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Part 1

I. Introduction

Balenciaga, a luxury fashion brand based in Paris, has a storied history dating back to 1918 when Cristóbal Balenciaga opened his first shop in San Sebastian, Spain. Despite facing the upheaval of the Spanish Civil War, Balenciaga persevered and expanded to Madrid and Barcelona before ultimately relocating to Paris in 1937 where his designs became increasingly popular. Balenciaga's designs were characterized by their unique and radical nature, showcasing female strength and confidence. By the 1950s, Balenciaga had revolutionized women's fashion with his one-of-a-kind designs, and in the 1960s, he developed trademark styles and trends that were never seen before. Balenciaga's exceptional talent allowed him to create styles from scratch, starting with the fabric and directly over a mannequin.

Today, Balenciaga's success continues under the ownership of the global luxury group, Kering, who acquired the brand in 2001. With over 100 stores worldwide, Balenciaga is known for its avant-garde, edgy, and advanced structural pieces that challenge traditional notions of luxury fashion. The brand offers a wide range of products including clothing, accessories, footwear, and fragrance. Balenciaga has become a favorite among celebrities and fashion enthusiasts alike, with its products frequently seen on the red carpet and at high-profile events.

In terms of financials, Balenciaga has been performing well under Kering's ownership. In 2020, the brand's revenue was reported to be around €1.6 billion, which is a 5.5% increase compared to the previous year (business of fashion, 2021). This success can be attributed to the brand's innovative designs and collaborations with popular artists and designers, as well as its ability to stay relevant in a constantly evolving fashion industry. Balenciaga's stores can be found all

around the world, including countries such as the United States, France, the United Kingdom, Japan, and China.

Despite Balenciaga's unconventional approach to fashion, the brand is capable of maintaining a balance between modernity and elegance. It is a go-to brand for those seeking to make a bold fashion statement within a social community. Balenciaga's street style-inspired looks, oversized silhouettes, and bold use of color and print have gained the brand a reputation as a trendsetter in the fashion world. Cristóbal Balenciaga may have retired in 1968 and passed away four years later, but his legacy lives on through the iconic and innovative designs of his namesake brand, Balenciaga.

II. Problem identification

Balenciaga is a luxury fashion brand known for its avant-garde designs and nonconforming behavior in the industry. However, two recent campaigns by the brand have led to significant negative backlash, causing #CancelBalenciaga to trend on social media platforms.

“Gift shop” 2022 campaign

The first campaign, the "Gift Shop collection", Christmas Holiday 2022 campaign which was photographed by Gabriele Galimberti, famous for her "Toy Stories" photographs. The campaign was published on November 16, 2022. The campaign features young children sporting handbags in the shape of teddy bears. However, those teddy bears were not ordinary, they were dressed in what seems to be bondage or BDSM clothing. This campaign was accused of sexualizing children, and the brand faced severe criticism from the public. Balenciaga issued a public apology on social media, and the photographer spoke up, stating that the campaign was meant to

be playful and not offensive. As a response to the backlash, Balenciaga deleted all of their posts, which is something the brand usually does when facing a problem.



Figure 1.1: "Gift shop collection", Christmas Holiday 2022 campaign

Balenciaga X Adidas

The second campaign, the Spring 2023 collection, Balenciaga X Adidas released just five days after the "Gift Shop collection" campaign. It features globally known models like Bella Hadid and Nicole Kidman. However people were focused on the image for the Balenciaga X Adidas \$3,000 handbag with questionable props such as court papers, which included a case about child pornography. This campaign also highlighted the name of a controversial Belgian painter Michaël Borremans, who is known for his images that include castrated children. This campaign faced similar criticism, and the brand issued another apology and quickly pulled both campaigns from their platforms. However, the negative impact had already been made, and the public perception of Balenciaga was severely affected.



Figure 1.2: Balenciaga X Adidas Campaign

Even though Balenciaga is known for its bizarre and non-conforming marketing strategies, these campaigns led the public to start asking questions about the integrity of the brand. Balenciaga has a history of creating controversial and provocative marketing campaigns that generate buzz and attention. Consequently, some people believed that the campaign was intentionally designed to be provocative and generate controversy as a marketing tactic, while others speculated that the brand was attempting to make a political statement or commentary on consumerism. In addition, other accusations were made that were really far fetched such as that "a group of Satan-worshipping elites who run a child sex ring" are trying to control our politics and media, and Balenciaga was accused as being part of this ([Smith, 2022](#)).

As a result of these campaigns, influencers cut ties with the brand, people canceled Balenciaga, and some even burned and tore their products live on TikTok. Balenciaga became the "focal point of child conspiracy scandal" (wilson, n.d.). Balenciaga attempted to redeem itself by

partnering with the National Children's Alliance (NCA) for a three-year partnership. Balenciaga reviewed their organizational structure and made some changes. It also filed a \$25 million lawsuit on the production company behind the campaign, North Six and set designer Nicholas Des Jardins ([Smith, 2022](#)). However, the public perception of the brand has not improved, and the negative impact of the campaigns lingers on. An equity research report published by HSBC indicated that Balenciaga suffered huge losses in the U.S and U.K particularly. In addition, the parent company, Kering, was also affected by the negative publicity and scandal (Li, 2023).

Therefore, the problem for Balenciaga is the significant negative impact caused by these campaigns. The brand is facing a decrease in positive awareness, sales, and loyalty due to the negative backlash. The objective of the marketing plan is to increase positive awareness for Balenciaga by addressing the negative impact of the campaigns and promoting the brand's positive attributes, such as its innovative designs and commitment to sustainability. Additionally, the plan aims to increase sales by regaining the trust and loyalty of consumers and influencers who canceled or boycotted the brand.

III. Situation Analysis

Market situation

The luxury fashion industry is currently experiencing steady growth, with a projected global market size of approximately US\$111.50 billion in 2023 (Statista, 2023). Balenciaga has established a strong brand presence in the industry due to its non-conforming decisions in its designs, locations, and more. The brand is known for its intriguing aesthetic and streetwear-inspired designs, which have collected a loyal following among fashion enthusiasts

([AFP RELAXNEWS](#), 2021). Balenciaga's annual revenue is estimated to be around \$1.1 billion, placing it among the top luxury fashion brands in the world (Mau, 2019).

Balenciaga has managed to establish a strong global brand presence through social media and collaborations with popular artists and designers ([AFP RELAXNEWS](#), 2021). The high-end brand is known to have strange activity on Instagram. For instance, no captions, hashtags, links, or tags unlike any other brand (Tashjian, 2019). Risk-taking on social media is not a usual thing for high-end brands, however, even if people hated it, it still got their attention. Bad publicity is still publicity. Balenciaga has also been successful in expanding its global reach by opening stores in key fashion cities such as Paris, London, and Tokyo (Williams, 2021). The brand's focus on expanding its retail presence has helped to strengthen its global brand image and attract more customers.

Despite its relatively small market share compared to leading competitors such as Gucci and Louis Vuitton, Balenciaga has been able to maintain a strong position in the luxury fashion industry due to its unique designs and brand image ([AFP RELAXNEWS](#), 2021). The brand's focus on a specific set of designs and looks has helped it to appeal to younger consumers who are looking for unique and edgy fashion options (Williams, 2021). Balenciaga's social media strategy has also played a significant role in its success, as the brand has been able to connect with its audience through platforms such as Instagram and TikTok ([AFP RELAXNEWS](#), 2021).

Production and distribution situation

Balenciaga is a luxury fashion brand that produces a wide range of high-quality products including leather goods, footwear, ready-to-wear garments, jewelry, perfumes, and accessories. The brand has maintained control over its production process by keeping most of its

manufacturing in-house. This allows the brand to maintain greater control over quality and production timelines while providing customers with high-quality products (Crossley, 2020).

Balenciaga has invested heavily in its manufacturing capabilities, and it has built a state-of-the-art factory in Italy to produce its leather goods and footwear. The company also has factories in China and Spain, where it produces its ready-to-wear garments, and manufactures some of its products in Japan, France, Slovenia, Tunisia, and Madagascar (The Men Hero, 2021).

Balenciaga's unique designs and high-quality products have earned it a loyal following among fashion enthusiasts. The brand's avant-garde aesthetic and streetwear-inspired designs have established its strong brand presence in the industry (Forbes India, 2021).

In terms of distribution, Balenciaga has been focusing on expanding its online sales channels. The brand has a strong e-commerce presence, with its online store available in over 30 countries worldwide (Belcher, 2021). Balenciaga has been investing in its omnichannel strategy, with initiatives such as click-and-collect services and the integration of its online and offline inventory systems. This strategy has helped the brand to provide a seamless customer experience across different channels (Vogue Business, 2021).

Additionally, Balenciaga has physical stores in key fashion cities such as Paris, London, New York, and Tokyo, and has been experimenting with new retail formats, including pop-up stores and augmented reality experiences, to engage with customers in new ways (Vogue Business, 2021).

Balenciaga's product and distribution strategy is aimed at providing high-quality products and a seamless customer experience across different channels. The brand's focus on in-house

production and omnichannel distribution strategy has helped it to maintain its position in the luxury fashion industry and capture the attention of consumers worldwide.

SWOT Analysis

Strengths:

Balenciaga is a fashion brand that is known for its innovative and revolutionary designs, which have helped it to stand out in the crowded fashion industry. The brand's creative director, Demna Gvasalia, has a unique vision that is not afraid to push boundaries and create pieces that are both aesthetically pleasing and groundbreaking. This approach has made Balenciaga a favorite among those who are looking for something fresh and exciting in the fashion world. One of Balenciaga's biggest strengths is its strong brand image. The company has established itself as a luxury fashion brand that is both exclusive and aspirational. Its logo is instantly recognizable and has become a symbol of high-quality, high-end fashion. Balenciaga's collaborations with high-profile artists and designers have also helped to elevate its image and appeal to a wider audience. Balenciaga offers a wide range of products, including clothing, handbags, shoes, and accessories. This diversity allows the brand to cater to different consumer needs and preferences. Whether you're looking for a high-end luxury item or something more accessible for everyday wear, Balenciaga has something for everyone. In addition to its innovative designs, strong brand image, and diverse product range, Balenciaga is also known for using high-quality materials and craftsmanship in its products. This commitment to quality has helped the brand to build a loyal customer base that values the durability and longevity of its products.

Weaknesses:

Balenciaga's weaknesses include controversial advertising campaigns, which have faced criticism for their insensitivity and inappropriate messaging. This has damaged the brand's image and reputation among consumers, leading to a decline in sales and brand loyalty. The campaigns also can alienate potential consumers who view the brand's messaging as offensive or insensitive. Moreover, the unconventional behavior and products by Balenciaga may actually push some customers away rather than attracting them. Additionally, Balenciaga's high price point is a weakness as it limits the brand's appeal to a narrow consumer segment with a higher income level. This also results in a smaller customer base, which can impact the brand's long-term growth and profitability. Furthermore, the limited retail presence of Balenciaga, with only a handful of stores worldwide, can make it difficult for consumers to access the brand's products. This can be a significant disadvantage in a highly competitive fashion industry where accessibility is crucial for success.

Opportunities:

Balenciaga has the opportunity to tap into the growing luxury market by expanding its product range and increasing its retail presence. As the demand for luxury goods continues to rise, Balenciaga can capitalize on this trend by offering new and unique products that appeal to a wider audience. Additionally, by increasing its retail presence, the brand can make its products more accessible to consumers and expand its customer base. E-commerce presents a significant opportunity for Balenciaga to increase its sales and reach new customers worldwide. The popularity of online shopping has continued to rise, and Balenciaga can leverage this trend by developing a strong e-commerce platform that offers a seamless shopping experience for

customers. By investing in e-commerce, Balenciaga can also reach new markets and expand its global footprint. Collaborations offer another opportunity for Balenciaga to attract new customers and increase brand awareness. By partnering with other brands, Balenciaga can create unique and innovative products that appeal to a wider audience. Collaborations also offer the opportunity to tap into new markets and attract customers who may not have considered the brand before. By working with other brands, Balenciaga can also benefit from the marketing efforts of its partners, which can help to increase brand visibility and awareness.

Threats:

Balenciaga faces several threats that could impact its operations and sales. Firstly, the fashion industry is highly competitive, and Balenciaga faces intense competition from other luxury brands that offer similar products. Competitors such as Chanel and Gucci have a strong market presence and brand recognition, making it challenging for Balenciaga to stand out. Secondly, economic factors such as recessions and exchange rate fluctuations can have a significant impact on consumer spending, which can affect Balenciaga's sales. In times of economic uncertainty, consumers may opt for cheaper alternatives, and this could result in a decrease in demand for Balenciaga's products. Thirdly, counterfeit Balenciaga products are readily available in the market, which can damage the brand's reputation and lead to a loss of sales. The sale of counterfeit products not only results in a loss of revenue but also dilutes the brand's image and exclusivity. Finally, the fashion industry's environmental impact is becoming a growing concern, and brands are being pressured to adopt sustainable practices. Balenciaga may face backlash if it fails to take environmental concerns seriously and adapt to changing consumer preferences.

Competitor Analysis

In the luxury fashion market, Balenciaga competes with a number of well-known brands but its most prominent competitors are Gucci, Louis Vuitton, and Givenchy (<https://www.owler.com/company/balenciaga/competitors>). While each of these brands has its own unique style and approach to fashion, they all share a commitment to high-quality craftsmanship and luxury.

When compared to Gucci, Balenciaga is known for its more minimalist and avant-garde designs, often featuring oversized silhouettes and unexpected details. Gucci, on the other hand, offers a more flamboyant and maximalist aesthetic, with bold prints, bright colors, and intricate embroidery. Both brands are highly coveted among luxury fashion consumers but appeal to different tastes and preferences.

Similarly, Louis Vuitton and Balenciaga offer similar products that cater to consumers who value simplicity and elegance. However, Louis Vuitton's traditional monogrammed designs and classic aesthetic set it apart from Balenciaga's more innovative and bold designs. While both brands share a commitment to high-quality craftsmanship and luxury, Balenciaga's aesthetic is more avant-garde and experimental than Louis Vuitton's.

Givenchy, another competitor in the luxury fashion market, is known for its sleek and sophisticated designs. Compared to Balenciaga, Givenchy's products often feature cleaner lines and a more understated style. While both brands share a commitment to quality and luxury, Givenchy's approach to design is more focused on elegance and refinement, while Balenciaga's designs are more unconventional and daring.

Porter's five forces

Rivalry among existing competitors:

Rivalry among existing competitors in the luxury fashion industry is high due to the number of established luxury fashion brands competing for market share. Balenciaga faces intense competition from other luxury brands such as Gucci, Prada, and Louis Vuitton. The need to constantly innovate and differentiate to remain competitive is critical. Additionally, the impact of celebrity endorsements and influencer marketing on brand perception has intensified the competition for consumer attention and loyalty. The high stakes involved in the luxury fashion industry mean intense competition for consumer attention and loyalty, with brands constantly seeking to gain an edge over their competitors.

Threat of new entrants:

The luxury fashion industry has a relatively low threat of new entrants due to the high cost of entry. Building a well-known brand image requires significant investment in marketing, expanding the customer base, and maintaining customer loyalty. Moreover, establishing a brand takes time, and the market is already dominated by established luxury fashion brands. However, several designer brands that offer innovative designs and affordable prices could pose a threat as new entrants. Overall, the threat of new entrants is low to medium.

Bargaining power of suppliers:

The bargaining power of suppliers in the luxury fashion industry is relatively low, as luxury brands like Balenciaga have significant bargaining power due to their size and reputation. However, suppliers of raw materials such as leather, textiles, and hardware can influence the

industry's cost structure, which can impact profitability. Additionally, the concentration of suppliers in certain regions can create supply chain risks, which may impact product availability and cost.

Bargaining power of buyers:

Balenciaga is a brand associated with luxury and high-end products, for example, Yves Saint Laurent, Marc Jacobs, Valentino, etc, and prices tend to be high. All these brands share certain elements from time to time because fashion has a trend. A leather jacket from Balenciaga can be simply substituted with a leather jacket from Yves Saint Laurent. On the other hand, online fashion retailers like Net-a-Porter and Farfetch are offering discounted luxury wearables giving buyers even higher bargaining power. This drives off customers with low budgets and typically only people that can afford their items, those being medium to high-income earners, would be the only people thinking of purchasing their products. Balenciaga sells its products in retail stores internationally and has an online store, giving buyers little to no bargaining power, similar to other luxury brands. Despite the controversy they have stumbled upon, it seems that Balenciaga will continue to have a loyal fanbase, making them less inclined to give more power to their customers. It is also worth mentioning that their higher-income customers would be much less inclined to negotiate prices, considering that they can afford their products and would not think of bargaining with them. It would also be unusual for a luxury brand to give buyers more power to sell to a wider audience, as that could tarnish their image of being a high-end brand. Overall, the bargaining power of buyers is low to medium.

Threat of substitute products or services:

The threat of substitutes for luxury fashion products is increasing due to the emergence of affordable luxury brands that offer similar products at lower prices. Fast fashion and streetwear companies are also able to produce trend-driven products at low prices, which may impact the demand for luxury fashion products. Additionally, the growing popularity of second-hand luxury fashion platforms has increased the availability of pre-owned luxury products, which may reduce the demand for new products. These substitutes may erode Balenciaga's market share and pricing power, leading to a decline in profitability. To counter this threat, Balenciaga needs to maintain its focus on unique design and brand image while exploring ways to make its products more sustainable and eco-friendly. Overall, the threat of substitute products or services is low to medium but it is increasing.

Customer analysis

Balenciaga's clients are mostly middle to upper-class, ranging from 18 to 35 years old, to be more precise, 25 to 34 years old. These are well-educated, often single, urbanites with high disposable income. These are customers whose loyalties to the brand are firm but not unwilling to change. These are "fashion forward" consumers interested only in the cutting-edge. This would be their psychographic segmentation, meaning the personality, values, and lifestyle of their usual target customers.

Balenciaga's success depends on meeting their expectations by continuously demonstrating their capacity to stay "ahead of the curve." These customers pay close attention to high-end luxury fashion trends. These fashionistas are looking for uniqueness from designer brands and want to

be viewed as outstanding and out of the norm. Luxury items are a silent speaker that announces fashionistas' taste in the avant-garde designer world.

Balenciaga clients base their decisions on a range of elements, such as design, quality, and brand reputation. This is their behavioral segmentation. Due to the growth and acceptance of social media, customers frequently conduct product research online, become interested in particular products on social media via influencers or KOLs, and then visit stores to make a purchase.

Consumers nowadays care about the environment. Designer brands have to be more environmentally conscious to not lose customers with the same belief. Balenciaga should seize this insight as a great opportunity to promote its dedication to moral behavior and collaboration with environmentally friendly organizations and take this into account when choosing the psychographic segmentation of its clients. Balenciaga can also devote its production in a way that reduces odor and protects ozone.

Part 2

Objectives

The primary purpose of our research is to investigate the negative effects on Balenciaga due to the controversial campaigns the brand published in a span of a few days that led to low brand equity. Brand equity is brand awareness, perceived quality, brand loyalty and brand association that combine to add to or subtract from the value of the product or service. The following market research helps us to confirm the hypothesis that we implied in the problem identification section. At the same time, it will help us understand other possible reasons for the negative reputation and image. We concluded that the two campaigns with the controversial images could explain the

drastic negative reputation and brand image. We speculate that Balenciaga's history of contributing to non-conforming and controversial behavior can be an additional reason that motivated people to get riled up. Therefore, we aim to use our survey to discover possible ways to increase Balenciaga's brand equity, mainly brand awareness.

Methodology

We speculate that campaigns that Balenciaga published led to a drastic decrease in brand awareness and reputation. Thus, we created a survey as a confirmatory study to examine the impact of the controversies on the buying habits and brand perception of a chosen sample from a population. The sample size was determined based on available resources and time constraints. We directed the survey towards people in the United States because the campaigns were initially published there. The survey consisted of 26 questions that covered various areas deemed significant for our analysis. The survey was designed to be self-administered online, using a structured questionnaire. A cross-sectional research design was used for this survey, meaning that we collected data from the respondents at a single point in time. We used a 5-point likert scale in our survey while tailoring the options based on the question.

We designed the survey to gather data on demographics, general trends in the fashion industry, willingness to pay, awareness, perception of Balenciaga, and controversy questions. We also asked the same questions for Balenciaga and three of its competitors, Louis Vuitton, Prada, and Gucci. This helped us understand why people would choose a brand over the other and their perceptions of different aspects for the brand like quality, prices, etc.. The data we gathered was measured primarily by the mean and standard deviation. In order to correctly understand how controversies affect a person's willingness to purchase and recommend the brand we first asked

general controversy questions then narrowed it down to questions specifically about Balenciaga's controversies.

Survey

Section 1

Sample

We had a total of 39 respondents to our survey, 20 females and 19 males (Figure 2). The ages of our sample ranged between 20-55 years old. Majority of the sample receives an income above \$50k, 35.90% receive between \$50k - \$80k, 25.64% receive \$80k - \$120k and 10.26% receive \$120k and above. The rest receive below \$50k, 15.38% receive \$30k - \$50k and 7.69% receive up to \$15k (Figure 3). The mean for income level is 6.82 and the standard deviation is 1.71.

Figure 2

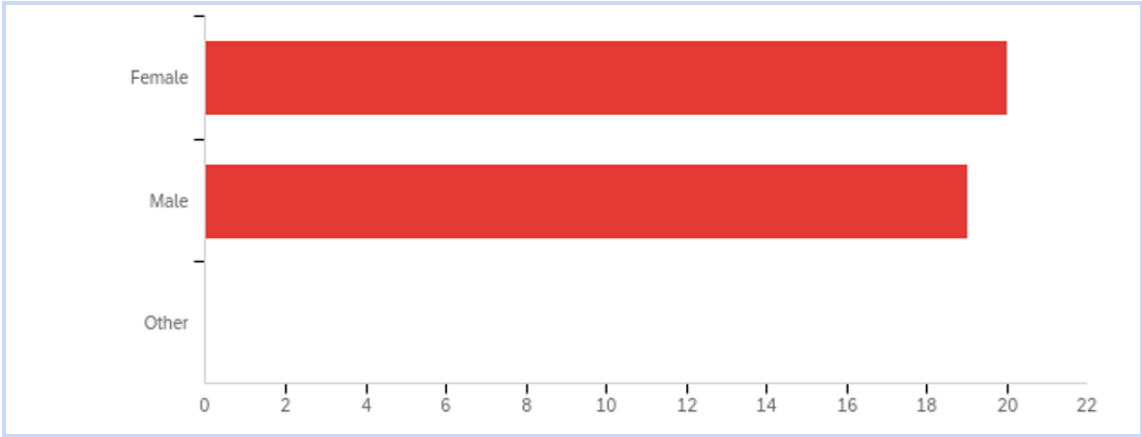
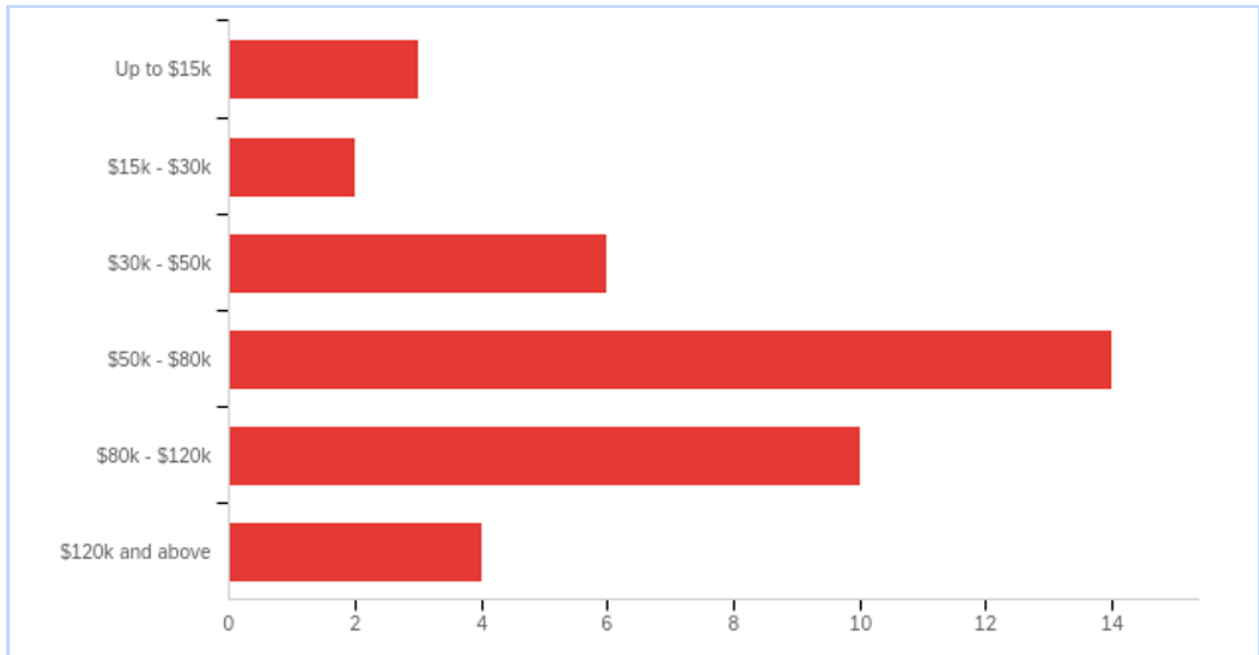


Figure 3



Section 2

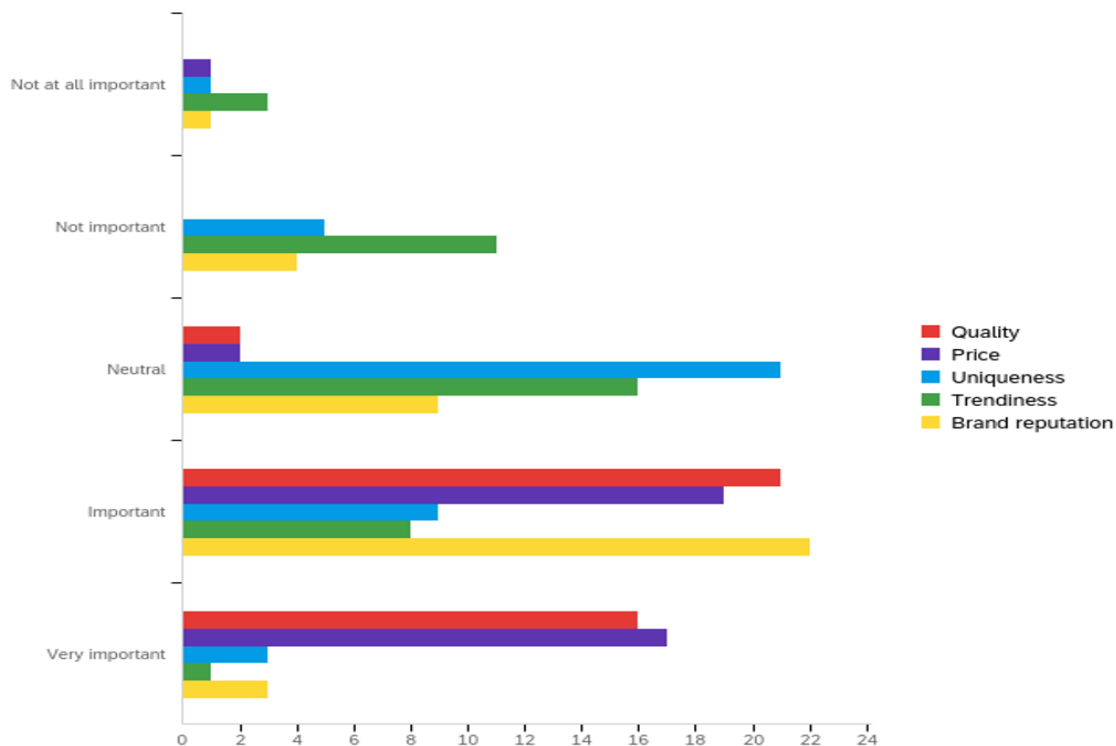
The second section of the survey analyzes general fashion industry trends. This section focuses on the participant's personal interest in the fashion and clothing industry and its trends. We understand how the participants personally keep up with fashion trends and their personal priorities when it comes to purchasing items. This helps us to figure out if the person is in any way invested in the fashion industry and interested in its news. We aim for this survey to tell us a story about each person's relationship with the fashion industry. Slowly going from general to specific sections to reach our main point.

Results

The figure below answers the question "what is the most important feature when purchasing from a fashion brand?" (Figure 4) The choices were quality, price, uniqueness, trendiness, and brand reputation. The scale was a 5-point likert scale from not at all important to very important.

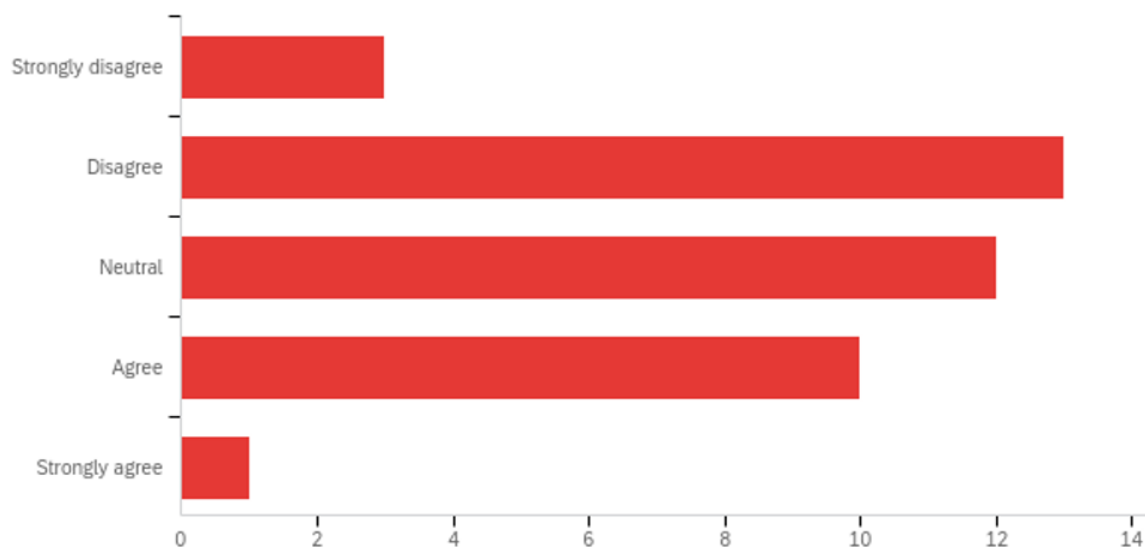
For quality, 94.88% of the sample responded positively, important or very important, only very few, 5.13% were neutral ($M=4.36$, $SD=0.58$). For price, 92.31% of the sample responded positively, 5.13% were neutral and only 2.56% responded not at all important ($M=4.31$, $SD=0.79$). For uniqueness, only 30.77% responded positively, the majority were neutral, about 53.85%, and the rest which is 20.51% responded negatively, either not important or not at all important ($M=3.21$, $SD=0.85$). For trendiness, only 23.07% responded positively, majority were neutral, about 41.03%, and 35.9% responded negatively ($M=2.82$, $SD=0.93$). Finally for brand reputation, majority responded positively, about 64%, 23.08% were neutral, and only 12.82% responded negatively ($M=3.56$, $SD=0.87$). We can see that the most important features respectively are quality, price, and lastly brand reputation.

Figure 4



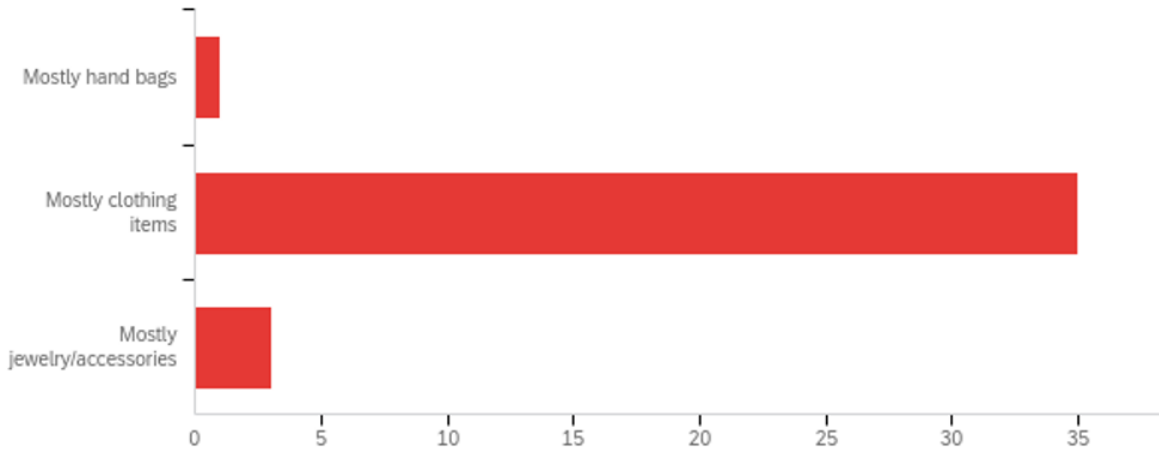
The figure below (Figure 5) asks whether “*following fashion trends is important to me*” ($M=8.05$, $SD=2.42$) (Figure 5). This question follows a 5-point likert scale ranging from *strongly disagree* to *strongly agree*. This examines the participants’ attitude towards following fashion trends. The majority of respondents do not think that following fashion trends is important to them, 41.02% respond negatively, either disagree or strongly disagree. However, a big chunk, 30.77% of the sample are neutral and only 28.2% respond positively, either agree or strongly agree

Figure 5



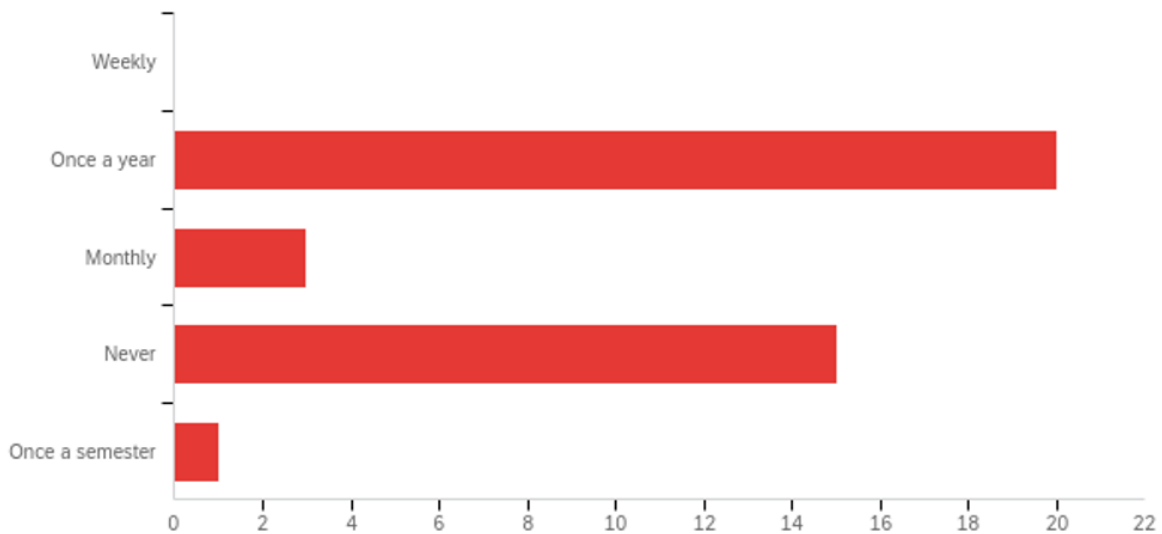
Within the general industry trends questions we were wondering what product consumers look for the most in fashion brands. Thus, the figure below asks the participants “*What type of products are you most interested in purchasing from fashion brands?*” ($M=2.05$, $SD=0.32$) (Figure 6). The majority of respondents are most interested in purchasing clothing items from fashion brands, 89.74% of the sample.

Figure 6



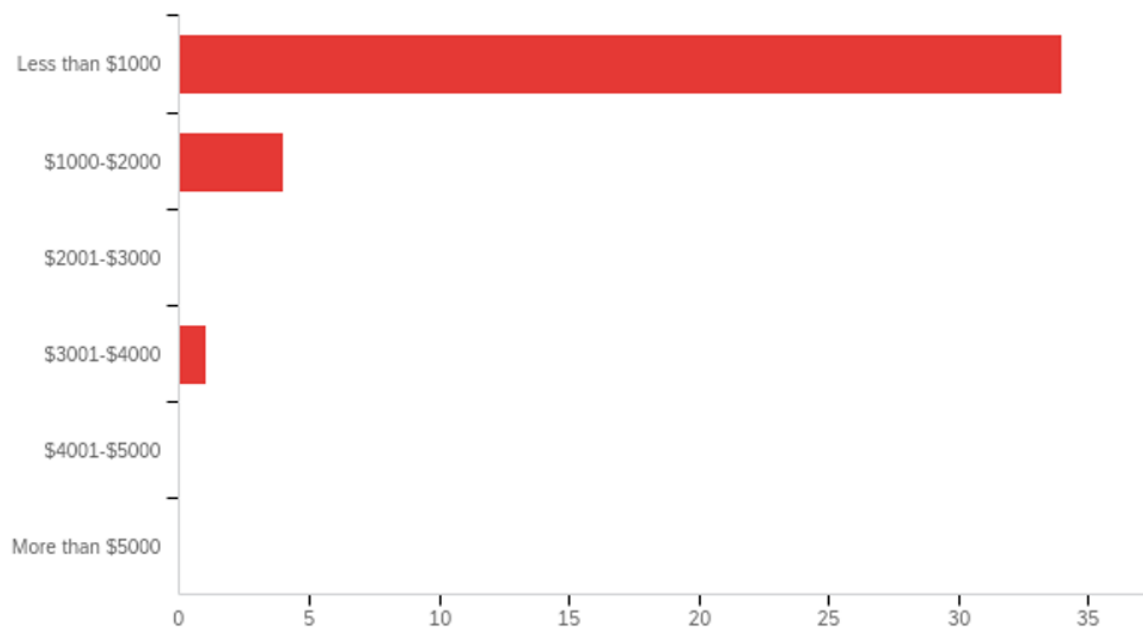
The figure below measures how frequently participants purchase from high-end fashion brands on a timely basis ($M=3.92$, $SD=1.00$) (Figure 7). Majority of the sample, 51.28% purchase only once a year and the 38.46% never purchase from high-end fashion brands. Very few purchase monthly, about 7.69% and only 2.56% purchase once a semester. This emphasizes the idea that our samples are not loyal customers for high-end fashion brands which might explain why neutral is a popular answer in some of our questions.

Figure 7



In the sense of purchasing from high-end fashion brands, we asked our sample *"How much do you typically spend on high-end clothing brands per purchase?"* (M=1.59, SD=1.60) (Figure 8). The majority of the sample (about 87.18%) spends less than \$1000 on high-end clothing brands per purchase, a small percentage, 10.26% spends between \$1000-\$2000 and only 2.56% spends \$30001-\$4000.

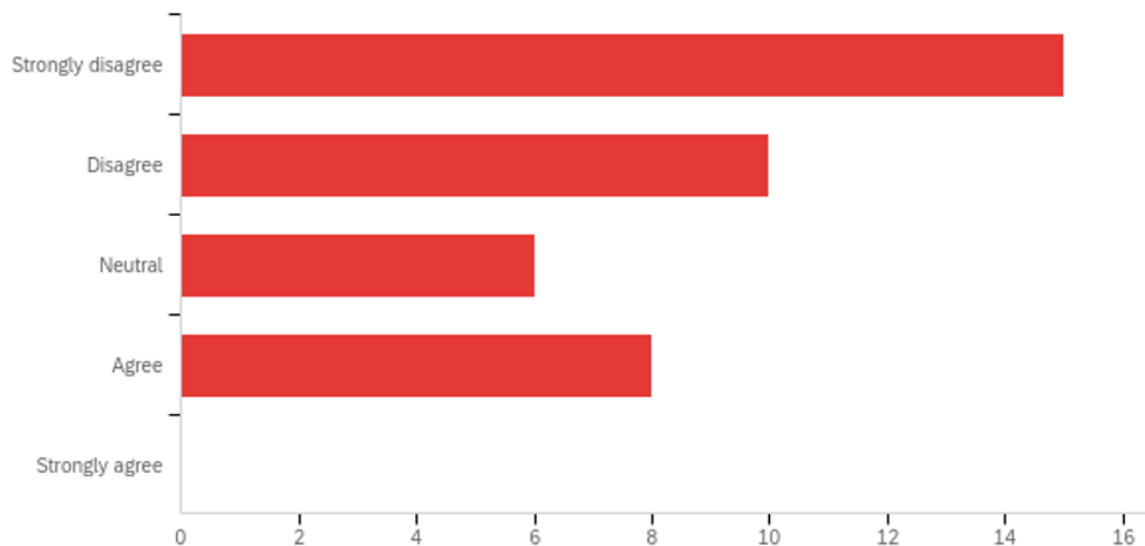
Figure 8



Finally, the last item in this section states *"I follow high-end fashion brands on social media networking websites (e.g., Instagram, Facebook, etc.)"* (M=2.79, SD=1.57) (Figure 9). This item followed a 5-point likert scale from *strongly disagree* to *strongly agree*. It helps explain the degree to which our sample is interested enough to follow the brands themselves. Majority of the sample, approximately 64% responded negatively, meaning they do not follow, 15.38% were neutral, and 20.51% agreed with the statement meaning they follow. These results showed us that

there is a very low connection with high-end fashion brands which might affect their knowledge of the brands' news.

Figure 9



Section 3

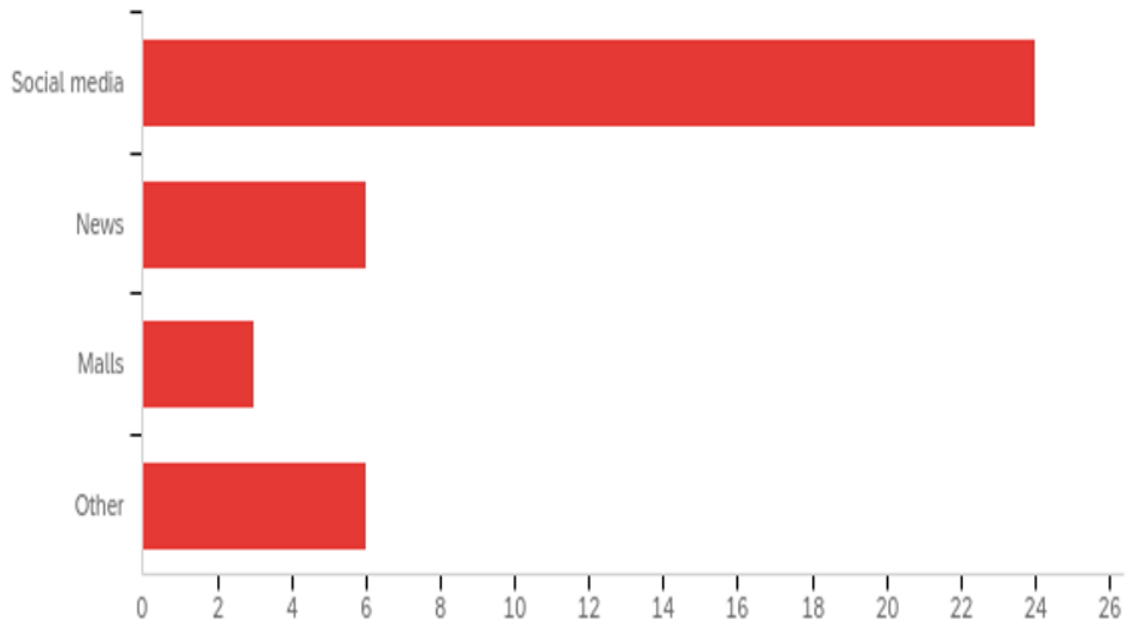
The next section of the survey included questions specifically about Balenciaga. Our aim was to know how aware they are of the brand as a whole before going into the section for the controversial campaigns. One has to be at least a little bit aware of the brand to comprehend the weight of its news. Therefore, we asked brand awareness questions, if they follow its news, and how frequently they do so. This helps us understand the level of engagement with Balenciaga and if knowing the brand has an effect on knowing the controversies related to it.

Results

The figure (10) below is the response for the following question, “*how did you first become aware of Balenciaga?*” (M=1.77, SD=1.12), the majority of the respondents, 61.54% chose social

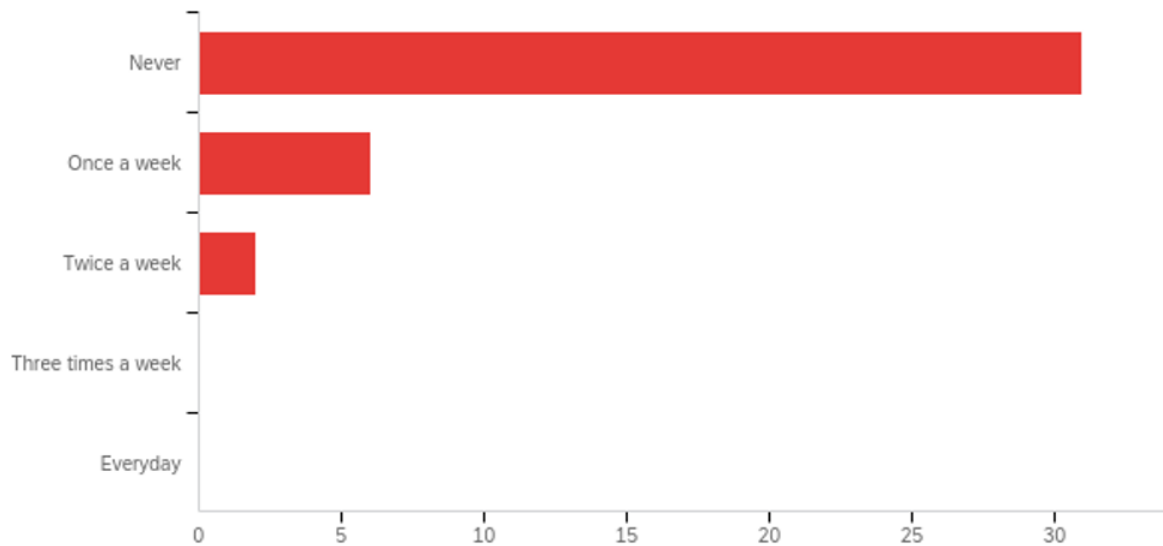
media, very few, 15.38% chose news and 7.69% chose malls. The rest, 15.38% of the sample picked 'other' and wrote that they first became aware of Balenciaga from a friend, reality TV shows, music, pop culture and one replied 'I am not aware'.

Figure 10



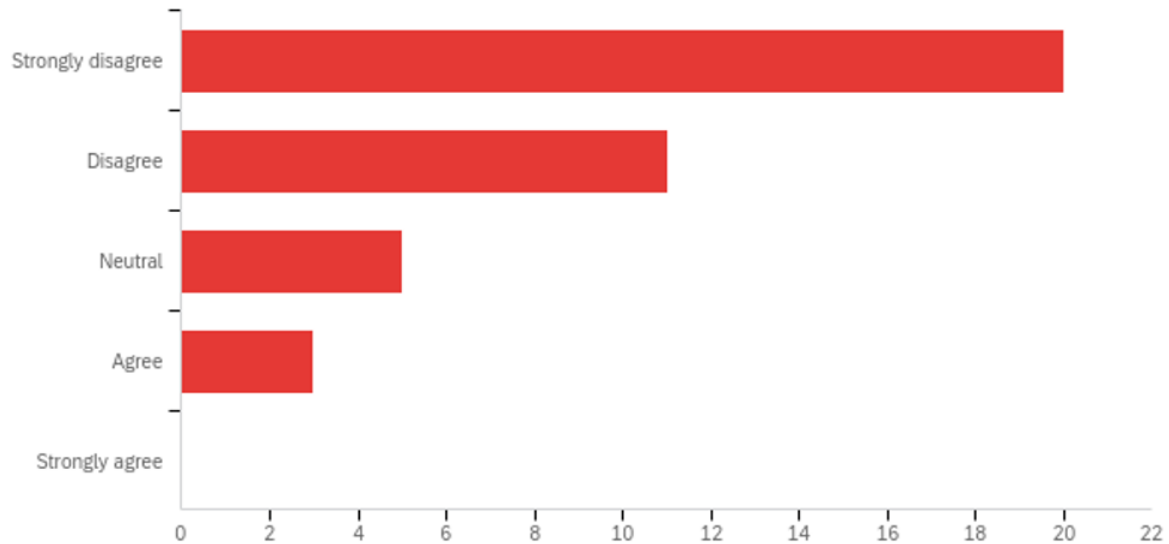
The next question, “*How often do you follow news about Balenciaga?*” (M=1.26, SD=0.54) (Figure 11), is a more specific question as we narrow the survey down to more Balenciaga and controversy related questions. The majority of the respondents, 79.49% *never* follow the news about Balenciaga, very few follow the news once (15.38%) or twice (5.13%) a week. This reveals that no one from our sample is a consistent follower of Balenciaga or its news.

Figure 11



In the same realm of questions, the next one states, *"I am well informed about Balenciaga's seasonal fashion trends"* ($M=2.25$, $SD=1.39$) (Figure 12). Most of the sample, about 79.49% responded negatively towards being well informed about Balenciaga's seasonal fashion trends. Very few of the sample, 12.82% are neutral and even fewer, 7.69% of the sample agree with the statement, none strongly agree. Thus, there is a very low percentage of our sample that are aware of Balenciaga, its news and trends.

Figure 12



Section 4 & 5

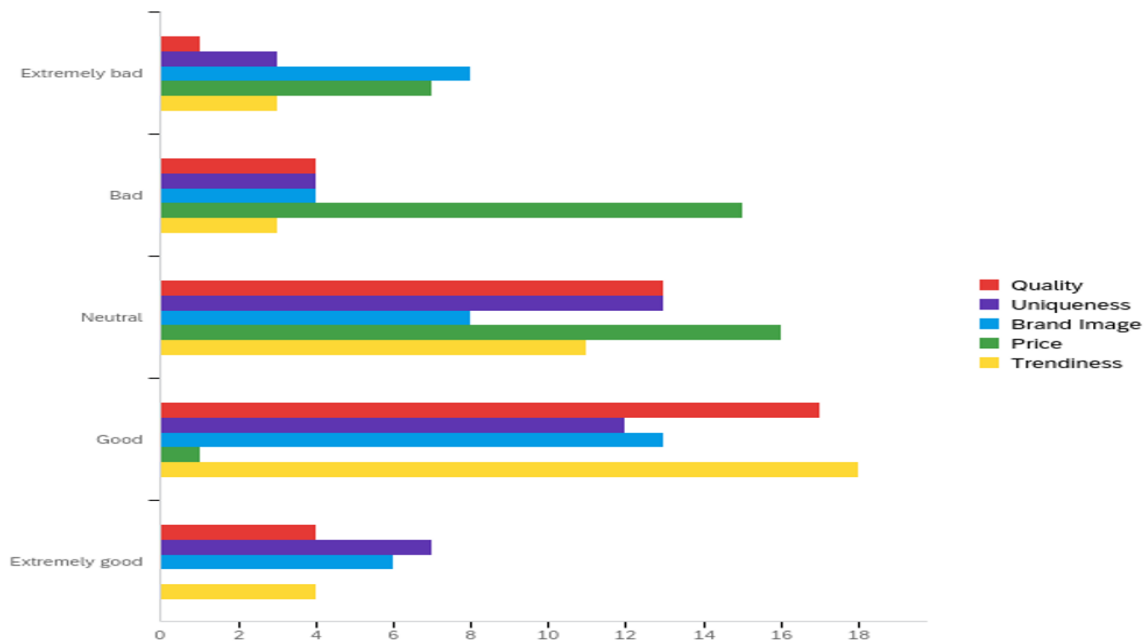
The following sections focus on the sample's ratings of Balenciaga and its competitors, specifically Louis Vuitton, Prada, and Gucci. We found out from our research that these brands are the top competitors in the luxury fashion industry. In this particular context, high-end and luxury are interchangeable concepts. These sections help in identifying key points, either weak or strong, in Balenciaga in comparison with its competitors. We also understand why other high-end brands are preferred and how people perceive them in different areas.

Results

The first item (Figure 13) in section 4 asks participants to rate Balenciaga in terms of quality, uniqueness, brand image, price, and trendiness (Figure 13). For quality, 53.85% of the sample answer positively (good, extremely good). While 33.33% are neutral and fewer, 12.82% rate it negatively (bad, extremely bad) ($M=3.49$, $SD=0.90$). For uniqueness, 48.72% of the sample rate

it positively, 33.33% are neutral and fewer, almost 18% rate it negatively ($M=3.41$, $SD=1.13$). As for brand image, 48.71% rate it positively and 30.77% rate it negatively, the rest, which is 20.51% are neutral ($M=3.13$, $SD=1.36$). Price was the most negatively rated 56.41% of the sample rating it as bad or extremely bad, 41.03% are neutral, and only 2.56% rate it as good ($M=2.28$, $SD=0.78$). The majority of respondents, 56.41% rate trendiness positively, 28.21% are neutral and very few, 15.38% rate it negatively ($M=3.44$, $SD=1.03$).

Figure 13



The second item in sections 4 is similar to the first, the difference is that it asks participants to rate the competitors, Louis Vuitton, Prada, and Gucci in terms of quality, uniqueness, brand image, price, and trendiness. The following figure (14) is for Louis Vuitton. For quality, 74.36% of the sample rates it positively, 20.51% are neutral, and only 5.13% rate it bad, 0% rate it extremely bad ($M=3.90$, $SD=0.78$). For uniqueness, 38.46% rate it positively, 33.33% are neutral, and 28.2% rate it negatively ($M=3.10$, $SD=1.06$). For brand image, almost 64% rate it

positively, 30.77% are neutral, and only 5.13% rate it bad, 0% rate it extremely bad (M=3.92, SD=0.92). For price, 12.82% rate it positively, 35.90% are neutral, and the rest which is 51.28% rate it negatively (M=2.49, SD=1.03). Finally, for trendiness, 53.85% rate it positively, 33.33% are neutral, and 12.82% rate it bad, 0% rate it extremely bad (M=3.69, SD=1.02).

Figure 14

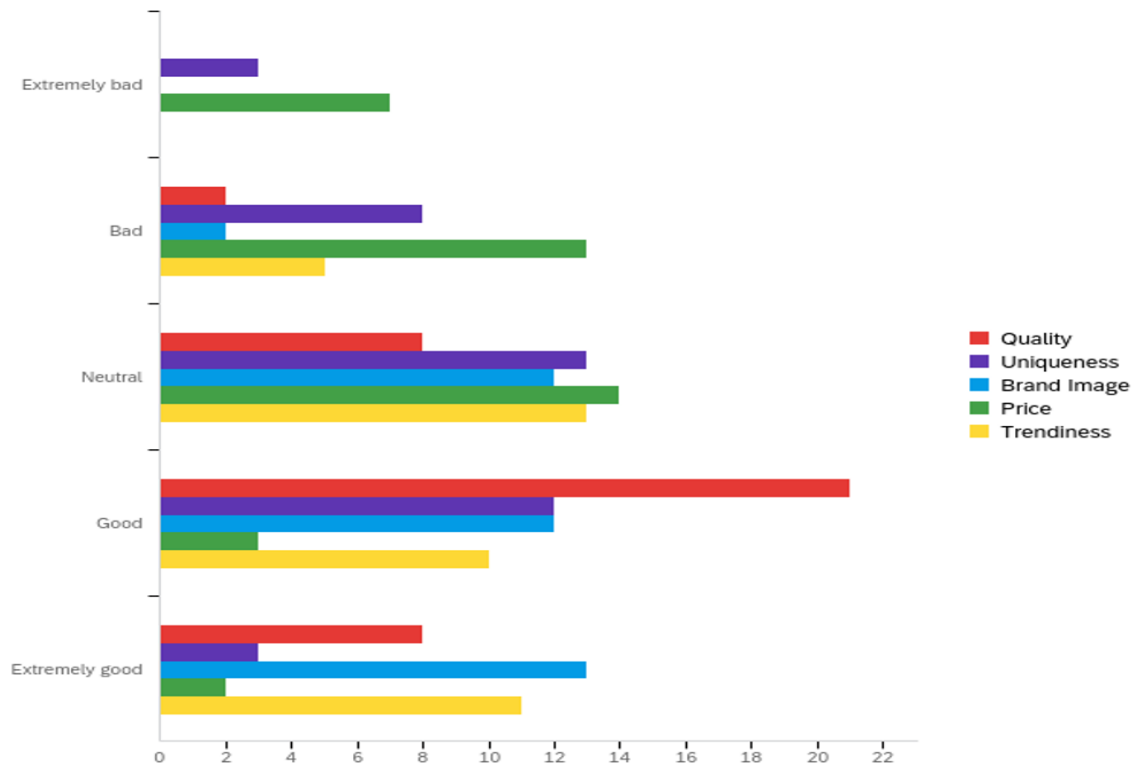


Figure 15 below is the rating for the second competitor, Prada. For quality, 71.79% rate it positively, 23.08 are neutral, and 5.13% rate it as bad, none rate it extremely bad (M=3.82, SD=0.75). For uniqueness, almost 59% rate it positively, 25.64% are neutral, and 15.38% rate it as bad, none rate it extremely bad (M=3.54, SD=0.87). For brand image, 66.67% rate it positively, 30.77% are neutral, and 2.56% rate it as bad, none rate it as extremely bad (M=3.90, SD=0.81). For price, 66.67% rate it positively, 30.77% are neutral, and 2.56% rate it as bad, none rate it as extremely bad (M=3.90, SD=0.81). For price, 7.69% rate it positively, 38.46% are neutral, and 53.84% rate it negatively (M=2.49, SD=0.81). Finally, trendiness, 53.84% rate it positively, 38.46% are neutral, and 10.26% rate it as bad, none rate it extremely bad (M=3.59, SD=0.87).

Figure 15

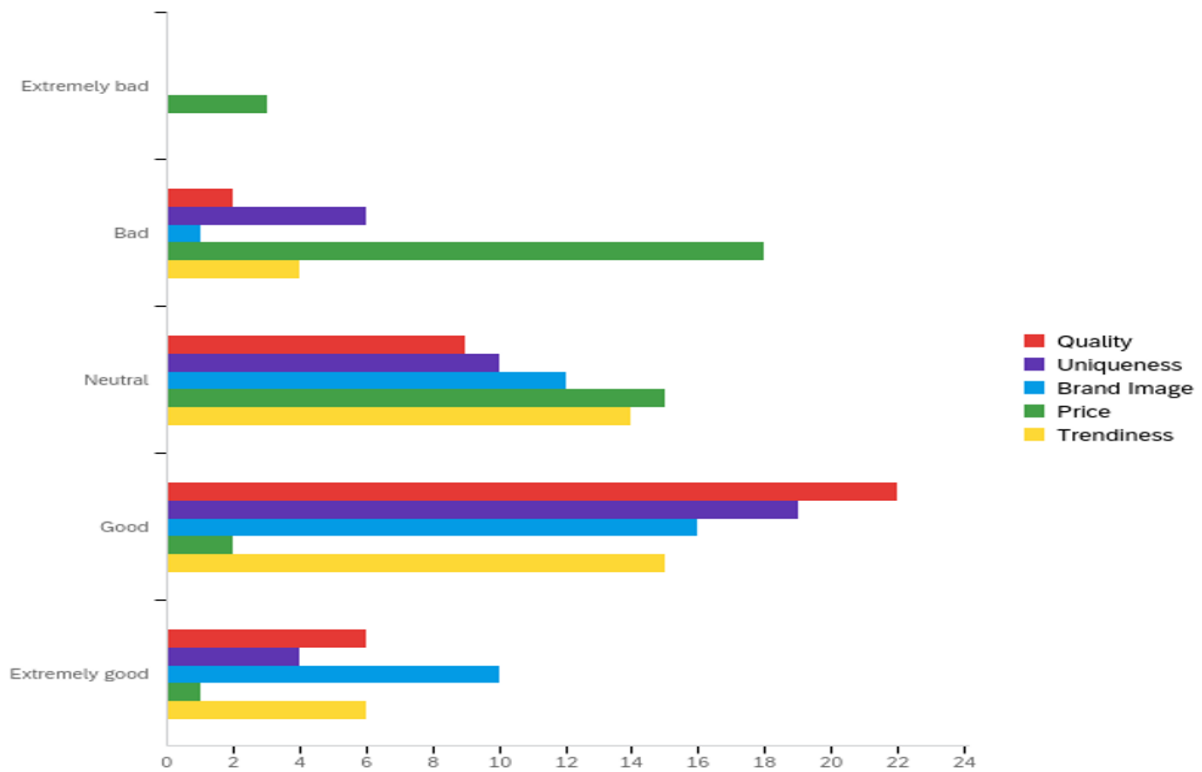
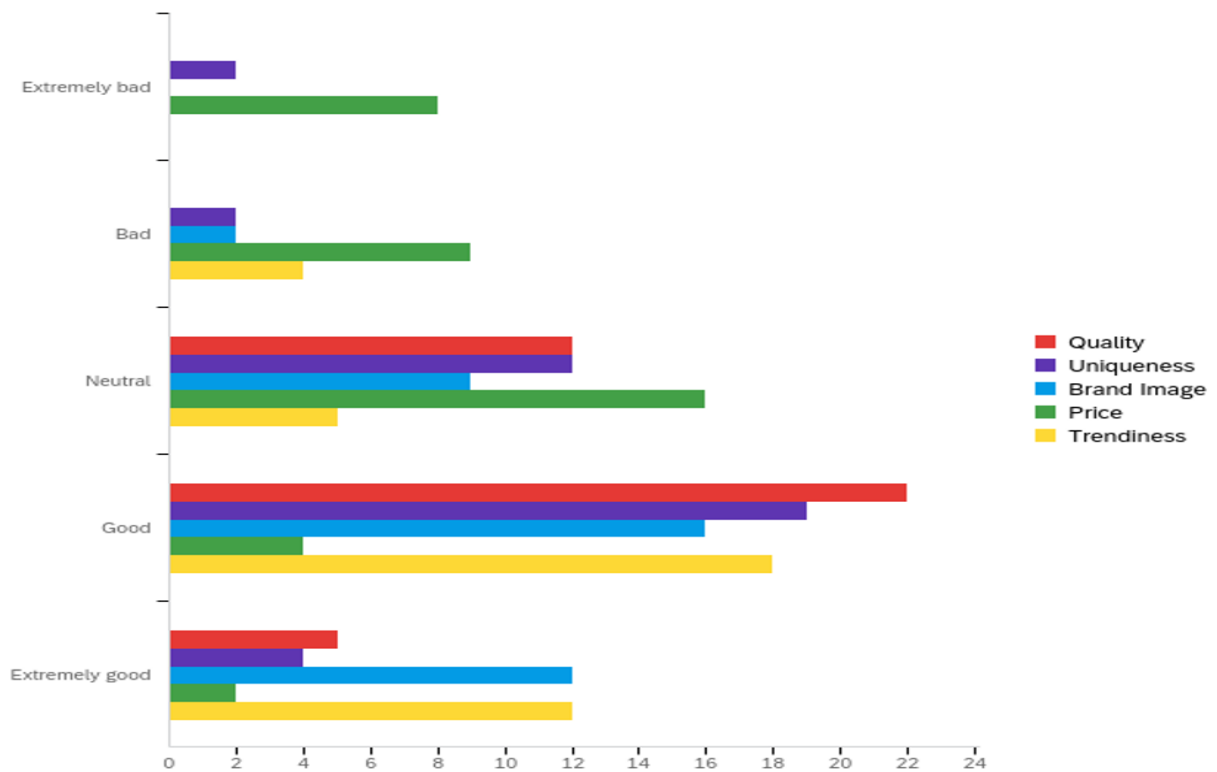


Figure 16 below is the rating for the third competitor, Gucci. For quality, 69.23% rate it positively, 30.77% are neutral, and no one rates it negatively (M=3.82, SD=0.64). For

uniqueness, almost 59% rate it positively, 30.77% are neutral and 10.26% rate it negatively (M=3.54, SD=0.93). For brand image, 71.8% rate it positively, 23.08% are neutral, and 5.13% rate it as bad, none as extremely bad (M=3.97, SD=0.86). For price, 15.38% rate it positively, 42.03% are neutral, and almost 43.6% rate it negatively (M=2.56, SD=1.08). Finally, trendiness, almost 77% rate it positively, 12.82% are neutral, and 10.26% rate it as bad, none as extremely bad (M=3.97, SD=0.92).

Figure 16



After the "rate the brand" part, we believe it to be fit to start asking *Net Promoter Score questions* for Balenciaga and each of its competitors, Louis Vuitton, Prada, and Gucci to further examine the difference between Balenciaga and its competitors and try to point out the negatives from the positives. The following figure (17) is the NPS for Balenciaga. Promoters (9-10) are people who

talk good about the brand i.e. loyalty with a voice, passive (7-8) are satisfied people, neutral and detractors (0-6) are people who would talk bad about the brand i.e. not promote it to friends or family. The NPS = %promoters - %detractors, in this case there are 0% promoters and 90% detractors which makes the NPS= -90%. Figure 18 is the NPS for the first competitor, Louis Vuitton. NPS = 8%-69% = -61%. There are 69% detractors, people who would score from 0-6, 23% passive who would score from 7-8, and finally, 8% promoters, people who would score high from 9-10. Figure 19 below the NPS for the second competitor, Prada. NPS = 5%-74% = -69%. For Prada, 74% of the sample (39 respondents) are detractors, 21% are passive, neutral, and 5% are promoters. Finally, Figure 20 is the NPS for the last and third competitor, Gucci. NPS= 10%-59% = -49%. For Gucci, there are 59% detractors, 31% passive, neutral, and 10% promoters.

Figure 17

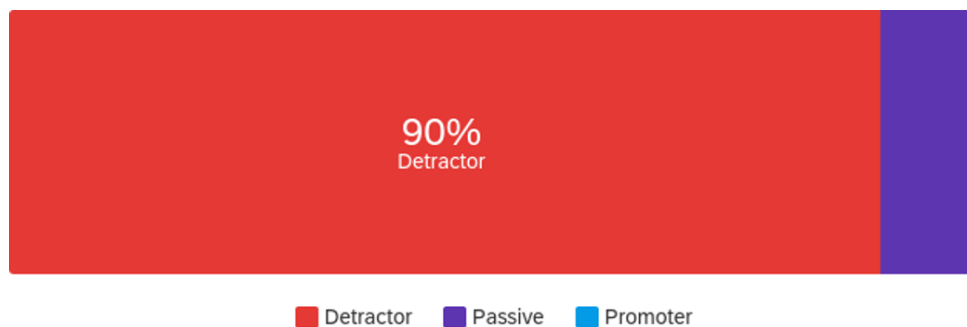


Figure 18

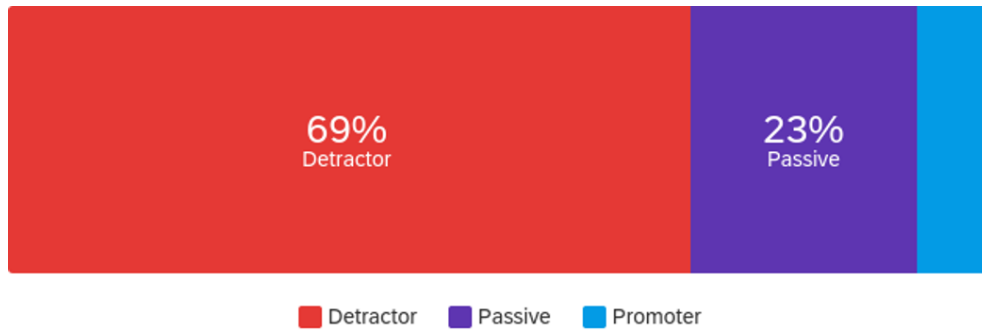


Figure 19

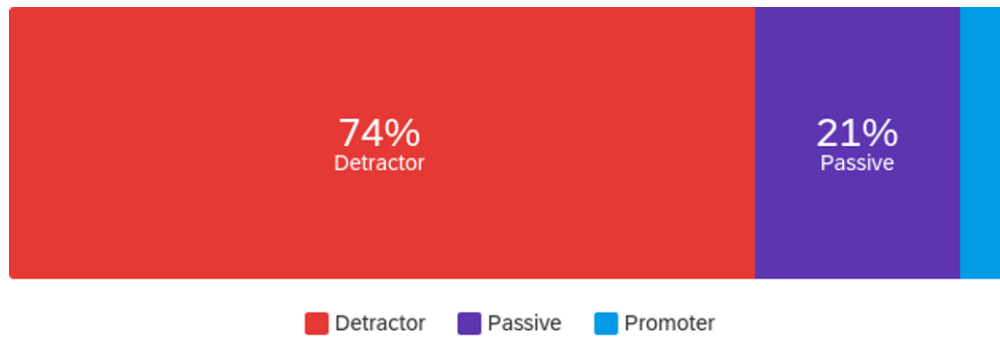
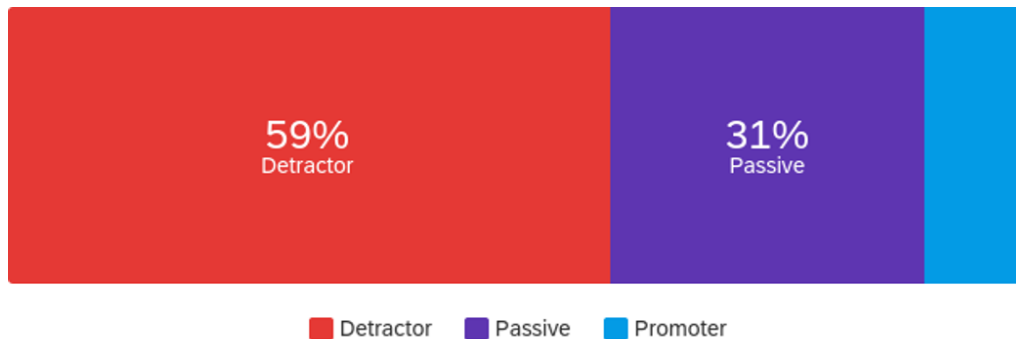


Figure 20



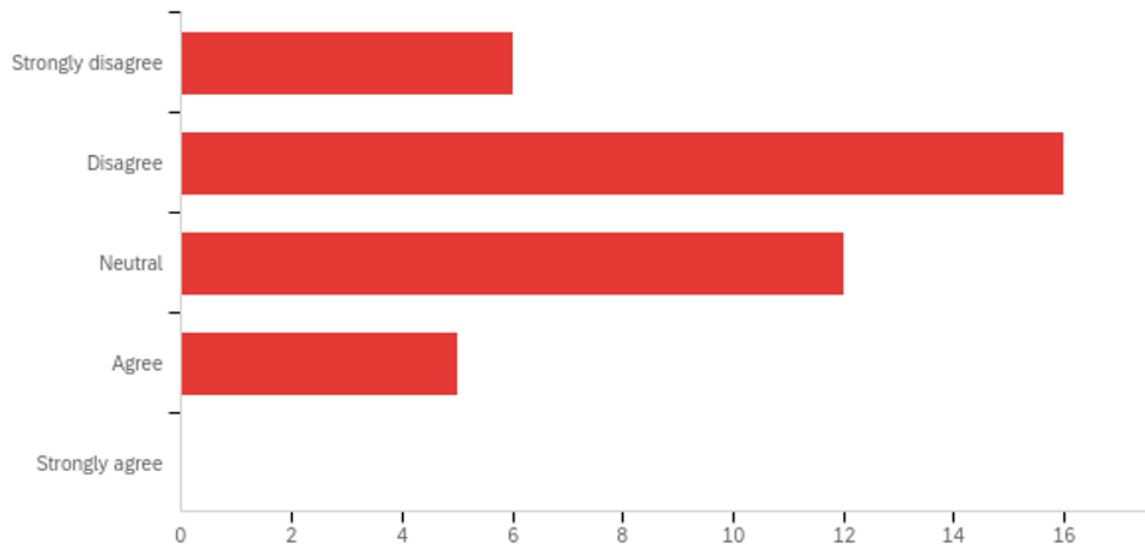
The final sections initially discuss controversies related to brands and how they're affected, mainly how the respondents would react in terms of recommending the brand and purchasing

from it. Then we narrow it down with items specifically regarding one of Balenciaga's controversial campaigns, the "Gift shop collection, Christmas holiday 2022" one because it sparked the conversations about Balenciaga. The reason we include questions relating to the controversial campaign at the end is because we did not want it to affect previous answers if it had been asked earlier. Finally, we thank them for their time and effort in doing our survey and give them an option if they have any further comments or questions.

Results

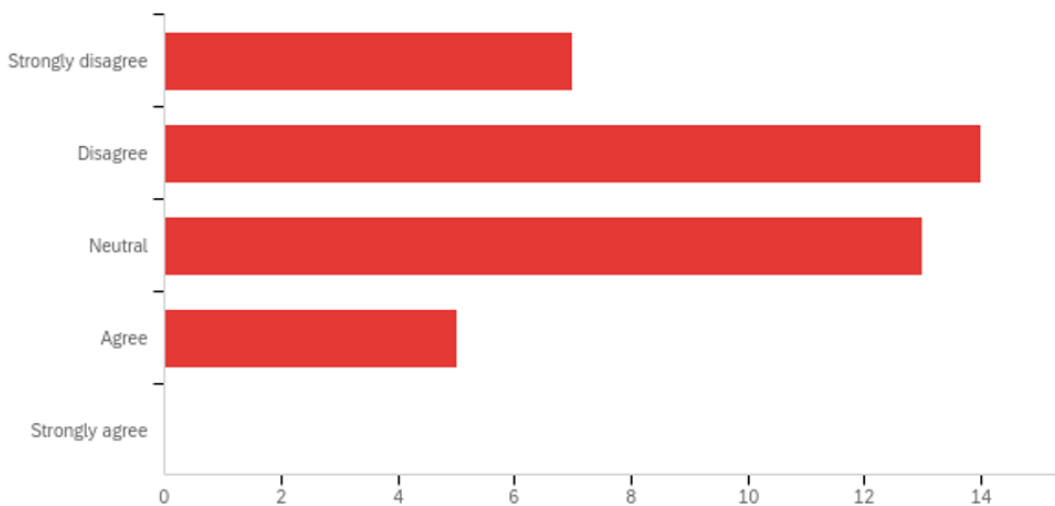
The first item in this section states *"I would be willing to purchase products from a brand even after knowing that they are involved in controversies"* (M=3.38, SD=1.39). Of the whole sample, only 12.82% agree, none strongly agree, 30.77% are neutral, and 56.41% either disagree or strongly disagree meaning the majority would NOT purchase from a brand even after knowing they were involved in controversies. We struggled framing this question in a way that is not leading or affects participants' responses but our primary objective was to find out how controversies can affect buying habits.

Figure 21



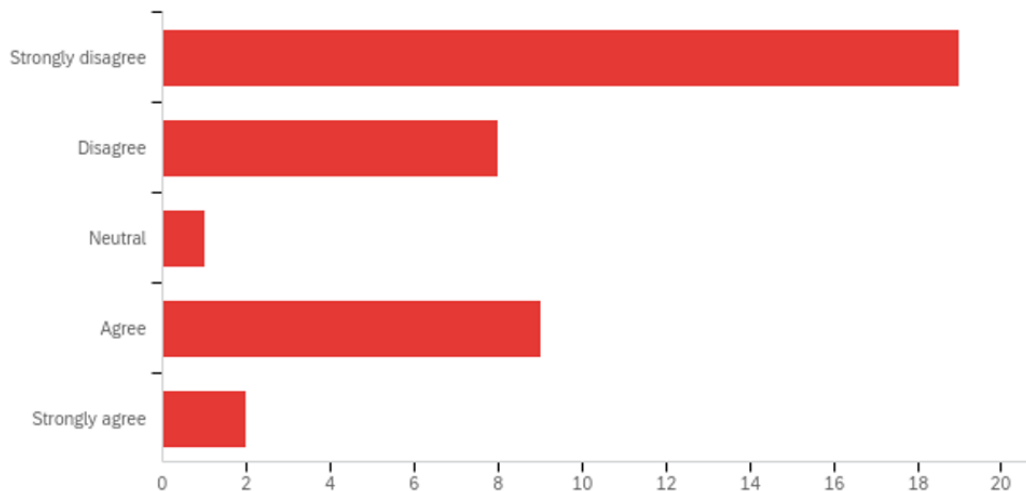
The second item states *"I would be willing to recommend brands that have been involved in a controversy to a friend or colleague (e.g., if the products are good)"* (M=3.23, SD=1.23). Similar to the first item, only 12.82% of the sample agree, none strongly agree, 33.33% are neutral, and almost 54% either disagree or strongly disagree.

Figure 22



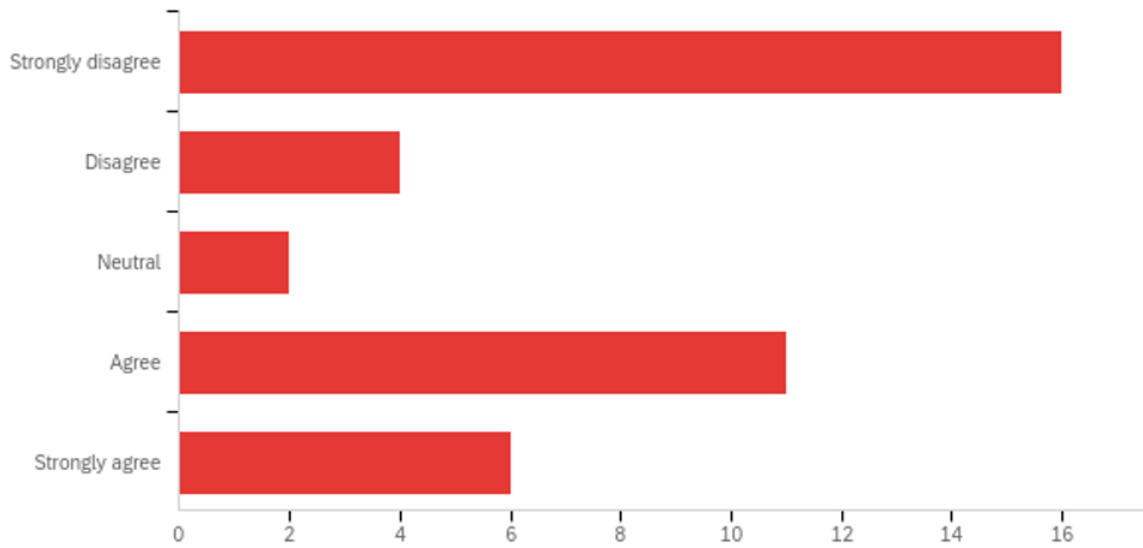
Now, we start with Balenciaga related controversy questions with the first one is an awareness question, *"I am aware of Balenciaga's holiday campaign 'Balenciaga's gift shop'"* (M=2.72, SD=1.91). Only 28.21% of the whole sample are aware of the campaign, 2.56% are neutral, and the rest which is almost 69% are not aware of Balenciaga's campaign.

Figure 23



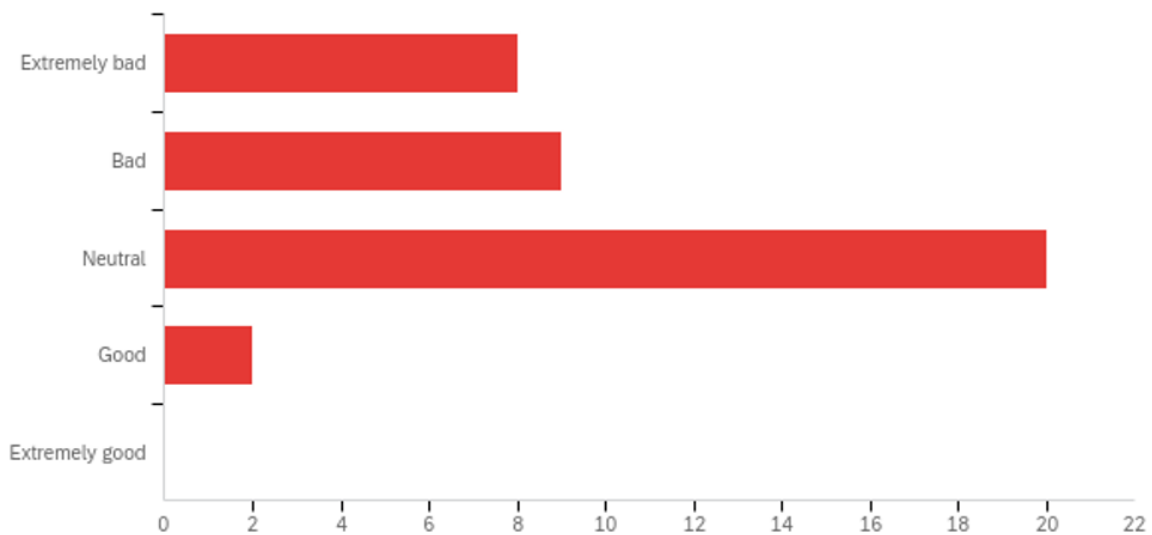
The figure below is also an awareness question, however, it is about the controversies *"I am aware of the controversies surrounding Balenciaga's latest campaign"* (M=3.41, SD=2.26). Almost 43.6% of the sample are aware of the controversies, 5.13% are neutral, and 51.29% are not aware.

Figure 24



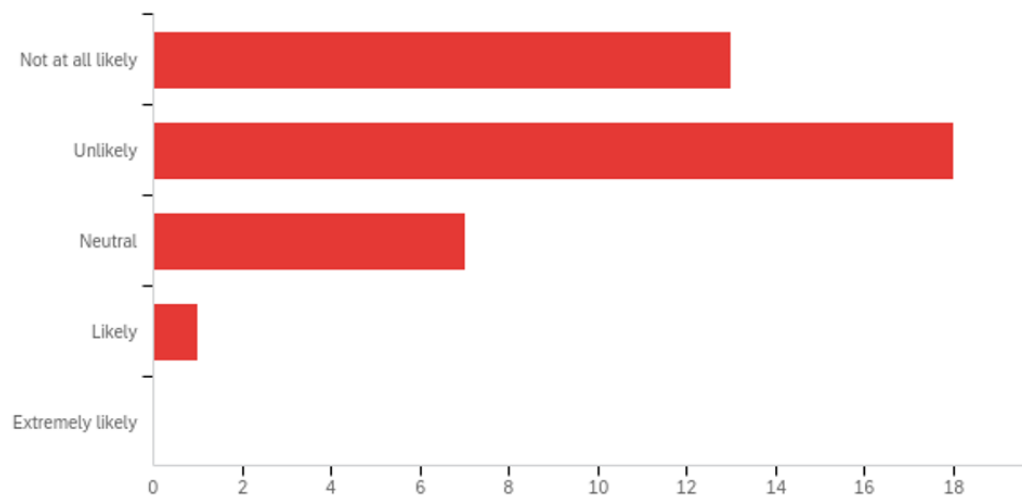
The second to last item (Figure 25) asks the participants how their views have changed after the incident, *"How do you view Balenciaga knowing that it published this campaign"* (M=3.21, SD=1.22). Only 5.13% view the brand as good, none view it as extremely good, the majority, 51.28% are neutral, and 43.59% view it negatively (bad/extremely bad).

Figure 25



Finally, the last item (Figure 26) of the questionnaire asks "how likely are you to purchase from Balenciaga after this campaign" ($M=3.23$, $SD=1.64$). Out of the whole sample, only 2.56% responded likely, none responded extremely likely, 17.95% are neutral, and almost 80% would unlikely or extremely unlikely purchase from Balenciaga again.

Figure 26



Discussion

Based on the survey results, we noticed some concerning downward trends for Balenciaga. Firstly, it seems like there aren't many people who are actively promoting the brand, which is reflected in the lack of positive endorsements in comparison to competitor brands where there is at least one promoter. Moreover, when it comes to quality perception, Balenciaga received lower positive ratings compared to other luxury brands like Louis Vuitton, Prada, and Gucci - 53.85%, 74.36%, 71.79%, and 69.23% respectively. Interestingly, many respondents gave neutral ratings, indicating that they may not be aware of or simply not care about Balenciaga as a brand. Even among those who were aware of the controversy and campaign associated with Balenciaga, a significant portion viewed it negatively and expressed hesitation in making purchases from the

brand. What's more, Balenciaga's brand image was rated the lowest compared to its competitors, with only 48.7% of respondents viewing it positively, while other brands like Louis Vuitton, Prada, and Gucci received higher positive ratings (64%, 66.67%, and 71.8% respectively). Surprisingly, the negative perception of Balenciaga's brand image existed even before the sample was introduced to the controversy, suggesting that there may be other underlying factors contributing to this issue. It's worth noting that awareness about Balenciaga, including its news and updates, was also low among our sample, which might have influenced their perception of the controversy.

Conclusion

After conducting the survey to investigate whether a problem exists with Balenciaga and to identify the areas of focus, the analysis has confirmed that there is a problem with the brand's negative perception, which is impacting its competitiveness compared to Prada, Louis Vuitton, and Gucci. The most significant difference was found in quality perception, which is a critical factor for luxury brands. Given that luxury consumers are more price-sensitive and involved in their decision-making process, Balenciaga needs to prioritize its quality offering to improve its brand equity. While the initial hypothesis was that controversial campaigns were the cause of Balenciaga's sales decline, the survey results indicated that there were other factors at play, such as low brand awareness. Consumers seem to be uninformed about Balenciaga's news and are not following the brand or even aware of its campaigns. Therefore, the marketing plan should also prioritize improving brand awareness through targeted communication strategies to reach a wider audience.

Representativeness

When analyzing our survey results, it's important to consider the representativeness of the sample used. Representativeness refers to the extent to which a survey sample has the same characteristics as the population it's trying to represent. In our case, we were evaluating the impact of a controversial ad campaign on Balenciaga's target audience, so the population we were interested in was the target segment and not the whole market. In terms of gender, our sample was well balanced, with a 51-49 female-male proportion. However, when it came to age, the majority of respondents were between the ages of 20-45, with a significant portion falling between the ages of 22-34 and a smaller share between the ages of 46-58. While our sample may not be extremely representative of the general population, it is representative of Balenciaga's target market, which primarily caters to these age groups. We also evaluated income level, and found that a major share of the survey's respondents earns between \$50K-80K, closely followed by those who earn between \$80K-120K. This suggests that our sample has a fair share of disposable income, which aligns with Balenciaga's target audience. Additionally, our sample includes people between the ages of 35-58, who may have also seen the controversial ad on billboards or in malls. Therefore, while our sample may not be a perfect match for the larger population, it has a fair share of representativeness for the target market we were looking to evaluate, which is the group most relevant to the ad campaign's impact.

Reliability

Reliability refers to the consistency of obtaining a given result, and so, multiple studies and big samples increase a research's reliability. Since our research was conducted outside of our own administration—using Qualtrics instead—we did not necessarily have control over who answered

or how it was regulated. This study, however, could be replicated and roughly the same results are likely to come from it since the total number of individuals would be representative of the sample and population taking the survey. This survey was taken by most of our target market, and it majorly reflects the reality of the population. Therefore, even though it would not be similar to the last dot since there would be different individuals taking the survey, it would still reflect the same idea. This is because we constructed our survey in a way that informs a similar meaning and interpretation of the questionnaire for every respondent, so approximately similar results would be expected from a rerun of the survey.

Validity

Validity refers to the extent to which a survey accurately measures what it is intended to measure. Our data was collected through a survey which was given as a questionnaire, so it allowed us to tailor our questions to ask about specific things we wanted to measure. There are several types of validity, including content validity, and construct validity. In terms of content validity, our survey covers a range of topics related to fashion and consumer behavior. The questions are relevant and appropriate for the research objectives. Construct validity refers to the extent to which the survey measures the intended construct. Our survey measures constructs such as attitudes toward fashion, preferences for certain brands, and willingness to purchase from controversial brands. The survey questions help measure these constructs accurately. Overall the survey provides insights into participants' attitudes and behaviors related to fashion and consumer behavior. The survey also measured the intended constructs accurately, which helps to ensure that the data collected is valid and reliable. Overall, the survey provides valuable insights into fashion and consumer behavior that can be used to inform policy decisions or further research.

Part 3

Target Market

Our target market would be overall the same. We want to target younger individuals aged 18-45 with a higher income level and a preference for high-end luxury brands. However, when conducting our previous survey, we encountered a challenge as our sample group may not have been as interested in Balenciaga or high-end brands in general, despite earning a high income level. This could have influenced their responses, resulting in more neutral choices. We chose a younger demographic because we believe that our marketing strategy will appeal to them the most and based on our research Balenciaga's target market is also of a younger age group. For this marketing strategy, we would have two target markets differing only in geographical location. The first group would be in Manhattan, New York and the second group consists of people anywhere in the world. Due to the fact that social media is part of our strategy, people can access it anywhere in the world.

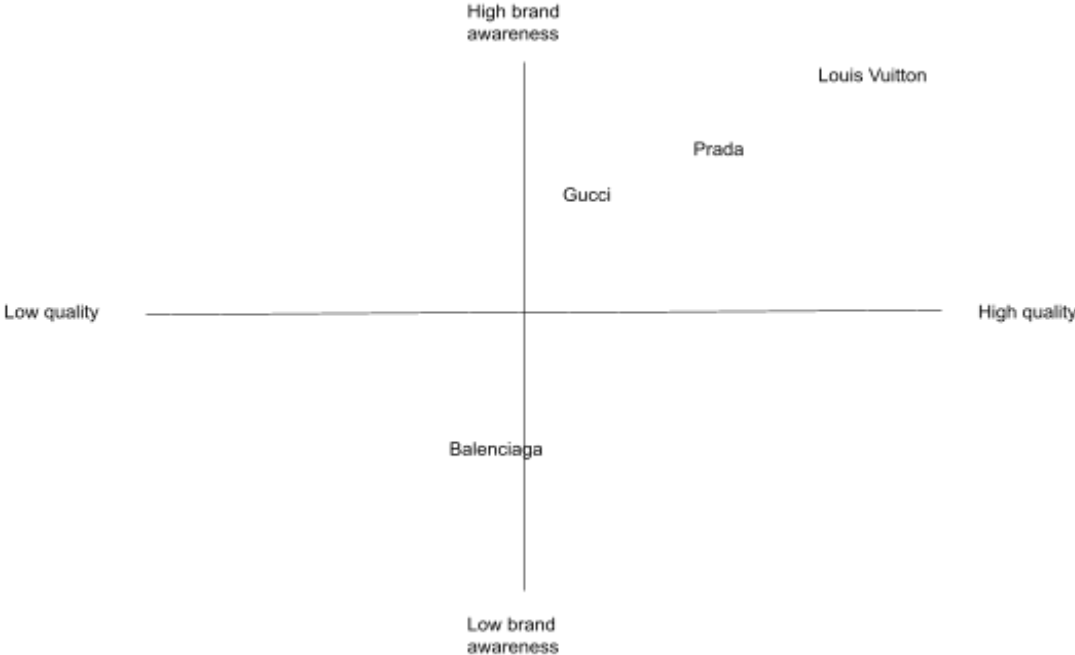
Positioning

Positioning is the act of framing the brand's products in the target consumers' minds so it occupies a distinct and valued place in relation to its competitors. A positioning map, also known as a perceptual map, is a visual tool that helps to show how a brand is positioned in the market compared to its competitors.

Balenciaga is positioned as a high-end luxury brand, competing with other luxury fashion houses such as Gucci, Prada, and Louis Vuitton. However, Balenciaga's aesthetic and branding sets it apart from its competitors, under the creative direction of Demna Gvasalia, Balenciaga has become known for its oversized silhouettes, bold branding, and unconventional design. The

brand has also been successful in tapping into the streetwear market, with collaborations with brands such as Crocs and creating statement pieces such as the "Triple S" sneaker. In addition, Balenciaga positioning is centered around its innovative and edgy designs, mainly being different from any other brand in the market. Balenciaga's positioning is also reinforced by its limited edition releases and collaborations, which create a sense of exclusivity and desirability among its target consumers. This has helped the brand appeal to a younger demographic and expand its reach beyond traditional luxury consumers. Despite its streetwear influence, Balenciaga is still positioned as a high-end luxury fashion brand, with premium pricing and a focus on quality materials and craftsmanship. The brand's products are often seen as investment pieces, with a timeless quality that transcends trends. However, as you will see below, we created a positioning map based on the results of our survey. You will notice that Balenciaga is on the lower end of quality and brand awareness.

Figure 27



As we mentioned before, Balenciaga did issue an apology on their Instagram account and a collaboration with the children's alliance. However, shortly after, the brand deleted the posts and started uploading images of their newest collection. We would like to clarify why Balenciaga opts to delete all its posts after publishing them on their Instagram because we think that also connects to their positioning. It is a marketing strategy that surprisingly many luxury brands uphold, like Bottega Veneta. Ludivine Pont is the Chief Marketing Officer for the brand and alongside the rest of the marketing team, their vital role is to "increase both brand awareness and customer experience" (Tovar, 2022). We find it bizarre that by continuously deleting posts, a brand can increase awareness. However, Balenciaga relies on disruptive content as a marketing strategy. Thus, by deleting their posts they create a sense of exclusivity, strangeness, and edginess.

Marketing strategy

From our formative research, we gathered enough evidence to predict the reason behind Balenciaga's negative brand image is an overall low brand awareness. We believe that because people are not exposed to Balenciaga's posts or content as much, they do not have a stance towards the brand, or rather they have a neutral one. Even for the people who do have a stance, it is a negative one indicating that the issue for Balenciaga goes beyond the controversial campaigns. We believe that in the past months, people are only exposed to the negative behavior of Balenciaga i.e. the campaigns. In addition, they are also exposed to the negative reactions towards the brand online, i.e. people burning and damaging their products and accusing the brand of pedophilia and child exploitation. Even though people were not aware of the campaigns the brand published, they still perceive Balenciaga negatively in comparison to the competitor brands. One challenge we face during the brainstorming process for our marketing campaign is

that we were afraid that Balenciaga's negative reputation would rub off on any celebrity or brand we would collaborate with.

Based on everything we have discussed up till now, the main goal of our marketing plan is not only to increase brand awareness but also to increase it positively. From the marketing mix, we want to focus on promotion or communication; we want to remind and connect with the consumers. We also plan to attempt to increase quality perceptions by integrating it as a sub-objective alongside increasing positive brand awareness. We understand that quality cannot be communicated to the consumers, however, we can show them how valuable, delicate the products are and the high craftsmanship that went into them. This is where history comes in. We would like to bring back the memory of Cristobal Balenciaga and his unique, iconic designs. We discuss our campaign in more detail below.

Big Idea

A Match made in Art: Balenciaga X MoMa

Recommendations

Our recommendations are based on the results of a survey that showed Balenciaga's perceived quality was lower than its competitors and that Balenciaga had no brand promoters and the largest percentage of detractors. The proposed marketing strategy is to communicate the message that Balenciaga's products are not of low quality, as people currently assume.

The campaign that we have decided will work best for Balenciaga will consist of two parts. The first part is a collaboration with the Museum of Modern Arts (MoMA) in Manhattan in New York city. The idea for this collaboration is to open up a pop-up store in MoMA. The shop would

be designed to reflect the unique aesthetic of the Balenciaga brand, with minimalist and modern displays that highlight the quality of our products. This pop-up shop would have Balenciaga's latest collection for sale. As we mentioned above, we would also display designs that are originally made by Cristobal Balenciaga, the founder of the company, as an homage as well as to fit in the museum. MoMa is a very exclusive institution and collaborating with them, much less being able to display our pieces is beneficial to Balenciaga's reputation. This collaboration would help position Balenciaga as a high-quality and innovative brand that is worthy of being displayed in a prestigious museum. In a way, having Balenciaga outfits and pieces on display in the museum would move the perception of the company from just being a fashion brand to a luxurious, artistic fashion brand. Since the museum is an institution that people often associate those characteristics with, people will feel similarly of Balenciaga when they walk through the exhibit and see the pieces on display.

Secondly, we will launch a social media campaign in collaboration with Billie Eilish as our celebrity spokesperson. This campaign will promote Balenciaga's latest collection and target a different segment of the audience. Billie Eilish was selected as the celebrity spokesperson for her unique and non-conformist personality, which aligns with Balenciaga's marketing approach. She is known for her distinctive style, which is reflected in her music, making her an ideal fit for this campaign. Billie Eilish's choice of clothing has always garnered attention, as she often wears very casual and unconventional pieces, showcasing her individuality. This aligns well with Balenciaga's goal of promoting its products as high-quality and innovative. She is also a non-controversial public figure, making her a suitable choice for Balenciaga. Additionally, her high social media following will allow for the campaign to reach a wider audience.

In conclusion, the proposed marketing campaign aims to increase brand awareness for Balenciaga by showcasing the brand's products in innovative and unique ways. It is done so by aligning the brand with a spokesperson who embodies its values of non-conformity and individuality, as well as an institution that is the embodiment of creativity, art and luxury.

Action Plan

The process to make all of our plans happen will take a long time, with contact and collaboration happening throughout the entire process. As both our campaigns include working with important figures that would not want to risk tarnishing their reputation, it is important all parties involved are happy. We estimate the whole project will take 15 months to complete.

The first part of the project would be the development of the new collection. Our campaign will have to have constant back and forth communication with both MoMa and Billie Eilish. It would be very hard to get both parties involved to go forward with the campaign if they are unaware of what is included in it. We presume the process will take one year at that point.

The next part of the project will be the agreement between Balenciaga and MoMa to feature and open a new exhibit and pop-up shop. To our knowledge, this is something that has not been done before, and so MoMa would be hesitant to explore this area that they have not been to before. We would need to have long negotiations between Balenciaga and MoMa to plan out how everything would need to work and ensure that they are comfortable with the campaign. A lot of power would be handed to MoMa in this scenario since they are the ones that have the power to reject our proposal. We expect that these negotiations would take three months.

Similarly, negotiations between Balenciaga and Billie Eilish would need to happen as she would have similar concerns about how the project would change her public perception, and to make

sure that the campaign itself lines up with her views and how she wants to be seen. We expect these negotiations to also last three months.

The next step would be to plan, design and build the new exhibition in MoMa. This would start happening after we get the approval from MoMa that they are willing to collaborate with us on the new campaign. After getting permission from MoMa, a team would go to the museum and see where our allocated space is. They would figure out the best way to display the pieces that will be on display. This step would also include figuring out if other types of media will be on display in the exhibition, such as videos or films, as MoMa does have areas specially allocated in some of their existing exhibitions that show visitors a short film that is related to featured art. The team would then regroup and give information to the designers who will start working around the dimensions of the exhibition in order to figure out how and where everything will fit. These plans, alongside the pieces that will be sent and donated to the museum will be given to MoMa as part of the final greenlight needed to start building the exhibition. The building process will then start towards the end of the negotiations with MoMa . We estimate that this will all take six months to complete.

On the other hand, we will have to start organizing the social media campaign with Billie Eilish. A big part of this step will be the photoshoots. As the campaign is clearly about fashion, a lot of time will be spent on making sure that the items that will be on display will be seen as fashionable, as well as high quality to fit our goal. The social media marketing team will be charged with researching what aesthetics Billie Eilish fits and would like by looking at her previous collaborations and seeing how she has previously presented herself in other campaigns. They would then incorporate her personality into Balenciaga's own unconventionality and try to merge the two together. Many ideas would have to be thought of, and each idea would try to

have a different theme. This is where the Eilish team will be important, as they will be presented with the multiple ideas that were thought of and the social media team would then work closely and hear any feedback that is given to try and meet both parties' needs. After the idea is set in stone, dates for photoshoots are determined with and without Billie Eilish. The social media team will also be responsible for creating any graphics or formats for the social media posts to follow, as well as working with the Eilish team to figure out how she would promote the campaign on her account. This process will take about four months.

Finally, we would have the opening of the exhibition and pop-up shop. Most of this step will be the duty of MoMa, but we will work with them on a red carpet event for the opening. In attendance will be Billie Eilish as well as other celebrities and important figures in the fashion industry. The pop-up shop will be open for three months, and after that, the exhibition will be the only thing remaining open which will be the responsibility of MoMa entirely.

Figure 28

Steps	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
Designing the collection	█	█	█	█	█	█	█	█	█	█	█	█			
MoMa negotiations	█	█	█												
Billie Eilish negotiations	█	█	█												
Building the exhibition				█	█	█	█	█	█						
Social media planning + photoshoots				█	█	█	█								
Store operation													█	█	█

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