



BURBERRY.

A model for successful technology integration.

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Abstract:

First, Burberry as an iconic luxury brand is introduced. After that, the Burberry fundamental concept retailing is explained. Burberry's strategic use of technology for better selection is shown and a discussion chapter concludes the analysis.

Keywords:

Burberry, luxury brand, concept retailing, retail technology, technology integration

List of Contents

1 Introduction4

2 Burberry – The iconic luxury brand4

3 The Burberry fundamental concept retailing8

4 Burberry’s strategic use of technology for better selection..... 12

5 Discussion 16

List of Tables

Table 1: Burberry Key Information 5

List of Figures

Figure 1: Activated RFID tag showing how item looks like on a human body..... 13

1 Introduction

Burberry is a well-known luxury brand which apparently became one of the pioneers and role models for digitalizing an online store into a physical store in an overwhelming way. The introduction of “Burberry World Live” into the company’s flagship store in the Regent Street in London in 2012 aroused much enthusiasm among Burberry fans and shoppers in general. The store is fully packed with the most recent and advanced technologies. In fact, the luxury brand is very customer-oriented and puts value on the brand’s image. In the past years, the flagship store was and still is the talk of the town, even though many other retailers followed this digital trend. And yet, in May 2016, Burberry decided to overdo their retail strategies and simplify their array of products after a 10 percent fall in profit („Burberry to overhaul retail operations after 10% fall in profits“, 2016). However, it puts its heart into everything it does. In all channels, Burberry generally makes immense efforts to communicate well with their customers and awake positive emotions. Apart from its major presence in the digital world, reflected by the flagship store, it also pioneers in the field of social media by doing many collaborations and making good use of the most popular social networks such as WeChat, Snapchat, Periscope and Instagram. The brand knows its sophisticated customers. For that reason, they are successful at offering them outstanding services, whether they are online, in-store or mobile. The merchandising is outstanding and represents the brand at its finest. Burberry is working hard towards an environment in which customers are feeling happy and comfortable while immersing into the Burberry world. The outcome of L2’s Fashion report 2015 is that Burberry outperformed other luxury retailers based on the brand’s digital performance, mobile platform presence, social engagement and built brand awareness („Fashion 2015“, 2015). Burberry is a perfect example for the selection process, since – just like the description on the company’s website – the customer is the focus of all the activities they do. Their aim is to understand, engage and serve the customer, be it online or offline („Burberry Annual Report 2014/15“, 2016).

2 Burberry – The iconic luxury brand

Burberry, the British luxury icon, was founded by Thomas Burberry 160 years ago and is predominantly associated with the famous Burberry trench coat. Another

trademark comes in form of their well-known checked cashmere scarf. The product range comprises Accessories, Clothing for Women, Men, Children and Beauty consisting of make-up and fragrances. Design, innovation, craftsmanship and creativity – these four features are what this brand is all about. The British brand is characterized by the authentic heritage with a cultural and historical background and represented worldwide. The customer has priority as far as the brand’s omnichannel activities are concerned, and the company is continuously walking the path of design improvement and implementation of customer services. The organization within the company integrates productivity, efficiency, responsibility and sustainability into their business activities by effectively using technology and resources.

2.1 Group Overview

Table 1: Burberry Key Information

Legal form	Public Limited Company
Foundation	1856 in Basingstoke, London
Founder	Thomas Burberry
Head Office	London, England
Key People	John Peace (chairman) Christopher Bailey (chief creative and chief executive leader)
Number of locations	427
Branch	Luxury goods
Products	Accessories, Clothing (Womens, Mens, Children), Beauty
Number of employees	~ 11.000 (2015)
Revenue	£2,523.2 million (2015)
Operating income	£440.3 million (2015)
Net income	£341.1 million (2015)
Website	Burberryplc.com

Adapted from: („Burberry Annual Report 2014/15“, 2016)

2.2 Operating model

Burberry's operating model is comprised of the following three mixes: product, region and channel.

Product Mix

As usual, the largest retail and wholesale revenue came predominantly from accessories with £892 million, womenswear with £743 million and lastly menswear with £557 million for 2014/2015. Every category underwent that year with growth. Especially the beauty segment seems to be affected positively with a growth of 26% which can be explained by firstly, the launch of My Burberry fragrance and secondly, by a standalone Burberry Beauty Box in Seoul, since the South Korean population is thrilled by luxury goods as well as beauty issues („Burberry Annual Report 2014/15“, 2016).

Regional Mix

By 2015, Burberry is in possession of 427 stores worldwide in total. The company's operations are classified into three regions: Asia Pacific, EMEIA – consisting of Europe, Middle East, India and Africa – and America. Asia Pacific takes up the largest share, namely 38% of retail/wholesale revenue with £938 million. In this region, 63 mainline stores and 143 concession stores are representing the brand. EMEIA has 135 stores in total – 73 mainline stores and 62 concession stores, taking a revenue of £869 million which makes up 35%. The rest is represented by America with a revenue of £648 million with the help of only 78 mainline stores and eight concession stores. Worth of mention in this region is that despite the increasing local luxury consumption, Chinese tourists are driving luxury consumption and play an important role in the luxury market. Instead of contracting luxury sales in China, Chinese people prefer to shop in other regions, particularly in other Asian regions and Europe which will still remain an even more challenging luxury market, if tourism is not strongly represented („Burberry Annual Report 2014/15“, 2016).

Channel Mix

Burberry's sales of product are done through retail, online as well as offline, as well as wholesale. Apart from these, the company has licensing agreements worldwide

which take a little share of unchanged revenue up with an amount of £68 million. Roughly 80% come from eyewear and watches licenses as well as the European wholesale children license. The retail channel accounts 72% of revenue - £1807 million - with the help of 427 stores worldwide within department stores as well as digital commerce and 57 outlets. Out of these three retail segments, the digital commerce is the one with the highest development and thus, of great importance. The fastest growth rates occur in Asia and in America, they are represented the most. The invention of mobile in the digital commerce results in an increasing market share. Since the focus lies on the omnichannel strategy, delivery times are shortened, personalization is possible and an even more entertaining customer experience can be guaranteed. Their seven airport stores gained more importance in the luxury sales with a growth of 10% in 2015 which makes up 5% of the global luxury market, since infrastructure results in increasing tourism. Apart from fragrance and make-up sales, apparel and accessories were added to the offered assortment. The third channel is the wholesale which is pushed more into the background by retail and only claims a revenue share of 25%, which takes £648 million through the sales in department stores, multibrand specialty accounts, travel retail and franchises („Burberry Annual Report 2014/15“, 2016).

2.3 Core strategies

Burberry has six core strategies in which some are revised and some newly adopted having the purpose of communicating with the brand's culture and values. Those are: “Inspire with the brand”, “Realize product potential”, “Optimize channels”, “Unlock market opportunity”, “Pursue operational excellence” and “Build our culture”.

The strategy “Inspire with the brand” expresses that the focus lies on conveying the portrayal of the brand as inspiring and authentic whenever and wherever consumers get in touch with Burberry. The second one appeals to get a more balanced product mix and achieve growth potential at the best possible rate. “Optimize channel” means productivity and service improvement, since the retail channel gets more into the foreground within the operating model. Therefore, all the routes to the market should be optimized, whether online, offline, directly operated or through a third party. The strategy “Unlock market opportunity” invokes seize detected opportunities for Burberry by evolving and elevating the company's footprint in developed, younger markets and newly opened ones. “Pursue Operational Excellence” means

that Burberry should focus more strongly on operations, in order to enhance better efficiency and productivity in business issues such as retail, products and processes. The newest core strategy “Build our culture” should build and convey the brand’s culture and values which should be reflected in all the company’s activities („Burberry Annual Report 2014/15“, 2016) .

2.4 Recognition

Burberry’s active presence in every channel with innovative and experimental strategies adapted to the brand itself resulted into the brand being acknowledged by the fashion world. The brand is globally covered in 400 magazines. Moreover, the British GQ featured Christopher Bailey as the “Designer of the Year”. On six consecutive years, Burberry is considered as one of the “Top 100 Global Brands” in Interbrand and the seventh most innovative brand in retail as stated in Fast Company. Even Brand Finance listed a ranking in the annual report “Global 500” in which Burberry is placed as the sixth most powerful brand („Burberry Annual Report 2014/15“, 2016).

3 The Burberry fundamental concept retailing

As an iconic and long-existing brand in the fashion market, Burberry has always taken many steps with regards to core strategies and always been on the forefront of fashion technology. Since some were revised and the “Build our culture” core strategy was newly adopted, a wide range of measures were made for 2014/2015 with the focus on spreading the brand’s culture and value in an innovative way, whether online, offline or/and mobile.

3.1 Social Network collaboration

Since personalization and connecting consumers into their world is of high importance for Burberry, the use of social network is an indispensable condition for success. Therefore, it is not surprising that Burberry is one of the most followed brands on social media. The seamless connection of the digital and physical world requires digital partnerships to drive the brand’s digital innovation. Recent active

partners include DreamWorks, Google, Snapchat, Apple Music, Kakaotalk, Periscope and Line („Burberry Annual Report 2014/15“, 2016).

3.2 Runway shows

Burberry is probably one of the most active brands in the field of social network, seizing this opportunity to engage with its customers and offering them an exclusive experiment. For inspiration and the brand's vicinity, connecting customers with live streamed runway shows, which takes place four times a year, is induced via collaboration agreements with diverse social network facilities.

For 2014/2015, the brand collaborated with LINE – a popular instant messenger in Asia – which gives Japanese Burberry fans the chance to watch the A/W womenswear runway show live-streamed for the first time on the platform. Burberry also cooperated with Twitter, in order to enable capturing pictures of the live show through Twitcam. In alliance with Twitter, the new omnichannel was tested with Burberry's Beauty products at the S/S15 runway show. Viewers were able to buy the latest nail collection directly from the runway show and tweet through the "Runway Made to Order" service. Since music has always been an essential instrument for the delivery of the brand's image, iTunes users were able to download the tracks from the live runway show („Burberry Annual Report 2014/15“, 2016). Actually, live-streamed runway shows are nowadays a standard in the fashion industry, however, Burberry upgraded it through a collaboration with Snapchat. A Snapchat show was created in September 2015 to showcase previews of the "Function Regalia" collection, including the items and make-up choices for the show – all this one day before the actual show („Burberry creates live snapchat campaign“, 2015).

3.3 Flagship Markets

Burberry collaborated with WeChat, so that Burberry followers could immerse into the brand's story during the flagship opening, an event underlining the "Dreams of London", in Shanghai. This celebration was full of entertainment, accompanied by music supporting the brand's image and a Burberry Collections performance. Aside from the additional partnership with WeChat, the whole event including exclusive

content is also streamed on Sina Weibo, Facebook, Twitter, Instagram, Vine and Google+.

As Christopher Bailey stated, the effort the brand was putting in, was for the purpose of a great customer experience: "We are very proud and honored to be here in Shanghai. This is a hugely significant moment for the Burberry brand. Tonight's event was a celebration of everything we stand for - our Britishness, our belief in creativity and innovation, and our authentic heritage. So many of these themes are shared with this incredible city. Shanghai is a place of such spirit and energy and it has truly inspired us. This evening's experience was a magical, immersive journey through our Burberry brand blurring the physical with the digital - it merged fashion, dance, with music, craftsmanship and artistry. It connected our worlds - from London to Shanghai." („Dreams of London - Burberry Dances in Shanghai“, 2014)

Since Burberry's debut on Snapchat at the beginning of 2015, this communication platform is a useful tool for Burberry to get in contact with its users through video content. Another opening proceeded in Los Angeles and with the live streaming service Periscope, Snapchat shared the event's content, starting from the arrival up to front row reactions.

3.4 Digital interaction

Apart from social media platforms, Burberry is obviously popular for its innovative digital interaction with its consumers. As in case of My Burberry, a fragrance for women, the Interactive Billboard Campaign operates with smartphone technology. Once the customer is near the sign, he can project the monogrammed bottle with the initials. Afterwards, live mapping directions function as a guide to the nearest retail store, so that he can purchase the My Burberry Bottle made with his own initials („Kate Moss and Cara Delevingne shot together for the first time for new iconic fragrance“, 2014).

Another overwhelming use of technical devices to strengthen the brand's presence is supported by the example of the Printemps department store in Paris for festive celebrations such as on Christmas which was equipped with interactive displays. The window told the story from the journey of a little boy with his teddy travelling from Burberrys' Regent flagship store to Printemps in Paris. Furthermore, customers

could add extra content to the window scenes („Burberry and Printemps launch ‚The Magical Christmas Journey by Burberry‘“, o. J.).

Looking at these activities, Burberry is trying to entertain the customers with the purpose of putting them into an emotional state while still representing the brand. But since, apart from the brand’s awareness, sales revenues are important as well, Burberry needs to improve the user experience for the retail productivity. Therefore, apart from the enhancement of the mobile site, Burberry insures investments in search engine, browser optimization, data analytics, customer management tools and better delivery options for the multichannel and omnichannel strategies.

The technologically advanced flagship store in London provides an exclusive and brand-based experience for customers. On the one hand, the building was merchandized to emphasize the brand’s authenticity and history, and on the other hand, technology is integrated throughout the store.

RFID is attached in selected clothing items and accessories, activating and providing bespoke multimedia information relevant to these selected products with the help of magic mirrors in the store’s key areas. Furthermore, the mirrors can turn into screens with catwalk footage and exclusive brand videos. Satellite technology makes it possible to stream events such as runway shows on screen to entertain customers. Since music plays a major role for Burberry’s presence, Burberry Acoustic talents are provided at events on live stages. Since Burberry customers are sophisticated and expecting a convenient and exclusive customer service, personalization is of great importance as it is commonly known for the luxury retail. As the shoppers are becoming more demanding and technology more advanced, personalization should undergo an upgrade as well. Tablets are carried around by all sales associates with which they can check stock availability, make orders and collect the customers’ information to have an access to their purchase history, size, fit, tastes and other preferences by the time they need consulting. An even more precisely adjusted customer experience is realizable. As Click to Call and Click to Chat service is a service innovation making a seamless connection of the online store with the stationary one during the buying process, customers are able to look at the collection in-store and purchase it online („Burberry World Live arrives in London“, 2012).

4 Burberry's strategic use of technology for better selection

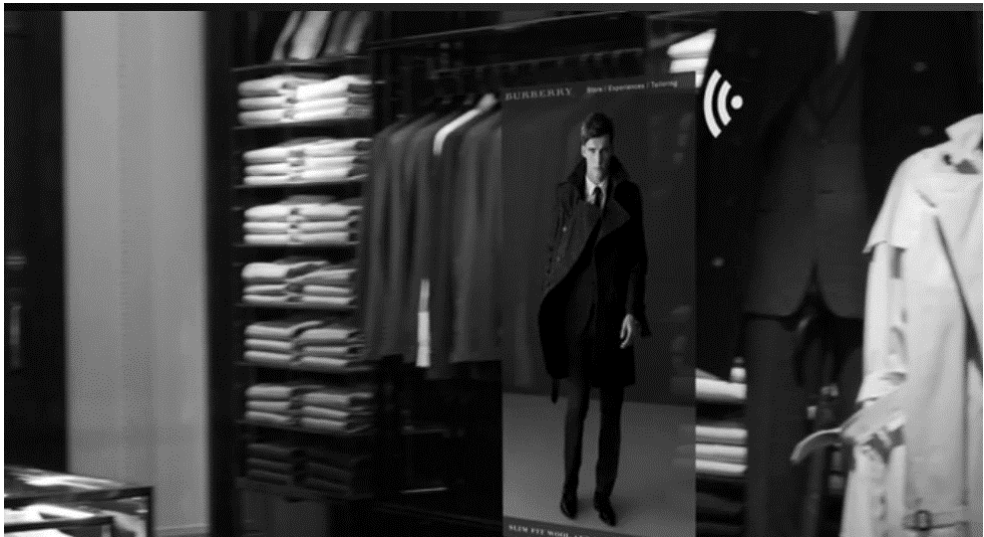
For the purpose of illustrating the Burberry omnichannel activities, the flagship store Burberry Regent Street serves as an ideal example, since this store shows a nearly perfect seamless connection of the online store with the stationary store regarding products, services and experiences through vivifying the digital world, as the Burberry Chief Executive Officer Angela Ahrendts stated: "Burberry Regent Street brings our digital world to life in a physical space for the first time, where customers can experience every facet of the brand through immersive multimedia content exactly as they do online. Walking through the doors is just like walking into our website. It is Burberry World Live." („Burberry World Live arrives in London“, 2012)

Burberry customers are sophisticated and pay a lot of attention to customer service while purchasing luxury goods. The premium segment already presumed quality and exclusiveness as a basic which is why Burberry emphasizes emotive content in their core strategy. This should be reflected by adapting innovative technologies in the customers' selection process in-store, since this could be the determining factor for their decision-making. The plunge into the authentic and traditional British world of the icon shifts the customer into a very emotional state. With the combination of innovation, the old and the new are combined and Burberry offers a convenient, fast and exclusive customer journey, simplifying the customers' decision-making.

First of all, guest Wi-Fi is offered by entering the flagship store in the Regent Street. It is a basic for interacting within the store. Moreover, customers can browse the internet and on the brand's website, whether with their smartphone or one of the store's iPads which are connected to Burberry.com. In contrast to the companies offering products in the standard and economy section, Burberry customers usually do not care about the price which means that a price comparison is not necessary in the luxury segment. In fact, they are paying for the experience in-store.

Burberry was and still is famous for its use of RFID service. RFID tags which were sewed into linings of coats and bags, can be scanned by a consumer's smartphone or a tablet which is logged into the Burberry website. The RFID tag activates the product-relevant information such as the price, size and the item's production steps, initial design sketches and many others. This information is highly requested by Burberry consumers, since they are becoming more conscious and concerned about how, where and by whom products are created. The same RFID chips can directly

activate the mirrors in stores, showing the videos on special screens which are functional in two ways. These mirrors are the so-called magic mirrors.



**Figure 1: Activated RFID tag showing how item looks like on a human body
Adapted from: Screenshot („Regent Street“, o. J.)**

Furthermore, apart from the mirrors on the sales floor, magic mirrors are also placed in fitting rooms. When the customer walks into a fitting room, the RFID tags activate the mirror, displaying information about the product's craftsmanship. If this item had appeared in a fashion show, a catwalk video is seen on screen. On the one hand, it sets the customer into an emotional state and on the other hand, it shows how this item looks on a human body and how to match it with. It is a strategy to send the message to its consumers about the brand's heritage and craftsmanship. With the help of RFID, the whole store itself functions as an app (Ascharya, o. J.). Burberry is putting a story and history behind its fashion items. But this system is designed to work with store technical facilities only. However, since it is a luxury brand, consumers enjoy working with both Burberry staff members who know their consumers well and the mirrors which is why the outtake of smartphone devices in this selection step does not necessarily have any negative effects on sales.

Since we live in a world full of social media engagement and pay attention to other people's opinions as well as recognition through these social networks, the guest Wi-

Fi enables the consumers to share the desired product which they just tried on in the fitting room on social platforms.

Apart from the use of tablets placed all over the stores for browsing purposes through guest Wi-Fi, they also serve as a basis for a tailored customer decision support. Every staff member in the store is equipped with an iPad, prepared to give the customer decision consultation. On this iPad, the “Customer-One-to-One” app, which is used in 300 stores worldwide, is installed. Due to the clienteling system, sales associates are able to get access to the customers’ profile which has accumulated over a certain period of time through online or offline activities. They have insight on customers’ sizes, their purchase history information, items in their online shopping cart and wish list, their shopping preferences and also social network activities. With this data, sales members can interact in a very personalized and adjusted manner with the customer as they walk around in the store. For example, they can look up the availability of the product in a particular size and recommend a whole outfit, if a customer needs help in form of support and consultation after selecting several items. Since this clienteling system is used in nearly every Burberry store, the personalized shopping experience and its tailored customer decision support is the same, just as if they are regular customers (Zaryouni, 2013).

Moreover, with the help of the associates and their iPads, customer can create personalized items such as the iconic Burberry trench coat which is usually only possible in the online store. The bespoke trench tailoring enables the customer to create a personalized item while receiving consultation from sales associates, for example, which suitable elements should be added to the customer’s taste, so that their decision is eased and faster (Ascharya, o. J.).

A virtual fitting mirror is a very obvious presence, if used in-store. Burberry did not introduce this innovation into its retail stores for their clothing segment. Instead, they integrated the virtual fitting module for their Beauty line and their Beauty Box concept in London’s Convent Garden. The Digital Runway Nail Bar enables the customer to virtually experience the Burberry nail shades. The customer just needs to place a desired Burberry Nail Polish onto a platform and the attached RFID on the items is activated. Then the customer can choose the skin tone closest to his own and then try it on the virtual hand on-screen.

Apart from the Digital Runway Nail Bar, the Beauty Box concept offers customers One-to-One consultations in which Beauty Stylists give them styling tips for all the product lines in store. Granted the shoppers would like to choose a perfume, but are not sure which one, the experts help to select the right scent which fits them best. This way, the selection of the right fragrance is made in a more comfortable, informative and fast manner instead of questioning oneself for hours whether it could fit or not. Aside from the fragrance consultation, One-to-One appointments are also bookable. During those, customers can get tips from experts in relation to make-up and accessories in a certain space on the stores first floor which is well-illuminated by natural light. The store's skylights are a visual element as well as a functional one, since putting make-up on and selecting the fitting color is a challenging matter, since in-store lights usually change the original color („The Burberry Beauty Box opens in London“, 2013).

Due to the cosmetics and skin care product popularity in Asia, the market intelligence firm Euromonitor International registered a sales estimation which should exceed US\$150 billion by the year of 2017. Hence, Burberry decided to enlarge the Beauty Box concept onto the Asian market as well (Walker, 2016). The first Beauty Box inspired by the flagship boutique in London's Convent Garden was brought to Seoul in 2013. Another service which is integrated in this store is the monogramming service, allowing the customers to get personalized fragrance bottles of “My Burberry” with the three letter initials. Moreover, selected Burberry make-up products can be tested through the One-to-One service. The Digital Nail Bar is upgraded to a Digital Nail and Lips Bar functioning with the same system as the one used in London. After placing the lipstick in the desired shade on the RFID-enabled platform, the customer is able to see whether the shade suits their skin tone. („First Burberry Beauty Box opens in Asia“, 2014). Until now, two more Beauty Boxes were introduced into the Asian market, namely one in Hong Kong and the other one in Shanghai (Yeomans, 2015).

Burberry is taking the strategy of personalized service seriously. Recently, on the 5th November 2015, the brand held an event to celebrate the Hong Kong flagship store. Personalization services on that day were extended for consumers for the following three days. Even though it is a strategy used in nearly every flagship store since the one in the Regent street, the essence lies in giving the consumers information about, for instance, the origin and craftsmanship of selected items. Also considered as important is the feeling of exclusiveness, since personalized items mean items nobody

possesses except for the consumers themselves. The event in Hong Kong delivered this purpose via the iconic Heritage Trench Coat. Craftswomen demonstrated the construction of the design in detail and gave the guests the opportunity to monogram their own trench coat. At the Scarf Bar, they could select from the colors and prints offered and then monogram the scarf („Burberry celebrates its Hong Kong flagship with an in store experience showcasing the brand’s British heritage and craftsmanship“, 2015).

Emotionally driven omnichannel strategies which have indirect influence on the selection process are, aside from the events that Burberry creates for their guests and customer, the audiovisual facilities in stores. With their help, the Burberry World is created. In the flagship store in the Regent Street, audiovisual content such as momentary digital rain showers synchronized across all 100 screens and 500 speakers will place the customer into the Burberry world in a digital way through the engagement of emotive brand content. The whole store turns into a cloud and it feels like it is raining, vivifying the whole store. It is not primarily about shopping. It is about entertainment. Because if a customer feels entertained, a purchase may be the result of it. The retail theater enables the customer to have access to all global live events such as the runway show. Furthermore, it offers museum-like exhibits, an event stage and programs such as music gigs („Burberry World Live arrives in London“, 2012).

5 Discussion

Burberry having focus on digital implementation definitely was an essential strategy which made the brand into one of the most popular ones in the world. Until now, it draws big attention with rising numbers in retail sales, nonstop exclusive performances distinguished from its competitors and enormous rise in stock value. The brand definitely is one of the front runners of the luxury market, even though it recently had a 10 percent fall in profits and needed to overhaul their retail activities to drive the Burberry performance.

As the brand is a hero in the digital world despite their decrease in profits, it should also be seen as a case other companies can learn from with regards to aspects like driving the brand’s performance, since not all technologies necessarily have positive

effects on a company's profit. Burberry is a company giving the customer centric precedence over sales revenue. But again at this point, if a customer has an excellent customer experience and great service regarding their selection process, the possibility of a purchase is increased, meaning a higher profit for the company.

The invention of mirrors with a virtual fitting module is an overwhelming and exclusive system, since it is not commonly used yet and often seen in stores, but not needed, if it is not necessary to emphasize the brand's intentions while customers look at the brand's apparel. For Burberry, the magic mirrors with the purpose of audio-play and information delivery is sufficient, even though Burberry has the financial capacity to integrate them. However, for beauty products, the implementation of the Digital Nail and Lips Bar has great advantages. Every woman knows the problem of buying nail polishes, since the purchase usually occurs without testing it out to see how the color looks like on their hands. With the virtual hand whose skin tone can be chosen, the problem of selecting the wrong color which does not go well with one's skin tone is diminished. The virtual lipstick try-on has the same purpose, but still, the real application of the lipstick color would have a more convincing effect.

The sales floor is open for every customer and sales member. In fact, it is a room which a consumer needs to share with other people. Of course this is a matter of concern disclosing personal information to others. In particular, for the staff members, creating a shopper's profile and then getting access to it, the customer needs to allow them to have insight into their activities by using the Burberry app with Bluetooth beacons and having an account on their website. The smartphone app is scanning beacons, communicating with the shop system and giving out the shopper's identity. Actually, it works just like cookies on a website. With this technology, products based on the customer's identity can be offered. But unlike the use of a laptop deleting the cookies to ensure more safety, the use of the app is not invented to be deleted. The purpose is the disclosure of everything the customer does. Since everyone is caring for safety, this might be a problem and have an enormous influence on the number of the app's users. But the actual problem is that without the profile of the customer, the staff members do not have any knowledge about the customer, resulting in a non-personal shopping experience and making it difficult for them to give a tailored consultation and decision support. Therefore, it is on the other hand reasonable for Burberry's advantage to gather as many customers offering their personal information as possible. But there might be customers being open

about this technology, if the personalized consultation and decision support are both convincing. Moreover, as it is well-known, not every staff member has the capacity to have all information on his mind, even if it is only the availability of the item. It is an annoying matter for customers expecting a good consultation who then need to engage with a staff member with poor knowledge. Therefore, except for the safety matter, a personalized decision support is highly demanded by the customer.

The RFID technology is only working with the technological facilities in-store. It does not enable the customer to get access to the product's information with their own devices. At this point, Burberry needs to improve the service and implement an app with which they can get even more advantages out of the RFID technologies. Since there is only a certain number of magic mirrors and iPads available in-store, other customers need to wait until they can use these facilities. It might not be a big deal, since there are enough staff members who are ready to assist. But for people who do not like to engage with store assistants during their selection process and would like to have more privacy, having access on their smartphones would make their customer journey more convenient and easier.

Since the implementation of all the technology is a very cost-intensive issue and may result into the brand's sales drop, it definitely is something which should be considered twice. But a luxury retailer like Burberry takes measures in other ways. Even though sales revenue is important, they are concentrating on maintaining the brand's history, authenticity and values. With the help of the invention of selected technological systems, the purpose should be fulfilled. Of course, every company has the intention of conveying the brand's identity to connect the customer with the brand as close as possible, however, Burberry does it in a unique manner and is standing out in the luxury market full of retailers adapting innovative technologies. The way they do it is full of magic and enchantment, portraying the brand's image perfectly and evoking strong feelings, since the consumer is perfectly shifted into the middle of the Burberry World. The customer journey is just like travelling around in the Burberry World.

Burberry is convincing with its consistency concerning the innovation, regardless of the product. Whether it is the iconic trench coat or just a simple nail polish, they are attaching RFID tags, offering the best consultation the sophisticated consumer can get. Consistency is also noticeable through a monthly drop of new products apart from the seasonal drop of collections. At the same time, corresponding digital com-

munications activities are inserted to synchronize the physical and digital presence. Looking at Burberry's consistency, other retailers should try to update as much as they can and be present in all digital stations, for instance in the form of alternating the main page of their website and changing the windows. In case of digitalized windows, their content, social platforms, visual merchandizing as well as just every touchpoint in-store are modified as well (Williams, 2014).

However, all retailers should be warned. Technology implementation is a great experience and new technologies are always experimental and fascinating, but retailers should not be distracted by these innovations. It is more important to think about the brand's main aim at first and then think about, whether the technology is something bounded with opportunities when implemented. Does it fit with the store's image? Does it portray what the brand needs to display? Is it really necessary to achieve this aim? Aside from these questions, many other ones should be raised. The smartest brand is the one who can offer a customer experience adjusted to the brand's values but still takes the best from both digital and physical retailing. And that is what Burberry does. Even though their strategies are not perfect, they do not adopt all technologies which are on the market. They just implement the innovation, if they notice that it fits with what they are offering.

In addition, they need to think about what might be going on the customer's mind. When do they actually purchase in-store? What is the purpose of offline commerce for them? When they need it immediately would be the first answer and the second one would be the following: When they are in a perfectly shifted emotional state which makes them experience a kind of thrill due to which they want to purchase something, even though they do not need it immediately. And then, it is all about the experiment in-store again. All other forms of commerce are driven by the online channel. With the invention of the omnichannel, the stationary stores are driving towards the function of a location where customers go to spend time and not only to shop. But Burberry still has in mind that the investments in the in-store experience is generating significant commercial value.

Therefore, Burberry is a good example of showing how to blur the digital space with the stationary one. With no unnecessary technological implementation, a good selection of these innovations for an improved decision-making process can be provided. Moreover, if they have the capacity to do so, stationary stores should learn to utilize the aspect of time to create experiences such as the ones Burberry does

through the Burberry music, personalization on certain events or collaborations with departments stores in the form of, for example, telling a travel story of a child with its teddy on Christmas. These are not direct measures to help the customers make a product selection, however via adventurous and emotive content which subconsciously influence and manipulate the customers' mood, it is more likely that they are in a positive mood to do so, since they would process information more willingly and take more time to select and make a decision.

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