KRISTY SANTOS *→+

Creating & Leaving things better for people along the way.

PRODUCT REBRAND | GAP INC. ATHLETA BRAND

On-Product Exterior Branding Initiative + Brand Guidebook

Brand: Athleta (Gap Inc.)

Visuals: See below (Branding Guidebook, Omni Boards, Trim Library, Miro Documentation)

PROJECT GOAL

Elevate **brand power and consumer connection** through cohesive, on-product exterior branding across Athleta's women's and girls' apparel lines. The goal was to unify **design, marketing, and product development** under a single visual strategy. creating a scalable and consistent brand presence across all materials and end uses.

This multi-year initiative introduced a **new exterior wordmark and logomark system** across 80–95% of Athleta's core assortment and produced a **global On-Product Branding Guidebook** to support alignment, adoption, and quality execution.

STRATEGIC PROGRAM

- Create a standardized branding system across all core categories (Yoga & Studio, Run & Train, Swim & Surf, All Day Active, Gear) over 200+ product styles.
- Develop a comprehensive Brand Guidebook documenting techniques, placement, and trim standards.
- Align cross-functional teams through visual boards, costing reviews, and adoption checkpoints.
- Implement consumer testing and validation to measure market resonance and adoption success.
- Validate costing implications, right-size margins, and negotiate vendor efficiencies to ensure scalable implementation across diverse product tiers.
- Establish new trim specification templates and integrate them into PLM to streamline vendor communication and reduce sampling errors.
- Partner with global sourcing offices and mills to test and approve branding applications, ensuring material
 compatibility and performance durability.
- Implement a centralized tracking dashboard to monitor adoption rates, cost variances, and seasonal readiness.
- Lead change management and rollout training for cross-functional teams to ensure consistent adoption of branding standards.
- Collaborate with Marketing and Visual Merchandising to align on-product branding with broader storytelling and campaign visuals.
- Introduce a vendor scorecard system to evaluate quality, lead times, and pricing alignment post-implementation.
- **Drive risk assessment and mitigation plans,** identifying potential production or sourcing delays during adoption cycles.

My Role | Product Development Project Manager + Brand Operations Lead

At Athleta, I led the **on-product rebrand initiative** spanning multiple adoption cycles from 2021–2024. Working across **Design, Merchandising, Sourcing, and Marketing**, I owned project planning, vendor engagement, and cross-functional communication from concept through production. I managed deliverables, timelines, and budget implications while driving alignment between creative vision and technical execution.

Key Responsibilities

- Led alignment workshops between Design, Product Development, and Marketing to define vision and scope.
- Oversaw trim development, vendor testing, and execution across multiple global manufacturing partners.
- Authored and maintained the On-Product Branding Guidebook and Miro-based tracking dashboards.
- Partnered with sourcing and design teams to evaluate and evolve hardware trims and branding techniques (embroidery, foil, reflective, silicon transfer).
- Managed the rollout and adoption of the new branding system across five major product divisions.
- Delivered consumer testing with 90% approval rating on branded All Day Active product line.
- Monitored KPIs across 214 total styles, achieving 69% branded penetration in the first adoption cycle.
- Collaborated with costing, product operations, and leadership teams to ensure feasibility and scalability.

TECH STACK & TOOLS

- Design & Product: Adobe Illustrator, Photoshop, 3D Browzwear, Miro
- Project Management: Trello, Smartsheet
- Production Tools: PLM, Trim Libraries, Supplier Portals
- Collaboration Assets: Omni Merch Boards, Miro Dashboards, Guidebook PDFs

TIMELINE

• Timeline: June 2021 - Fall 2024 (multi-season phased rollout)

PROJECT OUTCOME

Successfully achieved **80% on-product branding coverage** across Athleta's Women's line in 2023, on track for **95% coverage by 2024**.

The new wordmark system received 90% consumer approval, validating brand direction and customer connection.

The **On-Product Branding Guidebook** is now a **core operational tool** used to manage future line plans, trims, and vendor adoption.

PROJECT RETROSPECTIVE

Key learnings emphasized the value of earlier vendor sampling and material testing to prevent downstream revisions.

Future phases will integrate **global sourcing teams earlier** in the creative process and extend the rebrand framework to Athleta's **hardware and G!RL divisions**.

This initiative not only elevated product storytelling but also established a **repeatable operational framework** for brand consistency across seasons.

ARTIFACTS & VISUALS

- On-Product Branding Guidebook
- SU23 Omni Merch Boards
- Trim & Technique Reference Sheets
- Miro Alignment Tracker
- Consumer Testing Reports

SEE FOLLOWING PAGE FOR PROJECT ARTIFACTS AND VISUALS 1

ATHLETA

On Product Branding

This is the official Launch of On Product exterior branding for Athleta!

Proper and consistent brandmark usage is essential to maintaining the integrity of the Athleta brand and customer relationships.

Following this style guide helps establish and maintain Athleta's overarching "handwriting"aka a comprehensive set of signature branding elements and standards.

We're claiming the power of brand recognition by leveraging logos across our most visible platform-our garments.

This new logo system honors our story as well as end uses-be they functional or aesthetic-and is clear and simple enough to last, adapt over time, and promote instant recognition.

Heritage performance pieces and close to body (run & train, yoga & studio) will pay homage to our origins with the chi logo, while our newer lifestyle assortment and away from body (travel & commute, hike & explore) will feature a wordmark for a more contemporary approach.

Logomark



The logomark known as the 'Chi'is a stylized flower, composed of thin triangles, turned in one direction and creating a sense of movement.

Wordmark

ATHLETA

The wordmark is written in the uppercase with its bold geometric letters, executed in the famous Futura typeface, placed far from each other and looking light, bringing balance to the whole image.

2023 Product Team Goals

Brand Vision: To elevate BRAND POWER through cohesive brand messaging, via exterior branding on garment application.

Strategic Program: To create an On Product Branding Guidebook, along with clear development plans and process, with ongoing tracking and evaluation.

Product Goal 2023: To launch on product exterior branding for 80% of Women's bullseye carryover, along with new styles.

Product Goal 2024: To launch on product branding for 95% of Women's bullseye carryover & new styles, along with re-evaluating hardware trims. To evaluate G!RL's branding and strategy, working with marketing, to target soft launch in back half of the year FAHO24.

Product Update: Consumer testing on All Day Active product, resulted in 90% acceptance from our current customer and future customer base. They LOVED branding and are voting for the Wordmark! We will be moving forward with Wordmark on the majority of All Day Active Product for FAHO23.

Launch: We started this Journey in June of 2021 with alignment from Design & Marketing on initial vision and have worked diligently with all product teams to bring our POV, Development and Process to fruition.

Goal Projection: Our product Goal for 2023 is on target to meet 80% exterior branding on ALL styles! BIG WIN!

TOTAL LINEPLAN STYLES: 214
BRANDED STYLE GOAL C/O & NEW: 147
SPR BRANDED STYLES FOR ADOPTION: 109
BRANDED % FOR TOTAL ASSORTMENT: 69%

YOGA & STUDIO +-80% BRANDED STYLES:

- Updating ALL Powervita programs with logomark silver glint foil technique
- Launching all fleece sweatshirting programs with logomark embroidery
- · Continuing Vitat Free with silicon heat transfer logomark, until we are able to land a more elevated technique

RUN & TRAIN +-90% Branded Styles:

- Moving forward with Silver Reflective Logomark on the majority of product
- Updating ALL outerwear to Silver Reflective Wordmark.
- Launching all fleece sweatshirting programs with Embroidered Logomark

SWIM, SUP, & SURF +-100% Branded Styles:

- Continuing Logomark, matte silicon heat transfer, 2 color theory, on ALL swim product. Swim branding was launched in SP23.
- Launching Pacifica with Logomark matte silicon heat transfer, 2 color theory.

GEAR +-80-90% Branded Styles:

• Launching majority of all line plan styles with a brandmark trim.

ALL DAY ACTIVE +-5% Branded Styles. Majority of styles to be branded for FAHO23:

- · Launching all fleece sweatshirting programs with Embroidered Logomark.
- · Continuing Trekkie High Density Silicon with Wordmark, launched in SP23
- Launching Farallon, TBD technique. Design still evaluating techniques and testing. Goal to be landed by Adoption.
- Launching Linen embroidery or patch. Design still evaluating techniques and testing. Goal to be landed by Adoption.
- Launching SU23 Select Outerwear Pieces. Design still evaluating techniques and testing. Goal to be landed by Adoption.

SU23 Tools

Alignment & Adoption tools:

- SU23 Alignment Merch Color Omni Boards will call out programs with branding information.
- Costing will be reviewed at Adoption
- Samples and trims will be reviewed at Adoption

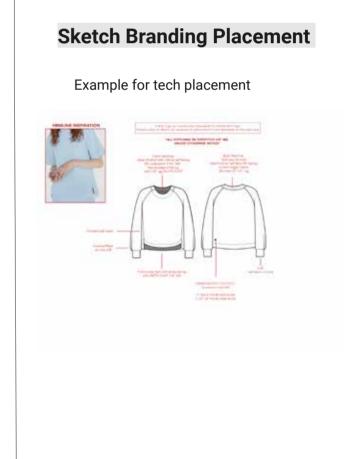
SU23 Strategy by End Use





SU23 Branding Style List Located Here Use this with the Guidebook to determine what styles will receive branding for SU23 GREEN = SU23 SPR List & Sketches to update with brandmark GREY = SU23 Style List to be updated at Details with quidebook trim RD

Merch Color Omni Class Board Example Below Clear way to track evergreen branding 3/13 ISD CAPRI BOREALIS GREEN ENTER:3/15/21 ENTER:1/2/20 ENTER: 3/13/23 EXIT 6/25/23 Silver Glint Foil Chi RD304537 **Branding Label** a. Color b. Technique c. Wordmark or Chi d. Trim RD



Run & Train

GRAPHIC

16mm (CHI) - Bras, Close To Body Tops, Close to Body Bottoms 32mm (WORDMARK) - Away From Body Tops & Train Outerwear

PLACEMENT

Center Back at Highest Point & Center Back Waistband Outerwear at back bottom left hem

TECHNIQUE

TRIM RD304533 (CHI) Silver Reflective Heat Transfer

TRIM RD305440 (WORDMARK) Silver Reflective Heat Transfer

COLOR

Silver Relfective

APPROVED FABRIC BASES

- + Brushed Supersonic Black Lycra | Fabric RD287725
- + Brushed Supersonic Clear Lycra | Fabric RD259138
- + Supersonic Black Lycra | Fabric RD274849
- + Supersonic Clear Lycra | Fabric RD258365
- + Featherweight Stretch | Fabric RD271856
- + DWR Featherweight Stretch | Fabric RD281031
- + Swiftlite | Fabric RD224070
- * All information for RD, placement, and key measurements provided in techpack.

Bras Centerback Neck 'CHI'

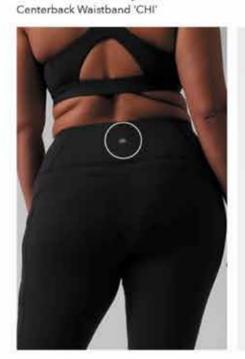




If style has clasps or seams, wearer's left side seam, if it doesn't have. a seam, where the natural seam would be

Approximate Measurement: 2.5cm down from back neckline edge to center of CHI

Close to Body Bottoms







Close to Body Tops Centerback Neck 'CHI'





Tops & Train Outerwear Back Lower Left Side Seam 'ATHLETA'





Jacket that is pleated will move forward with wordmark

Design works closely with Director on fashion styles to make an educated decision on how best to execute. consider fashion third layers & Hybrids

Timeline & Key Stakeholders

		A CONTRACTOR OF THE PARTY OF TH		DEACTASK NAME			FINISH ASIGNED TO	ATENDEES	Meeting rame no rec		
23	CIA	NO	MEETING	FA23:Evergreen Branding & Seasonal Logo/Graphic Shop Trip	50	10/31/21	31/04/21	Graphic Designer	Graphic Designer	1-3 Days	
23	YES	NO NO	MEETING MEETING	FA23: Trim location FA23: Suppose On the same Taxable Code Number at the State of S	1d	11/22/21		Trim R&D Surface PD	Graphic Designer, Design, Trim R&D Graphic Designer, Design, Trim R&D		This is NOT always hold. This is NOT always hold.
23	YES	NO	MEETING	MARK From A Warming County Street makes were being perfect new before a	- td	12/09/21		Fabric R&D	A STATE OF THE PARTY OF THE PAR	7 (4)	Harmon Water
23	NO NO	NO YES	MEETING DEADLINE	FA23: Shop trip Share Out & Trim Alignment. Workshop Day W/Design & TrimR&D (Evergreen, Seasonal & Seamless Allover) FA23:Branded Evergreen Tilms & Seasonal Logo Technique Briefs Due to Tilm & Surface PD	10	12/10/21 12/15/21		Graphic Designer Graphic Designer	Directors of Design Pass to Fabric/Trim R&D / Surface PD	3hrs	We were 2 months late in passing the Branding Trim pass should be linked Development passoff dates. Kate Ch neworking Trim Timerine to pass later however still in for Adoption. Link bas to see where she lands with pipeline.
23	NO NO	YES	DEADLINE	FA23 Graphic Technique Briefs Due to Trim & Surface PD	1d	12/15/21		Graphic Designer	Pass to Surface PD & Trim Dev		
23	NO	YES	DEADLINE	FA23 Branded Seamless Allower Patterned Millsheets Due	1d	12/15/21		Graphic Designer, Seamless Surface	Pass to Seamless Vendors		
23	NO NO	VES NO	DEADLINE.	FA23:Rew Material and Trim Pascoff to vendors & suppliers	10	12/17/21		Trim R&D / PE(embroidery) TrimR&D / PE(Embroidery)	Pass to Surface PD & Trim Dev		
23	NO.	NO	DEADLINE EMAIL	FA23:TRIM Development Trecker Created FA23:Trim suppliers received the cutting and complete analysis / Feasibility & Estimate Spec for Price and Leadtine	10	12/24/21 02/18/22		Supplier			
23	NO NO	NO	DEADLINE	FA23 from 1st Round Submits Due in SF (HT & Embraidery)	10	05/11/22	05/11/22				
23	NO	NO	MEETING	FA23: Trim 1st Round Submit Review (HT & Embroidery)	4d	05/12/22		Trim R&D / PE(Emoroidery)(Dani to support	Directors of Design & Above / Graphic Designer	1-3 hrs	Download Ebru / Sarah Post meeti
23	NO	NO	EMAIL	FA23: 1st Trim Round Guidebook updated, submit review recap & next steps	1d	05/16/22	05/16/22	tapping) : Graphic Designer			you've landed with email deck
23	NO	YES	DEADLINE	FA23:Trim 1st Round Submit Comments Due (HT & Embroidery):	.1d	05/18/22	05/18/22	TrimR&D			
23	NO	yea	MEETING	FA23: Seasonal Surface PD Techniques Approved for Use	10	06/15/22	00/15/22	Surface PD	Graphic Designer, Cindy, Sarah		
23	NO	NO	EMAIL	FA231.egal Approval Sent Oul (If needed)	10	06/15/22		Graphic Designer			
23	yes	NO	EMAIL	FA23 Moterial Palette Due Date - RM Canding	1d 2	06/17/22		Fabric R&D			The second section is a second
23	NO	NO	EMAIL	FA23: Trigger Testing for Design Approved HT, Patches & Embroidery trims for any NEW Materials RM Landing	14	06/17/22	96/17/22	Trim R&D & PE (Embroidery)			Kate Chow/Terrika to validate. Sho using approved HT/Embroidery trin fabrics.
23	CN	NO	DEADLINE	FA23:Trim 2nd Round Submits Due In SF (HT & Embroidery)	16	06/17/22	06/17/22	GIS			FA23 we are running behind as trin out 2 months late
23	NO	NO	MEETING	FA23:Trim 2nd Round Submit Review & Confirm to test or NCT (HT & Emoroidary)	5d	06/20/22	06/24/22	Trim R&D / PE(Embroidery)(Deni to support	Directors of Design & Above / Graphic Designer	1-3 hrs	Download Ebru / Sarah Post meeti
23	NO	NO	EMAIL	FA23: 2nd Trim Round Guidebook updated, submit review recap & next steps	1d	06/27/22	06/27/22	tapping) ! Graphic Designer	***		you've landed with email deck
23	NO	NO	EMAIL	FA231.egal Approval Back	10	06/24/22	06/24/22	Legal	Graphic Designer to publish results		- 11
23	YES	NO	MEETING	FAHC23 Sciuition	10	.06/29/22		Graphic Designer	Product Team		117
23 23	NO NO	YES	DEADLINE DEADLINE	FA23:Trim 2nd Round Submit Comments Due (HT & Embreidary) FA23:Branding Guidebook Updated and Technique Board For Kickoff	1d	07/01/22 07/01/22		: TrimR&D : Graphic Designer			
23	NO	NO	MEETING	FA23 Branding Guidebook strategy shareout to DLT for Kickoff	1d	07/06/22	07/06/22	Graphic Designer	Senior Directors & Above W/Ebru		
23	NO	NO	EMAIL	FA23: Testing Back for Branting HT on NEW materials	1d	07/08/22	07/08/22		Temperature and the second		
23	YES	NO	MEETING	FA23.Kickoff - Evergreen Branding & Seasonal Logo Share Out	30)	07/11/22		: Graphic Designer	Product Team:		
23	NO	NO	MEETING	FA23:Line Plan Published	10	07/11/22	07/11/22				
23	NO	YES	DEADLINE	FA23 Branding Line Plan Identified for New & C/O passed to PE for Capacity Check	1d	07/13/22		Graphic Designer			
23	NO NO	YES	DEADLINE MEETING	FA23-Branding Line Plan SPR C/O Capacity & Request for Costing Sent to GIS FA22-SMRs Branding Febric Pass off Graphic Design to Febric R&O	10	07/13/22 07/13/22	07/13/22	Craphic Designer			We don't want to SMR fettric If w
								Service Andrews (1995)			capacity to make the garments f
23	NO NO	NO NO	DEADLINE EMAIL	FA23-Branding SPR Capacity Sent to GIS for SPR verification FA23-Trim Testing Ready Date	10	07/14/22 07/15/22	07/14/22				
23	CN	YES	DEADLINE	FAZ3: Fabric SMRc Due in PLM	10	07/19/22		Fabric R&D			
23	NO	YES	DEADLINE	FA23-Branding Line Plan SPR Sample Room Capacity SPR Status Updata	10	07/29/22	07/29/22				
23	NO NO NO	YES	DEADLINE	FA23:Branding Line Plan Initial Costing Update for C/O styles	1d	07/29/22	07/29/22				
23	NO.	YES	DEADLINE	FA23:Branding Guidebook Updated and Technique Board For Design Alignment & DLT Share Out	10	08/04/22	08/04/22	Graphic Designer			
23	NO.	NO	DEADLINE	FAZ3-Branding SPR Style List Edit By Design If Needed	1d	08/05/22	08/05/22	Graphic Designer, Design			
23	NO	NO	MEETING	PAZS thending Gildescox strategy sheem if to CLT for Cleage Argument	1d -	08/05/22		Graphic Designer	Senior Directors & Above W/Ebru		
00	MO	VEC	DEADURE	PART OF THE PART O		name na	Doing inn	Complete Section 1 5 Section			
23	NO.	YES	DEADLINE EMAIL	FA23:Branding Line Plan SPR Sample Room Capacity Edit List: FA23:Trim Palette Due Including Embroidery (should be 1 week prior to Ideation, however fall we are late)	10 1d	08/05/22		Graphic Designer & Design TrimR&D & PE(embroidery)			we are behind in FA23 season due
								Mark and the comment of the comment			being sent out 2 months late
23	NO	YES	EMAIL	FA23-Branding Tran Excel Chart Updated with Approved Trim Landing (running chart)	14	08/16/22	08/16/22	TrimR&D & PE(embroidery)			we are behind in FA23 season due being sent out 2 months late
23	NO	NO	MEETING	FA23.Seasonal Logo Review with Designers	1d	08/19/22		Graphic Designer Graphic Designer	Design; Graphic Designer, color team	1hr	NAME OF THE OWNER, WAS ASSESSED.
23	Aca:		MEETING	FA23-Branding Guidebook rollout to Design, PE, Fabric R&D Italo at the beginning of design black cuts	10	08/24/22	36/24/22	: Graphic Designer:	Deeign, PE, Fabric R&D		Place Winc.com/App board/uZ/VO
23	NO NO	YES	DEADLINE	FA23:Branding Sketches Updated For NEW & C/O styles	21d	08/25/22		Design			
. 23	NO	YES	DEADLINE	FA23 Tries SMBs hand transfer flat passed to Tries Dev	1d	08/30/22	08/30/22	Graphic Designer			
23	NO	YES	MEETING	FA23: Trim SMHs Host Transfers sent to Supplies	1d	08/31/22		Trim R&D			
23	NO NO	YES	MEETING DEADLINE	FA23 Algorithms FA23 Seasonal Branding & Graphic Millsheets Due	8d 1d	09/07/22		Craphic Designer Graphic Designer	Product Team		We are NOT currently SPRing Sea
									THE CONTRACTOR OF THE CONTRACT	4.6600	Branding or Graphics
23	NO YES	NO NO	MEETING MEETING	FA23-GA Lock (not yet in pipeline) FA23-VP Alignment - Tsmin Branding Overview	1d	09/16/22	09/16/22	Merch Graphic Designer	Graphic Designer	1-3 Days	
23	YES	NO NO	MEETING	FAZ3:YP Alignment - 15min Branding Overview FAZ3:CPOYCBO Alignment - 15min Branding Overview	10	09/21/22		Graphic Designer Graphic Designer			
23	NO.	NO	MEETING	FA23: Design Downloading outsarding C/O sketches from PLM Phase #2	10	.09/23/22		Design	Graphic Designer	1-3 Days	Right after GA Lock
23	NO NO	NO	MEETING	FA23: Design Updating NEW & Outstanding CiO Sketches with Branding Mark to FLM Phase #2	5d	09/23/22	00/29/22	Design	Graphic Designer	1-3 Days	3-5 Days post GA Lock
23	NO	YES	MEETING	FA23. Branding Tech Feek Hand Over to PE	1d	09/25/22	99/28/22	Design			
23	NO	YES	DEADLINE	FAZS: SPRis & BCMS Due in PLM to GIS	10	09/29/22	09/29/22				
23	NO NO NO	NO NO	DEADLINE	FA231.A Samples Due FA231.A Branding Review Design Alignment	10	11/02/22	11/02/22	PE Graphic Designer	Directors and Above + Ebru	1.5 nrs	-10
23	YES	NO NO	MEETING	FA23.4cc5cc	76	11/03/22		Graphic Designer	Product Teams	1.0100	T T
23	NO	YES	DEADLINE	FA23:LA Branding Review Merch Share Out - Review Product and Cealing	10	11/04/22		Graphic Designer	DMMs and Above + Laura	1 hr	

Core Branding Techniques



Mill Brief

ATHLETA ARTWORK BRIEF

REQUESTED BY: KRISTY SANTOS DEVELOPER: CARIN SAUERWEIN DATE: 12/17/2021

SEASON: FAHO23

