

The Rebranding of Patagonia

A New Era



patagonia[®]

**Group 6: Marta Locklear, Piper Lynch, Sylvia O'Brien,
Nur Ozyildirim, Sydney Soderberg, Thora Toloczko**

MKTG 330-002

Group #6

The Leading Ladies

Situation Analysis

Patagonia is an outdoor clothing and equipment company founded in 1973 by climber Yvon Chouinard for the purpose of protecting the environment, while creating the best products. Chouinard realized the importance of protecting the environment with his first company, Chouinard Equipment. Chouinard Equipment constructed and sold climbing gear, but when Chouinard saw his equipment damaging rocks, him and his partner Frost pulled out of the market. This became “the first big environmental step [Chouinard and Frost] would take over the years”, because climbing equipment was the company's main source of income (Patagonia Inc., 2019).

Since then, Patagonia was founded as a new company with a new name to differentiate from the climbing business. Patagonia began with climbing apparel, but now produces a range of outdoor and everyday clothing. The company is centered around sustainability in everything from the fibers they use to the donations they make from their profits. This is reiterated in their core values “build the best product, cause no unnecessary harm, use business to protect nature, and not be bound by convention” (Patagonia Inc., 2019). Through these core values Patagonia is able to show transparency to consumers, as every product tells you about the environmental impacts of the materials. For example, their Classic Retro-X Fleece Jacket is made of recycled

polyester which, “lessens [Patagonia’s] dependence on petroleum as a source of raw materials” as petroleum is a fossil fuel and therefore not sustainable (Patagonia Inc., 2019).

Staying true to their environmental ideals, Patagonia’s main slogan and mission statement was changed in 2018 to read “we’re in business to save the home planet” (Patagonia Inc., 2019). On their website this is prevalent in everything they do from employee activism, donating 1% of profits to grassroots environmental groups, corporate partnerships, and to their clothing recycling and mending program. For example, recently the Patagonia vest became known as the “Wall Street uniform” and the company decided to limit these sales. In an article by Akane Otani of the Wall Street Journal she writes, “to the dismay of those yearning to be swaddled in one, Patagonia said last week it was keeping new orders of the torso-hugging showpieces reserved for “mission-driven companies that prioritize the planet” (Otani, 2019). This marketing move is similar to the original one of Chouinard when he pulled out of the rock climbing equipment market, he does not want Patagonia to be associated with oil companies that ruin the earth. The company wants to align itself with certifiably good companies specifically, “Patagonia said it wants to add more companies that have the B Corp designation to its client list -- businesses that meet certain environmental, social and transparency standards and are certified by a private organization” in order to maintain their promise of protecting the home planet (Bhasin, 2019). Patagonia itself is a B Corp meaning they, “are legally required to consider the impact of their decisions on their workers, customers, suppliers, community, and the environment” and therefore are working towards the common goal of becoming less negatively impactful (B Lab, 2019).

Overall, Patagonia is an environmentally driven company who began with climbing gear and has expanded into apparel for the everyday life customer. The company has stayed true to

their environmental roots and has grown stronger through marketing and production overtime. The products are not wildly innovative, but the technology and value put into them assures customers of their durability and quality.

The Why

As successful and profitable Patagonia may be, their current position in the market limits their availability and potential to reach a broader target audience. As mentioned before, Patagonia's main target market consists of those who connect with their mission statement and purpose, "Build the best product, cause no unnecessary harm, use business to protect nature, and to not be bound by convention" (Patagonia Inc., 2019). While many consumers can appreciate their mission statement and core values, the company itself seems to only target those consumers who consider themselves outdoor enthusiasts and value high quality ethical products. *What Patagonia has not done, is try to market their company towards a younger generation who is fashion forward, yet also holds ethical manufacturing standards at the top of their priority list.*

Growth Potential

The eco-apparel and organic textile industry within fashion is a rapidly growing market, which can create many opportunities for Patagonia as they already have various organic fibers and textiles used in the production of their garments. According to the Ethical Fashion Forum, eco-apparel is a \$5 billion industry in the US and has grown over 300% in the last decade (Staff, 2019). This gives Patagonia the perfect opportunity to reposition its company into this realm of fashion savvy people, who value their fashion appearance and high quality ecological products.

Lastly, Patagonia needs to be repositioned in order to compete with their competitors. While it has been found that Patagonia generates nearly \$800 million a year, this number does

not come close to its biggest competitor, Columbia, who produces a profit of \$2.6 billion a year. Columbia sportswear has gone above and beyond Patagonia by collaborating with other brands and designers, allowing their company to reach a larger and more diverse audience. If Patagonia wishes to compete in this market with Columbia or any of its other competitors, they need to be repositioned in a way that gives their brand image appeal to multiple audiences. They can begin by conducting collaborations with other brands and designers that also align with their eco-friendly values, and market their products toward a younger fashion forward audience.

Customer Relationship

Where all else may be failing, there is no doubt that Patagonia has perfected their mission statement. The core of who they are is to “do less harm, but more good” in ways that benefit the planet. Patagonia’s mission statement is the bone structure of the passionate and committed relationship Patagonia has with their customers.

Patagonia markets their product to consumers who participate in natural sports such as skiing, snowboarding, surfing, fly fishing, trail running, and mountain biking. These sports allow you to be in a peaceful space with nature without the distraction of crowds, cheerleaders, and loud engines. Patagonia’s customers enjoy sharing their personal explorations in nature with the company on their social media platforms. Their interactive Facebook page seems to be a hotspot for all Patagonia lovers as they have over 1.5 million likes; the page allows Patagonia customers to interact with the brand and each other on a more personal level. Patagonia shares photos, events, videos, and promotional campaigns for new products and will interact with their customers in the comment section. On their website you can find a link to a blog; this is where customers can write and share posts about their journeys from a very personal perspective; some

even title their posts as diary entries. If customers are looking to bond with Patagonia on a political level, their twitter is just the place. Anything political happening that involves the health/safety of the environment will be tweeted about on their Twitter and Patagonia won't bite their tongue. They are passionate and that's what makes the brand seem more humane rather than just another big company claiming to be ethical and environmentally conscious. The customers notice this and have become loyal because of it.

Ecological & Social Culture

Patagonia has an entire section of their website dedicated to what they view to be their environmental and social responsibility. From their Worn Wear program to their Footprint Chronicles, it is clear that Patagonia takes daily steps forward to bettering the Earth and wanting to bring their customers along the way. For example, The Footprint Chronicles, provides the user a link on their website which leads to a world map where every textile mill, factory, and farm they practice business with are located. Users can select each pin to read more information about the location such as; number of workers (and the gender mix), languages spoken, and what is produced at the location. Below the map are articles users can read with titles such as; "Why Recycle?", "Fair Trade Certified", "20 Years of Organic Cotton", and more. It is important to Patagonia that their customers can easily discover just how much they care.

Patagonia has more Fair Trade Certified merchandise than any other apparel brand. Fair Trade focuses heavily on the workers who manufacture their merchandise and prioritize their health, pay, and their overall well-being. In order for a factory to be fair trade there must be; paid maternity leave, high standards for the health and safety of workers, no child labor, no forced labor, strong community empowerment, respect for the environment, and additional money back

to the workers. While people hope this is how every factory will operate, that is far from being a reality.

Patagonia involves their customers in their journey to a more environmentally stable and friendly world on a personal level through their Worn Wear program. The program allows customers to mail in their loved and worn Patagonia products to be repaired and touched up. The main focus is to elongate the life of products already owned instead of dumping it in a landfill and repurchasing. This program shows that Patagonia truly isn't another profit hungry corporation. They want to fulfill their consumers' needs while maintaining an ethical relationship with the planet. In 2017, on Black Friday, Patagonia donated 100% of their sales to grassroots organizations that they believe are working to solve the many environmental issues our planet is facing. The previous year on Black Friday they did the same promotion and it was reported that their net sales were \$3.5 million when before the average net sales were between \$1.5-\$2 million.

Patagonia is also apart of the "1% For The Planet" movement where over 1000 companies have vowed to donate 1% of their sales to organizations that preserve and restore the natural environments. The businesses who participate view their relationships with one another as alliances. In total the movement has donated over \$89 million to the 3000 organizations it sponsors. The "Inside Patagonia" tab on the company's website is a place where an interested user can get lost in for hours. Article after article explaining Patagonia's strong ethical relationship to planet Earth and the organisms that live upon it. The company is an open book and they are inviting all consumers who care in. This marketing strategy will focus on broadening that consumer base.

Technologies and Materials

Patagonia incorporates a variety of innovative technologies in the creation of their products to reduce their environmental impact. The company focuses on qualities that provide the consumer with the most comfort and protection while reducing their environmental footprint and CO2 emissions.

Durable Water Repellent (DWR) is a product of Patagonia's active research and chemistry trials. The DWR repels light snow and rain while decreasing the product's drying time. This technology keeps the product from being overly saturated by any weather conditions while also remaining breathable for the wearer. Patagonia's H2No collection adapted technology that they created to combat precipitation. The H2No collection has three products within it that excel in various qualities. They are able to test a material's waterproofness through simulating light rain and prolonged rain, then force water through the fabric. They also have a variety of measures to test the breathability and durability of a material. Once the fabric has passed through all of Patagonia's testing, it is ensured to be on the highest level of waterproof performance. Upon completion of these types of tests, Patagonia sends samples of their product to ambassadors who will then test the product out in the field. They will then reject or redevelop any materials that do not meet the standards.

Patagonia's Regulator fleece insulation is a material that is designed to have a lightweight element while keeping its wearer warm. This product is designed to imitate a heavy duty, thick material that the company's technology keeps compressible and breathable. This insulation will keep you perfectly dry and it is best suited for outdoor athletes and explorers. In case a consumer

winds up in an emergency during an aquatic sport, Patagonia has also created the Personal Surf Inflation (PSI) vest which contains an inflating vest to remain safe whilst in the water.

Another technological advancement that Patagonia has created is Polygiene Odor Control. When products are treated with the polygiene, the odor-causing bacteria that is normally present stops growing. The ingredients in this creation are completely safe and do not harm the skin. The use of this odor control not only allows the wearer to feel more fresh and clean, but it also increases the lifetime of the product. Items treated with the polygiene require lower temperatures to be washed and require less frequent washes overall. This is also a great benefit to the environment because less water and energy is being used. Lastly, a product that is designed with the consumer's personal comfort in mind is their UPF fabric that contains built-in sun protection. Products like these show that Patagonia is consistently striving to create the best innovations for their consumer's protection while remaining environmentally conscious.

Current Economics

While Patagonia is a clothing company, this company is not one that would typically grouped together with other fashionable brands. When taking a look at other brands, there is a big trend of "fast fashion," meaning clothing that is produced at fast rates and high quantities while causing detrimental problems to the environment. Patagonia prides itself on having a circular economy. This concept states that they intend to make clothing that lasts a lifetime, and if it fails, they will find another solution for it. If a product can be repaired then they will do just that, otherwise, they will recycle it. This is evidenced further to show that they are determined to stick to their mission statement and contribute to as little waste as possible.

Patagonia has reached an estimated \$800 million dollars in sales annually and continues to donate 1% of their sales each year to organizations that focus on environmental activism. The \$80 million dollars that they have donated in total is their way of giving back as redemption for any negative impact that they might have caused to the environment. They also offer grants and donations to smaller environmental organizations and has supported more than 1000 of them through their various programs (Patagonia inc. 2019).

Patagonia has been viewed as being anti-consumerist through the transparency and honesty that they showcase in their marketing and product lines. In 2013, they launched their campaign known as “Responsible Economy,” including a graphic that stated: “growth is a dead end.” This campaign mentioned all of the environmental crises that clothing companies must take responsibility for. Although they are not actively trying to grow as rapid as a business, they have had steady growth and expansion due to their intense sustainability measures.

Ethical Labor

It is no surprise that a company that cares so passionately about preserving the environment would also have that same passion for the employees who make the mission possible. Patagonia knows that the happier their employees are, the more productive they will be.

Patagonia currently holds a very impressive employee turnover rate of just 4% when the industry average is around 13%. Some of the reasons for such high employee retention are because of how much effort Patagonia puts forth in maintaining positive relations with their employees. They have been known to promote women into leadership positions, a benefit that unfortunately many companies do not have. Along with this, they put their employee's needs first by understanding that external forces can cause them trouble that can interfere with their ability

to work. Some examples of issues that they assist their employees with are having on-site childcare facilities, paid nanny services, and even bailing their employees out of jail. Their lack of judgment towards their employees provides an authentic and trustworthy atmosphere that makes the work culture strong and fosters deep bonds.

With Patagonia's products catered towards outdoors sports, it is only natural for their employees to get a firsthand perspective of how the products are being used. Patagonia employees will often work outdoors or take swimming breaks in the middle of their workday to relax. They also take field trips to places like Yosemite to go rock climbing, or travel to Idaho to learn how to fly-fish. The employees are able to set their own hours and always have the weekends off to do whatever they would like. Many of their locations also contain free yoga, organic cafes, and hiking trails. Their 2,000 employees are shown that they are appreciated and this keeps them loyal to the company.

Competitors

While Patagonia offers fantastic products to the market and showcases their individual perspective on outdoor sportswear, they have some tough competitors that require them to stay on their toes and compete against them. Patagonia's current top competitors are Amer Sports, Columbia Sportswear, Canada Goose, Farfetch, North Face, and Burton.

As far as annual revenue, Patagonia falls behind Amer Sports, North Face, and Columbia by roughly \$2 billion. Patagonia has stated that they do not care as much about having the highest profit, another reason why they launched their Responsible Economy campaign. However, something that sets Patagonia apart from their competitors is their strong level of consumer engagement. The company uses social media to their advantage and has a staggering

half a million Twitter followers. Due to this engagement that they maintain with their followers, they are able to build a community of consumers who are loyal to them and their mission.

Another key difference between some of these companies and Patagonia is the mission that they are trying to sell to the consumer. North Face is known to try to sell the idea of adventure and pushing the limits to their consumers. While Patagonia is also selling products to athletic individuals, they also have a strong market for eco-conscious consumers. This sets them apart because consumers know that when buying from Patagonia, they are making a better decision when it comes to the environment. As stated by The Guardian, “If The North Face aims to appeal to the overachieving weekend warrior, Patagonia is for the slightly more mellow soul who wants to soak up the fresh air and enjoy the view as he ascends a craggy mountain” (Patagonia inc. 2019).

Burton is an example of another company that makes sustainability one of its core missions. Burton’s mission statement states, “To us, success means maximizing our social impact as we minimize our environmental impact. Our goals are structured so that we can’t succeed as a business without succeeding at sustainability.” Burton’s products are also made only with sustainable cotton, use zero harmful biocides, and less water in production. Their core values and methods are very similar to those of Patagonia and this makes them a rising competitor.

SWOT Analysis

Strengths

Patagonia has a variety of strengths that give them a competitive advantage in the marketplace. To start, the company has a strong social media presence. They are effective in their usage of multiple platforms while remaining focused on the brand's image. Social Media is crucial for brands these days to stay in touch with their consumers (McGowan, 2019). The company creates products of high quality and performance. According to Patagonia's Annual Benefit Corporation report, they have achieved a quality score of 8.77 out of 10 (2017).

Patagonia appeals to a variety of consumers through their efforts in recycling and using clean materials. They frequently use all-natural materials within their lines. The company also allows customers to return old and used Patagonia items for store credit through their Common Threads Recycling Program. The initiative for this program is explained by Annie Leonard, "Reduce. Don't buy what we don't need. Repair: Fix stuff that still has life in it. Reuse: Share. Then, only when you've exhausted those options, recycle" (Patagonia, 2016). Patagonia is strong within their efforts towards working with nonprofits. The company donates 1% of yearly revenue to nonprofits that promote environmental welfare and sustainability. Patagonia's business principles focus heavily on sustainability which affects many corporate decisions such as what paper to buy, what materials should be used, and working with vendors whom also has matching principles (Annual Benefit Corporation Report, 2017). Rejecting mass consumerism is also prevalent in the company's principles. Patagonia tends to sit out on global shopping events such as Black Friday and Amazon Prime Day. Alex Weller, Marketing Director explains "The idea of encouraging purchase purely based on a reduced price point goes completely against the

philosophy and values of a company like Patagonia”(Rogers, 2018). Instead that year, the company donated 100% of sales for that day to environmental organizations. This act proves the company’s dedication to their mission. Overall, Patagonia is very consistent in their efforts regarding the environment and the quality of their items.

Weaknesses

While Patagonia has many strengths, they also have weaknesses that they are struggling to overcome. One weakness is the lack of impact the company truly has regarding the environment. Although Patagonia donates to many environmentally conscious nonprofits, it’s hardly recognizable. The 1% of annual revenues given to environmental efforts should be increasing as the planet is suffering. Activism can also be a weakness for Patagonia. Some consumers confuse activism to being engaged with politics and believe that retailers should just focus on selling their clothing. Patagonia must be careful, for their attention to quality can start to outweigh the focus on the environment(Annual Benefit Corporation Report, 2017).

Opportunities

Patagonia has the opportunity to drive brand loyalty through today’s political climate. With the current administration pushing more “to bring back coal, dismantle public land protections, and unwind efforts to combat climate change,” (Beer, 2018), Patagonia’s founder and CEO, Rose Marcario, decided in recent years to heighten the company’s voice in their beliefs of sustainable and environmentally protective practice. They are extremely transparent about their politics on Twitter, often speaking out against the President’s motives and voicing their opinions. Not only are the older, more loyal demographics paying attention to this, but

younger progressive-minded consumers, especially, are more likely to latch onto this brand mission and support the company.

Patagonia presents the opportunity for supporting activists to consume and still preach their cause, through its “circular business model.” The circular business model, as it relates to fashion, “is a system whereby everything in the process of making garments — including the garments themselves — is re-used or recycled,” (Hoang, 2017). It is in complete rejection of tradition and the way they manufacture and sell products, which again, creates an attraction to the forward thinking and younger demographic in need of change and awareness. Through this business model, no waste is created. The opportunity this supplies against other retailers is huge and even shifting of the industry itself.

Threats

Though Patagonia does an exceptional job at building these opportunities for wider demographic reaches and environmentally political positioning, there are threats that present itself all the same. Patagonia has competition with other similar outdoors brands such as North Face and Columbia, who also push responsible practices, like “organic fibers, ethical treatment of workers, minimizing emissions from company workshops, and transparency on business ventures” (Ryan, 2014). They are relative to each other as go-to green companies, and depend solely on the brand loyalty of each of their respective consumers due to the lack of varying product between them. The competition of brand individuality and innovation becomes extremely important, as a result.

Columbia, for example, recently released brand collaboration collections with Opening Ceremony, allowing for a retro-edgy take on their brand image which is typically known as

another preppy or sporty outdoor brand, such as Patagonia. This goes to show that these brands' original target markets are ageing and creating another threat, with which they must tackle by catering to the generations on the rise and influencing what sells. Though it may seem a little unusual for a company like Patagonia; street style is trending at the moment, and for such a brand to get their foot in the door of that market, this opens up a whole new target of younger consumers ready to fill in the areas that Patagonia may not be targeting.

SWOT Matrix

Strengths	Weaknesses
<ul style="list-style-type: none"> ● High Quality & High- Performance Goods ● Strong Focus on Recycling ● Donations towards Nonprofits ● Sustainable Business Principles ● Social Media Presence ● Rejection of Mass Consumerism 	<ul style="list-style-type: none"> ● Low Significance of Impact ● Activism Being Confused For Politics ● Attention Towards Quality Over Environmental Efforts
Opportunities	Threats
<ul style="list-style-type: none"> ● Brand Loyalty ● Political Voice & Activism ● Circular Business Model 	<ul style="list-style-type: none"> ● Ageing Target Market ● Multiple Competing Brands ● Rebranding Techniques

(Figure 1)

Communications Objective

Since 1973, Patagonia has been widely perceived as an outdoor clothing brand. Besides the sustainable and durable factors of the brand's clothing, nothing about Patagonia's designs is fashion forward. Their current silhouettes are very simple athletic cuts and the designs come in a small range of muted colors. As Generation Z slowly begins to enter the workforce and the consumer market, Patagonia's competitors, such as Columbia, have begun to collaborate with designers and fashion brands to appeal to the new generation. The two newest generations, the Millennials and the Gen Z'ers, collectively have been very vocal about their attraction to sustainable clothing. The consumers within these two generations seek fashionable, sustainable clothing that will reflect their personal individual style. Patagonia hasn't created new designs in years. They stick to their classic silhouettes and maybe play with different colors. To reach this new market, the company needs to create new designs to positively impact and change the attitude younger, more fashion forward consumers have towards Patagonia by 60%.

Patagonia's objectives are aimed to increase awareness and interest from a different demographic of younger generations, and their use of "cause marketing" is influential to this increase. Cause marketing is the strategy of aligning a company with a social cause or nonprofit, and both sides receiving benefits as a result (Fritz, 2019). It is a crucial tactic in today's consumer mindset, and especially for young people, as stated, "According to a newly released College Explorer study from Alloy Media, nearly 95 percent of students say they are less likely to ignore an ad that promotes a brand's partnership with a cause," (Gordon, n.d.). For example, with Patagonia's legacy of standing with environmental protection, it makes sense that they would be active in the current climate strikes. The strikes are centered around the idea of

reversing past and current damages done to the planet and building a better, more sustainable world for younger generations to come. Thus, it's perceptive for Patagonia to not only continue their environmentalism, but to establish their support for young people in this cause.

Recently, Patagonia temporarily closed for the climate marches, and released a campaign which featured teen activists calling world leaders to end the denial of climate change. Patagonia CEO, Rose Marcario, wrote in a company blog post, "Our customers are demanding we act—this generation of youth is not backing down and neither should we," (Marcario, 2019). Continuing marketing approaches in support of demographics and psychographics, such as these, are key to growing Patagonia's awareness and interest by the projected 60% through repositioning. With younger demographics feeling as though they can be actively involved in a brand for a positive cause, this opens up the opportunities of marketing a fashion forward position.

In particular Generation Z, said to be making up 30% of the U.S. population by 2020, is a growing segment of young people who are looking for change (Faerm, 2018). In an article on Generation Z author Steven Faerm (2018) found the following:

"the Gen Z demand goes beyond authenticity. You must take a stand, communicate your corporation's values, and show consumers where you put your money to support specific causes. Conventional marketing tactics won't cut it anymore."

As illustrated here, Generation Z wants more from the companies they shop from and this includes fashion powerhouses. In an article from Vogue author Tamsin Blanchard wrote, "Fashion is finally waking up to sustainability – but the lexicon surrounding eco-friendly and ethical fashion is fraught with inaccuracies" (2019). This coincides with Professor Faerm's

findings which indicate Generation Z had been lied to before and therefore want truthful transparency. Therefore, this puts Patagonia in the spotlight for this target audience because they are a company featuring true transparency with fashionable clothing and an environmental approach. Patagonia participates in environmental activism, but it is not something they started to market to a growing psychographic but something they have always done. Since the beginning, when they chose to create new climbing gear as to not damage the Earth, Patagonia has chosen the environmental path. If Patagonia is able to market this authentically to this new audience they will be able to capture the fashion forward members of Generation Z. This will result in the growth of their company and the growth of brand loyal consumers.

Financial Objectives

Patagonia's new marketing strategy that is aimed to appeal to fashion forward consumers has a financial objective of a 15% annual revenue increase.

Financially, Patagonia reached its peak within sales in 2004 at \$2,403,000,000. Since then, sales have slowly decreased reaching \$750,000,000 in 2017 (Central Authentication Service, n.d). A leap into streetwear would prove profitable as mass urbanization takes place. According to Tim Bantle, "More people live in cities now, and the ecosystems and environments of cities have become essentially worlds on their own—places for exploration, places for opportunity" (Velasquez, 2019). Acting on this rapidly changing marketplace would result in a sales increase for Patagonia. Other well renowned outdoor focused companies such as Columbia and The North Face have already grasped onto this idea of pushing new streetwear lines. The North Face found success with their New Explorer collection, released in 2018. Focusing on millennials, the brand released outwear pieces that were nostalgic of the 90's. One product from this collection, The Apex Flex Jacket, became a staple in everyone's closets and was the number one selling product for the company in 2018 (Velasquez, 2019).

Not only are Patagonia's competitors proving to be financially successful in their dive into streetwear, but industry reports reflect an increasing market for streetwear. For outdoor brands, streetwear provides growth due to the involvement of a younger generation. The older, traditional consumer is stuck in a slower purchasing cycle, as they only buy new items when their current ones wear out. However, younger generations whom are intrigued by streetwear are in "building mode" meaning that they make frequent purchases. Statistics prove this successful

for Columbia, as their sales increased 11 percent in 2015 as they started diving into streetwear (Tfl, 2017).

“Today’s consumers are increasingly passing over fast fashion in favor of luxury resale, and many are focused on streetwear” (Warren, 2019). Streetwear is triple digit increases every year making it an attractive market to enter. Overall, would prove beneficial for Patagonia to enter this segment financially.

Target Audience

When considering who Patagonia currently targets their products to, it is no surprise that they know exactly who their customer is and how to reach them. Paul Hiebert; a data journalist from Yougov.com, says that 75% of Patagonia's current customers either live in a city or suburb, while the rest live in a small town or rural area (2017). Additionally, one third of them are millennials aged 18-35 and have a willingness to spend extra money on their products (2017).

For the repositioning of Patagonia, several new potential market segments have been identified:

1. A younger generation (GEN Z.)
2. Eco-friendly/ Sustainable consumers
3. Those who live in urbanized cities/suburbs

The first major market segment deals with reaching a younger audience (Generation Z). This segment of consumers will allow Patagonia to increase their age range in which they currently project their products too, while also focusing on a specific group of people born within a certain time range. Since Patagonia was founded in 1973 their initial target market of consumers is expected to be those who fall under the last three years of generation X (1973-76) and the majority of generation Y (Millennials 1977-1995). While Patagonia should not fully exclude their previous generations of consumers, focusing on a younger generation that was born between the years 1996-2010 will allow them to more easily reposition their brand as a high quality and eco-friendly, fashion forward company.

According to the 2016 US census, Generation Z made up 24.3 percent of the total population. "That's more than millennials (22.1 percent), more than Gen X (19 percent), and more than baby boomers (22.9 percent)" (Earls, 2017). Their population percentage is only going

to increase as time goes on and many businesses and companies are responding accordingly. By 2020, Generation Z is expected to have \$3 trillion in purchasing power according to the Washington post. Thus, the overall fashion consumer will have more buying power as the number of potential customers are projected to grow more than 1.2 billion in 2020. This is crucial for Patagonia within the fashion market because majority of the fashion consumers are within the 16-24 and 25-34 age group.

Generation Z also proves to be a great market segment due to their known values and interests based on their technological up-bringing's. There is no doubt that this generation is the most technologically advanced, in fact "they spend between six and nine hours a day absorbing media" with their favorite social networks being Instagram, Twitter, and Snapchat. (Earls, 2017). From a consumer standpoint, "60% of Generation Z say they would prefer a cool product over an experience, and 34% want brands to reach out to them or interact with them on social media, followed by 33% by email and 28% by online advertisements" (Schawbel, 2014). Since technology is important to these consumers, so is what they see online. Most top fashion trends begin or are seen on these kinds of social media networks and can always be accessed online. With social media and technology being a big part in this generation's lifestyle, it is important that brands and companies like Patagonia, keep up with them and increase their online presence to adapt to their needs, wants, or current trends.

Another segment that goes hand in hand with generation Z is the eco-friendly and sustainability market. Sustainability and "going green" has been a growing trend in the United States but has more recently made an impact within the fashion industry. According to the United Nations Climate Change News, the "fashion industry contributes to 10 percent of global

greenhouse gases” (2015) and is the second largest polluter in the world following oil. Since pollution and waste is still a big problem within the US, it has increased consumer awareness for the need of regulations or programs and the movement toward sustainable fashion has begun.

“One of the biggest threats to established fashion brands is the pressure from consumers to use ethically sourced and green manufacturing materials” (Orendorff, 2019). Even “76% of generation Z is concerned about man’s impact on the planet” (Schawbel, 2014), and “87% of millennial internet users would be willing to pay more for a sustainable product” (Garcia, 2018).

According to the EPA, “In 2014 over 16 million tons of textile waste is generated and of that amount, 2.62 million tons were recycled, 3.14 million was combusted for energy recovery, and 10.46 million was sent to the landfill” (Leblanc, 2019). This information shows that the textile industry within the United States has great potential to expand and find more ways to recycle and reuse those discarded fashion garments. Currently, Patagonia provides its customers with one of the best return / repair programs for its products, all in hopes to eliminate the waste that consumers would otherwise produce. This program and their use of eco-friendly textiles and advanced technologies are what makes them one of the best sustainable companies. While Patagonia already target this type of consumer, continuing to penetrate this market, especially towards the younger generations, will increase their popularity and significance within the industry while not only making sustainable products but sustainable products that are fashion forward and on trend.

Basis and Criteria

The segmentation groups that have been mentioned can strongly benefit from the repositioning of Patagonia for a variety of reasons. The various segmentations of demographics,

psychographics, geographics, and socioeconomics all play a vital role in the selection and determination of who to target and why.

As for the demographic sector, the target audience is young individuals who fall under the age range of Generation Z. These individuals were born on or after the year 1996 and are under the age of 23. This demographic is valuable to segment in the repositioning of Patagonia because of how sizeable it is. With 90 million individuals a part of Generation Z, there is no shortage of potential consumers. This strength in numbers is crucial to ensure that any marketing campaign created has the highest likelihood of reaching consumers. This demographic is also highly accessible as they are constantly connected to the internet and use social media extensively. Younger individuals, for the majority, care about how they look and how they represent themselves. Patagonia will combine fashionable attire with a strong belief system that will resonate greatly with this demographic. Generation Z is also highly likely to purchase from this repositioned brand due to the strong feelings and attitudes that they have been known to carry, relating to sustainability and eco-consciousness.

Psychographic segmentation is used to segment individuals based on beliefs, motivations, and priorities. There has been a notable rise in heightened sustainability awareness showcased in the media. Individuals, especially younger ones, are growing to be more and more self-aware in how they personally affect the environment. An important aspect of this is fast-fashion and the material and energy waste that is involved in that. While this is another segmentation that grabs the attention of Generation Z, it can also include older demographics who feel as though Patagonia is a brand that overlaps with their own personal beliefs. This is a segment that is easily identifiable. Individuals who are eco-conscious will willingly choose a brand that also makes that

effort. They are also likely to own products such as reusable water bottles, metal straws, and will limit their single-use plastic consumption. These telltale signs and other similar ones make this psychographic segment easy to identify.

Where a segment is located is also a big indicator as to whether they will be a good group to target or not. Geographic segmentation is a division based on geography including continents, countries, cities, and so on so forth. For the repositioning of Patagonia, it would be valuable to target consumers who reside in more urban areas such as larger cities or cities where streetwear is popular. The reason for this being that an emphasis on fashion tends to be higher in these areas. It also provides better opportunities to market a brand or campaign in creative ways. While the brand is not limited to these areas, it would be a good idea to target these areas and gain their attention.

Target Communication

Generation Z is known to be the era of technology. Their main source of information, news, and communication comes straight from the internet. As for early thoughts on how to attract the attention of Generation Z, using social media as the main form of communicating with the target audience would be most beneficial. Along with it being fairly easy and straightforward, it also an inexpensive form of marketing. Using mainstream apps such as Instagram, Snapchat, and Youtube are great ways to gain the attention of a younger audience. The use of influencers to advertise products is also a trend that has become more and more popular. Having a figure for the audience to personally connect to will make the product more recognizable and relatable. These endorsers can be celebrities who have made it publicly aware that they promote sustainable attire and support environmentally conscious brands.

In order to help align Patagonia's sustainability with a more fashion-forward approach is to use co-branding as a form of communication. If Patagonia were to collaborate with another brand that is recognizable for its fashionability, it would merge the two spectrums together into a line that is eco-friendly and stylish. This would showcase to the audience that Patagonia is repositioning itself to be more of a streetwear product while maintaining their core values. It is also an easier segway into this market because they can rely on the image and reputation of whichever brand that they use to collaborate with. The other brand will also reap the benefits that come associated with being tied together with such a sustainable brand such as Patagonia. Similarly to this, Patagonia can also license out their logo to other stores or brands. This is a tactic that has been seen from brands such as Champion and Columbia and is a passive form of reaching an audience.

Patagonia may also use more obscure and engaging ways of communicating with their audience such as participating in fashion events. This ties back to why targeting in more urban areas would be to their advantage. If they were to participate in events such as fashion shows, photoshoots, or host an interactive party to showcase their new repositioning, then they would receive immediate feedback from attendees and allow for word-of-mouth to assist them in gaining media coverage and audience awareness. This also adds an element of creativity and fun that Patagonia is not typically known for and can lead to their growth.

Positioning Strategy

Currently, Patagonia presents its brand to the market as one that's "not bound by convention, builds the best product, and cause no unnecessary harm to the environment" (Patagonia, 2019). Their current positioning method highlights their main importance of offering the best eco-friendly and sustainable products, created from the most advanced and high quality materials. However, for this repositioning of Patagonia into a newer market segment, it is best that they position their brand as a sustainable streetwear fashion forward company to the eyes of their newest consumers.

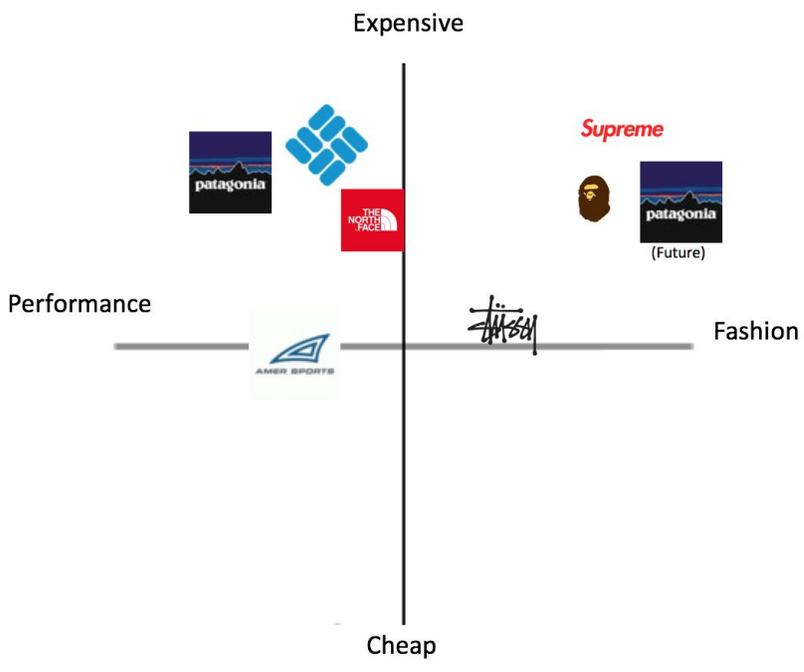
Patagonia can begin to position themselves into this market by creating ads or campaigns that have a creative and visual application to their products that appeal to fashion forward consumers. For example, Patagonia currently showcases their products for practical uses only, such as, a winter jacket providing warmth, a raincoat being used in various outdoor settings to protect the user from getting wet, and boots that help grip the outside terrain. What they could be doing instead is showcasing those products in the view of its stylish multifunctional purpose. Patagonia can showcase their basic raincoat being styled with one of its graphic tees, rugged cargo pants, and black boots, while using an urbanized city as their backdrop. This alone would visually show the audience that there are other ways to wear this brands products and make it fit into a totally different setting.

Patagonia can also position its brand on the basis of its competitors and their product attributes and benefits that set them apart. While Patagonia currently has direct competitors such as, North Face, Columbia, and Burton; who all provide similar products, their other competitors within the new repositioned market, such as Stussy, Supreme, and A Bathing Ape, are the ones

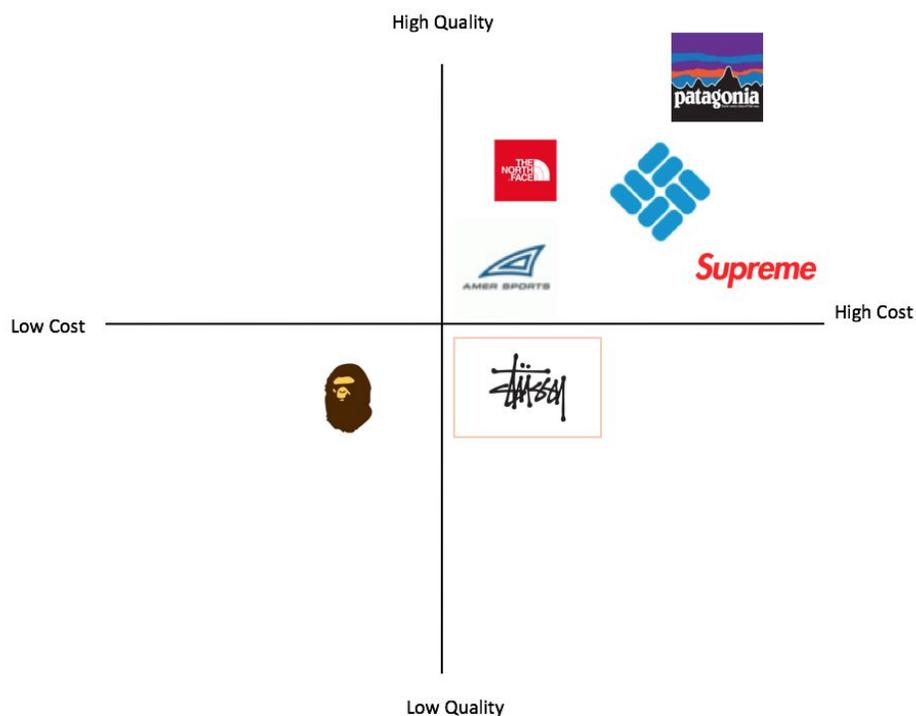
in which they would stand out against the most. Patagonia’s main point of differentiation between these three well-known streetwear brands is that they provide the best high quality material in their products. Although Patagonia’s main focus is to be shifted from the type of products they provide and how they are ethically sourced, it is still a major benefit to the differentiation within the streetwear community. By having an advantage in quality of products, Patagonia can easily stand out against Stussy or Supreme by offering consumers a stylish product that is guaranteed to last them a lifetime longer than that of their products.

Product Positioning Maps

Product Positioning Map



Product Positioning Map based on quality and cost.



Patagonia's Core Message

Throughout every activity and step forward that Patagonia takes as a business, their core values are what will always remain consistent and drive their motives. As Patagonia clearly states on their website, their main core values include: “building the best product, cause no unnecessary harm, use business to protect nature, and to not be bound by convention.” Patagonia uses these core values as a way to communicate to consumers that they are consistently focused on a bigger picture that goes far beyond making a sale.

In order to create a marketing campaign that resonates with what message they are trying to send to consumers, it is important to take into consideration how a core message will fit into

all aspects of a creative campaign. The core message that Patagonia will repeatedly use in communication with consumers is that their products will allow you to “*Look the best while you do the best for the planet.*” This message corresponds directly with Patagonia’s mission statement, where they make a clear emphasis on doing what they can in the fight against climate change. As stated in their mission statement, “Staying true to our core values during forty-plus years in business has helped us create a company we're proud to run and work for. To stay in business for at least forty more, we must defend the place we all call home.” They want the wearer of their products to feel the absolute best and comfortable that they can, while simultaneously benefiting the environment without any effort on their end. They are one of the easiest ways that a consumer can make a positive impact, while also benefiting themselves.

This core message can be used throughout the campaign that is developed for Patagonia’s repositioning because it is simple, clear, and has a call to action. Hearing it from our chosen spokesperson will have an even stronger impact on the audience that our campaign is positioned to. It will inspire the consumer to choose to purchase from this brand over a competitor because it combines sustainability with style, making the consumer feel empowered in themselves and for the sake of a huge cause. Most consumers know of Patagonia’s sustainable approach to clothing, however, it has been the lack of fashionability that prevents some consumers from deciding to make a purchase. By using a core message that shows the consumers that Patagonia has developed further as a fashion brand while sticking true to their sustainable roots, they are sure to attract a wide new array of loyal consumers. “Look the best while you do the best for the planet.”

Promotional Mix

The promotional mix that will be used within Patagonia's new repositioning strategy consists of interactive marketing, direct marketing, and public relations. The best way to reach Patagonia's new target market is through a promotional mix that will appeal to younger, fashion forward consumers. As traditional advertising is fading, consumers are becoming more intrigued by interactive marketing. This promotional tool focuses on experiences that will engage customers with the brand. The use of social media and digital platforms within this interactive approach is vital as the majority of the target customers are active on various outlets such as Instagram and Twitter. This will be an effective way to increase brand awareness, loyalty, and customer satisfaction; while remaining cost effective (Nelson, 2018). Digital platforms such as Hulu, Roku and YouTube are also great places to advertise Patagonia's new, repositioned brand, since more consumers are cutting cable and switching to streaming services. According to Aaron Pressman, the rate of consumers dropping cable hit the highest number last year (2018). Therefore, advertising on digital platforms will prove beneficial rather than using traditional cable.

While remaining focused on engaging consumers, direct marketing will prove to be effective. Although Millennials and Generation Z are wrapped into their technology, research has found that physical mail works better than email. This is because younger generations actually enjoy receiving mail, and it generates longer lasting and more significant reactions ("Is Direct Mail Marketing?" 2019). Mailing out a look book full of Patagonia's new, fashion forward pieces will attract the attention of our consumers.

Public Relations is also vital in remaining positive to Patagonia's target market, and society as a whole. Patagonia will be incorporating public relations within their promotional mix

in order to help manage reputation, promote brand values, strengthen community relations, and enhance our online presence (“5 Reasons Why”, 2019). Keeping a positive image with consumers is one of the most important elements to the success of Patagonia as a business.

Social Media may be the most crucial and connective platform for target reaches, and Patagonia’s social media presence is incredibly tactful and diverse. With Instagram alone, the brand engages directly with the consumer by often posting follower photos of their products in action. It is an example of User Generated Content (UGC) and very much gives the power of the brand to the consumer, fueling further engagement. According to *Content Marketing Institute*, “93% percent of consumers find UGC helpful when making purchasing decisions and 86% of millennials consider UGC to be a key indicator in the quality of a brand” (Agius, 2018), thus making UGC critical for this repositioned target market. However, Patagonia goes above and beyond with alternate platforms, as well, such as Facebook, for interacting with physical events they host, their brand blog; *The Cleanest Line*, which delves deeper into environmentalism; and even LinkedIn where the CEO personally posts updates and thoughts for the company. Twitter stands as a space, majorly, for political content, which attracts a discourse with the brand from followers. Patagonia already has an extremely immersive experience for the consumer to feel as though they are involved. The experience that Patagonia provides through social media is perfect for this repositioning goal in that all of these outlets will be utilized to reach the younger, vocal, and more media-savvy target.

Marketing campaigns on Instagram may include the app’s newer feature, IGTV, which allows for longer videos with more depth to communicate the core message, which Patagonia

recently used for the climate strikes. A hashtag is always effective and engaging when associated with a product, whether on Instagram or Twitter. Just as they have successfully done in the past with products, the brand will put out a hashtag such as, #EnvironmentallyStylish, to associate with the new line. Once again, it encourages the consumer to interact with the brand and seek out the product. For Patagonia's blog, a post in discussion of high fashion and streetwear meeting issues of environmentalism, and the gap that the repositioning strategy is aiming to bridge would offer important and intellectual content to the consumer.

As the fight towards a cleaner future continues, and Patagonia voices their efforts, involving PR, the beneficial route for the marketing mix will include UGC on social media, and other visually communicative strategies. Consumers want transparency in fashion today when it can be hard to receive the full story of a simply edgy or fashionable brand. These marketing tactics will appeal to a target audience who want both stylish and environmentally-aware, and the platforms used will be able to directly create that relationship between the brand and the follower.

The Patagonia Spokesperson

When targeting a new audience it is important to choose a Spokesperson who will influence the target audience to purchase Patagonia merchandise the most effectively. With Patagonia's new marketing strategy the desired new market is between the ages of 15-23, fashion forward, and environmentally aware/conscious.

Billie Eilish

Billie Eilish is 2019's hottest new celebrity and she seems to have the world wrapped around her finger. Her music checks into four different genres; pop, alternative rock, trap music, and electropop. There is no definite answer on what age range her fans are because she seems to be grabbing fans from ages 9 to 50. Her most popular fan base is adolescents trying to figure out themselves and the world. Her music guides them through emotions and her Instagram (41.2 million followers) posts teach them that even when your famous, life can be quirky and filled with awkward moments.

On September 28, 2019, Eilish partnered with Woody Harrelson to both share a video to their social media titled "Our House Is On Fire" with a simple caption #climateemergency. The video is short and to the point and on Eilish's Instagram alone has 11.3 million views. Eilish is openly a vegan and with posting that video with Woody Harrelson she is addressing that she too cares deeply about the environment. This makes her the perfect new spokesperson for Patagonia.

Eilish's style is a van garde and very unique to her. Her fans have simplified her extreme taste to suit their regular day to day activities. To describe the fashion; the colors are either neon or neutral with no inbetween, the clothing is oversized and baggy, and the style overall falls into the category of street style. Patagonia currently designs clothing specifically for outdoor wear

and their colors are muted and dusty. With the new marketing strategy Patagonia will begin designing clothing with brighter colors and more intent for everyday comfortable dress to attract the Generation Z and Millennials.

A benefit for Patagonia is the desire Generation Z and Millennials have to learn more about how they can help save the planet. Teaming up with Billie Eilish will help teach and spread Patagonia's mission statement and why they do what they do. Once Eilish gives the okay to her fans that Patagonia is "it" and "cool" the sales are predicted to increase rapidly. An exact prediction would be an increase in sales by 5% within the first 24 hours of her posting on Instagram. Eilish could even go into a partnership with Patagonia to create her next line of merch with the brand to be more eco conscious and sustainable.

Working with Eilish has its risks that are mainly due to her age. Since she is only 17 and her fame is very new there is the risk of her picking up multiple brand deals if Patagonia can't settle on an exclusivity agreement. Another risk is Billie Eilish is not the ideal spokesperson for Patagonia's current loyal consumer base. She is a young, alternative artist who prefers binge watching the Office in oversized clothing versus taking a hike and having a peaceful moment with nature. Partnering with Eilish is very beneficial for targeting the new target audience but not an ideal spokesperson for current consumers. It's a risk Patagonia should take because their relationship with their current consumer base is so strong. Eilish is too young to vote so she doesn't have a strong political opinion/voice that could upset Patagonia customers and make the brand look bad. The only thing that could potentially steer customers away is their dislike of her music and style but that usually isn't a strong enough reason to not purchase from your favorite brand. Eilish is also still so new and fresh that she doesn't come without a load of dirty laundry.

Partnering with Eilish is predicted to cost \$3 million dollars to go into a year long sponsorship and agreement. This agreement will include 24 Instagram posts, 50 story mentions, interviews, advertisements, giveaways, and events. Patagonia will also offer to partner with Eilish to create merch for her 2020 tour. The deal will be split three ways 33.% of net profit for Eilish, Patagonia, and a charity of Eilish's choice.

Advertisements

In order for Patagonia's brand to be repositioned and effectively reach the desired target audience, advertisements and campaigns must be created in order to visually attract the consumers. To directly target a more fashion forward (specifically street style and oversized trend chasers) consumer base, Patagonia's advertisements featuring Billie Eilish need to be bold, bright, and straight to the point. Most of the advertisements will be seen while scrolling through different social media platforms; the ads need to catch the consumer's eye so they don't scroll past it. Following this paragraph are the four main advertisements that Patagonia will put into action:

Ad #1



Ad #2

*YOU
SHOULD
SEE
ME IN
A CROWN*

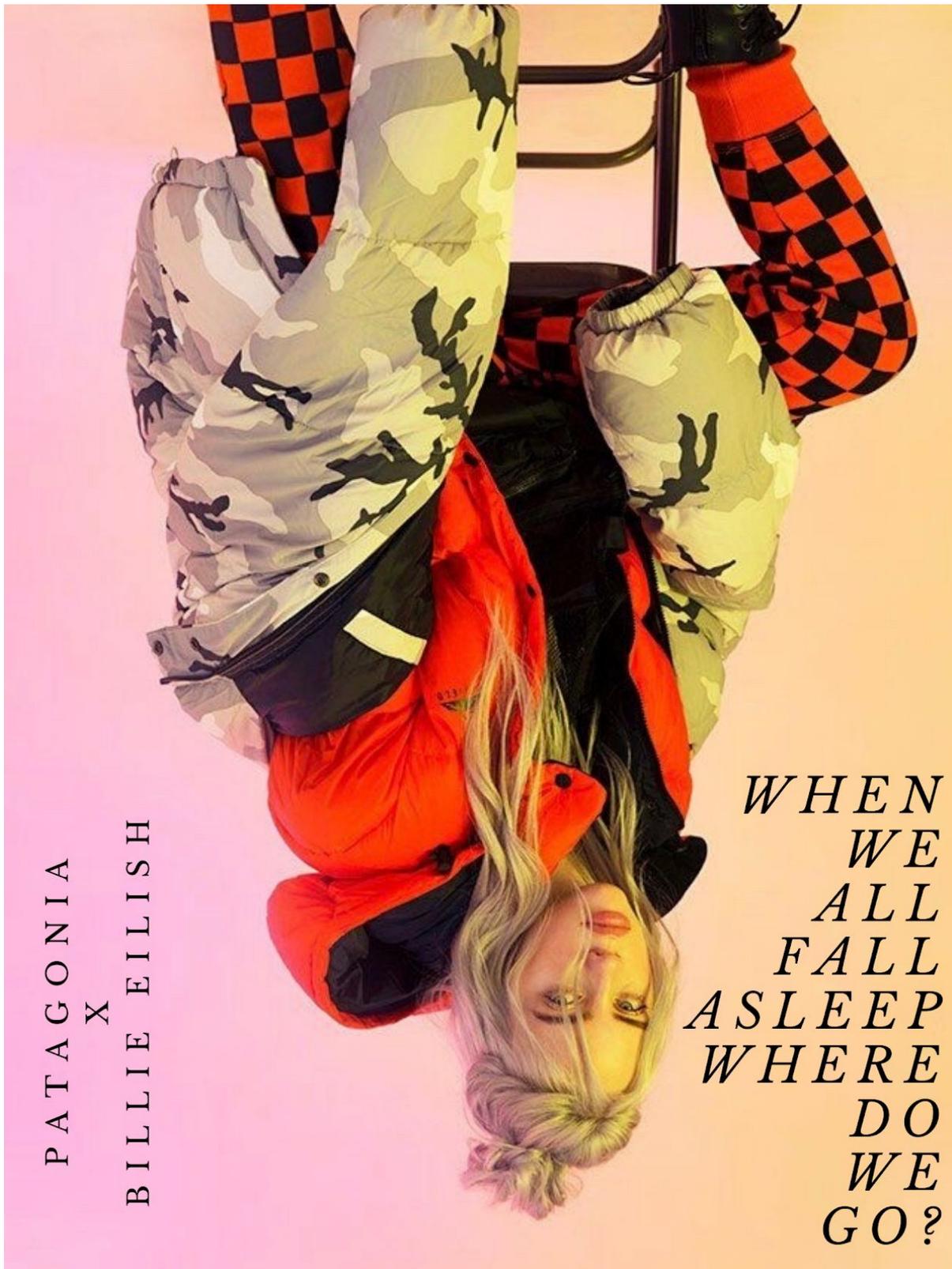


PATAGONIA
X
BILLIE EILISH

Ad #3

PATAGONIA
X
BILLIE EILISH

WHEN
WE
ALL
FALL
ASLEEP
WHERE
DO
WE
GO?



Ad #4 | Video Advertisement



Advertisement 1

Advertisement 1 demonstrates Billie Eilish's personal "take" on how she would style and wear some of Patagonia's current products. The image itself showcases Billie wearing three different products all found on Patagonia's website, in a setting that correlates to the nature of the brands' outdoorsy reputation and image. The quote on the advertisement is pulled from one of Eilish's songs, "Ocean Eyes", in hopes to generate curiosity and a newfound meaning behind the lyrics in relation to Patagonia as a company. The quote reads, "I've been walking through a world gone blind", which is meant to capture the audience and encourages them to think about this saying in terms of the values in which Patagonia stands for, such as ending global warming, creating less waste, and not harming the environment through the production of their products.

This ad will be presented on the social media platform Instagram, where it is expected to be posted by both Billie Eilish and Patagonia. If Patagonia is going to reposition itself to a younger, fashion-forward market, targeting them through Instagram is one of their best options. Reaching their target audience through Instagram is one of the most significant ways to reach Generation Z, as they have been known to be more technologically involved than any other generation. With over 1 billion people having Instagram accounts, and nearly 50 million people following both Patagonia and Billie Eilish combined, making Instagram one of the marketing channels for this ad has the potential to reach more than just the targeted audience. Some mock-ups of what the ad might look like on one’s phone and the associated products are presented below:

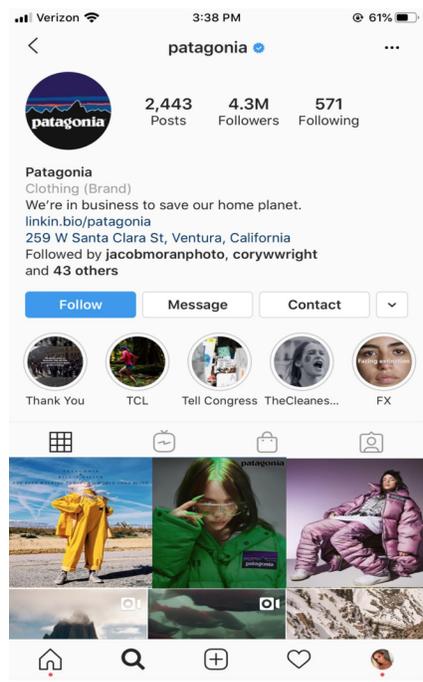


Figure 2



Figure 3



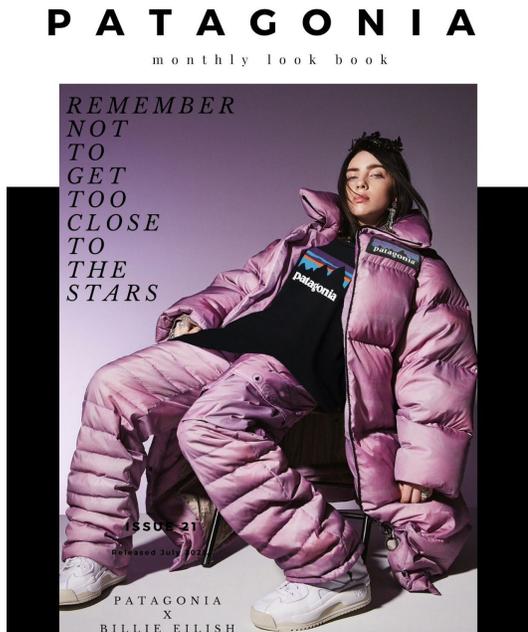
Figure 4

On the main Instagram page, consumers will be able to see the ad of Billie and be directly able to purchase any article of clothing she was wearing. The first figure shows what the Instagram page might look like having multiple Billie Eilish ad's featured on their page. Figure 2 shows what the screen would look like once they have chosen an article of clothing they are interested in, provided with the name of the item, the price, and the link connecting the user to Patagonia's website. Finally, Figure 3 shows an example of what all the associated products look like that are connected with Billie's outfit in the advertisement. These products would be presented in the same way as Figure 2 if the user clicked on another garment in the ad.

Advertisement 2

The second advertisement will be featured in a magazine spread, or be included in a monthly look-book that will be sent out to Patagonia's target consumers. At the bottom of the magazine spread, under the advertisement, there will be the name and price of the product pictured. This ad was developed with the use of a simple, yet the attention-grabbing image of our

spokesmodel, Billie Eilish wearing Patagonia intertwined with her streetwear style. Using Billie Eilish within the advertisements will attract fans of both her music and environmental stance. This will also push the fashion-forward image for Patagonia as a “street-styled” company



because Billie is well known for her signature streetwear looks. Using Billie’s well-known lyrics provides the advertisement with an edgier appeal, staying in-line with the new repositioning strategy. You Should See Me in a Crown is one of her newer songs and therefore fresh on the minds of her fan base. The photo features Billie wearing a crown and therefore the lyric fits perfectly with the cool vibe of the photo. Our creative strategy for this advertisement was inspired by our spokesperson, Billie Eilish and the streetwear industry as it relates to the standpoint of Patagonia’s environmentalism.

Advertisement 3

The third advertisement will also be featured in a magazine spread, or be included in a monthly look-book that will be sent out to Patagonia’s target customers. The ad was created to

grab the attention of the “Billie” girl, someone who wants a new approach to clothes and style. This is done through a simple upside-down image of Billie layering two heavy jackets to create an edgy streetwear vibe that corresponds to our repositioning strategy. The lyrics next to her are aimed at her fans who recognize the inquisitive and bold nature of the singer. On the other side of the ad appears the tagline “Patagonia X Billie Eilish”, the new collaboration created to expose Patagonia to a new, younger generation of consumers. In the magazine spread, underneath this image, the products will be featured for consumers to easily shop to recreate the look. The use of Billie Eilish as the spokesperson in this advertisement will not only help grow the brand of Patagonia into a streetwear sector, but it will maintain the brand’s identity. Billie Eilish is a strong environmental activist and was recently featured in a video discussing the impacts of global warming. Billie also recently began to produce her tours more environmentally and is working to lessen her carbon footprint overall through veganism among other things. For Patagonia, this means Billie Eilish will maintain their brands’ core values and represent the company to a younger, more environmentally conscious generation.

Advertisement 4

The fourth advertisement will be the most widespread advertisement for this collaboration. The video advertisement will be featured on TV, Social Media platforms such as; Instagram, Twitter, and Youtube, and it will be featured on monitors in Patagonia stores themselves as well in their window displays to lure consumers into the stores. The video is a combination of classic Patagonia Advertisement footage mixed with footage of Billie Eilish repping Patagonia’s merchandise in different environments. The background music to the video is Eilish’s current most popular song “Bad Guy”. The video is very fast-paced and follows the

beat to the music; together this helps maintain a Generation Z consumer's short attention span.

The song is also very popular and catchy to the point where when it gets stuck in someone's head they will begin to think of the advertisement the song was featured in.

Bibliography

Staff, I. (2019, April 22). The Founders Boldly Inventing the Future. Retrieved from <https://www.inc.com/climate-change-health-care-food-drink-community-up-next-2019.html>
<https://www.inc.com/climate-change-health-care-food-drink-community-up-next-2019.html>

Rogers, C. (2018, July 18). Patagonia: You can't reverse into purpose through marketing. Retrieved from <https://www.marketingweek.com/patagonia-you-cant-reverse-into-values-through-marketing/>

crm_org. (2019, July 24). Patagonia's Customer Base and the Rise of an Environmental Ethos. Retrieved from <https://crm.org/articles/patagonias-customer-base-and-the-rise-of-an-environmental-ethos>

Meltzer, M. (2017, March 7). Patagonia and The North Face: saving the world – one puffer jacket at a time. Retrieved from <https://www.theguardian.com/business/2017/mar/07/the-north-face-patagonia-saving-world-one-puffer-jacket-at-a-time>

Ryan, K., Parzen, J., Kluger, B., & Knowles, K. (n.d.). The Bottom Line: Patagonia, North Face, and the Myth of Green Consumerism. Retrieved from <https://groundswell.org/the-bottom-line-patagonia-north-face-and-the-myth-of-green-consumerism/>

Miller, C. (2019, March 25). The Internet Is Going Crazy Over Supreme x The North Face's New Collaboration. Retrieved from <https://footwearnews.com/2019/focus/athletic-outdoor/supreme-north-face-2019-drop-list-release-date-info-1202764155/>

Pymnts. (2015, December 2). How Patagonia Grows Without Growth. Retrieved from <https://www.pymnts.com/in-depth/2015/retail-growth-by-not-growing/>

Schulte, B. (2014, October 25). A company that profits as it pampers workers. Retrieved from https://www.washingtonpost.com/business/a-company-that-profits-as-it-pampers-workers/2014/10/22/d3321b34-4818-11e4-b72e-d60a9229cc10_story.html

Hoang, L. (2017, January 16). Patagonia's Circular Economy Strategy. Retrieved from <https://www.businessoffashion.com/articles/news-analysis/how-patagonia-transformed-the-circular-economy>

Materials & Technologies. (n.d.). Retrieved from
<https://www.patagonia.com/materials-tech.html>

R., T. (1970, January 1). Patagonia: King Of "Brands Maintaining Values". Retrieved from
<http://tylerannrose.blogspot.com/2012/09/patagonia-king-of-brands-maintaining.html>

(n.d.). Retrieved from
https://vcu-alma-primo.hosted.exlibrisgroup.com/primo-explore/fulldisplay?docid=TN_informa_world_s10_2752_175174113X13718320331035&context=PC&vid=VCUL&lang=en_US&search_scope=all_scope&adaptor=primo_central_multiple_fe&tab=all&query=any,contains,patagonia clothing

Zhang, C. (2019, May 7). Opening Ceremony & Columbia Gear up for a Retro-Inspired Spring 2019 Capsule. Retrieved from
<https://hypebeast.com/2019/5/opening-ceremony-columbia-spring-2019-capsule>

Ryan, K., Parzen, J., Kluger, B., & Knowles, K. (n.d.). The Bottom Line: Patagonia, North Face, and the Myth of Green Consumerism. Retrieved from
<https://groundswell.org/the-bottom-line-patagonia-north-face-and-the-myth-of-green-consumerism/>

Hoang, L. (2017, January 16). Patagonia's Circular Economy Strategy. Retrieved from
<https://www.businessoffashion.com/articles/news-analysis/how-patagonia-transformed-the-circular-economy>

Beer, J. (2018, March 15). How Patagonia Grows Every Time It Amplifies Its Social Mission. Retrieved from
<https://www.fastcompany.com/40525452/how-patagonia-grows-every-time-it-amplifies-its-social-mission>

Annual Benefit Corporation Report. (n.d.). *Annual Benefit Corporation Report.*

Introducing the Common Threads Initiative - Reduce, Repair, Reuse, Recycle, Reimagine. (2016, April 25). Retrieved from
<https://www.patagonia.com/blog/2011/09/introducing-the-common-threads-initiative/>

McGowan, V. (2019, March 9). How Patagonia is Doing Social Media Right. Retrieved from
<https://medium.com/@vmcgowan/how-patagonia-is-doing-social-media-right-b3bc6e1b06d7>

Pongtratic, M. (n.d.). *Greening the Supply Chain: A Case Analysis of Patagonia*.
Greening the Supply Chain: A Case Analysis of Patagonia.

Hiebert, P. (2017, July 10). *A look at the type of person who shops at Patagonia*.
 Retrieved from
<https://today.yougov.com/topics/consumer/articles-reports/2017/07/10/the-type-of-person-who-shops-at-patagonia>

Hine, S. (2017, November 15). *This Is the Outdoor Brand Fashion Insiders Can't Get Enough Of*. Retrieved from <https://www.gq.com/story/patagonia-labels-on-fire>

Morin, C. (2019, July 24). *Patagonia's Customer Base and the Rise of an Environmental Ethos*. Retrieved from
<https://crm.org/articles/patagonias-customer-base-and-the-rise-of-an-environmental-ethos>

B Lab. (2019). *Business Culture has Shifted*. Retrieved from <https://bcorporation.net>

Otani, A. (2019, April 8). *Patagonia Triggers a Market Panic Over New Rules on Its Power Vests*. Retrieved from
<https://www.wsj.com/articles/patagonia-triggers-a-market-panic-over-new-rules-on-its-power-vests-11554736920>

Beer, J. (2019, September 19). *Patagonia enlists teen activists to speak out for Global Climate Strike campaign*. Retrieved from
<https://www.fastcompany.com/90406565/patagonia-enlists-teen-activists-to-speak-out-for-global-climate-strike-campaign>

Blanchard, T. (2019, August 14). *Is 2019 The Year Fashion Finally Takes Sustainability Seriously?* Retrieved October 8, 2019, from
<https://www.vogue.co.uk/article/has-fashion-finally-got-sustainable-2019>.

Central Authentication Service. (n.d.). Retrieved from
https://bi-gale-com.proxy.library.vcu.edu/global/company/128141?u=viva_vcu.

Claudio, L. (2007, September 11). *Waste Couture: Environmental Impact of the Clothing Industry*. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC1964887/>

Earls, A. (2019, September 12). *10 Traits of Generation Z*. Retrieved from
<https://factsandtrends.net/2017/09/29/10-traits-of-generation-z/>

Edge Expo. (2019, April 1). Fashion Industry Waste Statistics. Retrieved from <https://edgexpo.com/fashion-industry-waste-statistics/>

Faerm, S. (2018, October 15). TARGETING 'Z' - Marketing and Branding Strategies for an Emerging Generation. Retrieved October 8, 2019, from <https://theimpression.com/targeting-z-marketing-and-branding-strategies-for-an-emerging-generation/>.

Fritz, J. (2019, June 25). The Good, Bad, and Sometimes Ugly of Cause Marketing. Retrieved from <https://www.thebalancesmb.com/what-every-nonprofit-should-know-about-cause-marketing-2502005>.

Garcia, K. (2018, May 31). Do Shoppers Care About Sustainable Fashion? Retrieved from <https://www.emarketer.com/content/do-shoppers-care-about-sustainable-fashion>

Gordon, K. T. (n.d.). Cause Marketing Matters to Consumers. Retrieved from <https://www.entrepreneur.com/article/197820>.

Leblanc, R. (2014, April 30). Textile and Garment Recycling Facts and Figures. Retrieved from <https://www.thebalancesmb.com/textile-recycling-facts-and-figures-2878122>

Marcario, Rose. (2019, September 19). Enough is Enough: Join the Climate Strikes and Demand Action. Retrieved from https://www.linkedin.com/pulse/enough-join-climate-strikes-demand-action-rose-marcario/?src=aff-lilpar&veh=aff_src.aff-lilpar_c.partners_pkw.10078_plc.SkimbitLtd._perid.449670_learning&trk=aff_src.aff-lilpar_c.partners_pkw.10078_plc.SkimbitLtd._perid.449670_learning&clickid=0tmTe4WCoxyJWtEwUx0Mo382Ukn2TWztRRXNxQ0&irgwc=1.

Orendorff, A. (2019, January 10). The State of the Ecommerce Fashion Industry: Statistics, Trends & Strategy. Retrieved from <https://www.shopify.com/enterprise/ecommerce-fashion-industry>

Picincu, A. (2019, February 11). How to Measure Consumer Awareness. Retrieved from <https://bizfluent.com/how-5939489-measure-consumer-awareness.html>.

Tfl. (2017, October 26). Streetwear is Helping Boost Revenues in the Fashion Industry. Retrieved from <http://www.thefashionlaw.com/home/streetwear-is-helping-to-boost-revenues-in-the-fashion-industry>

Velasquez, A. (2019, April 5). How Thinking Like a Streetwear Brand Is Growing The North Face's Footprint. Retrieved from <https://sourcingjournal.com/denim/denim-brands/streetwear-the-north-face-146318/>.

Warren, L. (2019, August 15). Streetwear Resale Shows Unstoppable Growth, New Report Finds. Retrieved from <https://sourcingjournal.com/denim/denim-business/the-realreal-luxury-resale-report-streetwear-164702/>.

Agius, A. (2018, May 18). User Generated Content Strategy - UGC. Retrieved October 25, 2019, from <https://contentmarketinginstitute.com/2017/10/ugc-content-marketing-strategy/>.

Nelson, S. (2018, February 6). 7 reasons why social media marketing is important for your business. Retrieved from <https://www.digitaldoughnut.com/articles/2018/february/7-reasons-why-social-media-marketing-is-important>.

Patagonia. (n.d.). Patagonia Mission Statement - Our Reason For Being. Retrieved from <https://www.patagonia.com/company-info.html>.

Pressman, A. (2018, March 1). Why the Rate of Cord Cutting Hit Another Record. Retrieved from <https://fortune.com/2018/03/01/cord-cutting-record-internet-tv/>.

Is Direct Mail Marketing Still Effective With Millennials? (2019, October 23). Retrieved from <https://www.usdatacorporation.com/blog/direct-mail-marketing-effective-millennials/>.

5 Reasons Why Public Relations is Important for Every Business? (2019, January 30). Retrieved from <https://www.insightssuccess.com/5-reasons-why-public-relations-is-important-for-every-business/>.

Billie Eilish. (2019, October 27). Retrieved October 27, 2019, from https://en.wikipedia.org/wiki/Billie_Eilish.