

HERMES CASE STUDY



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HERMÈS

PARIS

BRAND OVERVIEW:

"Since 1837, Hermès has remained faithful to its artisanal model and its human values. The freedom to create, the constant quest for beautiful materials, and the transmission of exceptional know-how – which enable the creation of useful, and elegant objects which stand the test of time – forge the uniqueness of Hermès."

BRAND HISTORY

1837



Thierry Hermès opened a workshop in rue Basse-du-Rempart, Paris.



1880

Émile Hermès, son of Charles-Émile, acquired exclusive rights to the zipper, significantly influencing product design.



1922

Introduction of men's ready-to-wear garments and accessories, expanding the product range.



1925

The Kelly bag becomes popularized after being photographed with Grace Kelly, leading to its renaming.



1967



Catherine Karolyi designs women's collections, introducing iconic designs like the H buckle.

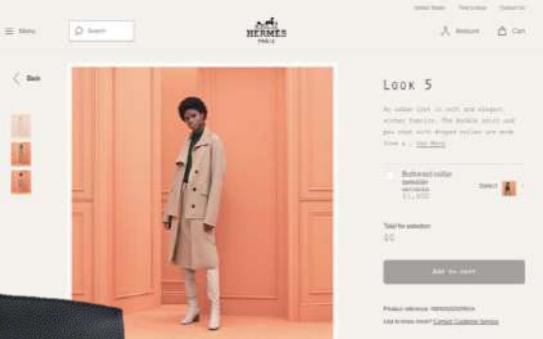
BRAND HISTORY

Birth of the Birkin bag, inspired by a chance meeting between Jean-Louis Dumas and actress Jane Birkin.

1984



2002



Expanded globally with new stores and an e-commerce platform.

Launch of the Fondation d'entreprise Hermès, promoting creativity and sustainability.



2008



Axel Dumas becomes Executive Chairman, driving growth, digital strategy, and the opening of new stores.

2013



2015

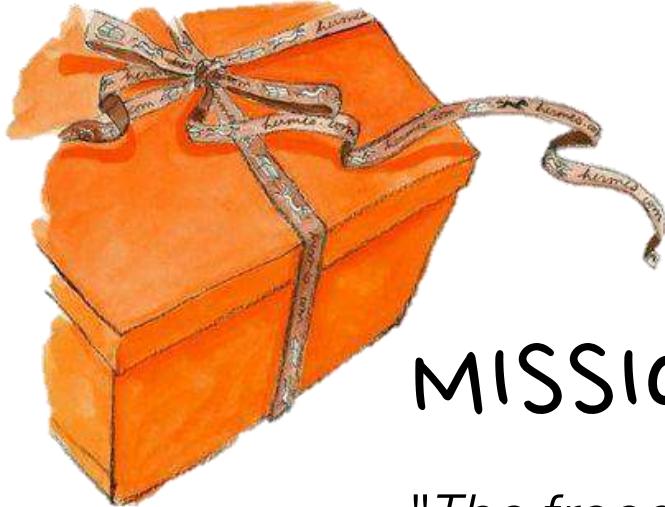
Partners with Apple to launch the Apple Watch Hermès.

Introduction of the Beauty line with the Rouge Hermès collection.

2020



Achieved 10% revenue growth Q3 2024, outperforming other luxury brands during an industry slowdown.



MISSION STATEMENT

"The freedom to create, the constant quest for beautiful materials, and the transmission of exceptional know-how – which enable the creation of useful, and elegant objects which stand the test of time – forge the uniqueness of Hermès."

Hermes has been an independent creative House since 1837, always guided by the characteristics of craftsmanship, an integrated model of French manufacturing, a humanistic management of employees, a wide product offering of useful and long-lasting objects, and a socially responsible company that is generous with the world.

CORE PILLARS

where heritage breathes, and beauty endures.

CREATIVE HERITAGE

Transformation of a harness workshop into an innovative design house, continuously reinventing timeless product models with creative freedom.

SAVOIR-FAIRE HERITAGE

Commitment to preserving and developing unique craftsmanship techniques through extensive internal training.

MATERIALS HERITAGE

Focused on sourcing, respecting, and protecting noble materials while minimizing environmental impact.

RETAIL HERITAGE

Distinctive approach to distribution networks and digital platforms, creating a unique brand experience.

SCOPE AND SIZE IN THE USA

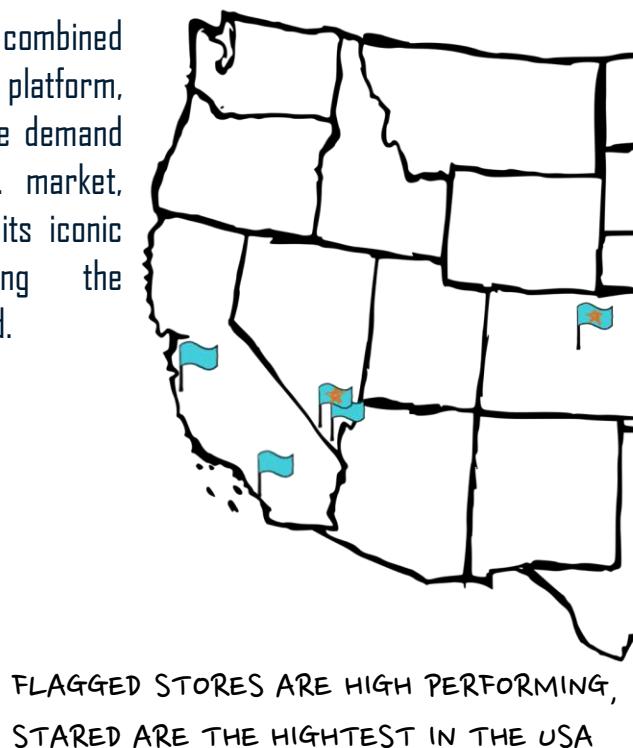
HERMES STORES

Of the 294 stores worldwide, **40 stores in the USA**. These boutiques are strategically located in major cities with the **highest sales being in New York, Los Angeles, and Aspen**.

This robust retail presence, combined with a dedicated e-commerce platform, enables Hermès to cater to the demand for luxury goods in the U.S. market, offering customers access to its iconic collections while preserving the exclusivity that defines the brand.

OPENINGS AND REOPENINGS in 2023

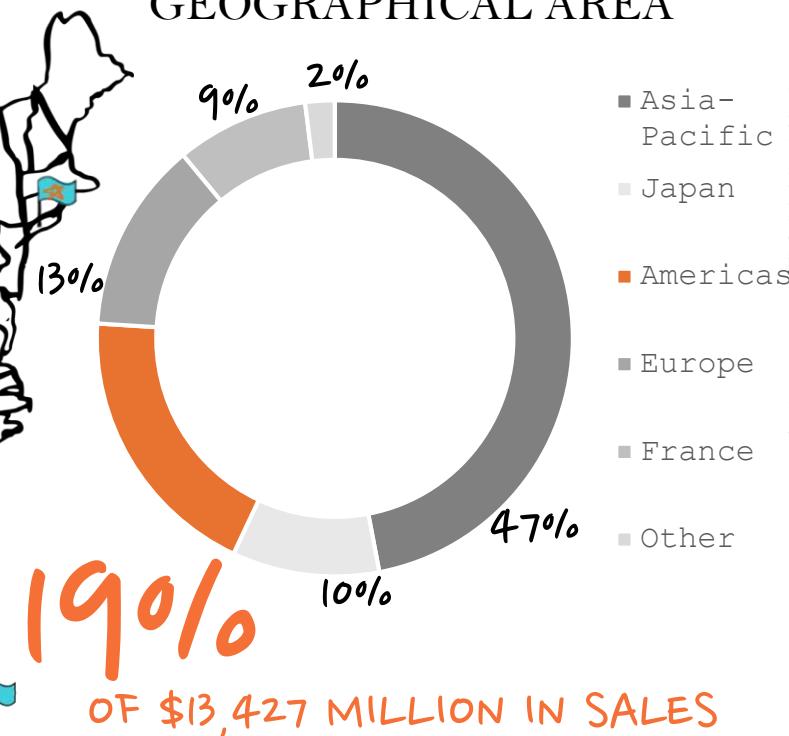
Naples, FL - new store opened in February
Aspen, CO - new store opened in June
Los Angeles, CA - new store opened in July
Chicago, IL - historic store reopened in October
Las Vegas, NV - renovated store reopened in December



INTEGRATED PRODUCTION & TRAINING

The Hermès Group fully owns and operates 75 production and training sites. Out of these, **2 Tanneries and Precious Leathers sites** located in the USA.

2023 REVENUE BY GEOGRAPHICAL AREA



MARKET SEGMENTATION

LUXURY MARKET

Hermès mainly targets the **ultra-luxury segment**, serving ultra-high-net-worth individuals (UHNWIs) and high-net-worth individuals (HNWIs) who seek products that symbolize status and exclusivity. Customers in this segment are willing to pay a premium for exceptional craftsmanship, heritage, and rare items, which Hermès provides through its limited-edition products.

EXCLUSIVE & NICHE SEGMENTATION

Exclusivity is central to Hermès' brand identity. The company focuses on limited product availability and avoids mass distribution, creating a sense of rarity that appeals to consumers who value high-quality, scarce goods. The waiting lists for items like the Birkin bags further emphasize this exclusivity.

DEPARTMENT STORES & SPECIALTY STORES

Although Hermès does not mass-distribute its products through typical department stores, it **maintains a presence in luxury department stores via dedicated boutiques**. The brand also operates its flagship stores in major cities, such as New York, Los Angeles, and Miami, offering a unique shopping experience that **allows customers to engage with the craftsmanship behind its products**.

GEOGRAPHIC (GLOBAL & DOMESTIC)

Hermès is strategically located in **the luxury districts of major cities**, including Fifth Avenue in New York and Rodeo Drive in Los Angeles, where it targets affluent shoppers. While expanding into emerging markets in Asia and the Middle East, the brand continues to focus on **reinforcing its presence in key US cities with a high concentration of luxury consumers**.

AGE & LIFESTYLE SEGMENT

Historically, Hermès has appealed to an **older, affluent demographic, but it has started engaging younger luxury consumers**. While products like the *Hermès Kelly bag* remain timeless symbols of elegance, newer items such as the *Hermès H06 sneakers* attract younger buyers seeking luxury with a modern, casual twist without compromising the brand's reputation for timeless sophistication.

E-COMMERCE SALES CHANNEL

SELECTIVE E-COMMERCE INTEGRATION

Hermès could expand its e-commerce by **selectively offering limited items like smaller accessories or seasonal collections online, while keeping high-demand products like Birkin and Kelly bags exclusive to in-store experiences.** This would cater to digitally savvy luxury consumers while maintaining the brand's exclusivity.

DIGITAL APPOINTMENTS & VIRTUAL CONSULTATION

Hermès could offer appointment booking and virtual consultations as a **hybrid strategy.** Customers could book time to view limited collections virtually or schedule in-store visits for personalized experiences. These virtual appointments could focus on product education, personalization, or digital previews of new collections.

OMNICHANNEL STRATEGY

By integrating e-commerce with brick-and-mortar experiences, Hermès could offer a **seamless shopping experience.** For instance, customers could browse exclusive collections online but still be encouraged to visit a store for the whole luxury experience, including customizations, or to pick up high-demand, rare items only available in-store.

LIMITED ONLINE DROP MODEL

Hermès could release **limited online drops for select collections or seasonal items to maintain exclusivity.** These releases would be framed as exclusive, rare opportunities for loyal customers and likely sold out within hours. This model would align with the brand's commitment to exclusivity while capitalizing on the growing demand for online access to luxury products.



CORE PRODUCTS CATEGORIES

LEATHER GOODS

Hermès is renowned for its luxurious leather products, particularly the exclusive Birkin and Kelly bags, which appeal to ultra-high-net-worth individuals. The brand is also known for its meticulously crafted leather goods, including wallets, belts, and luggage.



FASHION & READY-TO-WEAR

Hermès offers high-end, minimalist apparel for men and women, blending luxury with casual elegance. Known for top-quality fabrics and expert tailoring, its ready-to-wear collection prioritizes quality over mass production.



SILK SCARVES & TEXTILES

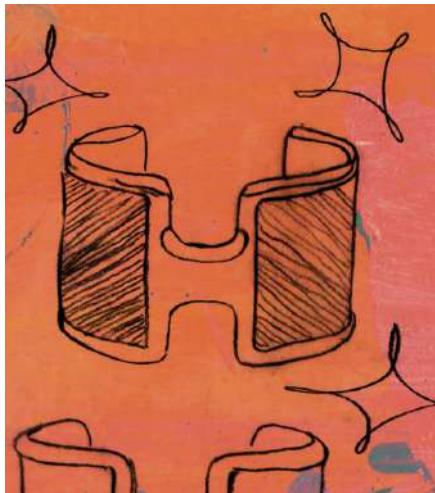
Hermès is known for its iconic silk scarves, which are highly collectible and released seasonally. The brand also produces luxury home textiles, including blankets, pillows, and exclusive decor items.



CORE PRODUCTS CATEGORIES

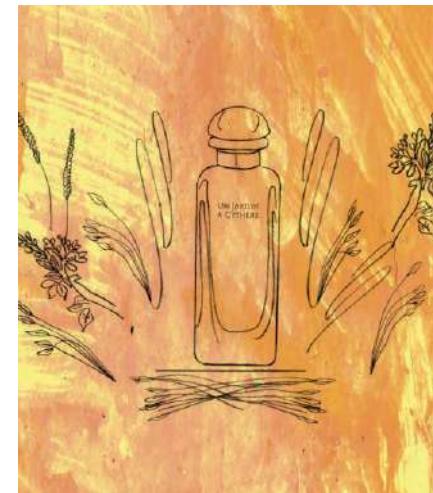
ACCESSORIES

Fine jewelry, belts, eyewear, and smaller items like gloves, hats, watches, and keychains, all reflecting the brand's tradition of superior craftsmanship.



FRAGRANCES

Hermès' perfumes, including the iconic Terre d'Hermès, are a key part of its product range, serving both personal luxury and gifting markets



HOME GOODS

High-end furniture and home decor, providing customers with a full luxury lifestyle experience beyond fashion and accessories.



EQUESTRIAN PRODUCTS

Luxury supplies like saddles, bridles, and other high-end products, staying true to its roots.



TARGET CONSUMER DEMOGRAPHICS

GENDER

Women - 65%

Majority of Hermès customers are women, who are drawn to iconic products like handbags, scarves, and jewelry, which align with their lifestyle and appreciation for timeless luxury.

Men - 35%

Men represent a growing segment of Hermès' clientele. They are particularly interested in watches, ties, and leather goods, and driven by the brand's tailored offerings and understated elegance.

Next-Generation Customers - 5%

This younger demographic, often children of existing Hermès clients or young professionals with inherited wealth, grow up familiar with the brand's exclusivity and view owning Hermès products as a natural step into the luxury lifestyle.

AGE RANGE

30-60 years

25-28 years (Hermès Next Generation)

INCOME LEVEL

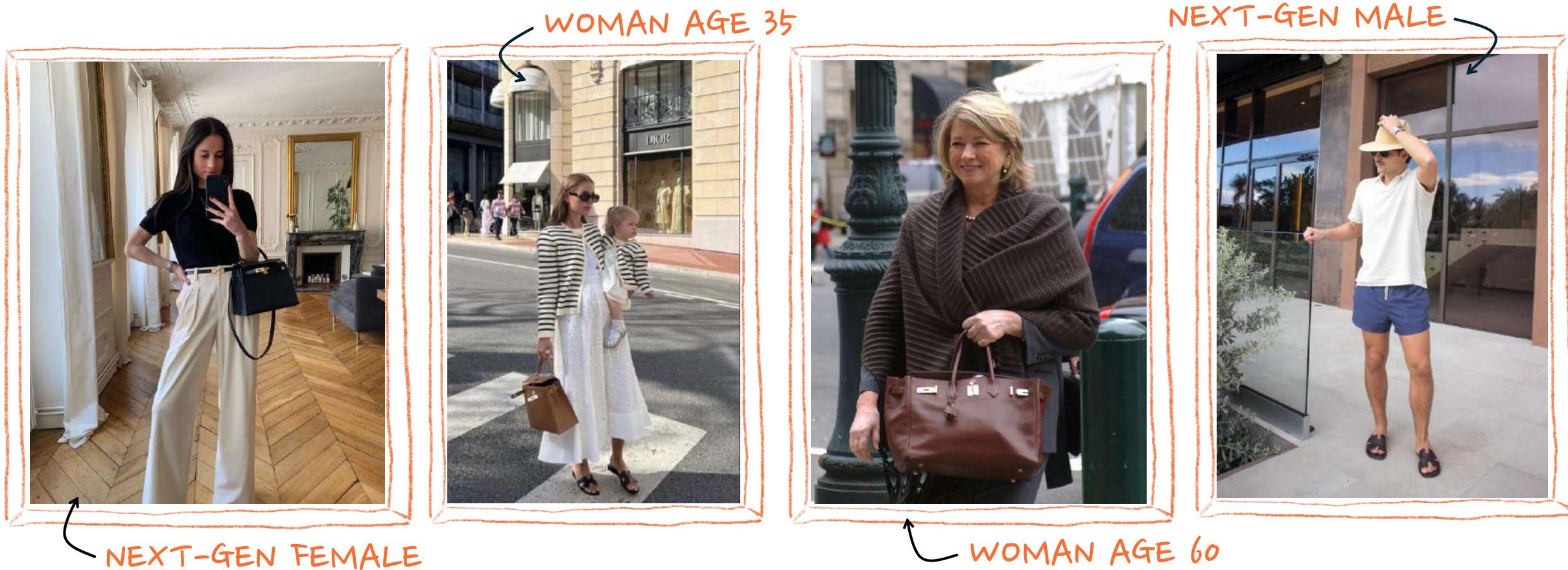
Annual income of \$250,000 and above, often reaching into the high-net-worth individual (HNWI) category. Many customers belong to the top 5% of income earners globally.

GEOGRAPHIC LOCATION

Urban, cosmopolitan cities like Paris, New York, Tokyo, Dubai, and London.



DEMOGRAPHIC IMAGES



TARGET CONSUMER PSYCHOGRAPHICS

LIFESTYLE & VALUES

Luxurious Lifestyle:

Prioritize exclusive experiences, luxury travel, fine dining, and social events

Appreciation for Quality:

Value craftsmanship, uniqueness, and sustainability

Cultural Sophistication:

Strong interest in art, heritage, and timeless design

CORE MOTIVATIONS

Exclusivity:

Appeals to those seeking unique and distinguished items

Luxury and Craftsmanship:

Resonates with consumers who prioritize quality

Identity and Belonging:

Reinforces self-identity and a sense of belonging to a prestigious group

SOCIAL STATUS

Hermès products are status symbols, associated with wealth, success, and exclusivity



PSYCHOGRAPHIC IMAGES



COMPETITOR OVERVIEW



\$1.035 million

net sales

\$412,821

from leather goods

\$307,591

from North America



\$3.488 million

net sales

\$767,365

from leather goods

\$1.910 million

from North America

BOTTEGA VENETA

\$1.645 billion

net sales

\$1.266 million

from leather goods

\$279 million

from North America



GO FERRAGAMO

Competitor Analysis

FERRAGAMO

- Founded in 1927 by Salvatore Ferragamo in Florence, Italy
- Diverse product range including luxury shoes for men and women, handbags, accessories, scarves, ready-to-wear, fragrances, and eyewear
- In North America, net sales were down 19.3% at current exchange rates and 17.0% at constant exchange rates



374
stores
worldwide

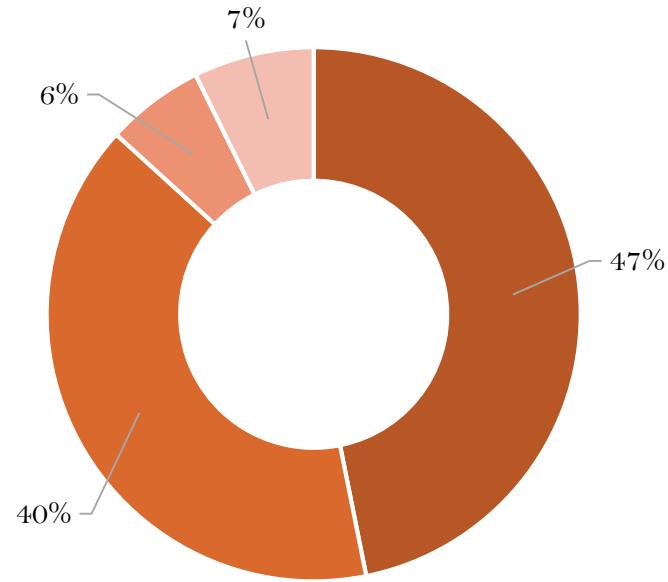
54
stores in
N. America

\$1,119,494
sales worldwide

\$315,882
sales in N. America

Net Sales by product category as of 30 June 2024

■ Footwear ■ Leather Goods ■ Apparel ■ Silk & Other



Target Market:

- 40% Male and 60% Female
- Ages 25-34
- Income: \$200,000-\$600,000+

FERRAGAMO SWOT ANALYSIS

STRENGTHS

- 40.3% of the company's total revenue
- Robust direct-to-consumer (DTC) business, rose by 0.9% year-on-year in Q4 2024
- Extensive global distribution and accessibility to various luxury markets

WEAKNESSES

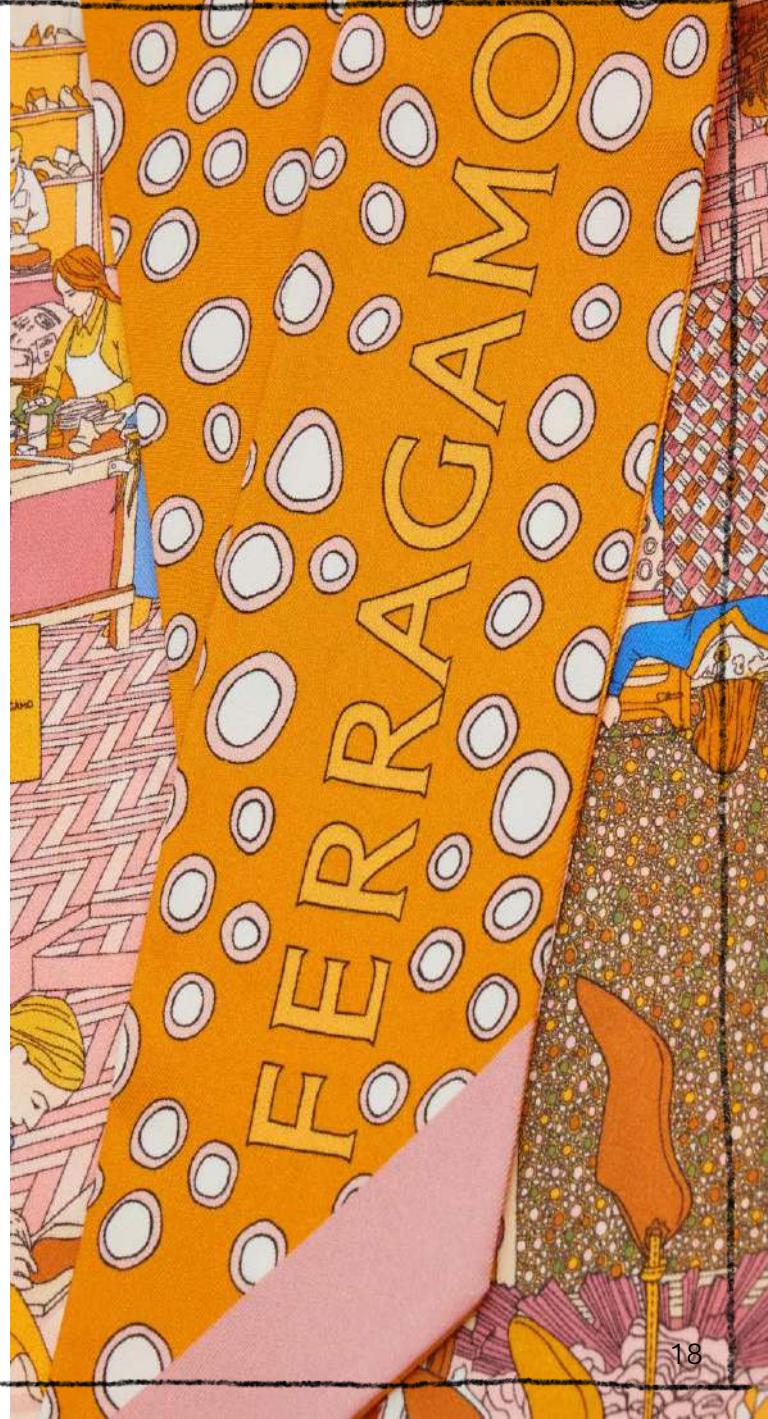
- Ferragamo holds only a 1%-2% market share in the broader luxury leather goods market
- Challenges in maintaining exclusivity
- Limited product diversification outside footwear and leather goods

OPPORTUNITIES

- Capitalize on the shifting consumer preference towards e-commerce
- Offer accessible luxury options and engaging through social media marketing
- Collaborating offers innovation, increase product offerings, and boost market share

THREATS

- Geopolitical tensions can disrupt supply chains and market access
- Rapid shifts in consumer preferences
- Economic uncertainties globally and high inflation rates





PRADA

Competitor Analysis

PRADA

- Founded in 1913 by Mario Prada in Milan, Italy
- Diverse product range including high-end clothing for men and women, leather, footwear, accessories, fragrances, and eyewear
- Prada delivered a high-quality, solid performance with retail net sales increasing by 12.1% in the year

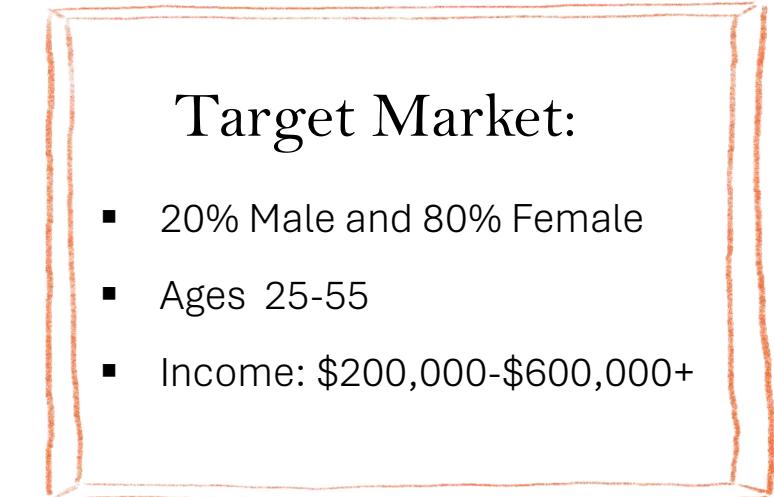
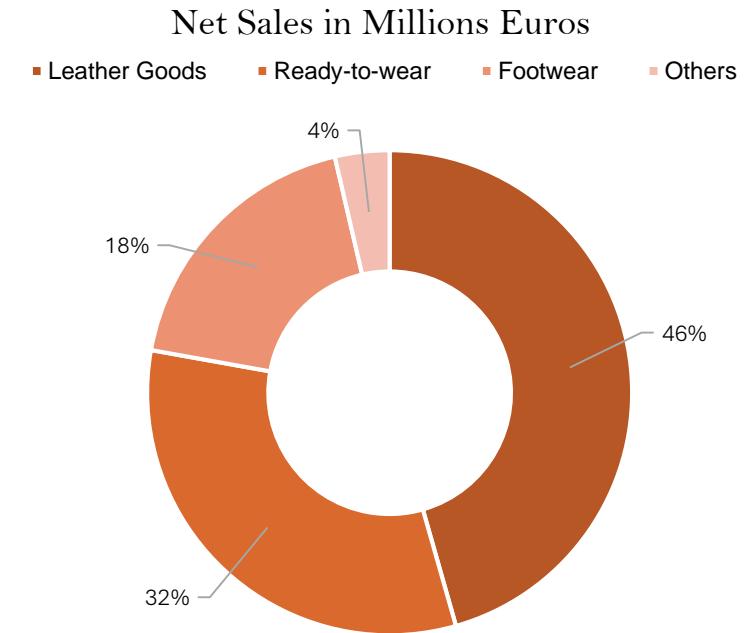


428 stores worldwide

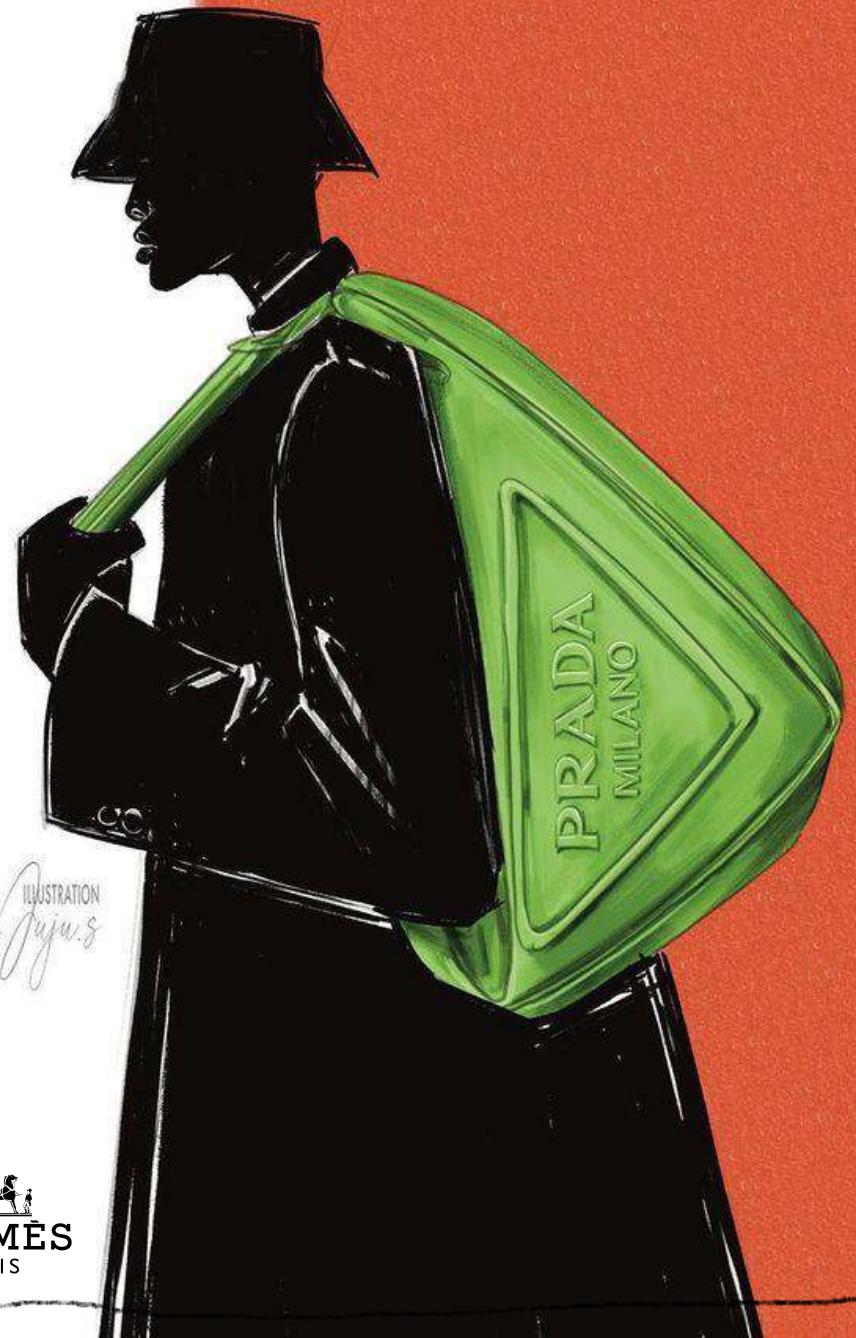
51 stores in N. America

\$3,488,276 sales worldwide

\$767,365 sales in N. America



PRADA SWOT ANALYSIS



STRENGTHS

- Effective cost management and premium pricing strategies
- Known for its high-quality materials and craftsmanship
- Utilizes recycled materials, the Re-Nylon collection, which aligns with current trends in eco-conscious consumerism

WEAKNESSES

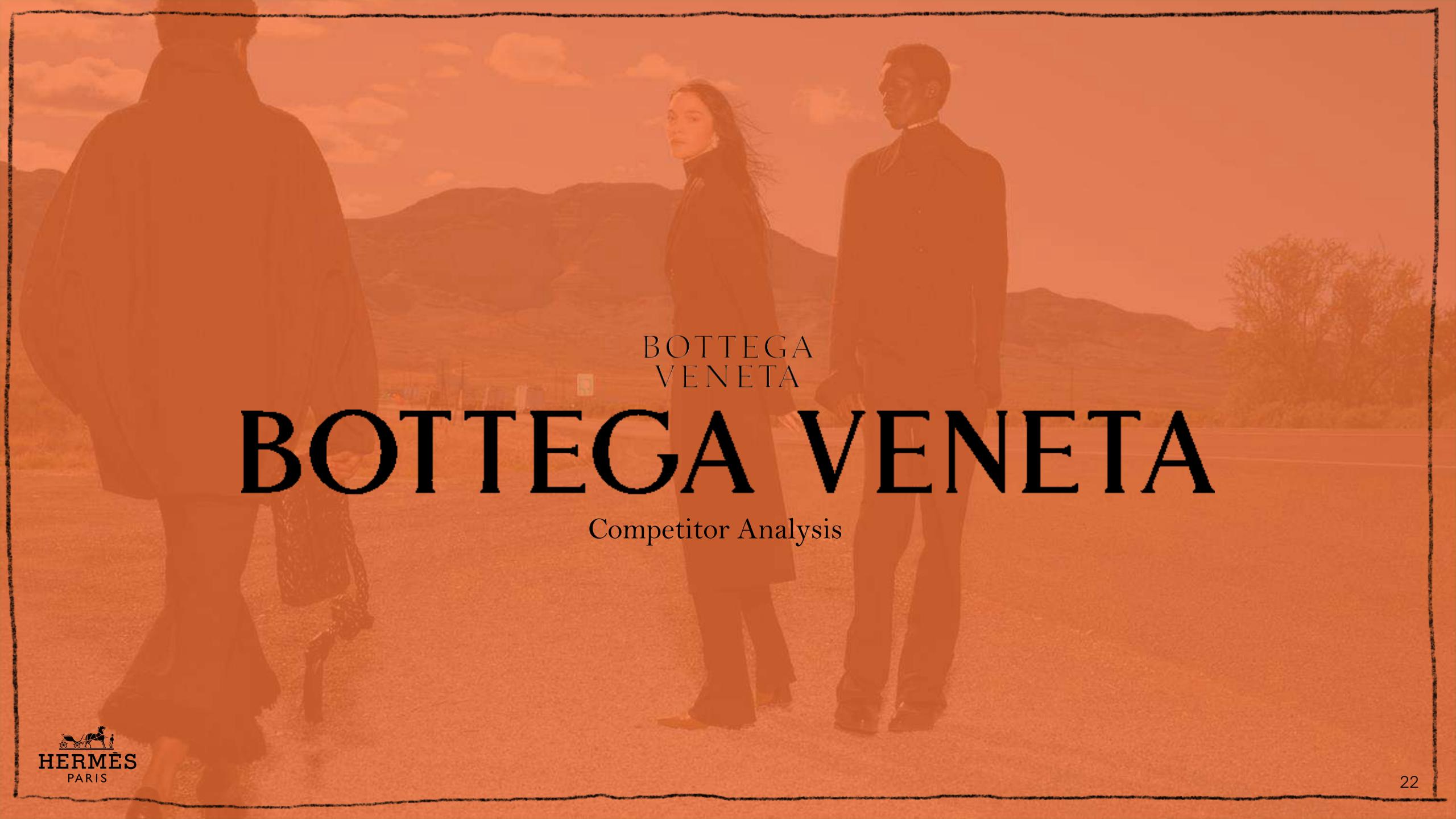
- Focus on high-income consumers can restrict market growth and increase vulnerability during economic downturn
- Struggles with distribution channels and inventory management
- Rapid production can lead to excess inventory and discounting

OPPORTUNITIES

- Expanding e-commerce can improve sales and market penetration
- Personalization and customization options
- Collaborating with celebrities and influencers

THREATS

- Changes in international trade laws and regulations
- Rapid shifts in consumer preferences
- Keeping up with consumer tastes can pose a risk if the brand does not innovate effectively



BOTTEGA
VENETA

BOTTEGA VENETA

Competitor Analysis

BOTTEGA VENETA

- Founded in 1966 in Vicenza, Italy by Michele Taddei and Renzo Zengiaro
- Diverse product range including luxury handbags, accessories, ready-to-wear fashion, and home goods
- Bottega Veneta's revenue totaled \$1.6 billion in 2023, down 5% and down 2% on a comparable basis



288

stores
worldwide

44

stores in
N. America

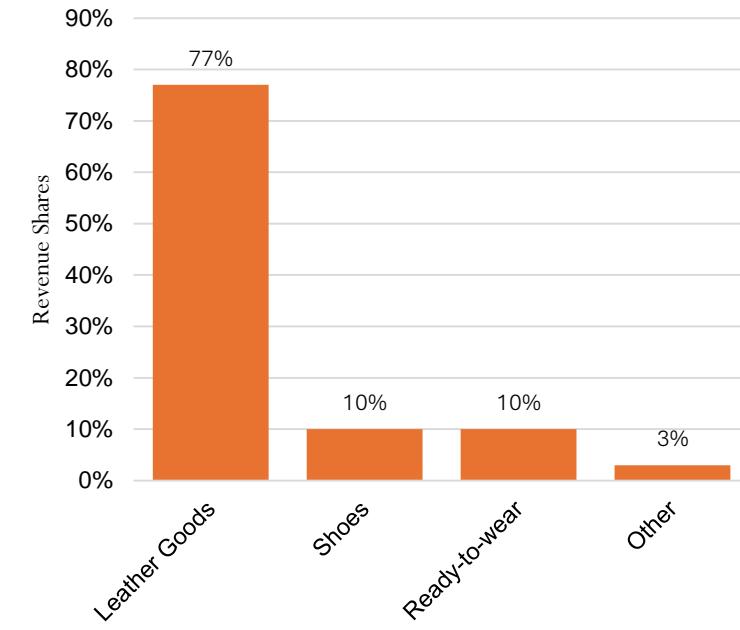
\$1,645,000

sales worldwide

\$279,650

sales in N. America

Global revenue share of Bottega Veneta in 2023



Target Market:

- 36% Male and 64% Female
- Ages 25-34
- Income: \$250,000-\$750,000+

BOTTEGA SWOT ANALYSIS

STRENGTHS

- Established a unique design aesthetic, Intrecciato weaving
- Strong performances in North America and Western Europe
- 79% of Bottega Veneta's total revenue

WEAKNESSES

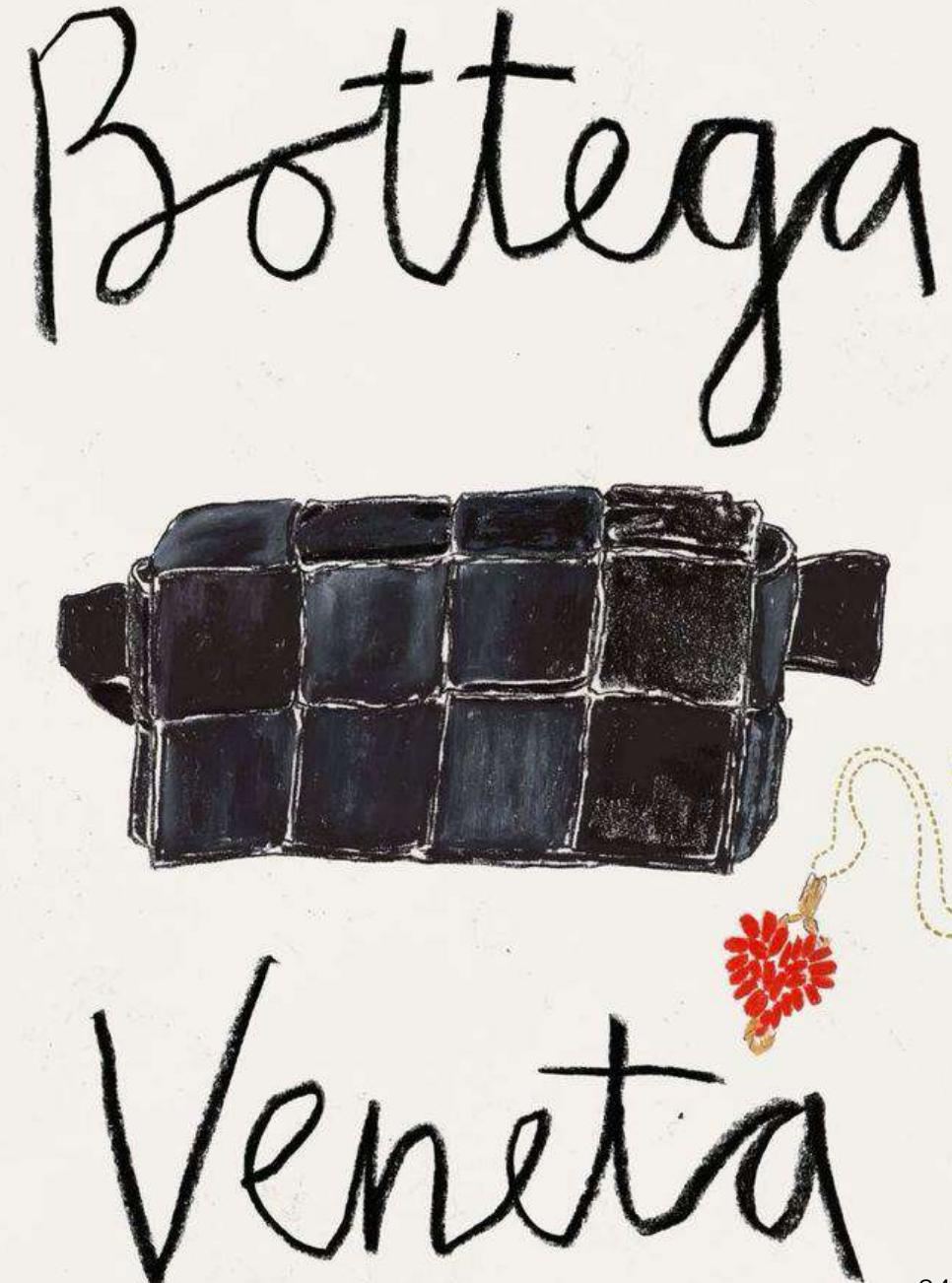
- Limited Product Diversification
- Social Media Absence has limited its reach
- Slower sales growth compared to its competitors in the Kering Group

OPPORTUNITIES

- Targeting emerging demographics and expanding into new geographical markets
- Enhance its online sales strategies as e-commerce continues to see substantial growth
- Diversify into adjacent categories

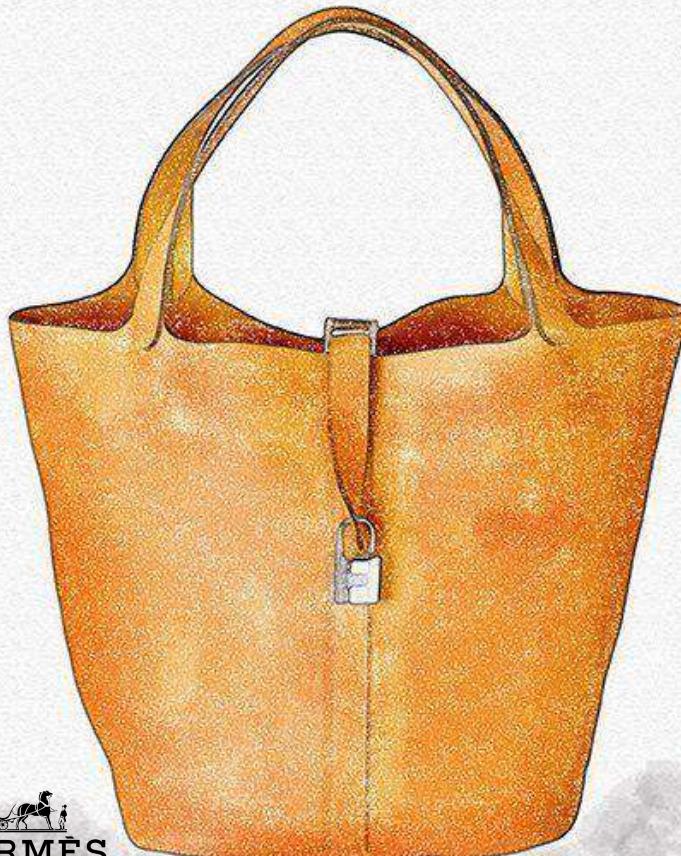
THREATS

- Turnover in leadership may disrupt brand direction and product innovation
- Macro-economic factors, such as inflation and global recessions





HERMÈS
PARIS



HERMÈS
PARIS

printsbyklaudia

HERMES SWOT ANALYSIS

STRENGTHS

- Strong Financial Growth
- Maintained Brand Exclusivity
- Timeless Brand Strategy

WEAKNESSES

- Limited Accessibility for Potential New Customers
- Slow Expansion Strategy

OPPORTUNITIES

- Prioritize and Expand upon the Growing Sectors
- Solid Cash Flow & Investments
- Online VIP Shopping Experiences

THREATS

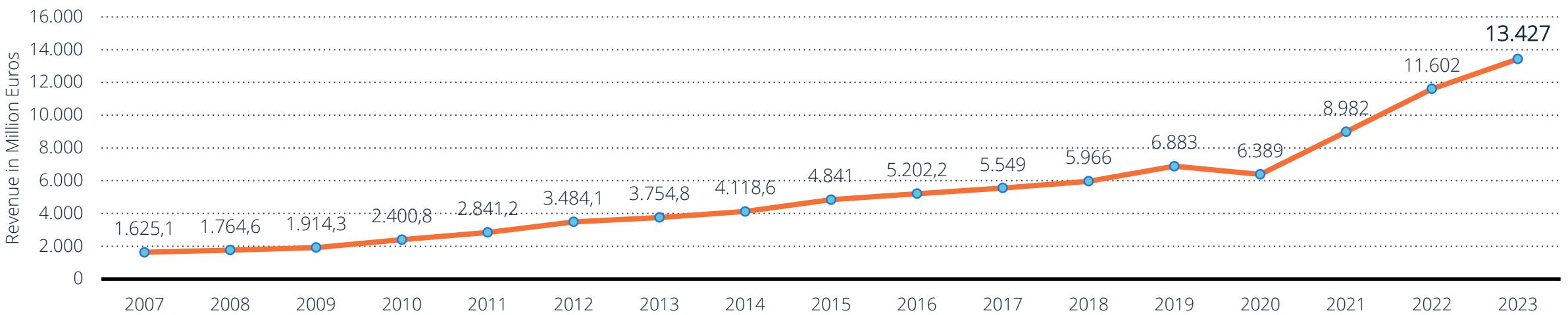
- Changing Consumer Preferences
- Competitor Social Media Presence
- Dependency on Physical Retail

STRENGTHS

STRONG FINANCIAL GROWTH

- ✓ Hermes reached a revenue of 31.4 billion euros worldwide in 2023, 21% increase from last year.
- ✓ Hermes experienced a 21% increase in net sales in the Americas in 2023 compared to 2022 at constant exchange rates, bringing their net sales to 2,502 (in millions of euros). Comparatively, while Prada did see a 3.8% increase, it was minimal, and Ferragamo experienced a 17% decrease in their net sales in North America.
- ✓ Operating income continues to grow at 5.7 billion euros with a 42.1% operating margin, indicating excellent financial health within the company.
- ✓ Hermes owns & operates 60 production/training sites; keeping production in-house benefits them financially and allows for greater control and knowledge throughout the supply chain.

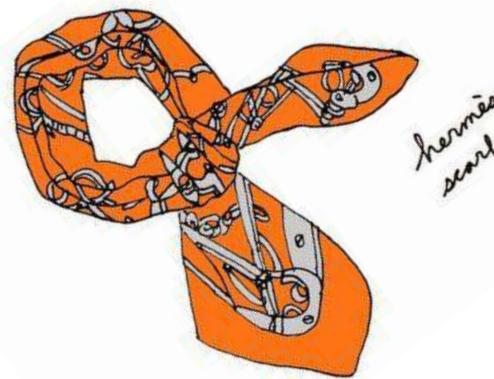
2007-2023 HERMES REVENUE (in million euros)



STRENGTHS

MAINTAINED EXCLUSIVITY

- ✓ The Hermes customer values **exquisitely crafted luxury products limited to high-net-worth individuals**, and the company's dedication to maintaining this incredible level of exclusivity has contributed highly to their financial and reputational success.
- ✓ So much so that simply owning a Birkin has become **status symbol** that transcends language, geographic, and cultural barriers.
- ✓ Hermes' consistently **high price point, limited retail locations, minimal e-commerce options, direct-to-consumer model, and long waitlists for select merchandize** (like Birkens) has created strong brand positioning and complete control over the brand image allowing them to target their consumer more directly.



A TIMELESS BRAND STRATEGY

- ✓ The timeless styles of iconic Hermes items allows their buyers to **anticipate sales and revenue more accurately** as they almost exclusively stock basics and sell very little of any fad products.
- ✓ Keeping the brand strategy **simple** builds trust and loyalty with the Hermes customer as they know they will be receiving an excellent product every single time.
- ✓ Hermes continually emphasizes that **"since 1837, Hermès has remained faithful to its artisanal model and its human values."** The brand is dedicated to craftsmanship that has become scarcer in recent years. This high level of quality and dedication to maintaining their original brand values makes their product desirable to the luxury consumer.
- ✓ The brand's focus on **heritage** and **craftsmanship** makes it immune to every changing fast-fashion trends. Not relying on trends allows for a slower and more intentional styling process that their target customer expects within the luxury market.

WEAKNESSES

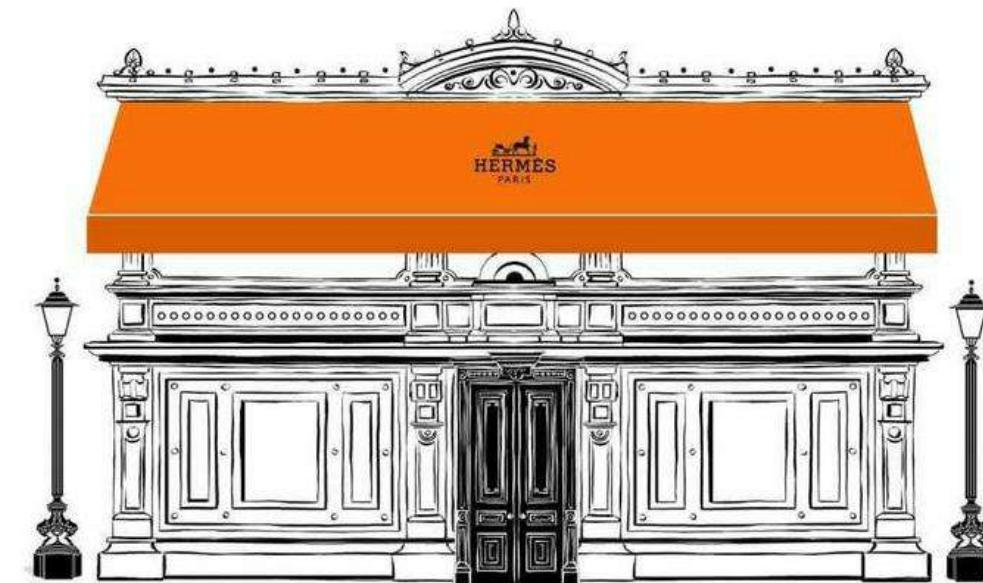
LIMITED ACCESSIBILITY FOR POTENTIAL NEW CONSUMERS

- ✓ Unlike Ferragamo, Prada, and Bottega Veneta, Hermès does not fully capitalize on digital sales. Only select items are sold via Hermès.com, making it difficult for new consumers to engage with the brand.
- ✓ **Long waitlists and limited availability** make it hard for new customers to purchase key items which may deter them from interacting with the brand.
- ✓ Currently, there is **no** expansion into lower-price market segments. While exclusivity and identity of the brand hinges on their high price-points (typically a minimum of 10,000 euro starting price of an iconic Hermes item), Hermes benefits from their loyal high-net-worth customers who shop often, and if the brand neglects to become desirable to people who are not their target consumer now, but **will be in 10-15 years**, they could miss out on sales in the future.



SLOW EXPANSION STRATEGY

- ✓ In 2023, Hermes opened **5 new stores in 2023** in Naples, Aspen, and Los Angeles Topanga (United States), as well as Tianjin and Chengdu (China). Comparatively, **Prada opened 26 new stores** in the same year.
- ✓ This slower expansion strategy in brick-and-mortar stores coupled with their **limited online presence** and **lack of e-commerce outlets** limits their potential for sales and brand exposure.



OPPORTUNITIES

PRIORITIZE AND EXPAND UPON THE GROWING SECTORS

LEATHER GOODS

41% total revenue in 2023

leather goods & **19%**
saddlery made an increase of

READY-TO-WEAR

29% total revenue in 2023

made an increase of **28%**

Both Men's and Women's S/S 2024 collections were well received, showing an opportunity to expand men's fashion more and push ready-to-wear.

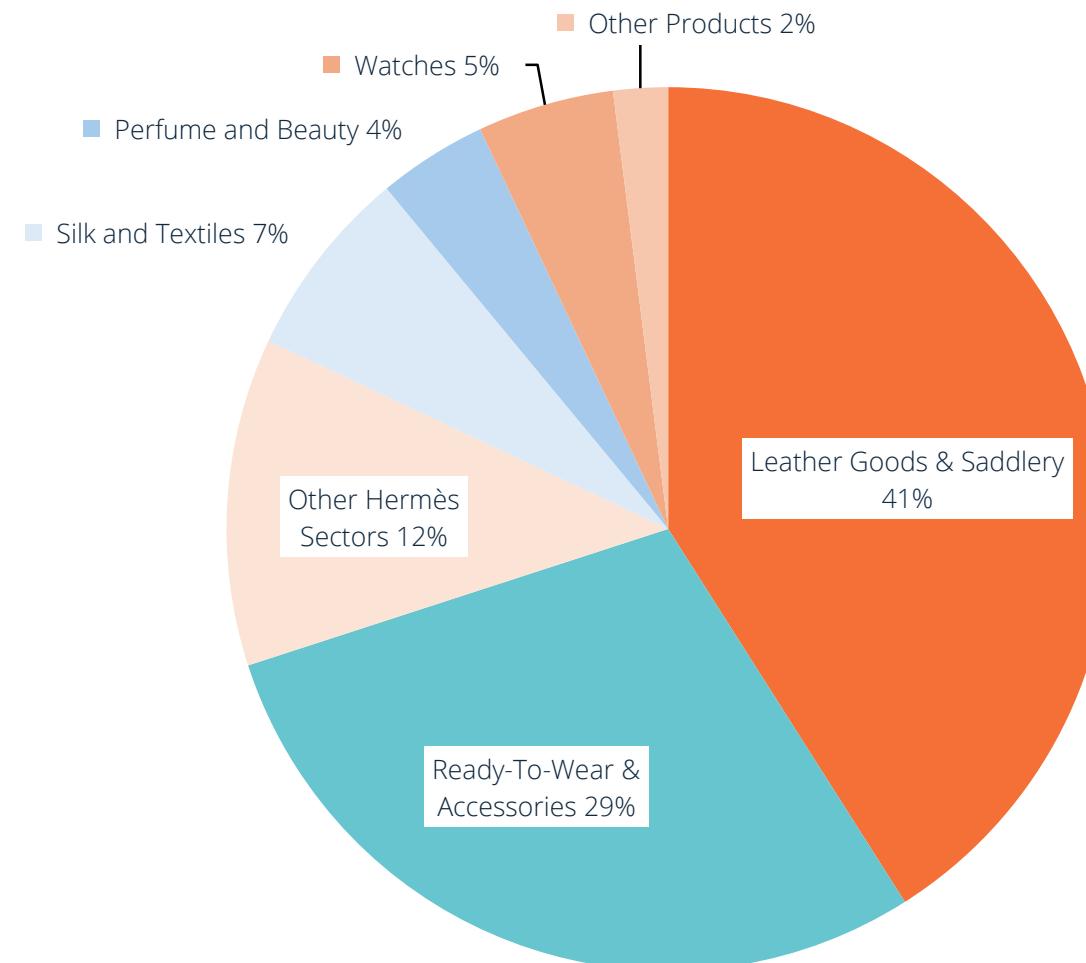
"OTHER HERMES SECTORS"

29% total revenue in 2023

made an increase of **19%**

There is an opportunity to continue to pursue jewelry and home décor lines for existing and future Hermès cliental.

2023 Revenue Breakdown of Hermès Worldwide 2023



OPPORTUNITIES

INCREASE BRAND AWARENESS

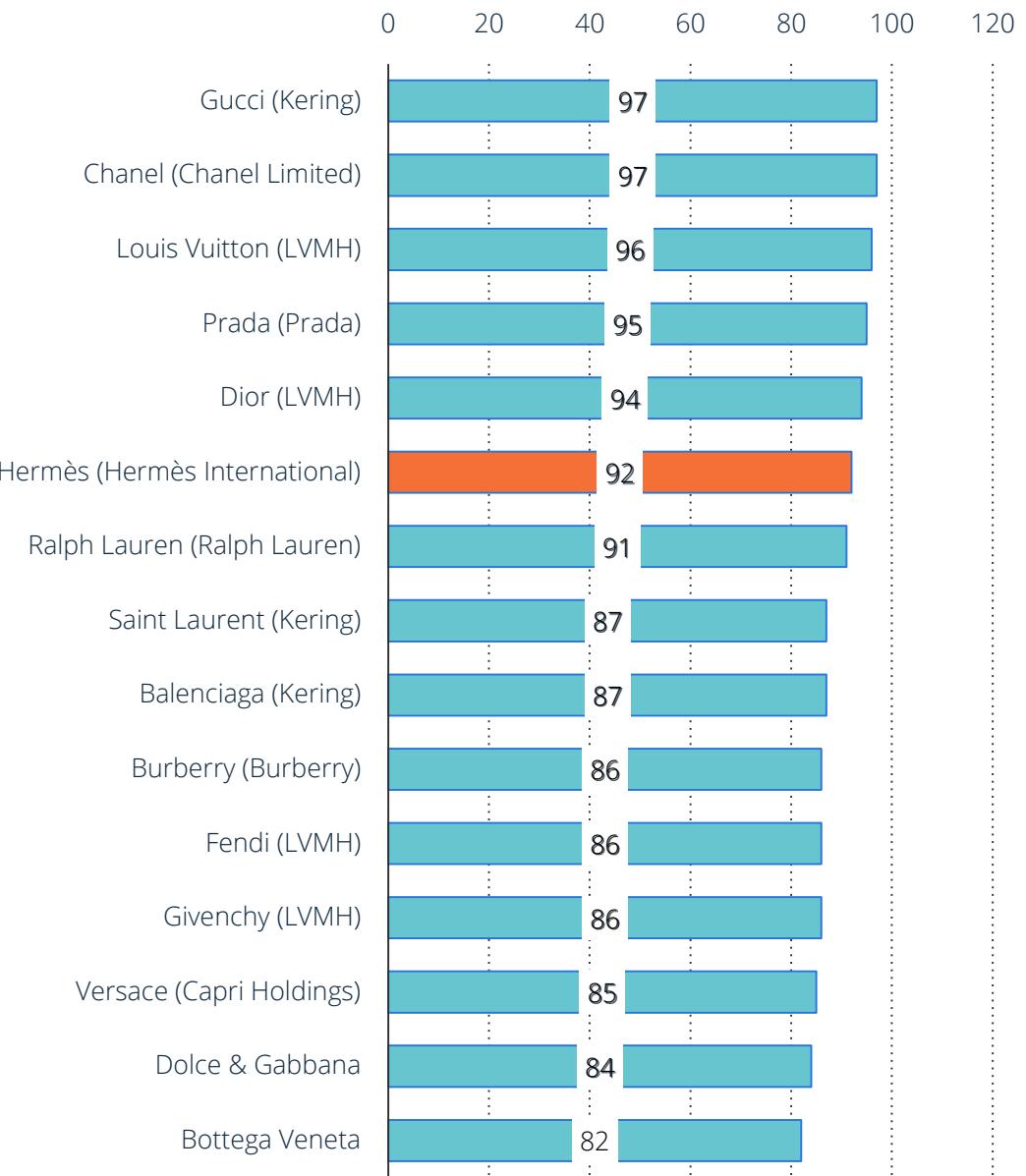
- ✓ Hermes lands **6th** in awareness of luxury brands worldwide, behind its competitor – Prada. Although both Bottega Veneta and Ferragamo are lower on the list, for how iconic the Hermes label is, the brand could improve its overall awareness.
- ✓ Whether through a stronger online presence or VIP digital shopping experiences, Hermes should **capitalize on their current success and strong financial standing** to further push their marketing to receive a higher ranking.

SOLID CASH FLOW & INVESTMENTS

- ✓ Currently, Hermes has an operating cash flow of **\$5.1 billion**. This provides the opportunity for the company to **investment in new product lines and in store expansions** to increase brand visibility and ultimately revenue.



Awareness of Luxury Brands Worldwide 2022



THREATS

CHANGING CONSUMER PREFERENCES

- ✓ Younger generations are less brand-loyal and prioritize **sustainability and digital engagement over exclusivity**. Because of this, Hermes may struggle to keep up with their competitors who prioritize these values of younger generations.
- ✓ Although these are not currently the brand's target consumers, Hermes should **consider highlighting their sustainable focus** to maintain a good standing with that consumer base as they do contribute to Hermes' overall revenue with their purchases, typically in accessories.



COMPETITORS' DIGITAL PRESENCE

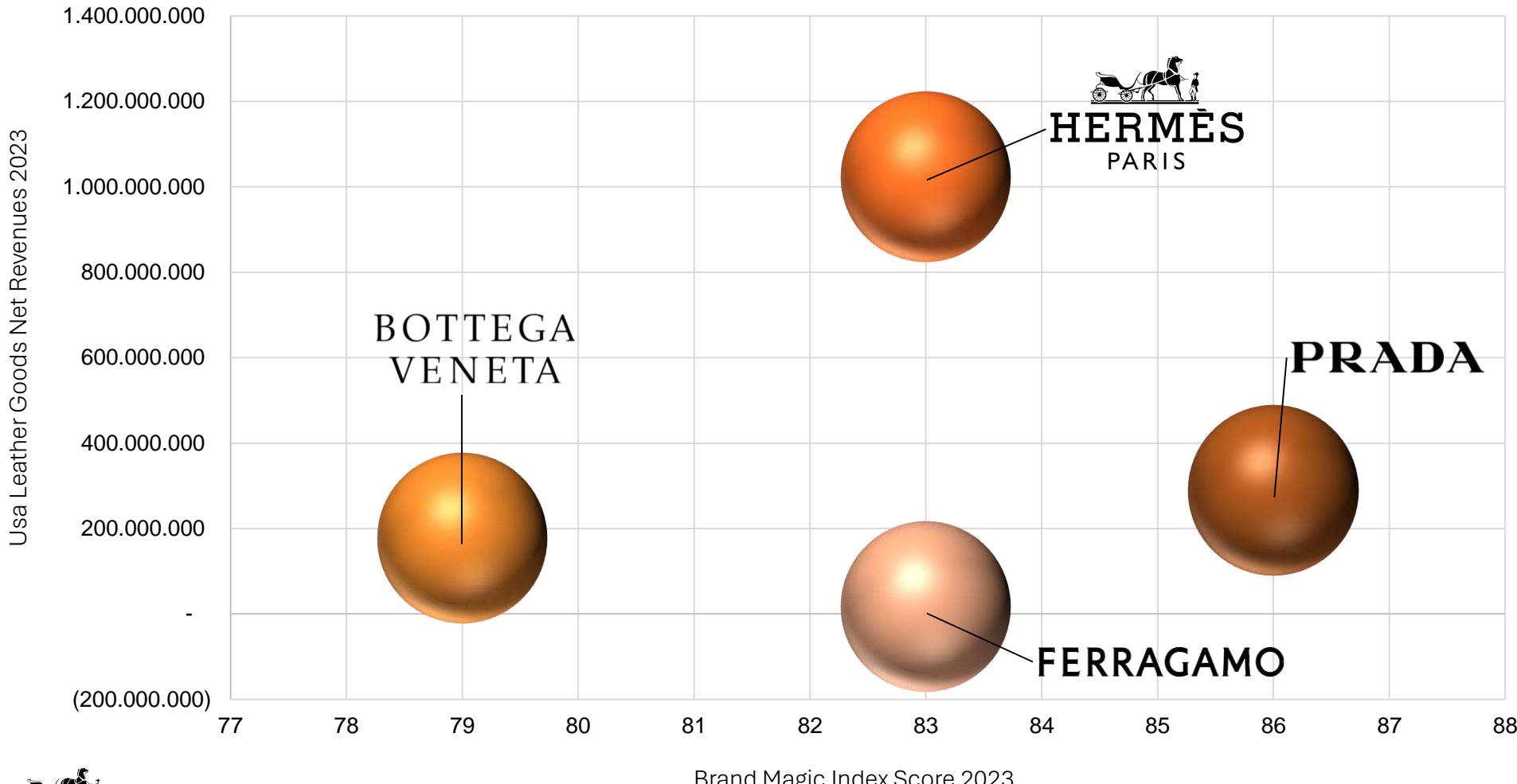
- ✓ Unlike Ferragamo, Prada, and Bottega Veneta, Hermès **does not fully capitalize on digital sales**. Only select items are sold via Hermès.com, making it difficult for new and existing consumers to engage.
- ✓ Brands like Bottega Veneta and Prada are aggressively targeting younger, digital-first luxury consumers with interactive campaigns and a strong social media presence that Hermes lacks. **LVMH is home to the most valuable luxury brands worldwide as of 2024**, so their strategies in expansion must be taken seriously.
- ✓ Hermès **does not** actively collaborate with influencers, missing an opportunity to attract younger audiences and increase brand awareness.

DEPENDENCY ON PHYSICAL RETAIL

- ✓ Hermes is almost fully dependent on physical retail due to their lack of e-commerce platforms, **limiting when and where customers shop**.
- ✓ Hermes should consider how to maintain **their exclusive shopping experience in a digital way** to **avoid** losing sales to their competitors.

BRAND INDEX PRICE MAP

USA LEATHER GOODS NET REVENUES VS BRAND MAGIC INDEX



BOTTEGA VENETA

79 INDEX SCORE

\$176,571,000 LEATHER
GOODS NET REVENUE

HERMÈS

83 INDEX SCORE

\$1,023,943,020 LEATHER
GOODS NET REVENUE

FERRAGAMO

83 INDEX SCORE

\$17,204,454 LEATHER
GOODS NET REVENUE

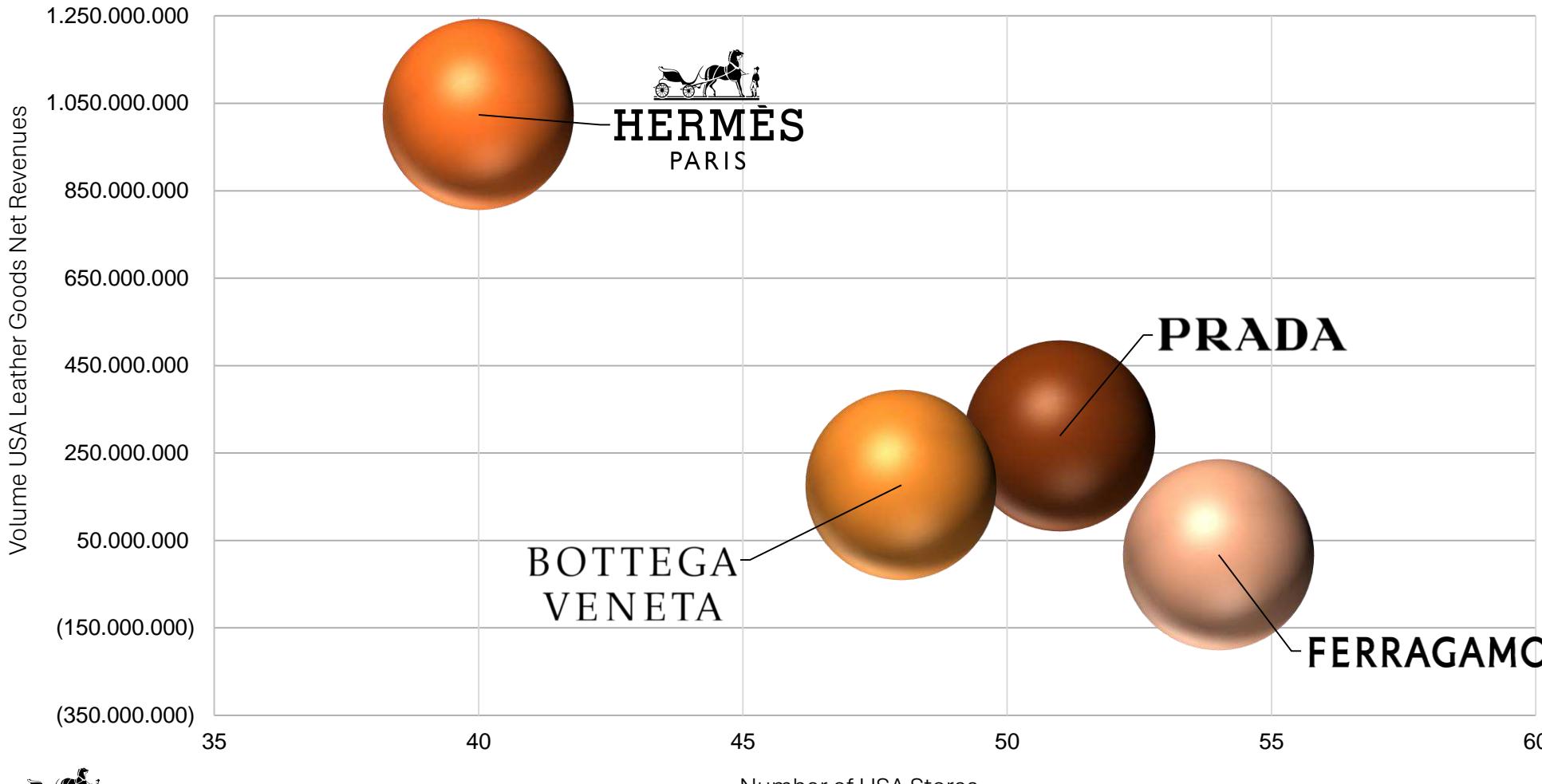
PRADA

86 INDEX SCORE

\$28,9256,284 LEATHER
GOODS NET REVENUE

SWOT ANALYSIS PRICE MAP

USA LEATHER GOODS NET REVENUES VS NUMBER OF US STORES



HERMÈS
PARIS

BOTTEGA VENETA
48 US STORES

\$176,571,000 LEATHER
GOODS NET REVENUE

HERMÈS

40 US STORES

\$1,023,943,020 LEATHER
GOODS NET REVENUE

FERRAGAMO

54 US STORES

\$17,204,454 LEATHER
GOODS NET REVENUE

PRADA

51 US STORES

\$28,9256,284 LEATHER
GOODS NET REVENUE

FASHION TREND

THE BOWLING BAG

The bowling bag is an easy-to-wear, pared-back shape with broad market appeal. This bag shape responds to the interest in 2010 nostalgia and the rise of court sports. There is plenty of room for product development, like customization utilizing bag charms or different materials to create unstructured/structured shapes. The bowling bag will continue to surge in popularity throughout 2025 and going into 2026, making it important for buyers to pay attention to.

+55%

IN GOOGLE SEARCHES
FOR “BOWLING BAG”
FROM JAN 2024- JAN 2025



Miu Miu

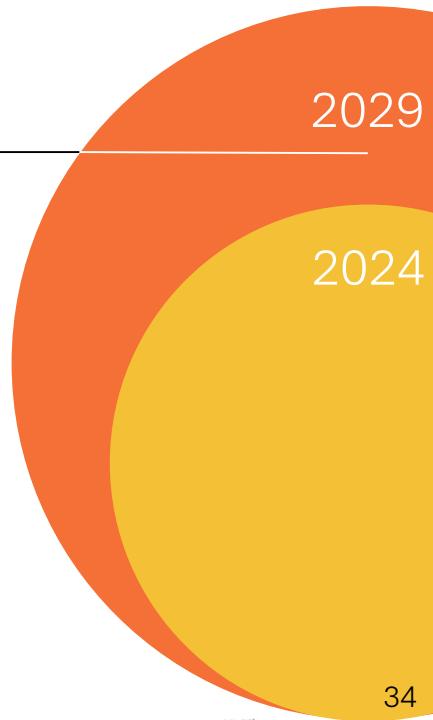
WHO IS BUYING IT?

Contrary to popular belief, Gen Z is buying luxury goods. They are buying products from luxury brands that they have heard throughout their entire lives and produce high-quality items, combined with the bonus of being more sustainable by extending the item's life span.

THE U.S. IS BY FAR THE LARGEST MARKET FOR LUXURY LEATHER GOODS IN THE WORLD, WITH AN EXPECTED CUMULATIVE SPENDING OF **\$122.0 BILLION** FROM 2024 TO 2029 AND A CONSISTENT **4.6% INCREASE** EACH YEAR.



WGSN



FASHION TREND

THE BOWLING BAG

KEY BRANDS:



BOTTEGA
VENETA

Jim Queen Duffle (\$4,900)



PRADA

A/W 25 men's
show in Milan



LOUIS VUITTON

Speedy bag at
CPHFW SS 25



STELLA McCARTNEY

Bag Pre-Fall 2025 collection



HERMÈS

Bag from Spring/Summer
2025 show in Paris

PRICING LANDSCAPE:

There are a wide range of brands designing bowling bags, which helps expand its appeal across wider demographics.

Leatherology has a bag starting at \$240, and Miu Miu's large Beau bag is \$3,850.

HERMÈS
PARIS



LIFESTYLE TREND

SUSTAINABILITY

More and more shoppers are becoming **concerned about climate change and sustainability issues**, which leads them to change their behavior as consumers. Shoppers have more buying criteria relating to sustainability than they used to and they want brands to be more transparent about their efforts and practices. **A sustainable lifestyle is a luxury that only the upper class has a majority of the time.** In mid-2022 inflation hit the price of everyday goods and services causing them to rise significantly. This inflation does not affect the Hermes target consumer.

THE US IS THE WORLD'S TOP WELLNESS SPENDER
WITH CONSUMERS SPENDING
PER YEAR ON WELLNESS. **\$5,321**



WHAT IS HERMES DOING?

Hermes has an in-depth sustainability plan. They have three categories: **People, Planet, and Communities.** Each of these three categories is separated into subcategories, making up six pillars of the Hermes sustainable strategic framework. **Hermes is considered a #2 Textiles and Apparel brand from the Sustainalytics rating.** This means that Hermes is considered to have a “low” level of ESG risk, meaning it is performing well in managing potential sustainability issues compared to its industry peers.

INDUSTRY TRENDS

Product Line Diversification

Hermès has the opportunity to strengthen its product offerings beyond leather goods, particularly in categories like watches, accessories, and fragrances. Refreshing these product lines could attract new consumers and boost overall sales.



E-Commerce Expansion

Enhancing the online shopping experience could help Hermès reach a broader international audience and appeal to younger, tech-savvy consumers.

Price Increases

Hermès is implementing average price increases of

6-7%

for its iconic bags like the Birkin and Kelly **in 2025**.



Sustainability Focus

Growing consumer awareness of sustainability presents an opportunity for Hermès to emphasize its commitment to ethical manufacturing and sustainable practices. This could resonate with environmentally conscious customers and differentiate Hermès in the luxury market.

AI-POWERED PERSONALIZATION AND PREDICTIVE ANALYTICS

Enhanced customer Experience

Hermès is utilizing AI technology to enhance customer experiences both online and in physical stores. AI algorithms on the e-commerce platform generate dynamic content displays, including **personalized landing pages, product suggestions, and promotional offers tailored to each user's preferences**.

In-store, AI integration provides sales associates with access to customer profiles and purchase history, enabling them to offer more informed and personalized suggestions during face-to-face interactions.

Hermès utilizes AI-powered predictive analytics to **forecast demand, optimize inventory, and keep ahead of market trends**. This technology addresses supply chain complexities, which is key to maintaining the brand's reputation for quality and exclusivity. By analyzing factors such as sales data, market trends, and seasonal demands, Hermès can ensure optimal inventory levels across all product lines.



Relevance to 6-Month Buying Plan

Inventory Optimization: Predictive analytics can inform buying decisions, ensuring optimal stock levels and reducing overstock or stockouts.

Personalized Marketing: AI-driven personalization can increase conversion rates and average order value through targeted recommendations.

Enhanced Product Discovery: Implementing AI-powered search and recommendation systems can increase sales by helping customers find desired products more efficiently.

Financial Impact and the Balancing of Innovation and Tradition

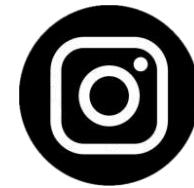
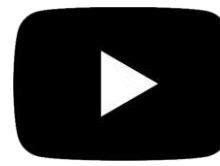
By focusing on these technological advancements,

1. Improve customer engagement
2. Increase online sales
3. Optimize inventory management

Hermès' adoption of AI tools will allow them to capitalize on the growth of online sales in the luxury market. AI enhances efficiency and market responsiveness while allowing artisans to remain central to the design process.



ONLINE PRESENCE



Followers/Subscribers

369 K

14.8 M

3.7 M

Monthly Follower Growth Rate

0.128%

0.36%

0.13%

Weekly Posts

1.5

1.5

2.5

Engagement Rate

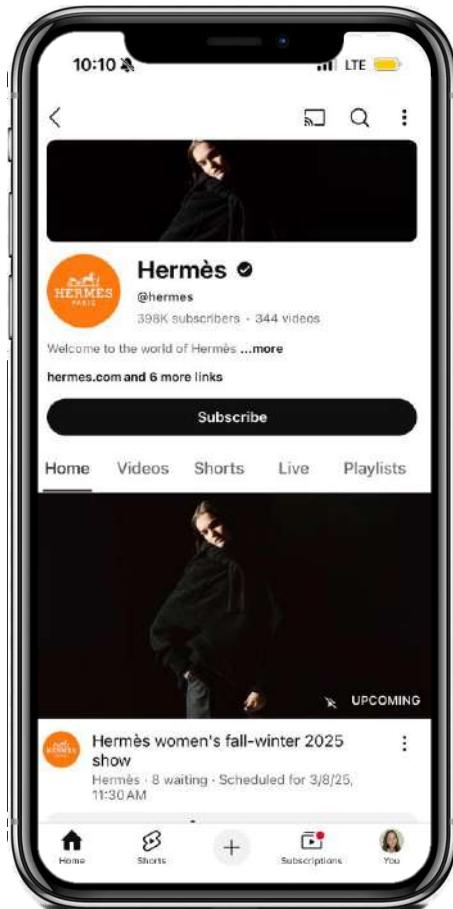
4.25%

0.07%

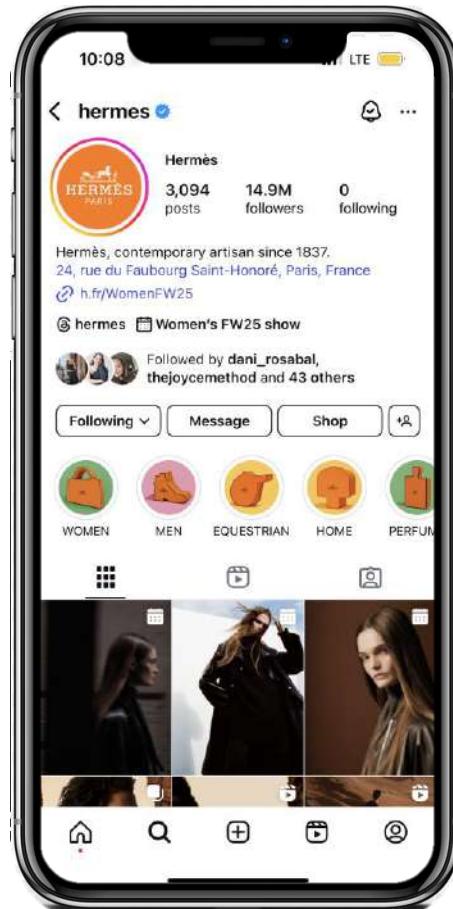
3%



DIGITAL MARKETING



YOUTUBE



INSTAGRAM



FACEBOOK



YOUTUBE STRATEGY

Content Approach: Longer narratives of craftsmanship and exclusive product launches

Audience Engagement: Engages viewers through storytelling drawing them into the brand's narrative

INSTAGRAM STRATEGY

Content Approach:

Carousels, videos, and reels focusing on artistic visuals and craftsmanship

Audience Engagement:

Visuals of products, behind-the-scenes craftsmanship, and collaborations with artists to create aspirational imagery

FACEBOOK STRATEGY

Content Approach:

Builds community through interactive content and user-generated content (UGC)

Audience Engagement:

Brand storytelling and showcasing its heritage rather than direct selling

CORPORATE SIX-MONTH PLAN

2023	Sales	%
WW Sales	\$ 13,427,000,000	100.0%
US Sales	\$ 2,497,422,000	18.6%
Leather Goods & Saddlery	\$ 1,023,943,020	41.0%
SPRING SUMMER	\$ 419,816,638	41.0%

Plan Sales	503,779,966	★ 20%
% LY		
LAST YEAR SALES	419,816,638	
Plan Turnover	3.18	
Average Stock	158,521,494	
Reductions Value	15,113,399	
Reductions, % Sales	★ 3.00%	
Plan IMU %	55.00%	★

Percent vs last year:

- Based on a 16% increase from 2023-2024, we project a **20% increase for 2026**

Markdowns:

- Based on Hermes having no sale items, we projected **low markdowns only accounting for employee discounts and damaged product**

6 Month Buying Plan									
SPRING SUMMER	February	March	April	May	June	July	Total Spring		
Net Sales	\$ 2,507,238	\$ 3,044,504	\$ 2,686,327	\$ 3,223,592	\$ 3,581,769	\$ 2,865,415	\$ 17,908,845		
% SpringSummer Sales	14.0%	17.0%	15.0%	18.0%	20.0%	16.0%			100.00%
Plan BOM Stock (Beginning of Month)	\$ 4,813,897	\$ 5,906,337	\$ 5,560,696	\$ 6,092,589	\$ 6,447,184	\$ 5,730,830			
Stock / Sales Ratio	1.92	1.94	2.07	1.89	1.80	2.00			
Plan EOM Stock	\$ 5,906,337	\$ 5,560,696	\$ 6,092,589	\$ 6,447,184	\$ 5,730,830	\$ 3,500,000			
Plan Reductions	\$ 89,544	\$ 89,544	\$ 89,544	\$ 89,544	\$ 89,544	\$ 89,544	\$ 89,544	\$ 537,265	
% Spring/Summer Markdowns	16.67%	16.67%	16.67%	16.67%	16.67%	16.67%	16.67%		100.00%
Purchases, Retail	\$ 3,689,222	\$ 2,788,407	\$ 3,307,764	\$ 3,667,731	\$ 2,954,959	\$ 724,129	\$ 17,132,213		
Purchases, Cost	\$ 1,660,150	\$ 1,254,783	\$ 1,488,494	\$ 1,650,479	\$ 1,329,732	\$ 325,858	\$ 7,709,496		

STORE #1

HERMES DENVER IN CHERRY CREEK SHOPPING CENTER

LOCATION: 3000 E First Ave, Space P-206, Cherry Creek Shopping Center, Denver, CO 80206

STORE HOURS: Mon-Sat 10 a.m. – 6 p.m. / Closed Sunday

STORE SIZE: 3,445 sq. ft.

STORE TRAFFIC: Customers spend an average of 35-45 minutes within the store

SERVICES OFFERED: Personal shopping appointments, Customization options, Gift wrapping, Exclusive events and product launches

LIFESTYLE: Residents enjoy a high-quality, upscale lifestyle characterized by a blend of luxury shopping, fine dining, and an abundance of recreational opportunities, like parks and cultural events, all within a vibrant, walkable community that fosters a strong sense of safety and accessibility



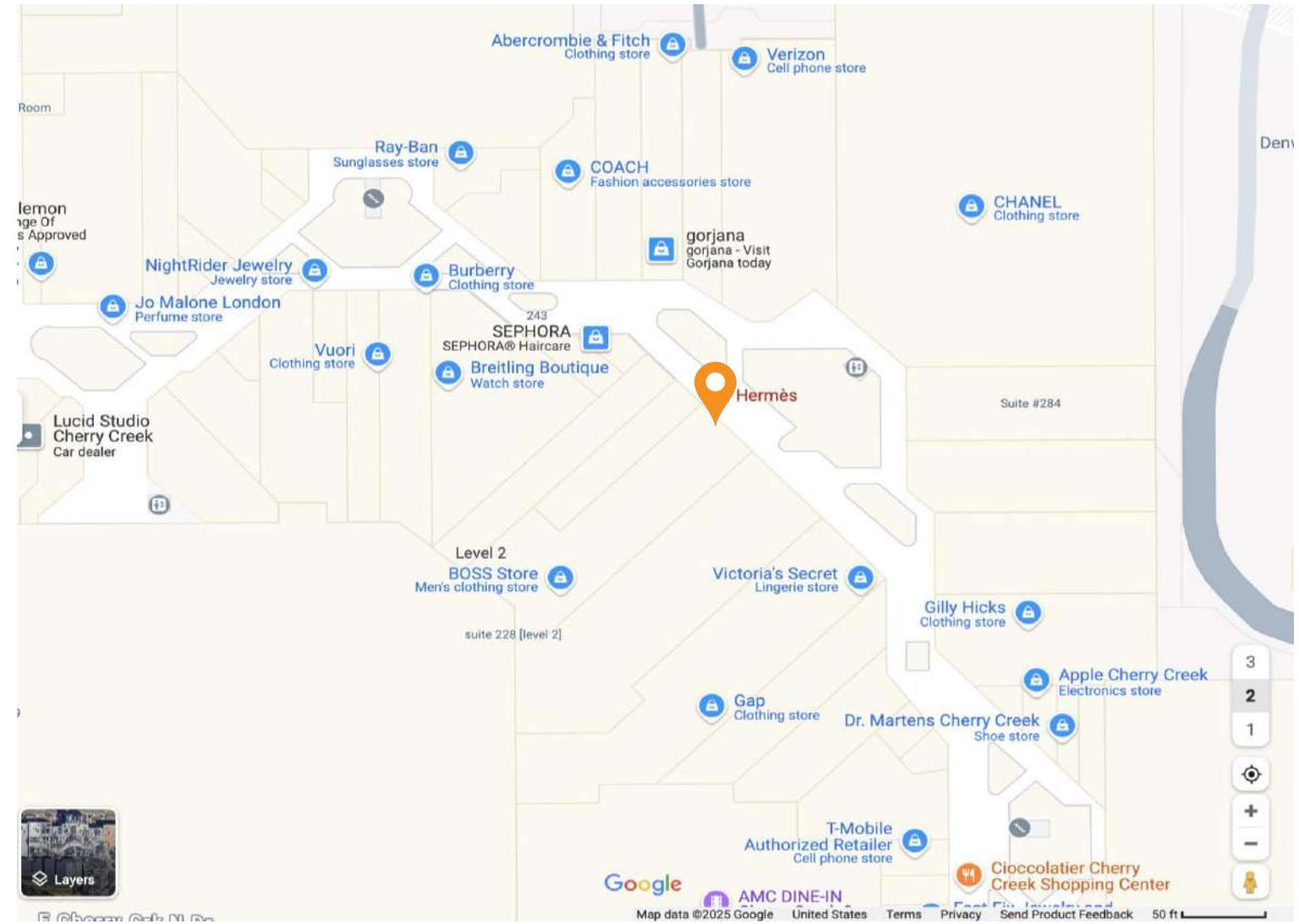
STORE #1

HERMES DENVER IN CHERRY CREEK SHOPPING CENTER

LUXURY RETAIL HUB: Positioned within Cherry Creek Shopping Center, enhancing visibility among high-end luxury competitors

BRAND VISIBILITY & ACCESSIBILITY: Located on the top floor, maximizing visibility and accessibility for affluent shoppers

COMPLEMENTARY COMPETITION: Adjacency to other luxury brands creates a synergistic shopping experience for discerning customers



STORE #1

HERMES DENVER IN CHERRY CREEK SHOPPING CENTER

1.98% OF SALES IS MADE UP BY THE DENVER CHERRY CREEK STORE

6-MONTH PLAN

Plan Sales	8,662,883
% LY	4%
LAST YEAR SALES	8,329,695
Plan Turnover	3.10
Average Stock	2,792,812
Reductions Value	259,886
Reductions, % Sales	3.00%
Plan IMU %	55.00%

Percent vs last year:

- Based on the 1.98% that the Denver store makes up now, our goal is to increase that to **4%** for this store.

Planned EOM stock:

- Based on the other EOM stocks and lack of markdowns, we took a general average of the months we had, and got **\$2,800,000**

6 Month Buying Plan									
SPRING SUMMER	February	March	April	May	June	July			Total Spring
Net Sales	\$ 1,212,804	\$ 1,472,690	\$ 1,299,432	\$ 1,559,319	\$ 1,732,577	\$ 1,386,061			\$ 8,662,883
% SpringSummer Sales	14.0%	17.0%	15.0%	18.0%	20.0%	16.0%			100.00%
Plan BOM Stock (Beginning of Month)	\$ 2,364,967	\$ 2,857,019	\$ 2,689,825	\$ 2,947,113	\$ 3,118,638	\$ 2,772,123			
Stock / Sales Ratio	1.95	1.94	2.07	1.89	1.80	2.00			
Plan EOM Stock	\$ 2,857,019	\$ 2,689,825	\$ 2,947,113	\$ 3,118,638	\$ 2,772,123	\$ 2,800,000			
Plan Reductions	\$ 43,314	\$ 43,314	\$ 43,314	\$ 43,314	\$ 43,314	\$ 43,314			\$ 259,886
% Spring/Summer Markdowns	16.67%	16.67%	16.67%	16.67%	16.67%	16.67%			100.00%
Purchases, Retail	\$ 1,748,170	\$ 1,348,811	\$ 1,600,034	\$ 1,774,158	\$ 1,429,376	\$ 1,457,253			\$ 9,357,802
Purchases, Cost	\$ 786,676	\$ 606,965	\$ 720,016	\$ 798,371	\$ 643,219	\$ 655,764			\$ 4,211,011

STORE #2

HERMÈS FLAGSHIP MIAMI IN THE DESIGN DISTRICT

LOCATION: 163 Northeast 39th Street, Miami Design District

STORE HOURS: Mon-Sat 11 a.m. – 7 p.m. / Closed Sunday

STORE SIZE: 13,000 sq. ft. & 2 stories

STORE TRAFFIC: Customers spend an average of 35-45 minutes within the store

SERVICES OFFERED: Leather goods (Birkin, Kelly, and other iconic bags), Ready-to-wear collections for men and women, Accessories & silk scarves, Fine jewelry & timepieces, Home furnishings & décor.

LIFESTYLE: Residents enjoy a high-quality, upscale lifestyle characterized by a blend of luxury shopping, fine dining, and an abundance of recreational opportunities, like parks and cultural events, all within a vibrant, walkable community that fosters a strong sense of safety and accessibility



STORE #2

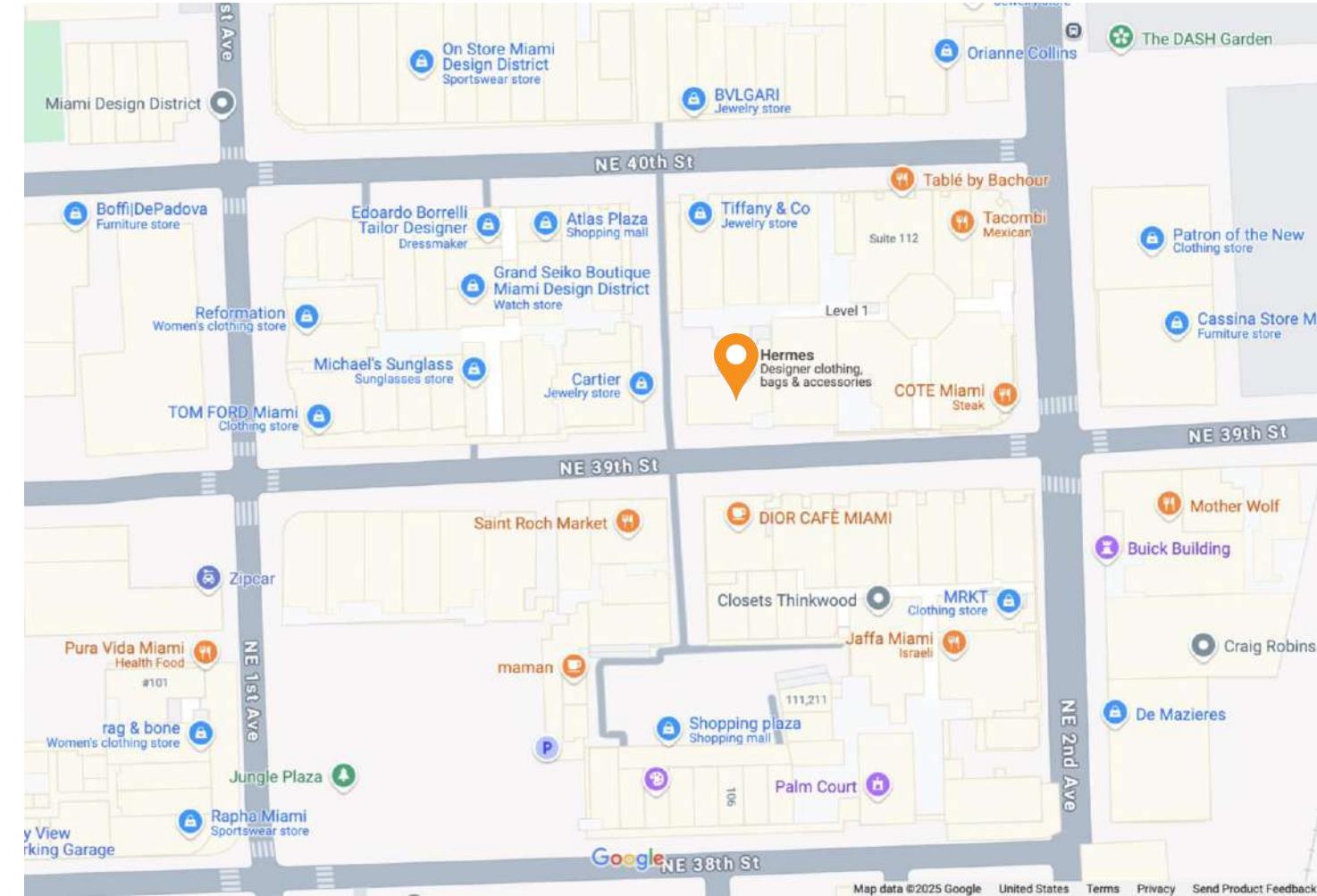
HERMES FLAGSHIP MIAMI IN THE DESIGN DISTRICT

PRIME LOCATION:

Positioned in a luxury retail hub, Hermès benefits from high visibility among affluent shoppers

ARCHITECTURAL DESIGN: The store features a modern, eye-catching design that enhances customer experience while reflecting the artistic nature of the Design District

UNIQUE PRODUCT RANGE: They host exclusive collections and is the first U.S. shop-in-shop for Saint-Louis crystal, uniquely catering to local tastes and preferences



STORE #2

HERMES MIAMI IN THE DESIGN DISTRICT

3.97% OF SALES IS MADE UP BY THE DENVER CHERRY CREEK STORE

6-MONTH PLAN

Plan Sales	17,908,845
% LY	7.5%
LAST YEAR SALES	16,659,390
Plan Turnover	3.29
Average Stock	5,435,933
Reductions Value	537,265
Reductions, % Sales	3.00%
Plan IMU %	55.00%

Percent vs last year:

- Based on the 3.97% that the Miami store makes up now, our goal is to increase that to **7.5%** for this store.

Planned EOM stock:

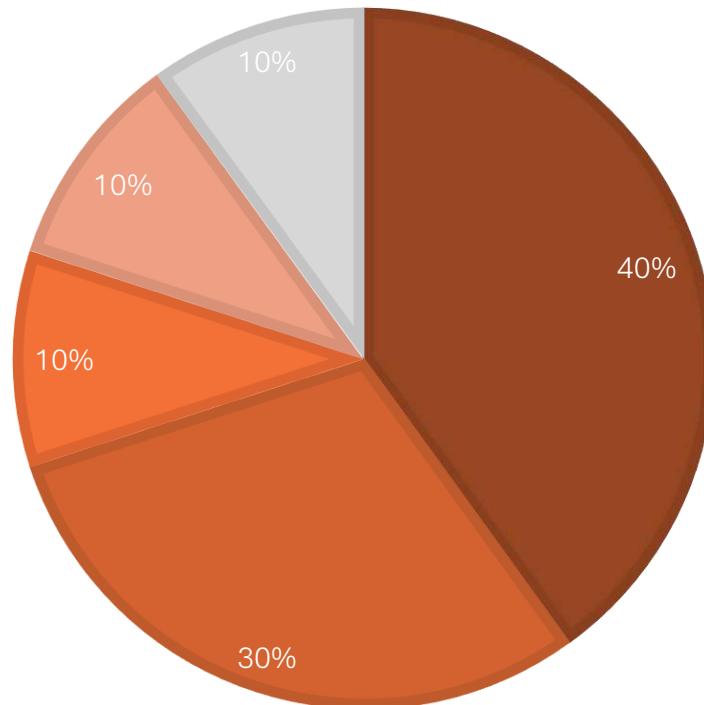
- Based on the other EOM stocks and lack of markdowns, we took a general average of the months we had, and got **\$3,500,000**

6 Month Buying Plan									
SPRING SUMMER	February	March	April	May	June	July	Total Spring		
Net Sales	\$ 2,507,238	\$ 3,044,504	\$ 2,686,327	\$ 3,223,592	\$ 3,581,769	\$ 2,865,415	\$ 17,908,845		
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Plan Reductions	\$ 89,544	\$ 89,544	\$ 89,544	\$ 89,544	\$ 89,544	\$ 89,544	\$ 89,544	\$ 537,265	
% Spring/Summer Markdowns	16.67%	16.67%	16.67%	16.67%	16.67%	16.67%			100.00%
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Purchases, Cost	\$ 1,660,150	\$ 1,254,783	\$ 1,488,494	\$ 1,650,479	\$ 1,329,732	\$ 325,858	\$ 7,709,496		

ASSORTMENT PLAN

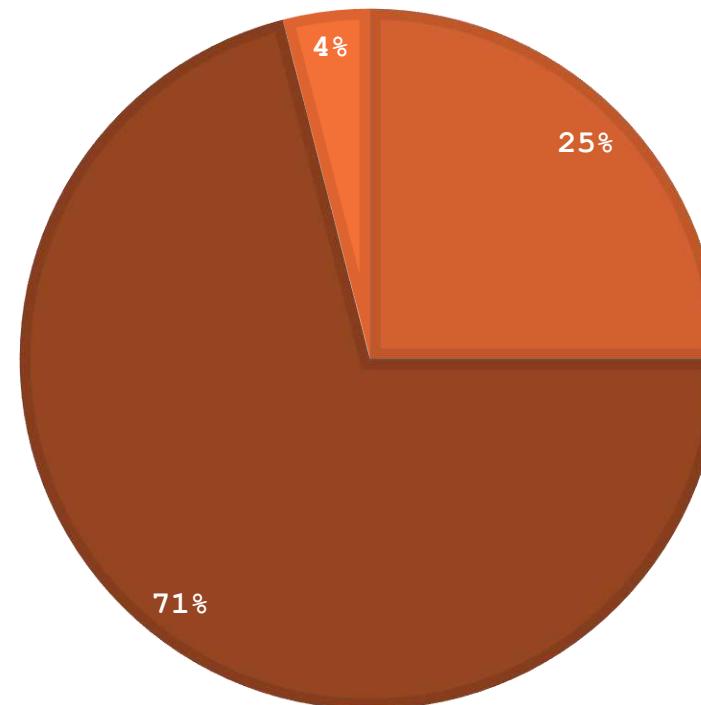
WMNS BAGS FUNCTIONS

■ Totes ■ Top Handle ■ Travel ■ Clutches ■ Crossbody



WMNS BAGS MATERIALS

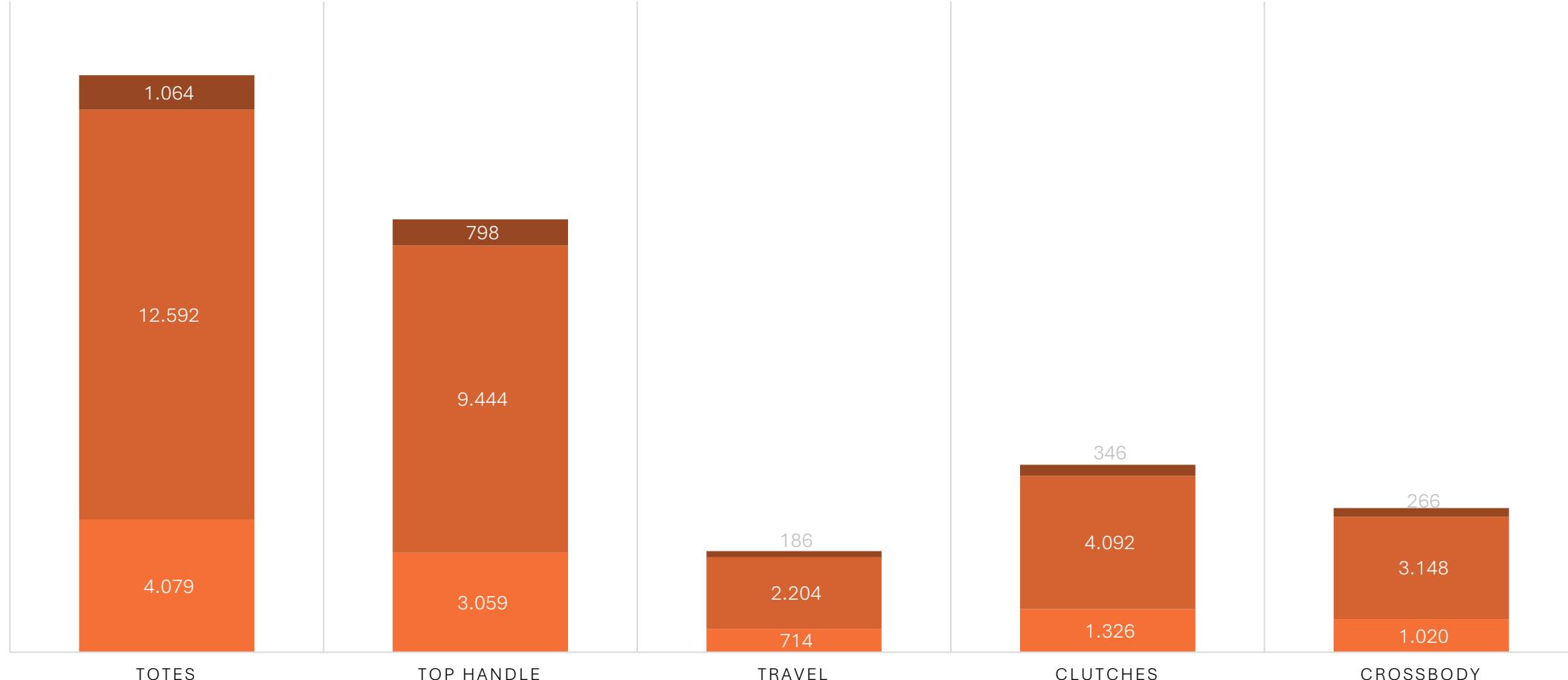
■ Canvas ■ Leather ■ Silk



ASSORTMENT PLAN

WMNS BAGS FUNCTIONS/MATERIALS PREDICTIONS

■ Canvas ■ Leather ■ Silk



OPPORTUNITIES FOR PRODUCT ASSORTMENT

EXCLUSIVE EXPERIENCES & PERSONALIZATION

Because the small, top percent of clients account for a majority of revenue, offering an exclusive experience - like private styling appointments - coupled with a unique product assortment of made-to-order pieces, would give these clients further incentive to shop with Hermès.

Strengthens brand loyalty and customer retention through memorable and unique experiences and products.

 HERMÈS
PARIS

GROWING DEMAND FOR LEATHER

Hermès' artisanal craftsmanship continues to drive strong growth.

14% increase in leather goods and saddlery sales in Q3 2024 indicates that the leather sector will continue to grow and offering more leather products could boost revenue.

LIMITED-EDITION COLLABORATIONS WITH ARTISTS & DESIGNERS

Limited-edition collections attract younger, fashion-forward consumers while keeping the exclusivity and "one-of-a-kind" branding of Hermès.

Potential to partner with emerging artists for modern interpretations of Hermès classics.

INTEGRATION OF AUGMENTED REALITY

Virtual try-ons and interactive brand experiences with their current and future product assortment via mobile apps would help further push the brand into the digital space without sacrificing the exclusivity of their product assortment that is available for purchase online.

Enhances digital engagement while maintaining exclusivity.

RISKS FOR PRODUCT ASSORTMENT

LIMITED SCALABILITY

Strict quality control & handcrafting methods restrict production expansion.

Risk of supply shortages leading to ~~product line~~ wait lists and unmet demand.

EXPANSION RISKS

Adding more clutches or lower-priced bags could dilute brand positioning.

Potential loss of exclusivity and ultra-luxury appeal.

 HERMÈS
PARIS

SHIFT IN CONSUMER PREFERENCES

Travel bags and large handbags may see declining demand due to evolving lifestyles.

Need for adaptive product strategies while maintaining brand heritage.

SUSTAINABILITY CHALLENGES

Leather sourcing and ethical production require greater transparency.

Consumers increasingly demand eco-friendly luxury alternatives.



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APPENDIX

GROWTH	
FIRST HALF	17.9%
FULL YEAR	16.7%

PRICE MAP #2 (SWOT) TABLE		
SWOT	USA STORES	USA DTC SALES LTHR GOODS
PRADA	51	289,256,284
HERMES	40	1,023,943,020
BOTTEGA	48	176,571,000
FERRAGAMO	54	17,204,454

PRICE MAP #1 (BRAND INDEX) TABLE		
BRAND MAGIC	INDEX SCORE	USA DTC SALES 2023
PRADA	86	289,256,284
HERMES	83	1,023,943,020
BOTTEGA VENETA	79	176,571,000
FERRAGAMO	83	17,204,454