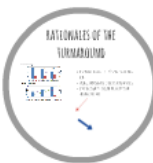
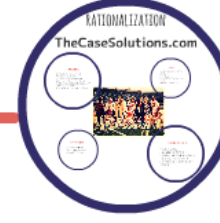
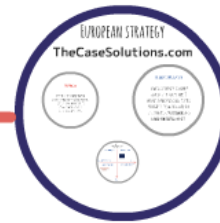


Transforming Tommy Hilfiger (B)



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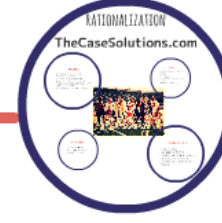


FACEBOOK GROUP:
CONDORELLI GIULIANO
GIARRUZZO MANUEL
GROSSI CECILIA
MELERO MONICA
SERRANÒ SALVATORE

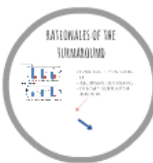
Transforming Tommy Hilfiger (B)



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JUST A BIT OF HISTORY

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THE STORY OF TOMMY HILFINGER BEGINS WITH A SMALL STRING OF STORES NAMED PEOPLE'S PLACE, IN UPSTATE NEW YORK.

IPQ

IN 1972 HILFINGER WENT PUBLIC FOR AN IPO.
BY 1974 THE COMPANY'S SALES REACHED \$200 MILLION.

TOMMY'S STYLE BECAME POPULAR AMONG YOUTH
YOU'VE ALSO THANKS TO STARS WEAR TOMMY'S CLOTHES
AND SO.



TOMMY HILFINGER

TOMMY HILFINGER, NEW YORK, WENT FOR TOMMY
HILFINGER. WITH TWO HUNDRED'S HUNDREDS, HE REACHED
HIS FIRST HUNDRED AND TEN.

HE HAD A LOT OF SUCCESS WITH HIS BRAND THE TOMMY HILFINGER
AS A LITTLE HILFINGER AND HIS OWN.



ENTRANCE

AT THE BEGINNING, IN EUROPE, TOMMY GAVE EXCLUSIVE LICENSING RIGHTS TO PEPE JEANS.

THE US BUSINESS KEPT AN OPTION TO ACQUIRE THE EUROPEAN OPERATIONS.

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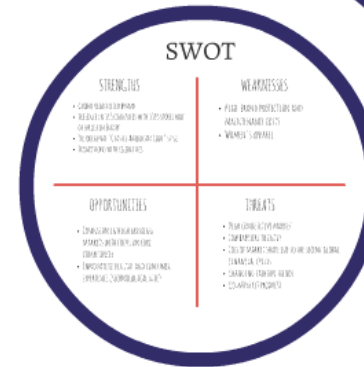
ESTABLISHMENT

EUROPEAN MANAGEMENT POSITIONED THE BRAND AS IT HAD
BEEN ORIGINALLY CREATED.

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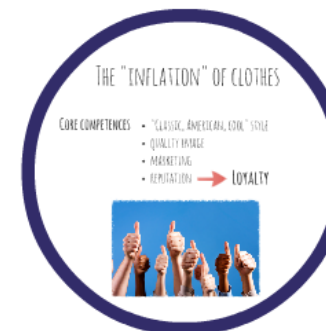
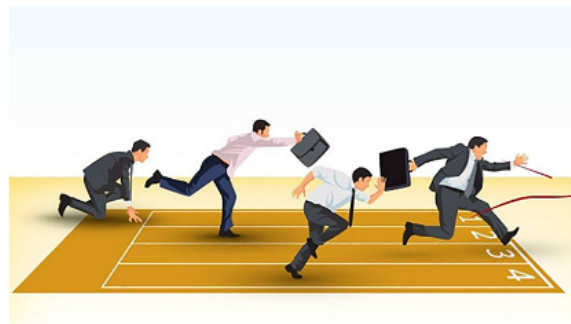


ENVIRONMENTAL ANALYSIS



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DEVELOPMENT OF COMPETITIVE ADVANTAGE



EUROPEAN STRATEGY

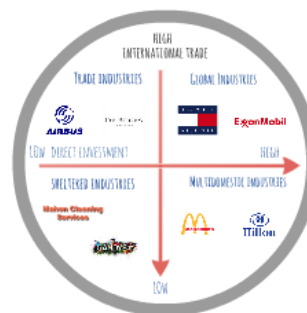
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POSITIONING

THE FIRM OCCUPIES A UNIQUE POSITION AS A PREMIUM BRAND OFFERING QUALITY APPAREL, ACCESSORIES AND LIFESTYLE PRODUCTS AT A ACCESSIBLE PRICE WITH A DIVERSE CONSUMER FOLLOWING.

INTERNAZIONALIZATION

EUROPEAN MANAGERS NO LONGER LOOK AT THE EUROPEAN AND US MARKET AS THE MAIN ONES, BUT THEY REALIZED IS IMPORTANT TO EXPAND THEIR BRAND IN FAST GROWING AND UNDER-PENETRATED MARKETS.



RATIONALIZATION

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PORTFOLIO STRATEGIES:

- BRAND'S GLOBAL PRESTIGE AND PREMIUM POSITIONING.
- FOCUSING THE CORE TOPWATER FOOTWEAR BRAND.
- SHIFT TOWARD THE PRE-9'S RETAIL DISTRIBUTION CHANNEL.
- SHIFT FROM PRE-PRICE RETAIL IN THE U.S. TO A BRAND-ING EXERCISE.
- FROM NEW-PRICE FOR THE COMPANY IN THE U.S. TO A BRAND-ING EXERCISE.
- REEVALUATING THE U.S. HERITAGE SYSTEM WITH THE EUROPEAN S&P SYSTEM.

REVENUE:

- STRATEGIC APPROACH TO RETAILING AND THE COMPANY'S BRAND POSITIONING.
- OFFERING RETAILERS A CHOICE.
- REDUCING THE COMPANY'S COSTS.
- SHIFTING TO A NEW RETAIL CHANNEL.
- SHIFTING TO A NEW RETAIL CHANNEL.



SYSTEMATIC ACTION PLAN:

- DISTRIBUTION ARRANGEMENTS.
- PRICING AND DISCOUNT STRATEGIES.
- ADJUSTMENTS TO THE COST BASE.

GLOBAL GROWTH OPPORTUNITIES:

- GLOBAL PREMIUM IMAGE.
- POSITIONING ACROSS MAIN MARKETS.
- ELIMINATION OF LOSS-MAKING, DISTRACTING PRODUCT LINES AND NON-CORE BUSINESS ACTIVITIES.
- ACQUISITION OF PRODUCT LICENSES AND GEOGRAPHIC DISTRIBUTORS.

ACQUISITIONS

- IN 2004, TOMMY HILFIGER ACQUIRED KARL LAGERFELD'S TRADEMARK;
- IN DECEMBER 2005, APAX PARTNERS ACQUIRED TOMMY HILFIGER CORPORATION IN A MERGER AT A PRICE OF \$16.80 PER SHARE;
- IN 2010, PHILLIPS-VAN HEUSEN, THE COMPANY THAT ALSO OWNS CALVIN KLEIN, ACQUIRED TOMMY HILFIGER FROM APAX PARTNERS.

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