

BrandSensitize™ – Brand Research Desk

Gap: From cultural storytelling to disciplined execution

Under CEO Richard Dickson's leadership, Gap Inc. is reviving a portfolio of iconic brands—Old Navy, Gap, Banana Republic, and Athleta—by combining brand strength with disciplined execution and a seamless, omnichannel customer experience.

Gap is a nearly \$15 billion business with approximately 90,000 employees.

Gap ended fiscal 2024 with 2,506 Company-operated stores and 1,063 franchise store locations.

Gap appoints former PepsiCo executive Fabiola Torres as its new global CMO.

Gap allocates resources to diverse marketing and advertising channels to boost brand health, attract customers, and increase engagement.

Gap leverages its in-house customer database, monitors shopping behaviors, and communicates with personalized content across email and digital media to enhance relevance and create urgency.

Gap emphasizes the importance of demand generation investments in enhancing overall effectiveness.

Gap Inc. reported fiscal 2024 net sales of \$15.1 billion, with positive comparable sales each quarter and market share growth across all brands.

Sven G is the EVP and Chief Technology Officer at Gap Inc.

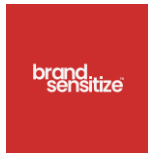
The reinvigoration blueprint is clear: strengthen each brand's identity and purpose, deliver trend-right assortments based on customer-focused design, and reignite culturally relevant storytelling that drives demand.

Marketing shifts from heavy promotions to “innovative media and compelling creative” that restore voice in the cultural conversation while improving effectiveness and efficiency.

Execution excellence—covering pricing architecture, inventory discipline, and omnichannel consistency—serves as the glue that transforms brand relevance into lasting results.

The focus is clear: better products, clearer value, and seamless omnichannel experience that customers notice every day.

Relevance drives revenue; Gap's reinvigoration connects both with intent and consistency.



Portfolio at a glance

Gap Inc. operates a multi-brand platform anchored by Old Navy, Gap, Banana Republic, and Athleta, positioning the company as the leading specialty apparel player in the U.S. in terms of breadth and cultural influence.

The strategy focuses on revitalizing each banner's unique DNA while leveraging scale benefits in sourcing, data, loyalty, and digital commerce across the organization.

Customer engine

A unified loyalty platform—"One Membership, Four Brands"—allows members to earn and redeem rewards across Old Navy, Gap, Banana Republic, and Athleta, making the experience simpler and focusing on lifetime value.

Program design combines tiers and card benefits, enabling earning and redemption across channels and brands, supporting frequent and cross-shop behaviors at scale.

Omnichannel scale

Online accounted for 40% of sales in Q3 FY2024, supported by a fleet of 2,544 company-operated stores within a global network of 3,603 locations across approximately 40 countries.

The network offers "buy anywhere, fulfill anywhere" features, while brand storytelling and assortment discipline drive traffic across store and digital channels.

Gap Inc. is accelerating CX upgrades, including store remodels and omnichannel improvements, to boost loyalty and ensure consistency across digital and physical touchpoints.

Loyalty in action

The integrated rewards program launched in the U.S. in 2021 and later expanded to Canada, unifying points and perks across brands to create a clearer, more attractive value proposition.

A centralized rewards and payments infrastructure supports personalization and simplicity, with transparent earning rates and redemption options across channels and brands.

Technology Partners

Microsoft is the primary cloud provider; Gap is migrating hundreds of applications to Azure and standardizing collaboration on Microsoft 365 to enhance digital and mobile experiences.

Oracle is a key back-office platform partner of Gap.

Infor Nexus (formerly GT Nexus) supports supply chain visibility and collaboration across multiple enterprises.



Gap acquired AI startup CB4 to incorporate machine learning capabilities into store and merchandising workflows and has publicly outlined broader AI applications to enhance productivity, revenue, and customer experience.

The implementation of RFID technology in approximately 150 Old Navy stores provides improved real-time inventory visibility, enhancing the customer experience and enabling staff to work more efficiently.

Gap Inc. teams oversee almost every aspect of brand development in-house—from product design and distribution to marketing, merchandising, and store and digital environments.

A stronger identity, tighter assortments, and smarter media—this is how the brand achieves sustainable success.

One brand, many moments: design-led drops, creator-led stories, and frictionless paths to purchase.