

# STRATEGIC DEVELOPMENT REPORT.



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GANNI



# Executive Summary.

## What Does Ganni Stand For?

Ganni changed hands with Nicolaj’s couple in 2009, and Ganni has been changing ever since (Cadenas, 2023). Over the next decade, Ganni has dabbled in many different brand strategies, which include brand sustainability, multi-line development, and multi-platform marketing. Ganni seems to be on a roll. However, it continues to face dissatisfaction among many consumers, who express their intention of ‘not repurchasing from the brand’. Ganni’s profits have been on the rise for a few years. Still, the number of views has been on a downward trend. Combining all these problems has made consumers more sceptical about the brand’s authenticity. Reorienting is crucial for Ganni’s revival and prospective expansion, achievable through deliberate measures.

Ganni’s current emphasis has resulted in a gradual decline of the brand across multiple aspects, prompting further inquiry into the future trajectory of Ganni’s development.

FUTURE: 10-90.



Lack of Greenwashing Fashion.



Poor Public Reputation and Inadequate Customer Service.



Focus on Selected Areas.



Wide Variation in Price Ranges.



Figure 1.2.1 Identified Ganni’s 4 Key Issues  
(Author’s Own, 2024).

Consumer...

Service...

Sustainability...



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Type of Change,

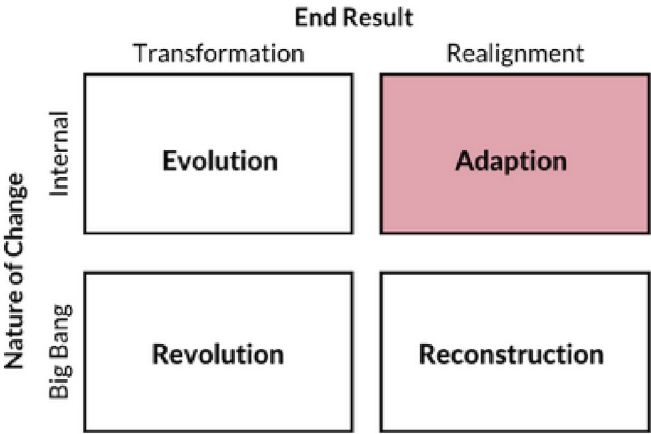


Figure 1.2.2: Ganni’s Type of Change (Author’s Own, 2024). Adapted from Johnson and Scholes (2020).

Consumer, Service and Sustainability are Ganni’s three new keywords. Change Ganni’s sustainability is different from the preferred goal for the future. Instead, Ganni should strive to enhance its customer-centric approach. The results of the internal survey, the analysis of the macro-environmental factors and the preliminary study provide seven recommendations for Ganni's future strategic direction in the short, medium and long term, the most important of which are the four in Figure 1.2.3. These recommendations can assist in developing a market-term strategy that will be achieved by avoiding risks and adding flashpoints to reduce the possibility of unfavourable risks (see Figure 1.2.2).



GANNI IS ALL FOR EVERY GIRL.

Main Strategic Objective.



Figure 1.2.3: New Ganni’s Main Strategic Direction Recommendations for Next Five Years (Author’s Own, 2024).

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# Extending Ganni.



## Ganni Recommendation Strategy.

## Objectives.

Enhance Product Inclusivity



Strengthen Brand Reputation



Diversify Product Offerings



## Introduction.

Ganni, renowned for its diverse range of products, including beauty cosmetics, faces significant obstacles due to low consumer satisfaction and criticism regarding product quality and customer service. The Strategic Brand Development Report (2024) highlights that 63% of Trustpilot's evaluations give Ganni a one-star rating, emphasising the urgent need for the brand to enhance its reputation and better align with evolving consumer demands in a multifaceted society.

## Research & Product Development.

Ganni's (2020) commitment to diversity and inclusivity is evident in its workplace, but its product range needs to expand. To address this, Ganni aims to diversify its sizes, hairstyles, and fabric choices to cater to a diverse clientele, including women of all body types. This strategic approach will enhance consumer loyalty and align with the purchasing power and desires of younger and older generations, emphasising the brand's importance and inclusiveness.

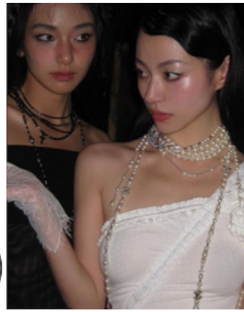
Therefore, Ganni's extension concept will be based on the premise that different ages wear the same clothes. The product is extended through the Ganni Icon range for various age groups.







# GANNI



Ganni New Hero.



Ganni New Icon.



## Justification.

Focusing strategically on inclusiveness is vital for Ganni's market growth and the preservation of brand fidelity, especially among Millennials. They are anticipated to wield significant purchasing power by 2025, with Ganni's attention on this group aligning well with its prospects for sustained income increases (Rees and Rocca, 2022). Nonetheless, the brand must appeal to frequently underestimated demographics, including adolescents and older women. Ganni can bridge this void by broadening its product line and incorporating designs more aligned with various age groups. This approach would enable Ganni to serve a broader range of consumers and simultaneously elevate its standing as a front-runner in inclusive practices. This approach directly endorses Ganni's objectives in sustainability, as the concept of inclusivity extends past ecological issues to include a comprehensive strategy for addressing the varied needs of diverse consumers. By satisfying these demands, Ganni sustains its current clientele and draws in fresh market niche segments, thus nurturing its brand allegiance and boosting its market competitiveness.

## Key Issue.

Poor Public Reputation and Inadequate Customer Service.



## Product Visualisation.

By selecting four product extensions from the existing range, we aim to enhance consumer satisfaction by customising fabrics and sizes based on age and demographics. The Ganni Icon extensions accurately showcase the products' aesthetics and quality, elevating consumers' shopping experience and bolstering their confidence in purchase decisions. Additionally, market feedback will be considered for future advancements.



*" still needs to be done to embrace consumers of all sizes, ages, ethnicities, body abilities, genders and sexualities."*

-  
Tamara Sender Ceron  
Associate Director – Fashion Retail

## Consumer...

Ganni should urgently fulfil consumer demand for its products because, in the future, consumers will entirely determine the brand's direction.

## Service...

As new consumers come on board, expanding Ganni's product range will stimulate increased consumer purchases, necessitating the provision of timely and efficient support services by the brand.

## Sustainability...

Product extensions are part of Ganni's sustainability strategy.

# GANNI



# The hidden cottagecore pop-up shop.

## Objectives.

Enhance customer connection and reputation within the Chinese market.

Attract the influential Gen-Z consumer segment.

Test market opportunities and gather feedback for potential expansion in China.

Ganni has grown into a significant fashion powerhouse from a cashmere brand, with more sales in the US, Canada, and Europe than in its Nordic home (CNN, 2022). Despite its global success, Ganni faces challenges in China where the COVID-19 pandemic has impacted consumer habits and sales (McKinsey & Company, 2021). According to the Strategic Brand Development Report (2024), Ganni struggles with customer connection and reputation in the Chinese market. With stiff competition and the need for differentiation, it's recommended that Ganni target Gen-Z through pop-up concepts, offering a strategic approach with lower investment risks and potential for higher returns (Cazaledes, 2023).

## Aesthetics.

The concept for the Ganni pop-up embraces the **#PrettyFeminine** trend with a focus on femininity merged with natural elements, aligning with the rustic and artisanal essence of **#Cottagecore**. In the wake of increased desires for real-world interactions post-pandemic, this theme capitalizes on the growing fascination with nature-inspired and artful fashion expressions (WGSN.com, 2024).



Ganni's studio collection includes items such as a sheer maxi dress, a tiered skirt, and a classic white summer blouson tailored for DIY customization, perfectly embodying this aesthetic. Complementary accessories like a 3D floral necklace, a wide-brim sunhat, and a printed headscarf enhance each outfit, providing both personal flair and practicality.



## Strategy visualisation.



Florals,  
Organic  
Cotton





































































































































































































































































































































































































































































































































































































































































































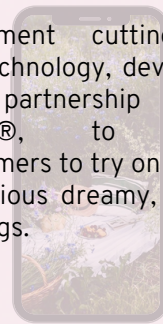


# Experiential Touchpoints.

The store environment is designed to reflect the handcrafted simplicity. Use raw wood, natural fibers, and a palette of earth tones to underscore the theme. Decorate with elements that evoke a rural setting, such as potted plants.

Set up a station where customers can customize their own unique summer blouse with natural plant dyes, emphasizing the brand's commitment to sustainable fashion practices and allowing for a personalized shopping experience.

Implement cutting-edge VR technology, developed in partnership with DEPT®, to allow customers to try on outfits in various dreamy, virtual settings.



## Pre-Event

GANNI Repeat service.

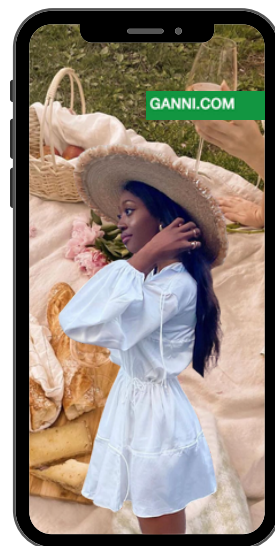


## Interactive Stations.



VR Digital Display Supported by DEPT®

For example, a customer trying on a sunhat and white summer blouse in these picturesque settings.



## Atmospherics.

**Visual** : Improve product appeal, creates mood with strategic illumination.

**Olfactory** : Arouse comfort, enhances brand identity through distinct aromas.

**Aural** : Sets atmosphere, influences mood with cottagecore & folklore playlists.

## Justification.

Cottagecore, a trend that emphasizes rural beauty and a simpler, sustainable way of living, has captured the imagination of younger demographics, particularly Gen Z. These groups are increasingly influential in the fashion market in Hong Kong and globally (SBR, 2024). Their preference for aesthetics and lifestyles that promote tranquility, nature, and sustainability makes a cottagecore-themed pop-up a golden strategy. This fit with their growing interest in eco-conscious living and sustainable fashion practices, positioning Ganni as a brand that understands and caters to the lifestyle aspirations of its target audience.

The cottagecore aesthetic embodies values such as sustainability, quality, and product longevity, which are integral to Ganni's brand ethos. By focusing on sustainable fashion within the theme, the pop-up can highlight Ganni's commitment to reducing waste and promoting environmentally friendly fashion through clienteling. The pop-up will feature garments made from sustainable materials and ethically produced, catering to the global shift towards more sustainable consumer practices. Moreover, the pop-up will showcase Ganni's existing lines that match with the cottagecore theme and introduce new collections. This venue will serve as a platform to test consumer reactions of new designs before a broader rollout, minimizing risks associated with new product launches. Hosting the pop-up in Hong Kong allows Ganni to tap into a vibrant market known for its mix of Eastern and Western fashion influences. The cottagecore theme, which harmonizes well with both global trends and local cultural preferences towards nature and sustainability, ensures that the pop-up is culturally relevant and appealing. Finally, it is crucial that this strategy aligns with the three core principles—**Customer, Service, Sustainability**—outlined in the Strategic Brand Report (2024), ensuring a holistic approach to meeting Ganni's brand objectives.

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# Sustainable Leases.

## Ganni Repeat



GANNIREPEAT

Fashion renting is a business model that allows people to rent clothes, shoes, bags, and other accessories, whether high fashion or not, at an affordable price (Jin and Shin, 2020). Firstly, they allow customers to experiment with a wider range of styles and trends, which can enhance their social status and image. Secondly, renting provides financial benefits by allowing consumers to access high-end fashion at a more affordable price, without the risks and burdens of ownership. Finally, renting clothing contributes to environmental conservation by reducing waste, pollution, and the depletion of natural resources (Lang, 2018).



**This optimism is fueled by growing consumer awareness about sustainability, the environmental impact of their fashion choices, and the desire for more flexible wardrobe options (Marconi, n.d.& Proactiveinvestors NA, 2021).**



**Invest in sustainability initiatives.**

**1**

**Respond the  
microenvironment  
shifts.**

**2**

**Connect with the  
'future consumer'**

**3**

**Introduce the  
experience to the  
rental market**

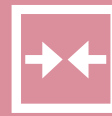
The overall concept aims align with the identified strategic recommendations to invest in sustainable initiatives and through positioning with latest expectations from customers, tackling environmental challenges, adhering to law and order and propelling innovation, GANNI shows quite clearly its deep commitment to sustainability and, at the same time, helps the brand to go ahead, rise to success.



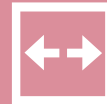
## Justification.

GANNI Repeat are the main driving forces to probably cease the fashion house's environmental bad talk. Circulating fashion models improves circular economy moves through the stages of product life cycle by reducing landfill waste, resource depletion, and greenhouse gases emissions. That is why this is in synch with the bigger sustainability project and industry requirements as well as showcases the brand's dedication to environmental protection and sustainable business initiatives (Honey, 2019). Ganni's sustainability initiatives will help to enhance the brand image and provide a differentiated development for itself. Through research, development and deployment of alternative materials and more sustainable production techniques and business models, GANNI can get to be innovation and creativity driver providing the customers with the unique and desirable products of interest.

## HOW DOES IT WORK ?



RENT FOR 1 WEEK OR 3  
CHOOSE TO RENT NOW, OR  
RESERVE FOR THE FUTURE



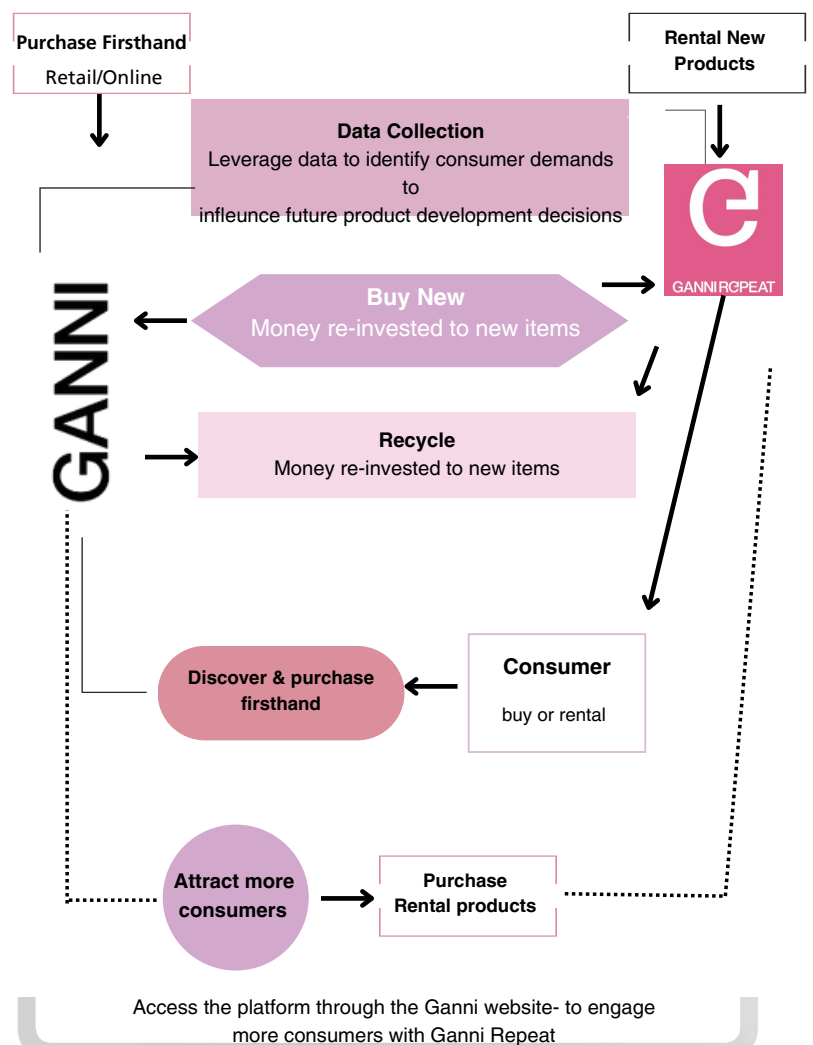
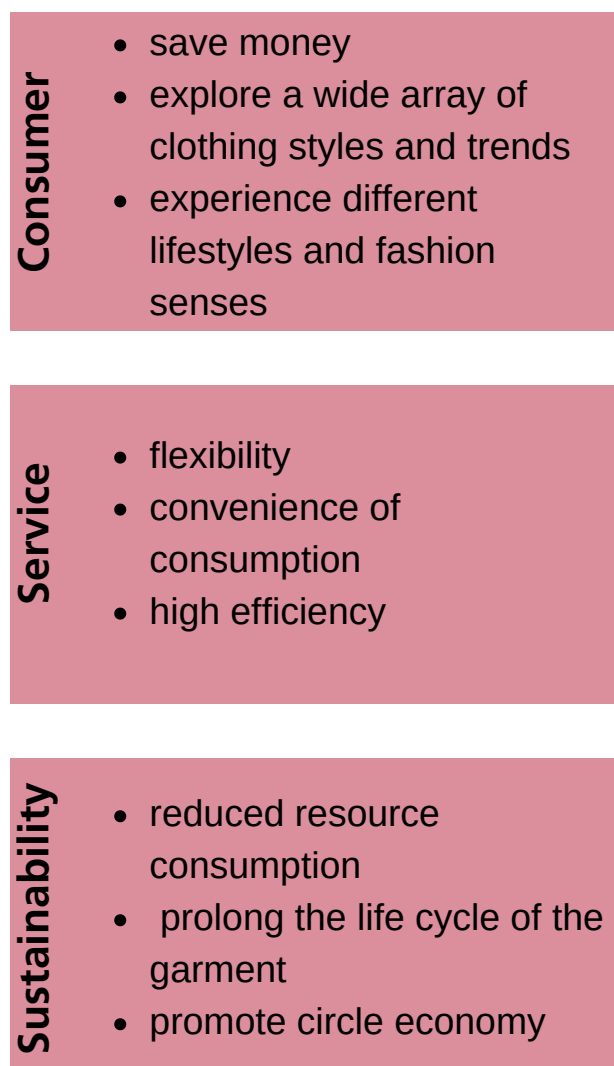
RETURN FOR FREE  
DON'T WORRY ABOUT  
CLEANING  
– WE'LL DO THAT FOR YOU



RENT ON REPEAT  
TO SHARE THE LOVE  
AND KEEP THE CYCLE GOING

(Ganni Repeat, 2019)

## Process Model.

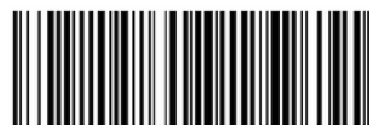






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