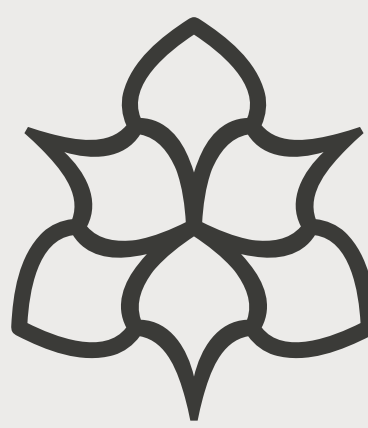# ZIMMERMANN VELUXE
ALICE AXON

Fashion Consultancy Project
BSc (Hons) Fashion Marketing

Manchester Metropolitan University — MANCHESTER FASHION INSTITUTE


BUSINESS NAME & LOGO

ZIMMERMANN *Veluxe*
YOUR NEXT LOOK, JUST A BIKERIDE AWAY

Area of expertise: sustainable fashion innovation and consumer Behaviour.

OUTLINE OF PROPOSED SOLUTION

This proposal presents a forward-thinking solution designed to reduce overconsumption in the fashion industry by targeting one of its most environmentally damaging habits: consumers' increasing reliance on next-day delivery for last-minute purchases, with between 3-10% of returns being sent to landfill (Finmore, 2018). Additionally, textile manufacturing and consumption have doubled over the past 20 years (Centobelli, Abbate, Nadeem and Garza-Reyes, 2022) contributing over 1.24 billion metric tons of CO_2 annually (Statista 2024) securing the fashion industry as one of the major sources of pollution (Sanjayan, 2021) highlighting that the need for sustainable alternatives has never been more urgent.

FIGURE ONE: IMPORTANCE OF DELIVERY OPTIONS FOR ONLINE CONSUMERS (STATISTA, 2022)

■ Very Important ■ Somewhat Important ■ Somewhat Unimportant ■ Not Important
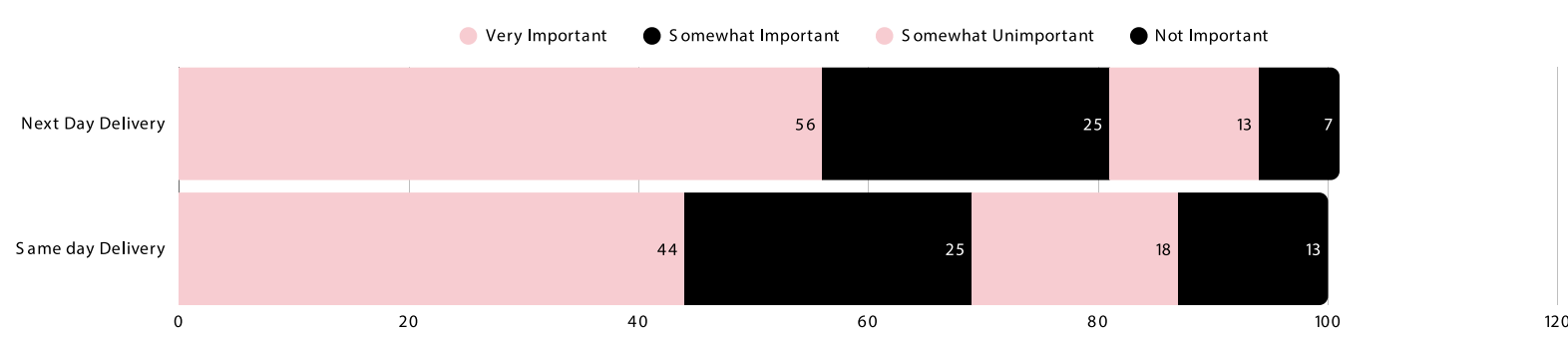
To address this, a proposed, Deliveroo-style rental platform will be created, exclusively for Zimmermann. Allowing customers to rent luxury garments for a flexible period, with same-day delivery by bike. A courier will hand-deliver the garment, wait while the customer tries it on to ensure proper fit, and collect it the following day. This offers a convenient, eco-conscious alternative to fast fashion and impulsive purchases, all while maintaining the exclusivity and high-quality experience associated with Zimmermann.
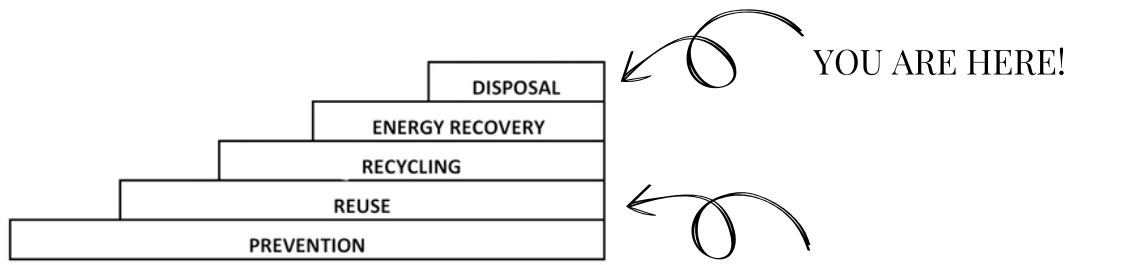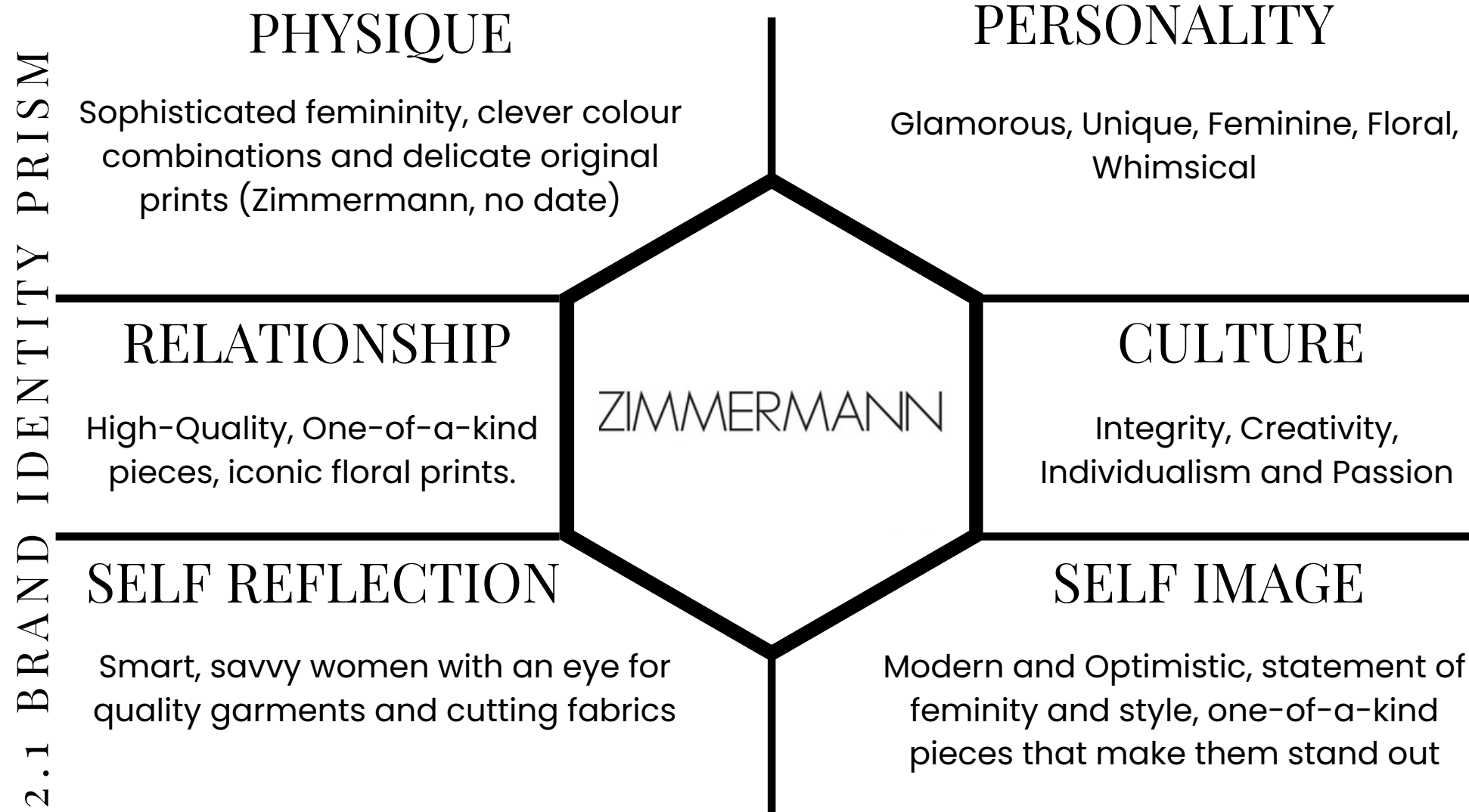
DISPOSAL / ENERGY RECOVERY / RECYCLING / REUSE / PREVENTION
YOU ARE HERE!
YOU NEED TO BE HERE!
FIGURE TWO: HIERARCHY OF WASE ACCORDING TO THE EUROPEAN UNION (MARQUES, MARQUES AND FERREIRA 2020)

INTERNAL & EXTERNAL ANALYSIS

2.1 BRAND IDENTITY PRISM

PHYSIQUE
Sophisticated femininity, clever colour combinations and delicate original prints (Zimmermann, no date)

PERSONALITY
Glamorous, Unique, Feminine, Floral, Whimsical

RELATIONSHIP
High-Quality, One-of-a-kind pieces, iconic floral prints.

ZIMMERMANN

CULTURE
Integrity, Creativity, Individualism and Passion

SELF REFLECTION
Smart, savvy women with an eye for quality garments and cutting fabrics

SELF IMAGE
Modern and Optimistic, statement of feminity and style, one-of-a-kind pieces that make them stand out

2.2 THE ISSUE

Despite Zimmermann's initiatives towards more responsible business practices; including becoming a member of the UN Global Compact in October 2020 (UN Global Compact, no date), and publishing a Sustainability Report in 2021, the brand continues to face criticism regarding its sustainability efforts. The ethical fashion rating platform Good on You has rated Zimmermann as "Not Good Enough", highlighting several areas of concern.

SUSTAINABILITY RATING
RATED: NOT GOOD ENOUGH
(Good on You, No Date)

ENVIRONMENT: ITS A START
The brand uses some recycled materials and has set emission reduction targets, but there is little evidence of significant action to reduce water usage, protect biodiversity, or meet sustainability goals (Good on You, No Date).
PLANET ★★★☆☆

WORKERS RIGHTS: ITS A START
While Zimmermann holds some ethical certifications, it sources from high-risk labor regions and lacks evidence of ensuring living wages or strong diversity and inclusion measures (Good on You, No Date).
PEOPLE ★★★☆☆

ANIMAL WELFARE: NOT GOOD ENOUGH
The brand follows the Five Freedoms of animal welfare but continues using materials like leather, wool, down, and silk without full traceability.
ANIMALS ★★☆☆☆

2.3 THE SOLUTION

While Zimmermann has taken some steps towards sustainability, these efforts have not yet translated into substantial improvements. Arguably more comprehensive and effective actions are needed to enhance the brands overall sustainability performance, which is what the Zimmermann Veluxe platform aims to achieve. Offering consumers an on the day rental service, hand delivered by bike, reducing Zimmermann's role in overconsumption, and the brands environmental impact.

FIGURE FOUR: PERCENTAGE OF PEOPLE ATTEMPTING TO SAVE MONEY LONG TERM, BY ACTION TAKEN (STATISTA, 2022)

ECONOMIC SHIFTS

CONSUMER PREFERENCES

Despite a drop in interest in 2023 due to the cost of living, Mintel reports 57% of consumers define sustainable fashion as important (Sender-Caron, 2024). With only 14% of women deeming sustainable fashion as unimportant (Mintel, 2024) it cannot be ignored that consumers are wanting to shop more sustainable options.

FIGURE FIVE: UK IMPORTANCE OF SUSTAINABILITY WHEN BUYING FASHION ITEMS(MINTEL, 2023)

The consultancy proposal will ensure success as Zimmermann taps into the growing Luxury Rental Market; creating and implementing a new Zimmermann Veluxe service, allowing customers to rent a dress for a select number of days, which is delivered and collected via bike, offering consumers an alternative to purchasing a new garment for each event, reducing costs for the consumer and lowering Zimmermann's impact on the environment.

3.4 COMPETITOR ANALYSIS

Originally founded as a cashmere label in the early 2000's by gallerist Frans Truelsen (Press Club, 2022), Ganni is a Danish fashion brand, known for its bold shapes and patterns, balloon sleeved blouses and leopard print everything (Farfetch, no date), has gained a cult following over the past couple of years (Press Club, 2022) perhaps due to being considered "high end without the luxury price-tag", with almost all items under £500 (Sutton, 2024), or alternatively, it can be argued that the growing popularity is in direct correlation to the brand's commitment to sustainability.

Research from McKinsey and Co has revealed brands making ESG claims are averaging around 28% cumulative growth over the last 5 years, (McKinsey & Company, 2023) with over a quarter of consumers willing to pay up to 15% more for sustainable fashion options (Albelda, Balchandani, Comblect and Lee, 2022).

FIGURE SIX: PRODUCTS THAT MAKE ENVIROMENTAL, SOCIAL AND GOVERANCE RELATED CLAIMS HAVE ACHIEVED DISPROPORTIONATE GROWTH (MCKINSEY & CO, 2023)

Products without ESG related claims
Products with ESG-related claims
(Ganni, 2023)

Ganni, as a "responsible B-Corp certified organisation since 2022" (Farfetch, no date), taps into this. However the brand describes, that as a fashion brand, they will never claim to be fully sustainable. Instead they describe that they believe in progress over perfection when it comes to responsibility. Striving to make better choices in order to become the most responsible version of the brand (Ganni, no date).
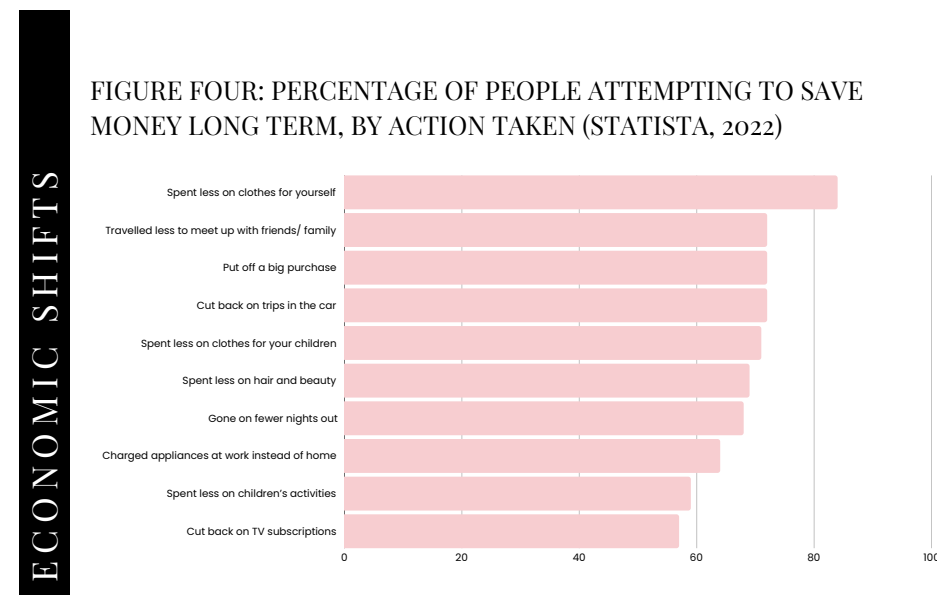
In 2022 the brand hit **€160 BILLION** in revenue, an increase of 34% from the previous year (Maguire, 2024). The brand is yet to report on FY 2023.

Compared to Zimmermann's own revenue of **500 MILLION** AUD in 2023

(Bain, 2023). Highlighting the importance of Zimmermann tapping into the age of sustainability.

FIGURE SEVEN: JILHE PRICE PREFERENCE (HURR, 2023)

"Designer pieces without the investment"

A fairly young brand, having been launch in December 2018, there is no doubt HURR is one of the key players in the rental market (Arsenault, 2023), positioned as the number one rental platform in the UK (De Klerk, 2024). Offering consumers high and fashion without having to buy, through their services which include both a website and an app, in addition to a Bricks and Mortar space within Selfridges London (Arsenault, 2023).

The company operates on a hybrid model offering both professional and a peer-to-peer network (De Klerk, 2024), facilitating lenders with the opportunity to monetise their garments and renters with easily accessible designer labels to wear at a fraction of their retail price.

Tapping into the ever-changing rental market, HURR is now encouraging customers to borrow "elevated everyday" pieces through the sites new Flex Offering (Chan, 2024). Allowing consumers to build a bundle and rent up to 30 days.

£170 RENTAL CREDIT FOR £99
£225 RENTAL CREDIT FOR £125

While specific revenue and rental statistics are not publicly available, the company, with its over 130 brands and retailers, has raised approximately $10 million in total funding, with a recent investment from Praetor Ventures and participation from existing investors such as Octopus Ventures, Ascension and D4 Ventures (Halliday, 2023).

Research displays that 76% of customers who rent a new brand through the HURR site go on to purchase or look to purchase from that brand. Founder Prew describes this as "the ultimate new form of discovery for fashion (Prew, 2024)" however it raises the question of whether this conflicts with the circular...
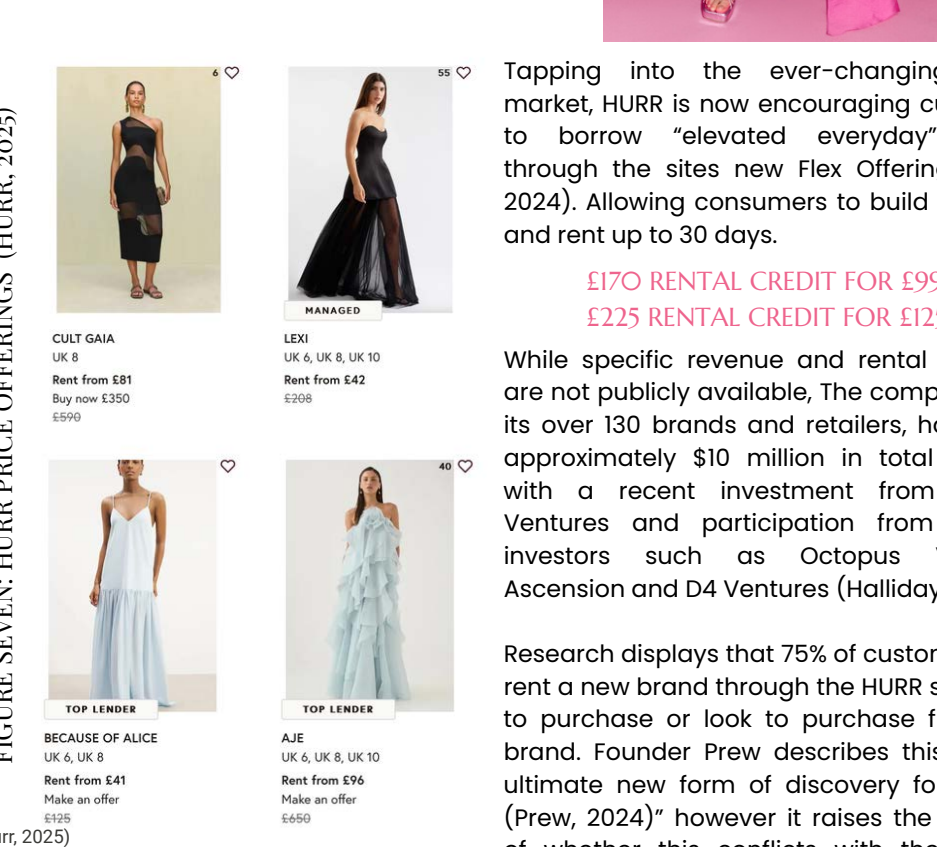

OBJECTIVES

S launch Zimmermann Veluxe in New York, London and Paris with a mobile app and same day bike delivery.
M Capture a 5% market share in the luxury fashion rental segment within the first year.
A Leverage Zimmermann's brand reputation and partnerships with logistics partners.
R Align with the growing demand for luxury rentals, tapping into the 1.7 billion USD market value of the rental market in addition to Zimmermann's ongoing commitment to sustainability.
T Full Launch by Q3 2025, achieving the market share by Q3 2026

S Aquire and engage urban Millennials and Gen Z consumers through targeted marketing activity.
M Onboard 20,000 users by the end of Q1 2026, with 5,000 repeat rentals.
A Utilise partnerships with Lime Bike, pop up events and referral programs to drive engagement.
R Expand brand presence among the 57% of Millennials and Gen Z who deem sustainable fashion as important, in addition to encouraging brand engagement and customer loyalty, adding to the brands planned 20% growth for 2026.
T Achieve the user target by March 2026.

STRATEGY

7.2 AI GENERATED CAMPAIGN

As of 2025, 26% of Marketing Executives report actively experimenting with AI to generate campaigns (Bain, 2025). A prominent case, and one used to inspired Zimmermann's own marketing tactics, is Jacquemus, who's AI driven driven campaign featuring oversized "bambino" bags achieved viral success with over 2 million views on TikTok, demonstrating the effectiveness of AI for high impact digital storytelling.
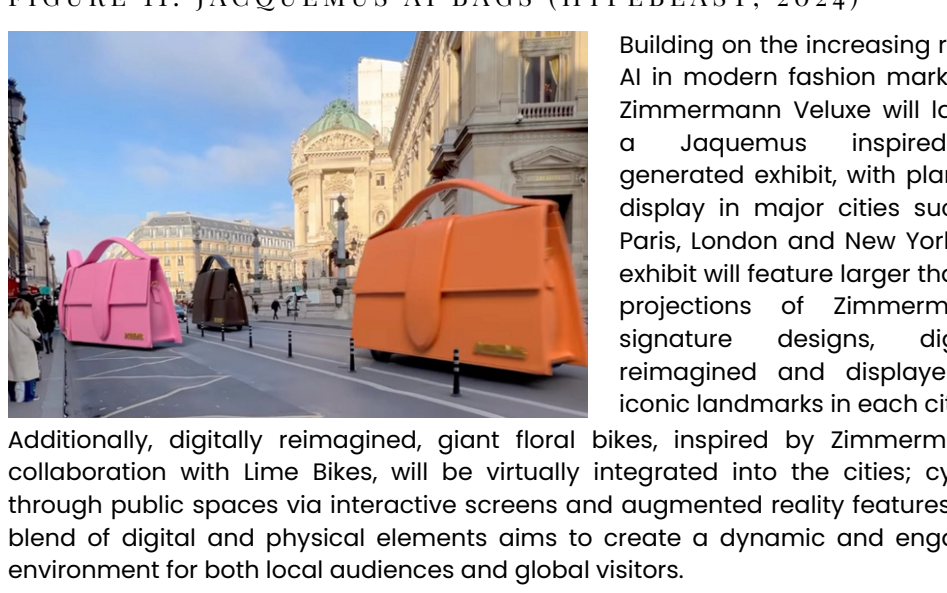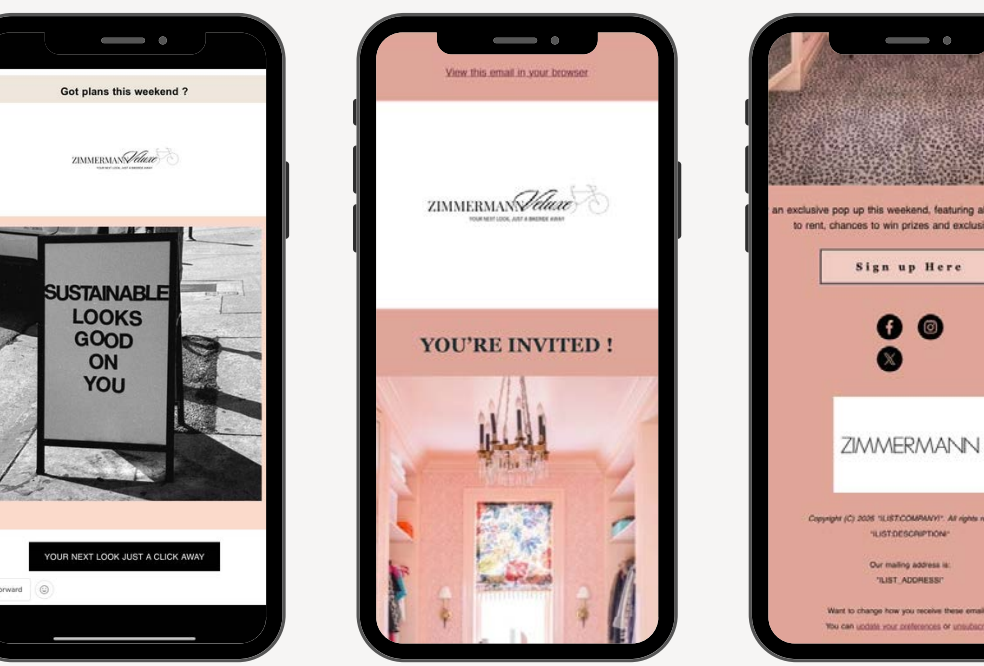
FIGURE 11: JACQUEMUS AI BAGS (HYPEBEAST, 2024)

Building on the increasing role of AI in modern fashion marketing, Zimmermann Veluxe will launch a Jacquemus inspired AI generated exhibit, with plans for display in major cities such as Paris, London and New York. The exhibit will feature larger than life projections of Zimmermann's signature designs, digitally reimagined and displayed on iconic landmarks in each city.

Additionally, digitally reimagined, giant floral bikes, inspired by Zimmermann's collaboration with Lime Bikes, will be virtually integrated into the cities; cycling through public spaces via interactive screens and augmented reality features. This blend of digital and physical elements aims to create a dynamic and engaging environment for both local audiences and global visitors.

FIGURE 12: AI GENERATED IMAGES OF ZIMMERMANN VELUXE CAMPAIGN, CREATED ON CANVA

(Pinterest, 2025)

7.4 PARTNERSHIP WITH LIME BIKE

With 73% of global consumers stating they would change consumption habits to reduce their environmental impact (Nielsen, 2018) and as part of the brands commitment to sustainability and lifestyle integration, Zimmermann Veluxe will partner with Lime Bikes, a global leader in carbon-neutral travel.

The collaboration will introduce a range of floral studded Lime bikes available for hire across central London. These custom designed bikes will draw inspiration from Zimmermann's seasonal prints, offering a branded mobile extension of the Secret Garden experience. Not only reducing the carbon footprint associated with travel to and from the pop-up events, but it will also encourage consumers to engage with the brand in a dynamic, city-wide format.

To add further value, customers who opt to travel via Zimmermann's Lime bikes will gain access to a tiered reward system as part of the Zimmermann Veluxe Loyalty Scheme. Collecting points for each ride, which can be redeemed for a range of exclusive benefits including:
- MONEY OFF NEXT RENTAL
- A COMPLIMENTARY RENTAL GARMENT
- AN ANNUAL LIME MEMBERSHIP
- AN ACCESSORY OF CHOICE
- EXCLUSIVE INVITATIONS TO BRAND HOSTED EVENTS AND ACTIVATIONS

As Tony Wang (Business of Fashion, 2023) notes, collaborations are most effective when they extend and enhance the world of the brand. By integrating functional, eco-conscious transport with fashion rental, Zimmermann Veluxe will create a holistic brand experience that includes digital, physical and environmental touch-points.

7.5 EMAIL MARKETIN

Despite a perception against E-mail marketing, whether that's due to emails landing in the junk folder (when in fact only 7% of emails do) or worries surrounding GDPR, Forbes describes that email marketing still matters, perhaps more than ever (Maynard, 2024). As a highly targeted tactic, allowing brands like Zimmermann to identify and define demographics and interests (Maynard, 2024) from the 4.48 billion global email users (Shopify, 2024) compared to only 1.44 billion Instagram users (Statista, 2024).

Zimmermann Veluxe will leverage the use of email marketing throughout the 6 month campaign to generate interest and awareness of the launch, alongside encouraging users to sign up the the loyalty scheme. With email marketing campaigns averaging an ROI of 36 times (Shopify, 2024) it is essential Zimmermann Veluxe utilises this with differentiated emails pre, during and post campaign. Figure 14 highlights examples of emails to be sent.

FIGURE 14: EXAMPLES OF EMAILS TO BE ROLLED OUT AS PART OF ZIMMERMANN VELUXE CAMPAIGN

7.6 PODCAST

A podcast, titled "The Rental Rundown" is also proposed to be rolled out, alongside other tactics, featuring episodes on sustainability, talks from influencers who have chosen to adopt shopping in a more sustainable way, the designers of Zimmermann pieces and Q and A style segment in which customers can ask any questions surrounding the brand/ sustainable fashion.

Offering weekly episodes published onto platforms like Spotify, which has over 675 monthly listeners (Spotify, no date), and other online streaming platforms, the podcast will allow Zimmermann to "provide a more intimate form of communication (Saraswanti, 2022)" creating lasting connections with consumers and cement the purpose driven message of the consultancy.
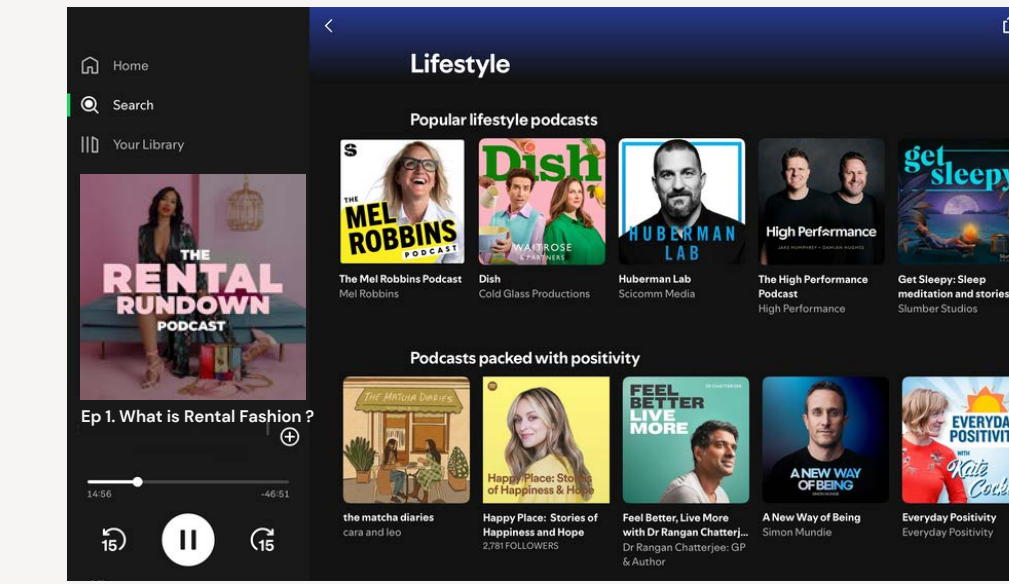
FIGURE 15: THE RENTAL RUNDOWN PODCAST ON SPOTIFY TO BE LAUNCH AS PART OF ROLL OUT

7.0 TACTICS
7.1 THE VELUXE APP

7.7 LOYALTY SCHEME

With 80% of consumers currently enrolled in at least one loyalty scheme (Mintel, 2024) it is clear that reward-based programs play a critical role in shaping consumer behaviour and increasing brand retention. In response to this, and research displaying that top performing loyalty programmes increase revenue from consumers who redeem points from 15% to 20% annually (Carluccio, 2021), Zimmermann will launch an in-app loyalty programme designed to reward and retain its consumer base through a tiered, points-based system.

Consumers will earn points through repeat rentals, sustainable actions such as using the Lime bike collaboration, and engaging with brand events or digital content. The loyalty scheme will be fully integrated within the Veluxe app, offering a seamless experience from browsing to reward redemption turning casual users into repeat renters.
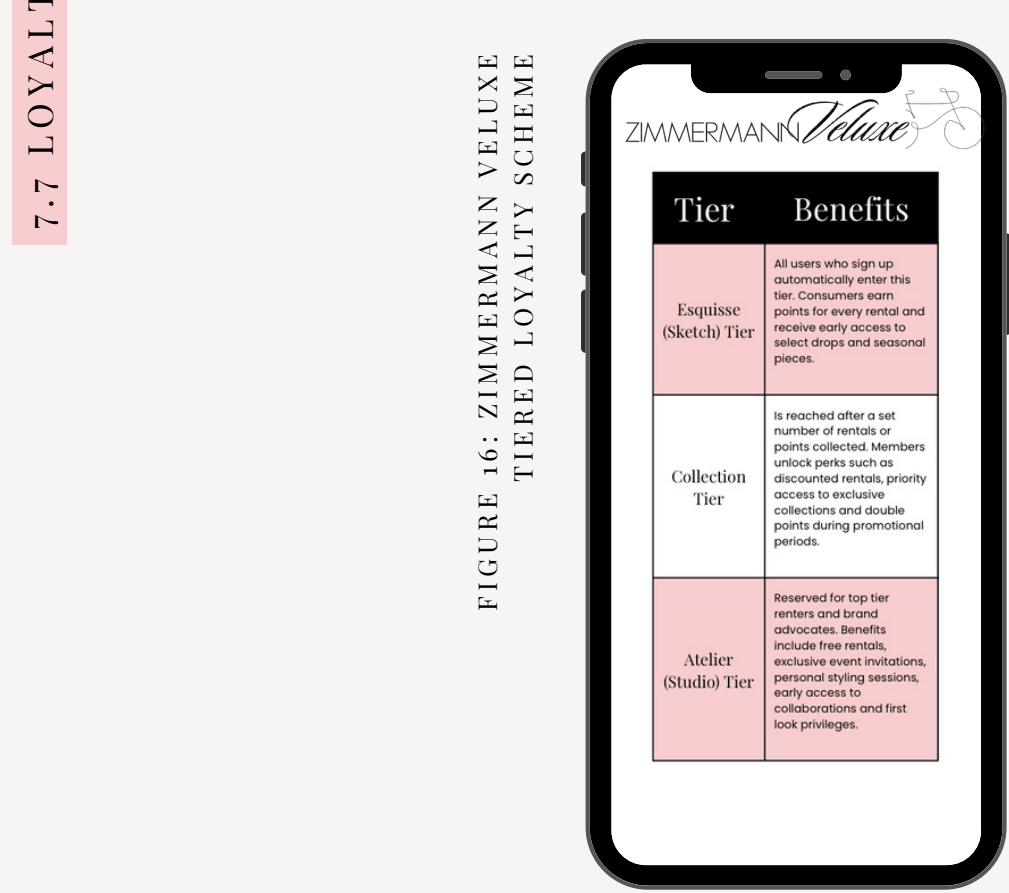
FIGURE 16: ZIMMERMANN VELUXE TIERED LOYALTY SCHEME

Tier	Benefits

ACTION/CONTROL

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	TACTIC	KPI'S	TOOLS	FREQUENCY	RESPONSIBILITY
CAMPAIGN FINALISATION																	
APP DEVELOPMENT AND TESTING													AI GENERATED CAMPAIGN				
LOYALTY PROGRAMME INTEGRATION																	
EMAIL MARKETING (PRE LAUNCH)																	
AI PROJECTIONS (PLANNING)																	
AI PROJECTIONS (LIVE ACTIVATION)													SECRET GARDEN POP UP				
SECRET GARDEN POP UP																	
LIME BIKE LAUNCH AND PARTNERSHIP																	
LOYALTY SCHEME LAUNCH																	
PODCAST LAUNCH AND WEEKLY EPISODES																	
EMAIL MARKETING (CAMPAIGN)													LIME BIKE COLLABORATION				
VELUXE LAUNCH																	
POST CAMPAIGN EMAIL AND REPORTING																	
CAMPAIGN ANALYTICS AND EVALUATION																	