

JOEL SHAPIRO

Prep Questions for Case: “Predicting Consumer Tastes with Big Data at Gap”

Please come to class prepared to discuss these questions and related variations:

Question 1. Was it a good idea for Peck to fire the creative directors and replace them with an analytics-driven process? What are the pros and cons of creative director versus analytics in this context?

Question 2. Is past purchasing data a reasonable predictor of fashion preferences? What assumptions would you need to make for past purchasing data to be a good predictor of preferences? What other data might we use to predict consumers’ fashion preferences?

Question 3. Gap, Inc. owned three brands at the time of this case: Old Navy, Gap, and Banana Republic. How might an analytics approach be differently effective for those three, based on their target market, fashion vision, and price point? What are the risks to being data-driven for each?

Question 4. What strategies do you think Gap should have tried to reinvigorate its brand and sales?

Question 5. What were the pros and cons of trying to sell through Amazon? Would you have advised Gap to do it or not?