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OUTLINE OF PROPOSED SOLUTION

Balanced currently faces a total revenue loss of the success of the brand (TFI, 2024). Strong growth in the luxury market has been observed, which demonstrates how successful the brand has been in the past. However, the current economic and pandemic due to product effects and consumer demand resulted in 44% sales growth between 2019 and 2020, which was a significant increase for the company. In November 2022, certain children's clothing items were found to contain lead, which was linked to US child pornography court case (TFI, 2024). Demna, Balenciaga's creative director from 2015 to 2022, was also involved in a sexual and groping discussion around controversial clothing items. These incidents have led to these camps causing customer outrage due to the series of undertones, creating a negative perception of the brand. Additionally, the decline particularly for UK and US sales has been observed, which is a significant concern for the company. The impact of the controversy was shown as the brand's stock price fell to its lowest point since 2016, and it was negatively impacted.

OBJECTIVES

objectives

- 1** **Rebuild brand trust & reputation**
 - Implement a storytelling marketing campaign that reinforces Baleno's commitment to sustainability, including a 25% improvement in consumer sentiment scores amongst 20-39-year-old consumers within 6 months.
 - KPIs**
 - Net promoter score
 - Social media sentiment analysis
- 2** **Increase brand awareness and consumer engagement**
 - Develop and launch the storytelling marketing campaign across social media channels to connect with the current and prospective consumers. Aim to increase engagement amongst 20-39-year-old consumers by 20% within 6 months.
 - KPIs**
 - Social media engagement rate
- 3** **Drive sales growth through content-driven marketing**
 - Use cultural conversations across Baleno's digital history within storytelling marketing to authentically align values with consumers, increasing repeat purchases by 15% with target purchasing consumers (20-39 year olds) in Europe and the USA within 12 months (longer time frame to allow for campaign adaptation, whether in Section 5).
 - KPIs**
 - Online and in-store sales growth
 - Geographical and specific sales uplift

STRATEGY

The situation analysis emphasises the need for Balenciaga to adjust marketing with changing consumer expectations. This strategy addresses reputational issues and increased competition through D&I focussed storytelling marketing to rebuild brand perception amongst 20-39-year-old consumers. Improving marketing implementation of D&I values building on established internal D&I work, the strategy will appear authentic, strengthening consumer trust.

INTERNAL & EXTERNAL ANALYSIS

artification
the hybridisation of
fashion
and art

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 increases value and exclusivity for consumers. Taking advantage of the connotations of art forms can trigger emotions, creating stronger connections and more loyal consumers (Grassi, 2020). The strategy will use the ideas of "artification", using other art forms to increase the status of Balenciaga. As Balenciaga uses this currently, the use within the proposed strategy will appear authentic to consumers as well as increasing the success of the proposed campaign objectives.

TACTICS

tactics

ACTION

TACTIC	ACTION	RESOURCE/TEAM	RESOURCES	TIMELINE	KPIs	IMPLEMENTATION DETAILS
Internal	Roll out of internal communications regarding strategy.	CultureTeam, Headline Marketing, 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.
	Create storyline/branding and production of documentary	Creative director and supporting team, Netflix production team, Brand Image Coordinator and visual team	Advertising budget, production development (internal budgets), internal and external partners	Month 2	See release documentary	Create values for documentary and subsequent production with Netflix. Release campaign using this aligns with brand image and strategy goals while being engaging.
Documentary	Disseminate internal participants for documentary	Marketing and store teams	Marketing budget	Month 1-2	See release documentary	Send out an embargo to bloggers/influencers 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/Google that communicates our brand values to connect with target consumer.
Social Media	Launch campaign on Instagram and Twitter	Brand Image Coordinator, Social media team	Social media Advertising	Month 3-9	Engagement rate, # of posts	Create and run a targeted social media campaign on Twitter and Instagram that aligns with target consumer. Monitoring the campaign, particularly Twitter for well trends creating content. Also creating content.
	Select products from archive to display at event	Art Director, Design team, Marketing Specialist	Transport team, Conservation Specialist	Month 5	See launch event	Use documentary research and current cultural topics to select products and create displays to be featured in products.
Pop-up	Develop AR activation for pop-up	Design and Marketing team	Advertising budget, AR development & 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 cities in Grand Europe	Marketing, Social media and selected pop-up team	Marketing budget, visual merchandising, CRM	Month 6	Event attendance, engagement with AR, reach of pop-up	Plan and announce a pop-up event in store to increase offline engagement and sales. Announce through social media and CRM for current customers.

The strategy will target 20–30-year-olds. It aims to product offering and value alignment alongside expectations to become the largest spending consumer group providing a high CLV. Although current consumers over 25 have higher disposable income, engaging younger consumers now ensures sustainable competitive advantage.

The strategy will be implemented

The strategy will target 20–30-year-olds. Due to product offering and value alignment alongside the target audience, the brand is the largest spending segment group providing a high CUV. Although the target audience is not a high disposable income, engaging younger consumers now is a sustainable competitive advantage.

The strategy will be implemented across the brand however, the primary focus will be consumers in emerging markets. As the industry stabilizes, these consumers were most affected by the advertisement controversy and the brand's reputation perception is most required. Macroeconomically, the current growth has also highlighted the need for growth in emerging markets.

These consumers increasingly demand that brands promote CSR and demonstrate these values through visible actions, represented seamlessly across channels and touchpoints. Competitors have begun to engage this consumer group successfully through digital channels. Achieving objectives will depend on creating a positive online presence among the target consumer, where they discover brands and share opinions.

CONTROL

**BORN
TO MAKE
HISTORY**

post campaign

risks & challenges