HOLLISTER

CALIFORNIA

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GROUP EXECUTIVE SUMMARY

> "The quintessential apparel brand of the global teen consumer, Hollister Co. celebrates the liberating spirit of the endless summer inside everyone. Inspired by California's laidback attitude, Hollister's clothes are designed to be lived in and made your own, for wherever life takes you."

The purpose of this Strategic Brand Development Report is to enhance Hollister's value proposition by implementing future facing business strategies. The findings of this report acknowledge that Hollister was once a market leader in adolescent clothing, but due to not responding to the changing environment, a lack of innovation and not responding to consumer needs, Hollister has declined in popularity. Through an analysis of the global market and a TOWS analysis, it was noted Hollister neglects key opportunities and restricting their market and products. Hollister has a Californian brand identity and recognize their target customer as 14-18 years old. This hugely restricts Hollister's product sales as they have a niche product range, which was identified as being too summery for the UK's climate, and a limited age demographic. The strategies provide recommendations for a product and brand revamp, consumer alignment, store innovation and a focus on sustainability and inclusivity, all of which are identified as pain points. The report considers the viability and implications of these recommendations as well as suggesting a process map for the suggested short, medium and long term strategies.

0-12 Months:
Re-inventing brand image:
Product Development and Marketing

0-18 Months:
Store Revamp:
Digital Innovation In-store to Create a Phy-gital Experience

0-3 Years:
Sustainable Supply Chain Re-configuration

FUTURE STRATEGIES

BRAND IMAGE

CUSTOMER ALLIGMENT TO THE UK MARKET

PRODUCT REVAMP

STORE INNOVATION

SUSTAINABILITY

INCLUSIVITY

HOLLISTER: SUSTAINABLE STRATEGY

REPORT SUMMARY

DESIGN FOR LONGEVITY

CIRCULAR SUPPLY-CHAIN

The strategic analysis report identified Hollister's current efforts towards sustainability are poor, demonstrating significant weaknesses in current business operations and product offering. A dual strategy approach has been adopted to minimise current environmental impacts of their business model, whilst providing Hollister customers with a sustainable and interactive shopping option, thus encouraging competitive advantage. Focus is on designing for longevity: sustainable sourcing and procurement, and timeless design; and creating a circular design model that utilises post-consumer waste in future production.

"SUSTAINABLE"
**0.04%**

"RECYCLED"
2.46%

SUSTAINABLE PRODUCT MIX (EDITED, 2022)

SUSTAINABILITY OVERVIEW

> *The fashion industry has been deemed the world's second largest polluter (UN, 2019).*

Fast-fashion has prompted an increase in micro trends leading to cheap and quick manufacturing to satisfy speed to market. Subsequently, the average lifetime of a garment has dramatically decreased (Ellen Macarthur Foundation, 2017). Thus, a throw away culture has emerged causing exponential textile waste; more than half of fashion produced is disposed of in under a year amounting to 92 million tonnes per year (Beall, 2020) (Ellen Macarthur Foundation, 2017).
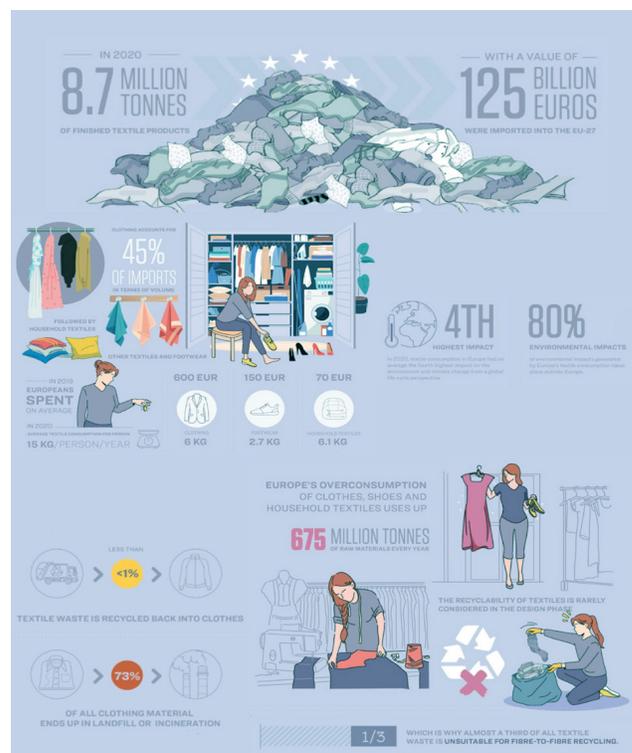
RESEARCH

CURRENT LINEAR ECONOMY

Linear business models are built on a 'take, make and waste' strategy which drives over-consumption and frequent disposable. Within the fast-fashion model that operates in a linear system, large amounts of non-renewable resources are extracted to produce clothes that are often used for only a short time, after which they are sent to landfill, or incinerated (Ellen Macarthur Foundation, 2017). Linear production leads to resource depletion, and therefore material scarcity, and causes detrimental environmental impacts: climate change, destruction of natural habitats, and generation of waste.

RESOURCE EXTRACTION → PRODUCTION → DISTRIBUTION → CONSUMPTION → WASTE
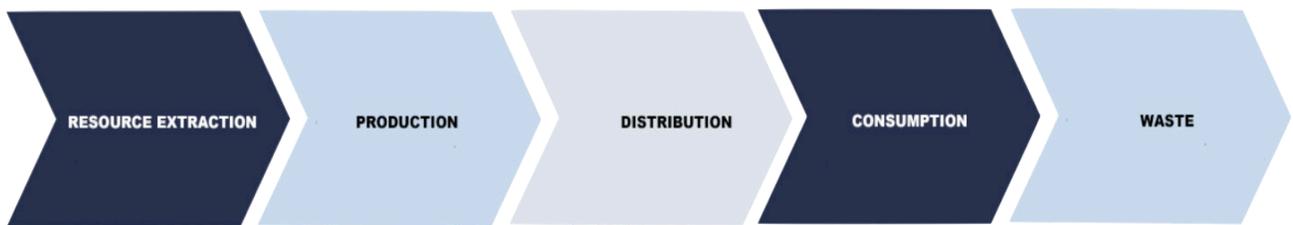
To reduce growing environmental pressure from the fashion industry, a systematic shift towards circularity is essential; discarded textiles should be circulated back into the economy for future use.

CIRCULAR ECONOMY

"An industrial system that is restorative or regenerative by intention and design, uses and reuses natural capital as efficiently as possible, and finds value throughout products' life cycles" (Koszewska, M., 2019).

A circular economy ensures a system-based design approach is taken within design and production, as opposed to a product centric one, thus ensuring resources reach their full economic potential (RSA, 2014). Hollister will focus on design for longevity and re-manufacture to limit over-consumption and circulate disgarded textiles back into their supply-chain to help minimise textile waste lands or incineration.
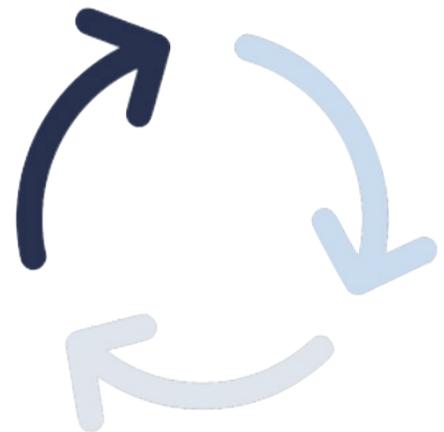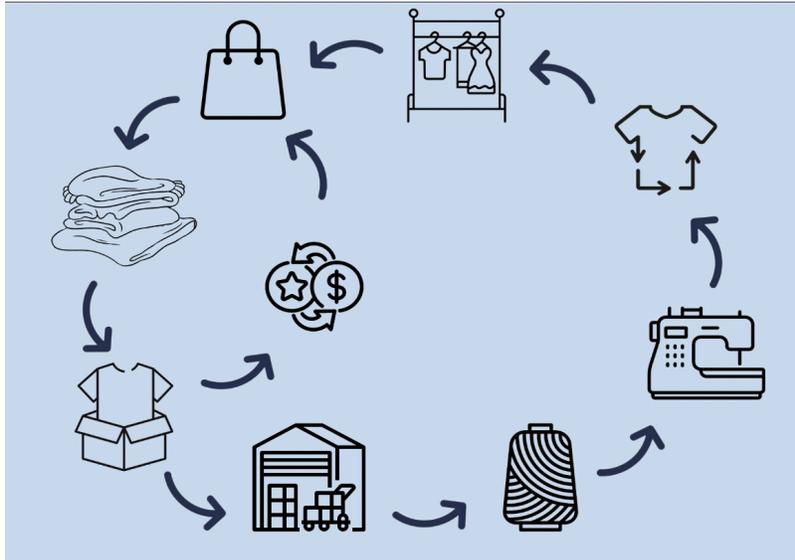
DESIGN FOR RE-MANUFACTURE

DESIGN FOR LONGEVITY

OUTPUT AND VISUALISATION

DESIGN FOR RE-MANUFACTURE

Design for re-manufacture will be acheieved through an interactive customer scheme whereby Hollister customers donate any unwanted or faulty clothing items to a point re-ward system; donated clothes equate to online or in-store credit. Donated apparel will be sent to a wharehouse where it will be sorted into blended or mono fibres. Mono-fibre apparel will be upcycled into yarn for future mono-fibre garment production to ensure textiles are circulated back into Hollister's supply-chain, and subequently the economy.

DESIGN FOR LONGEVITY

The following ranges encorporate timeless designs that are reflective of Hollister's new-brand image, in alligment with the UK market. The collection is made from 100% re-manufactured and/or biodegradable fibres to minimise environmental impacts of post consumer waste. Fabrics will undergo strict quality control measures, and wearer trials will be put in place to ensure garments enable longevity. The range will offer sizes from XXS-4XL to sit inline with the new inclusivity strategy.

'GIRLS'

JUSTIFCATION

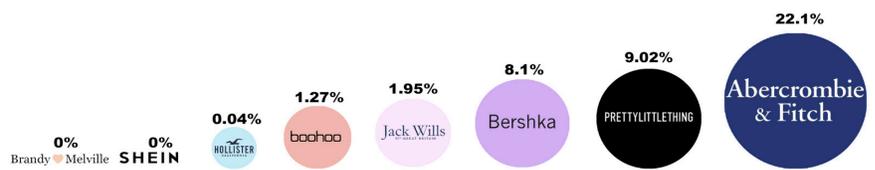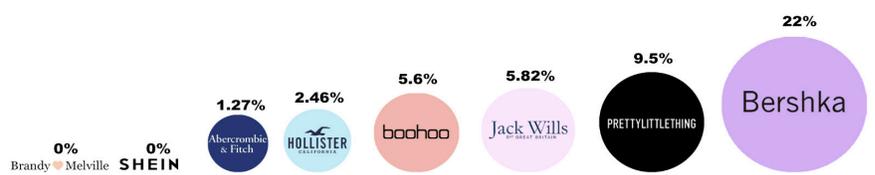|	
CAPSULE COLLECTION	Consumer data demonstrates the increased demand for timeless clothing to create capsule wardrobes in an attempt to slow current consumption rates (Mckinsey, 2020). Timeless design and environmental consideration during fibre and fabric selection is key to achieve longevity.
CIRCULAR ECONOMY	There has been increasing pressure on retailers to move away from mass-production of non-renewal materials as it cannot be sustained; the fashion industry needs 1.7 earths to continue at the current rate of production (R.Rathinamoorthy, 2019). Furthermore, $140 million is lost to UK textile waste each year demonstrating economic potential.

COMPETITIVE ADVANTAGE

Hollisters current market positioning amongst competitors in terms of sustainable product offering is very low. Due to the oversatured nature of the fashion industry, product and service differentiation is imperitive in gaining and maintaining market share. Current consumer behaviours indicate demand for sustainability, thus, if Hollister does not meet this demand, they risk damaging their brand further.

PRODUCTS LABELLED AS "SUSTAINABLE" AMONGST HOLLISTER AND COMPETITORS (EDITED, 2022)

- Brandy Melville 0%
- SHEIN 0%
- HOLLISTER 0.04%
- boohoo 1.27%
- Jack Wills 1.95%
- Bershka 8.1%
- PRETTYLITTLETHING 9.02%
- Abercrombie & Fitch 22.1%

PRODUCTS LABELLED AS "RECYCLED" AMONGST HOLLISTER AND COMPETITORS (EDITED, 2022)

- Brandy Melville 0%
- SHEIN 0%
- Abercrombie & Fitch 1.27%
- HOLLISTER 2.46%
- boohoo 5.6%
- Jack Wills 5.82%
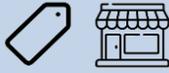- PRETTYLITTLETHING 9.5%
- Bershka 22%

INNOVATIVE STORE CONCEPT – REPORT SUMMARY

The identified future strategies that will have a greater focus in the suggested strategies for an innovative store concept for Hollister are: brand image, customer alignment to the UK market, store innovation, sustainability and inclusivity. It is proposed that Hollister implement the below strategies:

NEW STORE LAYOUT	PHY-GITAL RETAL EXPERIENCE
AR EXPERIENCE	BLOCKCHAIN TECHNOLOGY

BLOCKCHAIN TECHNOLOGY	**NEW STORE LAYOUT**	Minimalise the store interior so that it can be easily adapted to new trends, and remove all physical barriers such as walls and steps preventing consumers from entering.
	PHY-GITAL REATIL EXPERIENCE	Introduce new technologies in-store, such as smart changing room features, as well as AR and Blockchain mentioned below.
	AR EXPERIENCE	Provide an AR fitting experience for consumers which can be used in-store and at home, which recommends accurate sizes and visual fitting of garments.
	NFTs	Create a utility NFT membership club for Hollister consumers, which provides in-store benefits as well as other exclusive perks.
	CRYPTOCURRENCY	Implement a cryptocurrency payment service, where consumers can purchase goods with digital currency.
	BLOCKCHAIN-SCM	Use blockchain-SCM technology to provide consumers with the ability to scan swing tags in-store to see the products .

HOLLISTER STORE ANALYSIS

- Well lit, however garments are not displayed visually or neatly
- Most garments are only visible from a side hanger view
- Californian brand identity. Not appropriate to match the products displayed in-store for all seasons.
- The mannequins in store displaying products all had a petite build and there was no size inclusivity shown.

- Hollister plays music to align with it's Californian identity, rather than a club experience. When the store analysis was taking place "Take me back to California" by Mallory Eagle was playing.

- In Hollister stores, as soon as you walk in the smell of it's signature fragrance can be smelt- So Cal, a universally pleasant smell which positively communicates the brand.
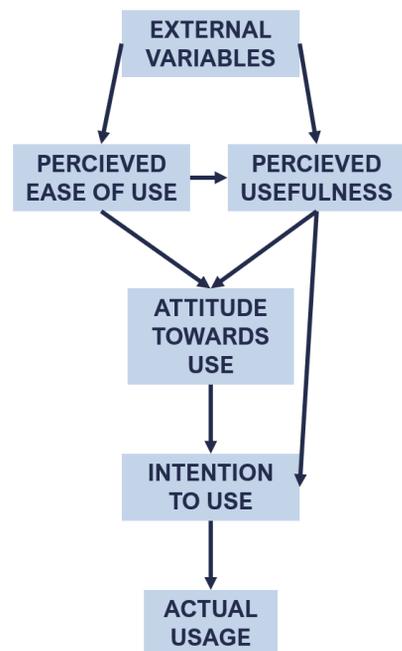
- Low-levelled tables with clothes folded on top and garments hanging all within arms reach. This ease to touch allows consumers to unfold the clothes and ruin displays.

TECHNOLOGY ACCEPTANCE ANALYSIS

The technology acceptance model focuses on two key aspects, namely perceived usefulness and perceived ease of use, in order to determine an individual's intention to use new technological innovations. According to the TAM, intention to use acts as a mediator for consumers' engagement with new technologies (Davis et al. 1989; Nysveen et al. 2005).

Retailers must question what technologies would be suitable for their brand and whether their consumers will actually accept these new technologies or whether they are just an expensive fad (Boardman et al., 2019; Kain 2016).

EXTERNAL VARIABLES

PERCIEVED EASE OF USE → PERCIEVED USEFULNESS

ATTITUDE TOWARDS USE

INTENTION TO USE

ACTUAL USAGE

Technology Acceptance Model
(Davis et al. 1989)

INNOVATIVE STORE CONCEPT

The new store layout is to be minimalist and will create an experience for the consumers through the integration of technology. Such as smart, AR fitting rooms. The smart fitting rooms are accessed by scanning a QR code in the fitting room to reach a website portal on the consumers phone. Allowing them to contact staff for assistance, instead of through the changing room door. AR fitting provides consumers with a visual representation of the garment as well as accurate size recommendations, to use in-store or at home.
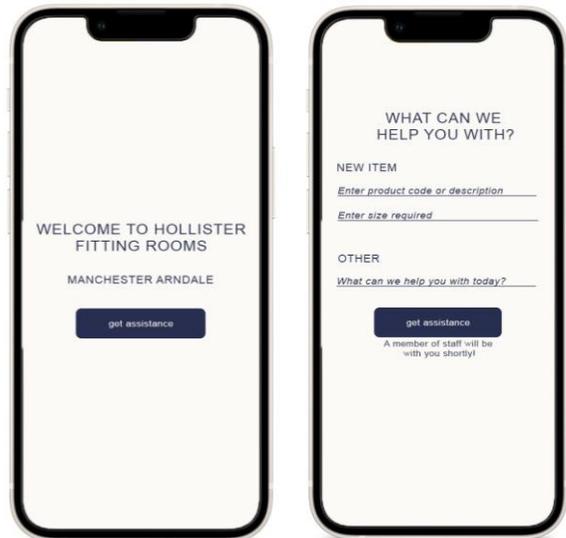
The seamless experience through the physical and digital world is aided through the Hollister app, which consumers will receive a notification from when entering the store, utilising location settings.

NFT's, Cryptocurrency and Blockchain-SCM will be implemented into the innovative store concept, providing consumers with a technological experience.

- Utility NFT'S will allow select members to gain a unique in-store shopping experience and exclusive benefits and discounts.
- Cryptocurrency payment services will integrate more within existing payment systems so that the shopping experiences can be easier (Temizkan et al, 2022).
- Blockchain-SCM will be implemented through the supply chain to provide traceability and transparency to the clothing production process. The information will be accessible to the consumers in-store, through scanning a products barcode, and online on the products page.

JUSTIFICATION

|		
	NEW STORE LAYOUT	• Minimalist, easily adaptable to trends • Suitable for the UK market • Inclusive; no steps restricting those with disabilities, size inclusive mannequins • Supports innovative brand image through new technologies
	PHY-GITAL REATIL EXPERIENCE	• Creates a seamless integration of technologies, stimulating perceived value and purchase intentions • Supports innovative brand image through new technologies
	AR EXPERIENCE	• 92% of Hollister's target market [Gen-Z] are interested in using AR whilst shopping (Global Crowd DNA, 2022) • Aligns Hollister with innovative brands currently utilising fit technology • Fit interests consumers the most when purchasing a garment (Strategic Group Report, 2022), ensures consumer purchase their correct size
BLOCKCHAIN TECHNOLOGY	**NFTs**	• Creates exclusivity and provides shopping experiences consumers value (Mintel, 2021). • Places Hollister at the forefront of utilising new blockchain technologies • 48% of people are more willing to purchase NFTs if their practical utility is increased (Wang et al, 2022).
	CRYPTO-CURRENCY	• 40% of consumers say they plan to use cryptocurrency in the next year (Mastercard, 2021). • Provides an easy and convenient payment method
	BLOCKCHAIN-SCM	• Satisfies demand for transparency within sustainability (Mintel, 2021) • Places Hollister at the forefront of utilising new blockchain technologies

Following the strategic analysis of Hollister, (Strategic Group Report, 2022), a number of strategies were identified as part of the brands new revamp, in order to return them to the influential brand they once were. Fundamental weaknesses that were exhibited from the report, included becoming obsolete in their product offerings and in-store environments, in oppose to remaining competitive and resolving their poor reputation. To rectify recent controversies, Hollister must become an inclusive and diverse retailer; focusing on their commitment to 'ensure that each associate and customer feels included, respected, supported, and empowered', alongside their diversity & inclusivity mission of working towards 'building leaders of inclusive culture' (Abercrombie, 2022).

Hollister's weak inclusivity offerings: acknowledged as a critical flaw, has diminished both their reputation and competitive advantage. Hollister will produce a body inclusive range through product development and give suggestions to create new promotional tools in order to create a hype around this new range prior to its launch, utilising their large following on social media, alongside their high street stores, which were previously an icon of the British high street.

Research & Context

The demand for inclusive clothing ranges have been catalysed through a significant increase in popularity of body positivity across every industry, as how bodies are portrayed in the media and in society was brought to the forefront over the last few years (Yeboah, 2020). As a consequence of this, more recently, several brands have been actively adopting body positivity ideas and diversifying size selection in their business model. (Luzon, 2019). The average American woman wears clothing in sizes 16 to 20 (Christel and Dunn 2016), with women's plus-size apparel market growing faster than the apparel market overall in the United States, and shoppers spend over 20 USD billion on women's plus-size clothing; yet it is still one of the most underserved markets (Hutson, 2019).

Aspirational Brand
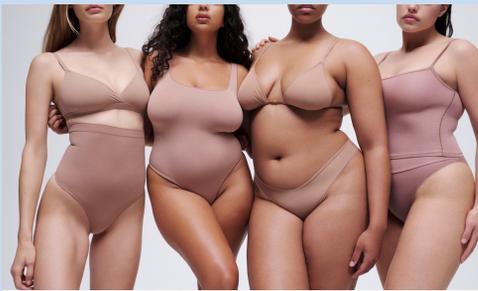
SKIMS

Skims currently offer sizes XXS to 4X, which is revolutionary in the current market, with their strategy focusing on inclusive sizing, diverse nude shades and a diverse range of models, which has increased the barriers to entry in the shapewear market.

Bishop et al (2018) suggests that retailers should desegregate clothing size ranges, make clothing of varied sizes equally accessible (both economically and other- wise), eliminate stigmatizing labels, and expand the aesthetic options available in clothing of various sizes.

As suggested in the graph below, Hollister will benefit from offering inclusive sizes, as they currently only offer 'XS-XL' amongst their whole product offering, alongside 'Extra Short' and 'Long'' in jean lengths only. Competitors such as Boohoo group & Asos offer a wide range of inclusive options such as plus & curve in order to cater for a larger range of consumers and hopefully attract new customers that were once excluded from the brand.

PRESENCE OF SIZE RANGES IN HOLLISTER'S DIRECTIONAL AND FAST FASHION COMPETITORS
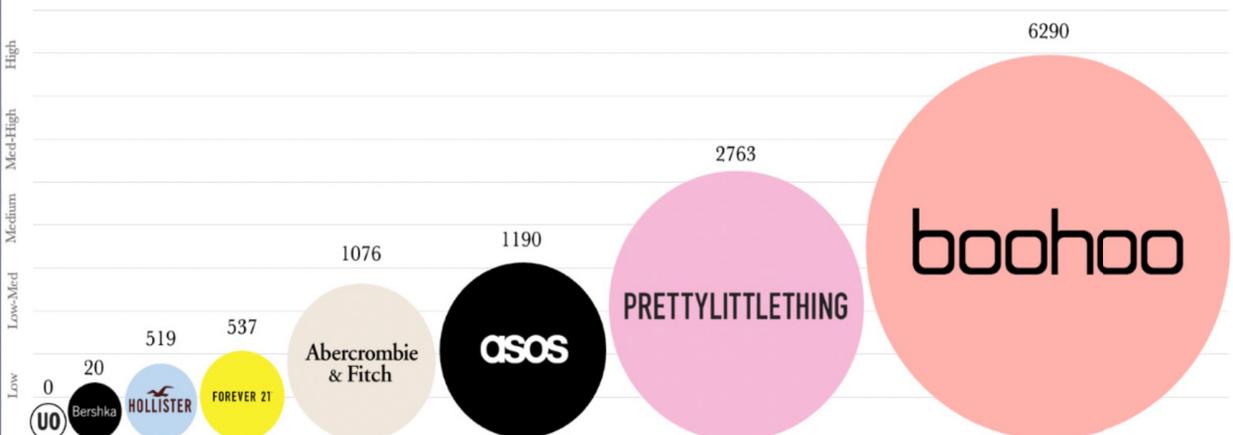
Average Option Depth of Competitors Based On Petite, Plus, Curve & Tall, in the last 3 months based on Edited Data (Edited, 2022), (Authors Own, 2022.)

Brand Concept Visualisation

Shown below, is a segment of Hollister's first S/S23 body inclusive range, which will feature a range of wardrobe essentials from underwear through to all-in-ones. WGSN (2021), clarifies how consumers are now demanding long-lasting and versatile products, as they now focus on buying less but better. Additionally, customers are also aspiring to create capsule wardrobes through purchasing timeless designs. Therefore, the new range will feature soft silhouettes that will decrease the cost per wear for customers, as all the items can be assembled into several compatible outfits. The warm neutrals will also work well with a range of skin tones, with the strategy reflecting the belief that colour is a long-term investment and palettes should be built with longevity in mind. This long-lasting appeal and direction is about removing the hard edges while keeping the look clean and contemporary (WGSN, 2021.)

A capsule wardrobe is a minimal-sized personal wardrobe selected to be filled with essential, basic and timeless items of clothing, which can be worn regardless of the season. Through building a capsule wardrobe, you will buy fewer clothes of a higher quality that you will wear more often. (Bang, 2019.) The goal is to curate minimal fashion items that can be assembled into several compatible and versatile outfits. (Patil, Banerjee and Sural, 2022)

Brand Concept Justification

This new product development strategy will allow Hollister to fill a gap in the market for affordable, size inclusive and timeless designs. The whole range will be available in sizes XXS – 4XL to cater to a larger range of consumers and eliminating stigmatizing labels such as 'plus size' and 'curve'. Furthermore, each product will be photographed on 3 different models, which will have a range of skin tones, body sizes and shapes, in order to give consumers a higher chance of visualizing themselves in the product, through viewing the model who physically relates to them the most. The models height and size will be available online, as shown below. The strategy behind this is to encourage body positivity and rectify Hollister's current ruined reputation, through previously being recognized as a 'Skinny, White brand' (White Hot: The Rise & Fall of Abercrombie & Fitch, 2022)

| Size 2 And 5' 9" Model | Size 10 And 5'11" Model | Size 14 And 5' 9" Model |

Example of one product from the body inclusive range (Author's Own, 2022), shown online, photographed on a selection of models.

Hype will be formed for this range through social media posts and collaborations. Examples of promotional activity are shown below (Author's Own, 2022.)

Ditch The Label   S/S 23

Body Positivity   S/S 23

Every Body Is A Beach Body   S/S 23

PRODUCT ALLIGMENT: SKI COLLECTION

As Hollister was established in America and heavily influenced by California lifestyle, it features California's laidback attitude and liberate spirit of the endless summer inside everyone (Hollister, 2022). However, since it has become an internationalised brand, selling products in different countries with various weather and culture, Hollister should provide more localised collection in different markets in order to meet customers' needs (Renfrew and Renfrew, 2009). In order to expand the market share and customer base in the UK, Hollister needs to consider the climate and customer behaviour in the UK market so as to provide the most suitable products for the UK customer. The brand identity of Hollister is California beachy, vacation vibe, which could easily remind customers of surfing. As the result, Hollister generates swimwear collection each year for its target customers. Whilst due to the climate difference, Hollister's collections are too summery for the UK market, making it less popular in the UK. In contrast to surfing, skiing is a common sport in countries with cold climate; before the pandemic started, around 1.5 million Britons go on a ski holiday each year (White, 2021). Therefore, there is an opportunity for Hollister to launch a ski collection in the UK market.

BRAND IMAGE

CUSTOMER ALLIGMENT TO THE UK MARKET

PRODUCT REVAMP

PEN PORTRAITS: CURRENT CUSTOMERS

aimee 16
Trend-Led
Shops at Boohoo Groups, Asos, etc.

leo 14
Often goes skiing in term holidays with family. Enjoy sports.

Different from Hollister initial target market: 14-18 years old customers, based on our survey feedback, most of the UK customers believe Hollister best caters to 10-18 teenagers (10y-14y: 42.9%, 15y-18y: 37.1%), who are most likely to be identified as early adopters (Rogers, 1962). The Hollister customer is Gen-Z, who use Tik-Tok and Instagram to get ahead of trends (Marriott, 2021). Therefore, Hollister must ensure their brand identity and products are aligning with Gen-Z's demands in order not to alienate the customer further and become more relevant to early adopters once again (Jackson and Shaw, 2009).

COMPARATIVE SHOP

As shown on the comparative shop, some of Hollister's competitors have launches ski collections in the UK market, which cater the UK customer's needs based on the current customer profile. Moreover, its competitors use models to display their ecommerce products, whereas Hollister shoots on a blank background. The model shoots bring life to

asos

SKI JACKET WITH QUILTED BIKER STYLE

£85.00
Sizes: XS-XL
colour-block design
tightly woven fabric

PRETTYLITTLETHING

SKI RED PANELLED SCUBA SKI SUIT

£105.00
Sizes: UK 4-16
thumb hole snow cuff
water repellent fabric

the product and allow the customer to envision what the product would look like on them, thus, increasing the sales. These days, Hollister has been marked as outdated who offers basic products. If Hollister keeps failing to differentiate and inspiring from its e-commerce collections and from its competitors; Gen Z, the target customer of Hollister, might not purchase from Hollister, as they are inclined to be convinced to make purchase through quality storytelling (McKinseyPodcast, 2020).

TREND FORCAST: AW 23/24: NatureVerse

Inspired by both the natural and digital world, the colour palette of NatureVerse incorporates contrast colours, including bright, screen-popping digital tones, murky tones and soft blurred pastels (WGSN, 2022b). This trend is influenced by the awe-inspiring looks and fantasy aesthetics, classic fashion items with fun, bold prints and functional textiles is one of its features (WGSN, 2022a). This trend is suitable for the ski collection since it inspires this futuristic ski direction which have a strong online presence that appeals to customers.


SKI COLLECTION VISUALISATION

BOYS

GIRLS
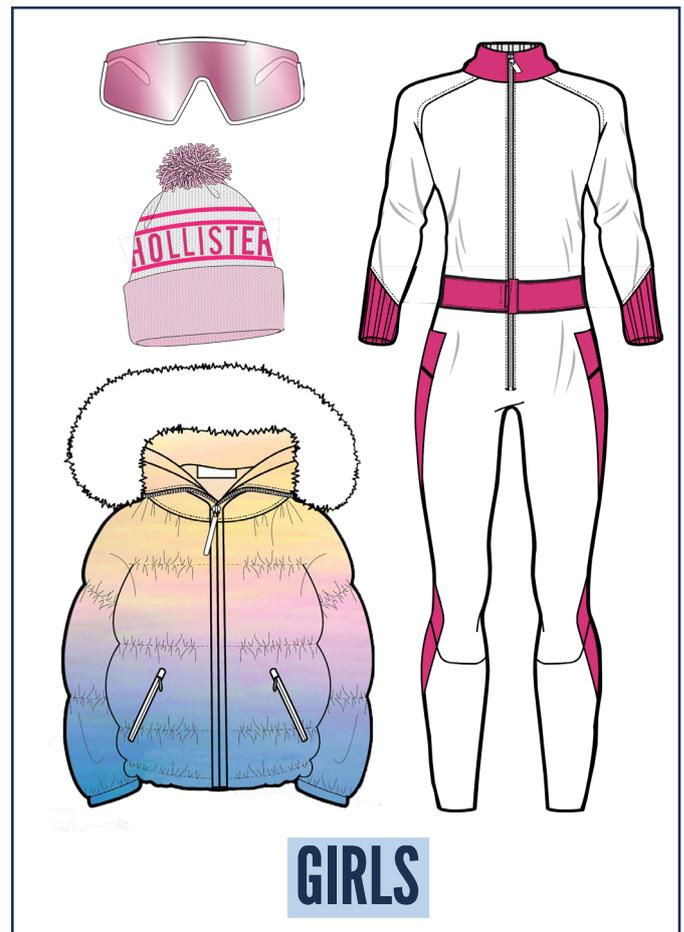
The CADs above are a part of the Hollister ski collection, reflecting the customer needs in the UK market. In alignment with the sustainable strategy objective, the water repellent fabric and tightly woven fabric of this collection are made from recycled polyester. As most of the target customers are trend-led, the design and colours of this range are based on the forecasted AW 23/24 trend: NatureVerse in order to revamp the brand image of being outdated and boosts the sales.

MARKETING PLAN
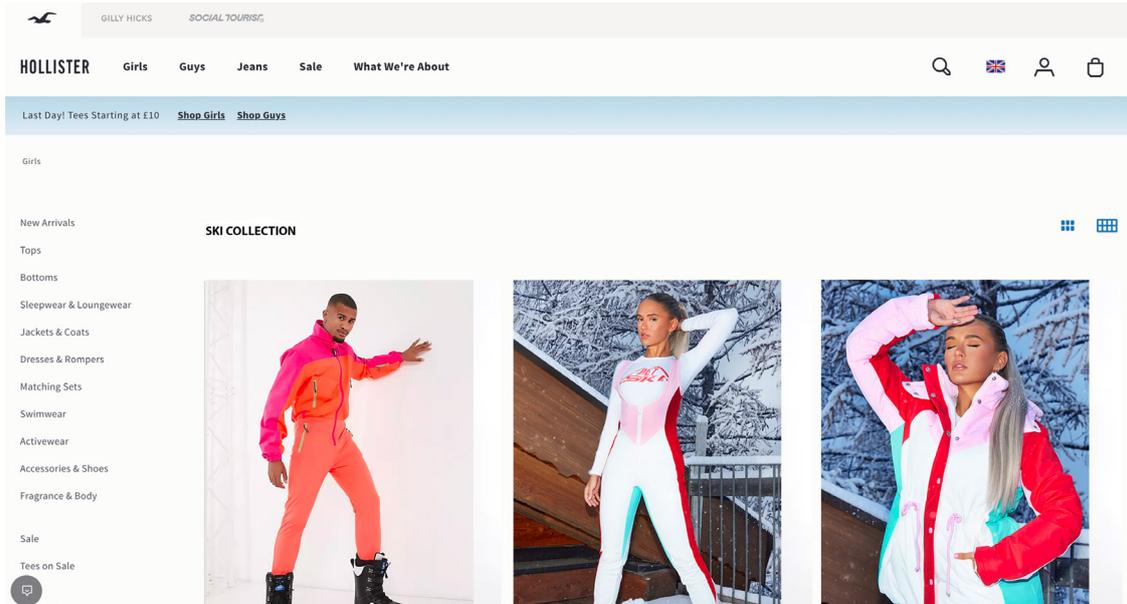
According to Edited (2022), Pretty Little Thing ski collection achieved first majority sell out during December. As a result, the ski collection would be launched in November for the customers to order the product before their holidays. Besides, inspired from its competitors, Hollister would adopt model shooting as a marketing strategy. The high quality photographs of products could increase customer' buying in tension by offering as real as possible online shopping experience (Schiff, 2015).

JUSTIFICATION

SUITBILITY	The new product development strategy aims to be more localised to the UK market and fix the pain point of not catering customer needs. Since skiing is a common sport in the UK, this range is expected to expand Hollister customer base in the UK. As more customers have started to do online shopping (McKinsey, 2021) and this trend-led ski collection features awe-inspiring looks and functional textiles, it is very likely to boost the sales by using the model to display the range online due to its impressive online presence. Whilst, considering sportswear is a new product line to Hollister, the range would not contain as many garments as a normal range to lower the risks.
LIMITATATIONS	Hollister is not a brand that specialised in sportswear, customers might tend to buy ski collections from well-known sport brand such as The North Face. Furthermore, study has demonstrated that there is high positive correlation between product quality and customer satisfaction and loyalty (Jahanshahi et al., 2011). Hollister would need to maintain high quality of its products to lower the risk of losing customers. In addition, Hollister might face financial limitations whilst implementing all the future strategies as they are costly to orchestrate.

HOLLISTER SKI:
A PR CAMPAIGN BY

ONE SIXTY NINETY

The strategic report (Hollister Strategic Report, 2022) outlined several issues in Hollister's previous business model that was witholding the brand from success. Confused brand image, and products lacking seasonal relevence with UK customers were among some of the issues that were identified for Hollister to address to regain their former status with teens.

CONTEXT

CUSTOMER ALIGNMENT TO THE UK

BRAND IMAGE

For Hollister to successfully implement the radical changes suggested, it is important they have a marketing campaign alongside any transformative action. Public relations are imperative to develop brand identity and build consumer interest (Altamirano, 2018). The impact of public relations on customer perception of a brand is strong, and customers are more loyal when the brand image is favourable (Hsieh and Li, 2008). Thus, public relations and integrated marketing efforts will support and lever the sale of the new products and accumulation of brand loyalists.

The Strategic Report (Hollister Strategic Report, 2022) suggested that Hollister should dilute its Californian influence from product and branding in order to appeal to more UK customers, with UK customers unable to wear the 'beachy' styles (Dishman, 2015). Up to 5% of Britons go on a skiing holiday per year (LHM, 2018), with the number expected to increase in the following years to COVID (Bruton, 2022). This upcoming trend has also been reflected in fashion, with WGSN predicting skiwear as trending for A/W 23/24, both on and off the slopes (wgsn.com, 2022).

This development report focuses on developing the integrated marketing campaign to support the launch of Hollister Ski. Hollister Ski is more niche than seasonal collections and therefore carries higher risk. However, the collection is unique and therefore offers opportunity for the brand to evolve their brand image. Thus, it is important the marketing is seamless around the product in order to build customer perception in the UK.

PR COMPANY CHOICE

The New York public relations division of 160/90 partnered with Hollister in 2021 to work on their integrated marketing campaigns. As the Hollister Ski campaign is being targeted towards UK customers, the task will be overtaken by the London division, who have developed similar campaigns for Under Armour (160over90.com, 2022).

160/90

RESEARCH AND ANALYSIS

BRAND RESEARCH

Hollister customers who answered a survey for the Strategic Brand Report (2022) were not aware of the brands current advertising on social media. The brand predominantly uses American influencers such as Miranda Rae, Jackson Chavus and the D'Amelio sisters (Sanchez, 2021) so is alienating the UK market by doing so. Research from the Strategic Brand Report (2022) deduced that the company's marketing tactics lacked innovation and creativity, with poor engagement on social media when compared with competitors such as Zara, Bershka and Asos.

COMPETITOR INSIGHTS

PLT Ski range has strong imagery and graphics, it also uses a celebrity to promote the range.

Motel X Olivia Neill involved an influencer trip that was heavily advertised on social media and subsequently sold out.

House of Sunny had a free nailbar with their Chilli X HOS launch in store for people who bought a bottle.

AIDA MODEL

AWARENESS

A marketer must first make customers aware of product or service by using resources to attract the customer (Kotler and Armstrong, 2001). In this instant, this will be executed using a series of Instagram posts to tease the skiwear collection, including a competiton for Hollister customers to win the chance to go on an influencer trip.

INTEREST

Once customers have been made aware of the service, their interest must be captured and maintained (Kotler and Armstrong, 2001). After the Instagram posts, leading UK influencers and the winner of the competiton will be gifted a PR box with pre-release Hollister Ski outfits. The PR box will feature an electronic screen with an avatar of the recipient wearing the ski outfit, skiing on virtual slopes. This will then be advertised on their

DESIRE

The third marketing tactic is a ski trip arranged by Hollister to officially launch the collection. Influencers and the competition winner post content on social media of the planned activities and wearing the Ski range just before it is released. The final stage of the AIDA model, the desire element, is satisfied as customers see the product being used and worn on the slopes.

ACTION

The action stage of AIDA is where customers 'act' and purchase an item. Hollister Ski will be released to the public after the initial three processes, to ensure sufficient exposure has built around the collection.

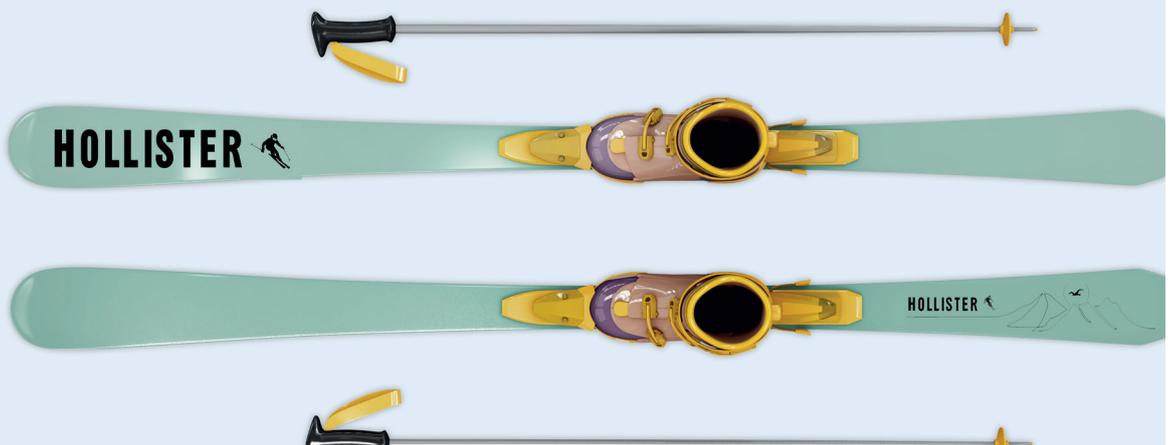# OUTPUT AND VISUALISATION

CAMPAIGN AND COMPETITION LAUNCH

1

INFLUENCER GIFTING

2

CAMPAIGN TRIP

3

JUSTIFICATION

SURVEY RESPONSE

A survey was conducted that measured respondents views of marketing communications from fashion brands, the strategy hypothesised in this concept was introduced to gauge public opinion- and the response was positive (Hollister Survey, 2022).

> 79% of respondents said they engaged predominantly with brands and influencers on Instagram.

> 64% of respondents said that they would be excited by a competion to go away with influencers.

> 71% of respondents are more likely to buy items they have seen influencer wearing on trips or in real life.

> 65% of respondents enjoyed watching PR gifting be unwrapped.

ACADEMIC JUSTIFICATION

Generation-Z, Hollister's target market, wants fashion to be an extension of themselves (Wang, 2021). Magure found that 60% of Gen-Z spend more time on social media since the pandemic, and found that despite less contact in real-life, they value participating online and feeling part of a community (Magure, 2020). Almost 97% of Generation-Z's purchasing decisions are inspired by social media (Kastenholz, 2021) This provides valuable justification for why using social media platforms in the Hollister Ski marketing campaign is essential. Furthermore, the competition element offers customers a form of hedonic escapism (Pine and Gilmore, 1998)- from the opportunity to go on a trip with their favourite influencers- which motivates them to engage with Hollister further.

Influencer marketing has been identified as one of the main methods of engaging with young consumers, with 160 over 90 defining their priorities while working with Hollister as 'creating the most inclusive and representative roster of authentic Gen-Z creators' (Sanchez, 2021). Therefore, when introducing the ski collection targeted towards UK customers, it is imperative the UK market identifies with influencers chosen for the marketing campaign.

Social commerce has ultimately become an integral part of PR communications today, so therefore it is important it is incorporated in the Hollister Ski marketing campaign. The 3 step marketing strategy will elevate the Hollister Ski campaign and ultimately, aid the brand strategies of improving brand image and appealing to more customers in the UK.

HOLLISTER SKI :
ONE
SIXTY
NINETY
FROM THE CALI COAST TO THE SLOPES.

HOLLISTER

Brand Visualisation

DIGITAL REVOLUTION

A brand-new digital revamp to revitalise the Hollister "South-California style". According to the survey conducted by Salesforce Found, 85% of fashion consumers research a product online before making a purchase, 74% of the time through websites and 38% through social media for research. A strong digital presence is crucial to improve the ease of showcasing the brand products and services.

As for now, Hollister has its brand-owned website, mobile APP and mainstream social media accounts, but these platforms are used ineffectively as a branding tool with insufficient marketing promotions and hence has low level of customer engagement. To cater its target customers aging from 14-18, among which digital engagement is exceptionally high, a digital revolution throughout the brand is called for. The report will be focusing on Hollister's phone app, exploring possibilities of visual marketing and personalised marketing approach through re-designed interfaces and new features. The report will also briefly elaborate new strategies on social media management and website design.
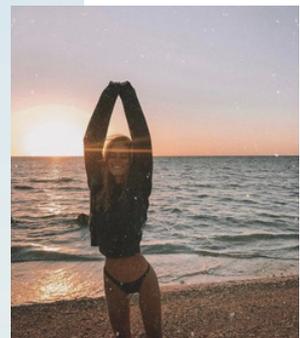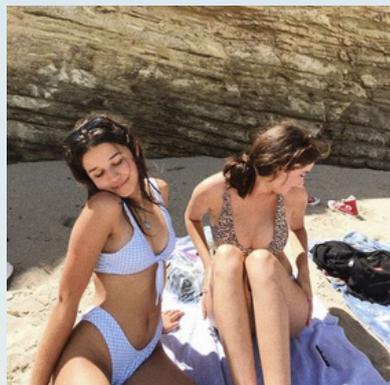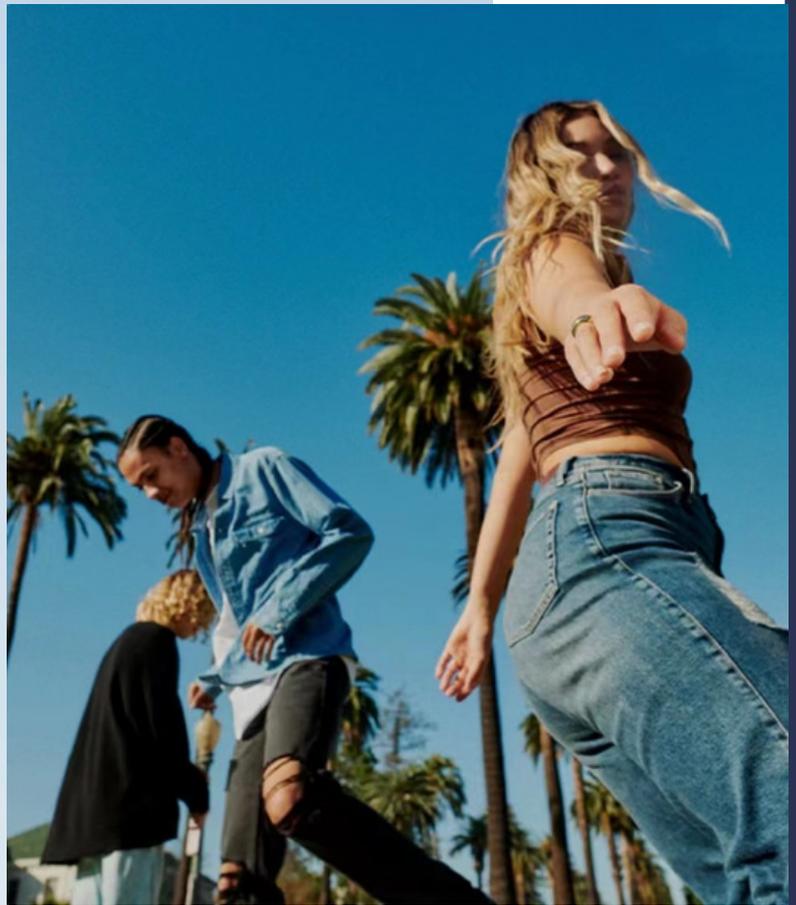
Search Online
- search engine optimisation (SEO)
- paid search pay per click (PPC)

Interactive ads
- site-specific media buys
- ad networks
- behavioral targeting
- contra-deals

Online PR
- publisher outreach
- community participation
- media alerting
- brand protection

DIGITAL PRESENCE

**Opt-in email**
- house-list emails
- e-newsletters
- co-branded

Online Partnership
- affiliate marketing
- sponsorship
- co-branding
- widget marketing

Social Media Marketing
- social presence
- audience participation
- viral campaigns
- customer feedback

Chaffey's six channels of digital marketing (Chaffey,2022) describes the main approaches brand uses to promote itself online. Hollister has embraced all six channels in its business, however, weaknesses are seen in every aspect and enhancements are to be made.

**97% of people did not follow Hollister on social media**

(Statista,2022)
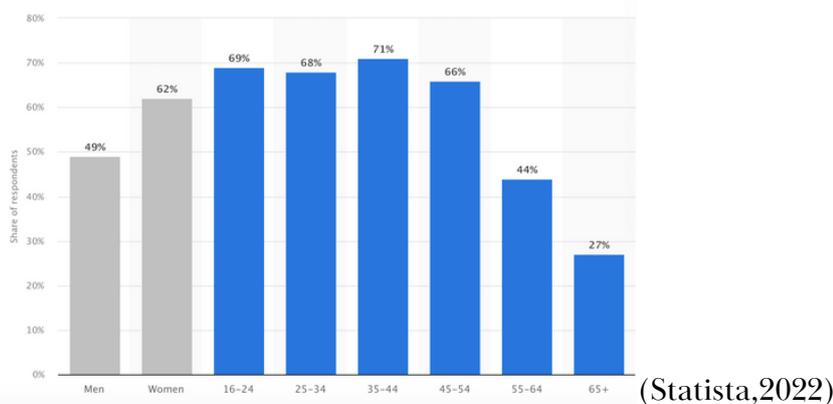
Targeting at Gen Z teens, Hollister must adopt a youth marketing strategy. Generation Z is described as digital natives (Forbes, 2016) with strong usage of smart phones extremely high interactions through social media platforms (Tricomi, 2022).

The sector Hollister operates in requires a particular attention to the generation Z trends and habits. According to Statista, approximately 5.3 million 18-24 year olds are accessing the internet by smart phones in 2022. M-commerce has become a huge trend.

BOLD.
VIVID.
PERSONALISED.

SHOP NEW IN→

SUMMERS HERE→

SALES→
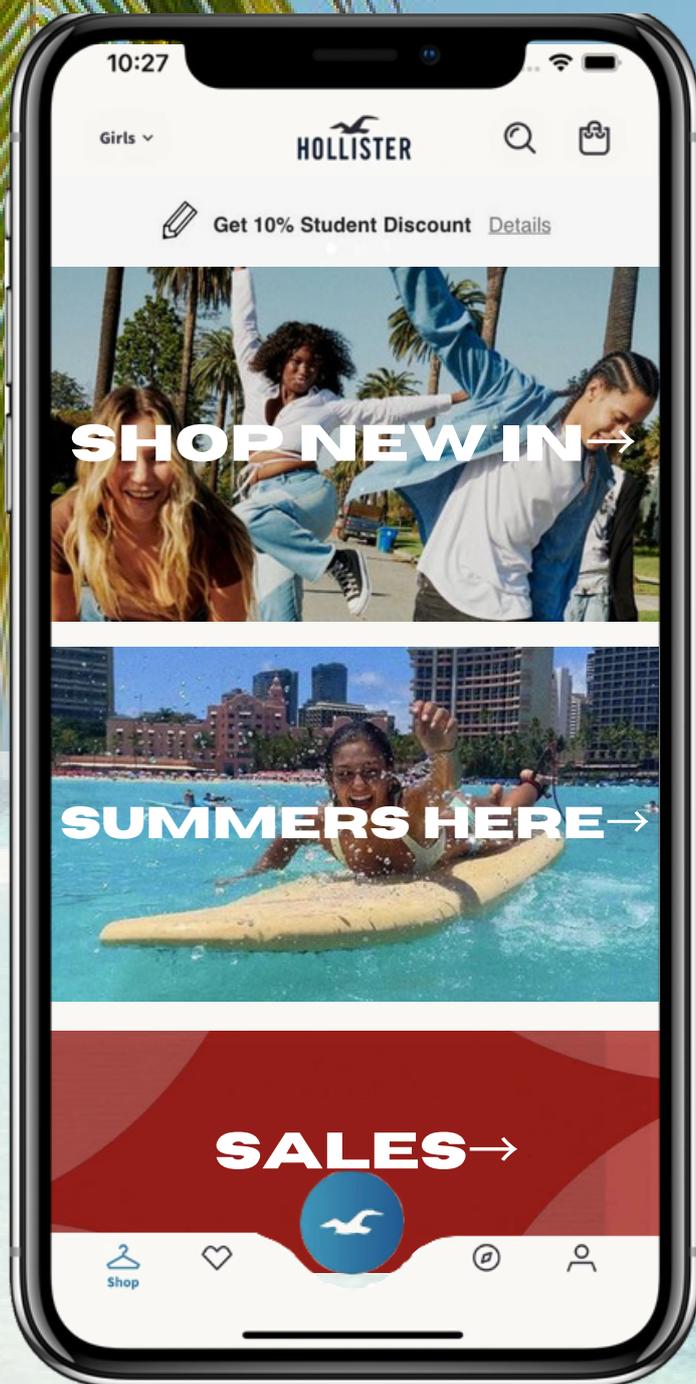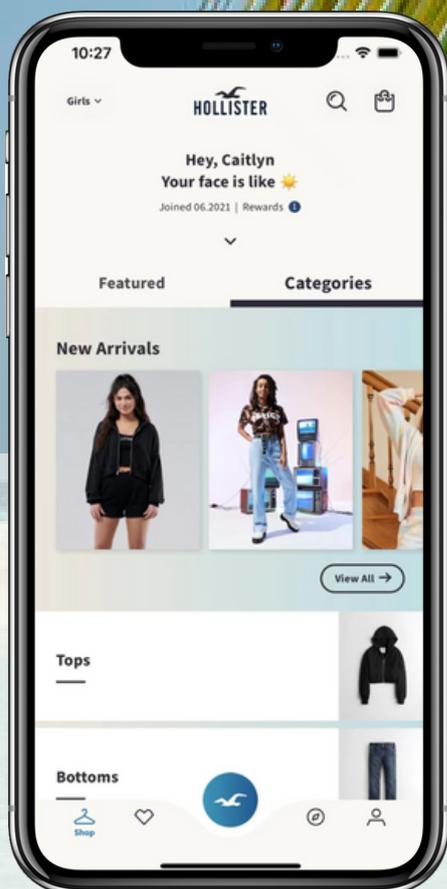
(Before and After)

The new Hollister app homepage features bold and vivid model images to provide a summary vibe and create strong visual impact. The five main features will be remained – Shop, My Favourites, Hollister co-brands, Discover, My Account, but there will be a change to the contents. The shop interface uses short and instructive slogans to capture user attention and guide them through the latest trend. My Favourites contains both customer's shopping cart and their "save for later" products, according to which "Discover"page creates and provides personalised recommendations and campaigns using behavioral data collection. The Hollister icon button introduces user to its co-brands-Gilly Hicks and Social Tourist. "My Account" manages users personal information, as well as membership points discount code and other promotional activities.

SHOP NEW IN FROM £10→

BEACH SEASON
SHOP SWIMWEAR→
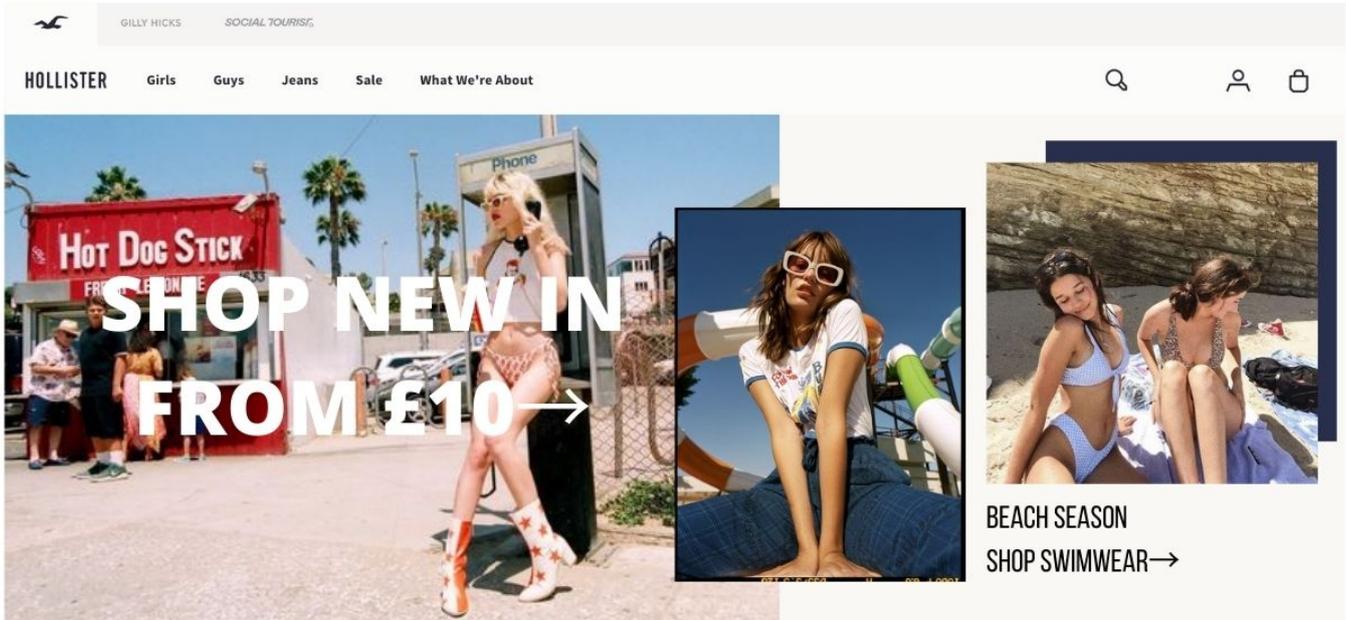
The report will cover a brief webpage revamp strategy as web design is considered an important part of digital presence. Above is an example of redesigned webpage.

LIMITED TIME!
TEES STARTING AT £10*

Shop Girls   Shop Guys
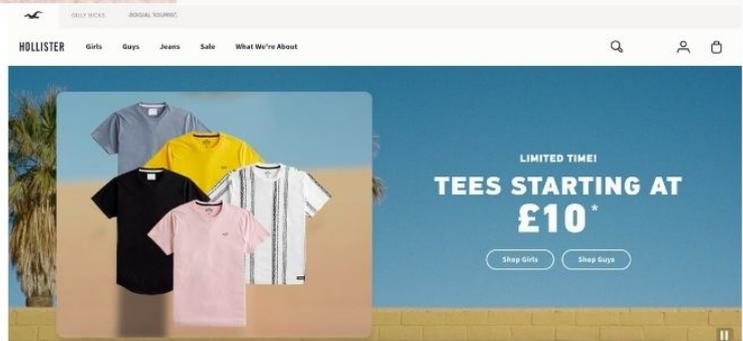
(Before and After)

The future strategy Hollister must implement is to reinvent the brand image to regain its long-lost popularity. The ultimate goal of rebranding is to expand customer base, increase sales and enhance brand loyalty.

A good digital presentation sits in line with Hollister's future strategy in terms of impacting how the target customer perceives the brand. 66%of people would love to see something beautifully designed rather than something plain and simple (Web FX, 2022). The more the customer are attracted, the longer time they will remain and get to know the brand, and the more likely they will make a purchase and help the brand achieve its goals.

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HOLLISTER