

Eileen Fisher Brand Repositioning Project

Part One: Creative Brief

Eileen Fisher Repositioning Creative Brief

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PURPOSE

The biggest problem facing the Eileen Fisher (EF) brand is the increasing age of its most committed consumers and the lack of awareness that non-customers, young and old, have regarding the brand's products and ideals. This recommends that EF reposition its brand to address this lack of awareness among the female Baby Boomer population (age 45-65), in order to stave off an inevitable decline in consumers.

BACKGROUND

Eileen Fisher founded her company in 1984 and grew it into a popular brand for established women. Sold through a combination of retail stores and department store "bridge line" fashion, her clothing represents sophisticated, timeless, and classic styles made with high-quality fabrics and sustainable ecofriendly methods. As she grew older, so did her customers, and by 2009 the median age of the brand's consumer was 59 years old.

RECOMMENDATION

This recommends that EF improve awareness of the brand and its values by leveraging its unique niche in the women's fashion industry to capitalize on the growing female Boomer population (age 45-65) who believes the marketplace isn't fitting their apparel needs.

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RATIONALE FOR RECOMMENDATION

1. Boomer women have purchasing power

Research has found that women between the ages of 45 and 65 are comprised of many independent, emptynesters who have money to spend and want their clothing to be a reflection of how good they feel about themselves. Most of the time, they are spending as much money – if not more – as younger women whom fashion brands and retailers traditionally target. These women don't only shop for themselves, almost 1/3 of them buy clothes for their adult children, 22% buy clothes for grandchildren, and 6% buy clothes for their parents.

2. Current market is missing the mark when targeting women ages of 45-65

While companies have begun to recognize the value of selling to women aged 45-65, they are missing the mark when trying to target them. According to a Vibrant Nation poll of women between the ages of 45-65, 64% said that shopping has gotten harder for them since turning 45, while 25% said the marketplace had not changed to meet their needs as they grew older. Similarly, 79% said that finding clothes that flatter their changing bodies has become more difficult since turning 45, while 44% told us that sizing information is confusing or misleading on clothing websites. 54% said they don't like it when styles become unavailable, and prefer finding, and keeping, the classic pieces they love.

SUMMARY

EF is a high-end aspirational brand that creates sophisticated and timeless styles with high-quality fabrics and a sustainable eco-friendly methodology that has earned many devoted brand evangelists since its inception in 1984. With many of these original evangelists increasing in age, there is a pronounced need for EF to increase awareness of its brand to the larger female Boomer population (age 45-65) who are currently underrepresented in women's apparel, yet still maintain a large percentage of the purchasing power.

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TARGET AUDIENCE PERSONAS

Utilizing MRI data, interviews with EF store employees, independently-conducted research/surveys, and other consumer information, we have developed personas for three types of customers (Kate, Samantha, Charlotte) we would like EF to target as part of this repositioning effort.

Kate

Born and raised in New York City, Kate is a 59-year-old divorcee who is not actively dating. She lives in a 5br/4ba Brooklyn Heights with her maltese dog named Pepper and has three adult children who have moved out. The recipient of an MBA from NYU, Kate is now the President of publishing company that specializes in showcasing emerging female authors. She makes \$400,000+ annually and loves traveling and attending TED talks. She reads The New York Times every morning and Travel and Leisure in the evening on her iPad. There's a TV in her recently renovated kitchen where she listens to the news whenever she cooks or opens up a fine Chianti. When it comes to clothing, she has an established style and wants it to convey her confidence and assert her status. She is not aware of the EF brand or its ideals and has never shopped there, but she has heard of Fisher herself and admires her as a businesswoman.

Why Kate?

Kate has high disposable income, she is active and will like the travelability and quality of the clothes. We target Kate as our head-to-toe shopper. Eileen Fisher will make her feel comfortable and confident.

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Samantha

A new resident of Chestnut Hill, MA, Samantha is 47-years-old, married, and is the Senior Director of Human Resources at a leading insurance company. She recently became an “empty nester” with her 18-year-old daughter at Brown University and 16-year-old son away at Choate Rosemary Hall in Connecticut. In her free time, she volunteers at the Junior League and takes yoga classes with her new Chestnut Hill friends. She is new to social media and checks her Facebook account multiple times a day for recent posts from her children. At home she watches prime time television with her husband during dinner, and when she’s alone she loves watching QVC and The Home Shopping Network. Her professional wardrobe has become pretty standardized over the years, but she wants to update her wardrobe now that she’s living outside of Boston. She has never thought of shopping at Eileen Fisher, but her new Chestnut Hill friends swear by the brand and its fabrics.

Why Samantha?

Samantha is a busy woman on the go, she wants to be able to move throughout the day in clothes that will still flatter her. She’ll love the simple classic clothes Eileen Fisher offers and that they will mix with her more structured pieces for the office.

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Charlotte

Charlotte is 35-years-old, married, and lives in Short Hills, NJ in the 3br/2ba home she recently purchased with her husband. She has a 3-year-old daughter and two dogs. She works as a professional architect in New York City but can work from home when she needs to. When she isn't working or caring for her toddler, she spends her free time decorating and trying to fill the rooms of the house. She is environmentally conscious, an avid tennis player and loves to ski. While she has never shopped at Eileen Fisher before and doesn't know much about the brand, she can recognize the name because she's seen it while looking through Garnet Hill catalogs searching for bed sheets to use in the guest bedroom. After dinner she watches HGTV and DIY while playing with her child, and after going to bed she usually spends 15-20 minutes on Pinterest for inspiration on how to decorate her new home. When it comes to her style, she strives for a professional look, but she doesn't want/need to dress too fancy in the office so she has the free range to dictate her own style. She is open to changing her style so it is more functional, but doesn't want the new style to clash with her favorite existing clothes.

Why Charlotte?

Charlotte doesn't have as much disposable income as Kate or Samantha, but she still appreciates quality, and the occasional splurge for pieces that will last with her. She may not be able to afford Eileen Fisher often but it's a brand that she will aspire to buy more of someday.

TARGET AUDIENCE PERSONAS SUMMARY

While our target women may not be aware of the Eileen Fisher brand now, they can be reached through various media channels and partner locations they already utilize and/or visit frequently.

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Part Two: Presentation

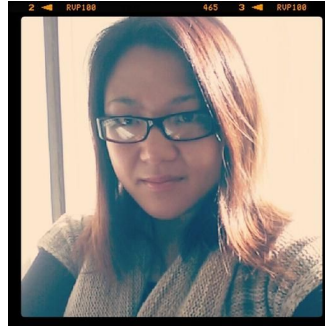
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The Eileen Fisher Brand

J.E.L. Consulting
John Bracchitta, Eileen Yu, Lynn Gray

Who is J.E.L.?



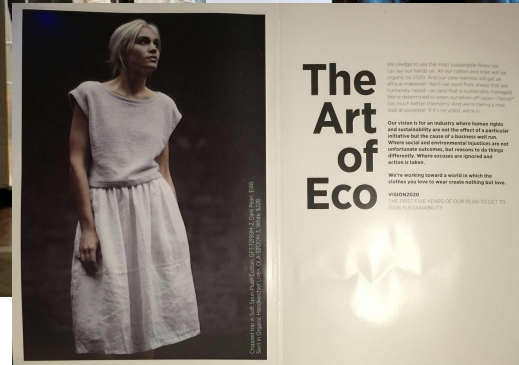
“The essence of strategy is choosing what not to do.” - Michael Porter

Today's game plan

- EF Today
- Strategy
- Research & Results
- Target Audience



Where is Eileen Fisher today?



Our recommendation

Strengths

- Unique niche in women's fashion
- Loyal customers for decades
- Brand heritage

Weaknesses

- Median customer age is 59 and aging
- Brand image seen as “your mother’s store” and “people who have given up on fashion”

Opportunities

- Female Baby Boomers (age 45-64) represent the largest demographic segment in the U.S.

Threats

- Repositioning may alienate current loyal followers
- Each consumer segment has different shopper behavior



Our rationale

78%

OF WOMEN 45 & OLDER
THINK RETAILERS

TARGET

TOO YOUNG
OR TOO OLD



54%

ARE BOTHERED WHEN
STYLES THEY LIKE BECOME
UNAVAILABLE.

THEY WANT TO FIND,
AND KEEP FINDING,
THE **CLASSIC PIECES** THEY LOVE.



79%

CAN'T FIND
FLATTERING
CLOTHING
OR STYLES
SINCE TURNING 45



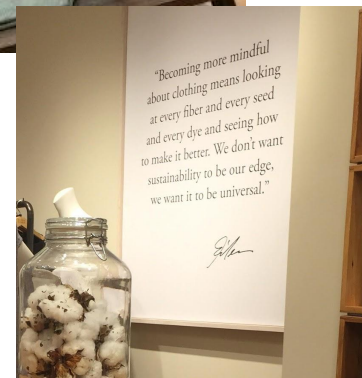
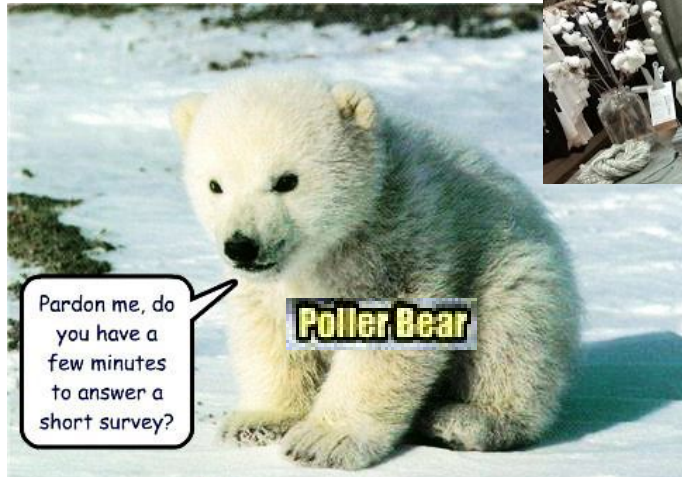
Our research

Primary

- Conducted survey of EF's target
- Multiple store visits
- Interviewed EF staff
- EF website

Secondary

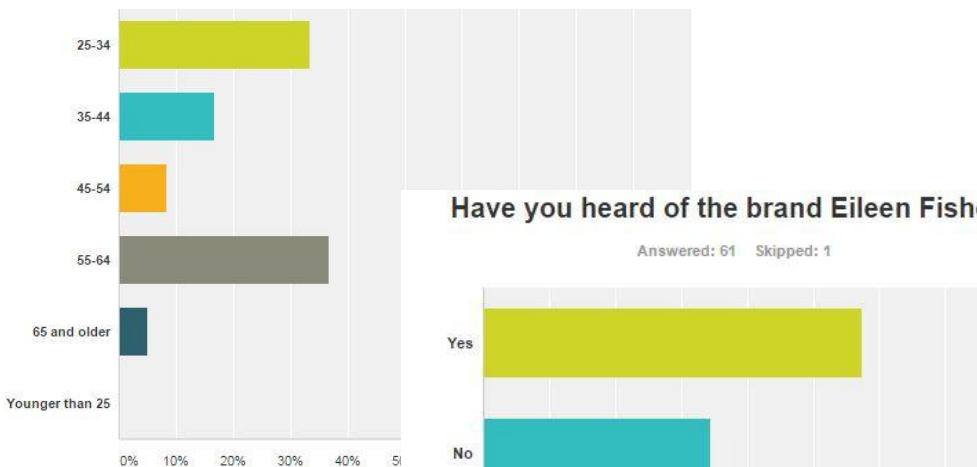
- Hoovers
- MRI
- Social media
- Media search



Survey Monkey

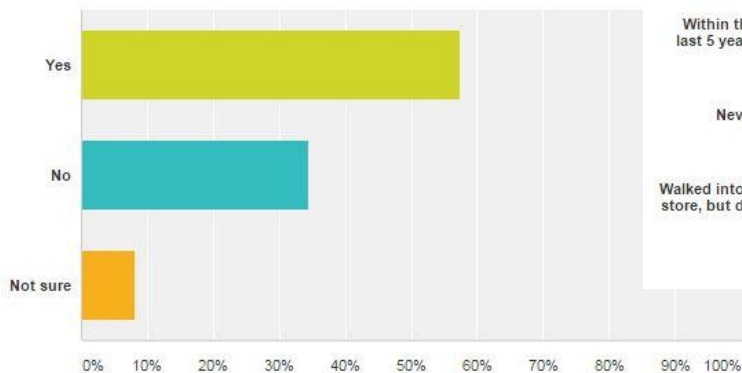
Age?

Answered: 60 Skipped: 2



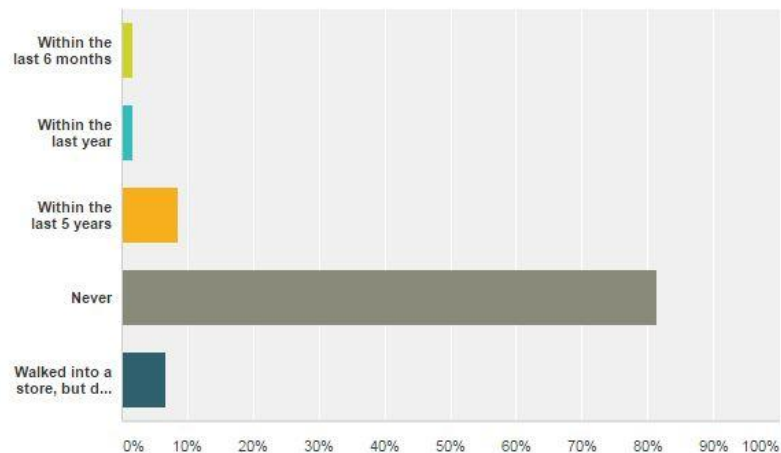
Have you heard of the brand Eileen Fisher?

Answered: 61 Skipped: 1



When is the last time you shopped at Eileen Fisher?

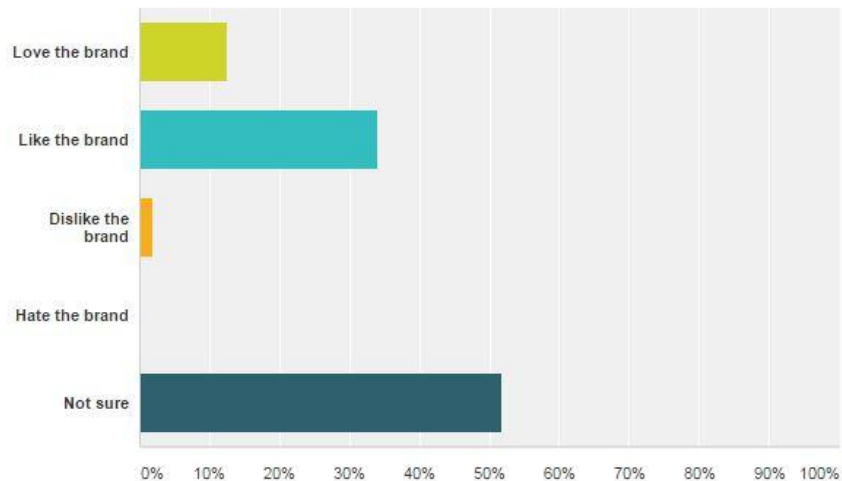
Answered: 59 Skipped: 3



Survey Monkey

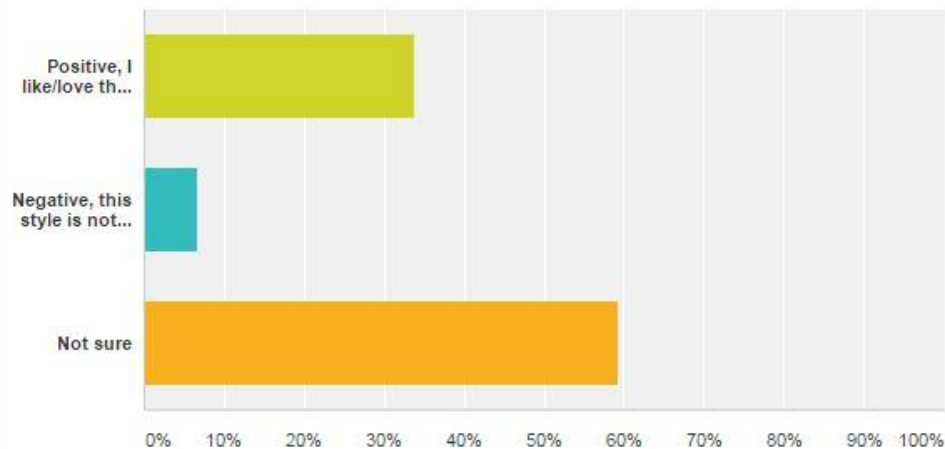
What is your opinion of Eileen Fisher?

Answered: 56 Skipped: 6



What is your opinion about Eileen Fisher?

Answered: 59 Skipped: 3



The Eileen Fisher Target

- Boomer women purchasing power
- EF mostly targeted at 55+




I AM NOT A
SHOPAHOLIC
I AM
HELPING THE
ECONOMY



Meet Kate



Kate, 59
President of a
Publishing Company
Happily Divorced
HHI: \$400,000+ annually



Meet Samantha



Samantha, 47
Sr. Director of HR
Married w/ 2 teenagers
HHI: \$200,000+ annually



Meet Charlotte

Charlotte, 35
Mid-Level Architect
Married w/ 1 toddler
HHI: \$150,000+ annually



Where we're going



"Eileen Fisher's stuff flows very beautifully & looks as if it's tailored to fit my body."

"I tried on her jacket and fell in love...imagine my shock when I saw the label was Eileen Fisher. To me, a brand and style of women 60+. Color me wrong."

"I've always loved her style! Classic and sophisticated. Eileen Fisher has always been on the expensive end but saw it as a great line for when I got a little older."

"I feel like a million bucks when I wear my Eileen Fisher."

Thank you!

