

Retailer Overview

Founded:

- Stacey Bendet founded Alice + Olivia in 2002 in NYC.

Stores:

- There are 53 stores internationally. The brand's free-standing boutiques are in 35 countries. Their headquarters is in NYC.
- The brand is also sold at over 800 select department stores and specialty stores worldwide including Nordstrom, Neiman Marcus, Bloomingdale's, Saks Fifth Avenue, Revolve, and Bergdorf Goodman.

Concept/Vision:

- Stacey Bendet pulls inspiration from her love of vintage and all things feminine to design clothing that juxtaposes the whimsical and flirty with the sexy and sophisticated. Ornamented fabrics, colorful prints and ultra-flattering fits provide today's modern woman with options for every day and every occasion.

Product Category:

- alice + olivia has large breadth and shallow SKUs. The brand carries RTW, shoes, and accessories.

Brands:

- They sell their own branded products.
- They also currently have collaborations with Slip, Casetify, and Hot Sox.

Assortment, i.e. colors, sizes?

- Tops/Jackets: [XS-XL] [0-14]
- Bottoms: [24-32] [0-14] [XS-XL]
- Dresses/Jumpsuits: [0-14] [XS-XL]
- Shoes: [5-11]

Price range, price points:

- Shoes: \$70-\$600
- Accessories: \$10-\$100
- Clothing: \$200-\$3000
 - o Tops \$115-\$895
 - o Dresses \$275-\$3000
 - o Pants \$195-\$995
 - o Skirts \$225-\$895
 - o Jumpsuits \$395-\$995
 - o Jackets/Outerwear \$395-\$1595

How are products displayed?

- Clothing is displayed alongside walls and are grouped together by collection and/or color story. They also have products displayed on tables within the store and on mannequins.

How do the products compare in terms of quality, appearance, and any other criteria?

- Products are made of high-quality materials.
- Heavily used materials include: Lambskin Leather, Vegan Leather, Silk, Viscose, Merino Wool, Ostrich Feathers, and Cashmere.

What are the competitor's marketing activities?

1. Kate Spade
 - a. Instagram feed and stories, participating in TikTok trends, celebrity and influencer partnerships, and promotional/informative emails.
2. Tory Burch
 - a. Social media marketing on Instagram, Facebook, and TikTok. Promotional emails and SMS campaigns.
3. Zimmermann
 - a. Instagram feed and stories and promotional emails.

What are their selling channels?

- Online, Brick & Mortar, and Department stores.

Where is the product manufactured?

- Their materials are imported from China and the majority of the clothing is made in China except for a few collections that are designed and created in the USA.

Is there a story/give back to the community?

- Commitment to sustainability and commitment to zero waste.
- Founder, Stacey Bendet, cofounded Creatively. Creatively is a networking platform to help people in creative industries connect and find jobs.

What are the competitor's strengths?

1. Kate Spade
 - a. Easily navigable e-commerce site with consistent digital marketing throughout all platforms.
 - b. Strong clienteling efforts.
 - c. Training and developing employees around the brand's identity and mission.
2. Tory Burch
 - a. User-friendly e-commerce site.
 - b. Extremely strong brand identity.
3. Zimmermann
 - a. Australian elements can be seen throughout all platforms which display their strong brand presence and identity.
 - b. Utilizes similar silhouettes and design details in new collections making their products recognizable.
 - c. Transparency of their sustainability practices.

What are their weaknesses?

1. Kate Spade
 - a. Because of their emphasis on holiday and summer collections, traffic can be slower throughout the fall and spring seasons.
2. Tory Burch
 - a. There is a lot of well-known competition.
 - b. Aesthetic is for a specific person.
3. Zimmermann
 - a. Stores are heavily saturated in mainly Australia.
 - b. Repetitive designs and silhouettes make it harder for the brand to being in new customers.

Executive Summary

The contemporary brand, alice + olivia was founded in 2002 by Stacey Bendet and is based out of New York City. It all started when Bendet was on a quest to create the perfect pair of pants. The brand was an immediate success and shortly following, Theory founder Andrew Rosen joined as a partner. Since then, the brand has grown to sell women's tops, bottoms, dresses/jumpsuits, outerwear, footwear, and accessories. These products are set at a high price point ranging from \$10 accessories to \$3000 dresses. alice + olivia sells mainly through department stores but also has an e-commerce site and 53 brick-and-mortar stores. The company's mission is to create a fashion brand that provides women around the world to express their personal style without any reservations. alice + olivia is now a full lifestyle collection, reflecting the personality of the creator, Stacey Bendet, that juxtaposes the whimsical and flirty with the sexy and sophisticated.

The target consumer of this brand are women between the ages of 23-35 living in large cities such as New York City, Los Angeles, and Chicago. These are women who love to express their own personal style through their wardrobes. They value female empowerment, sustainability, and personal wellness. This consumer is going to want to align with brands that hold those same values and can keep up with their fast-paced, and ever-changing, lifestyle.

While alice + olivia does an exceptional job marketing to their target consumer through social media, millennials need more than that online connection to be in support of a brand. alice + olivia recognizes this and has implemented a community blog section on their website spotlighting topics such as Juneteenth, Boss Women, and AAPI Heritage Month. It is important to the brand to be able to connect with their consumer on a more personal level, apart from their merchandise, and they want their customers to feel good about purchasing their products. Recent strategies they are using to strengthen the relationship with this customer is implementing vegan leathers, partnering with Amperity for more personalized shopper experiences, and collaborating with brands that have a heavy focus on sustainability.

Target Market & Consumer Demographic Research & Analysis

1. Age Range

- a. The alice + olivia brand targets Millennials (females aged 23-38).

2. Profession:

- a. This customer most likely works in a creative field.
- b. The fashion industry, marketing/PR, or social media.
- c. This customer works at a place/brand that they are passionate about. Working doesn't necessarily feel like work for this person.

3. Professional Goals

- a. This customer is focused on landing their dream job and believes that education is important, and values stability in their professional careers.
- b. This type of customer works to live, not lives to work.

4. Core Values

- a. This consumer lives a very fast paced life, so they put importance on having a good work-life balance. They do not want to feel like their lives revolve around working.
- b. These women are ones who are passionate about empowerment, taking note of companies who advocate for those causes.

5. Preferred Location of Residence

- a. This demographic most likely lives in large cities like NYC, Chicago, or LA.

6. Annual Income

- a. In NYC, the average annual household income for this consumer is around \$145,000.
- b. In Chicago, the average annual household income for the consumer is around \$84,000.
- c. In LA, the average annual household income for this consumer is around \$134,000.

7. Marital Status

- a. This consumer is either single or married without kids.
- b. "A majority of Millennials are not currently married, marking a significant change from past generations. Only 44% of Millennials were married in 2019." (Pew Research Center)

8. Activities

- a. Working, getting lunch or dinner with friends, cooking, working out, self-care routines and online shopping.

9. Personal Interests/Hobbies

- a. A few activities this customer enjoys doing in her free time is traveling, going out with friends, reading fashion magazines, grabbing coffee at local cafes, working out, get on their social media pages, and stream tv shows/movies.

10. Preferred Manner of Dress and Their Wardrobe Needs

- a. This customer's signature style is flirty, has feminine silhouettes, with bold prints and colors. They love to showcase their personal/unique style.

11. Where the Customer Currently Shops

- a. This customer rarely goes and shops in-store. They like the convenience of being able to shop in the comfort of their own homes.
- b. They shop at other brands that advocate for female empowerment such as Kate Spade, Rebecca Minkoff, and Spanx.

12. Why Does the Customer Shop Here?

- a. One of the reasons this customer shops here is because of the emphasis Alice + Olivia puts on female empowerment. They love shopping a brand who is not only made for women but run by women!
- b. Since this customer is not necessarily brand loyal, they appreciate that this is a company that evolves quickly to meet their needs and/or wants.

Consumer Behavior and Buying Patterns

How/when do they shop? What do they shop for? Why?

- Millennials shop both online and in-store. This generation is very tech savvy and spends a lot of their time on their phones, so this customer is looking for brands that have an integration of mobile, online, and physical locations to create seamless shopping experiences.
- Millennials value products that are environmentally friendly and brands that highlight their environmental impact. This generation wants to share the same beliefs as the brands they purchase from.
- This consumer is not brand loyal, so this means they have no problem trying new and innovative brands rather than going back to brands they know are reliable. This consumer is going to be shopping at brands that are connecting with them and giving them a reason to return.
- Millennials purchase items that make them feel good. According to Forbes article, *Understanding the Research on Millennial Shopping Behaviors*, about 60% of millennials gravitate towards purchases that express their personalities. This generation values products that meet not only a logistical need, but also an emotional need.
- These consumers like to wait until someone they know has tried something. They like trying new things, but do not really pay attention to company-generated ads. They listen more to word of mouth and genuine product reviews.

Internal Factors:

- Influencer culture and their friends reviewing products influences millennials to purchase products.
- Their values such as climate change and the environmental crisis. According to Nielsen, 75% of millennials are eco-conscious to the point of changing their buying habits to favor environmentally friendly products.
- Health and wellbeing. Instead of doing like older generations and treating medical issues and illnesses, millennials tend to gravitate more towards wellness and prevention and are willing to spend more money on those things.

External Factors:

- This generation are in the working world so they have more disposable income than younger generations. On the other hand, they are most likely still paying off educational debt and are looking for good deals/price points.

Marketing

- Product
 - o Environmentally friendly and ethically made products.

- Health and wellness products.
- Products that make them feel good about themselves.
- Price
 - Millennials are always looking for a good deal or promotion but are willing to pay more on products that align with their values.
- Promotion
 - This consumer is tech-savvy so brands engaging with them on social media is a big deal to them. They are not brand loyal, so they like to feel like they have a genuine relationship with the brands they shop.
 - Influencer videos
- Distribution and Service
 - This consumer shops both in-store and online.

The Consumer Buying Process

1. Problem Recognition

- a. Having grown up in the digital world, millennials spend a lot of time on social media platforms and follow influencers. While on one of these platforms, they could see a product through an influencer or a marketing ad and realize that they need it.

2. Information Search

- a. Even though this consumer adapts to trends, they take their time making purchasing decisions. This consumer is going to be reading reviews and consulting products with their friends. Since they are tech-savvy, this is going to be done by searching up the business online and looking at their social media platforms and e-commerce site.

3. Evaluation of Alternatives

- a. They are going to visit the website and compare prices of similar products on other websites to make sure they are getting a good deal. Since millennials are not typically brand loyal, they are not afraid to try out new products seen online. But on the other hand, this also means they will not hesitate to purchase from other brands if they are not satisfied by their purchase and feel like a better option is out there.

4. Purchase Decision

- a. A lot of different factors are going to play into their purchase decision. It could be the brand's values, their friend's recommendations/good reviews, and/or ease of purchase. Knowing alice + olivia's target consumers, it is very important to make sure the shopping experience is seamless across all platforms. Millennials also will purchase products if their experience stands out from other businesses. alice + olivia has recognized this and has recently partnered with Amperity. Their goal with this partnership is to provide their customers with personalized communications, in-store and online, which in turn helps build long-term customer loyalty.

5. Post-Purchase Evaluation

- a. alice + olivia is strong in the post-purchase evaluation category. The company is known for adapting with their consumer and staying updated on the current trends. Although their prices are on the higher side, their products are made from long-lasting, high-quality materials, which reassures the customer they have made the right decision. By continuing to implement transparency and sustainability within the company will further strengthen the consumer's choices and will take them on their way to making their consumers brand loyal.

Competitive Landscape

Competitor #1: Kate Spade

About the Brand:

Kate Spade is a global life and style brand that launched in 1993 with six essential handbags. The brand stands for optimistic femininity. They value thoughtful details and believe that modern, sophisticated, colors are what makes a personal and unique style statement.

“we like that our style is synonymous with joy.” (katespade.com)

Where is the competitor located and what are their selling channels?

Currently, there are around 350 Kate Spade specialty stores and 146 Kate Spade outlet stores worldwide. They also have their own e-commerce site for specialty (www.katespade.com) and for outlet (www.surprise.katespade.com). You can also find their products through other major retailers/department stores such as Amazon, Nordstrom, Bloomingdale’s, Dillard’s, Saks Fifth Avenue, and Neiman Marcus.

What is the design and ambience of the store and/or website presence?

Kate Spade stores are designed to bring life to all their guests. In all stores you can see modern design, intricate details, sophisticated colors, and a unique style synonymous with joy. While being in a Kate Spade store they want you to feel like you are at your “home away from home.” The website is laid out similarly to their brick-and-mortar stores. Throughout the website you can see the same pink and green being used. The website landing page typically has a photograph that fits the theme of that season which is carried on in store as well.

How are their products displayed?

Their products are displayed by the newest collections being in the front of the store where guests can see it when they first walk in. Also, in the front is typically a table that holds the novelty collections or it could be used to double expose a new collection. Moving past the front of the store, products are placed using a money mapping system, which is a system where they calculate the percentages of sales coming from each handbag collection and that then determines which collections are put in certain spots around the stores. This differs with each store. For example, from personal experience, we rarely sell bags from our Little Better Sam Nylon collection, so we typically won’t give that collection a full wall display. On the other hand, nylon sells well in some stores in our district, so in those stores they will spotlight their Little Better Sam Nylon collection in a more prominent way. Ready to wear is on a rotating system where the newest collections can be seen in the front and the older collections move to the back. Then there are areas dedicated for shoes, small leather goods, jewelry, and a sale section that is in the back. Some fixtures include in-wall shelving, display tables, mannequins, display cases and counters, , and hanging racks.

What is their assortment and comparable price points?

(Altogether, there are 1299 products listed on their website.)

23% Handbags (302 Products)

- **40%** Crossbody Bags
- **24%** Tote Bags
- **6%** Backpacks
- **16%** Shoulder Bags
- **14%** Satchels

15% Small Leather Goods (190 Products)

- Small Wallets
- Large Wallets
- Cardholders
- Wristlets & Pouches
- Bifold Wallets
- Crossbody Wallets

8% Shoes (107 Products)

- Flats
- Heels
- Sneakers
- Sandals
- Boots & Booties

15% Apparel (193 Products)

- Dresses
- Tops
- Bottoms
- Jackets & Outerwear

13% Jewelry (167 Products)

- Earrings
- Necklaces
- Bracelets
- Watches
- Rings

18% Accessories (231 Products)

- Apple Watch Bands
- Watches
- Travel Accessories
- Hats & Hair Accessories
- Scarves
- Sunglasses & Reading Glasses
- Fragrance

8% Home/Office Goods (109 Products)

- Office Accessories

- Kitchen & Dining
- Home Accents & Décor
- Lighting
- Bedding

How do the products compare in terms of quality, appearance, and any other criteria?

The appearance of a Kate Spade product is a massive factor on why customers may choose their brand opposed to one of their competitors. A large percentage of their customer base is wanting that “signature Kate Spade style.” Through practical designs paired with bold colors and patterns their products are meant to stand out.

Kate Spade’s handbags and SLG items consistently gets high reviews. A huge selling factor for these products is their durability.

These products are typically made from one of the following materials:

- Canvas
- Nylon
- Pebbled Leather
- Smooth Italian Leather
- Saffiano Leather

Most of their leather goods are made from the saffiano leather. Saffiano leather is a textured, full-grain, leather that is finished with a wax treatment. It is known for being highly durable, scratch-resistant, can repel water and stains which makes it extremely easy to clean.

What services are offered?

Currently Kate Spade offers:

- The option to pick up online orders in-store.
- Standard shipping charges are waived if you order something from a store.
- There is a one-year warranty on all leather goods, lighting, shoes, and apparel if there has been a manufacturing defect with proof of purchase. There is a two-year warranty on watches if there is a material or manufacturing defect.
- All apparel comes with extra buttons or beads.

What are their marketing activities?

Instagram feed and stories, does a lot of popular trends on TikTok, Celeb partnerships, Promotional and informative emails

Were there any promotions running?

Currently Kate Spade is having a Fall Savings Event where you can get up to 50% off new markdowns. This promotion is running both online and in store. Kate Spade’s promotions typically last for around a week.

What are the competitor's strengths?

- The Kate Spade brand puts a heavy emphasis on their social impact. Because of the founder's passing, the brand has continued her legacy by putting mental health and wellbeing at the heart of their social impact work.
- The brand invests time and resources in training and developing their employees which in turn results in skilled and motivated workers.
- They are known for their high product quality for reasonable prices.
- They are active across social media platforms and have consistent digital marketing. Their brand identity can be seen through their physical locations, social media, website, advertisements, and even through their emails and SMS notifications. They do this through font choices, word usage, and colors.
- There is a clientele service used to send thank you emails/texts to customers after purchases, make product recommendations, and send out invitations for sneak peaks into new collections.

What are their weaknesses?

- There are gaps in the product range, especially in apparel, compared to their competitors.
- They get the most traffic during summer and holiday seasons.

What are the competitor's differences?

- Very loyal customers.
- Handbag focus
- Sells home goods and lighting fixtures.

Competitor #2: Tory Burch

About the Brand:

Tory Burch was founded in 2004, in NYC. The company's main purpose is to empower women and women entrepreneurs. For their products, timelessness and versatility are what they strive to create for their customers. Living in full color is Tory's guiding principle for living, designing, and leading her company.

Where is the competitor located and what are their selling channels?

Tory Burch has grown into a global business with over 350 stores across North America, Europe, Latin America, Asia, Australia, and the Middle East. In addition to these stores, the brand is available in over 3,000 department stores and specialty stores across the world.

What is the design and ambiance of the store and/or website presence?

Tory Burch's design can be described as classic and sophisticated with elements of preppy and boho. Signature styles of the brands include rich colors, bold prints, and feminine silhouettes.

The brand's design is influenced by the designer's love of travel.

The brand's stores are also reflective of this aesthetic. Within them, you will see elegant interiors with natural materials such as wood and stone. There also vintage-looking furniture with touches of bright colors. The stores give off an inviting atmosphere with an aim to create a more luxurious shopping experience for their customers.

How are their products displayed?

Tory Burch is known for displaying their products in creative ways that are eye-catching.

Products are on tables, shelving, and racks. They are arranged by color or collection. They utilize mannequins to showcase their items styled together. The brand often tells a story through its displays depending on the collection.

What product lines do they carry? (brands required)

They only carry their own brand: Tory Burch

What is their assortment and comparable price points? (entire assortment must be broken down by percentage)

- 35% Handbags/SLG
 - o \$180-\$1500
- 20% RTW
 - o \$100-\$3000
- 5% Swimwear
 - o \$158-\$600
- 20% Shoes
 - o \$100-\$400
- 10% Jewelry
 - o \$30-\$1300
- 10% Accessories
 - o \$60-\$500

How do the products compare in terms of quality, appearance, and any other criteria?

- Going through customer reviews, overall, customers are satisfied with their products.
- Comments include "high-quality craftsmanship at a fraction of the price" and "one of the few companies that outperform in design and functionality" (honestbrandreviews.com)

What services are offered?

- Complimentary Gift Wrap Services
- Personal Styling
- Open Early, Stay Late

- “We are happy to accommodate your schedule — come in before morning meetings, after gym classes, whenever works for you” (toryburch.com).
- Free shipping within the continental United States
- Ships internationally to 18 different countries.
- Tory Burch Foundation which provides access to capital, education, and digital resources to women and women entrepreneurs.

What are the competitor’s marketing activities?

- Social media marketing can be seen on platforms such as Instagram, Facebook, and TikTok.
- They also have email and SMS campaigns.
 - Influencer and celebrity marketing can be seen throughout these campaigns.

Were there any promotions running?

- One promotion that’s currently running is getting 15% off of purchases \$200+
-

What are the competitor's strengths?

- Their website is very easy to navigate and is user friendly.
- All marketing photos for products flow well together and nothing is hard to find.
- Strong brand identity with a strong message that their customers can deeply relate to.
- A diverse product range that allows them to cater to a wide customer base.

What are their weaknesses?

- This brand holds a very strong aesthetic which is not for everybody.
- Competitors
- Change in trends
 - The fashion industry evolves at such a fast rate, brands that have such a strong identity can find it hard to adapt to those changes.

What are the competitor’s differences?

- There are a lot more physical locations with Tory Burch in comparison to Alice + Olivia.
- Tory Burch is known more for their preppy, classic, style. Alice + Olivia, on the other hand, is known for their playful and eclectic aesthetic.
- Tory Burch has a wider range of products in comparison to Alice + Olivia.
- Tory Burch’s products are at a slightly higher price range.

Competitor #3: ZIMMERMANN

Who is the competitor?

The Australian brand, ZIMMERMANN was founded in 1991 by sisters, Nicky and Simone Zimmermann. From day one their vision has been, “Sophisticated femininity, clever color

combinations and delicate original prints.” Starting out in Sydney, Australia, the brand can now be found in the United States, the United Kingdom, and Europe.

Where is the competitor located and what are their selling channels?

Being from Australia, ZIMMERMANN maintains a collection of brick-and-mortar stores across the country. In 2011, ZIMMERMANN opened its first US store on Robertson Boulevard, Beverly Hills California. The brand now has fourteen stores in the US including Soho, Meatpacking District, Madison Avenue, East Hampton, Americana Manhasset, Woodbury Common in New York State, Bal Harbor Miami and Palm beach in Florida, Wynn Plaza in Las Vegas and Melrose Place, Pacific Palisades, South Coast Plaza and San Francisco in California with the most recent store opening in NorthPark Dallas. In Europe and the United Kingdom, ZIMMERMANN launched its first store in Mayfair, London and has since opened in St Tropez and Paris in France with the most recent expansion into Italy with store openings in Capri, Milan and Rome.

You can also shop them on their ecommerce site (Zimmerman.com) and online through department stores such as Saks 5th Avenue, Bergdorf Goodman, Selfridges, Harrods, Harvey Nichols, Net-a-Porter and Matches.com.

There are three HQ offices located in Sydney, Paris, and New York.

What is the design and ambience of the store and/or website presence?

The ZIMMERMANN brand is easily recognizable. All visual elements of the brand can be seen as fun, sophisticated, and romantic. Australian elements can be seen carried throughout their online presence showcasing a clean, relaxed, natural and laid-back lifestyle. This can also be seen throughout the design of their brick and mortars too. It's a nice open floor plan with earthy/natural colors.

How are their products displayed?

To keep the openness of the space, you can see the merchandise is displayed on hanging racks up against the walls of the stores. Looking at photos from several locations, there are display tables located in each store, but they are used more as a decorative piece rather than displaying the merchandise. There are typically around 2-3 pieces of merchandise on each table accompanying tabletop plants.

What product lines do they carry? (brands required)

Zimmermann only carries their own branded products in their stores and online.

What is their assortment and comparable price points? (entire assortment must be broken down by percentage)

- 10% Dresses
 - o Prices ranging from \$530-\$3750

- 1% Denim
 - o Prices ranging from \$395-\$1950
- 14% Tops
 - o Prices ranging from \$195-\$995
- 1% Shorts
 - o Prices ranging from \$475-\$750
- 4% Pants
 - o Prices ranging from \$185-\$1350
- 3% Skirts
 - o Prices ranging from \$425-\$1600
- 1% T-shirts
 - o Prices ranging from \$210-\$475
- 6% Knitwear
 - o Prices ranging from \$195-\$1175
- 3% Jackets/Coats
 - o Prices ranging from \$895-\$4150
- 3% Shoes
 - o Prices ranging from \$295-\$1450
- 30% Swimwear/resort
 - o Prices ranging from \$150-\$1350
- 10% Kids
 - o Prices ranging from \$75-\$295
- 3% Hair Accessories
 - o Prices ranging from \$80-\$850
- 2% Sunglasses
 - o Prices ranging from \$240-\$290
- 6% Jewelry
 - o Prices ranging from \$135-\$595
- 3% Bags/Belts
 - o Prices ranging from \$240-\$1250

How do the products compare in terms of quality, appearance, and any other criteria?

Zimmermann products are made with a guarantee of durability. Limiting the usage of synthetics to garments such as swimwear, slips, and pleated items, they use high quality fibers in their collections, with silk, linen, and cottons currently making up around 90% of their range. Quality, textures, and wearability are specific elements they keep in mind while selecting their fabrics. They pride themselves on not chasing trends and design their garments and accessories to be treasured and timeless. Their team is filled with highly skilled artisans that create originality through their prints and custom designed lace, trims, and finishes. With many garments featuring

detailed embellishments, many pieces take many hours and great expertise to produce.

Here's a breakdown of fabrics we use:

Fabric type	Percentage of Volume FY21
Natural fibre total	84%
Linen	26%
Silk	30%
Cotton	22%
Polyester	6.8%
Ramie	4%
Viscose	6.5%
Wool	1%
Nylon/Elastane	3%
Cashmere	0.7%
Leather	0.02%

What services are offered?

- They offer same-day delivery to eligible zip codes in New York City, Dallas and Los Angeles.
- The online store offers a Next Day delivery option for all US orders at checkout.
- Toshi Concierge Delivery: Your Toshi assistant will wait while you decide. Toshi will then return any unwanted items immediately to the ZIMMERMANN store. Select the Size Up/Size Down option if you would like additional sizes brought to you. The Toshi Assistant will wait and advise while you decide which size fits the best.

What are the competitor's marketing activities?

- According to mailcharts.com, a competitor and email monitoring tool, ZIMMERMANN sends an average of 1.23 emails per week spotlighting new collections and runway shows. They also post on their Instagram about once a day.



Were there any promotions running?

- The only promotional offer available currently is a one-time use of 15% off your next purchase when you sign up for promotional emails.

What are the competitor's strengths?

- A strong brand presence/identity can be seen throughout social media platforms and websites.
- ZIMMERMANN has very distinguishable designs and silhouettes that are produced each season which is a reason why they have such a strong following in the Australian market.
- They are very active on social media and there's a high level of customer engagement on those platforms such as Instagram, Facebook, and Twitter.
- Transparency of their sustainable practices and goals are easily found on their website.

What are their weaknesses?

- Store locations are only in Australia, the United States, and Europe which covers only a small fraction of the global market.
- Although this was listed as a strength, the repetitive designs and silhouettes in products mean they are not going to be bringing in new customers and that their target consumer is too specific.
- Many of their products are dry clean only. This is a factor that could keep people from investing in their apparel.

What are the competitor's differences?

- Higher price point
- Few locations
- Has good transparency on its sustainability practices.

	Retailer: Alice + Olivia	Kate Spade
Location	53 stores internationally in 35 countries. Headquartered in NYC.	350 specialty stores and 146 outlet stores worldwide. Headquartered in NYC.
Design and Ambience of Store	Eclectic interior, décor is very loud, no two stores are alike	Modern, unique décor, sophisticated and bright colors, printed tiled or hardwood flooring, warm lighting
Ecommerce Site	User friendly, product is organized well, matches brand identity well, products are showcased on models, new arrivals advertised as soon as you get on the landing page.	User friendly, close-ups of product on and off models, information on the brand's mission, high resolution images of products, brand identity can be seen throughout the website.
Product Display	Shelving, display tables, demonstration cubes with mannequins, display case/counter, hanging racks, mannequins	in-wall shelving, display tables, mannequins, display cases and counters, hanging racks, ottomans to display products on
Product Lines	Alice + Olivia, Collaboration with Casetify, Collaboration with Slip, Collaboration with Hot Sox	Kate Spade
Assortment	Large Breadth and Shallow Skus: 26% tops, 24% dresses, 10% pants, 3% denim, 1% shoes, 3% accessories, 9% sweaters, 3% jumpsuits, 12% shorts & skirts, 5% matching sets, 4% other	Average Breadth and Deep Skus: 23% handbags, 15% SLGs, 8% footwear, 15% apparel, 13% jewelry, 18% accessories, 8% home/office
Product Quality	High quality products, use of high quality materials. Materials include: Lambskin Leather, Silk, Viscose, Merino Wool, Vegan Leather, Ostrich Feathers, & Cashmere	Handbags are consistently of high quality/durability. Materials include: Saffiano leather, faille linings in bags, textured leather, microsuede lining, calf hair, pebbled leather, smooth italian leather, cashmere, ostrich feathers, silk, merino wool. The rest of the products carried are really hit or miss on quality based on added trims and embellishments.
Price Ranges	Tops \$115-\$895, Dresses \$275-\$3000, Pants \$195-\$995, Skirts \$225-\$95, Jumpsuits \$395-\$995, Jackets/Outerwear \$395-\$1595, shoes \$70-\$600, Accessories \$10-\$100	Handbags: \$89-\$598, SLG: \$41-\$298, Shoes: \$46-\$298, Apparel: \$43-\$698, Jewelry \$29-\$248, Accessories: \$20-\$348, Home/Office: \$12-\$4819
Services	international shipping	In-store pick up options, Waived shipping charges if ordered in-store, Product warranties, Apparel comes with extra beads/buttons
Marketing	CEO & founder is very connected with followers on social media platforms, email marketing, Influencer/Celeb marketing	Instagram feed and stories, Trendy on TikTok, Celeb partnerships, Promotional and informative emails
Promotions	15% off when providing your email	Fall Savings Event where you can get up to 50% off new markdowns
Selling Channels	Online Presence, Brickand Mortar, Department Stores	Online Presence, Brickand Mortar, Department Stores
Strengths	Brand identity is very strong and can be seen throughout marketing, social media pages, & product photography. Unique Selection, Connection with their customer base, Fun Collaborations, New collections get people excited.	Clienttelling service, Training and Developing Employees, Social Impacts, Consistent Digital Marketing Throughout All Platforms.
Weaknesses	Gaps in product range, not many brick & mortar locations, not much information can be found on sustainability practices, some products on website do not have a description.	Gaps in Product Range, Slow Traffic Throughout Fall and Spring seasons. Slow to introduce new silhouettes in RTW.
Differences		Has an extremely loyal customer base. Focuses the most of handbags and leather goods. Sells home goods and lighting. Huge focus on novelty items.

	Tory Burch	Zimmermann
Location	Has over 350 stores across North America, Europe, Latin America, Asia, Australia, and the Middle East.	Majority of stores are located in Australia. 14 stores in the US located in New York, California, Florida, and Texas. There are also a few stores located across Europe. 3 headquarter offices in: Sydney, Australia. Paris, France. New York, New York.
Design and Ambience of Store	Sophisticated interior, Neutral coloring with the occasional pop of color, floorplan is very elegant creating a luxurious atmosphere.	Sophisticated interior, Strong Australian elements, Open floor-plan, earthy/natural colors, plants throughout store, arch shaped entrances, wooden fixtures
Ecommerce Site	Easy to navigate, Marketing photography shown flows well together	Australian lifestyle elements carry over onto website through marketing photography.
Product Display	Hanging clothing racks, mannequins, shelving, display tables	Hanging racks, display counters/tables, floating shelves, pipe clothing racks
Product Lines	Tory Burch	Zimmermann
Assortment	Large Breadth and Deep SKUs: 35% Leather Goods, 20% RTW, 20% Shoes, 5% Swimwear, 10% Jewelry, 10% Accessories	Large Breadth and Shallow SKUs: 10% Dresses, 1% Denim, 14% Tops, 1% Shorts, 4% Pants, 3% Skirts, 1% T-Shirts, 6% Knitwear, 3% Jackets, 3% Shoes, 30% Swim/resort, 10% kids, 3% Hair Accessories, 2% Sunglasses, 6% Jewelry, 3% Bags/Belts
Product Quality	High quality products made from premium materials that are long lasting.	High quality & durable products. Use of high quality fibers. Custom lace, trims, and finishes.
Price Ranges	Leather Goods \$180-\$1500, RTW \$100-\$3000, Swim \$158-\$600, Shoes \$100-\$400, Jewelry \$30-\$1300, Accessories \$60-\$500	Dresses: \$530-\$3750, Denim: \$395-\$1950, Tops: \$195-\$995, Shorts: \$475-\$750, Pants: \$185-\$1350, Skirts: \$425-\$1600, T-Shirts: \$210-\$475, Knitwear: \$195-\$1175, Jackets: \$895-\$4150, Shoes: \$295-\$1450, Jewelry: \$135-\$595, Bags/Belts: \$240-\$1250, Sunglasses: \$240-\$290, Hair Accessories: \$80-\$850, Kids: \$75-\$295, Swim/Resort: \$150-\$1350
Services	Free shipping on all US orders, Complimentary Gift Wrapping, Personal Styling	Same day delivery to eligible zip codes, Next day delivery for all US orders, Toshi Concierge Delivery
Marketing	Social media such as Instagram, Facebook, and TikTok. Email and SMS campaigns. Influencer marketing.	Email marketing, social media marketing
Promotions	15% off of purchases \$200+	15% off your purchase when signing up for emails.
Selling Channels	Ecommerce, Department Stores, 350+ free standing stores	Brick & Mortar locations, Ecommerce, Department stores
Strengths	Easy to navigate website, Strong brand identity, diverse product range	Strong brand presence and identity, very recognizable designs and silhouettes, Very active on social media, transparency of sustainable practices easily found on their website.
Weaknesses	competitors, change in trends, strong aesthetic can be unappealing to some	Stores only in Australia, US, and Europe, Repetitive designs and silhouettes makes it harder to bring in new customers, most products are dry clean only.
Differences	Tory Burch has a lot more free standing stores, wider range of products, and products are at a higher price point.	Higher pricepoint, fewer locations, transparency on sustainability.

Current Market Trends Analysis

Due to the pandemic, we have seen unpredictable growth patterns and markets over the past couple of years. The pandemic brought about high levels of product shortages and business closures which had businesses scrambling to find new ways to keep their doors open. Yet, after all of that, 2022 is expected to be a turning point in the retail market. Worldwide, spending for retail and e-commerce will stabilize, consumer shopping habits will become stronger, and the pressure for companies to adapt will be extremely important. Companies have pushed the boundaries of innovation. You can see this through companies lessening risks by diversifying their revenue streams with retail media networks, introducing more convenient and flexible fulfillment options to consumers, and even offering unique in-store experiences to draw customers back.

The global women's apparel market reached \$915 billion in 2021 and is expected to increase to \$1,165 billion by 2027, a 3.84% compound annual growth rate. A key factor in this increase is the influence of e-commerce platforms. Many companies strengthened and evolved their e-commerce platforms due to the impact of COVID-19. Online retail stores offer customers convenience, easy accessibility, and quick payments, and discount coupons. Another key factor is the growing concept of visual merchandising and fashion rental services. Mass customization and personalization are also anticipated to assist in this market growth.

Although many feared the record levels of inflation and rising interest rates seen in the first half of the year, the latest figures show that the economy is holding up better than expected. Economic growth sprung back over the summer as GDP rose by 2.6% in the third quarter, which is considered a healthy increase and should cancel out any remaining fear that the economy is in a recession. According to the NRF's holiday sales forecast, it is anticipated that holiday sales will grow between 6% and 8% over 2021 to between \$942.6 billion and \$960.4 billion. These numbers include both online and other non-store sales, which should increase between 10% and 12% to between \$262.8 billion and \$267.6 billion.

Another great improvement seen this year is jobs being added to the economy. According to the U.S. Bureau of Labor Statistics, the economy has added 261,000 jobs in October 2022 as employers are continuing to hire steadily. Seeing this number means that companies now have enough demand to keep them busy. An essential indicator is manufacturing jobs. A key indicator that our economy is heading into a recession is when manufacturers start laying off workers. In April 2020, the economy lost 1.3 million jobs in the manufacturing industry. As of September 2022, manufacturing jobs have risen slightly above pre-pandemic levels. The unemployment rate is also nearing pre-pandemic levels as of October 2022 it can be seen at 3.7%, whereas before the pandemic it sat at 3.5%. Since unemployment is a lagging indicator, that means it is good for confirming trends.

During the pandemic, many tech companies saw a huge boost in traffic revenue during the pandemic due to consumers being stuck at home seeking entertainment. This sudden demand encouraged the industry to hire and expand more than it should have. Because of this sudden rise

in jobs, there has been a huge trend of layoffs in the tech industry. Bledi Taska, a chief economist at Lightcast reassures everyone by telling CNBC, “While it is important to follow some of the high profile tech layoffs, they are not indicative of the overall trends in the labor market, or even in the tech sector.”

During the initial outbreak of COVID-19 in Q2 2020, GDP fell by 31.2%. That was the worst contraction in U.S. history since Q1 1958. GDP in Q1 of 2022 fell by 1.6% and GDP in the Q2 of 2022 fell by 0.6%. While the two consecutive decreases in GDP may seem concerning and is a common indicator of a recession, Tim Holland, a chief investment officer at Orion Advisor Solution states, “We have a hard time believing the economy is in recession today, given a strong labor market and corporate earnings growth. We also remind ourselves that recessions are uncommon, as our economy was in recession just 8% of the time over the past 30 years.” However, a recession still may arrive soon. Forbes Advisor staff, Taylor Tepper, reports The Federal Reserve is determined to raise interest rates until inflation is moderated. This may cause the economy to shrink and enter a recession. In September 2022, the inflation rate, measured by the PCE Price Index was 6.2% year over year. This makes the September rate 5.1% higher than the Federal Reserve’s target annual inflation rate of 2%.

We are also seeing changes in supply chain management. Retailers now know that supply change disruptions are a reality and could continue for quite some time. This means they must be prepared. Retailers are needing to be reconfigured and visibility and transparency is key to meeting rising expectations. Many retailers lack a real-time view of their supply chain and cannot address the issues promptly. Aligning planning decisions to demand to forecast, managing inventory, and receipt flow will drive profitable allocation and replenishment, supply chain executes on, and order fulfillment.

Transparency also plays a part in a retailer’s sustainability efforts. Sustainability is now expected to be integrated into the entire business process. Around 79% of consumers say that a retailer’s transparency about product information and sustainability is important. Sustainability efforts are an opportunity to increase a retailer’s margins and some consumers are willing to pay a higher cost for sustainable and ethically sourced goods (Spicer).

All these factors play a part in the spending habits of Millennials as they are the largest generation group in the U.S., making up about 21.5% of the entire U.S. population. This makes millennials the generation with the highest purchasing power. Because Millennials are so tech-savvy, they are more inclined to use the internet for everything from researching top items on the market to reading customer reviews before purchasing. Roughly 23% of Millennials prefer purchasing online and picking up in-store and roughly 91% prefer to shop online. In recent years, around 67% of millennials have become more concerned about security when purchasing items online. This results in around 40% of millennials looking at reviews and testimonials before making a purchase, and the number is even higher when they are purchasing items online. Millennials also have the largest amount of debt. 14.8 million millennials have debt from student loans and the average millennial student loan borrower owes \$38,877 (Education Data).

Taking in all the changes in the economic and retail landscape, there are key points Alice + Olivia can work on to bring their consumer market, Millennials, the best possible experience. Digital touchpoints, visibility and transparency of their supply chain and products, and creating a space for innovation are all strategic imperatives that need to be monitored and implemented to ensure the best consumer experience.

SWOT Analysis

Strengths:

- Brand identity is very strong and can be seen throughout marketing, social media pages, and product photography.
- Connection with their consumers.
- The company has just celebrated 20 years in the fashion industry.
 - o This is no small accomplishment as the brand's success is a clear testament to Bendet's dedication and creative vision. (Mann)
- Does fun and unique collaborations.
 - o These collaborations are typically outside of the clothing sector of the fashion industry. Currently, Alice + Olivia is collaborating with Slip, Casetify, and Hotsox. Slip is a beauty brand that creates silk sleep masks and hair accessories, Casetify is a tech brand that is known for its custom tech accessories, and Hotsox is a brand known for its fashion novelty socks.

Weaknesses:

- Gaps in their product assortment.
 - o Unlike most of their competitors, Alice + Olivia does not carry handbags. This is an industry that is projected to increase by about \$4.1 billion (7.39% CAGR 2022-2026.)
- Few brick & mortar locations.
- Very little information can be found regarding their sustainability practices.

Threats:

- Sustainability is now expected to be integrated into the entire business process and transparency plays a big part in that.
- Key trends impacting the supply chain.
 - o Production Delays: Changes in supply chain management. Retailers are now needed to reconfigure, and visibility and transparency are key to meeting these rising expectations (home.kpmg).
- Increasing Inflation
 - o Since the supply chain is an interconnected operation, when prices go up in one area, it's a domino effect down the line. Currently, there is inflation in labor, energy, and transport costs which all create a great risk to the existing supply chain (orkestrasc.com).

Opportunities:

- Expanding product assortment to better fit the needs of their target consumer.
- Being more transparent about their sustainability efforts.

- Improving their e-commerce.
 - o Could do this by adding a review section to their products on their website.
 - o Alice + Olivia's target consumers, Millennials, are the generation that is most likely to seek out websites with product reviews- around 85% do so (powerreviews.com).

Product Strategy

Theme & Color Forecast

Season: S/S 2024

- I am choosing this season because Alice + Olivia is known for using lots of bold and bright colors and I wanted to incorporate that aspect of the brand into this new product line.

Theme: Fun-ctional

- Fun-ctional defines this handbag collection of classic silhouettes with bold, statement, colors. I really wanted to really focus on the brand's vision of providing their "on-the-go" customer with a product for any occasion, which is why you will see styles and colorways that can be transitional pieces from the workplace to your day-to-day life.

Colors/Color Story

- Hot Pink
 - Persimmon Orange
 - Sky Blue
 - Black
 - Blanc de Blanc
-
- I chose these colors not only because they align with Alice + Olivia's use of bright, fun, colors, but also because these are colors that can easily be transitioned into later seasons. According to WGSN, these colors are here to stay for upcoming years as they are a part of the long-term color strategy.

Look & Silhouette with Textiles & Materials

Fabric & Trim Trends

Bio-fabricated Leather

- Bio-fabricated leather is entirely animal-free.
- Biodegradable just like real leather.
- This eco-friendly leather is made through a process that turns commercial yeast into collagen-producing cell factories by editing their genome and fermentation. Collagen is then purified and assembled into fiber-like structures that resemble the core building blocks for their materials.

BIOFABRICCA by Modern Meadow

- 1) Traceability
 - a. "Our close relationship with development partners and production facilities allows brands partnering with Modern Meadow to feel confident knowing our products are 100% traceable from Lab-to-Brand™" (Modernmeadow.com)

2) Transparency

- a. “Modern Meadow Bio-Alloy™ technology is composed of a unique alloy of proteins and bio-based polymers that offers unparalleled performance from superior durability to long-lasting color vibrancy, for a uniquely lightweight material with a natural look, feel, and patina. Our materials and claims have been lab-tested, verified, and paired with state-of-the-art manufacturing capabilities, making Bio-TeX™ available to brands today.”

3) Expressing Color With Zero Waste

- a. “At Modern Meadow, dye directly binds to the protein in a liquid state when we form the Bio-Alloy™ layer of our materials. This allows us to use only the precise amount of dye needed and eliminate any dye runoff from material manufacturing and finishing.”
- b. “Unlike other materials that have a layer of color on top of their coating, our Bio-Alloy™ is colored in its entirety, inside and out, creating unique color depth and enriched color expression with less dye input. Since our color is firmly “anchored” to proteins in the Bio-Alloy™, the rich color expression is long-lasting and durable, with dramatically improved crocking performance.”

Additional Key Trends for S/S 2024

- Color-blocking
- Novelty Chains

Emerging Looks & Silhouettes:

Within this industry, there is currently a major focus on functionality and comfort.

- As the industry steps up to reduce environmental impact, adopt a reductive and circular design approach for the entire product cycle. Design with longevity in mind, source certified and durable materials, include material info in product descriptions and offer a return-back programmed to create a circular economy. Evolve textures and techniques to find options for pre- or post-consumer waste. (Forbes)

The styles that Alice + Olivia will be including in this new product line are:

1. The Phone Bag/Crossbody
2. The Tote Bag
3. The Slouchy Shoulder Bag (Hobo)
4. The Top-Handle Bag
5. Convertible Backpack style

After researching handbag trends for S/S 24, I have selected these handbag silhouettes because they are going to be the most practical and useful for Alice + Olivia’s target consumers. This consumer is always on the go so they are going to need bags that can be used for multiple occasions and made with high-quality materials to keep up with their busy lifestyle. I have selected these colors because I still wanted to incorporate the bright colors that the brand is

known for using, but I included a few neutrals to allow consumers to easily carry over these styles to upcoming seasons.

Opportunity Analysis

Value Proposition

A bag for every occasion.

As a company made for women by women, Alice + Olivia understands the struggles of the on-the-go lifestyle of a modern woman. That is why we have created a collection of bio-fabricated leather bags made with durable, high-quality materials, that include options for every day and every occasion.

What type of opportunity is this?

This is both an unmet customer need and an improvement of a product that is already on the market.

Because the pandemic caused most of the world's population to shut down, restricting travel and work opportunities, the fashion apparel and accessories industry was hit hard due to offline retailers and outlets being shut off for a large portion of that time. Potential consumers were limiting their spending on fashionable accessories which directly impacted the sales revenue for the top brands in the handbag market. However, now that the pandemic is improving, the spending patterns of consumers are expected to improve, and the market is set to regain its potential.

The handbag market is driven by consumer preferences toward changing trends in fashion, especially among millennial women. Handbags play a major fashion statement in the rising fashion industry. Europe and North America currently lead the global handbag market. Western consumers are becoming more brand conscious about their consumption choices, putting even more emphasis on the choices that reflect their personal style and personality. Therefore, the handbag segment in Europe and North America has witnessed the fashion accessories segment transform from being just a necessity purchase into entering the lifestyle shopping category.

The rising population of women in the workforce is increasing the purchasing power of this group, which is increasing the demand for handbags.

The global handbags market is forecasted to grow at a CAGR of 6.7% during the 2021 to 2028 period (Fortune Business Insights).

Community Giveback

Alongside this new product line launch, Alice + Olivia will also branch off a section of Creatively, a networking platform to help people in creative industries connect and find job opportunities that Stacey Bendet co-founded and create programs and mentoring opportunities for female entrepreneurs.

To go along with every handbag sold, there will be a small flier promoting this new addition to Creatively, explaining what it is and the mission behind it. There will be a QR code included on the flier to make accessing the website easy for the customer.

How are customers/people meeting this need today?

A restraining factor for the handbag and leather goods market is substitute products such as backpacks, briefcases, drawstring bags, and canvas totes that are increasingly gaining a presence in the market.

People are also currently meeting this need by shopping with other leading brands in this market such as Kate Spade, Coach, Rebecca Minkoff, etc.

Is there another company currently filling this need?

Yes, a few notable brands that are currently filling this need are Coach, Kate Spade New York, and Tory Burch.

If so, how can I differentiate my company's product or service to create a competitive advantage? If not, is there sufficient market demand?

For contemporary brands, using price as their selling point is no longer a compelling strategy. A mission and a purpose for a brand are critical for success.

Alice + Olivia, as a brand, does well differentiating itself from competitors by connecting with its consumers on a more personal level and listening to the needs/values of its consumers. This can be seen with the community blog section located on the website showcasing topics such as AAPI Heritage Month, International Women's Day, and Juneteenth.

The company also focuses on being aspirational. This can be seen with founder/CEO, Stacey Bendet, showcasing her personal life and lifestyle while in the merchandise. This can also be seen through celebrities such as Serena Williams and Paris Hilton wearing the merchandise.

Is this opportunity financially viable both to the customers and to the retailer?

Creating this new product line will positively impact cash flow and create an additional revenue stream for the company. Alice + Olivia is already using high-quality, vegan leather in their clothing, so it is a textile they are already familiar with.

The new vegan leather handbag/leather goods line will be sold through their e-commerce site, major department stores, and 53 brick-and-mortar locations.

Alice + Olivia will not need to train their sales channels to market this opportunity or establish new partnerships as they are very successful in marketing all new products through social media, product launch events, and celebrity/influencer marketing.

- “The increasing social media influence on the consumers from Instagram and Twitter is responsible for the inclination of potential consumers toward the [handbag] market” (Business Wire).

This would be the perfect product line for the company’s existing customer base. The line will follow suit to the brand’s mission of providing the everyday woman with a product for every day and every occasion. As said previously in the target market research assignment, this customer is a working, millennial woman, who is always on the go. According to the Global Handbags Market Report from Business Wire, the demand for handbags is rising among working women.

What external factors (opportunities & threats) should be considered that might impact this opportunity?

Opportunities

Sustainability

- Sustainability is now expected to be integrated into the entire business process and transparency plays a big part in that. This could give the company an opportunity to further connect with their target consumer.

Brand Differentiation & Consumer Experience

- “Consumers today are more omni-connected, so having a digital presence and capabilities to deliver an experience for a consumer that is authentic to your brand and consistent across different channels is also critically important” (Business of Fashion, The State of Fashion 2023).
- “The introduction of convertible or multipurpose handbags is expected to boost the market, with luxury handbags including totes, backpacks and satchels leading the way” (Akhtar).

US Consumers are Trading Down

- “US consumers are trading down to lower-priced brands and products across income groups and generations” (Business of Fashion). This can be beneficial as consumers are switching from luxury prices to off-price and private-label brands.
- 81% of Millennials are trading down.
- An average of 73.5% of people of medium to high income are trading down.

Challenges/Threats

Inflation & Economic Downturn

- For most fashion companies, inflation is a main concern for 2023. Cost pressures have impacted just about all categories, which puts increased pressure on margins, in turn, making the return to normalcy in pricing seem far off (Business of Fashion, The State of Fashion 2023).

Declining Consumer Demand & Confidence

- “79 percent of Millennials reported that they are dipping into their savings, taking on more credit or taking on additional jobs to manage their finances, compared with 64 percent of Gen-X and 53 percent of Baby Boomers” (Business of Fashion).

High Competition

- Brands such as Kate Spade, Coach, Rebecca Minkoff, and Tory Burch are all well-known in the handbag industry and have high brand recognition in this specific market.
- The possibility of luxury brands such as Louis Vuitton, Gucci, YSL, and Dior entering the price market.

Is there a better opportunity you should be considering?

Considering our target demographic and the key factors that are currently driving the handbag market, the introduction of a handbag collection seems like a great opportunity for Alice + Olivia currently.

Does this opportunity fit in the company's vision and future strategy?

Alice + Olivia's vision is to pull inspiration from their love of vintage and all things feminine to design items that juxtapose the whimsical and flirty with the sexy and sophisticated all while being able to provide today's modern woman with options for everyday and every occasion. Founder/CEO, Stacey Bendet has stated, "The Alice + Olivia collection is aimed at women who want high-fashion, couture-quality clothes but aren't old enough or affluent enough to afford an \$8,000 gown."

Creating a line of high-quality, vegan leather, handbags align perfectly with the company's current and future strategies. As a company that is very interactive and engaged with its customers, I think adding a product line that would benefit its target consumer would only strengthen its brand loyalty.

The handbag and leather goods category has also proven to be more durable during a downturn even though the accessible luxury sector is at more risk during those times.

- "This is a space that customers continue to spend because it doesn't only serve a functional need, it serves an emotional need for consumers. So, in the accessories and leather goods and footwear categories, customers are emotionally tied to the category" (Business of Fashion, The State of Fashion 2023).

Financial Analysis

Financial Analysis					
Name	The Mia Tote	The Gracie Hobo	The Ava Top-Handle	The Carrie Convertible Backpack	The Emma Crossbody
Packaging	\$ 0.25	\$ 0.25	\$ 0.25	\$ 0.25	\$ 0.25
Labels	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50
Cut/Sew/Finish	\$ 37.50	\$ 30.00	\$ 30.00	\$ 45.00	\$ 30.00
Fabric/Materials	\$ 60.28	\$ 56.52	\$ 49.51	\$ 81.18	\$ 31.66
Shipping	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50	\$ 0.50
Cost of Production	\$ 99.03	\$ 87.77	\$ 80.76	\$ 127.43	\$ 62.91
Factory Overhead (25%)	\$ 24.76	\$ 21.94	\$ 20.19	\$ 31.86	\$ 15.73
Tarrif Cost (8%)	\$ 9.90	\$ 8.78	\$ 8.08	\$ 12.74	\$ 6.29
Total Cost of Production w/ Overhead	\$ 133.69	\$ 118.49	\$ 109.03	\$ 172.03	\$ 84.93
Minimum Retail price	\$ 267.38	\$ 236.98	\$ 218.05	\$ 344.06	\$ 169.86
Suggested Retail Price	\$ 495.00	\$ 425.00	\$ 395.00	\$ 545.00	\$ 295.00
Retail Margin at Suggested Retail Price	73%	72%	72%	68%	71%
Retail Margin at Minimum Retail Price	50%	50%	50%	50%	50%
3 Month Inventory Breakdown	The Mia Tote	The Gracie Hobo	The Ava Top-Handle	The Carrie Convertible Backpack	The Emma Crossbody
Units Total	280	200	200	280	280
Madison Avenue (NYC)	14	10	10	14	14
Melrose (LA)	14	10	10	14	14
The Grove (LA)	14	10	10	14	14
Highland Park Villiage (Dallas, TX)	14	10	10	14	14
Malibu Lumber Yard (Malibu, CA)	14	10	10	14	14
E-Commerce	210	150	150	210	210
Name	The Mia Tote	The Gracie Hobo	The Ava Top-Handle	The Carrie Convertible Backpack	The Emma Crossbody
Total Cost	\$ 37,433.34	\$ 23,697.90	\$ 21,805.20	\$ 48,168.54	\$ 23,779.98
Total Suggested Retail	\$ 138,600.00	\$ 85,000.00	\$ 79,000.00	\$ 152,600.00	\$ 82,600.00
Total Minimum Retail	\$ 74,866.68	\$ 47,395.80	\$ 43,610.40	\$ 96,337.08	\$ 47,559.96

Financials at Suggested Retail Price (within 90 day selling period)				
	Total Cost	Total Revenue	Gross Margin	Profit Margin %
	\$ 154,884.96	\$ 537,800.00	\$382,915.04	71%
Financials at Minimum Retail Price (within 90 day selling period)				
	Total Cost	Total Revenue	Gross Margin	Profit Margin %
	\$ 154,884.96	\$ 309,769.92	\$154,884.96	50%

Fabric/Materials Costing

- \$7 per sq ft
- Purse feet \$0.09 each
- Zipper \$0.16 each
- 100% Recycled Polyester Lining \$13.99 per yd
- Metal key rings \$0.10 each
- Circular clips \$0.20 each
- D-rings \$0.14 each
- Magnetic closures \$0.15 each

Labor Costs

- Estimated that it takes an average of 6 hours to create one medium-sized leather handbag.
- “Average Wages in China increased to 92459 CNY/Year (1120 USD/Month) in 2021.” (take-profit.org)
- If you round that number up to \$1200 and divide that by 4 weeks in 1 month that equals to \$300 per week. Then if you take that number and divide it by 5 (days) then you get \$60 per day. Then taking that number and dividing it by 8 (for an 8 hour work day) you can conclude that they get paid around \$7.50 per hour.
- $\$7.50 * 4$ (hours) = \$30 (top handle bag/hobo bag/crossbody bag)
- $\$7.50 * 5$ (hours) = \$37.50 (tote bag)
- $\$7.50 * 6$ (hours) = \$45 (convertible backpack)

Locations

- After researching which locations had the most reviews/ratings the five locations I chose to carry the handbags in-store were:
 - o Alice + Olivia Madison Avenue - New York, NY
 - o Alice + Olivia Melrose - Los Angeles, CA
 - o Alice + Olivia The Grove - Los Angeles, CA
 - o Alice + Olivia Highland Park Village - Dallas, TX
 - o Alice + Olivia Malibu Lumber Yard - Malibu, CA





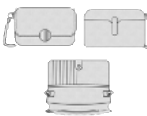
Financials at Suggested Retail Price

Cost: \$154,885
Total Revenue: \$537,800
GM: \$383,000
GM%: 71%





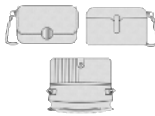
Financials at Minimum Retail Price

Cost: \$154,885
Total Revenue: \$310,000
GM: \$155,000
GM%: 50%

Assortment Plan (Per Store)

Style	Fabric	Colors	March	April	May	Totals
Tote Bag			Cost	\$118.17	76%	MU
	Outer shell: BoFabbrica Bio-Tex™ Recycled Polyester Lining				Retail	\$495.00
		White/Pink	2	1	1	
	Black/White	2	1	1		
	Blue		2			
	White/Black			2		
	Colorblocked					
	Pink				2	
	Quantity		4	6	4	14
Cost		\$472.68	\$709.02	\$472.68	\$1,654.38	
Retail		\$1,980.00	\$2,970.00	\$1,980.00	\$6,930.00	
Hobo Bag			Cost	\$113.09	73%	MU
	Outer shell: BoFabbrica Bio-Tex™ Recycled Polyester Lining				Retail	\$425.00
		White	2	2		
	Pink/Black	2				
	Pink/Orange			2		
	White/Blue		2			
	Quantity		4	4	2	10
	Cost		\$452.36	\$452.36	\$226.18	\$1,130.90
	Retail		\$1,700.00	\$1,700.00	\$850.00	\$4,250.00
Top-Handle Bag			Cost	\$103.63	65%	MU
	Outer shell: BoFabbrica Bio-Tex™ Recycled Polyester Lining				Retail	\$395.00
		White	2	1		
	Black	2	1			
	Pink/Orange			2		
	White/Blue		2			
	Quantity		4	4	2	10
	Cost		\$414.52	\$414.52	\$207.26	\$1,036.30
	Retail		\$1,580.00	\$1,580.00	\$790.00	\$3,950.00
Convertible Backpack			Cost	\$146.38	73%	MU
	Outer shell: BoFabbrica Bio-Tex™ Recycled Polyester Lining				Retail	\$545.00
		White	3	1	1	
	Black	3	1	1		
	Blue		2			
	Pink				2	
	Quantity		6	4	4	14
	Cost		\$878.28	\$585.52	\$585.52	\$2,049.32
	Retail		\$3,270.00	\$2,180.00	\$2,180.00	\$7,630.00
Phone Crossbody			Cost	\$79.53	73%	MU
	Outer shell: BoFabbrica Bio-Tex™ Recycled Polyester Lining				Retail	\$295.00
		White	3	1		
	Black	3	1			
	Pink		2	1		
	Blue		2	1		
	Quantity		6	6	2	14
	Cost		\$477.18	\$477.18	\$159.06	\$1,113.42
	Retail		\$1,770.00	\$1,770.00	\$590.00	\$4,130.00

Assortment Plan (E-Commerce)

Style	Fabric	Colors	March	April	May	Totals	
Tote Bag			Cost	\$118.17	Retail	\$495.00	
	Outer shell: BioFabbrica Bio-Tex™ Recycled Polyester Lining	White/Pink	50				
		Black/White	50				
		Blue		40			
		White/Black Colorblocked		40			
		Pink			30		
		Quantity		100	80	30	210
		Cost		\$11,817.00	\$9,453.60	\$3,545.10	\$24,815.70
Retail		\$49,500.00	\$39,600.00	\$14,850.00	\$103,950.00		
Hobo Bag			Cost	\$113.09	Retail	\$425.00	
	Outer shell: BioFabbrica Bio-Tex™ Recycled Polyester Lining	White	40				
		Pink/Black	40				
		Pink/Orange			30		
		White/Blue		40			
		Quantity		80	40	30	150
		Cost		\$9,047.20	\$4,523.60	\$3,392.70	\$16,963.50
Retail		\$34,000.00	\$17,000.00	\$12,750.00	\$63,750.00		
Top-Handle Bag			Cost	\$103.63	Retail	\$395.00	
	Outer shell: BioFabbrica Bio-Tex™ Recycled Polyester Lining	White	40				
		Black	40				
		Pink/Orange			30		
		White/Blue		40			
		Quantity		80	40	30	150
Cost		\$8,290.40	\$4,145.20	\$3,108.90	\$15,544.50		
Retail		\$31,600.00	\$15,800.00	\$11,850.00	\$59,250.00		
Convertible Backpack			Cost	\$146.38	Retail	\$545.00	
	Outer shell: BioFabbrica Bio-Tex™ Recycled Polyester Lining	White	55				
		Black	55				
		Blue		50			
		Pink			50		
		Quantity		110	50	50	210
Cost		\$16,101.80	\$7,319.00	\$7,319.00	\$30,739.80		
Retail		\$59,950.00	\$27,250.00	\$27,250.00	\$114,450.00		
Phone Crossbody			Cost	\$79.53	Retail	\$295.00	
	Outer shell: BioFabbrica Bio-Tex™ Recycled Polyester Lining	White	55				
		Black	55				
		Pink			50		
		Blue		50			
		Quantity		110	50	50	210
Cost		\$8,748.30	\$3,976.50	\$3,976.50	\$16,701.30		
Retail		\$32,450.00	\$14,750.00	\$14,750.00	\$61,950.00		

Marketing & Promotional Plan

Strategic Plan

1. Catering to the needs of modern, working, women.
 - a. Alice + Olivia already does a great job catering to their target consumer. By expanding their product assortment and including more neutral colors/classic silhouettes, this line is going to reach beyond who is already shopping the brand.
2. Directly targeting their primary consumer: Millennials.
 - a. Millennials value sustainability. According to Nielsen, 75% of millennials are eco-conscious to the point of changing their buying habits to favor environmentally friendly products.
 - b. The community giveback plan is also directly targeting their primary consumer. Stacey Bendet, being a female entrepreneur herself, is an inspiration to many women starting out in the industry. Not only is she the CEO of a successful fashion brand, but she is also relatable in a sense that more people can understand and relate to. She is a mother and a wife. She juggles all these different roles in her life just like a “regular” everyday person does.
3. To improve the brand’s reputation.
 - a. Alice + Olivia does not have the best sustainability practices. There is a claim that the brand values sustainability on its e-commerce site, but it does not get much further than a few sentences. I believe that bringing in this new technology with the company Modern Meadow, who are known for their traceability and transparency, this could be a true turning point for Alice + Olivia’s journey to becoming a more sustainable company.

Marketing Strategies

Digital

- Video and images of the new product line will be displayed on the website’s landing page.
- There will be email blasts sent out to email subscribers.
 - o One email will go out two weeks before the handbag line launches. This email will contain photographs of the new products and a brief explanation of what the products are and will also mention that they are made with bio-based materials and include a link to where if they click on it, it will pull them to the blog part of their website that explains more in-depth of what Biofabricca is and the sustainable aspects of it.

- The second email will go out one week before the launch. Like the first email, it will contain photographs of the new products, but will also be spotlighting the launch of the new section of Creatively, which will house programs and mentoring opportunities specifically for female entrepreneurs.

Social

- Incorporating these new handbags into photoshoots with the apparel that Alice + Olivia already sells will be essential in marketing to this type of consumer. This consumer values convenience. As someone who is most likely already shopping their RTW, it will be crucial to style these handbags with apparel that we know the consumer has and/or likes, showcasing the product's convenience and practicality.
- Start introducing the new product line two weeks prior to launching on Instagram, Facebook, and TikTok stories/feeds. We could do this by slowly introducing a new bag every 2 days as well as more information about the bio-fabricated materials used to create the handbags and a post announcing the new addition to creatively including the event that is going to come alongside the launch.
 - This introduction to the new line will be done through mostly feed posts, but we will incorporate interactive story posts.
 - These sneak peeks will show the product but focus on the mission behind the product, which is to provide their customer, the on-the-go woman, with a bag for any occasion.
 - Instagram reels will be used to promote the handbags by highlighting diverse ways you can wear these bags in your day-to-day life. These will have more of an aesthetic element to them rather than mission-focused.
- Influencer/Celebrity Marketing
 - Stacey Bendet, herself, modeling the handbags on social media platforms is going to be a huge part of marketing this new product line. As she is one of the primary "influencers" seen throughout the brand's social media, she has already built a connection and trust with their customers.
 - A close friend of Stacey Bendet's, Nicky Hilton, will also be posted modeling the new handbags. She, alongside Bendet, has an already established fan base that aligns well with Alice + Olivia's customers. She would be a great fit in terms of celebrity/influencer marketing for this new product line because she, herself, is a female entrepreneur who, as of April 2021, released an eco-conscious fashion line of sustainably made vegan shoes with French Sole.

Print/Signage

- Flyers for the launch of the new section on the Creatively platform will be placed within every handbag order and will also be given out in the 5 stores where the product will be sold at.
- These flyers will start to be handed out in stores two weeks prior to its launch.

- There will also be a large sign with information about the new handbag stating “made from bio-based materials” in the 5 stores where the product will be sold at near the product displays.

Community

Stacey Bendet, the creator of Alice + Olivia, has always been a woman’s woman.

Former Deputy Chief of Staff to Hillary Clinton, and a close friend of Bendet’s, describes her as, “an enormously successful entrepreneur and businesswoman, but she has never forgotten who she is, where she came from and what she wants to project to the world. She is a collaborator, always looking for a new project or foundation to support, and as a friend, she is always there. The first call when you need help, or advice, or a sympathetic ear. Or even just a laugh.”

She personally knows the struggles and hardships that women face in the industry because she went through them. She also is no stranger to the topic of flexibility toward family life in the workplace since she is a mother of three children.

She shares during an interview with Forbes, “I love being a mom but let’s face it, the years of having small children and toddlers are super hard especially when you work. I encourage women to take that maternity leave and to figure out how to accomplish all the things they want, which usually means sharing home responsibilities with their spouses. So if a woman wants a career, we encourage her to foster an environment for success at home, and we do our part in accommodating this lifestyle so our employees can have both. It’s really about flexibility, we don’t expect people to do things at crazy hours or to be at events. We know that moms must drop kids off before getting to work, or need to prioritize school conferences, or may have to work from home if a child is sick. We hold meetings between 9-to-5 only, so we provide an environment where kids get their time. We encourage parents to support other parents within the company with open platforms for questions and advice. It’s not stuff that’s complicated, it’s just being thoughtful.”

When asked about the future, Bendet shares with Forbes that she strives to continue to democratize fashion through both Alice + Olivia and its initiatives. Consistently, she is engaging with students and gives advice on how to create brands and sustain them.

Bendet has also founded a platform called Creatively to democratize how people find work within the fashion industry and creative fields.

“It’s all in the spirit of our brand—strength, empowerment, and empowering, which has always been what we’re about at Alice & Olivia.” - Stacey Bendet

Given her emphasis on empowering women and her personal experience/knowledge of being a woman coming up in the fashion industry, that’s why branching off a part of Creatively and

forming it into a place where female entrepreneurs can go and access materials such as mentoring opportunities, would align well with what she and the company stand for.

This section of Creatively will house information on mentoring events, and posts with advice for female entrepreneurs, and will just be a way for female entrepreneurs to connect and form a supportive community.

Timeline/Rollout

Selling Period: **March 8, 2024 – June 7, 2024** (S/S 2024)

Friday, February 23, 2024

- First “sneak peek” post on Instagram story
- Begin handing out flyers in stores

Friday, March 1, 2024

- Second “sneak peek” post on Instagram story and feed

Friday, March 8, 2024 (International Women’s Day)

- Beginning of the selling period. (Launch Day)
- Post on all social media platforms about the launch of the new handbag line.
- Included in the post will be information regarding the online event happening for the launch of the new section of Creatively.

Saturday, March 9, 2024

- First online event for the expansion of Creatively.

Sunday, March 10, 2024

- Post a recap of the online event to socials.

Tuesday, March 12, 2024

- Kathy Hilton posts with products on her Instagram feed.

Friday, March 15, 2024

- Post product on social media feeds & stories.

Saturday, March 16, 2024

- Biweekly livestream event with a female entrepreneur on Creatively: She Creates.

Friday, March 22, 2024

- Post product on social media feeds & stories.

Friday, March 29, 2024

- Post product on social media feeds & stories.

Saturday, March 30, 2024

- Biweekly livestream event with a female entrepreneur on Creatively: She Creates.

Friday, April 5, 2024

- New colors for April launches

Friday, April 12, 2024

- Post product on social media feeds & stories.

Saturday, April 13, 2024

- Biweekly livestream event with a female entrepreneur on Creatively She Creates.

Tuesday, April 16, 2024

- Kathy Hilton posts with the new April colors on her Instagram feed.

Friday, April 19, 2024

- Post product on social media feeds & stories.

Friday, April 26, 2024

- Post product on social media feeds & stories.

Saturday, April 27, 2024

- Biweekly livestream event with a female entrepreneur on Creatively: She Creates.

Friday, May 3, 2024

- New colors for May launches.

Friday, May 10, 2024

- Post product on social media feeds & stories.

Saturday, May 11, 2024

- Biweekly livestream event with a female entrepreneur on Creatively: She Creates.

Tuesday, May 14, 2024

- Kathy Hilton posts with the new May colors on her Instagram feed.

Friday, May 17, 2024

- Post product on social media feeds & stories.

Friday, May 24, 2024

- Post product on social media feeds & stories.

Saturday, May 25, 2024

- Biweekly livestream event with a female entrepreneur on Creatively: She Creates.

Friday, May 31, 2024

- Post product on social media feeds & stories.

Friday, June 7, 2024

- End of the selling period.

Associated Costs

Total= \$39,051

Guest Speakers

- 2 per month
- 3 “Newbie Speakers” (\$500 per online event)
- 1 Modest Professional Speaker (\$1,500 per online event)
- 1 Top Professional Expert Speaker (\$5,000 per online event)
- 1 Celebrity Speaker (\$25,000 per online event)
 - o Total Cost: **\$32,000**
 - o “Newbie speakers might earn \$500–\$2,500 for a talk” (Harvard Business Review).
 - o “\$1,500 – \$5,000 (Modest professional) – You can expect to pay this much for non-famous industry professionals or professional public speakers with moderate

experience. This is decent compensation for those who make their living giving speeches and could thus secure a good speaker for a modestly sized event” (Vario Productions).

- “**\$5,000 – \$10,000 (Top-professional)** – At this rate, you can hire accomplished career professionals and seasoned speakers. These speakers have experience making keynote addresses and attracting attendees to the event. Examples of distinguished speakers in this range include professional athletes, successful business people, and published writers. A larger budget would be required to be able to afford such an established speaker” (Vario Productions).
- “**\$25,000 – \$50,000 (Celebrity speaker)** – These speakers are well-known individuals and household names. Their reputation and name recognition make them expensive, but also draw crowds and add value to the event. A renowned Harvard professor or best-selling author would fall under this bracket. Major corporate conferences or international summits might have the funds to secure a celebrity speaker” (Vario Productions).

Gifted Products

- Nicky Hilton will post content on the Tuesday following each monthly launch.
 - 1 feed post & 1 story post
 - She will be gifted 2 bags per launch, 6 bags in total. (for each launch she will receive and post about the top-handle bag and the hobo bag)
 - The total paid to Nicky Hilton for the 3 posts/stories = \$6,000
 - This total comes from comparing influencers with similar following counts and comparing their interaction percentages.
 - “Jenny McCarthy has just over one million followers and often earns around \$3,500 per post” (izea.com).
 - Total of the gifted items = \$681
 - Total of both the gifted items and the Instagram posts = **\$6,681**

Flyers

- 2800 flyers in total split between the stores to hand out and to put one in each handbag getting shipped out.
 - 10 cents per flyer brings the total cost to **\$280**

Large Signs with Store Displays

- 5 stores will be getting the product. Each sign is costed at \$18.
 - The total for all 5 signs is **\$90.**

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