

Compare and Repair  
*Ralph Lauren v. Tommy Hilfiger*

Digg Deep  
Melissa Barth, Halie Holton,  
Hannah Koerner, Caroline Rowe,  
Alex Styczynski

December 7, 2017



## Table of Contents

Executive Summary.....	2
Introduction.....	3
Company Choices.....	3
Background: Ralph Lauren.....	4
Background: Tommy Hilfiger.....	6
Social Media Audit.....	7
Business and Social Media Goals.....	8
Ralph Lauren.....	9
Tommy Hilfiger.....	11
Audience Analysis.....	14
Ralph Lauren.....	14
Tommy Hilfiger.....	16
Channel and Content Analysis.....	17
Connections Web.....	30
Connections Matrix.....	31
Corrections Matrix.....	33
Ralph Lauren.....	33
Tommy Hilfiger.....	35
Scorecard.....	37
Evaluation.....	40
Ralph Lauren Repair Plan.....	44
So What?.....	46
Continuous Improvement.....	47
Appendix	
Appendix A: 100 Facts.....	48
Appendix B: Business, Social Media Goals.....	59
Appendix C: Word Clouds.....	60
Appendix D: Platform Bar Graphs.....	61
Appendix E: Connections Web.....	63
Appendix F: Connections Matrix.....	64
Appendix G: Corrections Matrix.....	65
Appendix H: Scorecards.....	67
References.....	69

## **Executive Summary**

Digg Deep's final project for Social Media Strategies was to compare two competitors and create a repair plan for the one that underperformed compared to the other. We chose two major players in the fashion industry: Ralph Lauren and Tommy Hilfiger. Both companies are well-known for their name-brand apparel and other signature lines. We have analyzed their social media strategies for the project by breaking down their use of the 5 Cs - coordinates, channels, content, connections and corrections. For coordinates, we researched and created both business and social media goals for each of the companies. For channels, we did an in-depth social media audit on each of our platforms and discussed their usage and activity on each platform. For content, we categorized each post during our audit based on several different categories and created bar graphs to visually represent the data collected from our content analysis. For connections, we created a connections web to visualize how channels are connected to each other and to the company's website. Finally, for corrections, we looked at how the competitors make corrections to their social media strategy. We created a repair plan to the competitor that underperformed in our social media assessment. This company was given a repair plan that was broken down into ways they can improve their social media strategy based on the 5 Cs.

## **Introduction**

This project tasked us with the idea to “compare and repair.” We were asked to choose two competing companies and compare their presence on social media. The platform that did not have as strong of a social media strategy was declared the “loser.” We then devised a repair plan for the company. Our two competitors were fashion-based industries: Ralph Lauren and Tommy Hilfiger. They were compared on Facebook, Twitter, Instagram, Pinterest, Snapchat, Tumblr and YouTube. To fully understand how effective they were on each of these platforms, we looked at them through the eyes of each of the 5 Cs. We finally created an evaluation scorecard based on each of the 5 Cs, as well as the underlying concept of ARCS. By doing this, we were able to create a thorough and consistent scorecard that evaluated the effectiveness of each of the 5 Cs in a variety of ways. After looking at the results from the scorecard, the competitor with the lowest score was given a repair plan.

## **Company Choices**

We chose Ralph Lauren and Tommy Hilfiger as our competitors for this project after an extensive comparison process of companies. We wanted companies that offered different varieties of content on several different platforms. By this, we mean that we wanted to look at companies that offered more than just one product (such as Ben & Jerry’s with ice cream or Pizza Hut with pizza). We also wanted to look at companies that we were not very familiar with so we would not be swayed by personal opinions when it came to picking which company performed worse on social media. After narrowing down that we wanted to look at clothing line companies. We chose Ralph Lauren and Tommy Hilfiger. Both are higher end brands that our

group members do not purchase and both offer a variety of content. These brands turned out to be excellent choices because we were able to analyze them from a neutral standpoint. While they offer similar products and have similar business goals, they are very different when it comes to content shared and social media.

## **Background**

### *Ralph Lauren*

Ralph Lauren was started in 1967 by, now internationally renowned designer, Ralph Lauren. The corporation considers themselves a leader in design, marketing and distribution of premium lifestyle products (Ralph Lauren, 2017). Their products include apparel for men, women and children, and they also sell accessories, fragrances and home furnishings. The various labels that they sell products under include Purple Label, Collection, Double RL for Men, Double RL for Women, Polo for Men, Polo for Women, Lauren, Kids, Baby and Home.

The brand wants to market themselves as one of the world's most widely recognized families of consumer brands. Ralph Lauren believes they are unique among competitors because of their ability to reach people globally, the wide range of products offered and their multichannel distribution. Because of their ability to create a variety of content - such as clothing, accessories and fragrances - and the platforms they offer their products on, they see themselves as a well-established brand.

Their unified vision is to have an influence on the way people dress, the way fashion is advertised and the way trends are celebrated around the world. Making this a unified business goal, Ralph Lauren works to address all other business goals under this unified vision.

Ralph Lauren has a social media presence on Facebook, Twitter, Instagram, Tumblr, Pinterest and YouTube. While they do have a presence on these platforms, it is important to note that does not necessarily mean they are active users or even properly using the channels. We will be discussing this in more detail later.

We also did research on other methods of advertising and branding that the companies do outside of social media. Ralph Lauren utilizes print advertisements that often appear in fashion and lifestyle magazines. They also have an email list for advertisements, place advertisements on TV, as well as promote their products at special events, such as Wimbledon, the U.S. Olympics and Paralympics. Ralph Lauren also holds prestigious fashion shows, such as during New York Fashion Week.

An interesting concept that we found is that Ralph Lauren often uses the same influencers and ambassadors as they do on other methods of advertising, on their social media. They show a consistency among the products and faces - showing consistent branding. They even go as far as to use the same fonts across advertisements, the same styles, and similar colors across communications and campaigns.

Early in the year of 2017, Ralph Lauren looked at rebranding. They hired their first Chief Marketing Officer to create a more cohesive brand and marketing strategy. This was done in hopes to combat declining product sales. Their marketing officer wanted to “evolve the Ralph Lauren brand voice while bringing more cohesion to marketing efforts, along with improving analytics” (Pasquarelli, 2017).

While they market themselves as a top-of-the-line clothing brand that is internationally recognized, they still struggled. Knowing that Ralph Lauren recently looked to rebrand suggests

underlying issues with business goals being met, and as we will discuss shortly, they may not have improved as much as they would like to think they have.

### *Tommy Hilfiger*

Tommy Hilfiger was founded in 1985 by Tommy Hilfiger. Since opening, Tommy Hilfiger has remained the company's Principal Designer. The company considers themselves to be one of the world's leading designer lifestyle brands. They have been internationally recognized for celebrating the "classic American cool style" (Tommy Hilfiger, 2017). They deliver quality products to consumers worldwide under *Tommy Hilfiger* and *Hilfiger Denim* brands. They also sell products through several collections, including *Hilfiger Collection* and *Tommy Hilfiger Tailored*.

Tommy Hilfiger sells men's, women's and children's sportswear, denim, accessories and footwear. They also have licenses to sell fragrances, eyewear, watches and home furnishings.

Tommy Hilfiger has a social media presence on Facebook, Twitter, Instagram, Snapchat, Pinterest, Tumblr and YouTube. Much like Ralph Lauren, just because Tommy Hilfiger has a presence on these platforms does not mean they are performing well on all of them or are optimizing them to their full potential.

Also like Ralph Lauren, we again looked at other communications that Tommy Hilfiger offers outside of social media. They use print ads, TV ads, and other direct-to-consumer marketing tools to reach their consumers. They also use global showrooms to create a more engaging, integrated and seamless digitized buying experience for wholesale partners, as well as fashion shows. Like Ralph Lauren, they too show a consistency in branding. They use the same influencers and ambassadors in their campaigns. They also show a consistency among products,

logos, fonts and colors - showing consistent branding. Their campaigns are known to show a correlation across all communications.

While their print and TV or news media often connect content and styles across all communications, they seem to stray away from this when it comes to social media. Their promoted audience and look on social media is different than many of their advertisements off of social media platforms - targeting different demographics and offering a more engaging and consumer-friendly method of purchasing items.

### **Social Media Audit**

For our social media audit, we chose to go back two quarters or six months. After talking with a current social media manager for an organization in northeastern Wisconsin, he told us this would give us enough content to analyze for the purpose of this project. Six months, in his opinion, was a long enough period of time to make sure results were not skewed by a campaign the company was doing. It also spans over several months and seasons, so results would not be skewed by an audience that may love the company's summer clothing line, for example.

We analyzed the months of April through September on each of our company's social media platforms. For the audit, we wrote down the date the post was shared, what the post said (wording), who was in the post (audience), and how many likes, comments, shares and other engagement that the post may have gotten depending on the platform. For example, we looked at retweets on Twitter and reactions on Facebook as well.

Next, we categorized each post based on the type of content. We labeled each post as either events (such as a fashion show), call-to-action, products, people (that are not models or well-known people), influencers (such as models and well-known people), Gigi Hadid and



information or updates (such as wishing followers a happy Fourth of July). Each post could have been marked under multiple categories depending on what was displayed in the post. We then converted these numbers into bar graphs to visualize what was shared the most on each platform. We will discuss the content breakdown in our channel and content sections.

We have also been monitoring current content that our companies have been posting (October through present) but have not marked it in the audit. We chose to do this because it would start a new quarter and be incomplete by the time our project is finished. Also, the amount of shares, comments or likes may change as it is more recent content at which audiences may still be looking.

After conducting the social media audit, we created word clouds that would visualize the best representation of the content and wording that both companies share on their social media platforms. We analyzed the top five posts from each platform and used the key words from those posts. In addition, we chose to use recurring themes in the platforms such as Gigi Hadid as well as The Chainsmokers for Tommy Hilfiger. These word clouds can be found in Appendix C.

### **Business and Social Media Goals**

For both Ralph Lauren and Tommy Hilfiger, our group wanted to compare the difference between both business and social media goals. This would allow us to see if they connect their business goals to their social media communication. It would also allow us to see potential disconnects and areas of improvement if a business goal did not match what they were communicating through social media. We also took it one step further and created a category called “unstated social media goals.” This category shows what the company is doing on social media that may not have been intentional. We felt that this is an important category to consider

because we can again see areas of disconnect between what the company says they are doing on social media in comparison to what they are actually doing.

### *Ralph Lauren*

Ralph Lauren's business goals were crafted from goals they established on their website along with goals we decided upon after researching the company. Their first goal is to position themselves as the world's premier luxury lifestyle brand. This goal is important because there is a lot of competition among different fashion brands, so companies must do things to position themselves higher than the rest. While this is an excellent goal to have, they fall short on the "world" aspect. Many of their posts do not feature content that would be engaging worldwide or show content that features content from different areas around the world. Because of this, an unstated social media goal is to put more effort into retail stores and customers across the country and world and to advertise them more equally.

A second goal is for Ralph Lauren to stay ahead of competition in areas such as inspiration and design, product development, product merchandising, supply chain and logistics, advertising and marketing and in-store customer experiences. By recognizing these areas, the company can look to build and expand in all areas rather than just one specifically. This can give them an edge on the competition. Both of these business goals work well as a social media goal, as the company looks to do this on all of their platforms.

A third goal the company has is to consistently showcase the "World of Ralph Lauren" around the globe through unique and spectacular ways. Ralph Lauren is a global company and the sole focus cannot be on American apparel, sales or models. They have correlated a social media goal to this business goal by working to show a lifestyle rather than just a product. This

means that the company wants to show people with products, rather than just asking consumers to buy a product. They could do this through things such as showing live updates and showcasing some of their bigger events such as fashion shows or new products that consumers have been waiting for. While Ralph Lauren does a decent job of this, they could improve. This is why we chose to describe the live updates, such as Facebook or Instagram live videos, as an unstated social media goal.

A fourth goal for Ralph Lauren we created was for them to expand their international presence. This is similar to the goal previously stated, but is involved more with sales and creating products that will be popular outside of the United States. The social media goal correlating with this is for Ralph Lauren to think outside of the brand. In order to market their company to all areas of the world, they need to get creative with the content they share. While they should be on major social media platforms, such as Facebook and Twitter, they need to create content their followers will want to engage with and that will result in people buying their products. Ralph Lauren attempts this, but falls short of the goal. Because of their lack of posts and their lack of variety in posted content, they do not have the most engaging content. This resulted in our group creating an unstated social media goal for them, which is sharing creative content through different locations, actions and models.

A final business goal that we discussed is that Ralph Lauren aims to sell their products through a variety of distribution channels. For example, they do not just want to have people see their advertisements in a magazine and then go to the website to make purchases. They also do not want people to primarily buy their products in-store. Because of this, they turn to social media. The conclusion of this was Ralph Lauren's social media goal, which is to encourage the

sale of apparel, accessories and goods. This can be done by featuring a product and creating text with a picture that says “find this here” or “click here to buy.” Unfortunately, Ralph Lauren again falls short of this goal. Their presence on social media mainly features photos or videos highlighting products, but they do not create many call-to-action posts. As a result, this does not generate the sales they would like to see. We classified this as an unstated social media goal because they often “tell” but do not “sell.” By this we mean that Ralph Lauren often posts a picture of a product, such as a purse, then describes the purse and finally attaches a link to the purse. What they do not say are things like “find this purse here!” or “purchase this purse now.” This a disconnect, as some users may not recognize this as a place to purchase the product.

Ralph Lauren also has business goals to expand their presence in Asia and Europe, to innovate and expand new and emerging merchandise categories and to invest in infrastructure to support growing global reach. While these are goals Ralph Lauren is currently working on, they do not fully extend into social media goals because they are areas that the company itself has to first work on internally. This is why we did not choose to include them in our original list of goals.

### *Tommy Hilfiger*

The first business goal we crafted for Tommy Hilfiger was to have any growth, distribution and premium branding come back to the United States’ market. This means that any money made would reflect Tommy Hilfiger in the United States. They want this to be a focus of branding. A social media goal that we thought fit well with this business goal is to use social media as a platform to help drive consumer purchases. By using social media, they grow their reach and potential market and can target consumers internationally with more ease. They can

grow their brand, distribute more products and display their brand on social media sites for millions to see. Unfortunately for Tommy Hilfiger, their focus on “slow growth” was interrupted by the company’s continuous posting on social media. As Communication students, we have learned this strategy as spray and pray. Tommy Hilfiger posts multiple times a day on all social media platforms. That number can rise up to as many as 30 times a day on each platform when things such as fashion shows or big announcements arise. We have categorized spray and pray as an unstated social media goal. This is because, while Tommy Hilfiger is looking to frequently put out information and provide constant updates, people will likely begin to ignore Tommy Hilfiger or even unfollow them. This will not help them achieve their goal of growth.

A second business goal for Tommy Hilfiger is to position themselves as a leading sustainable designer for lifestyle brands. However, this is different than Ralph Lauren’s goal of positioning themselves as a luxury brand because Tommy Hilfiger wants to be seen to consumers as having products that can be bought or used by anyone, not just those with large incomes to afford their product. To do this, they have created the social media goal of posting timely content that promotes the full brand. By full brand, it means not just showcasing the clothing aspect, but different accessories within the brand as well. Timely content is key because they do have many competitors. If they do not offer appealing content at the right times to show to their audience, they could fall behind other competitors, such as Ralph Lauren.

For example, if it is the first day of summer and Ralph Lauren promotes on Facebook their denim shorts are on sale, but Tommy Hilfiger says nothing. Tommy Hilfiger may lose out on sales. However, Tommy Hilfiger often misses the mark on this goal because they prioritize action and speed over making sure their content is coordinated. This is another unstated social

media goal. The company, as mentioned previously, creates a lot of content and prioritizes speed and routine. They may not fully analyze what they are promoting or what they are missing due to the large amount of content.

A third business goal of Tommy Hilfiger's is to create products that are classic, cool and committed - what Tommy Hilfiger calls the "three Cs." They do this to show customers that they are consistent with the materials they put out and that customers can rely on them to be the same brand they have always been. On social media, they often display their products with models, inspirational people or simply people who fit in neither of these categories. As public relations students, we see this as putting a face on the brand - which is a social media goal that Tommy Hilfiger does well. This allows consumers to see the products that they are selling, but in a fun way. The models and people shown consistently display the products in ways that make them unique and more desirable for consumers. While they consistently use models and people, they make the mistake of repeatedly showing one female over and over again: Gigi Hadid. While she is inspiring to younger people, which is a key target audience for Tommy Hilfiger, she appears in significantly more content than all other models. Tommy Hilfiger has stated that they want to use Gigi to sell products and put her in as many photos or videos as possible, creating the "Gigi Effect." While this can be effective, it may also be a downfall. When the face of Tommy Hilfiger is a young, thin and beautiful female, who is possibly used too much, it may deter other females from buying their product if they do not live up to the Gigi expectations. This is why we classified the "Gigi Effect" as an unstated social media goal.

A final business goal for Tommy Hilfiger is to support the growth of healthy communities while empowering people, embracing diversity and adhering to human rights

standards. A social media goal that we found which creates a disconnect between this business goal and their content on social media is that they want to keep their brand young on their social media platforms. This would make sense for a company that relies solely on younger audiences to purchase their product. However, as we will discuss in our audience analysis, this likely cannot be the case. This social media goal disconnects from their business goal, which wants to embrace diversity. Embracing diversity does not mean only focusing on attractive young people in all content. This leads us to our unstated social media goal of only putting young, white people in their posts. Doing this disconnects from the business and social media goals as a whole because this will not encourage people who are not young, white, or attractive to buy their products.

Other business goals we found were that Tommy Hilfiger wants to increase operational efficiency while reducing environmental impact - or to operate in a more lean and clean fashion- and to have 100 percent of cotton used in products come from sustainable sources. Similarly to Ralph Lauren, we chose to not focus on these business goals and connect them to social media goals because they are internal goals that the public may not care about at this moment. In the year 2020, if Tommy Hilfiger were to achieve their goal of using more sustainable or recycled cotton, they could make that announcement, but for now, it is a goal that has not yet been achieved and is not something their audiences would engage in.

For a visual of the business goals, social media goals and unstated social media goals, please see Appendix B.

### **Audience Analysis**

*Ralph Lauren*

Ralph Lauren's consumer profile encompasses a middle to upper-class, of sophistication, family orientation, simplicity, elegance and classical values. Their target market appeals to men, women and children of all ages, but their buyer target market is 18-40 year olds. According to a Pew Research survey (2012), approximately half (49 percent) of Americans classify themselves in middle-class. An additional 17 percent of Americans classify themselves as upper-class. A person who considers themselves as upper-class is typically influenced by income, education and occupation. They have higher autonomy in work, consulting, conceptualizing and instruction (Ehrenreich, 1990). Approximately five percent of this class makes \$166,000 annually, with room for disposable income. A statistical relationship is seen between the level of one's educational attainment, and one's likelihood of subscribing to a particular political ideology (Pew Research, 2005). Thus, Ralph Lauren's focus on Americana and workwear throughout their brand illustrates their audience's main values, such as association with politics, particularly the American color palette of red, white and blue.

Ralph Lauren is a "brand of variety," or a lifestyle brand meaning they are a multi-line company with nine main brands they promote and advertise through their website. These brands include: Home, Purple Label (men), Collection (women), Double RL for Men and Women, Polo for Men and Women, Golf for Men and Women, Lauren (women), Kids and Baby. Each brand targets different audience values within the corporation, though they fall within the middle class and upper middle class price range.

A few examples of Ralph Lauren's brands, in no particular order, include the first brand mentioned, Home. This brand reflects the utmost sophistication and quality in home goods, enduring style and expert craftsmanship. For example, Ralph Lauren has a candle for \$325, but



they do also offer their products at outlets for a greatly reduced price. A second brand example is Purple Label. Purple Label has the finest men's hand tailored lines that elude the ultimate expression of modern elegance. This is a brand geared towards upper middle class men, with Silver Vintage-Car Cuff Links for \$595. A third brand example is Collection. Collection is the crown jewel of Ralph Lauren's women wear that executes glamour and sophistication. A final brand example is Double RL, which is targeted toward men and women. This brand differs the most from Ralph Lauren's brands because of the Old American West and early 1900s workwear. This brand offers quality denim and workwear inspired products at higher end prices, with a denim jacket priced at \$2,600.

Ralph Lauren's social media audience mostly consists of young women who are in some form of relational commitment, meaning they may be engaged or married, for example. A majority of Ralph Lauren's celebrity brand ambassadors that are showcased on social media are younger women in their 20s, but they do have a wide range of older celebrity brand ambassadors, such as Jessica Chastain and Julia Roberts. Their social media audience is younger because their content is geared towards a younger generation, which justifies the audience on social media. Ralph Lauren is missing the reach on 30-40 year olds that are on social media, but not as prominatly.

### *Tommy Hilfiger*

Tommy Hilfiger's customer base is women, men and children. Consumers of this brand include the upper middle-class, those who have disposable income, and are young professionals. Tommy Hilfiger's brand is modern with traditional elements. It is stylish and sophisticated with high quality products. Tommy Hilfiger targets those between the ages of 25-40. Tommy Hilfiger

relies on well-known figures and models to sell their brand, but their target audiences are not necessarily aligned with the actual audiences. Tommy Hilfiger is “one of the world’s leading designer lifestyle brands and is internationally recognized for celebrating the essence of classic American cool style.” There are many brand ambassadors and followers on social media with similar demographics - men and women in their 20s and 30s. Their social media and marketing target audiences are shown in advertisements. Some of the more popular brand ambassadors include Gigi Hadid and The Chainsmokers.

There are multiple brands that Tommy Hilfiger advertises and promotes which include *Hilfiger Denim*, *Hilfiger Collection*, *Tommy Hilfiger Tailored*, *Tommy Jeans Capsule Collection*, *TommyxTheChainsmokers*, *TommyxGigi* and *Tommy Jeans*. *Hilfiger Denim* targets men and women between the ages of 18 and 30. *Hilfiger Collection* and *Tommy Hilfiger Tailored* both target 25-40 year olds, but *Hilfiger Collection* is for women and *Tommy Hilfiger Tailored* is for men. The *Tommy Jeans Capsule Collection* is 90s-inspired clothing made for a younger demographic. *TommyxTheChainsmokers* focuses on showing what *Hilfiger Men* has to offer, while *TommyxGigi* targets younger women with a preppy, punk rock style. *Tommy Jeans* features a variety of denims, while Tommy Hilfiger also each has a line for women, men, and kids, as well as a fragrance line.

### **Channel and Content Analysis**

We decided to break down Ralph Lauren and Tommy Hilfiger social media posts on Twitter, Facebook, Instagram, Tumblr, Pinterest, Snapchat and YouTube into six categories. We chose to go back six months, as we felt that the information was still relevant. Our six categories include events, call to action, product, people, influencers and information and updates.

Posts that include content such as fashion week or runway shows would be considered events. Call-to-action posts are examples that may include the company saying “shop link in bio” or had a link to go straight to their website. Product is more obvious to spot as many of the posts feature the brands products like clothes or accessories. Many posts also included individuals who had no name tagged or were not a prominent or easily recognized person, so we put them in a category as “normal people”, not models. If they had a name and picture in a post, then we would include them as an influencer. For example, big name celebrities like Gigi Hadid, Cameron Dallas, Jessica Chastain, and The Chainsmokers fit well into the “influencer” category. Gigi Hadid - being the famous model she is - got her own category for this project. This was due to the amount of posts she has been featured in. She is one of the main brand ambassadors for Tommy Hilfiger and has another collaboration in the works. Our final category was information and update posts. These include anything that features things such as a holiday, day of remembrance or something that may say “did you know...?” For example, common posts in this category were important dates, such as the 4th of July or 9/11.

We decided to use bar graphs to show the six categories of content posted because there was some overlap between categories. For example, there are posts by both Ralph Lauren and Tommy Hilfiger that feature both products and influencers. We counted posts like these as being in both the product category as well as the influencer category. Due to certain posts having the potential to be in different categories, it would not be accurate to turn each category into percentages because together they would not equal 100 percent. We chose to visually show the number of posts in each category by using a bar graph. Please see Appendix D.

## **Facebook**

*Ralph Lauren*

Ralph Lauren has 8.8 million likes on Facebook and 8.7 million followers. They are somewhat active on this platform. Most of the time, they do not post daily and have a seemingly sporadic posting schedule.

Over the six month audit that we conducted from April through September, they posted 40 times. Out of these 40 posts, six were categorized as events, 16 were call-to-action, 23 featured products, 17 were people, 13 included influencers, none had Gigi Hadid, and nine were categorized as information and updates.

After conducting this analysis, Ralph Lauren prioritizes posting about products and people. Many of their Facebook posts include photos or videos of products. Some of these posts include people or models. The included captions are typically not extensive, although they are when highlighting certain special occasions such as fashion shows or holidays. They do not post regularly or often post about various events or influencers compared to other brands.

Ralph Lauren only connects to their Facebook page to their website and not their other social media platforms. For example, if they post new content on another platform, it is not shared on their Facebook profile. They often post about their products, which is the top category of content they post. On Instagram, they post nine times more content than they do on Facebook, which is a significant difference. This is an opportunity to connect their Instagram to their Facebook account. They typically post on Facebook when they have launched a new product or collection and are looking to promote it to users. They often do this by posting a photo or video and link it to their website. Although they post links to their website with photos of products, they do not urge the customer to buy said products.

*Tommy Hilfiger*

Tommy Hilfiger has 11.7 million likes on Facebook and 11.5 million followers. They are very active on this platform, regularly posting daily and often times multiple times throughout the day. There are very few days where they do not post on Facebook.

Throughout the six month audit, they posted 187 times. Out of these 187 Facebook posts, 19 were categorized as events, 110 were call-to-action, 102 were categorized as products, 76 included people, 61 featured influencers, 29 posts included Gigi Hadid and three posts were categorized as information or updates.

After conducting this analysis, Tommy Hilfiger focuses on posting primarily call-to-action with photos or videos of their products. Many of these posts contain links to their website where the products shown can be purchased. They also post a significant amount of photos and videos featuring Gigi Hadid and other brand ambassadors and influencers. Once they post about a specific product or event, they often continually post about that particular product or event.

Tommy Hilfiger posts much more content and higher quality content than Ralph Lauren. The category of content that they post most frequently are call-to-action. In fact, their posts include calls to action almost seven times more than Ralph Lauren does on Facebook. Instagram, Twitter and Facebook, in that order, are the platforms that had the most posts during our six-month audit process. However, like Ralph Lauren, they do not link their Facebook to their other social media platforms, so users who only follow them on Facebook do not see the other content that they post on other sites. They also can not get to any other Tommy Hilfiger social media profiles through their Facebook page.

## Twitter

### *Ralph Lauren*

On Twitter, Ralph Lauren has two million followers. They are moderately active on the platform, sharing more times on some days than others, and there are days when the company shares no content.

There were a total of 180 posts looked at during our audit process for Ralph Lauren on Twitter. After categorizing those 180 posts, we have a category breakdown of the content shared. 27 of the 180 posts were categorized as events, 13 were call-to-action, 120 featured products, 28 featured people that were not models, 71 featured influencers (such as models), one post featured Gigi Hadid and 32 featured information or updates.

After looking at this analysis, it is clear that Ralph Lauren places a large focus on products, and often show influencers advertising those products. They do not often post call-to-action (or posts that incite their audience to do something, such as make a purchase) and often do not feature normal people or Gigi Hadid.

Ralph Lauren often doesn't connect Twitter posts to other platforms. This is most noticed because they share almost five times as much on Twitter as they do Facebook. Although, they do share almost half as much compared to Instagram. The inconsistency in content sharing shows that Ralph Lauren is trying to adapt content to the individual platforms, but may be missing audiences by not sharing as much content on Facebook as they do on Twitter and Instagram. While they do share similar content - such as showing a new purse on all social media platforms - they do not always share content similarly across platforms. For example, they post more on

Instagram when there is a fashion show, but solely Twitter or even Facebook audiences, would be missing that content because it wouldn't be shared on those platforms.

### *Tommy Hilfiger*

Tommy Hilfiger has 1.45 million followers on Twitter. They are extremely active on the platform, which will be discussed below. They often post every day, and on days where there are fashion shows or announcements, the amount of posts can rise to around 30 per day.

For Tommy Hilfiger, 398 posts were analyzed during our audit process. After categorizing those 398 posts, we have category breakdowns for each of the posts. 52 out of the 398 were events, 75 featured call-to-action, 193 featured a product, 128 included people (not models), 173 featured influencers or models, 45 featured Gigi Hadid, and 52 offered information or updates.

After looking at this analysis, Tommy Hilfiger creates a lot of content around products, people and influencers. They often showcase products in their posts and have the people or influencers showcasing those products. Events, Gigi Hadid, and information or updates ranked on the lower end of the categories. While Gigi wasn't referenced or shown often, she still held her own in the amount of posts she was featured in. Our group found it interesting that just one model would be shown so often in a short period of time.

The content sharing on Twitter for Tommy Hilfiger is similar to that of Ralph Lauren. Twitter is the second-highest platform for content shared during our six month audit - falling just short of Instagram. They doubled the content shared for Facebook during that period. Like Ralph Lauren, they often share Twitter content on other platforms - such as Facebook and Instagram.

But as you can see from the content sharing differences in the numbers, they show more examples and share more content on Twitter than all other platforms besides Instagram.

## **Instagram**

### *Ralph Lauren*

On Instagram, Ralph Lauren has seven million followers. They are moderately active on the platform, sharing more times on some days than others, and some days not at all. There were a total of 362 posts looked at during our audit process for Ralph Lauren on Instagram. After categorizing those 362 posts, we have a category breakdown of the content shared. 37 of the 362 posts were categorized as events, 29 were call-to-action, 146 featured products, 48 featured people that weren't models, 149 featured influencers (such as models), one post featured Gigi Hadid, and 38 featured information or updates.

After looking at this analysis, it is clear that Ralph Lauren places a large focus on products as well as influencers advertising those products. They do not often post call-to-action and often do not feature normal people or Gigi Hadid.

### *Tommy Hilfiger*

Tommy Hilfiger has 5.8 million followers on Instagram. They are very active on the platform posting almost every day and on days where there are fashion shows or announcements, the amount of posts can rise to around 10-15 per day.

For Tommy Hilfiger, 400 posts were analyzed during our audit process. After categorizing those 400 posts, we have category breakdowns for each of the posts. 17 out of the 400 were events, 116 featured call-to-action, 82 featured a product, 106 included people (not



models), 169 featured influencers or models, 43 featured Gigi Hadid, and seven offered information or updates.

After looking at this analysis, Tommy Hilfiger creates a lot of content containing influencers, people (not models) and call to action posts. They often showcase products in their posts and have the people or influencers showcasing those products. Events, Gigi Hadid, and information or updates ranked on the lower end of the categories. We choose to put Gigi Hadid in a category of her own due to the amount of posts she is featured in.

Both Ralph Lauren and Tommy Hilfiger's instagram accounts do not link their posts to any other platform but their website.

## **Snapchat**

### *Ralph Lauren*

When we researched each platform and prepared the audit, we looked at each post to determine which platforms Ralph Lauren uses. Upon further research after the audits, we noticed that they do not have a Snapchat account and are unsure why they are not on this platform.

### *Tommy Hilfiger*

On the other hand, Tommy Hilfiger does have a snapchat account. Each member of our group followed their account and watched for them to post on their stories. However, they had not posted anything on their account. There was not a way for us to see if they have previously posted on their story since this information is not released to those who do not have access to the account.

As a group, we discussed that this could potentially be used more during their fashion shows to give viewers a "behind the scenes" look. However, they do not post daily content.

Giving viewers a daily look inside the company, other than when fashion shows are in action, could benefit them. When they do post on their story, they share their username on Twitter. This allows people to tune in and follow their feeds. This information was not shared on any other platforms and was also very hard to find the username with our own research besides auditing each platforms posts.

## **YouTube**

### *Ralph Lauren*

Ralph Lauren has around 44.7 thousand subscribers with over 51 million views on their YouTube channel. We analyzed 34 of their videos within a 6 month time period. Most of their videos that were posted were a minute long or shorter, usually around seven to 15 seconds. These were primarily advertisements that you would see on television or an advertisement before a different video on the YouTube platform. These short advertisements were often models wearing the clothes with no speaking parts. It mainly included text and the brand logo with music playing the background.

### *Tommy Hilfiger*

Tommy Hilfiger has around 33.7 thousand subscribers with over 58 million views on their YouTube channel. We analyzed 32 of their videos in a six month time period. Their approach to the platform is completely different than Ralph Lauren. They post generally longer content that includes videos of special guests talking about their products. Instead of an advertisement format, they took other YouTube personnel to talk about and demonstrate how to wear certain items or pair together items in a collection. This offers the potential of more views from those specific channels and brings them over to their channel for interaction.

These videos were typically longer in length. In addition to the appearances of other content makers on the platform, some featured artists or celebrities, known as ambassadors, to endorse specific products or lines. Another way they utilized the platform was to upload a video of the fashion shows for viewers to watch. These videos included the entire fashion shows, which were about an hour in length. This gives viewers an opportunity to watch these if they missed the original air time or wanted to see something again. It also helped give the account more views.

Both Ralph Lauren and Tommy Hilfiger do not link their videos on any other platform. The only connection between the channels is in the description of the video, infrequently linking back to the website or to the other platforms in the “about” section of their channel.

## **Tumblr**

### *Ralph Lauren*

To reiterate Tumblr’s purpose, Tumblr is a microblogging and social networking site where users can post multimedia content, among other things, to a short-form blog. Users then can follow other blogs. Their mission is: “Come for what you love. Stay for what you discover.” Ralph Lauren and Tommy Hilfiger are both brands that people love. Therefore, Ralph Lauren and Tommy Hilfiger have the opportunity to gain an audience that is committed to this platform.

Ralph Lauren’s Tumblr followers are unfortunately proprietary information, unless you are the authenticator of that page. We analyzed 16 posts that were within our six month social media audit. As you can tell by the number of posts within the six month time frame, Ralph Lauren posts an average of two to three posts per month, which is low on the scale of activity. Ralph Lauren had eight event posts, five call to action posts, 15 product posts, two people posts

and 13 posts of influencers. After analyzing the data, Ralph Lauren places a large focus on products, as well as influencers advertising those products. They often do not post about events, Gigi Hadid or information/updates.

Of these 16 posts, they had a good variety of types of content, such as text, videos, pictures and text. The engagement on the platform was medium and varied. The tone of the content makes it feel like they are inexperienced on the Tumblr platform, such as not using hashtags properly. Their call to action posts also refer customers to shop at [ralphlauren.com](http://ralphlauren.com), but they do not link back to their website at all. Ralph Lauren does not sequence their content on their Tumblr to any other social media platforms.

### *Tommy Hilfiger*

Tommy Hilfiger, on the other hand, had 78 posts over the six month audit. Their posts average about 13 posts per month, mainly being weekly postings. Tommy Hilfiger had 48 call to action posts, 75 product posts, 42 people posts, 32 influencer posts and nine Gigi Hadid posts. After analyzing the data, Tommy Hilfiger's Tumblr places a large focus on products and call-to-action. They often do not post about events and less of Gigi Hadid, compared to their other social media platforms.

Of the 78 posts, their variety of content was not as varied as Ralph Lauren, only having texts and pictures, and missing videos and links. We realized that many of their links only redirected you back to the Tumblr page - instead of taking you off-site to the website or other social media platforms. Tommy Hilfiger did address this issue in their more recent posts on Tumblr, correcting the connection error. Tommy Hilfiger's Tumblr did link to their Instagram on their posts from that platform and all of them linked to the user's Facebook and Twitter to be

able to repost information found on Tumblr. The engagement on the platform was medium and fairly consistent. The tone of the posts on their Tumblr were fun, with a lot of emojis and catchy captions.

## **Pinterest**

### *Ralph Lauren*

Ralph Lauren's Pinterest has 130,900 followers. On their Pinterest, they had 43 different boards. Pinterest was analyzed by boards instead of posts because Pinterest does not have time stamps on individual posts. Therefore, we were not able to accurately collect data on each individual post, but rather by the board and the title description, including the year and season. The data from this section is somewhat skewed compared to Tommy Hilfiger because Ralph Lauren only had one board with 2017 in the title. Therefore, we included each board because there was evidence of posting throughout the different boards in 2017. Of the 43 boards, five of them included events, 15 of the boards included call to action, 38 of the boards included products, 27 boards had people and 30 boards had influencers. After analyzing the data, Ralph Lauren puts a large focus product and influencers. They often did not post about Gigi Hadid or information/updates.

Ralph Lauren's Pinterest had monthly posts with a variety of content including, texts, pictures and links. They did have broken links for their product posts, where the link did not either exist anymore, or brought the user to a vague part of the website, instead of having the opportunity to bring the user directly to the brand or product. Ralph Lauren's Pinterest did not sequence any content on other social media platforms. The engagement on the platform was medium and varied, with repins being over 100. The tone on the platform was informative and to

the point. For example a board title says, “With sharp, urban attitude, Black Label is the essence of sleek and sophisticated dressing for the modern man.”

### *Tommy Hilfiger*

Tommy Hilfiger’s Pinterest has 62,200 followers, about half of Ralph Lauren’s followers. Of the 53 Pinterest boards, there were 19 analyzed within the six month social media audit. Unlike Ralph Lauren, Tommy Hilfiger utilizes the board titles with season and year, making the boards more distinguishable from the other boards outside our audit timeframe. They create an average of three boards per month but post large amounts of content about weekly. These bursts of content are usually due to photoshoots or fashion shows. Of the 19 boards, four were call to action, 19 were containing products, 10 boards included people, 15 included influencers and five boards included Gigi Hadid, which is large considering they are just boards of a bunch of content just about her. After analyzing the data, Tommy Hilfiger emphasizes products and influencers and needs improvement on information/updates.

Tommy Hilfiger’s Pinterest had weekly postings, again mostly on specific days within the week. They included pictures, text and links, and need to incorporate more videos within their content variety. They use their links well on this platform, since Pinterest is largely effective for a company if the links are going to the product directly. But they do not sequence content on any other social media platforms informing users about that post. The engagement on this platform was medium with a majority of engagement through repins, and not as much through comments and likes. The tone was soft, light and fun, but also to the point. An example of the tone of a post includes, “Festival meets fragrance. Boy meets girl. Go BTS at our latest shoot for Tommy Girl and Tommy. #TommyBoy.”

## Connections Web

After taking a look at the platforms and how they connect together with the content material, we wanted to take it one step further and analyze how each platform links to the other. We did this by creating a graphic with arrows to represent which platforms are linked to the other platforms the company is actively using. Please see Appendix E.

### *Ralph Lauren*

The connection between Ralph Lauren's platforms is fairly simple. Ralph Lauren has a social media presence on Facebook, Twitter, Instagram, Tumblr, Pinterest, and YouTube that they use regularly. The middle logo of the company represents their website. Each platform links together in a unique way, which is represented in this graphic. We showed this by using one- and two-way arrows. We also showed that Ralph Lauren does not have a Snapchat account. We did this by showing the Snapchat platform, but placed a circle and slash through it to show they do not have an account.

The arrows represent two things in the diagram for Ralph Lauren. The one-way arrows represent linking of the other platform from that first platform. For example, YouTube links to Pinterest, but Pinterest does not link back to YouTube.

The two-way arrows represent a mutual linking of each platform. For example, the link between Facebook and the website is a mutual linking. Facebook links to the website and the website links to Facebook.

### *Tommy Hilfiger*

The connection between Tommy Hilfiger's platforms becomes a bit more complicated, as can be seen in our graphic in Appendix E. Tommy Hilfiger has a social media presence on

Facebook, Twitter, Instagram, Tumblr, Pinterest, YouTube and Snapchat. The middle logo of the company represents their website. We used the same one- and two-way arrows as we did in the Ralph Lauren graphics. However, there are a few more relationships between the platforms that required more unique arrows to represent.

We noticed an inconsistent trend on some of the platforms that we wanted to show in this diagram. For example, they do have a Snapchat account, but they do not use it. We closely watched for posts on their ‘story’ but did not see anything in the time frame we had. We showed this with the red arrow and dotted line to represent that they do have the account but rarely use the features within the application.

We also noticed an inconsistent trend within their Tumblr account. The link to Tumblr from the website worked perfectly, however, the link back to the website from Tumblr often was not included. If this link was included, which we did see in some of the posts, it did not take you to the website. Rather, it refreshed the Tumblr page you were already on. We represented this with the solid arrow to Tumblr but a dashed line back to the website.

### **Connections Matrix**

#### *Ralph Lauren*

We created a connections matrix for Ralph Lauren to analyze their platforms. There are four categories, including depth, abundance, simplicity and reach. We placed Facebook in the depth category. While they do not post daily, they post fairly strong content. YouTube, Tumblr, and Pinterest are in the simplicity category because they do not post often and this content is not very high quality. Twitter and Instagram are in the abundance category. They post fairly frequently with strong content on these platforms.



After analyzing Ralph Lauren for six months' worth of posts, we came to the conclusion that they use a simplicity strategy. While not all of the platforms they utilize may be categorized as a simplicity strategy, they overall do use a simplicity strategy. This is particularly true on the platforms on which they are the most active. Their focus is that "less and lean" is more and they use the tell and sell strategy, as described earlier. They do not post simply for the sake of posting content, but focus on reaching and engaging the correct audience. This can be seen in their posting schedule, which is not daily.

For example, on Facebook, they often simply post a photo of a product, say what it is in the caption, and may include a link to buy it. They also frequently post a link to their website page featuring "Find a Local Store" on their website so customers can find their closest retailer. They create lean posts and do not have a consistent posting schedule. Please see Appendix F.

### *Tommy Hilfiger*

We also created a connections matrix for Tommy Hilfiger. We placed YouTube in the depth section. While they do not post regularly, they produce quality content on this channel. Tumblr, Pinterest, and Snapchat fall into the simplicity category because they do not post often and the content is weak. In the abundance section is Facebook, where they post often and include high quality content with photos, videos, and well-written posts. Twitter and Instagram are in the reach category because they post frequently with not as high quality content. .

We decided that Tommy Hilfiger, unlike Ralph Lauren, uses a reach strategy. As is the case with Ralph Lauren, they overall use a reach strategy. Tommy Hilfiger focuses on quantity over quality and uses the spray and pray strategy. They post very frequently in attempt to spread

the word about their brand and reach as many as they can. They rely on well-known figures and models to sell their products and generate views and engagements.

For example, they leverage and frequently utilize their ambassadors, including Gigi Hadid and The Chainsmokers in their posts. They use these posts with the goal of reaching as many as they can rather than creating a close relationship with their followers. However, an exception to this is that Tommy Hilfiger often responds to comments from followers with questions and concerns. Overall, however, Tommy Hilfiger follows a reach strategy. Please see Appendix F.

### **Corrections Matrix**

#### *Ralph Lauren*

For Ralph Lauren's modest gaffe, or tactical error of commission, we found an example of The lack of timestamps on posts, such as Tumblr and Pinterest. Pinterest and Tumblr do not have timestamps built in like Facebook, Twitter and Instagram. If time stamps aren't included by the authenticator, then posts and boards lack relevance and importance to novice user. The typical sources include habits and lack of attention. The likely damage from the gaffe is that users need to associate fashion as something relevant. Using timestamps or titles including season and year would draw more current attention. Ralph Lauren could take advantage of the 52 micro seasons included in fashion by creating a post or board per week accenting a specific collection or line, instead of focusing on just Fall/Spring.

A minor oversight for Ralph Lauren, or tactical error of omission, was found from broken or lack of links/connections on niche social media platforms, such as Pinterest and Tumblr. The typical sources include attention and biases. The likely damage from this minor oversight

includes if an item is sold out, then direct the user to the to main website or at the least the same collection. The authenticator should then assess sold out item links and keep posts and boards relevant. Ralph Lauren should just say link is in bio, but have no link in bio. User's attention span may move on to something easier and relevant.

For a missed opportunity for Ralph Lauren, or strategic error of omission, we found that Ralph Lauren doesn't respond or lacks response to consumer complaints. They need to assess whether the complaint is legitimate and handle it accordingly directly in a message, after initial response in comment. They should also, delete illegitimate complaints since it could hurt the brand's reputation. Users actually generate 25 percent of the content that appears in web searches for specific brands, and there is a possibility these illegitimate complaints could appear in those searches. The typical sources of these errors come from speed and attention. The likely damage from this missed opportunity includes consumers may not be happy with a purchase that cost them more than an average expense per item, this may make them less likely to purchase from the company again if the communication/exchange isn't timely and efficient.

Lastly, for a major blunder for Ralph Lauren, or strategic error of commission, we found that Ralph Lauren donated to the American Red Cross during hurricane season in September, 2017. Though this was a good deed, it didn't align with their audience's beliefs that the American Red Cross is a trustworthy organization. Many comments were criticizing the decision due to other reputable relief organizations. The typical sources of error for the blunder come from attention and bias. The likely damage from this includes controversial topics, such as also misspelling native Hawaiian words on product line and donating to a questionable organization

may leave consumers in question of ethics and thought put into actions. These actions could lead to a decline in sales and reputation if mistakes aren't corrected in the future.

Please see Appendix G.

### *Tommy Hilfiger*

For our modest gaffe, or tactical error of commission, we found an error regarding apparel on their social media sites. Tommy Hilfiger posted that there were new holiday dresses available for sale on their website. It linked to the website where customers could purchase the dresses. The photo that they used with the post featured a girl wearing, what customers thought was, a dress. Customers later found out that the “dress” featured was actually a skirt and several customers listed complaints because they weren't able to find the dress. Tommy Hilfiger didn't look to correct this error or change to a new photo. The typical sources of this modest gaffe error come from attention and speed. The social media manager may not have known it wasn't a dress, but those creating the post should have checked to make sure that they were pulling a photo that came directly from the link. The likely damage that comes from this is a potential loss of profit, frustrated customers, and time on the employee's part to fix the link, photo and website.

The minor oversight, or tactical error of omission, for Tommy Hilfiger was found on their Facebook page. A photo was shared of a young girl modeling some apparel. A consumer commented that the model featured had “bad DNA.” Tommy Hilfiger is moderately responsive on their social media accounts, but should be monitoring for rude or negative comments such as this one. The comment could have easily been deleted. The typical sources from this type of oversight is from attention and habits. The social media manager may not have been paying as much attention to the post as they should have, which could in part be from their spray and pray

method mentioned earlier. They may simply have too much content to monitor. The source of habits may come from their typical neglect to respond to comments. If it is not something they regularly do, it isn't surprising they wouldn't have done it here. The likely damage that can come from this is damage to their reputation, as it looks bad on their part that they did nothing to remove the comment, and frustrated customers who may see the comment and become offended or curious why a company would allow that.

The missed opportunity, or strategic error of omission, we found on Tommy Hilfiger's social media accounts were the broken links on Tumblr. When going to click on the links in posts that would direct you to their website for purchases or more information, several links direct you right back to the Tumblr post. The source of this mistake come from attention and speed. The social media manager and perhaps even marketing team did not check to make sure that these links worked, creating the attention bias. Fast posting causes mistakes, and with Tommy Hilfiger, the large amount of posting they do can lead to even more mistakes. This can result in damages such as a loss of profit if customers cannot reach the website to purchase items, frustrated customers when links direct them right back to Tumblr, and time for the employees to fix the links and the Tumblr page.

Finally, the major blunder, or strategic error of commission, found on Tommy Hilfiger's social media was the lack of commenting about 9/11. While it is not mandatory by any means to offer a commemorative post, it is almost expected from a company that prides themselves on being an American company. We may not have even had our attention drawn to this error had it not been from Ralph Lauren posting on 9/11. We realized shortly after that Tommy Hilfiger had not posted. They did, however, post on 9/11. But instead of sharing a post remembering the

event, they shared posts celebrating a win by a golf pro and they also promoted an upcoming fashion show. Typical sources from this include lack of attention, thinking biases and habits. If Tommy Hilfiger does not usually post on 9/11, they may not think to do it. Habits and biases may lead them to post things that directly relate to their brand, such as golf and fashion shows. The damages that may result from this is damage to the company's reputation. While a typical social media consumer may not notice that the company did not mention the event, someone who was affected by 9/11 and follows Tommy Hilfiger may question it or more critical social media consumers like ourselves may wonder how a "true American" company can forget such a historical and tragic event for our country. Please see Appendix G.

### **Scorecard**

For our scorecard, we used the evaluation tool that we had initially presented in the first presentation when we compared Twitter to Digg. We made a few modifications because we had to put it into use, and making it more concise made it easier to put scores for each of the questions asked.

Our scorecard was broken down into five categories, one for each of the 5 Cs: content, channels, connections, coordinates and corrections. Under each of the categories, we asked four questions. These four questions were based around the "ARCS" concept that creates reasonable and actionable goals. We did this to give a base to our questions and to ask the right questions. By tying these two concepts together, we asked different questions that allowed us to more thoroughly evaluate each of the 5 Cs. Each of these four questions in ARCS were given a score between 0 to 5. A 0 meant that the company did not do this whatsoever, and a 5 meant that they

did it extremely well. The four scores were then added up, to get a potential score out of 20 for each of the 5 Cs.

We did this process for each of the social media platforms for each company. We did this so we would not have a biased or untrue score for the company as a whole. By having us do individual scorecards for each platform, we got a true feeling for the effectiveness of each social media platform in itself. After doing the individual scorecards for each platform, we took an average based on each question in ARCS.

For example, under “content” for all of the social media platforms (Facebook, Twitter, etc) we added up each of the “As” in ARCS between our individual platform scorecards, then took an average of those scores to get the final “A” score that would be used in the final scorecard for each company. We then added up each of the “Rs” in ARCS for each platform scorecard, then took an average of those scores. After doing this for each of the letters in ARCS and for all 5 Cs, we added up the averaged letters in ARCS to get the final score out of 20 in the final scorecard. For a complete version of our final scorecards, please see Appendix H.

The questions that we asked in our scorecard varied depending on each of the 5 Cs and which letter of ARCS we were evaluating. We did keep the questions the same for the scorecard of each company, though.

Under content, we asked:

- **A** - Does your content honestly represent your brand? Is it consistent?
- **R** - Does your content reinforce your brand and act as a stepping stone toward your goals? Do you link posts to your website, etc?
- **C** - Do your posts connect across your social media platforms or do they connect to your website?
- **S** - Does your content work together with other platforms, such as your website or newsletter, to accomplish your goals?

Under channels, we asked:

- **A** - Is your voice and messages consistent with one another across each channel?

- **R** - Does your channel choice reinforce your voice and message? Does it help or hurt your objective?
- **C** - Is your content linked across your channels?
- **S** - Have you chosen the right channel to enhance your brand?

Under connections, we asked:

- **A** - Do you reference and link your other platforms? Does your website link your social media platforms?
- **R** - Does this platform reinforce your organization's goals and missions?
- **C** - Do your social media platforms connect to other social media platforms?
- **S** - Do your social media platforms consistently link to your website?

Under coordinates, we asked:

- **A** - Are your SM goals aligned & actionable with this SM platform?
- **R** - Are your coordinates mutually reinforcing & relevant?
- **C** - Do your goals for this platform connect to one another and create measurable evidence that is timely?
- **S** - Do your coordinates cultivate synergy by being specific enough?

Finally, under corrections, we asked:

- **A** - Are your corrections aligned with one another?
- **R** - Are your corrections reinforced for the desired outcome?
- **C** - Are your corrections connected to your Business/Social Media goals?
- **S** - Do you make consistent corrections on this platform?

## **Evaluation**

### *Ralph Lauren*

For Ralph Lauren, the overall score of the content category was 10.9 out of 20. As mentioned above, this score came from averaging each of the social media platforms and adding up the scores to get a comprehensive score out of 20. The content rating was on the lower side because of how inconsistently Ralph Lauren posts. While they post often on Twitter and Instagram, they post very minimally on YouTube and Facebook. They also do not often connect content back to their website, which helped result in the lower score.

The overall score for channels was a 10.9 out of 20. Like content, the channel score was lower because of the inconsistency between their channels. As we found in their business and



social media goals, some of the choices made did not reinforce the channels that were selected. They may not use their channels to their full potential, such as not optimizing on the “live story” features on Facebook and Instagram. They also did not often link content across their channels, as mentioned above. Because of this inconsistency, the channels category received a lowered score.

Connections received a 10.2 out of 20. Their website does not link to all of their social media platforms, and many of their social media platforms do not link to each other or even back to their website. Because of the lack of connections, Ralph Lauren received a fairly low score in connections. Improving this would be simple - they would need to add options in to link to other sites. But this is not a change that we foresee happening soon, as they likely are not aware that this is an issue.

The coordinates section received an 11.9 out of 20. This was the highest scoring C out of the 5. Their social media goals were reasonable and achievable, but we often did not see them truly acting on those goals, as we mentioned in the business and social media goals section. This score was also lowered because the coordinates do not truly connect for one overall goal, meaning they weren’t necessarily mutually reinforcing.

The corrections score for Ralph Lauren was an 8.7 out of 20. This was the lowest score given to Ralph Lauren. After doing our social media audit, we did not come across Ralph Lauren making an effort to correct posts, respond to user’s comments or apologize for any errors or issues. Melissa, one of our group members, tested their correction process when she commented on several Ralph Lauren posts, making complaints about a “missing order.” Weeks after the comment was posted, there was no response to any of these comments. This shows that Ralph

Lauren may not be making an effort to monitor their posts or simply does not have a regular corrections process in place to do so.

Overall, Ralph Lauren scored a 52.6 out of a possible 100 points. Their highest category was coordinates and their lowest were content, channels, connections and corrections. We asked ourselves what this meant for the platform, not wanting to leave it with an unanalyzed score. We took these categories score to mean that Ralph Lauren has a solid foundation for their social media, but they need to build on it. This means that they have the grounds for coordinates and goals and have them well laid out, but they need to make efforts to carry those out. By lacking scores in content, channels, connections, and corrections, we see that they need to implement the social media strategy that they have in place. It is not enough to create the coordinates, it is a matter of following through on those coordinates and making sure you are optimizing your platforms to their full potential.

### *Tommy Hilfiger*

Tommy Hilfiger received a 15.1 out of 20 on their content score. They received a higher score because they frequently post content and adapt their content to the appropriate channels. Their content often links to other channels - such as the website or YouTube - and the posts work together to create a full message for Tommy Hilfiger. Their content score was lowered slightly because of the spray and pray method we have mentioned. By blasting your consumers with content, they may begin to tune you out or unfollow you - leading to decreased engagement and a potential loss in sales.

The channels section received a 14.2 out of 20. They share similar content across their platforms, but adapt the content based on each channel. The channels are frequently linked

together, though there are a few that do not link back or have broken links, resulting in a lowered score for Tommy Hilfiger. The channels score was also dropped because of Snapchat. While Tommy Hilfiger has a Snapchat account and promotes that account, they have not posted anything to their account in at least a month - when we began monitoring it.

Connections received a 13.5 out of 20. While their website links to some of their main social media platforms, it does not link to all of them, so the score was lowered. Similarly, some of their chosen social media platforms link to other platforms, but some do not. Not all of their social media platforms link back to the website, either. They have a great start on connections, but need to finalize and reinforce those connections between all platforms to see an increased score.

Coordinates received a 12.6 out of 20. Many of their business goals and social media goals offered great objectives that tied together. But, what they actually do on social media varies slightly from their overall goals. For example, they often show attractive, young people on their social media posts, but one of their goals was to show diversity in posts that would attract international attention. Their goals could be adapted to each social media platform for evaluation, but because their content is similar yet adapted slightly for each platform, it was difficult to pull goals that they may have been trying to create for each platform. Because of these types of issues, the score was lowered.

Finally, corrections received a 13.1 out of 20. They mainly make their corrections on Facebook, as was tested by Melissa. After posting a negative comment about a missing purchase, Tommy Hilfiger responded within 24 hours, though it was an automated response. They do not often respond to comments on other platforms, as was also tested by Melissa on Instagram.

Because of this inconsistency, the score was lowered. Their connections do appear to relate back to business and social media goals, because they want to stay a leading designer and brand and continue to have purchases made, but it seems their corrections continue to fall back into the “unstated goals” section. This is because, due to their automated or lack of responses, it seems they are again prioritizing speed and action over truly “getting it right.”

Overall, Tommy Hilfiger received a 68.5 out of 100, a higher score than Ralph Lauren. Their highest scoring categories were content and channels and their lowest were connections, coordinates and corrections. Again, we asked ourselves “so what?” Based on the category scores, we interpreted that Tommy Hilfiger does a good job of hitting some of the more “tactical” Cs. This means that they have chosen their channels and have created their content, but seem to stop short when it comes to figuring out what to do with those two. Their coordinates are set on both the business and social media end, but what they actually do on social media is different than their set goals. Their inconsistency of connecting content between the website and social media platforms, and vice versa, as well as the inconsistency in making corrections shows that the company has some improvements when carrying out their social media strategy to the end. Overall, we did see that they do a better job at utilizing what the social media platforms have to offer than Ralph Lauren. They are making improvements to their platforms and doing their best to share content that their audience finds interesting and engaging. However, until they fix these few gaps, we cannot consider them “great” social media strategists.

### **Ralph Lauren Repair Plan**

Finally, our repair plan is based on the lowest performing organization on their social media assessment. In this case, Ralph Lauren underperformed Tommy Hilfiger. We decided on

an eight step plan to repair Ralph Lauren's social media platforms. Each repair is categorized by Ralph Lauren's lowest performing categories of the 5 Cs.

The first of the 5 Cs is content. Ralph Lauren needs to appropriately define their target audience. As discussed in our audience analysis, Ralph Lauren has a moderate misalignment of their target audience and their social media audience, meaning they are attracting primarily a younger female presence, but are missing part of their target market appeal. To expand this, Ralph Lauren needs to use a higher percentage of 28 to 30 or older year old models, instead of primarily the age range of 18 to 23. Since Ralph Lauren has celebrity endorsements in this age range in magazines, incorporating them on social media would be beneficial as well.

Next, Ralph Lauren needs to incorporate audience analysis into their social media strategy. According to our audience analysis, Ralph Lauren's audience values sophistication, simplicity and elegance. Though Ralph Lauren has sophisticated products, it does not mean that they have sophisticated, stylish content. To accomplish this, the tone of their content could be geared directly to the audience values of 18 to 40 year olds. They could done by enhancing cohesion of a brand and creating description in the captions to which a user would want to respond. Lastly, Ralph Lauren needs to post more timely and consistent content. Ralph Lauren's posting schedule is very sporadic and inconsistent. There seems to be no method, unless there is a rollout of a mini product campaign of a few images. They post about recent events, but with little thought or strategy behind the content.

The second of the 5 Cs is connections. First, Ralph Lauren is missing links from their website and social media platforms. For example, their Tumblr page, as we saw in the connections diagram, does not link to anything. They refer users to a link in the bio, however

there is virtually no link in the bio. Ralph Lauren would also benefit from informing users about posts on other social media channels. For example, on Facebook they could say, “check out Ralph Lauren’s new board on Pinterest.” Second, they need to create more calls to action to fit the tell and sell strategy. Thus, Ralph Lauren cannot just post a picture with a link and expect novice users to connect this together on their own. They want to have a tell and sell strategy, but because of the lack of call-to-action, the likelihood of consumers purchasing these products has decreased. They need to include more call to action statements such as, “buy here” or “click link for more information.”

The third of the 5 Cs is corrections. There is room for corrections in customer satisfaction. Ralph Lauren just posts content and never replies to any comments, leaving room for error in direct communication from consumer to brand. To enhance this, Ralph Lauren must respond to comments with questions and concerns. In general, they need to improve customer service, which we tested with posting a comment about not receiving an item on a Facebook post. This could potentially influence customers on their page, considering it was a recent comment and one of the few on their Facebook posts. Failing to respond allows for potential harm to their brand, considering they have 8.8 million followers on Facebook. Therefore, determining which corrective action to take in the comment section would be beneficial to Ralph Lauren.

The last of the 5 Cs is channels. First, if Ralph Lauren is using a social media campaign, they must choose the right channel and product. For example, currently Ralph Lauren has a campaign for their “Ralph Lauren: 50 Years” book. It is evident that this campaign, compared to other campaigns of theirs, is not successful because of the product choice and the content

produced on specific niche channels. The impressions and engagements are lacking due to a poor social media strategy. Next, Ralph Lauren must be consistent. Brands that are a “brand of variety” or lifestyle brand, with a multi-line company, but be consistent across platforms. For example, the brands advertised on their website vary from categories in their Pinterest board. This could be very confusing for a consumer, causing frustration. If Ralph Lauren adopted these repairs, their social media strategy would be greatly improved.

### **So What?**

For our So What? we wanted to highlight five main takeaways from this project. The first is that just because a brand is great at being a business, it does not mean they are great on social media. Ralph Lauren and Tommy Hilfiger are both very successful companies. Their numbers and reach are very influential, both domestically and internationally, but their social media strategy is lacking some key ideas as mentioned throughout our paper. Second, the analytics alone will not justify whether a social media strategy is effective. If the analytics are high on a post, it does not necessarily mean your social media strategy is effective, and vice versa. Third, just because a business has more followers does not mean that they have a better strategy. As we could tell from our analysis and scorecard, Ralph Lauren underperformed Tommy Hilfiger, though Ralph Lauren has more overall followers. Next, customer satisfaction is no longer delivered by the products themselves, but rather through interacting with the world created by the brand image. Ralph Lauren and Tommy Hilfiger are already lifestyle brands, which creates that feeling around their product with a multi-line strategy. Their social media must also accomplish this and blend with their goals of creating their world around the customer, with a tool that is predominantly in the hands of their target market. Lastly and most important, all of

the 5 Cs are essential. Leaving one of the 5 Cs out can decrease the level of effectiveness in a social media strategy.

### **Continuous Improvement**

- Define what “brand of variety” means
- Give examples of the types of things that we put into our content category breakdowns.  
For example, what does a “product” post look like?
- Define the role of Tumblr for both of the companies.
- How do the companies sequence content? If they post a YouTube video, for example, do they alert followers on Twitter to the new video?
- Clarify the male/ female audience analysis for both companies.



## Appendix

### Appendix A: 100 Facts

#### Tommy Hilfiger

1. “One of the world’s leading designer lifestyle brands and is internationally recognized for celebrating the essence of classic American cool style.”
2. It was founded in 1985 by Tommy Hilfiger
3. They have brands that include Tommy Hilfiger and Hilfiger Denim
  - a. Collections include Hilfiger Collection, Tommy Hilfiger Tailored, men’s and women’s sportswear, denim, accessories, and footwear
4. The brand also offers fragrances, eyewear, watches, and home furnishings
5. Tommy Hilfiger is the Principal Designer - provides leadership and direction for the design process
6. Tommy Hilfiger was acquired by PVH Corp. in 2010
7. It is a global apparel and retail company with more than 15,000 associates worldwide
8. Their distribution network is over 100 countries, with more than 1,800 retail stores in North America, Europe, Latin America, and Asia Pacific Region
9. Global retail sales (2016) were \$6.6 billion
10. Tommy Hilfiger is passionate about philanthropy
  - a. TommyCares organization: supports various international initiatives and charities including Save the Children, Autism Speaks, and the World Wildlife Fund
  - b. He earned the CFDA’s Geoffrey Beene Lifetime Achievement Award in 2012
11. Names:
  - a. Tommy Hilfiger: Principal Designer
  - b. Daniel Grieder: CEO, Tommy Hilfiger global and PVH Europe
  - c. Gernot Lenz: COO, Tommy Hilfiger global and PVH Europe
  - d. Martijn Hagman: CFO, Tommy Hilfiger global and PVH Europe
  - e. Avery Baker: Chief Brand Officer, Tommy Hilfiger global
12. Corporate Responsibility program that established three principles and 10 commitments that they hope to achieve by 2020.
  - a. Embraces core values and spirit of Tommy Hilfiger brand
  - b. Inclusive, focused on quality, and inspires them to make sustainable ambitions that are an integral part of their business

#### Ralph Lauren

1. Ralph Lauren Corporation is a global leader in design, marketing, and distribution of: premium lifestyle products (apparel, accessories, home furnishings, and other products)
2. Five decades of long-standing reputation and distinctive image
3. They work to expand products, brands, sales channels, and international markets
4. Developed in 1967
5. Collections are for men, women, and children
6. They consider themselves to be one of the world’s most widely recognized families of consumer brands

7. They reflect a “distinctive American perspective”
8. RL has links to their Instagram, Facebook, YouTube channel, Twitter, and Pinterest on their website under “Follow”
9. They have restaurants under the Ralph Lauren brand name in New York (The Polo Bar), Paris (Ralph’s), Chicago (RL), London (Ralph’s Coffee & Bar)
10. They have a magazine with shopping options (RL Mag)
11. Holiday season 2017: Ralph Lauren changed their branding to bright colors and lifestyle markers that consumers look for in the brand. The campaign helped keep the brand at the front of consumer’s minds for holiday shopping
12. The channel was managed by Siegel + Gale of New York. It’s intent was to target broadly to reach as many shoppers as possible during the holiday season with their new brand message
  - a. The campaign looked to be a pricey one for the brand
13. Ralph Lauren’s advertising is created and executed through the company’s in-house “creative and advertising organization.”
  - a. This allows a consistency of voice through the various channels and countries
14. Primary advertising tool is print
  - a. Ads appear regularly in fashion, lifestyle, and general interest magazines
  - b. Also uses TV, direct-to-consumer marketing, and special events
  - c. Increasing use of digital and social media
  - d. Displays in fashion shows like New York Fashion Week and Milan Fashion week
15. RL is the official outfitter for Wimbledon and US Open tournaments
16. Parade outfitter for US Olympic and Paralympic Teams
17. 2017: RL team created 24 hours of behind-the-scenes content on Instagram stories - top of each hour, the brand released new content (inside look at show prep and imagery to excite consumers)
  - a. End game was to get as many people as possible to watch the Autumn fashion show
  - b. Released on Instagram, RalphLauren.com, and select websites of media partners
18. Polo Ralph Lauren Foundation supports initiatives in cancer care, education and service in underserved communities.
  - a. Ralph Lauren Center for Care and Prevention
  - b. RL Children’s Literacy Program
  - c. Habitat for Humanity

#### Monetary

1. RL spent about \$275 million in advertising/marketing in 2015 fiscal year
2. Tommy Hilfiger spent \$150 million in 2015 fiscal year
3. May 2017: Net loss for fourth quarter was \$204 million
  - a. Earnings of \$41 million in the same period
  - b. Earned more per share than anticipated by analysts
  - c. Reported revenue decreased 16 percent - to \$1.6 billion
4. November 2015: Ralph Lauren made former Old Navy executive Stefan Larsson the CEO
  - a. But (creative) differences led to abrupt departure in Feb. 2017 - but he actually left on May 1
  - b. P&G executive Patrice Louvet as CEO in May

5. RL: net revenue expected to decrease 8 to 9 percent in 2018 fiscal year (not including foreign currency)
6. RL: Struggling in 2017 with weak sales due to slow sales for clothes and accessories
  - a. Increased competition from Amazon and other fashion retailers
  - b. To correct: Pulled inventory from wholesale partners, reducing sales in the off-price channel, engaged in fewer promotional periods, exited underperforming brands
    - i. Lowered inventory levels by 31 percent from a year earlier

#### Ralph Lauren Social Media Content

1. Facebook links to their website, Instagram.
2. Live streams of their fashion shows
3. Post pictures and content featuring US. Olympic line leading up to Winter Olympics
4. Post mentions in media and celebrities wearing their clothes in magazines
5. Videos highlighting different collections/ambassadors
6. Photos highlighting products/collections
7. Recognizing achievements of ambassadors, Ralph Lauren himself
8. Promote charity campaigns (EX: #pinkpony, Hurricane Relief)
9. Share articles they are mentioned in
10. Promote products

#### Tommy Hilfiger Social Media Content

1. Videos with ambassadors (GiGi Hadid, The Chainsmokers)
2. Link to other social media sites
3. Photos with ambassadors
4. Link to website from social media
5. Promote collections through photos, videos
6. Promote products
7. Specifically link to both mens and womens products
8. Responding to concerns/comments
9. Leverage success of ambassadors
10. Behind the scenes videos/photos

#### Social Media:

##### Ralph Lauren:

Twitter followers: 2 million

Facebook likes: 9 million

Instagram: 6.9 million

YouTube: 44,740 subscribers

Pinterest: 130.9k

Most engaging posts on facebook found here: <https://unmetric.com/brands/ralph-lauren>

1. Changed his last name to Lauren at age 16.
2. In 2017, Forbes estimated Lauren's net worth at 5.5 billion.
3. Is the only designer to win the Council of Fashion Designers of America's four top honors: the Lifetime Achievement Award, the Womenswear Designer of the Year Award, the Menswear Designer of the Year Award and the Retailer of the Year Award.

4. Polo Ralph Lauren has over 450 global stores and includes brands such as Polo Ralph Lauren, Ralph Lauren Purple Label, Double RL, Polo Ralph Lauren Children, Lauren by Ralph Lauren, Lauren Home, Chaps, and Club Monaco.
5. In FY 2017, Polo Ralph Lauren Corp. had 6.6 billion in revenue.
6. Under contract as the designer of uniforms for the US Olympic team from 2008 through 2020.
7. Lauren has four restaurants: RL Restaurant in Chicago, Ralph's in Paris, Ralph's Coffee & Bar in London, and the Polo Bar in New York.
8. Lauren's daughter, Dylan Lauren, is the founder of the boutique candy shop chain Dylan's Candy Bar.
9. Timeline:
10. 1967 - While working at Beau Brummel Ties, Inc., designs a collection of wide, handmade ties, which he calls "Polo."
11. 1968 - Launches a line of menswear.
12. 1970 - Wins his first Coty American Fashion Critics' Award, for menswear.
13. 1971 - Introduces a line of womenswear.
14. September 1971 - Opens his first retail Polo Ralph Lauren store on Rodeo Drive in Beverly Hills.
15. 1974 - Credited with creating the clothes worn by Robert Redford and the other male leads in the film "The Great Gatsby."
16. 1981 - First international Polo store opens in London.
17. 1986 - Inducted into the Coty Hall of Fame.
18. April 1987 - Undergoes surgery to remove a benign brain tumor.
19. 1989 - Co-founds the Nina Hyde Center for Breast Cancer Research at Georgetown University, in honor of his friend former Washington Post fashion editor Nina Hyde.
20. 1991 - Receives the Council of Fashion Designers of America (CFDA) Lifetime Achievement Award.
21. 1994 - Starts the Fashion Targets Breast Cancer (FTBC) initiative.
22. 1994 - Goldman Sachs purchases 28% of Polo Ralph Lauren for \$135 million.
23. September 1996 - Lauren is presented the Nina Hyde Center for Breast Cancer Research's first Humanitarian Award by Princess Diana.
24. June 11, 1997 - The initial public offering of Polo Ralph Lauren Corp. raises \$767 million.
25. 1998 - Donates \$13 million to the Smithsonian to help preserve the flag that inspired the Star-Spangled Banner.
26. April 2001 - Establishes the Polo Ralph Lauren Foundation, which supports causes including cancer care and prevention, educational and literacy programs, volunteerism and preservation and restoration efforts.
27. 2003 - Partners with Memorial Sloan-Kettering Cancer Center to establish the Ralph Lauren Center for Cancer Care and Prevention, in Harlem, New York.
28. June 2007 - Presented the first-ever CFDA American Fashion Legend Award.
29. June 2009 - Recipient of the inaugural CFDA Popular Vote Award, where the public votes for their favorite designer.
30. April 2010 - Receives the Chevalier de la Legion d'honneur, France's highest honor, from French President Nicolas Sarkozy.
31. October 14, 2010 - Presented with a key to the City of New York.

32. July 2012 - In response to criticism from some lawmakers and human rights activists that the American athletes' uniforms for the 2012 Summer Olympics were manufactured in China, Lauren releases a statement confirming that uniforms for the 2014 games will be manufactured domestically.
33. June 17, 2014 - Lauren is awarded the James Smithson Bicentennial Medal for his contributions to preserve the American flag commemorated in the Star-Spangled Banner.
34. September 29, 2015 - Announces he is stepping down as CEO of Ralph Lauren Corp. Lauren will become executive chairman and chief creative officer.

Celebrity endorsements:

### **CELEBRITY ENDORSEMENTS**

- Luke Bracey - Actor
- Nacho Figueras - Athlete
- Penelope Cruz - Actress

Tommy:

Twitter followers: 1 million

Facebook likes: 12 million

Instagram:

Celebrity endorsements:

- The Chainsmokers
- Gigi Hadid
- Kenya Kinski-Jones
- Hailey Baldwin
- Julia Nobis
- Jourdan Dunn
- Rafael Nadal
- The Chainsmokers are the newest Tommy Hilfiger ambassadors and will be appearing as the new global ambassadors for the menswear collection beginning in Fall 2017.
- Hilfiger said when announcing the new position that “Alex and Drew are truly the perfect definition of today’s Tommy Guy- their talent, optimism, unique sound and effortless cool have made them stand out in the music world.”
- Although he is not readily acknowledged as a true designer, Hilfiger is incessantly compared to fellow American designers Calvin Klein and Ralph Lauren.
- One of a designer's best marketing tools is dressing celebrities. Hilfiger established himself first with young rappers whose influence was glorified through music videos and television. In 1992, he dressed Snoop Doggy Dogg for a Saturday Night Live appearance.
- Last year, Tommy Hilfiger launched its first Ramadan capsule collection in stores throughout Bahrain, Kuwait, Qatar, Saudi Arabia, the UAE, and Egypt. The 15-piece collection featured looks that were appropriately modest, including long dresses and boleros, made of laces, chiffons, and crepes.
- While today’s Tommy Hilfiger customers span a wide demographic—the brand has a children’s line and clothes designed for older customers who have stuck loyally to the brand for decades—it

has always been associated with fresh-faced models channeling vigor and youth. Says Hilfiger, “Keeping the brand younger keeps it cool.”

- Tommy Hilfiger, originally the person and, as a result, the brand, has been under fire for reportedly making racist comments along the lines that he would not have made his clothes had he known that blacks and/or Asians were going to wear them. While some say it is a conspiracy theory, it may still be relevant in the minds of some consumers.

#### Tommy Hilfiger

1. **Here's How You Can Save Malls From Dying: Tommy Hilfiger Q. It's last-gasp time for some bricks-and-mortar retailers. How can they come back? A.** If the product, the ambiance and experience are right, they can. It's difficult for retailers to come back if they're not staying either on the trend or ahead of the trend. I see a lot of sameness out there. You need to create a product that is different from the competition and better. The better mousetrap deal. Retailers need approval by the millennials and the Generation Z [which is] coming up. So the youth has to embrace the brands, the retailers, the restaurants and even automobiles.
2. **Q. Talk about how youth acceptance drives sales and has led to your success. A.** I've always been obsessed with keeping the brand young, because the youth will move the needle in society, whether it's in fashion, art, music, entertainment, sports, celebrity. We as a brand have to stay young and fresh. I was the first to do it in the 90s when we were known for the street look and the sporty street look with logos and numbers and jerseys and the athletic inspiration. It's now coming back, and is on the Paris runways with the cool people, with the people who are possibly leading the way.
3. **Q. One of your trademarks has been to cater to the "cool people." How did you work that aspect into your business and designs? A.** I've always been passionate about music. Actually, I say F.A.M.E.: fashion, art, music, entertainment. I've always been really quite, quite interested in those aspects of life and had my antennas up to see what's new and exciting. Then I would incorporate it into my brand. Whether it was something new in art or music or musicians or celebrities or the entertainment business, I've pulled that pop culture aspect into my brand, because I want it to be a cool brand and I wanted to keep it young, fresh, exciting and interesting. Otherwise, I think a brand or a retailer, restaurant, can become very boring and very staid.
4. **Q. If you were a 20-year-old designer today, how would you do things differently? We have Amazon.com Inc. (AMZN - [Get Report](#)) now, which has impacted fashion, retailers and other industries. A.** I would go direct to consumer, do something disruptive and build a product that nobody else has. When I started, we didn't have social media. It was word of mouth and building something experiential and fun and cool. They say if you build it, they will come. So I built something with no money—\$150— and 20 pairs of jeans. I made the experience exciting and interesting and cool for the time. I played music, had all the cool people coming buying clothes from me. As time went on and I started building my brand, I decided that I should be disruptive in advertising and marketing. [George Lois](#), an advertising genius, helped me do that. He created a campaign that is historical, and it was disruptive. So I've always had that thought in my mind to continually disrupt, either with the product or with whatever I'm doing.

5. **Q. What do you dream about now?** A. I'm always looking for what might be next. We've fused technology and digital into our whole company, from a shopping aspect, from a consumer communication aspect, from a big data aspect. We introduced SnapShop during our fashion show, where you watch the fashion show onscreen or in person and click and buy. Nobody does that. We are delivering to the consumer either same day or next day. And we are offering everything you see on the runway. We have also opened up the shows to the public and we are doing "see now, buy now" globally. Most recently, we had 2.6 billion impressions during the show and sold millions of dollars worth of items when the show was happening and the hours and days following. It's really like bringing a flagship store to the audience.
6. **Q. What are the latest fashion trends?** A. Fashion is cyclical, so styles are becoming bigger and bigger now, whereas in previous years they were a bit slim. We are also looking at a lot of logos. We are looking at glam and glitter for the evening and at slightly more oversize cuts in everything, like big puffer jackets.
7. **Q. Where will malls be in five years?** A. They have to be phenomenal, exciting and offer great experiences. The mediocre or the less exciting malls will fall by the wayside. The whole shopping experience has to become a big experience for the consumer. The consumer today wants a memorable experience. They want immediate gratification. They want to share whatever they're doing with friends. They want authenticity. And they want it to be as real and as exciting as possible.
8. **Q. What's your perfect day?** A. Waking up in the morning, working out, doing some sort of exercise. Taking my son to school. Going back home, getting on the phone, taking care of business. Being on the phone with my business partners. Then in the afternoons, I like to do the creative thing. I like to see shop designs, fashion designs, see new product designs, packaging. It's then I also pick model and photographers and create advertising ideas. We are doing it all globally now, so we are in touch with head offices in Amsterdam and New Delhi and Shanghai and London and Rio. We are really all over the world and communicating with all of our teams.
9. **TOMMY HILFIGER'S SOCIAL MEDIA STRATEGY** The customer base of Tommy Hilfiger is women, men and children. The Hilfiger followers on different social medias are women and men who seems to have the same age as the models present on the brand web site. Followers and models are in their 20s & 30s.
10. The Tommy's Hilfiger **social media strategy** could be a source of inspiration for our journal by following simple rules like: To be on different social media, like Facebook, Twitter, Youtube, etc... To animate the different media with a daily content, like promoting our articles, our website, our events, etc... To diversify the content, with text, photos, videos,... To answer quickly to the followers
11. sales growth falling, overseas sales growth thrived in the most recent quarter. "Today, 50% of our revenues are outside the United States," Manny Chirico, the CEO of PVH, said on a March 23 call with investors. "I think that's larger than just about every other US apparel maker."
12. International sales at Tommy Hilfiger, for instance, were about \$93 million greater than its US sales. Chirico called the brand's \$2 billion business in Europe one of the standouts among PVH's portfolio.
13. PVH believes it can double the size of the Tommy Hilfiger and Calvin Klein businesses in China over the next five years.

14. Over the last year, Tommy Hilfiger benefited particularly from a collaboration with model and social-media star Gigi Hadid. The more than 30 million followers she has on Instagram have allowed Tommy Hilfiger to connect with a new female customer base, according to Chirico, and helped the brand generate double-digit sales growth in its women's business across all regions.
15. But the key seems to be not putting all your eggs in one basket. Chirico said there's no retailer that represents even 10% of the company's sales at this point. The clothing companies struggling as US department stores falter must be jealous.
1. Luxury labels are finding multichannel marketing campaigns most effective. A multichannel marketing initiative can include mobile digital efforts, with an emphasis on social media networking, print, television, and radio. is one U.S. lifestyle label who have used multichannel campaigns to target affluent shoppers. Ralph Lauren's equestrian roots are very much in evidence in multiple channel platforms.
2. An important feature of the ads was the capacity it gave viewers to browse the Ralph Lauren holiday collection without leaving The New York Times website. Once the special holiday video ended, the viewers were essentially brought back to where they started on the web page.
3. BEDFORD, New York — Ralph Lauren's Autumn 2017 fashion show, taking place at 7pm this Tuesday at a classic-car-filled garage where the designer keeps more than 60 of the rarest automobiles in the world, is one of the most anticipated events of the New York season. Only 300 industry guests will be escorted upstate to a museum-like space outfitted in stainless steel and halogen lights, where they'll watch a shoppable runway show — featuring both men's and women's looks for the first time — followed by a formal dinner featuring top menu selections from the designer's own New York City establishment, the Polo Bar. Whether they're gleaming-car buffs or not, it's slated to be quite the evening for those in attendance.
4. But for Ralph Lauren — the king of the “lifestyle” brand concept — the key to success will be digital amplification, especially as the goal is to convert spectators into shoppers.
5. “We are all aiming to grow the business again,” says chief marketing officer Jonathan Bottomley, who joined the company as its first-ever chief marketing officer in April 2017 after a brief stint leading strategy at Vice's in-house creative agency Virtue. “The role of marketing is to create a real sense of immediacy and currency around the brand and the product that we have to sell, and to create that with a new audience — one that's going to help us grow.”
6. Ralph Lauren team is rolling out 24 hours of behind-the-scenes content on Instagram Stories starting at 7pm on Monday evening. At the top of each hour, the brand will release new content: a mix of fresh footage — including an inside look at show prep — and archival imagery that will help set the mood and stir up some buzz. After all, the endgame is to get as many people as possible to watch the show, which will be broadcast on Instagram Live, as well as on RalphLauren.com and the websites of select media partners, on Tuesday night
7. The platform, which claims a total 700 million users worldwide, says that 250 million users every day tap the “Stories” feature, which offers a reel of quick-hit images and videos that prompt the user to swipe instead of scroll.
8. Users under the age of 25 — aka, Gen Z — spend more than 32 minutes a day on Instagram, while those over 25 — millennials and beyond — spend more than 24 minutes a day. While Snapchat remains popular among younger consumers, it has lost market share to Instagram in the past year, making the latter's ROI feel more tangible.



9. In an August 2017 report aligned with Instagram Stories' one-year anniversary, Instagram released data that named Dior, Louis Vuitton, Dolce & Gabbana and Christian Louboutin as the fashion brands with the highest engagement on the feature. Edging into that top tier is important to Ralph Lauren, given that every piece of the autumn collection will be available immediately to purchase.
10. Several designers have abandoned the much-debated "see now, buy now" concept, but Ralph Lauren has carried on. The choice underscores the company's commitment to increasing its direct-to-consumer business, with plans to reduce its wholesale presence in department stores by 20 to 25 percent, instead focusing on "high-ROI" concessions — or leased spaces within department stores that are directly operated by the brand — 26 of which it has added in the past year.
11. fashion shows, when treated as a major public spectacle rather an intimate industry event, can cost well into the millions of dollars to produce and market, but they can also create more impressions than any other event throughout the year. (In its 2017 fiscal year, Ralph Lauren spent \$220 million on advertising and marketing expenses, down about 21 percent from \$280 million the year before.)
12. Ralph Lauren's more traditional fashion shows over the past few seasons have offered a boost, spurring significant spikes in earned media value (EMV) during its February 2016, September 2016 and February 2017 shows, generating \$4.6 million (36 percent of the month's overall EMV), \$2.1 million (21 percent) and \$1.5 million (14 percent), respectively, according to analytics firm Tribe Dynamics.
13. expect more gate-opening efforts from the company as it continues to implement its turnaround plan, which has thus far included job cuts, reduction of inventory and store closures, all in the name of streamlining the business. In the first quarter of its 2018 fiscal year, net sales decreased 13 percent to \$1.3 billion on a reported basis.
14. **Things go in and out of style--fast.** Fashions come and go just like popularity of social networks, and just like in fashion, trends move quickly. You always want to have a social relationship with your customers, so instead of putting all of your eggs in one basket and focusing on one primary social media network, cast a wider net. That way you're prepared when the winds change.
15. **People are always searching for the new trend.** You only need to Google "fall of Facebook" to see the massive number of predictions of new social media companies beating out Facebook over the years. While it hasn't happened yet (thanks to Zuckerberg, who handles changing winds as well as Ralph Lauren), its been because new social networks have risen so quickly they are still gaining notoriety. [Check out this AWESOME Adobe commercial making this point clear.](#) **When you see your customers jumping on something, think about creating a presence. It's easy to grab attention on the rise, it's hard to once the growth has stopped.**
16. **When your mom starts using it (wearing it), it's no longer cool.** At [The Odyssey](#) we are often doing social research to understand how our audience uses social media. In a recent study we found that most 18-years-old entering college we surveyed are unlikely to have a Facebook if they are the oldest child in the family. Upon further investigation we figured out that this was because many times they didn't have any older siblings that had Facebook in college, and, on top

of that, their parents have Facebook. **Watch for these early indicators with your customers that can foreshadow a shift in usage.**

17. **There are regional differences.** Cowboy boots in Austin and boat shoes in Boston. No different than Tinder in Chicago and Bumble (hot new social dating app) in Manhattan. Localization is a cornerstone philosophy at *The Odyssey*, and I mention it often in my articles. If you roll out a national strategy on a platform, but there isn't a national audience, there's a lot of money wasted. Think about how to actually play to the regional differences and it will make your brand much more authentic with the potential customers you are engaging with.
18. **Different apps (outfits) for different situations.** Facebook to post the recent article, Instagram for the vacation photo, a GroupMe to plan the night, and a snap story of the party. People use tools differently, so you have to reach them appropriately. Somebody might be interested in seeing your ad on Twitter, but won't appreciate the ad on Tinder. Just as in fashion, context of the situation matters too. For example, Snickers 'matching' with you on Tinder on Valentine's Day is cute--if you're "Tindering" on Valentine's Day, you probably want a snickers--but not so much on a random hot day in July waiting for the subway.
19. **Things come back in style.** Millennials began moving away from Facebook a year ago, but now it's Twitter that's dying and Facebook is gaining engagement again. Don't get swept into all the noise of what's cool in the moment and focus on a diversified strategy. After all, LA Gear shoes and parachute pants didn't come back, but you'll still find limitless amounts of Oxford shirts on college campuses.

Tommy:

1. Our core line embodies the brand's classic American cool spirit with a broad selection of designs across 25+ categories, including men's, women's and kids' sportswear, footwear and accessories. With a focus on 25 to 40 year-olds, Tommy Hilfiger celebrates the essence of classic American style with a fresh, modern twist inspired by pop culture.
2. Business Strategies
  - a. Enhancing global brand relevance, with marketing campaigns and consumer engagement initiatives designed to drive growth and reflect Tommy Hilfiger's accessible luxury positioning and classic American cool aesthetic.
  - b. Category expansion, particularly within womenswear and accessories, men's tailored clothing and underwear.
  - c. Continuing regional expansion, particularly in Asia Pacific.
  - d. Digitization of Tommy Hilfiger, from showrooms to stores and online experiences.
  - e. Evolving our supply chain, including through our speed to market initiatives, to drive efficiencies and other benefits.
  - f. Be premium in everything we do.
3. THE CLASSIC AMERICAN COOL STYLE OF TOMMY HILFIGER GENERATED \$6.6 BILLION IN 2016 GLOBAL RETAIL SALES
4. 33,869 subscribers on YouTube
5. 64,428,623 views on YouTube
6. Joined YouTube on Jan 7, 2006

7. As one of the most innovative and recognized lifestyle brands in the world for American style with a signature twist. Known for some of the most followed fashion shows to exhibition and concert partnerships, the brand's offerings only continue to grow.
8. Linked Youtube channel to "HilfigerDenim" channel
  - a. 2,785 subscribers

Ralph:

1. 44,918 subscribers on YouTube
2. 48,065,701 views on YouTube
3. Joined YouTube on May 13, 2008
4. Since 1967, Ralph Lauren has defined the essence of American style.  
Experience the world of Ralph Lauren in motion. Featuring exclusive runway footage, behind-the-scenes access, celebrity interviews, The Legends Tennis Clinics, celebrity interviews, RL Gang animated storybooks and more.
5. No featured or linked YouTube channels

## Appendix B: Business, Social Media, and Unstated Social Media Goals

### *Ralph Lauren*

Business Goals	Social Media Goals	Unstated Social Media Goals
"World's premier luxury lifestyle brand"	"World's premier luxury lifestyle brand"	Put more effort into retail stores across the country -Advertise equally
Showcase "World of Ralph Lauren"	Show a lifestyle, rather than just a product	Insta Story, Live updates, Showcase "big events"
Expand international presence	Think outside of the brand	Creative content, locations, models, and actions
Sell products through a variety of distribution channels	Encourage sales of apparel, accessories, and goods	Tell and sell

### *Tommy Hilfiger*

Business Goals	Social Media Goals	Unstated Social Media Goals
Products come back to the U.S. market	Social media used to drive customer purchases	Spray and pray
Leading sustainable designer lifestyle brands	Timely content that promotes full brand	Prioritize speed and action over "getting it right"
Products are classic, cool, and committed	Put a face on the brand	The "Gigi Effect"
Empower, embrace diversity, human rights	Keep the brand young, show diversity	Put young, white people in posts

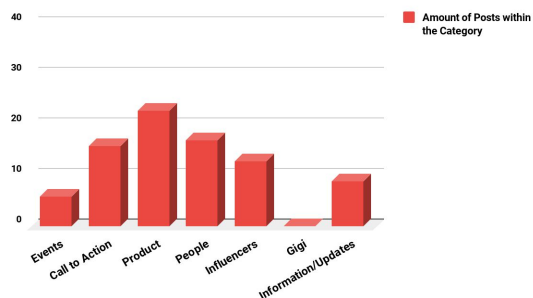
[illegible]

## Appendix D: Platform Bar Graphs

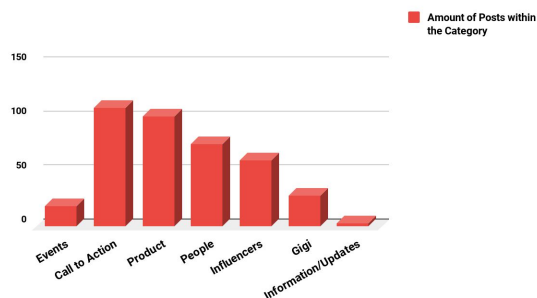
### Ralph Lauren vs. Tommy Hilfiger

#### Facebook

Ralph Lauren - Facebook

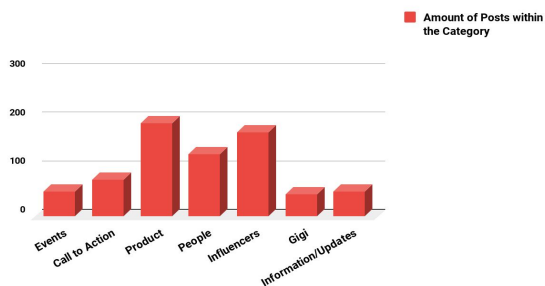


Tommy Hilfiger - Facebook

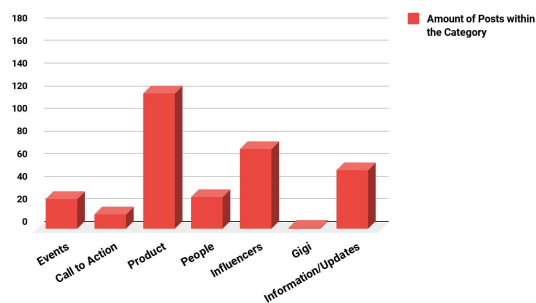


#### Twitter

Tommy Hilfiger - Twitter

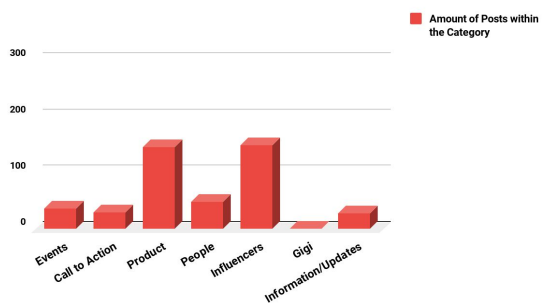


Ralph Lauren - Twitter

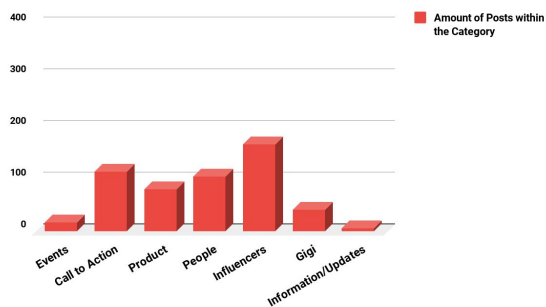


#### Instagram

Ralph Lauren - Instagram



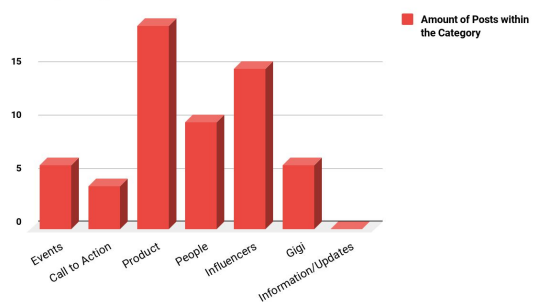
Tommy Hilfiger - Instagram



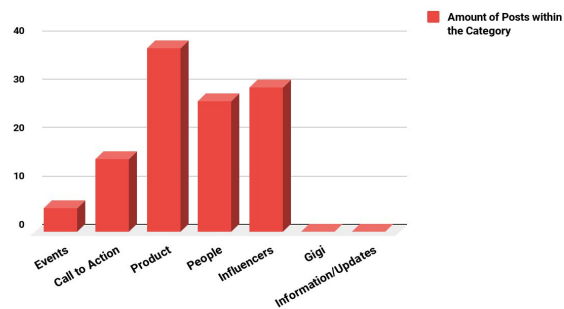


## Pinterest

Tommy Hilfiger - Pinterest

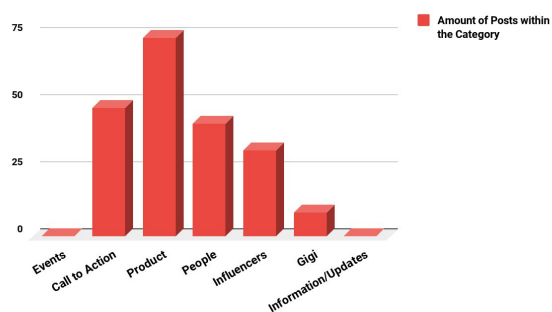


Ralph Lauren - Pinterest

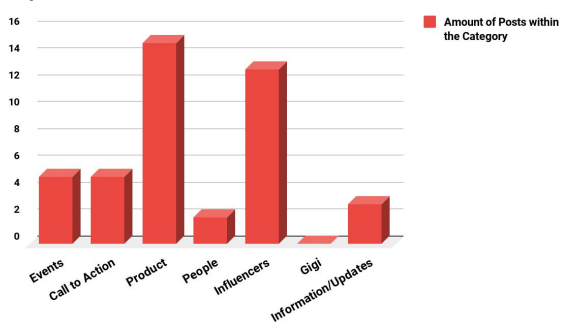


## Tumblr

Tommy Hilfiger - Tumblr

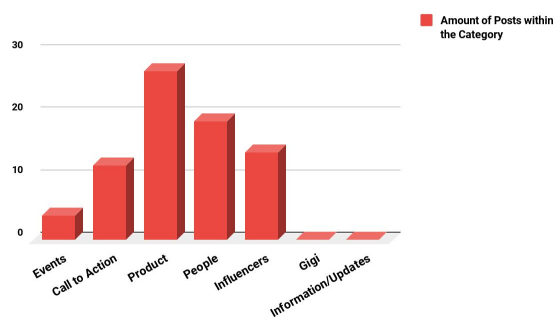


Ralph Lauren - Tumblr

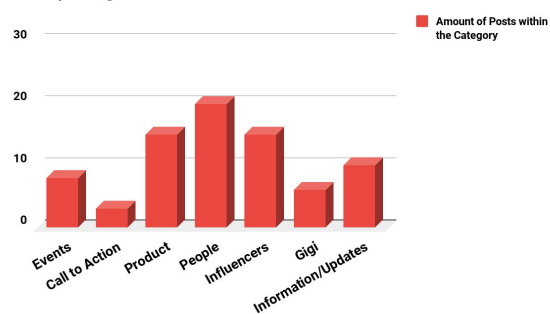


## YouTube

Ralph Lauren - YouTube

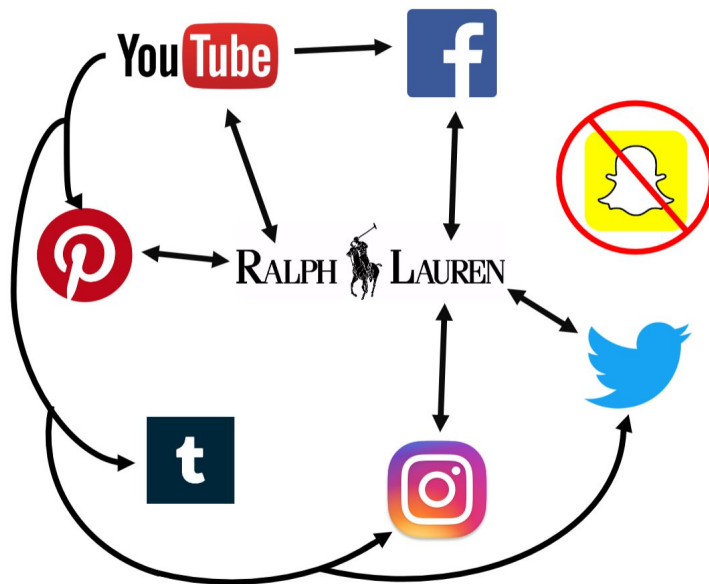


Tommy Hilfiger - YouTube

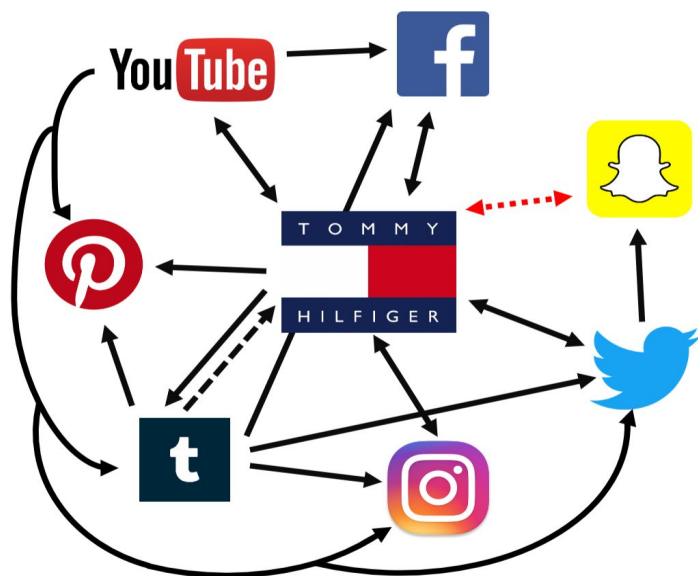


## Appendix E: Connections Web

*Ralph Lauren*









*Tommy Hilfiger*












## Appendix F: Connections Matrix

*Ralph Lauren*











<b>Depth</b> 	<b>Abundance</b>  
<b>Simplicity</b>   	<b>Reach</b>

*Tommy Hilfiger*

<b>Depth</b> 	<b>Abundance</b> 
<b>Simplicity</b>   	<b>Reach</b>  

Appendix G: Corrections Matrix

Ralph Lauren

<div><h3>Major Blunder</h3><div><p>HELP US MAKE A DIFFERENCE</p><p>DONATE NOW</p><p>WWW.REDCROSS.ORG/RALPHLAUREN-PUB</p></div><div><div>419</div><div>Top Comments</div><div>40 Shares</div><div><div>Write a comment...</div><div>👍👎🗨️</div></div><div><div><p>Clover Field</p></div><div>I love Ralph Lauren but this was a very bad move financially. You just bought a lot of rich people very nice cars and new homes.</div><div>Like · Reply · 1 · September 13 at 12:25pm</div></div><div><div><p>Terrie Apgar</p></div><div>I think everyone should give to Habitat For Humanity! at least they do great things! ARC is an organization that organizes!!! and barely do that! and once they leave they take the money with them!</div><div>Like · Reply · 1 · September 13 at 10:17am</div></div></div></div>	<div><h3>Missed Opportunity</h3><div></div><div><div><p>Kara Aglibo</p></div><div>I have purchased items last August to be delivered to a shipping cart warehouse which will then ship my items to me. However, I haven't received my items as of October 16. When I checked with UPS, they told me that they have delivered the parcel last Sept 11. Shipping Cart customer service has replied on my inquiry and told me that they received an empty parcel with tracking no 1ZA17A690342154440. Until now I haven't received any update from Ralph Lauren. This is very frustrating</div><div>Like · Reply · October 16 at 7:38pm</div></div></div>
<div><h3>Modest Gaffe</h3><div><div><p>Ralph Lauren Paint</p><p>60 Pins</p><p>Unfollow</p></div><div><p>Hugh Jackman wearing a Ralph Lauren Purple Label look to the #BambiAwards in Germany.</p><p>#bambi #ralph lauren #hugh jackman #ralph lauren purple label #bambisawards</p><p>53 notes</p></div><div><p>The Fall 2017 Fashion Show</p><p>30 Pins</p><p>Unfollow</p></div></div></div>	<div><h3>Minor Oversight</h3><div><div><p>WE'RE SORRY. WE COULDN'T FIND THAT PAGE.</p></div><div><div><p>Ralph Lauren saved to Purple Label</p><p>Purple Label: Knit from ultra-soft cotton, this dapper sweater, available in a variety of colors, features genuine horn buttons at the left shoulder.</p></div></div></div></div>

Tommy Hilfiger

Major Blunder



Missed Opportunity



Doing interviews after the announcement of our collaboration, Alex, left, wears the HILFIGER EDITION NEOPRENE SWEATSHIRT and Drew, right, is wearing the HILFIGER EDITION TARTAN FLAG TEE.

Modest Gaffe



Minor Oversight



## Appendix H: Scorecards

*Ralph Lauren*

<p style="text-align: center;"><b>Content</b></p> <p><b>A</b> - Does your content honestly represent your brand? Is it consistent?  <b>R</b> - Does your content reinforce your brand and act as a stepping stone toward your goals? Do you link posts to your website, etc?  <b>C</b> - Do your posts connect across your social media platforms or do they connect to your website?  <b>S</b> - Does your content work together with other platforms, such as your website or newsletter, to accomplish your goals?</p>	<p>Score:</p> <p>10.9 / 20</p>
<p style="text-align: center;"><b>Channels</b></p> <p><b>A</b> - Is your voice and messages consistent with one another across each channel?  <b>R</b> - Does your channel choice reinforce your voice and message? Does it help or hurt your objective?  <b>C</b> - Is your content linked across your channels?  <b>S</b> - Have you chosen the right channel to enhance your brand?</p>	<p>Score:</p> <p>10.9 / 20</p>
<p style="text-align: center;"><b>Connections</b></p> <p><b>A</b> - Do you reference and link your other platforms? Does your website link your social media platforms?  <b>R</b> - Does this platform reinforce your organization's goals and missions?  <b>C</b> - Do your social media platforms connect to other social media platforms?  <b>S</b> - Do your social media platforms consistently link to your website?</p>	<p>Score:</p> <p>10.2 / 20</p>
<p style="text-align: center;"><b>Coordinates</b></p> <p><b>A</b> - Are your SM goals aligned &amp; actionable with this SM platform?  <b>R</b> - Are your coordinates mutually reinforcing &amp; relevant?  <b>C</b> - Do your goals for this platform connect to one another and create measurable evidence that is timely?  <b>S</b> - Do your coordinates cultivate synergy by being specific enough?</p>	<p>Score:</p> <p>11.9 / 20</p>
<p style="text-align: center;"><b>Corrections</b></p> <p><b>A</b> - Are your corrections aligned with one another?  <b>R</b> - Are your corrections reinforced for the desired outcome?  <b>C</b> - Are your corrections connected to your Business/Social Media goals?  <b>S</b> - Do you make consistent corrections on this platform?</p>	<p>Score:</p> <p>8.7 / 20</p>

*Tommy Hilfiger*

<p style="text-align: center;"><b>Content</b></p> <p><b>A</b> - Does your content honestly represent your brand? Is it consistent?  <b>R</b> - Does your content reinforce your brand and act as a stepping stone toward your goals? Do you link posts to your website, etc?  <b>C</b> - Do your posts connect across your social media platforms or do they connect to your website?  <b>S</b> - Does your content work together with other platforms, such as your website or newsletter, to accomplish your goals?</p>	<p>Score:</p> <p>15.1 / 20</p>
<p style="text-align: center;"><b>Channels</b></p> <p><b>A</b> - Is your voice and messages consistent with one another across each channel?  <b>R</b> - Does your channel choice reinforce your voice and message? Does it help or hurt your objective?  <b>C</b> - Is your content linked across your channels?  <b>S</b> - Have you chosen the right channel to enhance your brand?</p>	<p>Score:</p> <p>14.2 / 20</p>
<p style="text-align: center;"><b>Connections</b></p> <p><b>A</b> - Do you reference and link your other platforms? Does your website link your social media platforms?  <b>R</b> - Does this platform reinforce your organization's goals and missions?  <b>C</b> - Do your social media platforms connect to other social media platforms?  <b>S</b> - Do your social media platforms consistently link to your website?</p>	<p>Score:</p> <p>13.5/20</p>
<p style="text-align: center;"><b>Coordinates</b></p> <p><b>A</b> - Are your SM goals aligned &amp; actionable with this SM platform?  <b>R</b> - Are your coordinates mutually reinforcing &amp; relevant?  <b>C</b> - Do your goals for this platform connect to one another and create measurable evidence that is timely?  <b>S</b> - Do your coordinates cultivate synergy by being specific enough?</p>	<p>Score:</p> <p>12.6/ 20</p>
<p style="text-align: center;"><b>Corrections</b></p> <p><b>A</b> - Are your corrections aligned with one another?  <b>R</b> - Are your corrections reinforced for the desired outcome?  <b>C</b> - Are your corrections connected to your Business/Social Media goals?  <b>S</b> - Do you make consistent corrections on this platform?</p>	<p>Score:</p> <p>13.1 / 20</p>

## References

- Bells, S. (26 April 2016). *Introducing Ralph Lauren: Everything You Need to Know at a Glance*. Retrieved 8 Nov. 2017 from <http://marketrealist.com/2016/04/introducing-ralph-lauren-everything-need-know-glance/>
- Butler-Young, S. (18 May 2017). Everything you need to know about Ralph Lauren's 2017 financial results. FN. Retrieved 6 Nov. 2017 from <http://footwearnews.com/2017/business/earnings/ralph-lauren-sales-2017-355855/>
- DeVault, G. (13 April 2017). Case Study: Ralph Lauren Utilizes Multichannel Advertising Campaign. The Balance. Retrieved 6 Nov. 2017 from <https://www.thebalance.com/ralph-lauren-utilizes-multichannel-advertising-2296750>
- Ehrenreich, B. (1990). *Fear of falling: The inner life of the middle class*. New York: HarperPerennial.
- Pasquarelli, A. (16 Feb. 2017). Marketing makeover for Ralph Lauren: Brand hires first CMO. AdAge. Retrieved 12 Nov. 2017 from <http://adage.com/article/cmo-strategy/marketing-makeover-ralph-lauren-brand-hires-cmo/308003/>
- Pew Research Center. (2005, May 10). Beyond red vs. blue. Retrieved November 28, 2017, from <http://www.people-press.org/reports/display.php3?PageID=945>
- Pew Research Center. (2012, August 22). Ch. 2 middle-class demographics. Retrieved December 6, 2017, from <http://www.pewsocialtrends.org/2012/08/22/chapter-2-middle-class-demographics/>
- Sherman, L. (11 Sept. 2017). Decoding the digital strategy behind Ralph Lauren's 'Garage' Show. Business of Fashion. Retrieved 6 Nov. 2017 from <https://www.businessoffashion.com/articles/intelligence/decoding-the-digital-strategy-behind-ralph-laurens-garage-show>
- Segran, E. (27 Oct. 2016). How Tommy Hilfiger is reimagining his brand. Fast Company. Retrieved 7 Nov. 2017 from <https://www.fastcompany.com/3064125/how-tommy-hilfiger-is-reimagining-his-brand>
- (2017). About Us. Ralph Lauren. Retrieved 20 Nov. 2017 from <https://www.ralphlauren.com/about-us/global-aboutus.html>
- (2017). Overview. Tommy Hilfiger. Retrieved 6 Nov. 2017 from <http://global.tommy.com/int/en/about/overview/9>
- (2017). Tommy Hilfiger. Retrieved 9 Nov. 2017 from

<https://www.pvh.com/brands/tommy-hilfiger>