

## Works Cited

- Balchandani, A., D'Auria, G., Grunberg, J., Saint Olive, A., Andre, S., & Amed, I. (2025, January 13). The state of luxury: How to navigate a slowdown. McKinsey & Company. <https://www.mckinsey.com/industries/retail/our-insights/state-of-luxury>
- Fashion Revolution. (n.d.). *What fuels fashion?* Fashion Revolution. Retrieved March 21, 2025, from <https://www.fashionrevolution.org/transparency/>
- Genius. (n.d.). *Billie Eilish - Birds of a Feather lyrics*. Retrieved March 22, 2025, from <https://genius.com/Billie-eilish-birds-of-a-feather-lyrics>
- Instagram. (n.d.). *Polo Ralph Lauren post*. Retrieved March 22, 2025, from <https://www.instagram.com/polaralphlauren/p/C-jKQ18qVte/>
- Kim, A. J., & Ko, E. (2010). Impacts of luxury fashion brand's social media marketing on customer relationship and purchase intention. *Journal of Global Fashion Marketing*, 1(3), 164–171. <https://doi.org/10.1080/20932685.2010.10593068>
- McDade, A. (2025, February 6). Ralph Lauren stock hits all-time high on strong holiday sales, earnings. *Investopedia*. <https://www.investopedia.com/ralph-lauren-stock-hits-all-time-high-on-strong-holiday-sales-earnings-8786935>
- McKinsey & Company. (2023, June 6). *The price is not right: Gen Z's sustainable-fashion conundrum*. <https://www.mckinsey.com/~media/mckinsey/email/genz/2023/06/2023-06-06b.html>
- NBC Insider. (n.d.). *Billie Eilish's "Birds of a Feather" meaning*. Retrieved March 22, 2025, from <https://www.nbc.com/nbc-insider/billie-eilish-birds-of-a-feather-meaning-about>
- Polo Ralph Lauren. (2024, May 23). Number of distribution channels of Polo Ralph Lauren worldwide in 2024, by region [Graph]. *Statista*. Retrieved March 22, 2025, from <https://www-statista-com.libproxy1.usc.edu/statistics/268527/number-of-distribution-channels-of-ralph-lauren-worldwide-by-region/>
- Ralph Lauren Corporation. (n.d.). *Investor relations*. <https://investor.ralphlauren.com>
- Ralph Lauren Corporation. (2022). *Strategy*. Ralph Lauren Corporation. <https://corporate.ralphlauren.com/strategy>
- Ralph Lauren Corporation. (2024). *Sustainability & responsibility report*. Retrieved from <https://www.ralphlauren.com/sustainability>

Statista. (n.d.). *Brand KPIs for premium fashion: Ralph Lauren in the United States*. Retrieved March 22, 2025, from <https://www-statista-com.libproxy1.usc.edu/study/174865/brand-kpis-for-premium-fashion-ralph-lauren-in-the-united-states/>

Statista. (n.d.). *Online market share of leading luxury brands*. Retrieved March 22, 2025, from <https://www.statista.com/statistics/693352/online-market-share-of-leading-luxury-brands/>

Statista. (n.d.). *Polo Ralph Lauren's gross profit*. Retrieved March 22, 2025, from <https://www.statista.com/statistics/870791/polo-ralph-lauren-s-gross-profit/>

Statista. (n.d.). *Ralph Lauren*. Retrieved March 22, 2025, from <https://www.statista.com/topics/1864/ralph-lauren/>

The New York Times. (2019, December 17). *Fast fashion and Gen Z*. <https://www.nytimes.com/2019/12/17/style/fast-fashion-gen-z.html>

Vogue. (n.d.). *Can Billie Eilish get fans to shop more sustainably?* Retrieved March 22, 2025, from <https://www.vogue.com/article/can-billie-eilish-get-fans-to-shop-more-sustainability>

Wikimedia Commons. (n.d.). *NYC wall ads [Photograph]*. Retrieved March 22, 2025, from [https://commons.wikimedia.org/wiki/File:NYC,\\_wall\\_ads.jpg](https://commons.wikimedia.org/wiki/File:NYC,_wall_ads.jpg)

66539FA1-FFD1-4DEA-B643-79C9C95218A7.jpeg "create a traditional fitted white tee, with a classic Ralph Lauren Polo Bear styled and designed in 3 ways; so three tee. Wearing a mixture of classic Polo styles such as Polo blouses with oversized skirts, a fitted blazer with oversized cargo jeans (not pants), and iconic Ralph Lauren blues and sandy neutral tones— meshed with Billie's iconic neon green on a multi-color cable knit button up sweater and a corduroy flatpack cap—our Polo Bears have never looked better"

Image name, prompt, Gemini, 25 Mar. version, Google, <https://gemini.google.com/app/9a2039e7f2be20ee>