



Global Distribution Strategy Final Project

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THE TEAM



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EXECUTIVE SUMMARY

MOYNAT is a well-known French leather good and luggage family founded in 1849. As one of the first leather goods brands in the world, MOYNAT always insists on hand-finishing each of its products. However, after a long period of decline, MOYNAT disappeared from the public eye and became unknown. It was not until 2011 that Bernard Arnault, Chairman of LVMH, acquired MOYNAT and began to revive the forgotten leather goods brand under the creative direction of Creative Director Ramesh Nair.

In many luxury brands that are now expanding production lines to make money, MOYNAT still adheres to the attitude of small workshops. But in an increasingly competitive environment, MOYNAT's more conservative brand strategy has begun to be challenged. In recent years, Goyard, a Parisian luxury luggage brand founded just four years after MOYNAT, has gained a huge following in recent years, forming a clear difference from MOYNAT's lack of popularity. MOYNAT also began to increase its marketing efforts while maintaining a low-key luxury positioning.

From the brand's global opening of stores, MOYNAT aimed at the Chinese market as the representative of the emerging markets in Asia. However, it is still necessary to expand its marketing channels in France, where it originated, to further strengthen its brand awareness. Therefore, this project will focus on the luxury market, mainly in France, with a traveling pop-up store for MOYNAT in the main travel destinations within France, and plans to grow to neighboring countries over the next 5 years.

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PART 1:

COMPANY OVERVIEW



ABOUT MOYNAT

MOYNAT is one of the oldest French luggage brands, founded in Paris in 1849 by luggage makers Octavie and François Coulembier, and travel goods specialist Pauline Moynat, who was the first and only woman to bring a feminine touch to the male-dominated field of luxury luggage manufacturing.

With its distinctive design concept and extraordinary craftsmanship, this Parisian Maison brings the French spirit to its extraordinary accessories, bags, and artworks, highlighting quality, excellence, and individuality.

The brand is known for its traditional knowledge and skill base in handcrafting custom luggage and travel goods and is a frequent participant in various world fairs for its technical innovations that make its luggage lighter and waterproof.

TIMELINE MOMENTS

1849

Established as a
trunk-maker



1869

The first MOYNAT
boutique at 1 avenue
de l'Opéra, Paris



1878

Pauline Moynat
creates the first range
of ladies handbags



1898

First auto show held in
Paris and enjoying an
international success



1902

Creation of the
Limousine Trunk for
automobiles



TIMELINE MOMENTS

1920

Introduction of the Moynat initials canvas design by Henri Rapin



EARLY
1980S

The Scholl family bought the rights to the house for use by its company Malles et Voyages



1989

Orcofi, the Vuitton family's holding company, bought Malles et Voyages



2010

LVMH's CEO Bernard Arnault's holding company bought Moynat



2011

Moynat reopened with a flagship store at 348 Rue Saint-Honoré



A photograph of a Moynat store window display, featuring various handbags and accessories arranged on shelves and tables. The store's name, "MOYNAT PARIS", is visible on the upper part of the window. The image is overlaid with a semi-transparent dark brown filter.

"It is the moment to reassert Moynat's brand notoriety and desirability through new creations and to continue craft preservation. For a brand with such strong heritage and legitimacy, the opportunity here is to widen the craft appreciation to a younger audience and for them to discover the wonder of Moynat."

— Creative Director of Moynat, Nicholas Knightly

KAPFERER BRAND IDENTITY

PICTURE OF SENDER

PHYSIQUE

Parisian, Modern, Colorful,
The iconic "M" monogram.
The epitome of quiet and coded luxury.

RELATIONSHIP

Exclusive, one-on-one, intimate, and
private.

REFLECTION

Women empowerment and individuality-
focused.

PERSONALITY

Exclusive, Mysterious, Excellence, and
Elegance.

CULTURE

Parisian Maison with a storied
heritage of unique imagination and
uncompromising savoir-faire.

SELF-IMAGE

Independent and resilient.



PICTURE OF RECEIVER

EXTERNALISATION

INTERNALISATION

PRODUCT PORTFOLIO



CANVAS 1920



FLORI



RÉJANE



GABRIELLE



BALUCHON



VOYAGE



SMALL LEATHER
GOODS



ACCESSORIES



CURRENT STATUS

- 35** Today, MOYNAT operates in 35 boutiques worldwide
- 23** MOYNAT operates 23 boutiques in Asia
- 348** Store address on Rue St Honore in Paris
- 50** MOYNAT has a turnover of approximately 50 million euros by 2021
- 20** Number of hours it takes for an artisan to handcraft a Flori bag

DISTRIBUTION CHANNELS

DIRECTLY OPERATED STORES



HONGKONG



LONDON



TAIWAN

DEPARTMENT STORE



PARIS GALERIES LAFAYETTE

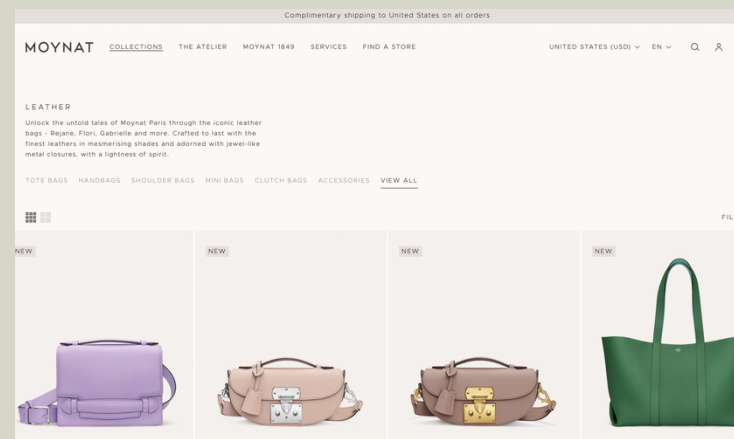


SINGAPORE TAKASHIMAYA

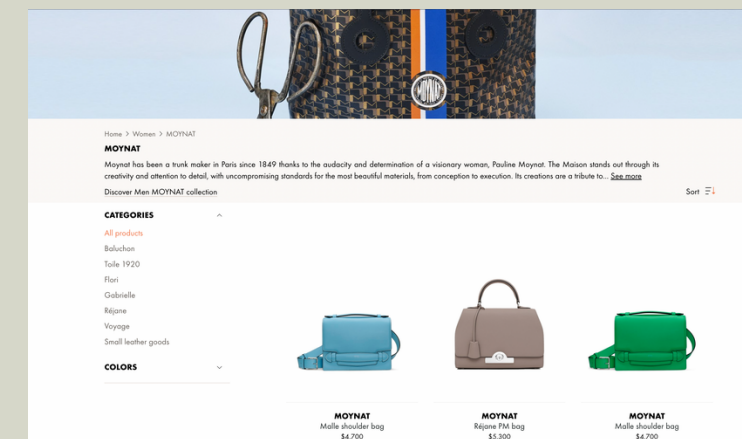


BEIJING SKP-S

E-COMMERCE



OFFICIAL WEBSITE



24S

BEST PRACTISES

STORE DESIGN



The design of the MOYNAT boutique is mostly inspired by automobiles, tracing back to the brand's historical trunks. The interior of the store is simple and elegant with the brand's signature orange color palette.

PERSONALIZATION



MOYNAT continues its bespoke service to highlight the brand's signature artisanal craftsmanship, and to ensure that it carries special meaning. Personalized stripes and initials custom hand-painted, as well as hot stamping services, can be experienced in the boutique.

SAME DAY DELIVERY



MOYNAT offers same-day delivery in its boutiques in selected cities. For consumers looking for gifts or specific items, this service saves them time in store and enhances the brand image while increasing the shopping experience.

S

- Parisian Maison with a storied heritage and legitimacy.
- Artisanal craftsmanship, rare raw materials, and Haute savoir-faire.
- Traditional attitude towards creating luxury luggage and bags.
- Loyal customer base.
- Under the umbrella of the LVMH group.

- Still in the post-discontinuation revival phase.
- Low brand awareness and recall.
- The low global presence and a limited number of stores.

W

O

- Incorporate innovation in craftsmanship.
- Increase the mix of store locations to attract more potential customers.
- Increase e-commerce platforms for customers to engage online.
- Organize more lifestyle events to increase brand reach.

- The slow growth of the brand due to low brand awareness.
- Factors such as economic crises and pandemics can adversely affect MOYNAT's business.
- Rising competition can impact the sales of the brand.

T

COMPETITIVE LANDSCAPE





LOUIS VUITTON

Louis Vuitton is a French luxury fashion brand and company founded by Louis Vuitton in **1854** in Paris. A century later, Louis Vuitton became one of the leading brands in the field of luggage and leather goods and a symbol of high society.

Today, as the core brand of LVMH, LV maintains tight control over the distribution system of its products and operates **460** stores worldwide. The aim is that the brand wants to maintain authenticity and quality of service and to prevent counterfeit goods from diluting its goodwill. The main distribution channels are.

- **Directly operated stores and directly operated websites:** Louis Vuitton products are sold exclusively through Louis Vuitton stores and its official website.
- **Selective retail:** Louis Vuitton ventures into selective retail in the sphere of cosmetics and fragrances. Its beauty products are available in Sephora stores which is another brand owned by LVMH. It is also an online exclusive partner of 24s, which is an online shopping platform under LVMH.
- **Travel retail:** Louis Vuitton has a legacy of groundbreaking innovation in the art of traveling, so much so that many of its followers consider the brand synonymous with luxury travel.



CELINE

Celine is a French luxury brand founded in Paris in **1945** by Céline Vipiana and her husband Richard. It started out as a small service that made custom-made shoes for children. During Phoebe Philo's ten-year tenure as Celine's creative director, she made the old brand one of the most popular fashion houses by reinvigorating it. Today, Celine continues to write the glory of this French fashion house under the leadership of Hedi Slimane.

Since its acquisition by LVMH in 1996, Celine has expanded to 42 countries and has **178 stores**. Its current distribution channels are mainly:

- **Directly operated stores:** Celine sells its product directly from its exclusive stores worldwide. Showcasing everything in contemporary-themed stores.
- **Department stores:** They are also present in various department stores as shop-in-shops like Le Bon Marche in Paris and Holt Renfrew in Canada, and available with limited products category in other department stores like Saks fifth, Nordstrom, etc.
- **E-commerce:** Celine has a directly operated website which became a transactional website in 2017.
- **Travel retail:** Celine has a good presence in duty-free stores as well.



GOYARD

Goyard is a French trunk and leather goods maker established in **1792** as Maison Martin in Paris. The company also operated as Maison Morel, before becoming Maison Goyard in **1853**. Goyard's brand vision and DNA as a niche brand are very strong. The brand's marketing strategy is to keep an air of secrecy and exclusivity around it. They don't want to over-distribute and only want to stay in a few stores for a specific 0.1% of the audience.

In this digital age, Goyard has ventured into the social media space. As a niche brand, Goyard still has 810,000 followers on Instagram. It attracts customers mainly by showing product details and brand stories.

Goyard operates 36 stores worldwide, but its products are not available for purchase through online channels and no pricing details are provided on the official website. Its main distribution channels are.

- **Directly operated stores:** Its directly managed stores worldwide follow the brand's elegant French spirit.
- **Department stores:** The brand has a shop-in-shop presence in department stores mainly in Asia.

POSITIONING MAP

WELL KNOWN



CELINE
PARIS

LOEWE



GOYARD
MALLETIER DEPUIS 1853
PARIS

Valextra



LESS KNOWN

ACCESSIBLE

EXCLUSIVE

PART 2:
NEW GEOGRAPHICAL
EXPANSION INITIATIVE

BUSINESS ISSUES

PROBLEMS

MOYNAT was one of the first leather goods companies. Unfortunately, MOYNAT closed down in 1976. The brand was in the hands of many investors until 2011 when it was revived and relaunched. As a result of the closure, MOYNAT lost its charm and the perception that it was once a pioneering brand.

While the brand is currently not adopting an advertising strategy to maintain its niche and resort brand tone. However, this has led to low brand recognition and influence, which has hindered its growth. In addition, MOYNAT currently has a limited number of directly operated stores around the world, which also prevents it from reaching potential consumers in more regions.

SOLUTIONS

As the brand strategy has always been its modest retail footprint and low-key communications. It is important to keep these brand codes in mind before making any changes. Since distribution channels are limited, the solution is to expand to other locations but not lose exclusivity. This allows brands to reach their existing customers and gain new target customers.

The ideal solution would be to open a series of pop-up stores in countries and target locations where luxury customers would shop or travel during different seasons. And eventually, expand to nearby countries to capture well the origin and neighboring market segments.

GROWTH POTENTIAL



POP-UP STORES

Pop-up stores are a trend of opening short-term sales spaces that last from a few days to a few weeks before closing. Pop-up stores can look like a regular store but are used to create unique and engaging physical shopping experiences because they offer flexibility and less risky opportunities to experiment. MOYNAT has opened a series of pop-up stores around the world, and experimenting with pop-up stores in Europe, where it originated, will be a great marketing tool to promote and upgrade its brand.

E-COMMERCE

While the global retail market continues to shrink under the influence of Covid-19, online retail is bucking the trend. MOYNAT currently has a limited online retail channel, and while it wants to maintain its luxury niche brand identity, an increase in online retail channels will have the opportunity to help the brand grow its market share.

STRATEGY OVERVIEW

MOYNAT can increase its reach and get a great holding in France by expanding in its own country first. Starting with Pop-ups in a new location will allow the brand to explore and test the market first before heavily investing in a directly operated store. Also would provide them the opportunity and freedom to experiment and create new exclusive collections for the specific location's clientele.

This way MOYNAT can create a good brand recall in their target audiences by presenting themselves in front of their target audience with the brand codes embedded in the store.

After determining its feasibility, MOYNAT will grow to neighboring countries within 3–5 years. By going to test the market through pop-up stores, the brand can further expand its brand awareness and influence at the same time.

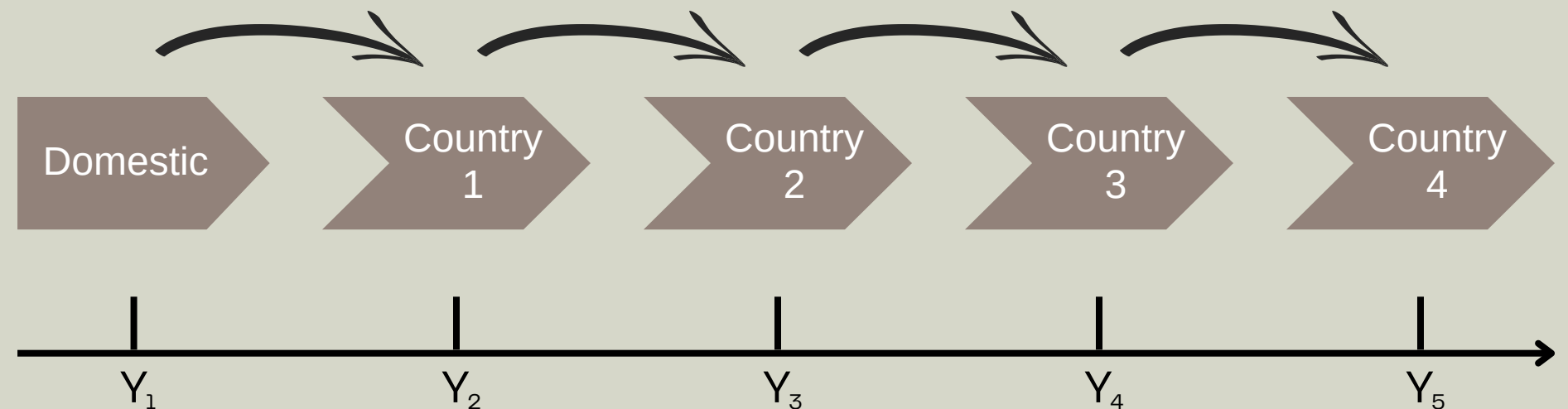


5YR EXPANSION STRATEGY



The expansion strategy will follow the slow sequence of entry into the different markets using the waterfall model. This will allow the company to focus on one location at a time for a thorough analysis of the market. As well as gain experience from the previous location, adapt from it, and implement changes accordingly.

The plan will be to open the pop-ups every summer and winter during the vacation months. So focusing on locations that are travel destinations for the elite class during the summer and winter months.



5YR STRATEGY PLAN



COURCHEVEL 1850



GENEVA



PRAGUE

2023

WINTER

2025

WINTER

2027

WINTER

SUMMER

2024

SUMMER

2026

SUMMER

2028

CANNES

MONACO

MILAN



3YR STRATEGY PLAN

The 3-year marketing strategy will focus on popular shopping resorts in France and surrounding countries, with Milan in Italy and Geneva in Switzerland being the best known. Pop-up stores will tour between these regions, starting in Cannes. The plan is to expand MOYNAT's regional awareness and brand presence through this form of activity.





1ST YEAR BUSINESS PLAN

As a leather goods brand originating from Paris, MOYNAT should enhance its local visibility while inheriting the spirit of French craftsmanship. It currently has only three retail stores in Paris, far less than the number of retail stores it has overseas.

We plan to launch a year-long traveling pop-up store for MOYNAT in France. By bringing the brand's distinctive spirit of exploration and classic luggage to different cities, we will raise the brand's awareness and influence to further attract the local affluent population.

Finally, an analysis will be made based on the different market responses to determine if it is necessary for MOYNAT to open a local retail store.

POLITICAL

- France performs a significant role in international politics.
- Good diplomatic alliances have been established with a number of countries.
- France has a stable political environment that promotes the development of its tourism industry.

ECONOMICAL

- France is one of the top 10 economies in the world.
- The drop in annual GDP and per capita income was due to the economic lockdown and pandemic of Covid-19.
- With a large number of leading multinational French companies.

SOCIAL

- France is the world's most developed and modern country.
- France is also facing some social challenges like increasing unemployment, protests, procession, strikes, increasing crime rate, and labor issues.

TECHNOLOGICAL

- France is the world's top technologically developed county.
- E-commerce has gradually taken a key place in the lives of French consumers.
- The retail industry is transforming into digital.

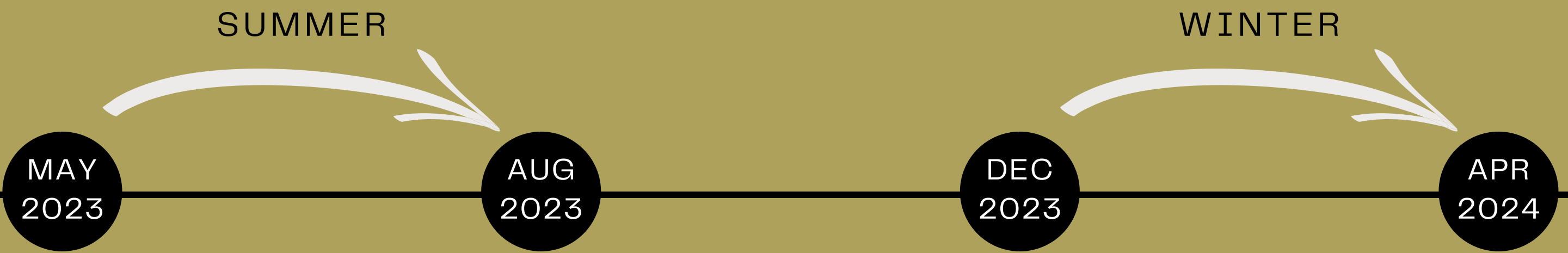
ENVIRONMENTAL

- The millions of tourists who visit France every year put pressure on French ecology.
- Maintain ethical standards for business.
- Implement initiatives for environmental sustainability.

LEGAL

- Consumers and online consumers are increasingly better protected, facilitating purchases and economic growth.
- International laws are generally accepted in contracts drawn up with French companies.

The MOYNAT pop-up store will be located in Cannes starting in the summer of 2023, in anticipation of the Cannes International Film Festival in May and to attract national and international tourists on vacation. In December, the MOYNAT pop-up store will move to Courchevel 1850 in time for the snow season in the Alps. As one of the most popular travel destinations in France, both locations are also preferred vacation destinations for the affluent.



CANNES



COURCHEVEL 1850



LOCATION ANALYSIS

CANNES

Country: France

Region: Provence-Alpes-Côte d'Azur

Area: 19.62 km²

Population: 70,011

Number of Visitors Per Year: 300 million

2021 Cannes Lions Festival Revenue: US\$6.26 million

Cannes is one of the most famous tourist cities in France and a venue for social gatherings of international celebrities. It attracts countless movie lovers and tourists every summer. As the place with the highest concentration of luxury stores per square meter in France, Cannes is also one of the most popular high-end retail shopping areas in France. Therefore, setting up a MOYNAT pop-up store in Cannes in the summer is the best choice.





POP-UP STORE LOCATION

PROMENADE DE LA CROISSETTE



The Promenade de la Croisette is one of the most famous roads in Cannes. It stretches along the shore of the Mediterranean Sea and is about 2 km long. Promenade de la Croisette is famous for the Palais des Festivals et des Congrès, the venue of the Cannes Film Festival. Many expensive stores, restaurants, and hotels are located on this street.



We will set up a MOYNAT pop-up store on the Promenade de la Croisette to better attract the socialites who come to the festival in the summer, as well as the tourists who come on vacation. The luxurious and lively atmosphere will help MOYNAT quickly build its brand image and integrate into the local market.

LOCATION ANALYSIS



COURCHEVEL 1850

Country: France

Region: Auvergne-Rhône-Alpes

Altitude: 1850 meters

Property Price Per Square Foot: US\$2,381

Average Hotel Price Per Night: US\$1,000

Number of Michelin Restaurants: 9

Courchevel 1850 is one of the most luxurious ski resorts in the world and has the highest density of Michelin restaurants in France. It attracts celebrities and aristocrats from all over the world to vacation here every winter because of its world's top ski resorts and numerous luxury boutiques. This has made the area synonymous with luxury. Therefore, opening a MOYNAT pop-up store here in winter is in line with the brand's image.



POP-UP STORE LOCATION

JARDIN ALPIN

Jardin Alpin, the highest point in the Courchevel 1850 region, is home to a large number of the world's finest hotels and boutiques. Most of the luxury stores here offer delivery to the hotel to meet the needs of various high-class people for high-end services.

As a French artisan brand with excellent quality, setting up MOYNAT's winter pop-up store here can reflect the brand's luxury and niche tone. It can also better attract target customers while increasing exposure. The opening dates will also follow the snow season in the Alpine region, which runs from December to the end of April the following year.

PRODUCT MIX

CLASSIC COLLECTION

Flori Réjane
Gabrielle Rigid
Baluchon Voyage
Canvas 1920
Accessories



LIMITED EDITION

The limited edition launched for Réjane will be available during the flash store. Its minimalist and feminine silhouette is in line with the distinctive French femininity.



SERVICES



BEVERAGE

The pop-up store will partner with local cafes to serve drinks to guests who visit. This will encourage guests to stay longer in the store and will also allow them to feel the brand's attentive and detailed service.



PERSONALIZATION

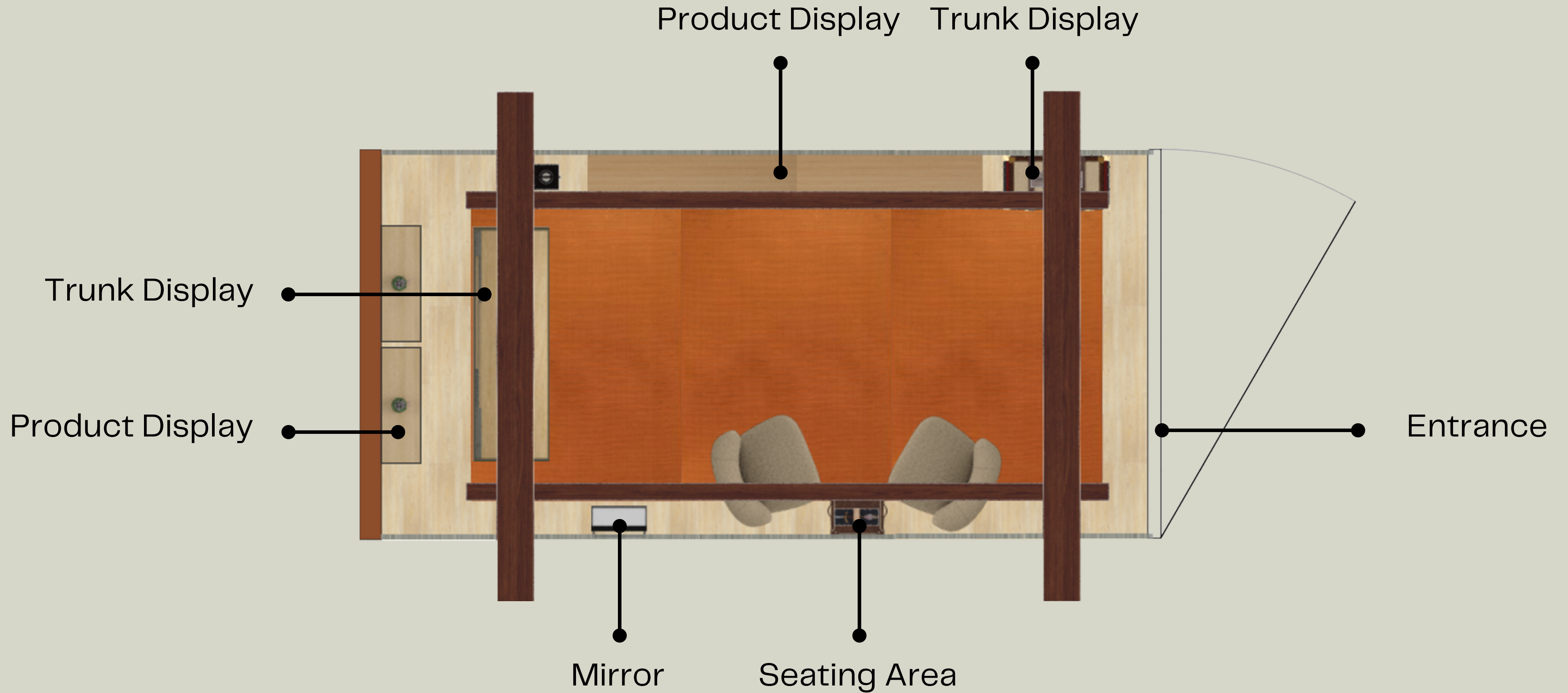
MOYNAT has always offered a customization service, which will also be offered during the pop-up store. Guests will be able to choose and customize their personalized crafts in the store, and the products will be sent to the customer after they are finished.



SAME-DAY DELIVERY

For local customers, the pop-up store will also offer same-day delivery service. This service is currently only available in select stores, so it will further enhance the customer experience.

STORE DESIGN





The overall design of the pop-up store continues the classic orange hue of MOYNAT so that pedestrians can quickly catch on. Glass walls are used to blend in with the surroundings, aiding in giving guests visiting the store a distinctive sense of ambiance.

The store is not overly decorated but offers the classic MOYNAT product line and luggage display. The overall atmosphere is warm and elegant, further highlighting MOYNAT's brand characteristics.







Target Consumer

DEMOGRAPHICS

Age: 25 – 45 years old

Gender: Mainly female

Income: Above average income level

Occupation: Top manager, Entrepreneurial

Social Class: Upper class

Education: Educated and cultured



PSYCHOGRAPHICS

Habits: Enjoy high-end services, Customize personal products

Lifestyle: Frequent shopping, Preference for private parties and receptions

Hobbies: Fashion-conscious, Pursue niche and uniqueness

Values: Pursue product quality, Not trend following

CONSUMER PERSONA

MORGANE RENAUDI

Gender: Female

Age: 30

Occupation: Content Creator, Marketing Communication

Annual Income: \$500,000+

Marital Status: Single

Location: Nice & Cannes

Morgane is a fashion blogger and marketing communications director. She loves to share her fashion ensembles and luxury events on social media platforms. As a luxury brand enthusiast, Morgane is active on the south coast of France and can therefore be a target audience for MOYNAT in the region.



CONSUMER PERSONA

ANGELA DONAVA

Gender: Female

Age: 42

Occupation: PR, Author, Publicist, Journalist, Stylist, Editor

Annual Income: \$1M

Marital Status: Married

Location: Cannes

Angela is an experienced publicist, stylist, and editor. Her multiple identities and careers have led her to frequent fashion events and film festivals. As a sports enthusiast, Angela goes skiing at Courchevel 1850 every year. Therefore had the opportunity to be a target customer during MOYNAT's winter pop-up store.



CONSUMER PERSONA

MINJI KAWCK

Gender: Female

Age: 25

Occupation: Recent Graduate

Social Status: Elite Class

Marital Status: In a relationship

Location: London & Seoul

Minji is a recent UAL graduate with an affluent background who enjoys sharing her life and luxury shopping experiences on social media platforms. As a frequent traveler and enjoyer of life, Minji has had the opportunity to travel to France and shop at the MOYNAT pop-up store.



PROMOTIONAL ACTIVITIES

The promotional activities will be conducted in alignment with the brand image of being quiet and discreet. The goal is to spread awareness of the pop-up store locations among their elite group of customers and keep it very personalized and exclusive. The promotional activities will be laid out in three phases:



PRE-LAUNCH

- Spreading awareness about the new pop-up and its locations.
- Reach out to the loyal elite customer base.
- Sending out personalized email invites with details.

LAUNCH

- Launch the pop-up store.
- Announce the opening on social media platforms.
- Facilitate arrangements for guests attending.
- Provide personalized and exclusive experience of Moynat's wonder.

POST-LAUNCH

- Build a customer database.
- Reach out through email to thank you for attending the pop-up store launch.
- A word-of-mouth initiative to incentivize existing customers to introduce their family and friends to the brand.



Moynat invites you to explore the Moynat wonder

Monday, 1st May, 10 am - 5 pm

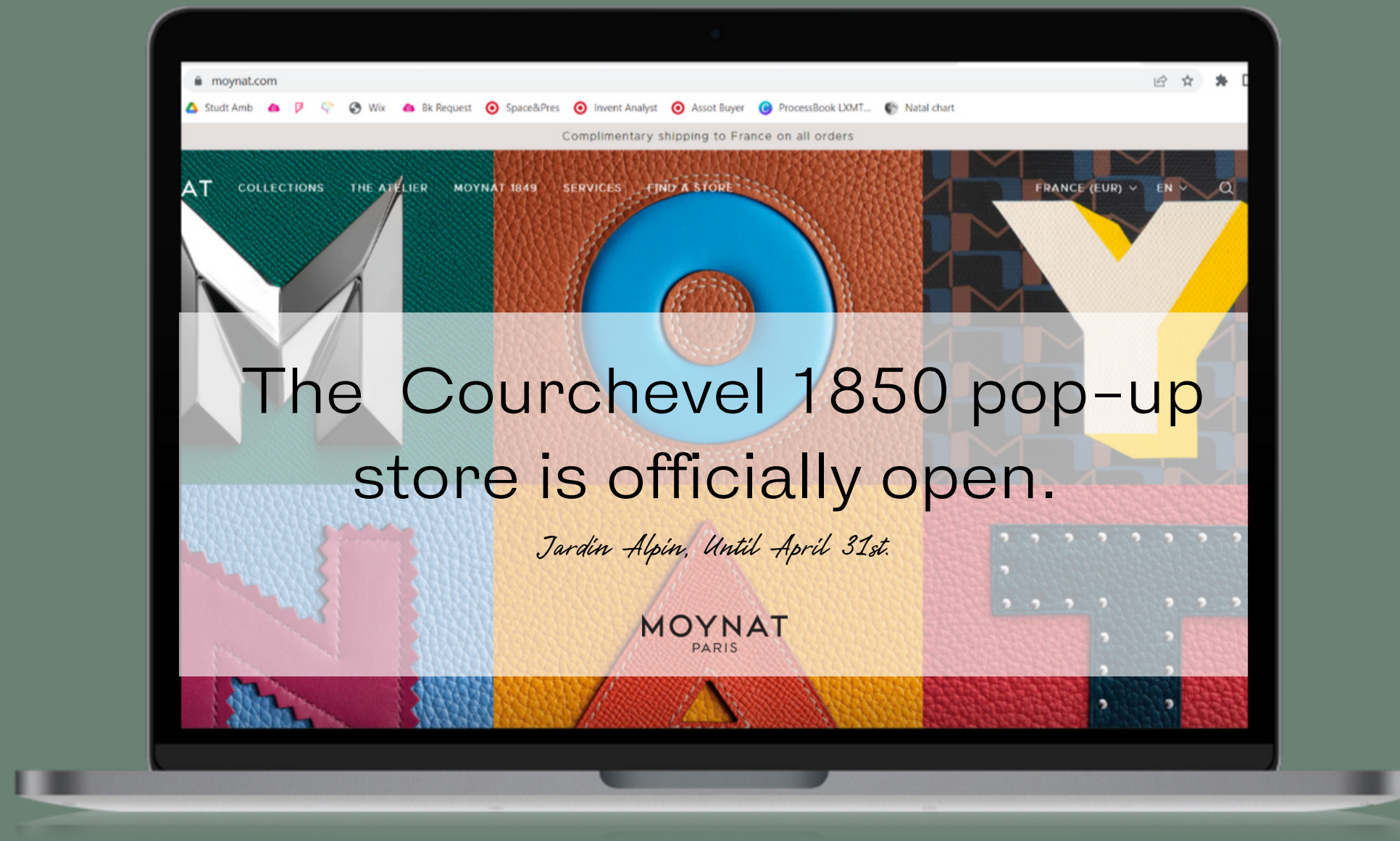
Promenade de la Croisette

MOYNAT
PARIS

PRE-LAUNCH

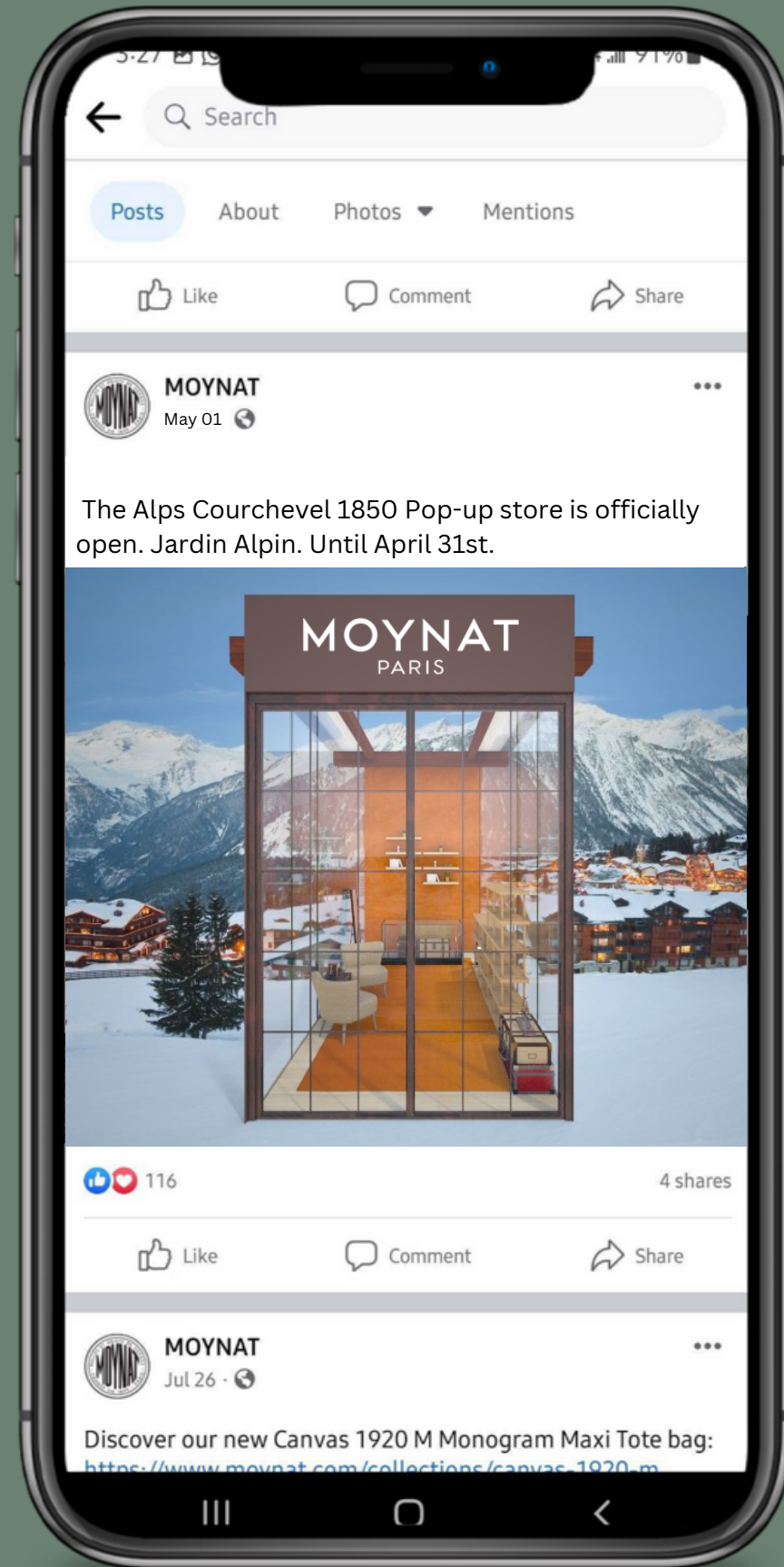
- The goal is to ensure the target customer base interacts with the promotion.
- The promotional activities generate curiosity amongst the audience and initiate an instant brand recall.
- The promotional activities will begin with sending out personalized invitations to the loyal clientele.
- Inviting them to attend the pop-up store launch in specific locations.

LAUNCH



- Launching the pop-up store on the specific date at the Cannes and Courchevel locations.
- The official announcement of opening on social media channels.
- Making arrangements for seating, food, and engaging guests invited to the launch.
- Giving them the personalized experience of the Moynat fine-crafted merchandise and familiarizing them with brand history through various touch points in the store.
- Facilitate purchase, same-day delivery, and customized orders.

LAUNCH





LATEST LAUNCH

The latest Moynat pop-up store launch at Promenade de la Croisette, Cannes and its next destination at Courchevel 1850 for winter.

FIND OUT MORE

POST-LAUNCH

- The goal will be to build relations with guests attending the launch event and build a database.
- Post-launch and a thank you note will be sent out through email to all the attendees.
- A word-of-mouth initiative to incentivize existing customers to introduce their family and friends to the brand will be promoted.
- Press coverage publishing for the event will be allowed to specific media partners.

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