

# THE ROW

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**LXMT 501 • Professor Kanyama • Fall 2024**

Course Project | Group Process Book

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# **1. BRAND EXTENSION**

# EXTENSION PROPOSALS

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Body Fragrances



Home Fragrances

# EXTENSION PROPOSALS

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Body Fragrances ✓



Home Fragrances

# WHY BODY FRAGRANCES?

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The Row currently offers a trio of gender-fluid, Fragrant Body Oils that are authentically hand-blended.

The 3 body oils depict notes of,

**R** - Tobacco leaves, burnt Esfand seeds, and Rose

**O** - Blue Water Lily, Olibanum, and Orris

**W** - Amber, Champa, and Incense woods

- With the luxury market heading towards a clean and sustainable approach, we aim to launch a trio of clean, gender-fluid body fragrances that maintain the natural and artisanal focus of the brand.
- This extension would be in collaboration with L'Oeil du Vert, just as the Fragrant Body Oils.

## **2. COMPANY OVERVIEW**

# THE BRAND

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- The Row is a luxury fashion brand founded by Ashley Olsen and Mary-Kate Olsen in 2006.
- The Row produces minimal, classic and timeless pieces crafted from high-quality materials, skilled tailoring and with a keen eye for detail.
- **Headquarters:** New York
- **Parent Group:** Dualstar
- **Product Mix:** Ready-to-wear clothing, accessories, footwear, bags and fragrance oils.

*"The Row has established itself as one of New York's most high-profile young brands, quickly garnering a reputation for luxurious basics and a relaxed, effortless aesthetic."*

***-Business of Fashion***



# THE FOUNDERS & BRIEF HISTORY

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- Ashley and Mary-Kate Olsen are famously known for their iconic careers as child actors in television shows and movies such as 'Full House', 'Two of a Kind', 'It Takes Two' and much more!
- Over the years, the sisters established themselves in the acting fraternity. With time, they realised that their true passion lay in fashion, so they quit their career in acting to pursue designing.
- The Olsen twins spotted a gap for elevated basics in luxury, and set out to design the perfect white t-shirt. This white t-shirt was made of the highest quality fabric, tailoring and detailing. The t-shirt had no branding, but a small gold chain instead. This was the first product at 'The Row'.
- This eventually led to the birth of their luxury fashion brand 'The Row' (in 2006).
- The sister's also founded Olsenboy, Elizabeth and James, and Stylemint.



*"We've been there, we've done that, we started out that way, but this is the way we chose to move forward in our lives: to not be in the spotlight, to really have something that speaks for itself."*

**-British Vogue** (Mary-Kate Olsen on their decision to quit acting to pursue designing.)

# CORE VALUES

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**Mission:** The Row focuses on producing high-quality elevated basics rooted in modern minimalism that stand the test of time.

*"It's not a trend based brand, It's about what women want to be wearing everyday."*  
- **Ashley Olsen** (Net-A-Porter Interview)

# PILLARS

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- Skilled Tailoring
- Focus on High-Quality Fabrics
- Impeccable Details

# FINANCIAL POSITIONING

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**Revenues:** Estimated at \$300 million annually.

**Operating Profit:** Over \$60 million

**Employee Count:** Around 330 employees

**Inventory Growth:** The Row's inventory at online retailers grew 9% year-over-year.

**Search Growth:**

Searches for The Row increased by 93% in Q1 2024, driven by the Margaux tote bag (198% spike in searches year-on-year).



*The Margaux Tote bag*

**Performance:**

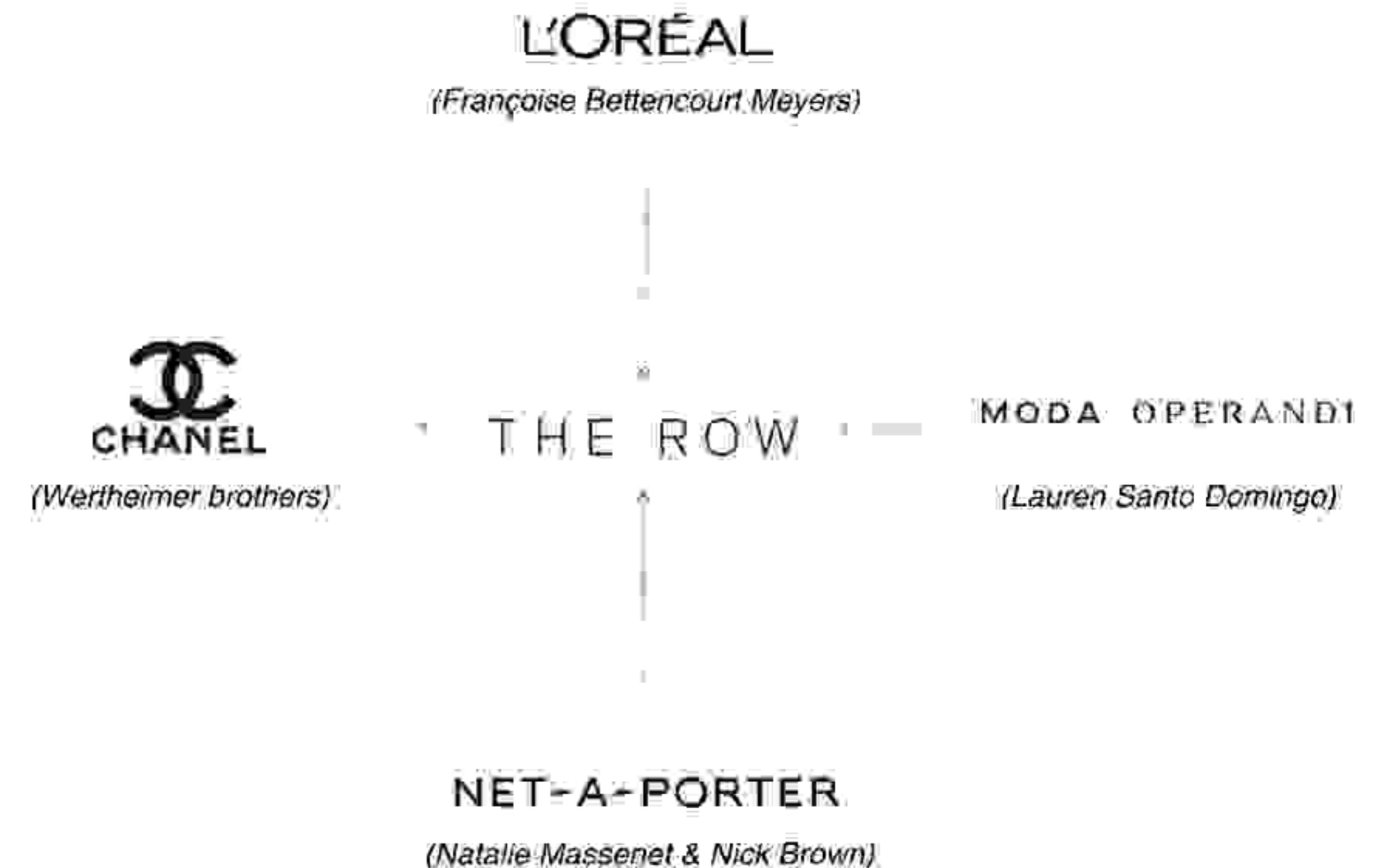
- The Row ranks among the top 10 women's ready-to-wear performers at Bergdorf Goodman.
- Barneys New York owed The Row \$3.7 million when it filed for bankruptcy in August, surpassing debts owed to other major brands like Céline and Saint Laurent.

# FINANCIAL POSITIONING

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## Key Investments:

- Financial backing from Chanel's Wertheimer family and L'Oréal's Françoise Bettencourt Meyers.
- Valuation of around \$1 billion.
- Additional investment from Natalie Massenet (Net-a-Porter), Nick Brown (Imaginary Ventures), and Lauren Santo Domingo (Moda Operandi).



**Diagram: The Row's \$1 billion valuation**

# PRODUCT CATEGORIES

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Fragrance Oils

01



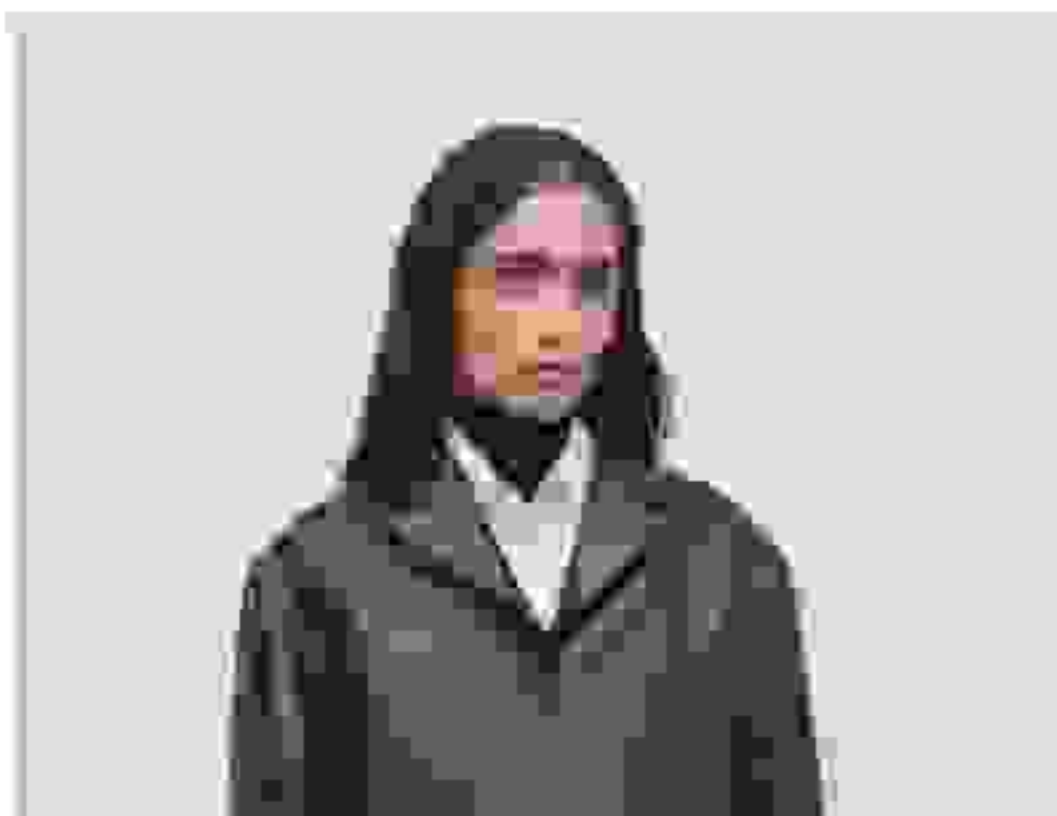
Bags

02



Eyewear & Accessories

03



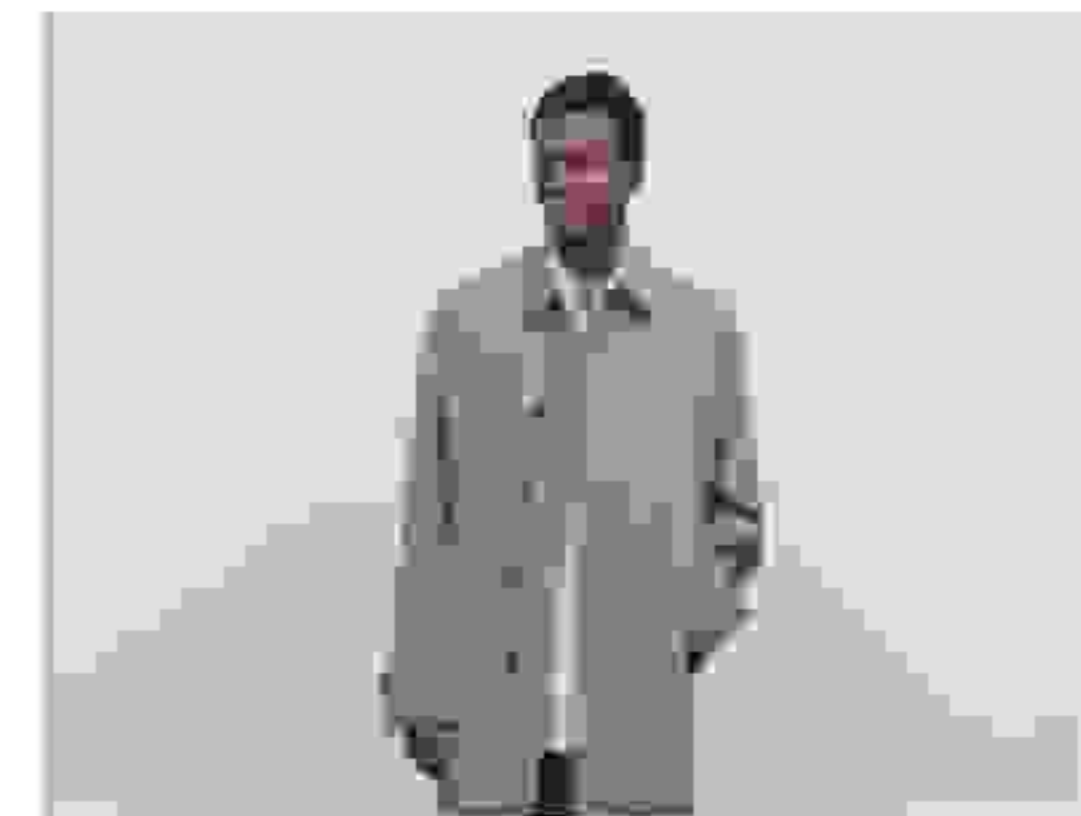
Women's Ready-to-Wear

04



Shoes

05



Men's Ready-to-Wear

06

# PRICING

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\$490 - \$550

01



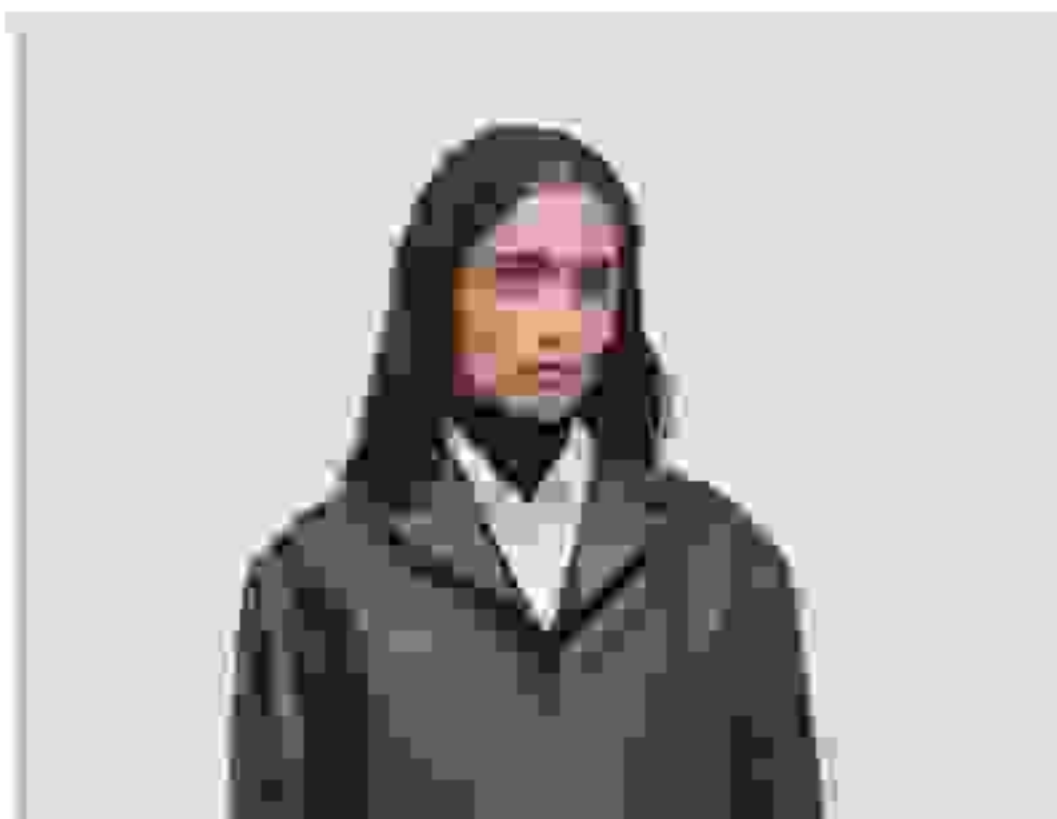
\$1,050 - \$18,000

02



\$300 - \$6,900

03



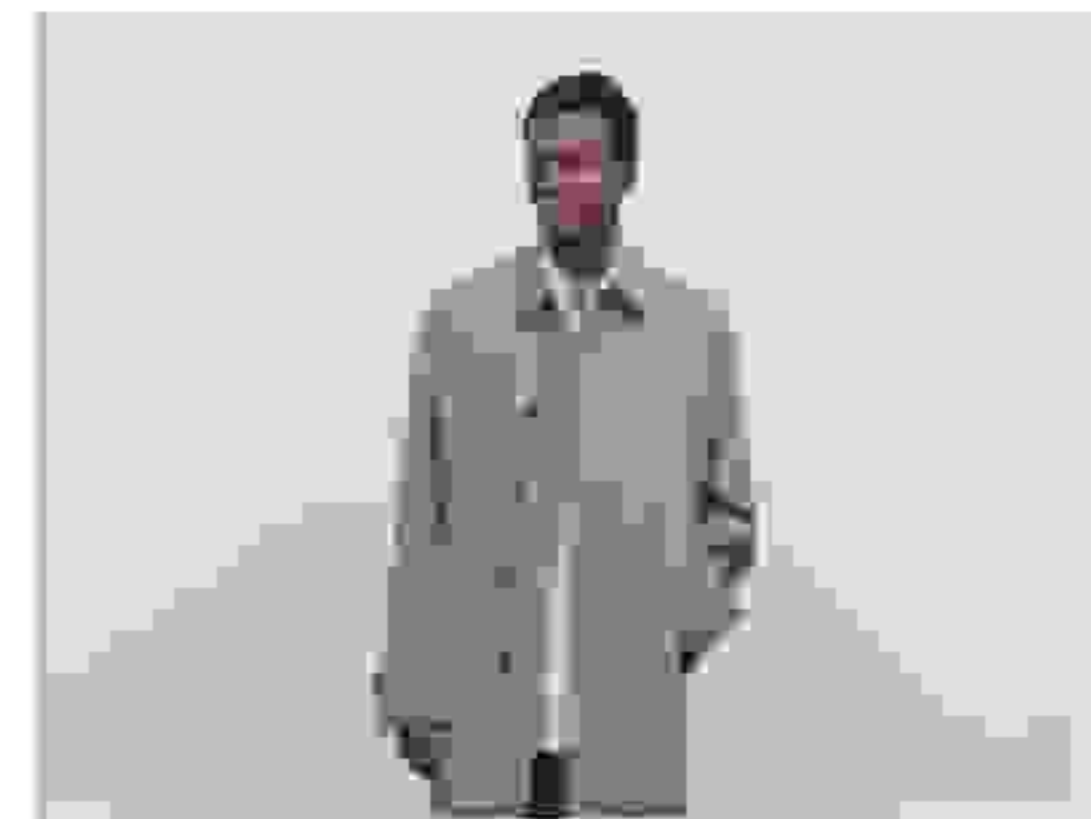
\$850 - \$8,900

04



\$890 - \$4,200

05



\$590 - \$9,500

06

# PRICING

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- The Row employs an **ultra-high pricing strategy** reflecting its position as a **high-end luxury brand**.
- Its products are priced high due to the finest materials, exceptional quality, and refined design. Prices often range from **\$1,000** for basics like T-shirts to **\$5,000+** for outerwear and bags.
- The Row is resistant to markdowns, with only **16%** of its products available at a discount at third party retailers.

Lila Top in Cashmere



\$1,050

Harisi Coat in Cashmere



\$8,900

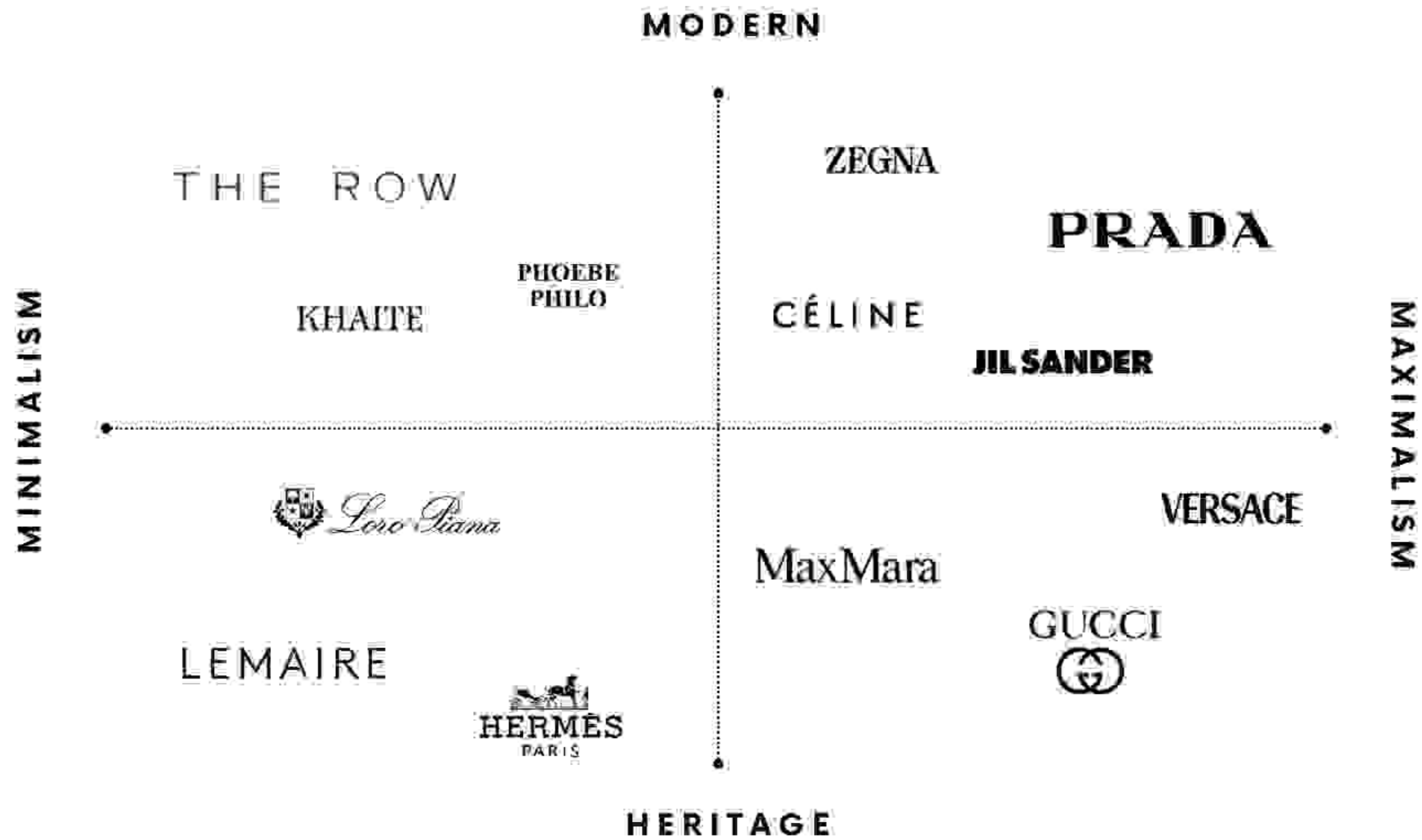
Margaux Shoulder 12 Bag



\$5,700

# BRAND POSITIONING

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# DISTRIBUTION CHANNELS

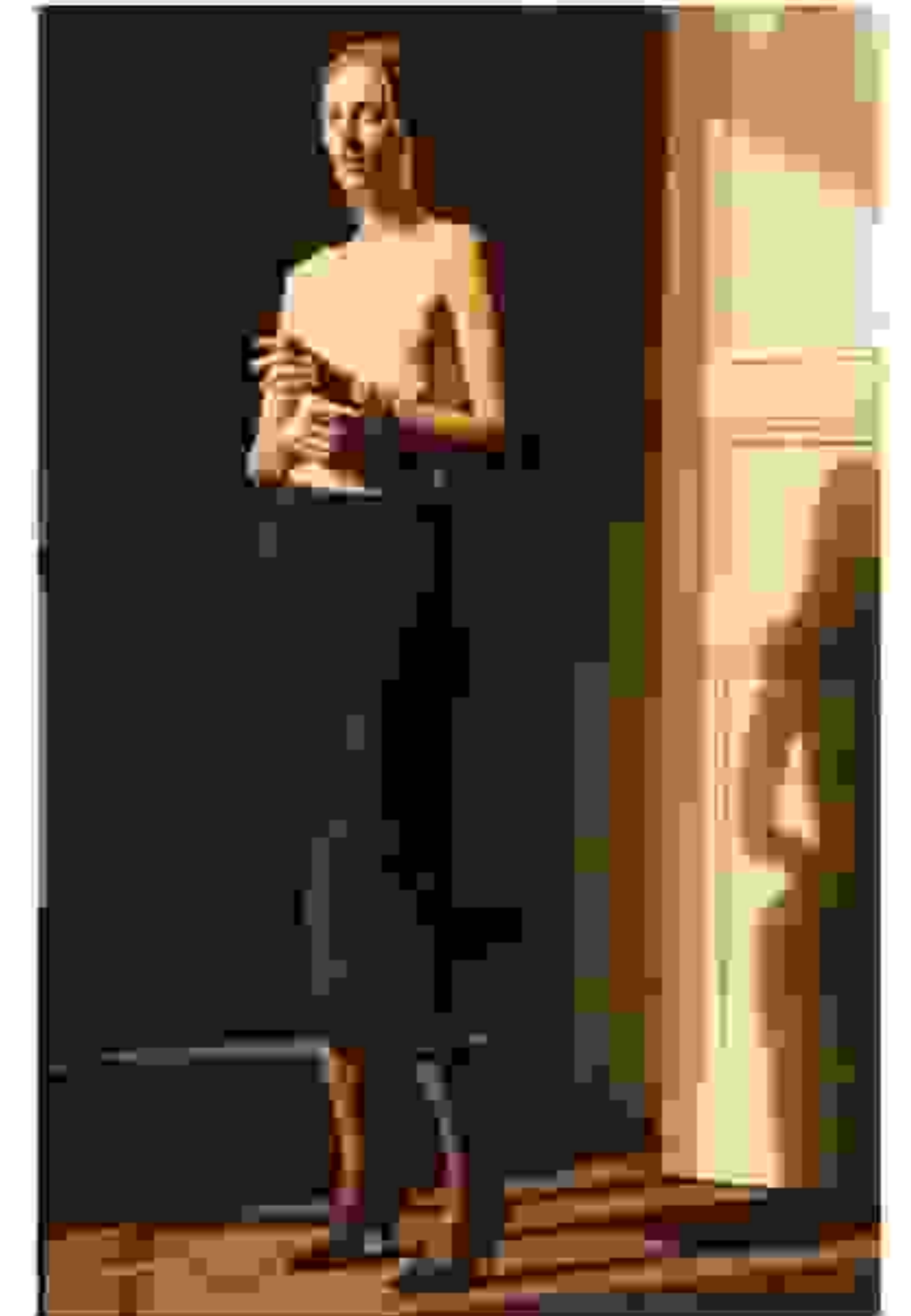
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	Company Owned	Other Owned
Brick and Mortar	5 Stores, 4 Locations Paris London New York Los Angeles	Nordstrom Neiman Marcus Saks Fifth Avenue Bergdorf Goodman
Online	<i>therow.com</i>	Nordstrom Neiman Marcus Saks Fifth Avenue Bergdorf Goodman

# BRAND IDENTITY

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- Minimal, clean, timeless
- Understated/quiet luxury
- Discreet branding
- The brand follows a very neutral and subtle color palette.
- Focus on craftsmanship, attention to detail, use of high-quality durable materials.
- Appeal to an elite group of consumers who appreciate quiet luxury and prioritize comfort over following trends.



PICTURE OF SENDER

**Physique**

- Minimalist & understated designs
- Neutral color palette
- The Margaux Bag
- Logo-free branding
- Luxurious, high-quality materials

**Personality**

- Enigmatic and elusive
- Understated yet luxurious
- Quietly confident
- Intellectual and artistic

EXTERNALIZATION

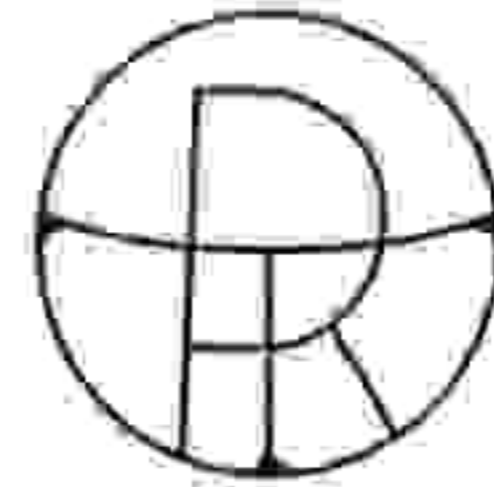
**Relationship**

- Exclusivity
- Personalized and intimate shopping experience
- Long-term loyal consumer base by providing consistent quality

**Culture**

- American craftsmanship
- Longevity and durability
- Quality over quantity
- Timeless designs over transient trends

INTERNALIZATION



THE ROW

**Reflection**

- Affluent
- Refined taste
- Effortlessly chic
- Leads an understated lifestyle
- Invests in quality and comfort

**Self-image**

- Elite
- Part of a 'secret group'
- Confident
- Exclusive

PICTURE OF RECEIVER

**KAPFERER'S BRAND IDENTITY PRISM**

# MARKETING STRATEGY

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*Half Moon Leather Bag*

## Minimal Branding

- Subtle and crisp
- Logo-less branding
- Let their design talk for themselves.
- Quiet elegance appeals to their high-end clientele.



*The Row X FWRD Collaboration*

## Selective Collaborations

- Selective and well curated collaborations with other luxury houses and artisans.
- Eg 1: The Row X Revolve's FWRD
- Eg 2: The Row X Birkenstock



*The Row's birthday wish for Vogue*

## Exclusivity and Scarcity

- Limited production
- Selective distribution strategy
- Scarce supply of products drives up demand
- Low-key fashion shows with selective invites

# MARKETING STRATEGY

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## Personalized in-store experience

- Reflect the brand's minimal and clean aesthetic
- Stores designed like bespoke luxury homes
- Exclusive customer service



## Lowkey Social Media presence

- Mysterious social media presence
- Their Instagram resembles more of a mood board rather than a promotional page.
- Subtle and art-driven campaigns

# MARKETING STRATEGY

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The Row has adopted a more subtle and no-noise policy. Celebrities wearing The Row on their initiative have helped the brand gain further visibility.



*Kendall Jenner*



*Hailey Bieber*



*Zoë Kravitz*



*Gigi Hadid*



*Jennifer Lawrence*

## **3. THE CUSTOMER**

# CUSTOMER SEGMENTATION

<p><b>Demographics</b></p> <ul style="list-style-type: none"><li>• Age: 30 - 60 years of age</li><li>• Gender: Primarily women, men</li><li>• Highly-educated professionals</li><li>• VNHWIs &amp; UHNWIs</li><li>• Profession: law, fashion, business consulting, creatives, entrepreneurs</li></ul>	<p><b>Psychographics</b></p> <ul style="list-style-type: none"><li>• Value minimal, timeless fashion</li><li>• Appreciate high-quality materials and tailoring</li><li>• Willing to invest in clean, artisanal products.</li><li>• Have a deep appreciation for 'quiet luxury'</li><li>• Prefer elevated essentials</li></ul>
<p><b>Geographics</b></p> <ul style="list-style-type: none"><li>• Urban areas</li><li>• Metropolitan cities</li><li>• Fashion capitals and affluent neighborhoods</li><li>• Example: New York, Los Angeles, Paris and London</li></ul>	<p><b>Benefits sought</b></p> <ul style="list-style-type: none"><li>• High-quality products</li><li>• Handcrafted scents</li><li>• Effortless style</li><li>• Minimal fashion</li></ul>
<p><b>Purchase behavior</b></p> <ul style="list-style-type: none"><li>• Collectors</li><li>• Brand loyalists</li><li>• Practical buyers of luxury</li></ul>	<p><b>Usage Frequency</b></p> <ul style="list-style-type: none"><li>• Daily usage</li></ul>

# CUSTOMER EXAMPLES

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**“The Practical Buyer”**



Grace Fuller Marroquín  
- Landscape Designer

**“The Collector”**



Neelam Ahoöja  
- Digital Creator

**“The Effortless Dresser”**



Nian Fish  
- Creative Director and Producer

**“The Comfort seeker”**



Cass Bird  
- Photographer

# CUSTOMER EXAMPLES

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“The Practical Buyer” ✓



Grace Fuller Marroquín  
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“The Comfort seeker”



Cass Bird  
- Photographer

# LIA JUNG

'The Practical Buyer'

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**Age:** 48 years

**Occupation:** Corporate Lawyer

**Location:** Los Angeles, California

**Income Level:** \$300,000

**Family:** Married with two teenage children

## Lifestyle:

Lia spends her weekends attending art galleries and going to lunch with friends. She enjoys a lifestyle focused on simplicity and quality over quantity.

**Relationship with The Row:** Lia gets excited about The Row's simple design and gravitates to them to get her favorite cashmere t-shirt. Her favorite body oil from the trio is "O".

## Preferred Brands:

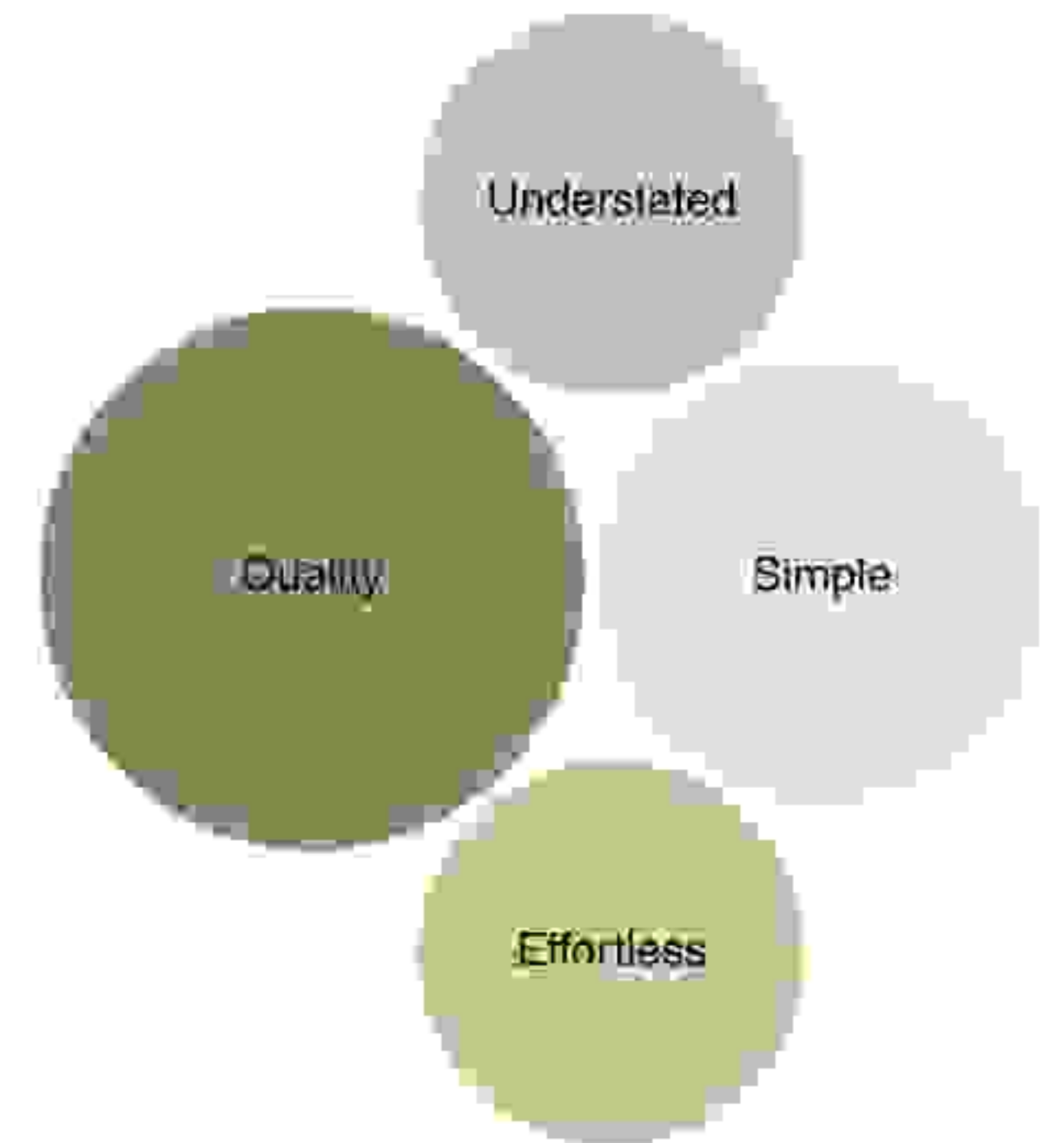
THE ROW CÉLINE JO MALONE BOTTEGA VENETA



## Shopping Behavior:

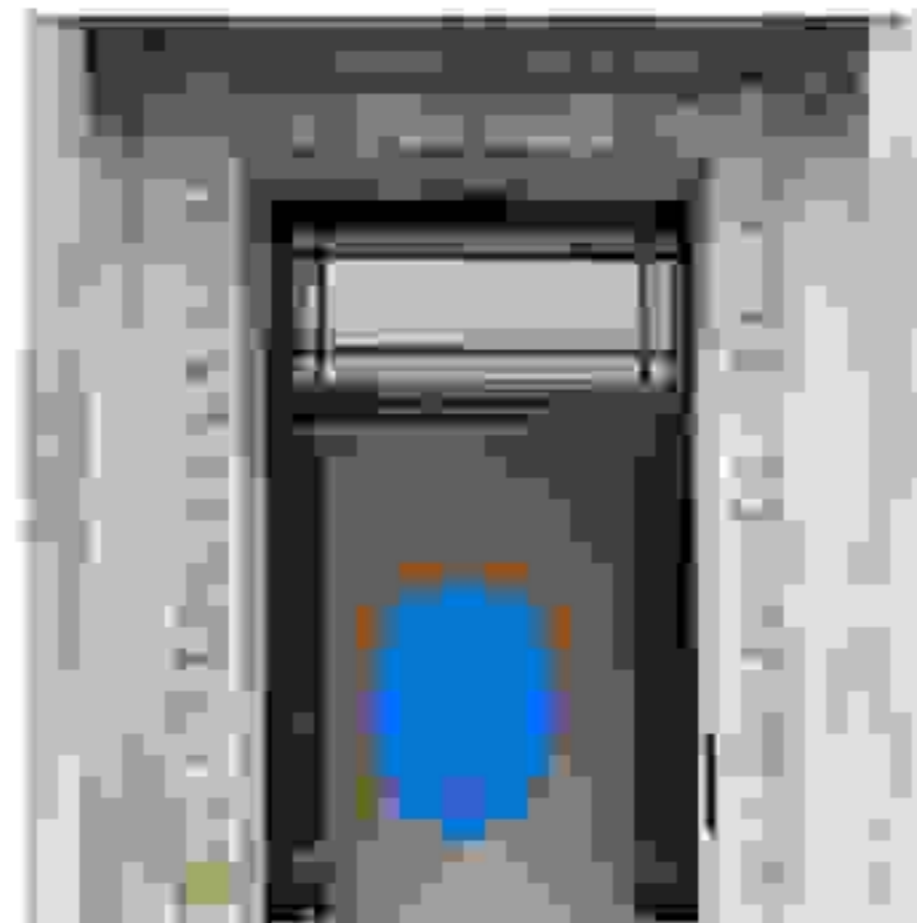


## Motivations:



## Pain Points:

Lia wants to find pieces that blend luxury with practicality and comfort. She seeks luxury brands that focus on quality and versatility.



**LIFESTYLE BOARD**

# ANDRÉ MARTIN

‘The Collector’

**Age:** 34 Years

**Occupation:** Producer

**Location:** Paris, France

**Income Level:** \$250,000

**Family:** Single

## Lifestyle:

André is a successful producer whose career allows him to travel the world and explore diverse cultures. Reserved by nature, he is unpretentiously artistic, expressing creativity without seeking attention.

## Relationship with The Row:

André loves the subtle silhouettes with hints of experimentation. He especially enjoys the in-store experience, where the pieces are well-curated and he can mix and match effortlessly. His favorite body oil from the trio is ‘R’

## Preferred Brands:

THE ROW

LEMAIRE

CREED  
1769

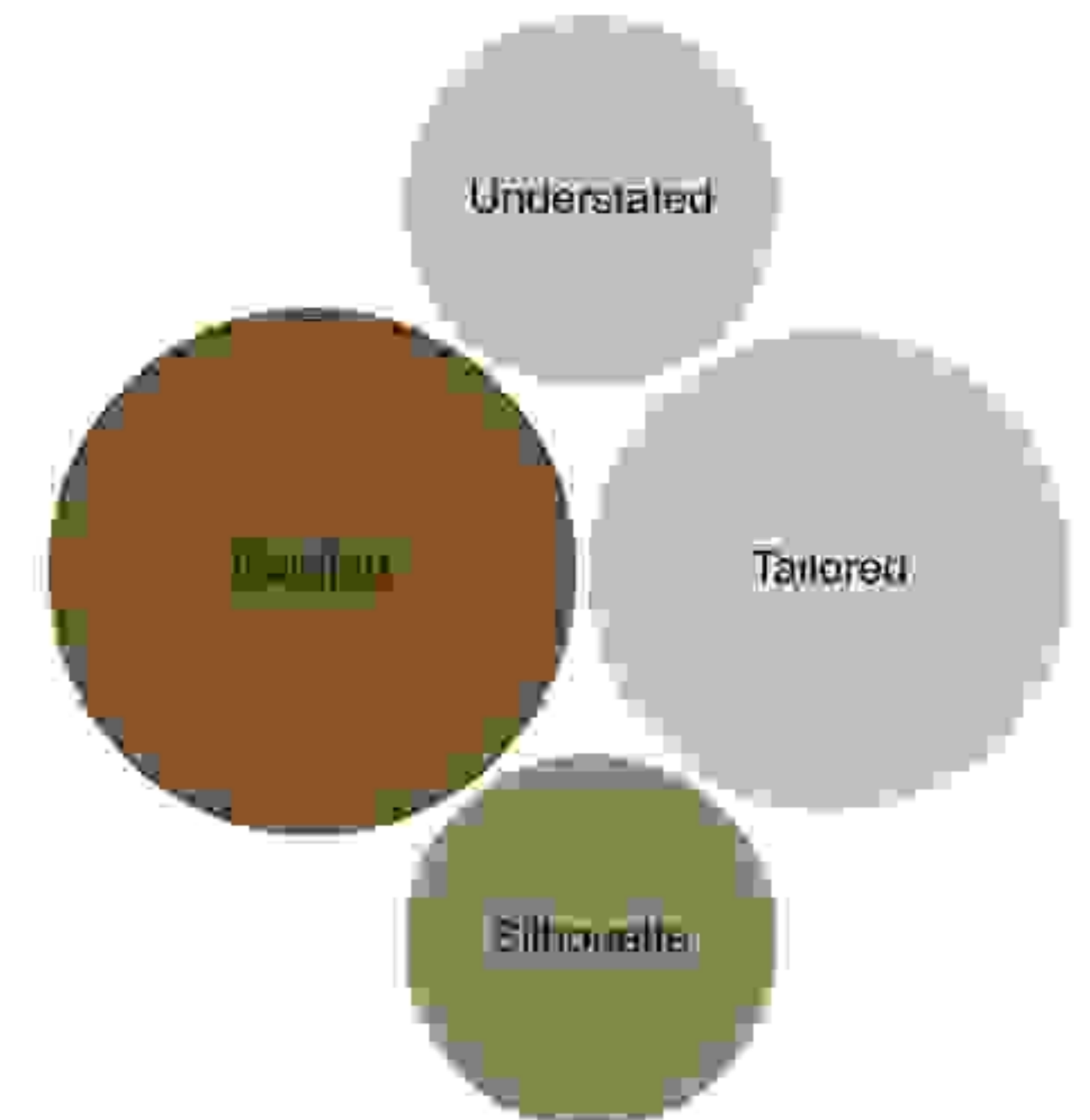
LE LABO



## Shopping Behavior:

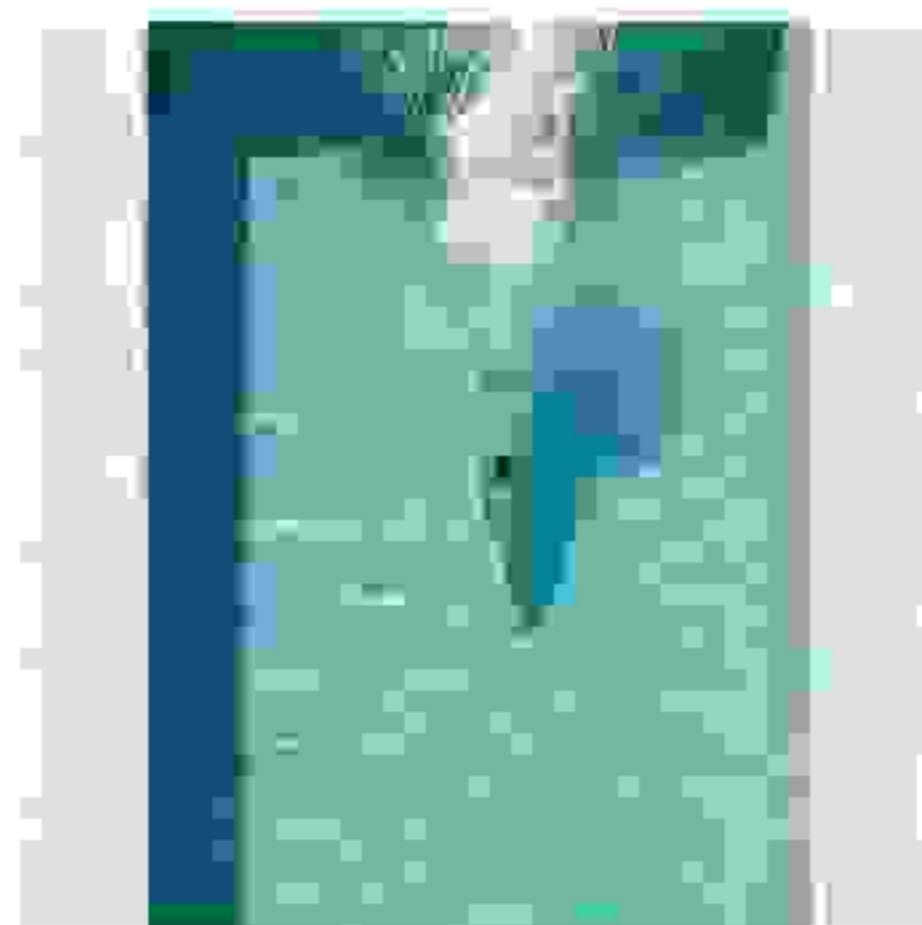


## Motivations:



## Pain Points:

While André enjoys depth in his shopping experience, too many options without proper guidance might overwhelm him, making the process less enjoyable.



**LIFESTYLE BOARD**

# **4 . MARKET ANALYSIS**

# MARKET ANALYSIS

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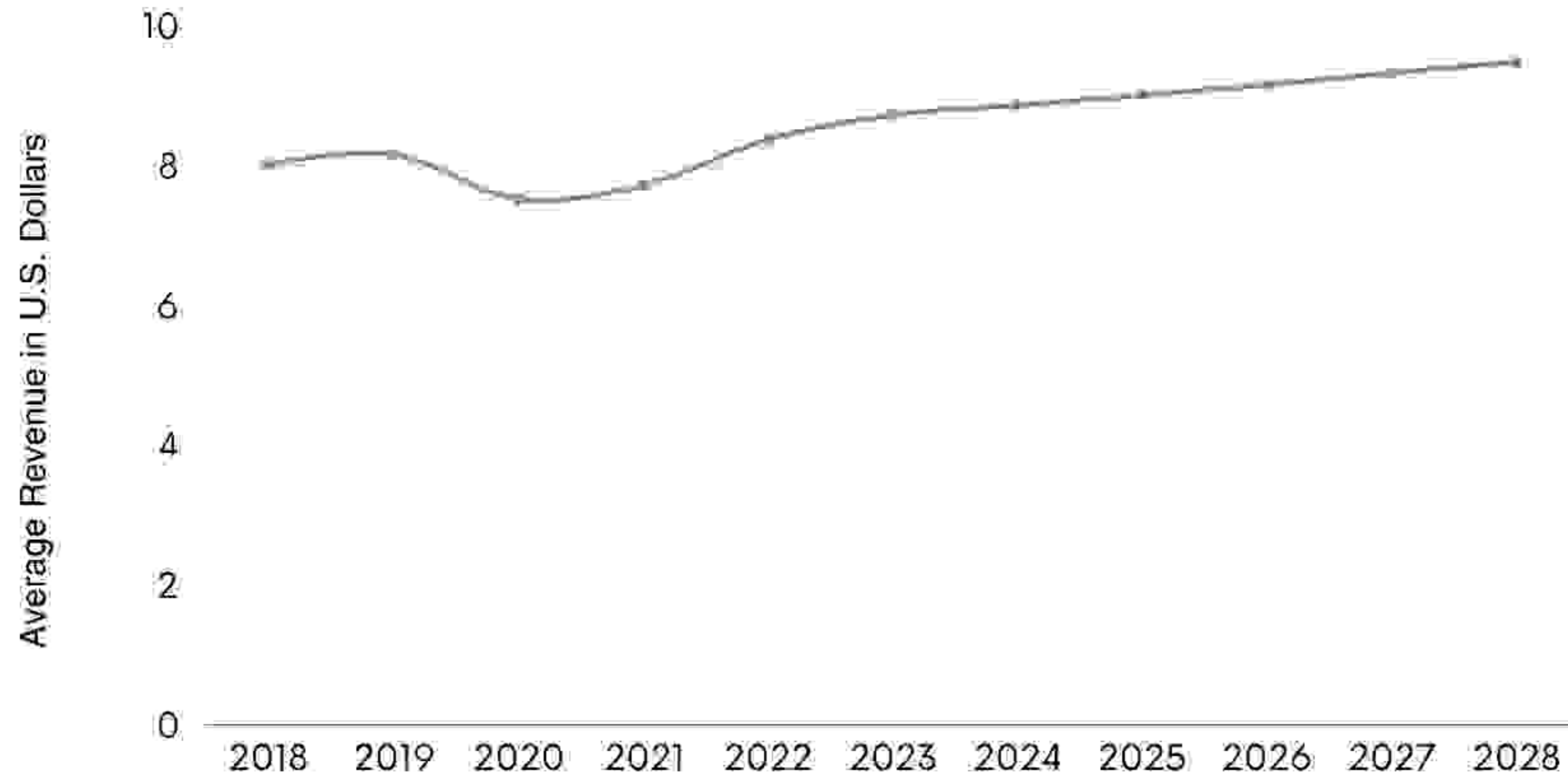


## Global Fragrance Market

- The **global revenue** is expected to increase from **\$53.44 billion** U.S. dollars to approximately **\$67.4 billion** U.S. dollars by **2028**.
- The **Fragrances market** worldwide is projected to generate a revenue of **\$60.13 billion** U.S. dollars in **2024**.
- It is expected to exhibit an **annual growth rate** of **2.79%** (CAGR 2024-2029).
- When compared globally, the United States leads in terms of revenue generation, with \$8,715 million U.S. dollars in 2023.
- In terms of per capita revenues, each person worldwide is estimated to contribute \$7.58 U.S. dollars in 2023.
- Worldwide, fragrances are becoming increasingly popular as consumers seek to express their individuality and enhance their personal style.

# MARKET ANALYSIS

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The average revenue per capita of the fragrances segment of the beauty & personal care market in the United States was forecast to amount to around **\$27.16 billion** U.S. dollars in 2028.

*Revenue of the Fragrances Market in the U.S. from 2018-2028 (in Billion U.S. Dollars)*

# MARKET ANALYSIS

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## Fragrance Market Segments



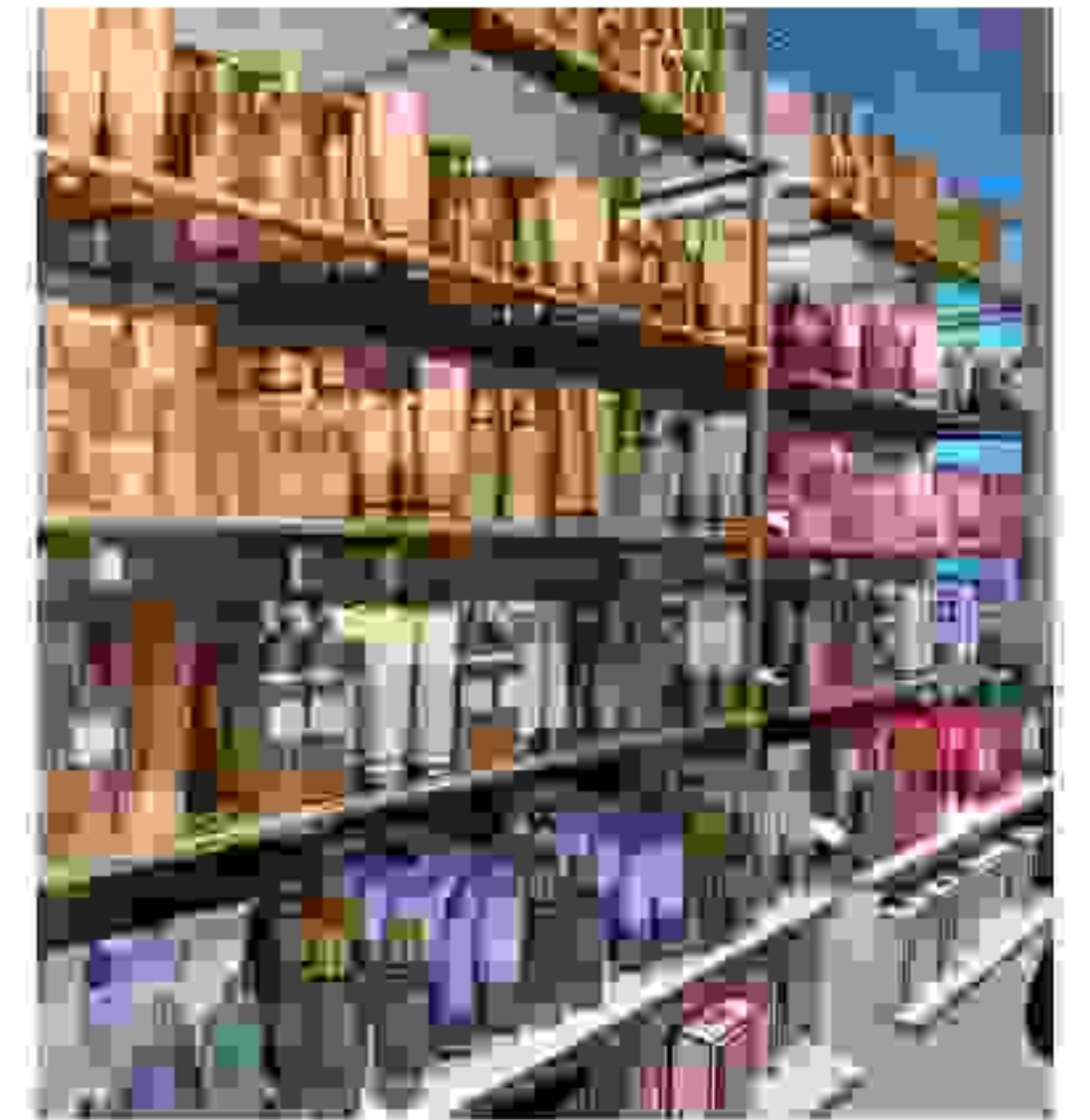
*High Perfumery*



*Fine Fragrances*



*Clean Fragrances*



*Mass Fragrances*

# MARKET ANALYSIS

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## Clean Fragrances

- Clean fragrances are often described by the ingredients – **non-toxic, natural/organic**, and the exclusion of recognizable "bad" ingredients.
- Eco-friendly packaging also defines a clean brand. Interest in synthetic ingredients is decreasing and reduced usage is becoming common as people think about sustainability.

# MARKET ANALYSIS

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## Clean Fragrance: Consumer Trends

### Personal care usage near-universal

- Nearly all consumers are using at least one type of "clean" personal care product thanks to wide accessibility within channels and price points.

### Ingredients drive definitions

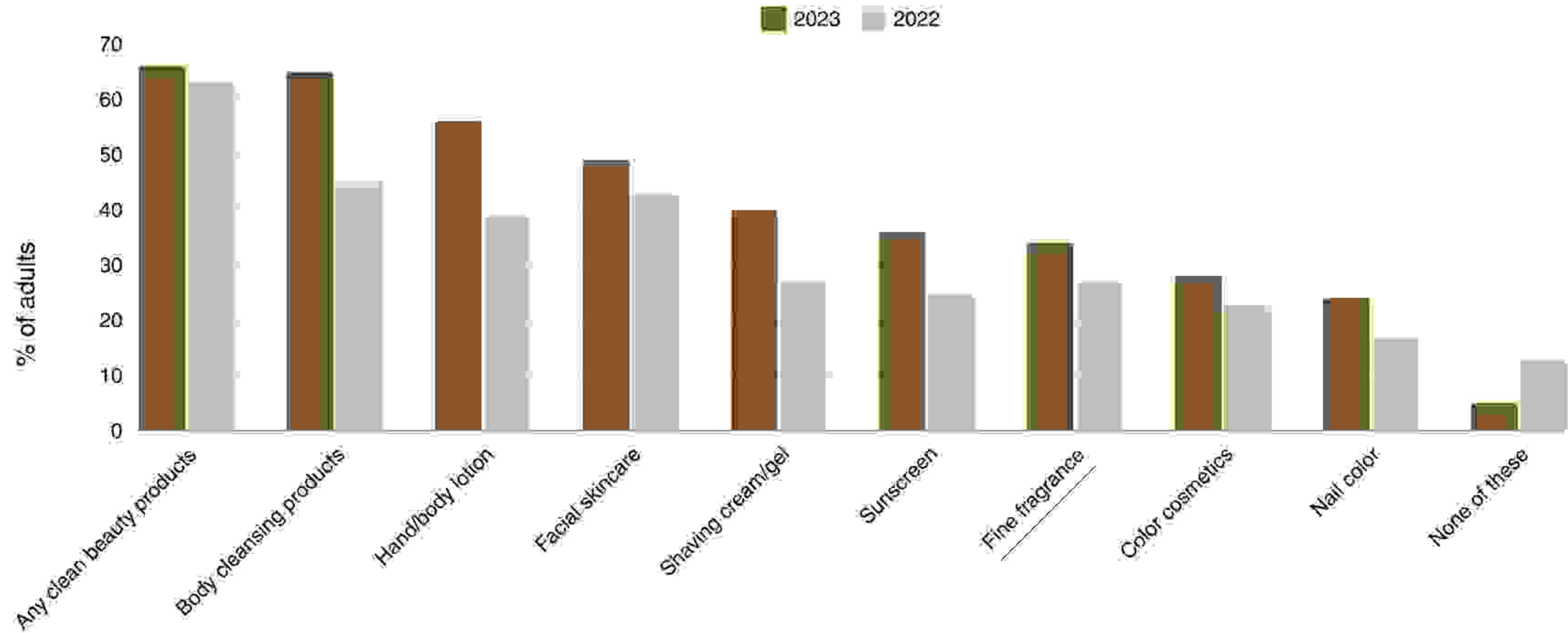
- While multiple factors influence consumer definitions of "clean", a **focus on ingredients** is clear: non-toxic, natural, and free from perceived "dirty" ingredients. This highlights the importance of ingredient transparency in the space.

### Eco-friendly attributes support "clean" profiles

- Eco-friendly and sustainable initiatives remain an important pillar in the fragrance category. However, eco-friendliness isn't an end-all attribute but a pillar of a larger "clean" definition.

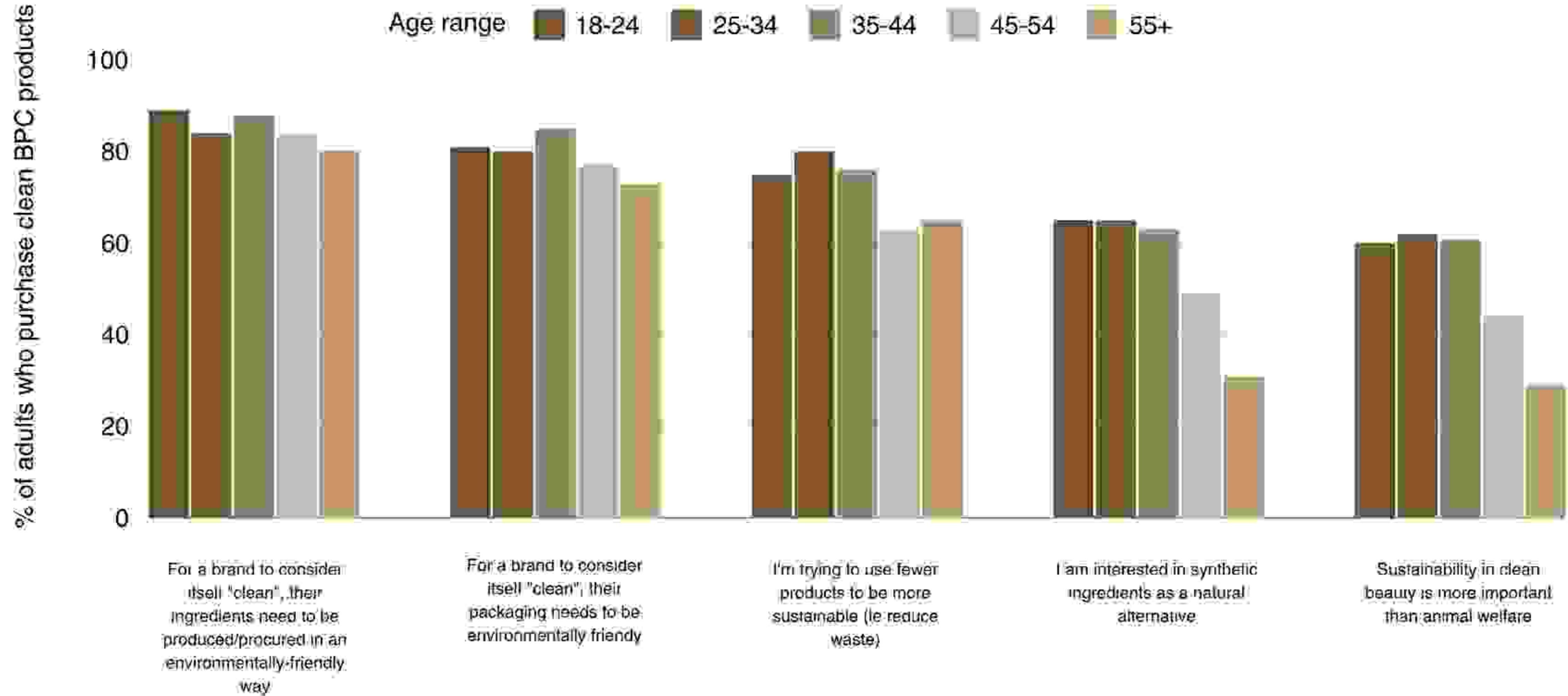
# MARKET ANALYSIS

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US: clean product usage (NET) 2022-23

# MARKET ANALYSIS



Sustainability attitudes, by age, 2023

# MARKET ANALYSIS

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## Innovative Fragrance Formats



*Stick Form*



*Refillable*



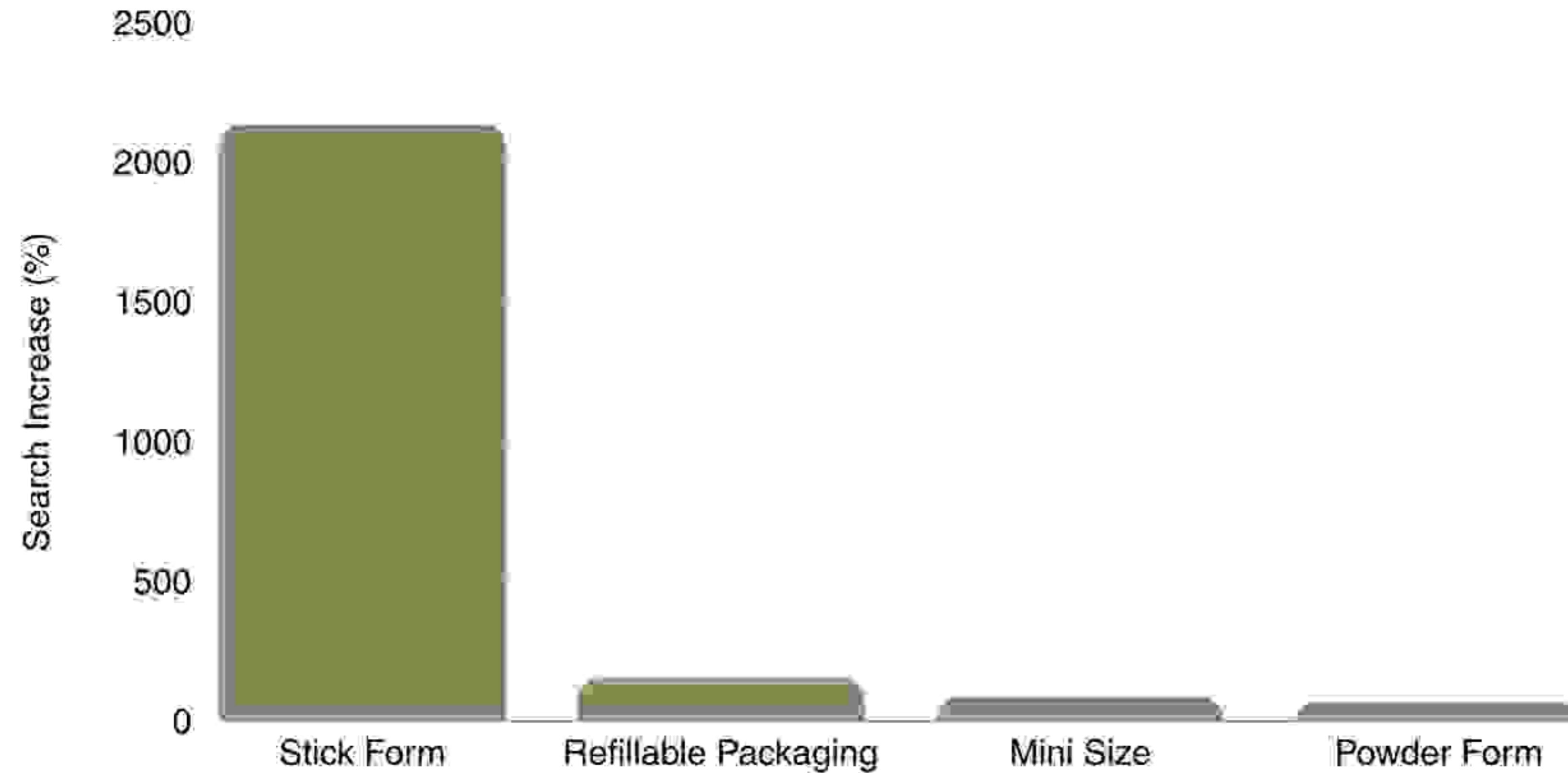
*Mini*



*Powder Form*

# MARKET ANALYSIS

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New formats and innovations such as stick forms and refillable packaging are on the rise. These packaging options provide ease of use and convenience for consumers.

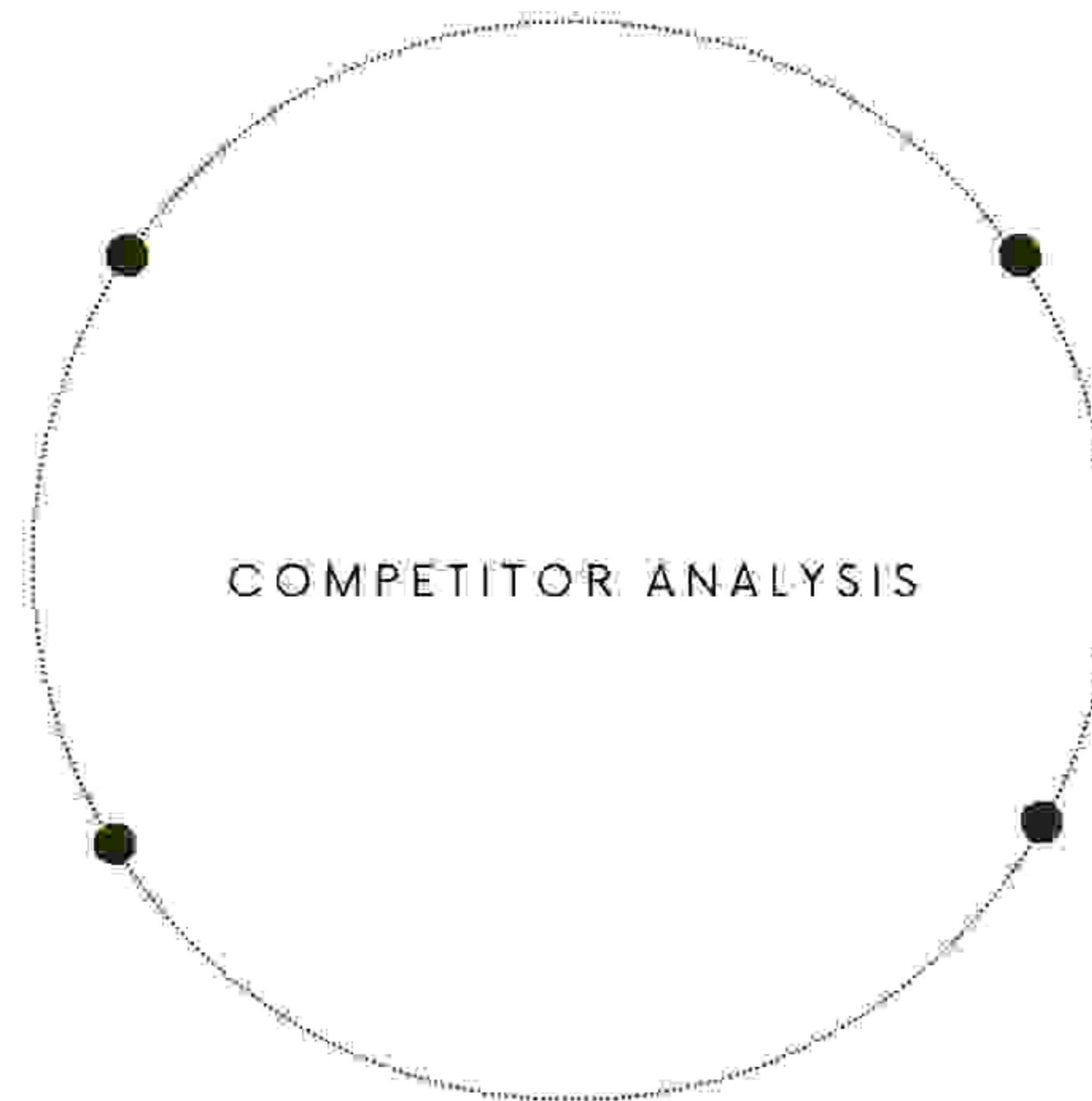
*Trending online fragrance searches in the United States as of September 2022*

# KEY CRITERIA FOR COMPETITOR SELECTION

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①  
**Pricing**  
The Row targets high-end consumers, competitors are chosen based on their price point in the same or adjacent luxury market.

③  
**Positioning**  
The Row attracts clientele who value timelessness and craftsmanship; competitors should reflect these values as well.



②  
**Quality**  
Quality is central to The Row. Competitors are evaluated by their materials and reputation for attention to detail.

④  
**Formulation**  
The Row emphasizes artisanal, high-quality ingredients in its formulations. Competitors should prioritize similar high standards.

# COMPETITOR - CREED

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**Creed** Fragrances, founded in **1760** as a **London** tailoring business, is now a **Paris-based** niche perfume house known for luxurious, artisanal scents like Aventus and Green Irish Tweed. Renowned for using high-quality natural ingredients, Creed has built a loyal following among fragrance enthusiasts and celebrities worldwide.

## Brand Identity

- Rich heritage and craftsmanship.
- High-end, artisanal fragrances crafted from natural ingredients.
- History of creating perfumes for royal families and celebrities, enhancing its image of exclusivity.

## Competing Product & Formulation

- ABSOLU AVENTUS

### Key notes

- Bergamot
- Grapefruit
- Patchouli
- Vetiver

## Pricing

- Premium pricing
- \$150 to \$600
- Well-known scents like Aventus and Green Irish Tweed start around \$250 and go up to \$365.

## Distribution

- Creed's official website, and globally spread branded boutiques.
- Luxury department stores such as Neiman Marcus, Saks Fifth Avenue, Bergdorf Goodman, and Harrods.
- Other online retailers include Sephora and Nordstrom.

# COMPETITOR - BOTTEGA VENETA

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**Bottega Veneta**, founded in **1966**, is an **Italian** luxury brand known for its craftsmanship and iconic Intrecciato leather weave. Under Creative Director Matthieu Blazy, the brand launched a five-scent fragrance collection, blending global ingredients to reflect **Venice's cultural heritage** and offering a luxurious olfactory experience.

## Brand Identity

- Rich Italian craftsmanship and artisanal techniques.
- Focus on understated elegance.
- Emphasize quality over conspicuous branding.

## Pricing

- Premium pricing
- Full size bottles retail at \$450
- Refill options available at \$320

## Competing Product & Formulation

- NEWLY LAUNCHED 5 FRAGRANCES

### Key notes

- Guatemalan Cardamom- Déjà Minuit
- French Angelic Oil- Colpo Di Sole
- Macedonian juniper berry- Acqua Sale
- Somalian Myrrh- Alchemie
- Italian Bergamot- Come With Me

## Distribution

- Limited production
- Controlled distribution
- Available in approximately 100 boutiques around the world.
- Introduced in EMEA, the US, Hong Kong, Macau, Singapore, Taiwan and Australia.

# COMPETITOR - LE LABO

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**Le Labo**, founded in **New York** in **2006**, is a niche fragrance brand known for its artisanal approach and hand-blended scents. Emphasizing high-quality ingredients, it offers distinctive fragrances like Santal 33 and Another 13, which evoke **strong emotional connections** with wearers.

## Brand Identity

- Hand-made, artisanal fragrances that can be customized.
- Use of vegan ingredients.
- Promoting sustainable sourcing and transparency.
- Ethical formulations and commitment to avoid animal testing.

## Competing Product & Formulation

- **SANTAL 33**

### Key notes

- Cardamom
- Iris & Violet
- Australian sandalwood
- Cedarwood

## Pricing

- Premium pricing
- \$230 to \$1095
- Refill options available at \$183.

## Distribution

- Limited distribution channels.
- Available in their standalone stores and counters.
- Distributed in collaboration with luxury hotels like Fairmont, Park Hyatt and Four Seasons.

# COMPETITOR - AMOUAGE

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**Amouage** is a luxury perfume house founded in **1983** in **Oman**, known for its opulent fragrances that blend Eastern and Western sensibilities. The brand combines high-quality ingredients, such as frankincense and myrrh, with artistic craftsmanship, creating unique scents that reflect **Omani heritage** and culture.

## Brand Identity

- Unique cultural fusion of Omani heritage with international appeal.
- Associated with royalty and exclusivity. This is evident in their logo, which resembles a royal seal.
- Unique bottle designs inspired from Omani culture and architecture.

## Pricing

- Premium pricing
- \$280 to \$590
- The limited edition Cristal & Gold line retails for \$1,950.

## Competing Product & Formulation

- GUIDANCE 46

### Key notes:

- Sandalwood
- Pear
- Osmanthus
- Vanilla

## Distribution

- Standalone boutiques, flagship stores and travel retail locations.
- High-end retailers like Neiman Marcus, Nordstrom, Bloomingdales, Bergdorf Goodman, and Saks Fifth Avenue.
- Amouage's official website

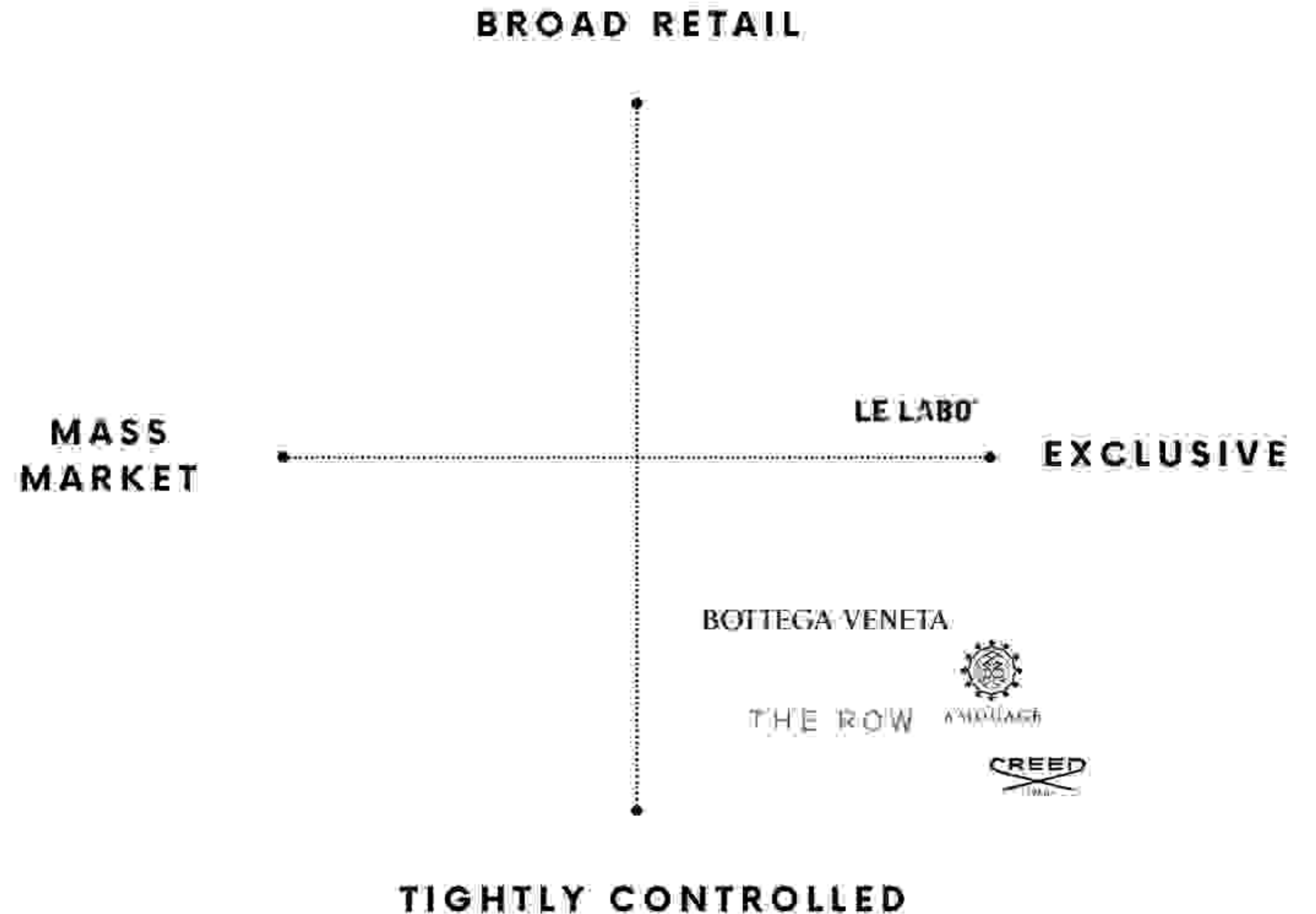
# COMPETITOR POSITIONING

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The proposed brand extension for The Row is positioned as an exclusive product, with tightly controlled production and distribution strategies compared to other brands in the fragrance market.

Brands like Creed, Bottega Veneta, Le Labo, and Amouage are luxury fragrance houses with an international presence, similar to The Row, though their distribution strategies differ slightly.

The positioning is done based on **Production Vs Distribution**.



# SWOT ANALYSIS

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## **S** STRENGTHS

- **High-Quality Craftsmanship:** Use of superior materials and attention to detail.
- **Strong Brand Reputation:** Established prestige in the luxury fashion market.
- **Artisanal Approach:** Handcrafted production methods.
- **Investor Confidence:** Backing from the families behind Chanel and L'Oréal.
- **Loyal Customer Base:** Dedicated clientele.
- **Timeless Scents:** Handcrafted with natural ingredients for a lasting, trend-free appeal.

## **O** OPPORTUNITIES

- **Refilling option:** Fragrance refills provide a sustainable choice, encouraging repeat purchases and brand loyalty. e.g. Bottega Veneta, Le Labo.
- **Transparent manufacturing:** Clear sourcing and production of fragrances build trust and authenticity.
- **Experiential Marketing:** Hosting invite-only events that immerse guests in a unique olfactory experience, enhancing brand engagement without traditional advertising.

## **W** WEAKNESS

- **High Price Point:** High end pricing limits accessibility for a broader audience.
- **Limited Distribution Channels:** Restricted availability can hinder market penetration.
- **Minimal Advertising:** Less presence on social media and other channels may slow growth and brand awareness.

## **T** THREATS

- **Sustainability concerns:** Rising pressure from consumers and regulations for eco-friendly fragrance production.
- **Market saturation:** The fragrance market is crowded with established luxury brands, making differentiation challenging.
- **Increased Competition:** Strong rivalry, particularly from brands like Bottega Veneta with their gender-inclusive fragrances.
- **Economic Fluctuations:** Economic downturns can impact consumer spending in the luxury segment.

# MARKETING MIX - 4P'S

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1

## Product

- A trio of body fragrances
- Parfum (40% perfume oil)
- Gender-fluid scents
- Manufactured by L'Oeil du Vert.
- It can be bought individually.
- Hand-crafted
- Made from natural extracts
- Limited production (1000 bottles each)

2

## Price

- High-end pricing strategy
- \$395 for 1.7 Oz, per fragrance of the trio.
- Body fragrances are cheaper than body oils, as they contain only 40% perfume oil, while body oils have a higher concentration.
- No markdowns
- Same pricing across all flagship stores.

3

## Place

- Available for purchase only at the 5 flagship stores of The Row.
- The product details can be viewed online at [therow.com](http://therow.com), but the purchase can only be made in-store.
- It will not be sold through any retailers or distributors.

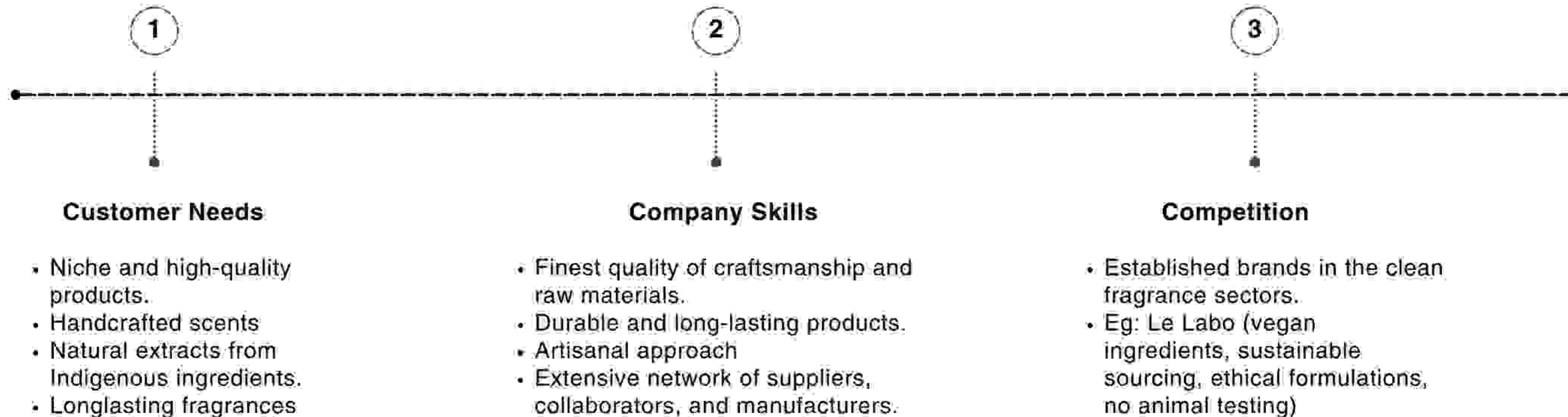
4

## Promotion

- Used on models during The Row Fashion Show.
- Exclusive try-on sensory experience in-store through private appointments for VIP customers. Private appointments can be made through the appointment portal on [therow.com](http://therow.com).
- Word of mouth by consumers.

# ROBERT DOLAN'S 5C'S

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# ROBERT DOLAN'S 5C'S

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4

## Collaborators

- Collaborate with L'Oeil du Vert on trials, research, and development of the formulation.
- The fragrances are manufactured and quality-checked by L'Oeil du Vert.

5

## Context

- The naturally sourced materials will increase input costs.
- Respectfully use indigenous ingredients to avoid cultural appropriation.
- Work with suppliers who employ ethical sourcing practices.
- Invest in regenerative agriculture from where the raw materials are sourced. No animal testing.

# KEY DEPARTMENTS, OBJECTIVES AND JTBD

<i>Department</i>	<i>Objective</i>	<i>Jobs To Be Done</i>
Research and Development	<p>In collaboration with L'Oeil du Vert,</p> <ul style="list-style-type: none"> <li>• To develop a trio of natural, clean, and hand-crafted body fragrances that are gender-fluid.</li> <li>• The scents must be in line with the brand's values and the current fragrant body oils collection.</li> </ul>	<p>In collaboration with L'Oeil du Vert,</p> <ul style="list-style-type: none"> <li>• Research raw material options and formulations that reflect the objective.</li> <li>• Conduct product trials.</li> </ul>
Consumer Research Team	<ul style="list-style-type: none"> <li>• Conduct market and consumer trend research.</li> <li>• To identify the target audience for The Row Body Fragrances.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct market and competitor analysis.</li> <li>• Conduct consumer research by analyzing consumer preferences, needs, and behaviors related to scents.</li> </ul>
Packaging Designing	<ul style="list-style-type: none"> <li>• To develop a minimal package design and branding for The Row Body Fragrances.</li> </ul>	<ul style="list-style-type: none"> <li>• Design the primary packaging (fragrance bottle), secondary packaging (outer box), and the overall branding of the product.</li> </ul>

# KEY DEPARTMENTS, OBJECTIVES AND JTBD

<i>Department</i>	<i>Objective</i>	<i>Jobs To Be Done</i>
Marketing	<ul style="list-style-type: none"> <li>To execute marketing strategies in line with the brand's ideologies for a successful product launch.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct market research and create a unique selling proposition for the product.</li> <li>Manage marketing strategies at all touchpoints.</li> <li>Organize an exclusive product launch event.</li> <li>Manage communications and PR in line with the brand's marketing strategy.</li> </ul>
Sales and Distribution	<ul style="list-style-type: none"> <li>To maximize sales of the product and increase revenue for the brand.</li> <li>To manage efficient distribution channels.</li> </ul>	<ul style="list-style-type: none"> <li>Decide the price of the product along with the marketing and finance team.</li> <li>Develop a sales forecast.</li> <li>Overseeing the distribution logistics.</li> </ul>
Retail and Merchandising	<ul style="list-style-type: none"> <li>To enhance the retail experience in-store and online.</li> </ul>	<ul style="list-style-type: none"> <li>Visual Merchandising and product placements</li> <li>Organize and manage inventory</li> <li>Develop one-on-one relationships with customers and provide an exclusive shopping experience.</li> </ul>

# KEY DEPARTMENTS, OBJECTIVES AND JTBD

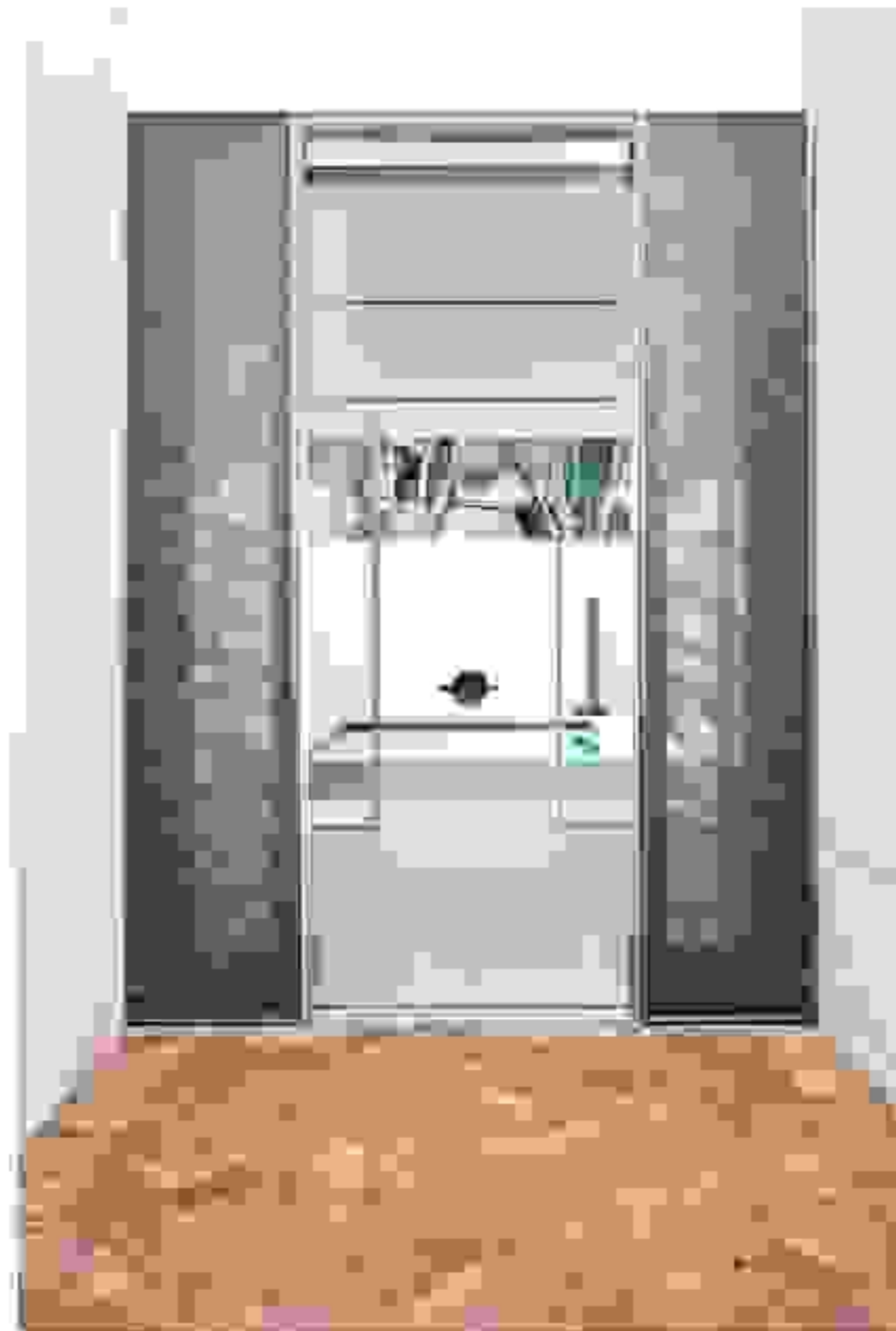
<i>Department</i>	<i>Objective</i>	<i>Jobs To Be Done</i>
Operations	<ul style="list-style-type: none"> <li>To optimize resources, manage schedule systems, and keep operations running smoothly across all segments.</li> </ul>	<ul style="list-style-type: none"> <li>Provide efficient customer support.</li> <li>Manage transport between retail stores, warehouses, and fulfillment centers.</li> <li>Provide fast delivery to consumers shopping online.</li> <li>Identifying and resolving operational issues as they arise.</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Manage the finances and budgeting across all departments.</li> </ul>	<ul style="list-style-type: none"> <li>Consistently monitor and control the budget across all departments.</li> <li>Advise on how to increase revenues while maintaining high-quality offerings.</li> </ul>
Legal	<ul style="list-style-type: none"> <li>To protect the assets and intellectual properties of the product.</li> <li>To manage contracts with collaborators.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare and execute a solid contract with the collaborator and core manufacturer, L'Oeil du Vert.</li> <li>Apply for IPR (product and packaging design).</li> </ul>
Regulatory	<ul style="list-style-type: none"> <li>To ensure all company departments and products comply with relevant laws and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>Monitor the research, trials, ingredients used, production, packaging, marketing collateral, and assets to make sure they align with necessary compliance regulations.</li> </ul>

# **5. MERCHANDISE ANALYSIS & VALUE PROPOSITION**

# STORE OVERVIEW

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- **Location:** 8440 Melrose Place, Los Angeles, CA 90069.
- **Carpet Area:** 3,8000 square feet and a 900-square-foot swimming pool.
- **Designers:** David Montalba and Courtney Applebaum.
- **Inspiration:** The interior design draws inspiration from mid-century California modernism, creating a clean and elegant atmosphere. The space was previously a hair salon that the Olsen twins used to visit as kids.
- **Layout:** The twins refer to the different areas in their store as the Western Gallery, Eastern Gallery, and the Library.



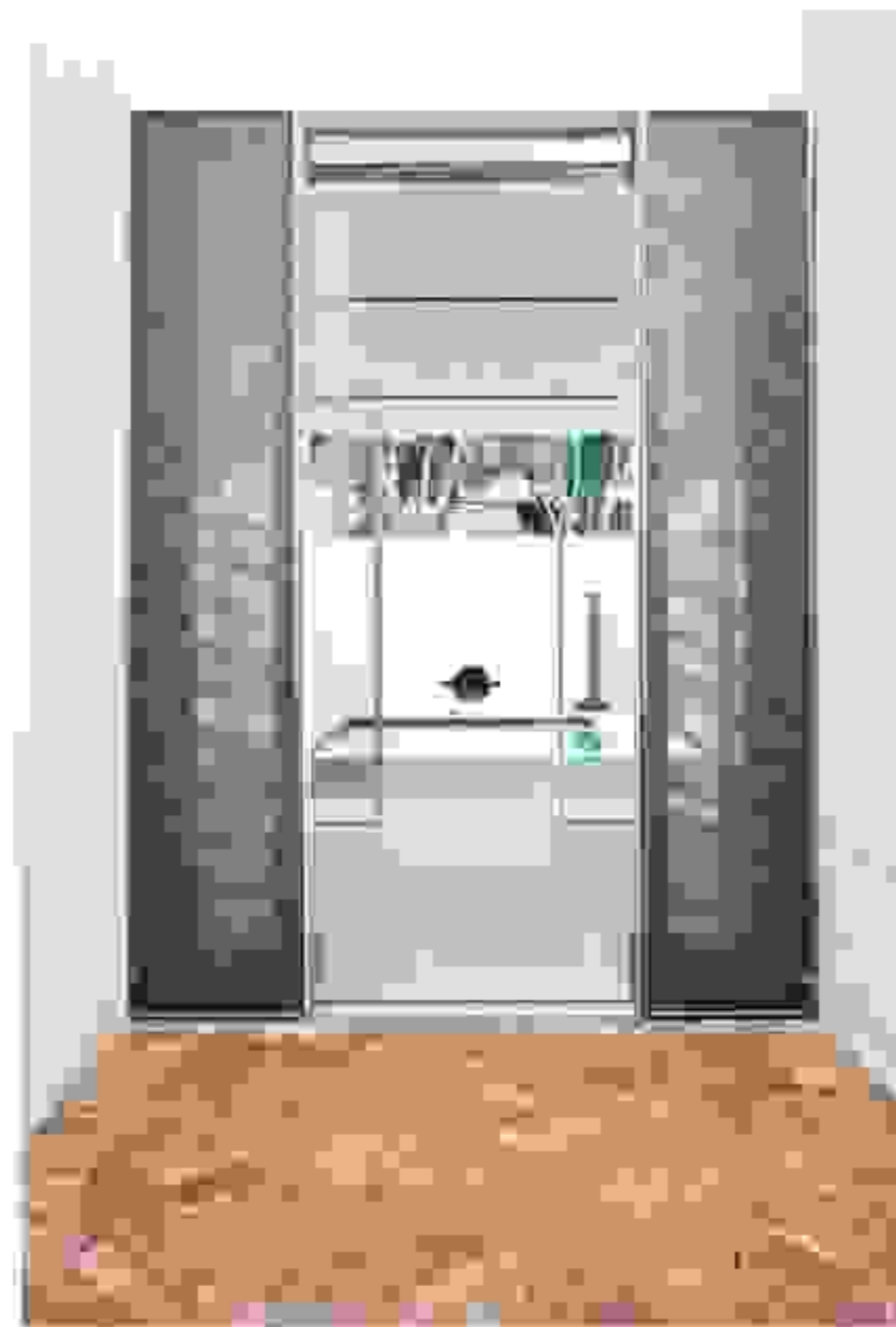
# STORE OVERVIEW

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## Why the Los Angeles store?

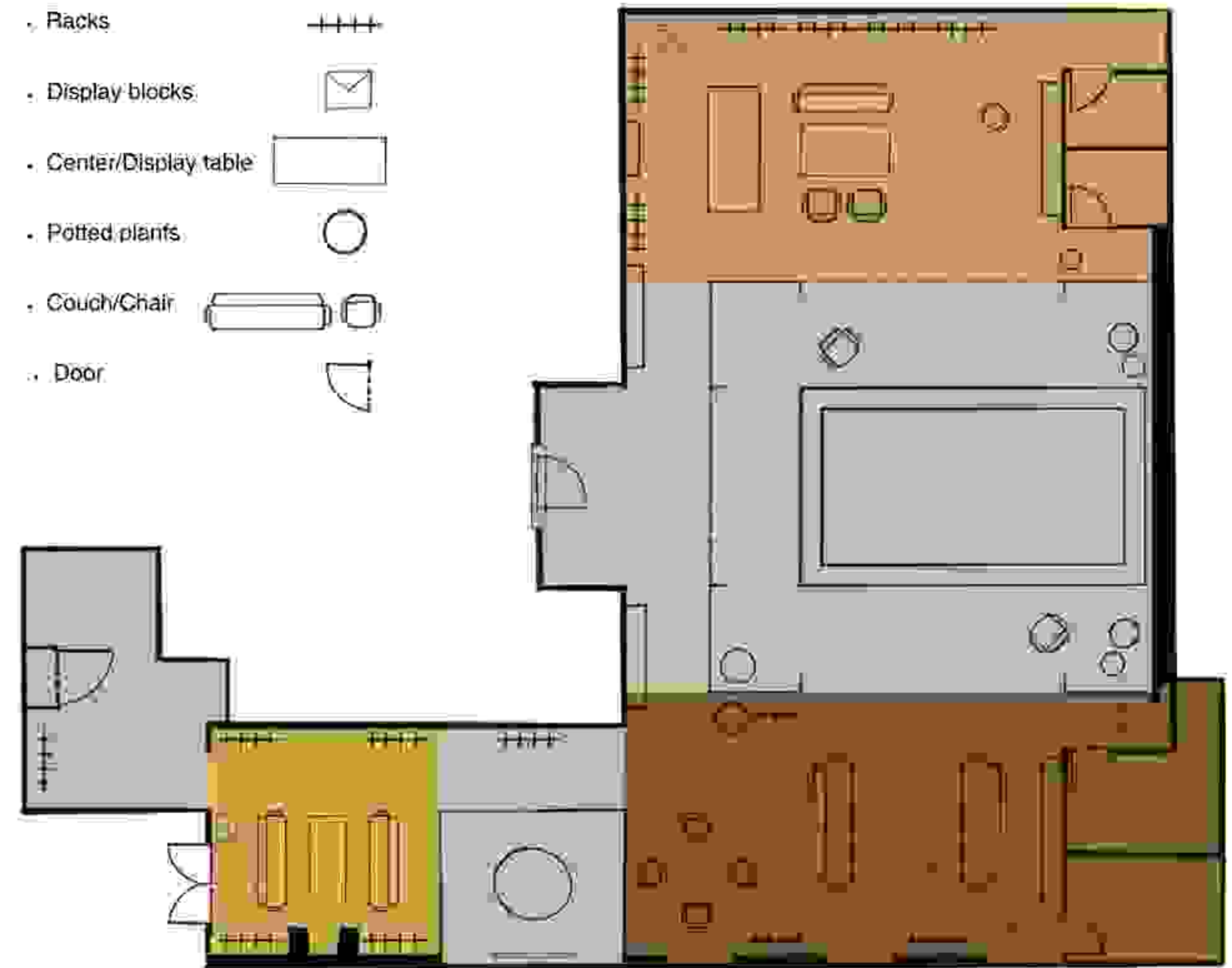
In 2014, The Row opened its first store in Los Angeles, followed by a 2nd store in New York in 2016. Over time, the New York store became the brand's headquarters and gained significant visibility. Most people are unaware that the journey began in Los Angeles.

For the body fragrance launch, we aim to introduce The Row's entry into the beauty industry at the Los Angeles store, where the journey began 20 years ago. Hosting the exclusive launch party at this location will help revive its visibility and significance.



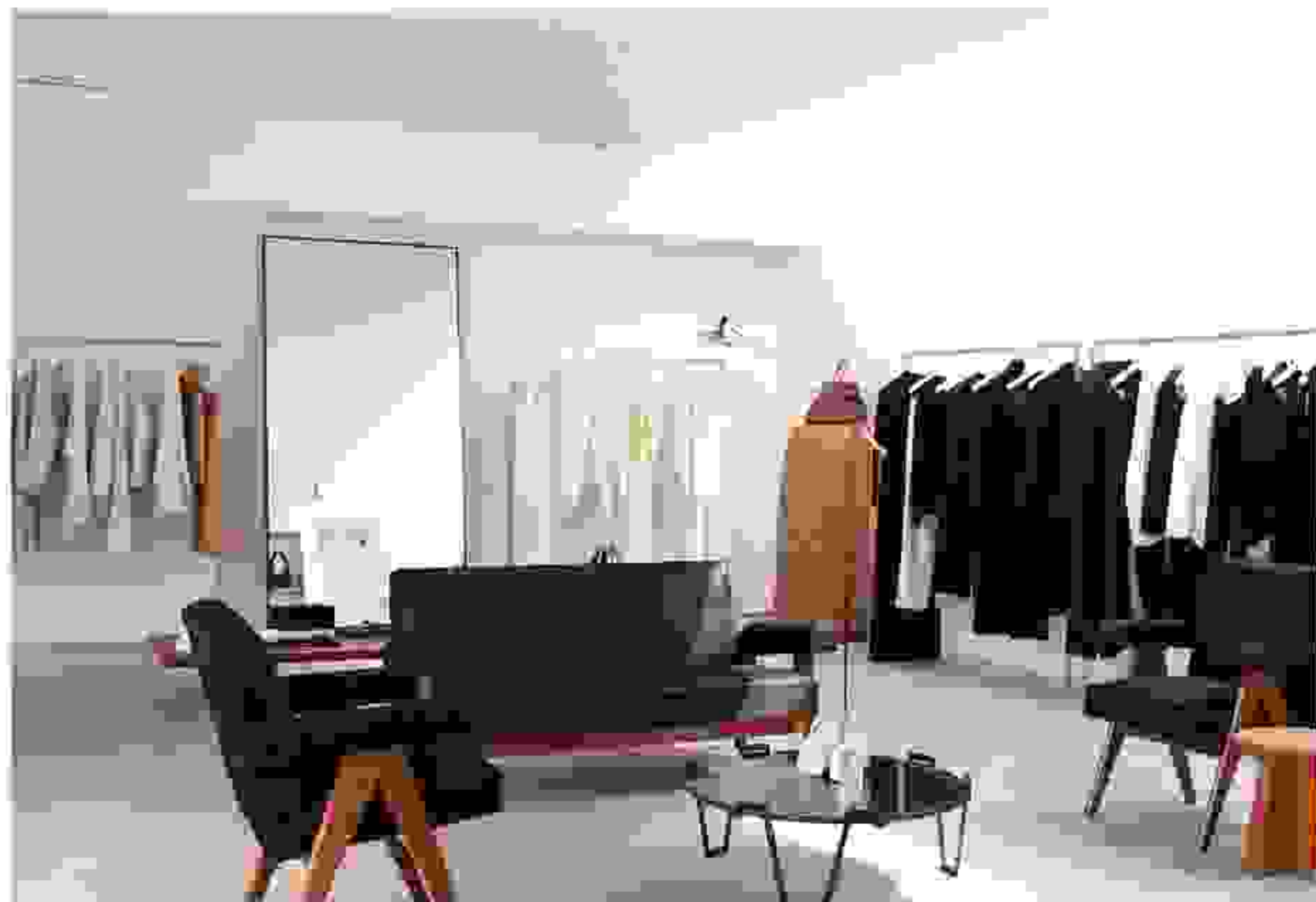
# EXISTING FLOOR PLAN

-  • **EASTERN GALLERY:** Staged to resemble a living room, houses racks full of clothing, arranged according to the color palette, a center table with a sofa set and bags arranged in the grid-like steel shelf.
-  • **WESTERN GALLERY:** This space resembles a dining area and comprises scarves and shoes on thin, double-layered matte steel shelves, clothing on moveable racks, a Charlotte Perriand daybed with a center table and a dining table set tucked away in the other corner.
-  • **THE LIBRARY:** Houses a limestone fireplace with dark wood and pigskin-lined shelves, two couches facing each other, clothing on moveable racks and shoes displayed on either sides of the fireplace.
-  • These areas consist of the pool courtyard, the smaller courtyard with a seating area and the entry door.
- Trial rooms are located at the back of both, the Western and the Eastern Galleries.



# EASTERN GALLERY

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# EASTERN GALLERY

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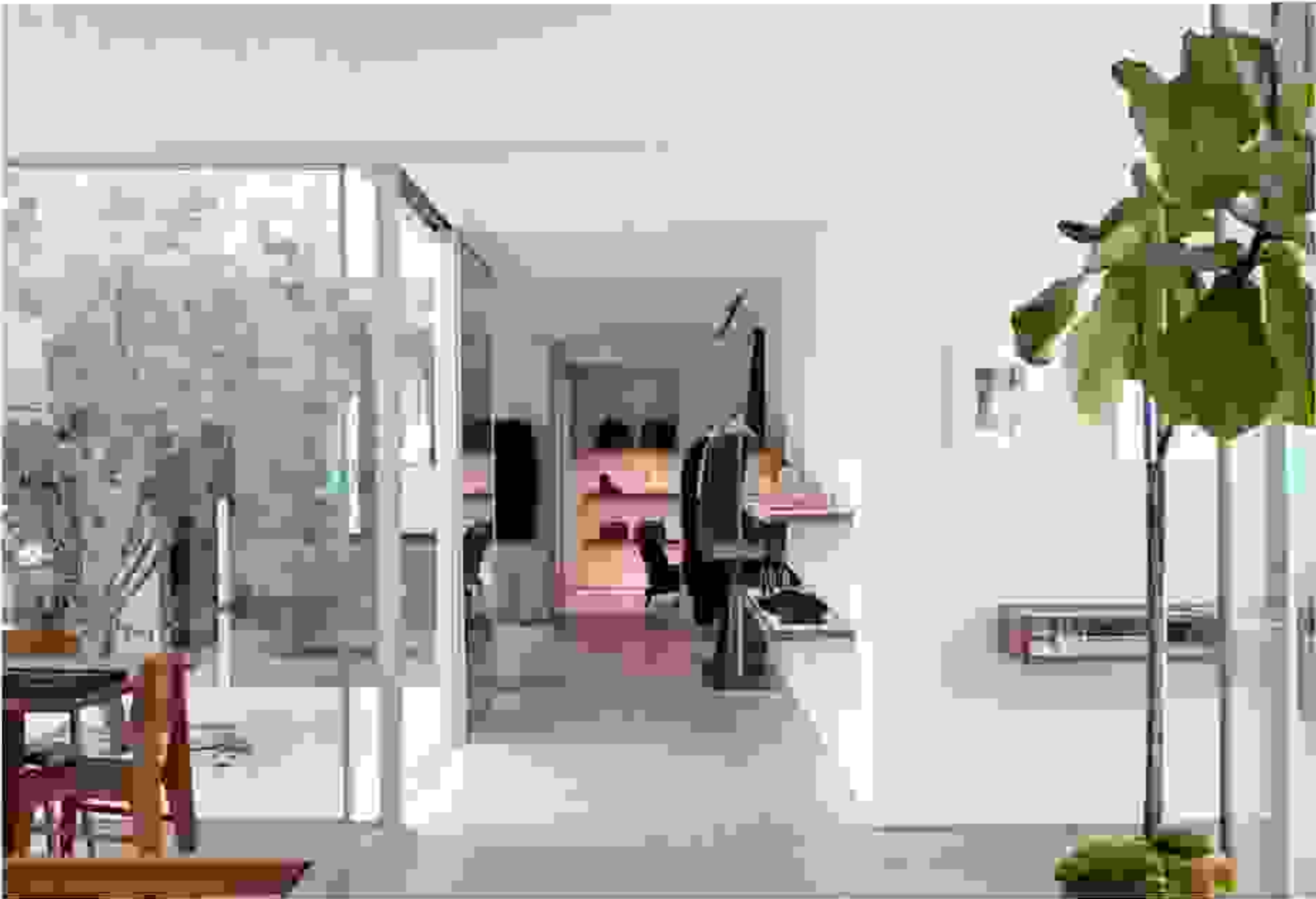
# WESTERN GALLERY

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# WESTERN GALLERY

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# THE LIBRARY

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# THE LIBRARY

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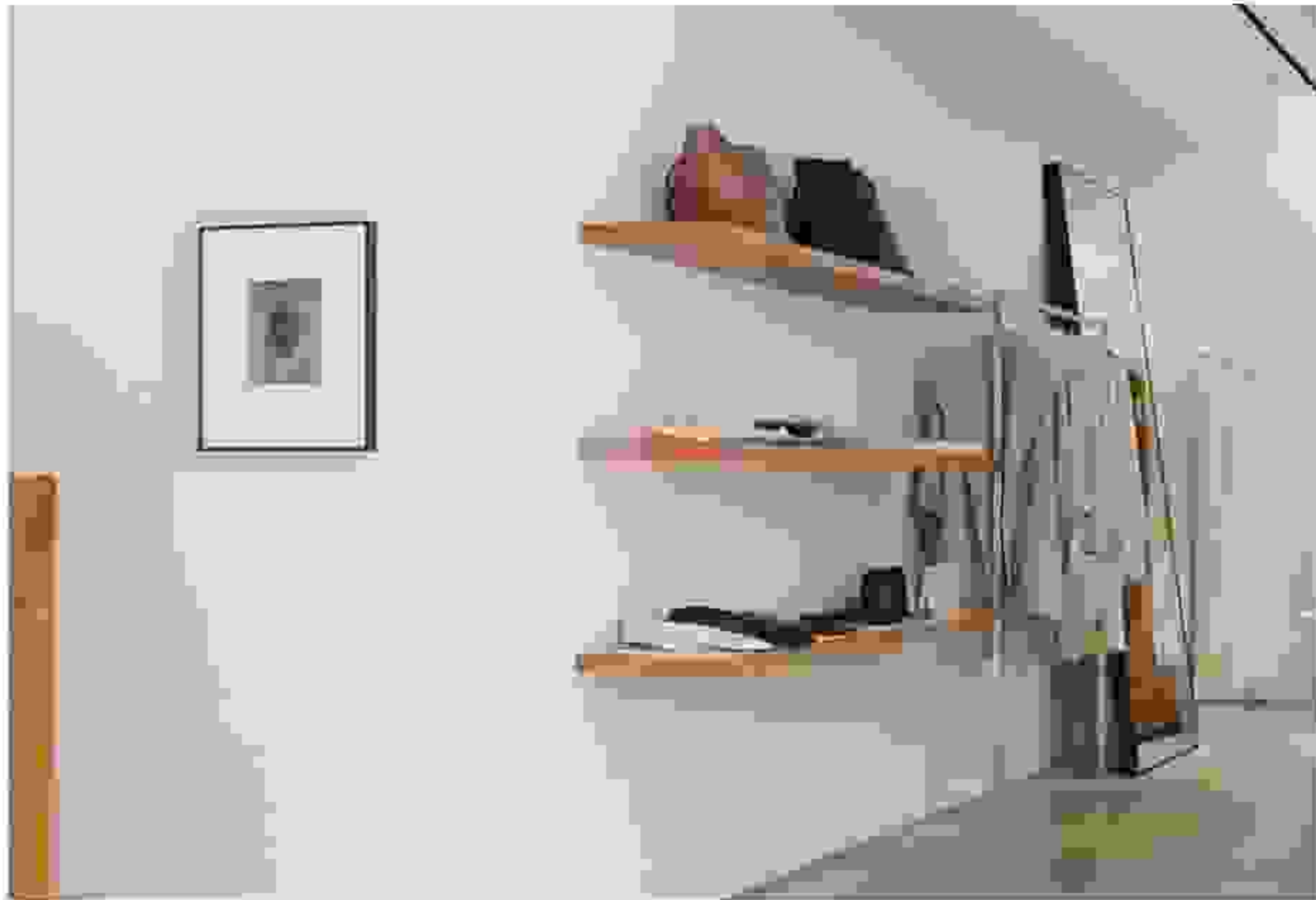
# STORE INTERIORS

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# STORE INTERIORS

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# MERCHANDISING STRATEGY

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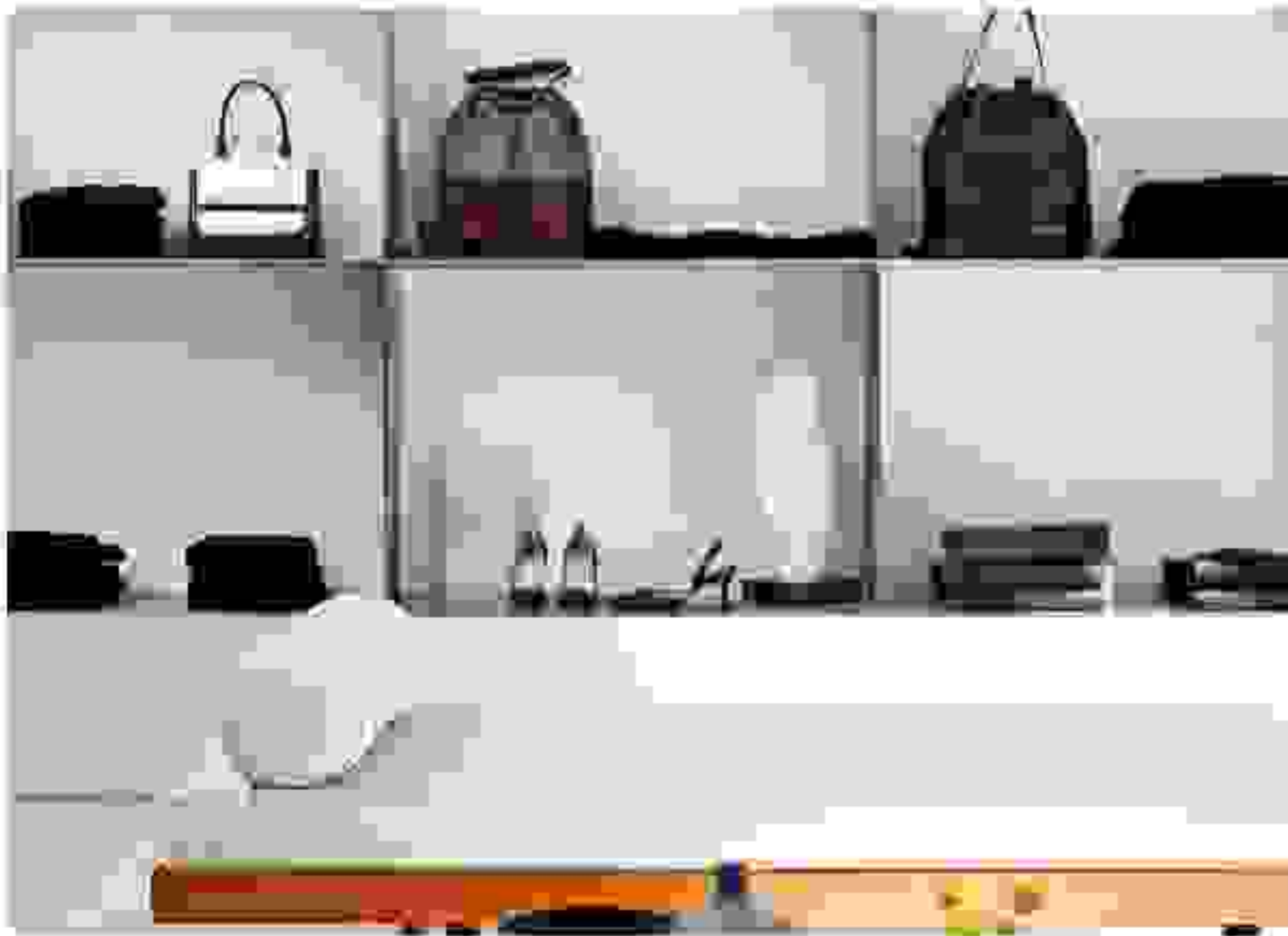


## **Strategy**

*"Ultimately, for us, it was about setting it up like a home and just having the apparel be a part of the space" -Ashley*

# MERCHANDISING STRATEGY

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## Product placement & visual language

The store's product placement feels organic, yet each item is strategically arranged to resemble a lived-in home. Instead of fixed spots, products are thoughtfully spread across various areas to enhance the shopping experience.



## Lighting and atmosphere

The store is filled with natural light from floor-to-ceiling windows, creating a relaxed, open feel. Succulents are spread throughout, blending the indoor and outdoor spaces, while ample cross-ventilation enhances this seamless connection.

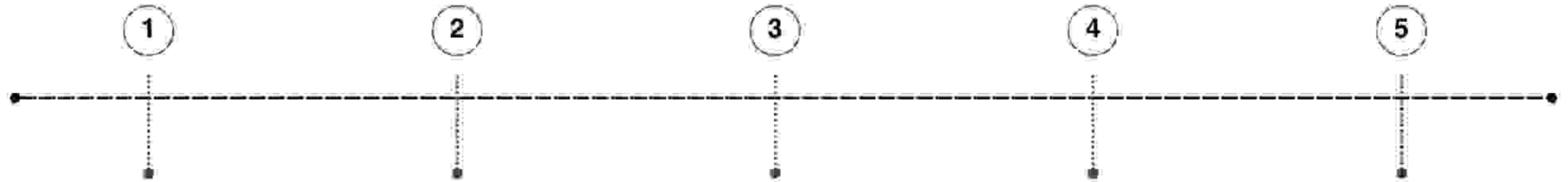


## Art-driven and curated

The store is set in a mid-century Californian home, reflecting both the owners' personalities and the essence of Los Angeles. The space is thoughtfully curated with art and furniture sourced from local markets, antique vendors, and even pieces from the duo's personal collection.

# MERCHANDISING 5R'S

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## Right Product

- The Row's new brand extension will launch a trio of gender-fluid body fragrances. The products will be made with the highest quality raw materials, processes, and quality control as always.

## Right Quantity

- The stick form and mini-size perfumes have been popular amongst luxury consumers for being travel-friendly. The Row's mini body fragrances make it the perfect choice for such individuals.
- Limited production (1000 bottles each).

## Right Price

- The price per fragrance is \$395 for 1.7 Oz.
- The Row's body fragrances offer high-end value with 40% perfume oil—double that of competitors like Le Labo.

## Right Place

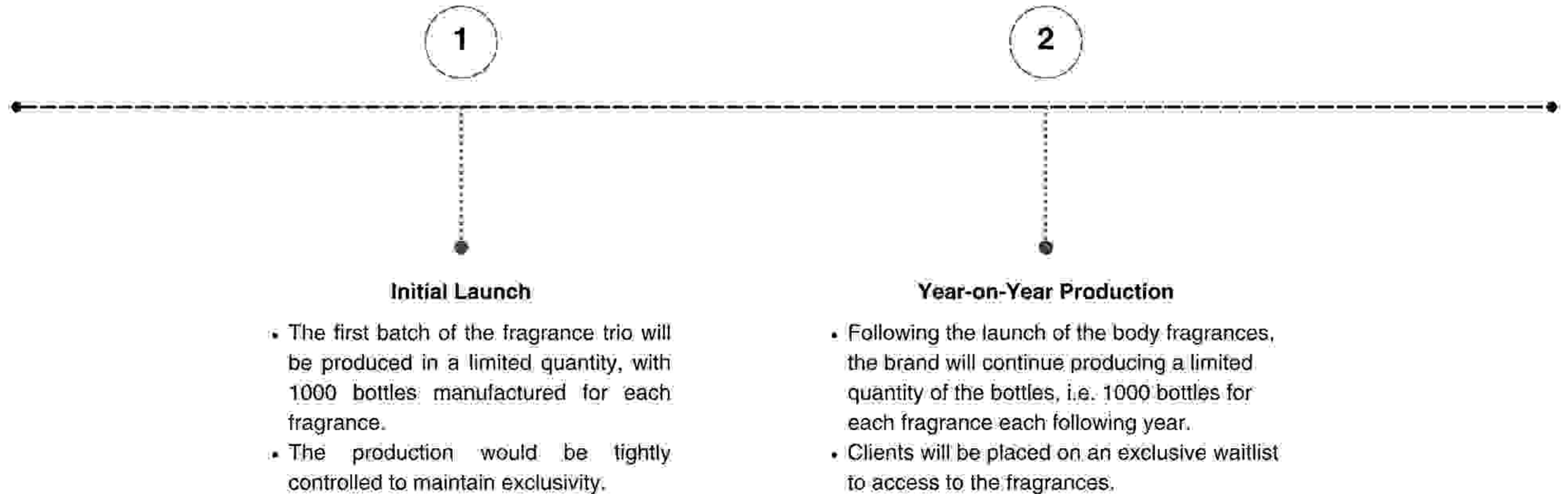
- The Row's body fragrance trio will be launched at their Los Angeles flagship store where the exclusive launch event will be held.
- The product will be available in the other flagship stores within 1 week.

## Right Time

- With the future of luxury fragrances heading towards a clean and sustainable approach, The Row's clean and natural body fragrances are the perfect product to entice the upcoming market.

# PRODUCTION STRATEGY

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# NEW PRODUCT

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*Image generated by AI*

# FRAGRANCE 1 - R

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*Image generated by AI*

## PARFUM

**Category:** Gender-Fluid Body Fragrance

**Size and Pricing:** 1.7 Oz for \$395

**Key ingredient:** Sandalwood

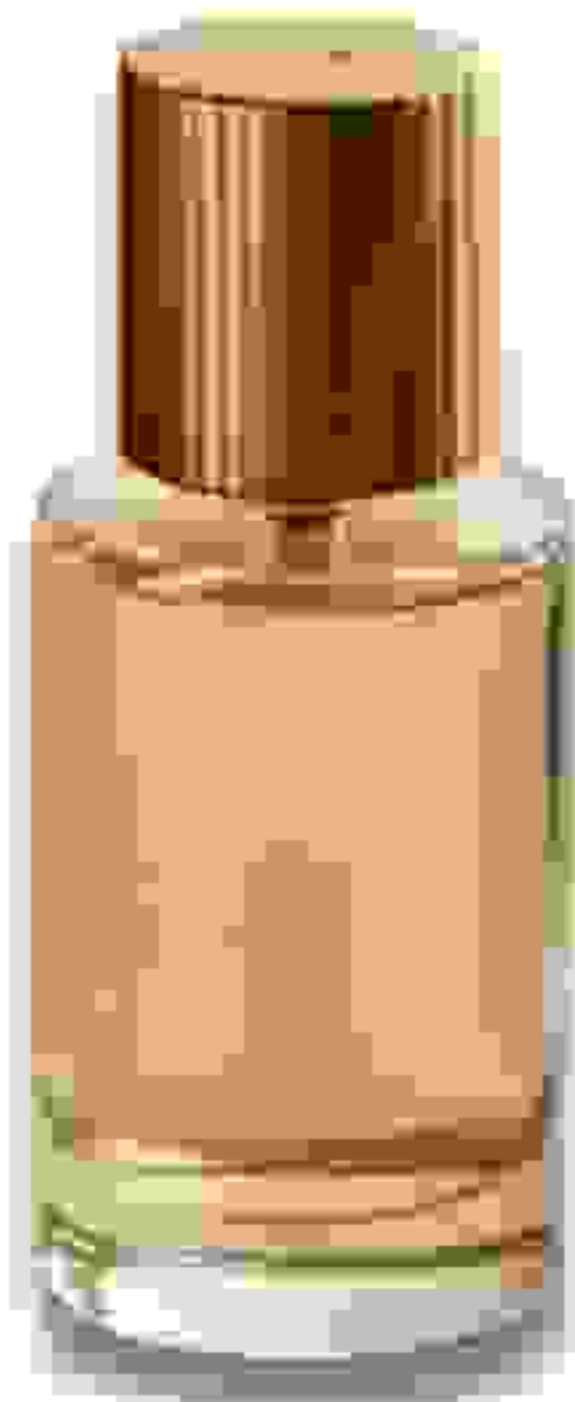
**Complimentary Notes:** Frankincense, Neroli, and Clary Sage

**Other ingredients:** Alcohol Denat., Parfum (Fragrance), Aqua (Water), Linalool, Limonene, Citronellol, Eugenol, Butyl Methoxydibenzoylmethane, Ethylhexyl Salicylate, Coumarin, Geraniol, Pentaerythrityl Tetra-Di-T-Butyl Hydroxyhydrocinnamate, Eugenol, Cinnamal, Citral, Benzyl Benzoate, Benzyl Alcohol, Farnesol, Citric Acid.

**Formulated without:** Parabens, Phthalates, Synthetic musks, Butylated Hydroxytoluene, Triclosan, Methoxycinnamate, Formaldehyde, and Formaldehyde-Releasing Agents.

# FRAGRANCE 2 - O

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*Image generated by AI*

## PARFUM

**Category:** Gender-Fluid Body Fragrance

**Size and Pricing:** 1.7 Oz for \$395

**Key ingredient:** Sandalwood

**Complimentary Notes:** Tobacco, Vanilla, and Cedarwood

**Other ingredients:** Alcohol Denat., Parfum (Fragrance), Aqua (Water), Linalool, Limonene, Citronellol, Eugenol, Butyl Methoxydibenzoylmethane, Ethylhexyl Salicylate, Coumarin, Geraniol, Pentaerythrityl Tetra-Di-T-Butyl Hydroxyhydrocinnamate, Eugenol, Cinnamal, Citral, Benzyl Benzoate, Benzyl Alcohol, Farnesol, Citric Acid.

**Formulated without:** Parabens, Phthalates, Synthetic musks, Butylated Hydroxytoluene, Triclosan, Methoxycinnamate, Formaldehyde, and Formaldehyde-Releasing Agents.

# FRAGRANCE 3 - W

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*Image generated by AI*

## PARFUM

**Category:** Gender-Fluid Body Fragrance

**Size and Pricing:** 1.7 Oz for \$395

**Key ingredient:** Sandalwood

**Complimentary Notes:** Vetiver, Black Pepper, and Tonka Bean

**Other ingredients:** Alcohol Denat., Parfum (Fragrance), Aqua (Water), Linalool, Limonene, Citronellol, Eugenol, Butyl Methoxydibenzoylmethane, Ethylhexyl Salicylate, Coumarin, Geraniol, Pentaerythrityl Tetra-Di-T-Butyl Hydroxyhydrocinnamate, Eugenol, Cinnamal, Citral, Benzyl Benzoate, Benzyl Alcohol, Farnesol, Citric Acid.

**Formulated without:** Parabens, Phthalates, Synthetic musks, Butylated Hydroxytoluene, Triclosan, Methoxycinnamate, Formaldehyde, and Formaldehyde-Releasing Agents.

# MERCHANDISING NEWNESS

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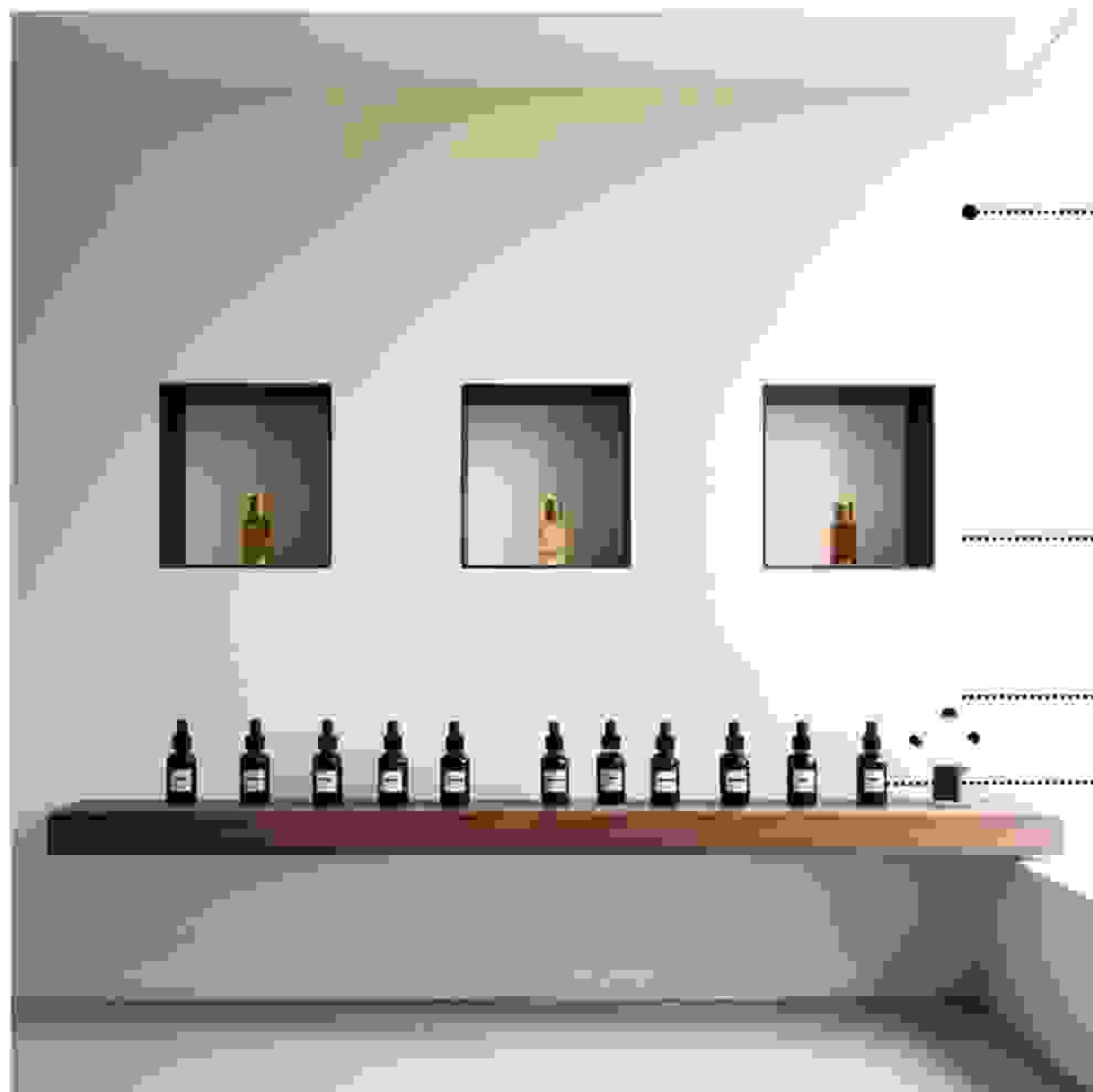
*Image generated by AI*



Renovate interiors to make  
3 recessed compartments  
and 1 wooden shelf.



*Image generated by AI.*



*Image generated by AI*

The inspiration for the merchandise is drawn from The Row's New York store:









The fragrance trio placed in the recessed shelves on the wall

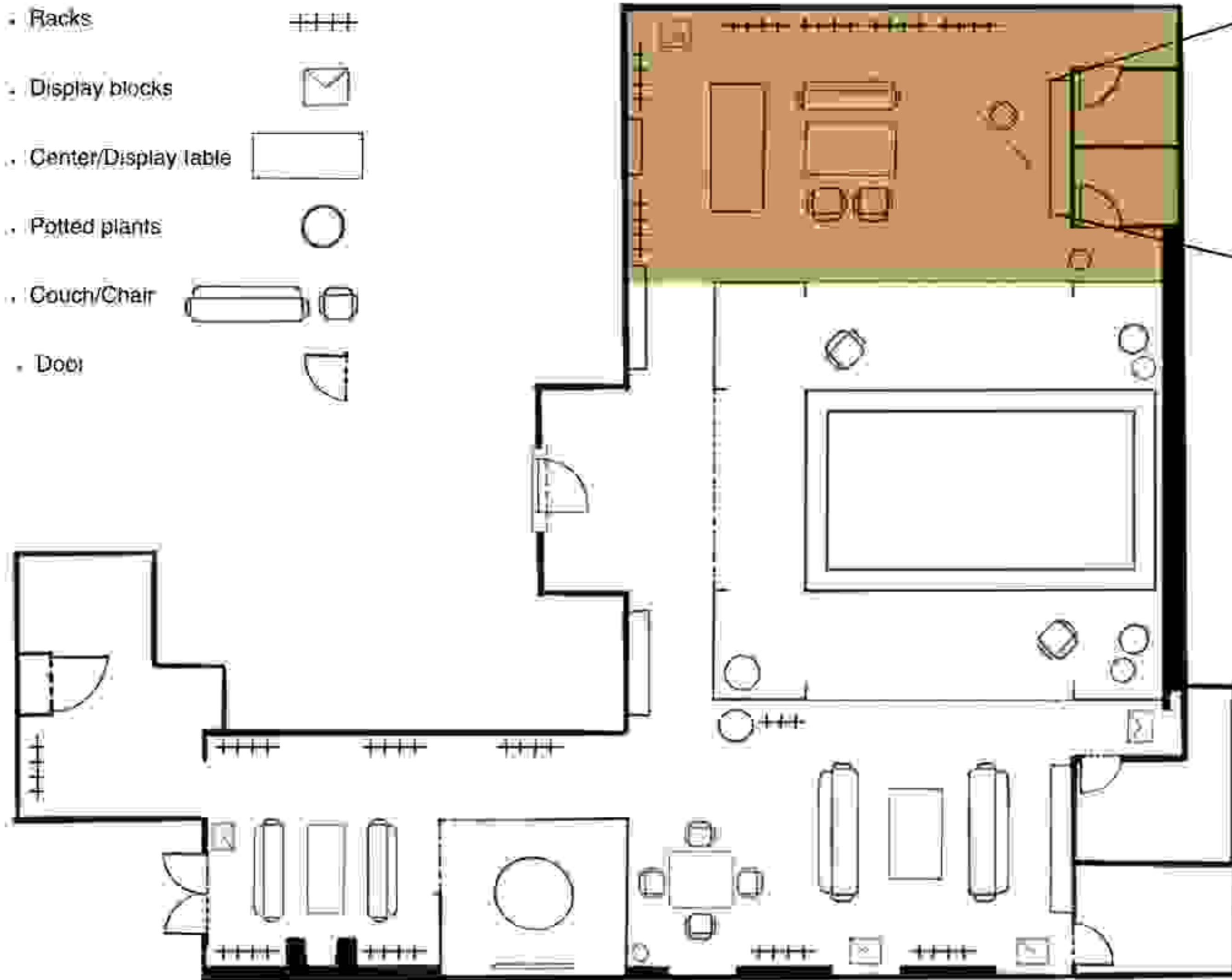
Black dropper bottles with ingredient extracts.

Blotting papers for the customers to test the ingredient extracts for a sensory experience.

## PRODUCT PLACEMENT

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- Racks 
- Display blocks 
- Center/Display table 
- Potted plants 
- Couch/Chair 
- Door 



- The Body Fragrances are displayed on this wall.
- The private VIP appointments will be held in the Eastern Gallery.

## PRODUCT PLACEMENT

# MARKETING 7P'S - AN EXTENSION OF THE 4P'S

---

1

## Product

- A trio of body fragrances
- Parfum (40% perfume oil)
- Gender-fluid scents
- Manufactured by L'Oeil du Vert.
- It can be bought individually.
- Hand-crafted
- Made from natural extracts
- Limited production (1000 bottles each)

2

## Price

- High-end pricing strategy
- \$395 for 1.7 oz, per fragrance of the trio.
- Body fragrances are cheaper than body oils, as they contain only 40% perfume oil, while body oils have a higher concentration.
- No markdowns
- Same pricing across all flagship stores.

3

## Place

- Available for purchase only at the 5 flagship stores of The Row.
- The product details can be viewed online at [therow.com](http://therow.com), but the purchase can only be made in-store.
- It will not be sold through any retailers or distributors.

4

## Promotion

- Used on models during The Row Fashion Show.
- Exclusive try-on sensory experience in-store through private appointments for VIP customers. Private appointments can be made through the appointment portal on [therow.com](http://therow.com).
- Word of mouth by consumers.

# MARKETING 7P'S - AN EXTENSION OF THE 4P'S

---

5

## People

- Around 2 client advisors are available on ground at every store to provide a curated service to customers.
- An efficient customer support network to provide a seamless experience.
- The client advisors and customer support staff possess extensive product knowledge.

6

## Process

### Existing Processes:

- Seamless webpage experience (IT).
- Variety of payment options and processes (IT).
- Appointments via call.
- An extensive customer support network.

### New Process:

- Private appointments for VIP consumers for an exclusive fragrance experience through the appointment portal on [therow.com](http://therow.com).

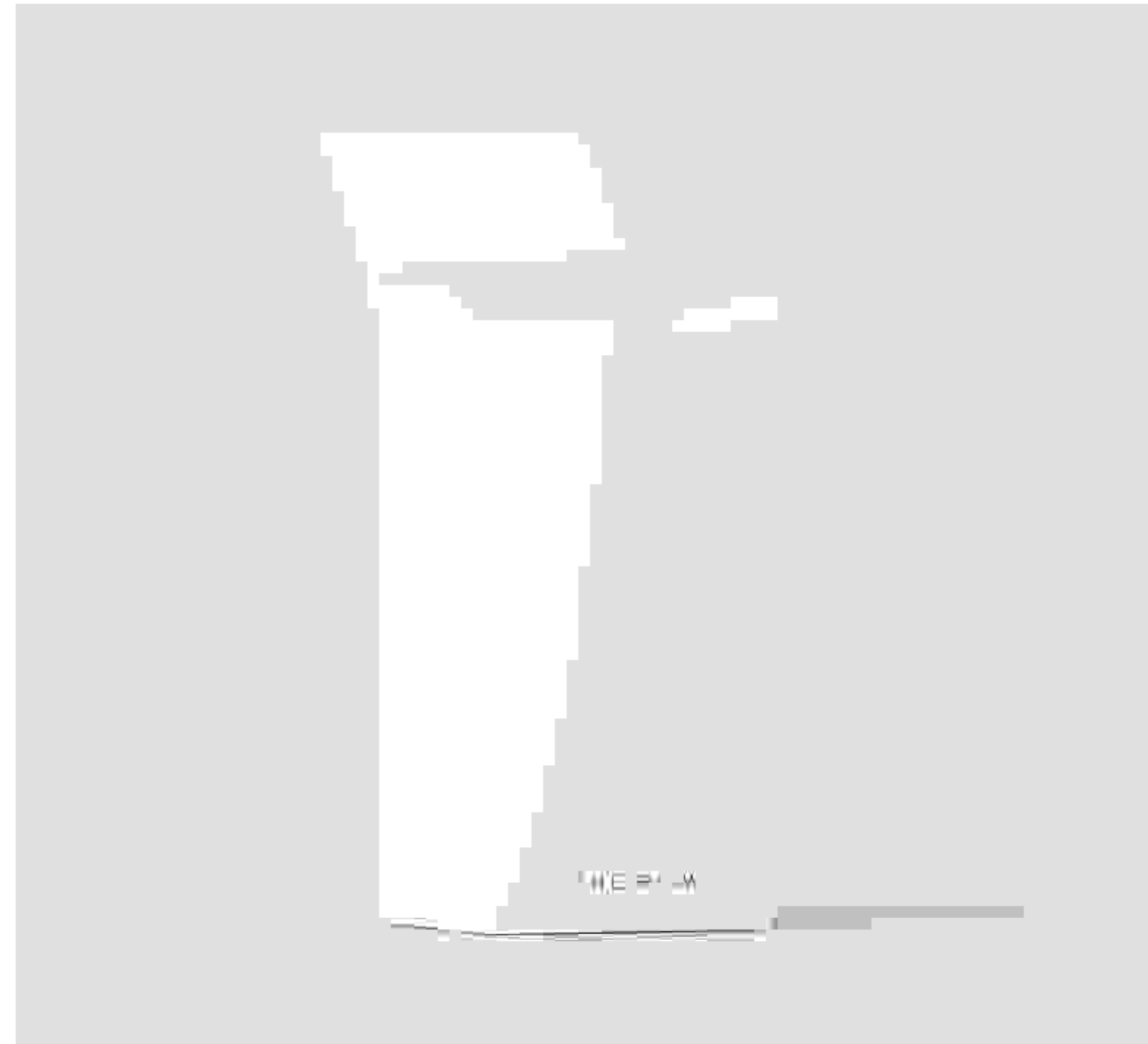
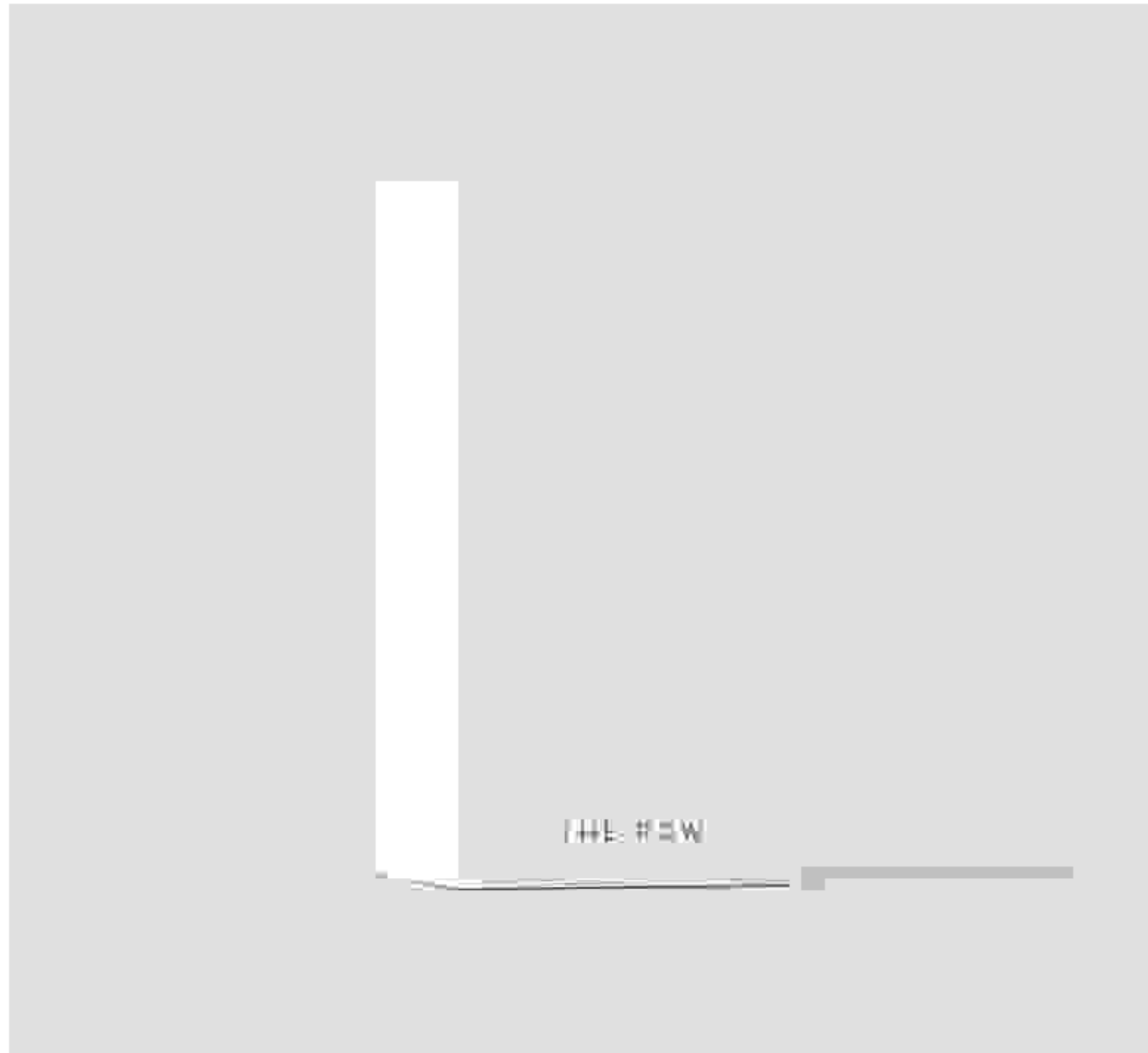
7

## Physical Environment

- "A Bespoke Luxury Home"
- Comfortable and leisurely environment
- Neutral colour palette
- Collector furniture pieces
- Plenty of natural lighting
- Warm white indirect lighting

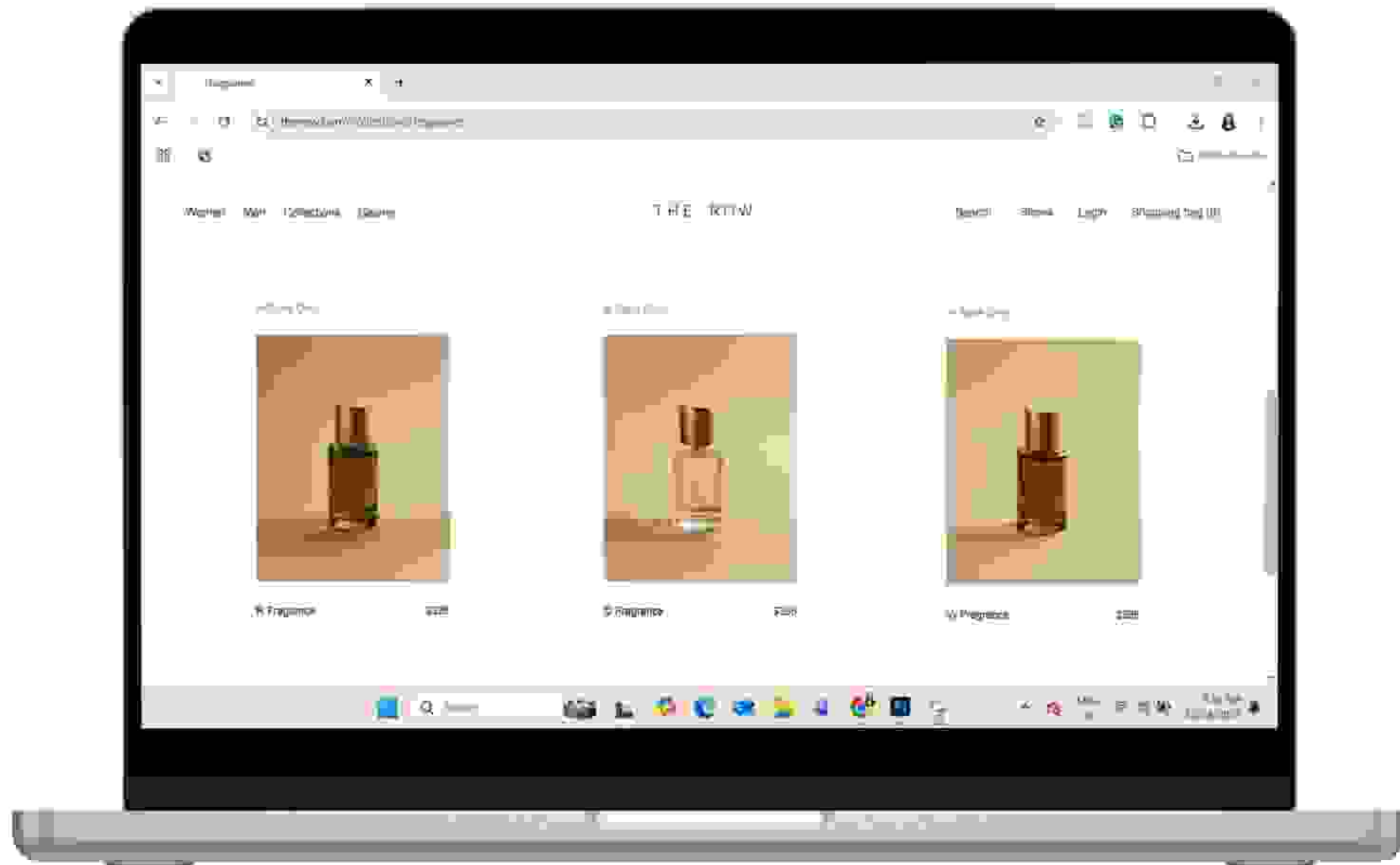
# PACKAGING

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# WEBPAGE

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# VIP APPOINTMENT PORTAL

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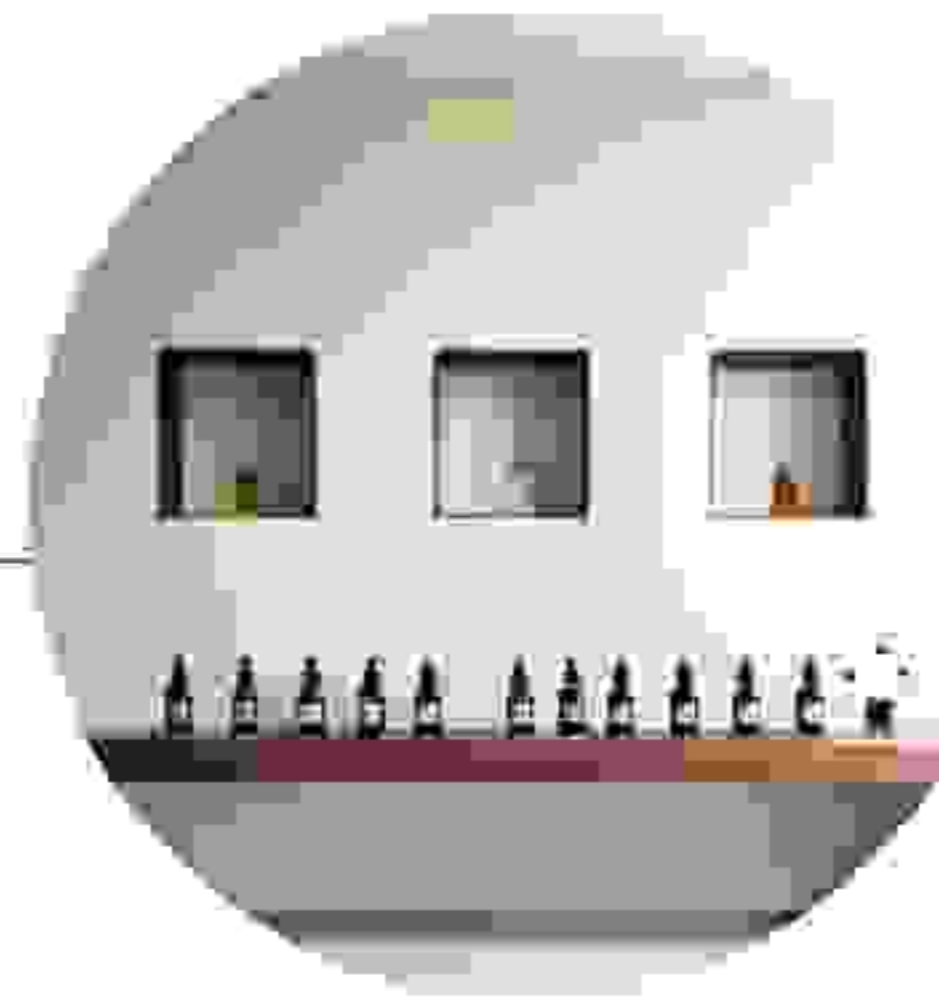


# IN-STORE VIP EXPERIENCE

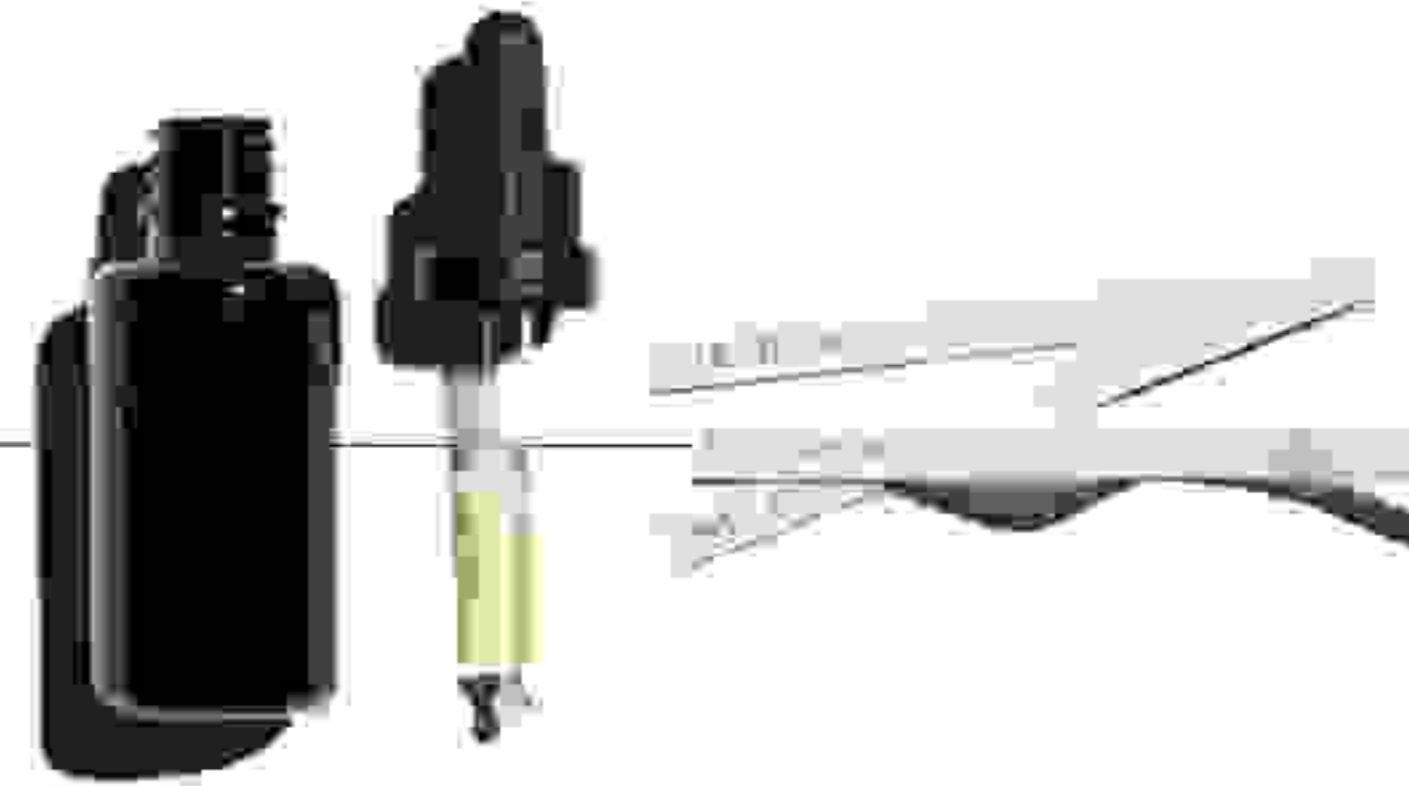
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BOOK AN  
APPOINTMENT



VISIT  
THE STORE



← RAW MATERIAL EXTRACTS - SENSORY EXPERIENCE →



# VALUE PROPOSITION

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## NATURAL EXTRACTS

- Naturally sourced raw materials from their land of origin.
- Ethical sourcing practices
- Prepared with artisanal distillation techniques.



## HANDCRAFTED

- Each fragrance is carefully prepared by hand and is examined with thorough quality checks.



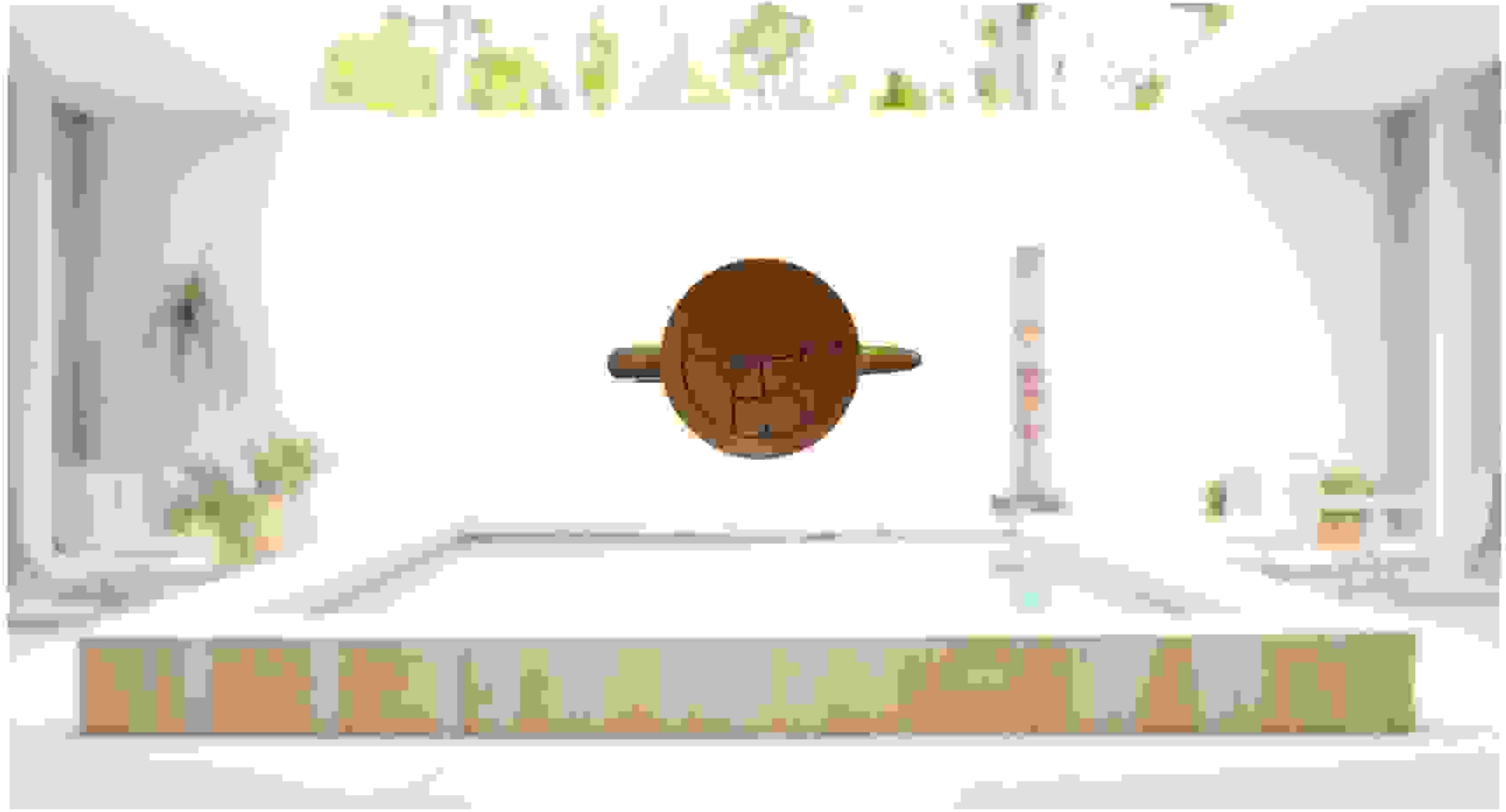
## GENDER-INCLUSIVE

- The notes are carefully curated to create a balanced scent profile that resonates with diverse identities.



## 40% CONCENTRATE

- The Row's body fragrances offer high-end value with 40% perfume oil—double that of competitors like Le Labo.



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**THANK YOU!**