BALENCIAGA BEYOND BORDERS

HOLLY WILKINSON

Fashion Consultancy Project BSc (Hons) Fashion Marketing





OUTLINE OF PROPOSED SOLUTION

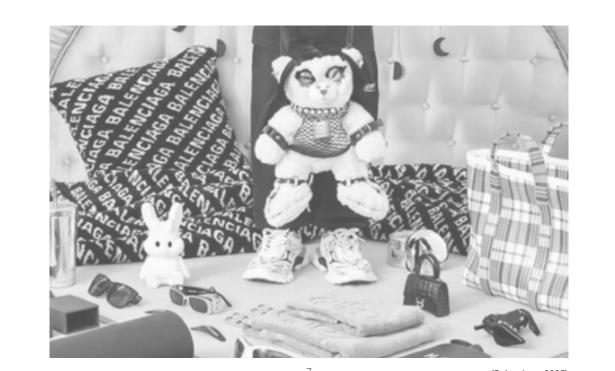
current situation

Balenciaga currently face a pivotal moment to ensure D&I. Balenciaga UK Ltd (2024) advise D&I is a source the success of the brand (TFL, 2024). Strong growth of creativity at all levels, presenting the requirement demonstrates how successful the brand has been (Statista, 2024c). Outperforming competitors post A TOWS analysis, see appendix 1, stresses the threat pandemic due to product offering and consumer of the luxury market slowdown and the negative demand resulting in 44% sales growth between impact it can have for Balenciaga (Williams & 2020 and 2021 (Williams, 2021; Guyot, 2022). Two Kansara, 2024). Williams (2025) reports there has campaigns in November 2022 contained children been a decrease in spending by aspirational clients photographed with BDSM teddy bears and images which should be a key concern for Balenciaga linked to a US child pornography court case (TFL, whose primary consumers are 25-34 (Xu, 2024). 2024). Denma, Balenciaga's creative director from This together with the advertisement controversy 2015-2025, has been praised for pushing boundaries emphasises the potential threat to the brand. The and provoking discussion around controversial TOWS, emphasises the opportunity for Balenciaga topics (Reuters, 2018; Takanashi, 2025). However, to use a holistic approach to implement a marketing these campaigns sparked consumer outrage due campaign that uses several strategies to improve to the serious undertones, creating a negative brand reputation and performance (Weihrich, reputation and contributing to performance 1982). In the short to medium term focussing on a decline particularly for UK and US consumers weaknesses and opportunities alongside a strengths (Klasa, 2023; TFL, 2024). Primary research, see and opportunities strategy to rebuild brand trust appendix 10, confirmed this remains an issue finding and use heritage brand storytelling to engage with most respondents have a negative perception of consumers.

Balenciaga which has worsened in the past 3 years. The impact of the controversy was shown as the This report explores a strategy that utilises the perception of 66% respondents at least somewhat benefits of storytelling marketing to communicate Balenciaga's D&I values to improve the primary target aware of it was negatively impacted. consumer's trust and connection on an emotional Despite this, Balenciaga's core value is D&I (Kering, level.

no date). Wong's (2023) reports of consumer demand for D&I marketing validates primary research, finding 80% of respondents believe it is important for luxury brands to promote this. Only 12% of respondents currently agree Balenciaga are sufficiently promoting





STRATEGY

TACTICS

CONTROL

Denma, increased the rebellious side of the brand Balenciaga's key strategy for growth is strengthening and cemented Balenciaga's experimental positioning luxury positioning to attract customers (Balenciaga UK (Reuters, 2018). Balenciaga's product range and Ltd, 2024). Reports suggest a lack of understanding by communication strategy displays the uniqueness of luxury consumers of Balenciaga's heritage presents a the brand in comparison to competitors and is used weakness to the brand in comparison to competitors to attract attention (Sherman, 2019; Xu, 2024). Analysis (Sherman, 2019; Willaims, 2021). As Balenciaga's using the VRIO model, see appendix 5, highlights product category aligns with younger consumers, the brand's USP. Emphasising the brand's heritage this is an opportunity to connect with consumers and style as assets that can provide sustainable and convey the history. The promotion of heritage competitive advantage. The VRIO analysis confirms will strengthen the luxury positioning, aligning with findings from the primary research and Wang the brand's strategy, whilst remaining authentic to (2024), suggesting the advertisement controversy Balenciaga's mission of redefining fashion.

shows inconsistency in brand values and marketing messaging. Focussing on improving perception of morals and values can improve consumers trust and strengthen the sustainability of Balenciaga's success



(Balenciaga, 2025)



Balenciaga use a hybridisation strategy, using "artification" (the hybridisation of art and fashion) to increase brand status and character by presenting products as art forms (Massi, 2020). Balenciaga's use of art has a strong visual and emotional impact which ncreases value and exclusivity for consumers. Taking advantage of the connotations of art forms can trigger tions, creating stronger connections and more oyal consumers (Grassi, 2020). The strategy will use he ideas of "artification", using other art forms to increase the status of Balenciaga. As Balenciaga use this currently, the use within the proposed strategy will appear authentic to consumers as well as increasing

INTERNAL & **EXTERNAL ANALYSIS**







target

engage a younger audience (Chen, Ma and Xu, 2019; consumers.

The strategy will target 20–39-year- These consumers increasingly olds. Due to product offering demand that brands prioritise D&I and value alignment alongside and demonstrate these values expectations to become the through visible actions, represented largest spending consumer group seamlessly across channels and providing a high CLV. Although touchpoints. Competitors have current consumers over 25 seen to engage this consumer have higher disposable income, group successfully through digital engaging younger consumers now channels. Achieving objectives ensures sustainable competitive will depend on creating a positive

online presence among the target advantage. consumer, where they discover The strategy will be implemented brands and share opinions. across the brand however, the primary focus will be consumers in Europe and the US. As previously stated, these consumers were most affected by the advertisement controversies and where improved brand perception is most required. Macroenvironmental analysis has also highlighted the current growth opportunities within these markets.

OBJECTIVES

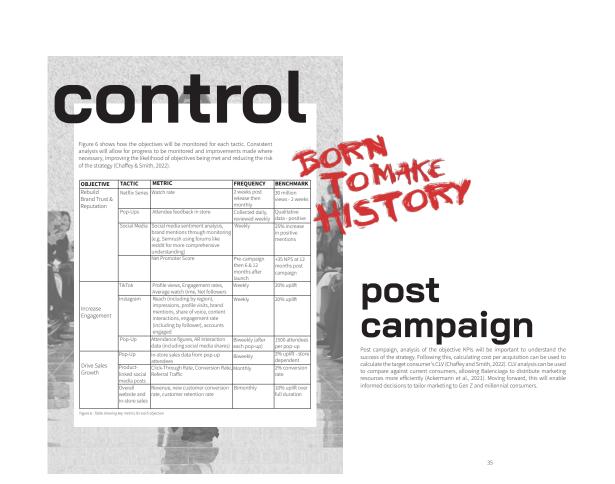


Rebuild brand trust & Social media sentiment analysis across social media channels to connect with the current and prospective consumers. Aiming to increase and consumer engagement amongst 20–39-year-old consumers by 20% **KPIs** • Social media engagement rate Use cultural conversations across Balenciaga's history within storytelling marketing to authentically align values with consumers, increasing online and in-store sales by Drive sales growth 10% with target purchasing consumers (25-39 year olds) in Europe and the USA within 12 months (longer time frame driven marketing to allow for carryover advertising effect, discussed further in Section 5). Online and in-store sales growth Geographical specific sales uplift





TACTIC	ACTION	RESPONSIBLE TEAM	RESOURCES	TIMELINE	KPIs	IMPLEMENTATION DETAILS
Internal	Roll out of internal communications regarding strategy.	CultureThread, Marketing lead, HR team	Internal workplace training tool	Month 1	Completion rate	Create and release a training pack with brand values and consumer information for employee completion.
Documentary	Create storyline/script and production of documentary.	Creative director and supporting team, Netflix production team, Brand Image Coordinator and visual team	Advertising budget, production development tools (Netflix), Internal and external participants	Month 1-5	See release documentary	Create script for documentary and subsequen production with Netflix. Balenciaga team ensuring this aligns with brand image and strategy goals whilst being engaging.
	Onboard external participants for documentary.	Marketing and store teams	Marketing budget	Month 1-2	See release documentary	Research and onboard Balenciaga customers who are suitable participants from a broad background to share their stories within documentary.
	Release documentary	Netflix team, Creative Director	Advertising budget, Visual Team, Marketing team, Internal and external participants, Legal advisors (contract)	Month 5	Audience watch rate	Release a documentary with Netflix Originals that communicates brand values to connect with target consumer.
Social Media	Launch campaign on Instagram and TikTok	Brand Image Coordinator, Social media team	Social media budget	Months 3-9	Engagement rate, reach	Create and run a targeted social media campaign on TikTok and Instagram that aligns with target consumer. Monitoring both platforms, particularly TikTok for viral trends creating content accordingly.
Рор-Ир	Select products from archive to display at event	Art Director, Design team	Transport team, Conservation specialist	Month 5	See launch event	Use documentary research and current cultural topics to select products and create display to be featured in pop-up.
	Develop AR activation for pop-up	Design and Marketing team	Marketing budget, AR developer & tool	Month 5	See launch event	Develop an AR activation that can be used at the pop-up event and be shared to social media.
	Launch a pop-up event across selected stores in US and Europe	Marketing, social media and selected store teams	Marketing budget, visual merchandisers, CRM	Month 6	Event attendance, engagement with AR tech, share of voice	Plan and launch a pop-up event in store to increase offline engagement and sales. Advertise through social media and CRM tools for current customers.



risks & challenges