

THE FUTURE WITH TOMMY

Q&A with Daniel Grieder, CEO, Tommy Hilfiger Global and PVH Europe



Daniel Grieder

Daniel, how are you making Tommy Hilfiger fit for the future?

Ours is a rolling vision that evolves as we focus on three core pillars. Firstly, the consumer is at the heart of our business; we are becoming even more consumer-centric by shortening production cycles. Secondly, we are adapting to change by innovating in every area of our business: working on 3D product design, a global rollout of our Digital Showroom, interactive retail fixtures, and more. We strive to be industry pioneers. Thirdly, we are committed to creating the right price/value ratio and nurturing our position as a premium designer brand.

Are you planning further breakthrough innovations in the digital field?

Most recently we introduced the **SNAP:SHOP** image recognition app at our 'TOMMYNOW' in-season runway show in California. The app uses cutting edge image recognition technology to create the most seamless and instant way for consumers to shop our runway, ad placements, and even editorial shots.

What is the store of the future to you?

Our Store of the Future is an evolving digital retail concept that brings our omnichannel strategy to life and adapts to our consumers' behavior. We combine traditional retail with digital integrations. These

stores also create a social environment inspired by Tommy's first store, **People's Place**, where people came together, hung out and enjoyed exciting and engaging experiences.

You have always been a great supporter of the multi-brand trade – how important is it for you as a partner?

Our specialist partners are very important to us. They help us to grow the brand globally and create visibility in high-growth potential markets with an elevated positioning and brand perception.

Fashion today seems to be losing its importance. How are you planning to keep consumers interested? It's no longer about sales per square foot; it's about newness, surprise and experiences per square foot. Our leadership of the "See Now, Buy Now" runway model demonstrates our commitment to delivering unique experiences that bridge the gap between engagement and conversion.

How do you reach buyers today?

We have an incredible network of sales teams in every market, supported by a strong (and growing) network of over 40 global showrooms. Our transition to digital showrooms allows for more specialized buying appointments and ensures a consistent buying experience across every market and showroom. E-commerce players are increasingly important, and this set-up allows them to see how the collection looks digitally and buy in the same way they sell to their customers.

Where do you see the strongest global growth markets for premium brands?

China's growing fashion industry is a strong platform for us to continue to elevate and expand our business with new ownership [in 2016 PVH Corp. completed its acquisition of the 55% interest in TH Asia Ltd., its joint venture for Tommy Hilfiger in China, which it did not already own] and structure. We currently have over 375 points of sale in 114 cities and are planning to add approximately 100 Tommy Hilfiger stores in the next two years.

There is also significant opportunity for growth across Latin America, and we are nurturing the long-term potential of key markets in the region with expert partners and a focus on new store openings and expanded wholesale portfolios.

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