

# Levi Strauss & Co.'s Dockers

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## Creating a Sub-Brand

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# Levi's Branding Strategy

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- High-quality
- Classic
- Comfortable
- Durable
- Established history of creating jeans since 1853
- Traditional target customers – American males (18 – 24 years)
- New target customers – American males (25 – 49 years)

# Negative Aspects of Branding Strategy

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- ❑ Non-jeans lines struggled in face of more established competition
- ❑ Company had diversified too much
- ❑ Lost focus on their core products
- ❑ Did not change clothes quickly enough to meet:
  - Changing consumer tastes
  - Shifting fashion standards
- ❑ Failed to create clothes that appealed to new, younger target markets

# Dockers' Communication Strategy

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- More formal than jeans
- Less casual than dress slacks
- Non-numerical name
- Leverage Levi's brand name
  - Contemporary attitude
  - Timeless and classic
- Two-pronged approach
  - Retail trade
  - Consumers (professional urban men, 25 – 49)

# Advertising Strategy Goals

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- Educate audience about new product
- Create brand awareness
- Leverage Levi's brand association
- Establish a certain amount of autonomy to signal product differences

# Advertising Approach

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- Approachable, everyday-looking men
- “Levi’s 100 percent Cotton Dockers” (tangible bridge to Levi’s jeans heritage)
- Reality-based advertising style and imagery
- “I like those guys. They’re like me. And I like the way they look in those pants.”
- Three 30-second ads of men in their 20s, 30s and 40s having informal conversations
- Camera focused on men from waist down

## Success of Dockers Ad Campaign

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- ❑ 1993 – Dockers accounted for 50% or more of casual pant sales volume
- ❑ 1997 – 70% of American men (25-45) owned a pair of Dockers
- ❑ Brand awareness – 90% in Levi's target market
- ❑ Average Dockers customer owned 2.5 pairs of the pants

# Dockers Brand Image

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- Quality
- Comfort
- Freedom
- Adaptability
- Conformity



# Building Brand Equity

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- 1986 Campaign
  - Combined head and heart
  - All-purpose, no-nonsense pants that connected to emotional needs of Baby Boomers
- 1995 Campaign
  - Combined head, heart, and groin
  - “Nice pants”
  - OK for men to have a sense of personal style
  - Ok to be seen as sexy

# Dockers' Marketing Strategy

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- ❑ Capture chief thing missing from men's lives
- ❑ Emphasize sociability of men wearing Dockers
- ❑ Make men feel comfortable wearing Dockers
- ❑ Use of everyday-looking men was consistent with blue jeans ads
- ❑ Focus on casual clothing ties in with image and heritage of blue jeans line

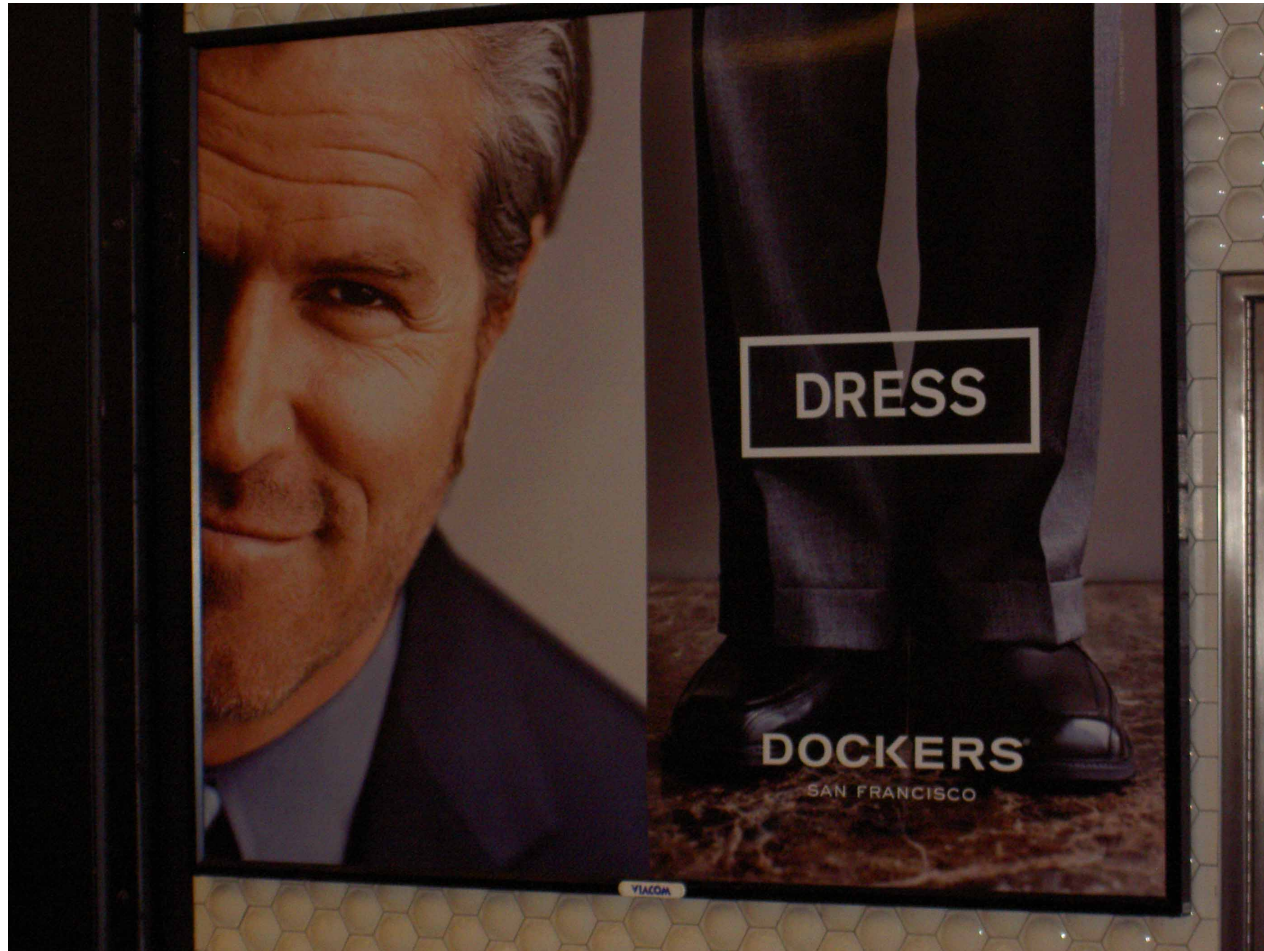
# Changes in Dockers' Marketing Strategy

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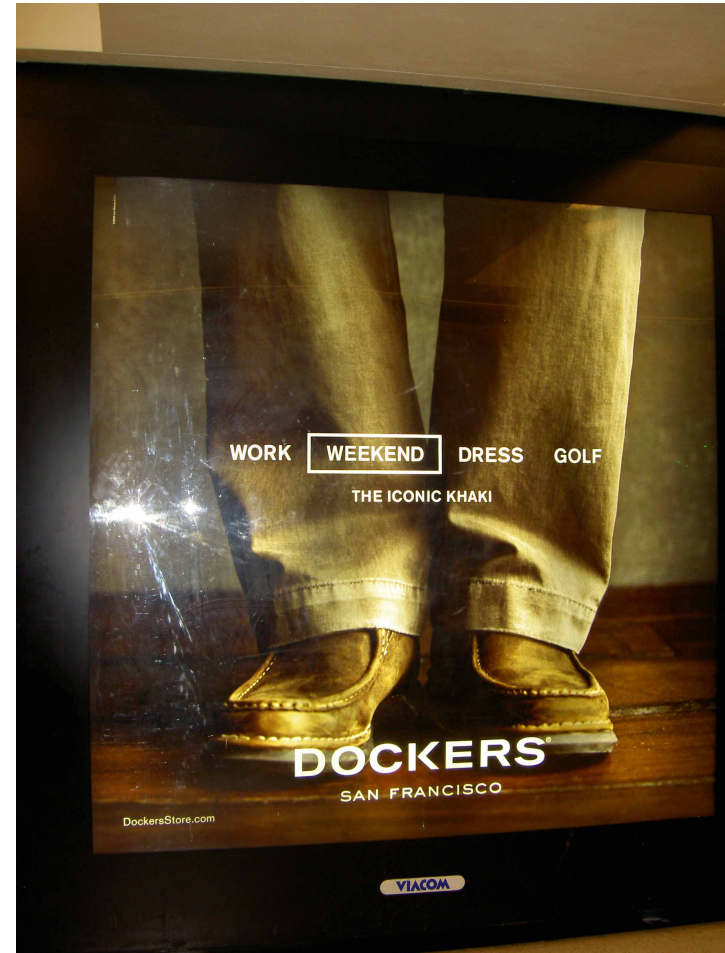
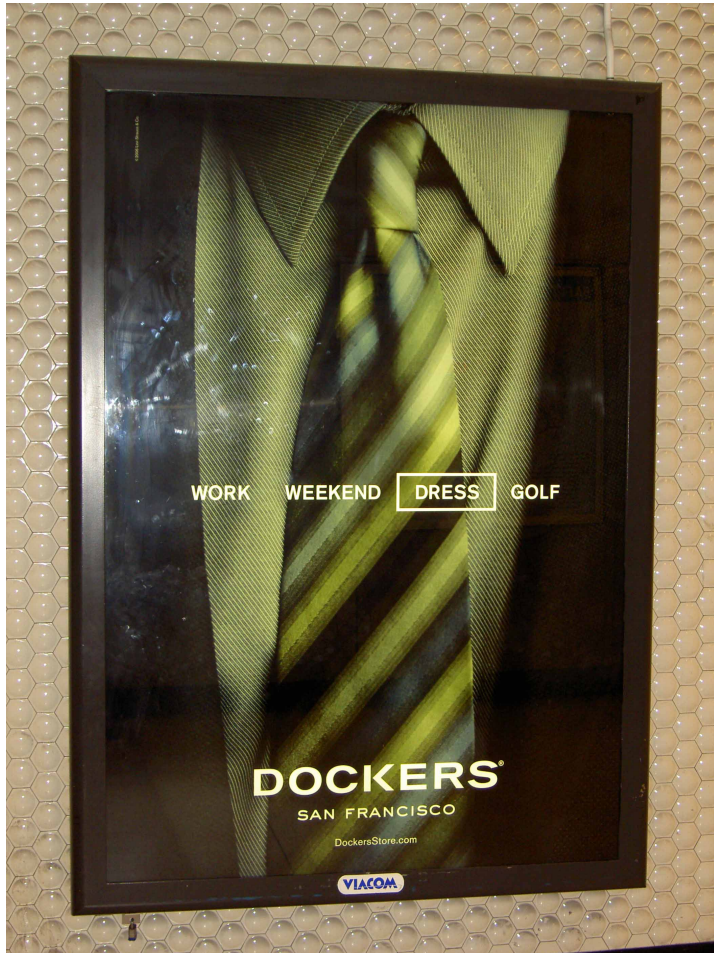
- 1986 – Focus on khaki Dockers line and “butt-cam” ads
- 1991 – “Nobody Does Colors Like Dockers”
- 1993 – Promote full-time casual work environments
- 1995 – “Nice Pants” campaign
- 2004 – Levi’s tried to sell its Dockers label
- August 2006 – Launch of RedWire DLX jeans for iPod users
- September 12, 2006 – “Dockers Four Wearing Occasions” campaign (work, weekend, dress, golf)
- Fall/Winter 2006:
  - Low-waist, slim silhouettes for men and women
  - Black denim
  - Levi’s Engineered Jeans
  - Levi’s Vintage Clothing
  - Levi’s Eco Jeans (organic jeans)

# Dockers' Four Wearing Occasions

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# Dockers' Four Wearing Occasions

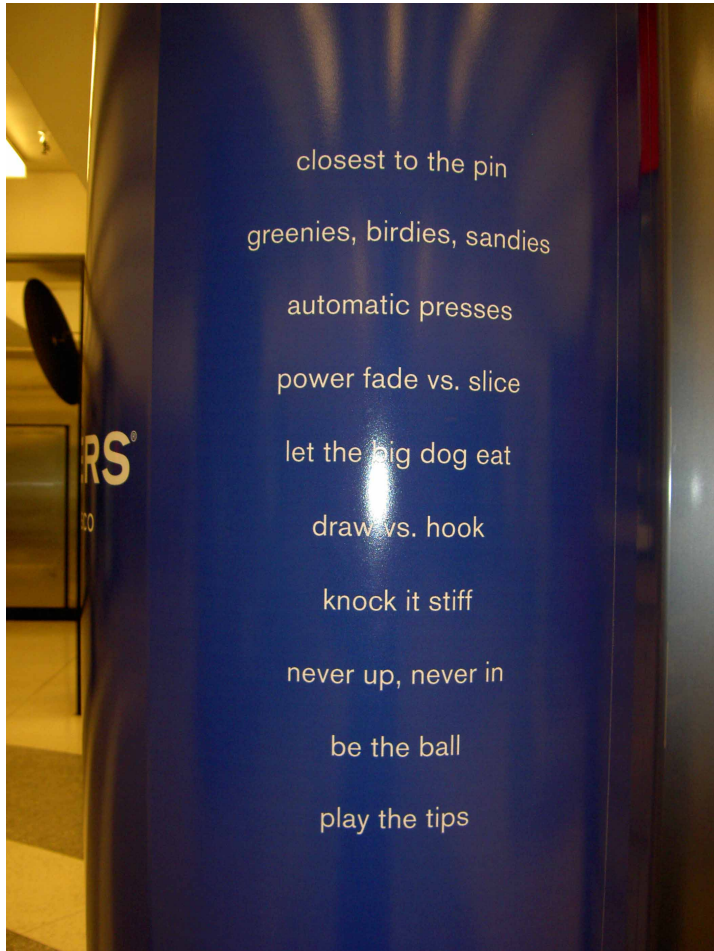




# Dockers' Four Wearing Occasions



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# Dockers' Four Wearing Occasions

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# Challenges

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- ❑ Dockers brand has lost much of its popularity
- ❑ Dockers cannot rely as heavily on Levi's history to propel brand forward
- ❑ Almost every clothing retailer sells khakis
- ❑ Need to separate themselves from other brands
- ❑ Khakis have evolved from a trend into a commodity
- ❑ Need to keep brand relevant in a changing market
- ❑ Older jeans brands are seen as less trendy by younger consumers
- ❑ Competition from innovative jean designs from companies that cater to younger target market