# Calvin Klein faces identity crisis as leadership shift signals operational overhaul



The iconic imagery of Kate Moss in Calvin Klein campaigns and the minimalist ethos once embodied by its John Pawson-designed Manhattan flagship are now overshadowed by the stark realities of a brand grappling with its identity. The recent announcement regarding Eva Serrano’s departure as global brand president, viewed by many as an involuntary exit after just two years, highlights the ongoing turbulence within PVH Corp’s efforts to revitalise the Calvin Klein label. This leadership shuffle further underscores the tensions between the aspirational legacy of Calvin Klein and the commercial pragmatism required to navigate today's complex retail environment.

Serrano’s departure, which will see David Savman stepping in as her successor, is indicative of a strategic pivot at PVH. Savman, previously the Chief Supply Chain Officer and an H&M veteran, will bring a fast-fashion mindset to a brand struggling to reconcile its creative aspirations with the operational efficiencies typically associated with mass-market retailers. PVH CEO Stefan Larsson, who also has a history with H&M, appears intent on leveraging this expertise to enhance operational performance at Calvin Klein.

Despite a renewed investment in high fashion, including a runway collection designed by Veronica Leoni, formerly of The Row, Calvin Klein remains heavily reliant on revenue from licensed categories such as underwear and denim. This dependency has hindered the brand’s ability to realise a comprehensive turnaround, while complexities in product development and sourcing further complicate its recovery. Significant challenges also loom in essential markets like China, where competitive pressures and shifting consumer preferences call for a reassessment of strategies.

Interestingly, while investors responded positively to the leadership changes, with PVH’s share price rising by 6 per cent, broader concerns linger regarding the effectiveness of this managerial revamp. Even with strategic adjustments, the brand's cultural cachet remains uncertain; Leoni’s initial collection, praised for its creative direction, was met with a lukewarm critical reception. Industry observers suggest that the real challenge lies in executing a premium creative vision within a corporate structure still mired in a licensing-heavy model, which some argue dilutes brand identity and artistic intent.

The example of Raf Simons, whose tenure was celebrated creatively yet ultimately proved misaligned with market realities, serves as a cautionary tale for PVH as it moves forward. As each leadership change takes place, there is a clear ambition to re-sync Calvin Klein with its storied heritage, albeit amidst an environment that increasingly prioritises operational efficiency over innovation.

In conclusion, while the appointment of David Savman heralds a commitment to recalibrating Calvin Klein’s operational strategies, the path ahead is fraught with challenges. Balancing the brand’s artistic legacy with the demands of modern retail may be the key to restoring its former glory, yet success will hinge on the ability to navigate the intricate web of licensing and market expectations that define today’s fashion landscape.

**Reference Map**

1. Paragraphs 1, 2, 3, 4, 5, 6
2. Paragraph 2
3. Paragraph 2
4. Paragraph 2
5. Paragraph 2
6. Paragraph 5
7. Paragraph 4

Source: [Noah Wire Services](https://www.noahwire.com)

## Bibliography

1. <https://fashionunited.uk/news/business/pvh-leadership-shuffle-at-calvin-klein-suggest-hurdles-to-rebuild-brand/2025050981524> - Please view link - unable to able to access data
2. <https://www.pvh.com/news/press-releases/PVH-Names-Calvin-Klein-Global-Brand-President> - PVH Corp. announced the appointment of Eva Serrano as Global Brand President of Calvin Klein, effective March 2023. With 20 years of leadership experience at Inditex, including serving as President for Inditex Greater China, Serrano is tasked with unlocking Calvin Klein's global potential. She holds a Bachelor of Arts in Touristic Management and has completed advanced programs at Tsinghua University and the University of Oxford. CEO Stefan Larsson emphasized her unique leadership qualities and experience in driving brand growth in global markets.
3. <https://www.pvh.com/company/leadership/david-savman> - David Savman serves as Chief Supply Chain Officer at PVH Corp., a role he assumed in December 2022. Prior to joining PVH, Savman spent 19 years at H&M Group, most recently as Head of Global Supply Chain. He holds a Bachelor of Science in Textile Engineering from The Swedish School of Textiles, University of Borås. At PVH, Savman is responsible for global supply chain, corporate responsibility, sourcing, and logistics strategy, reporting directly to CEO Stefan Larsson.
4. <https://www.businesswire.com/news/home/20220719005366/en/David-Savman-Joining-PVH-Corp.-as-Chief-Supply-Chain-Officer> - PVH Corp. announced the appointment of David Savman as Executive Vice President and Chief Supply Chain Officer, effective late 2022. Savman joined PVH from H&M Group, where he led global supply chain operations across over 80 countries. In his new role, he is responsible for the global supply chain and sourcing strategy for PVH’s brands, including Calvin Klein and Tommy Hilfiger, reporting to CEO Stefan Larsson. Savman holds a Bachelor of Science in Textile Engineering from The Swedish School of Textiles, University of Borås.
5. <https://www.pvh.com/news/press-releases/22851-PVH-Corp-Announces-Leadership-Update> - PVH Corp. announced that Martijn Hagman, CEO of Tommy Hilfiger Global and PVH Europe, will be leaving the company, effective June 2024. Lea Rytz Goldman, Tommy Hilfiger Global President, will lead the global brand, reporting directly to CEO Stefan Larsson. David Savman, PVH’s Chief Supply Chain Officer, will serve as Interim CEO for PVH Europe during the transition period. CEO Stefan Larsson thanked Hagman for his significant contributions over the past 16 years and highlighted Savman's role in driving the PVH+ Plan forward.
6. <https://www.pvh.com/news/press-releases/PVH-Corp-Names-CEO-of-PVH-EMEA> - PVH Corp. announced the appointment of Fredrik Olsson as CEO of PVH EMEA, effective Q4 2024. Olsson joins PVH from Max Fashion, where he served as CEO, and has over 20 years of experience at H&M Group, including roles as Managing Director globally for the H&M Brand and Head of Global Expansion. CEO Stefan Larsson emphasized Olsson's track record in driving profitable growth and his systematic approach to growth, which will be important as PVH continues to unlock its full potential in the region.
7. <https://fashionunited.com/news/business/calvin-klein-to-restructure-european-operations-job-losses-expected/2024011157786> - Calvin Klein is planning a restructuring of its European operations, with staff layoffs expected. The restructuring aims to refocus on the US business and create a stronger, more consistent brand image. The plan includes expanding the capabilities of its global product teams in New York and restructuring European operations to ensure a strong and consistent brand image that resonates with consumers. A spokesperson for PVH confirmed the layoffs and changes in job descriptions to reflect new responsibilities, with Amsterdam continuing to operate as a hub for PVH's business and Tommy Hilfiger.