



ASHESI UNIVERSITY COLLEGE

A MARKETING PLAN TO LAUNCH THE NEW BESPOKE COLLECTION BY HEEL THE WORLD, TO INCREASE SALES AND BRAND AWARENESS

APPLIED PROJECT

B. Sc. Business Administration

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Applied Project Report submitted to the Department of Business Administration, Ashesi
University College in partial fulfilment of the requirement for the award of Bachelor of
Science degree in Business Administration

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April 2017

Declaration

I hereby declare that this Applied Project Report is the result of my own original work and no part of it has been presented for another degree in this university or elsewhere.

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I hereby declare that the preparation and presentation of this Applied Project were supervised in accordance with the guidelines on supervision of Applied Project laid down by Ashesi University College.

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Executive Summary

Founded by Fred Deegbe in 2011, Heel the World is a privately-owned company which provides bespoke and ready to wear luxury shoes and accessories for its cherished clients. The company also prides itself in inspiring other entrepreneurial start-ups to grow and go for their dreams.

To determine the gap between Heel the World's current position and its desired position, an in-depth interview was conducted to discover the root cause of the gap. Also, internet research helped provide more information about the company's position and competition. From the interview and internet research, the company realized a need to increase its brand awareness and sales through the launch of a new bespoke collection. The company seeks to enter and make a name for itself in the European market specifically, the United Kingdom and/or Paris. They therefore require a marketing plan to help spur brand awareness and sales of the new collection.

The plan encompasses an analysis of Heel the World's internal and external environment, an overview of the company's needs as well as a brief of its goals and objectives. The marketing tactics to be implemented were then based on the internal and external factors in addition to reviewed literature. Using the experiential framework model as the primary model for creating a solution along with the key success factors to launch a luxury brand provided by the literature, a marketing plan was created.

The plan if strategically implemented, seeks to increase brand awareness in Africa and Europe by 10% among its target market every quarter in 2017 and 2018. The launch also hopes to realize an increase in the product prices and sales by 60% and 50% respectively.

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CHAPTER 1: INTRODUCTION

1.1 Introduction

Heel the World is a luxury shoe-making brand located in Ghana. The company designs and produces a bespoke brand of custom-made and ready to wear shoes and fashion accessories (wallets, belts, suspenders, beads) designed primarily for men. The company seeks to increase its sales and brand awareness through the launch of a new collection of bespoke, one of a kind shoes and require a marketing plan to promote the launch. The first chapter of this paper provides an overview of the footwear industry in Ghana and a comprehensive study of the external industry (PESTEL Analysis) which will allow Heel the World to attain in depth knowledge on how strategic they should be in launching and marketing the new collection. In addition to this, is detailed information about the company and its values, as well as its accomplishments and hopes for the future. Chapter one ends with a study of the company using Porter's Five Forces and a SWOT analysis to clearly define the internal and external environment in which the company operates currently.

1.2 Overview of the Footwear Industry Africa – Ghana

The footwear industry consists of companies engaged in the manufacturing of footwear such as dress shoes, sneakers, slippers, boots, galoshes, sandals and athletic and trade related footwear. The industry also includes footwear parts such as shoelaces, buckles, clasps, inner soles, heels and padding (The New York Times, 2017). The footwear industry in Africa remains an untapped market, regardless of the large market size of over a billion people in Africa and the abundance of raw materials and talent for shoe manufacturing. Ethiopia, Ghana, Kenya and Nigeria are some of the African

countries that are diving into the very lucrative footwear industry. Ethiopia, for example, earned over \$30 million from shoe exports and is already home to more than 30 tanneries and several manufacturers that produce shoes and other leather goods for both the local and export markets (Ihuowa, 2015).

In Ghana, the footwear making industry is making headway in the local market, with most of the shoes being produced in Kumasi. The Kumasi shoe manufacturing company focuses on making footwear for almost all the security agencies in Ghana, as well as some private security companies (Myjoyonline, 2014). The local market is also filled with individual artisans and small startup companies who make footwear for sale in the country. The other regions in the country such as the Greater Accra Region and the Northern Region also have a few individuals who are into footwear manufacturing but on a smaller scale. Very few companies or individuals in Ghana focus on manufacturing luxurious shoes like Heel the World. A major player in the Ghanaian luxurious footwear market is the Phil and Joe Shoe Company. In Ghana luxury shoes which are worn by the affluent who do not mind spending more than most, are usually European or American brands. Even though companies like Heel the World and Phil and Joe shoe company have their own niche markets, a substantial portion of their customer base is lost to these foreign brands such as Prada, Gucci, Tod's and the likes which can be purchased at high end boutiques and shoe shops. These luxury shoes range from about \$200 to \$1500 or more. The luxury footwear production in Ghana is still a virgin market with a lot of potential once people start to believe in the high quality these Ghanaian brands can offer.

1.3 Overview of the External Industry (Ghana) – PESTEL Analysis

The overview of the external industry focuses on the conditions of the overall environment in which Heel the World operates in Ghana and how these conditions are likely to affect the operations and success of the company. The PESTEL analysis concept, expands on the analysis of external environment and examines issues that frequently have an impact on the business. The acronym ‘PESTEL’ refers to Political, Economic, Social, Technological, Environmental and Legal factors (Mullerbeck, 2015). This analysis is very useful for Heel the World as they are about to launch their new products into the global market. This analysis which focuses on the Ghanaian market will allow the firm to effectively evaluate the environment where production is done to know if there is major potential for the business to survive. Below is an extensive PESTEL analysis for Heel the World.

Political Analysis

In Ghana, where Heel the World has its primary workplace, the political environment over the years has remained one of the most stable in Africa. Ghana has made major strides towards consolidating its democratic achievements. Its judiciary for instance, has proven to be independent and has generally gained the trust of Ghanaians even after the dismissal of 22 justices implicated in a corruption scandal (The World Bank, 2017). The peaceful 2016 presidential elections which was won by an opposition party can also testify to the fact that Ghanaians uphold peace and believe in stability (Issifu, 2017). A stable political environment provides a serene environment for any business to thrive. Thus, considering some of their clientele of the company can be found in the political limelight, having a steady political environment would mean, the target market, made up of well-off individuals will have enough funds to spend on such luxury. Also, since Heel

the World is a privately-owned company that does not produce in mass quantities, the company would have little or no problems from exportation policies when sending their products to other African and European countries where it finds its target market.

Economic Analysis

In the first quarter of 2016, Ghana's economy grew by 4.9%, which is higher than the 4.1% gained during the same period in 2015. This was supported by the impressive performance of the services sector (Trading Economics, 2017). Nevertheless, the overall gross domestic product (GDP) growth for 2016 was presumed to fall below the 3.9% growth gained in 2015 due to production problems in the oil sector. The inflation rate also fell to 16.7% in July, the lowest it has been since March 2015 (The World Bank, 2017). The drop in the inflation rate and the growing economy, implies an increase in the standard of living for Ghanaians, thus a potential reduction in cost of production for Heel the World. This is because a lower inflation rate reduces the cost or amount of money spent on purchasing raw materials that will be used for production. Nonetheless, other economic factors such as the power crisis and the upturn of the exchange rate for importing leather materials may increase cost of production for Heel the World.

Socio-Cultural Analysis

The Ghanaian society over the years has embraced the western culture, especially in terms of dressing. Occasions such as weddings, parties and even everyday outings, have people wearing both high and low grade western clothing which includes imported brands of T-shirts, gowns, tuxedos, sandals, jeans, heels, loafers, amongst others. Nevertheless, Ghanaians still embrace their culture with the traditional attires (African print clothes, the "Ahenema"- traditional slippers and beads) for some special occasions

and especially on Fridays (Daily Guide, 2015). The footwear industry, which can be considered a subset of the fashion industry, has many Ghanaian entrepreneurs entering the industry. Unfortunately, Ghanaian made products, particularly shoes are not patronized as much as the imported ones as the foreign products are perceived to be of better quality. This perception of inferiority can pose as a threat to Heel the World.

Technological Analysis

Technology over the decade has seen enormous growth globally though this growth is relatively slow in Ghana as most technological products in the country are imported and not manufactured. In the telecommunications industry, however, the introduction of the internet and wireless technology has seen significant growth rates as Ghana's telecom industry is estimated to be worth \$1.1 trillion and this growth is projected to continue for the foreseeable future (Market Research Reports, 2017). The internet is widely available and the use of E-mail's, mobile phones and social media is rising. It is beneficial to the business as there are increased number of media platforms with which advertisements can be done and potential clients can be reached.

Natural Environment Analysis

Ghana enjoys a tropical climate all year round with two weather conditions, the dry and wet season (Ghana Meteorological Agency, 2016). Unlike countries with four seasons, the country's climatic conditions barely affect the day to day operations of businesses. For Heel the World, considering the basic raw material for shoe production is leather which comes from animals, the company is supposed to ensure that the sourcing of production materials is from a reliable and eco-friendly source. This is because, for a luxury brand, being environmentally friendly gives the company an edge

over its competitors who may not consider environmental impacts when sourcing for raw materials. Also, people are becoming environmentally conscious thus may refuse patronize products from business whose practices do not agree with their values.

Legal Analysis

The legal analysis focuses on the laws that businesses are guided by. Ghana has strict employment (labor) laws which must be abided by firms. Some examples of such laws are registration, minimum wage as well as health and safety laws which are frequently checked (International Labour Organization, 2017). Heel the World is a registered business and follows all the rules on how employees are to be treated by providing acceptable wages and a conducive environment for the employees to operate. The company also ensures that health and safety policies are abided by, which makes the company an attractive place to work and gives it a good reputation.

1.4 Company Profile of Heel the World

Heel the world is a luxury brand of bespoke and ready to wear made shoes and fashion accessories which include belts, wallets, suspenders, hand beads and other leather accessories. The brand focuses mainly on the designing and custom manufacturing of hand-made premium shoes for men. The company also has a social aspect where they produce beautifully crafted empowerment beads to encourage and support other entrepreneurs. Their products which are beautifully and meaningfully made seek to either tell a story or touch a soul.

The idea of this premium Ghanaian shoe making company was conceived in 2009, when a “shoeshine” boy told Fred M. Deegbe; the founder of Heel the World, that a pair of Pierre Cardin shoes he had just bought was impossible to make in Ghana. Fred, who

was a banker at the time, was disappointed at the “shoeshine” boy’s answer because he believed there was so much potential to be harnessed in Ghana. Further research made him realize this was a unique market he could enter and succeed exceptionally. With drive and belief in his ability and the hope to empower other creative entrepreneurs, the Heel the World journey begun and was officially launched in 2011.

The name Heel the World was chosen not only to depict providing world class shoes, but also to serve a social cause of healing the world by inspiring others to do more entrepreneurially. In 2011, Heel the world was launched online and a factory and showroom was set up at Adjiringanor in Accra. The company currently employs six artisans and four mid-level managers. As aforementioned, Heel the World’s product line includes customized and ready to wear made shoes and fashion accessories made mainly for men. The company is well known for its luxury brand shoes, however, with worldwide competition from other shoe manufacturers such as Gucci, John Lobb, Prada, Tod’s, Allen Edmonds, Phil and Joe shoe company amongst others, the need to increase sales and brand awareness is very imperative. This will solidify the perception of quality and exclusivity of products for the target market of Heel the World who include affluent clients who are willing to spend on luxury. The company therefore seeks to focus more on its bespoke collection by developing a new line of unique men’s shoes which will be launched and promoted to spur brand awareness for Heel of the World.

1.5 SWOT Analysis of Heel the World

<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Highly skilled and innovative team of management and employees • Few competitors in the Ghanaian Luxury shoe making industry • Strong social media presence at home 	<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Absence of most of the raw materials for production in Ghana • Limited information on the website • Not a strong brand internationally as compared to international competitors
<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Digital marketing (Online shop) • Product alliances with new partners 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> • Strong competition abroad • Threats of new entrants • Imitation of designs

Strengths

- The six artisans and four mid-level managers of Heel the World are professionals who are highly skilled, innovative and have a passion for the job. The small size of the workforce allows them to fully dedicate themselves to their tasks to produce high quality products.
- The footwear making industry in Ghana has an influx of local artisans mainly from Kumasi who produce semi and low quality shoes at very low prices as compared to Heel the World. They therefore do not pose much threat to Heel the World taking into consideration the target market of affluent and well off customers who are willing to spend more than most.

- Heel the World has strong social media presence as compared to its competitors in Ghana. With over 7000 Instagram followers, over 2000 followers and 14000 plus likes on Twitter and Facebook respectively, the company can reach a mass number of people, including potential clients.

Weaknesses

- About 80% of raw materials used to produce Heel the World's products are sourced from abroad due to unavailability of such quality in the country. This serves as extra cost for the company due to import, handling and shipping charges.
- The website for the company was set up in 2014. However, very little updates have been added to the site since then. Potential clients would therefore have limited access to information when they visit the site. This does not allow the reputation of the brand to grow.
- Despite the brand recognition internationally with features on CNN, BBC and Aljazeera, the brand is not well known amongst the affluent masses in foreign countries as its advertisement does not reach those boundaries.

Opportunities

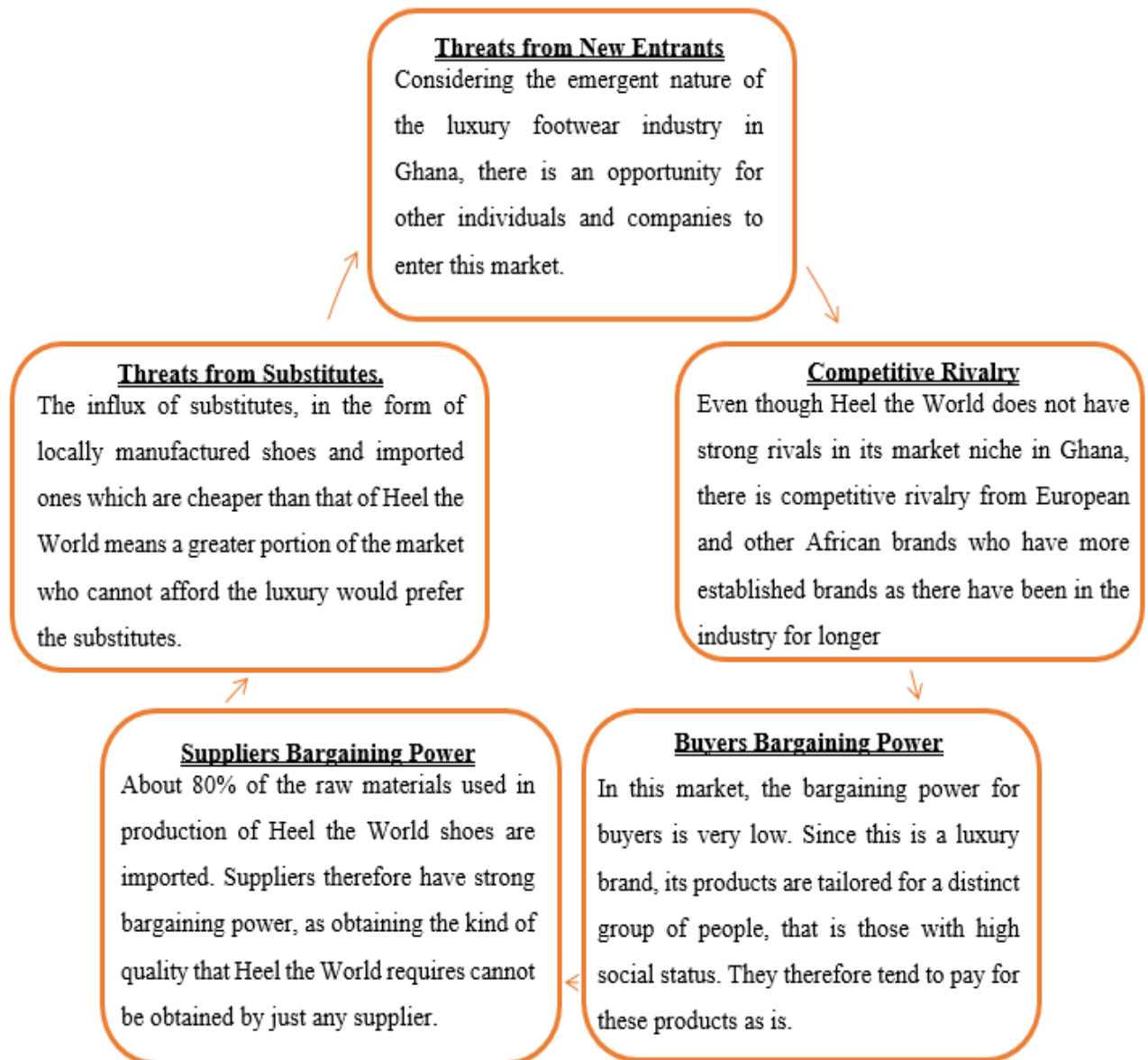
- Currently, Heel the World does not utilize e-stores (web or mobile applications). Focusing on well-developed and developing markets would go a long way to increase brand awareness as the target market would easily be able to access information and products of the company.
- Collaborating with other popular and more established brands, who provide complimentary products like suits and suitcases or bags can increase brand

awareness and in turn sales as the Heel the World brand would be introduced to potential clients in another market.

Threats

- Strong brands from other African countries and Europe, where Heel the World has its clientele, have a larger presence as they have been in operation for years and built a strong name for themselves. These brands such as John Lobb, Gucci, Prada etc. control a large portion of the market share, thus for Heel the World to increase its brand awareness and in turn market share, would be difficult.
- Considering the Ghanaian market for luxury footwear is still very open, the possibility of new entrants is very high. As people are becoming more entrepreneurial, they may consider the footwear industry and become competitors to Heel the World.
- The local artisans and small footwear businesses also have the potential to design shoes that look like the ones Heel the World makes. These replica shoes more be of lower cost and quality and may tarnish the reputation of Heel the World.

1.6 Porter's Five Forces Analysis



CHAPTER 2: PROJECT NEEDS AND ANALYSIS

2.1 Needs Assessment

A needs assessment is a process used by organizations to determine priorities, make organizational improvements, or allocate resources. It involves determining the needs, or gaps, between where the organization envisions itself in the future and the organization's current state (Grimsley, 2017). The main objective of this needs assessment is to determine the problems Heel the World is currently facing to have a clear idea of how to solve the issues. The chapter also looks at the procedures used in gathering information about the problem. This includes a structured face to face interview with the owner of Heel the World as well as internet research to determine the struggles and needs of the brand. The table in Figure 1 of the appendix shows a summary of the face to face interview questions and answers with the owner of Heel the World. The interview was conducted with the intention of acquiring information to define the problem. The internet research was also conducted to provide more information about the company's difficulties.

2.2 Findings from Internet Research

- ✓ The company is a fairly-young company which was launched in 2011.
- ✓ Very few competitors can be found in the Ghanaian luxury shoe making industry.
- ✓ Heel the World's international presence is not as strong as its competitors abroad.
- ✓ The company was featured on CNN, BBC and Aljazeera.
- ✓ Heel the World has limited distribution channels.
- ✓ The company's website lacks a lot of vital information such as updated pictures of products and price.

- ✓ On social media, Heel the World has over 7000 Instagram followers, over 2000 followers and 14000 plus likes on Twitter and Facebook respectively.

2.3 Problem Statement

From the face to face structured interview and internet research conducted, the following problem statement was developed.

Heel the World wants to increase its sales and brand awareness by launching a new collection of bespoke shoes for its wealthy target customers. Being a young Ghanaian company makes it difficult for them to compete with rivals, particularly the European brands, who have been in the market for much longer. It also restricts the percentage of the market they can reach, due to the limited amount of marketing and distribution channels with which they operate. Heel the World also faces the risk of new entrants coming into the market since this market is highly untapped in Ghana. To increase its competitive edge, Heel the World has recognized the need to come up with innovative ideas in designing and manufacturing their new line of bespoke shoes, to improve their current market presence and increase sales.

2.4 Proposed Solution and Purpose of the Project

Heel the world wants to increase its sales and brand awareness with a new collection of bespoke shoes. The target audience for this launch are mostly affluent Africans in Europe who have an interest in luxury shoes and are willing and able to spend more than most for a pair of shoes. The company, is therefore in need of the best advertising skills, which will inform them on the estimated market size to expect for the launch of the new collection and to help ensure that, the collection gains attention from the target audience. To achieve these objectives, a marketing plan is required to make this launch successful.

A marketing plan is a written document that describes a company's advertising and marketing efforts for the coming year; it includes a statement of the marketing situation, a discussion of target markets and company positioning and a description of the marketing mix you intend to use to reach your marketing goals (Entrepreneur, 2017). The marketing plan will equip the company with the needed information to ensure a successful launch of the new collection. The plan would detail out the communication and distribution channels that would ensure that the target audience are reached to increase sales and brand awareness.

The purpose of this project, therefore, is to develop a marketing plan for Heel the World; a luxury brand of men's shoes based in Accra, to launch and promote the brand globally but with strong focus on Europe (the United Kingdom and/or Paris). Heel the World wants to attract affluent clients by launching a new collection of bespoke men's shoes. A well devised strategic marketing plan is therefore needed to spur awareness of the brand and to reach the targeted clients and increase sales.

2.5 Rationale and Motivation for selection Heel the World

Heel the World as afore mentioned is a luxury brand of bespoke and ready to wear hand-made shoes for men. They also provide unisex accessories like beads as well as wallets suspenders and other leather items tailored for men. The company is acknowledged as a market leader in the shoe making industry of Ghana as they provide exceptional quality shoes and leather accessories for their clients. Over the years, the brand product recognition has been moving at a slow pace as they have focused more on the social aspect of their brand where they help and encourage other Ghanaian aspiring entrepreneurs to grow. The company has therefore decided to launch a new collection of

exclusive and exquisitely made bespoke shoes to increase brand awareness both at home and abroad. A marketing plan is therefore needed to ensure the launch process is successful. This would in turn increase awareness of the brand. Heel the World was therefore selected to ensure effective communication on why they should be the preferred brand to its target customers when it comes to luxury bespoke shoes. Also, my selection of Heel the World was due to my personal interest in fashion and hopes of entering the shoemaking industry in Ghana which is currently a male dominated industry. My interest in marketing and product development similarly encouraged this choice.

2.6 Significance of the Project

Designing a marketing plan to launch the new bespoke collection is important because it will help the company examine the market and its conditions to develop a tailored marketing strategy for the launch. Even though Heel the World is regarded as a market leader in Ghana, they seek to broaden their market by launching their products in Europe and other African countries.

The prime issue identified here is that, Heel the World needs to increase its sales and brand awareness as there is fierce competition in the African and European market. Should Heel the World decide to launch the new collection without a marketing plan, they stand the risk of failure and financial losses. Failure could be due to an overestimation of the market, wrong distribution and communication channels. This would cost the firm, its time, investment and reputation. A marketing plan will let the company stay focused guide you towards attaining the company's goals with minimum stress. With the marketing plan, there will be more coordination and time and energy can be channeled into the areas that need them for a successful launch.

CHAPTER 3: MASTERY OF SUBJECT MATTER

3.1 Literature Review

This chapter analyses studied literature and identifies contexts or frameworks that would aid in designing a solution for Heel the World. As identified, the primary objective of this project is to develop a marketing plan which will increase sales and brand awareness for Heel the World through the launch of their new bespoke collection. The chapter presents three articles of reviewed literature on marketing strategies and three cases of real life scenarios which intend to increase sales and brand awareness of luxury brands. Probing into these existing researches will provide a more informed outlook on current marketing trends internationally and the possibility of adapting, improving and incorporating these findings into the solution.

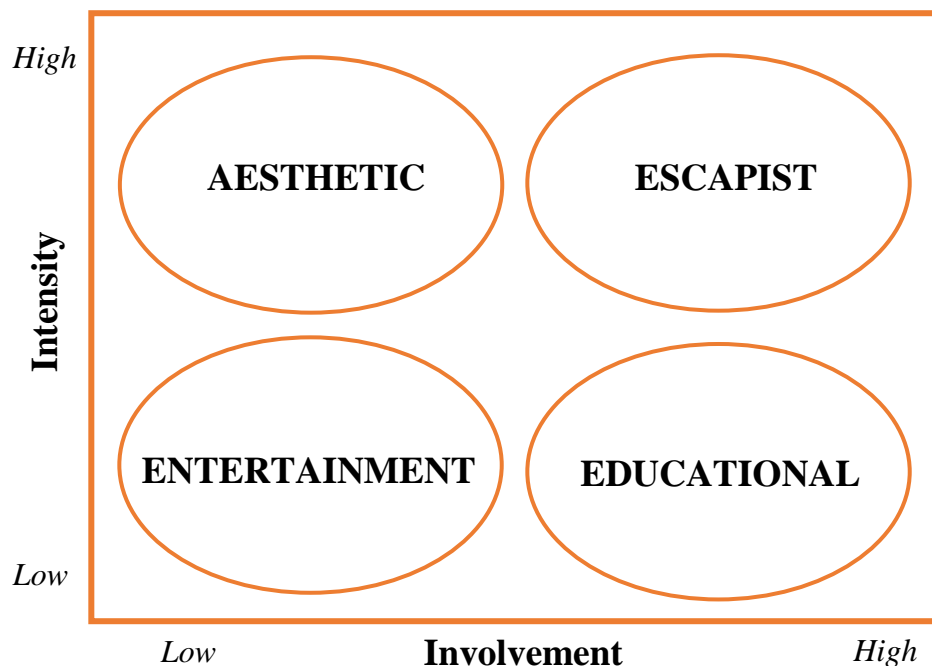
The Oxford dictionary defines brand awareness as “the extent to which consumers are familiar with the qualities or the image of a particular brand of goods or services” (Oxford Dictionary, 2017). Brand awareness is important for luxury brands or any other type of brand because it influences repurchase intention, which increases sales. A luxury brand is also defined as a brand that “goes beyond the object: they are built from the reputation made from their creations (objects and services) within the social elites and trendsetters (Rosa, 2012). It is a recognized signature of all the stunning and beautiful distinction in a product and the service. A luxury brand has a particular significance: it relates a social and cultural stratification and makes the wearer someone distinctive. Consequently, the luxury brand is a social indicator and creates distance” (Rosa, 2012).

In an article titled “Luxury Today – Key Factors for Success” the author, Christina de Azevedo Rosa identifies several key factors needed for luxury brands to succeed; people,

product, passion, pleasure, purpose, price and communication (as seen in figure 2 of appendix) (Rosa, 2012). The article explains how people are a crucial part of luxury as a luxury brand sells someone before they sell something. Thus, there is the need to invest in training employees and ambassadors to establish a personal connection with customers to create brand loyalty. Luxury products must also be outstanding and of exceptional quality at all levels, be it materials or production methods. Likewise, passion is what drives consumers to want to know more and become connoisseurs and collectors of a product. Regarding pleasure, luxury “products” need emotional marketing to give them that other dimension where customers are seen as emotional beings focused on achieving pleasurable experiences. Thus, expressing a lifestyle message where customers experience the sense of uniqueness and magic the products have to offer. Luxury products must be excellent in both their functional and symbolic purpose. Hence, there is a need to balance practicality and pleasure. Rosa also suggests that, to price a luxury product, one must understand the competitive environment and be attentive to the reaction of the final client. Finally, luxury and communication are of the same essence because one of the main roles of luxury is to recreate social stratification and communication is the most appropriate tool to achieve it (Rosa, 2012). Knowing these key factors would allow Heel the World to develop a strategy which considers and satisfies all the elements needed to devise a strong marketing plan.

In another article published in the Journal of Brand Management titled “Luxury brand marketing—the experience is everything!”, the authors Glyn Atwal and Alistair Williams identify a means of assuring long term success for luxury brand marketers by connecting the luxury consumer with brand related experiences. This they term as experiential luxury

marketing (Atwal & Williams, 2009). Experiential marketing is therefore about taking the essence of a product and strengthening it into a set of tangible, physical and interactive experiences that support the product offer. Experiential marketing describes marketing initiatives that give consumers in-depth, tangible experiences to provide them with sufficient information to make a purchase decision (Atwal & Williams, 2009). The article suggests that, experiences should be thought of across two bi-polar constructs. The first is “involvement”, which refers to the level of inter-activity between supplier and consumer and “intensity” which refers to the perception of how strong the feeling is towards the interaction. With that, the below framework was developed.



(Atwal & Williams, 2009).

The first experiential zone in the framework is the entertainment zone which has a low degree of intensity and customer involvement. For luxury brands, this involves activities like fashion shows in upscale locations. The key here is to simply apply a more

holistic and storytelling approach where the experience will be soaked in by observation. The next zone is the educational zone where participants are more actively involved but with low intensity. In this zone, participants acquire new skills or increase those they already have. This involves hands on education about an aspect of the luxury product or service. An example here is where the authorities of cruise ships provide semi-formal lectures about their journeys. The escapist experiential zone involves a high degree of involvement and intensity. The escapist experiential zone is a central feature in luxury marketing and more evident in the luxury tourism and hospitality sector. However, celebrity endorsements for advertising campaigns for luxury products and services also create a form of escapism via association. Finally, the aesthetic zone has a high degree of intensity and lower involvement. This zone involves the surroundings in which the product or service is provided. It is key to make such surroundings or the concept through which the product is provided admirable and inviting for the customer (Atwal & Williams, 2009). Traditional marketing frameworks view consumers as rational decision-makers focused on the functional features and benefits of products, experiential marketing views consumers as emotional beings, focused on achieving pleasurable experiences (Atwal & Williams, 2009).

Furthermore, as Heel the World seeks to increase sales, this paper considers another article titled “What Influences the Repurchase Intention for Luxury Brands? – The Relative Impacts of Luxury Value Dimensions” written by Alev Kocak Alan, Inci Dursun and others. The article investigates the main reasons and drivers for repurchase intention in luxury brands. It considers four different sides of luxury value which were proposed to influence repurchase intention, by encouraging brand trust and brand satisfaction. These

are; social value, individual value, financial value and functional value (Alan, Dursun et al). The researchers administered a survey to 500 undergraduate students in Istanbul - Turkey to consider the purchase of a luxury pair of sunglasses. The results of the study showed that if a luxury brand arouses functional and financial value, individuals will enjoy consuming that brand and will be satisfied with their shopping experience of the brand (Alan, Dursun et al). Also, when a consumer believes that the luxury good is useful, new-fashioned and has superior quality; he/she feels that his/her choice turned out better than expected. Furthermore, worthwhile economic value is another consideration for satisfying luxury consumers' needs. 47%, which is a sizable portion of the sample agreed that, these are the conditions that create a long -term relationship with a brand (Alan, Dursun et al). From the articles, incorporating the key success factors for luxury brands with the elements of experiential marketing, leads to a great people and product focused marketing strategy. Even though traditional marketing is also an option to consider, it would not work very well for Heel the World's product line. This is because, traditional marketing only provides the functional benefits and features of a product, whereas experiential marketing provides functional, emotional, social and economic value which is what luxury brand consumers seek. Experiential marketing will therefore be a better option to consider for Heel the World.

3.2 Real Life Scenarios

These scenarios are stories of successful brands who have incorporated in their marketing strategies, the key success factors for luxury brands and experiential marketing. It is worthy to note that, Heel the World does not have a permanent

distribution location in Europe, thus the below scenarios are tailored to situations which do not require a permanent location for marketing or distribution.

A brand which incorporated the key success factors and experiential marketing is the BESPOKEN x TRNK collaboration which celebrated menswear with a pop-up shop launched in New York city over the December 2016 holiday season. The launch, which was for a limited time spotlighted the fashion-forward BESPOKEN range and was staged to resemble an elegant and rustic living room (as seen in figure 3 of appendix) instead of the traditional Christmas lights for the season. This made the shop stand out and take center stage. Considering guys are as interested in dressing their spaces as they are themselves right now the joint venture sought to satisfy that need. This marketing strategy proved to be a very effective way to market artisanal and independent fashions in a way that is both exclusive and memorable (Pijak, 2016).

Another success story is that of prevailing fashion illustrator Donald Robertson, who teamed up with Story to open an imaginative pop-up boutique in New York City (as seen in figure 4 of appendix). The new collection went beyond the traditional pop-up format and offered a multitude of different experiences. The experimental store was a combination of art and high-end fashion. There was a beauty bar where guests could mix their own lipstick, a stall for designing personalized headphones and even a hot press for creating custom sweatshirts. The imaginative pop-up was designed to let guests cultivate their own shopping experience and lets them try out several different services based on their specific interests (Pendril, 2015). Donald Robertson's legion of 150,000 social media followers stood in line to see the goods inside and meet the man behind it.

Chanel St. Tropez is also a luxury fashion brand with a pop-up boutique that boasts of numerous artistic elements. The luxe and experiential retail space set up for its wealthy visitors, incorporated lively product displays with interior design details which showed modern art, making the shop far from ordinary (as seen in figure 5 of appendix). The playful and whimsical nature of this luxury retail concept makes a high-end brand like Chanel more accessible to a younger consumer and appealing to art fans who are not used to seeing the brand in such a fanciful light (Pijak, 2015).

All three scenarios capture the element of entertainment, education, aesthetic and escape through art and/or hands-on activities which are people and product focused. The brands also sought to provide pleasure and define the purpose of their products.

In summary, the literature review provides in-depth understanding of the subject matter by determining the factors and the framework needed to establish a marketing plan which will ensure the success of launching a luxury brand like that of Heel the World. In my view, considering the company is yet to establish itself in Europe, the real-life scenarios which incorporate the pop-up shops serve as a genius way of establishing the company without having to incur massive cost in acquiring a shop for selling. The idea also allows the brand to fulfill an essence of luxury, which is to make the product sporadic in the market. The literature and scenarios are relevant to the proposed solution because it provides the needed factors and information needed to develop the marketing plan to a successful launch for Heel the Worlds new collection of bespoke shoes.

CHAPTER 4: SOLUTION TOOL AND IMPLEMENTATION PLAN

4.1 The solution

This chapter uses the experiential framework components one-after-the-other and incorporates the key success factors for luxury brands to create a marketing plan for Heel the World's new collection launch. The chapter provides the objectives and brand positioning for the launch, a persona to define the target and the marketing mix, which incorporates the framework and key success factors to form the strategy and tactical plan

4.2 Marketing Objectives and Brand Positioning

The objective designed for Heel the World's collection launch must be SMART; Specific, Measurable, Attainable, Realistic and Time-bound. Thus, in determining the objectives, these measures were taken into consideration.

The objectives are as follows:

1. To increase brand awareness in Africa and Europe by 10% among potential affluent clients every quarter in 2017 and 2018.
2. To realize a 50% increase in sales with the new collection within the first six months of the launch.
3. To command a price premium of 60% above the company's average shoe prices by 2018.

Brand Positioning

Positioning is the act of designing a company's offering and image to occupy a distinctive place in the minds of the target market. The goal is to locate the brand in the minds of consumers to maximize the potential benefit to the firm. A good brand

positioning helps guide marketing strategy by clarifying the brand's essence, identifying the goals it helps the consumer achieve, and showing how it does so in a unique way (Kotler & Keller, 2012). Positioning the Heel the World brand will allow for easy recognition and recall of the brand. A sample positioning statement is shown below;

“Heel the World, your unapologetically luxurious shoes and accessories made uniquely for you”

4.3 Recommended Target Market

The target market is a group of customers on which the marketing efforts are focused. I recommend the target market should include well-off individuals between the ages of 25 – 65 who have the need to own and wear beautifully made shoes casually or for high class events. The focus will be on high-class men who have disposal income to splurge on shoes. These individuals appreciate good fashion and are fond of attending high end events and functions. Considering the launch would be held abroad, preferably in the United Kingdom or Paris, the target market for this launch concentrates on but is not limited to, African men in Europe who are willing and able to splurge on “expensive” shoes they love.

4.4 Strategy and Tactical Plan

The strategy and tactical plan present proposed marketing activities that will be put in place and performed for the launch of Heel the World's Bespoke shoe collection. Under this section, the strategy and tactical plan are grouped under the four experiential zones, integrating the key success factors for marketing a luxury brand (as seen in figure 2). It is important to note that, all the experiential zones involve the *product, people,*

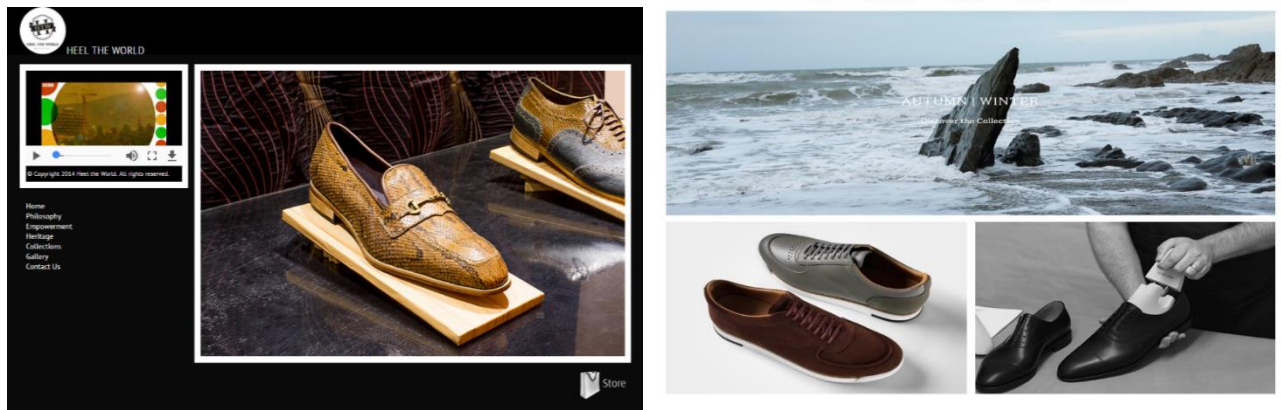
passion and *price* in the same manner. However, the *pleasure* provided, the *purpose* of an activity and the mode of *communication* vary in each of the four zones.

Entertainment Experiential Zone

This zone has a low degree of intensity and low degree of involvement. Meaning the activities performed here have a lower supplier-consumer relationship and the customers do not perceive this relationship with the product as one with a strong interaction. For Heel the World's collection, the key in this zone is to incorporate entertainment into areas outside the immediate experience. The purpose of adding "subtle" entertainment to the launch is to ensure that potential clients can take in the experience, as experiential marketing, considers customers as rational and emotional beings who are moved by what they see, how they can interact with it and how it makes them feel. The following recommended activities in the entertainment experiential zone can be incorporated into the launch of the new collection.

Update Website and content

Heel the World has an already existing website; however, the website does not fully depict the luxuriousness and the uniqueness of the brand. Considering the brand seeks to compare itself to larger internationally recognized brands like John Lobb, Prada, Gucci among others, likening the websites of these well-known brands to that of Heel the World shows that Heel the World's website has more room for improvement.



As seen in the picture comparison above, the John Lobb Website homepage uses a more classic and modern approach of white background and high quality pictures. Also, there is very little text on their homepage, portraying simplicity and class. The provided texts when clicked provide new pages with further information. However, for the Heel the world's website homepage, the text tabs provide further texts when the cursor is placed on it. This makes the website appear cluttered. Suggestively, a better approach would be to reduce the amount of text on the homepage and put more emphasis on the store icon as this is where the brand wants to pull its potential clients who visit the website. Also, to improve the perception of the brand, the product description must be properly crafted. For example, the laptop sleeve on the website has the following product description;

“Hand-stitched laptop sleeve. Color-blocking cover and interior. The hand-stitching matches the inner lining of the case. All our products are handmade and bespoke therefore we have a wide array to pick from. All the leather is sourced locally and each shoe is built from scratch so it will take us 48 hours to confirm the availability of the color combination you want” (Heel the World, 2014).

Considering this is a description for a laptop sleeve, the word “*shoe*” should not be present here. This error flows through all other items which are not shoes, but are being sold on the website. Finally, professional pictures of the shoes in the new collection should be added to the website, to show the wide portfolio Heel the World has. Color options for the shoes may also be added to make the shopping experience more entertaining.

Social Media and Television Ads

Over the years, social media has become a very popular and convenient medium for digital marketing. Heel the World has a growing social media presence and is very active on Facebook, Twitter and Instagram. The brand usually posts its products on social media which is a good way for ensuring that its presence is known. However just posting pictures is not enough to ensure that customers recognize and recall the brand. The whole essence of marketing and branding products is to allow for easy recognition and recall which leads to customers considering and purchasing the brand. To promote consideration and purchase, Heel the World can shoot video ads to launch the new collection of shoes. A video created with an emotional or catchy element such as a jingle, a character, a meaningful slogan or even a classic and appealing form of packaging will capture the target audience and keep them entertained. This can then be shared on Television and the brands social media platforms.

Online and Physical Look Books

A look book is a set of photographs which display a designer’s new collection and it is created for marketing purposes or to tell a story that helps convey the essence of a brand. The creation of a look book for Heel the World will allow the brand to showcase

its products on a wider spectrum. The online look book may be in the form of a mobile app which will be regularly updated with products from Heel the World to keep clients informed. The look book may serve other functions such as announcing promotions during festive seasons and discounts. The physical look books can be distributed across hotels and other vantage locations in Paris and/or the United Kingdom to announce the launch of the new collection and showcase the products. A look book is a creative way for a brand to define who they are and more importantly, who they are not. It allows a brand to express how it wants to sell itself and stand apart from competitors, while conveying the vision of the brand and what should be expected in the coming season.

Educational Experiential Zone

This zone has a low degree of intensity and high degree of involvement. Meaning the activities performed here like the educational experiential zone, have a low supplier-consumer relationship however, the customers perceive the interaction with the product as a strong. The purpose of an educational element in the launch allows is to allow potential clients to better understand and appreciate the product, its history and what goes into making it. Below are recommended activities in the educational experiential zone which can promote the launch.

Story-Telling

This is an activity in the educational zone because it helps to inform clients about all other aspects of the product such as its heritage, history and what goes into making the product. Storytelling allows a brands personality to shine and is the best way to hit the emotional chord with customers. Telling a story about the brand inspires customers

especially if there is a good or delightful story to tell. The story of “Banker turned Shoe maker” is a good place to start for Heel the World. It shares the history of Heel the World and inspires people to believe they can do anything they put their minds to. When potential clients are educated with information and inspired to believe in a social cause, they become more aware of the brand and support the cause by patronizing the brand. It is important for Heel the World to ensure that, the mode of storytelling combines words and imagery. Also, the story must be kept short with a great title to grab listeners’ attention. Finally, the story must deliver a content which is linear and expresses a clear narrative. Again, story-telling can be incorporated into the video(s) made for the television and social media ads for in the entertainment experiential zone.

D.I.Y Luxury Beads

The educational experiential zone also seeks to teach customers new skills or add to skill they already have. Since Heel the World is also into accessories, an activity that could be included in the launch will be to allow customers who buy the shoes to custom make a pair of Heel the World empowerment bracelets for themselves for free as appreciation for their purchase. These bracelets may have an added the option of color choice beads in addition to the 18-carat gold “bead” to make it different from the normal black bead which originally makes up the bracelet.

Escapist Experiential Zone

The escapist experiential zone has a high degree of intensity and high degree of involvement. The activities performed here have a high supplier-consumer relationship and customers perceive the interaction with the product as a strong or as one they can relate to. Within a broader context, the purpose of an escapist element provides exclusive

membership and association with the brand, allowing brand members to create new identities and realities for themselves. Below are recommended activities in the escapist experiential zone which can promote the launch.

Celebrity Endorsement

The brand value added by celebrity endorsement is direct and profound. Celebrities serve as channels between buyers and sellers as they add an element of legitimacy to the company, simply because of the power of their name. It is important to find a celebrity who engages and connects with the target audience the company seeks to reach. Considering Heel the World has already had the opportunity to work with Adebayo, an international football player, he would be a suitable candidate to reach for endorsement. This is however not limited to the football player alone. Other African football players may be contacted as well as renowned fashion bloggers and movie stars. Celebrity endorsement not only attracts buyers but makes the buyers feel like celebrities themselves.

Focus on a social cause

Focusing on a social cause simply means identifying and putting in measures to solve a social issue which affects a considerable amount of people in a community. In this new age of performing social responsibilities, what a company fails to do could be of negative effects to them. Thus, for Heel the World, it is important that they continue to live up to their name of “Healing the World” by supporting start-ups and small enterprises through providing them with the necessary skills and advice on how to run their businesses. A notable example is the company’s work with “Akataasia”, a successful fashion line in Ghana which started as a small business. It is also key to share the company’s social

deeds on their website or social media pages for current and potential customers to believe in their cause. This escapist experiential activity would ensure that customers who watch Heel the World ads or visit the company's website and social media pages, understand and know that, they share in the desire to make the world a better place by supporting a worthy cause.

Aesthetic Experiential Zone

The aesthetic zone has a high degree of intensity and low degree of involvement. Here, the elements are appealing and attractive and serve as a mode by which potential clients are pulled towards the product, hence the zones intensity. Nevertheless, involvement by potential customers is on the lower degree as they do not participate in bringing to life the aesthetic elements. For example, the architectural or interior design of designer boutiques; customer admire it but do not create it themselves. The following recommended activities in the aesthetic experiential zone can be incorporated into the launch.

African themed Pop-Up Shop

This is one of the most important activities of the launch as it is the avenue through which the product will be showcased, the people will directly reach the product and the surroundings will communicate the products essence. The African themed pop up shop may be designed or decorated to show African tradition with a touch of class being that Heel the World is a luxury brand. The pop up shops may be mounted for a limited period of 2 - 4 weeks in either Paris and/or the United Kingdom to make the shoes readily accessible to the target market. Strategic sales points should however be chosen as the

company wants to make sure that the target market can be found in these locations.

Figure 3,4 and 5 in the appendix provide examples of pop-up shops for luxury brands.

These examples can be emulated by Heel the World for the launch. Even though the launch focuses on Paris and the United Kingdom, the pop-up experience can also be created in Ghana and other African countries during exclusive fairs and fashion shows to increase the brands awareness and sales in these areas as well.

4.5 Marketing Activity Schedule

It is proposed that the launch begins December 2017, to provide the company with ample time (7 months) to complete the shoes and prepare towards the launch. Also, considering the month of December represents a festive and gift giving season, there will be a higher possibility of reaching more buyers. The timeline below shows how the activities will be performed by the staff and owner of Heel the World in a chronological order. Some third parties may also be contracted to perform some activities. Estimated costs have also been provided for each of the activities.

ACTIVITY	MONTH	PERSON RESPONSIBLE	DETAILS	ESTIMATED COSTS (GHC)
1. Update Website	May	A digital creative agency such as Cavemen, a group of Ashesi Alumni who provide services such as the building of websites, mobile	This must be done as soon as possible as the website is one of the first and a major avenue which provides information	6000 - 8000

		applications, designing of logos and brand consulting.	about the company.	
2. Online and Physical look books	June	The management of Heel the World in collaboration with a creative photographer.	This is also another early activity because, the company would want to announce the launch of the new collection by displaying some images of the shoes.	2000 - 4000
3. Focusing on a social Cause	July - August	The management of Heel the World.	With this activity, the company performs its social responsibility and lives up to their name of “Healing the World” by supporting promising start- ups and small enterprises.	n/a

4. Celebrity Endorsement	July-September	The management of Heel the World will be in charge of finding the perfect celebrity to support the brand.	It is important to ensure that the best representative of the brand thus this activity would be done over a three-month period in to properly vet potential candidates.	n/a - Depends on the celebrity
5. Story Telling	November-December	The C.E.O of Heel the World, Mr. Fred Deegbe.	Within this period, a catchy and entertaining story to capture the target audience in the form of video ads will be crafted. This can be shared on television channels and social media platforms	n/a

6. Television and Social Media Ads	November-December	<p>The management of Heel the World in collaboration with some U.K and Paris television stations such as Studio Visual T.V, super sports, Sony and international T.V amongst others.</p> <p>The management of Heel the World will also oversee the social media platforms</p>	Rigorous marketing and hype of the new collection will be shared on the company's social media pages and television. This would be an avenue to get the stories told.	n/a - Depends on the T.V stations and the social media platforms do not require expenses.
7. African Themed Pop-Up shop	December	Management of Heel the World	The pop up shop represents the place/venue in which the launch will be held in the United Kingdom or Paris.	10000 - 20000
8. Promotional Beads	December	Management of Heel the World in collaboration with	An interactive activity, which would show appreciation to	3000 - 5000

		their current beads supplier	the customers during the launch and allow them to experience the brand.	
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4.6 Monitoring and Control

Key Performance Indicator	How	Frequency
<ul style="list-style-type: none"> Brand Recognition and unaided brand recall 	<ul style="list-style-type: none"> Consumer recall and recognition tracking studies or survey 	<ul style="list-style-type: none"> Every month over the first two years of the launch
<ul style="list-style-type: none"> Brand Association 	<ul style="list-style-type: none"> Focus group discussions 	<ul style="list-style-type: none"> Quarterly over the first three years of the launch
<ul style="list-style-type: none"> Brand Market Dominance 	<ul style="list-style-type: none"> Evaluate sales growth rate 	<ul style="list-style-type: none"> Quarterly
	<ul style="list-style-type: none"> Evaluate profit margin growth 	<ul style="list-style-type: none"> Every six months

4.7 Summary of Marketing Plan

Entertainment Experiential Zone	Educational Experiential Zone	Escapist Experiential Zone	Aesthetic Experiential Zone
<i>Low intensity and low involvement</i>	<i>Low intensity and high involvement</i>	<i>High intensity and High involvement</i>	<i>High intensity low involvement</i>
Update website Television and social media ads Online and physical look book	Telling a story on interesting facts about history in Heel the World and its potential influence in Africa Promotional beads (designed by customers)	Celebrity endorsement Focusing on a social cause (the idea of healing the world by helping other promising start-ups)	African themed pop up shop
Marketing Objectives	<ol style="list-style-type: none"> 1. To increase brand awareness in Africa and Europe by 10% among potential affluent clients every quarter in 2017 and 2018. 2. To realize a 50% increase in sales with the new collection within the first six months of the launch. 3. To command a price premium of 60% above the company's average shoe prices by 2018. 		
Value Proposition	“Heel the World, your unapologetically luxurious shoes and accessories made uniquely for you”		

CHAPTER 5: CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

5.1 Conclusion

After an in-depth interview and research of both the internal and external environment in which Heel the World operates, this paper presents a marketing plan designed specifically for Heel the World to launch the company's new collection of bespoke shoes. Choosing the experiential marketing method over traditional marketing, the plan makes use of experiential marketing strategies which have been grouped into four zones namely, the Entertainment, Educational, Escapist and Aesthetic Experiential Zones. Under each of these zones, are specific activities which form the marketing plan. Further discussions with the management of Heel the World, allowed for a seven-month marketing plan schedule to be devised, prior to the launch of the bespoke collection which will be held in December of 2017, in the United Kingdom and Paris. Considering these bespoke shoes are already in the process of completion, the essence this marketing plan and effective implementation of it will correct important weaknesses as well as increase sales and awareness of the brand. The management of Heel the World with the help of some third parties will be responsible for implementing this solution.

5.2 Limitations

One major limitation with using this plan is the possible difficulty in acquiring the permit, props and materials needed to for the pop up shop in Paris and the United Kingdom as well as being able to meet all requirements to advertise on European television. Heel the World must therefore keep in mind that, for these activities to be possible, some important requirements such as acquiring the permits are supposed to be met.

5.3 Recommendations

To ensure the success of the launch, it is recommended that, Heel the World keeps track of the activities by following the planner/timeline and make changes where necessary. Another recommendation for marketing would be to consider partnerships with complementary brands, such as makers of bespoke suites and fashion bloggers. Such partnerships will allow the company to meet new and potential clientele who could patronize their product. Additionally, Heel the World must emphasize on their social cause as it is a very unique attribute of the company. Finally, being a luxury brand, particular attention must be paid to details of the product as well as content shared with the public especially on the company website. This marketing plan should be a fundamental and shared plan for management of Heel the World, to allow for easy tracking of tasks to be commenced and completed.

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APPENDIX**Interview Guide for Heel the world (Figure 1)**

QUESTION	ANSWER
Heel the World's Story: History and reason behind the name and launch of Heel the World	The idea of this premium Ghanaian shoe making company was conceived in 2009, when a "shoeshine" boy told Fred M. Deegbe; the founder of Heel the World, that a pair of Pierre Cardin shoes he had just bought was impossible to make in Ghana. Fred, who was a banker at the time, was disappointed at the "shoeshine" boy's answer because he believed there was so much potential to be harnessed in Ghana. Further research made him realize this was a unique market he could enter and succeed exceptionally.
What exactly does Heel the World do? What services do you provide?	Heel the World provides a luxury brand of bespoke and ready to wear shoes for its clientele. They also deal in the production of leather accessories such as wallets, belts, menu covers, suspenders etc.
Who is your target market?	The affluent class who are willing to satisfy their desire for luxury items and do not mind spending more than most.
Who are some of your current clients and do they fall into your target market category?	Some of Heel the World's past clients include Adebayo, a professional Togolese football player and other affluent private individuals.
How were the current clients reached?	Through referrals and social media.

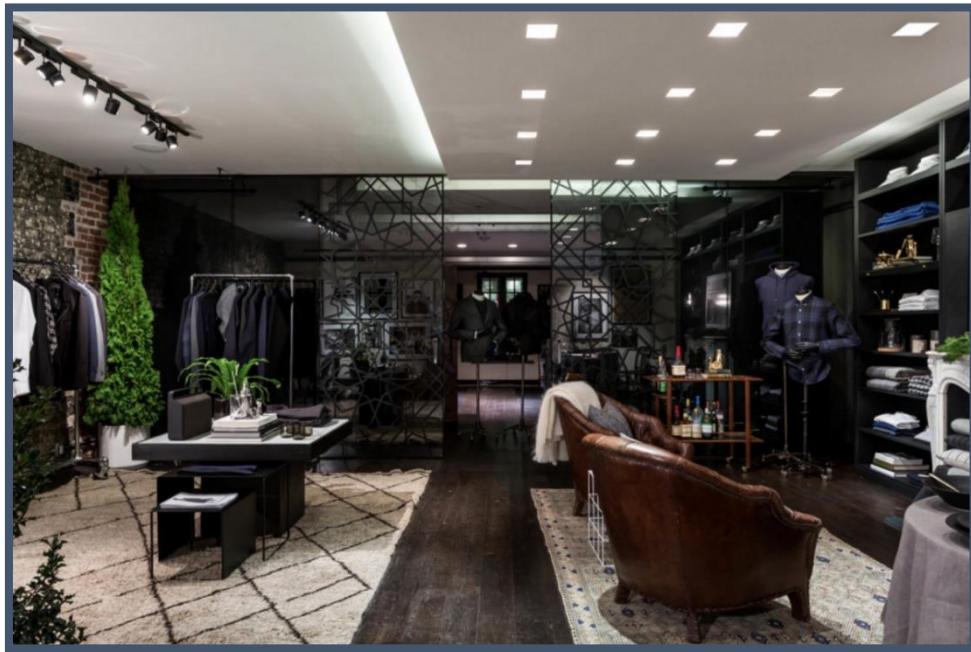
How do you intend to reach potential clients?	Through sales in trade shows and malls in Europe.
How visible is Heel the World?	Heel the World has a growing social media presence with over 7000 Instagram followers, over 2000 followers and 14000 plus likes of Twitter and Facebook respectively,
What are the benefits of the current media choices for Heel the World?	Potential clients can see the social media posts and make enquiries and orders.
Who are your competitors?	Gucci, Prada, John Lobb, Phil and Joe amongst others.
Do you have any competitive advantage over any of your competitors?	In Ghana, Heel the World's competitive advantage comes from the fact that the market is not saturated. Thus, we are the only ones who do what we do. Internationally, our competitive advantage is not strong because most potential clients are not aware of what we do.
What distribution channels does Heel the World employ?	Distribution is mostly done by personal delivery to our clients in Ghana and shipping for our overseas clients when orders are made. We also stock at the Lokko shop in Osu as well as African Regent Hotel and Best Western Premiere Hotel.
What is Heel the World's value proposition?	Heel the World offers an exceptional experience and not generic designs. We design what you yearn for.
What position do you seek to occupy in the footwear industry? i.e. market leaders	To be market leaders in Ghana and strong competitors in the European market.

Why the need for a marketing plan?	We want to be able to channel our limited resources which include time money and energy into only profitable projects thus a marketing plan will help in the research coordination so that we do not misuse resources.
What do you hope to achieve with this marketing strategy plan?	To reach more clients, re-establish the brand in terms of awareness and increase sales
How would you measure the success of this marketing plan?	When the launch delivers an increase in sales.

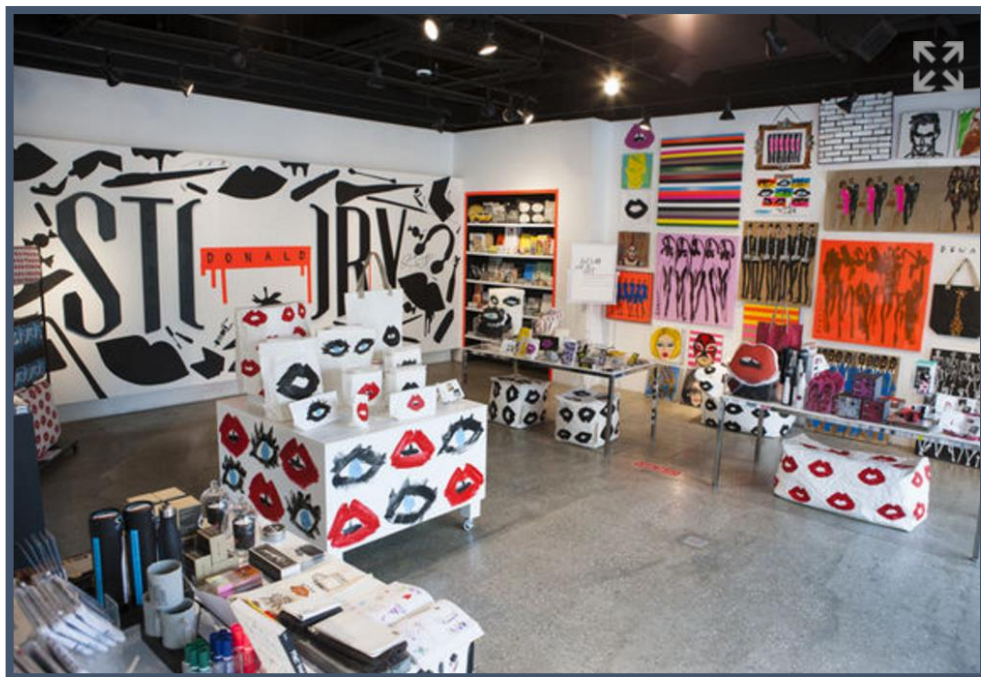
Key Success Factors for a Luxury Brand (Figure 2), (Rosa, 2012).



The BESPOKEN x TRNK pop-up shop (Figure 3), (Pijak, 2016).



Imaginative Pop-up shop (Figure 4), (Pendrill, 2015).



Chanel St. Tropez - A Retail Experience for Lovers of Luxury (Figure 5), (Pijak, 2015)

