

Strategic Development Report



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Executive Summary

Football Hooliganism Association



Lack Of Sustainability



Weak Asian Brand Presence



Weak Marketing Cohesion



Over-Reliant on Partners For Sales



Stone Island is known for intertwining innovation into its designs through new fabric and dye developments. After being acquired by the Moncler Group in 2018, which has provided the brand with superior resources, Stone Island are no longer as restricted on funding as they once were.

After conducting thorough research, key issues surfaced (Figure 26), indicating the brand's challenges with brand visibility and identity.

The negative associations of football hooliganism emerge as a significant contributing factor that must be addressed to refine its image and align it with the desired luxurious aesthetic.

This proposes the question:

Will Stone Island ever shake its association with football hooliganism?

Innovate

Increase

Improve

Figure 26: Stone Island's key issues identified in the situational analysis (Author's own, 2024).

The strategic objectives are not without its limitations (Figure 33):

- Significant Investment
- Logistical Challenges
- Consumer Acceptance
- Brand Dilution

Future Consumer.

late 20's - late 50's

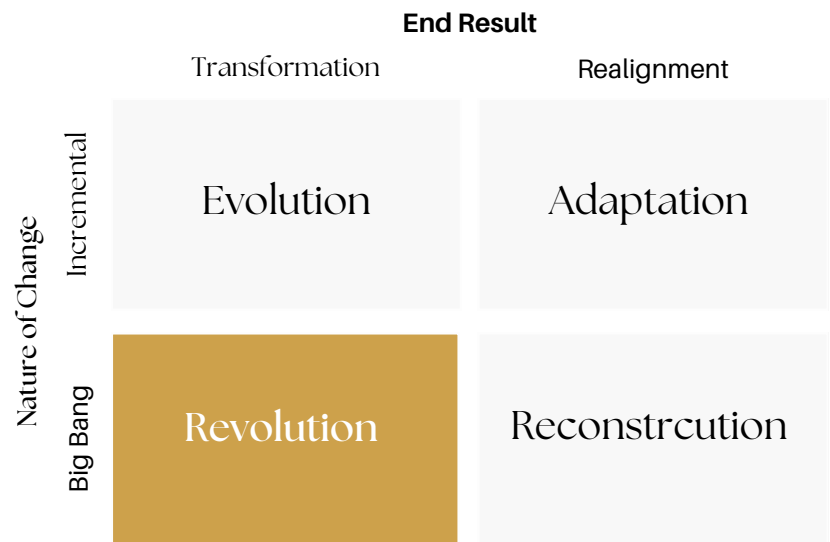


Figure 22: Types of strategic change. Adapted from Johnson and Scholes (2020).

Internal findings, analysis of macro-environmental factors and primary research have informed six recommendations for Stone Island's future strategic direction (Figure 32). These contribute to a market development strategy which will be implemented via revolutionary changes to mitigate adverse risks (Figure 21 & 22). This will shift Stone Island from adopting a 'stuck in the middle' strategy to differentiating itself within the luxury market. The long-term plans entail adopting a diversification strategy as the brand extends its footprint into the tailoring market, with consideration to all aspects of the strategic roadmap. Altogether, this will successfully fulfil Stone Island's future 'increase, improve and innovate' direction.

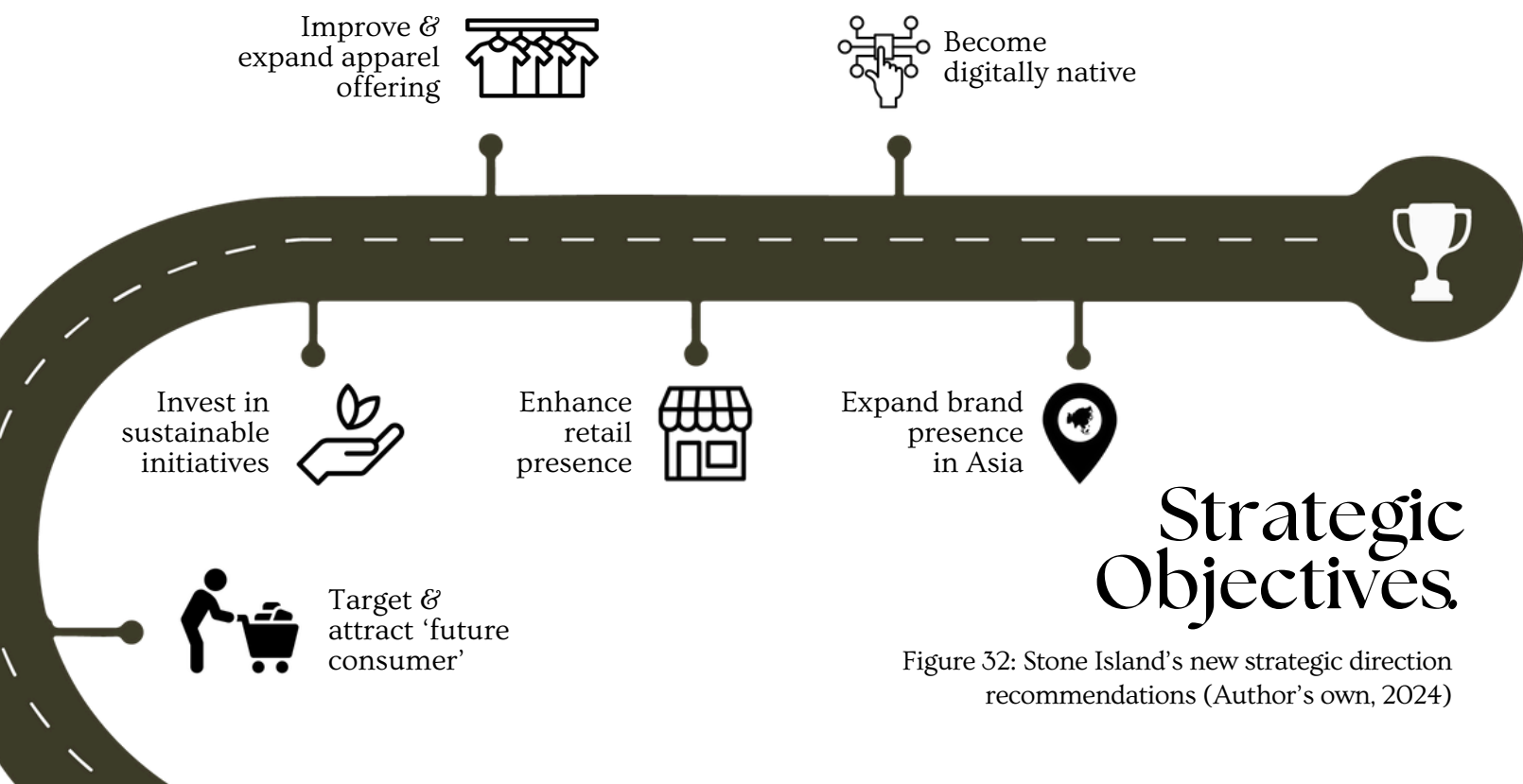


Figure 32: Stone Island's new strategic direction recommendations (Author's own, 2024)

Tailored Collection



Target & Attract
New Target
Consumer



Invest in
Sustainable
Initiatives



Improve &
Expand Apparel
Offering

(Strategic Brand Report, 2024)

Identified Issues:

Football Hooliganism
Association



Lack Of Sustainability



Weak Marketing Cohesion



In response to Stone Island's current 'stuck in the middle' strategy and lingering associations with football hooliganism, the Tailored Collection, branded as 'Sartoria', emerges as a strategic move to redefine the brand within the luxury market. This sub-brand capitalises on Stone Island's expertise in high-tech materials, seamlessly integrating them into formal wear, thus offering a unique proposition to consumers.

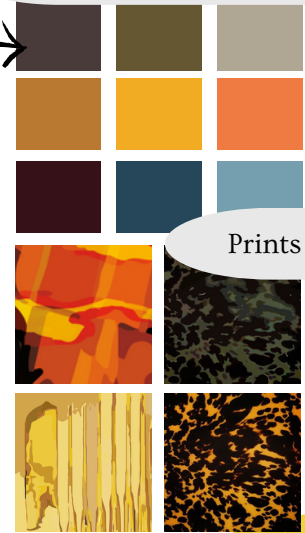
AW 25/26 Trends: Acidic
Growth & Grain Terrian



Sartoria



AW 25/26 'investment-
worthy' colours



Prints

This collection aims to:

- Incorporate bold & unconventional prints to show Stone Island's unique approach to tailoring;
- cater to the growing demand for smart separates (WGSN, 2024d) by seamlessly blending tailored & smart-casual pieces;
- not overwhelm the current consumer by offering fresh updates on current silhouettes;
- introduce sustainability as a core principle.



Free-Style Illustrations

Aims to:

- Enhance the marketing appeal of the tailored collection;
- invite viewers to explore the collection from multiple perspectives;
- add artistic depth and intrigue, to capture the attention and stimulate curiosity among the target audience.

Lookbook & i-D Magazine



The lookbook aims to showcase the brand's creativity and thought leadership, positioning it as a trendsetter in the industry (Bloor, 2023). For the sub-brand, the lookbook is a vital tool to promote the new collection, captivating the audience and driving engagement through creative storytelling and imagery. The collaboration with i-D magazine expands the brand's reach and visibility, leveraging i-D's influential status to connect with a broader audience of fashion enthusiasts and trendsetters. This strategic partnership elevates the brand's exposure and credibility within the fashion landscape.

Digital Product Passport

“The EU law requires that by 2030, all garments sold within the EU must have a product passport, to improve supply chain transparency and work towards increased sustainability within the fashion industry” (Bain, M, 2023a).

5 Sustainability Pillars (Moncler Group, 2023)



Act on Climate and Nature



Think Circular and Bold



Be Fair



Nurture Uniqueness



Give Back

Despite Stone Island's commitment to sustainability (illustrated in the 5 sustainability pillars), there is little evidence to support how these pillars are being targeted and met. As a luxury brand, supply chain information should be available for consumers and internal activities should support their claims. Under EU law, by 2030, all garments sold within the EU must have a passport, therefore this new strategy prepares SI for the new legislation, whilst increasing transparency and improving sustainability and CSR throughout the supply chain.



Transparency

The purpose of a product passport is to improve communication of internal activities and educate consumers on Stone Island's supply chain and innovative processes. This provides a platform for Stone Island to accredit the suppliers and outline factors from fair pay to working conditions to factory audits, this helps to ensure all CSR and sustainability factors are met, reflecting Stone Island's 'Be fair' pillar.



Sustainability

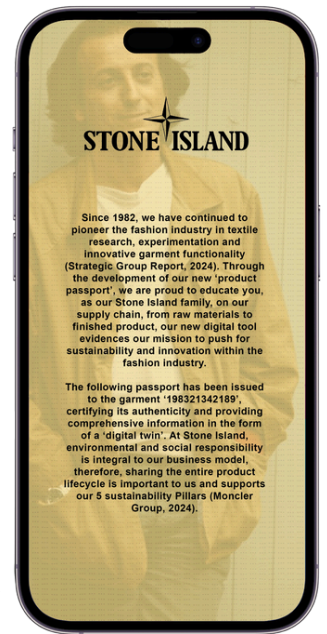
The DPP encourages Stone Island to 'think Circular and bold' and 'Act on climate and nature'. Transparency requires Stone Island to be honest and accurate in its internal activities, this can provoke action for change in areas they currently neglect in sustainability.



Brand Image

The DPP evidence there is more to Stone Island than the badge and its association with football hooliganism, it looks 'beyond the badge' and explores the craftsmanship and technological applications within the product development process. By educating the consumers they can 'Nurture the uniqueness' of the brand, this will help to move away from the negative brand image to create a positive brand image.

Accessed through a QR code on the inside label of each garment, made to last throughout the entirety of the garment's lifecycle- integrates RFID and blockchain technology.



S

Growing demand for the luxury market and circular products, Product history encourages resale- the resale market is expected to grow \$150 billion within the next 5 years (Smith P, 2023).

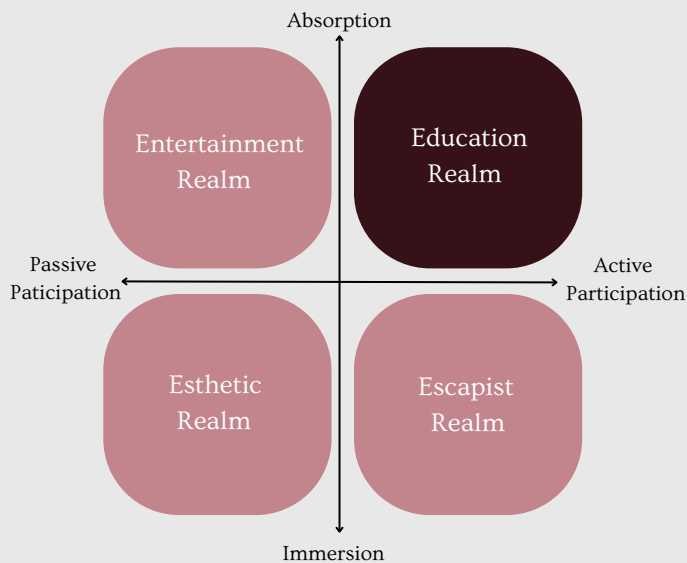
A

Acquisition by the Moncler Group has provided access to increased resources to broaden the SI brand without compromising on quality.

F

Long-lasting relationships with suppliers (Moncler Group, 2024) further facilitate the transparency of the supply chain through strong communication and joint strategic goals.

Pine & Gilmore 4 Realms of Experience (1999)



Educational Realm- the DPP creates an Educational experience for the Stone Island consumer, increasing their knowledge through active participation in the experience. These experiences elicit cognitive engagement which fosters an interactive and intellectually stimulating environment, making learning enjoyable.

Mock-up of Stone Island Digital Product Passport
(Authors Own, 2024)

Celebrity Endorsement

The proposed individual strategic concept looks at implementing a celebrity endorsement strategy to reconcile the critical issues underlined in the Strategic Brand Report (2024).

Identified Issues

Football Hooliganism Association



Lack Of Sustainability



Weak Marketing Cohesion



Amidst Stone Island's present 'stuck in the middle' strategy, navigating between tradition and transformation, the introduction of a tailored sub-brand (Stone Island Sartoria) will spearhead the revolutionary change necessary to reshape the brand identity and dissociate it from the negative connection to football hooliganism. A strategic celebrity endorsement approach is set to elevate its brand visibility and reinvent its brand identity by encapsulating sophistication, while preserving its spirited heritage. Harnessing the brand's ethos of blending functionality with style, prominent figures will seamlessly integrate Stone Island into their lifestyles, amplifying its appeal to diverse audiences.

Research & Development

Objectives



Target & Attract
New Target
Consumer



Expand Brand
Presence in
Asia



Enhance
their
Retail
Presence



Become
Digitally
Native

Celebrity Endorsement has become a ubiquitous feature of modern marketing due to its success rate with a positive, brand image, increase in sales and overall brand attractiveness (Mccracken, 1989). Arguably, this is a crucial aspect of strategic concept development, to attain Stone Island's objectives. To ensure a substantial return on investment, the selection of the endorser has been based on athletes. 'Sportspeople have emerged as a must-have for any luxury brand's roster' (Teasdale, 2024). This thought-out concept harnesses the brand's legacy with football, whilst ridding of the 'hooliganism' aspects. The timeline supports how this concept will overall future-proof Stone Island.



Recent Successful Athlete Endorsement Campaigns.

2025

Campaign
Promo

Follow Up
Instagram
Posts

SI Sartoria
worn at high
profile events

England Team
partner with
SI Sartoria

Future

Almost one third of people aged between

16&34

have made a purchase after seeing
someone sharing a product
endorsement on social media

(Voniatzis, 2023).

The Chosen Endorser

'Brand it like Beckham'

David Beckham will be the first celebrity Stone Island choose to endorse in line with the launch of Stone Island Sartoria. Even in 2024, 'Brand Beckham' is still relevant and going strong (Nichols, 2024) due to his global appeal and reputation for style.

Beckham's involvement will help reshape the brand's image, moving it away from its previous associations with football hooliganism towards a more refined and upscaled identity. Harnessing David Beckham as an endorsement, strategically aims to maintain the 'football fanatic' consumer, with just over 70% of football viewers in the UK alone being male (Statista, 2024), whilst simultaneously distancing themselves from the 'disruptive' consumer. Naturally, the endorsement combined with the polished connotations behind a tailored collection, will seamlessly align and appeal to the more 'sophisticated fans', whilst also attracting a new audience to the brand.

“He is the men's fashion icon of today, undoubtedly No1.”

(Tommy Hilfiger)

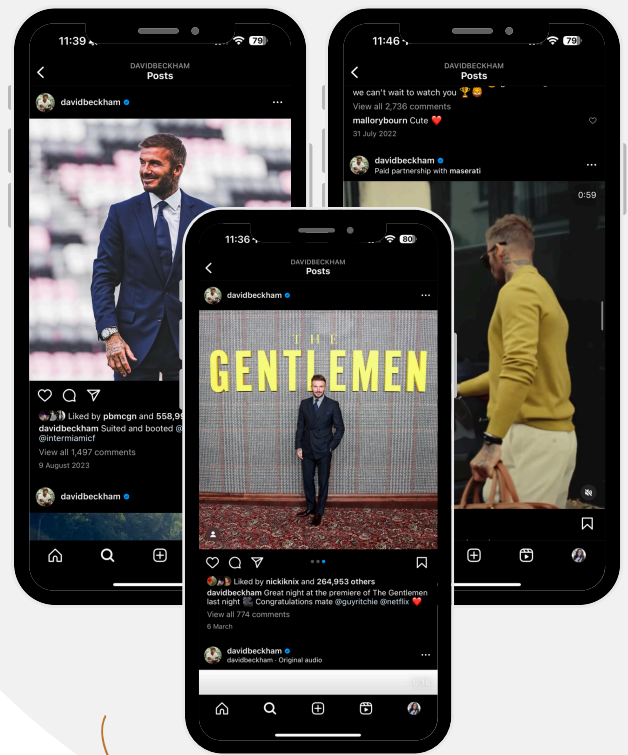
Justification

Increase

Celebrity endorsement will increase Stone Island's visibility, credibility, and desirability, ultimately leading to an increase in sales and brand recognition within the fashion industry.

Improve

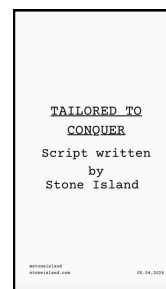
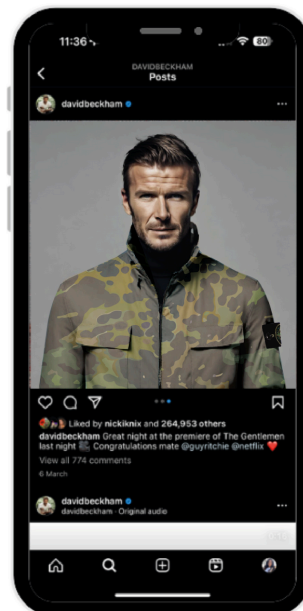
Celebrity endorsement will improve Stone Island's brand image and will enhance fostering connections with consumers who admire and trust the endorsed celebrity.



Examples of David Beckham's partnerships with likeminded brands

The Concept

- 1) The Campaign Pitch (Script & Inspiration)
- 2) Out of Home Advertising
- 3) Instagram Posts from Beckham
- 4) Stone Island's Own Paid Social Strategy

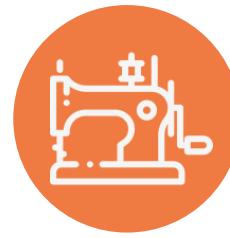


Pop-up Store

Core Competencies (Strategic Brand Report, 2024)



Innovative Fibres & Textiles



Strong Ability to Create New Processes



Financial Stability & Access to New Markets

Identified Issues

(Strategic Brand Report, 2024)

Football Hooliganism Association



Weak Asian Brand Presence



Overreliant on Partners For Sales



After conducting an analysis of Stone Island, several key areas for improvement have surfaced, including a concerning association with football hooliganism, weak presence in the Asian market, and an over-reliance on wholesale channels for sales. In response to these challenges, a strategic solution has been proposed: the implementation of pop-up stores. This innovative approach aims to redefine the brand's image by aligning the pop-up with the launch of the new A/W 25/26 'Sartoria' range to craft a new identity with a heightened sense of luxury.

An example of a pop-up space near Shoreditch High Street, London.



The pop-up will be displayed in multiple locations including London, Milan and Tokyo.

Pop-up Stores

Pop-up stores, despite their low start-up cost, frequently generate 20-30% more revenue compared to traditional brick-and-mortar stores (Singh, 2023). They serve not only as retail establishments but also as significant tourist attractions, particularly within department stores in major cities (Varley and Rafiq, 2004).

Details

Luxurious fabrics like leather and velvet

Brass/gold accent accessories

Soft furnishings to create a comfortable ambience

Traditional Italian architectural features adding elegance



Features

Embedding the print and colour palette of the new range into the interior, projects a fresh image of luxury, excitement, and innovation synonymous with Stone Island new identity. The space embraces Stone Island's core competencies including the ability to create new processes and innovative textiles, by using exclusive natural materials and Italian furnishings of the highest quality.



The pop-up is a hyperphysical space, immersing customers into a multi-sensory experience making it enriching and emotional and therefore, memorable (Chitrakorn, 2022). The pop-up includes 'The Badge Bar' where shoppers can indulge in complimentary coffee or champagne whilst they wait for their badge to be personalised with their initials. The coffee features the iconic Stone Island compass logo, making it the perfect photo opportunity. Digital screens showcase the product passports and footage of the production process for each style is unveiled. This transparent approach educates consumers about the brand and its offerings whilst forming a deeper connection by allowing them to witness the dedication and craftsmanship infused into every garment.

Through showcasing the new collection and offering an immersive retail experience, the pop-up stores seek to drive future sales and cultivate a perception of exclusivity and sophistication, whilst attracting a broader customer base and strengthening customer loyalty. As Stone Island is already moving towards consolidating its presence in the Chinese market, introducing multiple pop-up events across Asia presents an opportunity to elevate brand visibility and establish a distinctive position in a competitive landscape.

Strategy Outcome



Create a Luxury Brand Perception



Expand Global Presence



Strengthen Customer Loyalty



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