

ANTHONY VIZARD

INSIGHT

Leading 20+ COMPLETE COLLECTIONS

**9-Figures Turnover Contribution
1000s of Designs - 100s of Denim Styles**

Section-1

LEAD BY GUIDING

1.e. – 1.u. Project Framing

SEASONAL STEPS

- 1.e. Starting Seasons
- 1.v. Develop Information Managment
- 1.i. Defining Direction/New (US/UK) Market Mindset
- 1.s. Strategize – Simplify. State
- 1.u. Benchmark. Show. Start Design

LEAD CONCEPTS/DEFINE DIRECTION

- 2.1. Example A
- 2.2. Example B
- 2.3. Example C
- 2.4 Example D

Section-3

LEAD ANALYSIS

SUPERDRY® ANALYSIS

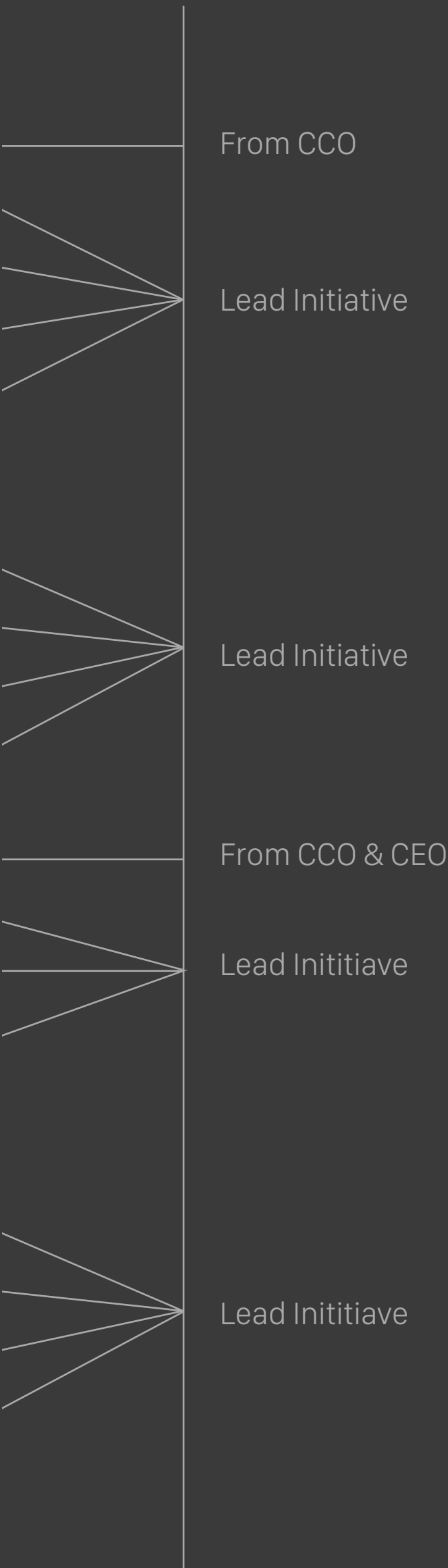
- 3.1. Learn from Failures
- 3.2 Reviel Statistical Data
- 3.3 Press Clippings

Section-4

ADVISE SOLUTIONS

INSIGHT FROM ANALYSIS

- A. Too Much is Not Good
- B. Make Less More
- C. Focus Online Sales
- D. Multi-platform e&m commerce



SECTION 1
Lead by Guiding

SEASONAL STEPS

Concieve and Lead Strategies
Guide Adaptave Insights - Initiate Design

SEASONAL CYCLE

Here is a Sample of the Initial Season Data I Receive

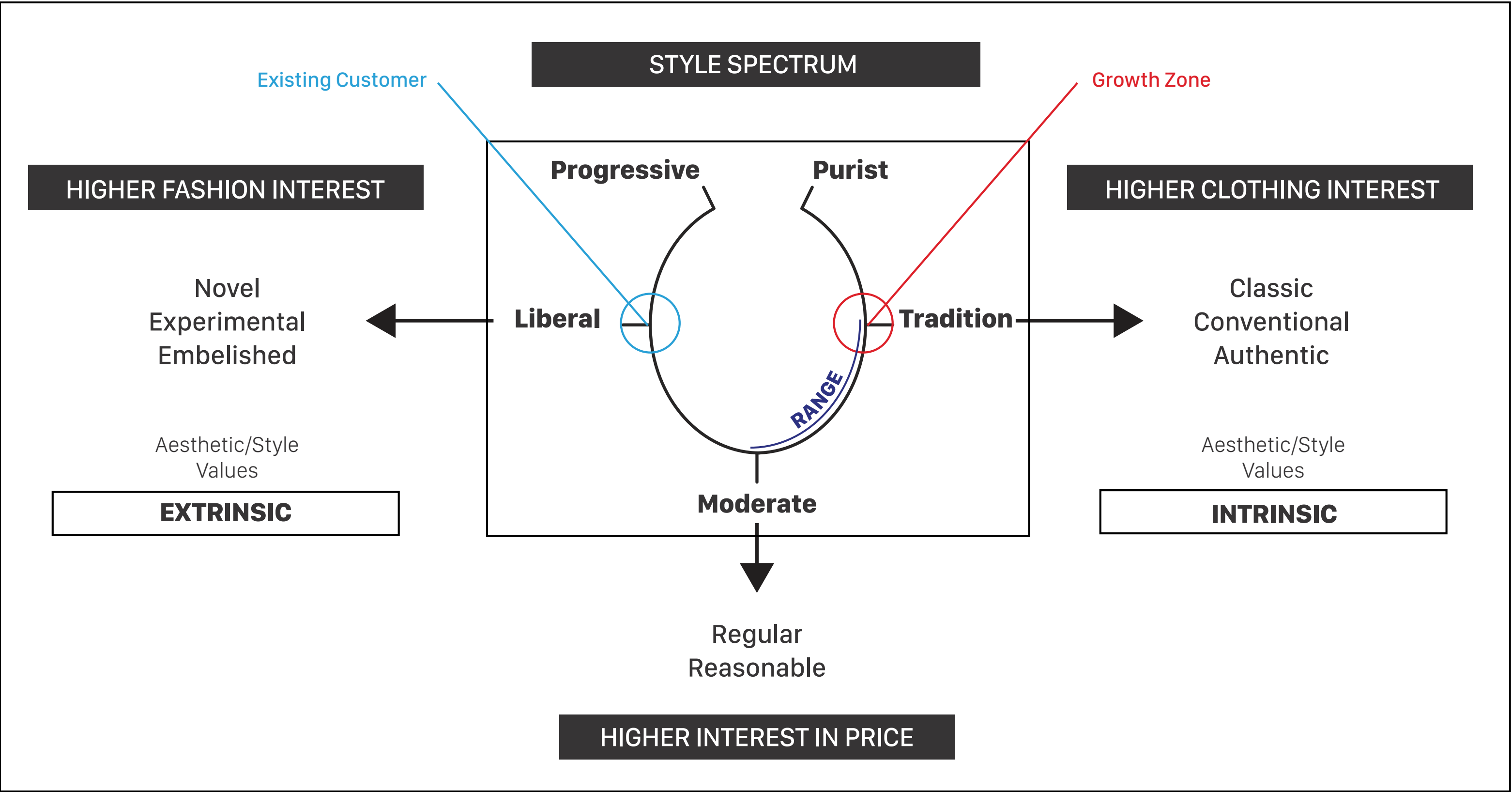
PLAN		TEE	21	TANK	/
JACKET	3	LS TEE	/	SWEATSHIRT	3
DENIM JACKET	3	TANK	/	POLO	1
COAT	/	SWEATSHIRT	3	JEANS	6
VEST	/	POLO	1	DENIM SHORTS	5
KIMONO OUTER	/	JEANS	6	DENIM JOGGER	3
LS SHIRT	3	DENIM SHORTS	5	PANTS	/
SS SHIRT	/	DENIM JOGGER	3	SHORTS	/
		PANTS	/	SWEATPANTS	3
		SHORTS	/	SWEATSHORTS	3

I oversee the entire product creation process, from concept to proto-samples. This encompasses fabric and color selection, product design, artwork creation, and tech pack preparation.

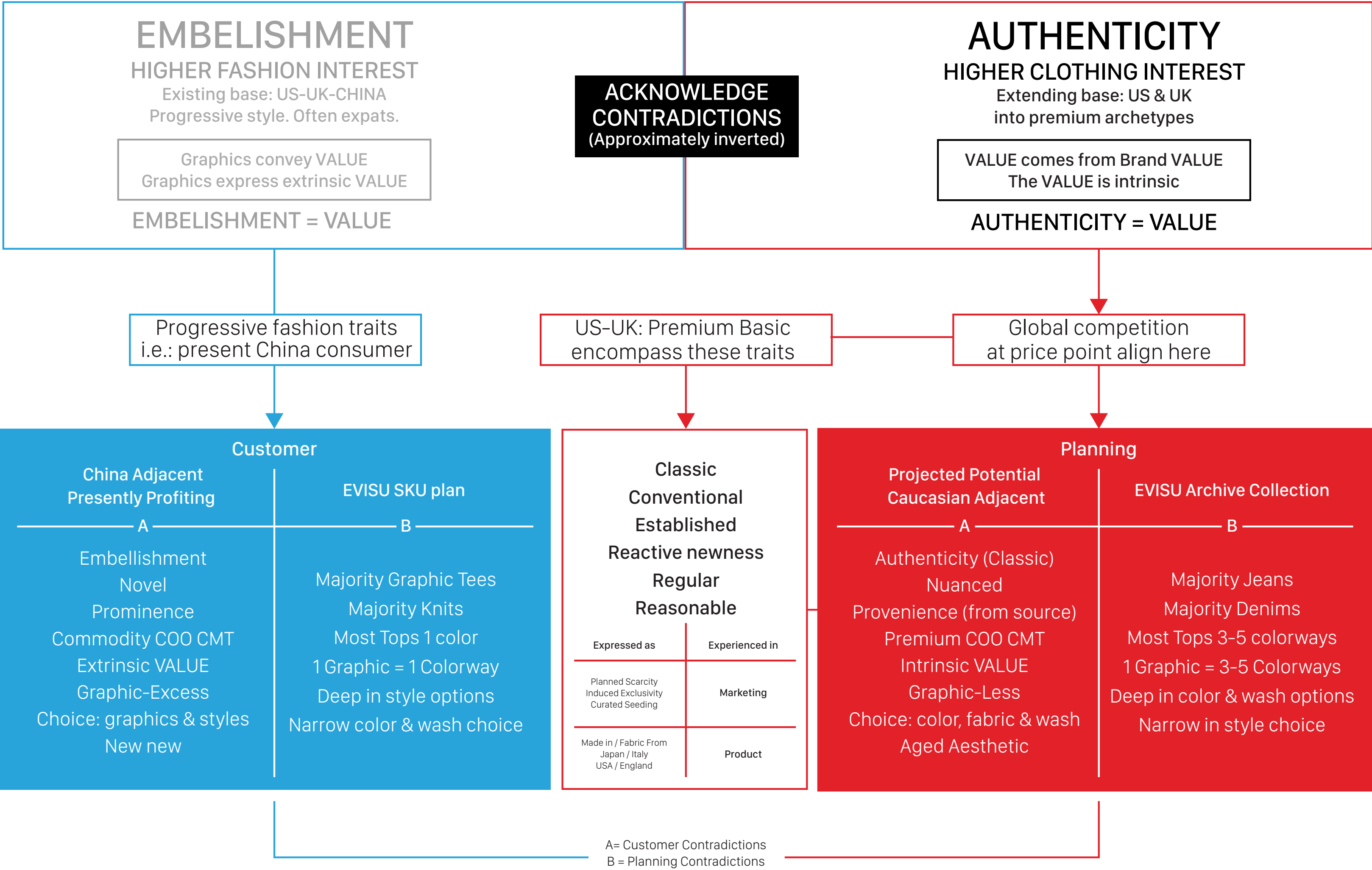
In the following slides, I present my collection building process, covering various seasons and target markets. In the first example, I create a collection for the US, EU, and the UK. Next, a collection specifically designed for the Chinese market. Finally, I curate a selection with a global perspective.

FABRIC DETAIL						
Loom	Type	Style Number	Special Info	Composition	Weight	Price US
#2	Japan/Premium 1-3	_0205 or ACT1560-279-ACT	Kaihara	100c	14.5 or 13.5	~ 8
#2	Japan/Premium 2-3	KV-880-ST-ACT / 1520-195-ACT	Kuroki Mills to provide	98c 2pu	12.75	?
#3	RW Selvage 1-3	D337	EVISU custom RW Selvage	100c	13.8	?
#3	RW Selvage 2-3	HII5102 / HSE11049	OneAny with RW Selvage	81c 18t 1sp / 70c 29Thermo / 1L	13.2 / 14	?
#0	Knit Denim 1-1	Advance QA042B8-35	Keep 3x1 outlook. Make 12oz	C82 P17 L1	9.5(make 12)	?
#0	Premium Denim Shirt	KDI1094 or HKD471RHW	Chambray or Mix Yarn Denim	100c	7.5 or 6	3.9 or ?
#0	Basic Denim Shirt	KDA1415	2/1 RHT 2mix warp	100c	8	3.9
#3	Premium Oxford Selvage	TBA (awaiting swatch)	Upgrade version of C/O ox	Blend / Change Yarn count / Size	7to8	
#0	Basic Oxford (selvage?)	C/O oxford (ALICE)	Alice please advise detail & swatch	100 c	?	?
NA	Premium Jersey	TBA (awaiting swatch)	Organic / Recycle / Tri-Blend			
NA	Basic Jersey	C/O Jersey OR Palace (ALICE)	220g 20/1 OE / OR PALACE ref	100c	220g or ____	?
NA	Premium Sweat	TBA (awaiting swatch)	Organic / Recycle / Print-Blend	?	?	?
NA	Basic Sweat	C/O Jersey OR Palace (ALICE)	32/1 face 16/1 loop Or Alice advise detail & swatch	100c or ____	335g or ____	?
Provisional Data. WK 8						

Diverse Opportunities of Culture-Driven Values



Customers



Moderate/Traditional Taste



Thesis: Authenticity ISO Embellishment
Illustrating Potential Issues with Insights

Graphics have LOW value Fabric / manufacturing has HIGH value		On price we are competing against: Japan / Italian: made / fabric / laundries	
We can regionalize designs but should also regionalize SKU plan, adjusting to target the customer		We are competing with proposed: 15% of SKU in Japanese Fabric 100% made in China 100% Chinese Laundries	
43% Graphic tee is too high (ineffective) 24 of 55 SKU are graphics Only 20% are Jeans. Too low (limited)			

Design Process Starts Here

SECTION 2
2.1 Lead by Example
Example A

LEAD CONCEPTS

Create Context
Define Direction

Bold-Blends

Bold Streetwear

"It's all about the details,"

— Clare Waight Keller (Givenchy)

Confronted with the corona virus,
designers are **revisiting past successes.**

— Nicole Phelps, Vogue

What will people want from fashion
when the world regains some kind of
equilibrium? **"People say, 'Let's have fun'"**

— Miuccia Prada

"clothes become straightforward"
unostentatious, machines for living"

— Raf Simons

Balenciaga's is launching
Apple Music Collaboration...
...Demna Gvasalia links between
fashion & broad cultural landscape
...blends craftsmanship & logo-laden design.

— Vogue

Brands are mining their own history.

— Nicole Phelps, Vogue

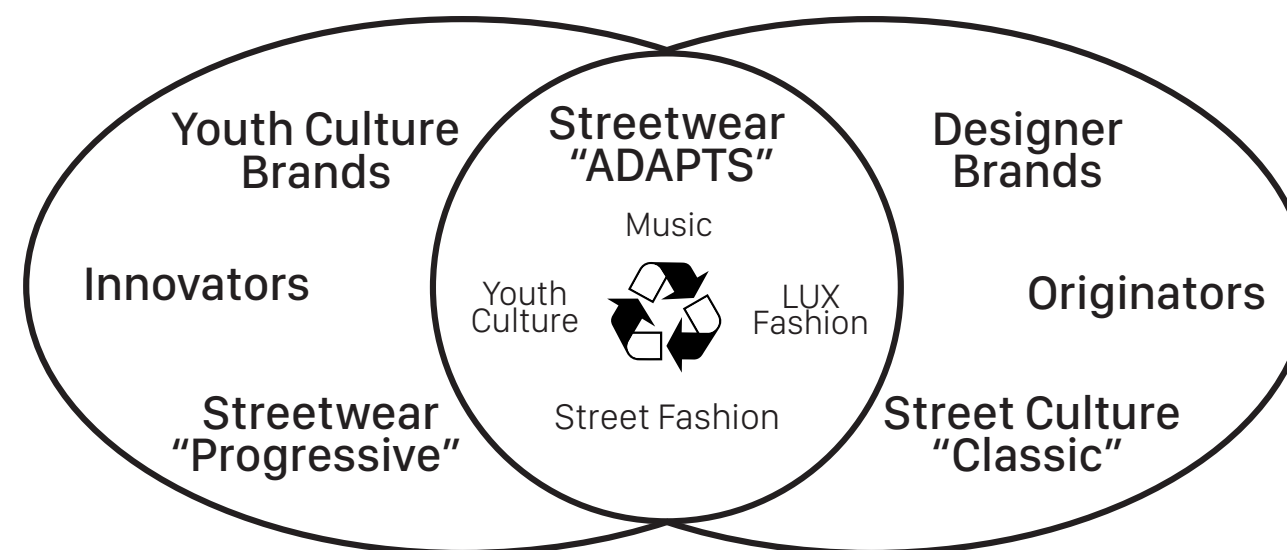
X

Fashion Tribes

Neo Classic Balenciaga**Cardi B is new face of Balenciaga**

3rd Sept, 2020 — standard.co.uk

Accelerated Unity

**NIGO X Louis Vuitton****"Staying true to the Maison's iconic codes"**

Virgil Abloh joins forces with Japanese designer Nigo®

— louisvuitton.com

While the shape remains unchanged,
**incorporating the key emblems &
Monogram patterns**

— louisvuitton.com

Dior X Nike**Travis Scott Dons Dior "Air Dior" Capsule Collection**

"The collection balances **timeless silhouettes**
bringing **new life to classic styles,**"

— Keith Estiler, hypebest

Dior X StussyDior **codes are revisited freely.****Blending inspirations and eras**

— Kim Jones

Japan-Vibes

Japan Culture

Yohji Yamamoto, a man who does

**the same thing every season and
still manages to do something different.**

— Trachel Tashjian, GQ

Yamamoto's appeal and power is
that he **stands apart from the noise
of fashion** and its sometimes
mindless pursuit of novelty

— Trachel Tashjian, GQ

Frankenstein Patchwork Pieces
Junya Watanabe reached out to a
series of **admired heritage labels**

— hypebeast.com

"People who **demonstrate a certain
authenticity...**"

— vogue.com

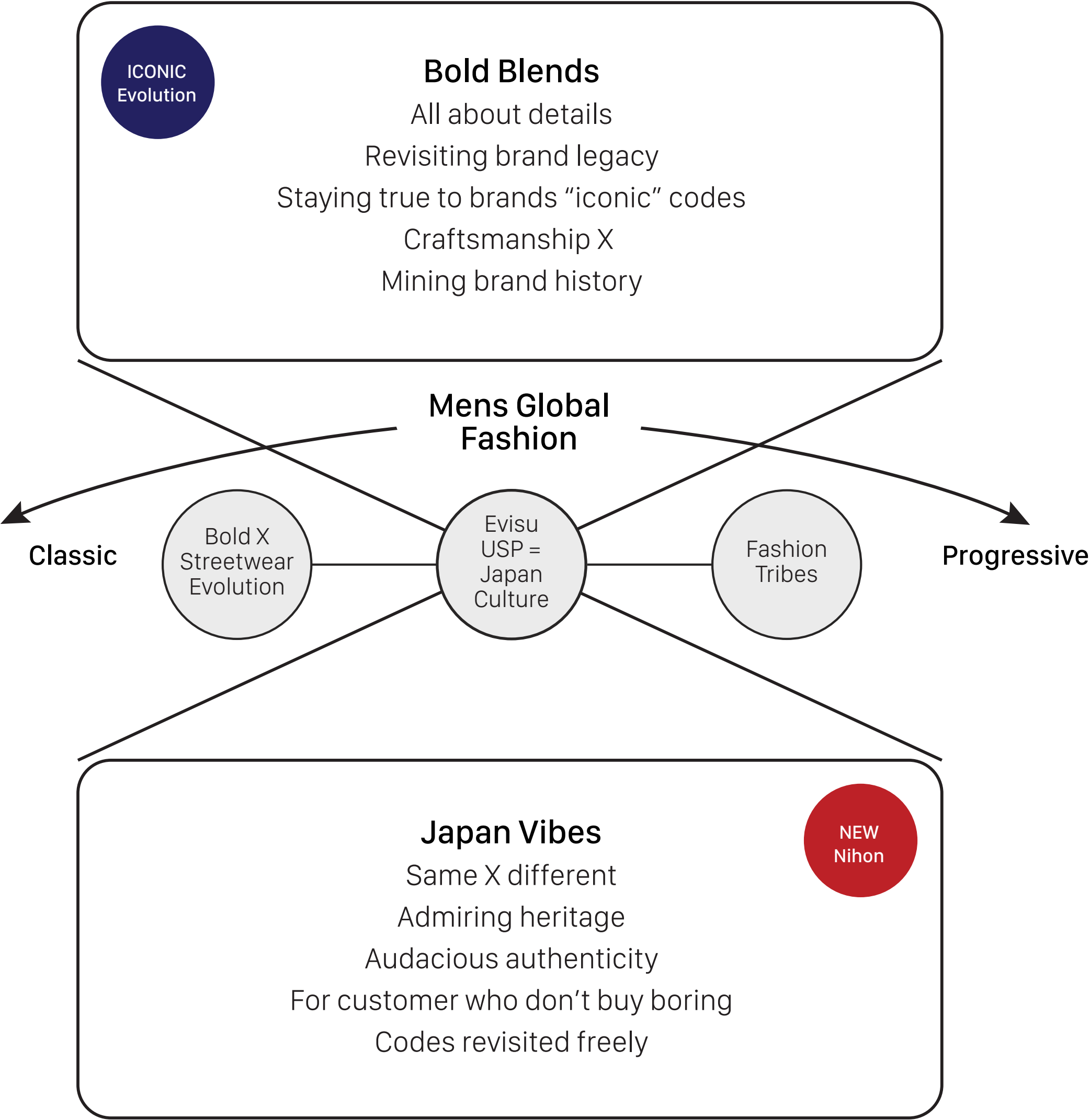
Fumito Ganryu Embraces
Lockdown Dressing. Emphasizing

**"comfortable loungewear."
"for people who don't buy
clothing that is boring"**

— vogue.com

J Balvin X Takashi Murakami
Billie Eilish x Takashi Murakami"

Thesis from Analysis: Unveiling Insights

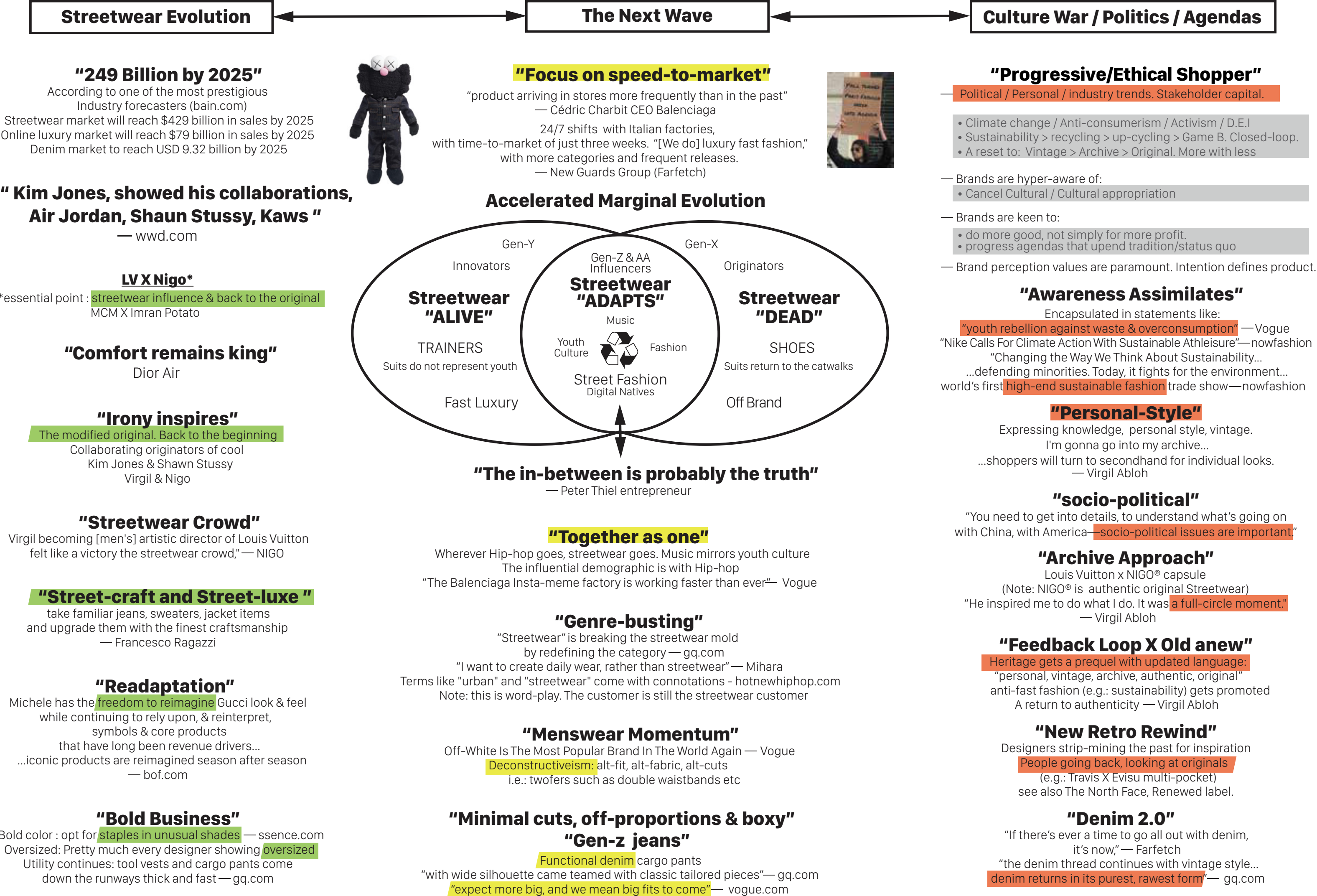


SECTION 2
2.2 Lead by Example
Example B

LEAD CONCEPTS

Create Context
Define Direction

“Streetwear is not dead. In fact its so massive that, luxury needs streetwear more than streetwear needs luxury”
— complex.com



Thesis from Analysis: Unveiling Insights

ARCHIVES AND ARCHETYPES ASCEND

D1 Bold Basic X Denim 2.0

ARCHIVE ATTITUDE

"Classic becomes cool" — Vogue.com

Whats new isn't true - whats true isn't new

Hyper-normal - Self-referential - Meta Denim

Basic goes bold by bigger pockets, bigger fits, etc

"Up-cycling heritage of craft to something for the present"

Brand New Retro

Conservative
Neoconservative

ARCHIVES AND ARCHETYPES ASCEND

D2 Elevate Essentials X Basically Better

BOLDER BASICS

"Ideas come from the internet" — Tyler Cowen

"Renormalization, self-similar"

"Refrain a little from design" — Rei Kawakubo

New Gen

Moderate

CELEBRITY CONFIDENCE

D3 IG Pop

STREET STARS

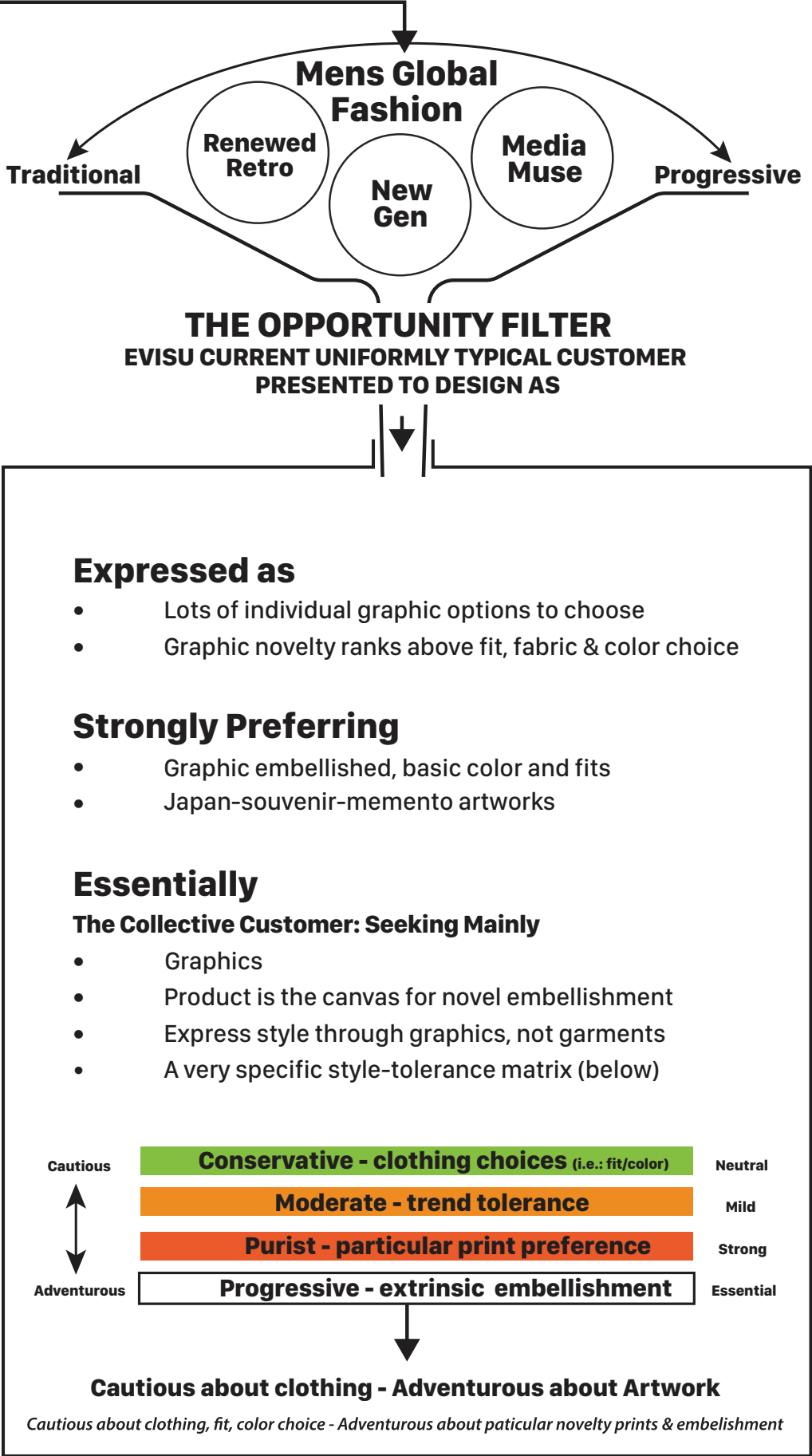
"Celebrity Standout Style"

*Heterodox (not Orthodox)

*Enigmatic, specialized print, alt-fashion followers

Media Muse

Progressive

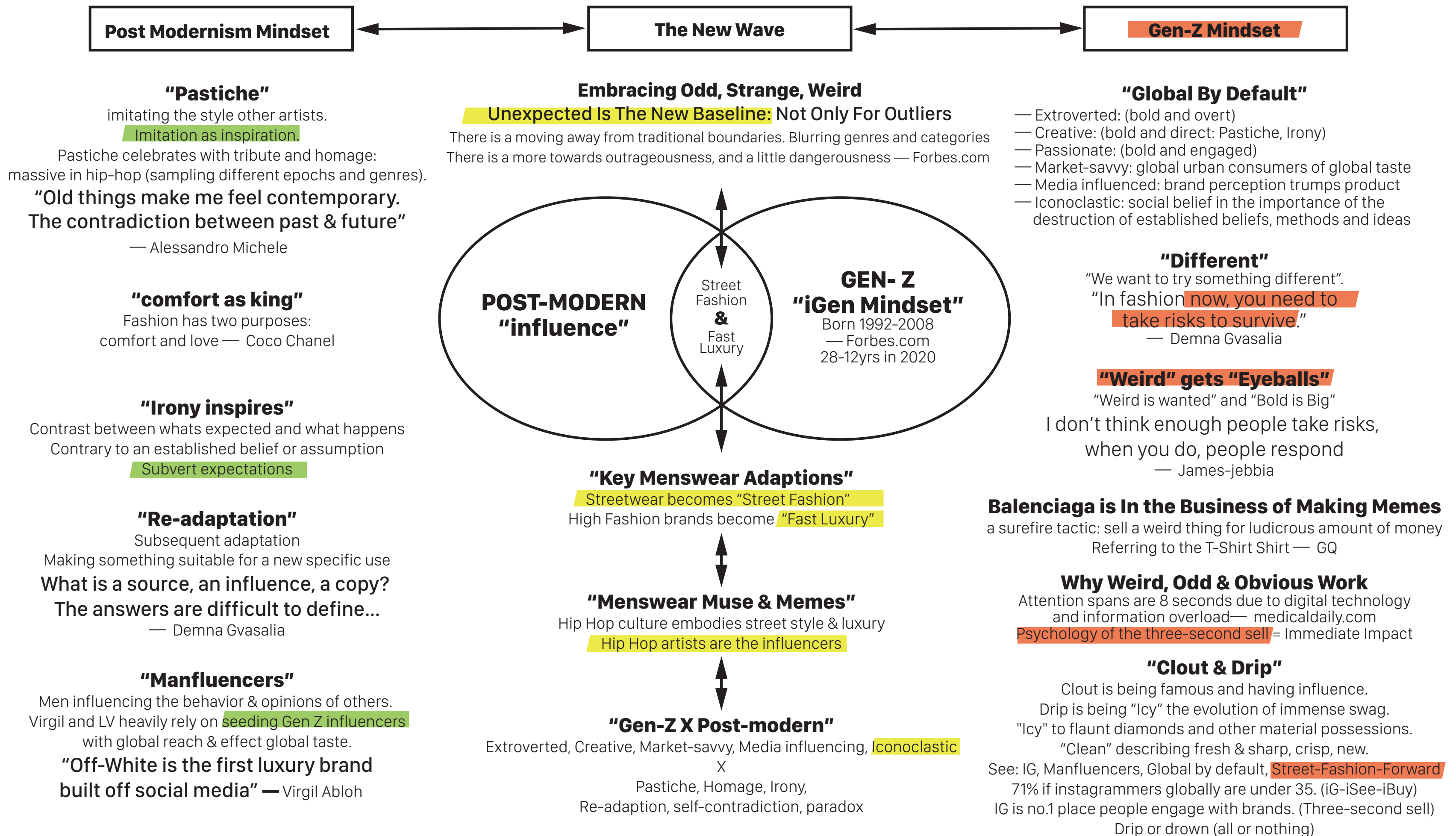


SECTION 2
2.3 Lead by Example
Example C

LEAD CONCEPTS

Create Context
Define Direction

One of the central tenets of postmodernism is the idea that nothing is new; everything is recycled and reused over and over again. Originality becomes contextualized. New now means continuation; re-perceived and re-adapted, sewing together pastiche, irony, epochs and genres



"We exist of what went before, there is nothing new. There is no need for new"

"That way of designing, to develop everything from zero, comes from a different time, that's why I reference a lot — Virgil Abloh"

Example-C.2

Part 2/2 - Framework - iGen Influence

Liberal/Progressive



"Post Modern" Pastiche / Irony / Random / Bold / Bright



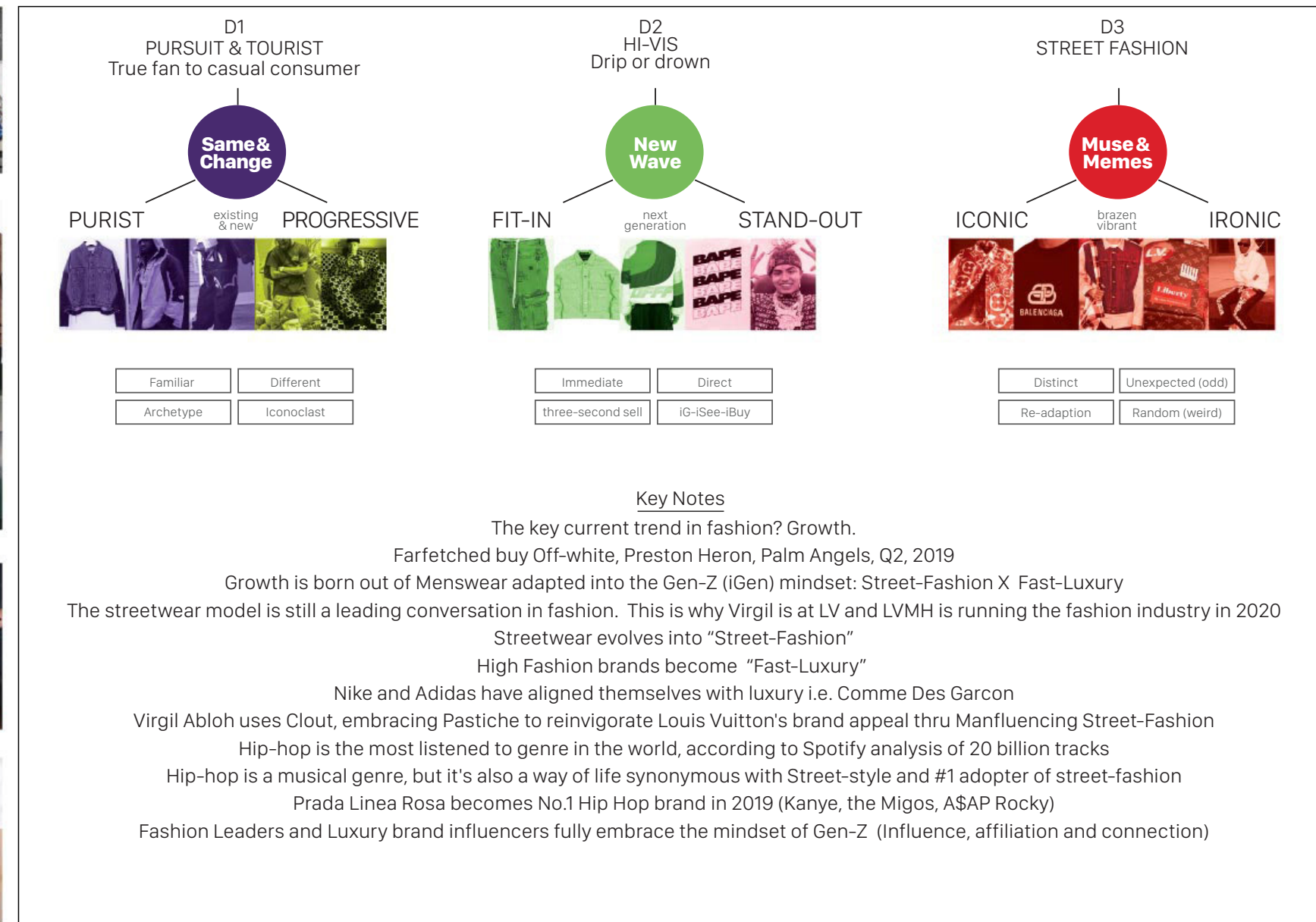
"Irony inspires" Bolder Bigger / Xtroverted / Subverted



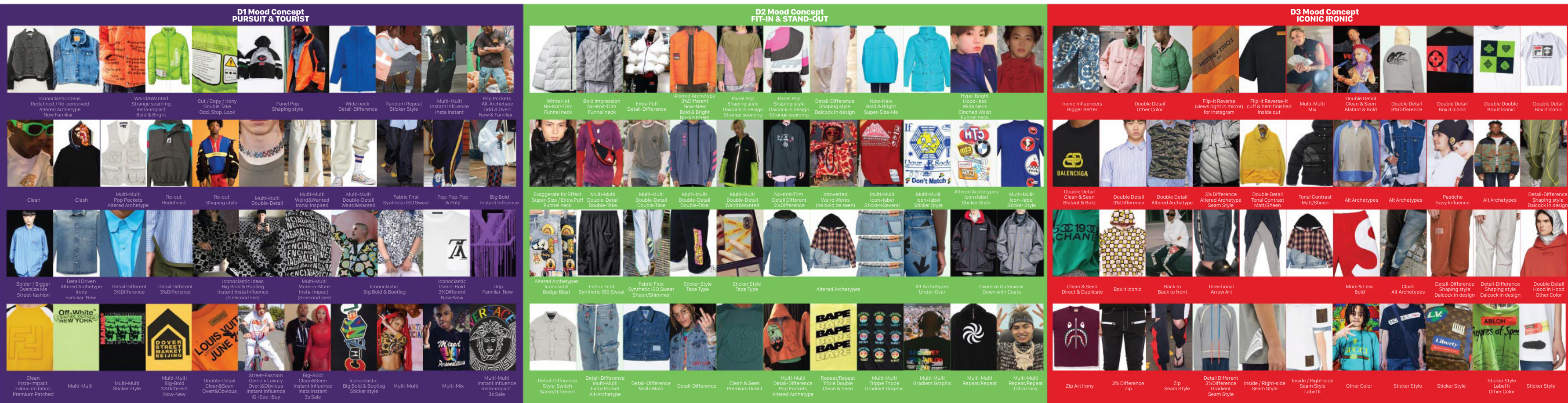
"Adaption" & "Re-adaptation" Modify/ Re-purpose / Re-design / Odd Vs Archetype. Same+difference: "take something and modify it like 3%" — Virgil Abloh



iGen Xtroverted Xpression "Clout & Drip" Icy Irony / Drip Parody - Images courtesy of Instagram



Adventurous, Vibrant, Brazen. Strong in Color and Shape



SECTION 2
2.4 Lead by Example
Example D


LEAD CONCEPTS

Create Context
Define Direction




Irony is the present underlying fashion trope: odd, strange, weird, unexpected
Including but not limited to pastiche, imitation, parody

Conceptual Art




Marcel Duchamp, Fountain, 1917.

Pop Art

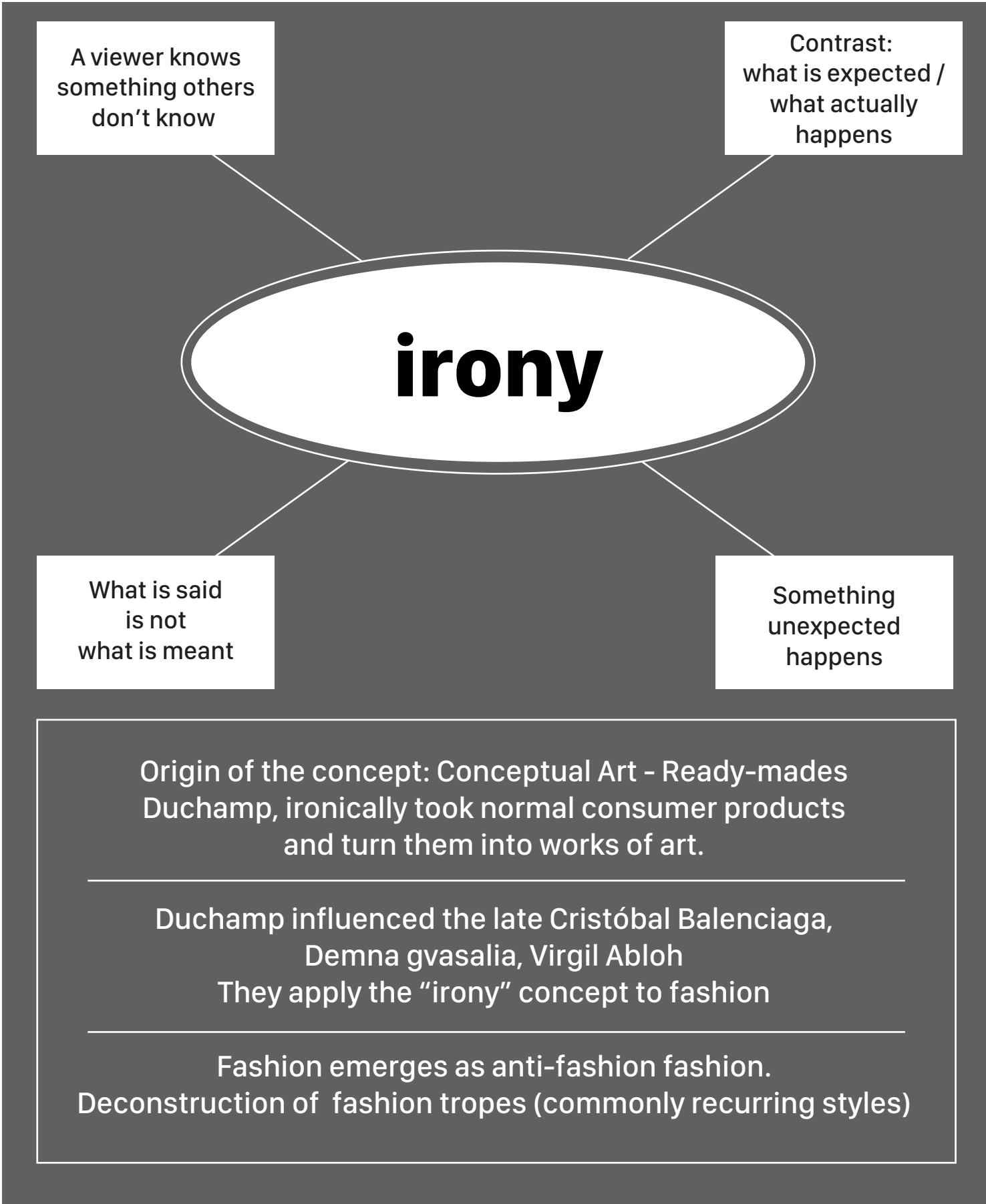



Andy Warhol, Coca-Cola 1962

Contemporary Conceptual Art




Ai Weiwei, "Han Dynasty Urn with Coca-Cola Logo, 2017







Off-White (Packing Symbols)




LV




Off-White X IKEA




Balenciaga




Balenciaga X Crocs



Kanye (Roblox)

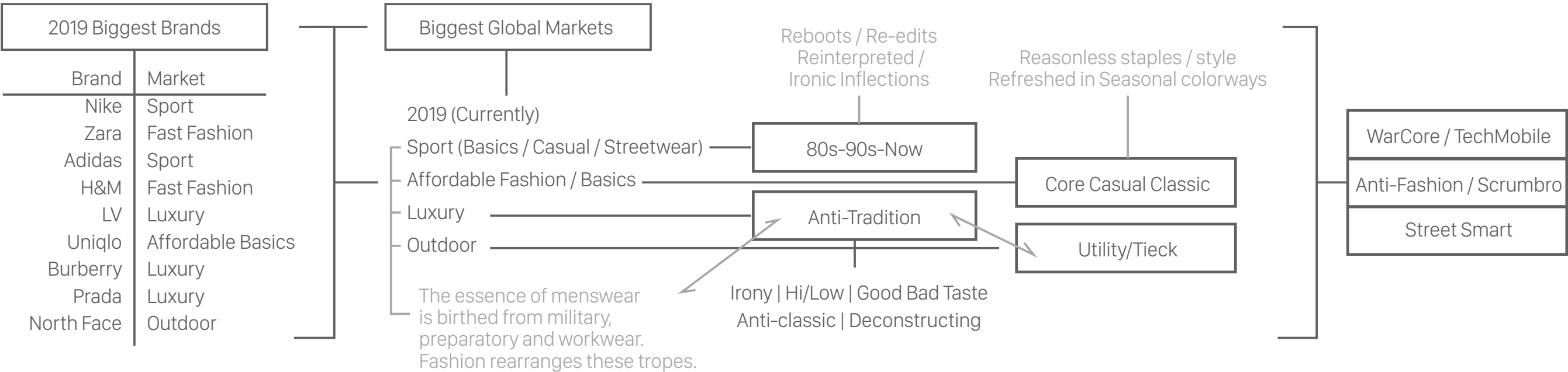
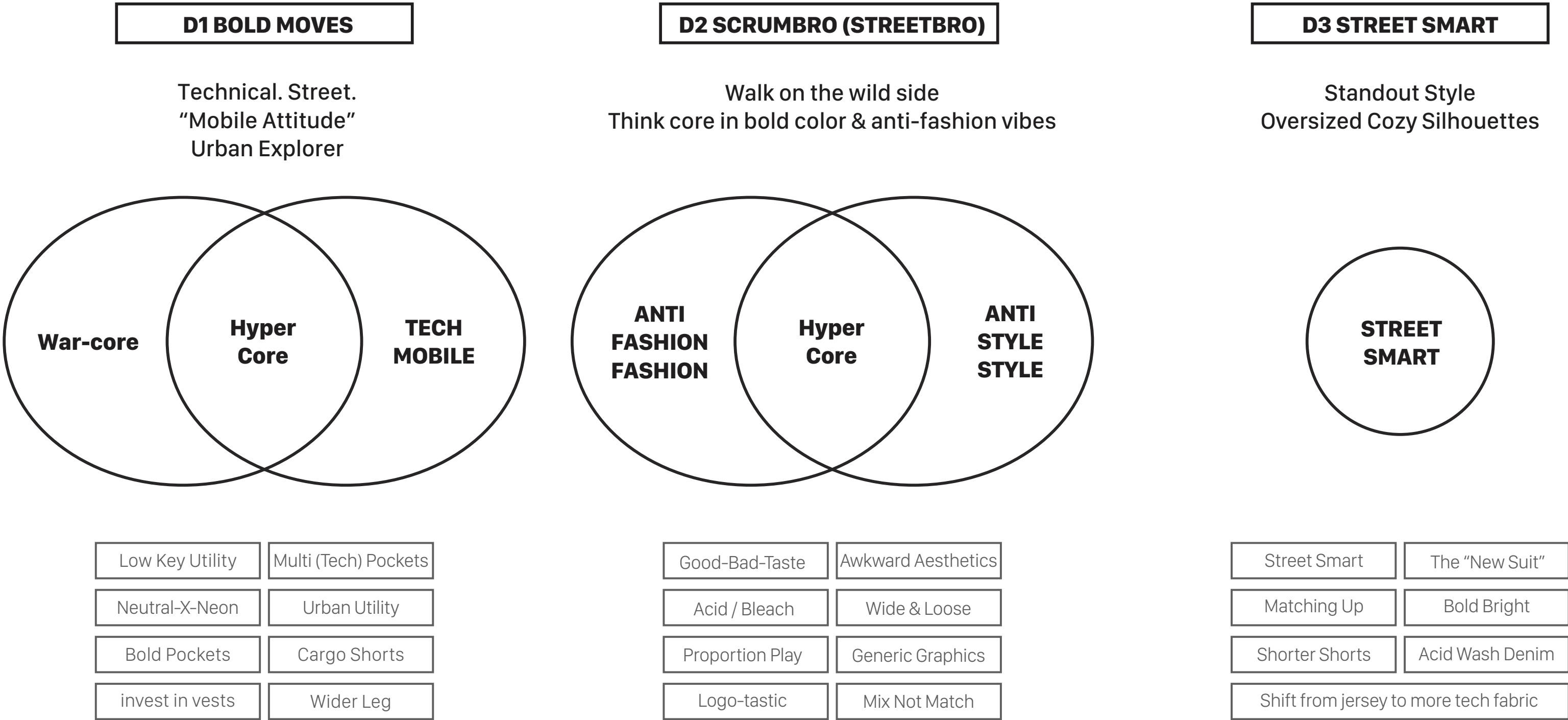


Vetements



Doublet

Maximalist aesthetic “made for Instagram”. Vibrant designs and signatures. Bold branding, clashing colors



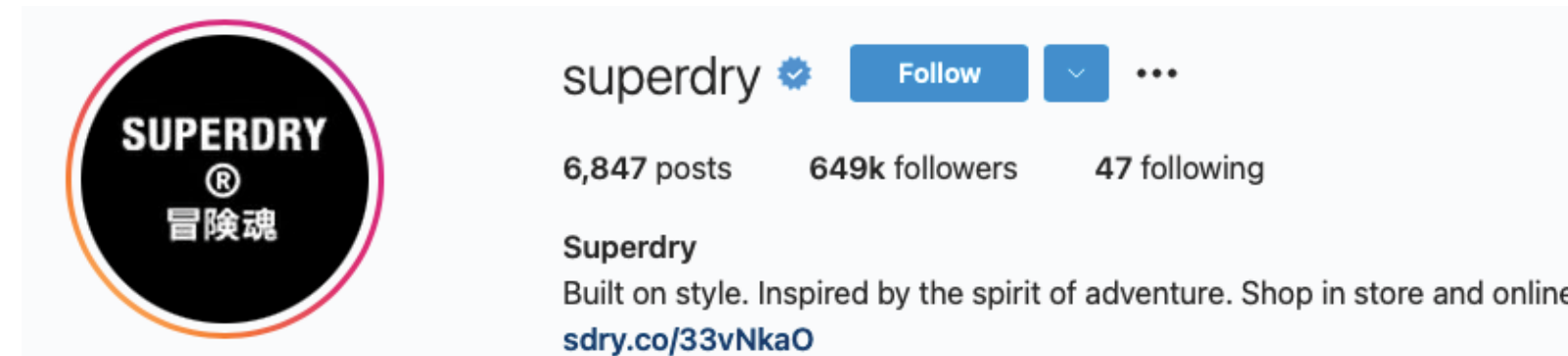
SECTION 3

LEAD ANALYSIS

SECTION 3
Analysis

SUPERDRY®

To Insight



SUPERDRY

A contemporary brand which focuses on high-quality products that fuses vintage Americana and Japanese with a British style
They are characterised by quality fabrics, authentic vintage washes, unique detailing,

Suggested Considerations for EVISU

- A. Over supplying demand (chasing customers)
- B. Pandora's box (Is too much choice undervaluing perception)
- C. Over investing in physical, single region and under investing post-Internet opportunities
- D. Driving product to create brand appeal Vs brand appeal to drive product

3.1 Learning Analysis for EVISU: Uncovering Insights

A. Over-meeting demand (chasing customers Vs attracting customers)

1. Over-supply / over commodification = saturates appeal
2. Overbuy / overstock / cannot sell out = markdowns
3. Negative spiral. Markdown becomes a sale strategy = undercuts brand value

B. Pandora's box. Too many options. (People want frequent, small nuggets of content to digest)

1. Overstocking stores
2. Over reliance of graphic generated sales.
 - Graphics like all categories are subject to being in/out of fashion
3. Choice paradox / Choice overload.
4. Up to 75% profits in fall/winter (seasonal fragility)

C. Over investing in legacy / under investing post-Internet potential

1. Do we have too many brick and motor real estate
2. Consumer trend is moving in one direction: e-commerce / m-commerce
3. Under utilized DTC model / brand ambassadors / collabs / quick-strikes

D. Perception creates brand appeal in current culture before product

1. Product does not sell product. Brand image / ambassadors sell product
2. Focusing on product to drive sales results in overdrive where
 - Appealing for attention drives a "more is more" problem.
 - More and minimal are fashion states. Subject to in/out of fashion
3. Relevance is the new currency for loyalty. Perceptions priority proceeds product
4. Start with public image concept, then walk back to product. Image over reasons. Why, not what

Learning from Analysis

Competition

US: [REDACTED]
UK: [REDACTED]
Global: [REDACTED]

Catagory

Promotion:3-tees for £45 (138 items online)

Best sellers from ~HKD (370 items online)

- \$5000 leather jacket
- \$1500 Jackets
- \$900 Hoody
- \$800 Sweatpants
- \$450 Tee

Jackets/coats (1040 items online)

18 catagories product
~\$5000 / \$3500 / \$2000 / \$1500 / \$1000

Tees (1170 items online)

07 catagories product
~\$320-\$500

Jeans (100 items online)

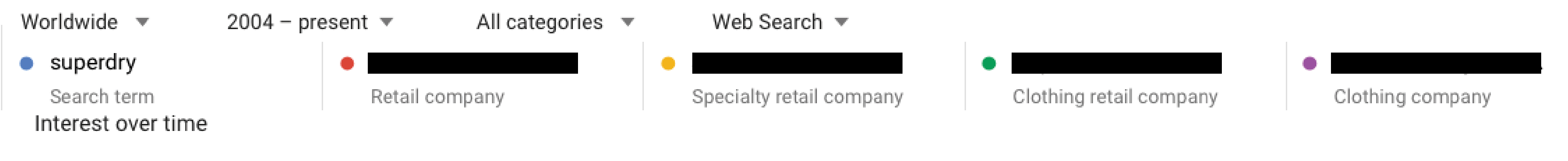
~\$1180

Interest by seach 2021 May

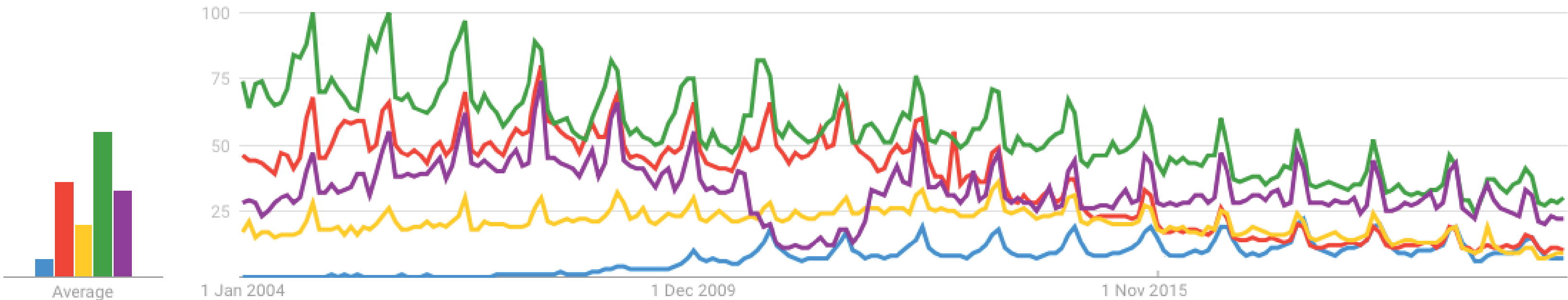
Related queries ?			Rising ▼ ⬇ <> 🔗			
1	superdry raincoat	+300%				
2	superdry hoodie women	+250%				
3	superdry schweiz	+250%				
4	superdry retoure	German - Superdry return+250%				
5	superdry voucher code	+250%				

Related topics ?			Rising ▼ ⬇ <> 🔗			
1	Fleece jacket - Topic	+200%				
2	Polar fleece - Fabric	+160%				
3	Beanie - Seamed cap	+120%				
4	About You - Topic	+110%				
5	Joggers - Topic	+70%				

3.2 Superdry V Competitors Learning

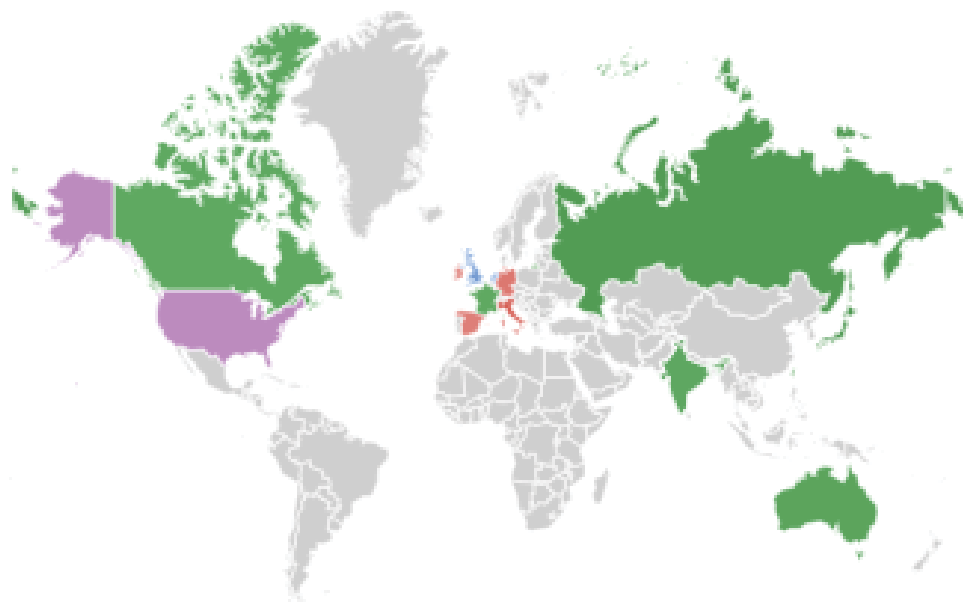


2004-2020 Competitor Comparison

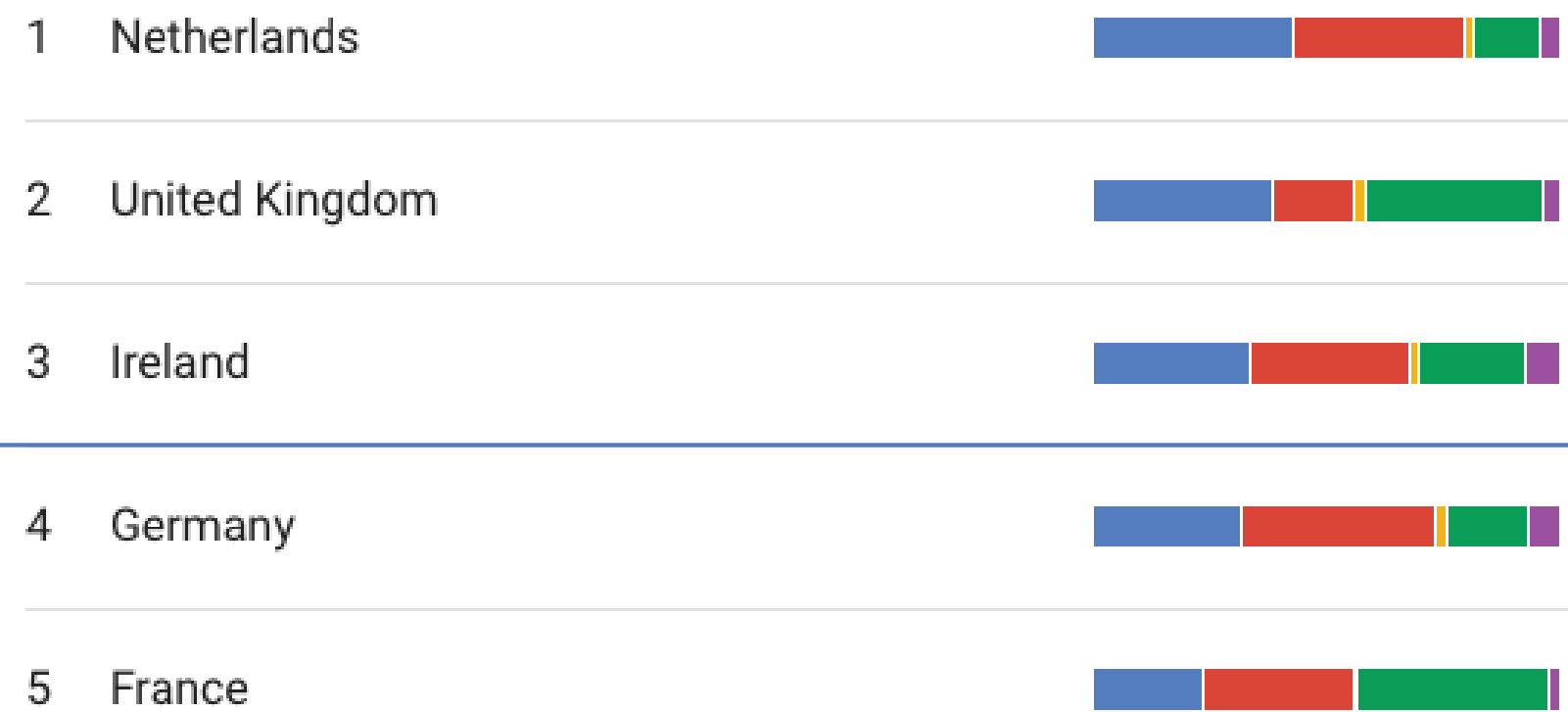


Compared breakdown by region

Region ▾ ⬇ ⏪ ⏩ ⌂



Global interest by comparison



3.2 Superdry® Interest Over Time (5-Year Analysis)

● Superdry
Search term

+ Compare

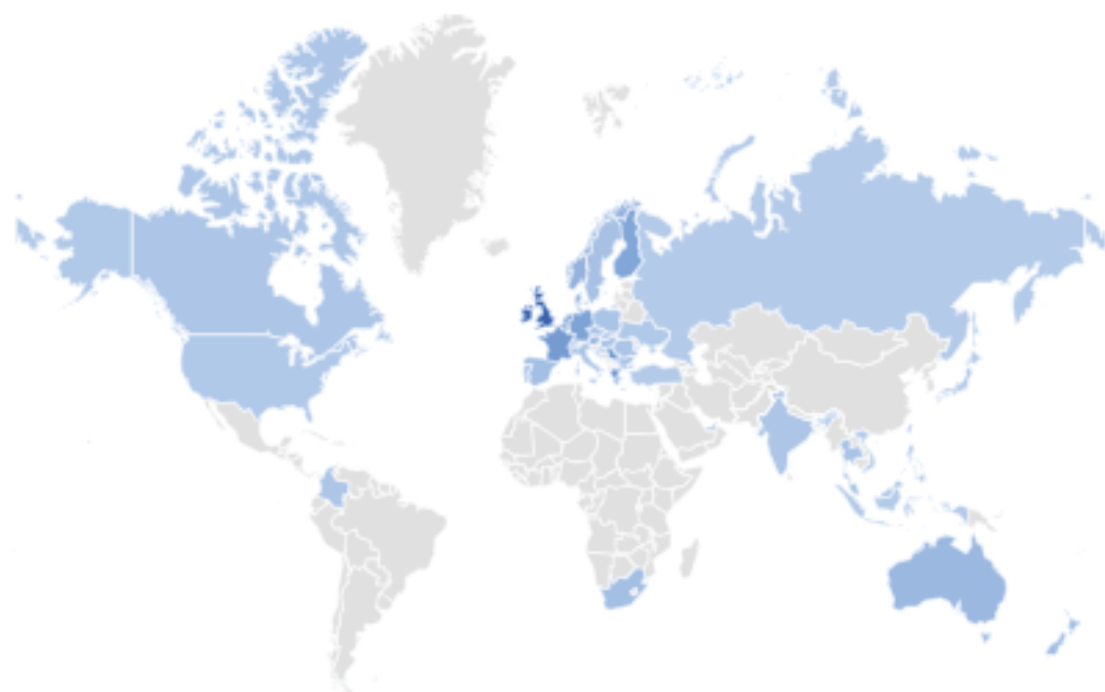
Worldwide ▼ Past 5 years ▼ All categories ▼ Web Search ▼

Peaks are Christmas/End Nov
Baseline in April is relatively consistent
Loss is heavily registered in Fall

Interest over time ⓘ



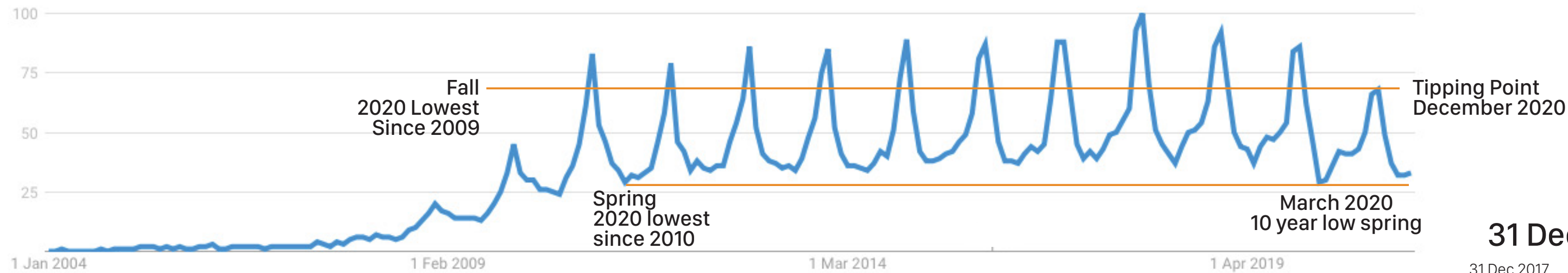
Interest by region ⓘ



Global interest by country

1	United Kingdom	100	<div></div>
2	Ireland	98	<div></div>
3	Netherlands	57	<div></div>
4	Belgium	56	<div></div>
5	Greece	47	<div></div>

"3.2 Interest by Search Over Time: Peaks in December and April"



31 Dec 2017 - 30 Dec 2018

31 Dec 2017 30 Dec 2018



Company Keynote Over Time

- | Year | Keynote |
|---------|--|
| 1985 | <ul style="list-style-type: none"> Cult Clothing founded by Julian Dunkerton (current CEO) and a former business partner Original Cult store opens in Cheltenham in the late 1980s, followed by further openings, predominantly in university towns |
| 2003 | <ul style="list-style-type: none"> Having previously retailed external brands such as Bench and Carhartt, the Group's first in-house brand, SDRY, is developed with James Holder (Bench founder), who joined SDRY that year |
| 2004 | <ul style="list-style-type: none"> Second store format opens, branded as the Superdry Store and dedicated to selling Superdry products Significant UK and international wholesale business commences Fully transactional Ecommerce website developed |
| 2010 | <ul style="list-style-type: none"> IPO on LSE By 2010, Superdry is sold in over 30 countries in Europe, Asia, Australia and the Americas; 40 standalone stores and 54 Superdry concessions in House of Fraser Flagship Regent Street store opens the following year |
| 2014 | <ul style="list-style-type: none"> Julian Dunkerton stepped down as CEO to enable him to focus on design Euan Sutherland was appointed |
| 2015-17 | <ul style="list-style-type: none"> The Design Lab, led by James Holder, launched Sport and Snow ranges, underpinning double-digit like-for-like sales Efforts made to move the retail and wholesale businesses to a single stock pool – reducing product range 2015 introduced Mobile-App |
| 2018 | <ul style="list-style-type: none"> Julian Dunkerton steps down as an Executive Director and the Group introduces a new strategy and four season model, which has subsequently been reviewed |
| 2019 | <ul style="list-style-type: none"> Julian Dunkerton elected to the Board in April 2019, becoming interim CEO and, in October 2019, appointed as CEO Several other new leadership appointments in FY20 and refreshed strategy |

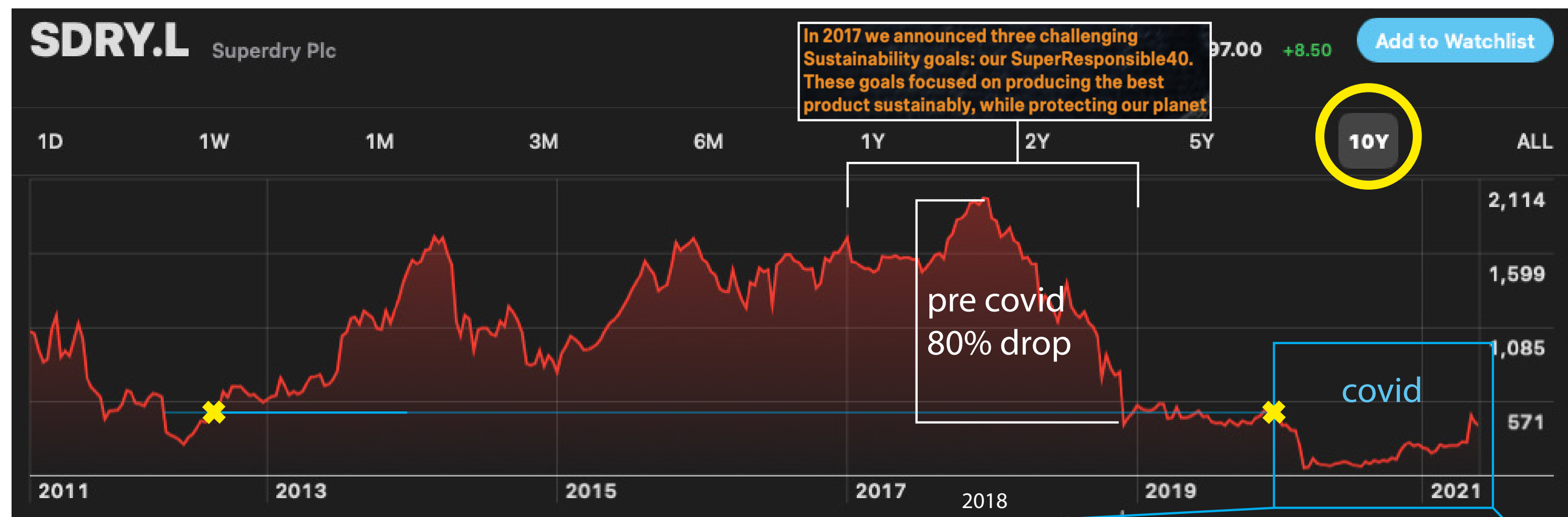


80% One Year Drop Pre-covid

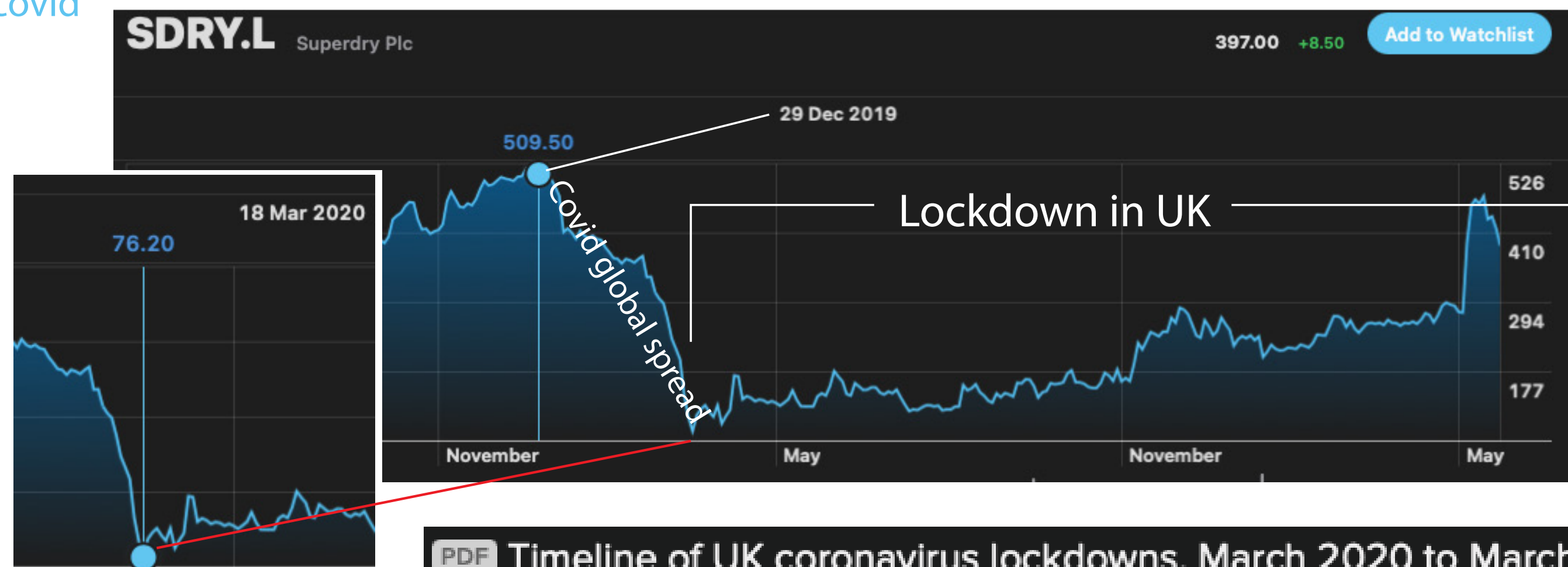
Covid is an issue, but Covid is not the cause issue

2017 Announced challenging sustainability goals. Focused on producing the best product sustainability

31 Dec 2017 = 2,074 - 18 Mar 2020 = 76.20 (96% drop)



covid



PDF Timeline of UK coronavirus lockdowns, March 2020 to March ...
➤ <https://www.instituteforgovernment.org.uk/sites/default/files/timeline-lockdown-web.pdf>
lockdown in the UK, ordering people to "stay at home" 26 March Lockdown measures

3.3 Press Clippings

2019 - Media Review

BBC

Sign in

Home

News

Sport

Reel

Worklife

Travel

NEWS

Home

Coronavirus

Video

World

Asia

UK

Business

Tech

Science

Stories

Entertainment & Arts

Business

Market Data

New Economy

New Tech Economy

Companies

Entrepreneurship

Technology & Innovation

Economy

Global Car Industry

What went wrong at Superdry?

© 12 March 2019

Don't be fooled by the Japanese characters emblazoned on its hoodies - Superdry was always a thoroughly British success story.

From a small stall in Cheltenham market, it went on to become a truly global phenomenon and a commercial success.

But 16 years after its founding, the firm started by James Holder and Julian Dunkerton is on the decline.

Its shares have lost more than 70% over the past year. In December it issued a profit warning, and last week the company announced it would cut up to 200 jobs.

Now the blame game is playing out in public.

Misguided strategy'

The fallout began when Mr Dunkerton stepped down from the firm's board, in March of 2018. At the time, he departed quietly enough, citing "other demands on his time".

But as Superdry's fortunes began to worsen, the multi-millionaire found his voice.

Instead, he wanted Superdry to focus more on the jackets and hoodies that made it famous, and offer a far wider range of variations on the web.

Mr Dunkerton also dismissed Superdry's caution late last year that it was losing business due a prolonged spell of good weather in many of its key markets, causing customers to delay purchases of warmer clothing. Rival brands, he argued, had fared better, while facing similar economic conditions.

Yet as Julie Palmer, a partner at consultancy firm Begbies Traynor points out, falling profits in retail "has not been a problem exclusively experienced by Superdry".

Big chains, she argues, "are no longer in a position to bend the will of the customer to their own styles".

Superdry shares rise as it sees light at the end of the tunnel

A look at the major movers on the London market on Thursday

A look at the major movers on the London market on Thursday

Shares in Superdry PLC (LON:SDRY) are in fashion after a positive trading update.

The group said growth in online sales had helped take some of the pain out of its stores having to close during lockdown.

Overall, full year revenues fell 21% to £555.6m but within that, the fourth quarter saw a 0.8% increase.

Thanks to the pandemic, full year store revenues fell 50.9% but ecommerce sales rose by 33.8%.

It said trade had been encouraging since its shops re-opened in the UK, but the European business continues to be hit by restrictions.

Its Neymar Jr organic cotton campaign has begun well since its launch, with record engagement rates.

Chief executive Julian Dunkerton said: "Our strengthened ecommerce presence has helped mitigate the impact from enforced closures of our stores. We returned to revenue growth in the fourth quarter, and our commitment to a full price stance over the period has seen significant online margin improvement. Our liquidity remains strong, with closing net cash ahead of last year and our facilities remain undrawn...

"The early signs following the reopening of our UK stores are encouraging, as lockdown restrictions start to lift, and we can clearly see the light at the end of the tunnel. In short, we are on track with our reset of the brand and there's a lot to look forward to."

Superdry's shares are up 19.57% or 54p at 330p.

proactiveinvestors.co.uk
Thu 06 May 2021

2018 - Winter and Credibility Warning

Superdry in profit warning after heatwave hits sales

15 October 2018

Superdry shares have fallen more than 20% after the retailer warned of a £10m hit to profits because the recent heatwave hurt sales of winter clothes.

"Unseasonably hot weather conditions in the UK, Continental Europe and on the East Coast of the USA" were to blame, the company said.

The problem has continued into October, with sales of jumpers and jackets particularly badly hit, Superdry said.

The company also said it faced £8m in additional foreign exchange costs.

"Superdry is a strong brand with significant growth opportunities... but we are not immune to the challenges presented by this extraordinary period of unseasonably hot weather," said chief executive Euan Sutherland.

In August, the British Retail Consortium warned that if the warm weather continued into October it could cost non-food retailers more than £300m of autumn and winter sales.

Superdry makes about 70-75% of profits in the second half of the year. The company is, however, five months into an 18-month plan to diversify its range to reduce reliance on winter sales.

'Waning credibility'

The group also pointed to the turbulent retail environment, noting "well-publicised challenges" faced by some of its trading partners.

One of these partners is Zalando, a huge European online-only fashion retailer. Last month the company issued its second profit warning, blaming the "long and hot summer" for a fall in sales.

Other suppliers to House of Fraser, such as Ted Baker and Mulberry, have already flagged the negative impact on profits which resulted from the administration.

Retail analyst Nick Bubb said that, given some other retailers have warned about the warm autumn weather, the Superdry statement could have been expected. But he described the £8m hit due to exchange rate factors as "mysterious", and said details about future profit and sales guidance were sketchy.

Despite the numerous caution Superdry had issued recently, Mr Bubb warned that "management credibility is on the wane".

Superdry will issue its scheduled first-half results announcement on 8 November.

Winter of discontent

Superdry's styles have been at the heart of Mr Dunkerton's battle with the board.

The firm says he oversaw the Autumn/Winter 2018 range, which subsequently flopped.

But Mr Dunkerton claims he was cut out of the design process, and never signed off on the collection.

Regardless of who was responsible for that particular decision, Superdry's brand was on the wane, according to fashion retail analyst Kate Hardcastle.

Superdry customers, she says, "want to be seen to be on trend" and while the company was once seen as fresh, "newer brands filled the space and cheap competitors provided the look for less".

Its rise, she adds, "was hugely motivated by influencers, who have moved on to other products".

Both Mr Dunkerton and Superdry disagree - they see plenty of scope for the brand to regain its cool.

But Ms Hardcastle says the company expanded too quickly, and in an attempt to maximise the brand's potential, it may have "diluted its appeal".

"When something is a must-have, you have to be careful not to flood the market," she tells the BBC.

"Soon it becomes commonplace and everyone wants the new best thing."

Mr Dunkerton remains Superdry's biggest shareholder with an 18.5% stake.

His aim now is to convince fellow shareholders to believe in his ability to turn the company around, and to bring him back into the boardroom.

Mr Dunkerton's return may not be the "silver bullet" the company needs, says Julie Palmer, but she predicts that while Superdry bosses have labelled his bid "extremely damaging", shareholders "may yet flex their muscles".

"A change back to what was successful before could be tempting, especially in a climate where we see high profile administrations on an almost weekly basis," she says.

2021 - Address Gross Margin and Brand Marketing

Profitability

Although Superdry pointed to significant uncertainty given the varying impacts of the pandemic in its markets, it said it was confident of growth in the 2022 financial year in terms of revenue and profitability compared to 2021, assuming no further material national store lockdowns and a continuing recovery in footfall and consumer demand through the period.

It additionally stated that profitability would be supported by higher gross margins from "restored full-price discipline" as well as reduced store costs, partially offset by the end of government support and ongoing investment in brand marketing.

"The early signs following the reopening of our UK stores are encouraging, as lockdown restrictions start to lift, and we can clearly see the light at the end of the tunnel. In short, we are on track with our reset of the brand and there's a lot to look forward to," added Dunkerton.



2021 - Addressing Influencer Oversight

ADWEEK

Superdry's Neymar Jr Partnership Drives Over 2 Million Engagements Within First Weeks

The Brazilian soccer star fronts the fashion brand's sustainability marketing communications

By Stephen LepitakMay 7, 2021



Announced in December, Neymar Jr agreed to a three-year partnership with Superdry to lead its organic cotton campaign globally. Courtesy Superdry/YouTube

British fashion brand Superdry has channeled the power of influencers and celebrities and is enjoying a massive wave of engagement through its partnership with Brazilian soccer star Neymar Jr.

2021 - Boost Online

Superdry returns to revenue growth

Published: May 6, 2021 at 2:38 a.m. ET

By

Sabela Ojea

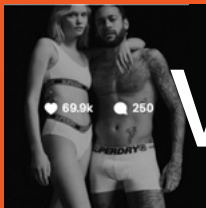
Superdry PLC said Thursday that it returned to revenue growth in the fourth quarter of fiscal 2021, boosted by online sales, adding that revenue for fiscal 2021 declined significantly.

The British clothing brand said revenue in the fourth quarter ended April 24 rose slightly to 118.3 million pounds (\$164.5 million) compared with GBP117.4 million for the same period a year earlier. Full-year revenue, on the other hand, fell to GBP556.4 million from GBP704.4 million for fiscal 2020.

Ecommerce sales fell 27% in the quarter, while store sales fell 52%.

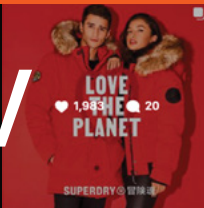
"There remains significant uncertainty given the varying impacts of the pandemic in our markets... However, we are confident of growth in fiscal 2022 revenue and profitability compared to fiscal 2021 assuming no further material national store lockdowns and a continuing recovery in footfall and consumer demand through the period," it added.

Like-for-Like Comparison



89.9k

250

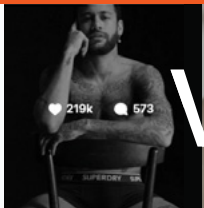


1,916

20


10%

0.3%



210k

573



1,578

18

33%

0.2%

Influencer V non-influencer engagement
Posting product for likes is pointless
Ambassadors generate media impact value


SECTION 4
Amplify Values as Strategy

DIRECT SOLUTIONS

Focus Online
Multi-Platform E&m Commerce

Too Much is Too Much

Why too much choice is stressing us out | Health ...

 <https://www.theguardian.com/lifeandstyle>

Why having too many choices is a bad thing

FC <https://www.fastcompany.com/90366816/why-having-too-many-choices-is-a-bad-thing>

Choice Paradox - Too much choice will lead to indecision ...

 <https://www.coglode.com/research/choice-paradox>

Why Too Much Choice Is Bad - Business Insider

I <https://www.businessinsider.com/why-too-much-choice-is-bad-2018-10?op=1>

Overall, people think they like to have more choice, but it actually causes more stress to make the ultimate decision. The sweet spot is probably 8 to 15 choices. Too few and we feel cheated; too...

Choice overload | BehavioralEconomics.com | The BE Hub

 <https://www.behavioraleconomics.com/resources/mini-encyclopedia-of-be/choice-overl...>

Choice overload | BehavioralEconomics.com | The BE Hub

4 Ways to Use Scarcity to Persuade and Influence

How to make a choice more desirable or appealing by making it scarce.

Posted December 31, 2018

Using Scarcity to Persuade and Influence

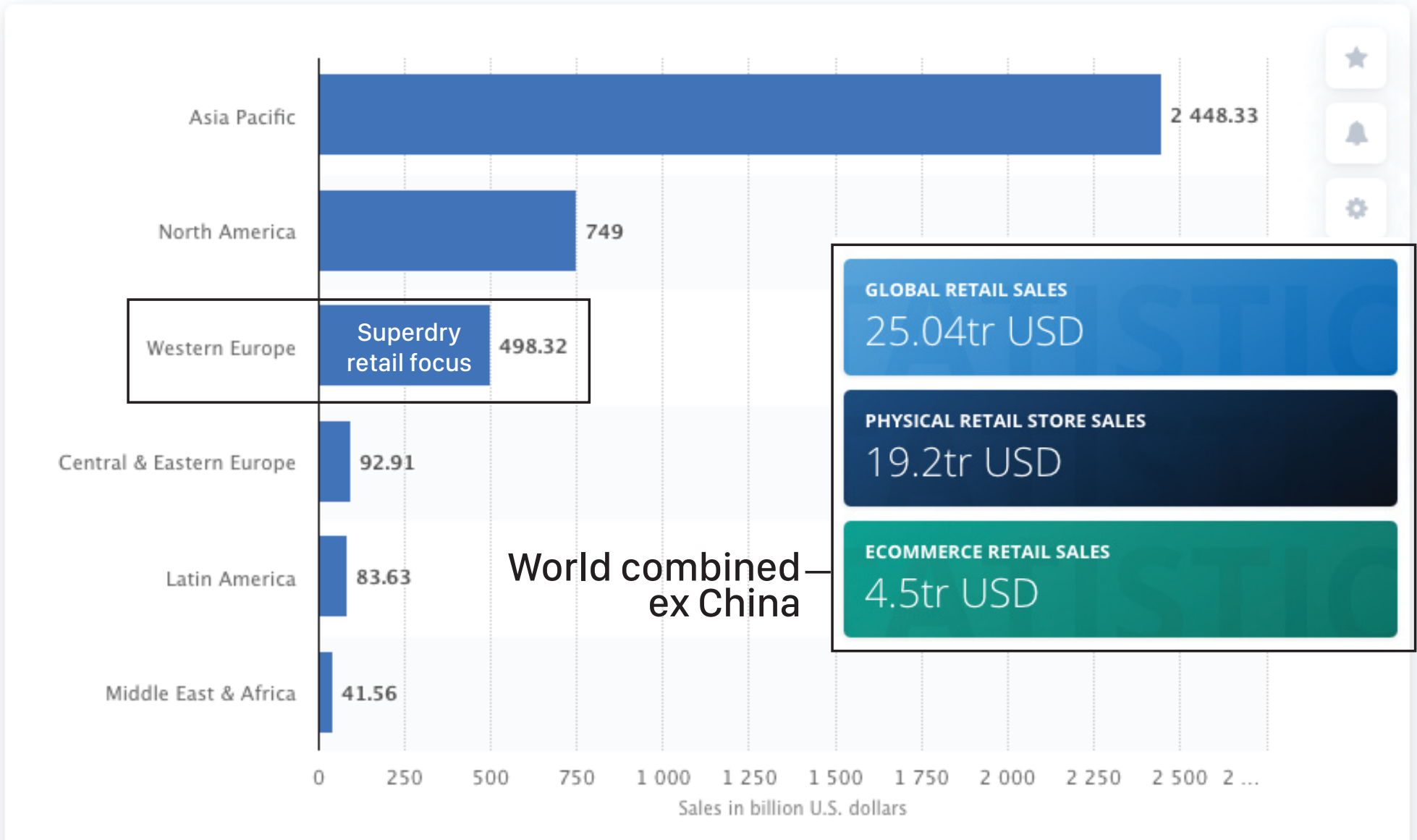
The persuasive power of making something appear scarce, limited, or hard to obtain was first reviewed by Cialdini (2009). By surveying the scholarly research and analyzing compliance professionals, Cialdini (2009) identified that such scarcity tactics were one of six main social influence principles used to elicit compliance, agreement, and choice. Specifically, in that evaluation, Cialdini (2009) noted two main ways that the power of scarcity was used:

- **In Short Supply:** In some situations, the option was made to seem scarce by described it as being in short supply. Perhaps it was described as a limited amount of a particular item for sale (e.g. *"only 10 in stock"*), or some other reason for the shortage was suggested. In other instances, a vague notion of scarce supply was simply presented instead (e.g. *"limited supply"*).
- **For a Limited Time:** In other instances, the option was made to seem scarce by described as only being available for a limited time. The most common example of this approach was a sale for a limited time (e.g. a weekend sale, or the count-down clock on the TV infomercials). In a less structured way, the general statement of *"act now, before it's too late"* taps into this limited time scarcity too.

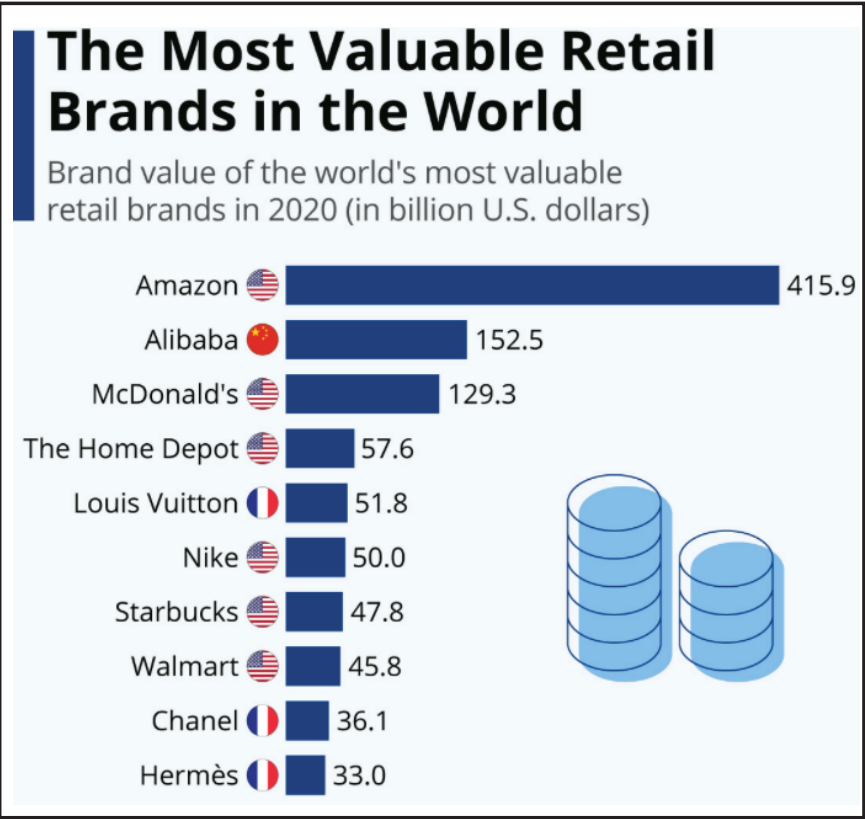
Use Value as a Cultural Strategy against Over-Commodification: A Durkheimian Analysis of Craft

Direction Concept – Focus Online Sales

Projected global retail e-commerce sales in 2020, by region *(in billion U.S. dollars)*



Note the Similar Pattern
Between Majority and the Rest



stats and facts about the UK retail sector

Average annual growth of online retail sales in 2020 **45%**

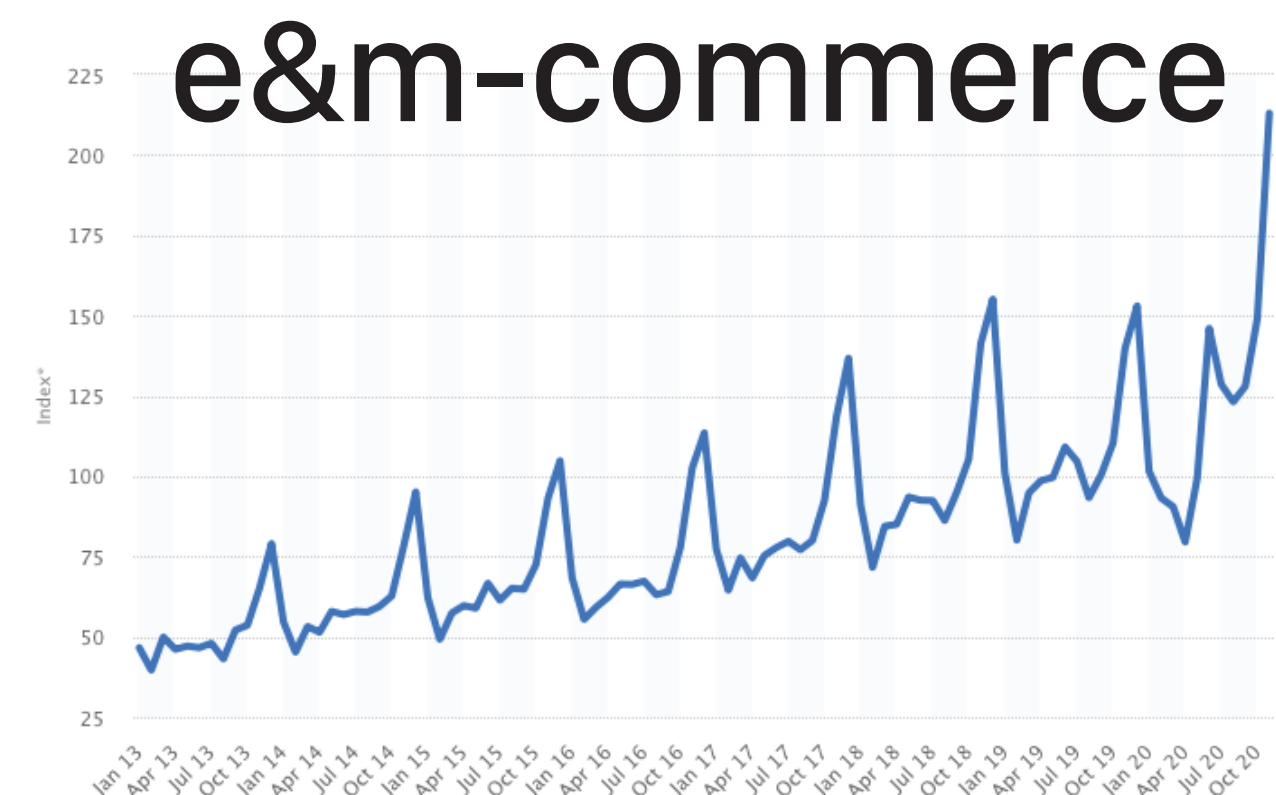
Online sales have risen three fold in the last 10 years **324%**

Direction Concept - Multi-platform e&m commerce

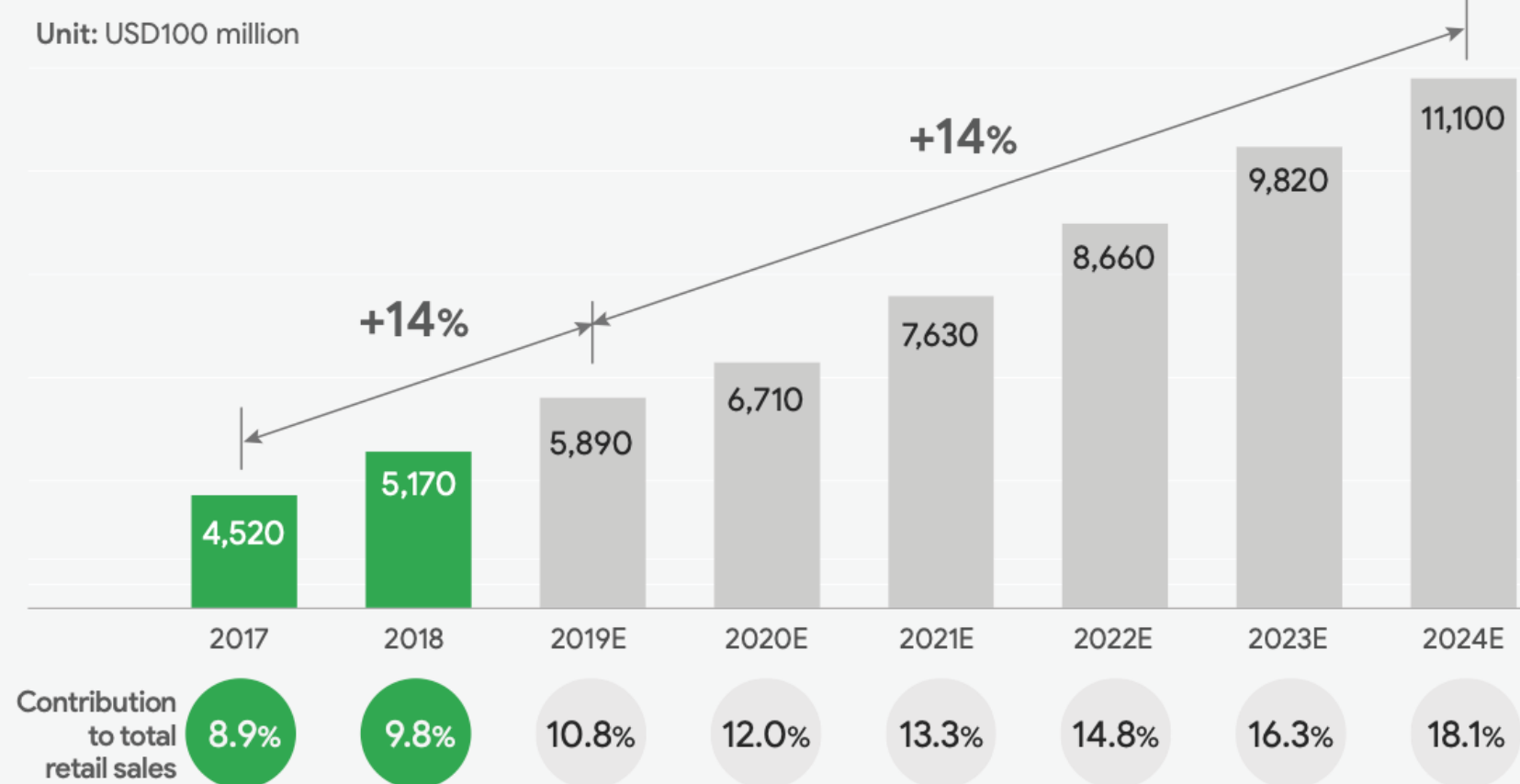
Number of mobile e-commerce users in China 2016 - 2020



Value of monthly internet clothing and footwear retail sales in the United Kingdom (UK) from January 2013 to November 2020, based on sales per week index



The US online retail sales (2017-2024E)



Source: US Department of Commerce - Quarterly Retail E-Commerce Sales Report; Google and Deloitte's interviews, research and analysis

Rise of M-Commerce: Mobile Shopping Stats & Trends in 2021

<https://www.businessinsider.com/mobile-commerce-shopping-trends-stats?op=1>

M-commerce will rise in the coming years as e-commerce grows to become a larger portion of total U.S. retail sales. In 2019 m-commerce comprised over a quarter of total e-commerce - more than ...

Mobile Browsing Can Deliver 150% Boost To Retail Sales

Shoppers who browse a retailer's site while shopping in-store may end up spending 2.2 times more than shoppers who don't.

"Despite fears that brick-and-mortar buying might lose its relevance, in-person shopping has transformed into an **omnichannel opportunity to sell** more and deepen customer relationships," Dr. Paul Warner, VP of consumer and employee insights at InMoment, said in a **statement**. "**For brands, it's not about choosing one channel over the other, but rather leveraging each for their unique strengths. Online storefronts can showcase selection, while your people can provide personalized care. It's this combination of the human and the digital that increases conversions, as well as overall brand loyalty.**"

LEAD PARTICIPATION

KEY BENCHMARKS

- Spearheading Evisu-Evergreen collection upsizing: 20 SKU in 2011 to over 180 SKU by 2016
 - Contributing up to 80% of brand turnover and delivering high eight figures USD annually
 - The most product created & sold in Evisu-Group history to date with 800% collection growth
-

WITH WHOM I HAVE WORKED

ANDREAS FORNELL- AVERY DENNISON for DIESEL - BIG SMITH - BONUM JAPAN - CAT CONCRETE STUDIO - CONRAN DESIGN - CONDUIT CREATIVE - D*FACE - EDISON CHEN EVISU GROUP LTD - FIA LONDON for KTZ - FATHOM+HATCH - HILFIGER DENIM - INSA KEIICHI NITTA - KEITH HARING FDN - K-SWISS - LEE EUROPE - LEVI'S GLOBAL & APAC MAURIZIO DONADI - NEW ERA - PENTLAND BRANDS - PEPSI - SAFARI SUNDAY - SCOTT MORRISON - SPIEWAK - STUDIO ONGARATO - TOMMY HILFIGER - TURNER DUCKWORTH

CELEBRITIES WHO HAVE

WORN MY DESIGNS INCLUDE APAC, UK, AND US A-LISTERS:

ALEALI MAY - DADJU - DON TOLIVER - FLOYD MAYWEATHER - GULLY GUY LEO JACKSON WANG - JOHNNY HUANG - LIL UZI VERT - NICK CHOU - PAKHO CHAU - SUNNY WANG - SZA - SWAE LEE - TRAVIS SCOTT - TROYBOI - YELLOWCLAW - YIBO WANG

MY DESIGNS HAVE FEATURED IN/ON

DON'T GO - SKRILLEX FEATURING JUSTIN BEIBER AND DON TOLIVER COMPLEX - DAZED - DENIM FREAKS - FGUKMAGAZINE - HIGH-SNOBIETY - HYPEBEAST HUF MAGAZINE - i-D - MILK - PAUSE - SELECTISM - UPSCALEHYPE - VOGUE - WGSN
