

PRIMARK

Primark on the Dutch market

Look good, pay less

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Executive summary

In this report the marketing plan of Primark will be discussed. Primark was established in 1969 and is originally an Irish brand. After 1969, Primark expanded very quickly to several other countries. Its main goal is to sell inexpensive clothing and other accessories for women, men, children next to interior design products; it entered the Dutch market with the first Primark in Rotterdam in 2008. Primark is a very well-known brand on the Dutch clothing market, since Primark is immensely popular, the main question is: *“Should Primark further expand on the Dutch market?”*.

The methodology of the research was mainly conducted by desk-research, but field-research was also conducted. The field research consisted chiefly of background reading on the company and their annual report. Primark is a British company and part of Associated British Foods plc. It is a very well-know store with more than 250 stores in Europe. Primarks target group are mainly student girls from around the 14 until 35 years old with a sense of fashion.

Primarks main competitors are Zara and H&M which are also very well known under the target group of Primark. Zara has some different style of clothes, but is a more expensive compared to Primark. H&M on the other side is no expansive and more a competitor for Primark. Zara and H&M have around the 139 stores in The Netherlands whereas Primark only has four.

There are different models used to see how Primark is doing and will be doing on the Dutch market compared to its competitors. The first is Ansoff model, when Primark wants to enter a new market with new or existing products in new stores in The Netherlands. The SWOT analysis shows that Primark can improve on product quality and quantity of stores. Furthermore, Primark has no online webshop, which its competitors has and its not using advertisement, where its competitors to use advertisements. Another weakness for Primark are the products poor quality, according to the customers not for the whole collection, but a huge part of the clothing collection can be improved on quality.

Primark can improve on better product quality, customers find the product quality not as good as Primark does. Next improvement for Primark is to expand with more stores, the more stores it will have the more profit it will gain from it. To improve on prices of Primark is possible, however, they are already selling the products very inexpensive. If Primark will improve on pricing and make the products more inexpensive it could lead to child labour. Last but not least Primark could improve on their promotion like advertisement or opening a online webshop, so they can attract more consumers from another targer group.

It can be said that Primark has a strong brand and that the customers are satisfied about the products Primark is offering. Although the quality is not always as expected, the prices of the products are less compared to the competitors of Primark, like Zara and H&M. Customers have expectations when they hear Primark. These expectations mainly come from Primark's well-known brand name and the price quality ratio. Customers find the staff of Primark not always very helpful, therefore training for customer service would be convenient. In addition to this, Primark should focus more on expanding within the Dutch clothing market, because Primark is a well-known brand so customers will visit the store. Primark also has a huge number of potential customers, as well as the potential to expand. Primark should consider advertisement or an online web shop, in this way they can reach potential customers. Clothing quality is something which can be improved, so it last longer.

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Appendix

Introduction

Clothing is something we wear every day. We need it in all circumstances. Nowadays, fashion plays an important role in our lives. Local suppliers used to have the upper hand; these days however, more non-domestic shops are entering the Dutch market. The fashion branch anticipates to fulfil the customer demands without any issues or difficulties just like Primark does for its Dutch customers. While Zara & H&M used to dominate the market they now need to share it with Primark. Primark offers a wide range of products such as inexpensive clothing and accessories for women, men and children and also products to decorate the house.

This report investigates the success of Primark and also examines whether there are more opportunities to expand to different cities.

Objective

This report will show that Primark has a huge added value for the Dutch fashion market. For this reason I decided to conduct research on Primark. The main focus of this marketing plan is whether Primark should further expand on the Dutch market and how the organisation should accomplish this.

Problem definition

The information gathered during the research about Primark advises the where to improve and how to attract new customers. The main question in this research marketing plan is:

“Should Primark expand further on the Dutch market?”.

To answer the main question, these four sub questions mentioned below will give further assistement:

1. Why did Primark first of all establish and later on expand on the Dutch market?
2. What are the main competitors of Primark?
3. Which marketing strategy can Primark use to win more market share in the future?
4. How does Primark distinguish themselves from their competitors on the Dutch market?

1. Methodology

1.1 Introduction

In this part the methodology of this marketing research plan will be explained. The research method used for this marketing research plan was primarily desk-research, a survey was also conducted which described people opinions about Primark. Furthermore, this chapter includes how the information was gathered and how this information was processed.

1.2 Methodology

The methodology used for writing this dissertation was mainly desk-research. All the data collected on the subjects was already available. Field-research for this dissertation was an online survey. However, field-research can also mean conducting an interview. The survey was necessary to compose a SWOT analysis, for the customers were giving feedback on what Primark could do to improve. In order to be able to answer the main question, a combination of desk and field research was required.

1.3. Survey

During the pre-research stage it became clear that a survey among the customers of Primark had to be conducted. A questionnaire was created in order to gather more information about the customers of Primark and what Primark will need to do to attract more customers. The online survey became available for my target group (young students male/female) on the website: www.thesistools.com, which provided a link to the questionnaire. The answers to the questionnaire can be found in the appendix.

1.4 Abbreviations

- ABF: Associated British Foods, the mother company of Primark.
- PLC: Public Limited Company, so it can be said Primark is a limited company for the public.
- BHS: British Home Store, a major British department store.
- CEO: Chief Executive Officer, the final responsible within the organisation
- COO: Chief Operating Office, daily internal management of the company
- CFO: Chief Financial Officer, head of the financial department

1.5 Utilised models

In this subsection the different models that were used will be explained. For example: the positioning model which shows where Primark stands compared with its competitors and the SWOT analyses which shows the strength and weaknesses of Primark. The last one is PEST-model which focuses on political, economic, social and technology. All these models combined, illustrate the strategy Primark utilises.

1.5.1 Market positioning model

The market positioning model gives an easy overview of the position of the company in the market. It shows the quality and price ratio from each brand. The market positioning model shows that Primark prices its products fair compared to its competitors. On the other hand, according to the customers the product quality is not as favourably rated as Primark's competitors. Zara and H&M have a better position, with a better quality range, although more expensive than Primark (UK Essays, 2012).

1.5.2 Ansoff-model

The Ansoff model, also known as Ansoff product market matrix, is a strategic tool in formulating growth strategies. The horizontal-line of the Ansoff model stands for existing and new products whereas the vertical-line stands for the existing and new market. An existing product in an existing market leads to a market penetration. An existing product in a new market leads to a market development. A new product in an existing market shows product development whereas a new product in a new market shows diversification (Mulwijk, Ansoff model - groeistrategieën, 2012). When Primark wants to add new products to their assortment, they could utilize this model. Next to that Primark wants to attract customers from their competitors and gain a larger market share of the shopping branch.

1.5.3 PESTEL-model

PEST stands for political, economic, social and technological. The PEST analysis will open up several possibilities for the company. Analyzing this model will give a macro environment factor which will be relevant for the company. This model showed for Primark that the tax increase, which was introduced on 1st October, led to an increase of the price. We have to keep all political factors in mind such as labour law, environmental legislation and regulation about the competitors. The economic factors consist of confidence in the economy, spending money, unemployment rate and the competitors with their price ratio. Social factors often play a large role, as Primark anticipates the needs of the consumer (UK Essays, 2012). As fashion rapidly changes, stores will need to anticipate that, to pull consumers away from Primark's competitors. Their competitors may

have a different collection, but it may also be attractive to the consumer. Technological factors are important these days; according make one sentence to the NOS, approximately 7,5 million people are online through their cell phones. The Netherlands has 12,4 million internet users, a huge part of these are active on social media, which is a suitable platform for advertisements (Ast, 2012).

1.5.4 SWOT analysis and confrontation matrix

The SWOT analysis is a business model that gives an overview of the strengths and weaknesses of a company or business on one hand and an overview of the opportunities and threats on the other. It gives a summary of what Primark handles correctly or where they have to improve. The information on the SWOT analysis can be found in the internal and external analysis, next to the survey customers of Primark filled in.

1.5.5 Confrontation matrix

With the confrontation matrix the SWOT analysis can be analyzed, by putting the strengths next to the weaknesses or the opportunities next to the threats. The strength and opportunities will also show the strength of Primark, as well as where needs to improve so they can become stronger.

2. Internal analysis

2.1 Introduction

This section will give an overview of the company itself. It is divided into subsections, this means that it will include the mission and vision statement, the organizational structure, the products Primark is offering, their current marketing mix, current strategy, ethical trading program and their financial overview.

2.2 Primark

Primark is part of Associated British Foods plc (ABF). Primark is more than just a clothing store. Eventhough it is known as a clothing store, Primark have much more to offer to its customers. The company was officially established in 1969, the first store was opened in Dublin on Mary Street and was initially named Penney's. Primark was founded by Arthur Ryan. There are approximately 250 Primark stores in Europe, the firm has opened a new store in the Netherlands, Almere on 12 December 2012. The first store opened outside Dublin was in Cork in 1971, at the end of that year Primark opened 11 more stores in North-Ireland (Primark, 2012).

In 1973 when they already had 18 stores in Ireland the company expanded further to the United Kingdom, where it opened its first store in 1973. Ten years elapsed and Primark expanded with 18 stores in the United Kingdom and 9 more in Ireland. In 1984 the first multiple takeover took place in Ireland. The enterprise took over five stores from Woolworths. In 1994 the firm had 66 Primark stores in Ireland and United Kingdom combined.

In 1992 Primark bought a flagship store which means a store that is the most important representation of Primark. It was a unit of 15,000 square meters in O'Connell Street, Dublin, which Primark bought when British Home Store was not active in Ireland anymore. Primark bought the flagship store, because it was successful and BHS had to sell their only overseas store because of a downturn in business (Link Fashionmission, 2002). After the takeover of British Home Store in 1992, Primark felt they had by now accomplished a lot, therefore they took over more than 16 other BHS stores in 1995. Most of them were located in London and had an immense surface area.

In 1999, Primark became even more prosperous with a takeover of 11 stores from Co-Op. C&A left the United Kingdom in 2000, again, Primark took over the 11 stores from the C&A. Up to now Primark had 108 stores in Ireland and the United Kingdom. In October 2001 the first Primark opened its doors in Manchester with a surface of 30,000 square meters and in another store of 12,000 square meters in Dublin. In 2002, again two large stores were opened in Glasgow and Birmingham. In 2004-2005 Primark had 14 more stores, 6 were taken over from 'Allders' in 2005. In 2006 Associated British Foods plc took over 120 stores of Littlewood and transferred 41 stores

to Primark. The first store outside the United Kingdom and Ireland was opened in May 2006 in Madrid, Spain and a second one in September 2006 in Murcia. Primark on Oxford Street in London opened her doors on the 5th of April 2007, with a surface of 21,000 square meters. On top of this, Primark expanded themselves further on the European market. Primark opened its first store in The Netherlands on December 1st 2008 at Rotterdam Alexandrium. In 2009 Primark opened her first stores in Portugal, Germany and Belgium. Primark is currently still expanding on the European market. Thus, Primark enlarged by opening a new store in Berlin, Germany in July 2012 and their first store in Austria on 27th September 2012. Shortly after opening a store at Austria Primark opened another one in Vienna in October 2012. Primark has approximately a total number of 37000 employees.

Figure 1

Country	Number of Stores
United Kingdom	159
Ireland	38
Spain	33
Germany	8
Portugal	6
The Netherlands	3
Austria	2
Belgium	1
Total	250

Numbers of stores Primark has

2.3 The mission and vision statement of Primark

Primark is a clear and unique company, because there are not a lot of stores so big and popular. The mission statement of Primark management and staff is “Providing quality products and services to their customers through price strategy.” (Junayed, 2012). The target group of Primark is mainly the young generation likely from around 18 and 35 years. However, they also sell clothes for children, but that is not their main target group. Their target-group does have a fashion taste, which Primark offers that is: high quality and fashion basics for the right price of value. Primark offers, according to themselves high- quality merchandise to the customer which is backed up by her service promise. Primark prides itself on its loyal customer base (Armstrong, Harker, Kotler , & Brennan, 2009) . Their goal is providing inexpensive and quality clothes which the public wants. Primark find there quality of products very good, whereas the customers find the quality of the products and clothes poor.

2.4 Organisation structure

The organizational structure of Primark is machine bureaucracy. This type of organizational structure is being used in a large organization with the degree of formation and specialization. In machine bureaucracy decisions are made at the top level and mechanically carried out to the lower level. Primark attempts to steer the motivations of its employees in line to the organizational goals (Author unknown, 2012). Paul Marchant is the CEO (Chief Executive Officer), which means that Marchant has the highest-ranking inside the organization. Next to that there is also the Chairman of the Board who is highly respected in the organization and carries a meaningful opinion within the company.

Next to these two important persons, there are other departments in the organization which have their own floor.

There is the COO (Chief Operating Office) for the daily intern management of the company. The CFO (Chief Financial Officer), controls the financial part of the organization and the department Human Resources and Advertising. The last department is the Sales headed by Ben Mansfield.



Management structure of Primark

2.5 The products

Primark offers a wide range of products for women, men, children and the interior of the house. The clothing and accessories for babies/children are designed for 0 – 12 months and 1 year until teenagers. It is actually designed for everybody in their target group who want to have some nice clothes for an affordable price. Besides clothing and accessories Primark also sells interior decoration of the house. Additionally, Primark has its own brand, there is one main brand which supplies the different fashion labels.

Ladies wear Brands

- Atmosphere — Ladies' fashion & formal wear
- Denim Co. — Ladies denim
- Limited Edition — Ladies fashion (available only from larger stores)
- Co-Ordinates — ladies fashion formal wear
- Authentic Apparel — ladies leisure wear

Menswear Lines

- Cedar wood State — Men's fashion
- Butler & Webb — Men's formal wear
- Backswing — Sportswear
- Cedar wood State Active (CS Active) — Men's sportswear
- Denim Co. — Men's denim
- Primark Essentials — underwear & nightwear
- Authentic Apparel — Men's leisure wear

Children wear Lines

- Early Days — babywear (newborn-23 months)
- Little rebel — boys babywear (9–23 months)
- Young dimension — girls babywear (9–23 months)

Lingerie Lines

- Secret Possessions — lingerie & nightwear
- No Secret - Lingerie
- Primark Essentials — underwear
- Love 2 Lounge — slippers, hot water bottles etc.
- Ocean Club — beachwear and towels

Accessories Lines

- Opia — Accessories
- Opia Girls — Accessories for girls

Other Lines

- Primark Beauty — Cosmetics
- Primark Home — bedding, cushions, curtains, towels, kitchen and home accessories
- Young dimension — young girls wear (2–7 years)
- Girl 2 Girl — young girls wear (2–7 years)
- YD — older girls wear (7–16 years)
- Rebel — boys wear (2–7 years 7–16 years)
- Denim Co. — Children's denim

A huge part of the sales is generated by the women's department. A quarter of sales come from the menswear and another quarter is from the childrens wear, while the other items form the remaining sales. The teams that are responsible for buying and merchandising Primark are established in Reading and Dublin. The team's travels internationally to source and buy up-to-the-minute fashion basics that best reflect each season's key fashion trend (Fundamentals of Business, 2009).

2.6 Current marketing mix

2.6.1 Product

As mentioned above, Primark offers a wide range of products consisting of clothes, shoes, lingerie, handbags and accessories for men, women, kids and house interior. Clothing is the most important part of all the products Primark is selling. Clothing for females are an essential source of income. The customers are willing to travel a lot, just to shop at Primark. The products are made of quality material-fabric according to Primark and the colours are being chosen in a way, which suits today's high couture fashion industry. However, the customers find the products of low quality.

2.6.2 Price

Primark is focussing on a large part of the population, those who do not have a lot to spend. Therefore, the price and the clothing ratio of Primark is low, whereas, the competitors of Primark, ZARA and H&M are more expensive compared to Primark. The slogan of Primark is, "Look good, pay less" and this is what Primark actually stands for, looking good for a small sum of money. Primark is a well-known brand store and everybody, especially young girls and women, thinks about shopping when they hear the name of Primark. Everybody can buy a certain product of Primark and somehow be part of the famous brand. The colour of clothes are a bit different on the website, when the products of the stores are being compared. The prices in the United Kingdom are in Pounds which means when calculating it back into Euros, it might come out a bit more expensive.

2.6.3 Place

The distribution centre of the northern European countries lies in Mönchengladbach, which is now also the new distribution centre for the Dutch Primarks. As their store numbers in northern continental Europe expanded, there was a point where the estate could justify its own distribution depot. Previously, deliveries to Rotterdam, Berlin and all points in between were made from Primarks warehouse in Naas, the Republic of Ireland. That was efficient for stockholding but not for delivery economics. The distribution centre in Mönchengladbach is a 425,000 sq ft distribution centre that commenced operations in August of 2012. The building has an additional 175,000 sq ft of mezzanine floor for a state-of-the-art mechanised garment-on-hanger system. Overall this gives us the capacity to hold 60.000 sets and 700.000 cartons in stock, which will be delivered to the stores in the Northern European continent.

2.6.4 Promotion

Primark offers its products by using one method, which is in their store. The company does not have an online web shop unlike any of their competitors. The firm is relying on their customer for word of mouth marketing. They are using an internal promotion strategy, by having a loyal brand and selling, for them, quality products thereby increasing the usage of existing customers. One of the strategies Primark adopts for entering a new market is broadening of shop floors and opening new stores. Nevertheless, Primark does not spend money on advertising, marketing, branding, promotions or other promotional accomplishments (UKessays.com, 2012).

2.7 Current strategies

The current strategy of Primark is very clear. Primark is currently focussing on quality clothing for a low price. Primark focuses on shorter response time in order to carry out clothes in the stores which customers want. The new collection has to be in stores on time to sell. After identifying trendy clothes, Primark distributes it to stores within a couple of weeks. New fashion trends are for better margins and higher sales with full price and very little discount (Dutta, 2002). The Code of Conduct for Suppliers of Primark are mandatory requirements that the suppliers need to follow. This Code contains regulations which the suppliers have to follow, for example: no child labour, normal wages, no excessive working hours and equal treatment (Primark, 2012).

2.8 Primark ethical trading

The Ethical Trading Initiative is an association of retailers, suppliers, trade unions and voluntary organizations working together to improve working conditions of people around the world. This is particularly for the people who make products for stores to improve or grow. The company became a member in 2006 and shares principles containing human right, labour conditions, business and cooperation with suppliers and stakeholders. The company contributes to the employment for more than 700,000 employees spread over three continents. Primark does not own the companies who are producing the goods, but they feel responsible for the employees. They need to ensure the products are made in good working conditions. The firm has long term projects and programs which bring them to the people who are making the products. It can be said that Primark is not only for making profit, but also for helping the community in third world countries. For example, in Bangladesh Primark is organizing a program for the health of women by improving the position of women through healthcare (Primark Ethical Trading, 2012).

2.9 Financial review

Primark is part of Associated British Foods plc (ABF), which has five strategic business segments: sugar; agriculture; retail; grocery and ingredients. Inside its retail division belongs to Primark (Associated British Foods plc, 2012). The figure below shows the board of directors of the Associated British Foods organization. In total the five business segment's revenue has risen to 15 per cent on 3th March this year, compared with the revenue from last year, which was just 3 per cent.



The revenue of Primark grew by 15 per cent, because a store expansion program that added a thousand square meters of selling space over the last year. The revenue turned out higher than expected, because of the weakened Euro exchange rate. Primark will work to restyle existing outlets this year and continue to open new stores, including one in Germany and four in Spain (Sparkes, M. 2012). The retail department has a total of 29 per cent of total revenue of the ABF, which comes down to a revenue of approximately £3,503 million, whereas in 2011 it was £3,043 million. Trading in new stores exceeded expectations and the opening of new stores, for example in Berlin that saw the most successful first day sales ever, submitted to the higher revenue of Primark. Besides that, the lower cotton cost has also induced higher profit. It will further open a new distribution point in Mönchengladbach, Germany. It will save the company approximately 6,3 million kilometres a year, as can be seen below, the store expansion by every region. Primark has been growing the largest in Northern Continental Europe, 108 per cent. The main reason for this is that a huge number of new stores and distribution points in Germany and Primark are still growing and opening more stores near the end of this year, 2012 (ABF annual report, 2012).



3. External analysis

3.1 Introduction

In this chapter, the main focus will be on the external analysis of Primark. In this section the expansion of the European market, the distribution analysis of the European market, distribution chain, customer analysis, customer service and a competitive analysis with the Zara and H&M will be discussed.

3.2 The European expansion

As mentioned previously, Primark has divided themselves internationally on a very high level. With stores, designers and employees around the European continent, this can be described as a fast expansion. Primark does not always target larger cities for these can be more expensive especially when compared to their own home country. Primark owes the European expansion because of its super competitive prices, high street locations, superior stores and a clear focus on the target group (Ishaq, et al., 2011). Primark's aim is expanding their business activities and opening further retail outlets in almost every city. Primark can easily provide their customers with the products, i.e. clothing and accessories are widely accessible to their target group, in addition to provide the customers with a broad variety of products as well (Oxbridge Writers, 2012). The three main reasons for their fast expansion and their number of stores is firstly, it will not be convenient for the customers if there would be only one shop in Rotterdam, as was initially set up in The Netherlands. Secondly, after two years a new Primark established in Hoofddorp. In order to attract customers, Primark has to have more stores spread evenly around the country. Lastly, it will be less expensive on the financial area to open 20 stores, rather than just one in a certain country. That is people will go easier to Primark if there are more stores. Moreover, when Primark opens a new store in a certain country or city, they do not need to do any additional advertisement, because a huge crowd will already be waiting to shop at Primark. Even without advertisement Primark fans know that there will be a Primark store in The Hague, Zoetermeer and Enschede. Advertisement of Primark will be through the internet, social media and most importantly, word of mouth.

3.3 Distribution analysis

3.3.1 European distribution

Compared to other retailers, Primark has its own distribution centre. It consists of 198,000 square meters of space and is located in Leicestershire. In 2005 Primark had a distribution centre of 135,000 square meters over there, but the distribution centre was burned down. Ten months later Primark opened a new one at the same place, only bigger. Besides this, Primark also has a distribution centre nearby Thrapston, Northamptonshire, from around 197,000 square meters

(RetailWeek, 2008). Primark is opening a new distribution centre in Naas, Ireland of 16,000 square meters. As the numbers of stores grow, a distribution centre has to establish on the mainland. All the products which had to be delivered to Rotterdam or Berlin had to come from the distribution Centre in Naas. It is efficient for stock holding, but not for delivering economics. Premier is working together with their distribution partner to design and construct a distribution centre in Mönchengladbach in Germany. They designed a deposit of 130,000 square meters and it was taken into use in August of last year. The building has a mezzanine floor of approximately 55,000 square meters. Altogether they have a capacity to hold 60,000 sets and 700,000 cartons in stock. Thus, incoming cargo arrives in Rotterdam and travels by train to their new distribution centre, because of this Primark can say that all next day delivery to the warehouses has now become a reality (ABF annual report , 2012).

3.3.2 Distribution chain

A distribution chain clearly shows how products are being sent and ultimately delivered to the customer. It starts with the producer/manufacturer, often there has been a wholesaler and a jobber between, who purchase the products from the manufacturer and sells it to the retailer. The retailer will eventually sell the products to the consumer. Primark, has their producer/manufacturer in Asia, in countries such as India and Bangladesh. From those countries Primark sent the products immediately to the retailer, Primark who puts it on the market.



The selling process from producer to consumer

The more intermediaries there are, the more expensive the products will be. The reason for this is, because the intermediaries also want to gain from the products they sell. The more retailers there are to bring the products to the customer the more expensive the products will be.

3.4 Customer analysis

3.4.1 Primark customer analysis

Customers differ from country to country, some prefer a classy look, while others would go for a more casual look. For instance, a study has shown that the British customers sought out stores based on social affinity, the French on variety/quality and people in Germany are more price-sensitive (Ghemawat & Nueno, 2006). Dutch citizens always look for good quality products and inexpensive clothes. This is one of the reasons why Primark became so immensely popular in The

Netherlands as well as in other countries. They sell products at a very low price, this contributes to throngs once can experience in Primark, particularly on the weekends.

The customer profile of Primark can be characterized in:

- Gender
- Occupation
- Price conscious
- Age
- Fashionable

The characteristics mentioned above are important key standards for Primark, because they primarily focus on those who fit in this profile. When examining the key point of gender, for the most part females visit the store, especially young girls, teenagers and women between 18 and 35 years. Another huge part of the customers are students and those who are price conscious yet at the same time want to look fashionable. The target group of Primark is lower or middle class people as its good quality products for an inexpensive price with mostly an age between 18 and 5 years old.

3.4.2 Customer service

Customer care is a high priority for Primark, in every store there is a customer service desk where customers can complain or exchange their goods. Primark does not have an online customer service or an online complaint department. They only have a website, whereas other stores, such like Zara, have a specialized team that provides service to customers. (Inditex Group, 2011). Something Primark should still work on is their customer service for not all customer are pleased with the way they are treated.

3.5 competitor analysis

3.5.1 Zara

Zara is an owned subsidiary of the Spanish parent company Inditex group. Inditex group is a large umbrella for brands like: Pull&Bear, Zara Home, Massimo Dutti and Bershka (Inditex Group, 2011). Zara is one of the leading branches these days, because of the high quality of clothes they deliver and their reasonable prices. Zara is still more expensive than Primark, however they are a worldwide business, with a huge quantity of stores established around the world. Zara has become one of the largest and most successful fashion companies in the world. It has 21 stores in the Netherlands, compared to Primark which has 4 stores. Zara has a lot of more stores so, the fact that customers can go whenever they want, is an advantage for them. Zara have the same style as Primark when it comes to comparing their clothes. People are more reluctant to travel a long time simply to exchange a product they have bought at Primark. Nowadays, Zara has a web shop where everybody can purchase their products online. Besides this they also provide an application for the Smartphones to purchase products from the store and have it delivered at home. Zara gives the

opportunity to their customers to order products, either online or through the application which can be picked up at the nearest store or for some extra charged be delivered at home. Which is a huge advantage in service for those who do not have a Zara store nearby will still be able to make purchases (Inditex Group, 2011). A frequently heard complain is about the fitting rooms of Zara, because it is quite crowded and there are not a lot of fitting rooms available, which means people have to wait a long time. Especially at the women's department it is often more crowded compared to other floors. While Zara spends a huge amount on advertisement, Primark does not concern themselves with this for they do not advertise.

Figure 6



One of the competitors of Primark

3.5.2 Hennes & Mauritz

Hennes and Mauritz, also known as H&M was established in 1947 in Sweden. H&M has nowadays 118 stores located all over the Netherlands. They are one of the main players in the clothing branch in the Netherlands next to the Zara. H&M has stores located all over the world, from Amsterdam to Athens and from Doha (Qatar) to California. Even though, 2011 was a difficult year for a lot of retailers because of the economic uncertainty, H&M continued to take market shares. The business concept H&M uses is to offer fashion and quality at the best price. H&M has stores in four continents and is still working on expansion of stores in more countries. In 2012 the first H&M store has been opened in Latin-America in Mexico-City (H&M, 2011).

In the same way H&M and Zara do more online selling through their website and application. The last couple of year's internet, social media and Smartphones have taken over a huge part of our life. Therefore, H&M is also focuses on that part of the society. A lot of people are ordering their clothes or various other products online, and H&M has invested money in that department. A huge percentage of the Dutch population has a Smartphone with a lot of applications. H&M developed an application for the Smartphones where you can view the collection and to order online (H&M, 2011).

Last year H&M increased investments within marketing, IT and online sales. Their aim is to further strengthen H&M's market position long-term and secure future expansions. While these investments are leading to an increasing of the cost, the company remains financially stable (H&M, 2011).



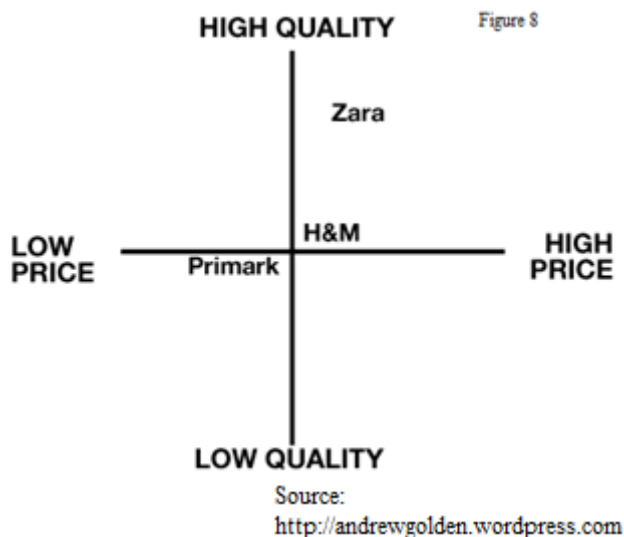
Figure 7

Another competitor of Primark

Primark	Zara	H&M
<ul style="list-style-type: none"> • Less expensive • Quality is not always the best Only four stores in The Netherlands • No onlinewebshop • Zero advertisement 	<ul style="list-style-type: none"> • Good price/quality ratio • Online webshop • 21 stores spread over The Netherlands • Good quality • Commercials, a lot advertisement 	<ul style="list-style-type: none"> • Good for the quality you receive • Online webshop • 118 stores in The Netherlands • Large quantity of advertisement with famouse starts

3.5.3 Market positioning

The market position will show how the brands are divided on the market. Horizontal shows 'low prices' and 'high prices' and vertical shows 'low quality' and 'high quality'. What can be seen by this model is that Zara is selling high quality clothes for a reasonable 'high' price. Compared with H&M and Primark, the products they sell might be cheaper, yet on the down side this results in a low quality as well. The reason for looking up only Zara and H&M is because they are the main competitors for Primark. The competitors are established all over The Netherlands and other European countries and are doing extremely good.



4. Ansoff & PESTEL model

4.1 Introduction

Chapter four deals with the Ansoff and PESTEL model applied on Primark. A short overview will be provided on how the models can be used on Primark and what they can learn from it.

4.2 Ansoff model

An Ansoff model provides the company with a strategy, which they will need to utilize when they enter a new market, deliver a new product or service into the current market. An Ansoff model helps develop the growth of a company or organisation. The important link with this model is to combine two strategies, an existing product with a new product and an existing market with a new market (Muilwijk, E., 2012). An existing market and an existing product means there is a market penetration. This is the case for Primark when they open a new store in the Netherlands or other countries. Primark wants to attract customers from their competitors and gain a larger market share of the shopping branch. Market development means that there is an existing product and a new market. In this case market development is not suitable for Primark. A new product and an existing market is known as a product development, which in this case does not apply for Primark (Muilwijk, E., 2012). However, diversification can be applicable for Primark, because they want to sell cds in some of their stores. Certain branches of stores will have cds of Rihanna or Jay-Z in their assortment. Primark justifies the move by saying that "fashion and music have always been synonymous" and that they will be filling a "natural gap in the market" (NMA first for music news, 2012).

	Existing Products	New Products
Existing Market	Market Penetration	Product Development
New Market	Market Development	Diversification

Source: <http://marytrouble.blogspot.nl>

Figure 9

4.3 PESTEL model

PEST actually stands for: political, economical, social and technological. A PEST model is to measure a market, for example the clothing market in which Primark wants to start (Chapman, 2010). A PEST model can be used to control external macro environment analysis. Primark has to have a different PEST model for every country they want to establish in, because not every country is the same. Some countries have difficulty with the political factor and other countries have difficulty with certain other factors within the PEST model.

4.3.1 Political and legal factors

When it comes to political factors Primark has to consider everything the government could interfere in, i.e.: tax increasing legislation, collective agreement (labour law), environmental restrictions, trade legislation and political stability, competitive regulations (12 Manage the executive fast track, 2012). The tax legislation in particular will cause them to become slightly more expensive. An actual example of this is the tax increase on October the 1st of 2012, the tax on all products, except primary recourses, went up from 19 per cent to 21 per cent in Holland. Consequently, this means that even Primark has to up their prices and to some extent jeopardise their “low-priced” status.

4.3.2 Economic factors

In times of economic uncertainty not everybody can afford to spend a huge amount of money on clothing. Which means Primark has an advantage in this situation, because they are inexpensive. Economical factors does not only indicate how much the population can spend, it also represent economic growth, unemployment policy, tax rates and consumer confidence. These are factors that are important if a company or organisation wants to establish in a country, they have to look at the economic factors of the PEST model (12 Manage the executive fast track, 2012). To accomplish economic growth, Primark has to analyse first the price of the products of its competitors, Zara and H&M, then take an advantage of the opportunity in setting up a price range which is lower than that of their competitors. This will lead to the growth of the company and will raise the profit margin of Primark (AmericanEssays, 2012).

4.3.3 Social factors

The economical crisis has played a huge role in social mobility, because of the increase of unemployment, it might affect social factors and this can cause Primark to stop growing. These days, people live longer than before, meaning they could have more time to spend, means they will also spend more. However, Primark is more focussed on women up to the 35 years, so another recommendation might be that Primark should expand their target group (UK Essays, 2012). Social factors also (includes considering; current fashion, living conditions and differences in lifestyles).

4.3.4 Technological factors

These days, the internet and social media are a gigantic source of advertisement. While Primark does not have an online webshop, they are still on the internet and social media. Primark has her own Facebook page on which it promotes their new stores and products. However, Primark does not have an online web shop, which its competitors do have and which has proven to be profitable for them. A huge amount of people have an online blog and might use this to talk about shopping. They also talk about the products they have bought when they have shopped at Primark. This is actually a free promotion for Primark, because they do not necessarily have to spend a lot of money on advertising, they still can provide the consumers with inexpensive clothes (UK Essays, 2012).

4.3.4 Ecological factors

A business is ecologically when it is capable to make revenues for stakeholders, offer decent employment openings for its man, pay taxes and duties to the governments of nations in which it functions, and simultaneously provide clients whatever they need.

Primark is very eager to keep the environment tidy and clean. It is common known how harmful plastic bags are and what extent it pollutes the environment. Primark introduced the new concept of using paper bags instead of a plastic shopping bag as a paper bag can recycle easier and have no effect on polluting the environment. Weather is one of the core factors in the textile industry and is classified into four seasons winter, summer, spring and autumn. According to their conditions, people would like to wear dresses suitable to that climate. However, the low prices do not really help discourage people from wearing items once and then throwing them away. That's an awful burden on landfill, which is where a good deal of clothing ends up if it's not recycled or disposed of considerably.

5. SWOT & Confrontation matrix

5.1 Introduction

This section analyses two other models, the SWOT analysis and the confrontation matrix. They will show the strength, weaknesses, opportunities and threats of Primark and show where they are weakened.

5.2 SWOT analysis

SWOT stands for strength, weaknesses, opportunities and threats. The idea is to analyse these elements for the future opportunities. Strength and weaknesses are internal factors, whereas opportunities and threats are external factors. The internal analysis can be made easier by surveying Primark's customers. The customers can provide answers on which the company can improve (Strategist, 2008).

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • A strong customer trust • Broad assortment of products and accessories • Fashionable clothing • Various distribution system • Value for money • Well-known brand name • Price quality ratio • Clothes for all ages and sexes • Expanding in more cities and countries 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • No online web shop • No advertisements on TV, Newspapers or magazines • Same products to its competitors • Less quality products/ no quality trust • Untidy and crowded stores • Bad customer service compared to its competitors • Having an online web shop
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • The demand of more stores in European countries • Quality improvement • They now have an opportunity to share their high quality products and services overseas. • Day by day the demand for a latest design with low price are increasing 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Its competitors, the Zara and H&M • Consumers may want to have quality, so they go to the competitors • Advertisement • Report about child labour/poor working conditions • Online web shop of competitors • Complex and volatile business environment

5.3 Confrontation matrix

In the confrontation matrix the four factors of the SWOT analysis will be compared with each other. What is the effect of the strengths and weaknesses in relation to the opportunities and threats. The confrontationmatrix should provide answers in the comparison here below.

Strengths	-----→	Opportunities
Weaknesses	-----→	Strengths
Opportunities	-----→	Threats

5.3.1 Strengths versus opportunities

The business model Primark is based on, its high sales volume with lower retail margins. Primark offers the consumers inexpensive clothing as a result, the consumers often find the quality poor, compared to her competitors. Nowadays, Primark has a broad assortment of products and accessories in store, this could lead to more purchases, especially in combination with an online web shop. However, Primark is still focusing on expanding within the European market, which can bring up more customers and revenue. Primark is an already well-known brand name, therefore famous it becomes, the more customers it will attract.

5.3.2 Weaknesses versus strengths

A weakness of Primark is that it does not have an online store while especially because they are so famous and well-known the demand for a webshop is increasing. Customers often say that Primark sells inexpensive products, and them do not always have the best quality. Because it is inexpensive and the quality is not as good as others, customers has no problems to buy the products often. This is only the case if customers do no life far away from the stores, if they have to travel extensively it becomes less appealing. It was on the news that the manufacturer use children to make the clothes for Primark (Es, 2012). It is not acceptable to use child labour in a factory, however often it is the only way for these children to earn money and take care of their family. If they would not work in a clothing factory they might be forced to work in prostitution, Each story has two sides, although it is very difficult to judge if they are forced to. a

5.3.3 Opportunities versus threats

Putting the opportunities next to the threats, Primark can see where they need to invest in or be stronger than their competitors. A huge opportunity for Primark is to expand in more cities, for example in the Netherlands, but also in more countries. If Primark will expand in more cities it will become a bigger threat to Zara or H&M. However, consumers might find that the quality has not

improved and as a result will go to the competition. Yet, the competitors have an online web shop which is giving them a great advantage in reaching a wider audience.

	<u>Strengths</u>	<u>Weaknesses</u>
<u>Opportunities</u>	<i>Growth strategy</i>	<i>Improve strategy</i>
	To start a webshop to grow	Low market share plus possibility to expand to improve current business
<u>Threats</u>	<i>Defence strategy</i>	<i>Problem strategy</i>
	Primark is more inexpensive compared to its competitors.	Primark's product quality is lower compared to its competitors, resulting customers will switch to the competitors

5.3.4 Strength versus threats

A strength of Primark is that it is inexpensive and therefore it attracts a lot of consumers to purchase the products. On the other side, being inexpensive means sometimes that the quality is not as it should be. The quality of the products becomes less, because Primark does not want to spend more on quality otherwise they are not the cheapest one to sell products. Next to that, if consumers want to have better quality clothes it is possible to go visit Primark's competition. The competition might be a bit more expensive, but the consumer knows that it has quality clothing.

5.3.5 Weakness versus threats

Just as it is described above, the product quality of Primark is lower compared to its competitors, which will result that customers will switch to the competitors if they want to have better product quality. Premier products are nice to wear a couple of times, but not too much, because after washing the quality of the products become less. Therefore, consumers might go and visit Primark's competitors which will benefit them. Primark's competitors might have better quality to utilize their products more often, but it is a bit more expensive compared to Primark's products.

6. Improving marketing mix

6.1 Introduction

This chapter will provide a marketing mix to improve Primark. Analysing the internal and external factors of Primark, gives a clear overview of how Primark is marketing nowadays, there is room for improvement in their current marketing mix. The data of this marketing plan is evaluated in order to find out where Primark has to work on their marketing mix. The marketing mix consists of the four P's, product, price, place and promotion.

6.2 Product

Mostly all of Primark's products consist of reliable and good quality according to Primark itself, however some of their products are not up to standards. Sometimes accessories break quickly, or the pictures on the clothes fades away after washing it once. Primark can improve their quality on clothing and accessories. If costumers find that the quality has improved they will be more inclined to come back, which eventually will lead to more market share. Furthermore, shopping at Primark means, 'look good, pay less', customers can already purchase a whole outfit, from lingerie to hand gloves and from socks to hats, for a reasonable price. Products are almost never low in stock, because they are ordered in large quantities. Though, at times attractive colours are quick to sell out therefore it is advisable to order more of these.

6.3 Price

The price as stated before always said Primark is less expensive, compared to its competitors Zara and H&M and they still are. Primark will have to spend less on the product. That means pay less for the manufacturers, which in their turn will pay less to the workers. This in turn results in a domino effect. That means Primark will pay less to the manufacturer and they will pay less wages to the employees working in the factory. Next to that, manufacturers will use children to manufacture the products, because they are cheap and will work longer, compared to adults.

6.4 Place

Primark could improve their place position for they are currently only situated in four places in the Netherlands. An improvement would be to establish themselves in a greater range of cities, rather than only focusing on the area directly around the Randstad. To keep the prices down, Primark is not located in the centre of the cities, because the real estate prices are much higher. Therefore, Primark is established outside the city centre, to remain as inexpensive as they are now (D, 2012).

6.5 Promotion

In the area of promotion Primark can improve certain features. First of all, Primark could open an online webshop per country. This will improve their revenue, internet shopping is very popular these days especially during the winter. People will be more inclined to shop online, if the weather is terrible, customers could subscribe to a newsletter from Primark. They could send a newsletter every week, with the newest fashion they have in store, or with the sales they now have. Currently, There is no information whatsoever available on the latest sales or about the collection of Primark. In particular for those people who do not live nearby, it would be very useful to know what will be on sale. This would be a great strategy to attract potential customers, they can come and visit the store. Additional promotion on the website can attract customers to visit the stores. In addition, to have a press release ones in a while, will help Primark with promoting themselves (Warner, 2011).

7. Conclusion

The purpose of this paper is to answer, the main question:

“Can Primark further expand on the Dutch market?”

This marketing plan has been divided into several sections to answer the sub questions in the end they all contribute towards the answer of the main question. The first sub question is, *“Why did Primark establish/expand themselves in the Dutch market?”*. This question is straightforwardly answered namely to gain more market share. Primark saw potential customers in the Dutch market and potential customers means gaining more market share. According to the annual report of the Associated British Foods (ABF annual report , 2012), Primark is growing in every country it is established. Now particularly after the economic disaster people pay attention on what they spend their money on. When there is a store where people can purchase inexpensive clothing and fashion accessories, it will definitely be a success.

The second sub question was: *“How popular is Primark compared to its competitors?”*. The experience of customers who visit Primark and considering the survey, Primark is immensely popular among the youth in the Netherlands and beyond. Especially, among the female population Primark is very well known. The reason for this is because Primark focuses on that target specific group, young female, who do not want to spend a huge amount on clothing, but still want to look fabulous. To visit Primark in the weekend, however, is not recommended, because it would be too crowded, impossible to move or to go to the fitting room to try some clothes. The queue at the checkout would be endless, even though there are a lot of checkouts. Also, during the week it can be very crowded in the afternoon.

The third sub question is formulated as: *“Which marketing strategy can Primark use to win more market share in the future?”*. First of all, Primark has to do some market research to know more about their target group. Besides, it is very important to know her competitors and how active they are and what their unique selling proposition is. Secondly, localize the problem and offer the right solution to the consumer. Finally, make sure it is clear what the consumers want to purchase and adjust the marketing strategy to that. One thing Primark does not have, but its competitors do; is an online web shop. These days the internet is an immensely popular phenomenon among people, not only available on the computer or laptop, but also on their Smartphones. The main answer to the sub-question is to open more stores not only around the bigger cities in the east of the Netherlands, but also on the west side of the Netherlands.

The last sub question is based on the competitors of Primark. The question is: “*How does Primark distinguish themselves from their competitors in the Dutch market?*”. It can be said that Primark’s main goal is to differentiate itself from its competitors. This shows through the price quality ratio it offers. The competitors, Zara and H&M are at a higher price range, compared to Primark. Whereas Primark has only four stores in the Netherlands, up to now, the competitors have an immense quantity of stores established in the Netherlands. However, the four stores that Primark have are four gigantic stores with each two or more floors full with clothes, accessory, interior and other merchandise. The only drawback is that the four stores of Primark are clustered around the bigger cities of the Netherlands and not in the north or south of the Netherlands.

Returning to the main question: “*Can Primark further expand in the Dutch market?*”, considering all the sub questions it can be answered affirmative, it can be said that Primark definitely can further expand on the Dutch market. It has a lot of potential to have a very positive effect on the market. Because they already are immensely popular in the Netherlands, the more stores they will have the more it will feed into this popularity.

8. Recommendation

Primark is already active on the Dutch market. However, Primark could change some policies to become stronger within the Dutch market. It could attract more customers and satisfy the regular customers. Primark is an international brand, this helped them to enter multiple markets in various countries. First, it is recommended for Primark to have an online shop per country, or at least improve their website. If Primark would have an online store it would attract more consumers and Primark will benefit from this. Another recommendation is to be more connected with their consumers. For example, to send a newsletter every week or month, to inform those consumers who are interested in it.

It is recommendable to deal in more products so the target group will expand. The firm focusses only on women until the age of 35 years old, if Primark could provide something more for the older generation, they would attract more customers.

Moreover, Primark wants to be stronger within the Dutch market. This will be possible by expanding, which means opening more stores. The map below shows where Primark is already established. However, if Primark wants to attract more customers and have a bigger market share on the Dutch market, they will have to spread out all over the Netherlands. To start with, in every province there should be at least one Primark. Not everybody is aware that Primark is located in only four cities, therefore it is advisable to expand to more cities.

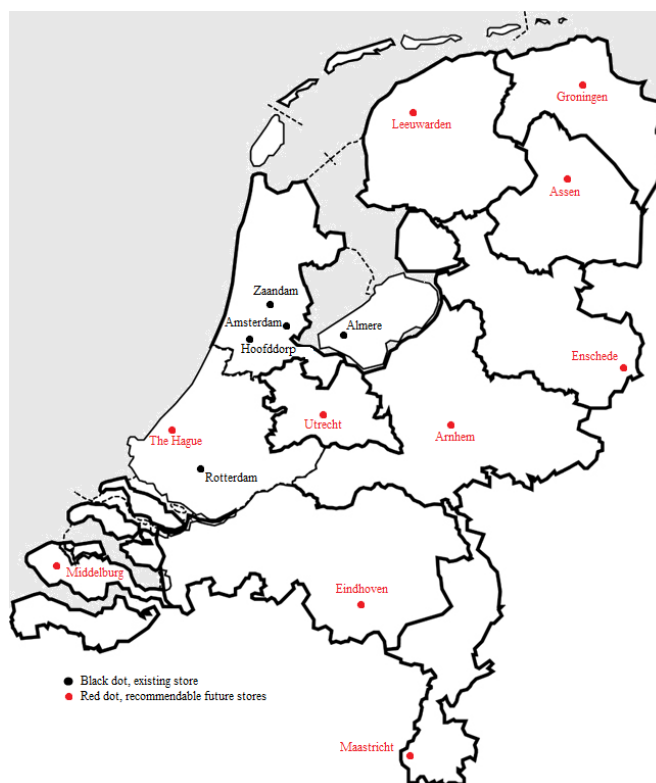
The definition of expansion for Primark is to purchase existing stores, like Bijenkorf stores and utilize those stores for themselves or build new stores at future locations. It is beneficial to purchase existing stores, because it will not cost one or two years to build a store from scratch. Primark is able to adjust and refurnish the store at their own taste. However, Primark is still building stores in other places to become more famous.

Good news for Primark to expand on the clothing market, is that Bijenkorf will close 5 of the 12 mega stores they have. According to “De Telegraaf” (Bijenkorf sluit 5 van 12 winkels, 2013) Primark will purchase two of the five stores which Bijenkorf will close, one in Enschede and the other one in Arnhem. Which means, Primark will have two stores in East-Netherlands which can increase their profit in the Netherlands. In Zoetermeer Primark will open also a new store from scratch. According to Omroepwest, it has been researched that because of the new Primark stores, the visitors of the cities will increase with 30 per cent (Budgetwinkel Primark naar Den Haag en Zoetermeer, 2013). Furthermore, it will create a lot of employment for the population around the stores.

Primark negotiate with Bijenkorf to purchase the remaining three Bijenkorf buildings in Groningen, Breda and Den Bosch, so Primark can open more stores in the Netherlands in different places. The three remaining Bijenkorf stores will be closed down during spring 2016, so Primark still has time to negotiate.

In the fall of 2013 Primark will open two stores, one in Zoetermeer and the other one in Eindhoven. During the summer of 2014 Primark stores in Nijmegen and Venlo will follow.

In the weekend, the stores should appoint more employees, because of the stir. So, more employees would be helpful. Furthermore, a new training system should be introduced to improve the company's custom service. Every so often customers who go to customer service are treated impolite, this indicates that employees might need to follow a training in behaviour and respect towards customers how to behave. Employees will need to learn how to deal with these kind of circumstances.



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Appendixes

Mindmap

Before starting to write this paper I made a mindmap to find out what is important for me to know about Primark and what should be in this paper.



Survey about Primark

1.

How old are you?

- ☐ 18 - 20
- ☐ 21 - 25
- ☐ 26 - >

2.

Gender

- ☐ Male
- ☐ Female

3.

Have you ever been to Primark (in Holland or abroad)?

- ☐ Yes
- ☐ No

4.

Do you actually know what Primark is?

(It is a clothing store which established itself in Ireland. It has mostly cheap clothes, therefore it is so familiar.)

- ☐ Yes
- ☐ No

5.

What do you think of the supply of Primark

The things Primark has to offer

Poor (negative)



Awesome (positive)



6.

Primark should add more things to its store, like...*

7.

Why do you go to Primark?

- ☐ It is cheap
- ☐ Trendy
- ☐ It is close by
- ☐ Quality
- ☐ Other:

8.

How important are the following aspects when you buy clothing and accessories at a Primark store?**Cheap prices**

Not important Very important

☐ ☐ ☐ ☐ ☐

9.

Clothing quality

Not important Very important

☐ ☐ ☐ ☐ ☐

10.

Traveling just to shop at Primark

Not important Very important

☐ ☐ ☐ ☐ ☐

11.

Taking the competitors in consideration, Primark is doing a good job compared to H&M and the ZARA

Primark is doing bad					Primark is doing a super job
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

12.

Should Primark open an online store?

- ☐ Yes
- ☐ No


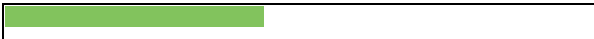

13.

Should Primark further expand on the Dutch clothing market?



- ☐ Yes, of course
- ☐ No!

Results survey



1. How old are you?

18 – 20		15 (25.86 %)
21 – 25		25 (43.1 %)
26 - >		19 (32.76 %)

2. Gender

Male		22 (37.93 %)
Female		36 (62.07 %)

3. Have you ever been to Primark (in Holland or abroad)?

Yes		48 (82.76 %)
No		10 (17.24 %)


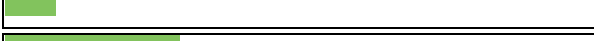
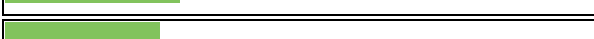
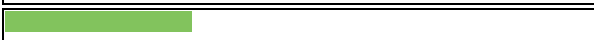

4. Do you actually know what Primark is?

(It is a clothing store which established itself in Ireland. It has mostly cheap clothes, therefore it is so familiar.)


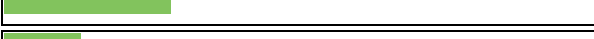
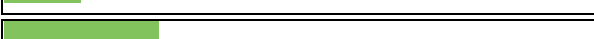
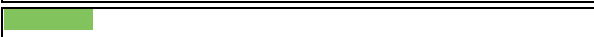

Yes		51 (87.93 %)
No		7 (12.07 %)

5. What do you think of the supply of Primark



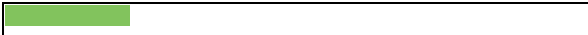
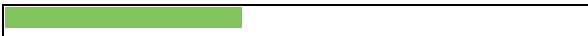

The things Primark has to offer (Poor (negative) - Awesome (positive))

1		3 (5.17 %)
2		5 (8.62 %)
3		17 (29.31 %)
4		15 (25.86 %)
5		18 (31.03 %)


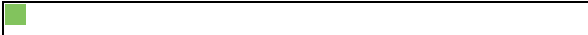


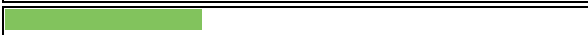
6. Why do you go to Primark?

It is cheap		42 (77.78 %)
Trendy		15 (27.78 %)
It is close by		7 (12.96 %)
Quality		14 (25.93 %)
Other: _____		8 (14.81 %)

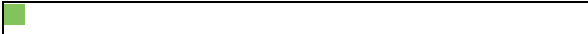


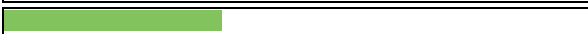
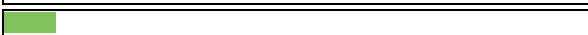
7. How important are the following aspects when you buy clothing and accessori...
(1 Not important – 5 Very important)

1		2 (3.45 %)
2		2 (3.45 %)
3		12 (20.69 %)
4		23 (39.66 %)
5		19 (32.76 %)

8. Clothing quality
(1 Not important – 5 Very important)

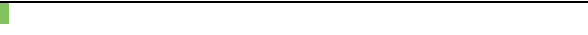
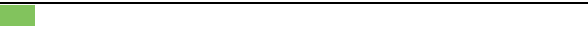
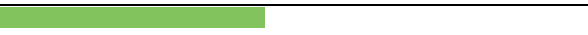
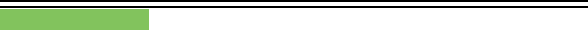
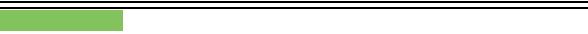
1		2 (3.45 %)
2		2 (3.45 %)
3		14 (24.14 %)
4		21 (36.21 %)
5		19 (32.76 %)

9. Traveling just to shop at Primark
(1 Not important, its Primark – 5 Do not want to travel a lot)

1		2 (3.45 %)
2		5 (8.62 %)
3		25 (43.1 %)
4		21 (36.21 %)
5		5 (8.62 %)

10. Taking the competitors in consideration, Primark is doing a good job to H&M and the ZARA

(1 Primark is doing bad – 5 Primark is doing a super job)

1		1 (2.13 %)
2		3 (6.38 %)
3		21 (44.68 %)
4		12 (25.53 %)
5		10 (21.28 %)

11. Should Primark open an online store?

Yes		44 (77.19 %)
No		13 (22.81 %)

12. Should Primark further expand on the Dutch clothing market?

Yes, of course		47 (82.46 %)
No!		

Emails

Request reports

Contact Details:

First name: Amrit

Last name: Sahtoe

Email: amrit_sahtoe@hotmail.com

Subject: Annual report Primark

Comments: Dear sir/madam,

I am a student from Holland writing mine dissertation about the Primark in Holland, about the expansion and why it is so popular in Holland. However, I cannot find a separate annual report of the Primark itself. I hope you can help me with that. Hope to hear from you soon. Kind regards,
Amrit Sahtoe
Dear sir/madam, I am a student from Holland writing mine dissertation about the Primark in Holland, about the expansion and why it is so popular in Holland. However, I cannot find a separate annual report of the Primark itself. I hope you can help me with that. Hope to hear from you soon.

Kind regards,

Amrit Sahtoe

Email received

Dear Amrit,

Many thanks for your enquiry below regarding Primark. Primark do not have their own Annual Report and Accounts this is all amalgamated into the ABF plc Annual Report due to Primark being one of ABF plc 's subsidiary companies. If you go to the Primark website you might be able to find the questions you are needing for your dissertation but other than that, all the information that I have on Primark is in our ABF plc Annual Report, I have attached for your information the last 5 years annual reports in hope that this might be of help to you.

With kind regards

Vee Rowe

ABF plc