

A full-body photograph of a woman with long, straight black hair standing against a plain white background. She is wearing a blue denim button-down shirt with two chest pockets and wide-leg blue denim jeans. Her hands are in her pockets, and she is looking directly at the camera with a neutral expression. She is wearing black pointed-toe shoes.

STRATEGIC VISUALISATION REPORT

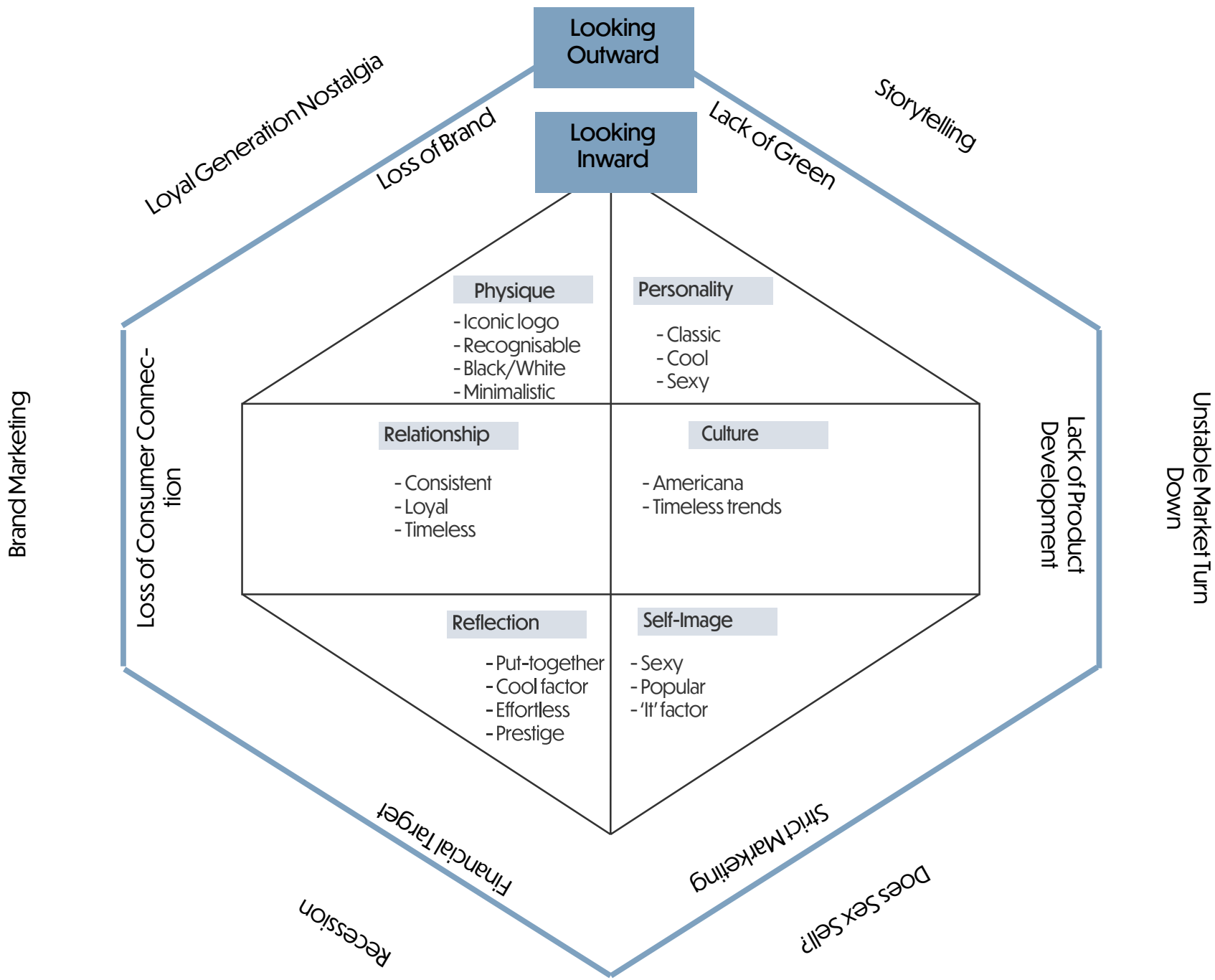
CK
Calvin Klein

EXECUTIVE SUMMARY

Established in 1968; heritage brand, Calvin Klein, was built on strong foundations of minimalism, gender fluidity & sexual provocation (WWD, 2024). In recent years, the brand has failed to reach its financial targets, due to key issues as identified in Figure 3, resulting in the brand losing connection with their consumer.

The PVH+ strategy plans to pull the brand's creative outlets from European operations to refocus on increasing its business within the US (Conti, 2024) however, 45% of the brands total revenue is accumulated through international markets (Reuters, 2015). Therefore, refocussing on the European market (in particular the UK) is imperative to Calvin Klein's recovery & future growth, attainable through strategic action (see Figure 4).

Due to macro-environmental factors, such as the UK recession & the consumer desire for brand storytelling (Brand Development Report, 2024), brands must connect with a consumer in a way that they have not previously. A TOWS Matrix is utilised to establish 5 strategies to help overcome brand issues identified (Brand Development Report, 2024). With Calvin Klein failing to hit financial targets & pulling operations from UK & Europe, the brand has created a disconnect with their consumer. The brand will utilise a market penetration strategy to address these issues & a product development strategy to address its lack of product differentiation (Brand Development Report, 2024) while holding onto its heritage & values in order to strengthen its presence in the UK & Europe.



Identified Brand Issues



What This Means

For the Brand
Calvin Klein is unable to attain their targeted financial performance

For the Consumer
Calvin Klein has a loss of connection with their actual consumer.

NEW CONSUMER



GOING FORWARD

REVITALISATION
RETAIL
SUSTAINABILITY



PROPOSED STRATEGY TIMELINE

CK CONNECT

Calvin Klein is suffering from a loss of connection with its true consumer (Brand Development Report, 2024). Calvin Klein must rectify this relationship by restructuring key operations. Calvin Klein's proposed re-vitalisation strategy 'Full Circle' will redefine what is required from employees & so to implement a successful change initiative, the brand must create a well-defined & ethical internal communication strategy. This project proposes an internal corporate magazine which will act as a tool to engage internal stakeholders across the CK's vision, strategy, and priorities, supporting the launch of the Minimalistic Futures A/W24 collection & the revised marketing direction. The magazine will communicate clear aims and objectives to all levels of the organisation, connect internal stakeholders with strategy to drive engagement & performance, provide insight on key brand initiatives, present situational insights, influence stakeholder knowledge on the re-positioned corporate narrative & celebrate company culture & PVH values.



March 2024



IT STARTS WITH US



Calvin Klein's once pioneering approach to marketing now falls short of the heritage values & preferences of the Loyal Generation, CK's target consumer, causing a disconnect with consumers. Looking forward, CK will launch "It Starts with Us", an organic sustainability campaign aimed at engaging, educating & inspiring the Loyal Generation. The campaign will centre on creating meaningful relationships between the target consumer & the brand by addressing overconsumption in the fashion industry whilst promoting Calvin Klein's remanufactured products. The concept will be developed using "The Sustainable Fashion Communication Playbook", with specific focus on "information, culture & advocacy" throughout the campaign.

MINIMALIST FUTURES

Plagued by their lack of consumer connection, CK product is aligning greater with Gen Z than their true millennial consumer due to a breakdown within the research stage across key operations. Further CK's development into premium underwear has created an unbalanced product portfolio, with it accumulating 20% of the total product, compared to tops at 13.2% & bottoms at 9.7% (Edited, 2023). This has left the product ranges neglecting their successful denim, which helped propel the brand to being a market leader during the 90's. This is largely problematic for CK who targets itself as a 'global lifestyle brand' (Calvin Klein, 2024). Going forward this project will aim to take a product development approach to combating failure within research & challenging important macro-factors such as sustainability, including the new operational features of re-manufacturing. Particular focus on a capaule range will help to summarise the direction CK is now moving taking a slower approach to fashion that meets CK strong 90s heritage.



SEPTEMBER 2024



SEPTEMBER 2024



As an attempt to reconnect with its loyal consumer, the brand will expand marketing communications into a branded magazine. According to Markets Report World (2023), "By 2030, the global fashion magazine market size is projected to reach multimillion figures", suggesting magazines are not a dying art in the fashion industry. According to Attest (2021), 31% of millennials read magazines weekly. With this data, Calvin Klein will tap into this market through the 'My Calvins Magazine.' This will be a client facing piece of fashion journalism as the brand's attempt to further connect with its customer. Providing a digital copy to consumers & a physical copy available in store, the customer will have a general understanding of the new direction Calvin Klein is taking as an effort to promote its new 'Full Circle Strategy.' As a brand extension, the magazine will include strategic brand communications, journalism, and brand campaigns through the form of brand history, people and product profiling, consumer insight, styling, and consumer relevant brand information. The luxury feel will bring Calvin Klein back to its minimalist prime that the consumer know and love the most. Everyone knows "#myCalvins," and now we know what's behind it.

MY CALVINS MAGAZINE

INSTORE RE-VITALISATION

In order for the brand to reconnect with its roots & consumer, the in-store environment will be revitalized. In-store atmosphere plays a huge role in brick-and-mortar sales, consumers buy more than just the product, they buy into the whole purchase experience (Kotler, 1973). This means that every aspect of the environment in which purchases are made must be carefully designed to boost sales, repeat purchases & brand loyalty. In the store redesign, the brand will consider all aspects of the consumer experience, starting with the senses. A cohesive, cool-toned colour palette will be used that both reflects & highlights the aesthetics of CK products, as well as creating more consistency with the digital platforms. CK One, the brand's well-known scent will be used to enhance the olfactory experience whilst music that reflects the direction of the range (minimalist futures) will be played. The store layout will be minimalistic & spacious, with circular design throughout to represent the 'full circle' direction of the brand. Staff will be properly trained to create a luxury experience as they are key representatives of the brand. In store experience is an essential part of the customer journey model & CK stores should reflect both the history of the brand, & it's future.



SEPTEMBER 2024

CK CONNECT: A Calvin Klein Internal Publication

Brand Issues



Objectives

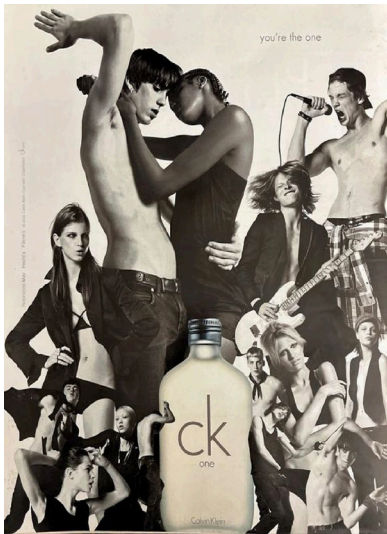
- To create content which align, inspire & engage key associates across the organisations vision, strategy, and priorities.
- To generate excitement around new CK initiatives.
- To develop an in-depth understanding of who the re-positioned consumer is.
- To establish a fluent and sound internal communication within the company.
- To provide insight and direction for the Full Circle Strategy.
- To present a visual representation of the new vision for the brand.

Project Proposal

Calvin Klein is suffering from a loss of connection with its true consumer (Brand Development Report, 2024). Calvin Klein must rectify this relationship by restructuring key operations. CK's proposed revitalisation strategy 'Full Circle' will redefine what is required from employees & so to implement a successful change initiative, the brand must create a well-defined & ethical internal communication strategy. This project proposes an internal corporate magazine, 'CK: Connect', which will act as a tool to engage internal stakeholders across the CK's vision, strategy, and priorities, supporting the launch of the Minimalistic Futures A/W24 collection & the revised marketing direction. The magazine will communicate clear aims and objectives to all levels of the organisation, connect internal stakeholders with strategy to drive engagement & performance, provide insight on key brand initiatives, present situational insights, influence stakeholder knowledge on the re-positioned corporate narrative & celebrate company culture & PVH values.

Calvin Klein

CK: Connect



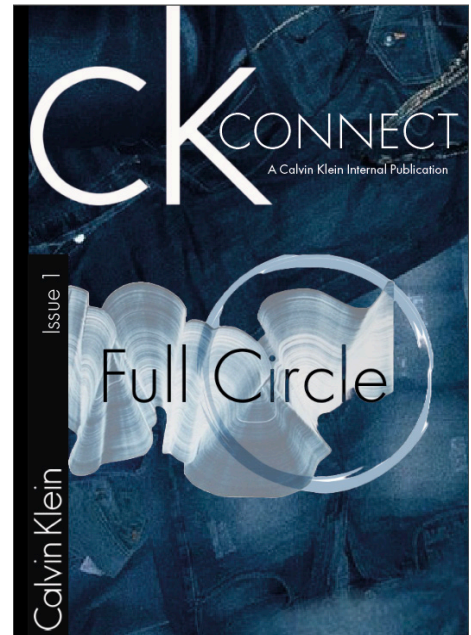
Does Sex Still Sell ?

Introducing Full Circle, our new re-vitalisation strategy which aims to re-connect CK with our true consumer & create a long-lasting sense of value in our relationship. The Full Circle Strategy is our strategic plan to accelerate growth & will focus on re-structuring key operations such as product development, marketing initiatives, sustainability & visual merchandising to target our true market, millennials (the loyal generation), by leveraging on brand our strengths such as heritage. All strategic operations will support each other in re-defining CK's vision, strategy & priorities to adhere to consumer needs, creating an interconnected strategy of operations.

Our Product: Minimalistic Futures A/W24 Capsule Collection
Product is the most important part of the brand promise, the driver to consumer loyalty & the central player in creating desirability. We must focus on key essential products & staying true to the brand's DNA. The Minimalistic Futures Capsule Collection will focus on market demands, leveraging on brand heritage values & personality by re-introducing CK's heritage roots to the re-aligned millennial consumer. Part of CK's heritage is our denim & this collection will feature a re-manufactured denim set, driving together this theme of heritage whilst also presenting a significant sustainable initiative, building on capabilities to meet global demands.

Driving Fashion Forward: It Starts With Us' Sustainable Marketing Campaign
We must be more vocal about our important advancements in Corporate Responsibility. Transparency is paramount to our stakeholders. The 'It Starts With Us' marketing campaign will focus on educating consumers on overconsumption to enable them to make informed purchasing decisions. The campaign will synergise with the release of the of the Minimalistic Futures capsule collection aiming to promote the re-manufactured denim set & offering consumers circular decisions. This will further aid with the re-connection with CK's true consumer since the millennial market demands sustainability.

Strategy 3: 'My Calvin' External Magazine
It is important that consumers are informed & educated on CK's new vision so that they can develop an emotional connection to the brand. The 'My Calvin' magazine will combine journalism & editorial content to establish a communication with the re-aligned consumer by both visually portraying the new CK & tapping into brand strengths whilst also addressing brand weaknesses (of all strategies). The piece will inform consumers on the history of the brand, products, trends, people & new initiatives as a promotional tool for the Full Circle strategy.



Looking Outwards & Inwards

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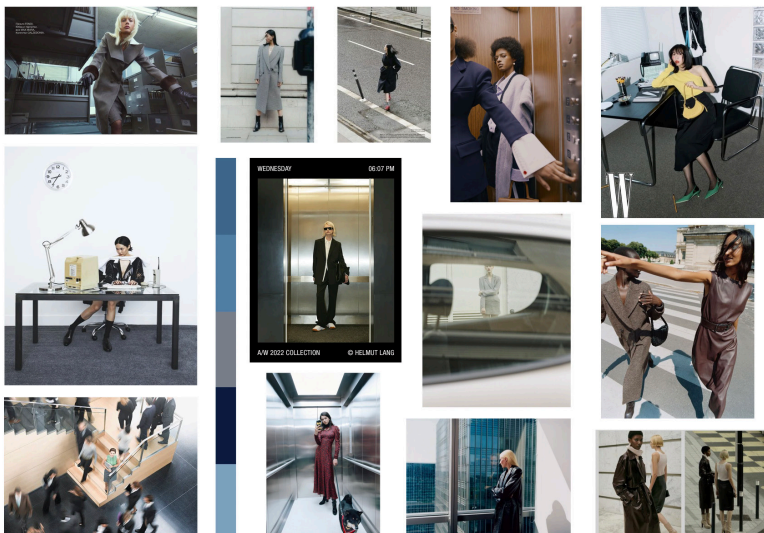
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Editorial Moodboard



As well as detailed insights into the re-vitalised operational strategies, the CK: Connect magazine will explore themes such as 'Does Sex Sell?'; a deep dive into the brand's marketing archives to evaluate & assess if CK's provocative roots are still prevalent both today & for the re-aligned consumer. Furthermore, to support the brand's new vision, the publication will showcase an editorial look book that communicates the vision for Calvin Klein: Full Circle.

IT STARTS WITH US

Mission.

As part of the "Full Circle" initiative, CK will launch "It Starts with Us", an organic sustainability campaign aimed at engaging, educating & inspiring the Loyal Generation. The campaign will centre on creating meaningful relationships between the target consumer & the brand by addressing overconsumption in the fashion industry whilst promoting Calvin Klein's remanufactured products. The concept will be developed using "The Sustainable Fashion Communication Playbook", with specific focus on "information, culture & advocacy" throughout the campaign.

Justification.

Target 12.8 of the SDGs is to "promote universal understanding of sustainable lifestyles", ensuring by 2030 people everywhere have the relevant information & awareness for sustainable development & lifestyles in harmony with nature (The Global Goals n.d.).

Calvin Klein focuses its Fashion Forward targets specifically on the SDG's, therefore, implenting this campaign around overconsumption proves to consumers its "for the future" attitude strengthening relationships with the Loyal Generation who have similar values.

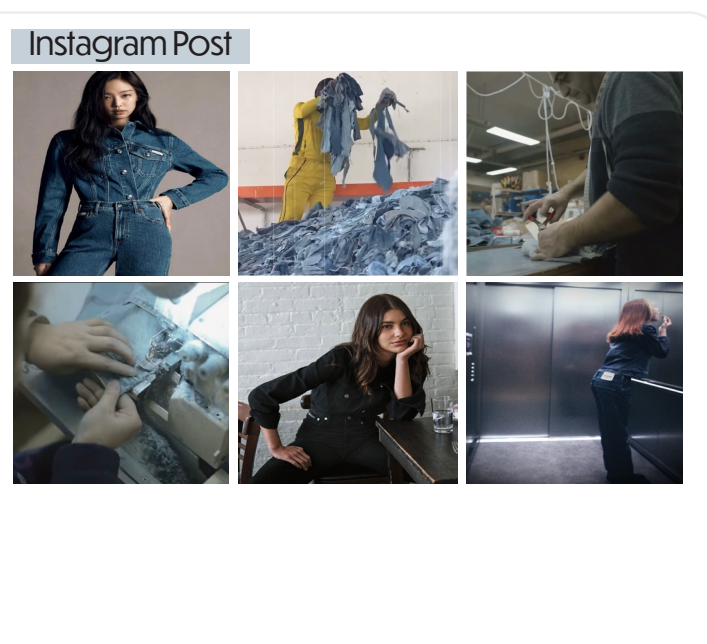
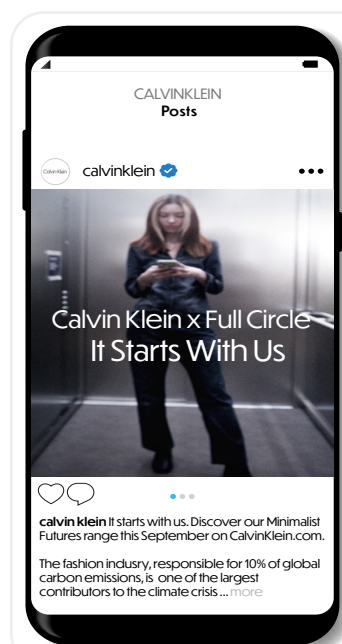
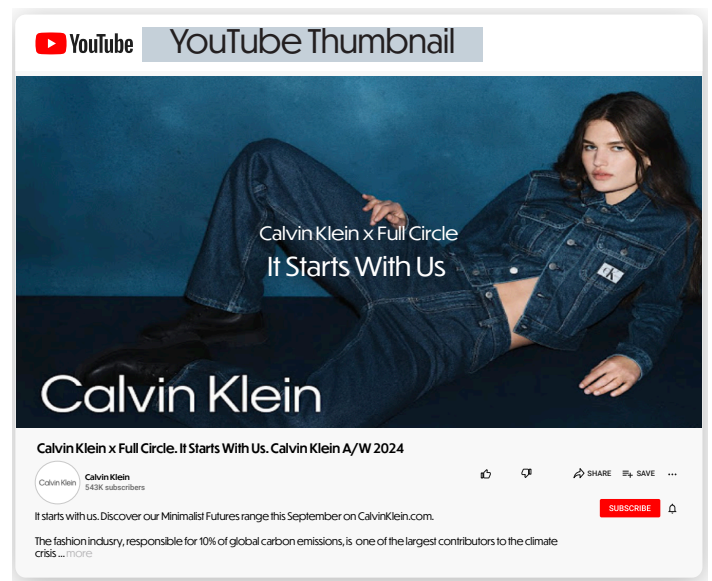
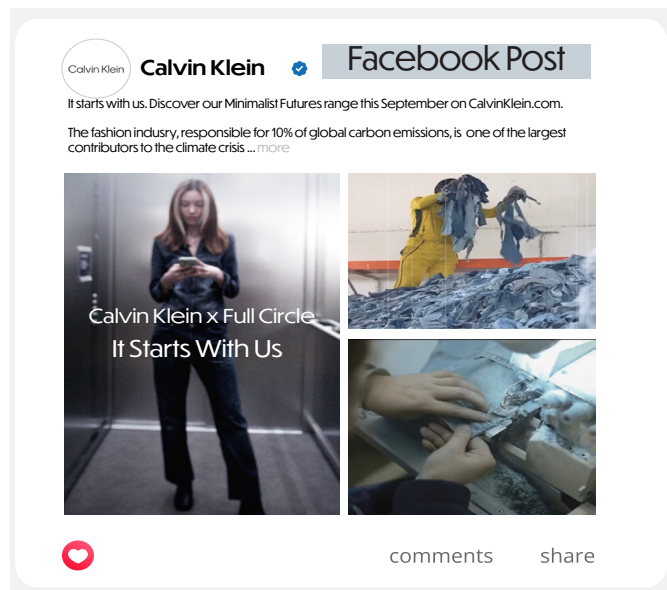
Objective.

To reconnect with the target consumer through "It Starts with Us", a campaign focused on engaging, educating & inspiring consumers on overconsumption & promoting CK's remanufactured products.



Sustainable Marketing Research Concept

Organic Marketing Output Visualisation.



Information.

Commit to evidence-based & transparent communication efforts, & ensure all information is shared in a clear & accessible manner.

Culture.

Champion positive changes & demonstrate accessible circular solutions to help individuals live more sustainable lifestyles.

Advocacy.

Enabling consumers to make more informed decisions & empowering them in their role as citizens towards interrogating & demanding greater action.



MINIMALIST FUTURES CAPSULE

Plagued by their lack of consumer connection & lack of understanding in the market, CK product is aligning greater with Gen Z than their true millennial consumer due to a breakdown within the research stage across key operations. Further CK's development into premium underwear has created an unbalanced product portfolio, with it accumulating 20% of the total product, compared to tops at 13.2% & bottoms at 9.7% (Edited, 2023). This has left the product ranges neglecting their successful denim, which helped propel the brand to being a market leader during the 90's. This is largely problematic for CK who targets itself as a 'global lifestyle brand' (Calvin Klein, 2024). As a result CK need to re-invest in their 90's core capabilities & introduce the 'lifestyle' element back into the brand.

This will be actioned through a market led strategy focusing on consumer.

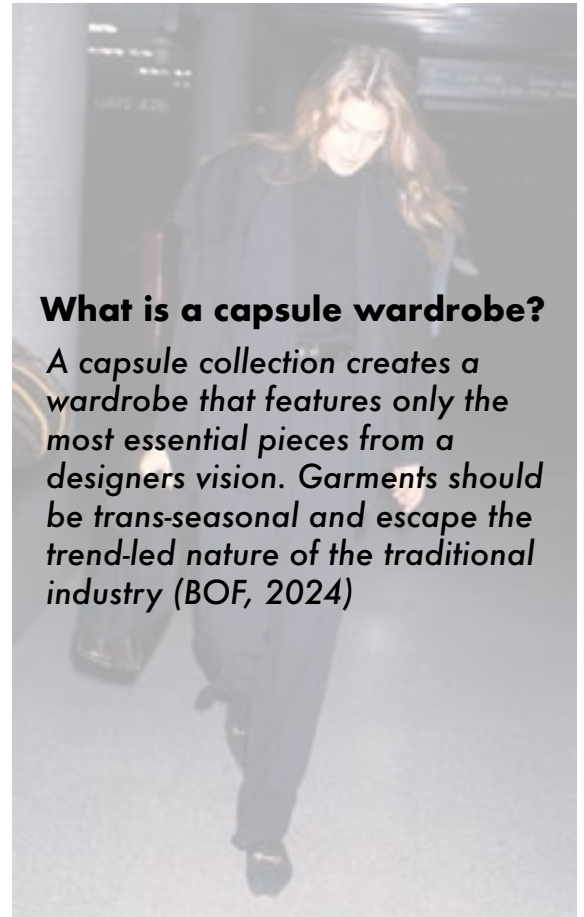
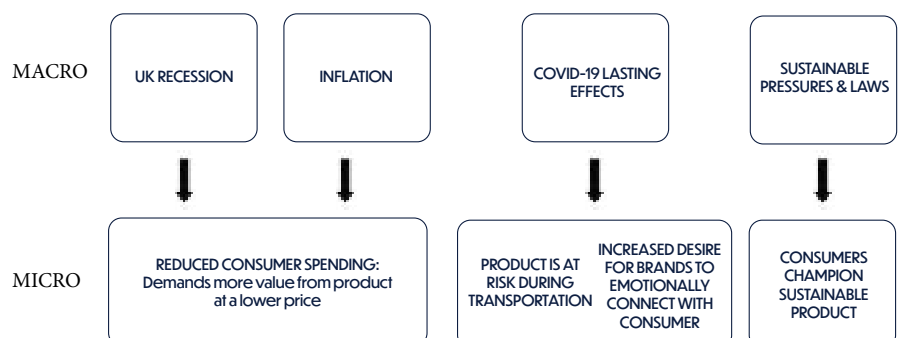
Particular market demands indicated that financial constraints are meaning consumers wish to derive either more value or a lower RRP from their product. However, with CK already working off a cost-effective strategy within their premium market, changing their price would only negate the premium feel. Therefore, Going forward ensuring brands survival through added value will be imperative. This has been identified through 2 possibilities:

1. *Adding technical Innovation through re-manufacturing ensuring success against the macro-environment & improving Ck sustainability*
2. *Transeasonal lines are becoming increasingly popular adding value for consumers & taking a 'slower approach to fashion'*

Key objectives:

- **Timeless**
- **Slow Fashion**
- **Market led**
- **Consumer connection**
- **90s**
- **Denim**
- **Millennial**

MARKET RESEARCH: KEY CONSIDERATIONS IN MACRO-FACTORS/ MICRO-FACTORS



What is a capsule wardrobe?

A capsule collection creates a wardrobe that features only the most essential pieces from a designers vision. Garments should be trans-seasonal and escape the trend-led nature of the traditional industry (BOF, 2024)

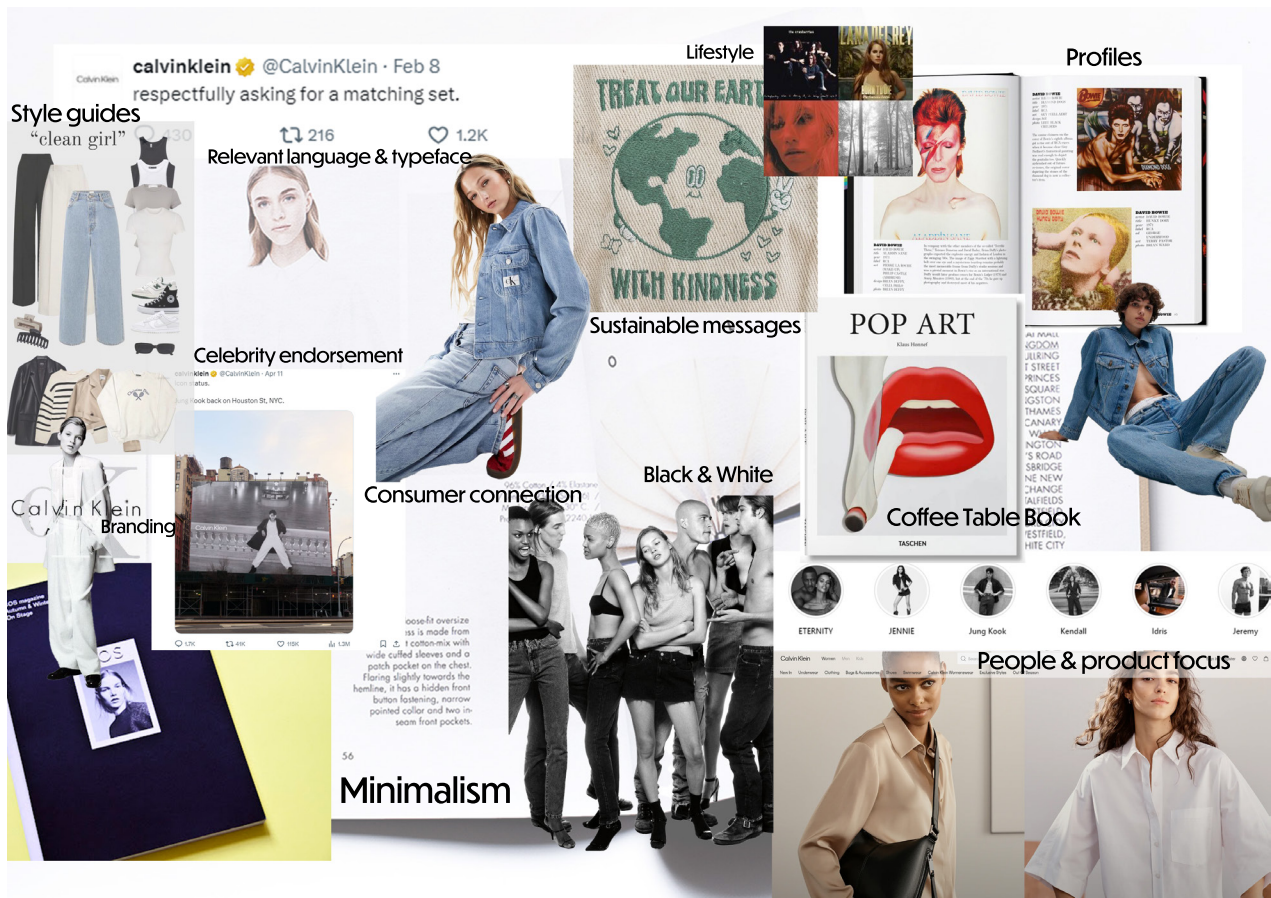
- **Consumer connection:**
Taking a market-led strategy will put the consumer at the Forefront of the range, ensuring it meets their needs
- **Why sustainability?**
CK was identified to align with sustainable goals but not action this within their product. Further, Micro-analysis identified consumers are demanding sustainability refelected in their products

The Re-Manufactured Set

The diagram illustrates the process of waste-to-energy conversion. It consists of two rows. The top row shows three human figures on the left, followed by a large right-pointing arrow, then a factory icon with smoke, followed by another large right-pointing arrow, and finally three human figures on the right. The bottom row shows a pile of waste (plastic bottles and paper) on the left, followed by a large right-pointing arrow, then a factory icon with smoke, followed by another large right-pointing arrow, and finally three human figures on the right. This visualizes the concept that waste can be converted into energy, which can then be used to support human needs.

Niamh Overmire

my calvins magazine



magazine mood board

Calvin Klein is a brand with a rich history, but its performance projects that the brand is not connecting with its consumer like it once was. For this reason, marketing communications will be extremely important to help the brand reach its financial goals as well as realign the brand with its loyal consumer. As an attempt to put Calvin Klein back in the spotlight, the brand will undergo new strategic direction with an own-brand magazine under the name, 'my calvins magazine'. The brand magazine will address marketing communications, branding, and fashion journalism in the form of a brand extension. This will include strategic brand communications, journalism, and brand campaigns. With a look that screams luxury, the brand will reposition itself in the market as the premium luxury brand that once took the nineties by storm.

With the gimmicks of the past no longer achieving the desired outcome, the brand must rethink the message of its communications and who the communications

are reaching. The brand is facing censorship and is not projected to reach its financial goals which is where the 'Full Circle' strategy will attempt to reconnect the brand with the desired consumer, the millennials. A magazine, in the form of marketing communications, will push the developed product ranges and marketing tactics to strengthen the brand image and identity. The magazine is the ideal form of marketing communications for the brand, as the millennials have the highest rate of readership for magazines with 31% of millennials reading magazines weekly (Askatest.com, N.d.). A combination of market penetration and product development will strategically address the brand's misstep in marketing communications and product offering to reconnect with the 'loyal generation.' The magazine will address each strategy to provide a behind-the-scenes look to the brand's new direction—allowing the consumer to join them on the journey.

everyone knows #myCalvins, and now they will know what's behind the brand.

magazine objectives



restructure its marketing tactics to focus on 'success'



have awareness and consideration for social change



strengthen the luxury brand image



reconnect with its loyal consumer

once the concept for 'My Calvin's Magazine' was developed through the marketing mix and strategic alignment, background research was conducted into the consumer, brand communications and visuals, and competitors. from this, an outline was created for magazine article content. research shows that success for the brand is displayed through brand history, campaigns, and celebrity endorsement. competitors find success in product and people profiles, lifestyle stories, and inspiration. the magazine became a place to promote the people and the product while making space for the iconic campaigns and visuals. tapping into the history and success will reach the nostalgia of the 'loyal generation' while keeping content relevant for the times.

problems addressed



confused target consumer



marketing issues



lack of sustainability

target consumer

magazine outline

letter from the editor
reading, watching, listening
brand history
who are we together?
interview with creative director
Calvin core: style guide
overconsumption: it's not your fault
interview with FKA Twigs
faces of CK: where are they now?
a love letter to denim
who to follow



"THE LOYAL GENERATION"

worn throughout their life, this consumer values the look, quality, & name. they are long-term customers buying multiple pieces each year.

the design was inspired by the concept of coffee table books putting iconic ideas together in luxe fashion. the new era of luxury fashion has shifted to that of clean lines, a neutral palette, and an emphasis on silhouette and craftsmanship (Abdulaziz, 2023). Calvin Klein has always been known for its "iconic minimalism and effortless sensuality," so pushing the brand to this space was hardly a new concept. the goal was to take what Calvin Klein does best and simply elevate it.



Full Circle In-Store Revitalisation

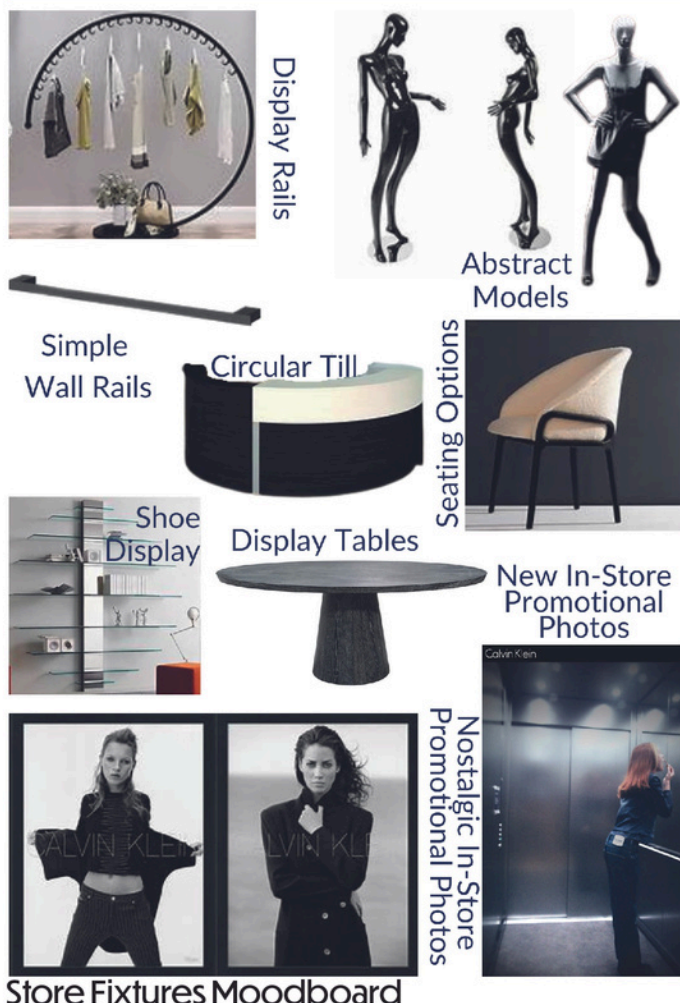
Calvin Klein is a brand most recognised for their controversial, hyper-sexualised advertising strategy (WWD, 2024). However, this brand recognition is not translating to profit - CK is currently failing to meet the financial targets set by parent group PVH (See Strategic Brand Report, 2024)

The 2024 Strategic Brand Report identified 5 key brand issues, all of which have resulted in a lack of communication with the consumer.

This report aims to repair CK's relationship with it's consumer through revitalising the in-store environment.

Strategic Objectives

1. To reinforce brand identity
2. To create an environment that enhances purchase intention
3. To create multi-channel cohesion



Research has shown that the 'atmospherics' of a retail environment has a direct impact on consumer purchase intention (Kotler, 1973). To create the right atmosphere, all the senses must be considered (Donovan et al, 1982 & 1994).

Primary Research (2024) found that Calvin Klein's current visual merchandising approach, whilst consistent across stores does not represent the brand identity & has no synchronicity with their digital platforms. The colours used are not cohesive, the stores feel cluttered however, they are well maintained.

Pine & Gilmore's 1998 Realms of Experience Model defines four types of consumer experience. Whilst the current environment tries to create an 'esthetic', the other three realms are completely ignored, which means the brand fails to create a full immersive experience.

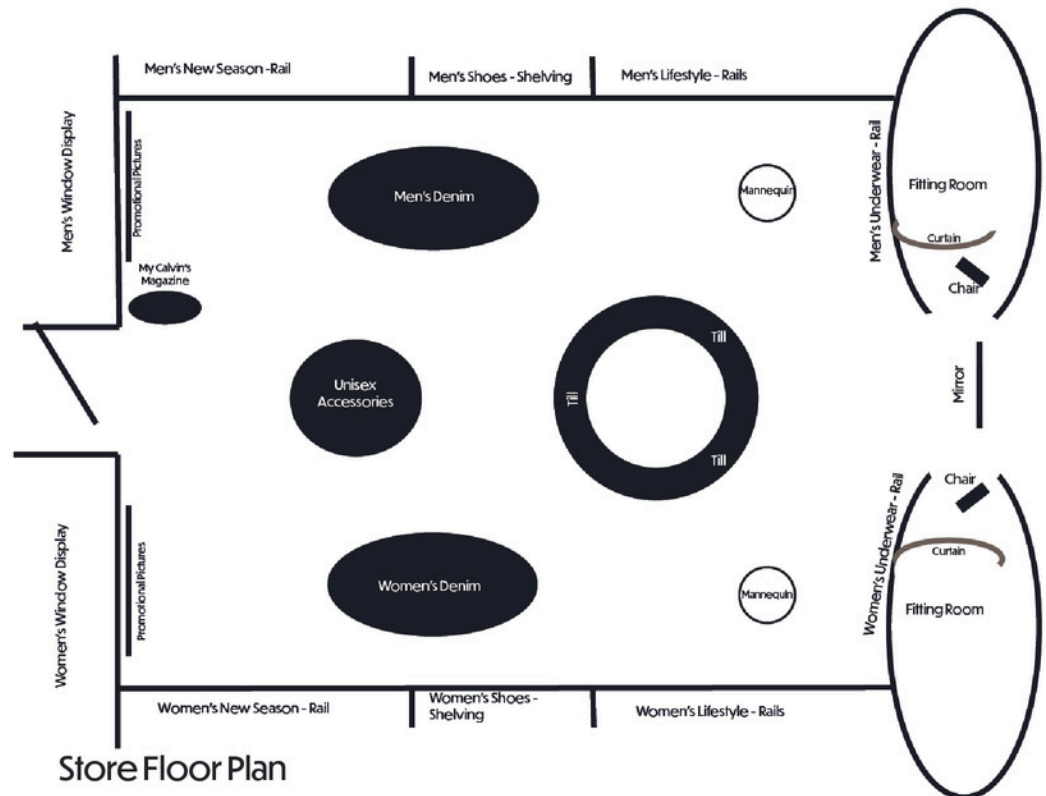


Use the QR code to listen to the playlist for the store on Spotify



The new in-store environment will better represent the brand's identity. Calvin Klein's consumers are loyal to the brand & appreciate its heritage, therefore a store that properly captures the essence of the brand will help consumers reconnect.

The new floor plan will highlight popular product categories (Denim & Underwear) whilst keeping a spacious luxurious feel.



Store Floor Plan



Window Display

The store will also feature QR codes linking to the sustainability campaign and the remanufactured range to encourage multi-channel spending.

The redesign will take place in the stores that stock a full product range to begin with, eventually expanding and adapting for all stores.

The in-store revitalisation addresses two of the three areas the Strategic Brand Report (2024) highlights: retail & revitalisation. The strategy will reinvigorate the brand and confirm Calvin Klein's identity as a premium heritage brand.

By creating a more holistic experience, using the Pine & Gilmore Realms of Experience (1998), consumers will have motive to visit the store and therefore have more purchase intention.

This in turn will boost sales & will get the brand closer to reaching its financial targets.



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