

Brand Analysis of

Off-White



OFF-WHITE

"AGENDA"

Off-White™



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"EXECUTIVE SUMMARY"

Founded in 2012 by Virgil Abloh, Off-White is a luxury fashion brand known for its unique designs and collaborations with other high-end brands.

Off-White's market strategy focuses on maintaining its exclusivity, collaborating with other high-end brands, and expanding its product lines while staying true to its unique brand identity.

The brand leverages social media and explores new distribution channels to reach a wider audience and continue to grow its business.

Off-White's target audience consists of fashion enthusiasts, celebrities, and influencers who are interested in high-end fashion and unique designs.

The brand's success can be attributed to its unique designs, collaborations with other high-end brands, and focus on exclusivity and limited-edition collections.

OFF-WHITE



"TIMELINE" c. 2012-2017

Virgil Abloh founds "Pyrex Vision" in Milan, Italy, with the support of the New Guards Group (NGG).

The first women's line is launched. Off-White presents its first collection at Paris Fashion Week.

Off-White opens its first brick-and-mortar store in Tokyo. Abloh debuts his first Grey Area furniture collection in Milan.

"AIR"



PYREX

The company is renamed Off-White. Abloh combines streetwear, luxury, art, music, and travel ideas, defining the brand as "the gray area between black and white as the color Off-White."

The women's line gains traction with Beyonce wearing an Off-White shirt. Off-White is named a finalist for the LVMH prize.

Abloh opens his first American store in New York City. Off-White collaborates with Nike by recreating ten of Nike's most iconic shoes labeled "The 10."

OFF-WHITE



"TIMELINE" c. 2018-2023

"LV"

Abloh is announced as the creative director of Louis Vuitton's menswear division.

Company Farfetch LTD acquires parent company NGG for \$675 million. Off-White releases a "capsule collection" of face masks in response to the COVID-19 Pandemic.

Off-White hires London-based fashion Journalist Ibrahim Kamara as the new creative director of Off-White.

2019

2021

2023

2018

2020

2022

"WET GRASS"

Off-White collaborates with IKEA on a collection of furniture and home décor items. Abloh designs costumes for the Paris Opera Ballet.

Off-White founder Virgil Abloh dies from cardiac angiosarcoma, a rare form of cancer. LVMH takes a 60% stake in Off-White.

Kamara debuts the Spring-Summer 2023 show Celebration, which celebrates life and new beginnings by weaving Virgil Abloh's legacy into future-forward designs.

"CURRENT MARKET SITUATION"

- Off-White, the luxury fashion brand known for its streetwear-inspired aesthetic, has recently been experiencing some challenges in the current market. Despite being popular among millennials and Gen Z.
- Off-White faces intense rivalry with other luxury streetwear brands such as Supreme, Balenciaga, and Fear of God. These brands offer similar designs and target a similar demographic, which can make it difficult for Off-White to stand out in a crowded marketplace.
- Off-White has also faced some criticism for its pricing strategy, with some consumers questioning the high price points of its products.



Why Are OFF-WHITE Shoes So Expensive?



"FINANCIAL PERFORMANCE"

Stock market history FARFETCH LTD (Off-White)



- Farfetch LTD experienced large growth after the acquisition of Off-White in 2020 from New Guards Group
- Farfetch stock has steadily dropped throughout 2022 and into 2023
- This is can be attributed to internal and external issues with Off-White
- In 2019, Farfetch's revenue was over \$1 billion and grew 69% from the previous year
- Its gross merchandise value was over \$2 billion, an increase of 52%
- In 2021, LVMH CEO Bernard Arnault announced that LVMH will become the majority shareholder of Off-White, with LVMH owning a 60% share and Abloh owning a 40% share.

NGG_
NEWGUARDSGROUP_

FARFETCH

LVMH



"COMPETITIVE ANALYSIS"

- Competitors
- Perceptual Map
- PADR
- Social Media

"COMPETITORS"

YEEZY

- Owned by Kanye West
- Innovative in the fashion industry, especially with sneakers
- Middle-end retail prices with exponential growth on the resale market
- American
- Hype

FEAR OF GOD

- Owned by Jerry Lorenzo
- High to low-end retail prices ranging from T-shirts at PacSun for \$30 to \$1,000+ garments
- Has some resale value
- American
- Hype

HERON PRESTON

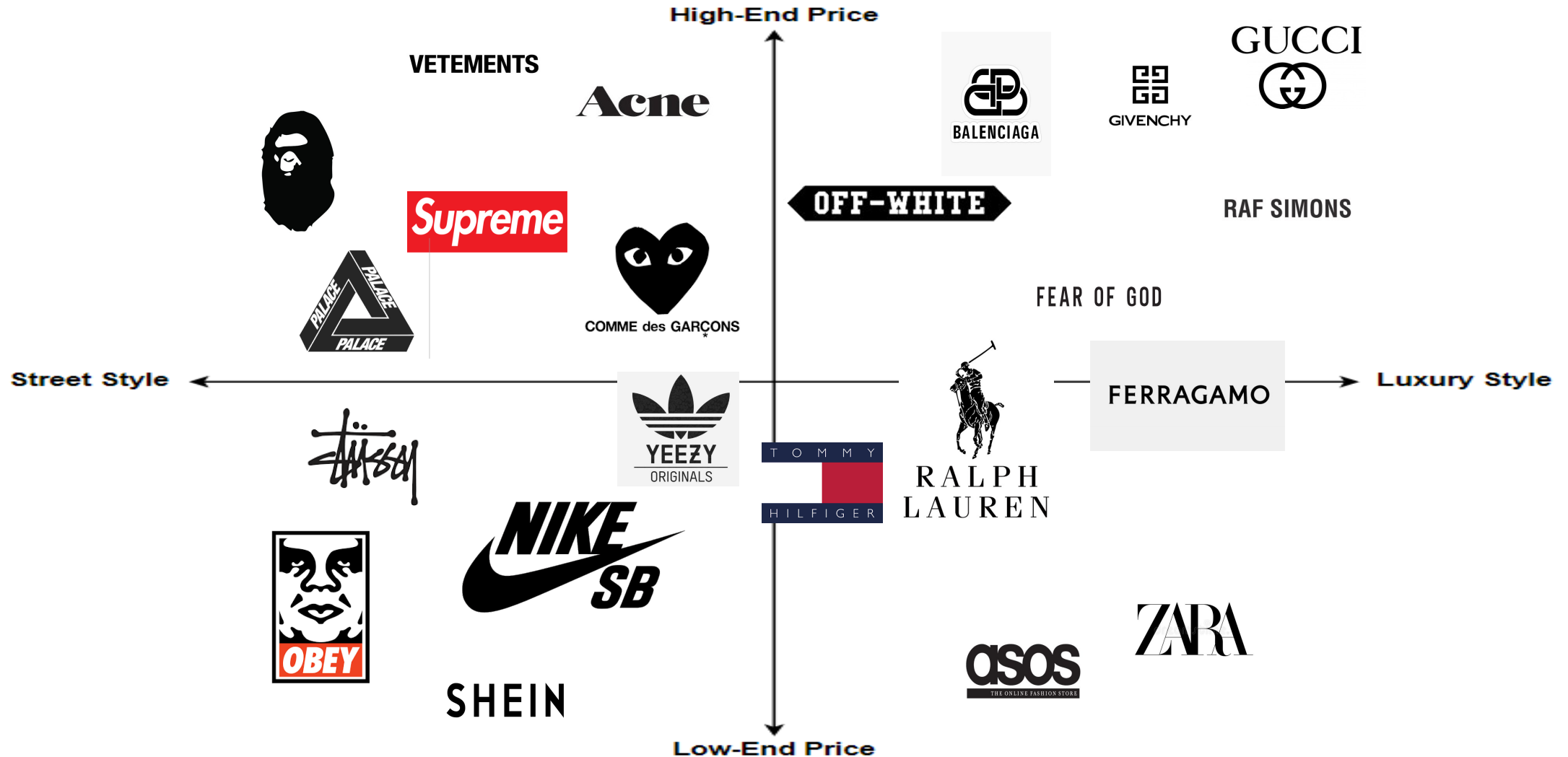
- Founder Heron Preston Johnson has long been compared to Abloh, though the two were friendly
- High-end retail prices with little to no resale value
- American
- High-End Fashion

A C W*



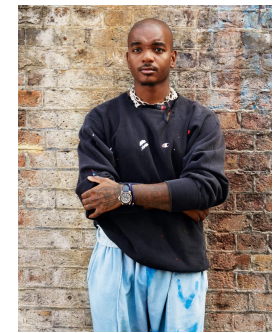
- Founder Samuel Ross co-signed by Abloh
- Middle to High-end retail prices with some resale value
- British
- Avant Garde

"PERCEPTUAL MAP"





"PADR"



"PROSPECTOR" Yeezy Season

- Innovative
- Creates Trends
- Garneres media attention and other accolades for its groundbreaking designs
- Guerilla attack strategy

"ANALYZER" Fear of God

- Not the first brand to adopt new trends
- Cheaper 'essentials', like T-shirts and shorts are the most popular
- Contraction defense strategy

"DEFENDER" Heron Preston

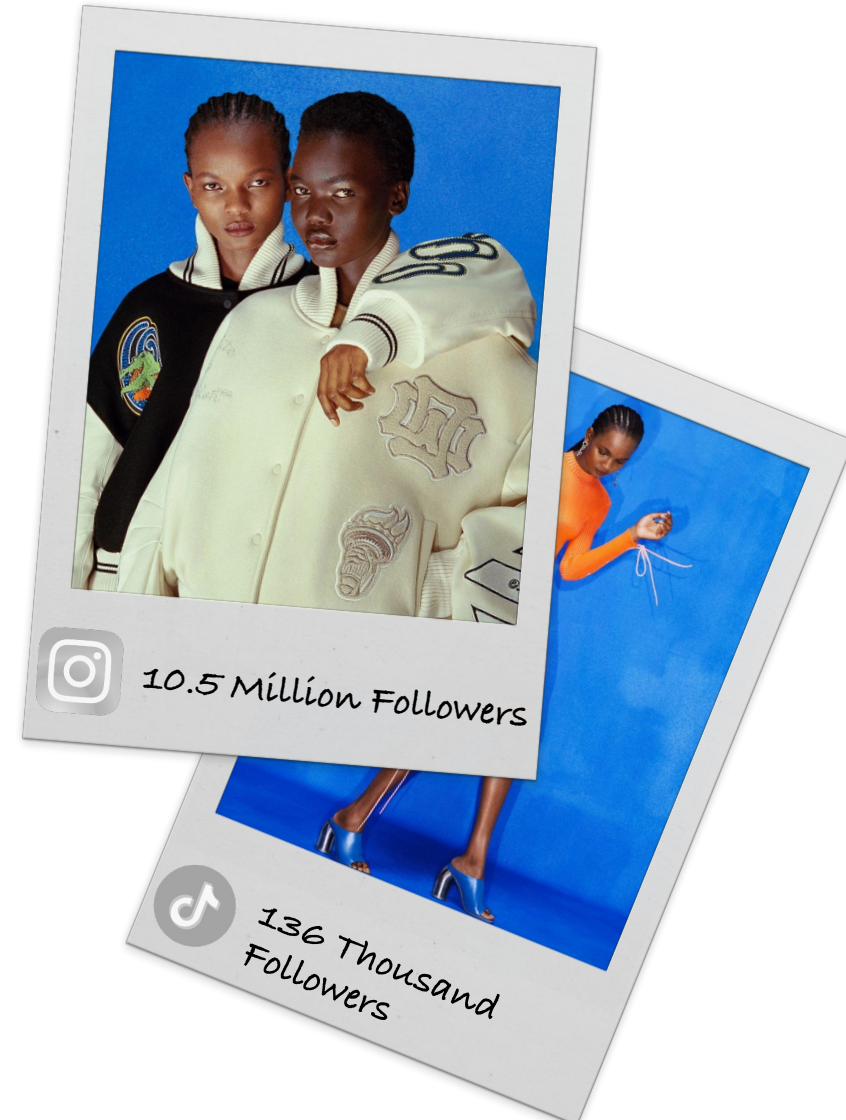
- Less original designs
- Expensive prices
- Still experiences success due to co-signs and collaborations
- Pre-emptive defense strategy

"REACTOR" A Cold Wall

- Relatively new brand capitalizing on older trends
- Pricey, but not outrageously expensive
- Less known/Underground
- Position defense strategy

"SOCIAL MEDIA"

- Off-White has a strong social media presence and has leveraged platforms such as Instagram, Twitter, and Facebook to connect with its target audience and build its brand image. The brand has over 10.5 million followers on Instagram alone.
- Off-White's social media strategy focuses on showcasing its latest designs, collaborations, and brand events through photos and videos.
- The brand also frequently shares behind-the-scenes glimpses of its creative process and the inspiration behind its designs, giving fans an inside look into the Off-White brand.



"BRAND PRISM"

What?

- Blends streetwear and high fashion
- Values inclusivity and diversity
- Uses a black and white aesthetic with occasional pops of bright colors
- Uses innovative and creative designs that challenge the status quo

For Whom?

- For fashion-conscious millennials and Gen Z
- Individuals who seek unique and edgy designs
- Fans of streetwear and high fashion
- Those with a higher disposable income

When?

- Everyday wear for fashion-conscious individuals
- Music festivals or concerts
- Clubbing or other nightlife activities
- Art galleries or museums

Against Whom?

- Individuals who prefer a more classic or conservative style
- Consumers on a tight budget
- Those who don't wish to stand out
- People who prioritize comfort and practicality over style and fashion

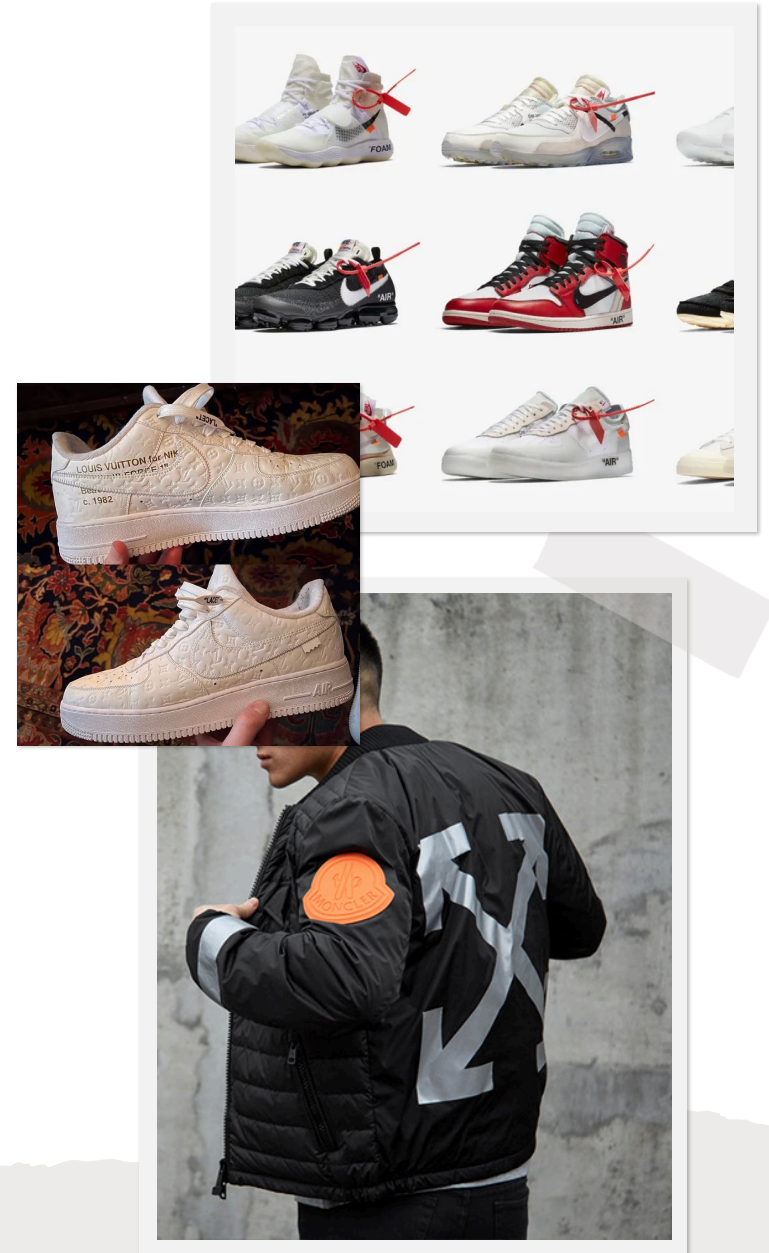
"MARKET STRATEGY"

Maintaining Exclusivity:

- Off-White regularly releases limited edition collections and products that sell out quickly.
- The brand is known for its high-end price point, which contributes to its exclusivity.
- Off-White carefully controls the availability of its products to maintain exclusivity.

Collaborating with other High-End Brands:

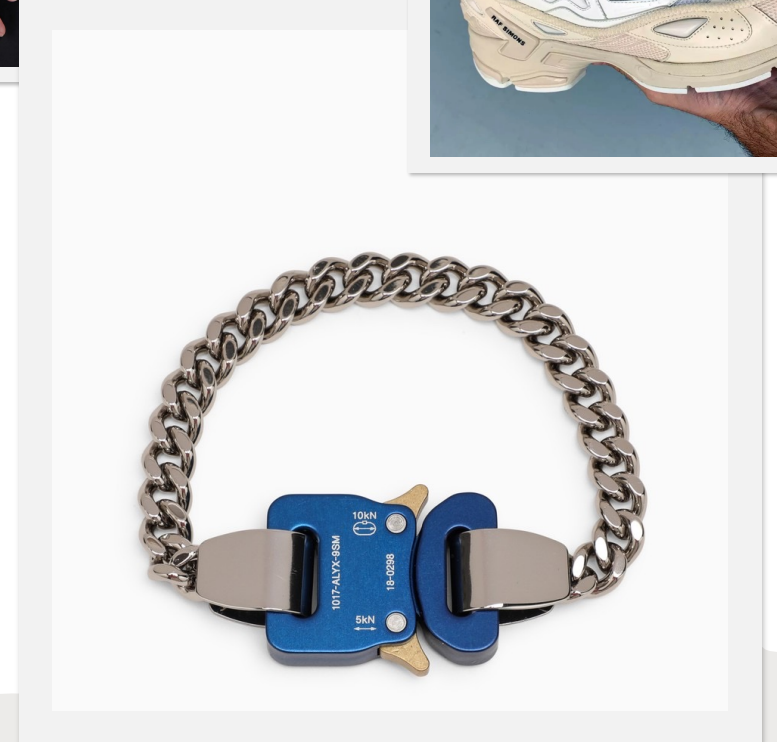
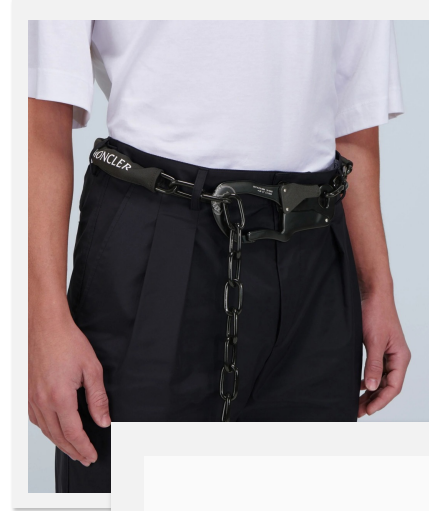
- Off-White has successfully collaborated with several high-end brands, including Nike, Louis Vuitton, and Moncler.
- These collaborations have helped increase Off-White's visibility and popularity in the fashion industry.
- The brand continues to pursue partnerships with other fashion and lifestyle brands to attract new customers.



"PROBLEM 1"

Increased Competition in the Luxury Streetwear Industry

- One reason for Off-White's struggle is increased competition in the fashion industry.
- Many emerging streetwear brands are offering similar styles at lower prices.
- Established luxury brands are also starting to embrace the streetwear trend.
- Off-White must compete with larger and more established players in the industry.

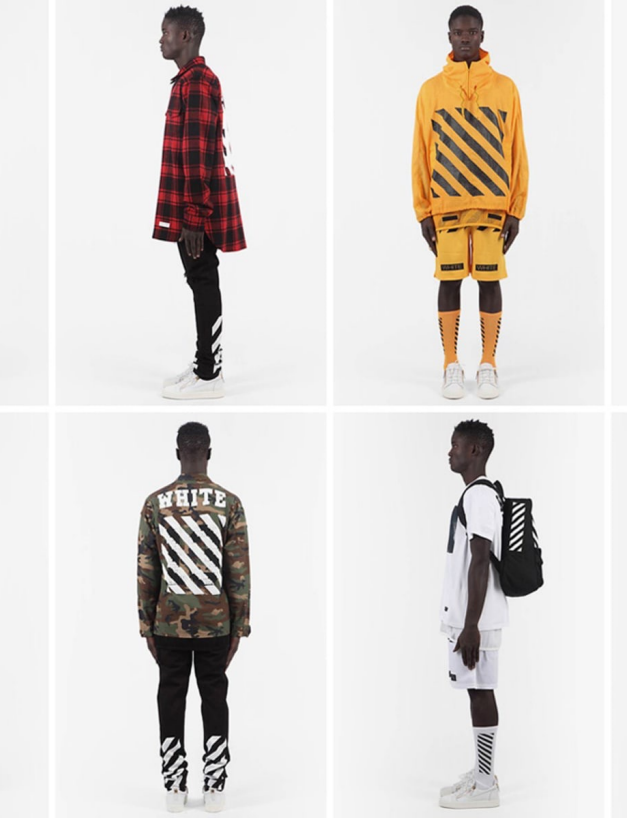


"PROBLEM 2"

Copycat Brands

- Off-White's signature design elements such as the diagonal stripes and quotation marks ("") have been copycatted by other brands and have now become ubiquitous within the fashion world.
 - This has made it difficult for Off-White to stand out and maintain its unique selling point.
 - It has lost its "Magic."
 - Other brands have similar styles for cheaper prices and similar quality





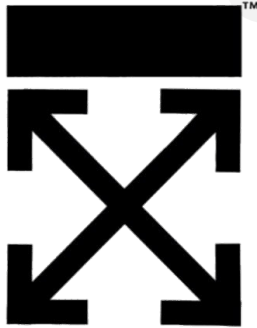
"PROBLEM 3"

Oversaturation and Trends

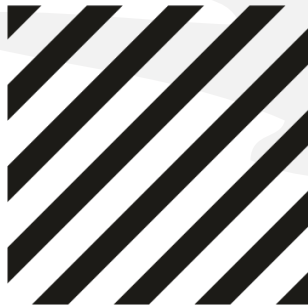
- Fatigue amongst buyers who believe the brand may be too trendy or outdated.
 - As a result, many perceive Off-White's designs as less fashionable and outdated compared to newer brands pushing the boundaries of streetwear and high fashion.
 - Ranked the hottest brand of 2018 but dropped completely out of the top ten in 2021

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WHITE



"PROBLEM 4"

Allegations and Criticism

- Off-White has faced criticism and allegations of plagiarism and lack of originality in its designs.
- This has resulted in a loss of credibility and reputation among consumers and industry experts.
- The negative publicity surrounding these allegations could lead to declining demand for Off-White products.
- This further weakens Off-White's position in the highly competitive luxury fashion market, making it more difficult for the company to maintain its market share and stay profitable.

"PROBLEM 5"

Death of Virgil Abloh

The sudden death of Virgil Abloh, Off-White's founder and artistic director, posed a significant challenge:

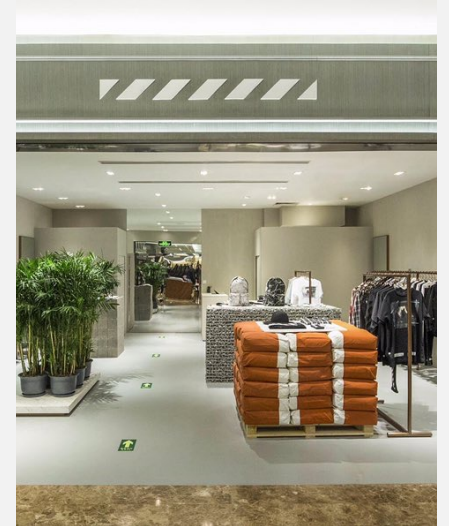
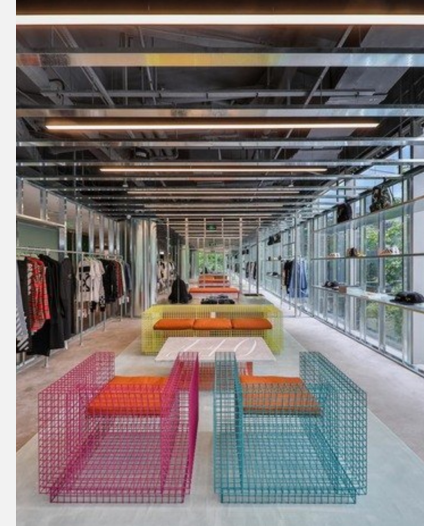
- Abloh was a key creative force behind Off-White's success and his absence left a significant void in Off-White's leadership.
- Without Abloh's guidance, Off-White has struggled to maintain its brand identity and creative vision, leading to uncertainty and instability regarding Off-White's future direction.
- The loss of Virgil Abloh also hurt Off-White's reputation among consumers and the fashion industry.
 - Abloh was widely regarded as a visionary and influential figure in the industry. This could potentially lead to a decline in demand for Off-White products and a loss of market share to competitors.



"RECOMMENDATION 1"

Increase Marketing in China

- We recommend Off-White to further expand into the Chinese market where the demand for luxury streetwear has been growing exponentially.
- Collaborate with Chinese influencers and celebrities:
 - This will lead to increased credibility/visibility within the market and generate buzz around new products and releases.
- Build a strong digital presence:
 - This can be accomplished through a dedicated WeChat account and an emphasis on e-commerce leading to a wider brand audience and increased visibility.
- Tailor designs to local preferences:
 - Incorporating auspicious elements of Chinese culture into Off-White's design can help differentiate the brand and help to build a loyal customer base.
- Partner with local retailers:
 - This will help to expand Off-White's reach and tap into existing distribution channels leading to increased brand awareness and sales





"RECOMMENDATION 2" Implement Flank Attack and Defense Strategies

- **Flank Attack:** Implementing a flank attack will allow Off-White to exploit competitors' weaknesses to gain an advantage.
 - Launch a new line of fashion that focuses on sustainability. This could be done by using eco-friendly materials or implementing sustainable production processes.
 - This would allow Off-White to differentiate itself from competitors.
- **Flank Defense:** By implementing a flank defense, Off-White will be able to protect its weaknesses.
 - **Identify Secondary Markets:** Off-White needs to identify secondary markets that are currently being underserved by the competition. Example: Sportswear Market.
 - **Developing Flanker Brands:** Once the secondary market has been identified, Off-White needs to create a flanker brand that complements its existing product line. The pricing and positioning should be adjusted to avoid cannibalization.



"RECOMMENDATION 3" Bring Back Off-White's Unique Charm

- **Diversify Product Offerings**
 - Delving into new product categories beyond streetwear such as accessories and formal wear would help the brand appeal to a larger audience.
 - This would reduce the reliance on collaborations.
- **Offer Personalized Experiences:**
 - By adding customizations and exclusive products, Off-White will be able to create a sense of exclusivity leading to an enhanced brand appeal and uniqueness.
- **Focus on Quality Over Quantity:**
 - Rather than releasing and mass-producing collections/collaborations, a focus on producing less, but higher quality collections would help the brand regain that "luxury" status.

"RECOMMENDATION 4"

Micro-Influencers and Pricing

- Off-White should attempt to garner a sense of community by sponsoring micro-influencers to vouch for the products and brand.
- Off-White is worn by many high-level celebrities and many feel are out-of-touch
- Reducing the prices and hiring micro-influencers could make the brand seem like a sell-out attempting to make as much money as possible or it could make the brand seem community friendly
- Higher prices could cause consumers to shy away from the brand as it was already expensive and would not be borderline unattainable to most people
- Micro-Influencers may not want to associate with such an expensive product
- Higher prices could emphasize the Off-Whites brand image of being exclusive high fashion and luxury streetwear



"RECOMMENDATION 5"

Legacy

- Off-White could attempt to remain popular by continuing to use Abloh's designs and influence
- A couple of designer brands have had success after their head designers passed away through posthumous collections that still use the name of the deceased
 - Examples include Alexander McQueen and Gianni Versace
- Off-White should not shy away from using Abloh's influence, especially because it was his brand from the start, so any other influence may be seen as intrusive or out of place





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