

Strategic development report.



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COACH

Executive summary.

Are coach having an identity crisis?

Historically, Coach were a timeless heritage brand known for leather goods and high quality craftsmanship, becoming synonymous with 'NYC' life and their iconic double C monogram.

Over the last decade, Coach's revenue has fluctuated (figure 1) gaining a 'cheapened' reputation as an 'accessible luxury' brand due to a plethora of internal issues (figure 2). To tackle these issues, Coach previously attempted to pivot into niche trends, targeting Gen-Z. However this narrow demographic focus has led to neglect of other consumers, directly contradicting their mission to be an holistic lifestyle brand (Coach, 2023).

This poses the question: are Coach having an identity crisis?

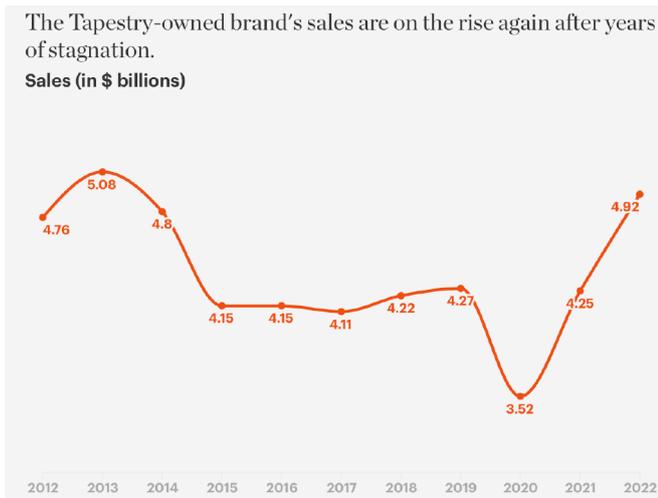
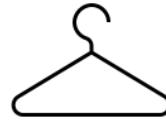
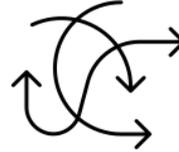


Figure 1: 'Coach climbs back up' (Business of Fashion, 2022).



Poor apparel offering.



Weak European brand presence.



Lack of sustainable and ethical focus.



Neglecting the millennial consumer.



Poor inventory management.

Figure 2: Coach's key issues identified in the situational analysis (Author's own, 2023).

Elevate.

Expand.

Environment.

**Future facing strategy:
shift from demographic to
psychographic targeting.**



Future.
18-60 years old

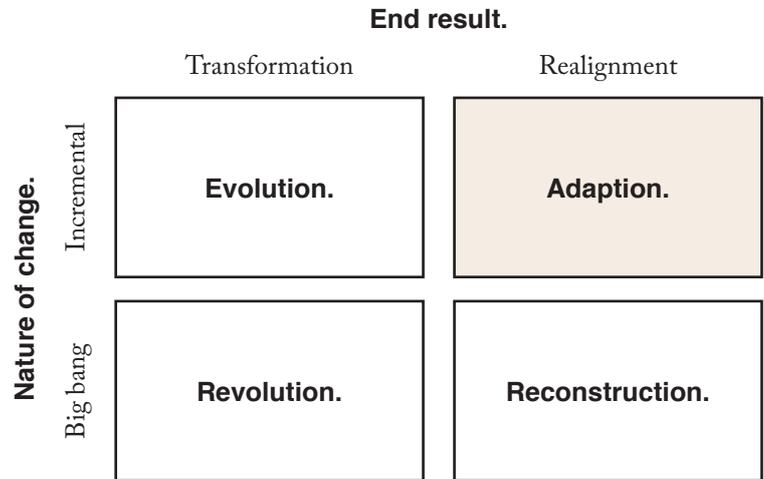


Figure 4: Types of strategic change. Adapted from Johnson and Scholes (2020).

Internal findings, analysis of macro-environmental factors and primary research has informed five recommendations for Coach’s future strategic direction (figure 3). These contribute to a market penetration strategy which will be implemented via incremental change to mitigate adverse risks (figure 4).

Each recommendation provides Coach with varying scope of opportunities to further stretch the brand.

Strategic Objectives.



Figure 3: Coach’s new strategic direction recommendations (Author’s own, 2023).

'Chapter one' campaign.

Introduction.

As per the strategic development report, Coach is experiencing an **identity crisis**. The recommendations suggested focus on an **incremental change** approach, to realign organisational operations (Riley, 2023). The brand's need to shift to a psychographic focus through targeting the 'future consumer', fundamentally **underpins** the campaign concept proposal, with this goal being the key to successful strategic development throughout the objective timeline. The concept of an **immersive marketing** campaign will aid in delivering these changes.

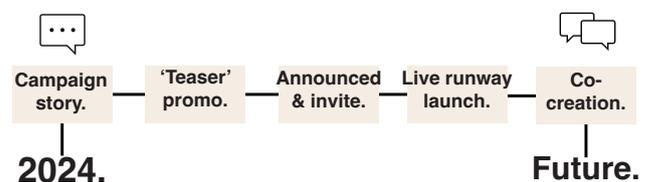
Research & development.



Campaign objectives.

1. **Re-focus brand identity & create a clear message.** 
2. **Create 'buzz' around new ready-to-wear launch.** 
3. **Engage consumers in the brand story.** 

Transformations in the way in which people consume has initiated a new era in communications that present 'umbrella messages', whereby brands are creating more innovative narratives through promotional materials (Dilenschneider, 1991). This is something that would be crucial in strategic concept development to achieve Coach's objectives. To ensure the implementation of a story is successful, the use of a marketing planning tool, such as a timeline, assists in creating a narrative and outlining the key stages required to deliver the concept.



Concept visualisation.

The proposal of a marketing campaign would focus on taking attributes of the brand's core identity to create a memorable narrative, whilst ensuring the strategy is future-facing by actualising the campaign materials as an experiential live-marketing event, to immerse the consumer into the Coach universe in the long-term, through co-creation (Pearl, 2023).

Visual identity & 'teaser' posters.



Key issues targeted.



Redirect attention to the future consumer.



Improve and expand apparel offering.



Runway concept.

Justification.

Elevate.

'Elevation' of current marketing activities to create an immersive and memorable campaign through storytelling.

Expand.

'Expansion' of resources to create a stronger brand identity and re-establish the Coach perception to target the 'crisis' they currently face.

The 'chapter one' campaign realises that Coach is much more than just a brand, it is the people, the place and the experiences that are created through each consumer interaction. The campaign would successfully underpin the incremental change required for Coach's sustained growth in the long-term, beginning with more considered brand message and re-focus on their identity.



COACH

Strategic direction concepts.

The 1970s collection.



- Driving attention back to Coach's disregarded clothing collection.
- Individual, embroidered quotes making the collection limited.



Strategic brand report.

The campaign concept.

Chapter one.

#anewyorkstory focus on building a campaign narrative.



show to promote 70's collection.

An experiential campaign concept to re-establish Coach's brand message and underpin the strategic timeline for incremental change.

The vegan bag c

Launch a range of vegan leather handbags to satisfy the growing demand for vegan fashion and prove their commitment to sustainability.

Clothes won't change the world. The women who wear them will. - Anne Klein



Future proofing the supply

Can sustainability, transparency, and resilience be united?



2023. —

Real-time inventory visibility to efficiently manage Coach's distribution channels.
Short-term: Within the first year of strategic implementation



— **Transfer customer face benefits in-store to improve customer experience and Coach to leverage real-time**



Mid-Term: Within the first 1-2 years of strategic implementation

The use of radical discounting to maintain consistent sales and negative cash flow (\$1,217.9) for investing and financing activities suggests Coach's buying power (Tapestry, 2022). The proposed strategy initially 'fixes-the-basics' through collaboration which will provide the foundation for the

The hidden pop-up concept.

A hidden pop-up shop embodying a vintage theme, while providing an experiential and interactive environment for consumers.

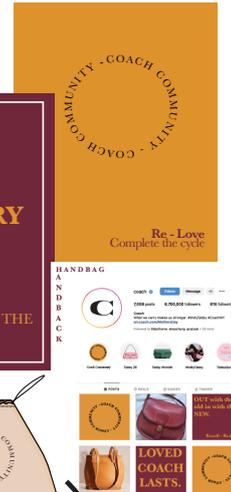
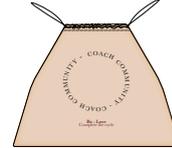
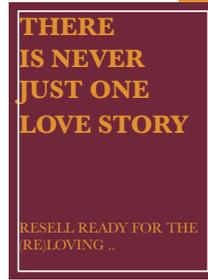


The resale concept.

Explore the second-hand market to strengthen sustainable credentials and respond to the wider macroenvironmental trends that are important to the 'future consumer'.



Re - Love Complete the cycle



Future.

Collection.



The rental concept.

COACH HURR



Circular Coach economy, whereby old, new and future products are collectively shared amongst consumers.

COACH
NEW WOMEN MEN BAGS GIFTS COACH WORLD



RENTAL ROUND-UP

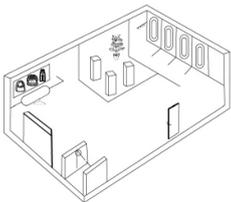
Calling all Coach customers! Re-love and re-wear your favourite vintage with Coach x Hurr. We are embracing circularity, collaborative consumption and sustainable practices here at Coach and putting consumers first.

[Shop Coach](#) [Shop Hurr](#)



Supply chain: underpinning the strategic timeline.

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...ve the
...d allow
...ne data.
...ears of



Collaboration to unlock authentication capabilities and support the bidirectional customer decision-making journey.
Long-term: 3+ years post-strategic implementation



Future.



h has lost pricing control due to supply chain inefficiencies and consumer
wider strategic direction.

COACH

Vegan bag collection.

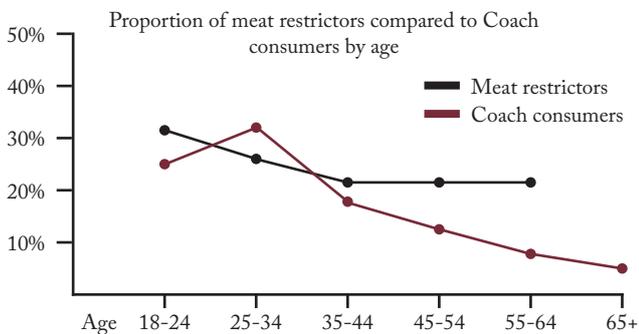
Objectives.

Strengthen 'expressive luxury' perception.

Meet the changing needs of the 'future consumer'.

Become a market leader in vegan fashion.

This report proposes that Coach should launch a range of **vegan leather** handbags to satisfy the growing demand for vegan fashion and prove their commitment to **sustainability**. The largest demographic of meat restrictors are 18-34 females (YouGov, 2022), mirroring Coach's largest demographic (Similar Web, 2023).

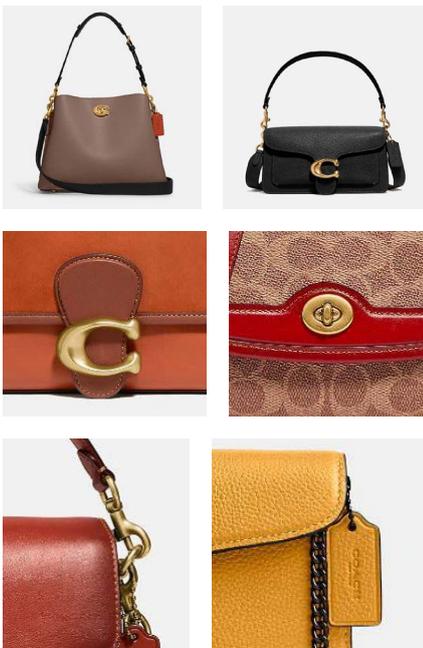


The product development of this range has been **conceptualised**, with the 'future consumer's' desire for timeless pieces a priority, while ensuring Coach's signature style is maintained to strengthen **brand identity**.

Key colours and themes are taken from the AW24 trend 'Alteritarian' to ensure the collection is relevant in the market place and appeals to Coach's fashion-forward consumers.

Product development.

Signature style



Trend research



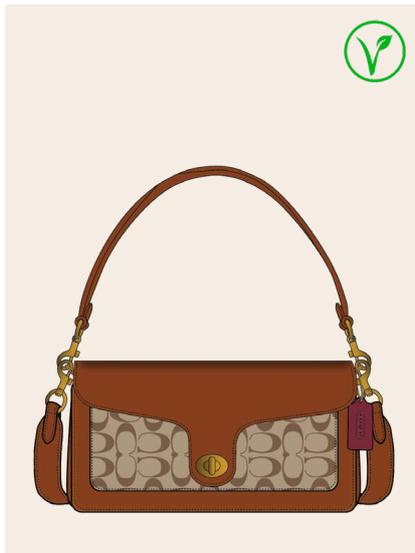
Timeless design



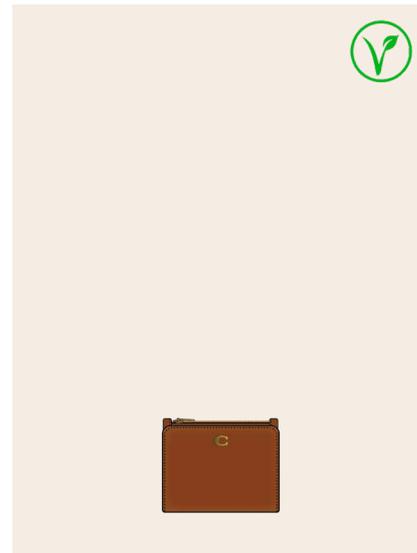
Range visualisation.



Willow Bucket Bag In Vegan Leather



Tabby Shoulder Bag In Vegan Leather



Bifold Snap Wallet In Vegan Leather

Justification.

The range will feature **embossed quotes** about sustainability to continue the concept introduced in the SS24 70s clothing collection, as well as **RFID tags** to aid in authentication to create continuity between the wider strategic direction.

The strategic brand report (2023) identified the need for **incremental change** to reduce risk and maintain control, hence the small range size and subtle design changes from current products. If the strategy is successful, the range could be **scaled-up** with further product development to capitalise on the market opportunity, as shown in the process model.

Each of the key words are addressed in the concept, ensuring it fits within the **wider strategy** to achieve the goals identified in the Strategic Brand Report.

Embossed quote

Clothes won't change the world.
The women who wear them will.
- Anne Klein

RFID tag



Redirect attention towards the 'future consumer'.



Invest in sustainability initiatives.

Elevate.

... the **brand identity** to more accurately reflect the priorities of the 'future consumer'

Expand.

... the **product offering** to include bags that cater to all lifestyles

Environment.

... preservation in the product offering by **reducing** Coach's reliance on **agriculture**

COACH

The hidden pop-up shop.

Objectives.

Attract Coach's future consumer, through the use of this experiential pop-up.

Promote the Vintage Coach concept,

Promote sustainability initiatives through in-store experiences.

This report suggests the launching of an experiential pop-up shop in order to tackle two of Coach's issues, found in the Strategic Brand Report (2023). The objectives set out within this report portray and ensure how Coach can resolve these two key issues. The overarching concept of this pop-up strategy is to promote vintage fashion, and thus **'Vintage Coach'**. This vintage concept will allow Coach to **grow and improve their sustainability**, as well as prevent a further neglect of their Millennial consumers and thus **redirect their attention to their future consumers**. With the rapid growth of vintage for both style and sustainability reasons, it is a suitable theme for this pop-up shop to solve these key issues.

Two key issues.



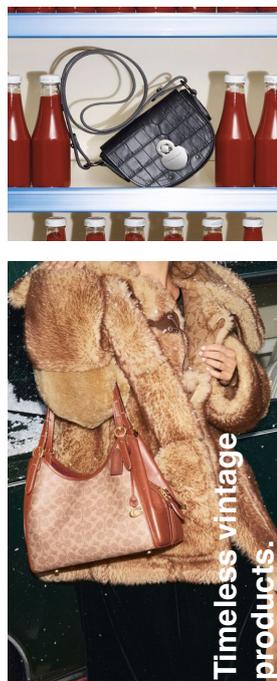
Lack of Sustainable and Ethical Focus



Neglecting the Millennial Consumer

The interior style, atmospherics and experiential retail all align with Coach's future consumers' needs and preferences, as well as with the vintage theme, whilst staying on brand.

Strategy visualisation.



This mood board conceptualises the pop-up strategy, through visual representations and ideas. It suggests the interior designs, colours and lighting used, product placements and the use of vintage products.

Experiential & interactive aspect.

There is nowhere better to be located than in the biggest and busiest street, the hub of retail therapy.

You won't find us in our own home, but instead in a space where you can shop many brands which are all carried in yellow bags.

With 6 floors to explore, we can be found nearly below ground, where the atmosphere is dramatic and moody. To enter, look for the red curtain.

Example of clues given to consumers to help them find this hidden pop-up.

Atmospherics & in-store experiences.



Vintage photobooth gives consumers a memorable, personalised and fun in-store experience.



Visual atmospherics are shown. Other atmospherics used in pop-up:

- Taste - drinks provided.
- Aural - music played in the bar.

Justification.

As vintage fashion has grown popular amongst all consumer groups, especially Millennials and Gen Z's (Braun, 2023), providing a pop-up that revolves around and embodies the concept of 'Vintage Coach' will help redirect attention onto Coach's future consumer, as vintage fashion can be argued as a **universal trend amongst varying age groups**. Additionally, vintage fashion is known to be more sustainable due to aspects such as, but not limited to, longer product life and reducing waste production. This therefore suggests how vintage fashion can help eliminate Coach's sustainability issues.

Aside from the interior and overall concept of the pop-up being vintage inspired, the use of two other strategic concepts will be incorporated within the pop-up to help achieve the objectives. These will include the 70's inspired range, which will be sold and promoted, as well as an upcoming resale

platform, which will be purely promoted to show consumers what is still to come. These strategies **embody sustainability** due to the recycling aspect (in the resale platform), and **timeless vintage designs**, while additionally both **keeping the future consumer in mind**.

It is important to note that **this strategy meets all three key words**, meaning that this strategy meets the aims and goals found in the Strategic Brand Report (2023).

Elevate Coach's in-store experiences and thus consumers' brand perceptions.

Expand Coach's focus on their future consumer.

Implement *environmental* strategies through the use of timeless designs and resale initiatives.

COACH

A Circular Coach.



Strategic Recommendations, Brand Report, 2023.

A **'lack of sustainable focus'** was a critical concern that would influence most business activities and should be a key area of improvement for Coach.

The evolution of Coach means responding to their 'future consumers' sustainably driven needs (Strategic Brand Report, 2023). Through collaboration with Hurr, Coach is provided the opportunity to develop a sustainable rental model (figure 3.3.1) through sharing resources and capabilities highlighted throughout the strategic objectives (figure 1), allowing for a competitive advantage within the sustainable market.

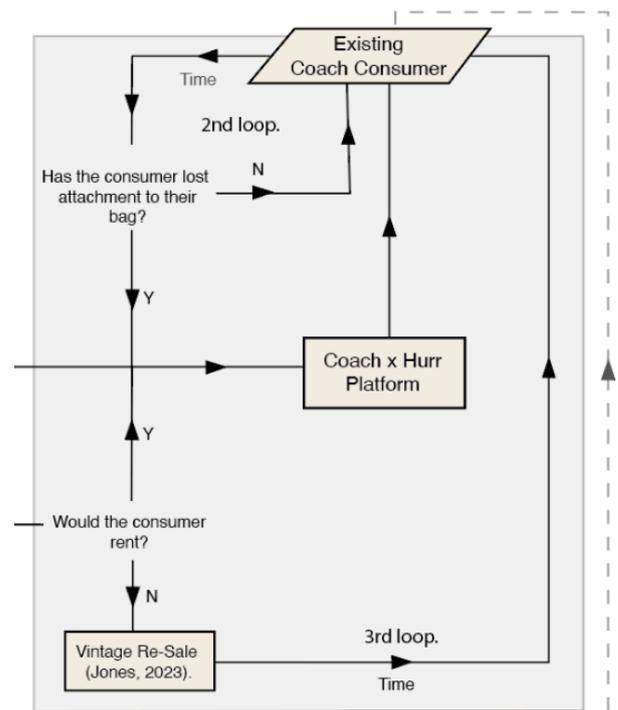


Figure 3.3.1. Circular Coach model, Authors Own, 2023.

Objectives:

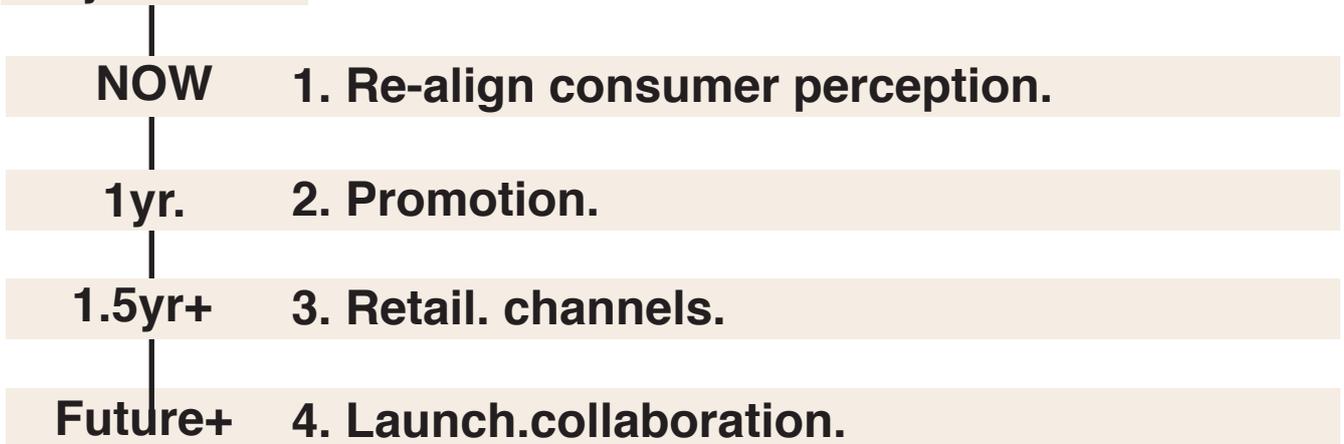


Figure 1: Strategic Objectives Timeline: Authors Own, 2023.

The concept of 'Coach x Hurr Rental' has been created to directly influence consumer consumption, and introduce a circular Coach economy, whereby old, new and future products are collectively shared amongst consumers.



Figure 2: App layout visualisation, Authors Own, 2023.



Figure 1 illustrates the key steps that will be taken by Coach x Hurr in implementing a rental platform that is consumer to consumer facing. Utilising varying promotional tools, omni-channel retail and tactical SMART objectives, Coach consumers will be immersed in a new and ethical Coach.



Figure 3: incentive visualisation, Authors Own, 2023.

COACH

Resale concept.

Coach Community

The rise in resale.

The following report will look at the proposal of a resale concept for Coach. Second-hand purchases have spiked in recent years (figure 1), therefore, creating an opportunity to explore resale with luxury second-hand sales set to increase 15% annually over the next 5 years' (Mallevays,2022). The concept has derived from wider macroenvironment trends such as sustainability and the increasing desire for consumers to acquire unique pieces. The strategy provides a prospect for Coach to further stretch the brand, through encouraging incremental change as the strategy will celebrate existing product and be an extended retail channel attached to their main webpage. This forward-facing strategy will redirect the brand towards the needs of the 'future consumer' and strengthen environmental credentials through circularity.

Objectives.



Invest in sustainability initiatives.



Redirect attention towards the 'future consumer'.

1 Respond the **macroenvironment** shifts.

2 Connect with the **'future consumer'**.

3 Introduce the **luxury experience** to the **second-hand market**.

Secondhand purchasing overtime

Share of customer wardrobe by purchase category

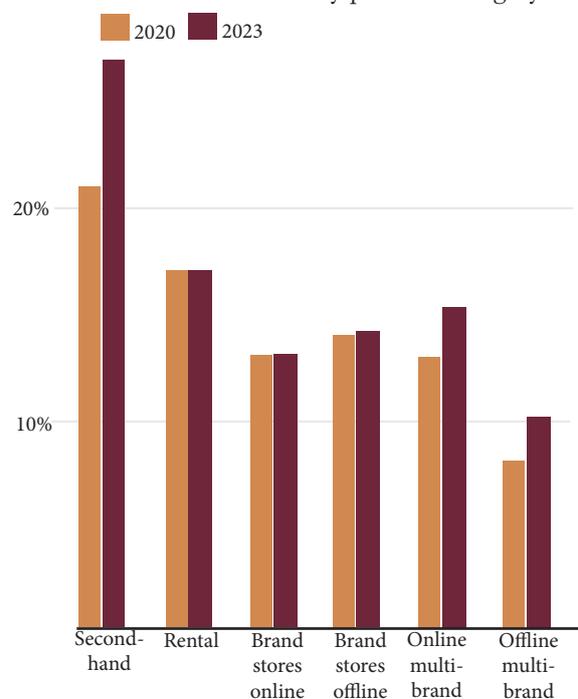
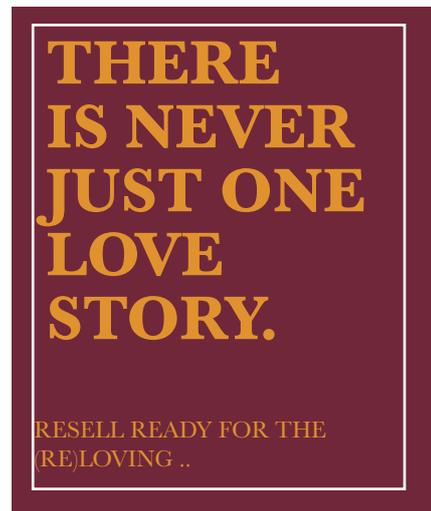


Figure 1: Rise in secondhand purchasing (Chittrakorn,2020)

The overall concept aims align with the identified strategic recommendations to invest in sustainable initiatives and redirect attention to the 'future consumer'. The three main objectives have been set in line with this to embrace wider macro trends circularity and collaborative consumption while connecting with the demands of the 'future consumer'. The future facing strategy will aim to incorporate the luxury experience within the second-hand market to achieve competitive advantage.

Justification.

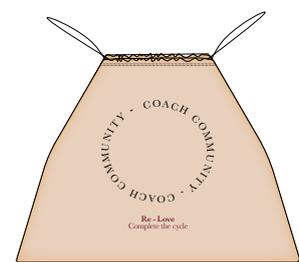
Introducing the resale to Coach will burnish sustainability credentials along with leveraging economic benefits from the growing resale luxury market (BOF,2023). The investment in this concept will allow Coach to engage new and existing consumers by encouraging a cycle of brand loyalty (figure 2). Rivalry from established marketplaces that sell a high percentage of Coach products may pose as a threat however, Coach should introduce this luxury experience to the second-hand market to sustain brand value and maintain brand connection which would provide a USP. The initial promotion of the range will be introduced via the hidden pop-up implemented earlier on within the strategic timeline. The concept overtime will develop to become more future facing, incorporating technology such as AI to speed up product authentication. Future ranges will also be traceable via RFIDs which would provide consumers with more information about their second-hand product, further enhancing their experience with the second-hand market.



Promotional Poster



Concept Logo



Dust Bag

By incorporating luxury elements into the second-hand experience consumers are still connecting with brand value.

Process model.

Elevate brand perception by investing into a future facing strategy that enhances the second-hand luxury experience.

Expand current product offering and retail selling channels to engage with the 'future consumer'.

Environment focused initiative that embraces the circular economy, celebrating products in existence in the form of collaborative consumption.

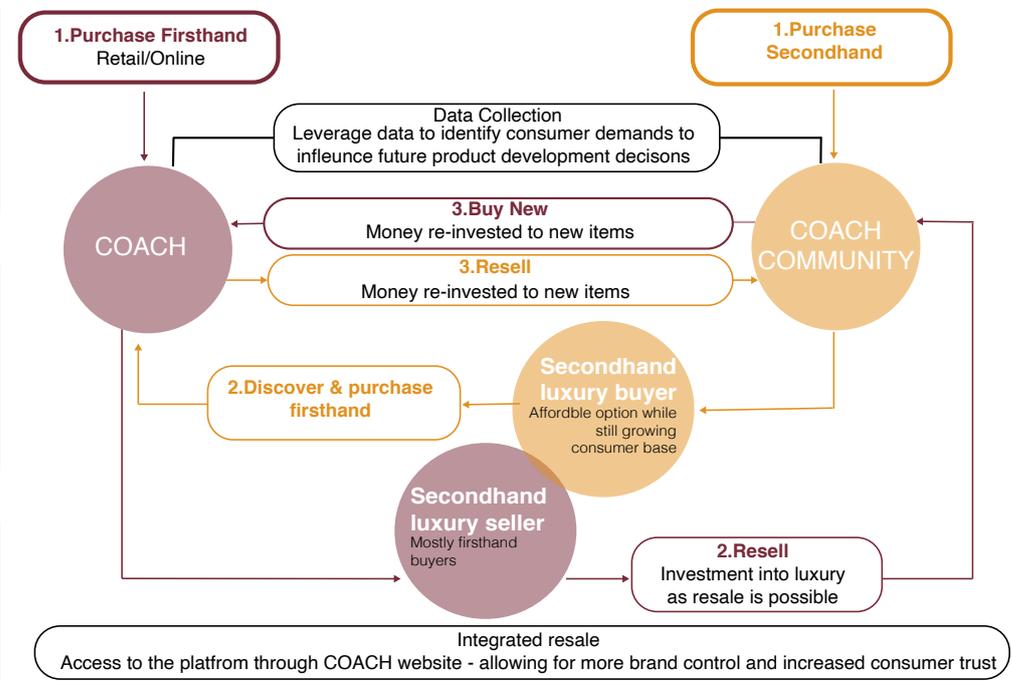


Figure 2 : Secondhand luxury buyer to second-hand luxury seller model, (Authors own,2023)

Supply chain concept.

Strategic concept: Invest in technologies to future-proof Coach's supply chain and support the bidirectional customer decision-making journey.

Commercial data highlights building **responsiveness** is urgent and **supply chain management** is the origin (McKinsey, 2023). Covid-19 exposed many issues in retail, which stemmed from supply chain flaws. For example, **excess stock** and **lack of visibility**. The strategy develops a circular network combining **sustainability, transparency, and resilience** to better adapt to the volatile external environment.

Strategic relevance.



Coach has negative cash flow, (\$1,217.9) (Tapestry, 2022). Their investing activities highlight **poor**

Link to strategic timeline.

2023.



Redirect attention towards the 'future consumer'.



Invest in sustainability initiatives.



Innovation within the supply chain.

Future.

liquidity (Fawzi et al., 2015). It highlights Coach's **stock management** as a **clear issue**. For example, media coverage criticises Coach for **'slash-and-burning'** 30% excess stock and **increasing payables** to improve their own cash flow at the **expense** of upstream supply (Cernansky, 2021). Inflationary pressures mean their **current strategy** to increase inventory sales is **unreliable**. The proposed strategy initially **'fixes-the-basics'** through **collaboration** which will provide the **foundation** for the **wider strategic direction**.

Market research.

Can sustainability, transparency, and resilience be united?



'Future consumer': Digitally driven, omni-channel. Alignment with brand values.



Legislation: Is rapidly increasing. Coach are vulnerable to rapid regional changes in 2023.



Rebecca Minkoff: Smart bags, tech-active consumer. Active relationship with customer post-purchase.

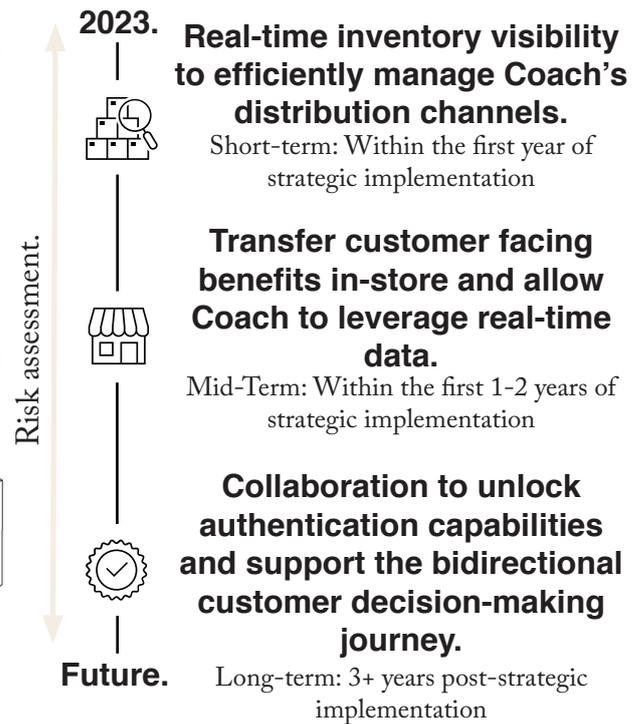


Cross-collaboration LVMH and Prada 2021: Aura Blockchain Consortium.

Output mock-up.



Specific timeline.



Strategic fit justification.

Coach operates in a **turbulent macroenvironment**; however, they have a strong foundation having experienced **revenue recovery** since 2020 (Kennedy 2022). The specific timeline will **overcome inefficiencies** that are currently **barriers** to Coach's growth. It will provide the **critical capabilities** to support and **leverage** Coach's overall strategy, such as marketing, resale, and rental (Strategic Group Report, 2023). Although it involves **high investment**, **incremental change** will protect Coach's liquidity and regular **feasibility reviews** will reduce the financial output before adequate ROI (predicted benefits) (Johnson et al., 2010). Coach's **internal culture** is a clear core competency (Tapestry, 2022). However, they lack the **infrastructure** to deliver the proposed strategy. Therefore, **collaboration** is a central source to adapt to consumer demands and industry standards.

Predicted benefit.

- Sales increase by a minimum of 5%.
- Increase inventory accuracy 72%-97%.
- Reduce waste by 30%.
- Improve customer satisfaction.
- 88% of consumers prioritising authenticity.

Elevate...

inventory management capabilities.
the consumer decision-making journey.

Expand...

technology capabilities to leverage data.
touchpoints to cater for the 'future consumer'.

Environment...

focused supply chain investigation to improve visibility.
improve circular touchpoints to support the bidirectional journey.

COACH



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COACH