

Creating a Successful Brand through Marketing Innovation: A Case Study of T-Box from Turkey

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Abstract—The aim of this study is to present a stunning example of how an ordinary product of an intensely competitive market can be transformed into a successful brand through the positioning and marketing innovation. In this context, as a brand of the Boyner Holding (one of the largest operators of the non-food retail sector in Turkey) T-Box was discussed as a case study. Within this research, T-Box brand was analyzed within the framework of marketing theory, brands' innovative marketing strategies and practices were determined, the reasons for success were revealed.

Index Terms—Case study, marketing innovation, T-Box brand, Turkey.

I. INTRODUCTION

As owner and licensed producer of the several well-known brands such as Altinyildiz, Network, Benetton and Beymen ranging from ready-wear to the luxury textile clothing, Boyner holding has years of experience in the Turkish Textile sector. As a response to the increased competition in the Turkish ready wear sector at the beginning of the 2000s, the holding decided to create its new brand T-Box instead of the other brand extension strategies, taking advantage of the experience in the current market[1]. Contrary to expectations, instead of launching a new luxury brand into the market as one of the most experienced groups in the sector, Boyner holding has positioned its new textile brand as a “fast consuming good” by breaking the usual cycle of traditional textile brands. Upon this uncommon positioning, personality of the T-Box was described as contemporary, extraordinary, intriguing, surprising and entertaining.

The brand name was originated from the initial of the first product; t-shirt and their innovative packaging system compressing the product into a small box (see Fig. 1). In other words, considering the ease of handling and carrying, ordinary lightweight basic apparels like t-shirts and boxers compressed into small boxes and then shrink wrapped, and so brand name was born.

So this study presents a stunning example of how a true positioning and innovative marketing strategies create value for a brand in an intensely competitive market. So the goal of this study is to determine T-Box brand's innovative marketing strategies and practices, to reveal the reasons for success and to analyze the brand within the framework of marketing theory. In this context, the success story of the brand was

discussed and evaluated under the four p's of marketing theory below.



Fig. 1. The first product of the brand [2].

II. CASE STUDY

A. Product

Today T-Box is a rapidly growing trendy brand created in January, 2003. T-Box packages contain a variety of compressed apparel and also some accessories ranging from beach towels to slippers, beach bags, hats, pareos, and even condoms. Creating its own category – fast consuming fashion-the target audience of brand is everyone. With approximately 60 different products, today T-Box products are sold in over 5 continents, at more than 4000 selling points in countries such as Canada, Greece, The Lebanon, South Africa, and primarily Australia, [3]. Since the brand is positioned itself as a fast consuming good rather than apparel, products were designed to fit the "I-buy-fast-and-I-consume-fast" attitude. With its squeezed and therefore wrinkled but ergonomic packaging, the products are not only practical, and fun but also real life-savers when needed something to wear instantly and have nothing as change of clothes. Moreover, T-Box products can be bought everywhere; in a gas station, a grocery store, a mall. In accordance with all these features, the prices of the brand were designed as quite reasonably.

Predictably, the main achievement of T-Box is to differentiate itself from competitors. This differentiation was supported through two innovations: Packaging and promised entertaining experience. T-box brand presents its products in packages which are impressive and out of the ordinary. This makes the brand become more visible and get an advantageous position [4]. The type of the innovation in packaging is not a random differentiation effort at all. Contrarily, it is a conscious preference that is consistent with the needs of the contemporary global consumer who travels frequently and uses brands as a means of identity construction and experience. Compressing basic apparel into small cubes makes the products space saving and travel friendly. In

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addition, since the lightweight basic clothes are squeezed, textures of the products become wrinkled and therefore iron free, practical and fun. Another innovation of the brand is to make product packaging more fun. T-Box presents its compressed clothes in funny packages such as ice cream cones and lollipops (see Fig. 2). These kinds of packages also help to attract shoppers' attention to the brand and to create a fast consuming product perception toward the brand. To sum up, focusing on entertainment in consumer experience, T-Box can both create its own growing trend of wrinkled apparel and also offer consumers more fun with its surprising packages.



Fig. 2. Examples of surprising T-Box packages.

B. Price

As consistent with the positioning decision, the objective of the pricing policy is to offer T-Box products at the lowest possible prices. The prices were designed according to fast consuming products and impulsive purchasing ranging from 7 dollars to 35 dollars. In order to support its price policy, T-Box uses odd prices and prints these prices onto packages so that products can be sold at the same price everywhere. T-Box also uses its odd pricing tactics as a means of introducing its fun and surprising brand identity. In this context, company added the change to the packages (see Fig. 3) and offered customers an unusual and fun experience.



Fig. 3. Entertaining odd pricing experience of T-Box: Giving your all pennies back! [5]-[7].

To sum up, T-Box pricing decisions suggest to consumers that products were provided at the lowest possible prices, and a focus on the change shows that even though the cents are seen and not totally ignored. So T-Box was not only able to create a sense of confidence in consumers but also to offer an entertaining experience with its innovative change delivery way[8] .

C. Place



Fig. 4. Examples from T-Box unusual sales points and display units [9].

T-Box extended its brand identity as “challenging and cheeky” to the place decisions. As a requirement of positioning itself as fast consuming fashion product, the brand employs an intensive distribution policy and summarized it with the slogan “You can access T-Box by air, land and sea”. In addition to traditional sales points such as Boyner Department Stores, brand also uses all alternative channels of distribution. With a manner that had not been dared so far by the textile sector, T-Box has transformed drugstores, ferries, airports, the gas stations all over the country, cinemas and even streets into a sales/distribution point. As one of the creative distribution examples, with a mobile sail-boat T-Box approached to the tour boats in the attractive tourist destinations of Mediterranean and sold them beach products such as towels and hats which were squeezed into ice cream

cones. Same products were sold in also beaches at ice cream barrows. In this context, T-Box used unusual display units designed in accordance with guerilla tactics (see Fig. 4). By doing so, T-Box could enter the market of the competitors who competes each other in big department stores and shopping malls.

D. Promotion

A consistent application of strategic positioning decisions to the product, price and place has contributed to the brand awareness and thus marketing communication significantly. People's extraordinary experiences about the brand have made the brand easily memorable and created a facilitator effect on promotion efforts. In fact, T-Box's marketing communication efforts start with its product names. The name of each product designed for fun and increased brand related communications. Plajtolon (Plage [beach] and pantaloons [pants] , Pantolopez (panths and Jennifer Lopez), Don Quixorte (Shirt), Elizabeth Taytor (Tight) are just a few of the entertaining product names. Thus, T-Box is a branded version of humor (see Fig. 5).



Fig. 5. An Example of entertaining product names from T-Box printed ads [10].

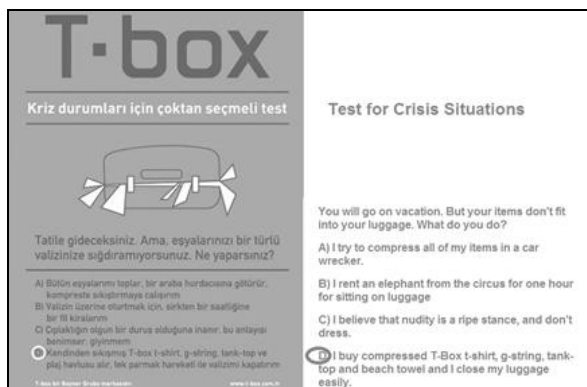


Fig. 6. An example of T-Box print ads [11].

As might be expected, T-Box has rarely used TV as a traditional advertising media, instead print media and outdoor applications have been preferred mainly. Ads used in the printed media basically focuses on entertainment and these ads are shared rapidly among young people in social media (see Fig. 6).

Sales promotion campaigns of the brand also serve the same purpose: entertainment. With regard to the marketing communication efforts, T-Box looks like a naughty but cute child. What T-Box understood about the sales promotion is to make fun of traditional (and often useless) sales promotion campaigns.



Fig. 7. An example of print ads about T-Box sales promotion campaign [11].

As an example of sales promotion campaigns, T-Box launched a campaign named Bring Your Old Underpants, Take New T-Boxes with 1 YTL (0,5 \$) Discount! This campaign made fun of white goods sector's traditional sales promotion campaigns and could have a great deal of attention from the national press (see Fig. 8). Since the sales development campaigns were newsworthy in the media's eyes, the brand could hit two birds with one stone and carried out its publicity in the national media with very low budgets. In fact, the main objective of this campaign was to inform customers about new T-Box products for the new season.



Fig. 8. T-Box sales promotion campaign: Bring your old underpants, take new t-box with 1 YTL discount! [11].

In the national and international fairs, T-Box has entered the market of classic textile brands and products in an unexpected way, and has managed to attract attention the

target audience. Unlike other textile stands, T-Box offered their products in a kitchen theme as if it was a food product. Since the products were presented in refrigerators or on the kitchen counters, not in clothes hangers (see Fig. 9), the brand was able to draw on hungry and thirsty consumers' attention to own products more quickly than the competitors' stands [9].



Fig. 9. Examples from T-Box trade fair stand designs.

As can be seen from these examples, T-Box has preferred unusual, fun, newsworthy and, most of all low-budget marketing methods of marketing communication.

III. CONCLUSION

T-Box has used both the strategic and tactical concepts of positioning, brand personality, marketing innovation, differentiation and guerilla marketing very accurate and consistent since the day it was born. At the same time, well-made positioning decision – fast fashion products-allowed the brand managers to concentrate innovation in the design process and develop unique core competencies. Thus, the brand could develop an ability to extend and its strategic positioning decision to all of marketing elements such as product, price, place and promotion in an innovative way. More specifically, it incorporated all the innovative activities that a brand strategically implements to enhance aspects of its brand identity among its target audiences. This coupling of winning strategies with unique core competencies made possible T-Box's potential leadership in the marketplace. The

brand was not only able to create its own category, but also could exceed its targets for sales and distribution network. Also in the field of marketing communication activities, the brand has won the best rewards (Effie Awards Turkey 2007; Superbrands 2013). As a result, the brand has garnered a certain amount of respect in not only the Turkey but also the rest of the world. All of these features make it a remarkable brand and an instructive study in terms of marketing literature.

To summarize as Aaker [12] states success factor of brands depends on their competition power in the market. Competitiveness of companies is based on impressing customers via products and brands as well as the properties of their products. So, driven by the ongoing evolution in textile technologies and the increasing penetration of new brands, this case study presents a stunning example of how an ordinary product of an intensely competitive market can be transformed into a successful brand through the positioning and marketing innovation. The aim is to familiarize the reader with the benefits and challenges of marketing innovation and provide lessons from T-Box experience for success in marketing.

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