

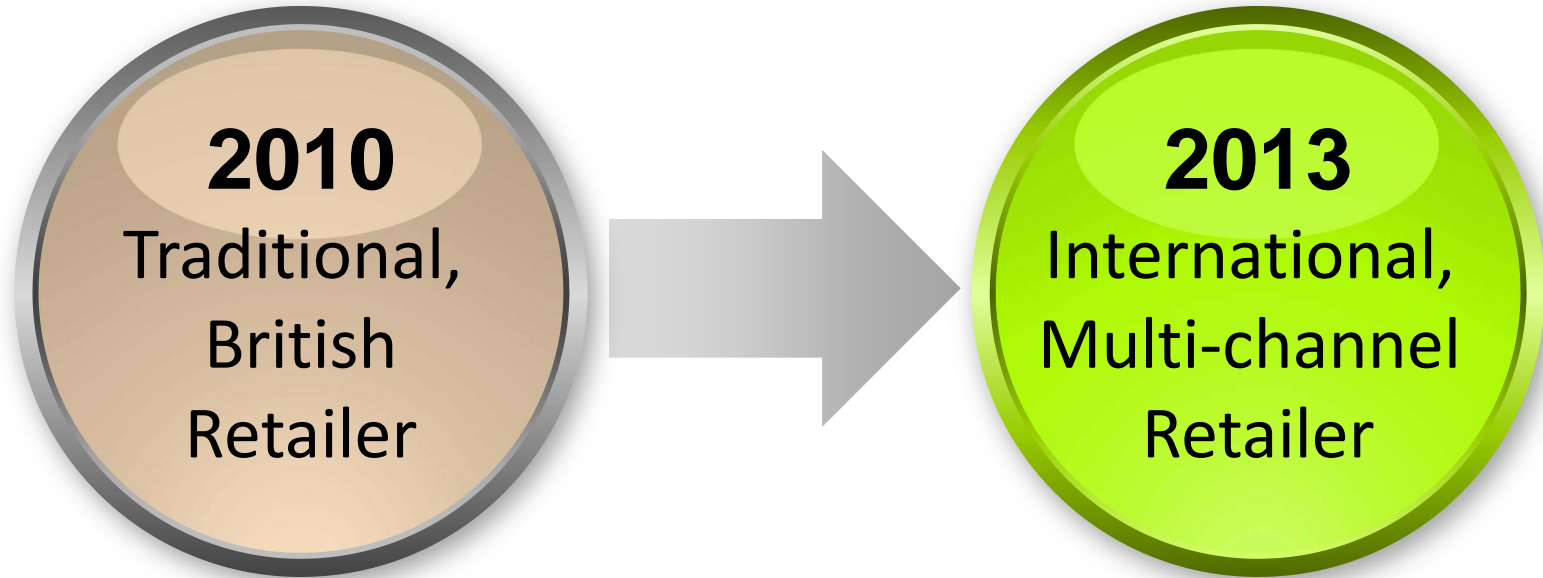


Marc Bolland
Chief Executive

Agenda

- Introduction to today's tour
- Three year plan context
- Introduction to the team
 - Patrick Bousquet-Chavanne & Rob Weston
 - Sacha Berendji

Transforming the business



Transforming the business

Food positioning lacking clarity

Unclear clothing **sub-brands**

Limited **organisational** 'bench strength'

Stores lacking inspiration

Systems not fit for purpose

Poor online & **multi-channel** capability

Complex and inflexible **supply chain**

Limited **international** capability



Transforming the business 2013/14

Specialist positioning on **food** enhanced



Pipeline of 250 **international** stores

Sub-brands & stores: Before we started in 2010



Concept Phase 1 – August 2012:

- More inspirational shopping environment

	Now	End 13/14
● New Deli	37	39
● New Bakery	367	402
● New Beauty approach	93	112
● New Home scheme	55	62
● New multichannel approach		



Concept Phase 2 – September 2013:

	Now	End 13/14
● Phase 1 roll-out	201	All
● M&S Collection	All	All
● New per una environment	15	TBD
● New footwear & accessories scheme	3	TBD



Roll-out on track & within capital budget

Womenswear focus

1. Product
 - New collection
 - Clear and compelling sub-brands
2. Campaign
 - New, fully integrated, multichannel communication
3. Execution
 - Improved environment
 - Improved customer experience



Patrick Bousquet-Chavanne

Executive Director – Marketing & Business Development

The M&S womenswear customer

Challenge & Opportunity: M&S customer is the British public

Wants to be surprised and delighted by shopping experience

Researches fashion purchases online first

69% of women shop alone

Spends an average of 24 minutes in store



**OUR
CORPORATE
VISION**

To become an International Multi-channel retailer

**WHERE WILL
GROWTH
COME
FROM?**

UK: Existing customers to shop more of our categories & channels & build a younger customer base from 30+

International: Grow international customer base

**MARKETING
VISION**

“M&S a Brand of Style and Substance”

**STORE
ENVIRONMENT
VISION**

“To Deliver a World Class Customer Experience”

**MARKETING
PRIORITIES**

**DELIVER BRAND
REAPPRAISAL**

**TRANSFORM THE IN-
STORE EXPERIENCE**

**DELIVER ON-LINE
PUBLISHING ON
M&S.COM**

**DRIVE FOOD TO BE
MORE RELEVANT
FOR MORE
OCCASIONS**

**DELIVER CROSS-
SELLING
OPPORTUNITIES**

**MARKETING
COMMUNICATION
PRIORITIES**

**Re-engage Core
Consumers**

**Put aspiration &
fashionability
back into the
M&S brand**

**Create clear &
compelling
sub-brands**

**Become a
destination for
Leadership
categories**

**Establish
M&S.com
as Flagship for
the Brand**

**Forward thinking
Plan A**

ENABLERS

Retail & On-line

#1 Team

Plan A

**Visual Merchandising &
Store Design**

Delivering our marketing priorities

#1 Product



#2 Campaign



#3 Execution



#1 Product: Previewed in May



#1 Product: Press reaction

Is the Mirror back in M&S?

Marks & Spencer fashion special

This is crunch time – a new style director and a new collection for autumn/winter. Fashion Editor Lisa Armstrong meets them both



Relaunches are one thing M&S has never minded on. But this is the first for a while, and having looked through the entire range, it's also the most convincing effort I've seen for a long time.

So what's good about it? The coats. There were at least three I could have bought alone and there's a dusty-pink turtleneck style in a wool mix (also available in powder blue and an eye-pale pink) that was all over the catwalk; a slim, vertical style in camel with a notched collar from their line of British line; and a navy pea coat that reached to mid-thigh, with dumbo, duck's-motif buttons, a half belt at the back (the kind of one-shoulder detail that's been missing from so much M&S fashion) and which, thankfully, fitted snugly across the shoulders, which is especially handy on the winner's oversized trend.

There were other cool items, from window-pane checks and rippled bouclé wools to full-skirted New Look silhouettes and a 100 per cent customer-people-browsed menu from Australia, for £100. None of them had the dreamy softness combined with warmth of a Max Mara coat, but these none of them had the price tag either, as they clocked in at between £75 and £220.

The customer offerings didn't feel as luxurious as I'd like, but all had a slightly superior "handicraft" feel that was there to live in.

Top marks to styles that will make or break M&S

By Lucy Osborne

LIKE the look of these outfits? If you do, things could finally be looking up for Marks & Spencer.

These are the latest designs from the retailer – and the ones they are hoping will win back clothes shoppers who have abandoned it in their droves.

With so much at stake, Belinda Earl, the 51-year-old former Debenhams and J&P boots tasked with turning around fashion fortunes M&S, admitted she had a few sleepless nights ahead of the autumn/winter

season so much customer feedback and the number one complaint has been quality. "The number two complaint has been fit. Fluffy, dowdy, bulky, sorry – you name it, M&S has committed the sin. I tried on a handful of coats, as well as a rather good tailored jacket in wool with silk lining (another fault that's been missing), and I found that some design team has obviously been working hard on their blocks (the all-important templates on which designers base their cut). I'd have liked a knicker jacket, but their version is probably more commercial. Meanwhile, they did have a shiny-looking, belted Lauren wool jacket with a matching pencil skirt, which would be great, but it was on a mannequin, so I can't really see that fit.

Incredibly, according to last, M&S really hadn't had much of a coat offering in recent years. It's increased it by around 90 per cent – and just in time. Not a season, our weather takes some design-wise, it's just what where jackets and coats are concerned, M&S is definitely back in the game, all they need now is some cold weather. Plus even if it's a mild winter, they've included some lighter weight to tempo us all.

What else? Some good looking wool pencil skirts, a cream, collared viscose skirt with black unbuttoned shoulder panels and a slightly longer,



Big size of the collection. A sparkling sequined dress for £100, with a matching skirt for £100. The collection is available from 10th October.

How M&S pulled off a catwalk coup

Laura Craik meets Belinda Earl, the woman charged with saving the store's fashion, and reviews her first designer-inspired collection



Lauren

M&S jacket £99

The high street chain goes high fashion

M&S fashion statement is promise of style and value

We are determined to set trends not follow them and to bring back quality to our clothing



Personal View
John Dixon

Today, 60pc of the UK adult population buy M&S clothing and home ranges. That is 34m people buying M&S womenswear, underwear and lingerie, menswear, footwear and children's clothing. We continue to be the leading clothing retailer in the UK but, if we are to sustain this leadership position we

Putting the sparks back into Marks?

M&S'S NEW STYLE DIRECTOR GIVES THE MIRROR'S AMBER GRAAFLAND AN EXCLUSIVE PREVIEW

wash. We are also particularly excited by the range of coats we have for the autumn and winter, prompting a decision to open a coat department in all of our stores from this autumn.

When customers visit the stores at the end of July, or go online, they will see the results from our new £1 billion

Only at
YOUR M&S

#1 Product: Clear and compelling sub-brands





Rob Weston

Global Marketing & Brand Director

Clearer sub-brands: The customer

“They help me find what’s ‘for me’ in the store.”

“I like the idea of sub-brands – especially when there is such a broad offer.”

“Brands need to be relevant to me - give me something to aspire to.”

“They can make the stores feel cluttered.”



Clearer sub-brands: Elevating M&S Collection



CLASSIC

“– TIMELESS
ELEGANCE.”



M&S
COLLECTION

“– STYLE, *QUALITY*
& INNOVATION.”



LIMITED
EDITION

“– PERFECTLY
EDITED TRENDS.”

Clearer sub-brands: More distinct roles



INDIGO
COLLECTION

“– AUTHENTIC
MODERN CHIC.”



per una 

“– EVERYDAY
GLAMOUR.”



Autograph

“– ACCESSIBLE
DESIGNER LUXURY.”

Only at
YOUR M&S

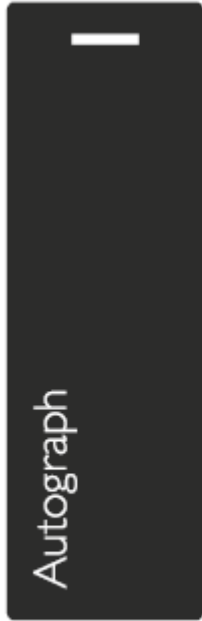
Clearer sub-brands: Consistent execution



Consistent sub-brands: Lifestyle and aspiration



Clearer sub-brands: Substance in quality and design



FRONT



BACK



Clearer sub-brands: Early feedback

Customers give improved scores across

- Perception of quality
- Ease of navigation
- Inspiration



Our next steps...



Patrick Bousquet-Chavanne

Executive Director – Marketing & Business Development

Delivering our marketing priorities

#1 Product



#2 Campaign



#3 Execution



#2 Campaign

M&S chooses a new crew to float its boat



Dame Helen's leading ladies, tailor-made to give M&S a more confident image



Dame Helen leads M&S out of its comfort zone

THE HIGH-STREET CHAIN HAS GIVEN TWIGGY THE BRUSH-OFF TO CREATE A GLITZY CAMPAIGN FEATURING ATHLETES AND ARTISTS



WOMEN OF BRITAIN

CAN A BLOCKBUSTER AD CAMPAIGN SHOT BY ANNIE LEIBOVITZ ENGLAND'S LOVE AFFAIR WITH MARKS

REKINDLE MIDDLE & SPENCER? LAURA WEIR REPORTS

PHOTOGRAPHS: ANNIE LEIBOVITZ

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MIRREN HEADS UP M&S LADIES

#3 Execution: 24 minutes to inspire and impress



#3 Execution: M&S Collection

Trouser Story

Fit & breadth of range
with category
authority

Tailoring Story

Quality and detail
(with fit)

The **COAT** COLLECTION



Coat Story

Coat couture
(style beautifully
crafted)

Denim Story

Crafted for great fit

#3 Execution: M&S Collection – The Coat Collection



#3 Execution: Footwear & Accessories



#3 Execution: Footwear & Accessories



#3 Execution: Online



In Summary

- Marketing vision:
 - “M&S: a Brand of style and substance”
- Marketing priorities:
 - Deliver Brand reappraisal
 - Transform the in-store execution
- To deliver a world class customer experience





Sacha Berendji
Retail Director

The M&S customer

“I want ideas about what to wear – and how I should wear it.”

“I want to find what I want quickly and easily.”

“I need to feel reassured about what I buy - I want to know it suits me and fits well.”

“I want space to breathe in store.”

“I enjoy technology with a human touch.”



Transform the in-store experience: PACK

1. Presentation

2. Availability

3. Cross-selling & service

4. Knowledge

Execution: Retail priorities

1. Presentation

Execution: Presentation

De-clutter



Zoning



Employee Engagement



Product handling confidence



Execution: Retail priorities

1. Presentation

2. Availability

Execution: Availability

Push allocation



Focus on multi-channel
(every store is a flagship)



Execution: Retail priorities

1. Presentation

2. Availability

3. Cross-selling & service

Execution: Cross selling and service

Display co-ordination



Acknowledgement



Quick to pay



Execution: Store priorities

1. Presentation

2. Availability

3. Cross-selling & service

4. Knowledge

Execution: Knowledge

The Top 20



Top 10 - Weekly vodcast



Knowledge to Share



Sharing knowledge



Transform the in-store experience: PACK

1. Presentation

2. Availability

3. Cross-selling & service

4. Knowledge



Marc Bolland
Chief Executive

The reappraisal journey across all touch points



Now to see it in the store...

- Group one ● blue dots with Rob Weston
- Group two ● green dots with Sacha Berendji