

# Reviving a Global Brand with a Comprehensive Digital Strategy: The Levi Strauss & Co. Story

## CIO Perspectives Forum

Tom Peck  
SVP & CIO  
Levi Strauss & Co.  
May 18, 2011

## Did You Know ...?



Dubbed the “XX”, these Levi's® brand jeans were made in 1879 ... now worth over \$150,000.

One out of 10 red Tabs on the back pocket of a pair of Levi's® jeans is a blank red Tab ... added to Levi's® jeans in 1936.



## Did You Know ...?

It takes approximately 213 yards of thread to make a pair of 501® jeans. We use about 1.25 million miles of thread a year, an amount that would encircle the earth 50.2 times!



Inside the walls of our building at Levi's® Headquarters in San Francisco, are 25,500 pairs of jeans in the form of recycled denim-insulation.

# Did You Know ...?



# Levi Strauss & Co. Today

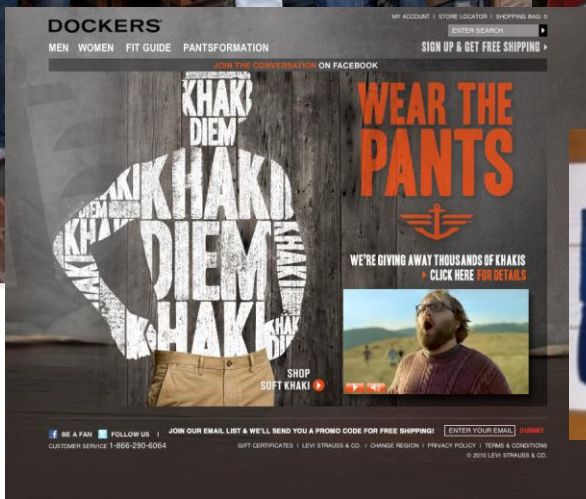
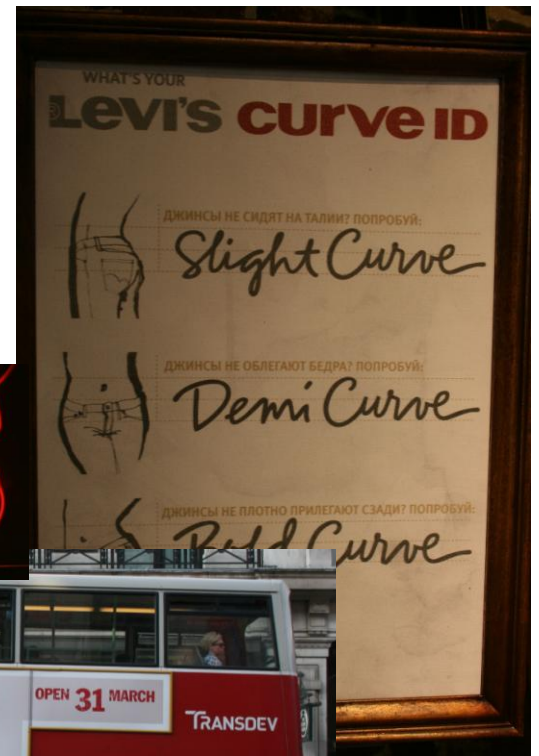
market-leading brands

| a robust global presence

| and financial stability.



# About Levi Strauss & Co.





WE ARE PIONEERS

OUR MISSION IS TO PROVIDE PIONEERING JEANSWEAR THAT LOOKS AND FEELS FANTASTIC AND TO EQUIP OUR CONSUMERS WITH THE CONFIDENCE TO PURSUE THEIR PASSION AND POTENTIAL.



WE MAKE  
CLASSIC + CONTEMPORARY  
JEANSWEAR



WE MAKE THE  
ORIGINAL + DEFINITIVE  
AMERICAN JEAN



WE ARE HONEST

WE ARE ALWAYS STRAIGHTFORWARD  
AND EVERYTHING WE DO IS  
ROOTED IN TRUTH

ORIGINAL: THE FIRST AND  
GENUINE FROM WHICH OTHERS ARE  
DERIVED. FRESH, UNUSUAL, NOVEL,  
PIONEERING, INVENTIVE.

DEFINITIVE: MOST AUTHORITATIVE  
PERFECTLY CRAFTED, A CLASSIC,  
ICONIC. FORM AND FUNCTION IN  
TOTAL BALANCE.



THE LOOK IS

CLASSIC AMERICAN COOL NOW



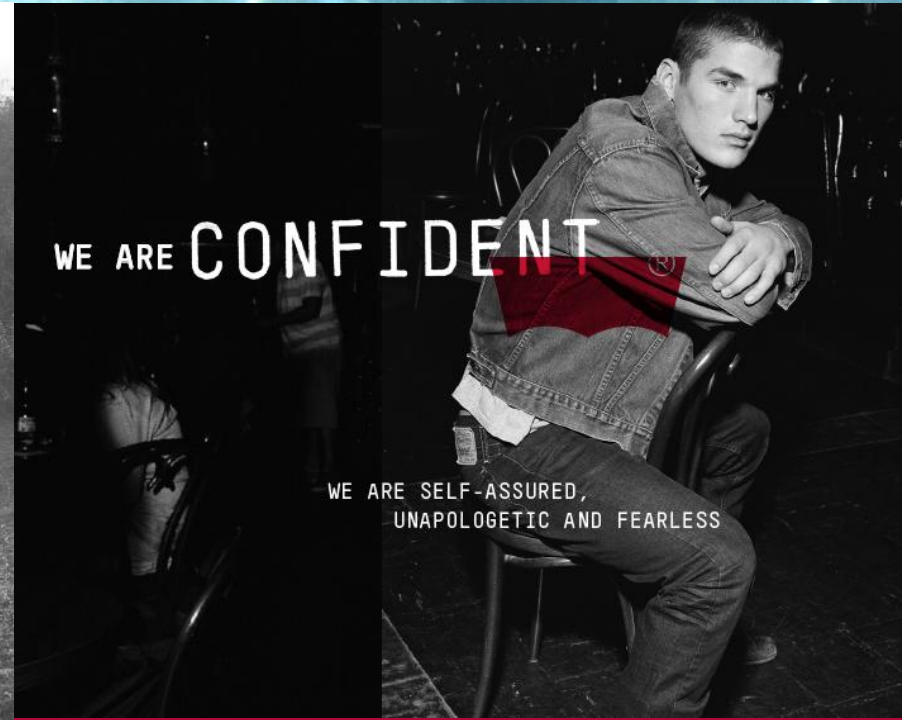
ARE FREE THINKERS

WE ALWAYS PUSH THE LIMITS AND  
CHALLENGE CONVENTIONAL WISDOM



WE ARE SEXY

WE INSPIRE MAGNETIC ATTRACTION.  
WE HAVE THE POWER TO PROVOKE A REACTION



WE ARE CONFIDENT

WE ARE SELF-ASSURED,  
UNAPOLOGETIC AND FEARLESS



# A Mandate for Change: A Cultural Transformation is Fundamental

## Old Levi's®

Basic

Boring

Classic

Old

Safe

Parents

Also Ran

Passive

Traditional



## Pioneering Levi's®

Dynamic

Exciting

Leader

New

Risk Taking

Friends

Unique

Active

Provocative

# Bringing Product-led, Consumer-Focused To Life

## 360° Consumer Engagement

The diversity of IT-based solutions will continue to increase beyond a five- to 10-year planning horizon.



By 2015, a company's competitive advantage will be largely based on how it capitalizes on the combined power of individualized behaviors, social dynamics and collaboration.

## But We Must Enable Innovation

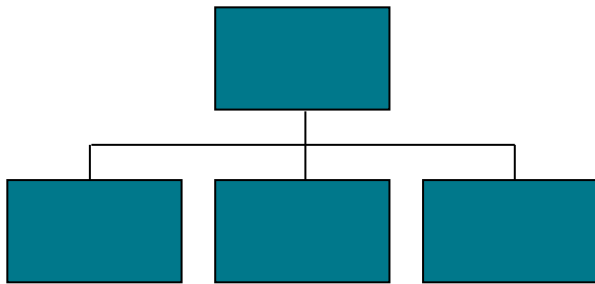
“If I had asked people what they wanted, they would have said faster horses.”

Henry Ford

# Structuring to Innovate and Add Value in the Digital Space

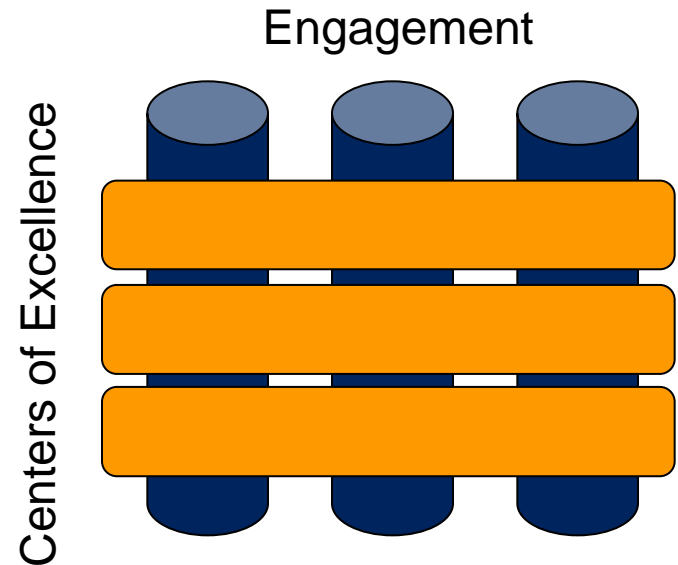
# Organization Transformation

## Legacy



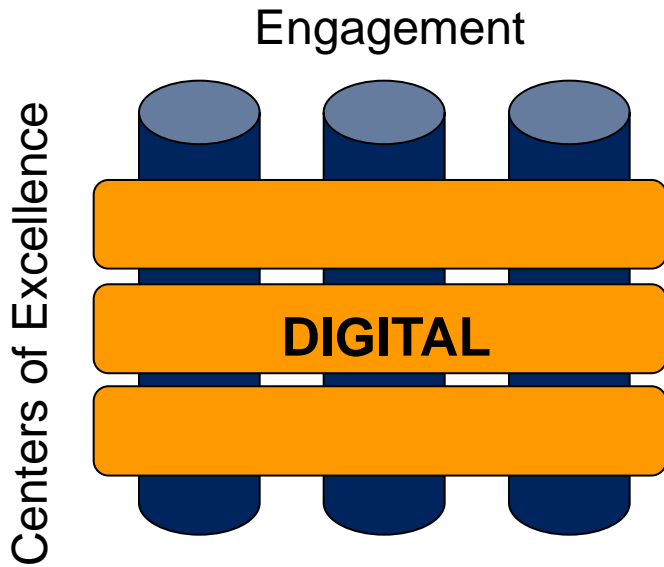
- Traditional regional hierarchies
- Redundant systems and support
- Loosely coordinated efforts

## 2010 - Today

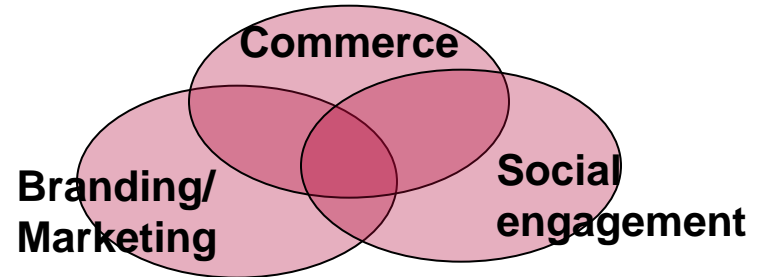


- Engagement by brand
- COEs – lower cost & higher service
- Increased reliance on governance

# Organization Transformation



- Executive-support
- Product-led, consumer obsessed
- Digital Talent
- Company-wide Forum



- Global Standards



# A Culture of Technology Innovation



# Bringing it all Together ... The Digital Frontier





Source: David Crockett/Flickr/Getty Images

# Forrester Stats for Consumer Technologies

- Nine in 10 U.S. adults online use social media
- 60 Million pads and tablets by 2014
- 120 Million smart phones at the same time
- Facebook: 500 MM+ members
- Twitter: More than one billion tweets per month
- LinkedIn: 75 MM members
- YouTube: 24hrs of video uploaded per minute  
2 billion views per day

# Our New Consumer

SIGN UP & GET FREE SHIPPING  SUBMIT

MY ACCOUNT STORE LOCATOR TRACK ORDER

MEN WOMEN JUNIORS KIDS & BABY FRIENDS STORE EXPLORE

KEY WORD OR NUMBER  SEARCH

SHOPPING BAG: 0 ITEM \$0.00

BUY 1 PAIR OF JEANS, GET YOUR 2ND PAIR 50% OFF + FREE SHIPPING! [SEE DETAILS](#)



JEANS & GET  
**OFF**  
LECT STYLES

Orders. Period.  
59 pm PT

[KIDS & BABY](#)

**GIVE LEVI'S**

- UNDER -  
**\$50**  
[MEN](#) | [WOMEN](#)

- UNDER -  
**\$75**  
[MEN](#) | [WOMEN](#)

**GIFT CERTIFICATES**

FIND A  
**LEVI'S® STORE**

SHIPPING  
CALENDAR

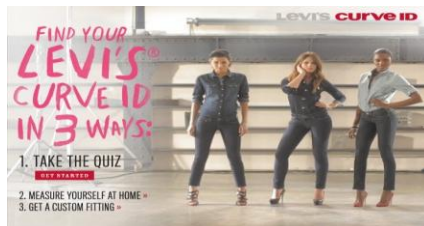


# Three Digital Case Studies

# Category-Defining Product Innovation



## Levi's curve ID





# The Woman Shopper



# LS&Co. Engaging Our Consumers

**SHAPE**  
WHAT'S TO COME<sup>SM</sup>

FOR YOU.  
FOR YOUR COMMUNITY.  
FOR THE WORLD.

BETA / HAVE FEEDBACK?  

JOIN US | LOGIN | HELP

HOME GET INVOLVED DISCUSSIONS GOODIES IN.SPIRALS JOURNALS

THIS IS A PLACE WHERE WOMEN AROUND THE WORLD CONNECT WITH PEERS AND MENTORS ALIKE. IT'S A PLACE TO PURSUE YOUR PASSION AND CHANNEL IT INTO SOMETHING BIG - A NEW EXPERIENCE, A CAREER OR EVEN A CAUSE.

A COMMUNITY OF WOMEN CHANGING THEIR WORLDS. TOGETHER, WE SHARE, INSPIRE, GROW.

**JOIN US**



THE SWTC MISSION EMA SECRETS SPECIAL DOWNLOAD

**GET STARTED**

MEET WOMEN WHO SHARE YOUR PASSIONS & CAN HELP YOU SHAPE WHAT'S TO COME.

▶ ART & MEDIA ▶ FASHION  
▶ SOCIAL CHANGE ▶ MUSIC

VIEW ALL >>

MEET OUR AMBASSADORS  

To be the best parent possibly  
Corey Sanborn,  
Coquille, Oregon  
[View Profile](#)

# LS&Co. Engaging Our Consumers

> SHARE

Levi's  
**curve ID**

> MENU > DISCOVER THE JEANS

< > CLICK & DRAG

Demi Curve

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# A CALL TO MANHOOD



WEAR THE  
PANTS  
DOCKERS



# IN STORE TRANSFORMATION

WEAR THE  
PANTS  
DOCKERS  




# DOCKERS.COM Transformation

DOCKERS<sup>®</sup> MY ACCOUNT | STORE LOCATOR | SHOPPING BAG 0

MEN WOMEN FIT GUIDE PANTSFORMATION ENTER SEARCH ▶

SIGN UP & GET FREE SHIPPING ▶

SEE THE GAME DAY TV AD >

## WEAR THE PANTS DOCKERS<sup>®</sup>



## WE'RE GIVING AWAY THOUSANDS OF KHAKIS

PLAY FOR THE CHANCE TO INSTANTLY WIN A PAIR OF MEN'S SOFT KHAKIS!

Enter your email address to get started.

Email Address  SUBMIT ▶



SEE OUR "MEN WITHOUT PANTS" TV AD

**SHARE THIS**  
OFFICIAL RULES | PRIVACY POLICY | FAQ

No purchase necessary. Size and style of pants subject to availability. A purchase of any kind will not increase your chances of winning. See Official Rules for details. Legal residents of the 50 United States (D.C.) 18 years or older. Ends 2/15/10. To play and for Official Rules, including odds, and prize descriptions visit <http://dockers.primetimeprize.com/game>. Void where prohibited.

BE A FAN FOLLOW US | JOIN OUR EMAIL LIST & WE'LL SEND YOU A PROMO CODE FOR FREE SHIPPING! ENTER YOUR EMAIL SUBMIT

CUSTOMER SERVICE 1-866-290-6064 GIFT CERTIFICATES | LEVI STRAUSS & CO. | CHANGE REGION | PRIVACY POLICY | TERMS & CONDITIONS

# EVOLUTION OF WEAR THE PANTS

LOVE WHAT YOU DO or get busy doing what you love.

We're going to tell men how to WEAR THE PANTS and reverse the trend of complacency.

We will CHALLENGE, INSPIRE, ENGAGE, ENABLE men everywhere to WEAR THE PANTS by making their mark in the world.

# WEAR THE PANTS<sup>TM</sup> PROJECT



[FACEBOOK.COM/DOCKERS](https://www.facebook.com/dockers)

# DECLARE YOUR LIKES



LEVI'S® PARTNERS WITH FACEBOOK  
TO LAUNCH SOCIAL SHOPPING



Levi's® will be the first apparel brand to create an interactive, customized shopping experience using the power of "like."

## FRIENDS STORE

Levi.com will also launch the Friends Store. An exclusive, personalized shopping environment.

LIKE-MINDED SHOPPING STARTS HERE  
→ LEVI.COM ←

DECLARE YOUR LIKES

LIKE-MINDED SHOPPING STARTS HERE

Levi's + Like

VIEW LARGER

f FRIENDS STORE

LIKE-MINDED SHOPPING STARTS HERE >

Your Connected Friends

FRIENDS LIKE

Levi's has 319,206 fans

Click to Play Listen to Hey Young World

Levi's and Fader have picked the soundtrack

Levi's 1,374 Like

236 Like

99 Like

Levi's Skiny 531™ Jeans - Black Steel

501® Boyfriend Cut Jeans - Pacific Damaged

501® Original Jeans - Steam Blue

# LS&Co. Engaging Our Consumers

**Twitter** **Levi's** Have an account? [Sign in](#)

**Get short, timely messages from Gareth Hornberger.**  
Twitter is a rich source of instantly updated information. It's easy to stay updated on an incredibly wide variety of topics. [Join today](#) and follow [@Levisguy](#).

[Sign Up](#)  Get updates via SMS by texting **follow Levisguy** to **40404** in the United States  
[Codes for other countries](#)

**Levisguy**

**Name** Gareth Hornberger  
**Location** San Francisco  
**Web** <http://www.facebo...>  
**Bio** I'm Gareth, 23, USC Annenberg grad, Social Media Coordinator for Levi's, Pioneering the Digital + Social Landscape. Follow me on my journey

382 following 7,299 followers 392 listed

**Tweets** 2,643

**Favorites**

**Lists**  
[@Levisguy/people-that-rock](#)  
[@Levisguy](#) [@Levisguy/people that rock](#)  
[View all](#)

A cool video highlighting the latest project launched from the Levi's Social Media "batcave" - check it out!  
<http://bit.ly/eYHidW>  
about 4 hours ago via web

[@jowyang](#) Brands designing for sustainability  
12:34 PM Dec 3rd via web in reply to jowyang



**Levi's<sup>®</sup>**

**GO FORTH**