



# National Merit Scholarship

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YMA Fashion Scholarship Fund



# NORDSTROM

Welcome to Nordstrom's 3D Experience

In order for Nordstrom to continue traffic flow into their stores they need to invest in *Cut for You*, a technology that provides custom fit garments to ensure higher customer satisfaction and a memorable in-store experience.

**Design Case**

28 September 2017

## Introduction

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In recent years, technology has transformed the fashion industry by altering how consumers purchase items and amplifying what they expect from their shopping experiences. Emerging capabilities, such as the widespread adoption of smartphones, have put new demands on retailers. Present day consumers and the modern market value (and expect) convenience and instant gratification. Ecommerce channels are at consumer's fingertips thanks to the "rapid advance of the digital revolution" (McKinsey, 2014). The unparalleled access to online markets has remodeled purchase behavior in terms of channel preference and augmented variety. These changes have forced retailers to develop strategies that drive brand awareness, while also working to persuade consumers to shop in physical stores. Companies have been overcoming the slow in-store traffic and consumer shift online by focusing on creating entertaining and personalized experiences as stores are no longer primarily about shopping. The enhanced shopping experience has had important implications for attracting a return to physical brick and mortar stores. Retailers have begun incorporating new technologies that advance process analytics such as supply chain management and retail communication strategies. These adoptions allow the brands to respond faster to changing trends and minimize outdated inventory, while providing a continually updated product assortment. For most retailers, these insights—and their benefits—are clear; yet the retail industry's decline has left many brands without the funds to make such changes. With this in mind, it is imperative that new implementations produce quick and quantitative returns on investment, contributing meaningfully to the sales and profit line.

## Part 1

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- I. After conducting extensive primary and secondary research, the retailer Nordstrom emerged as having the best opportunity to capitalize on unharnessed technology to enrich the brand. This case study will explore 3D Body Scanning and Smart Mirror Technology, paired with 3D Runway Optitex, which will allow Nordstrom to offer their customers an enhanced shopping experience leading to future brand preference. Before deciding on 3D Body Scanning and the Optitex technology, alternative technologies were considered.

One technology that was explored involved light-emitting electrochemical cells for use in textiles. This technology could service many segments of the fashion industry, most notably incorporating safety features into clothing, a useful feature for a variety of people. However, the glowing tech fabric is not easily customizable and is currently not available to the public due to lingering safety concerns. Despite this, the idea of using technology in fashion to meet the needs of several groups of people was created. Would it be possible to take one of the main principles of fashion, patterning making, and manipulate it so that one pattern can keep

its integrity, but service many different shaped women other than those it was originally designed for? With the goal of being able to include all body types while maintaining the ability to create custom patterns and designs for consumers, the 3D body scanning technology paired with Optitex was the best fit. The 3D body scanner can capture measurements of individual body types and the Optitex add-on feature will apply the exact measurements of the individual to any base pattern.

After selecting a technology that met the specified goals, the question of a retailer remained unanswered. After cross-examining U.S. department stores like Lord & Taylor, Saks, and JC Penny, it was determined that Nordstrom is a perfect match because it aligns with the goals of inclusivity as well as creating a custom high-end product. Nordstrom has already established themselves as retailers that service all body types with their assortments of petite clothes to plus size and everything in between. Adding smart mirrors equipped with 3D body scanning will enhance the store environment of providing clothing that fits every body type.

The name for the combination of technologies (3D Body Scanning and Smart Mirror Technology, paired with 3D Runway Optitex) lending to the unique experience, is *Cut for You*. The *Cut for You* process begins with a 3D Body Scan. Customers sign up for an appointment and enter a private dressing room, where a special camera rotates around their body to capture their distinctive physical details. Once the image is complete, a measurements report is compiled indicating 20 exact body measurements including: height, arm length, torso length, bust numbers, waist inches, inseam, etc. After the size report is finalized, the information is saved into a private Nordstrom account, where consumers can access and view past purchases at any time. Then consumers can sign into their accounts—either online or in the stores—and try any clothing Nordstrom’s has in inventory and see it on their “virtual” selves. Not only will these measurements allow custom virtual fittings, but the inclusion of exact measurements will allow users to determine the practicality of an outfit, based on their intended wear. In addition to trying on consumer picked outfits, the intelligence technology will also have the ability to pull any clothing from Nordstrom’s inventory that will complement the consumer, thus maximizing product assortment.

The 3D body scan data will also populate with the 3D Runway Optitex capabilities, within the private accounts, to create the *Cut for You* Boutique: a virtual custom garment service. Currently, most companies grade up in an inappropriate manner—basing all body types on one standard size—causing many fit issues as sizes increase. Optitex software can apply personal numbers to a range of base garment patterns. These foundations are fitted to general sizes for the following categorized body types: standard, hourglass, apple, and pear. The technology will then pull the generalized pattern closest to the individual’s true measurements and will customize a unique garment pattern to their exact measurements. The dual feature of the 3D runway is a

realistic sample of the consumer in their custom designed garment. The product will be displayed on the consumer's avatar, imported from the 3D body scan, and in their selected fabric. A *Cut for You* design must be approved by the buying customers before it is sent off to manufacturing, cutting down production and labor costs and increasing customer satisfaction. The process begins once a customer enters the *Cut for You* Boutique portal. They will have access to two customizing options: Basic and Fine Fit. The basic collection provides four unspecific top and bottom templates that can be mixed and matched. Alternatively, the Fine Fit option is designed specifically to provide users with access to templates specifically designed for their body shape. A consumer will pick between basic and fine fit, and then have their exact measurements pulled to uniquely fit their design. However, the customer does not have to be an apple shape to purchase the fine fit apple top, they are available to everyone. Even though there are two collections, they are all interchangeable and work together. Both collections are available in two fabrics, Ponte knit (10 colors offered) and stretch lace (2 colors offered).

- II.** Nordstrom's, like many retailers, is starting to see the effects of the changing, cyber dominated world as more and more people are looking for an easier, more convenient way to shop. After examination of their market share, existing brand awareness, vast inventory and price buckets, and recent financial performance, Nordstrom is determined as the appropriate retailer to deploy the up and coming 3D body scanning technology.

From a purely quantitative approach, Nordstrom's should invest in this technology because they are one of the few U.S. Department stores who have performed well enough to continue capturing a large percentage of the market and continue to have enough capital to take on what could be considered a riskier investment. Nordstrom's has seen consistent growth in overall net sales year over year since 2012 (Nordstrom's Annual report, 2016). However, a greater breakout of sales shows that the large majority of this growth is actually coming from the increased presence of online sales, rather than in-store. From 2008 - 2016, retail stores took up a higher percentage of the company's overall net sales, yet individual in-store sales figures per year have a consistent decrease (negative growth). This year over year decrease for in-store is in stark contrast to online sales, where Nordstrom's has seen steady growth over the past eight years – a segment that is continuing to take up a greater portion of total net sales for the company. These financial trends suggest that Nordstrom's will be eager to find ways to boost their in-store sales numbers in the future. Consistent with this assumption, Nordstrom's most recent announcement to de-list and become a private company was grounded on a statement to “continue [their] turnaround plan [and] to improve sales and test new concepts [outside of public scrutiny]” (Bloomberg, 2017).

Nordstrom's would be a perfect fit for this new, 3D body scanning technology because it is an investment in a customer-facing technology that could maximize pull back into retail stores. Nordstrom maintains a more sophisticated reputation that, on average, attracts higher-end clientele by delivering quality brands such as Topshop, Alice and Olivia, and Free People (to name a few). Their reputation helps to target consumers with higher disposable incomes, a key feature to the success and integration of the 3D body scanning technology as they are more willing to spend their money on the service in comparison to consumers with less income. Still, the retail giant continues to attract a range of socio-economic backgrounds because of their price ranges that remain attractive to consumers who do not all identify as "higher end". By attracting a diverse set of consumers of varying ages and body types, Nordstrom's inventories a wide variety of products with the hope that every consumer finds a fit. Though these 3D body scanning technologies can be developed to benefit men, this project concentrates on females as they are statistically more susceptible to self-conscious behavior and place greater emphasis on appearances and apparel purchases. The *Cut for You* Boutique platform will incentivize all women, including those with less disposable income, because it offers a service that adds non-financial value to their purchases – offering styles and outfits more personalized and options that minimize the hassle of poor materials, unappealing clothing patterns, and the inefficiencies of having to try on hundreds of options. By offering such an exclusive benefit, Nordstrom's will attract greater in-store traffic and since the platform requires customers to pick up any custom garments designed on *Cut for You* in-store, it aligns with Nordstrom's mission to provide superior customer service. It will ensure customers satisfaction with each pickup and also provide timely alternations for any issues. Further, the 3D body scanning technology offers a service that will conveniently transfer online, so as to continue boosting sales in ecommerce.

- III. The demographic that the technology is targeting is middle age, working women. The majority of these women have a steady source of income and take pride in their appearance, whether dressing for work or social purposes. These women have the disposable income to shop at a retailer like Nordstrom. The 3D body scanning technology has the ability to create custom fits which appeals to women whose body types typically receive less focus such as petite and plus size women. All women, but these women in particular, have not had the resources to find clothes that fit their bodies perfectly. However, the *Cut for You* technology, will give these women the opportunity to do so. Now these women will no longer struggle to find flattering clothing but will be able to feel confident in the clothes they wear.
- IV. The 3D body scanning technology has the opportunity to make a large impact on the fashion industry and its consumers. The fashion industry is under constant demands to mass produce pieces and get them to consumers in a timely fashion. In such a system where retailers are under high amount of pressure, certain aspects of

quality are sacrificed, the main one being fit. The 3D body scanning technology with Optitex puts an end to such an issue by allowing customers the opportunity to choose from the available fabrics on *Cut for You* and create something custom-fitted to their specific body type. This creates value for both consumers and retailers. Now, all consumers will have the chance to wear clothing that fits their individual body type and makes them feel good about themselves. Although the concept of clothes that fit may seem simple, it is really meaningful for consumers who have unique body types that are often overlooked in the fashion industry. Retailers will now be able to provide a service that benefits a larger and more diverse population of women, which in turn will bring more consumers into their stores. The technology will reduce inefficiencies while creating a custom experience that consumers will value, not only because it provides them with clothes that fit, but because it embraces their individuality.

- V. Modernization and the increased efficiency of society has made consumers today seek a shopping experience that is both convenient and value added. The *Cut for You* Boutique is designed to bring ease, convenience and confidence to the consumer, by providing a platform that eliminates the inconveniences of traditional shopping and gives customers an anxiety free experience where they can make purchases they know will fit their every need. The 3D body scanning technology, paired with Optitex, enables customers to virtually view all of their clothing selections, select specialty fabrics and design characteristics for a unique garment, and also make any alterations necessary prior to receiving their final pieces. In addition, the program will be fully compatible/transferrable to the online Nordstrom's platform, as well as applications for mobile devices (once an account is set up for a consumer).

The primary advertising platform for the *Cut for You* Boutique system should leverage social media and in-store promotions. According to the Pew Research Center, 82.3% of Baby Boomers and 53% of Americans 65 years or older use some form of social media websites. In addition, a McKinsey study finds that 88 % of Millennials use Facebook or other similar social media platforms (Twitter, Instagram, Pinterest, Snapchat) on a regular basis. These statistics indicate that communicating through the social media outlets is extremely important to the consumer and they also represent huge on-line buying power for retailers. Further, the Pew and McKinsey studies suggest that the technology being used for the *Cut for You* Boutique platform will be familiar with our targeted audience. An equally important strategy for communicating the 3D body scanning technology and *Cut for You* Boutique focuses on Google advertising and targeted advertisements based off of consumers internet searches. Research points to the significance of technology and the amount of time our target audience spends looking at some form of screen. Being at the top of targeted category searches and also having a growing social media presence will help reach the majority of consumers. Secondary advertising outlets, would

include print advertising in specific fashion periodicals, popular magazines, and in store marketing such as sales reps or trial periods during the technologies launch into the retail stores.

**VI.** While exploring the feasibility of 3D body scanning technology within Nordstrom's retail stores, it's important to gain industry insight. Industry professional Melissa Miller, also known as Emme, is widely regarded as one of the industry's first, most recognized and accomplished plus-sized models. She is also a prominent social reformer and body image advocate, paving the way for woman to know that beauty comes in all shapes and sizes (EmmeStyle.com). Emme began gaining traction when People Magazine included her on their 50 Most Beautiful People register in both 1994 and 1999. After graduating from Syracuse University, Emme worked as an on-air reporter which lent her unique insight into the fashion industry. It was through this position's different lens that she began questioning stereotypes, the absence of respect fuller models were exposed to, and the lack of plus-sized clothing for the millions of women who were demanding it. Pursuant to these questions, she began 12+ modeling in the early 90s, and though 12+ modeling has developed tremendously since she started in 1989, Emme still: "...absolutely [believes] that when we see only thinner models in ads, campaigns, and billboards, we as consumers (who might not fit that size 0) begin trying to change ourselves from what we naturally are. More diet related companies know this and jump on this insecurity, trying to optimize their market share on women's self-consciousness... very narrow images of beauty are [being] reflected." All women are susceptible to low self-esteem, and "will most likely turn against themselves instead of standing up and using their voice against the image, company, or business that is trying to fit [them] into their mold". The disconnect between what stores are advertising and what women feel comfortable buying translates directly to retail stores, as Emme pointed out in her interview that the least utilized space in stores is the dressing rooms because more and more women are uncomfortable trying things on unless in the comfort of their own home. These downward pressures on women to fulfil a particular body type have been at the heart of Emme's social reform and body image advocacy. The efforts of Emme and others have been supported through small changes in the industry and concurrently through the efforts of consumers: "Strong women with strong voices are changing [these insane industry pressures that have been forcing women into one size] in turning the tables where the consumer rules and says 'sorry, no way. If you want our business, you need to fit me, supply my demand, make stylish garments that fit me well, and make me FEEL good, or else you lose me and my money'. Times are changing". As the movement to support everyone's body catches momentum, regardless of whether you are a size 0 or 12+, some of the industry's biggest players are putting millions in advertising the diversity of body shape and skin color between women: Lane Bryant, Dove, Aerie, Tommy Hilfiger, Nike and many more. Whether the ads celebrate race, body size, unretouched skin, or the many other features of women that

make them uniquely beautiful, they all mark a true evolution in what people and fashion brands define as beautiful, and highlight the growing inclusivity and normalization of all women. Emme continues to encourage women to love their bodies through “the good and bad times”, because showing our bodies more appreciation helps to redirect the conversation, not towards what our bodies are doing wrong, but rather accepting that “our bodies are just doing what they were made to do”.

- VII.** The 3D body scanning technology and the *Cut for You* Boutique has the ability to influence brick and mortar, ecommerce, and mobile shopping channels. The technology will help bring customers back into Nordstrom’s stores by enhancing their shopping experience, providing greater efficiency and clothes tailored directly to fit their unique body shapes and/or needs. The platform is easily transferrable to the ecommerce channel via an account which is set up in store and can be accessed to accompany online purchases. Consumers who are on-the-go will appreciate the ability to shop and make purchases through a mobile app having the same features as the online and in-store accounts. This new way of shopping is equally accommodating to the consumer who desires an in-store visit as well as those who chose to purchase on-line or on-the-go. All applications deliver an efficient, convenient and enjoyable shopping experience. Once this technology is proven, there are significant opportunities to expand the product offerings to include men and children’s apparel.



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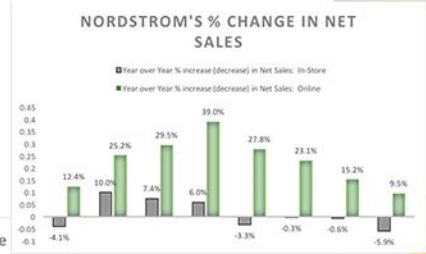
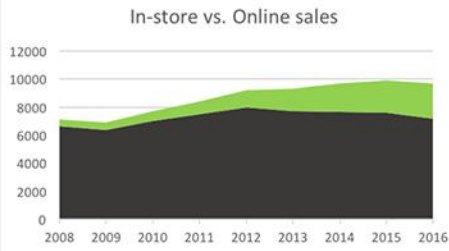
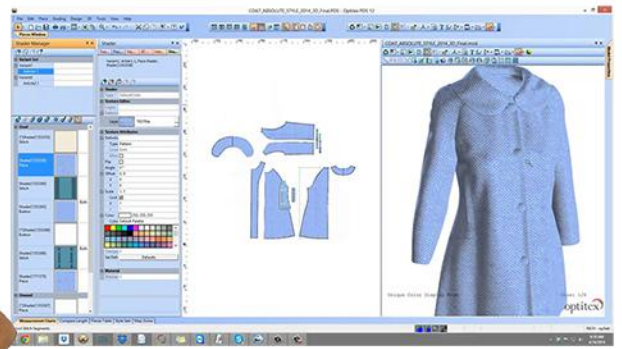
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# Part 2

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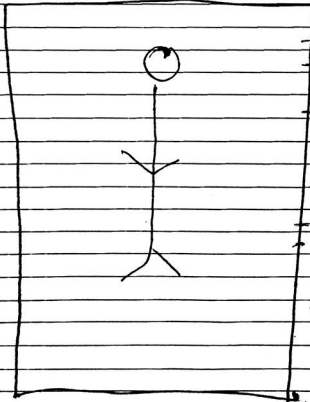
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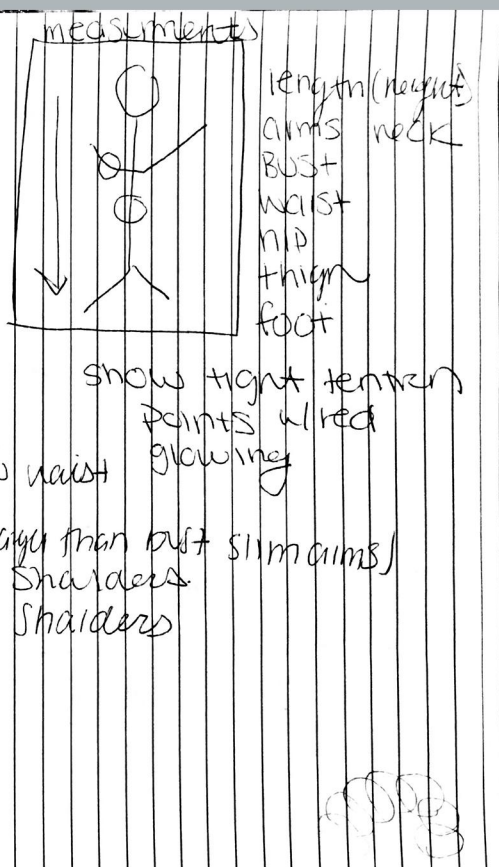
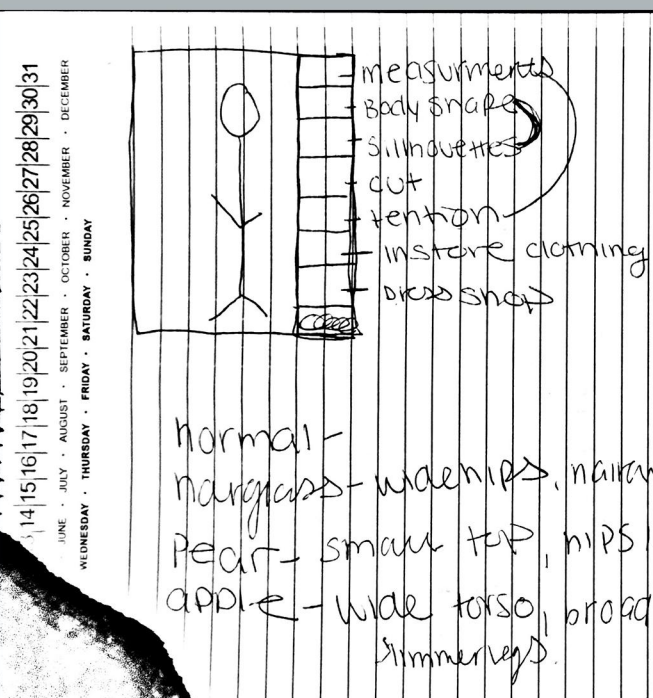
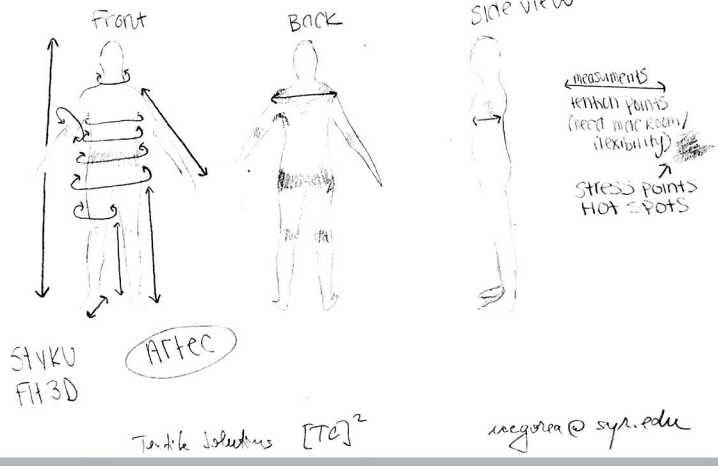
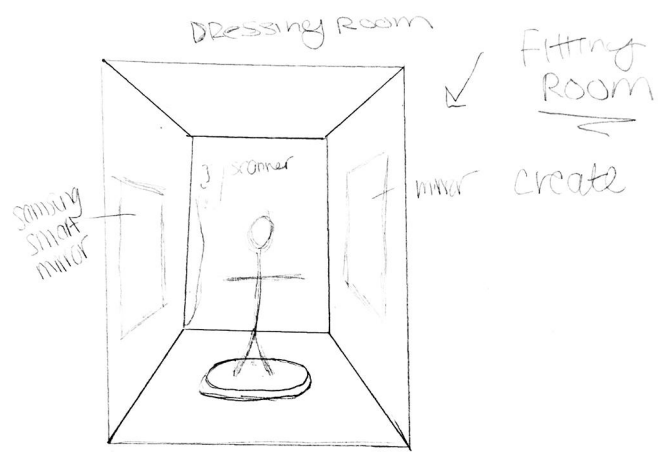
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 MONDAY · TUESDAY · WEDNESDAY · THURSDAY · FRIDAY · SATURDAY · SUNDAY

3D Scanning  
 → Body Shape stress points  
 - suggest what shapes to dress in  
 - create own everyday dress based on scan  
 - Test fits virtual  
 ↓ custom ches  
 - try on pre-designed ches

Gap app - Bitmogi



- hot spots
- pressure points / stress points
- best style shape for body type
  - pinched lines
  - crumple waist
  - etc...
- instore best options
- custom press shop
- ↓ virtual try on next shows clothing on body and points of discomfort possible
- draw to mark notes
- take notes physically try on clothes
- take a pic in a fit





# NORDSTROM

Welcome to Nordstrom's 3D Experience

3D Body Scanning paired with Optitex & Smart Mirror Technology

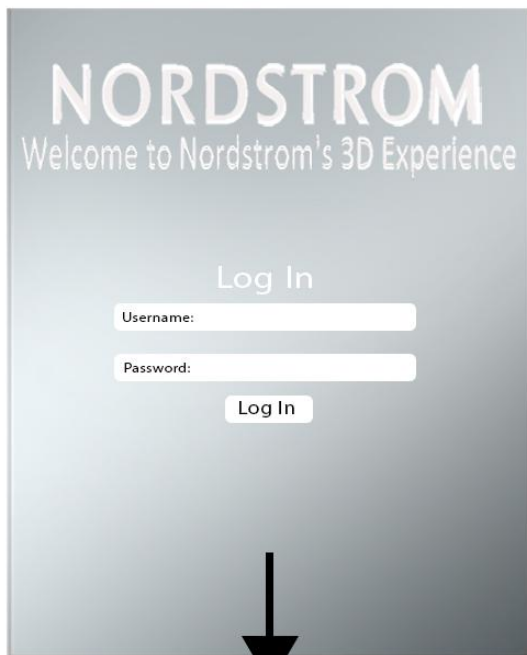


# NORDSTROM



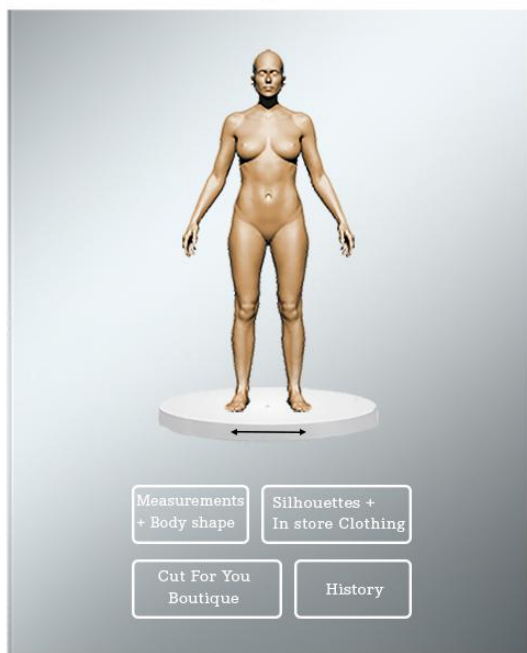
LANDING PAGE | *On-Line & Smart Mirror*

When inactive, the screen will feature a moving slide show of current designer collections.



LOG IN SCREEN | *On-Line & Smart Mirror*

Once activated by a simple touch, the log in screen will appear.



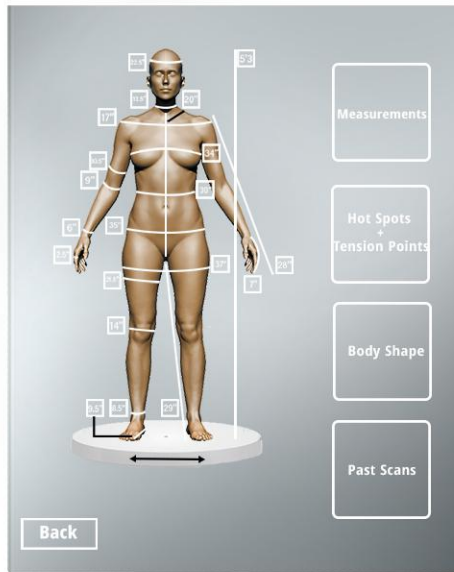
HOME SCREEN | *On-Line & Smart Mirror*

The home screen of each account features the customer's avatar. The customer will then have the option to select from multiple icons, along the bottom, to direct their experience.

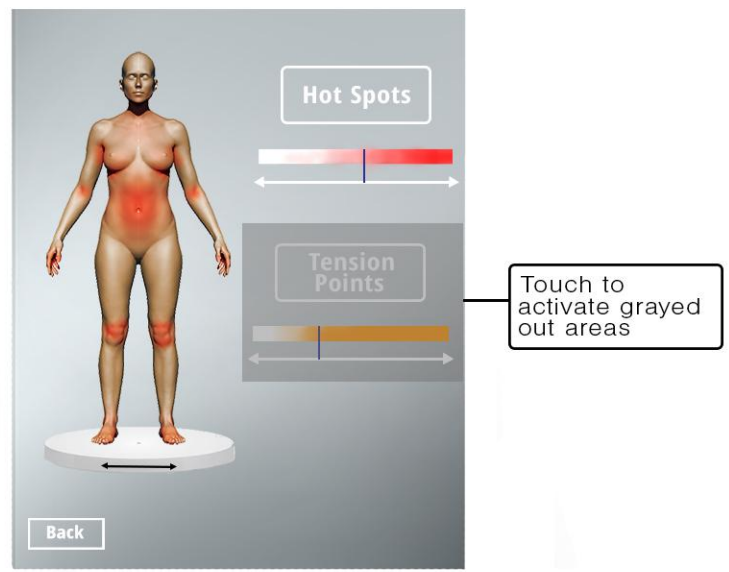


# Measurements & Body Shape

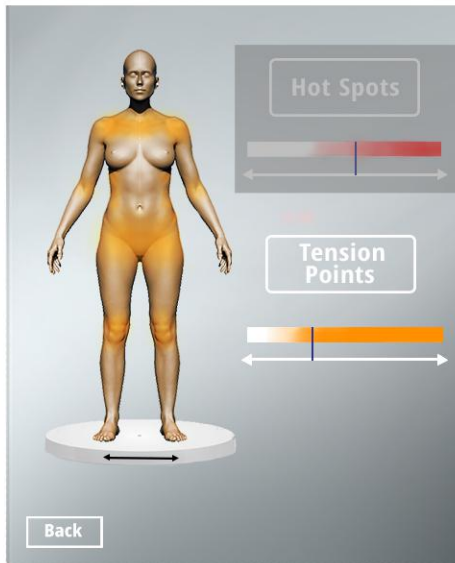
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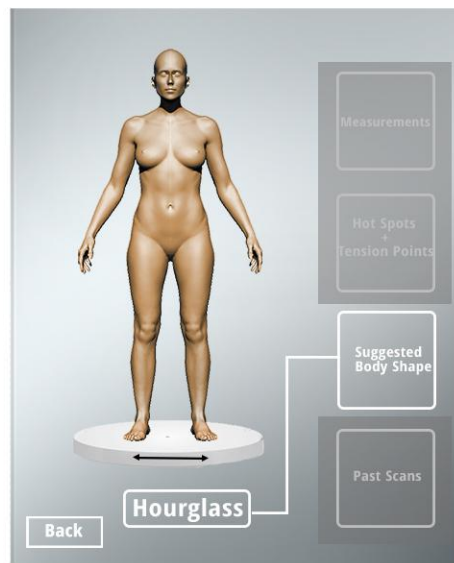
②



③



④



⑤



①

Default page:  
When a customer selects "Measurements + Body Shape" they will be brought to this page.

②

Hot Spots:  
This feature shows the customer where they will most likely rub and sweat.

③

Tension Points:  
This feature shows where clothing will naturally pull on their body. It's important to check for mobility and comfortability.

④

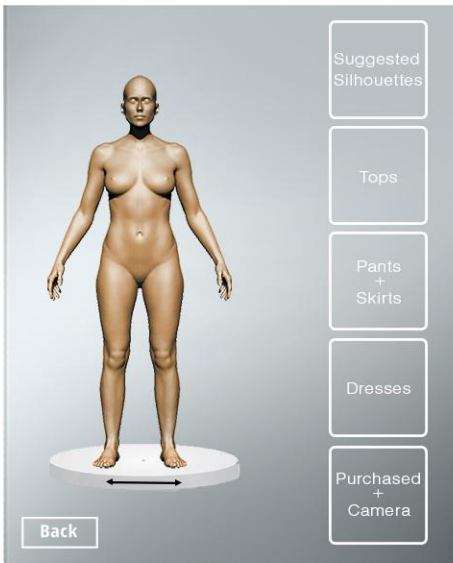
Suggested Body Shape:  
Is the customer generally standard, hourglass, apple, or pear?

⑤

Past Scans:  
Past scans allow customers to compare and contrast current and past body scan measurements.

# Silhouettes & In Store Clothing

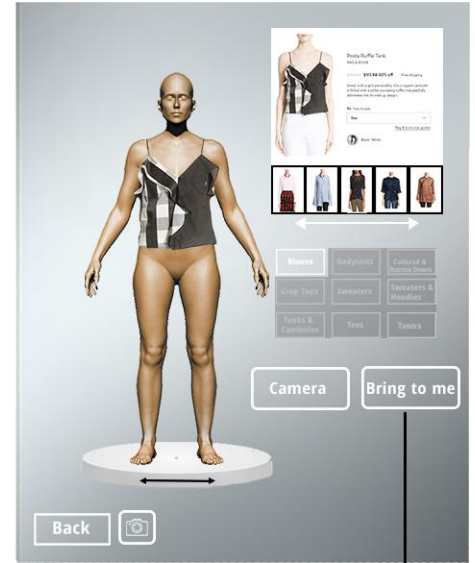
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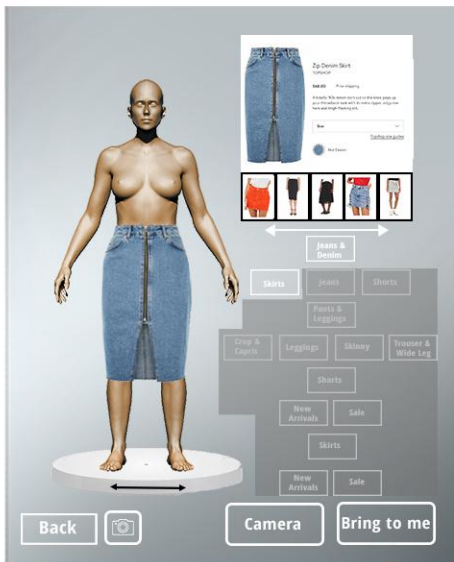
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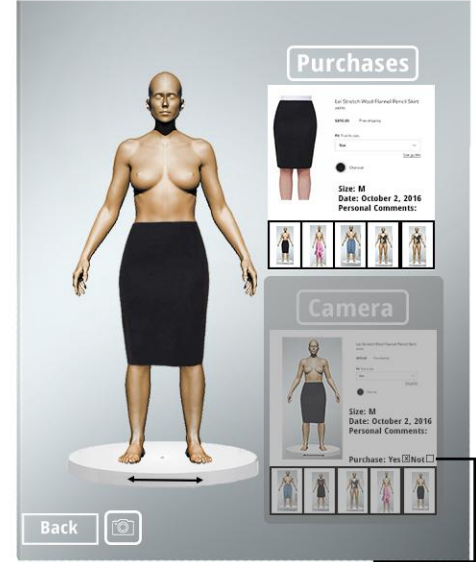
④



⑤



⑥



Bring to me:  
In store items  
will be brought  
to dressing room

Purchased?  
Yes No

①

**Default Page:**  
When a customer selects "Silhouettes + In Store Clothing", they will be brought to this page.

②

**Suggested Silhouettes:**  
This feature suggests silhouettes that will complement the customer best.

③

**Tops:**  
This feature pulls in store tops and designers that will fit the customer best.

④

**Pants & Skirts:**  
This feature pulls in store pants, skirts and designers that will fit the customer best.

⑤

**Dresses:**  
This feature pulls in store dresses and designers that will fit the customer best.

⑥

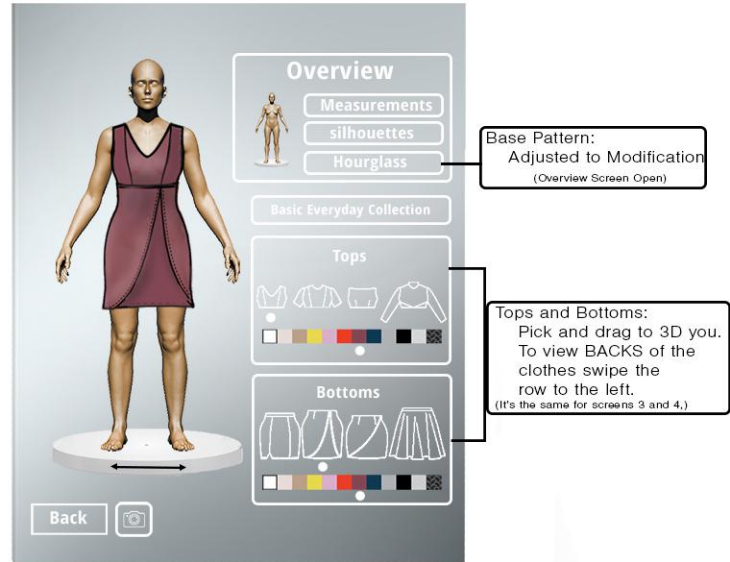
**Purchased & Camera:**  
This feature allows customers to see past purchases and virtual pictures.



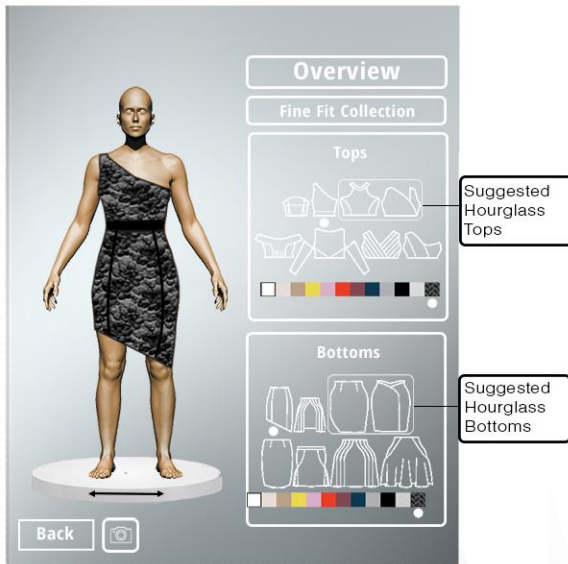
1



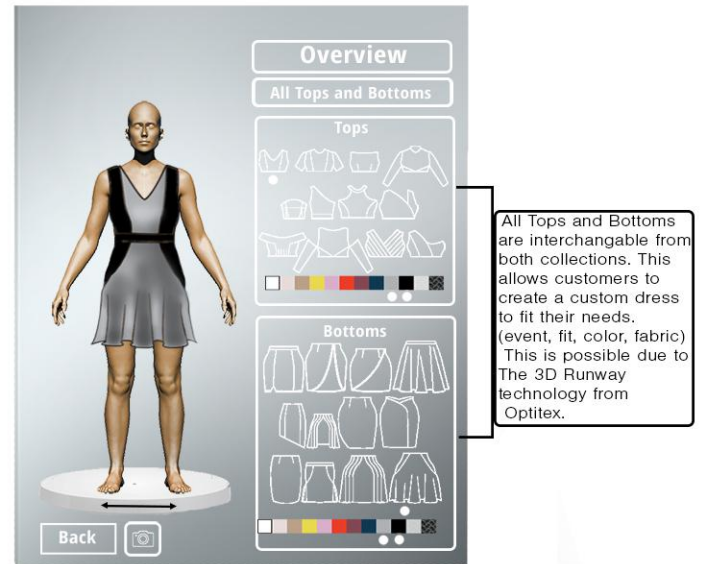
2



3



4



1

Default Page:  
When a customer selects  
"Cut For You Boutique"  
they will be brought  
to this page.

2

Basic Dress Collection:  
This feature shows the  
tops and bottoms of this  
collection, they can be  
dragged onto the avatar.

3

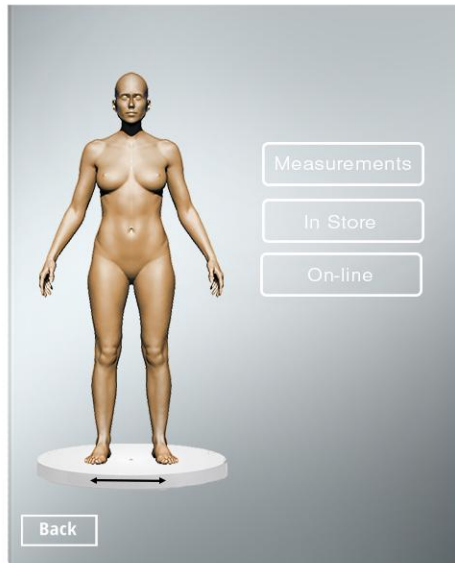
Fine Fit Collection:  
This feature shows the  
tops and bottoms of this  
collection, they can be  
dragged onto the avatar.

4

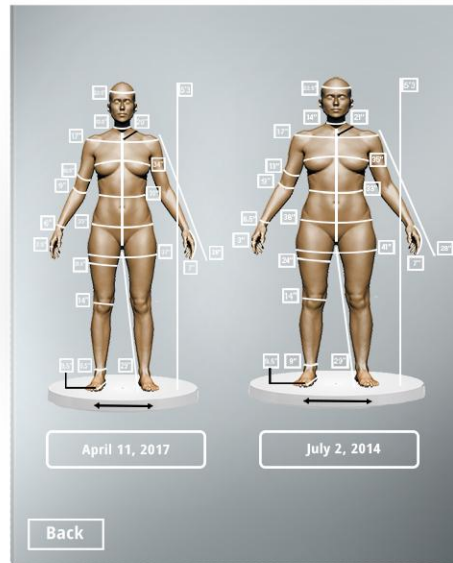
Both Collections:  
This feature shows the  
tops and bottoms of both  
collections, they can be  
dragged onto the avatar.

# Shopping History

①



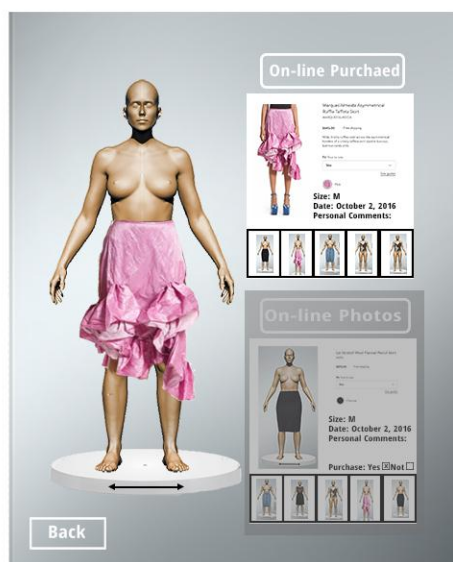
②



③



④



①

Default Page:  
When a customer selects "Shopping History" they will be brought to this page.

②

Measurements:  
This feature allows customers to compare past and present scans.

③

In Store:  
This feature allows customers to view past purchases and pictures taken in store.

④

In Store:  
This feature allows customers to view past purchases and pictures taken on-line.

# Mock Dressing Room & Smart Mirror



This shows what a smart mirror will look like in use with the screen saver on.



The smart mirror allows multiple screens to be shown by dragging them to parallel mirrors.

Hide:  
This will hide the Smart Mirror. One simple touch will reactivate it

*Scut*

*for you*  
*Boutique*



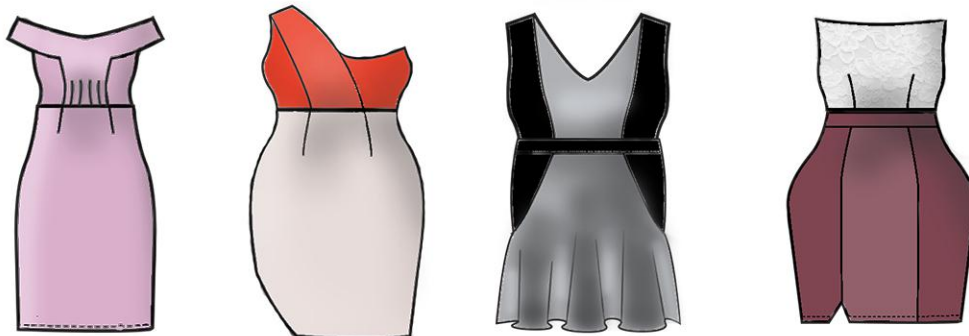
## Basic Dress Collection: Potential Combinations



## Fine Fit Collection: Potential Combinations



## Mix of both Collections: Potential Combinations



Fabrics: 1. Ponte Knit: 4 way stretch, flexible drape,  
30% Nylon, 66% Rayon and 4% Spandex  
2. Stretch Knit



*Technical Flats*

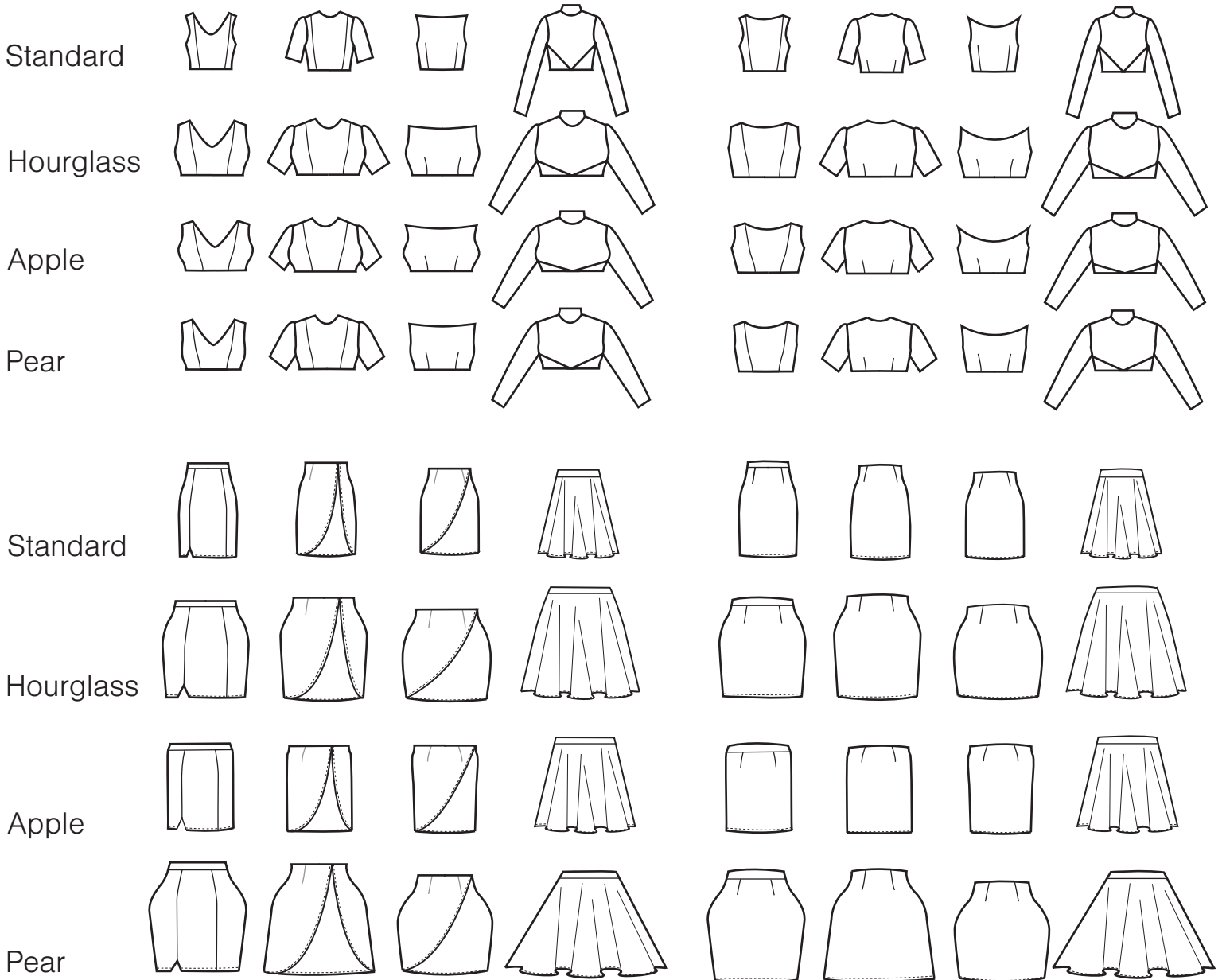




Basic Dress Collection  
(shown in all sizes)

Fronts

Backs

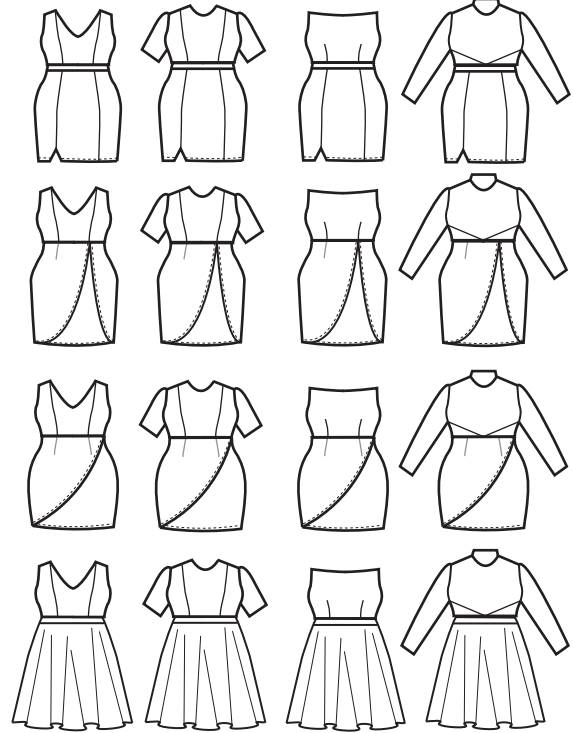
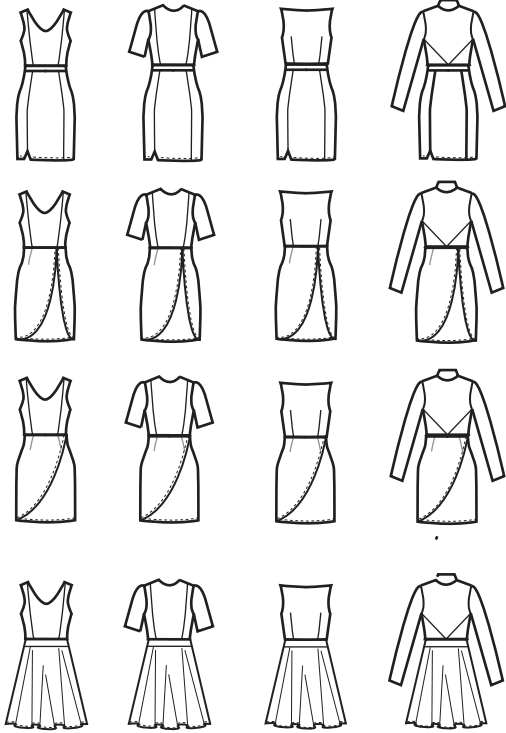




Basic Dress Collection Combinations  
(shown in all sizes)

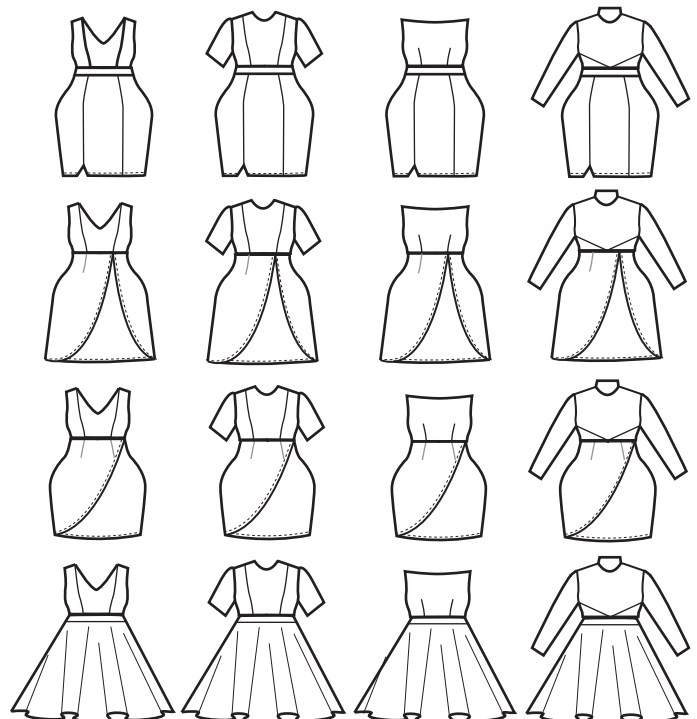
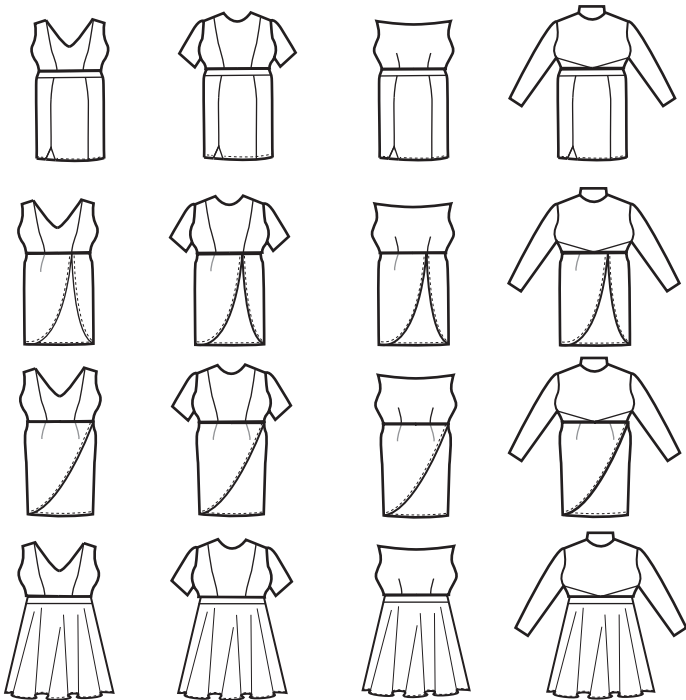
Standard

Hourglass



Apple

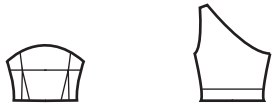
Pear



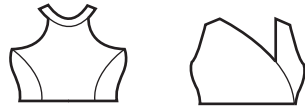


Fine Fit Dress Collection

Standard Front



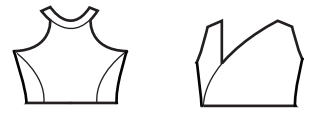
Hourglass Front



Standard Back



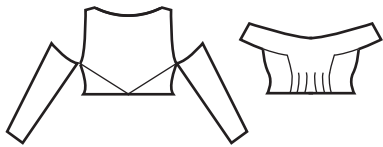
Hourglass Back



Apple Front



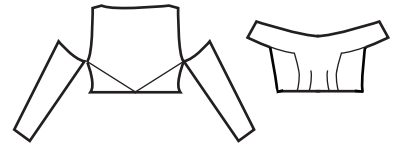
Pear Front



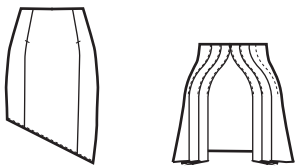
Apple Back



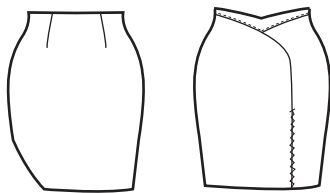
Pear Back



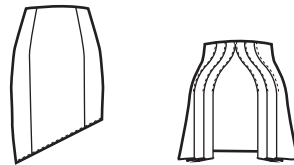
Standard Front



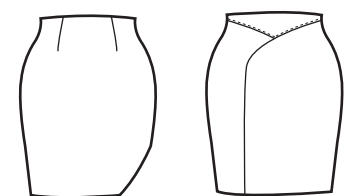
Hourglass Front



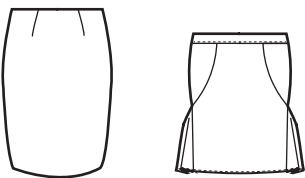
Standard Back



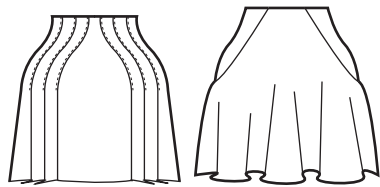
Hourglass Back



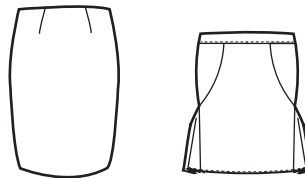
Apple Front



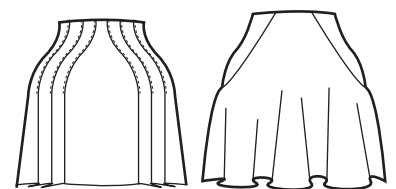
Pear Front



Apple Back



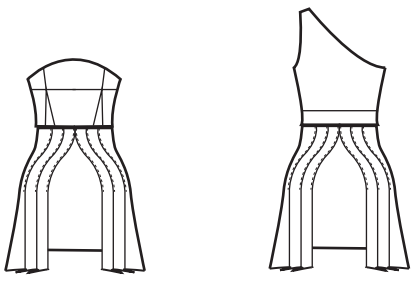
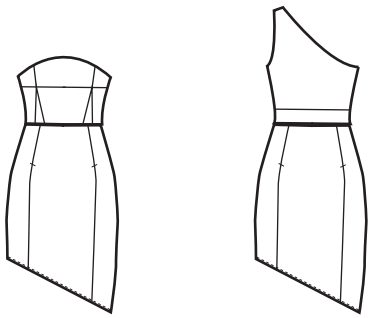
Pear Back



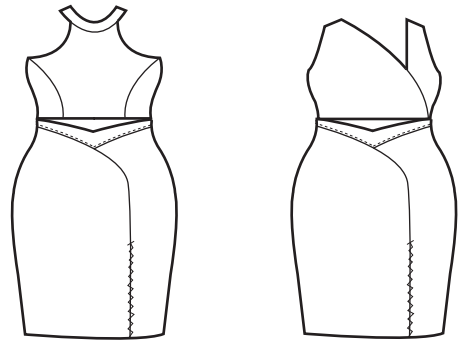
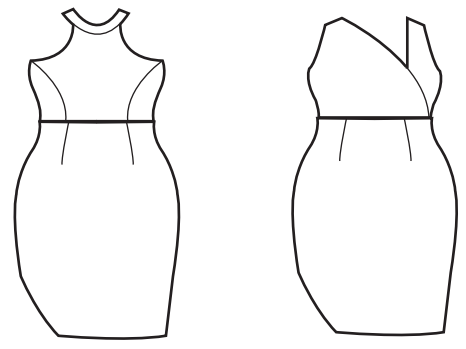


Fine Fit Collection Combinations

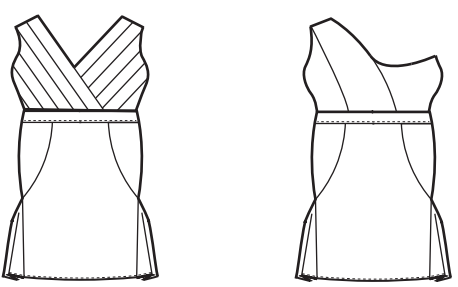
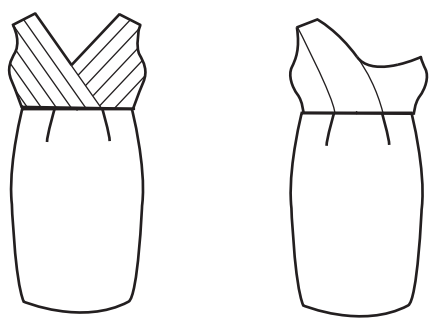
Standard



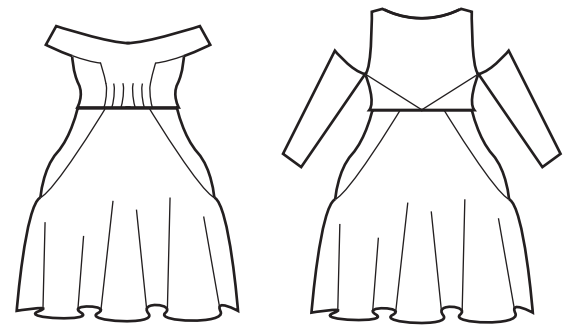
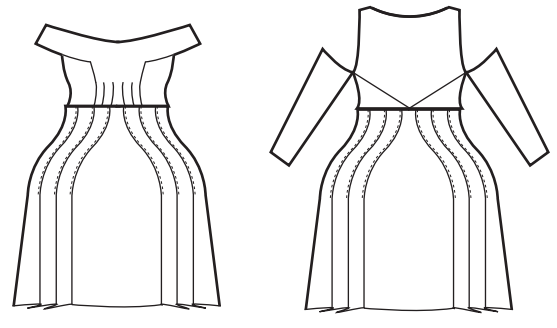
Hourglass



Apple

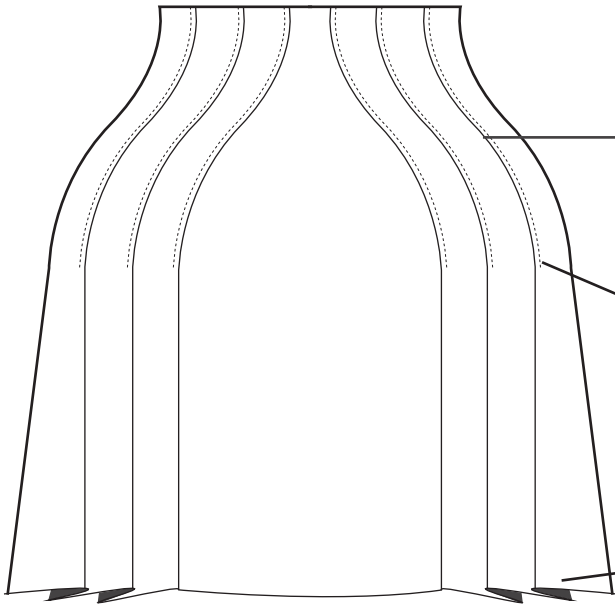


Pear





### Zoomed in View

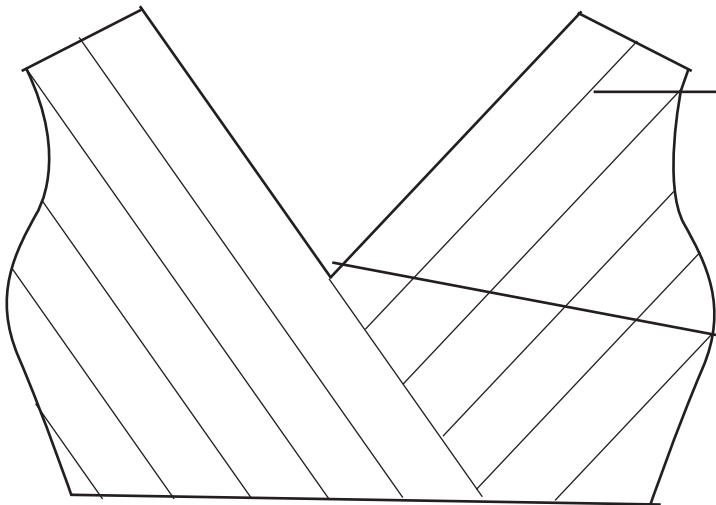


#### Fine Fit: Pear Bottom

These are six pleats hugging the side of the figure to give shape, and an elongation illusion. The positioning of the pleats also work as a disguise for those who are self-conscious of their hips.

Each pleat is top stitched to mid thigh to keep its shape and add flair to the bottom

The hem is a blind hem



#### Fine Fit: Apple Top

The diagonal seams create a defined shape pulling the eye to the wearers waist. It is important to create a waist illusion to define the body shape and create an elongated look.

The deep-v neck line also adds to the illusion by pulling the eye down.

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