

## **Rethinking Calvin Klein in 2020: A Product Line Extension<sup>1</sup>**

**Alexandria Glasper**  
New York & Company  
USA

**Herbert Sherman**  
Long Island University  
Brooklyn Campus  
USA

### **Brand History**

Calvin Klein has had a tumultuous few years. The executive team brought in renown designer Raf Simons to direct the luxury collections line, but he departed rather quickly after his vision could not be realized with the brand. In addition, the chief marketing officer parted ways with Calvin Klein and instead moved into a position with Google. On top of that, Calvin Klein decided not only to cease searching for Simons' replacement, but to completely disband the collection's line altogether (Lockwood, 2019). This also resulted in the closure of its Madison flagship store. After layoffs of approximately 100 employees due to the restructuring plan, there is a high level of insecurity among employees and customers.

As a PVH-owned corporation,

*...issues related to the Calvin Klein's Jeans business owing to fashion miss are the primary reason behind the segment's dull performance. While revenues at Calvin Klein remained flat in first-quarter fiscal 2019, the segment's International revenues fell 2% year over year. Robust growth in Europe was more than offset by the adverse impacts of currency and weakness in China. Moreover, International comparable-store sales (comps) declined 4%. Further, the segment's North America revenues were somewhat hurt by a 5% fall in comps. Calvin Klein has work to do to recover after these losses. (<https://www.zacks.com/stock/news/439324/pvh-stock-hurt-by-soft-calvin-klein-unit-can-it-bounce-back>)*

PVH's response Calvin Klein's downturn has included the redesigning of the CALVIN KLEIN 205W39NYC business, adoption of the digital-first model and streamlining of its North America business. The company planned to relaunch the CALVIN KLEIN 205W39NYC collection, with a modern name and creative fashionable approach to connect directly to the Calvin Klein brands' family. It is believed that this launch is likely to help PVH Corp recoup the issues at this collection. (<https://www.zacks.com/stock/news/439324/pvh-stock-hurt-by-soft-calvin-klein-unit-can-it-bounce-back>)

*The main problem* we see for the brand is the loss of its collection's line which is damaging to its overall reputation as a legacy lifestyle brand. Its fellow PVH powerhouse brand Tommy Hilfiger has only seen successes where Calvin Klein has seen failures. Both brands are known for premium clothing that appeals to high-end and mass-market consumers. Diversifying its portfolio and having a collections line is paramount to the legacy and success of the brand; otherwise it is easy for Calvin to get lost in the shuffle of hundreds of mass market and bridge retailers in this global economy. Therefore, we are proposing that Calvin Klein should introduce a product line extension to ease back into its collections business.

---

<sup>1</sup> *Note: This case was written and developed prior to the pandemic outbreak.*

## **Product Extension Solution**

With a presence in women's, men's, kids', home, and various classes within those departments, Calvin Klein must be strategic in their choice of the line extension. An opportunity lies in sustainably made clothing to revamp its fallen collections line. Its parent company PVH Corp. has committed to taking action where sustainable business practices are concerned wholeheartedly. On PVH's website (<https://responsibility.pvh.com/hundred/>), the company outlines an aggressive plan to positively impact the environment and stakeholders around the world. It states that by 2025, PVH hopes to transition all companies to sustainably sourced cotton and viscose, and to do the same for polyester by 2030. In addition, PVH is named on the Textile Exchange's Preferred Fiber Benchmark List of Top Industry Users of Recycled Polyester. Calvin Klein can use this opportunity to hit the ground running with their next project.

One of the best test products for this is a limited collection of products that heavily serves both utilitarian and hedonic purchasers equally such as outerwear. Currently, Calvin Klein offers a multitude of product lines across its business. It is best known for its underwear and denim. Therein lies an opportunity to become known for a third product that just so happens to be great for the environment. In most regions of the United States – its primary market with Asia-Pacific coming in at a strong second – outerwear is a necessity, a utilitarian purchase. So there will always be a high demand for this product in certain seasons. In addition, Calvin Klein's targeted customers are mainly millennial women of which are known to be located in urban areas or nearby them (Bialik & Fry, 2018). These locations are known to be progressive-thinking and attentive to world outside of the US which affects this demographic's purchasing habits. These women have also been taught different values than their ancestors and care as much about comfort and the environmental impact as they do about aesthetic. 49% of all American millennial consumers stated that they always consider issues of sustainability and ethics when making purchases (Deloitte, 2017). As Calvin Klein primarily targets this market who are between the ages of 25 and 40, it would be in the company's best interest to revamp itself with a line extension of outerwear that promotes its sustainability efforts by using recycled materials.

## **Customer Demographics & Psychographics**

Furthermore, knowing understanding everything about the customer is vital to the success of this product extension. According to Demographics Now, our customer for this particular product line is a young Gen Xer or older Millennial female who is both highly educated and earns a household income of between \$150,000 - \$250,000 and \$75,000 - \$125,000 respectively (Glasper, Discussion Board 6A, 2019). Demographics Now database reports show that while the younger customer is more likely to live in an urban center alone, with a significant other, or with a roommate, her Gen X counterpart most likely owns property just outside a popular Urban center (Glasper, Discussion Board, 6A, 2019). Both our older Millennial and younger Gen X customers are likely starting or nurturing a young family and have not only reached successful points in their careers but maintain fractions of their one single, adventurous lifestyle by traveling and trying new cuisine with friends (Demographics Now). "[Demographics Now reports conclude] Millennials tend to want clothing to show off during their many outings in their respective cities, the Gen Xers enjoy purchasing from high-end boutiques and chains because they enjoy luxury clothing" (Glasper, Discussion Board 6A, 2019). It is vital to the success of our product development, marketing, supply-chain systems, and even visual merchandising strategies that we understand this customer thoroughly.

With all the information about the customer in mind, we can conclude that she is most likely to purchase an average of 2 coats during our Fall/Winter 2020-2021 season. Because of her lifestyle and successful but demanding career, we predict that by purchasing 2 coats, she is treating herself for her hard work at her office and at home (Glasper, Discussion Board 6A, 2019). "It is important to note that both the older and younger customers live their lives on the go and look at clothing as investments, thus the reason they purchase approximately 2 timeless, quality outerwear pieces that can keep up with their fast lifestyles per season" (Glasper, Discussion Board 6A, 2019). "[According to reports from Demographics Now], while the younger customers tend to be die-hard liberals and seek sustainably made materials, the older lean toward the right politically but are progressive where the environment is concerned therefore seeking retailers that value sustainability" (Glasper, Discussion Board 6A, 2019). Therefore, one of our many goaled key performance indicators (KPIs) for this season is to have a UPT at or above 1.7. In addition to this, other sales goals will be discussed later in this plan and are featured in Appendices, Figure 6.

## **Market Research Information & International Opportunities**

Coats and jackets will always be a necessity for men and women. But necessity does not mean that women only seek solely functional outerwear to stay warm in low temperatures. Cold climates should not force women to compromise their style and thus the combination of both functional need and aesthetic appeal make this a great segment to develop a product extension for. In addition, as more people become aware of the impact their actions and their clothing have on the planet, targeting women that are eco-conscious will help increase market share.

This segment is large and lucrative but not oversaturated. In 2019 so far, women's and girls' apparel grossed \$669.9 million in the United States and within that segment \$63 million accounted for coats and jackets, approximately 10% (Statista). This segment is projected to grow approximately 3.5% in 2021 and 5.4% in 2022 (Statista). In 2018, women's and girls' apparel amassed \$642 billion globally. Geographic location makes a significant impact on the revenues of the women's apparel segment. According to Statista (2019), Switzerland, the Netherlands, and the United Kingdom of Great Britain and Northern Ireland spent the most on women's and girls' apparel in 2018 while the United States and Canada were ranked 8<sup>th</sup> and 7<sup>th</sup> respectively. Due to Calvin Klein's global presence in all of the aforementioned countries, marketing to women in these different geographic locations will be a seamless effort when we take this line extension international but channels of distribution may differ per country. Calvin Klein mainly offers product through department stores and therefore working with department stores in each country we distribute this product line in will allow us maximize revenues. For example, we will look to partners like Bloomingdale's and Bergdorf Goodman to sell in the US while we will look to Harrod's and Le Bon Marche to sell in Switzerland.

In addition to aforementioned countries, we also plan to market the line in top consuming countries of luxury around the world. In addition the United States and the United Kingdom, these countries include China, Japan, and France (Statista). “[According to Statista,] common growth factors in all of these are the population growth, the female population growth, and the increase in consumer spending (Glasper, Discussion Board 6B, 2019). It is important to note the macroenvironmental factor of rocky political relations between the United States and China which may impact entry into China or sales after expansion into that territory. However, we do not plan to expand this line extension internationally until the Fall/Winter 2021-2022 season in which there is the potential of a new executive administration in the United States that repairs relations with the country.

## **Competitors**

While outerwear does have various players, there are not many competitors that are offering consciously made coats and jackets. Competitors that offer a similar aesthetic and price range are Ralph Lauren, Tommy Hilfiger, Dolce & Gabbana, Donna Karan, and Michael Kors. Competitors that offer a similar material differentiation are Stella McCartney, Frame, Patagonia, and Reformation. To help differentiate our product, Calvin Klein must be extremely strategic when developing the assortment and have a deep understanding of what targeted women (ages 25 – 40) are seeking in the Fall/Winter 2020-2021 season. Women in this segment are looking to shift back from utility-inspired pieces to timeless, feminine silhouettes that can last through a lifetime (WGSN). Figures 1 through 4 demonstrate colors we plan to use in our assortment, inspiration for assortment and colors, and a few examples of silhouettes we will use in CAD form.

## **Product Development & Sourcing**

This product line extension will be made of materials that are either recycled or completely biodegradable. One of the main issues within the fashion retail industry today – be it mass market, luxury, or anything in between – is the overabundance of product in the market. This has driven consumers in the United States alone to purchase five times the amount of clothing they did in 1980 (Josephson, 2018). Global fast-fashion retailer Zara made an estimated 1.6 billion garments in the year of 2018 alone (“The Ugly Truth About Fast Fashion”, 2019). As a direct result, people in the United States waste approximately 10.5 million tons of clothing every year (Josephson, 2018). To combat this, many retailers – at the increased demand of consumers – have begun to create lines made of sustainable clothing that is environmentally friendly or introduced collection programs that allow customer to donate their clothing more seamlessly. In reality, most donated clothing actually ends up in developing countries and 87% is incinerated or sent to landfills (“The Ugly Truth About Fast Fashion”, 2019). In addition, many sustainable materials actually make up a small percentage of garments in lines that are marketed as completely sustainable (“The Ugly Truth About Fast Fashion”, 2019).

All of this is to say that in order to make this line extension possible, we will be working with mills that accepted donated materials and recycle and refashion them. Where recycled garments are not possible, biodegradable materials will be used.

As stated, Calvin Klein and PVH are making massive efforts to reshape their ecological footprint. This product line extension not only solves Calvin's problem of reintroducing a collections line to repair the damaged reputation, but it also aligns with the company-wide initiatives introduced by PVH. The two main ways in which we plan on fulfilling the new standards being set for sustainability are through both the materials and processes of which the product is made and choosing sustainably-minded factories. Our materials and fabrications will include recycled and organic cotton, recycled and new wool, recycled nylon also known as ECONYL polyamide, recycled viscose, vegan leather made of sustainable polyurethane, and recycled polyester. According to Spedding (2019), some of the worst fabrics in which products are made of are Nylon and Viscose, particularly because they are not biodegradable. So by recycling these fabrics, we are keeping them in circulation rather than allowing them to go to a landfill or be incinerated while also decreasing demand for original fabrics.

Recycling these fabrics is certainly an extensive process that will add to both lead times and costs of goods sold. But as this is being implemented for a luxury product extension first, there is more room to cover costs and make the goaled profit margin. In addition, as more companies utilize recycled materials and create a greater demand for them, the price will go down due to the theories of supply and demand.

*[The recycling process] starts at collection and then must be sorted. According to LeBlanc (2019), once cleaned, 50% of all clothing donated can be reused as is and this clothing will be sent to thrift stores or other less-developed countries. I am interested in the other 50% that is either dissolved into fibers or disposed of completely. The process for natural fibers and synthetic fibers are different but both are ripped down into smaller patches of fabric or fibers and separated with similar materials (LeBlanc, 2019). Partnering with companies like I:Co, a textile recycling company, will be key to actualizing my goal of a fully recycled [and biodegradable] line. (Glasper, Discussion Board 4A, 2019).*

The other half of the sustainably made line is who is being employed to manufacture the line. "Once refashioned into patches and fibers, these new materials must either go to mills or factories depending on their state at the time of manufacturing" (Glasper, Discussion Board 4B, 2019). After researching the small group of companies dedicated to recycling fabrics and clothing, I am looking to work with Evrnu, CottonWorks, and Martex Fiber in addition to i:Co for this product extension. These companies are all well-versed in refashioning different fibers such as polyester – one of the most common fabrics used for clothing. To manufacture the clothing, I chose Gd Apparel S.A. De C.V., a factory that specializes in outerwear manufacturing. "This a WRAP Gold-certified factory that specializes in outerwear production" (Glasper, Discussion Board 4A, 2019). The location of our factory is vital to the cost and lead times which also effect costs.

Since this line will be marketed exclusively in the United States for the first season, Mexico seemed like the obvious choice due to its lower cost of living rate. It is also important to consider that Mexico and the United States have a North American Free Trade Agreement known as NAFTA. But sustainably made clothing extends to respecting those who make the value chain possible by creating safe work environments and paying livable wages. Mexico is still considered a developing country by many organizations and because of that, there are fewer regulations on factories (Investopedia, 2019). Using Gd Apparel will also allow us to empower and uplift local communities because the factory pays fair wages. Lastly, the sustainably produced nylon will be produced by an Aquafil factory in Georgia where ECONYL Polyamides are produced.

### **Product Assortment Explanation**

Outerwear is a staple part of a woman's closet and there are many different silhouettes. However, this product line extension will focus on classic styles that cater to the busy, exciting lifestyle of our customer. We look to no other than the most classic of coat styles, the trench coat. We plan to market nine styles that can be seen in Figure 5, the line plan for this extension.

*Trench coats are classic, timeless pieces that have been around for more than a century-and-a-half. They will always be a staple in our closets, both men and women, and thus finding points of differentiation is tough for name brands like Calvin Klein and its competitors. Throughout the last few years of fall/winter seasons, we have seen a rise in utility, puffers, and the oversize trend. But in the 20/21 fall/winter season...we'll see a gradual shift back into more feminine silhouettes and military inspired details (WGSN, 2019).*

*Defined structure and trans-seasonal capability will be key to achieving high market shares in this segment and driving sales. "Look at replacing active-inspired, puffed-up quilting with compact layers for insulation, bringing a soft, lightweight touch to padded styles" (WGSN, 2019, p. 2). (Glasper, Discussion Board 4B, 2019)*

Calvin Klein is known for its minimalist, contemporary yet effortlessly sexy styles and choosing short, medium, and long trench coats for the product line aligns seamlessly with the brand image. As previously mentioned, differentiating ourselves from the competition may be a bit difficult but producing them from sustainable materials and staying true to the timeless, high-quality, minimalist silhouettes is how we plan to do so.

### **Merchandising Assortment Plan**

For this line, we are planning to earn approximately \$892,650 in net sales as seen in figure 6. With 9 different styles in multiple colorways being distributed both online and in the renewed New York Flagship store, this is a hefty but possible feat. The ratio of in-store to online availability will be 35:65 because not only do we predict more will sell online due to the wider distribution channel, but it is easier, less costly, and less risky to pull from the warehouse when we achieve our goaled turnover of 1.7 than to sit on more inventory in-store. Because this is not a volume-driven assortment, we are expecting the Alexandria to be the best seller at 100 units due to the wool and recycled polyester fabrication and silhouette. While our customer is not price-conscious per say, she is thoughtful and considerate of why she is choosing to invest her money in different things. This is the reason that she is choosing to treat herself to a luxury coat to begin with. So the fact that this coat is not the most expensive and not the least at a \$1,235 price point will also make sense to her given the factors of silhouette and fabrication. We are looking to sell 100 units of this style and to sell 800 total units of the entire assortment.

As shown in Figure 6, the \$1,235 price accounts for a rather high mark up of 403% from the estimated \$245.68 cost for the Alexandria coat. The cumulative markup for the entire collection is 375% and the average cost is \$235. This cost accounts for the fabrication costs, cost of wages, trims, and other important costs such as marking, grading, sewing and transportation. Garments like the Alexandria, the Lynn, and Ronnie all cost more to produce as a result the lengths and fabric combinations that can be seen in figure 5 while styles like the MaryKay costs a bit less for the same reasons. We chose the high cumulative markup of 375% because it will allow the new product line to maintain the integrity of the brand. While this seems high, luxury brands are known to seek rather high markups to adhere to the brand image as well as adhere to the psychological factors associated with luxury goods. Lauren Sherman, an editor at Fashionista stated, "There is certainly a gigantic markup for luxury goods...Part of what you're paying for is status and association...But true luxury goods are also extremely high quality" (Beck, 2014, np). All of the planning decisions here heed a gross margin of 78.9% which means that the cost of goods sold is at a very low percentage and it leaves more than enough room to cover indirect expenses.

### **Omnichannel Marketing Strategy & Technology Implementation**

Technology is vital to the sake a brand known for minimalism and a brand that is reinventing its luxury business. One significant piece of technological offerings is the omnichannel marketing strategy. Our omni strategy will ensure that both in-store and online inventories are shared to best satisfy the customer. This will also allow the retail and ecommerce teams to work cohesively rather than create competing teams. Omni for this Calvin product extension also means that the customer can browse via mobile, buy online, and pick up in-store. Kestenbaum (2017) states that older millennials prefer mobile shopping while most Gen Xers prefer online shopping. This is likely a result of the introduction of a family to an older millennial or young Gen X lifestyle that can create a busier calendar with less time to shop in-store. CK's application must be as seamlessness and inviting as possible as approximately 52% of all internet traffic now occurs via mobile devices (StatCounter, 2019).

Another piece of omnichannel is brand alignment across all mediums. “To appeal to different types of people, it is also important that we use lifestyle graphics displaying people of color throughout the store and in windows wearing the CK sustainably made outwear pieces” (Glasper, Discussion Board 3B, 2019). In addition, we will embrace the theme of environmentalism and use graphics solely depicting the beauty of the planet to market our sustainability initiatives. These same graphics will be used online.

Another piece of the omnichannel strategy will be the use of smart mirror and virtual programs. In-store, the customer will be able to utilize smart mirrors in order to see the garments in different lightings as well as to see suggested pairings that will increase our UPT. Online will be similar, but the customer will be able to create a digital avatar with her exact proportions to examine the garment on her body. The smart mirrors and virtual program will allow us to track what the customer is experiencing and how best to serve her, too. To use either, the customer must login into or create a rewards account and it is these rewards accounts that will allow us to collect millions of datapoints on our customer and customize the ways in which we market to her. This will also come in handy for the Fall/Winter 2021 – 2022 plan because rewards accounts will allow us to see styles that were of interest yet did not sell as well and may need to be altered for the next season if they are carried over.

### **Visual Strategy**

Last but certainly not least, our visual strategy must be original, considerate, coincide with overall marketing strategies, and cohesive across all channels. Visual strategies include everything from the lighting to the window elements to the music playing to the smell of the store. For the 2020 – 2021 Fall season, Calvin will only sell in one store in New York but will continue its long-time partnerships with current department stores such as Nordstrom and Macy’s. However, to maintain the luxury element, Calvin Klein will only market this product extension in high-end department stores. To create maximum exposure in the store, we will be sure to have two sections of coats, one in the windows and one near the dressing rooms shown in Figure 7. Therefore, when the customer comes out of the dressing room with her other pieces on, she is enticed to try on a chic coat with it.

*We will be sure to only place our sample sizes on the floor so as to follow a luxury precedent. We will place a smart mirror in each fitting room that makes suggestions for products that can be worn with products being tried and allows customers to favorite certain items which can be stored to their rewards account. Our windows will only feature 2-3 mannequins in order to create a balance between the mannequins and the graphics. The windows will also be half back meaning that customer will have a minimal view into the store because the graphics will obstruct the view. The fixtures used will be made only of steel and wood to maintain a minimalist aesthetic and the stores will only use LED lights to fulfill goaled sustainability initiatives. (Glasper, Discussion Board 3B, 2019).*

Our website and mobile application, seen in Figures 8 & 9 must also adhere to the luxe, inviting experiences provided in-store. As stated previously, the same environmentalist themed graphics will be used across all channels, the same signage will be used across all channels, and the same color stories will be used across all channels. Both the website and the mobile platform will also feature scrolling only rather than clicking through pages to make the experience as seamless as possible.

## REFERENCES

- Anonymous (2019, November 24). "The Ugly Truth About Fast Fashion." *Patriot Act*, season 5, episode 3. [Television]. Retrieved from Netflix.
- Apparel Report 2019 – Women's & Girls' Apparel, (2019, April). Retrieved from Statista Database file:///Users/alexglasper/Downloads/study\_id48856\_apparel-report-women-s-and-girls-apparel.pdf
- Beck, K. (2014, September 20). Why You're Paying More for These 8 Luxury Items. *Market Watch*. Retrieved from marketwatch.com/story/why-youre-paying-more-for-these-8-luxury-items-2014-09-19
- Bialik, K. and Fry, R. (2018, February 14). Millennial Life: How Young Adulthood Today Compares with Prior Generations. *Pew Research Center*. <https://www.pewsocialtrends.org/essay/millennial-life-how-young-adulthood-today-compares-with-prior-generations/>
- Cotton Works. (n.d.). Retrieved from <https://www.cottonworks.com/topics/sustainability/cotton-sustainability/recycled-cotton/>
- Deloitte. (2017). Bling It on: What Makes A Millennial Spend More? *Euromonitor*. Retrieved from <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consumerbusiness/deloitte-uk-young-luxury-shopper-2017.pdf>
- Demographics Now. (2017). Couples with Clout. [Data]. Retrieved from Demographics Now database [https://assets.cengage.com/gale/help/dnow/Mosaic/MosaicTypeA05\\_DescPortrait.pdf](https://assets.cengage.com/gale/help/dnow/Mosaic/MosaicTypeA05_DescPortrait.pdf)
- Demographics Now. (2017). Kids and Cabernet. [Data]. Retrieved from Demographics Now database [https://assets.cengage.com/gale/help/dnow/Mosaic/MosaicTypeA03\\_DescPortrait.pdf](https://assets.cengage.com/gale/help/dnow/Mosaic/MosaicTypeA03_DescPortrait.pdf)
- Demographics Now. (2017). Status Seeking Singles. [Data]. Retrieved from Demographics Now database [https://assets.cengage.com/gale/help/dnow/Mosaic/MosaicTypeG24\\_DescPortrait.pdf](https://assets.cengage.com/gale/help/dnow/Mosaic/MosaicTypeG24_DescPortrait.pdf)
- Demographics Now. (2017). Urban Edge. [Data]. Retrieved from Demographics Now database [https://assets.cengage.com/gale/help/dnow/Mosaic/MosaicTypeG25\\_DescPortrait.pdf](https://assets.cengage.com/gale/help/dnow/Mosaic/MosaicTypeG25_DescPortrait.pdf)
- Evrnu. (n.d.). Retrieved from <https://www.evrnu.com/>
- Fashion Scoops. (2019, February 7). Mood + Influences: Resonance, Fall-Winter 20/21. Retrieved from Fashion Scoops Database.
- Fashion Scoops. (2019, January 17). Color Map, Fall-Winter 20/21. Retrieved from Fashion Scoops Database.
- Fashion Scoops. (2019, January 30). Mood + Influences: Inhabit, Fall-Winter 20/21. Retrieved from Fashion Scoops Database.
- Fashion Scoops. (2019, September 9). Women's Original Artwork: Terraform, Fall-Winter 20/21. Retrieved from Fashion Scoops Database.
- Glasper, A. (2019, December 2). Discussion Board 6A, Opportunities. Retrieved from [https://limcollege.blackboard.com/webapps/discussionboard/do/message?action=list\\_messages&course\\_id=\\_19233\\_1&nav=discussion\\_board\\_entry&conf\\_id=\\_24454\\_1&forum\\_id=\\_106290\\_1&message\\_id=\\_1778477\\_1](https://limcollege.blackboard.com/webapps/discussionboard/do/message?action=list_messages&course_id=_19233_1&nav=discussion_board_entry&conf_id=_24454_1&forum_id=_106290_1&message_id=_1778477_1)
- Glasper, A. (2019, December 2). Discussion Board 6B, International Markets. Retrieved from [https://limcollege.blackboard.com/webapps/discussionboard/do/message?action=list\\_messages&course\\_id=\\_19233\\_1&nav=discussion\\_board\\_entry&conf\\_id=\\_24454\\_1&forum\\_id=\\_106291\\_1&message\\_id=\\_1778676\\_1](https://limcollege.blackboard.com/webapps/discussionboard/do/message?action=list_messages&course_id=_19233_1&nav=discussion_board_entry&conf_id=_24454_1&forum_id=_106291_1&message_id=_1778676_1)
- Glasper, A. (2019, November 18). Discussion Board 4A, Supply Chain for Your Product. Retrieved from [https://limcollege.blackboard.com/webapps/discussionboard/do/forum?action=list\\_threads&course\\_id=\\_19233\\_1&nav=discussion\\_board\\_entry&conf\\_id=\\_24454\\_1&forum\\_id=\\_106286\\_1](https://limcollege.blackboard.com/webapps/discussionboard/do/forum?action=list_threads&course_id=_19233_1&nav=discussion_board_entry&conf_id=_24454_1&forum_id=_106286_1)
- Glasper, A. (2019, November 19). Discussion Board 3B, Visualization of Your Brand. Retrieved from [https://limcollege.blackboard.com/webapps/discussionboard/do/forum?action=list\\_threads&course\\_id=\\_19233\\_1&nav=discussion\\_board\\_entry&conf\\_id=\\_24454\\_1&forum\\_id=\\_106285\\_1](https://limcollege.blackboard.com/webapps/discussionboard/do/forum?action=list_threads&course_id=_19233_1&nav=discussion_board_entry&conf_id=_24454_1&forum_id=_106285_1)
- Glasper, A. (2019, November 19). Discussion Board 4B, Items in Assortment. Retrieved from [https://limcollege.blackboard.com/webapps/discussionboard/do/forum?action=list\\_threads&course\\_id=\\_19233\\_1&nav=discussion\\_board\\_entry&conf\\_id=\\_24454\\_1&forum\\_id=\\_106287\\_1](https://limcollege.blackboard.com/webapps/discussionboard/do/forum?action=list_threads&course_id=_19233_1&nav=discussion_board_entry&conf_id=_24454_1&forum_id=_106287_1)  
[https://www-wgsn-com.limcollege.idm.oclc.org/content/board\\_viewer/#/84598/page/2](https://www-wgsn-com.limcollege.idm.oclc.org/content/board_viewer/#/84598/page/2)
- I:Co. (n.d.). Retrieved from <https://www.ico-spirit.com/en/services/>
- Investopedia. (2019, November 21). Top 25 Developed and Developing Countries. Retrieved from <https://www.investopedia.com/updates/top-developing-countries/>

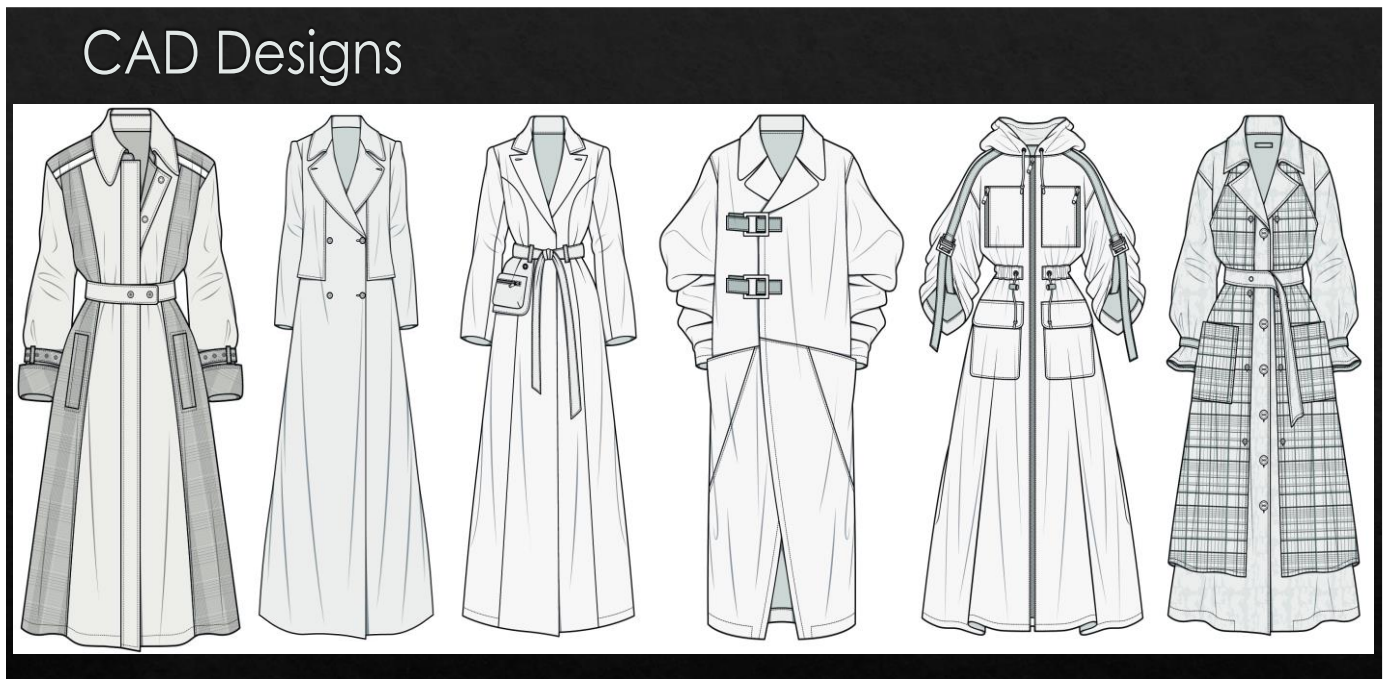
- Josephson, A. (2018, June 11). The Economics of Fast Fashion. *Smart Asset*. Retrieved from <https://smartasset.com/credit-cards/the-economics-of-fast-fashion>
- Kestenbaum, R. (2017, June 14). This is How Millennials Shop. *Forbes*. Retrieved from <https://www.forbes.com/sites/richardkestenbaum/2017/06/14/this-is-how-millennials-shop/#5d943ea244ce>
- LeBlanc, R. (2019, February 27). How Clothing Recycling Works. *The Balance*. Retrieved from <https://www.thebalancesmb.com/how-garment-recycling-works-2877992>
- Lockwood, L. (2019, March 6). Calvin Klein to Exit Collection Business Entirely. *Women's Wear Daily*. Retrieved from <https://wwd-com.limcollege.idm.oclc.org/fashion-news/designer-luxury/calvin-klein-to-exit-collection-business-entirely-1203079372/>
- Luxury Goods - Worldwide. (n.d.). Retrieved from Statista Database <https://www-statista-com.limcollege.idm.oclc.org/outlook/21000000/100/luxury-goods/worldwide>
- Martex Fiber. (n.d.). Retrieved from <http://www.martexfiber.com/products/recycled-textiles/>
- Pantone Color Finder. (n.d.). <https://www.pantone.com/color-finder#/pick?pantoneBook=pantoneSolidCoatedV3M2>
- PVH Forward Fashion. (n.d.) Retrieved from [https://responsibility.pvh.com/hundred/Smart Draw. \(n.d.\) Retrieved from smartdraw.com/planogram/planogram-software.htm](https://responsibility.pvh.com/hundred/Smart Draw. (n.d.) Retrieved from smartdraw.com/planogram/planogram-software.htm)
- Spedding, E. (2019, March 21). If You Want to Dress More Sustainably, These Are the Fabrics to Avoid. *Who What Wear*. Retrieved from <https://www.whowhatwear.com/most-sustainable-fabrics>
- SquareSpace. (n.d.). Retrieved from <https://www.squarespace.com/get-started>
- StatCounter. (September 9, 2019). Mobile Internet Traffic as Percentage of Total Web Traffic In August 2019, By Region [Graph]. In *Statista*. Retrieved September 13, 2019, from <https://www-statista-com.limcollege.idm.oclc.org/statistics/306528/share-of-mobile-internet-traffic-in-global-regions/>
- WGSN. (2019, August 26). Jackets & Outerwear: Key Items Fashion A/W 20/21. Retrieved from WGSN database [https://www-wgsn-com.limcollege.idm.oclc.org/content/board\\_viewer/#/83565/page/2](https://www-wgsn-com.limcollege.idm.oclc.org/content/board_viewer/#/83565/page/2)
- WGSN. (2019, January 30). Women's Style Trend Concepts A/W 20/21: Considered Comfort. Retrieved from WGSN Database.
- WGSN. (2019, May 8). Jackets & Outerwear: Key Items Core A/W 20/21. Retrieved from WGSN Database [https://www-wgsn-com.limcollege.idm.oclc.org/content/board\\_viewer/#/84598/page/2](https://www-wgsn-com.limcollege.idm.oclc.org/content/board_viewer/#/84598/page/2)
- Women's & Girls' Apparel - worldwide. (n.d.). Retrieved from Statista Database <https://www-statista-com.limcollege.idm.oclc.org/outlook/90010000/100/womens-girls-apparel/worldwide>
- WRAP Certified Facility List. (n.d.). Retrieved from <http://www.wrapcompliance.org/en/wrap-facilities-worldwide>
- Zacks Equity Research (July 08, 2019) "PVH Stock Hurt by Soft Calvin Klein Unit: Can It Bounce Back?" Retrieved from <https://www.zacks.com/stock/news/439324/pvh-stock-hurt-by-soft-calvin-klein-unit-can-it-bounce-back>



### APPENDICES



Figure 1: Color Inspiration



Figures 2: CAD Design

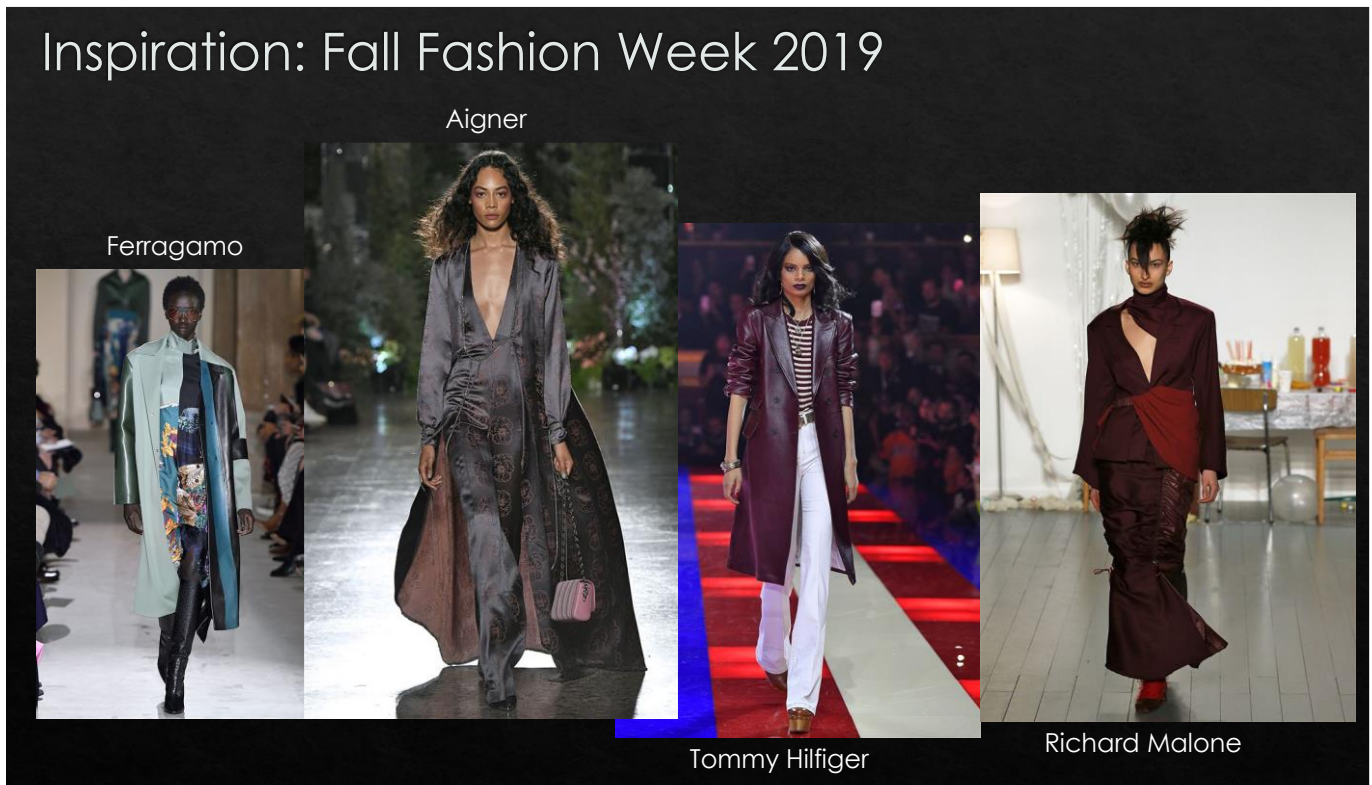


Figure 3: Color Inspiration, Fashion Week 2019

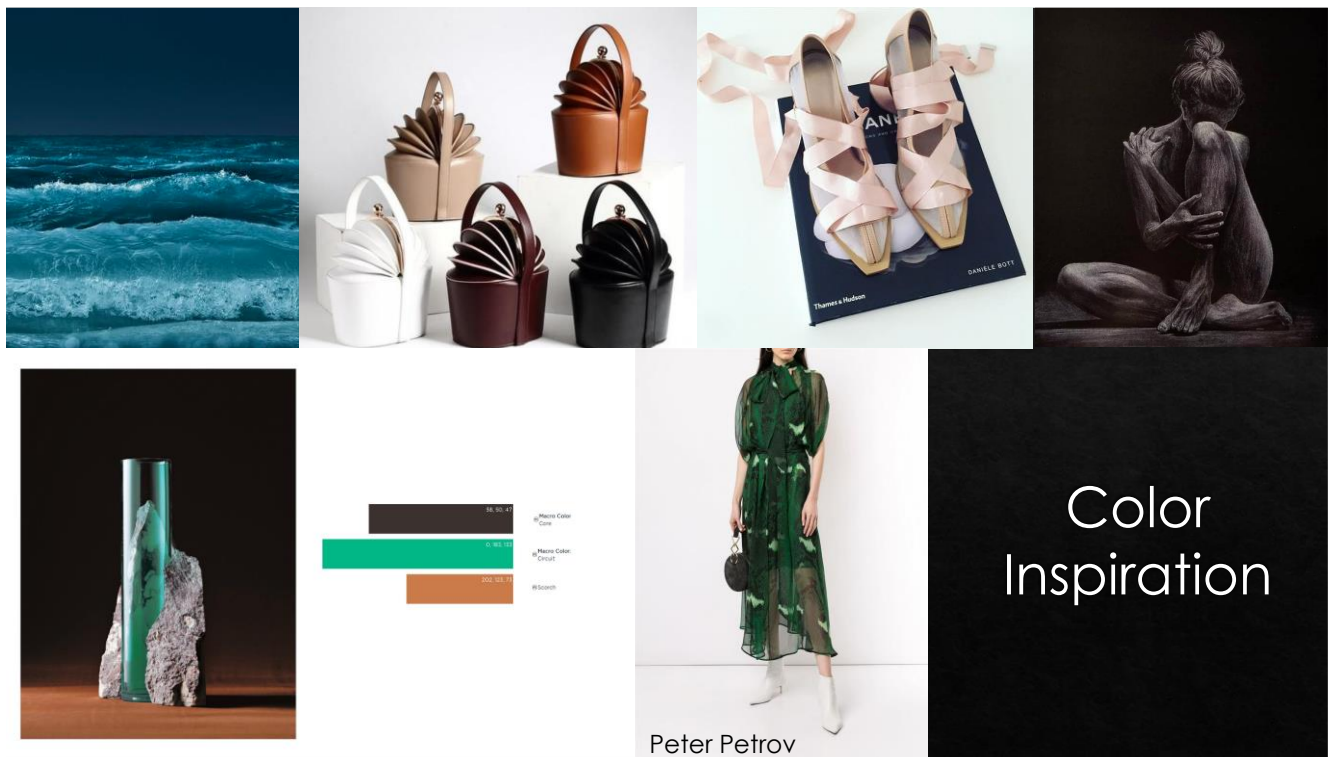


Figure 4: Color Inspiration Mood Board

CK LINE PLAN FALL/WINTER 2020/2021					
COLOR CHIPS	Colorway 1	Colorway 1	Colorway 1	Colorway 1	Colorway 1
COLOR CHIPS	Colorway 2	Colorway 2	Colorway 2		Colorway 2
RETAIL	\$935.00	\$1,400.00	\$1,235.00	\$1,100.00	\$1,225.00
STYLE	VICTORIA	RONNIE (Reversible)	ALEXANDRIA	SCARLETT	LYNN
DESIGN #	CK87745	CK94670	CK99027	CK81115	CK81414
LENGTH	36"	48"	44"	44"	42"
FABRIC NAME	Econyl Polyamide	Wool	Recycled Polyester	Wool and Recycled Wool	Sustainable Polyuerthane (Vegan Leather)
MILL	Aquafil	Envru	Envru	Envru	Aquafil
FACTORY	GD Apparel	GD Apparel	GD Apparel	GD Apparel	GD Apparel
MATERIAL CODE	NYL607	WOL444	PLY340	WOL444	LEA120
COLOR NAME 1	Sedona Sunset + Noir	Glacier Ridges	Mocha Raton	Pink Lace + Lilaca + Mauve Sky	Chocolate Embers
COLOR NAME 2	London Fog + Noir	Burnt Honey + Noir	Noir + Dove	-	Almond + Mocha Raton
COMBO FABRICS	-	Sustainable Viscose	Recycled Wool lining	Recycled Polyester + Recycled Cotton	Sustainable Viscose Lining
COLOR CHIPS	Colorway 1	Colorway 1	Colorway 1	Colorway 1	
COLOR CHIPS			Colorway 2	Colorway 2	
RETAIL	\$995.00	\$995.00	\$1,325.00	\$825.00	
STYLE	GINA	MILA	KEISHA	MARYKAY	
DESIGN #	CK80013	CK81495	CK91433	CK79922	
LENGTH	38"	36"	48"	32"	
FABRIC NAME	Econyl Polyamide	Wool	Econyl Polyamide	Recycled Polyester	
MILL	Aquafil	Envru	Aquafil	Martex Fiber	
FACTORY	GD Apparel	GD Apparel	GD Apparel	GD Apparel	
MATERIAL CODE	NYL607	WOL444	NYL607	PLY340	
COLOR NAME 1	Indigo Waves + Glacier Ridges	Noir	Royal Azora + Dove	Gravel + Daisies	
COLOR NAME 2	-	-	Pink Lace + Burgandy Rose	Burnt Honey	
COMBO FABRICS	-	Organic + Recycled Cotton	Wool + Sustainable Viscose Lining	-	

Figure 5: Merchandise Line Plan with CAD Designs and Colorways

Classification	Planned Units	Colorways	% to Total Plan	Sales \$	% to Total	Average Price	Cost Per Garment	Markup %	Total Purchase Order
<b>Victoria</b> ECONYL Nylon	95	2	11.9%	\$88,825	9.3%	\$935	\$211.10	343%	\$20,054.50
<b>Ronnie Reversible Coat</b> Wool & Sustainable Viscose	95	2	11.9%	\$133,000	13.95%	\$1,400	\$257.22	444%	\$24,435.90
<b>Alexandria</b> Recycled Polyester + Recycled Wool Lining	100	2	12.5%	\$123,500	12.31%	\$1,235	\$245.68	403%	\$24,568.00
<b>Scarlett</b> Wool and Recycled Wool, Recycled Polyester, and Recycled Cotton	85	1	10.6%	\$93,500	10.96%	\$1,100	\$239.50	359%	\$20,357.50
<b>Lynn</b> Sustainable Polyurethane (Vegan Leather) + Sustainable Viscose Lining	90	2	11.3%	\$110,250	12.21%	\$1,225	\$250.45	389%	\$22,540.50
<b>Gina</b> ECONYL Nylon	75	1	9.4%	\$74,625	9.92%	\$995	\$229.94	333%	\$17,245.50
<b>Mia</b> Wool, Organic Cotton, and Recycled Cotton	85	1	10.6%	\$84,575	9.92%	\$995	\$230.88	331%	\$19,624.80
<b>Keisha</b> ECONYL Nylon, Wool, and Sustainable Viscose Lining	80	2	10.0%	\$106,000	13.20%	\$1,325	\$254.03	422%	\$20,322.40
<b>MaryKay</b> Recycled Polyester	95	2	11.9%	\$78,375	8.22%	\$825	\$199.10	314%	\$18,914.50
<b>Total</b>	800	-	100.0%	\$892,650	100%	\$10,035	-	375%	\$188,063.60
								<b>Gross Margin</b>	<b>78.9%</b>

Figure 6: Assortment Plan

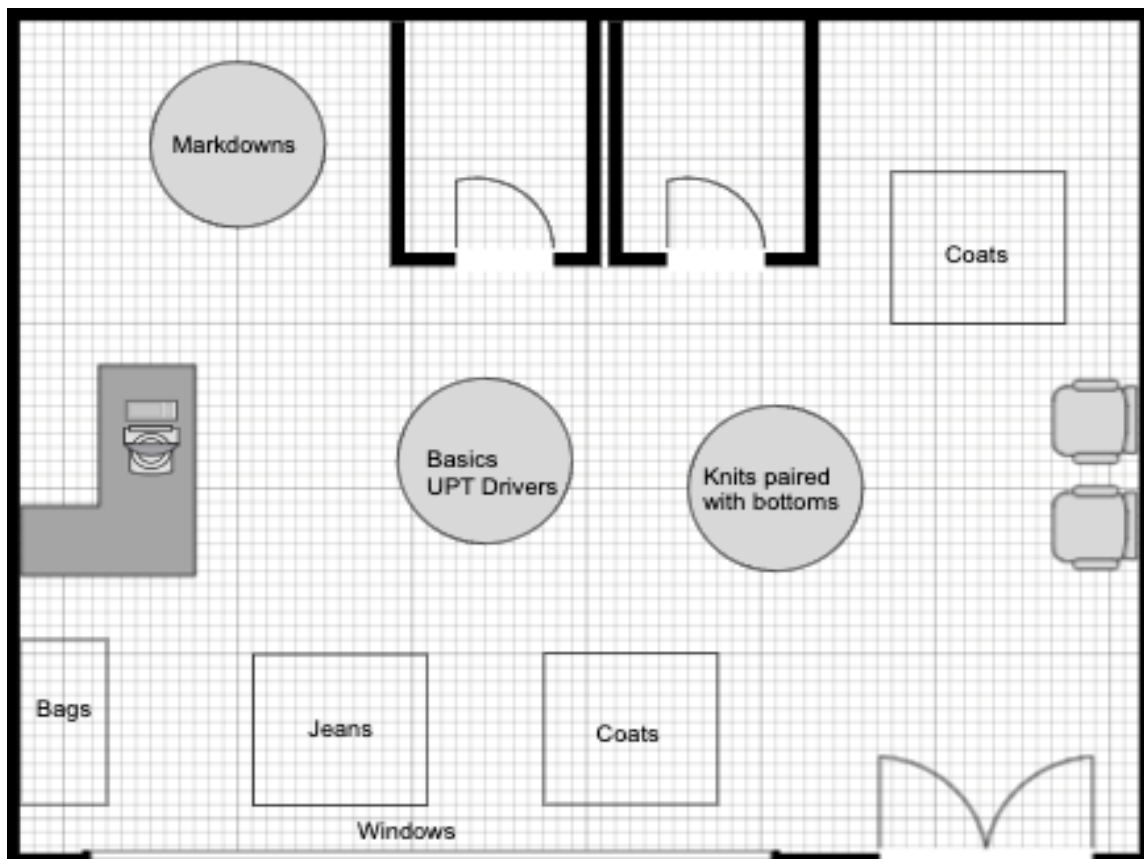


Figure 7: Planogram

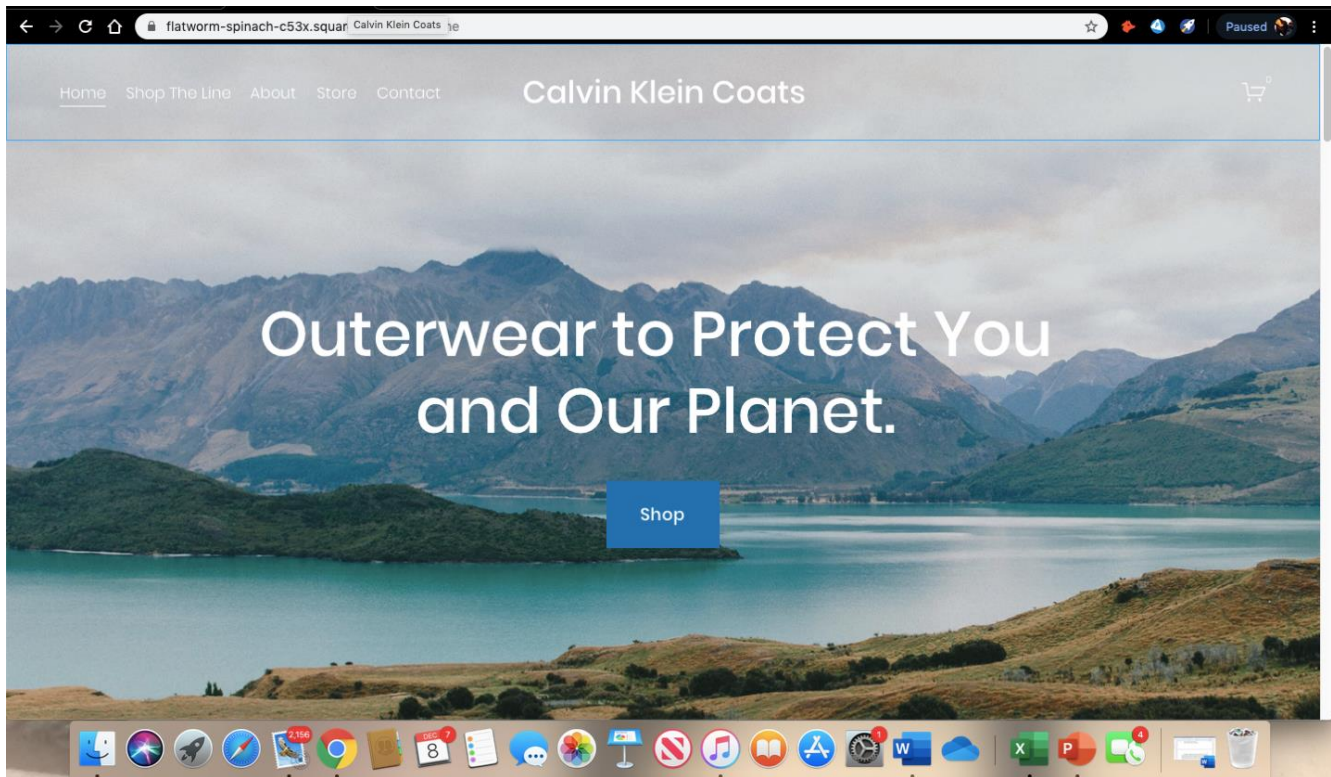


Figure 8: Website Splash

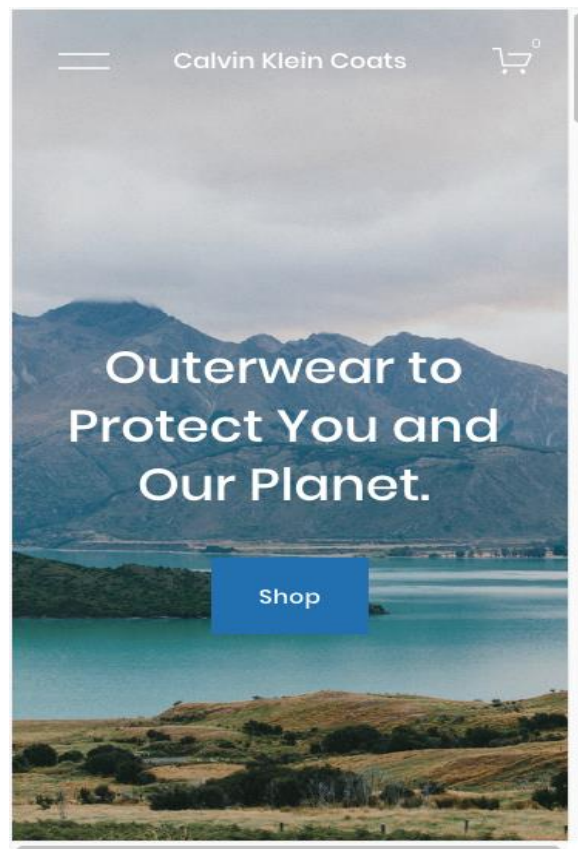


Figure 9: Mobile Application Demo