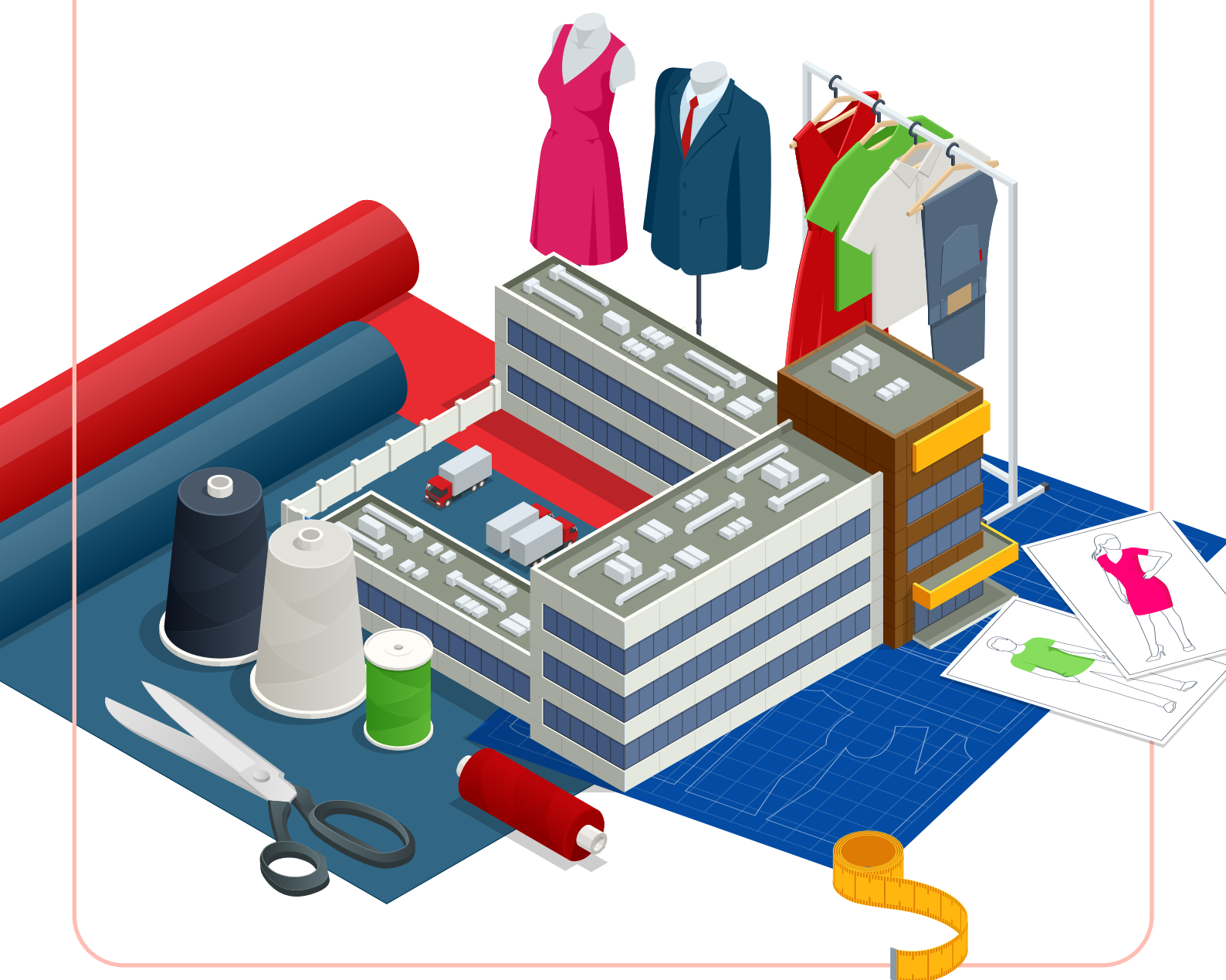


FASHION & RETAIL

Digital Marketing Guide

— Insights from Industry Experts —





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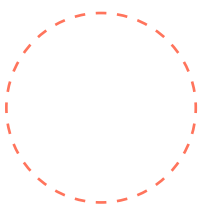
Introduction



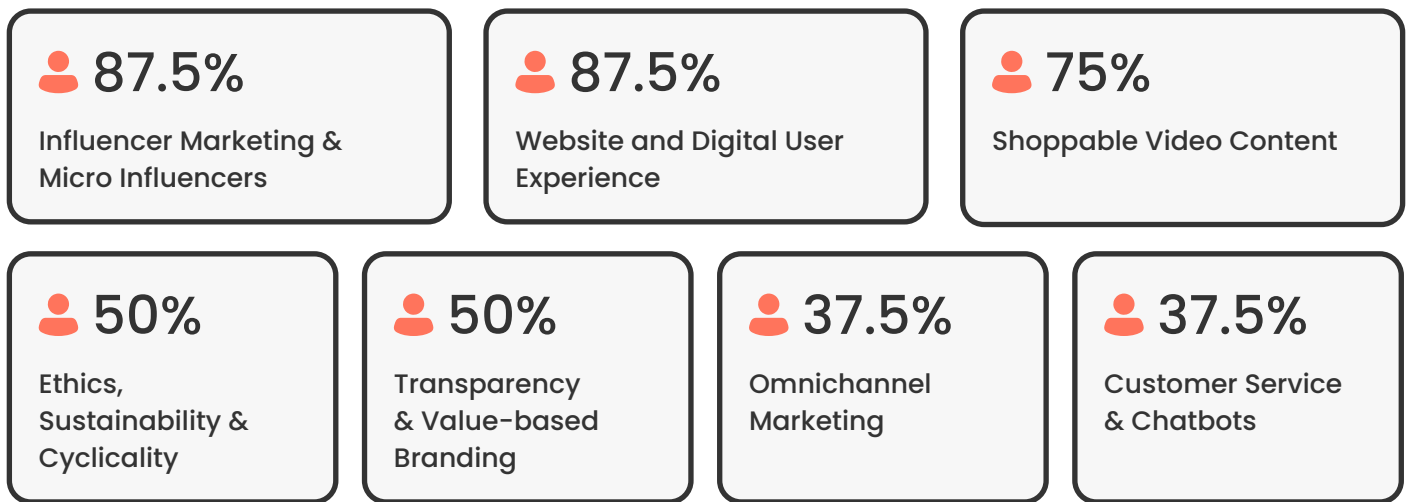
As a digital marketing agency platform with over 3,300 member agencies operating in 126 cities worldwide, DAN is a meeting point for many marketing professionals with in-depth expertise on working with different industries. For this reason, we initiated a series of industry studies that will gather the insights of our top member agencies on the industries we're focusing on.

Our **Fashion & Retail Industry Study** aims to share insights into the experiences of our member agencies working with fashion & retail brands and businesses in the industry. In this study, we asked eight experts from our top member agencies for their take on fashion and retail marketing trends, applications, methods, channels, and predictions, as well as our tips on choosing and working with a digital marketing agency as a fashion or retail brand.

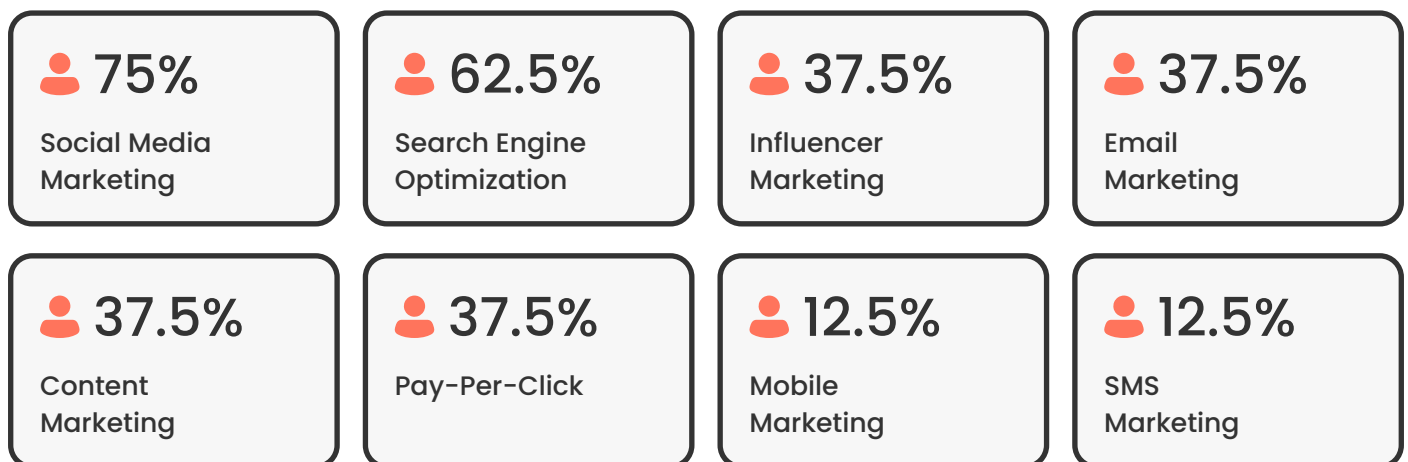
Our guide starts with some brief information on fashion and retail marketing, followed by opinions from **our participating experts from different member agencies** from all around the world. We believe their insights will be infinitely valuable to any professional working for a fashion and retail brand or business to clarify their perception of marketing in this field.



What are the most popular trends in fashion and retail marketing?



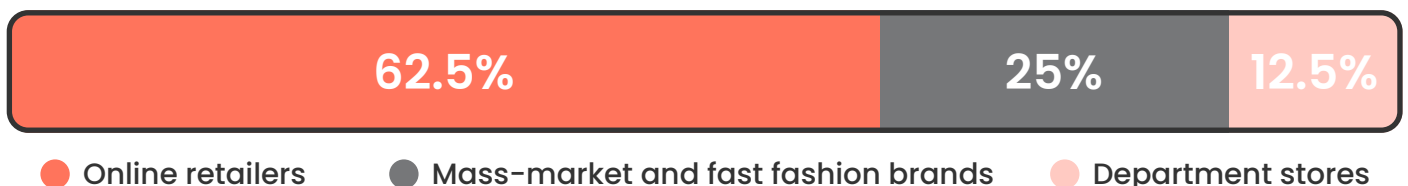
Which marketing methods or channels do you think are most effective for fashion and retail brands?



Are there high and low seasons for fashion and retail marketing?



From which sub-category do you have the most clients from?



Marketing in Fashion & Retail Industry



Marketing plays a crucial role in the fashion and retail industry, as it helps brands build and maintain their brand image, create awareness of their products, and ultimately increase sales. In this part of the digital study, we will be deeply analyzing **the various ways in which marketing takes its place in the fashion and retail industry** and **how fashion and retail brands can make the most of it**.

What is Marketing in the Fashion and Retail Industry?

Marketing in the fashion and retail industry is a multifaceted process of promoting and selling fashion products and services to customers. It involves **creating awareness** about fashion brands, products, and services and **influencing customers** to make purchases. In order to remain competitive in the market, it is vital to develop marketing strategies and stick to them.

Key Marketing Strategies in the Fashion & Retail Industry

In the fashion and retail industry, marketing strategies are varied and constantly changing to fit the unique needs of the target audiences. Some of the **common marketing strategies** in the fashion and retail industry are as follows:



1

Product Promotion

Promoting new and existing products through **various marketing channels** is one of the key strategies in the fashion and retail industry. Some common marketing channels for product promotion include social media, email marketing, influencer marketing, and online ads. Fashion brands may also use product promotion strategies like offering discounts or promotions to **encourage customers** to make purchases.

2

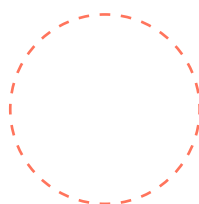
Branding

Creating a **unique and consistent brand identity** is a must for successful fashion and retail brands. A comprehensive brand strategy should encompass several different brand elements such as brand identity, brand values, core message, inspiration, vision, and goals. A brand's reputation may become weak or forgotten without a strong brand strategy.

3

Visual Merchandising

Visual merchandising requires **creating attractive product displays** in-store and online to capture customers' attention and drive sales. The core of visual merchandising is based on providing a better customer experience and in turn, getting more sales. It is a **powerful way to influence customers** to spend more time in the store or online, inspire customers to share posts or stories about the brand, and help create an emotional connection with customers and sway them to purchase products.



4

Customer Relationship Management

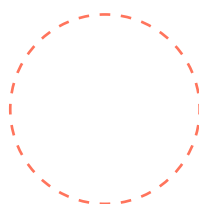


Building and maintaining strong relationships with customers is key to the long-term success of brands. Having a consistent connection **based on trust** helps customers feel more engaged and secure with the brand. This connection also leads to **improving customer retention** and **loyalty**. In addition to engagement, personalizing customer experience, gathering feedback, and offering loyalty programs are the must-haves for a healthy customer relationship. The research pointed out that 77% of consumers prefer brands that use their personal information to make their shopping experience more relevant.

5

Market Research

Fashion market research is the process of gathering and analyzing information to **gain deep insights** into the fashion and retail industry. It provides businesses beneficial insights such as industry trends, top-performing brands, competitors, consumer needs and preferences, new markets and customer segments, consumer opinions, and the influence of fashion marketing campaigns on customers' mindsets.



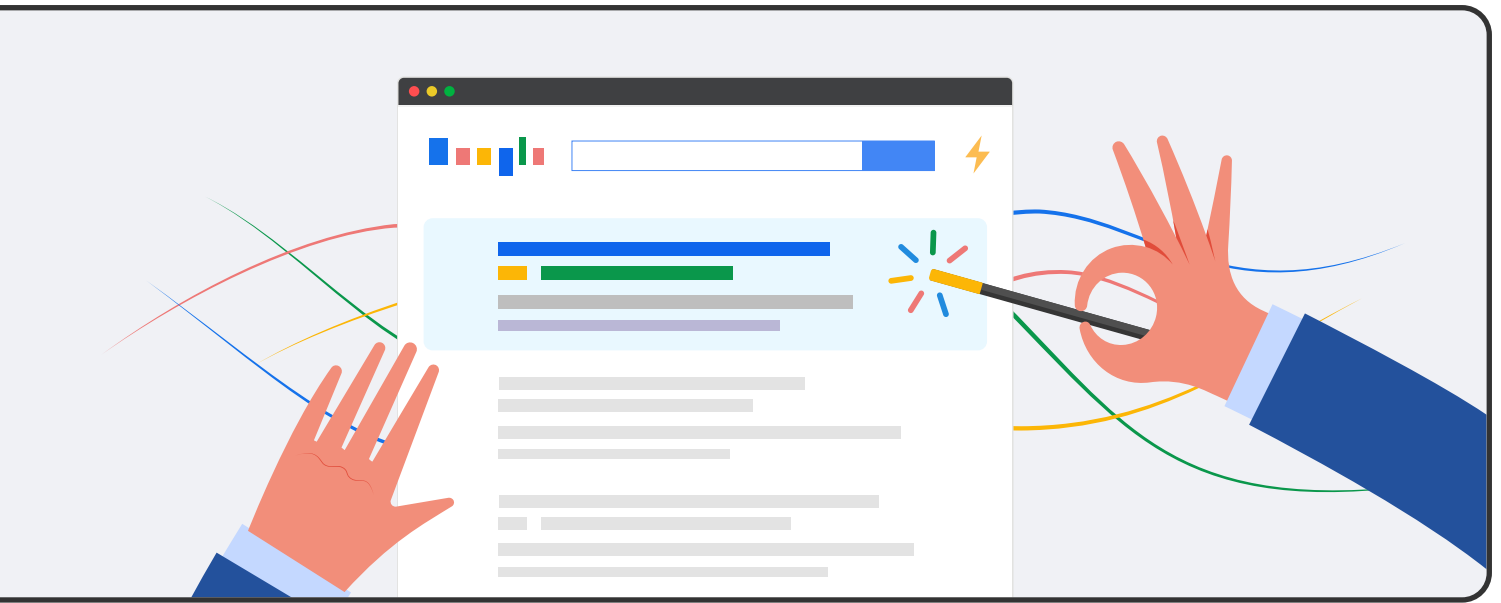
How Is Marketing Used in the Fashion and Retail Industry?

Fashion and retail brands that effectively leverage marketing strategies can build up a solid **market presence**, drive **business growth**, and maintain a **competitive edge** in a highly competitive market. That is the key to distinguishing themselves from the competition and attracting customers to their brand. This is due to the fact that fashion and retail brands use a variety of marketing channels and strategies to **reach their target audience** and **raise awareness** about their products. The following are some examples of how marketing is actively used in the fashion and retail industries:

Social Media & Influencer Marketing

Social media platforms and influencers have become an integral part of fashion and retail marketing strategies. Brands use social media to showcase their products, reach a wider audience, engage and build meaningful relationships with their customers to **drive more sales**. Responding to comments and messages, sharing user-generated content, and hosting giveaways and contests are just some of the ways to **encourage customer engagement** and **interaction**. On the other hand, targeted ads based on demographics, interests, and behavior are also used by fashion brands to promote their products. A clothing retailer might use Instagram to post pictures of its latest products and run Instagram ads targeting specific demographics.

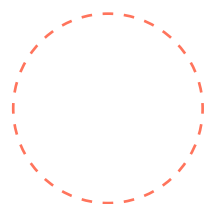
Fashion and retail brands frequently **collaborate with influencers** to generate buzz about their products such as Laura Mercier did. A makeup brand Laura Mercier collaborated with a beauty influencer called Karen Sarahi Gonzalez who has over 6M subscribers to create a [block-busting advertorial video](#) for their new highlighter powder. The video already got 60K likes and no doubt that even if they didn't purchase the powder, it was powerful enough to influence people to have a look at Laura Mercier's products.



Search Engine Optimization (SEO)

For fashion and retail brands, SEO is particularly important as it enables them to connect with customers who are actively searching for their products. By **optimizing** their website content & structure and product pages for relevant keywords and building quality backlinks, fashion and retail brands can **increase their visibility** and **drive traffic** to their online store.

Additionally, by creating high-quality content that resonates with their target audience, it is not going to be a surprise for brands to **build a loyal following** and **increase engagement** on their website and social media channels.





PPC Advertising

Print ads, TV commercials, and billboards are some of the traditional forms of advertising used by fashion and retail brands for decades. However, as digital marketing has become **increasingly common** as consumers spend more time online, new forms of advertising have popped up, such as display ads and pay-per-click (PPC) advertising.

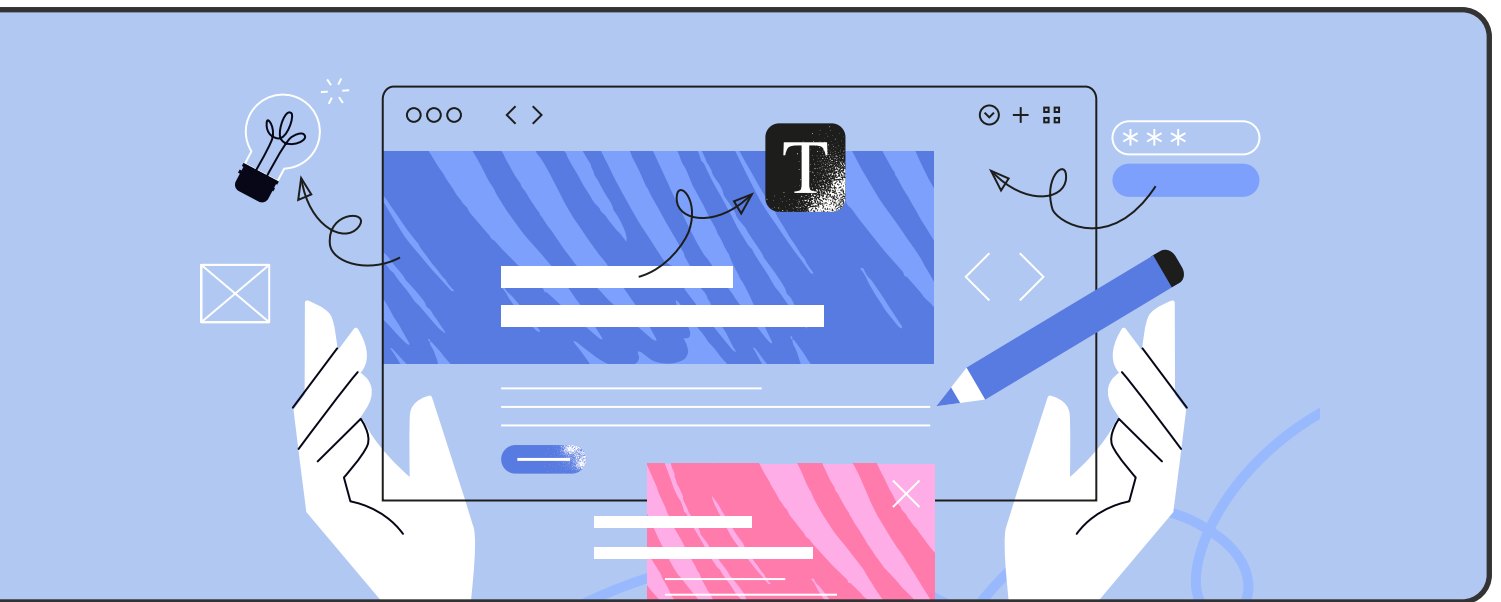
Display ads can be found on websites, social media platforms, and mobile apps, and they can be targeted to specific audiences **based on demographics, interests, and behaviors**. PPC advertising entails paying for advertisements to appear at the top of search engine results pages, and it can be **extremely effective** in driving traffic to a brand's website.



Email Marketing

Email marketing can be used by fashion and retail brands to showcase their latest products and collections and **encourage subscribers to shop online or visit their physical stores**. Fashion brands can reward loyal customers and entice new customers to make a purchase by sending out exclusive discounts and promotions via email.

They can send **personalized recommendations** to their subscribers based on customer data such as browsing history and purchase behavior, **highlighting products** that they may be interested in based on **previous interactions** with the brand.



Content Marketing

For fashion and retail brands, content marketing can take many forms, including blog posts, social media content, videos, podcasts, and more. When it comes to building **brand awareness** and establishing **a unique brand identity**, content marketing can be particularly effective. By creating content that resonates with their target audience, brands can build a community of followers who are engaged with their message and values. This can lead to increased brand loyalty, repeat business, and word-of-mouth referrals.

What Should a Brand Look For in a Fashion & Retail Marketing Agency?




Brands can create effective marketing campaigns that drive engagement and sales with their target audience by selecting the right agency. When looking for a [fashion and retail marketing agency](#), there are several factors that a brand should consider:

- ✓ **Industry expertise:** The agency should have **prior experience working with fashion and retail brands**, as well as be up to date on industry trends and best practices.
- ✓ **Creative capabilities:** The agency should **have a strong creative team** capable of developing innovative and effective marketing campaigns that resonate with the target audience of the brand.
- ✓ **Digital marketing expertise:** With the growing importance of digital marketing in the fashion and retail industries, the agency should **have a thorough understanding of digital marketing channels** such as social media, email marketing, influencer marketing, mobile and SMS marketing.
- ✓ **Collaboration and communication:** The agency should be easy to work with and should **approach the brand in a collaborative and transparent manner**. Communication should be clear and frequent, with regular updates on campaign performance and progress.
- ✓ **Value for money:** While price should not be the only factor, the agency should **provide competitive pricing** as well as a decent return-on-investment (ROI) for the brand.
- ✓ **Reputation:** The agency should **have a solid industry reputation**, with positive feedback and a track record of successful campaigns for fashion and retail brands.



8

Expert Opinions





Juan Ottino

Executive Admin at SkyDiamond Elite



Austin, USA



Which marketing methods or channels do you think are most effective for fashion and retail brands?

Social Media Marketing

SEO

Email Marketing

Why do you think these marketing methods work better than the others in fashion and retail marketing?

The user journey shows us this is the most effective method of reaching audiences. Data and analytics have proven this to be the most successful method of raising revenue.

What are your tips for better understanding and working with fashion and retail brands?

70% is formulaic while 30% is nuancical to the brand. Understanding the historical data and blending this with successful marketing trends is essential to scaling.

What's your formula for a successful fashion and retail digital marketing campaign?

We must understand the data behind the most profitable channels and discover other revenue sources that drive increased ecommerce conversions. After doing a deep dive in analytics and understanding the company's goals, we can scope the needs according to highest value opportunities and ROI. Each client is unique in needs which is why it is important to customize a thoughtful and robust digital marketing campaign.

How do you always keep up-to-date with such a fast-changing industry? Where do you get inspiration from?

Our upper echelon talent collective stays on the leading and bleeding edge of all industry trends in order to stay ahead of the curve. We get inspiration from the challenges the current digital marketing landscape presents to our clients. The solutions we provide are often the key to solving the demands of a rapidly-changing industry.

What are some outside-the-box ways you use to maximize the clients' ROI?

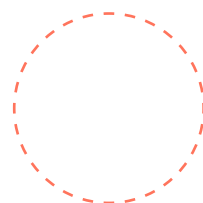
The first step is reallocating the marketing budget across all ecommerce channels.

Could you tell us about applications or restrictions particular to the fashion and retail industry that pose a challenge for you?

GA4 Migration will be a challenge for all ecommerce brands in 2023. We find most of our prospects are woefully ill-prepared for this transition.

Can you give an example of a successful digital marketing case study you've created for a fashion and retail brand?

For one of our clients, "Prive Revaux" we were able to cut \$30k in wasted ad spend, while generating \$871k in incremental revenue.



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NETWORK



Arham Khan

Co-Founder at Pixated

London, UK



Which marketing methods or channels do you think are most effective for fashion and retail brands?

Social Media Marketing

Pay-Per-Click

Email Marketing

Why do you think these marketing methods work better than the others in fashion and retail marketing?

With a trackable ROI for each channel, you can monitor exactly what's working, and report back to the client with precise data and tangible results.

What are your tips for better understanding and working with fashion and retail brands?

Find an influencer. This can boost sales, profits, traffic, and help you reach a new audience. And focus on regular communication—a sense of community is vital to building an honest and sincere brand.

What's your formula for a successful fashion and retail digital marketing campaign?

- Optimize the website: We ensure our clients' websites are accessible from any device and have flexible payment options. We prioritise customer experience by improving website speed and offering smooth navigation.



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- Leverage influencer marketing: Influencers have clout in the industry. We find those who reflect our clients' brands, then shape a marketing strategy around connecting with their respective audiences.
- While not every prospect will become a customer, we encourage our clients to nurture all website visitors with automated and personalized emails. Many eventually lead to conversions.

How do you always keep up-to-date with such a fast-changing industry? Where do you get inspiration from?

We encourage our clients to:

- Tune in to fashion week for upcoming trends and to check out up-and-coming designers
- Pay attention to current runway collections and see what's new in haute couture and ready-to-wear
- Follow and engage with noteworthy designers online
- Subscribe to industry-leading magazines
- Keep up with celebrity trends.

What are some outside-the-box ways you use to maximize the clients' ROI?

Tailoring the online shopping experience. By analysing realtime data, our clients learn so much about their customers' preferences, which empowers them to deliver personalized product recommendations.

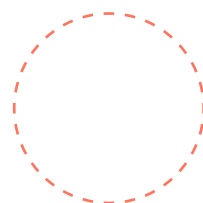


Could you tell us about applications or restrictions particular to the fashion and retail industry that pose a challenge for you?

The industry's competitiveness makes it tough for a client to carve out a niche for their brand—especially while driving revenue, managing growing production costs, and maintaining competitive prices.

Can you give an example of a successful digital marketing case study you've created for a fashion and retail brand?

British clothing retailer Boden had room for some serious growth—if they could just find the right support for their Facebook advertising and PPC strategy. They were struggling with a poor paid media performance, and wanted to improve their conversions and get more out of their marketing spend. We built a highly targeted paid media campaign for Boden, which led to a 31% increase in online sales via their website. Our paid media strategy boosted paid traffic by a staggering 479%, and we increased the company's ROAS by 45% on their Facebook campaigns and 78% on their PPC advertising campaigns.





Tom Light

Senior SEO Specialist at Vertical Leap



Portsmouth, UK

**VERTICAL
LEAP**

Which marketing methods or channels do you think are most effective for fashion and retail brands?

Pay-Per-Click

Search Engine Optimization

Why do you think these marketing methods work better than the others in fashion and retail marketing?

Paid search both in search results and social it's difficult to avoid, especially where they are so tailored to the individual. Product carousels work especially well.

What are your tips for better understanding and working with fashion and retail brands?

Seasonal trends and sales are huge in terms of revenue – These should always be prioritised with a solid plan in place.

What's your formula for a successful fashion and retail digital marketing campaign?

From an SEO perspective creating a solid URL structure which allows for growth. Ensuring category pages are well thought out to match user search terms, these pages will always lead to success.



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How do you always keep up-to-date with such a fast-changing industry? Where do you get inspiration from?

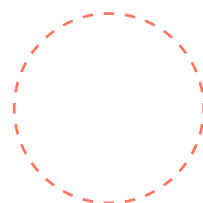
Take inspiration from what you're seeing in other industries and apply it to the fashion industry. For SEO it's about having a solid strategy which follows seasonal trends, the same trends happen yearly. The organic strategy may not match with the internal push working 3-6 months ahead to maximise exposure leading up to the event / peak period.

What are some outside-the-box ways you use to maximize the clients' ROI?

With the rise of AI looking at successful ways we can scale lower value tasks such as writing product descriptions.

Could you tell us about applications or restrictions particular to the fashion and retail industry that pose a challenge for you?

Costs are the biggest challenge. Competing against larger or smaller retailer online has become very pricentric. The USPs really have to stack up if you're not the cheapest.





Jamie Garratt

CEO at Idea Rebel



Toronto, CA

IR

Which marketing methods or channels do you think are most effective for fashion and retail brands?

Social Media Marketing

Influencer Marketing

Search Engine Optimization

Content Marketing

Why do you think these marketing methods work better than the others in fashion and retail marketing?

In 2023 all product marketing needs to be personalized and relevant to the buyer. Most buyers now are influenced by their like-minded peers and their networks.

What are your tips for better understanding and working with fashion and retail brands?

Do a deep dive in discovering the brand and its values. Then get a full understanding of the consumer and their habits and digital / social interactions.

What's your formula for a successful fashion and retail digital marketing campaign?

Relevant targeting and re-targeting and deep influencer and content strategy.



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How do you always keep up-to-date with such a fast-changing industry? Where do you get inspiration from?

At Idea Rebel, we look to match ideas with Technology. Therefore, we are constantly developing and testing ways to introduce the latest tech and experiences to drive consumer interactions and sales.

What are some outside-the-box ways you use to maximize the clients' ROI?

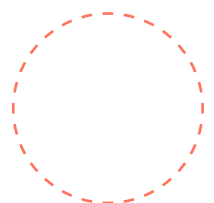
Create meaningful and personalized experiences with a media and marketing execution plan that is tied to the P&L of the brand.

Could you tell us about applications or restrictions particular to the fashion and retail industry that pose a challenge for you?

The fashion industry is very fast paced. In order to succeed in marketing in this industry we have to try to be a step ahead, from ideas, trends, and technological strategies.

Can you give an example of a successful digital marketing case study you've created for a fashion and retail brand?

Getting personal with one of Canada's favorite brands – Roots – we created an omni-channel user flow powered by Commerce Cloud intelligence, that facilitated a 3-click journey from homepage to checkout. We also employed mobile-first cues like mini-cart and search to ensure a superior experience on all devices and tied it to a successful marketing / media plan to engage and drive consumer interactions and sales.





Boyd Roberts

Group Director at Emote Digital



Melbourne, AU

EMOTE

Which marketing methods or channels do you think are most effective for fashion and retail brands?

Social Media Marketing

Influencer Marketing

Pay-Per-Click

Search Engine Optimization

Why do you think these marketing methods work better than the others in fashion and retail marketing?

Data driven and content rich and capitalise on the massive search volumes which exist whereby being front of mind in this regard directly drives online revenue.

What are your tips for better understanding and working with fashion and retail brands?

Have a solid understanding of competitors specifically understanding their current digital footprint from a data perspective.

What's your formula for a successful fashion and retail digital marketing campaign?

Have a unique and compelling offer and clear messaging. Creative is the key, however messaging and testing ad types and formats is essential.



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How do you always keep up-to-date with such a fast-changing industry? Where do you get inspiration from?

Having partnerships with leading platforms and organisations such as Meta, Microsoft, TikTok and BigCommerce for example gives us immediate access to new developments, trends and inspiration to help drive ROI for our clients.

What are some outside-the-box ways you use to maximize the clients' ROI?

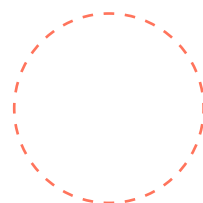
Golden rule here is to truly understand, measure and improve website conversion rate. Whilst this may appear 'with-the-box' many retailers fail to track and / or focus on this essential metric.

Could you tell us about applications or restrictions particular to the fashion and retail industry that pose a challenge for you?

When marketing for clients in beauty and health within this space there are unique requirements to certain advertising formats, messaging and creative which need to be followed.

Can you give an example of a successful digital marketing case study you've created for a fashion and retail brand?

Check out the work we did for Embella – Embella Jewellery is home to an extensive bespoke jewellery collection and a curated collection of fashion and beauty brands. We teamed up to win a dotCOMM award for Best Performing Social Media Campaign for our work for Embella, driving up conversion rate and delivering a sparkling ROI of 14.24x over 15 months.





Peter Mendez

President, Co-Founder at Crafted



New York, USA

crafted.

a digital creative shop

Which marketing methods or channels do you think are most effective for fashion and retail brands?

Social Media Marketing

Influencer Marketing

Content Marketing

Mobile Marketing

Why do you think these marketing methods work better than the others in fashion and retail marketing?

It is all about awareness. Create interesting, own-able content and distribute it to a large targeted audience. There is no better way to instantly gain eyes and instantly garner trust.

What are your tips for better understanding and working with fashion and retail brands?

Fashion and retail is an ever evolving industry. Providing your clients an agile, flexible, scalable and immediate solution is key to giving them the edge.

What's your formula for a successful fashion and retail digital marketing campaign?

Our formula is staying true to the brand while allowing some flexibility to accommodate optimization that comes through data and inventory.



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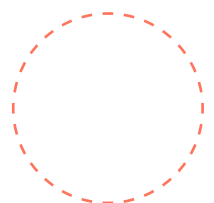


How do you always keep up-to-date with such a fast-changing industry? Where do you get inspiration from?

We love bringing to life brand stories. We treat each new project as an opportunity to do something new, unique that brings to life that story. So it is less about keeping up-to-date and looking for inspiration, and more about finding inspiration from our brands.

What are some outside-the-box ways you use to maximize the clients' ROI?


Test, test and test. We A/B test everything to make sure their dollars are being spent optimally.





Sean Lim

Social Media Lead at DIJGTAL


Sydney, AU



Which marketing methods or channels do you think are most effective for fashion and retail brands?

Social Media Marketing

Content Marketing

Why do you think these marketing methods work better than the others in fashion and retail marketing?

Social media is an accessible platform for telling a brand's story and showcasing products in an organic and authentic way where content marketing creates deeper engagement and loyalty with an audience.

What are your tips for better understanding and working with fashion and retail brands?

With the landscape of marketing constantly evolving, it's important to communicate effectively with the client about tests and changes in tactics along the way.

What's your formula for a successful fashion and retail digital marketing campaign?

Focus on your objective. In terms of tactics, the right ad copy and targeting is essential.



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How do you always keep up-to-date with such a fast-changing industry? Where do you get inspiration from?

There are so many tools available so it's about knowing what works best for you. I find following inspirational social media accounts across various platforms helpful as it keeps me updated on trends. Blogs provide me with more in-depth explanations of new and evolving news and we have access to Udemy courses at DIJGTAL which is great for learning new skills that can often be applied immediately.

What are some outside-the-box ways you use to maximize the clients' ROI?

Target specific category audiences for those category products to personalise the ads and ensure the right people are seeing the ad.

Could you tell us about applications or restrictions particular to the fashion and retail industry that pose a challenge for you?

Product rejections from the catalogue. For example with engineering machinery products, some of the machinery or tools are seen as weapons when reviewed by platform ad policy.

Can you give an example of a successful digital marketing case study you've created for a fashion and retail brand?

Machineryhouse is an engineering equipment retailer and whilst their stores are strong, their online presence and e-commerce needed to evolve. Their objective was to yield a higher Return On Ad Spend. They have 3 main product categories - wood, metal and auto. They have treated its online audience the same. We created 3 additional social pages. These pages serve as 'fan pages' of the craft, sharing interesting and engaging content. We have built up hundreds of thousands of followers, reaching millions each month. This created a massive pool of audiences we retarget with shopping ads when they're ready to purchase.



Sharon Lee Thony
CEO & Founder at SLT Consulting


New York, USA

SLT

Which marketing methods or channels do you think are most effective for fashion and retail brands?

Email Marketing

SMS Marketing

Social Media Marketing

Why do you think these marketing methods work better than the others in fashion and retail marketing?

We have been able to generate a lot of success for clients in email marketing and SMS messaging. Subscribers are most likely to be your next customers (if they aren't already).

What's your formula for a successful fashion and retail digital marketing campaign?

In our communications, we strive to be strategic in our approach – some brands require inclusivity, others require exclusivity (or more nuanced messaging). With fashion brands, we've seen a huge success with showcasing models of different shapes, sizes and body types. With retail marketing, we have implemented localized tactics that drive foot traffic into stores.



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How do you always keep up-to-date with such a fast-changing industry? Where do you get inspiration from?

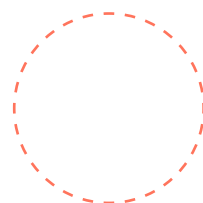
SLTC is a designated platform partner for many of the e-commerce and retail digital platforms, like Shopify, Klaviyo, Meta, Pinterest and more. We often get a preview of new features or have the opportunity to beta test platform functionality for our clients, ahead of anyone else. Our connections help us to be at the forefront of innovation, which is critical to our success as a digital marketing agency.

What are some outside-the-box ways you use to maximize the clients' ROI?

That's a secret. :)

Can you give an example of a successful digital marketing case study you've created for a fashion and retail brand?

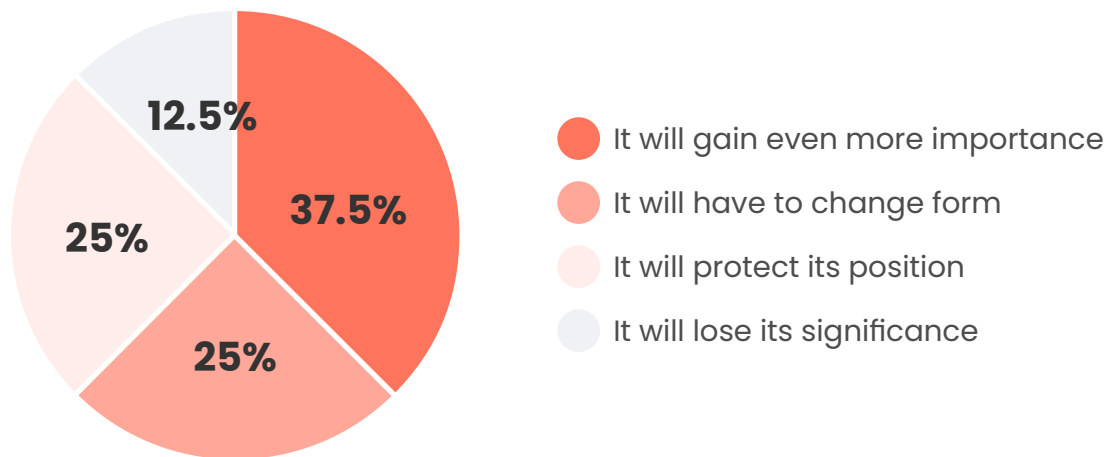
We won a Shorty Award for our work with a special occasion dress brand, by creating a campaign that embraced every "body:" FOR EVERY MOMENT, AND EVERY BODY. Motivated by the belief that fashion belongs to everyone and everyone deserves to look and feel their best, we set out to ensure everybody who bought a Betsy & Adam dress would feel like the main character. It resulted in 480% increase YoY for Plus Sized dresses and a consistent ROAS of 7.5X or higher year-round.



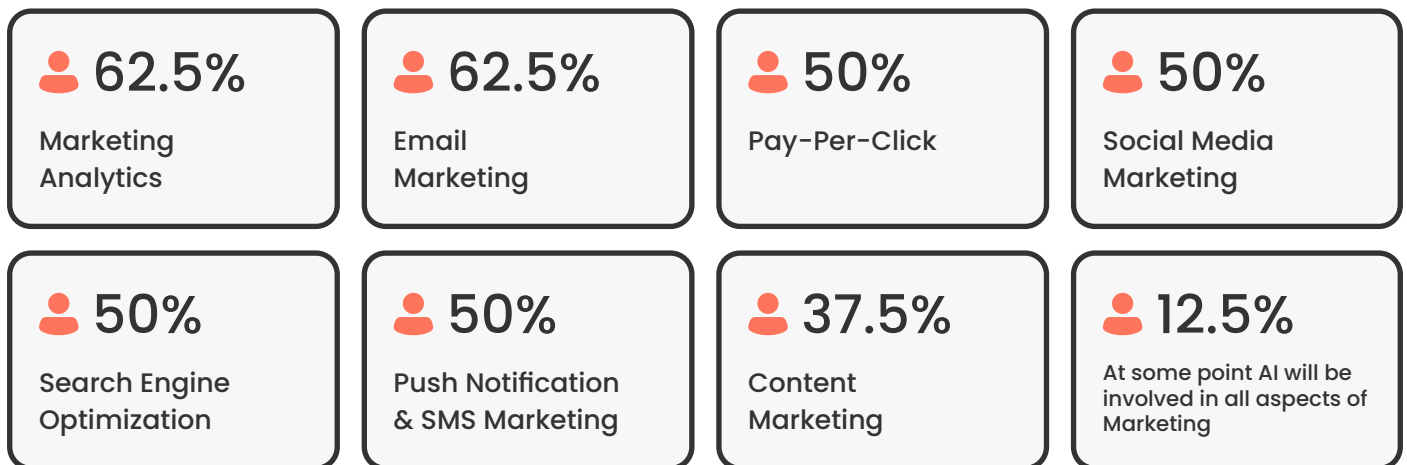
DIGITAL AGENCY
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Future of Fashion & Retail Marketing

Do you think influencer marketing will maintain its importance in the fashion and retail industry in the future?



Which methods of fashion and retail marketing do you think will be automated or done by AI in the future?



“Jamie Garratt, CEO at **Idea Rebel**, underlined that at some point, he expects that AI will be involved in all aspects of marketing.”

Do you think VR or Metaverse will disrupt fashion and retail marketing?

Yes

62.5%

37.5%

No

If yes, how?

"We're only at the infancy of VR and consumer engagement. As we can see, gamification and avatar-like experiences are already prominent in this space. The next logical step is to introduce fashion."

— **Jamie Garratt**

"We already see it online and in brick & mortar stores. The personalized virtual try-on experience has already revolutionized the buying habits of consumers and is likely to keep on growing."

— **Juan Ottino**

"Both are set to change the face of fashion, creating a powerful channel for future commerce. If retailers can harness this power, they can build more relevance than ever into their customers' lives."

— **Arham Khan**

"It will, but not for a number of years. It will replicate the shopping experience. If you can get a better idea of how something will look then it's only a positive."

— **Tom Light**

"VR technology allows brands to bring their experiences directly to consumers. Try-on experiences in beauty and fashion have already proven to be successful in the Metaverse, for example."

— **Sharon Lee Thony**

What developments would you like to see in fashion and retail marketing in the future?

"Unlike our competitors, we provide month-to-month contracts. In doing so, we are always out to prove ourselves and do right by our clients. Annual contracts are deceptive in practice."

— **Juan Ottino**

"The future of fashion marketing lies in hyper-personalisation. People expect bespoke recommendations. We'll be empowering clients to gather customer preference data and tailoring what they see."

— **Arham Khan**

"Better use of data to drive sales, related products built for the specific person."

— **Tom Light**

"More AI strategy into campaigns, more personalization and consumer integration."

— **Jamie Garratt**

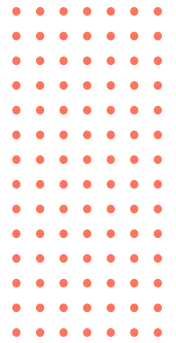
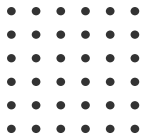
"More use of subscription and personalisation eCommerce."

— **Boyd Roberts**

"The experience of customer journey with precious audience targeting."

— **Sean Lim**





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