashtags #CELINEBYHEDISLIMANE #CELINEPORTRAIT #CELINE-HAUTEPARFUMERIE #CELINECAMARAT #CELINETRIOMPHE #CELINEBERLIN #CHRISTIANMARCLAY

	<p>25 ClarieVia</p> <p>Celine Triomphe bucket bag คอลเลคชั่น Spring 2020 ของคุมพ้อเอติ ส่งตรงถึงลูกสาวแล้ว โดยคอลนี้จะไม่มี logo C celine บนกระเป๋า แต่จะใช้สัญลักษณ์ triomphe บนกระเป๋าแทน [...] คอลเลคชั่น Spring 2020 ของคุมพ้อเอติ ส</p> <p>twitter.com 2020-01-05 16:35</p> <p>Influencer Score: 7/10</p>	<p>★ 3629 ↻ 4700</p>
	<p>23 BritishVogue</p> <p>easy to recreate without the catwalk price tag. <a href="https://www.vogue.co.uk/miss-vogue/article/lisa-celine-outfit?utm_medium=Social&amp;utm_source=Twitter#Echobox=1578493838">https://www.vogue.co.uk/miss-vogue/article/lisa-celine-outfit?utm_medium=Social&amp;utm_source=Twitter#Echobox=1578493838</a></p> <p>twitter.com 2020-01-11 00:03</p> <p>Influencer Score: 10/10</p>	<p>★ 5521 ↻ 2937</p>
	<p>9 xbbangtn</p> <p>taehyung in celine shirt appreciation tweet pic.twitter.com/K8TTwCktz3</p> <p>twitter.com 2020-02-11 18:50</p> <p>Influencer Score: 8/10</p>	<p>★ 11897 ↻ 4535</p>
	<p>1 celineofficial</p> <p>JIMIN / BTS IN CELINE BY HEDI SLIMANE NEW YORK, NY 21 02 20 TODAY SHOW #JIMIN</p> <p>twitter.com 2020-02-23 00:41</p> <p>Influencer Score: 7/10</p>	<p>★ 128338 ↻ 39086</p>

From this information it is clear that Celine gets the most amount of mentions based on their connection with K-pop stars wearing Celine. The British Vogue article got a lot of attention as it is an article about Lisa from Blackpink where she is dresses in a signature French girl style, accessorising with a Celine Triomphe bag.

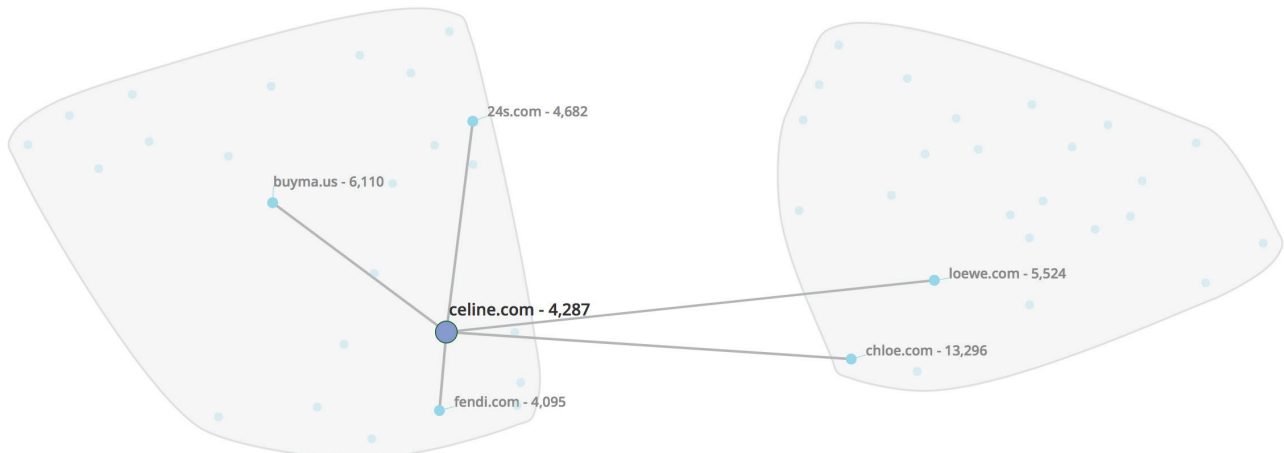




81

The above shows the Celine sentiment, mentions and social media reach over the past 3 months.

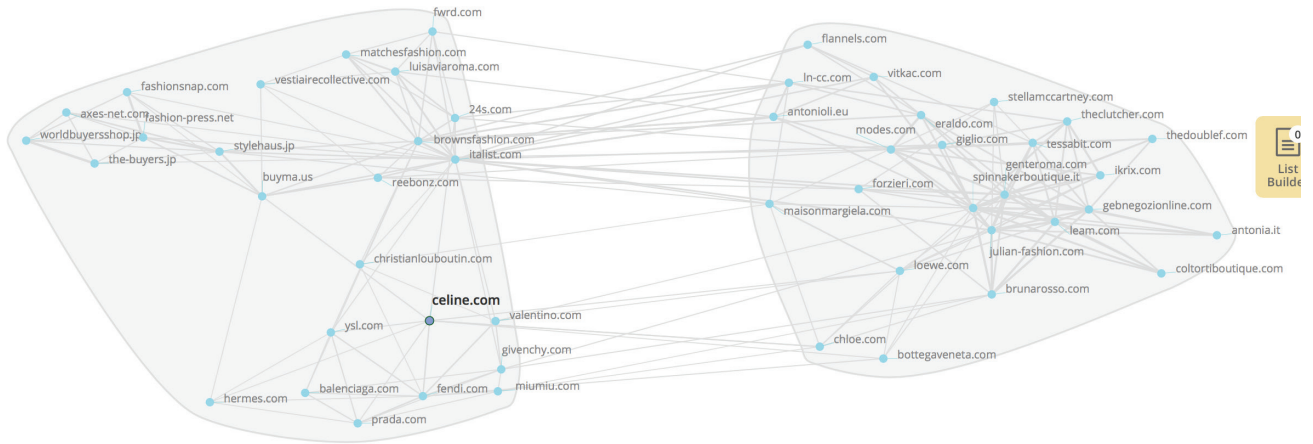
## Alexa



The above research comes from alexa.com

The above map shows opportunities to grow the Celine business via keywords while better understanding the audience. There is a clear audience and keyword crossover between Celine and Fendi as they both use over 4000 keywords this would mean that their audiences are often searching for similar things and are from a similar target market. Therefore we can assume from this map that Fendi is one of Celine's biggest competitors – as well as Loewe and Chloe, but Fendi and Celine clearly have bigger crossover. It also shows a crossover with personal shopping site Buyma.us and 24s.com – the only online multi-brand store selling Celine, also owned by LVHM.

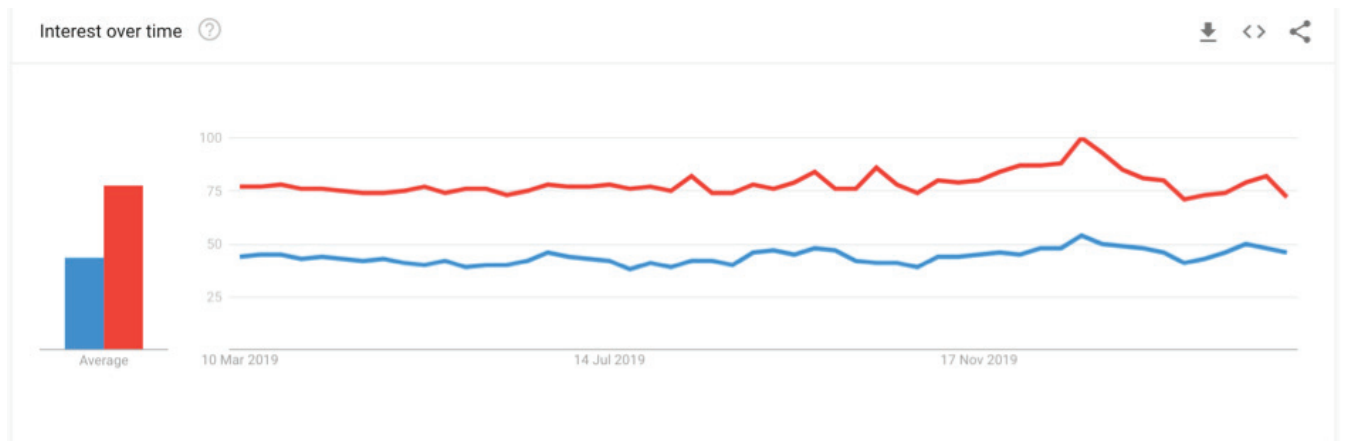
82



A more detailed map showing the full keyword landscape for Celine.

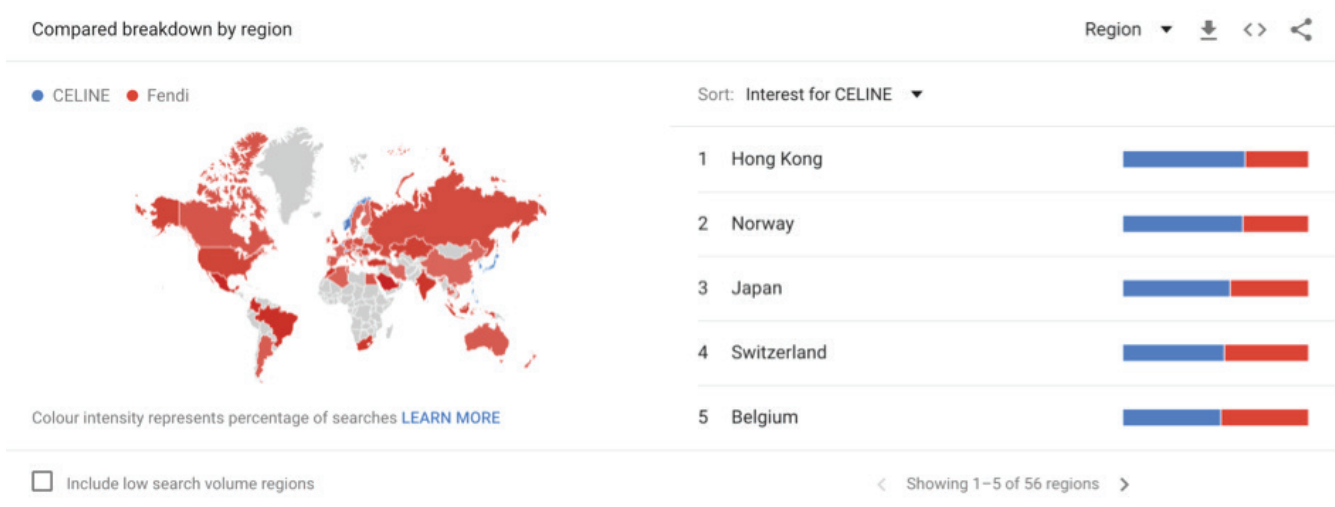
## Google Trends

Celine vs Fendi interest over the past 12 months.



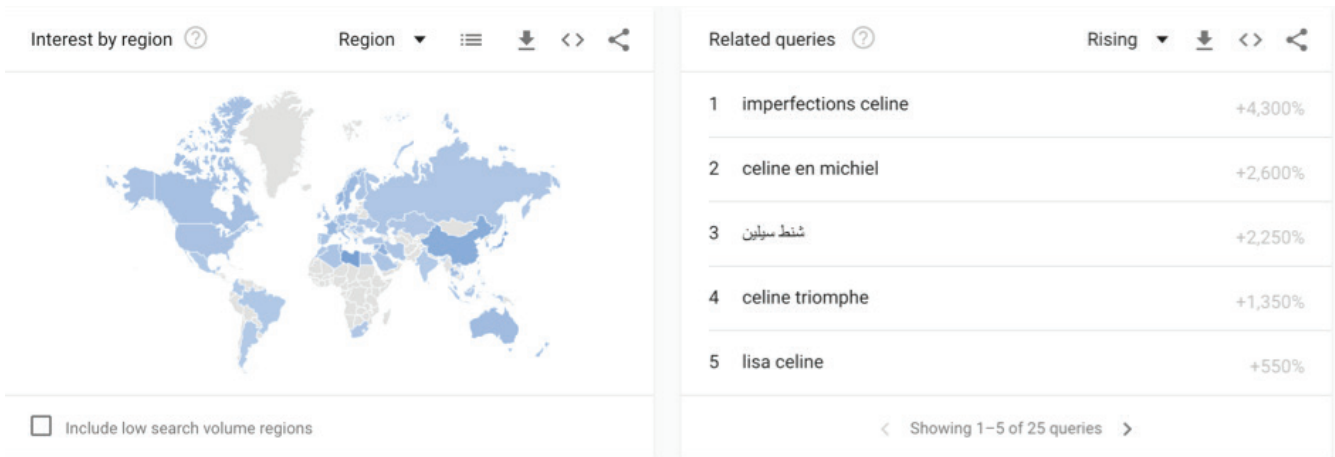
It is clear that Fendi is more popular than Celine overall. And they have both been steadily mostly staying the same, although interest for Fendi has grown in recent months, especially over the festive period of 2019.





83

Celine has the most interest in Europe and Asia.



Top search queries for Celine include Lisa from Blackpink.

# Rival IQ

## Celine vs Fendi Facebook

84

### Posts per Day ⓘ

Posting multiple times per day gives you more chances to get in front of your followers. But beware—more isn't always more and can lead to follower fatigue.



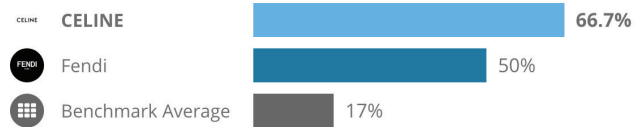
### Days per Week with Post ⓘ

Posting at least once a day helps companies stay consistent, relevant, and top of mind for your followers.



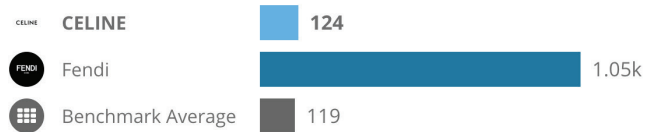
### Percentage of Posts with Links ⓘ

Links are helpful engagement hooks because they give followers a reason to stop and click when they might otherwise scroll right past a photo or status update.



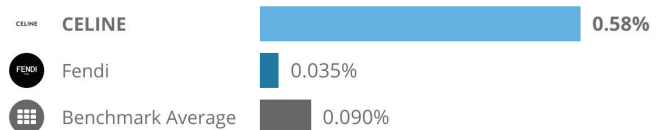
### Engagement Total per Post ⓘ

Higher engagement totals help more people see your content. When it comes to reactions, comments, and shares, more is always better.



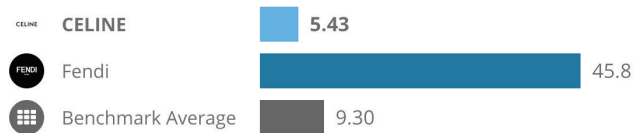
### Engagement Rate ⓘ

Engagement rate evens the playing field between companies with varying audience sizes. A higher engagement rate means you're posting content that excites your followers.



### Shares Per Post ⓘ

Sharing amplifies your reach by showing your content to your friends' friends, which can up your engagement. The more shares, the more resonant your content.



### Audience ⓘ

One follower that engages with your social posts is worth more than dozens who don't, so strive to build relationships with users through relevant and engaging content.





performance – Fendi is stronger on Facebook than Celine and gets more engagement per post than Celine

Fendi outperforms Celine on Facebook in terms of posts per day and the amounts of times that the brand posts. Celine has more posts with links for customers to click on.

85

About engagement, it is clear that Fendi has a higher engagement per post than Celine, but that Celine has a higher engagement rate. This could be because Celine has a smaller audience. Fendi has more shares per post showing that the content resonates with the followers and garners more interest. Audience engagement is much higher for Fendi as they post more relevant and engaging content for their audience.

**CELINE** VS **Fendi**

Brand	Post 1	Post 2
CELINE	<p><b>CELINE</b></p> <p>225 Reactions • 0 Comments • 20 Shares</p> <p>CELINE WOMEN WINTER 20 THE NEW CELINE BAG CELINE CHAINE TRIOMPHE BAG IN BLACK PYTHON AVAILABLE FROM SEPTEMBER 2020 #CELINETRIOMPHE #CELINEBYHEDISLIMANE</p>	<p><b>CELINE</b></p> <p>179 Reactions • 0 Comments • 6 Shares</p> <p>CELINE MEN WINTER 20 THE NEW CELINE BAG HEDI SLIMANE REINVENTS THE CELINE SULKY BAG FROM THE 1960s AVAILABLE FOR BOTH MEN AND WOMEN FROM SEPTEMBER 2020 #CELINESULKY #CELINEBYHEDISLIMANE</p>
Fendi	<p><b>Fendi</b></p> <p>2.82k Reactions • 107 Comments • 380 Shares</p> <p>Fendi updated their profile picture.</p>	<p><b>Fendi</b></p> <p>2.01k Reactions • 53 Comments • 95 Shares</p> <p>A compelling juxtaposition of casual ease and opulent glamour, the latest #FendiSS20 edit reimagines classic, minimal silhouettes with eye-catching embellishments. #FendiEyewear</p>

It is clear that Fendi has more shares, more reactions and more comments than Celine for their posts. It could be because they have more engaging captions and more interesting content that is more sharable and relevant.

# Media Strategy

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The media strategy would be structured on the mediums where the target groups are. Different types of mediums will be used to reach the target group. Paid mediums would be branded- and native content as well as traditional print advertising in collaboration with Condé Nast publications such as Vogue and Architectural Digest. Owned media, such as social media as well as the own webpage, will also be used. Content on their own social media channels would be sponsored and also in collaboration with bigger publications.

## Magazines to work with

### 01 Vogue Paris

60% of Vogue Paris readers are millennials and 60% of the female readers could be seen as fashion influencers.

Print: 1.4M readers

Digital: 1.7M monthly unique users

Social: 25.1M followers

### 02 Vogue - UK

60% of Vogue Paris readers are millennials and 60% of the female readers could be seen as fashion influencers.

Print: 1.4M readers

Digital: 1.7M monthly unique users

Social: 25.1M followers

### 03 Vogue - Italy

Half of the readership to Vogue France is aged between 25-44 and 70% has some sort of higher education.

Print: 780K readers

Digital: 1.9M monthly unique users

Social: 14.8M followers



## 04 Vogue - US

Vogue US is considered the number one fashion publisher on Instagram and YouTube and it reaches 7,6 Million millennials.

Print: 11,1M readers

Digital: 13M monthly unique users

Social: 52,7M followers

## 05 Architectural Digest - Italy

11 out of 20 of the readers are female and half of the readers are aged between 35-54.

Print: 435K readers

Digital: 200K monthly unique users

Social: 1,5M followers

## 06 Architectural Digest - France

65% of the female readers are interested in fashion and beauty.

Print: 524,4K readers

Digital: 279,2K monthly unique users

Social: 3,9M followers

## 07 Architectural Digest - US

Readers of Architectural Digest US spends \$5B on home remodeling.

Print: 3,1M readers

Digital: 2,5M monthly unique users

Social: 10,4M followers

88

# Communication Plan



# Communication Plan

Celine Enfant's first collection is for Spring/Summer 2021, and the communication plan will start from January to May 2021, with the aim to communicate effectively and to reach the right target audience



January 2021  
Outdoor Advertising



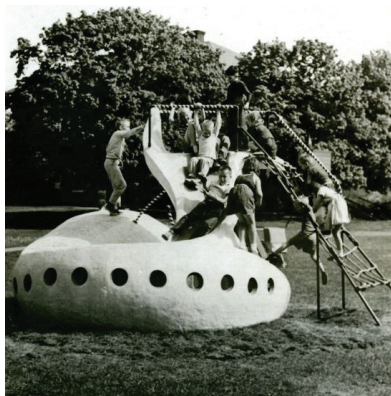
February 2021  
Video Advertising  
Campaign



March 2021  
Special Event



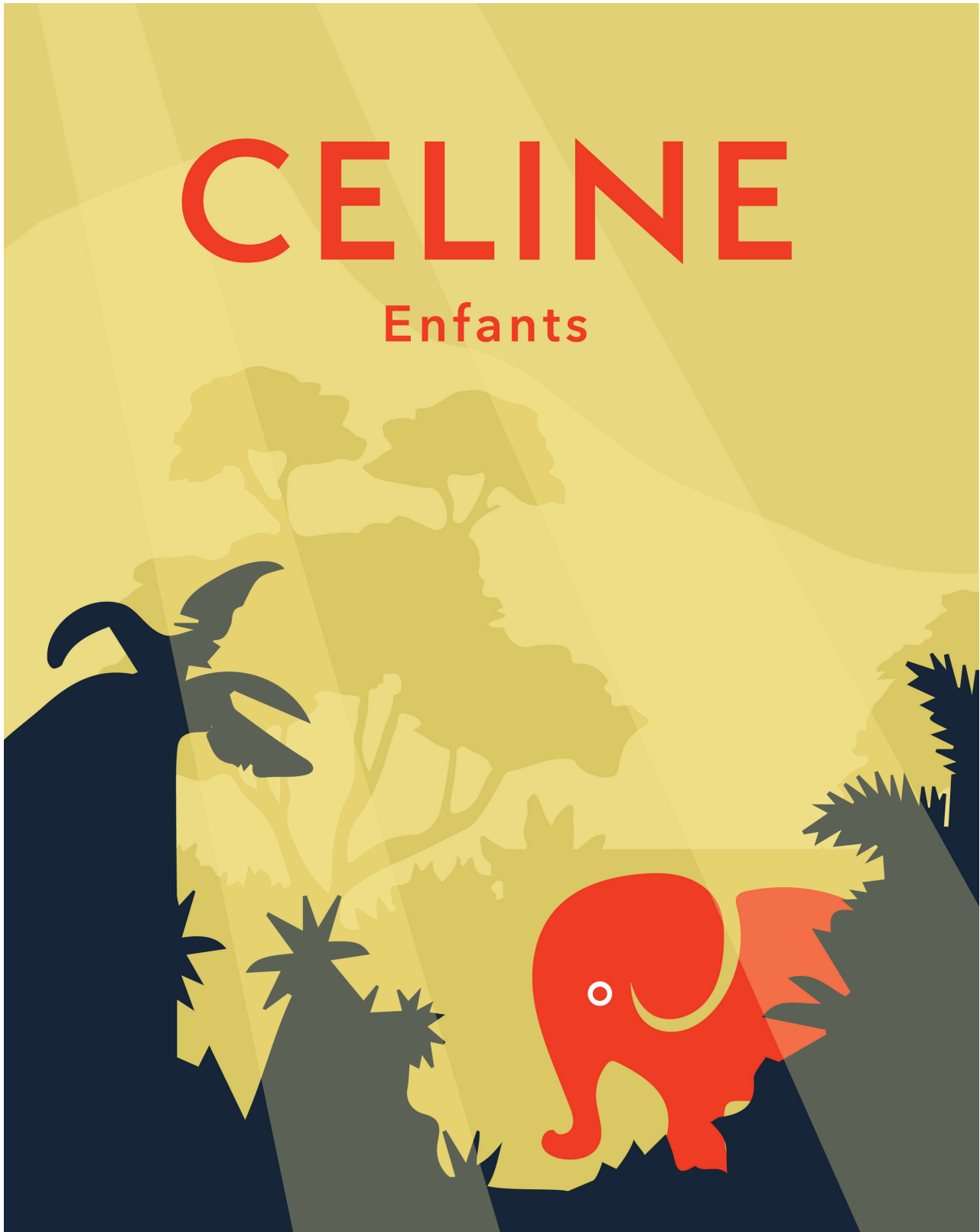
April 2021  
Native Content



May 2021  
Special Campaign  
Collaborating with artists

CELINE'S ADVERTISING S/S2021

90





# Billboard

In January 2021, the beginning a year, the initial communication regarding the upcoming collection is starting to roll out. This phase will be outdoor advertising like murals and billboards placed on strategical places.

At this point the kids collection is not mentioned. This phase is to gain attraction from the target and create an interest of what is coming.



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# The Campaign Video

In February 2021, the campaign video will be launched at Instagram and the website. The video starring red elephant Defier and its journey to Paris will be promoted through a native article on Vogue Paris social media platforms and website. It would also be through sponsored posts on Celine's Instagram.

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The idea is to attract the attention of parents and their kids. The video is presenting the spirit of the brand and gives a deeper introduction to the character, Defier. The video is also the first time it is explicitly mentioned that a kids wear collection is about to be released.



INVITATION CARD FOR SPRING  
AND SUMMER 2021 EVENT.

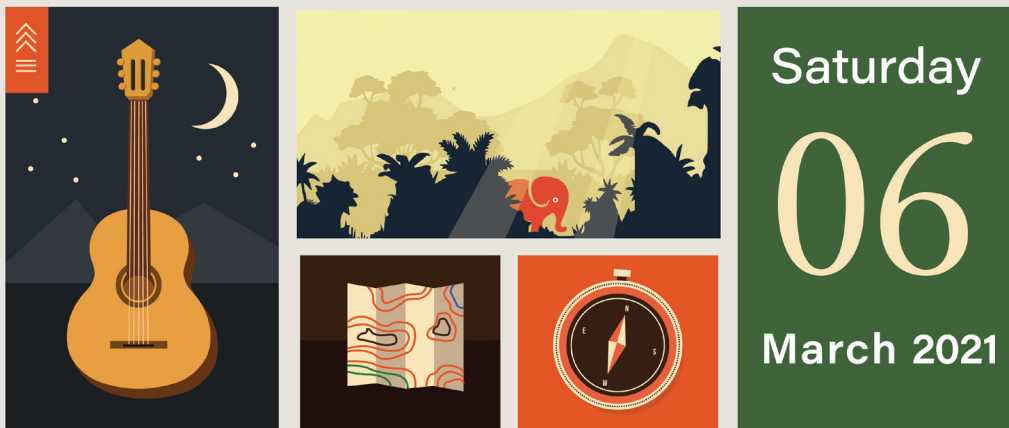
94

INVITATION TO CELINE'S FAMILY DAY  
S/S 2021



**CELINE**

Enfants



Saturday

06

March 2021

LIMITED ITEMS - ART - GAMES - FUN - LIVE MUSIC

YOUR PLACE

CAMPING LE GRAND PARIS



## Events

In March the actual collection is launched by an event during Paris Fashion Week . The event will be a family day where industry insiders, influencers and VIP customers will be invited. The event will be held during daytime and will focus on activities for the whole family. For the kids there will be the special designed playing sculptures which is a mixture of design, art and playing units. Designers that would create the

“Family Day”  
Celine’s an exclusive event in Summer Camping Collection S/S 2021.

sculptural playgrounds would be Jim Miller, John Bridgeman and Simon and Tom Bloor. At the event creative director Hedi Slimane will be presenting the new collection and the ideas behind it. Invited guests would be for example Susie Lao, Jeanette Madsen, Coco Pink Princess, Elin Kling, Rosie Huntington Witley , Chiara

Ferragni & Fedez, among others. All people within the fashion industry with a strong connection to their kids and family. Of course the whole family would be invited and the kids would be dressed in the new collection. Inviting influencers would be a step to gain earned media and reach out to a bigger crowd. At the event content will be produced. Through March the content produced at the event will be published at different platforms of owned media. For example videos at YouTube, different posts on Instagram and a story on the website. The content which is produced during the event will be sponsored to reinforce the message. During Paris Fashion Week the sculptures will be placed on strategic places around Paris to gain interest from the public and about the launch as well as the event itself.

NATIVE CONTENT WITH VOGUE

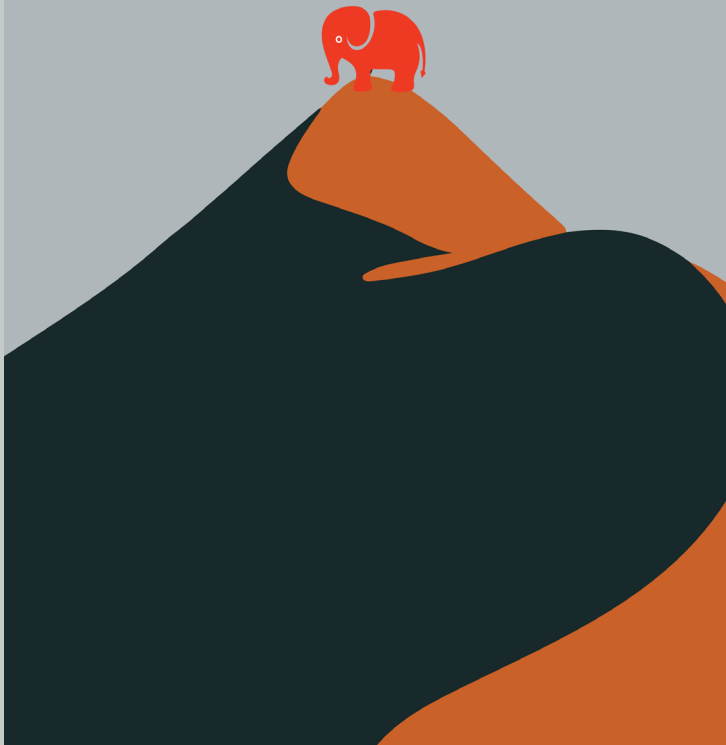
96

# VOGUE®

APRIL 2021

## CELINE

Enfants



### FROM PAST TO PPRESENT

Celine was originally started as a made to measure shoewear brand for kids, created by the founder Céline Vipiana. The brand is now launching Celine Enfant, a new luxury kidswear collection created by the french luxury maison. Together with the kidswear there will be a new concept called Maison De Famille, a concept with the aim to gather the whole family.

Defier is a red elephant, originally designed in the 60's, he will appear as front figure of the collection. He is artistic, creative and fun, which are four pillars the collection is based on.

The red elephant Defier will be seen on garments of the kidswear collection as well in the promotional material. Defier will only be used for the kidswear collection as a reference between the similarity of

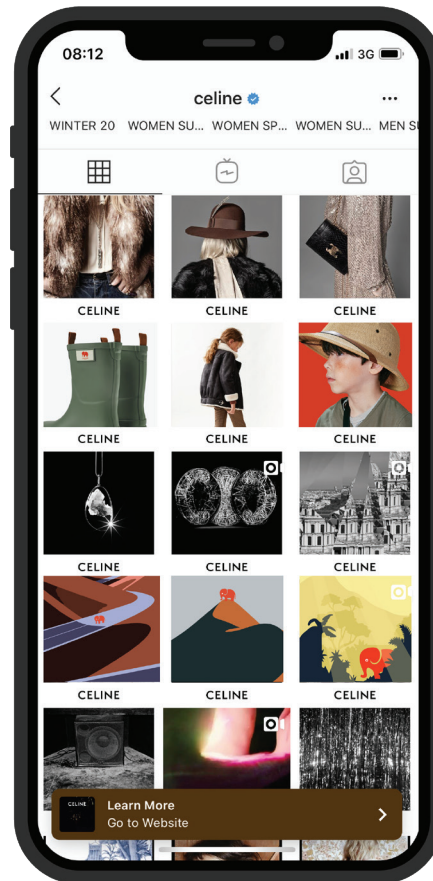
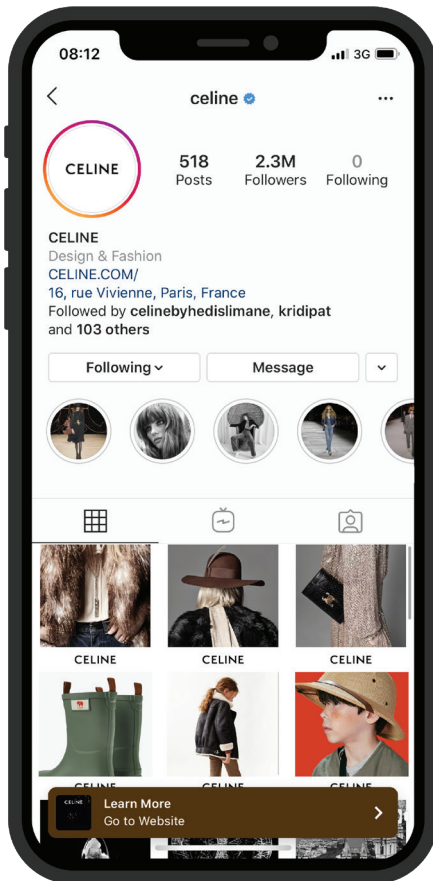


# Native Content

In April 2021, native content in partnership with Vogue is planned.

It would be an article published on their website which elaborates the storytelling regarding the history of Celine. It would explain the connection Celine has to kidswear, the idea behind the red elephant, Defier, and to promote the family feeling of Celine.

During April the promotion in own social media channels will continue.



KIDS PLAYGROUND SCULPTURES  
INSPIRATION SINCE 60S-70S.

98





## Special Campaign Collaboration With Artists

99

In May 2021, an article with Architectural Digest France, Italy and US will be published on their websites.

It would explore the kids playground sculptures which are created for the brand by Collaboration with artist like John Bridgeman. This art sculpture will be generated the playground back to 60s. It would be about the connection between kids and art and how it could stimulate creativity and would also address the relationship Celine has to art and history of collaborating with artists.



THE PLAYGROUNDS OF JIM MILLER-MELBERG,  
1950S - 1980S | PLAYSAPES. PLAY IN MUSEUMS:  
JOHN BRIDGEMAN AND SIMON AND TOM BLOOR  
AT LEAMINGTON SPA ART GALLERY & MUSEUM,  
LEAMINGTON SPA UK | PLAYSAPES.



100

# Budgets



# Campaign budget - Allocations

This is the different allocations to different costs related to the campaign for the new kids line. The whole campaign budget is split up into four different categories and then the different costs is specified under each category.

101

The budget is calculated from Celine having an annual revenue of €1Bn. Out of the €1Bn 5% is allocated to the yearly advertising budget and then half of the yearly advertising budget is the seasonal advertising budget. Since the usual work of Celine needs to go on, the campaign budget is a bit over a third of the seasonal advertising budget, which leaves us on €8 million. These €8M is then divided between media investment, digital investment, below-the-line material and customer relationship management and campaign production.

<b>Media Investment</b>	<b>€ 3 000 000</b>
Native advertising	
Outdoor advertising	
Print advertising	
<b>Digital</b>	<b>€ 1 500 000</b>
Social Media advertising	
Social Media operation	
Website	
<b>BTL Materials and CRM activities</b>	<b>€ 2 500 000</b>
Events	
Influencers and celebrities	
In store promotion	
Public Relations	
<b>Campaign Productions</b>	<b>€ 1 000 000</b>
Campaign shoot	
Creative fees	
Production of graphic material	
Video production	
<b>Total Campaign Budget</b>	<b>€ 8 000 000</b>

# Retail Budget

102

Down below is the budget calculations regarding opening up five new stores dedicated to the kids collection only. The calculation is on the expenses of opening up the new store as well as the running cost for a whole year. The calculations are made on a store which is 120 square meters.

<b>Initial investment</b>	<b>€440 000</b>
Per one store	
<b>Operating expense</b>	<b>€120 000</b>
Per year /one store	
<b>Initial investment</b>	<b>€ 2 200 000</b>
Per five stores	
<b>Operating expense</b>	<b>€ 600 000</b>
Per year / five stores	
<b>Total Retail Budget</b>	<b>€ 2 800 000</b>
Per year / five stores	



# Appendix

## Brand History

<https://staging.fashionbi.com/brands/celine/info>

<http://fulloftaste.com/celine-fashion-history/>

<https://www.crfashionbook.com/fashion/a23321746/history-of-celine-brand/>

## Celine By Hedi Slimane

<https://www.anothermag.com/fashion-beauty/11553/future-classics-how-hedi-slimane-called-on-celines-1970s-house-codes>

<https://wwd.com/fashion-news/fashion-scoops/new-celine-store-paris-spotlights-women-artists-1203154042/>

<https://www.theguardian.com/lifeandstyle/2019/sep/27/hedi-slimane-turning-celine-stores-into-art-salons>

<https://www.celine.com/en-ae/celine-collections/mens-summer-2020/campaign/>

<https://www.doitoutdoors.com/resources/blog/the-value-of-mobile-billboards/>

<https://highxtar.com/slimane-shoots-too-celines-ss19-womens-campaign/?lang=en>

<https://hypebeast.com/2020/2/celine-spring-summer-2020-menswear-collection-campaign>

## Sociological Analysis

<https://www.businessoffashion.com/articles/professional/couture-for-babies-dior-fendi-gucci-burberry>

<https://www.businessoffashion.com/articles/intelligence/why-mini-me-dressing-is-big-business>

<https://www.mordorintelligence.com/industry-reports/childrenswear-market>

<https://www.businessoffashion.com/articles/intelligence/how-kiddie-street-style-stars-are-driving-the-childrenswear-market>

New Family, Havas, 2015

## Strategic brand management tools

<https://www.lvmh.com/houses/fashion-leather-goods/celine/>

<https://wwd.com/runway/spring-ready-to-wear-2020/paris/celine/review/>

## Competitor Analysis

<https://luxuothailand.com/smartstyle/fashion/luxury-kidswear-the-next-big-market-for-luxury.html>

<https://www.lesenfantsaparis.com/gucci-kids-ss20/>

<https://www.businessoffashion.com/articles/intelligence/how-kiddie-street-style-stars-are-driving-the-childrenswear-market>



## Interview with Celine's store manager

**Manager:** the first launch which came out happened really with the first collection. the first launch was with the bags. The first bag that came out was with the bags, which is this one which you see here which has developed into certain shapes. As far as for leather goods we're working a lot with the archives, so there is a lot of research for Celine history and what Celine has been from the very beginning because I don't know if you're, are you familiar with the brand?

**Oliver:** yes

**Manager:** okay so you know it was born in the 50s with Celine Vapiana

**Shirin:** Yes

**Manager:** yeah, no okay. So basically the, the idea behind especially leather goods is to bring it back to ah what it was and what the signatures were. So that kind of the idea that you see a lot in leather goods and then it goes further into the ready to wear as well. Because for instance the triomphe logo that is one of the very strong signatures that we're taking of, from the archive is actually present also on all the ready to wear items and shoes.

**Manager:** as far as the aesthetics of the store go on, this floor in particular the changes were made by the podiums so there's a lot more

mirror and reflection. So we have changed all the podiums and we have taken out all the plants. Have you been to the store before...

**Oliver:** Uh, no. Not here but I have been to other stores.

**Manager :** Okay, so basically in a, up until 2017 we have had huge plants in the store. And the podiums were mostly made out of uh, oh my

God, Marmo, it's not coming to me

**Shirin:** marble

**Manager:** yes, it's not coming to me I English. So there was a lot of colourful marble mostly natural colours. Now it has been substituted with a bit more essential lines so you have a lot of mirror as well as for the accessories and everything, so before we used to put out the accessories just on a black shape or we had some raisors made mostly by Foss, this was one of the strongest um designers that was working on sort of, for instance the lamps and some of the elements in the store are still from Foss. He's a Danish designer. As far as for the best sellers what I can tell you is that we're still working strongly with essential lines so the Luggage, Classic, Belt bag are definitely the bag that you see a lot. And then we have a very string presence of the triomphe line so this line has been launched in the past season and has been really, going really well, as well the triomphe.

**Oliver:** Okay so it's mostly the accessories that sell the most or the bags in general?

**Manager:** Ugh, well it depends, for me, for us it's the whole world of leather goods so we do not necessarily separate the bags from the wallets and everything for us it kind of comes together, it's almost one category. So yeah it been this, historically this store has been working a lot with leather goods in general so Celine as a brand is strongly linked to leather goods so that's why the, obviously the, the, the immediate results we see are leather goods first. Um if you have any questions just ask me. I don't know I'm just talking.

**Oliver:** yeah, yeah, that's all good. And what is the percentage of the old Celine compared to new Celine in the store?

Manager: There is no old Celine anymore I would say.

Oliver: not at all?

Manager: well I mean I would say it's not, first of all its politically completely incorrect to call it old Celine

Oliver: yeah, yeah of course

Manager: Lets say its been divided into essential lines and the uh and the say classic lines. So essential are the ones that you use every day, which you'll be carrying around so have the classic, the belt, the sandal the big bag. So these are, these families are still very present. And then, I mean I wouldn't be able to tell you the percentage because every store has a different stock. So I mean, more or less they are both quite equally present in the collections, put it this way. Um when it comes to leather goods, certain bags have been cancelled and we do not carry those anymore. As for the ready to wear goes, sorry they are just changing the display so, um as for the ready to wear goes, obviously the collections are now linked much more to the archive than before. So we have a lot of comebacks as well in this case as I was telling you, you have a lot of signatures on the ready to wear items too, so we have a lot of accessories that we have like triomphe logo and everything. And yeah we have for instance some details. Celine has always been about the detailing. This one for instance, the button is a bloujon which comes as a like emblem from the building where the headquarters of the company is in Paris in Rue Vivienne 16, which is 16 give the name to the bag. It is actually the number of the

Celine atelier in Paris. So it's all connected. And this is an old emblem because that palace used to be a hotel back in the days, and it has this emblem okay (pointing to emblem). So this

is what it means now um it's a lot of story, a lot of history compared to before. I mean Before it was more going into intricate design or history of the material maybe? Now it's more maybe linked to the history of the brand. So it becomes stronger as the identity of the brand. So you have these elements reoccurring. A lot of influence from the 70s, because this collection was inspired strongly by 70s and especially , Paris, Parisian life in the 70s. So now sorry for the mess because I'm working on the display. We have upstairs as well. So these are from the old store.

Oliver: Do you sell men's wear here?

Manager: No, not in this store. The menswear has been strategically decided to be kept aside, so they are two worlds that are definitely intertwined but they are really two separate... let's say, not even identities, two separate worlds in its own. So they have opened the stores directly of the menswear.

Oliver: so there are no stores that sell both?

Manager: there are some that have both because of the space, like there was a huge space. So there are some but for the most part they have been divided and it depends on the, uh how big the store is because this one it is not big enough to have both of the collections. So you do have stores, I mean in Milan for instance in the beginning they had it together and then they have separated it so they have separate selling points for the menswear.

Oliver: um, is there a lot of customers that come in and like asks for old things or like doesn't like the changes or?

Manager: well you know, being nostalgic is part of what the person is. So we have a good mix of clients that are still a little bit hurt



from whatever happened and others actually do appreciate the collection so we have kept a lot of loyal clients in store. So it's, I mean it's a balance, you know how it is. It always when it comes to drastic change it's always, there is someone who takes their own, takes another road and there is someone who goes further I mean. When it comes to retail it's also a lot about the team, about the effort about how you actually treat the client so it's not only the collection that counts.

Oliver: Yeah, so you think that some of them are still coming back to the brand? Or maybe they didn't even leave?

Manager: well someone didn't leave. I mean you have customers that definitely leave. I mean because in a way you know the quality is the same, the cut is somewhat different but then if you think about it the essential pieces that clients would buy especially if it comes to ready to wear or um suits or particular dresses, um shirts and it's still all there it's just shaped in a bit different way but it doesn't mean that it does not represent the brand, I don't know if you understand. I talked with a lot of clients that are, I mean a bit nostalgic but I think that you know when it comes to fashion you, I mean no one should take it personally.

Oliver: yeah, exactly

Manager: I mean it's not, it wasn't done against anyone. It was a strategic decision of the brand that definitely has been working out. It just takes time, any change takes time.

Oliver: yeah. But more like generalising it feels like the brand has become a lot more younger, like more maybe, more like routed in youth culture.

Manager: Well, it definitely, definitely, definitely. It, well I would say it is more inspired by youth culture. So it has the essence of youth in it um, but it does not mean the collection is limited to the youth. So it's definitely inspired by the younger generation and but the younger generation that was in the 70s. So think of it as if I come to the store and I was born in the 60s or I was born in the 70s I see something that I was wearing back in the days and it's something that is attracting to me and I am you know 45 at the time. So this is the idea it's not, it is inspired by youth but it doesn't mean that youth is the main target. I would say the first fashion show was definitely much more um directly connected to the youth while these collections actually embrace something much bigger than that.

Oliver: yeah? so it's not that you have gotten a lot of young people as customers?

Manager: mmm, no not as much. No, it hasn't been, it hasn't flipped, it hasn't flipped from what we already had as a target to a completely younger generation and I mean

I think that in some ways maybe having sweatshirts, t-shirts has brought some new, new customers but still the message of the brand is you know be inspired by youth but it's not like we're selling to 15 year olds.

Oliver: So what would you say is the target?

Manager: I think there is no time limit, in this case. I mean it can be ah, it can be me that I'm not even, I'm under 30 and I want to wear something that is nice and I obviously have the money to buy it. It can be a working lady that works in the office and is over 40, 50. I mean we have clients from definitely all ages so, it's hard to define. Also basing ourselves on one store is hard to define the target age. I mean I can tell you what's happening in Florence I cannot

tell you what's happening in the whole world. So generally I would say that it's, it varies a lot. Also because collection varies a lot so you have a lot of things that no respecting herself, 50 year old person would put on but then you have a lot of things that you know a younger girl would just throw on and go ahead with so. It's a good mix. I think the collection is very wearable, so you can definitely, you can definitely work with any kind of customer.

Oliver: Do you know where the traffic comes from, into the store? Like is there loyal customers that comes on a regular basis, do they know a lot of the brand or is it maybe people that just pops in and doesn't even know anything?

Manager: ah well, there are both. We have a lot of loyal clients that are buying on season basis that know us very well ah, there are new customers especially because Florence is linked to tourism highly. So for us its um, let's say its again it's a good mix so we have the customers that are tourists but then we also have returning tourist, so people who come back so they have the houses in Forte dei Marmi or anywhere in the countryside wherever and they would come back seasonally so you have definitely a mix of loyal and passing by clients.

Dominique: and do you feel like the website like links customers to the stores directly? Do you think it's like a, they go to the website see "oh I think I like a few things" or they really want to have the store experience?

Manager: Um, well for the moment, I mean consider that Celine has been "viral" for fewer years than any other brand, so for us web at the moment is the channel that is developing and its more retail experience that inspires you to go to web rather than the other way round okay. So its um, it's a but atypical for the luxury brand for the moment but that's what's

happening. We definitely are working much more with the presence with the marketing presence. We have clients who come with the photo of the magazine and say okay I want this so it's something that I think it's a bit new to us. Before we were working more with street styling I would say, now we're working a bit more with the presence that is in the magazines which are online or offline. I mean I had people come in with a page ripped off of the magazines saying I want this. So I mean, its um, I think it's the other way around. Yeah I think that retail experience especially for us is fundamental.

Oliver: How would the best retail experience go into a Celine store look like? Like what are you feeling when you come in?

Manager: I'm not gonna give you all the secrets. This is the, this is what you know, um, its um I think not only for Celine for any store it's the energy that you feel when entering the store and it's the relationship because the idea behind whatever Celine uh works with, without giving you too much detail is building the relationships with the customers so that is the key of our everyday. That is why loyal customers are so important. That's why having more loyal customers is so important and loyalty to us means that we have people who believe in this store, believe in the collection obviously and sometimes you know it's the way that you have the relationships with the person that keeps them inside, the collection and you know helps you explain and they listen and so it's a lot about, it's like a relationship with a boyfriend or girlfriend, its personal like that.

Everyone: we're done. Thank you so much for taking your time

Manager: no worries, I will take you downstairs.

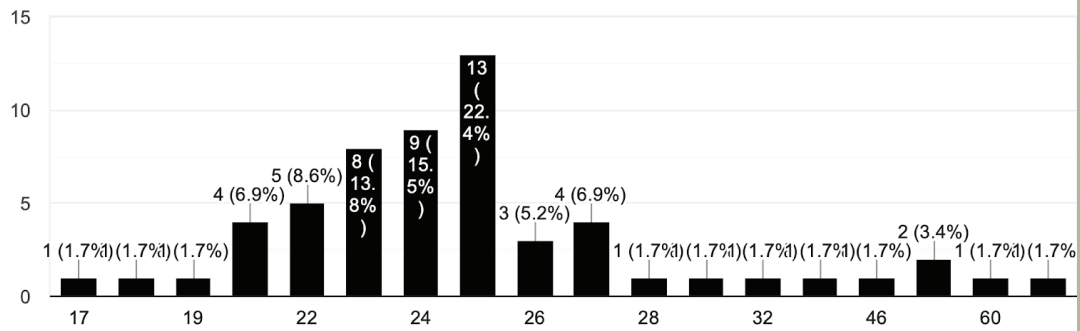


# Primary Research First Questionnaire

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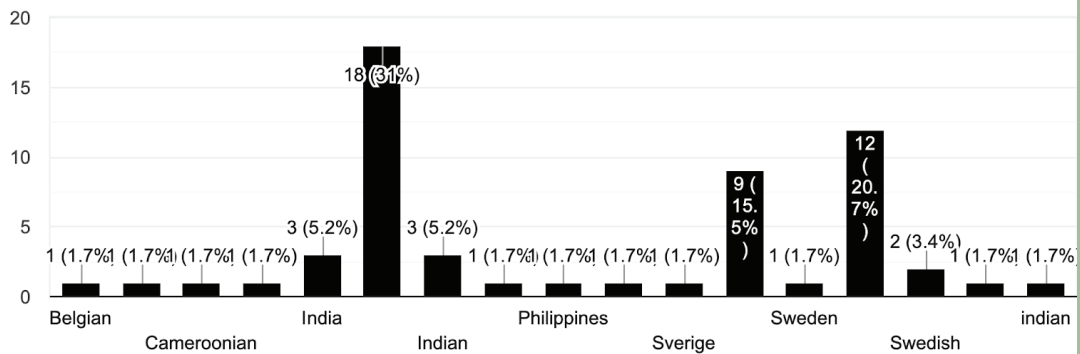
## Age?

58 responses



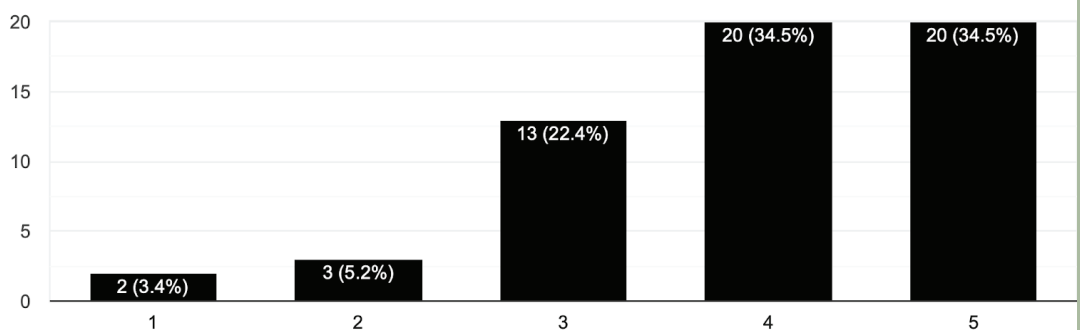
## Nationality?

58 responses



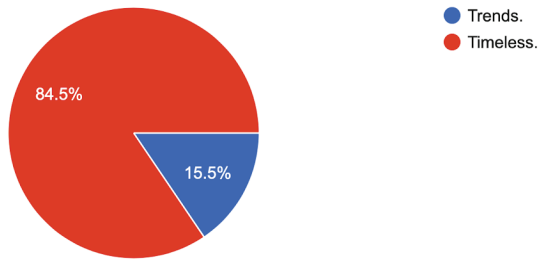
## How important are the communication and image to build a relationship to a fashion brand, for you?

58 responses



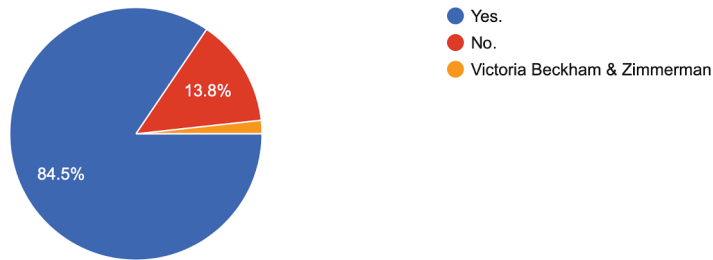
Do you follow trends or are more into timelessness?

58 responses

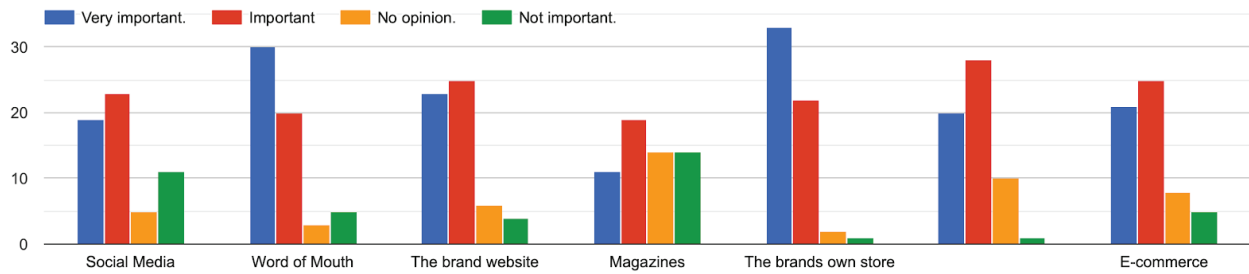


Is there fashion brands that you like and follow, but don't buy?

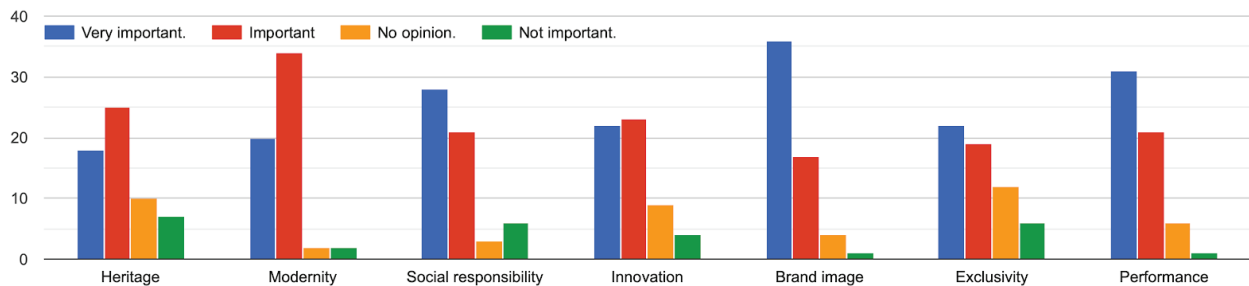
58 responses



How important are these mediums when building a relationship to a fashion brand?



How important are these factors when building a relationship to a fashion brand?

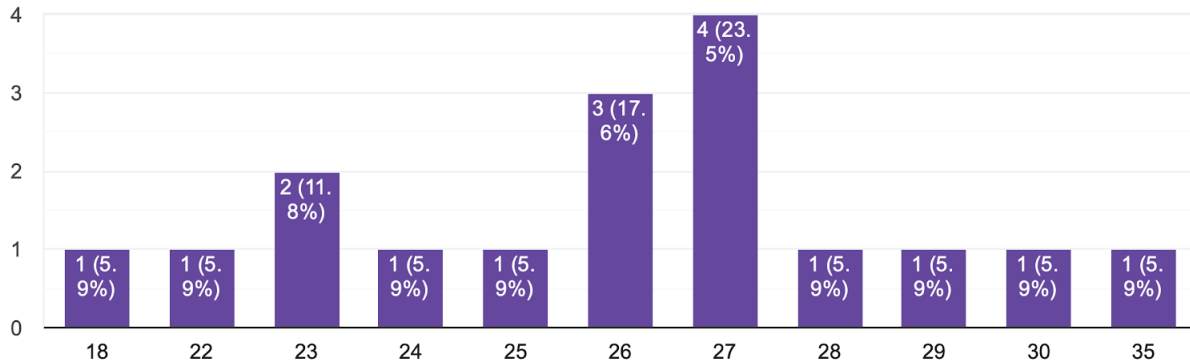




## Primary Research Second Questionnaire

### Age

17 responses



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Where do you live?	What is your profession?	What type of TV shows do you watch?	What music do you listen to?
Taipei	Student	Comedy, Suspense, Drama	Indie pop
Bangkok Thailand	Designer	Depends on situation	Pop - indie
Turkey	Marketing specialist	Series	Deep house, indie
Copenhagen	Designstudent	Documentarys, friends, sex and the City	A lot of different music, but mostly Electronic Pop
Copenhagen	Sales and Communication assistant	Lgbtq, comedy, thriller, drama	Indie, art pop, synth pop, pop
The Netherlands	Visual Merchandiser	Dramas	Pop Rock and Alternative
Italy	entrepreneur	contest, drama, business insider	Alternative, pop, jazz, soul
Dubai	Assistant Buyer	Drama/ Comedy/ Thriller	Rnb / Pop / Rock / etc ( not picky )
Bangkok	MA student	Friends	Pop
London	Designer	Inspiring talks, series, competition	Funk, Disco, old music
NYC	CREATIVE CONSULTANT	DOCUMENTARIES, PERIOD PIECES, ETC.	ANYTHING FROM OLDIES TOO INDIE TO R&B/HIP HOP
Dublin	Account manager	Documentaries, entertainment shows	All types
Florence	Student	None	Classical
Bangkok, Thailand	Business owner	Drama, Comedy	Mainstream, Pop
Bangkok Thailand	Style and Fashion	Drama Series	90s
Bangkok	Graphic designer	Crime / Investigation	Hip Hop / Alternative
Singapore	Operation associate	I don't watch tv	Current pop and classical

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What are your favourite artists?	What is your favourite cuisine?
John Mayer	Curry
Olafur Eliasson	Cheesecake
-	Thaifood
Marina Abramovic, Jacquemus	Thai and indian
Yves Klein, Wes Anderson, Andres Reisinger, Daniel Arsham, Ai Weiwei, Gerhard Richter, Caspar David Friedrich	Asian
REM	Portuguese
Oh wonder, lauv	All Fusion food
-	Italian
I have no idea.	All kinds of noodle
Van Gogh, Nendo, David Shrigley	Pad Thai, Izakaya, Chicken wings
PICASSO, MATISSE, HILMA AF KLINT, NORMAN ROCKWELL	ITALIAN
I have quite lot of favorites	African
Tyler the creator	Italian
Claude Monet	Italian, Spanish, Japanese
Hedi Slimane, Pedro Almodovar	Vegetarian not Oily
Mac Miller	Japanese
-	Italian



What is your favourite country? and why?	What are your favourite fashion brands?
Barcelona, the sun	Jacquemus
Thailand , Its my hometown	Loewe
England because of the weather	Many ex. Missoni, dolce & gabbana etc.
Don't know	Jacquemus, Acne Studios, Marni
Denmark because of great design everywhere: architecture, interior, packaging, clothes	Han Kjøbenhavn, Alexander Wang, Maison Margiela, 1017 Alyx 9SM, Peter Do, Venczel, Prada, ...
Portugal, great people	Hmmm... Margiela from 89 to 2012
Japan ( delicious food, nice people, and beautiful view)	Loewe, jacquemus
US / melting point for all cultures and love the city life	Celine , Louis Vuitton, Chanel, Loro Piana, Cartier
Italy, I love their culture, architecture and of course, food.	Celine
Denmark because it's well organised, people are nice. There are many museums, art spaces and inspiring products	Marine Serre
ITALY, IT IS MY HERITAGE AND THE HISTORY AND ARCHITECTURE OF EACH CITY INTEREST ME	PRADA, MARC JACOBS, THE ROW, MARYAM NASSIR ZADEH, LEMAIRE
Cameroon , I was born there	Chanel
Italy: weather, food, people	Schiaparelli
Spain. Because of the food and beaches	Burberry (in the past), Gucci and Dior (Now)
Thailand, I am proud of my hometown.	Absolutely Celine (by Phoebe Philo and Hedi Slimane) ,UNDERCOVER and Ralph Lauren
Japan cus I love their food 🍱	Old Celine / Jacquemus / Loewe / Bottega
Singapore. It's safe and everything is readily available.	The Row

What are your three top interests?	From where do you get the latest updates on fashion?	How do you describe your personal style/aesthetic?
Watching Nerflix, get a bottle of wine, shopping online	Instagram	Black, feminist, foxy
Art , Cuisine , Culture	Instagram	Sophisticated minimal
Hobby? Reading , movies, painting	10 mins ago	Depends on mood
Fashion/art, sociology, culture and religion	Looking in the streets	Feminine yet playful
Fashion, interior design, films/documentaries	Instagram, bof	Oversized but not slouchy, chill but with an edge
Writing, reading, travelling	Insta	Second hand
Travel, food , Art	Instagram	Minimal with mix of color
Traveling, Reading, explore new things	Vogue, Instagram, Business of Fashion	Relaxed
Fashion, Netflix and Dog	Vogue runway	Minimal
Travelling, Photography, Art & Design	Instagram	Casual, multicolored, playful
FASHION, READING, CREATING	INSTAGRAM, BOF, PODCASTS	A MIX BETWEEN MINIMAL/CLASSIC AND ARTSY/BOHEMIAN
Music, Fashion and home decoration	Tv, magazines, internet , social medias	Chic décontracté
	Instagram	Minimalist
Art, Musical and Architecture	Social media	Simple, minimalist with bold accessories
SNOOPY, FASHION & MARVEL CINEMATIC UNIVERSE	BOF, WWD, VOGUE THAILAND PAGE	I am the art piece, the one and only.
📺💰👛	Instagram	modern-vintage with a twist
Reading, cooking and doing make up	Instagram	Hybrid between street and formal wear



Where/on what do you spend your money?	Which social media do you use the most?
Food, clothes, living spend	Instagram
Fashion , Food , Travel	Instagram
Clothes	Instagram
Shoes bags food	Instagram and messenger
Clothes/accessories, interior stuff	Instagram
On surviving	Grindr
All Experience such as food, travel, activity	Instagram
Traveling, Collecting Bags	YouTube or Instagram
My clothes, I bought from a lot of places but normally I bought online from the brand that I love.	Instagram
Clothes, definitely	Instagram
SHOES	INSTAGRAM
Shops for Clothes and shoes	Instagram
Clothing	Instagram
For fashion, mostly bags	Instagram
on ipad... I spend it on my online game.	instagram
Travel, Fashion products and skincare!	Instagram
Food	Instagram

For luxury products do you prefer online shopping or in store experience? Why?	What kinds of media that you use to get information about Celine?
Store experience	Instagram
Store , I need to touch it before I buy	Instagram
In store experience because i can see the actual products	Instagram
In store, whole different experience and I need to try it in first	Instagram
usually online so I don't have to talk to anybody and can make up my mind in peace	If at all, then Instagram but I'm not very invested in the brand
Can't afford	Instagram
Store experience because I love to get the real feeling, touch, and get experience	Instagram
In store, more personalized	Instagram
Because of the high price, I prefer to buy them in their store to try them on and make sure that I buy the products which I like the most.	Instagram
Store experience because I need to make sure that they fit me and I also want to touch materials if they are like what I expected	Instagram
IN STORE. I WANT TO SEE AND FEEL A TANGIBLE PRODUCT AND CUSTOMER SERVICE IS IMPORTANT TO ME	Instagram
In store	Fashion magazines
Online	Instagram
In Store, for the experience.	Email (Subscribe)
I prefer store experience because I can touch and get some recommendation from sales.	Instagram
I prefer in-store experience cus I get to try the products whether it fits me or not and I love to look at the real material.	Instagram
In store experience	None



Do you buy Celine? Why and Why not?	What do you think about Hedi Slimane?
No, because of the price.	Classic, chic, feminine
No ... the one that I want to buy is not reasonable to buy	He ruins celine
Yes because i like the style of the brand	Don't know him
No. Don't like the new Celine	Don't know her
No, not much my style	Nothing in particular
No. Its design and quality is not worth the money	He is ok, i guess
I used to buy bags from the old Celine because I like the design and aesthetic. But from now I bought just some items that I like such as shoes, passport holder	He has his strong style which always res present to his works
Yes. The style is classic & timeless.	Creative & ambitious
Yes, I like Celine bags which are practical and have minimal aesthetic.	I'm ok with him but I still love Phoebe Philo the most.
No, too pricey. It's my wish list though	Don't really know about him much
I USED TO PURCHASE PHOEBE PHILO'S CELINE. I DO, HOWEVER, LIKE THE ACCESSORIES OF HEIDI'S CELINE.	NOT A FAN.
Not yet but it is in near future plan	Great designer
Yes, I like the brand	He is cool
I did because I like their design.	No comments
Yes!!! because Hedi Slimane.	He is my god. The one and only king of rock attitude. He keeps his style and design but applies/adapts to the fashion house that he works.
Yes I do. I love the simplicity, modern but not so simple the brand is. Old Celine is the best anyway	Someone who made Celine not Celine
Nope	No comments

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How do you feel about the new direction of Celine?	Is there any Influencer/celebrity that you really connect to the Celine brand?
I like the old Celine	Aimee song
I love the old direction	No
I would say I like the old one more	-
It's bad	Can't think of one
Messy	No
Textile waste	No
It's not my style. For me, I prefer the old one	
Not too sure. Love the old Céline, It had a sense of elegance that seems to be lost.	-
I think I feel the same with half of Celine fans. I prefer old Celine.	I cannot think about the global influencer now but I have some lists from my country including Sara Legge and Proud Oranicha.
It's a bit cliché, I prefer the old one	-
THE DIRECTION IS NOT CLEAR OR CONSISTENT. I DO NOT FIND THIS NEW DIRECTION EMPOWERING TOWARDS WOMAN.	NOT THAT I CAN THINK OF, SORRY!
N/A	Kylie Jenner
Interesting and progressive but not iconic	No
shocked at first sight but 'my god is back'.	Lisa Black Pink,
This is definitely NOT the Celine I love	Not so sure but no one is more connected than Phoebe 🤔
Sorry not a fan of celine	



