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1.Introduction

Gap Inc. is a global fashion clothing retail company. Over the years, Gap Inc. is now the largest specialty apparel retailer in North America, with nearly 4,000 company-owned and franchised stores worldwide. (Annual Report, 2020).

2. Business Strategy

Gap Inc. mainly adopts the business strategy of cost leadership and provides consumers with various clothing products at lower prices than the general fashion brands in the market. In addition, the company's competitive advantages include a strong brand portfolio, distribution channels, and global brand building. Gap Inc., meanwhile, has faced declining sales and profits in recent years, a failure to properly utilize its online sales channels and its reliance on outside manufacturers.

In response to the company's declining profits, Chief Executive Officer Art Peck has taken a number of steps to address the problem, focusing on differentiated marketing strategies to improve customer service.

Gap, Inc. is in the midst of big changes that could lead the company in a very profitable direction. The company is in the process of restructuring its management team and online retail site by "integrating North American, international, online and franchise divisions, with a single global executive responsible for each brand."(Froyo) Some executives have taken on new responsibilities; others have taken on more. In any case, Gap will be able to

anticipate the changing needs and demands of its customers. This move alone will increase market share and shareholder value.

3. Marketing Analysis

3.1 4Ps of Marketing

Gap marketing mix analysis of brands/companies covers the 4Ps(Product, Price, Place, Promotion) and an explanation of Gap marketing strategies.

3.1.1 Product

The product strategy and combination of GAP's marketing strategy are as follows:

Brand	
Gap	extensive selection of classically styled casual apparel at a moderate price
Old Navy	value-priced casual family apparel, shoes, accessories, and maternity wear In addition, personal care items.
Banana Republic	more sophisticated casual and tailored apparel, shoes, accessories and Personal care products at prices a little higher than the Gap
Athleta	stylish and functional high quality athletic apparel for women
Piperlime (Piperlime.com)	an online store that offers men, women, and children from casual to high-end fashion footwear along with handbag

(Thompson, et al. C-158)

According to the different styles and types of brands and products on display, the market and marketing strategies are further determined through gender and age characteristics, so as to increase the brand assets. A wide product portfolio can also help Gap to attract customer groups to the greatest extent. By providing customers of different ages and preferences with products suitable for their own styles, Gap can improve customer loyalty, thus

increasing retail revenue and building brand image. (Team Trefis, 2014).

When Gap provides new products, it must also analyze the needs and expectations of its consumers, so that the organization can position the products correctly and make consumers excited and enthusiastic to buy them (Sheffield, 2002). Gap companies must also have a clear understanding of the product and market before they can provide customer service. To be successful, GAP must aim at specific customers and provide them with the required products and services (Tracy, 2005).

3.1.2 Price

Pricing needs to be consistent with the target market and it is for those who are not high-income producers. The clothing line will be made at Gap's own facilities, rather than using a third party manufacturing relationship. Knowing the income limits of the target audience, a company must still make a healthy profit after accounting for production, labor, transportation, and marketing costs. In terms of how to determine the product price, Wynn (2013) believes that it is necessary to take measures including calculating the overall production cost of an enterprise, making clear the target of income, comparing the products of competitors in the industry, and considering the business value and specific customer groups. Gap Inc. 's pricing strategy also depends on what its customers consider a worthwhile purchase and how much they are willing to pay for the goods on offer. Unique is built on an organization's positioning, brand and strategy which enables it to control its price based on

the combination of what the market will bear, its target gross margin, and most importantly its digital pricing strategy (Kalb, 2013).

3.1.3 Promotion

The promotion strategy depends on the business or product type; However, each strategy is designed to increase product demand and popularity (Boundless, 2014). Promotions include things like email, social media, press releases, newspaper ads, magazine flyers, and celebrity endorsements. Successful marketing strategies require investment in promotion costs, and the success of marketing techniques can also be judged by the growth of expected revenue.

Multinational companies like Gap Inc. have to evaluate from a global perspective, making decisions in different countries and markets. According to Kokemuller, marketing decisions should be made around product standardization, product customization, global promotion and international promotion. It is suggested that GAP make use of the advantages of multinational companies and global business to promote new products in the process of globalization, so as to meet the needs of the international market and customers.

3.1.4 Place

With the formation of products, Gap must strategically determine the appropriate channels to distribute clothing. A balanced method of product distribution is recommended. The hybrid buying model is a byproduct of the

technological age, which brings the convenience and convenience of online shopping. Distribution through the multi-channel mechanism of the shopping experience is the recommended strategic approach. The choice of distribution means differs between the convenience of product delivery through wholesalers and the preference of direct sales to customers or retailers.

In view of the exclusivity of the product and its potential problems, consideration may be given to introducing the product to the public through direct in-store sales. The direct selling approach will allow for an effective retail interface with the customer and will allow the sales agent to detect positive or negative reactions to the clothing generated by the face-to-face interaction (Ehmke et al., 2005). Direct selling should be used in combination with e-commerce. Extending the shopping experience to the online environment should be the next stage of distribution.

3.2 Segmentation, Targeting & Positioning

Gap Inc. Segmentation, Positioning and Positioning Practice refers to the practice of identifying target customer groups to sell their products and continuously increasing the attractiveness of the products they deliver to this target group during the operation of different brands of Gap Inc.

3.2.1 Segmentation

Segmentation is to classify the consumer groups in the market according to different standards, such as gender, age, income, behavior, geographical location, lifestyle, social class, psychological factors, education level, occupation and many other indicators, so as to meet the specific segmented

customer groups according to their own products. (Kotler & Keller, 2016).

Segmentation involves the division of a population into different groups based on specific characteristics, while target market means the selection of specific groups as a result of segmentation to sell a product. Positioning is to provide attractiveness to a segmented target customer group by selecting a specific marketing mix. Different brands of Gap adopt the position of multiple market segments, so they also make use of the segmented users determined by different brands in their product marketing mix. These users range from individuals to enterprises, providing different services and products for different types of users. For example, for individuals, Gap provides B2B business, but also provides B2C business for enterprises, the same products are not limited.(ACCA, 2014, pp.71-75).

3.2.2 Targeting

The target market is to segment the market in the whole market, select an attractive market segment based on its competitive advantages, and enter this specific market segment through unique differentiated products, so as to make the products of the enterprise have a good sales situation, and also help the enterprise to obtain the maximum profit. (Kotler & Keller, 2016).The reason why GAP carries out target market position is because they cannot sell in all the markets, and avoid the waste of resources. It can also help them realize the strategic goal fastest and best. The types of target positioning generally include centralized target positioning, mass target positioning and highly differentiated target positioning. (ACCA, 2014).

3.3.3 Positioning

Positioning involves impressing upon consumers to have a particular perception of a firm's product through marketing positioning messages and branding tactics. Perception can be created in the areas of quality, price, product characteristics, product range, and product differentiation characteristics, among others . Positioning is meant to impress upon consumers how different and unique a particular firm's products differs from the rest in the market on the 4Ps and 7Ps of Price, Place, Promotion, Product, Physical evidence, Process, and People (ACCA, 2014, p. 76).

GAP Inc. as a company that sells clothing lines to satisfy the needs of all classes, age groups, gender, professional classes, among others by using Maslow's Hierarchy of Needs model (Robbins, n.d.). Gap's original target audience has been revolutionized and now includes men, women, people of all ages, children and infants, in styles ranging from casual to classic. These products reflect the combination of basics and fashion, providing unmatched value to customers by getting products to market quickly.

4.TOWS Analysis

To help GAP to further define and implement strategic planning through the TOWS strategic planning tool to maximize the competitive advantage of the organization.

	External Opportunities	External Threats
Internal Strengths	SO Strategy	ST Strategy
Internal Weaknesses	WO Strategy	WT Strategy

SO Strategy:

1. Continue to increase marketing input to attract more target customers for consumption.
2. Marketing through a variety of social media and increase your presence on online shopping sites
3. Continue to maintain the competitive advantage of cost leadership by reducing product costs through innovative technologies.
4. Selling inventory at a lower price by offering discounts helps increase sales.

ST Strategy:

1. Make use of Gap's own powerful distribution channels to win over target customers and reduce the threat of new entrants.
2. In the stimulating market competition environment, it is necessary to take advantage of the financial advantages of multinational enterprises to master the corresponding intellectual property rights.

3. Maintaining core cost advantages through continuous pursuit of technological innovation.

WO Strategy:

1. Property whose ownership is financed at a low interest rate.
2. Increase employee salaries and provide incentives and benefits to employees to maintain customer service quality through employee motivation.

WT Strategy:

1. Increase investment in research and development to maintain GAP's own competitive advantage.
2. Improve employee participation, or build a better working environment, provide quality training for employees, etc., to retain talents. In order to reduce the probability of employee job-hopping.

5.Customer Experience

The pressures of the current external environment require organizations in the fashion retail industry to constantly look for ways to differentiate the customer experience. The challenge is to embed new products and services within existing marketing processes, while creating opportunities to improve the organization's market position and customer perception through a better understanding of customers' changing needs(McKinsey , 2020).Continued active research provides a strong sample collection for analysis, allows benchmarking to be established, supports strategic decisions, provides comparative data, and provides information that can be used to conduct

research in other areas of the business (Fortunaso, 2014). Both quantitative and qualitative research methods have their own advantages and disadvantages in the research process. Qualitative research can be used to identify factors that affect customers' purchasing behavior, information can be used to evaluate how it affects purchasing choice, and quantitative components can be used to validate data (Madrigal and McClain, 2012).

When business areas operate outside the company's strategic and operational objectives, gaps in alignment occur. There are natural differences between business, marketing and brand strategies, but constant volatility can have a negative impact, which can lead to rifts between groups, hinder communication and reduce transparency between strategic priorities, obvious risks and opportunities to pursue (Forbes, 2009). Cultivating the fluidity of the company's image according to the needs of customers and the expectations of partners while maintaining a socio-economic awareness will increase its competitive market share, which will allow the organization to avoid the costly trap of non-alignment.

According to Hague(2015), brand management requires changes that go beyond the traditional hypnotic model, which coerces, seduces and influences consumers into believing that a company is the best. Brand management should indoctrinate to consumers, and through the tangible and intangible brand related to stimulate stimulate the emotional response, to foster loyalty, trust, respect and gratitude, including through the following ways: (1) education,

attracting customers instead of trying to stimulate, (2) to form connections, rather than into infectious propaganda, and (3) influence behavior, Enhance loyalty and encourage consumer demand, not build demand for what it should be.

A mature organization should learn to use a variety of social media platforms to market their brand. Through the combination of visual and auditory marketing strategy, to attract more potential consumers, through the application of Internet technology, can expand the scope of marketing activities of enterprises, therefore, GAP in the marketing strategy should gradually enhance its investment in digital marketing and other aspects, improve their own customer service.

De Swann Arons et al., (2014) discuss the winning characteristics of a marketing framework, including purposeful brand positioning, a comprehensive customer experience, an organization's growth plan that is linked to the business strategy, promoting interdepartmental linkages, and motivating employees. Apply marketing agility on a global scale to build a network of collaborative organizations that effectively support creative marketing intelligence and planning.

The common theme between these two views is that their basic mission is to cultivate existing customer relationships through design and opportunistic planning strategies and to cultivate creative marketing techniques based on existing brands in order to attract new consumers and carve out strong niches

in the market. Both views have their own validity; However, my view is that approaches including digital marketing strategies, strategic marketing and brand management must be blended into a cohesive marketing mix in a way that appeals to all global populations. Marketing mainly focuses on activities related to the distribution and promotion of products and services, while brand management focuses on the management of the market value of an organization and its competitive strength as an intangible asset (Di Somma, 2014).

6.Conclusion

Gap Inc. is known for its clothes that combine style with meaning. The company is determined to continue to build revenue and product momentum, while focusing on becoming the world's favorite supplier of American styles of clothing. As described by the current GAP company. Glenn Murphy, Chairman and CEO, The key to the organization's continued success will be to make shopping a seamless activity for customers through the company's digital strategy, while capturing opportunities in their diversified portfolio to gain share in the global apparel market (Business Wire, 2013)

7.Recommendation

As Gap Inc., the company must deploy innovative strategies that will increase its competitive advantage in a market saturated with competitors to actively compete for the top position as the primary source of consumer clothing demand. Three strategies will promote Gap company into the forefront

of porter's (1985) suggested, including product differentiation provides unique attributes, buyers will think is important, cost leadership to provide sustainable pricing advantage, the key strategy will focus on a target market.

Product differentiation strategies allow companies to provide a unique perspective within their industry and be valued by consumers in terms of design. It allows companies to differentiate their products from similar competitors by providing a way to provide non-price-related competition, increases brand loyalty by assuming higher quality, and provides a perception that there is no alternative product in the market (Kelchner, no date). When companies consider developing market segments through demand functions different from the current market, their marketing strategies are supported by product differentiation (Dickson and Ginter, 1987).

Enterprises may choose a focused strategy because it allows them to effectively serve a small subset of customers or consumers who are either an underserved audience or have needs identified by competitors that the enterprise has the ability and resources to meet. Identify the markets in which the company can compete effectively, match the focus strategy to the market characteristics of the organization, and select the markets in which the company's resources are most likely to achieve the desired sales, profits, and revenues (Markgraf). It is critical for an organization to have the resources to perform market analysis that effectively identifies the target audience.

Aiming at multiple niche markets with special needs, the company can

obtain a higher initial investment return in a narrow market area to increase its competitive advantage (Daniel, 2011). The focus strategy that supports the company's marketing strategy, because of its concentration in a limited market segment plan, development and promotion results in unique products and services that attract the majority of customers in narrow target markets through limited promotional customer intimacy channels (Gallahar, 2013).

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