Team 9 (Charudisha Ashjay, Iain Filkins, Rohit Kumar,Vaisnav Roy)
Professor Schorr
December 4th, 2025

<div align="center">**The Potential End of Green Marketing: An Everlane Marketing Report**</div>

1. Introduction & Research Study Definition

1.1 Overview of Company

Everlane, founded in 2011, operates within the retail fashion industry, originally launching as a direct-to-consumer (DTC) online retailer focusing on menswear. The launch of Everlane coincided with the large wave of direct-to-consumer brands throughout the 2010s. One of the first entrants in the clothing space, the largest pioneers of the DTC model included brands such as Dollar Shave Club, Casper, Glossier, and the breakthrough eyewear manufacturer Warby Parker. At the time, the DTC model was revolutionary for the customer. Previously, to gain access to many of the products in the consumer goods category, consumers had to go through middlemen such as department stores, which were viewed as having large upcharges. Now, through the development of a sophisticated online retail presence and digital marketing capabilities, brands were no longer reliant on the distribution network that department stores provided.
The company has since established a physical retail footprint with 11 brick-and-mortar stores. So far centered around major metropolitan centers, their flagship retail store is located in New York's Soho district, one of the most famous shopping districts in the world. Other large brick-and-mortar locations include Williamsburg, Brooklyn, The Mission, San Francisco, and Venice, Los Angeles. As the brand focused on capturing a millennial demographic primarily, their choices for brick-and-mortar locations reflected where that audience tended to live

Everlane's initial strategic moat came from their claim of "Radical Transparency", in which they provided direct insight into the manufacturing locations and process for their clothes. This was unheard of at the time, with both traditional mall staples, such as JCREW, and rising fast fashion brands, such as Zara, spent the last decade concentrating manufacturing sites in countries such as China. Everlane offered the up-and-coming millennials an opportunity to shop at a store that let them understand the choice they were making. Initially, that strategy led to a massive success, with the brands growing rapidly. Recently, the rise of traditional brands copying Everlane's strategy and the realities of the economics of running a DTC company have caught up to the brand. Amid falling sales and leadership changes, they must figure out how to reconnect with the audience that made them one of the DTC darlings of the 2010s.

1.2. Overview of Marketing Problem & Opportunity

Everlane's initial marketing strategy was twofold. The first of the strategies was to be a part of the wave of clothing companies at the time focusing on basics. The bulk of millennials were either entering the workforce or were still early in their careers at the beginning of the 2010s, during the time of the company's founding. They needed office-appropriate, minimalist, and timeless clothing at affordable prices, and Everlane delivered on that front. While Everlane succeeded at making timeless basics, its true strategic moat came from its philosophy of "Radical Transparency." While Everlane's initial positioning around supply chain transparency and sustainability was unique at its inception, the current landscape has become saturated. Competitors ranging from fast-fashion giants (Shein, Uniqlo) to mid-range lifestyle brands (Reformation, Aritzia) have adopted similar messaging or price points, eroding Everlane's competitive moat.

The Core Challenge: The factors that originally distinguished the brand are no longer sufficient to retain attention. Data indicates that Everlane is struggling to maintain mindshare against key competitors like J.Crew and Aritzia. The brand faces the urgent need to evolve its positioning to appeal to a younger, more

fashion-forward demographic while retaining its core customer base, effectively moving beyond "just basics" to a more compelling value proposition in a crowded market.

While Everlane is still a private company, with information about its finances and performance locked behind closed doors, there are a few indicators that its competitive advantage has been affected by its competitors. While the brand soared during its rise in the 2010s, its financial performance post-pandemic has left a lot to be desired. In the brand's pre-pandemic life, they were used to total sales increases of around 35% yearly. As recently as 2023, sales only rose by 1% ([Business of Fashion](#)). In addition to slowing sales increases, the business has also been streamlining its supply chain. Rather than prioritizing environmental concerns as the utmost authority on where to source, the brand is beginning to factor cost more into the equation, breaking slightly from their original values.

1.3 Review of Published Materials

As mentioned previously, Everlane is a private company, with much of its specific performance metrics unavailable to the public. What is available to the public that is published by the company largely relates to their social media presence, a key part of their marketing strategy. This includes KPI's such as followers, average post engagement through likes and comments, as well as a qualitative analysis of what the brand is posting to promote. In addition to looking directly at Everlane's social media posts and pages, there are reports looking at total follower count over time to gauge how the firm's popularity has fluctuated.

In terms of non-Everlane materials, the primary sources that provide insights into the workings of the company are digital trade papers such as Business of Fashion. Those trade papers can provide journalistic insight into the company, even getting to the point of reporting on specific financial performance, such as revenue figures for the company. In addition to trade papers, the website Pitchbook, which is a database of privately owned companies, provides additional insight into Everlane's performance. The most valuable information from PitchBook about Everlane is directional insight into their total revenue and how much debt the company has taken on since the end of the pandemic. Combined with reporting from Business of Fashion, we can confirm stories about how the company has taken on debt in order to fund its inventory purchases, a sign of acute distress.

While we have enough publicly available information to infer that the brand has been taken down a notch from its heyday in the 2010s, the absolutely crucial gap is sourcing consumer sentiment on the state of their green initiatives. Without getting out there and truly understanding how consumers feel about their promises, it is impossible to truly make informed recommendations. Once we can hear from actual consumers, we can tell if the scale of the problem is that Everlane must adjust its messaging and make it better known that they are better than the competition for environmental concerns, or if they need to find an entirely new competitive advantage.

2. <u>Analytics on Existing Public Data</u>

2.1.1 Overview of All Selected Public Data Sources

Our team built and executed two custom web-scraping pipelines to collect real customer feedback about Everlane from publicly available online sources: A Trustpilot Review Dataset (scraped via trustpilot_scraper.py) and a Reddit Discussion Dataset (scraped via reddit_thread_scraper.py). Together, these datasets allow us to capture both direct customer experiences (Trustpilot) and broader brand perception (Reddit).

2.1.2 Rationale for Selecting Our Sources

We selected Trustpilot and Reddit because together they provide a holistic view of Everlane's customer experience and brand perception. Trustpilot is one of the largest third-party review sites for retail and apparel, offering permanent, time-stamped reviews that capture detailed issues with shipping, refunds, customer service, and product quality, critical problem areas for Everlane. Its structured star ratings also support quantitative sentiment analysis. Reddit, particularly r/FemaleFashionAdvice, provides organic, unsolicited conversations from fashion-savvy shoppers who openly discuss quality, ethics, transparency, and how the brand has changed over time. These long-form comments reveal motivations and emotional reactions that traditional reviews often miss. Together, both sources allow us to evaluate Everlane's transactional pain points (via Trustpilot) and its deeper, values-driven reputation and brand trust (via Reddit).

2.1.3 Description of Data Collected

We scraped Trustpilot reviews using a custom asynchronous Playwright crawler that launched a headless browser, accepted cookies, sorted by "Most Recent," paginated through all review pages, and extracted structured content directly from Everlane's embedded Next.js JSON data. This produced a clean, consistent dataset of 428 historical reviews, offering a large sample of real customer-service experiences.Reddit data was collected through a JSON-API-based scraper that pulled full thread content, flattened comment trees, and captured metadata such as timestamps, upvotes, and parent–child relationships while respecting API limits. The final dataset includes 132 comments from the high-engagement thread "Why I Stopped Buying Everlane," capturing multi-year discussions about quality, transparency, and evolving brand expectations among fashion-conscious consumers. Together, these datasets provide rich qualitative and quantitative inputs into Everlane's customer journey and brand perception issues.

2.2.1 Sentiment Analysis using Enginius and JMP

2.2.1.1 Trustpilot Review Analysis (n = 428)

To understand Everlane's customer service experience at scale, we analyzed 428 public Trustpilot reviews using light text preprocessing followed by sentiment scoring in JMP and Enginius.

Sentiment Scoring

JMP successfully classified 326 reviews (76 percent). The remaining 102 reviews contained too little text for sentiment extraction. The overall sentiment score was slightly negative (-3.0), with 148 positive and 175 negative reviews. Both positive and negative comments showed strong intensity, indicating a highly polarized customer experience. When orders arrive smoothly, satisfaction is high, but negative experiences tend to be extremely negative. Enginius results aligned with JMP. Negative themes focused on shipping delays, returns and refunds, order issues, and unanswered customer service communication. Positive themes emphasized product quality, fit, and comfort when fulfillment went well.

Emotion patterns:

The dominant emotions were Trust and Anticipation, driven by expectations around orders and refunds. Joy appeared in comments highlighting strong product satisfaction, while Sadness was linked to delays and refund frustrations.
Overall, Everlane's products continue to generate strong positive sentiment, but operational failures heavily shape overall perception.

2.2.1.2 Reddit Discussion Analysis (n = 132)

To complement Trustpilot's service-focused data, we analyzed a Reddit thread from r/FemaleFashionAdvice, which offered more reflective, long-term evaluations of Everlane.

Enginius Sentiment Classification

Positive	Negative	Neutral
83 comments (63%)	26 comments (20%)	23 comments (17%)

Compared with Trustpilot, Reddit sentiment is considerably more positive, suggesting the brand retains strong equity and appeal among fashion-aware consumers. Discussions focused on product-oriented topics such as: quality, fit, size consistency, fabrics (silk, cashmere, denim), basics, capsule wardrobes, pricing, transparency. Users also compared Everlane with peer brands (Cuyana, Uniqlo, Aritzia), positioning Everlane within the minimalist basics segment.

Emotion Patterns

The dominant emotions were Trust and Anticipation, reflecting confidence in Everlane's mission and expectations for future releases. Joy appeared in comments praising comfort, styling, and fabric quality. Sadness and Anger were tied to inconsistent sizing, perceived quality decline, and concerns about value for price.Overall, Reddit users express long-term interest in Everlane, reflecting a brand with strong underlying loyalty.

2.2.2 Sentiment Analysis using AI

Trustpilot Reviews (428 reviews) Trustpilot sentiment appears near-neutral overall, with an average polarity of 0.027, but the high standard deviation (0.27) and wide range of scores (–1.00 to +0.90) indicate substantial variability across customer experiences. The platform is dominated by strongly negative reviews describing problems with customer service, refunds, shipping delays, and order resolution. While some customers report highly positive interactions, these cases form a small minority. Overall, Trustpilot reflects inconsistent service quality and frequent dissatisfaction among Everlane's direct customers.

Reddit FFA Thread (132 comments) Sentiment in the Reddit discussion is more moderate, with an average polarity of 0.127, a standard deviation of 0.22, and a range from –0.90 to +0.66. Despite the negative framing of the thread title ("Why I Stopped Buying Everlane"), the conversation is more balanced than Trustpilot. Users express mixed opinions,acknowledging Everlane's quality, sustainability values, and past strengths while also criticizing declining product standards, pricing issues, and perceived inconsistencies. Sentiment on Reddit is less extreme and tends to focus on broader brand perception rather than individual service failures.

Direct Comparison

Metric	Trustpilot	Reddit FFA	Interpretation
Avg Polarity	0.027	0.127	Reddit is more balanced; Trustpilot skews negative
Min Polarity	–1.00	–0.90	Trustpilot contains more severe complaints
Subjectivity	0.51	0.47	Trustpilot = emotional complaints; Reddit = analytical discussion
Volume	428	132	Higher dissatisfaction volume on Trustpilot

Conclusion:
- Trustpilot reflects operational breakdowns (refunds, delays, poor CS).
- Reddit reflects brand perception issues (quality decline, ethics, pricing).

2.3 ESRI Tapestry

The Esri Tapestry analysis of Everlane's store neighborhoods: 94110 (San Francisco), 10012 (New York City), and 90291 (Los Angeles) shows a clear, affluent customer base. These areas are dominated by the "Trendsetters," "Laptops and Lattes," and "Urban Chic" segments, all characterized by residents in their mid-30s, small households, and high incomes (over half earning $100K+). Their spending patterns reinforce this profile, with high annual outlays on apparel and entertainment. Overall, Everlane's stores sit in dense, urban markets filled with wealthy, style-conscious professionals.

Although these three segments share similar demographics, they respond to different brand cues. Trendsetters are young, influential early adopters drawn to limited drops, micro-influencers, and messaging around newness and sustainability. Laptops and Lattes are educated professionals with flexible work routines who value comfort and minimalist design, making them ideal targets for Everlane's polished basics and WFH essentials. Urban Chic shoppers are higher-income consumers who seek understated luxury and quality; they respond best to storytelling around craftsmanship, ethical sourcing, and a refined in-store experience.

Similar high-income, design-driven clusters exist in other ZIP codes and cities. In San Francisco, areas like 94103, 94107, and 94114 align closely; in New York, 10003, 10001, and 11201 show the same profile; in Los Angeles, 90048, 90036, and 90401 are strong matches. Comparable neighborhoods in Chicago (Wicker Park, Lincoln Park) and Seattle (Fremont, Belltown) also represent promising expansion options.

Beyond demographics, psychographic traits sharpen targeting. Trendsetters value creativity and social identity, Laptops and Lattes prioritize efficiency and comfort, and Urban Chic shoppers look for timeless style and ethical consumption. Behavioral signals like purchase frequency, preferred channels, AOV, return tendencies, and sustainability attitudes can further personalize Everlane's marketing. Together, these insights guide stronger messaging, smarter store placement, and better-aligned product storytelling.

2.4 CLV Analysis

Due to Everlane being a small, private company, information about their specific customer lifetime value is unavailable. Due to that fact, there are several methods we can use to back into what is likely an approximation of their CLV. Our strategy for estimating the CLV of Everlane is to use industry benchmarks and research from specialists in ecommerce and DTC fashion. Utilizing those resources, we can estimate Everlane's average order value at $97 and an annual churn rate of 77% (Opensend). Dividing 1 by 0.77, we get an average customer lifetime of 1.3 years. Because Everlane specializes in minimalist basics that is appropriate for the office, we are assuming customers show semi-frequently, and assigning a total number of yearly customer purchases at 2.25. Following the CLV formula of AOV * Total Number of Orders * Average Customer Lifetime, we arrive at an approximate CLV of $283.44. Looking at a sensitivity analysis, the two factors we found most important to test were average customer lifetime and yearly number of purchases. We looked at a range of 1.2 to 1.4 on customer lifetime and 2.15 to 2.35 on average number of purchases, seeing a range of $249.99 to $318.83 for a total CLV. This CLV is likely extremely approximate, but is a useful tool for analysis in the context of their approximate revenue of $200,000,000 from sources such as Pitchbook.

3. Survey Data Collection & Analytics

3.1 Survey Methodology

      To collect primary data on an audience familiar with the fashion industry, we decided to build a multi-part survey. The data collected in the survey were used for three different analyses: segmentation, discriminant, and predictive. To properly support those findings, the survey spanned 73 questions across 4 sections. The first section identified general shopping behaviors, primarily supporting the segmentation analytics. The types of questions generally revolved around how often the respondents preferred to shop, interact with fashion media, and the channels they preferred. The second and third sections broke down both industry sectors (Streetwear, Luxury, Fast Fashion, and Everlane) and decision points into ten factors. For the purchase factors section, respondents were asked to rank the importance of each factor when considering purchasing clothing. In the sector perception section, respondents were asked to rank how well each sector performs in the purchase factors. The fourth and final section was comprised of questions about Everlane itself. The major focus of the section was how well Everlane's philosophy of radical transparency drives the decision to purchase the brand, or if today's consumers are aware of it all.

Recruitment for the survey relied on several methods. The method that brought the most respondents into the survey was direct recruitment of friends and family by the authors of the study. Other methods included seeking input from classmates in the class as well as in the larger Marshall community. An additional method was posting the survey link in online communities dedicated to mutual help with filling out academic surveys. The total sample size of the survey ended up at 60 respondents. The demographics of the survey leaned very young, with 93.4% of the respondents falling under the age of 35. Which, while consistent with the audience Everlane seeks to target, could lead to bias during consumer segmentation. Additional relevant demographic information includes that the vast majority of respondents were students in undergrad or master's programs, 50%, likely affecting the level of disposable income respondents have to participate in the clothing market. Finally, the vast majority of the respondents lived in urban city-centers, over 90% of the respondents.

3.2 Segmentation Analytics

3.2.1 Variables Used for Segmentation

To form the segments, we used ten clothing attribute importance ratings from the survey: style, quality, fit, value for price, durability, sustainability, trendiness, versatility for daily wear, brand reputation, and ease of shopping. These items were originally text labels on a 1 to 5 scale, so we converted them into numeric values, checked for missing entries, and standardized them so each attribute contributed equally in clustering. We also shortened variable names for clarity. These ten variables served as our base variables because they capture respondents' underlying needs and priorities when buying clothing.Our segmentation is based on attitudinal variables that reflect respondents' shopping priorities, while the discriminant analysis uses demographic, geographic, psychographic, and behavioral descriptors to explain and differentiate the segments.

3.2.2 Cluster Analysis Method

We applied hierarchical clustering in Enginius and evaluated several solutions. The scree plot showed a clear flattening after three clusters, and this solution produced interpretable differences across the base variables. Therefore, we retained three segments. All other survey questions, such as Everlane familiarity, sustainability perceptions, satisfaction, future purchase intent, demographics, and shopping behaviors, were used only as descriptors to help interpret the segments.

3.2.3 Segment Profiles

Segment 1: Selective Shoppers (32 %)

Segment 1 has green highlights across most attributes, meaning these factors matter more to them than to the overall sample. They prioritize quality, fit, durability, value, sustainability, versatility, brand reputation, trendiness, and ease of shopping. Style is important but not above average. Overall, they prefer well made, long lasting, ethical, and reliable clothing. Their priorities closely align with Everlane's emphasis on quality and transparency.

Segment 2: Fit-First Minimalists (18 %)

Segment 2 has one green attribute, fit, which is their main priority. Sustainability, trendiness, ease of shopping, and brand reputation appear in red, indicating lower importance. This group focuses on clothing that fits well and meets basic needs, placing less emphasis on ethical considerations, convenience, or recognizable brands.

Segment 3: Functional Basics Shoppers (50 %)

Segment 3 has no green highlights and several red attributes, including quality, fit, value, durability, versatility, and brand reputation. Unlike Segment 2, which still values fit, this group shows no strong priorities. Their pattern reflects a low involvement approach, where purchases are functional and minimal. They pay little attention to style, quality, or brand cues and are less likely to respond to Everlane's sustainability or quality centered messaging.

3.2.4 Recommendations

Everlane should prioritize *Selective Shoppers*, who strongly align with the brand's focus on quality and sustainability but are held back by frustrations with finding products, navigating the site, and completing returns. Improving the overall shopping experience would significantly strengthen this group's loyalty. *Fit-First Minimalists* offer a secondary growth opportunity; clearer fit guidance and simple basics-oriented messaging can increase their engagement. *Functional Basics Shoppers* show low involvement and should receive broad, low-effort communication rather than targeted campaigns. Overall, Everlane's strategy should center on fixing operational pain points for its core segment while making fit and simplicity more prominent for practical shoppers.

3.2.5 Discriminant Analysis (Descriptor Differences Across Segments)

We used discriminant analysis to compare segments on descriptor variables such as Everlane familiarity, shopping experience, price and quality perceptions, demographics, and shopping behavior.

Segment 1: Selective Shoppers

Segment 1 includes more respondents who were less satisfied with Everlanes shopping experience overall. They found it harder to find and purchase Everlane products, were less happy with the online shopping and returns process, and felt the price did not always match the quality. This segment also has a higher share of students and part time workers. Although they care a lot about many product attributes, they are less positive about how Everlane delivers the end-to-end shopping experience.

Segment 2: Fit-First Minimalists

Segment 2 includes more respondents who view Everlane's sustainability performance more positively, which is their only green descriptor. At the same time, the reds show that this group has more male and more urban respondents, shops less often, spends less per month, and uses social media less to discover brands. Overall, they respond well to Everlane's sustainability message but tend to be lighter and less active shoppers.

Segment 3: Functional Basics Shoppers

Segment 3 includes more respondents who report better overall experiences with Everlane. They found it easier to locate and purchase products, were more satisfied with the online shopping experience, and felt the price matched the quality. This group also has more females, is less urban, and shops and discovers brands more actively through social media. Even though they show low involvement in product attributes, they are more positive and engaged in their general shopping behavior.

3.3 Positioning Analytics

3.3.1 Overview: This section presents the Positioning Analytics conducted for our Everlane brand perception study. The analysis includes:
 (1) data preparation,
 (2) factor analysis to identify underlying perceptual dimensions,
 (3) perceptual maps comparing Everlane to Fast Fashion, Luxury, and Streetwear brands, and
 (4) attribute-level comparisons using a snake plot.
The objective is to understand Everlane's competitive position based on consumer perceptions of product attributes.

3.3.2 Data Preparation and Factor Analysis

Data Structuring Survey responses were transformed into a stacked dataset, where each row represented a respondent–brand pair. Ten attribute ratings (e.g., Style, Quality, Value for Price) were treated as continuous variables, while "Brand" was modeled as nominal. This structure enabled multivariate analysis and perceptual mapping.
Factor Extraction - A Maximum Likelihood Factor Analysis with Varimax rotation was conducted using all ten attributes. Statistical tests (eigenvalues, scree plot, significance tests) supported a three-factor solution, together explaining 63.8% of total variance.
Summary results:
1. Factor 1: 28.9% variance
    a. **Quality & Brand Trust:** High loadings on Durability, Quality, Sustainability, Reputation, and Fit. Represents craftsmanship, reliability, and ethical brand perception.
2. Factor 2: 20.2% variance
    a. **Practical Value & Convenience:** High loadings on Versatility, Value for Price, and Ease of Shopping. Reflects affordability, everyday usefulness, and shopping convenience.
3. Factor 3: 14.7% variance
    a. **Style & Trendiness:** Strong loadings on Trendy/Fashionable and Style. Captures aesthetic appeal and fashion-forward positioning.

3.3.3 Perceptual Mapping
Factor 1 vs Factor 2: Quality & Trust × Practical Value
This map compares brands on quality-related perceptions versus practicality.

Key Findings:
Across categories, Luxury brands score highest on quality but lowest on practicality, while Fast Fashion shows the opposite pattern,high convenience and value but low quality. Everlane sits moderately high on both

dimensions, reflecting its current "ethical basics" positioning. Streetwear, by contrast, scores below average on both dimensions, suggesting weaker or less clearly defined value perceptions.

Factor 2 vs Factor 3: Practical Value × Style
This map highlights the trade-off between functionality and fashion.

Key Findings:
Fast Fashion scores strongly on both practicality and style, while Luxury brands are highly stylish but offer limited practical value. Everlane, by contrast, is perceived as practical but not stylish,consistent with its minimalist aesthetic. Streetwear continues to underperform across both dimensions, indicating a weaker or less defined value proposition.

Factor 1 vs Factor 3: Quality × Style
This map assesses brand perceptions of quality relative to style.

Key Findings:
Luxury brands dominate on both style and quality, reinforcing their aspirational status. Fast Fashion is perceived as stylish but lacking in quality. Everlane performs strongly on quality but weakly on style, creating a perception gap. Streetwear lags in both categories and struggles to establish a strong value proposition.

3.3.4 Attribute-Level Insights (Snake Plot)

The snake plot compares mean attribute scores across all ten attributes.
- Luxury leads in Quality, Durability, Reputation, and Style, but scores poorly on Value and Ease of Shopping.
- Fast Fashion excels in Value, Convenience, and Trendiness but rates lowest on Durability, Quality, and Sustainability.
- Everlane performs consistently well on Sustainability, Reputation, Fit, and Value but ranks below average on Style/Trendiness.
- Streetwear shows moderate Style performance but is below average on most remaining attributes.

3.3.5. Everlane Positioning Summary
Across all three perceptual dimensions and attribute-level comparisons, Everlane is positioned as:
"A high-quality, sustainable, practical basics brand with limited fashion-forward appeal."
Their strengths can be described as: Quality and durability, sustainability, brand reputation, and Fit and everyday practicality. The brand's weaknesses are especially acute in: trendiness and style differentiation as well as Emotional/aspirational fashion appeal

Strategic Insights & Positioning Recommendations
- Recommendation 1: Strengthen Style & Trend Appeal
  - Respondents view Everlane as functional but not fashionable. Increasing limited-edition collaborations, seasonal colorways, and trend-linked capsule drops can shift Everlane upward on Factor 3 (Style & Trendiness).
- Recommendation 2: Maintain Leadership in Sustainability & Quality
  - Factor 1 performance is strong. Everlane should continue emphasizing transparency, ethical sourcing, and durability to differentiate from Fast Fashion competitors.
- Recommendation 3: Improve Practical Convenience
  - Everlane performs reasonably well on Practical Value but still trails Fast Fashion. Opportunities include: faster shipping, easier returns, improved online fit tools, price matching, and bundles.

3.4 Predictive Analytics

Summarizing the regression results below:

- Target variable used - Purchase intent within next 6 months for Everlane
- Predictive model used - Nominal Logistic regression (via JMP)
- Regression Metrics:
  - R-squared : 31% (The model is moderately successful in accounting for the changes or spread in the outcome that we are trying to predict)
  - Probability of Chi Sq < 0.0001 : Overall model is highly statistically significant

- significant predictors: Both the predictors Gender and Everlane past purchase flag are statistically significant at 0.05 level.
- Interpretation of results:
  The model is predicting the "Log odds of 1/0" (essentially the likelihood of saying "Yes" to purchase intent).
  - **Past Purchase History ([No] Estimate: -1.57):**
    - The coefficient is negative (-1.57) for people who have NOT purchased before.
    - Interpretation: People who have never bought from Everlane are significantly less likely to have purchase intent in the next 6 months compared to existing customers. Conversely, previous customers are much more likely to buy again.
  - **Gender Identity ([Female] Estimate: -0.929):**
    - The coefficient is negative (-0.929) for Females.
    - Interpretation: In this specific dataset, identifying as Female is associated with lower odds of purchase intent compared to the reference group (Male).

  Business Takeaways

  1. **Retention is Key:** The strongest signal for future sales is past behavior. The probability of purchase is driven heavily by repeat customers. Marketing efforts should focus on retaining current customers as they have high intent.

  2. **Gender Gap:** There appears to be lower purchase intent among the female demographic in this sample compared to others. It might be worth investigating if the current product mix or marketing is resonating less with women, or if the reference group (likely men) is unusually enthusiastic in this specific sample.

Key Insights From Survey Analytics
　　From the result of the survey analytics, Everlane came out as a neutral, middle-of-the-road brand with some overperformance in environmental concerns. This positioning was primarily drawn from three factors we were able to extract from a factor analysis of the survey results: Quality & Brand Trust, Practical Value & Convenience, and Style & Trendiness. In two of the perceptual maps, Everlane was almost entirely middle of the road, at least compared to the other industry sectors. The brand was perceived as not being extreme in any way, except for very low scores in style & trendiness, though this is likely self-created through the brand's previous focus on providing exclusively basics in the market. Most surprisingly, streetwear was commonly the closest analog for Everlane. This is incredibly surprising, due to the radically different design ethos between the two. Everlane focuses on making high-quality basic clothing, most commonly appropriate for the office or a minimalist wardrobe. Streetwear, on the other hand, often focuses on experimentation with silhouettes and loud, logo-heavy designs. Everlane, matching closely to streetwear on the perceptual maps, indicates that they likely should shift their marketing approach or design philosophy in order to create space between the sector and the brand. Everlane cannot successfully execute their mission of creating clothes that can be worn

often in any setting if they are most closely associated with a sector of the industry known almost exclusively for casual wear.

From a predictive analytics perspective, it is clear that Everlane is not doing a good job of attracting new customers into its ecosystem. Customers who have not purchased within the last six months are not predicted to purchase in the next six months. This could be an indicator that the brand is failing at reaching out to customers via their main marketing channels, including social media. They are continuing to draw from the same well they have been since their peak in the mid-2010s. Additionally, women are associated with lower odds of purchase intent, though that is likely due to the relatively low sample size or sample bias from the recruitment methods of the study.

4. Strategic Recommendations
Recommendation 1: Extend 'Radical Transparency' to Operations

Everlane's strongest brand equity: transparency, is currently undermined by operational failures visible in Trustpilot data. Reviews highlight recurring issues with shipping delays, refund uncertainty, and unresponsive customer service. These failures erode trust among Everlane's highest-value "Selective Shoppers," who expect reliability and clarity. Strengthening operational transparency is therefore foundational to rebuilding confidence and enabling any future repositioning efforts.

Tactical Implementation
Everlane should introduce explicit, accurate service expectations across key touchpoints. This includes displaying precise shipping windows on product pages, clarifying refund processing timelines, and adding real-time order updates from purchase to return. These changes reduce purchase anxiety and demonstrate a concrete extension of transparency beyond pricing. Success can be measured through improvements in Trustpilot ratings, reductions in service-related complaints, faster ticket-resolution times, and higher repeat-purchase rates among previously dissatisfied customers.

Recommendation 2: Shift Marketing from Generic Lifestyle to Tangible 'Product Proof'

Everlane's strongest equities,quality and trust,are validated by factor analysis and Reddit sentiment. However, current lifestyle-heavy marketing fails to showcase what consumers value most: material quality, construction, and real-world fit. Shoppers already believe Everlane makes high-quality products, they just don't see the proof. Making quality visible will help bridge the perception gap and build stronger credibility in a competitive market where both style and substance matter.

Tactical Implementation
Everlane should replace generic lifestyle imagery with "product-proof" content such as fabric closeups, construction details, movement/fit demos, and real-customer styling. These assets should be integrated across product pages, social channels, email, and paid campaigns. The goal is to increase purchase confidence by making quality demonstrable. KPIs include higher engagement on product-detail content, increases in "fit/quality" satisfaction scores in surveys, and improvements in conversion rates on product pages using proof-based assets.

Recommendation 3: Evolve Positioning from "Sustainable Basics" to "High-Performance Ethical Fashion"

While Everlane is strong on quality and brand trust, our perceptual maps show it lags competitors on style and trendiness. At the same time, market expectations have shifted, consumers want both sustainability and fashion relevance, not one or the other. Evolving Everlane's positioning toward "High-Performance Ethical Fashion" allows the brand to maintain its sustainability foundation while addressing its largest competitive gap: delivering modern, design-forward style.

Tactical Implementation
Everlane should introduce more trend-forward capsules and reinforce style-led storytelling across brand communications. Transparency messaging should be reframed to support,not overshadow,the fashion narrative. Using ESRI Tapestry insights, Everlane can target high-opportunity "Trendsetter" ZIP codes (e.g., SoMa, East Village, Wicker Park) with geo-targeted campaigns and future retail expansion. Effectiveness can be measured through improvements in "style/trendiness" attribute scores, growth in engagement for style-led content, and stronger share-of-search versus style-focused competitors.

5.1 Limitations of Existing Data

Although our analysis leverages multiple data sources, each has important limitations. Trustpilot reviews tend to overrepresent dissatisfied customers, which amplifies operational complaints relative to positive experiences. Reddit's r/FemaleFashionAdvice community reflects high-involvement, fashion-conscious users whose opinions may not represent the broader Everlane customer base. ESRI Tapestry insights are based only on ZIP codes where Everlane already operates stores, which limits the geographic perspective to the brand's existing footprint. Our own survey sample is also biased because it was collected primarily from a university environment, meaning the respondents skew younger, more urban, and more sustainability-aware than the general population.

5.2 What We Would Do Differently

If conducting this study again, we would expand and diversify data sources to reduce channel-specific bias. For sentiment analysis, incorporating platforms such as TikTok, Instagram, Twitter, and YouTube would balance Trustpilot's service-heavy reviews and Reddit's product-focused conversations. A more representative survey sample would be collected using stratified sampling across age, region, and income groups. We would also introduce time-series sentiment tracking to observe how customer perceptions change after policy or operational updates, and complement quantitative results with in-depth interviews to better understand emotional drivers behind customer loyalty and frustration.

5.3 Future Analytics Opportunities

Everlane can unlock deeper insights through additional analytical techniques. Conjoint analysis would quantify how customers trade off attributes such as price, fabric, sustainability, and shipping speed, and help optimize product positioning. Choice modeling could identify which product bundles and features drive conversion within different customer segments. A/B testing on product pages would validate the impact of changes such as enhanced fit guidance or clearer shipping transparency. Longer term, calculating customer lifetime value by segment would help Everlane prioritize high-value groups like Selective Shoppers and measure the financial return of reducing friction in the shopping experience. These analytics would provide a stronger foundation for strategic decision-making and more precise customer targeting.