

Lecture 5: Values and Objectives

Episode 2: Case Study American Apparel

Prof. Dr. Frank-Martin Belz
Technische Universität München
TUM School of Management

 Universität Bremen


Zentrum für Multimedia
in der Lehre

 DBU

Deutsche Bundesstiftung Umwelt



Lecture 5: Overview





Lecture 5: Overview

Episode 1: Brand Ethos

Episode 2: Case Study American Apparel

Episode 3: Interview



Learning Objective

Learning Objective:

Discuss and reflect the ambiguities of brand ethos.



Structure of the Episode

- Style
- Substance
- Sex

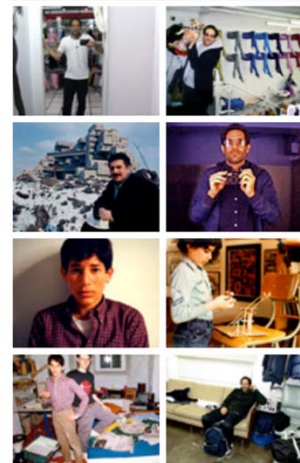


Style

Dov Charney



Photos



◀ Previous

Next ▶

Slideshows



On Saturday, May 1st, over 60,000 people in Los Angeles and nearly one million people worldwide marched together in support of immigration reform. These are some of Dov's **favorite photos** he took during the march - American Apparel's 11th year participating.

My name is Dov Charney.

I was born at the Jewish General Hospital in Montreal. My dad, sister, and half sister were born there as well, and three of my four grandparents have died there. My father's name is **Morris Charney**. He is an architect. In 1961, my dad was assisting a fellow student, by the name of **Moshe** **Rafic**, on his first project before graduation. The



Source: www.dovcharney.com





Style

American Apparel
Click here: [American Apparel Company Website](#) Made in the USA

US - English | My Account | Shopping Bag
Free shipping on all orders over \$50.00

New & Now | Basics | Women | Men | Kids & Babies | Accessories |
Beauty & Grooming | Eyewear | Watches | Leather | Multibrand | Vintage | Graphic Tees | Sale

Style# or Keyword Search

New & Now
Basics
Women
Men
Kids & Babies
Accessories
Women
Men
Kids & Babies
Accessories
Beauty & Grooming
Eyewear
Watches
Leather
Multibrand
Vintage
Graphic Tees
Print Shop
Sale

Basics
Home / Basics

Free Shipping

Women Men Kids & Babies Accessories

Source: <http://store.americanapparel.net/basics.html>





Style

American Apparel®

[Click here: American Apparel Company Website](#)

Made in the USA

US - English ▾ My Account ▾ Shopping Bag ▾

Free shipping on all orders over \$50.00

Style# or Keyword Search

[New & Now](#) | [Basics](#) | [Women](#) | [Men](#) | [Kids & Babies](#) | [Accessories](#) |
[Beauty & Grooming](#) | [Eyewear](#) | [Watches](#) | [Leather](#) | [Multibrand](#) | [Vintage](#) | [Graphic Tees](#) | [Sale](#)

[Home](#) / [Women](#)

New & Now

Basics

Women

New

[Activewear](#)

[Bodysuits & Rompers](#)

[Collared Shirts](#)

[Crop Tops](#)

[Dancewear](#)

[Denim](#)

[Dresses](#)

[Leggings](#)

[Lingerie](#)

[Outerwear](#)

[Pants](#)

[Shoes](#)

[Shorts](#)

[Skirts](#)

[Sleepwear](#)

[Socks](#)

[Stockings & Hosiery](#)

[Sweaters](#)

[Sweatshirts](#)

[Swimwear](#)

[T-Shirts](#)

[Tank Tops](#)

[Tops](#)

[Print Shop](#)

[Multi-Packs](#)



COMING SOON

Women—Men—Kids & Babies



Source: <http://store.americanapparel.net/women.html>





Style



Source: <http://en.wikipedia.org/wiki/File:Americanapparelheadquarters.jpg>



Style

American Apparel®

Made in Downtown LA – Vertically Integrated Manufacturing

[Shop Online](#) | [Store Locator](#) | [About Us](#) | [Photo Archive](#) | [Advertising](#) | [Careers](#) | [Wholesale](#)

Explore our Factory

At American Apparel we proudly produce one million garments each week at our Sweatshop-Free factory in Downtown Los Angeles, and provide more than 10,000 jobs all over the world.

Click on any window for a peek at what goes on inside →



Meet Jeremias, an American Apparel sewing employee since 1998.

Source: www.americanapparel.net/aboutus/verticalint/factory/





Style



Photo: Cumulus Cloud

Source: http://en.wikipedia.org/wiki/File:Shopper_American_Apparel.jpg





Substance

American Apparel®

Made in Downtown LA – Vertically Integrated Manufacturing

[Shop Online](#) | [Store Locator](#) | [About Us](#) | [Photo Archive](#) | [Advertising](#) | [Careers](#) | [Wholesale](#)

- Shop Online
- Store Locator
- About Us
 - Vertical Integration
 - Made in USA
 - Our Workers
 - Explore Our Factory
 - Political Activism
 - Corporate Responsibility
 - Investor Relations
 - Global
 - Privacy Policy
 - Contact Us
- Photo Archive
- Advertising
- Careers
- Wholesale

Vertical Integration

[Home](#) / [About Us](#) / Vertical Integration



Our Manufacturing Footprint

By concentrating our entire manufacturing and distribution operations within a few square miles, American Apparel not only saves time, money and unnecessary fuel expenditures but facilitates collaboration between more than 5,000 Los Angeles employees.



Their Footprint

A typical fashion retailer subcontracts their manufacturing on a one-off basis to dozens of factories spread across the developing world. Not only does this lead to questionable labor conditions, it also creates expensive redundancies in their supply chain.

Source: www.americanapparel.net/aboutus/verticalint/





Substance

American Apparel®

Made in Downtown LA – Vertically Integrated Manufacturing

[Shop Online](#) | [Store Locator](#) | [About Us](#) | [Photo Archive](#) | [Advertising](#) | [Careers](#) | [Wholesale](#)

- [Shop Online](#)
- [Store Locator](#)
- [About Us](#)
 - [Vertical Integration](#)
 - [Made in USA](#)
 - [Our Workers](#)
 - [Explore Our Factory](#)
 - [Political Activism](#)
 - [Corporate Responsibility](#)
 - [Investor Relations](#)
 - [Global](#)
 - [Privacy Policy](#)
 - [Contact Us](#)
- [Photo Archive](#)
- [Advertising](#)
- [Careers](#)
- [Wholesale](#)

Made in USA

[Home](#) / [About Us](#) / [Vertical Integration](#) / [Made in USA](#)



Sweatshop Free. That's American Apparel.

BUY LOCAL

American Apparel is one of the largest LA-based manufacturing companies. When you buy from American Apparel, you're not only buying great garments, you're contributing to California's tax base and a company that employs thousands of Californians.



With two knitting factories, American Apparel is one of the largest LA-based manufacturing companies. When you buy from American Apparel, you're not only buying great garments, you're contributing to California's tax base and a company that employs thousands of Californians.



Substance

American Apparel®

Made in Downtown LA – Vertically Integrated Manufacturing

[Shop Online](#) | [Store Locator](#) | [About Us](#) | [Photo Archive](#) | [Advertising](#) | [Careers](#) | [Wholesale](#)

- [Shop Online](#)
- [Store Locator](#)
- [About Us](#)
- [Vertical Integration](#)
- [Made in USA](#)
- [Our Workers](#)
- [Explore Our Factory](#)
- [Political Activism](#)
- [Corporate Responsibility](#)
- [Investor Relations](#)
- [Global](#)
- [Privacy Policy](#)
- [Contact Us](#)
- [Photo Archive](#)
- [Advertising](#)
- [Careers](#)
- [Wholesale](#)

Our Workers

[Home](#) / [About Us](#) / [Vertical Integration](#) / [Our Workers](#)



**Sweatshop Free.
That's American
Apparel.**



Source: www.americanapparel.net/aboutus/verticalint/workers/





Substance

American Apparel®

Made in Downtown LA – Vertically Integrated Manufacturing

[Shop Online](#) | [Store Locator](#) | [About Us](#) | [Photo Archive](#) | [Advertising](#) | [Careers](#) | [Wholesale](#)

- [Shop Online](#)
- [Store Locator](#)
- [About Us](#)
- [Vertical Integration](#)
- [Political Activism](#)
- [Corporate Responsibility](#)
- [Environmental Initiatives](#)
- [Organic Products](#)
- [Investor Relations](#)
- [Global](#)
- [Privacy Policy](#)
- [Contact Us](#)
- [Photo Archive](#)
- [Advertising](#)
- [Careers](#)
- [Wholesale](#)

Corporate Responsibility

[Home](#) / [About Us](#) / [Corporate Responsibility](#)



Source: www.americanapparel.net/aboutus/corpresp/





Substance

American Apparel®

Made in Downtown LA – Vertically Integrated Manufacturing

[Shop Online](#) | [Store Locator](#) | [About Us](#) | [Photo Archive](#) | [Advertising](#) | [Careers](#) | [Wholesale](#)

[Shop Online](#)

[Store Locator](#)

[About Us](#)

[Vertical Integration](#)

[Political Activism](#)

[Corporate Responsibility](#)

[Environmental Initiatives](#)

[Organic Products](#)

[Investor Relations](#)

[Global](#)

[Privacy Policy](#)

[Contact Us](#)

[Photo Archive](#)

[Advertising](#)

[Careers](#)

[Wholesale](#)

Environmental Initiatives

[Home](#) / [About Us](#) / [Corporate Responsibility](#) / [Environmental Initiatives](#)



Recycling

We strive to be as efficient as possible, creating as little waste as we can. Scrap fabric is turned into yarn for new garments when possible or used by our custodial team for cleaning. Our knit and dye houses participate alongside our warehouse headquarters to divert remaining fabric and yarn scraps, paper, plastic, wooden pallets, cardboard tubes and cones, metal and electronic waste from landfills.

Innovative and Creative Reuse





Substance

American Apparel®

Made in Downtown LA – Vertically Integrated Manufacturing

[Shop Online](#) | [Store Locator](#) | [About Us](#) | [Photo Archive](#) | [Advertising](#) | [Careers](#) | [Wholesale](#)

- [Shop Online](#)
- [Store Locator](#)
- [About Us](#)
- [Vertical Integration](#)
- [Political Activism](#)
- [Corporate Responsibility](#)
 - [Environmental Initiatives](#)
 - [Organic Products](#)
- [Investor Relations](#)
- [Global](#)
- [Privacy Policy](#)
- [Contact Us](#)
- [Photo Archive](#)
- [Advertising](#)
- [Careers](#)
- [Wholesale](#)

Organic Products

[Home](#) / [About Us](#) / [Corporate Responsibility](#) / [Organic Products](#)

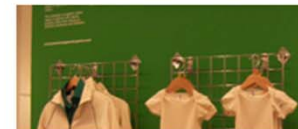


Sustainable Edition

The Sustainable Edition offers a selection of popular styles in 100% certified organic cotton. The cultivation of organic cotton works with natural systems to help protect the health of people and wildlife while not contaminating the environment.

Organic Style

At American Apparel we try to do everything possible to minimize our ecological footprint. By creating organic products, our business minimizes its impact on the environment, while maintaining the same comfort and style American Apparel is known for. Our **Organic Collection** is a selection of our most popular styles made from 100% USDA Certified Organic and pesticide-free cotton.





Substance

American Apparel®

Made in Downtown LA – Vertically Integrated Manufacturing

[Shop Online](#) | [Store Locator](#) | [About Us](#) | [Photo Archive](#) | [Advertising](#) | [Careers](#) | [Wholesale](#)

- Shop Online
- Store Locator
- About Us
 - Vertical Integration
 - Political Activism
 - Legalize Gay
 - Legalize LA
 - Corporate Responsibility
 - Investor Relations
 - Global
 - Privacy Policy
 - Contact Us
- Photo Archive
- Advertising
- Careers
- Wholesale

Political Activism

[Home](#) / [About Us](#) / [Political Activism](#)



As a company, we have certain resources that individual activists do not. We try to use that special ability to support political causes that need help. American Apparel regularly uses its billboards, advertisements, press contacts and even printed t-shirts to speak out about important issues. Our two biggest issues have been Immigration Reform and Gay Rights

Source: www.americanapparel.net/aboutus/political/





Sex

Mens Fashion » Hot Women Fashion Models » The 50 Sluttiest American Apparel Ads of All Time

The 50 Sluttiest American Apparel Ads of All Time

By Mike Payne

The Slim Slack

American Apparel Ads The slir



American Apparel Ads or Porn?: American Apparel Ads have gained a cult status of their own, just like the clothing brand itself. Unabashed in their sexuality, American Apparel's ads push the envelope of creativity, decency, and even the standards of advertising in the [modern](#) world and even hire porn stars like Faye Reagan to pose for them. Just recently, an American Apparel ad was banned by the ASA in London, for purportedly showing a partially nude model that was depicting an underage person. In our opinion, the ad in question is tame compared to the sheer body of beautiful work done by the AA ad crew. To celebrate their work, we put together a list of the 50 sluttiest American Apparel ads of all time. Please note, these ads are likely not safe for work (unless your job is awesome, like ours).

Source: <http://stylecrave.com/2009-09-03/american-apparel-ads-the-50-hottest-in-company-history/>





Sex

You Too Can Be a Star



Yanyan, a retail employee in Los Angeles, sent us the self-portraits you see here. She wears Shiny Nylon Trous Leggings in Coral Ice, one of nine colors to choose from.



Retail Locations:

Noordmarkt
Westerstraat 58-61
1017 LV Amsterdam
Tel. +31 (0) 20 33 02 281

Utrechtsestraat
Utrechtsestraat 85
1017 VK Amsterdam
Tel. +31 (0) 20 62 48 635

Rotterdam
Moorat 95
3011 JG Rotterdam
Tel. +31 (0) 10 21 35 270

To learn more about our company, to shop online, and to find all store locations, visit our web site.

www.americanapparel.net

Meet Yanyan, an LA-area retail employee who loves American Apparel ads. She loves them so much, in fact, that she wanted to star in them herself. Yanyan snapped a series of photos of herself wearing American Apparel gear (in brand-appropriate poses) and sent them on to AA. Naturally, YanYan became American Apparel's next top model. Yummy.

Source: <http://stylecrave.com/2009-09-03/american-apparel-ads-the-50-hottest-in-company-history/>





Sex

American Apparel's First Porn Star: Lauren Phoenix

Safe to say she loves her socks.

Now available at our retail locations:

Los Angeles	SF Bay Area
New York	Las Vegas
Portland	Denver
San Diego	Phoenix
Seattle	Montreal
Miami	Toronto
Key West	Vancouver
Boston	Ottawa
Chicago	Edmonton
Baltimore	Kingston

To learn more about our company, to shop online, and to find store locations, visit our web site:
www.americanapparel.net

Meet Lauren Phoenix.
150lbs. of magic.
Actress, Director.
Look her up on Google.

American Apparel™
Made in Downtown LA
Sweatshop Free - Brand-Free Clothes

Source: <http://stylecrave.com/2009-09-03/american-apparel-ads-the-50-hottest-in-company-history/>





Sex



Source: www.youtube.com/watch?v=a6Cl_qFMZK0



Sex



Source: www.youtube.com/watch?v=nCsSpmWSBoU&feature=endscreen



Discussion Questions

1. What are the sustainability marketing values of American Apparel? Are they credible and reflected in the corporate brand?
2. What do you think of the sexually charged advertisements of American Apparel? Do they enhance or endanger the brand ethos of American Apparel?



References

- Belz, F.-M., Peattie, K. (2012): Sustainability Marketing: A Global Perspective, 2. ed., Chichester: Wiley, p. 133-135.
- Crane, A. (2000): Marketing, Morality and the Natural Environment, London: Routledge.
- Crane, A. and Matten, D. (2010): Business Ethics, 3rd ed, Oxford: Oxford University Press.



In Cooperation



ZMML

Zentrum für Multimedia in der Lehre

