

LXMT 745 | DEMESKO

CAROLINE | ANNA T | ANNA A | MARISSA

# FERRAGAMO

GEOGRAPHIC STORE EXPANSION

# TABLE OF CONTENTS

- EXECUTIVE SUMMARY
- COMPANY SUMMARY
- CURRENT DISTRIBUTION
- RETAIL BRAND IDENTITY
- CURRENT POSITIONING
- STRATEGIC PLANNING PROCESS
- GEOGRAPHICAL EXPANSION
  - PROPOSED COUNTRY
  - MARKET ANALYSIS
  - MARKET COMPETITION
  - TAREGET CONSUMER
- STORE LOCATION ANALYSIS
- PRODUCT PLAN
- DESIGN OF THE SPACE
- COMMUNICATION & PROMOTIONAL PLAN
- STAFFING & RECRUITING
- FINANCIAL PLAN

**1923-2023**  
Cento anni fa, a Hollywood,  
Salvatore Ferragamo  
apriva il suo primo negozio

**1923-2023**  
One hundred years ago,  
Salvatore Ferragamo  
opened his first store  
in Hollywood

**1898-1960**  
**SALVATORE  
FERRAGAMO**



**Museo  
Ferragamo**

Firenze Palazzo Spini Feroni

Piazza  
Santa Trinita, 5r

27 Ottobre/October 2023  
4 Novembre/November 2024  
Chiuso/Closed: 1.1, 15.8, 25.12

## EXECUTIVE SUMMARY. FERRAGAMO GLOBAL EXPANSION

---

# EXECUTIVE SUMMARY

Ferragamo's global expansion initiative is to **realign** the brand with its innovative creative vision while boosting its relevance and revenue. Celebrating 86 years of Italian craftsmanship and heritage, Ferragamo seeks to double its revenue to **2B USD** in the next 5 years. With a new CEO and a **creative director** on board, the company is currently focusing on store renovations to enhance brand awareness and revenue.

With the rebranding, we want to fuse the physical and digital store presence, bringing a cohesive aesthetic. By exploring insights into Japan, China, and the United States, which are Ferragamo's strongest regions, and by the ranking on AT Kearney, Ferragamo was able to narrow down their prime location. The strategy starts with renovating and revamping the Rodeo Drive **flagship** store in Los Angeles. This specific location merges the brand's **history** in the Hollywood community, which has been a cornerstone in the development and relevance of Ferragamo. With the renovation of the Beverly Hills location, we aim to reach **22.5 mil EUR** in **total sales** and increase the **foot traffic** to the store by **40%**, and create a **cohesive brand experience** that **resonates** with Ferragamo's new direction.

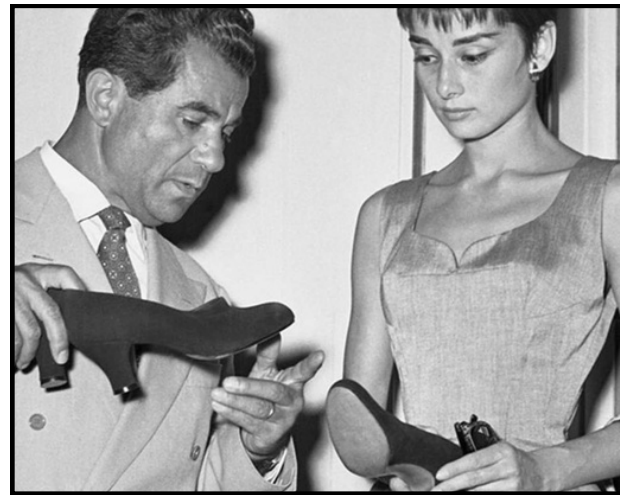


FERRAGAMO



## COMPANY SUMMARY

FERRAGAMO



1938

Salvatore Ferragamo opens his first stores in Italy and the UK

1952

Second logo created

1965

First leather goods and ready-to-wear women's collection

1998

Launch of first watch and perfume line

1948

First store opened in the US (New York)

1948

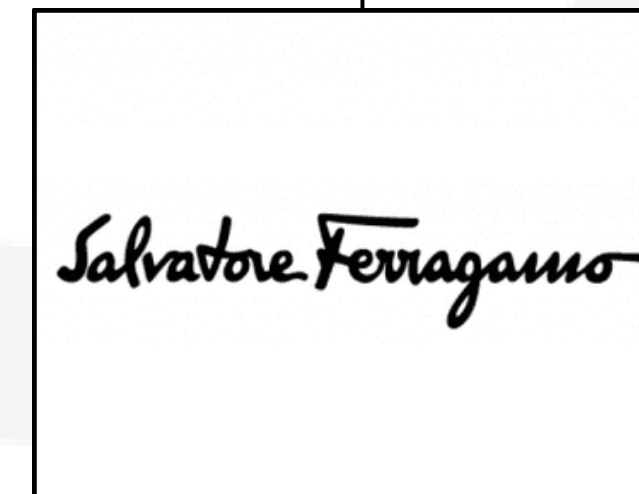
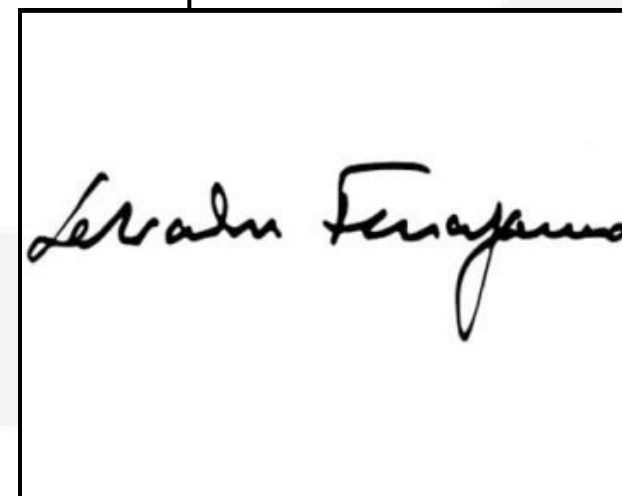
First logo since the store opening

1975

Development of men's footwear and menswear

1982

Logo updated





2009

Launch of first website with e-commerce



2014

A\$AP Rocky stars in new campaign, "A Man's Story"



2022

Maximilian Davis is made creative director



2023

Renaissance campaign, reconnecting the brand to Florence

2011

Initial public offering on Italian Stock Exchange



2022


Marco Gobbetti is made new CEO



2022

Newly designed brand logo as well as branded shade of red



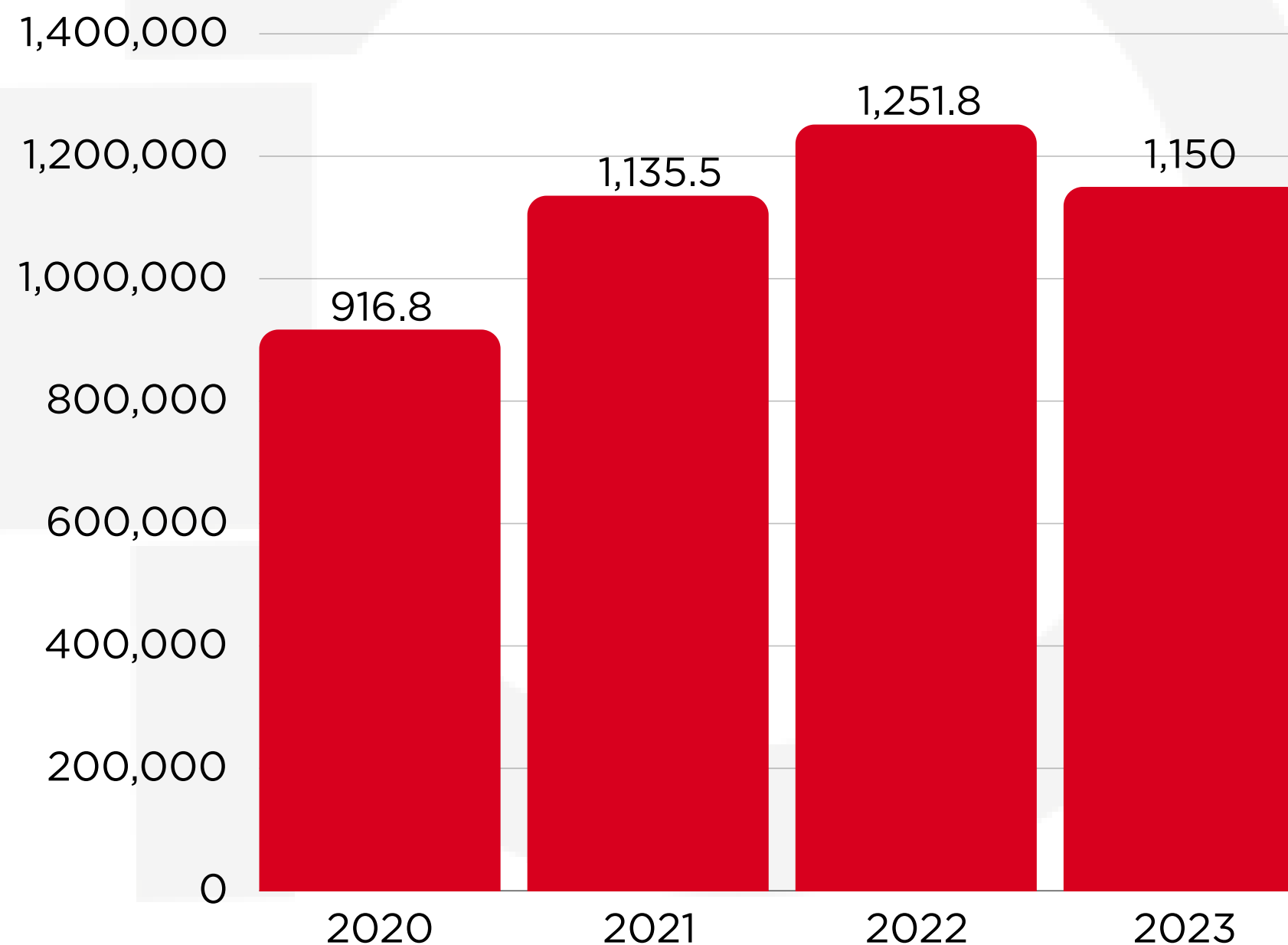


“I always believe that color and fabrication and structure can control people's moods,” he says. “In each collection, I've always referenced and gone into the archive, and always tried to use Ferragamo's history as a starting point for the brand.

– Maximilian Davis

# FINANCIAL OVERVIEW

Ferragamo annual revenue 2020-2023, in millions euro



## REVENUE

1.15 billion euros in 2023

## GROSS PROFIT

Down 7.6% from 2022

## RANKINGS

49th place on Deloitte report  
7th place in Top 10 Most Valuable Italian Luxury Brands



## INCOME STATEMENT

(in thousands of Euros)	2022	2021
Revenues from contacts with customers	1,248,907	1,133,159
Rental income invest properties	2,901	2,361
<b>Revenues</b>	<b>1,251,808</b>	<b>1,135,520</b>
Cost of Goods Sold	350,693	354,576
<b>Gross Profit</b>	<b>901,115</b>	<b>780,944</b>
Style, product development and logistics costs	49,263	40,908
Sales & distribution costs	453,167	407,844
Marketing & communication costs	92,064	66,379
General and administrative costs	168,819	126,304
<b>Operating profit/(loss)</b>	<b>127,938</b>	<b>143,480</b>
<b>Net profit/(loss) for the period</b>	<b>65,352</b>	<b>81,137</b>

# GROWTH PLAN

CEO Marco Gobbetti stated in 2022 the full potential of the changes he's making will be **evident in 2024**



Gobbetti says the company can double its size, to over **\$2 billion**, in four or five years

**400 million euros** in the 2023-26 period focused on store renovations, technology, and supply chain

## BOARD OF DIRECTORS

### **CURRENT OWNERSHIP**

The Ferragamo family has remained majority shareholders with 65% stakes in the company structure

### **CHAIRMAN**

Leonardo Ferragamo

### **VICE CHAIRMAN**

Angelica Visconti

### **CHIEF EXECUTIVE OFFICER**

Marco Gobbetti

### **EXECUTIVE DIRECTOR**

Giacomo (James) Ferragamo



Marco Gobbetti

A close-up photograph of a person wearing a vibrant red suit jacket and skirt, holding a matching red leather briefcase. The briefcase features two prominent silver-tone metal clasps, each with the iconic Ferragamo G logo. The person's hand is firmly gripping the top handle of the bag. The background is a solid, light red color, creating a monochromatic aesthetic.

## CURRENT DISTRIBUTION

# DISTRIBUTION METHODS

## DIRECTLY OPERATED STORES (DOS):

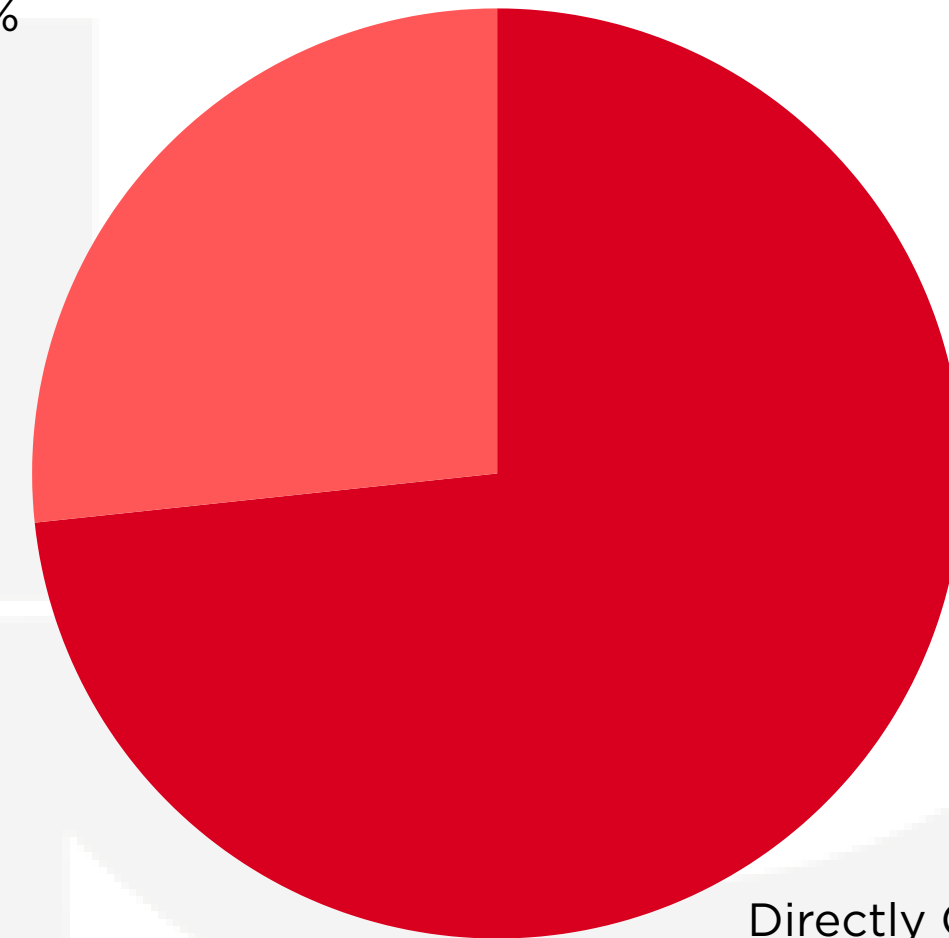
- In 2022 revenue reached \$923,507
- 375 stores
- 90 countries

## THIRD PARTY OPERATED STORES:

- In 2022 revenue reached \$336,200
- 241 stores

## Ferragamo DOS vs. TPOS percentage of sales 2022

Third Party Operated Stores  
26.7%



Directly Operated Stores  
73.3%

## DISTRIBUTION MODELS

### FRANCHISES

Parent company Salvatore Ferragamo S.p.A

### LICENSES

Inter Parfums Inc. to create Ferragamo perfumes, Marchon Eyewear to create sunglasses,

### JOINT VENTURES

Ferragamo Moda (Shanghai) Co. Limited (FMS), Ferragamo Retail Macau Limited (FRM), and Ferrimag Limited (FIM)





RETAIL BRAND IDENTITY



“Quality, contemporary elegance, and innovation constitute the distinctive features of Ferragamo”



## BRAND MISSION STATEMENT

“The Salvatore Ferragamo Group has always operated with the aim of offering its customers products that are characterized by a **high-quality** level, based on a solid **tradition of craftsmanship, exclusive design,** and a style aimed at preserving the **brand’s strong identity.**”

This approach has been applied in the choice of **materials**, in the design phase, in production processes, and in the **design and architecture of stores.**”



# BRAND INSPIRATION



**ART**

Avant-gaurd artist Sonia Delaunay, Futurism

**EXPERIMENT**

Materials and colors, innovation, design, sculptures & shapes



**HISTORY**

Influences of the 1922 discovery of the Pharaoh Tutankhamen’s tomb in Egypt



**HOLLYWOOD**

Shoe maker for the stars  
Influence on film



## BRAND LOGO

1982

*Salvatore Ferragamo*

2022

**FERRAGAMO**

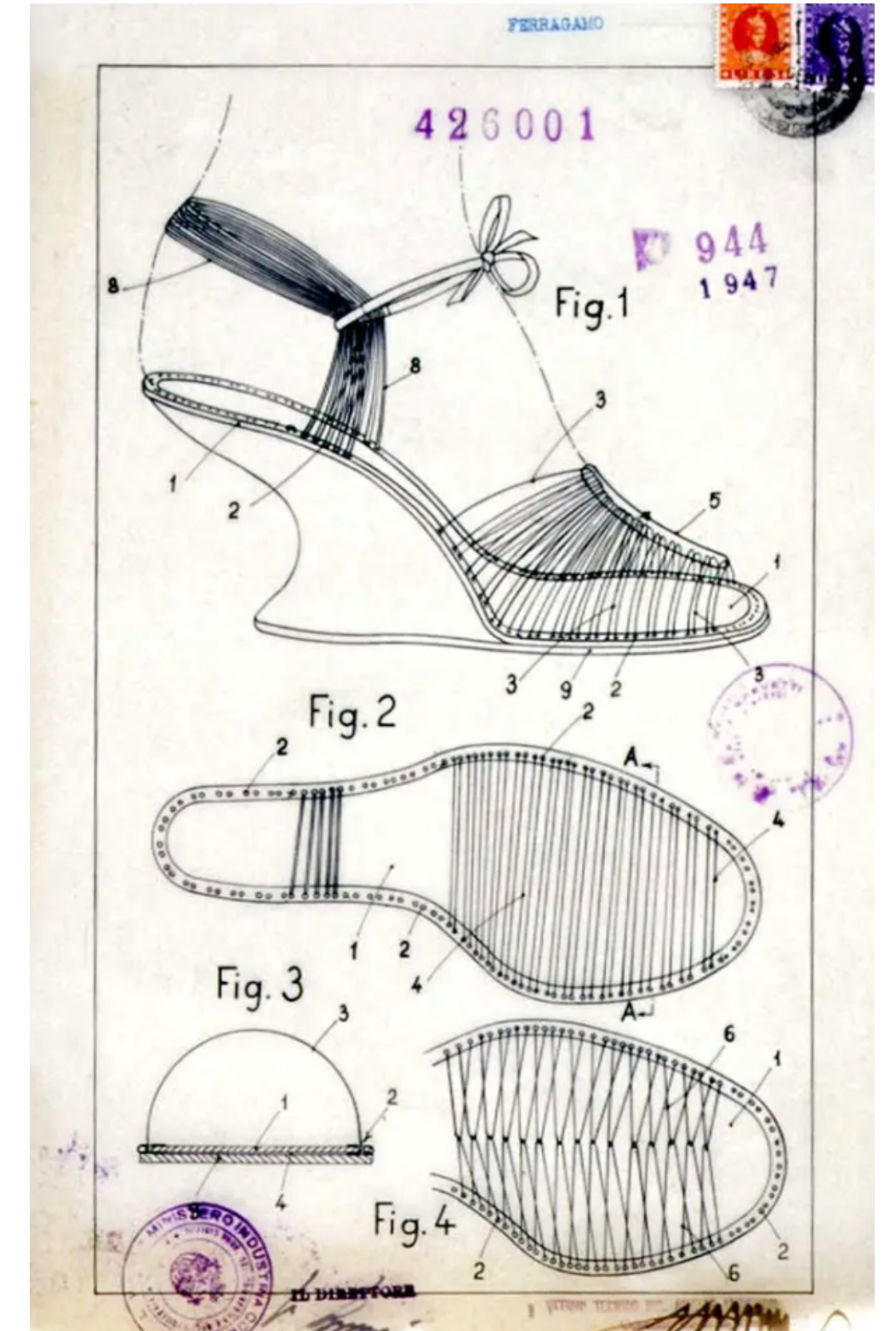
**Rebranded** logo change to be more **contemporary** and align with the new creative direction.



BRAND SYMBOL



The **Gancini** was inspired by the iron **gates** of Ferragamo's Florence-based headquarters and has become a **symbol** of the brand's heritage, craftsmanship, and quality.



PATENT

FERRAGAMO

PRODUCT



SILK SCARVES  
\$490



TOP-HANDLE BAG  
\$2,650



MENS BELTS  
\$580



MENS LOAFERS  
\$850-\$2,200

PROPERTY  
MUSEUM

10,000 models of shoes from 1920 - 1960

Over 22,000 visitors a year



PROPERTY  
FLAGSHIP STORES

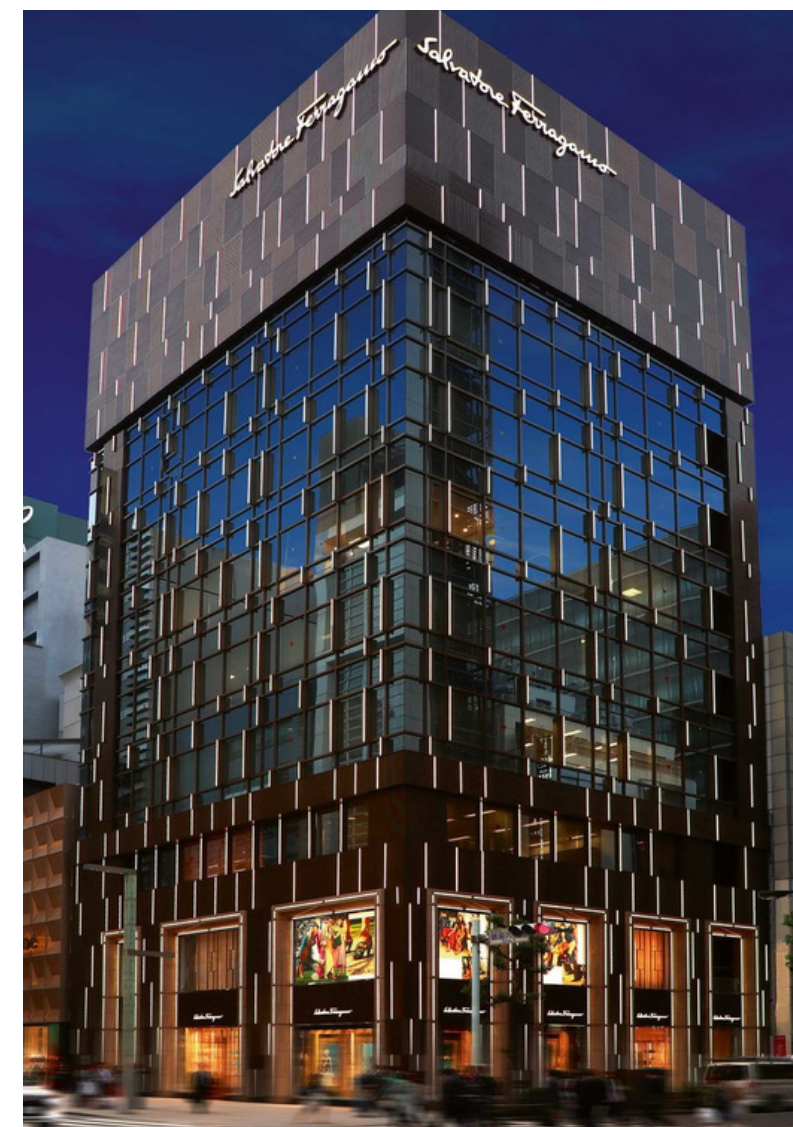
PARIS, MONTAIGE AV. FRANCE  
Reopened in 2016



BEVERLY HILLS, RODEO DR. CA  
Reopened in 2015



NYC, 5TH AVE  
Reopened in 2012



INSPIRED BY ITALIAN  
DESIGN  
MINIMALISTIC  
SLEEK  
MULTIPLE LEVELS  
BROAD PRODUCT OFFERING

CANTON RD, TOKYO  
Reopened in 2017



**PROPERTY  
INTERIOR OF  
FLAGSHIP STORES**

PARIS, MONTAIGE AV.  
Reopened in 2016



NYC, 5th AVE  
Reopened in 2012



SINGAPORE  
ORCHARD RD.  
2019



BEVERLY HILLS  
RODEO DR.  
2015

PROPERTY  
INTERIOR OF  
POP-UP STORES

TAIWAN 2021



LOS ANGELES 2023



PRODUCT FOCUS  
BOLD COLOR  
LED LIGHTS  
MODERN  
SHAPE  
FRESH



NYC 2022



MEXICO 2022

Salvatore Ferragamo  
X  
Curitiba



The costs revenue relating to the network of directly operated stores (DOS) increased by 12.0% from 2021 to 2022.

# PRODUCT PRESENTATION

INDIA 2018



Glass & metallic accents  
Dark wood accents  
Warm lights

BRAZIL 2021



Monochromatic bold color  
Fluorescent lighting  
Product spacing

# PROMOTIONAL ACTIVITY

SOHO, NYC 2022



## **DIGITAL POP-UPS**

Incorporating NFT & digital personalization within their sneaker focused store

F/W23 RENAISSANCE CAMPAIGN



## **AD CAMPAIGNS**

Creative, story-telling campaigns, marketed on all channels

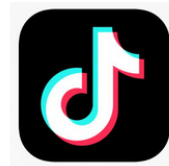
VALENTINES COLLECTION 2021



## **COLLABORATIONS**

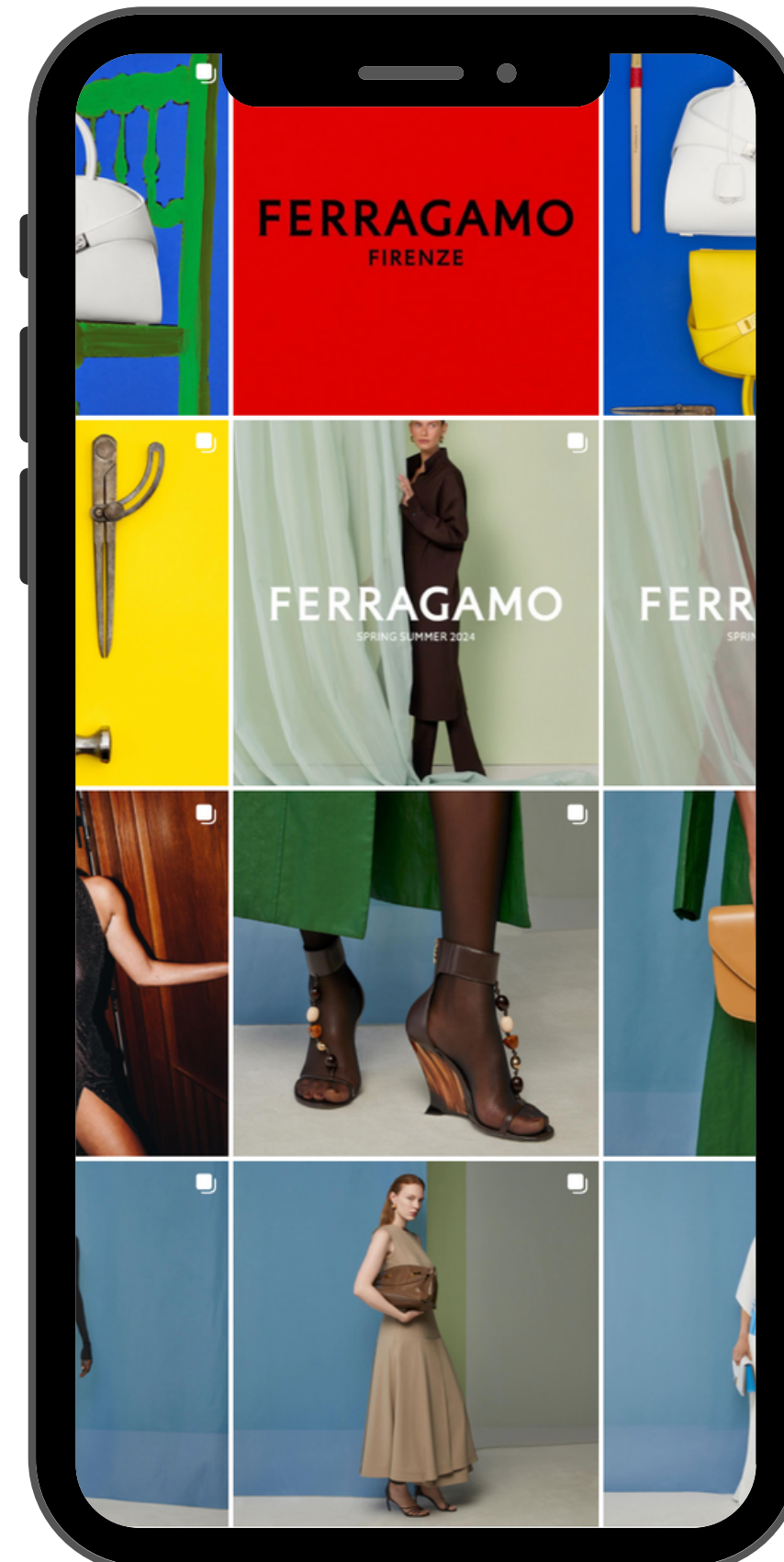
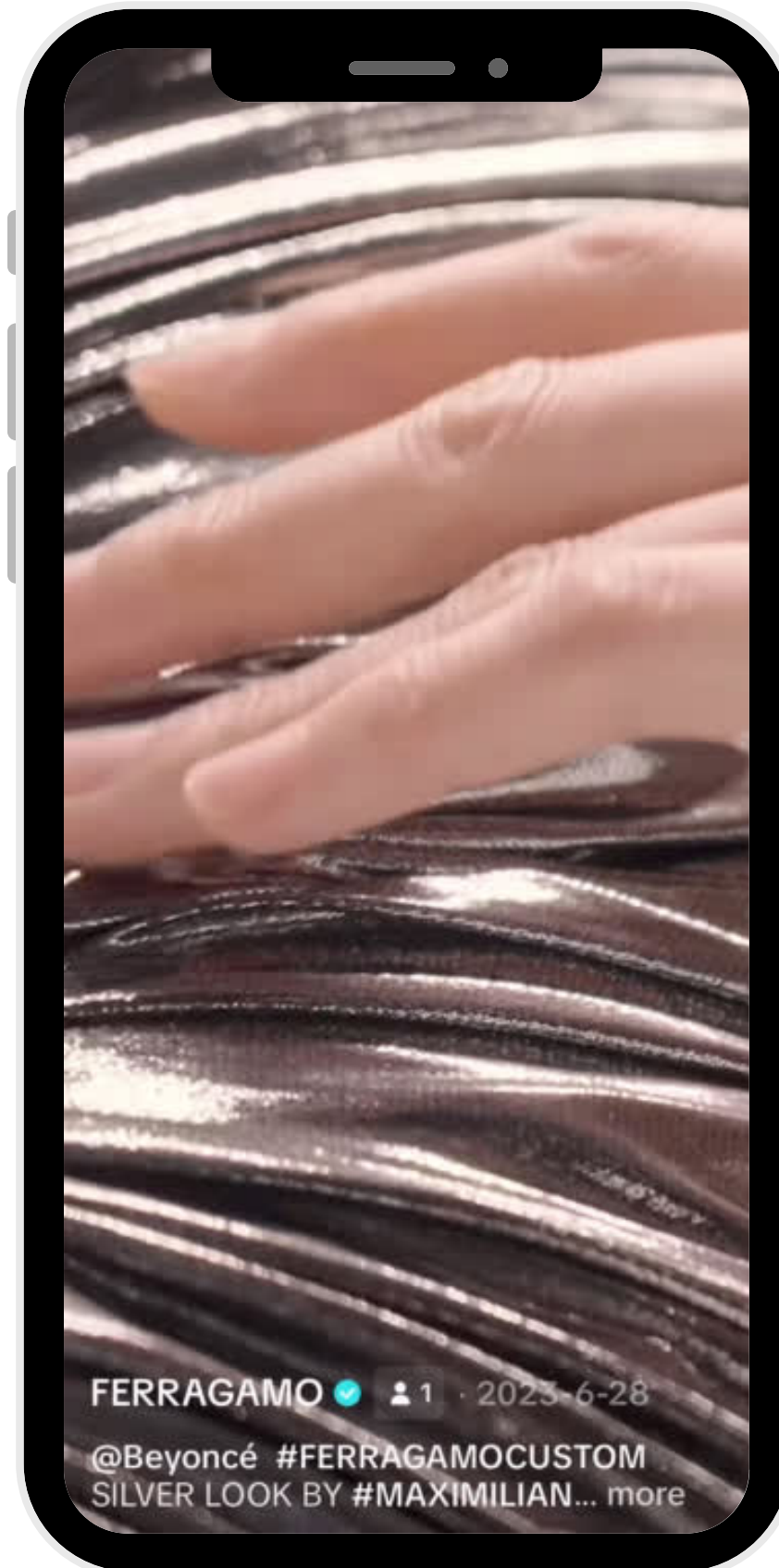
Collaborates with various artist ex: Charlotte Mei to reflect brand inspiration coming from of art

# PROMOTIONAL ACTIVITY



**TIK TOK**

- BTS
- Product shots
- Model content
- Award show activity



**INSTAGRAM**

- Product shots
- Runway
- Advertisings
- Celebrity styling

# DIGITAL ANALYSIS - SOCIAL MEDIA



**7.4M**  
followers



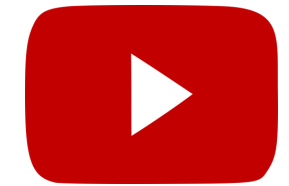
**1.9M**  
followers



**518,535**  
followers



**325,700**  
followers



**40,700**  
followers

**CONTENT**

Photos and videos

**TYPE OF CONTENT**

Product shots, runway,  
ad campaigns,  
celebrity styling

**BRAND TONE**

Informal

**AVERAGE POST  
FREQUENCY**

22 per month

**CONTENT**

Photos and videos

**TYPE OF CONTENT**

Product shots, runway,  
ad campaigns,  
celebrity styling

**BRAND TONE**

Informal

**AVERAGE POST  
FREQUENCY**

9 per month

**CONTENT**

Photos and videos

**TYPE OF CONTENT**

BTS, product shots,  
award show activity,  
ad campaigns

**BRAND TONE**

Informal

**AVERAGE POST  
FREQUENCY**

2 per month

**CONTENT**

Photos and videos

**TYPE OF CONTENT**

BTS, product shots,  
award show activity,  
ad campaigns

**BRAND TONE**

Informal

**AVERAGE POST  
FREQUENCY**

4 per month

**CONTENT**

Photos and videos

**TYPE OF CONTENT**

BTS, product shots,  
award show activity,  
ad campaigns

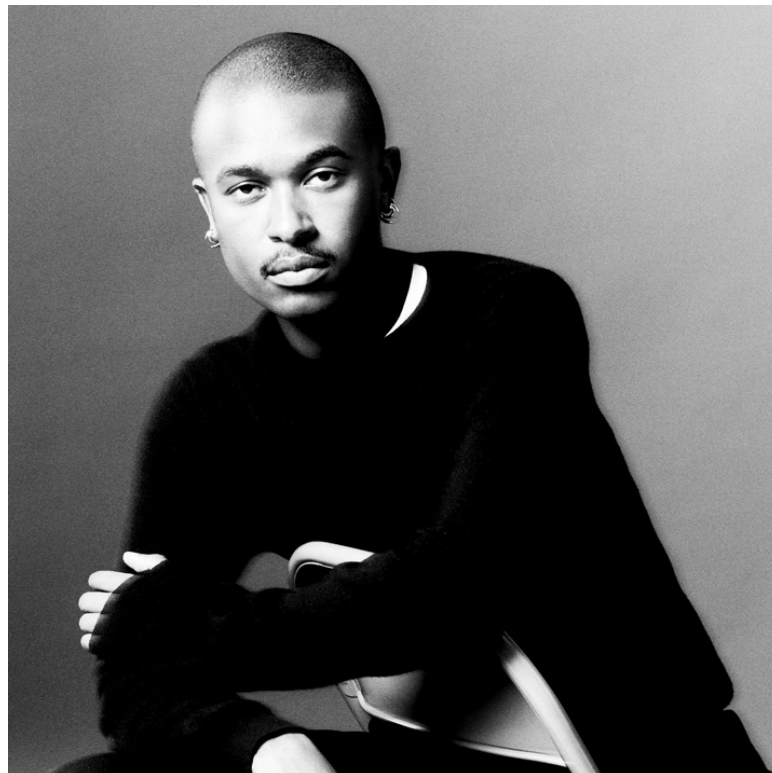
**BRAND TONE**

Informal

**AVERAGE POST  
FREQUENCY**

1 per month

PEOPLE



**CREATIVE DIRECTOR**

“I want to prove Ferragamo is not just the brand your parents wear”



**CELEBRITIES**

Use of celebrity/influencer styling such as Dua Lipa, Alex Earl, Beyonce, Kylie Jenner for magazine and red carpet events



**MODELS**

Diverse, non-influential



**CUSTOMERS**

GenZ & Millennial, Female & Male, Customer service

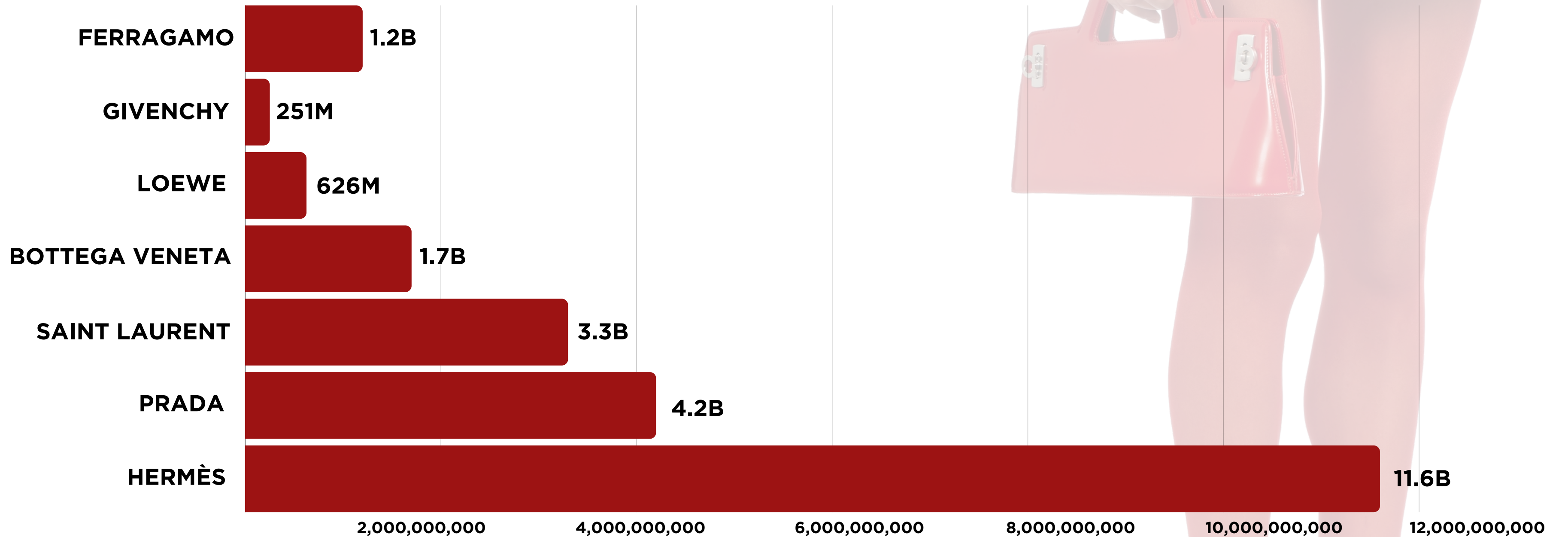




# CURRENT POSITIONING

# COMPETITORS

2022 Global Annual Revenue in €- All Channels



# FERRAGAMO

ANNUAL SALES 2022

1.2B €



Top Handle bag (L)  
calfskin leather  
\$2,900



Varina ballet flat  
patent calfskin leather  
\$780



Hug handbag (M)  
raffia and calfskin  
\$4,500



RULER



HERO

83

SCORE

ACCESSORIES



FRAGRANCES

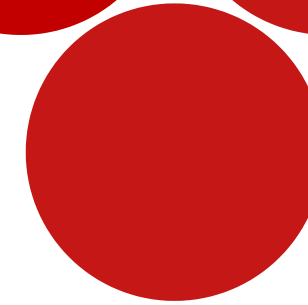


APPAREL



FOOTWEAR

LEATHER GOODS



LEATHER GOODS

## FOUNDING YEAR AND HEADQUARTERS

1927-Florence, Italy

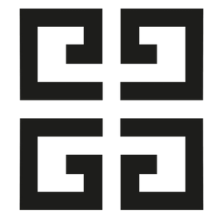
## PRICE RANGE- HANDBAGS (EXCLUDES EXOTICS)

\$1,090 to \$7,000

## DISTRIBUTION

375 stores in 90 countries

Strategic combination of retail and wholesale



**GIVENCHY**

**ANNUAL SALES 2022**

**251M €**



Mini Antigona bag  
calfskin leather  
\$2,900



Shark Lock Boot  
calfskin leather  
\$2,395



Voyou Bag  
calfskin leather  
aged by hand  
\$2,500



RULER



HERO

**87**

SCORE

ACCESSORIES

JEWELRY

APPAREL

FOOTWEAR

LEATHER GOODS

LEATHER GOODS

**FOUNDING YEAR AND HEADQUARTERS**

1952- Paris, France

**PRICE RANGE- HANDBAGS (EXCLUDES EXOTICS)**

\$765 to \$3,950

**DISTRIBUTION**

100 stores in 69 countries

E-commerce in 77 countries

Selective wholesale distribution

# LOEWE

ANNUAL SALES 2022  
626M €



Puzzle Bag small  
satin calfskin  
\$3,750



Toy Mule  
goatskin  
\$950



Amazona Bag 44  
jacquard and calfskin  
\$3,990



RULER



HERO

69

SCORE

## FRAGRANCES

ACCESSORIES

JEWELRY

APPAREL

FOOTWEAR

LEATHER GOODS

## FOUNDING YEAR AND HEADQUARTERS

1846- Madrid, Spain

## PRICE RANGE- HANDBAGS (EXCLUDES EXOTICS)

\$590 to \$4,700

## DISTRIBUTION

150 stores in 32 countries

E-commerce in 68 countries

Selective wholesale distribution

# BOTTEGA VENETA

**ANNUAL SALES 2022**

**1.7B €**



Cassette bag small  
lambskin leather  
\$3,500



Mesh Sandals  
lambskin leather  
\$1,100



Andiamo bag large  
lambskin leather  
\$8,000



CAREGIVER



CREATOR

**79**

SCORE

HOME DECOR

ACCESSORIES

JEWELRY

APPAREL

FOOTWEAR

LEATHER GOODS

LEATHER GOODS

## FOUNDING YEAR AND HEADQUARTERS

1966- Milan, Italy

## PRICE RANGE- HANDBAGS (EXCLUDES EXOTICS)

\$1,300 to \$15,000

## DISTRIBUTION

279 stores in 30 countries

E-commerce in 45 countries

Selective wholesale distribution

# SAINT LAURENT

ANNUAL SALES 2022  
3.3B €



Small Loulou bag  
calfskin leather  
\$2,950



Le Smoking Tuxedo  
wool  
\$3,790



Rive Gauche Tote  
Linen  
\$1,990



RULER

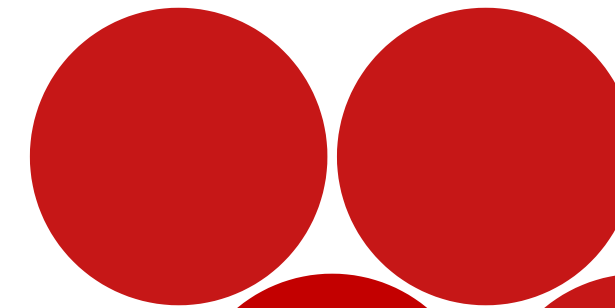


HERO

86

SCORE

ACCESSORIES



JEWELRY

APPAREL

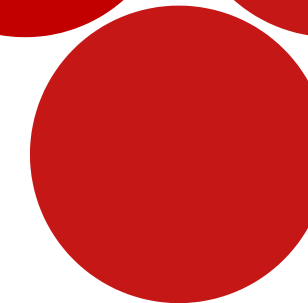


LEATHER GOODS



FOOTWEAR

LEATHER GOODS



## FOUNDING YEAR AND HEADQUARTERS

1962- Paris, France

## PRICE RANGE- HANDBAGS (EXCLUDES EXOTICS)

\$745 to \$4,400

## DISTRIBUTION

280 stores in 47 regions

E-commerce in 47 countries

Selective wholesale distribution

# PRADA

ANNUAL SALES 2022  
4.2B €



Re-nylon Bag (ECONYL®) and Saffiano leather trim  
\$1,950



Large Galleria bag Saffiano leather  
\$5,000



Re-Nylon medium backpack with pouch  
Re-Nylon and Saffiano details  
\$2,300



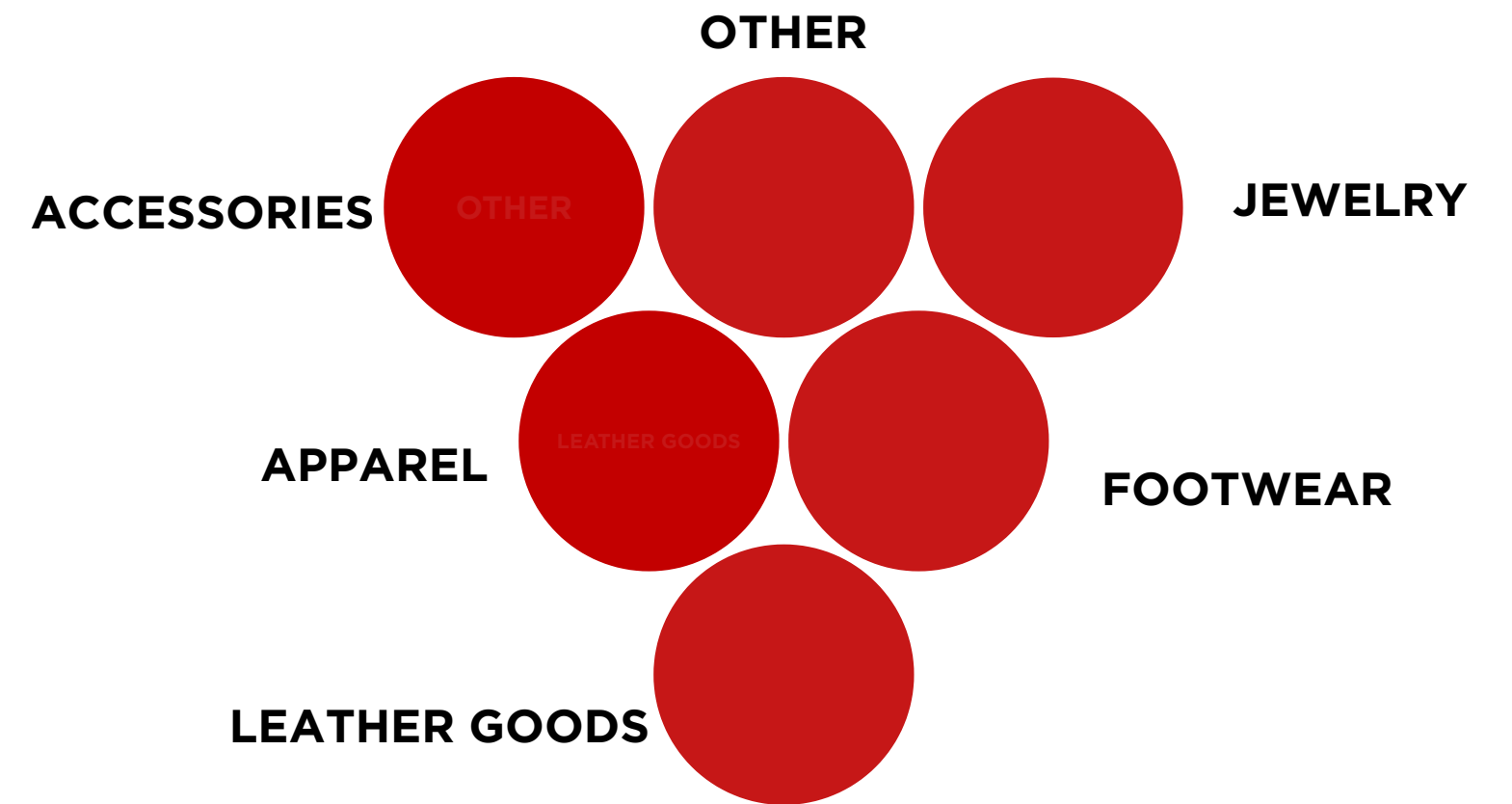
RULER



HERO

86

SCORE



## FOUNDING YEAR AND HEADQUARTERS

1913- Milan, Italy

## PRICE RANGE- HANDBAGS (EXCLUDES EXOTICS)

\$795 to \$7,000

## DISTRIBUTION

422 stores in 70 countries

E-commerce in 49 countries

Selective wholesale distribution



# CURRENT POSITION IN THE MARKET- COMPETITORS

# FERRAGAMO GLOBAL EXPANSION



**ANNUAL SALES 2022**  
**11.6B €**



Kelly Bag  
 Togo Leather  
 \$9,900



Silla de Gaucho Scarf 90  
 100% silk  
 \$550



Birkin Bag  
 Togo Leather  
 \$10,100



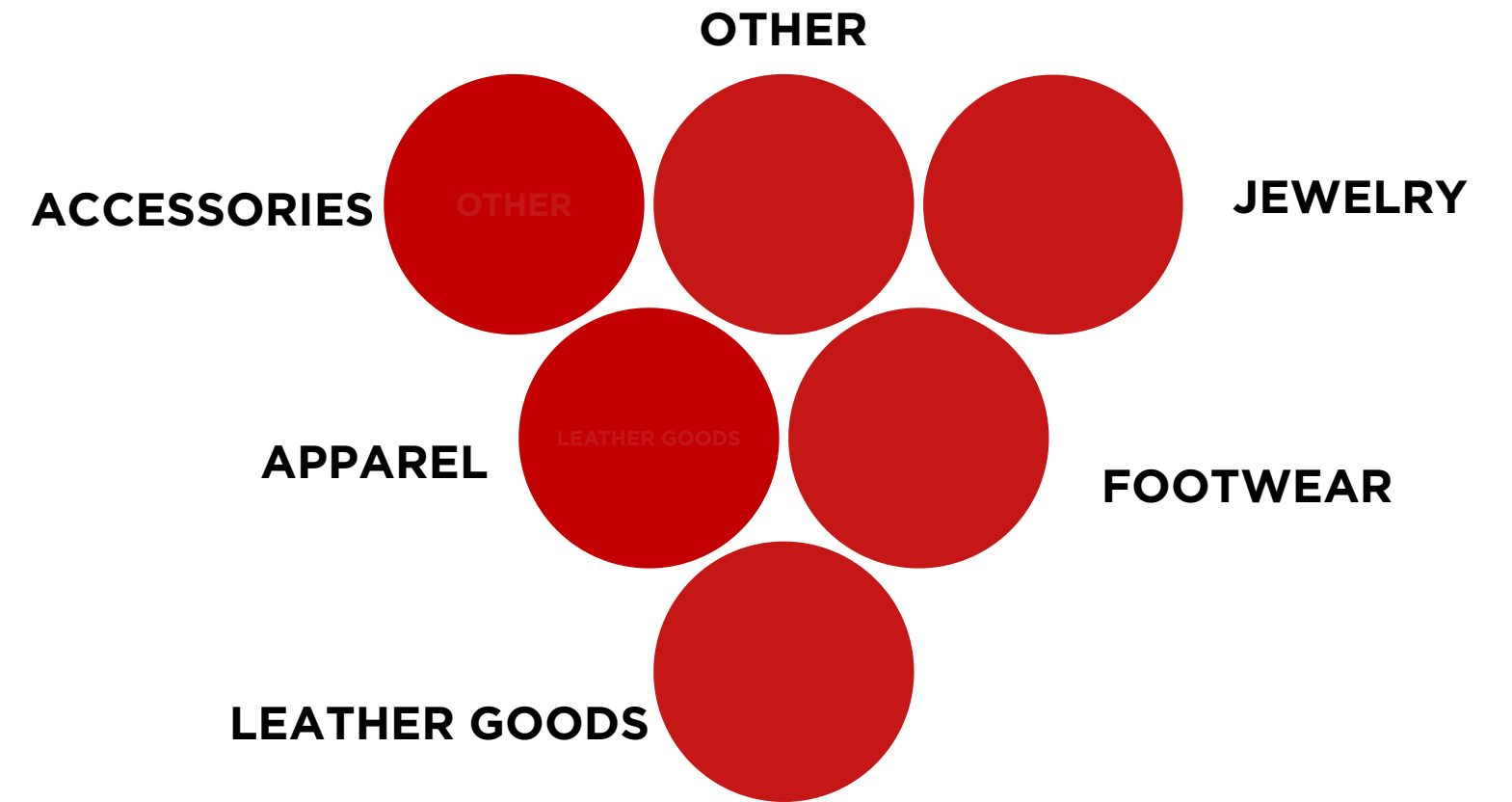
RULER



HERO

**83**

SCORE



## FOUNDING YEAR AND HEADQUARTERS

1837- Paris, France

## PRICE RANGE- HANDBAGS (EXCLUDES EXOTICS)

\$2,500 to \$80,000

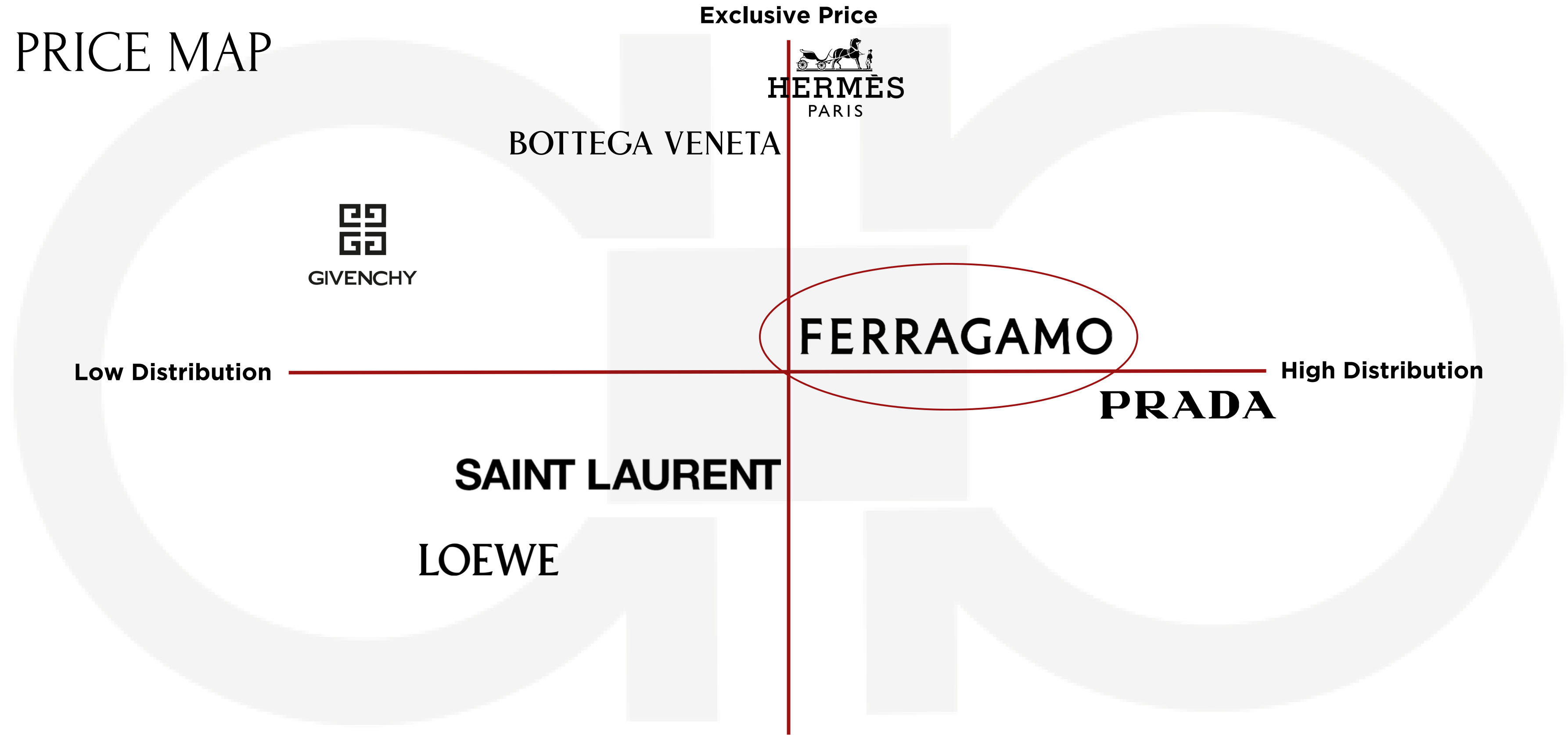
## DISTRIBUTION

300 stores in 50 countries

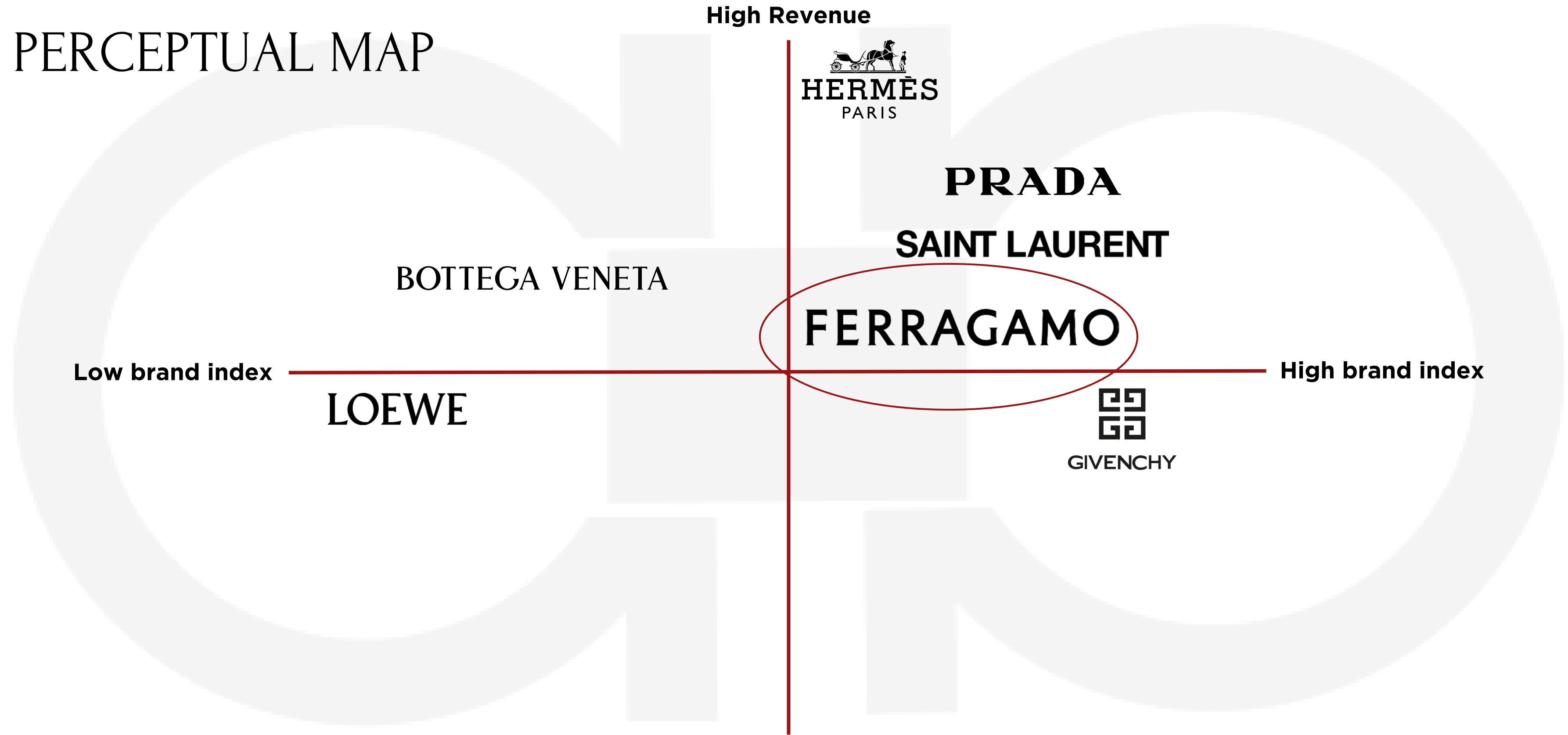
E-commerce in 32 countries (some products)

Selective wholesale distribution (very selective, mostly beauty and fragrances)



# PRICE MAP



# PERCEPTUAL MAP



# COMPETITIVE ANALYSIS

<p><b>FERRAGAMO</b></p>		<p><b>PRADA</b></p>	
<b>ANNUAL SALES 2022</b>			
1.25B €	11.6B €	4.2B €	251M €
<b>PRICE RANGE- HANDBAGS (excludes exotics)</b>			
\$1,090 to \$7,000	\$2,500 to \$80,000	\$795 to \$7,000	\$765 to \$3,950
<b>DISTRIBUTION</b>			
<ul style="list-style-type: none"> <li>• 375 stores in 90 countries</li> <li>• Strategic combination of retail and wholesale</li> </ul>	<ul style="list-style-type: none"> <li>• 300 stores in 50 countries</li> <li>• E-commerce in 32 countries</li> <li>• Selective wholesale distribution</li> </ul>	<ul style="list-style-type: none"> <li>• 612 stores in 70 countries</li> <li>• E-commerce in 49 countries</li> <li>• Selective wholesale distribution</li> </ul>	<ul style="list-style-type: none"> <li>• 100 stores in 69 countries</li> <li>• E-commerce in 77 countries</li> <li>• Selective wholesale distribution</li> </ul>

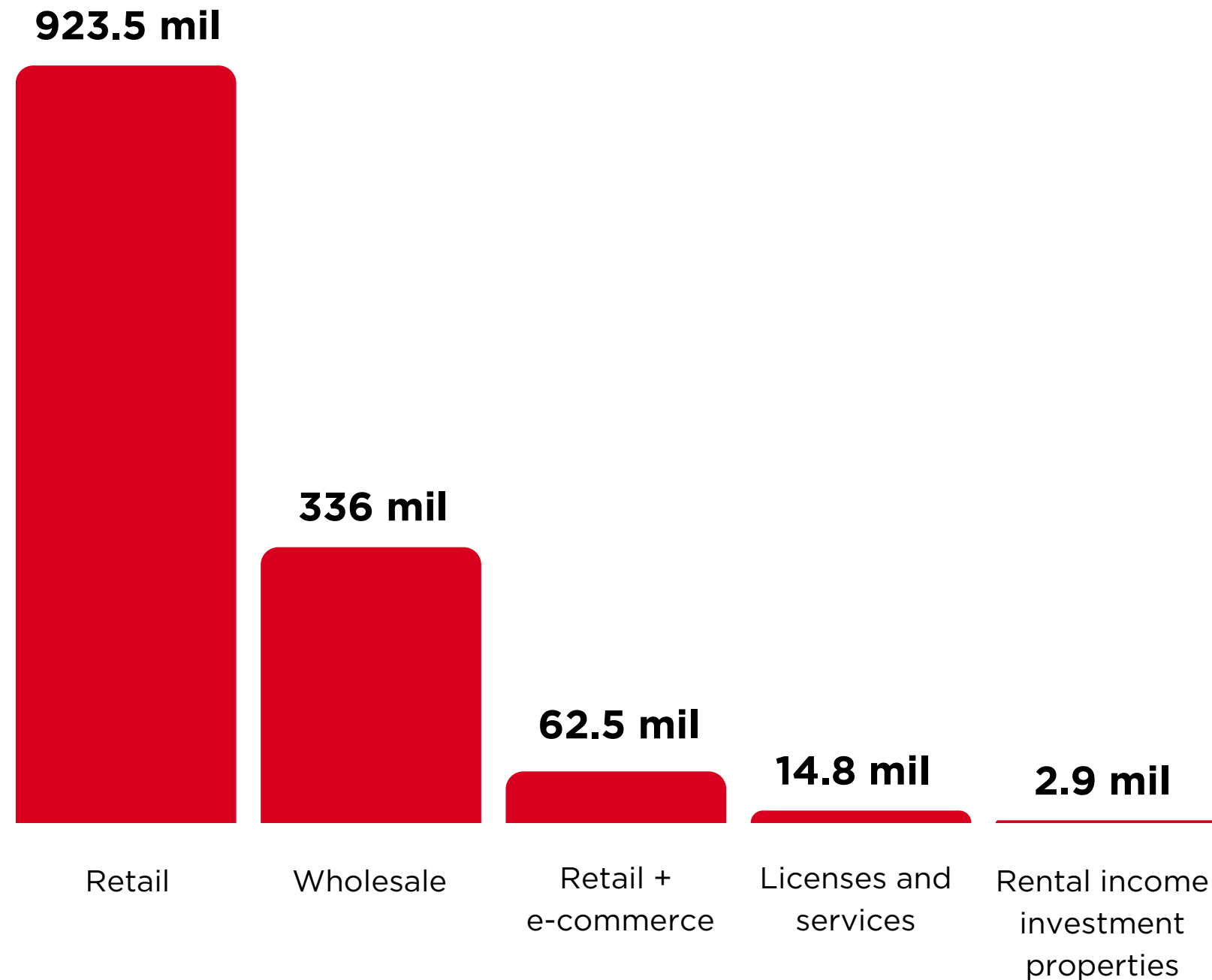
# COMPETITIVE ANALYSIS

FERRAGAMO	BOTTEGA VENETA	SAINT LAURENT	LOEWE
<b>ANNUAL SALES 2022</b>			
1.25B €	1.7B €	3.3B €	626M €
<b>PRICE RANGE- HANDBAGS (excludes exotics)</b>			
\$1,090 to \$7,000	\$1,300 to \$15,000	\$745 to \$4,400	\$590 to \$4,700
<b>DISTRIBUTION</b>			
<ul style="list-style-type: none"> <li>• 375 stores in 90 countries</li> <li>• Strategic combination of retail and wholesale</li> </ul>	<ul style="list-style-type: none"> <li>• 279 stores in 30 countries</li> <li>• E-commerce in 45 countries</li> <li>• Selective wholesale distribution</li> </ul>	<ul style="list-style-type: none"> <li>• 280 stores in 5 regions</li> <li>• E-commerce in 47 countries</li> <li>• Selective wholesale distribution</li> </ul>	<ul style="list-style-type: none"> <li>• 150 stores in 32 countries</li> <li>• E-commerce in 68 countries</li> <li>• Selective wholesale distribution</li> </ul>

SITUATION ANALYSIS.  
SIZE AND SCOPE

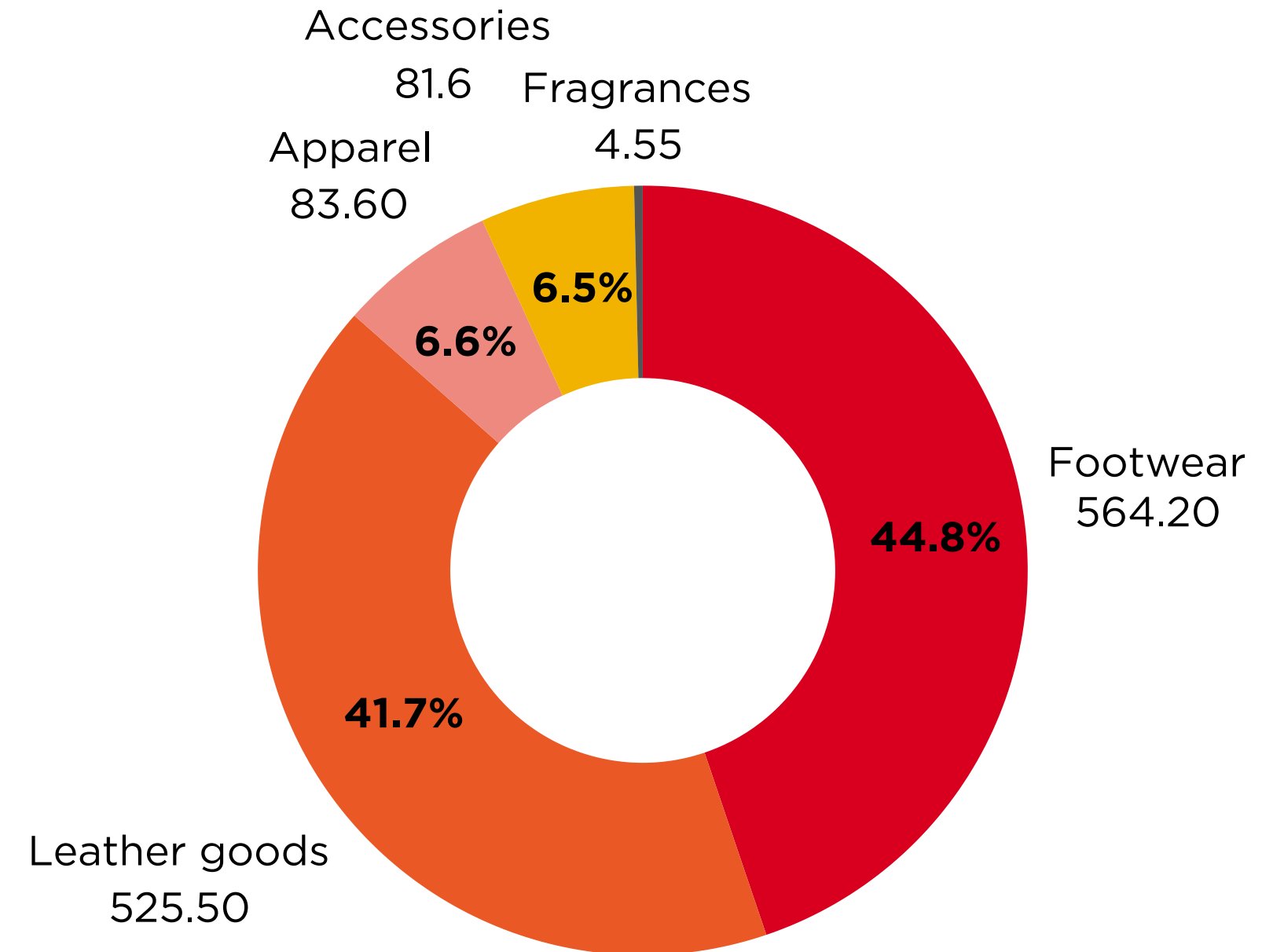


REVENUE BY DISTRIBUTION CHANNEL  
+ E-COMMERCE



The breakdown of revenues by distribution channel as of Dec 2022, millions of EUR

SALES BY PRODUCT CATEGORY



Net Sales by product category as at 31 December 2022, millions of Euro

# GEOGRAPHICAL DISTRIBUTION

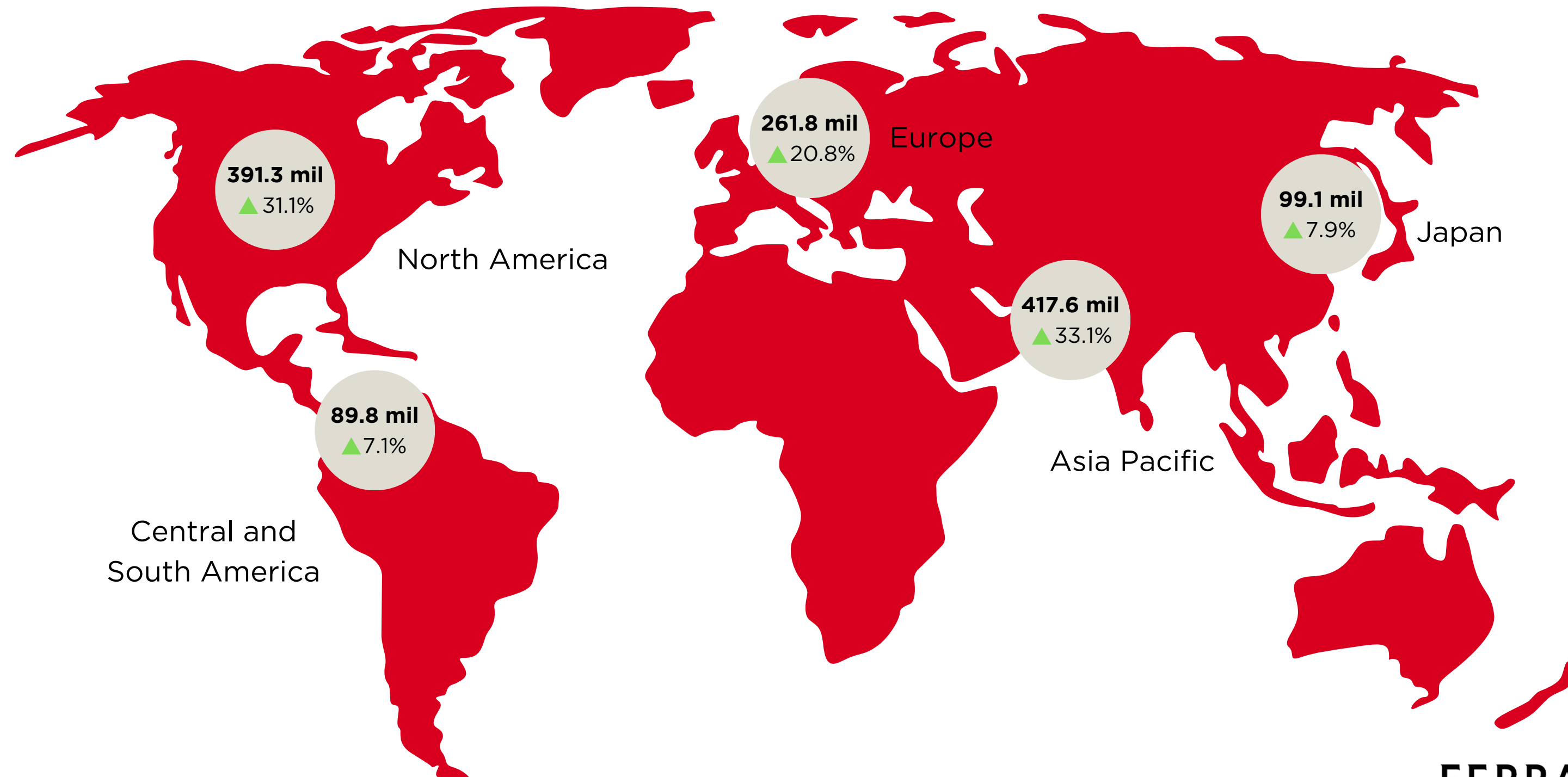
No. of DOS (30 Jun 2023), 375 total, 90 countries





# SALES BY GEOGRAPHICAL AREA

Net Sales as of Dec 2022 by geographical area and the change over FY 2021



# E-COMMERCE ANALYSIS

ferragamo.com Traffic Analytics, Competitors, Audience

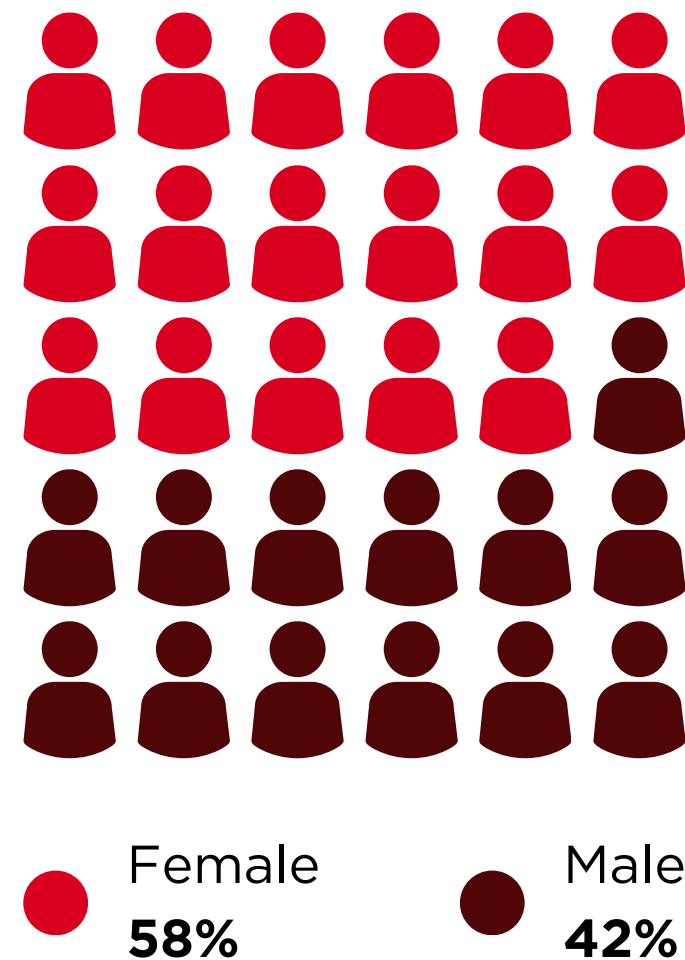
Total visits  
**1.5M**

Bounce Rate  
**53.47%**

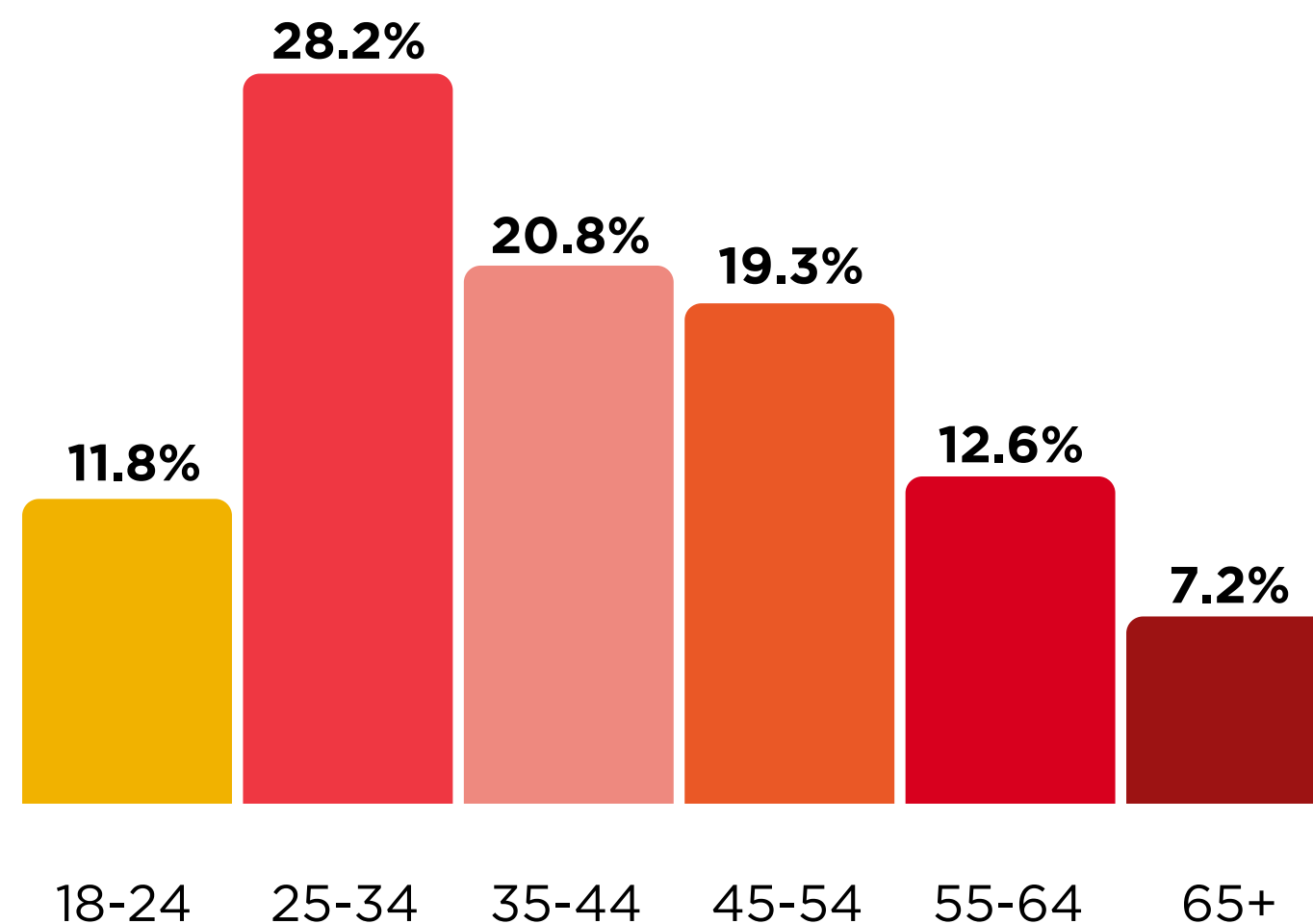
Pages per Visit  
**3.04**

Avg Visit Duration  
**00:01:48**

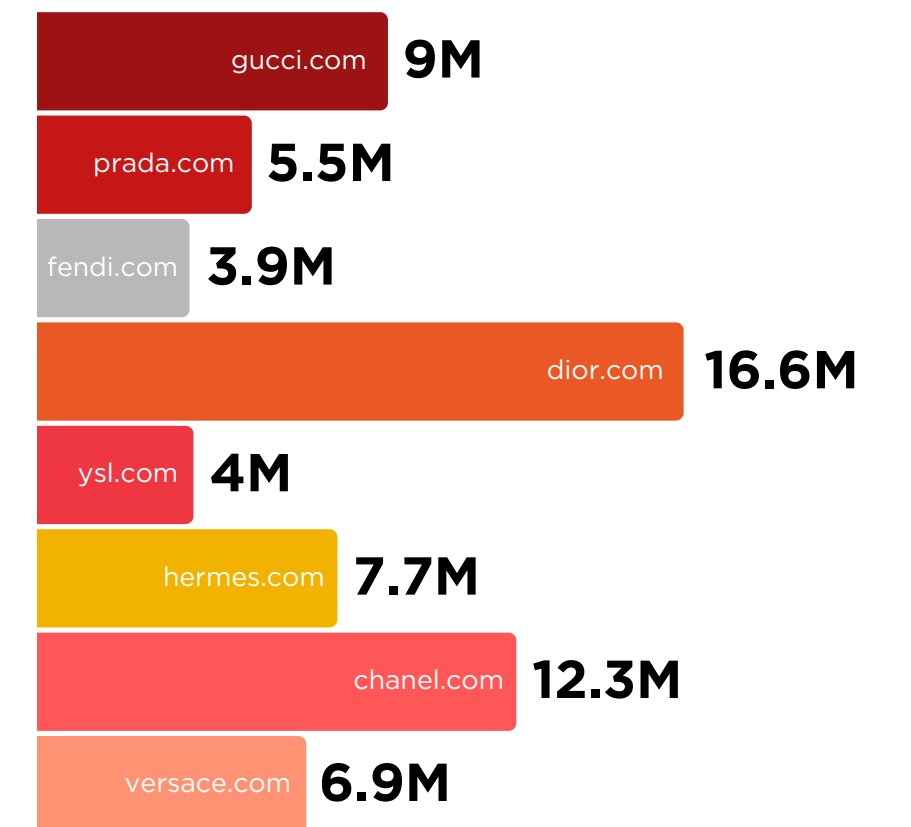
Gender Distribution



Age Distribution



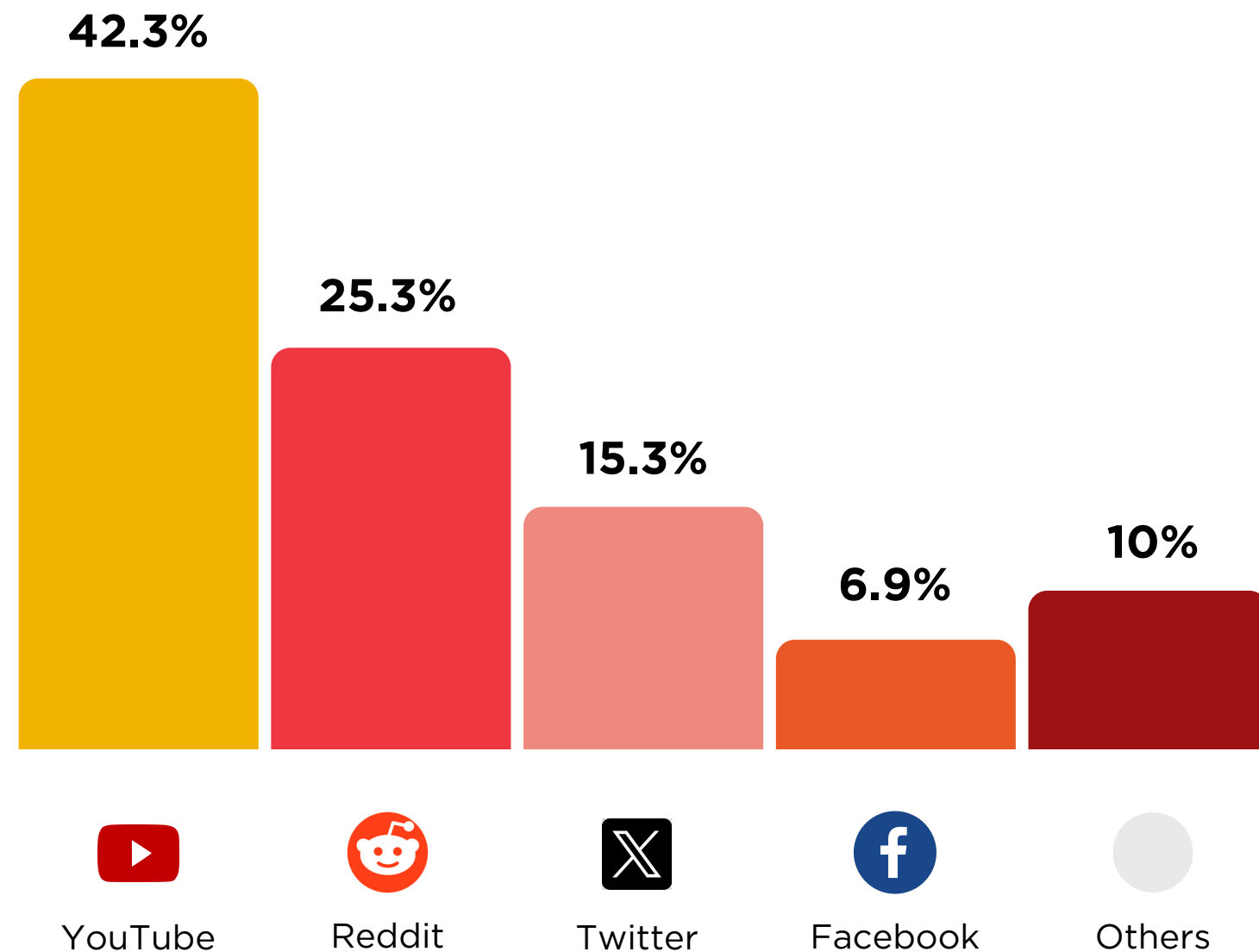
Competitors' Traffic



# E-COMMERCE ANALYSIS

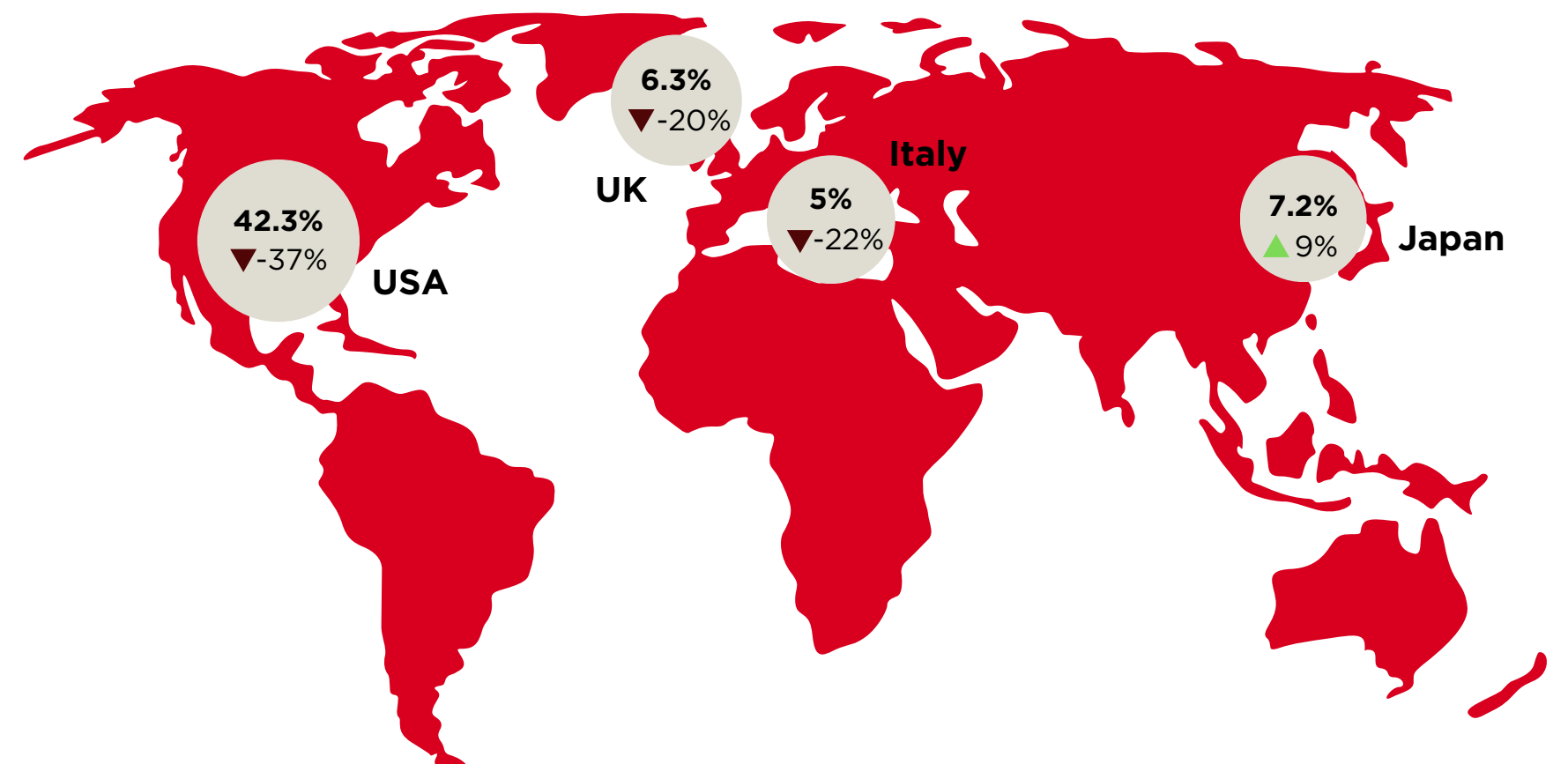
ferragamo.com Social Media Traffic, Web Traffic by Country

## Social Media Traffic to ferragamo.com



## ferragamo.com Web Traffic by Country

The top countries sending desktop traffic to ferragamo.com



## E-COMMERCE ANALYSIS. FARFETCH AGREEMENT

In August 2022, Ferragamo signed an agreement with **Farfetch** - one of the world's largest e-commerce companies that focuses on luxury goods and beauty products (Net Profit \$2.29B).

Ferragamo intends to use Farfetch's platform for its e-commerce and looks to engage with a global Millennial and **Gen Z** luxury audience.

Gobbetti, former Burberry Chief Executive, expects to double Ferragamo's sales to nearly 2.3 billion euros (**\$2.4 billion**) in 2026 from last year by investing more in marketing and communication, renovating stores and improving technology and the group's supply chain.





SWOT ANALYSIS

## STRENGTHS

- Rich heritage: over 80 years in business.
- High level of customization and use of rare and high-quality materials, “Made in Italy” craftsmanship.
- Significant and consolidated presence in Europe, America and Asia, with 375 DOS.
- Incorporation of sustainability throughout the value chain.

## OPPORTUNITIES

- Renovation of the existing stores that lack customer traffic.
- Diversification of the products as leather goods has the highest growth potential with CAGR of 5.7% from 2022 to 2028.
- By 2026, America will have the highest HNWI population worldwide.
- Utilize Farfetch agreement to further boost e-commerce and omnichannel innovation.

INTERNAL FACTORS

# FERRAGAMO

EXTERNAL FACTORS

## WEAKNESSES

- Absence of a uniform visual style for most of the retail stores due to recent change of the creative director, Maximilian Davis.
- Operational performance: Ferragamo’s stock price has dropped by more than 30% over the year, low ROE (9%) and ROI (13%) comparatively to previous years.

## THREATS

- Risks associated with relaunching the brand to target a younger consumer group.
- Risks associated with a low ROI from Farfetch agreement.
- Unstable macro-economic and geopolitical situation (war in Ukraine).
- Faster growth of direct competitor (Hermes: 29% Net profit margin, Prada: 10% Net profit margin).

# CORE COMPETENCY

OVER 80 YEARS' HISTORY ASSOCIATED WITH HIGH QUALITY, LUXURY PRODUCTS KNOWN FOR THEIR **"MADE IN ITALY"** EXCELLENCE.

## COMPETITIVE ADVANTAGES



Continuous product innovation, customization, and use of rare, high-quality materials.

Archive of designs and models to draw on as inspiration for new collections.

Use of Ferragamo products by leading personalities from the world of cinema, theater and entertainment.

Incorporation of sustainability throughout the value chain.

The legendary status of the founder Salvatore Ferragamo.



# COMPARATIVE ADVANTAGES



## ONGOING MODERNIZATION OF THE SUPPLY CHAIN

“Logistics Hub” for automation.  
Benefits: consolidating delivery, storage, and shipping processes



## EXTENSIVE DISTRIBUTION NETWORK

Presence in both traditional markets and emerging markets on larger scale than its competitors



## RETAIL AND WHOLESALE CHANNELS

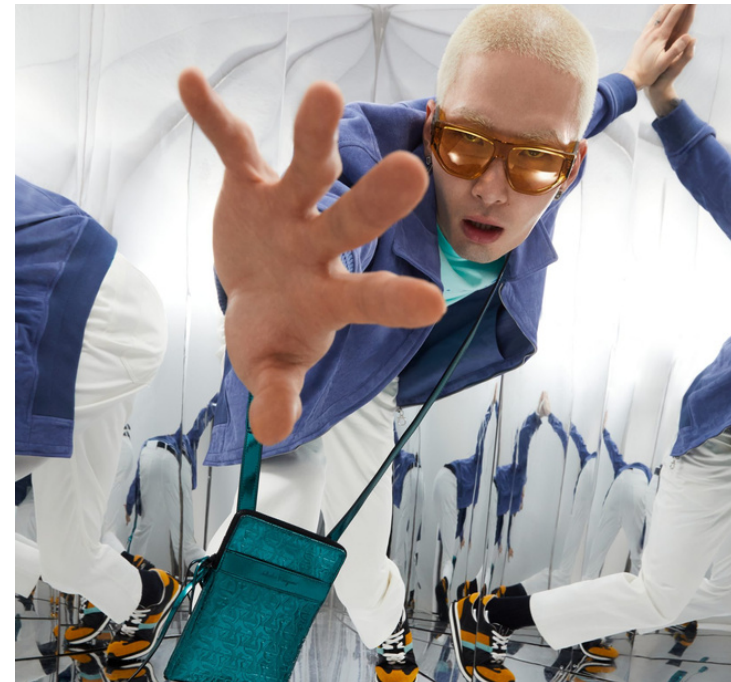
The combination of DOS and TPOS provides flexibility and catering to different market segments

# DIFFERENTIAL ADVANTAGES



## PRODUCT WITH THE HERITAGE AT THE CORE

More than 350 patents for products: shoes, bags, and accessories; recently - perfume bottle



## OMNICHANNEL AND CUSTOMER EXPERIENCE

Farfetch agreement to boost digital experience and reach younger clientele



## BRAND STRENGTH AND REPUTATION

Importance of coherence of store locations with the brand's positioning



## COLOR DIFFERENTIATION: RED

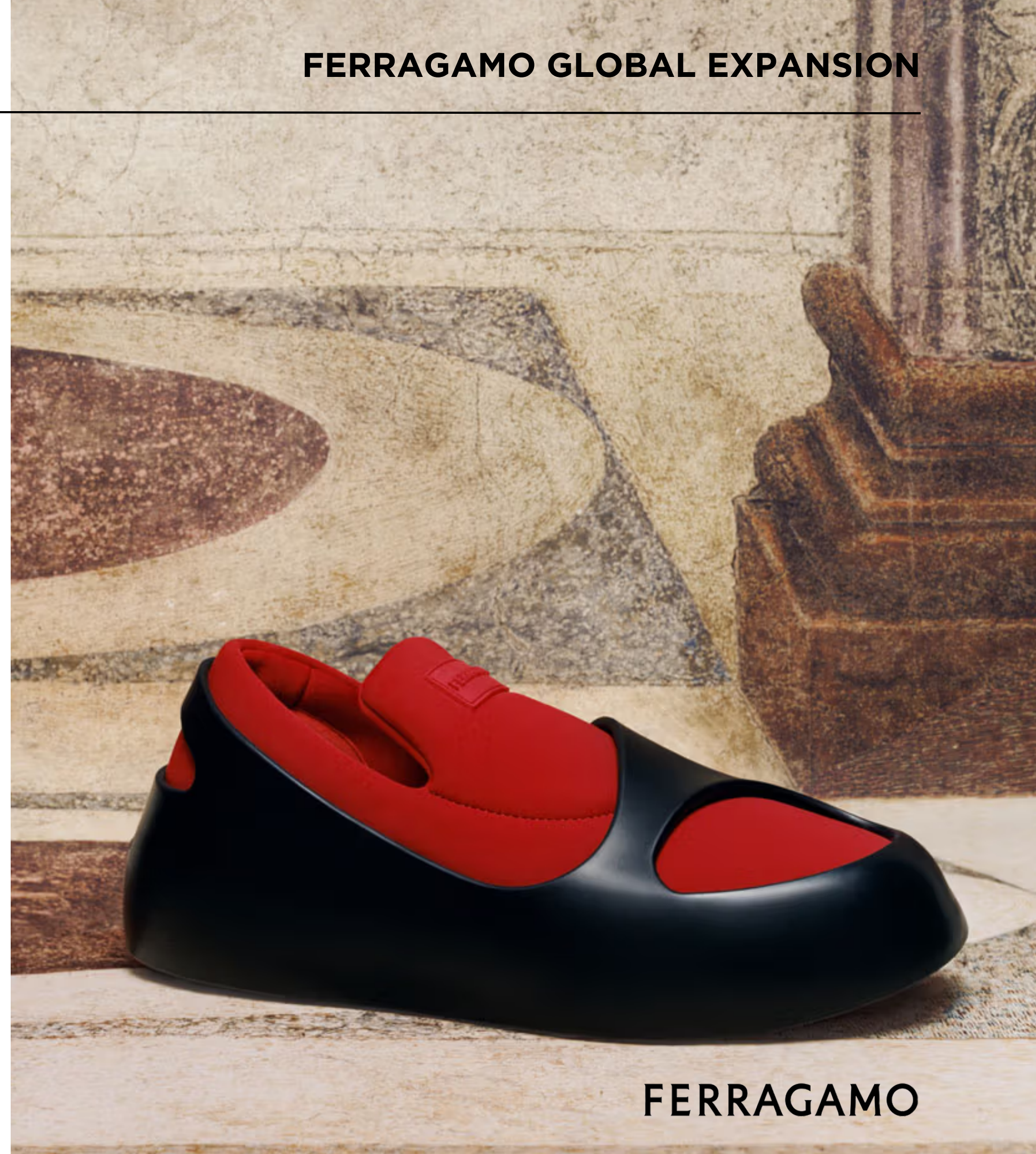
Maximilian Davis incorporated vivid red color that became widely recognizable by the public

GEOGRAPHICAL EXPANSION

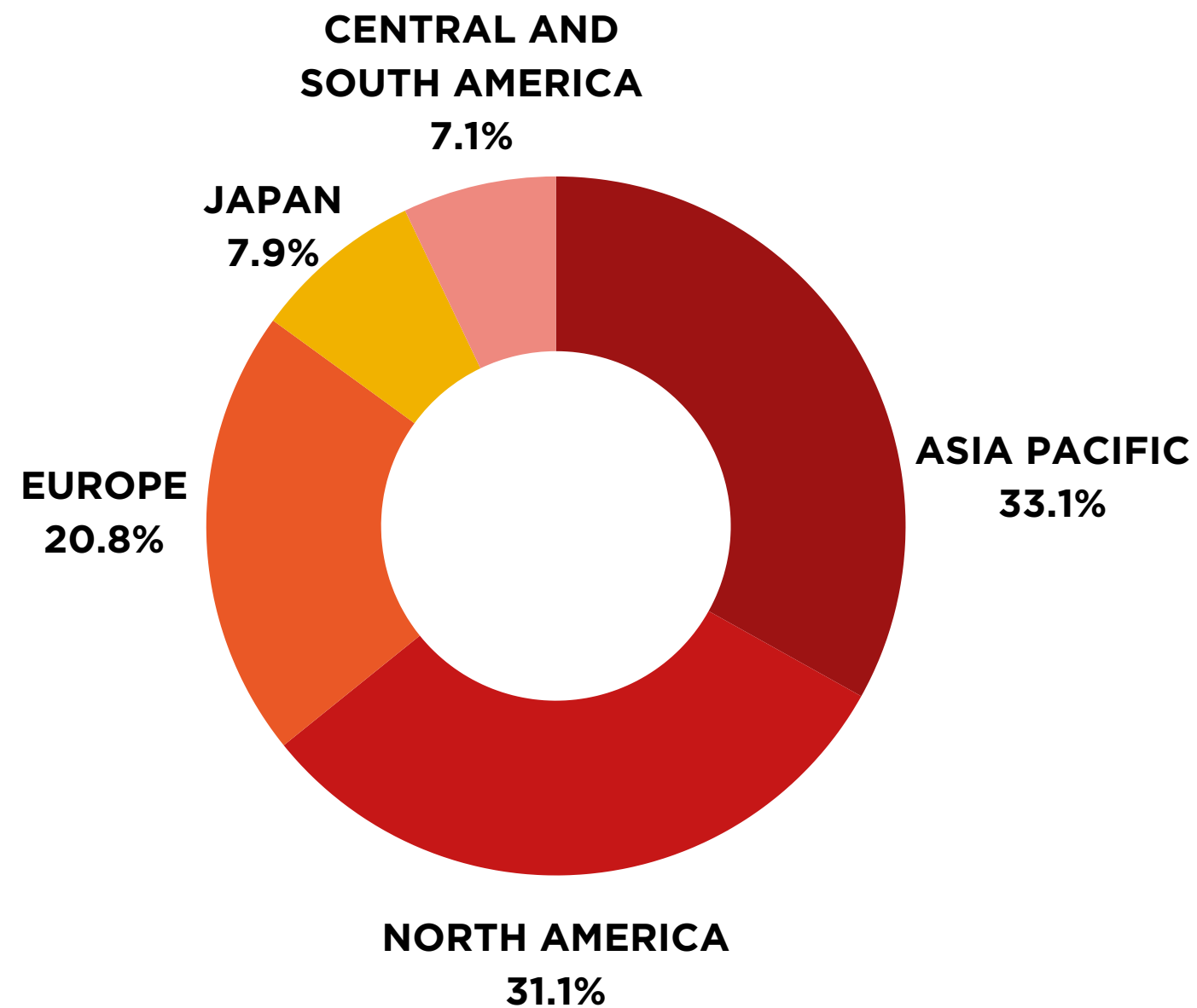
FERRAGAMO

## MISSION STATEMENT

With Ferragamo's global expansion, we will explore flagship store concepts and renovations to align with the existing creative direction and evolve with the market, specifically in the strongest regions, focusing on product assortments accordingly.



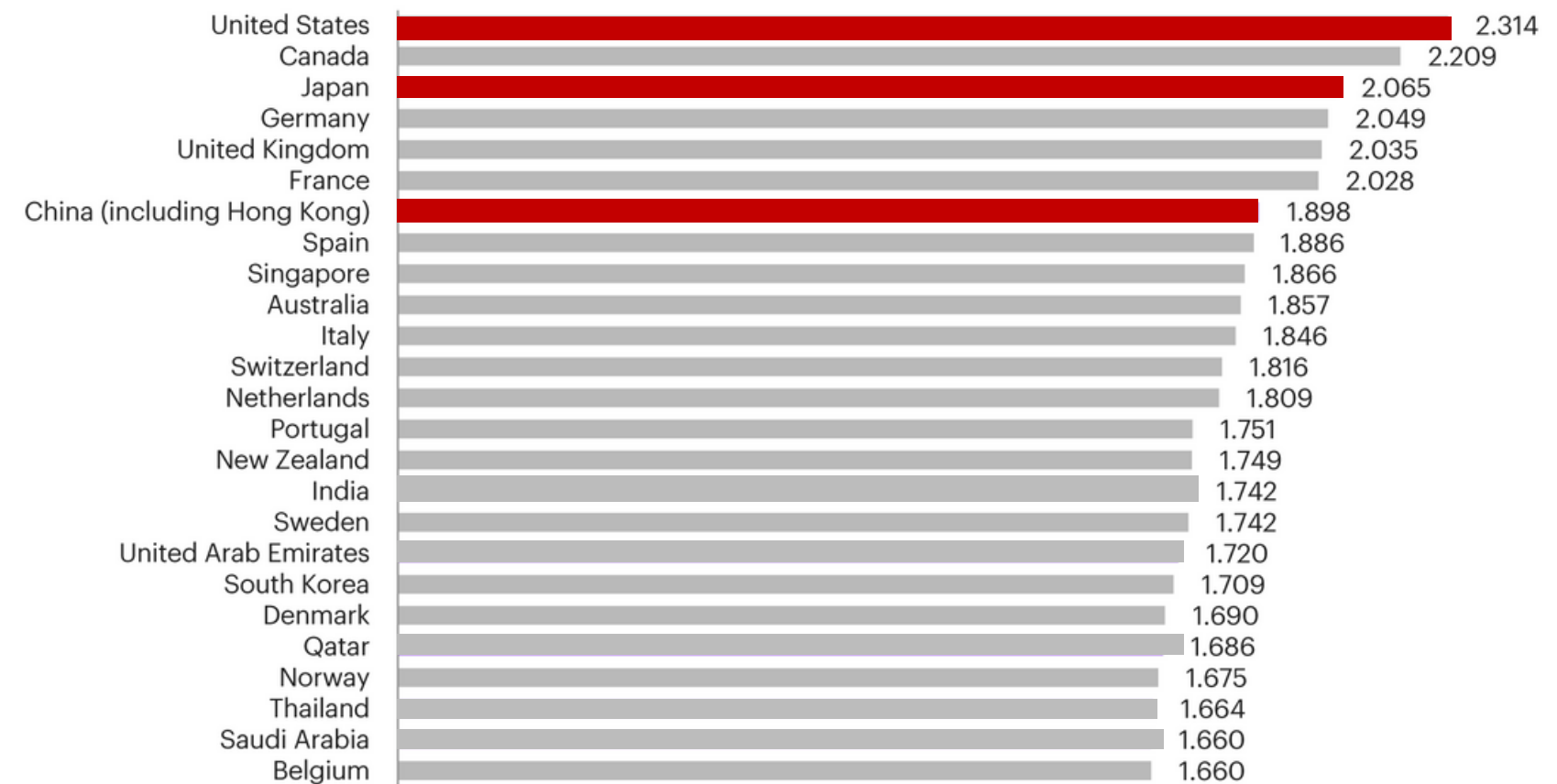
# THREE COUNTRIES SELECTION: CRITERIA



World rankings

2022	2023
1	1
3	2
4	3
2	4
5	5
6	6
10	7
8	8
18	9
11	10
7	11
9	12
15	13
19	14
12	15
--	16
13	17
14	18
16	19
21	20
24	21
23	22
--	23
--	24
17	25

+



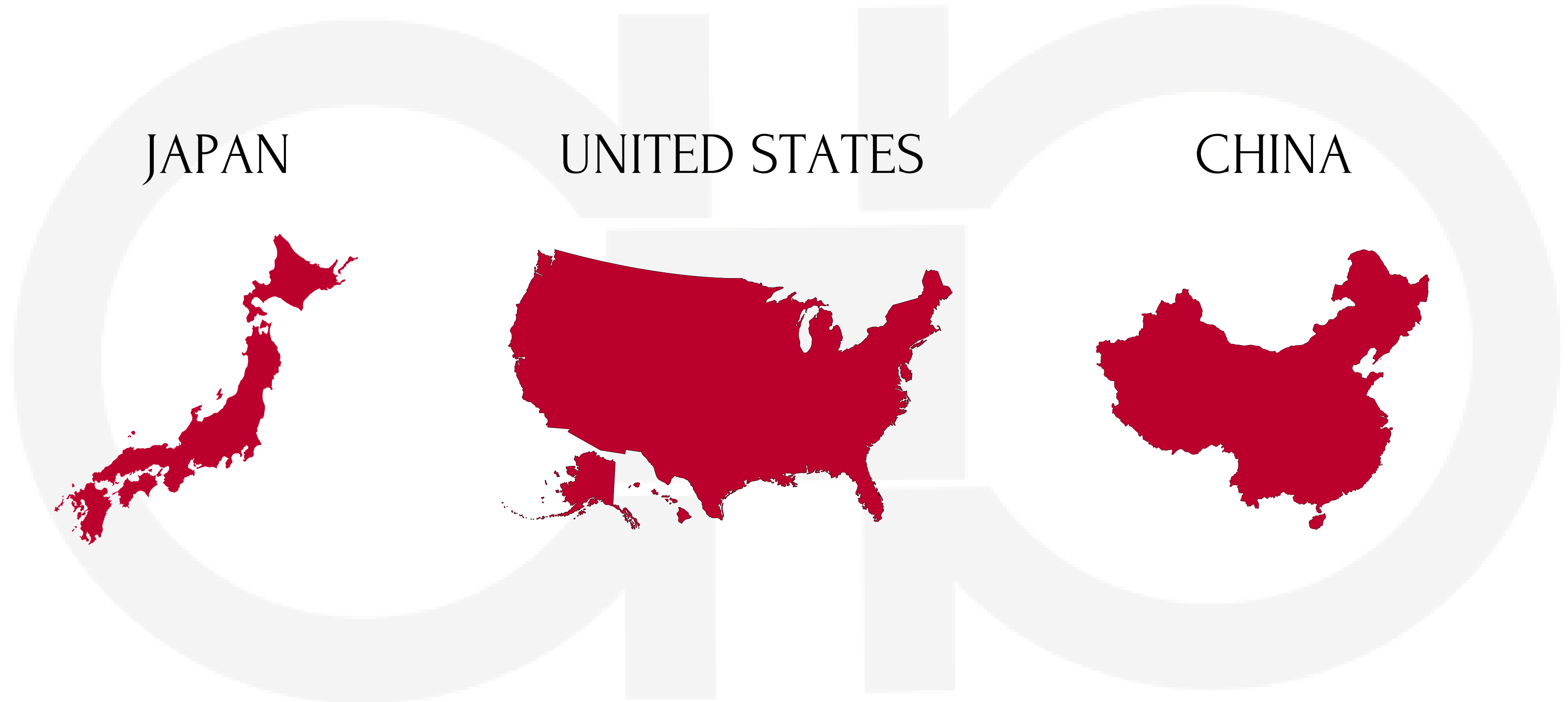
● Developed markets

● Emerging markets

- Ferragamo Annual Revenue by Region 2022
- Revenue by Subsidiaries of Countries in Strongest Regions
- Exchange Rates

Kearny FDI Confidence Index scores:

- **The United States (#1)**
- **Japan (#3)**
- **China (#7)**



# JAPAN



GDP  
**4.3T**

GDP PER CAPITA  
**33.6B**

POPULATION  
**126M**

KEARNEY FDI  
**#3**

ULTRA HNWI  
**3,932**

FOREIGN VISITORS  
**25M IN 2023**



- **Corruption is not an issue**, ranking at #18 at the Corruption Perceptions Index of 180 countries



- **Unemployment rate - 2.6% (low)**
- **Inflation rate - 3.3%**
- **Forecasted Annual GDP growth - 0.8%** in 2023-2027



- Average household **disposable income per capita** is USD 28,872 a year



- **91.6% highest Internet usage**
- **220M mobile subscribers** by 2027



- **5th highest carbon dioxide** emissions in 2020

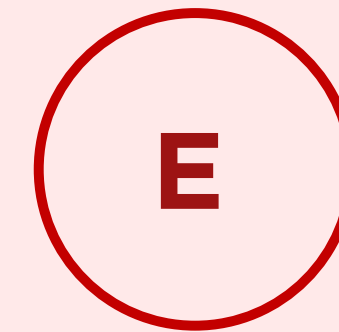
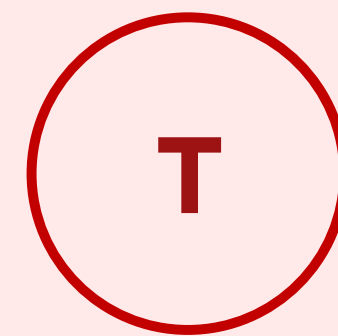
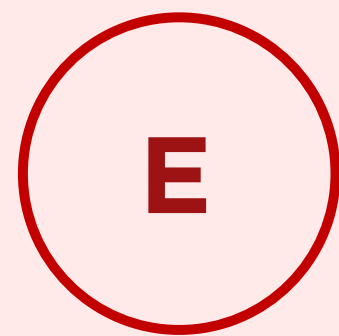


- **Rule of Law is high at ranked #14** in comparison of 142 countries

CHINA



GDP	GDP PER CAPITA	POPULATION	KEARNEY FDI	ULTRA HNWI	FOREIGN VISITORS
<b>17.9T</b>	<b>12,670</b>	<b>1.41B</b>	<b>#7</b>	<b>88,024</b>	<b>35.5 M in 2023</b>



- Working on **improving their corruption index**, ranking at #65 at the Corruption Perceptions Index of 180 countries

- **Unemployment rate** - 5%
- **Inflation rate** - 1%
- **Forecasted Annual GDP growth** of 4.4% in 2023-2027

- Average household **disposable income per capita** is USD 5,511 a year

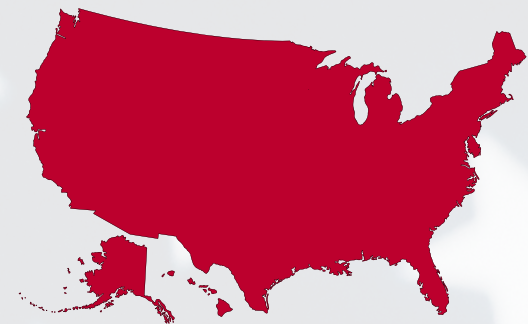
- 75.8% **highest Internet usage**
- **1.9B mobile subscribers** by 2027
- State control of online activities

- **1st highest carbon dioxide** emissions in 2020

- **Rule of Law is ranked #23** in comparison of 142 countries



# UNITED STATES



GDP  
**25T**

GDP PER CAPITA  
**83B**

POPULATION  
**334M**

KEARNEY FDI  
**#1**

ULTRA HNWI  
**129,665**

FOREIGN VISITORS  
**51M IN 2023**



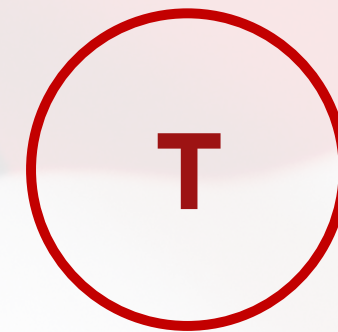
- **Corruption is not an issue**, ranking at #24 at the Corruption Perceptions Index of 180 countries



- **Unemployment rate** - 3.6%
- **Inflation rate**-7%
- **Forecasted Annual GDP growth** of 1.6% in 2023-2027



- The average household **disposable income per capita** is USD 51, 147 a year



- 89.4% **highest Internet usage**
- **403M mobile subscribers** by 2027



- **2nd highest carbon dioxide** emissions in 2020



- **Rule of Law is ranked #26** in comparison of 142 countries

A woman is shown from the chest up, wearing a white, high-collared dress with black buttons down the front. She is holding a bright red apple in her left hand. The background is a plain, light color.

PROPOSED COUNTRY

UNITED STATES P. E. S. T. E. L. ANALYSIS

# UNITED STATES



**POLITICAL**



## GOVERNMENT FINANCES

Budget deficit of **4.2%** of GDP. It is projected that the federal budget deficits will double from USD1.4 trillion in 2023 to nearly USD2.9 trillion by 2033, which has a destabilizing effect on governance and the economy as a whole.

## ECONOMIC FREEDOM RANKING

Although the US is placed high for the Index of Economic Freedom - **25th** position globally, it has slipped in 2023 from 2022.  
 Japan - **31st** place.  
 China - **154th** place.

## GLOBAL PEACE RANKING

Global Peace Index worsened over 2020-2022 to stand at **129th** globally. This is due to the events after presidential elections, BLM movement, and social protests.  
 Japan - **10th** place.  
 China - **86th** place.

## TAX LAWS

Tax laws in the U.S. impact the fashion/luxury industry through **sales taxes** and **import duties**.

## TRADE POLICIES

**Tariffs** on luxury goods imported from certain countries. The U.S. has entered into **free trade agreements:** the United States-Mexico-Canada Agreement (USMCA) and trade deals with countries in the Asia-Pacific region.

## LABOR REGULATIONS

**Fair Labor Standards Act** (minimum wage, overtime pay, and child labor). **Occupational Safety and Health Administration** (workplace safety, proper equipment, ventilation, and handling hazardous materials)

# UNITED STATES



## ECONOMIC



### GROWTH RATE

Real GDP Growth is **3.0** (2023, % growth).

Market size for Luxury Leather Goods in the U.S. is **\$23B.**

LV has the highest % of shares of the market (**21%**), Ferragamo has **1%**

### INTEREST RATE

Federal Reserve can influence consumer spending and borrowing costs, indirectly impacting the luxury goods market.

### INFLATION RATE

The U.S. has **4.1% growth** of the inflation rate - relatively high, which reduces purchasing power.

### EXCHANGE RATE

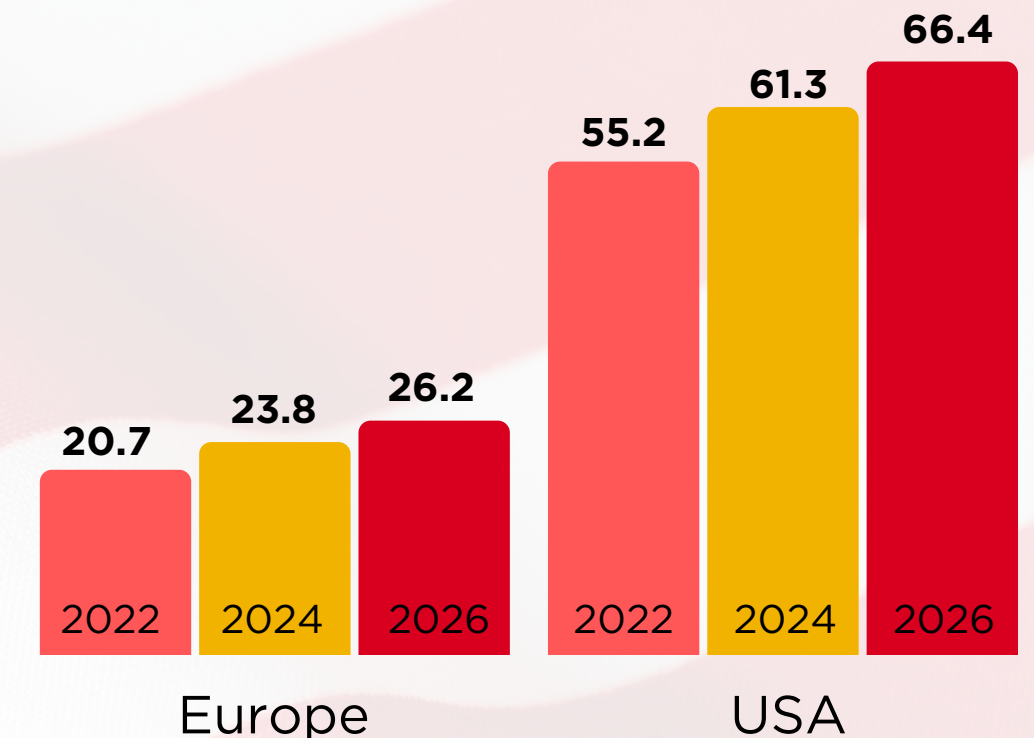
The dollar got closer to level with the euro in 2022, but raised again in the beginning of 2024: **1 EUR = 1.08 USD** (FactSet and U.S. Bank Asset Management Group, see appendix p.141).

As measured in the Nominal Broad U.S. Dollar Index, the dollar fell below **120** in Dec 2023 but bounced back in the early weeks of 2024.

### DISPOSABLE INCOME

The U.S. has **21 trillion USD** for disposable income in 2024 and **61.3 thousand USD** per capita (Statista, see appendix p. 181).

DISPOSABLE INCOME - PER CAPITA, in thousands USD



# UNITED STATES



## SOCIAL



### CULTURAL INFLUENCES AND BELIEFS

American culture often values individualism, self-expression, and the pursuit of success.

### LIKES

**70%** of shoppers are driven by **digital** medium.

Modern consumers prefer **authentic** luxury brands.

**Rentals** and **subscription models** gain traction in the luxury business.

### DEMOGRAPHIC TRENDS

Increasing purchasing power and influence of millennials. Brands focus on **experiential marketing**, **sustainability**, and **digital engagement**.

By 2027, there will be over **36.8 million** HNWI and over **253 thousand** of UHNWI in the U.S.

Positive net migration will account for nearly **two-thirds** of **population growth** in the USA in 2019-2040.

By 2040, **85.9%** of the population will be an **urban** dweller.

Population by Urban/Rural Location: 2040



### INTERESTS AND OPINIONS OF SOCIETY

Increased emphasis on **sustainability**, **diversity**, and **inclusivity**.

**Experiential** luxury is increasingly driven by millennials.

# UNITED STATES



## TECHNOLOGICAL



### RESEARCH AND DEVELOPMENT

**USD2.0 billion** will be allocated to the National Science Foundation (NSF) to maintain the nation’s leadership in emerging industries: artificial intelligence, biotechnology, quantum information science, and advanced manufacturing.

### DISTRIBUTION

The share of **online sales** of luxury products is expected to increase from **21%** in 2022 to **26%** by 2025.

In the USA, **e-commerce retail** trade sales were worth over **1 trillion USD** in 2022, up by 8.7% in 2021.

### MOBILE SUBSCRIPTIONS FORECAST

By 2027, there will be **403 million** mobile telephone subscribers in the US, an increase of **9.6%** since 2022.

As tech giants like Apple advance, availability of faster-speed LTE/WiMAX networks, which are set to cover **100%** of the population by 2027, increase.

The US ranked **1st** out of 131 countries globally in the Network Readiness Index (NRI) 2022.

(See appendix, p. 145)

### COMMUNICATIONS

Luxury brands in the US leverage digital platforms and social media channels to engage with consumers, build brand awareness, and communicate brand values.

Luxury brands employ immersive technologies like VR and AR to **enhance consumer interactions** and create **memorable** brand **experiences**.

Brands invest in data-driven marketing strategies, utilizing **CRM systems** and **personalization** techniques.

# UNITED STATES



## ENVIRONMENTAL PERFORMANCE INDEX AMONG 180 COUNTRIES

USA is on the **43d** place with 51.1 EPI score, comparing to Japan's 25th position and China's 160th.

## ENVIRONMENTAL RANKING

Air Quality - **16th** place, score 77.

Climate Change - **101st** place, score 37.2

Recycling - **105th** place, score 14.8.

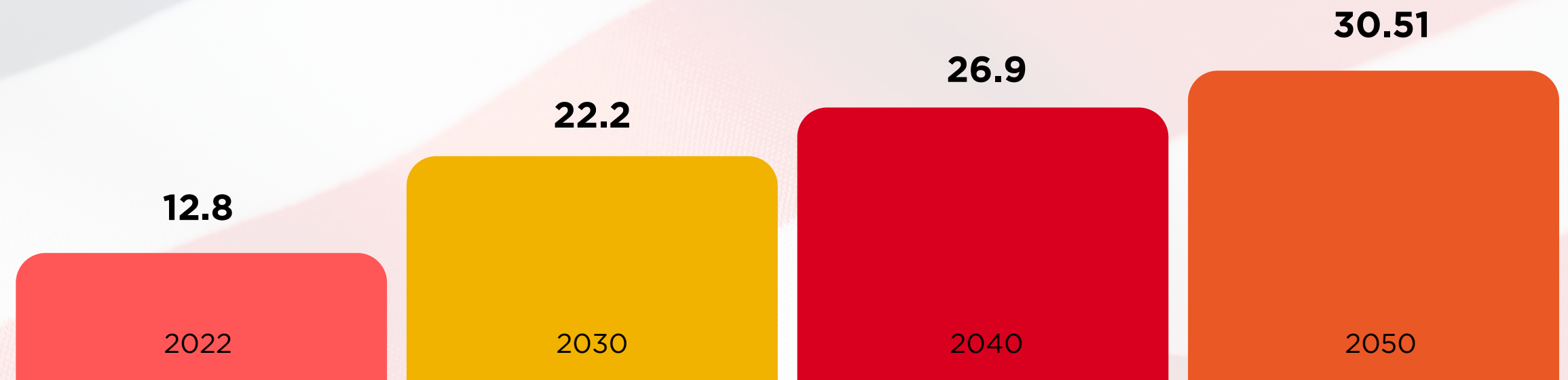
Sanitation Drinking Water - **26th** place, score 86.10.

## RENEWABLE ENERGY CONSUMPTION

By 2050, about **21.7** quadrillion British thermal units of renewable energy are expected to be consumed in the U.S.

Renewables accounted for the largest share of power capacity additions in the U.S. in recent years.

Projected renewable energy consumption in the U.S 2022-2050, in quadrillion British thermal units



## RENEWABLE ENERGY

In 2022, about **912.8** terawatt hours of power derived from renewable sources were generated in the U.S., which is a growth of 12% in comparison to 2021.



# UNITED STATES



LEGAL

## PRODUCT SAFETY

In the USA, luxury brands are subject to regulations such as the **Consumer Product Safety Act** and industry-specific standards (safety requirements, conduct thorough testing, and adhere to labeling and warning guidelines).

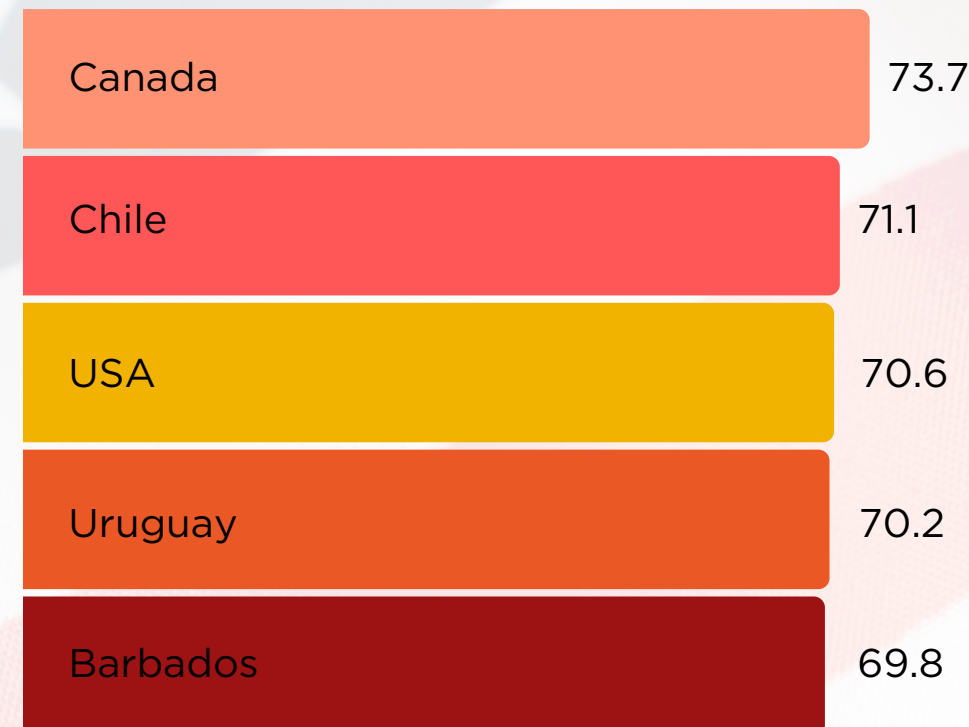
## CONSUMER RIGHTS AND LAWS

Luxury brands must comply with laws such as the **Federal Trade Commission Act** and the **Consumer Rights Act** to protect consumers from deceptive practices, false advertising, and unfair treatment.

## REGIONAL RANKING

The United States' economic freedom score is **70.6**, making its economy the 25th freest in the 2023 Index. Its score is 1.5 points lower than last year.

REGIONAL RANKING, WORLDWIDE



## REGULATORY EFFICIENCY

The U.S. has a high level of business freedom (**83.8**), but regulations vary by state.

Large deficits persist, and public debt is growing.

## RULE OF LAW

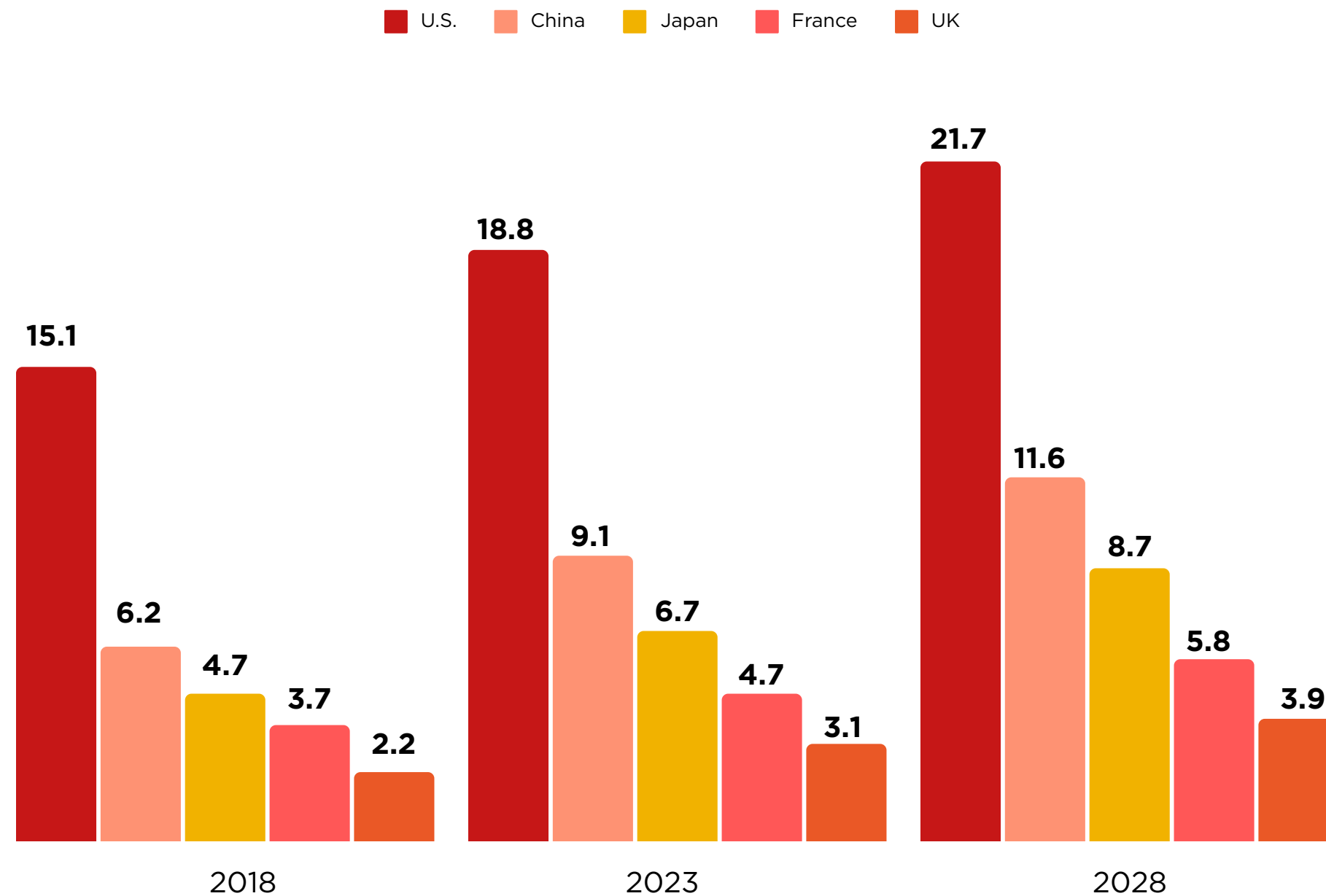
The overall rule of law is well respected in the United States. The country's property rights score is above the world average (**94.7**).



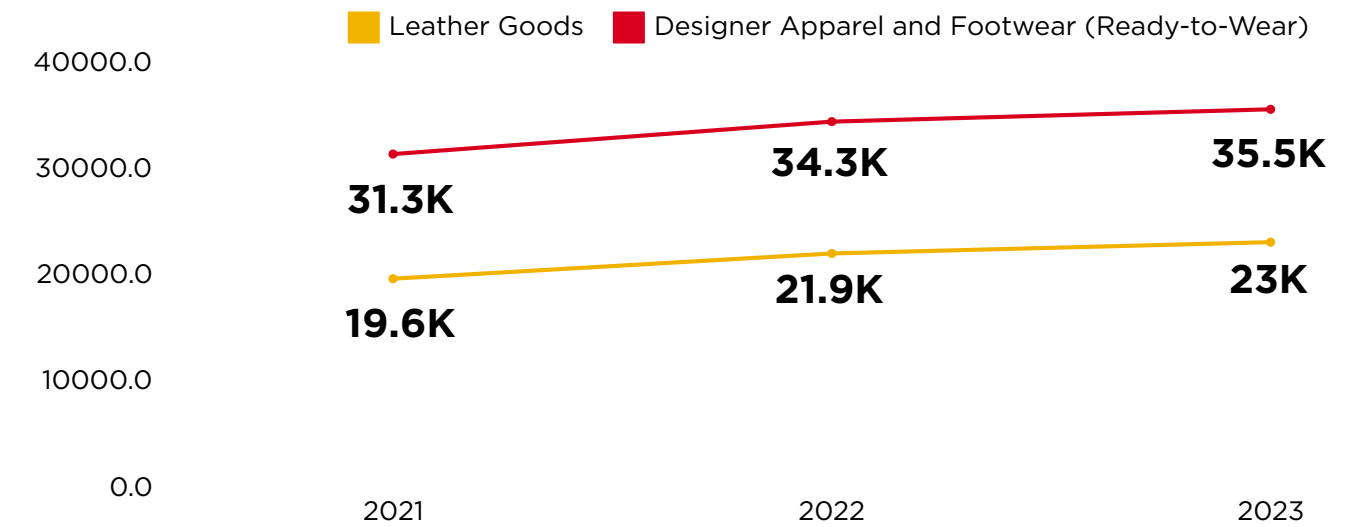
MARKET ANALYSIS: U. S.

# MARKET SIZE & RETAIL CHANNELS

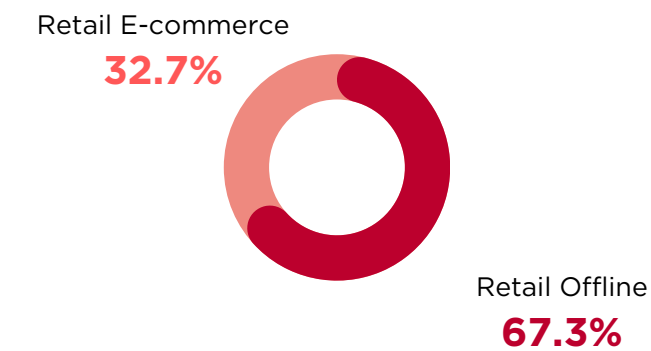
Luxury Leather Goods market size in top 5 countries, in billion US\$



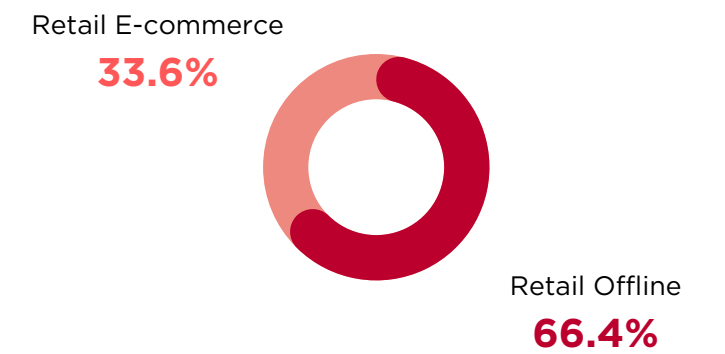
Market size for Luxury Leather Goods & Designer Apparel and Footwear (Ready-to-Wear), in the U.S., in million US\$



Luxury Leather Goods in the U.S.



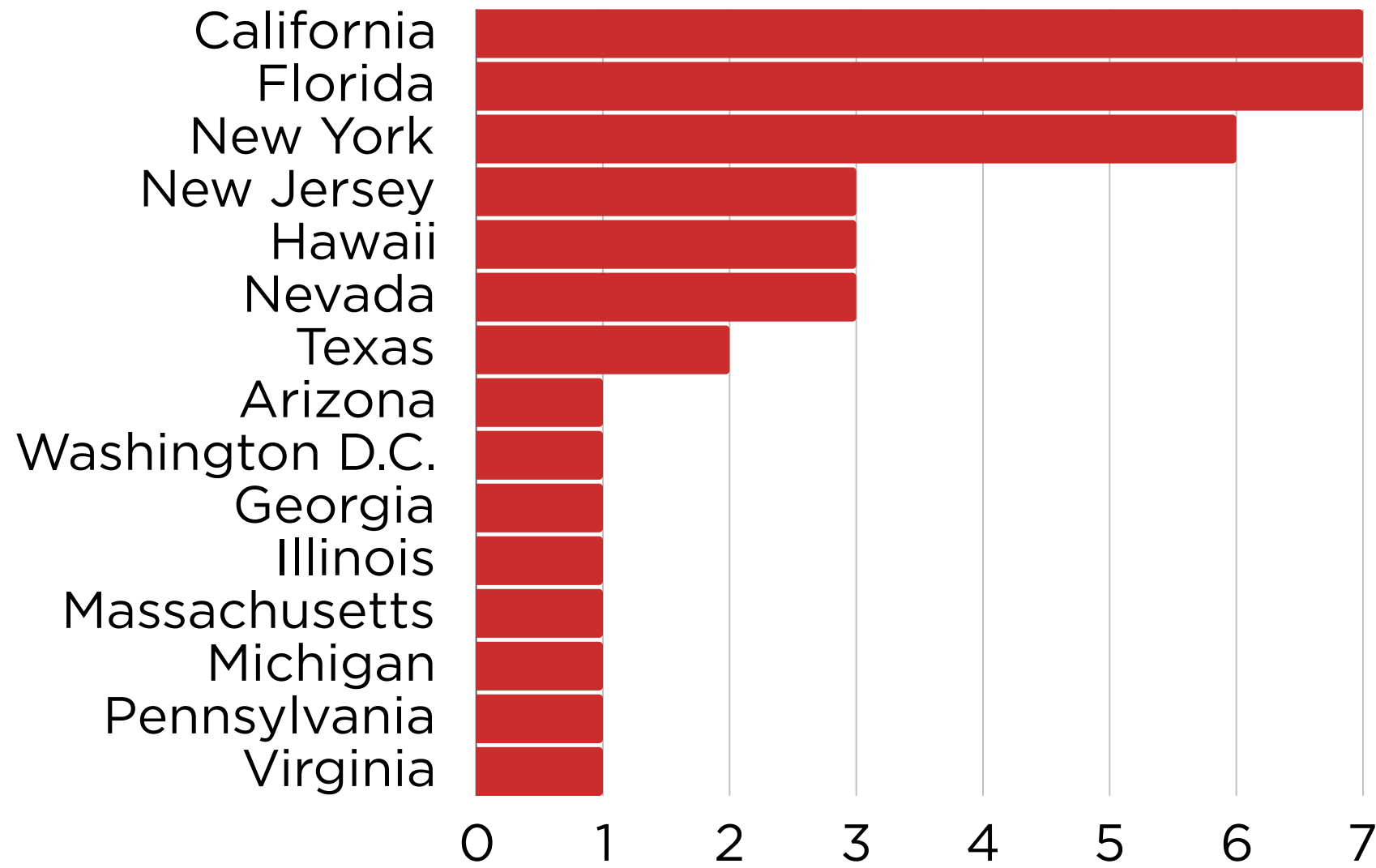
Designer Apparel and Footwear (Ready-to-Wear) in the U.S.



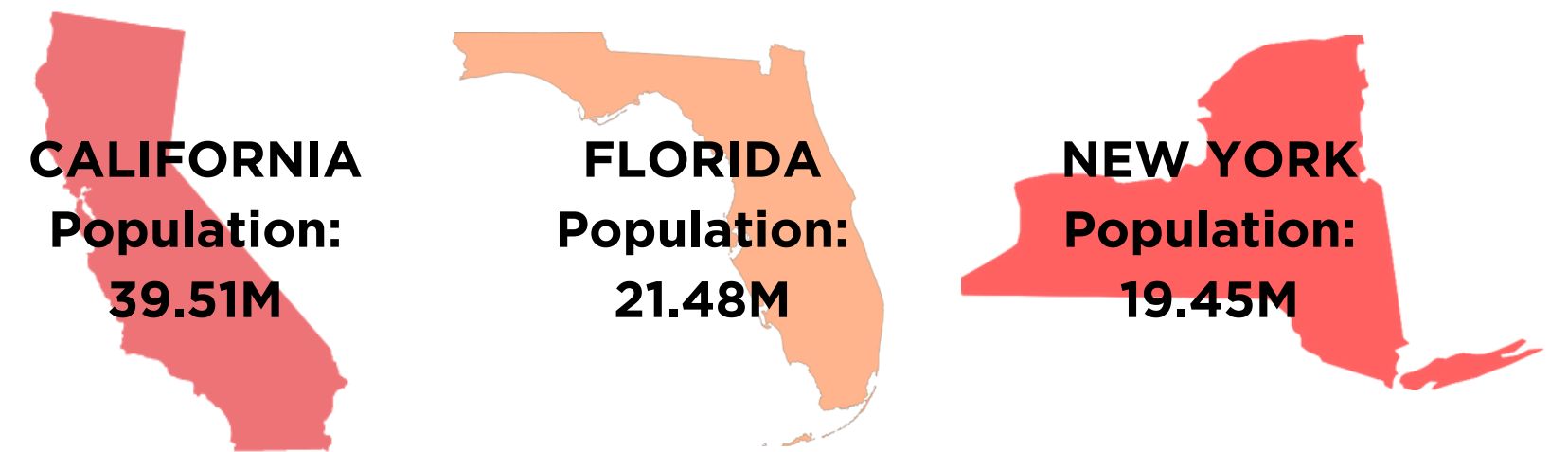
# FERRAGAMO - COUNTRY OVERVIEW

## 39 STORES

3 Flagships: Los Angeles, Miami, New York City



## HIGHEST DEMOGRAPHIC



## WHOLESALE DISTRIBUTION

### E-commerce

FWRD and NET-A-PORTER

### Brick-and-mortar and e-commerce

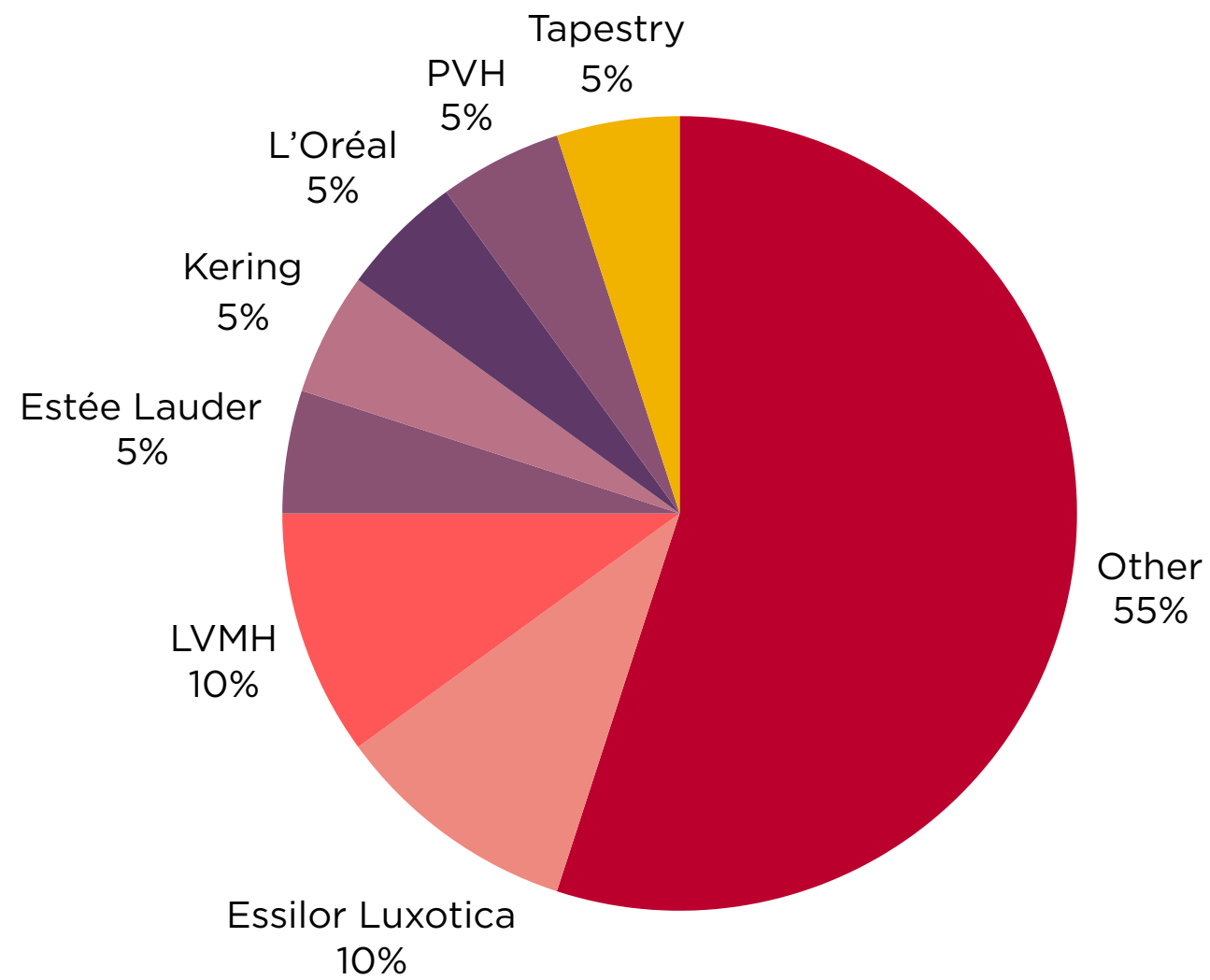
Neiman Marcus, Nordstrom, Bergdorf Goodman, Saks Fifth Avenue, Bloomingdale's, The Webster



MARKET COMPETITION

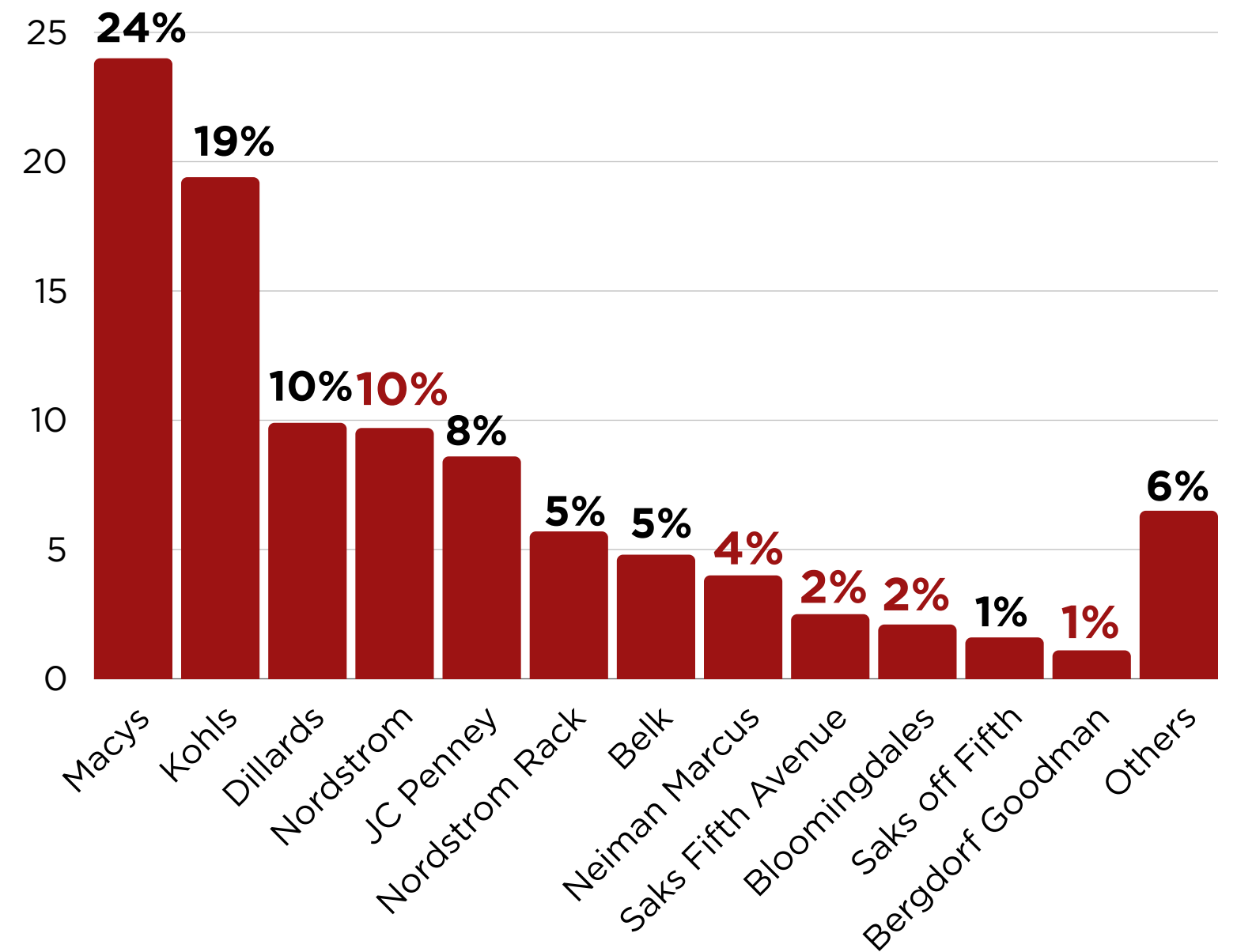
# OVERVIEW UNITED STATES

MARKET SHARE BY LEADING LUXURY BRANDS



MARKET SHARE BY DEPARTMENT STORES

■ Department stores that wholesale luxury brands
 ■ Department stores that don't wholesale luxury brands



# DIRECT COMPETITORS: HERMÈS

New York



Los Angeles



Miami

**The U.S. has the highest number of** stores in the Americas Region

**39 stores** - 32 DOS and 7 concessionaires, including **Flagship stores:**

**New York** - 20,250 sq. ft./ 4 levels

**Miami** - 13,000 sq. ft./ 3 levels

**Los Angeles** - 12,000 sq. ft./ 4 levels

Selective E-commerce

Selective wholesale distribution

**Recent openings:** Westfield Topanga Mall (Los Angeles), and Aspen

**Recent renovations:** Las Vegas Resort and Casino, Oak Street (Chicago)

# DIRECT COMPETITORS: BOTTEGA VENETA

San Francisco



Los Angeles



New York

**The United States has the highest number of stores** in the North American region

**35 stores**, including **Flagship stores:**

**New York-** 15,000 sq. ft./ 5 levels

**Los Angeles-** 4,828 sq. ft./ 2 levels

**San Francisco-** 3,355 sq. ft./ 1 level

**E-commerce** in Bottega Veneta website, Net-a-Porter, Farfetch

**Wholesale distribution** at Neiman Marcus, Bergdorf Goodman, Saks Fifth Avenue, Bloomingdale's, Nordstrom

**Recent openings:** Aspen, Palisades Village (Los Angeles)

**Recent renovations:** Dallas



# DIRECT COMPETITORS: PRADA

Los Angeles



New York



Miami

The **U.S.** has the **largest number of stores** in the Americas region

**54 stores**, including **2 epicenters**:

**New York**- 24,000 sq. ft./3 levels

**Los Angeles**- 24,000 sq. ft./3 levels

**E-commerce** in Prada website, Farfetch

**Wholesale distribution** at Neiman Marcus, Nordstrom, Bergdorf Goodman, Saks Fifth Avenue, Bloomingdale's

**No recent openings or renovations.** They **purchased their New York epicenter building** for \$425M and the building next to it for \$410M, **totaling \$835M**

INDIRECT COMPETITORS

*Saks Fifth Avenue*

*Neiman Marcus*

NORDSTROM

ANNUAL SALES 2022

1.9B

5B

10B

DISTRIBUTION

- **41 locations** and e-commerce across the country
- Wholesales Bottega Veneta, Prada, Givenchy, Saint Laurent, and Loewe

- **36 locations** and e-commerce across the country
- Wholesales Bottega Veneta, Saint Laurent, and Loewe





- **94 locations** and e-commerce across the country
- Wholesales Bottega Veneta, Prada, Givenchy, Saint Laurent, and Loewe

# TARGET CONSUMER

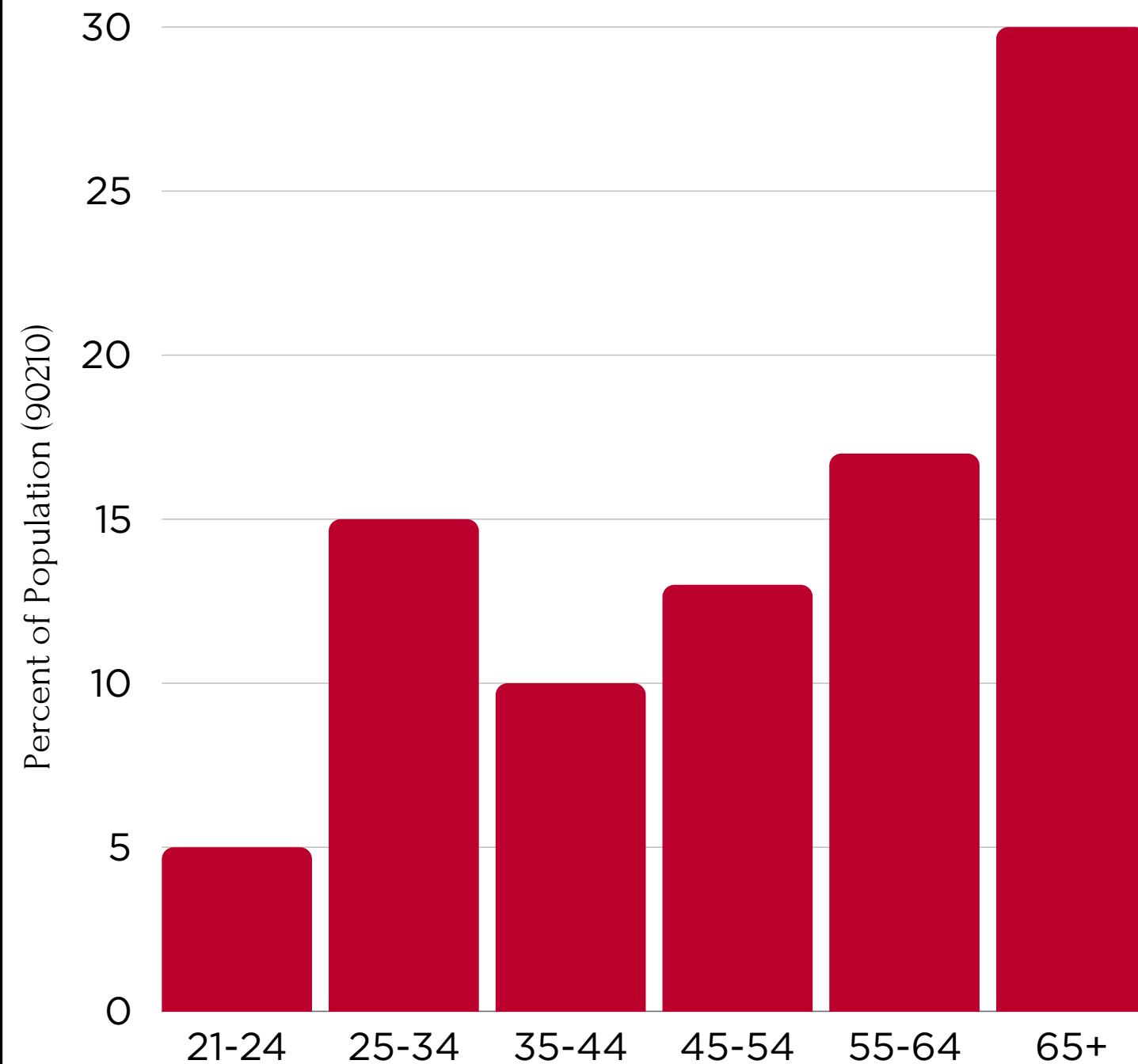


# DEMOGRAPHICS

## GENDER

90210 Population	Ferragamo Shoppers
46% Male 	42% Male 
53% Female 	58% Female 

## AGE



## INCOME & OCCUPATION

 250k-500k+

- Executives
- White-collar professionals
- Entrepreneurs
- Retired



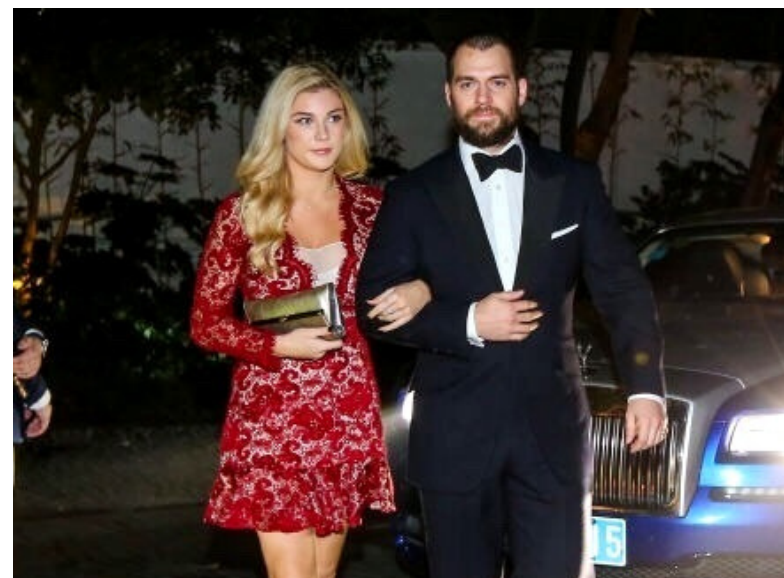


FERRAGAMO

# PSYCHOGRAPHICS

## LEISURE ACTIVITIES

- Watching the news
- Shopping
- Going out to eat



## INTERESTS

- Traveling
- Expensive cars
- Investing



## DESIRES

- To live in the here and now
- Feel younger than they are
- Spend time with family



# BEHAVIORAL

## TECHNOLOGY USE

- 85%+ own a smartphone
- Over 90% own a laptop or computer
- 2 above average devices per home



## MEDIA CONSUMPTION

- Social media: Facebook and Youtube
- TV is their primary source of media
- Watch roughly 4.5 hours of TV a day



## SHOPPING HABITS

- Increased sensitivity to value
- Decreased sensitivity to price
- Don't see differences in products and their competitors





# STORE LOCATION ANALYSIS

# BEVERLY HILLS: RODEO DRIVE FLAGSHIP RENOVATION

LAST RENOVATED IN 2015





# PRISM

## BEVERLY HILLS OVERVIEW

**POPULATION**

21,741

**POPULATION DENSITY**

2,147 people per sq mi

**HOUSING UNITS**

9,563

**LAND AREA**

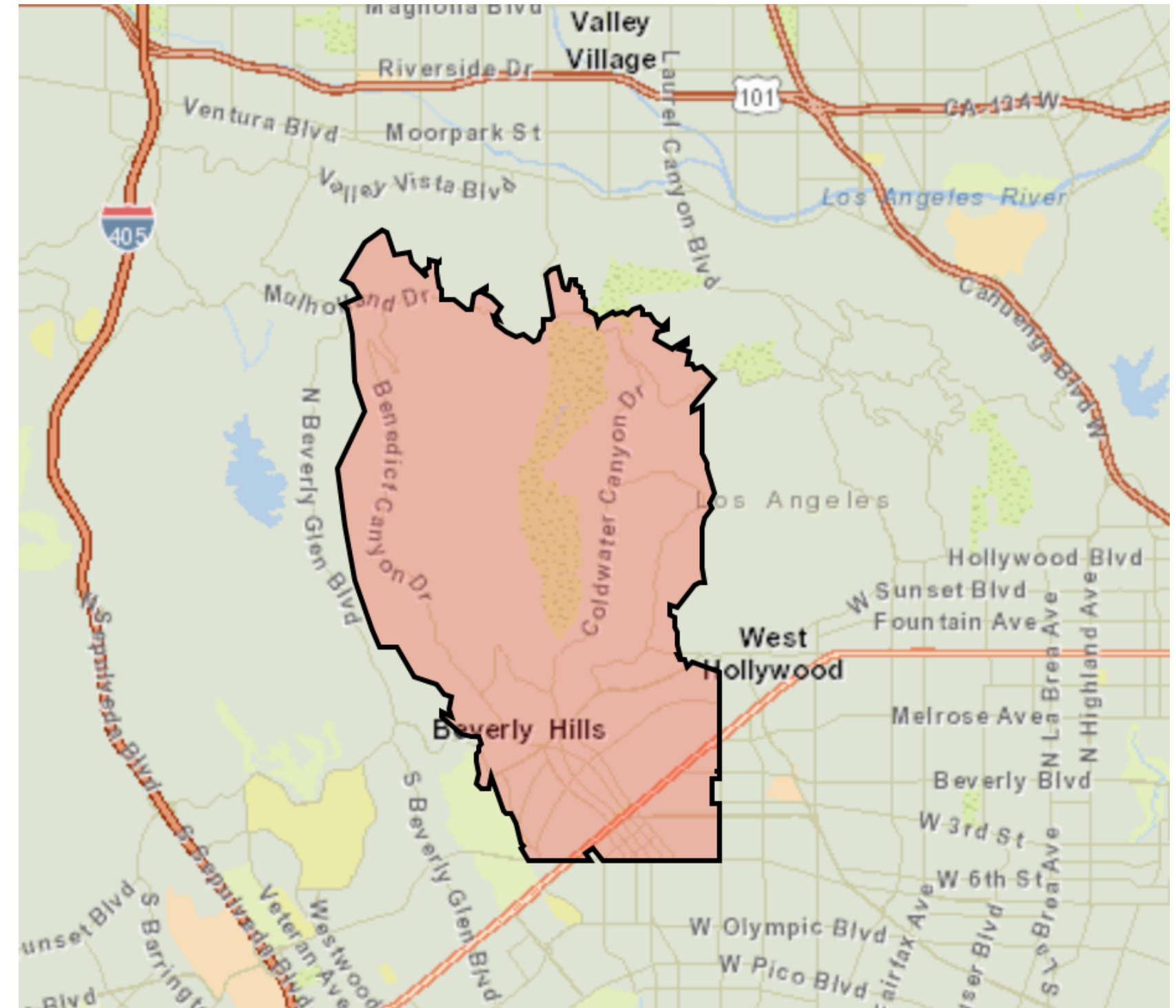
10.13 sq mi

**MEDIAN HOME VALUE**

\$1,000,001

**MEDIAN HOUSEHOLD INCOME**

\$132,254

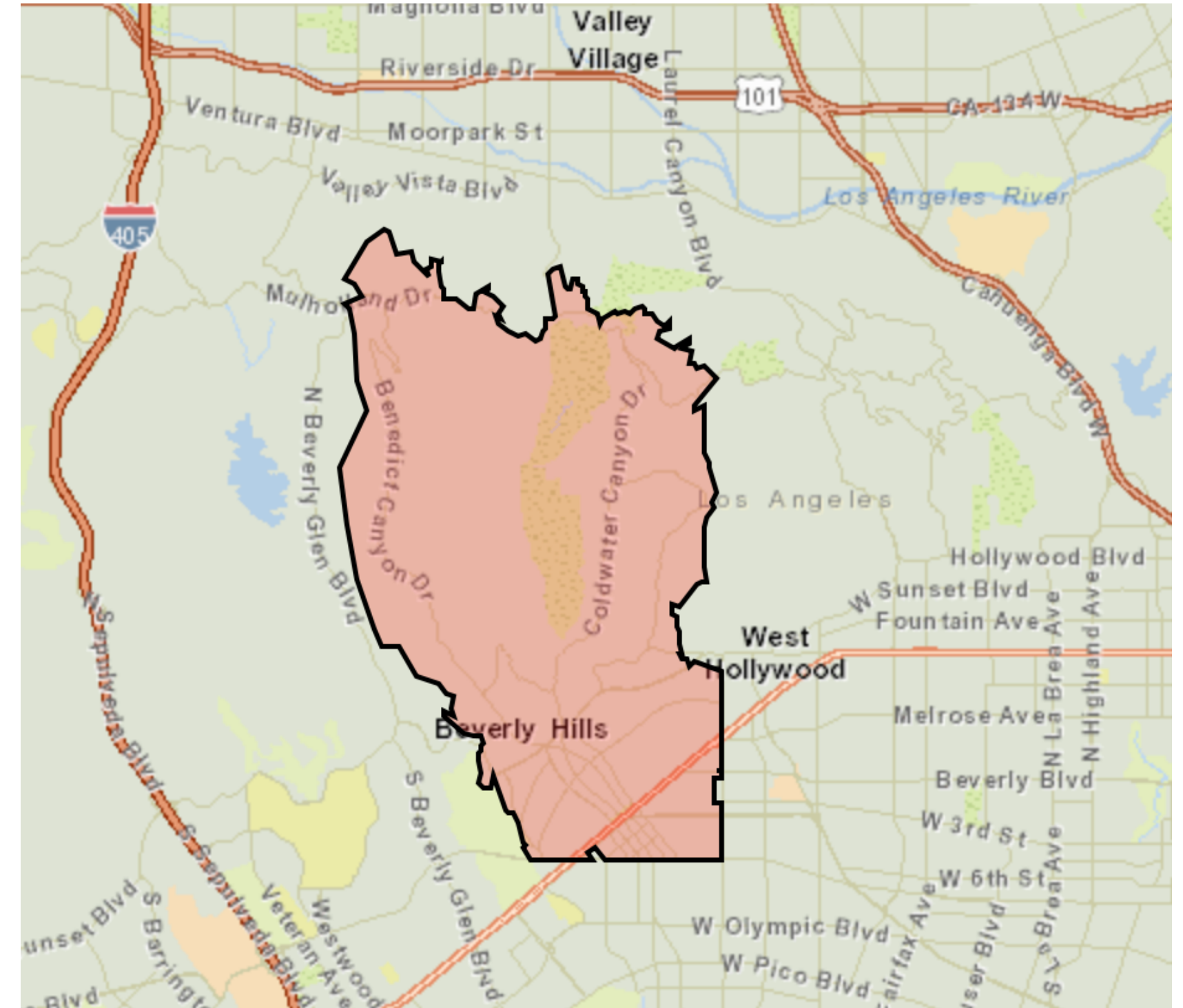


# PRISM

## BEVERLY HILLS DEMOGRAPHICS

### Wealthy Mature w/o Kids:

The nation's most **exclusive** address, Upper Crust is a haven for wealthy empty-nesting couples over the age of 65. This segment has a high concentration of residents earning **\$100,000+** a year and many possess a **postgraduate** degree. They have an opulent standard of living - driving **expensive** cars, frequently eating at **upscale** restaurants, and **traveling** to Europe.



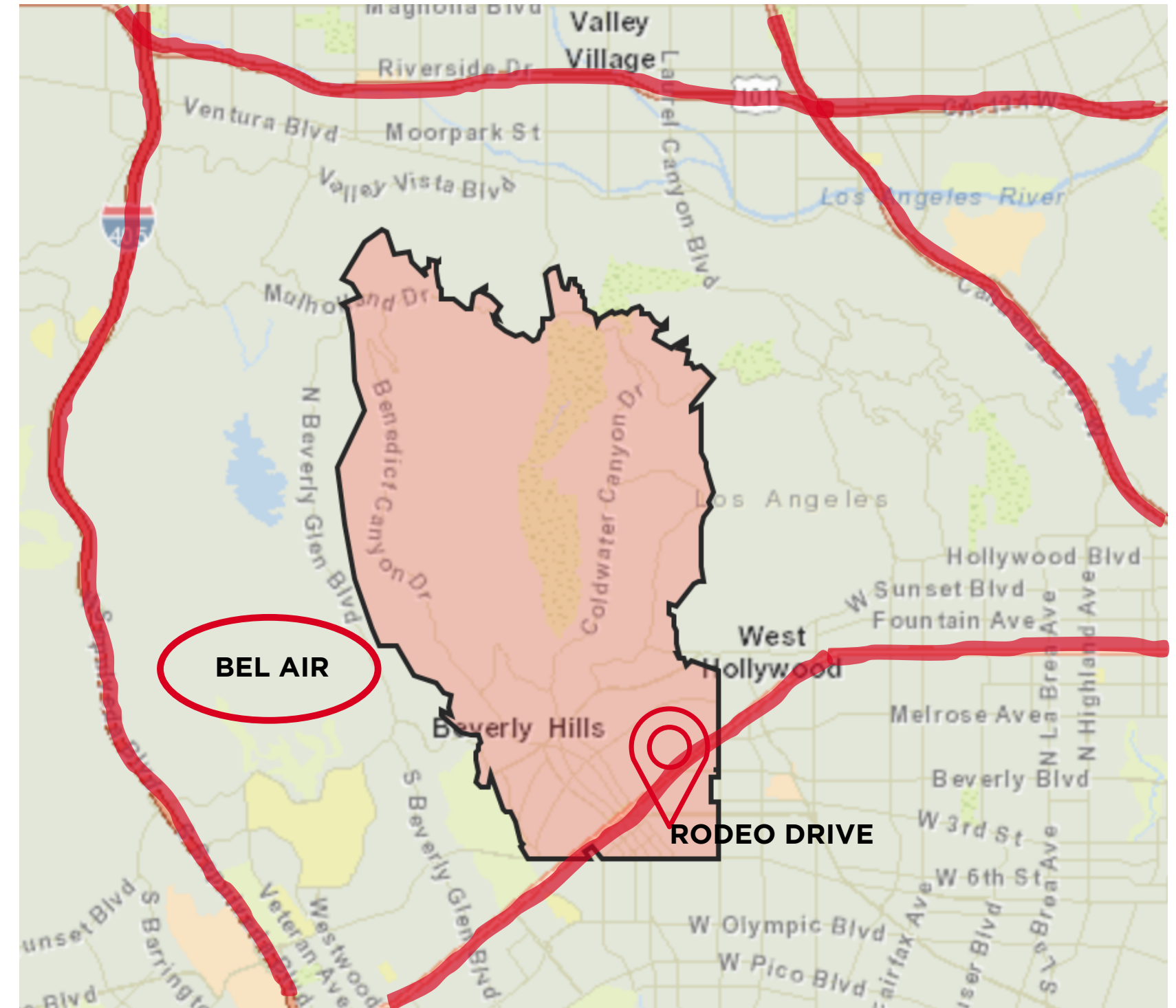
# SALES POTENTIAL

Surrounded by **4** major highways

Next to the wealthiest neighborhood in California

More than **7.5 million** visitors a year, peak season in Summer

Rodeo Drive at its center, was built and marketed to the rest of the world as the shopping **destination** of a lifetime



# LOCATION ANALYSIS

## RODEO DRIVE

### AREA

2 miles

### POPULATION

697

### DENSITY

6,770 people per square mile

### WHY VISIT

Intersection of luxury  
More than 100 boutiques



# AREA COMPETITION

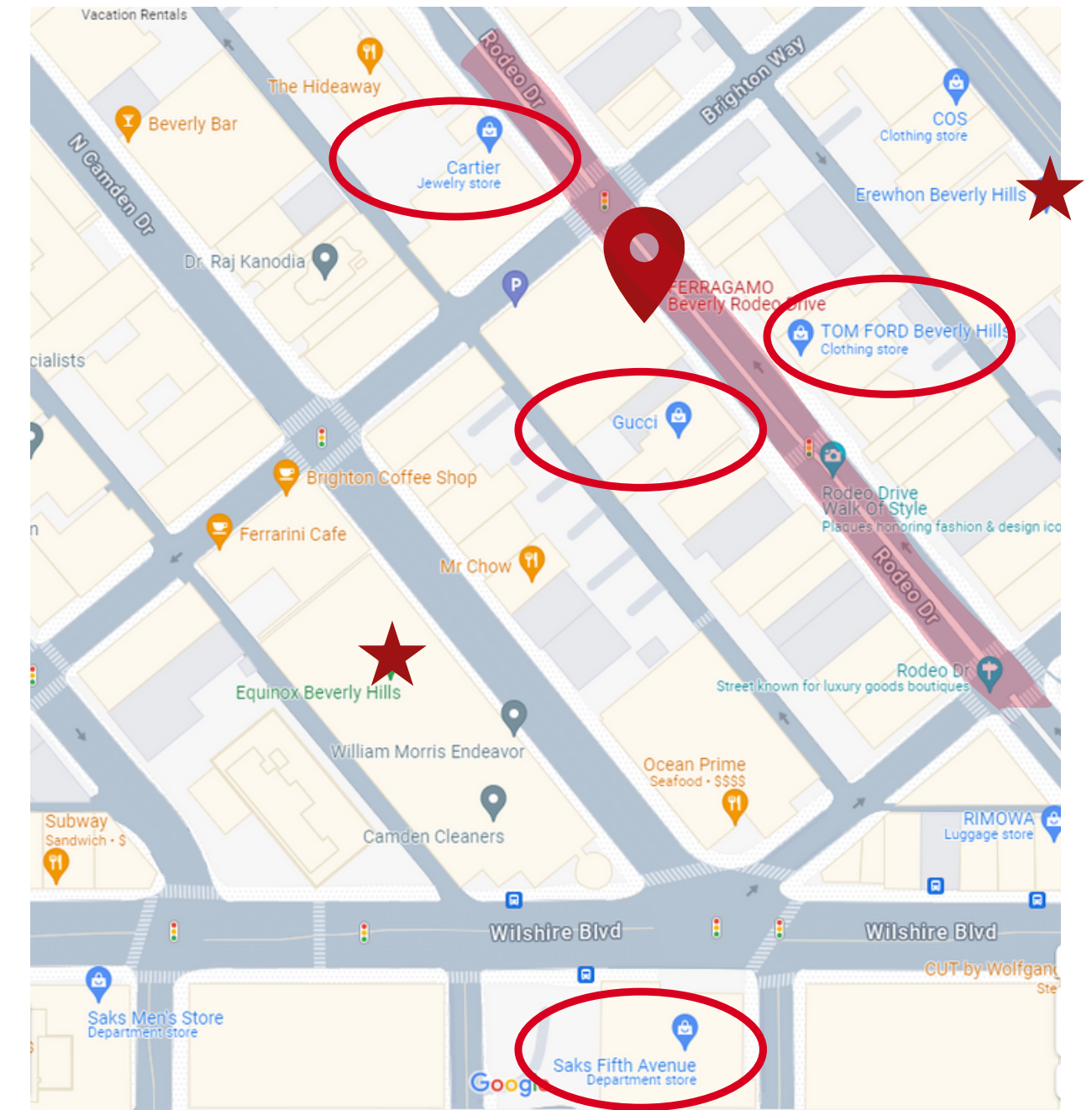
## COMPETITORS:

### DIRECT:

Gucci, Tom Ford, Loewe, Prada, Hermès, Bottega Veneta

### INDIRECT:

Saks Fifth Avenue, Neiman Marcus, Cartier, Rimowa, COS, David Yurman



# AREA ATTRACTIONS



**THE HOLLYWOOD WALK OF FAME**  
Hollywood Boulevard, Vine St, LA,  
CA 90028



**HOUSE OF BIJAN**  
443 North Rodeo Drive, Beverly Hills,  
CA 90210



**RODEO COLLECTION**  
421 North Rodeo Drive, Beverly Hills, CA  
90210



**BEVERLY HILLS HOTEL**  
421 North Rodeo Drive,  
Beverly Hills, CA 90210



**UNIVERSAL STUDIO CITY**  
100 Universal City Plaza, Universal  
City, CA 91608



**BEVERLY GARDENS PARK**  
1300-1398 Park Way, Beverly Hills,  
CA 90210



**HOLLYWOOD SIGN**  
Los Angeles, CA 90068



**GRIFFITH OBSERVATORY**  
2800 E Observatory Rd, LA,  
CA 90027

# TRANSPORTATION

**Public:**

Bus stop 2 min walk from Rodeo Drive

**Vehicular:**

7 one way traffic lanes, many parking garages and minimal street parking



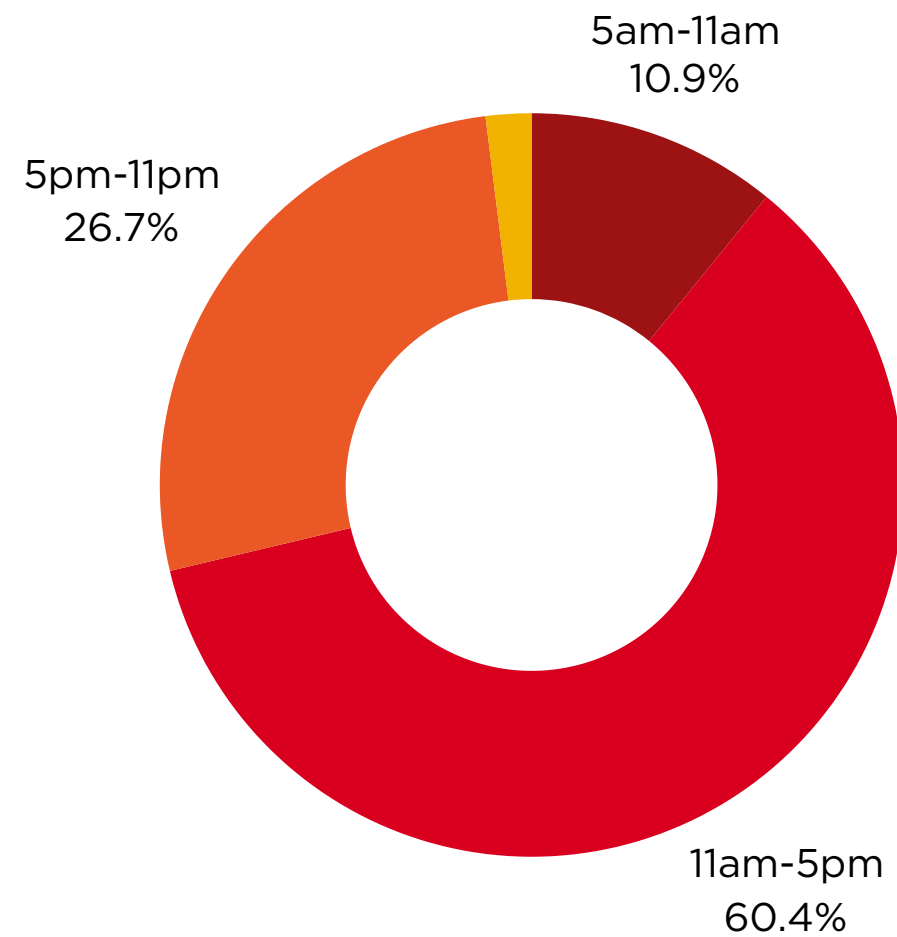
# FOOT TRAFFIC

Year: 2019

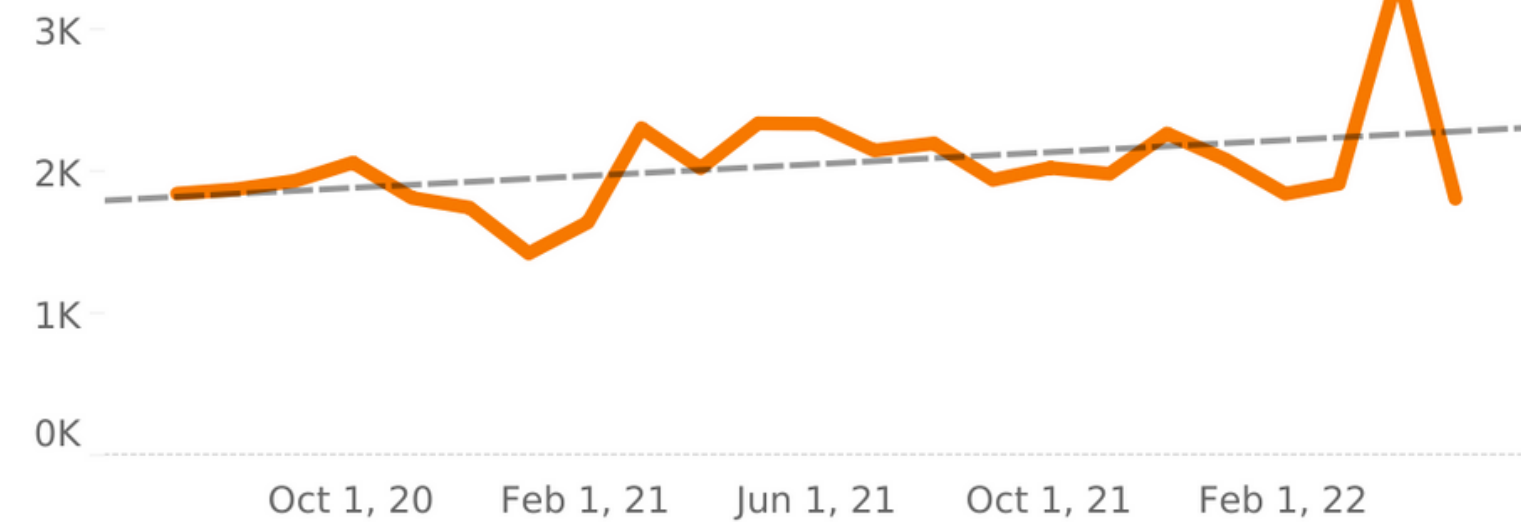
Zip code: 90210

Total Foot Traffic: 6,172,542

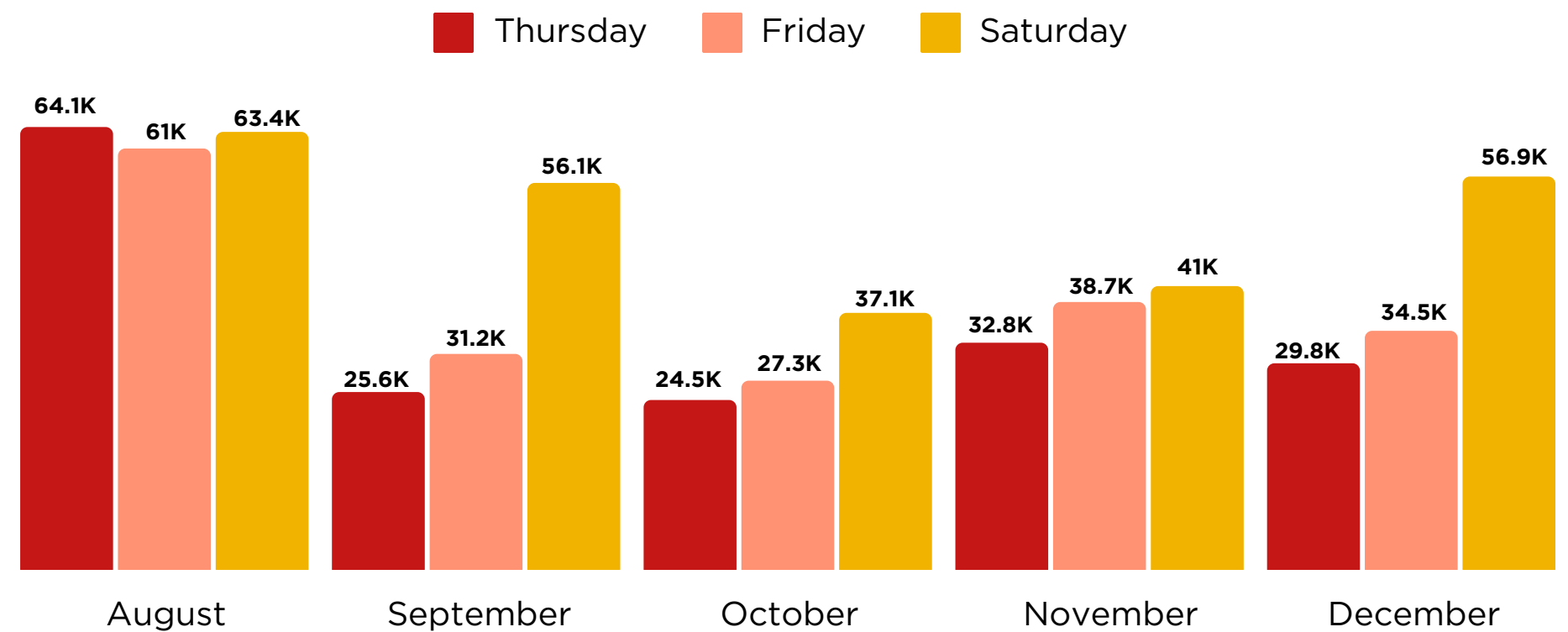
Average Daily Activity Rodeo Drive 2019:



Average Foot Traffic by Month 2020-2022:



Pedestrian traffic on Rodeo Drive from 4 pm to 8 pm 2019:





## LEGALITIES & SAFETY



The two-mile stretch of Rodeo Drive has **29** security cameras and **4** devices that specialize in collecting photos of license plates and tracking the movement of cars

Overhead, a police-run **drone** program, which launched in December 2021, a seven-day-a-week operation that covers three-quarters of the city



# STAFFING:

7 TOTAL



**STORE MANAGER:** Oversees store operation: staff, sales, inventory, customer service



**ASSISTANT MANAGER:** Supports store manager



**SENIOR CLIENT ADVISORS:** Highest engagement with customers, conduct sales, product knowledge



**CLIENT ADVISORS:** Engage with customer, conduct sales, product knowledge





PRODUCT PLAN

# MERCHANDISE - MOTIVATED BY FERRAGAMO'S STRATEGY

Total space: **10,000 sq ft**. Selling space: **5,500 sq ft**

**Sq. ft. per category:** 2,200 footwear, 1,650 leather goods, 1,100 RTW, 550 accessories



FOOTWEAR

**40%**



LEATHER GOODS

**30%**



RTW

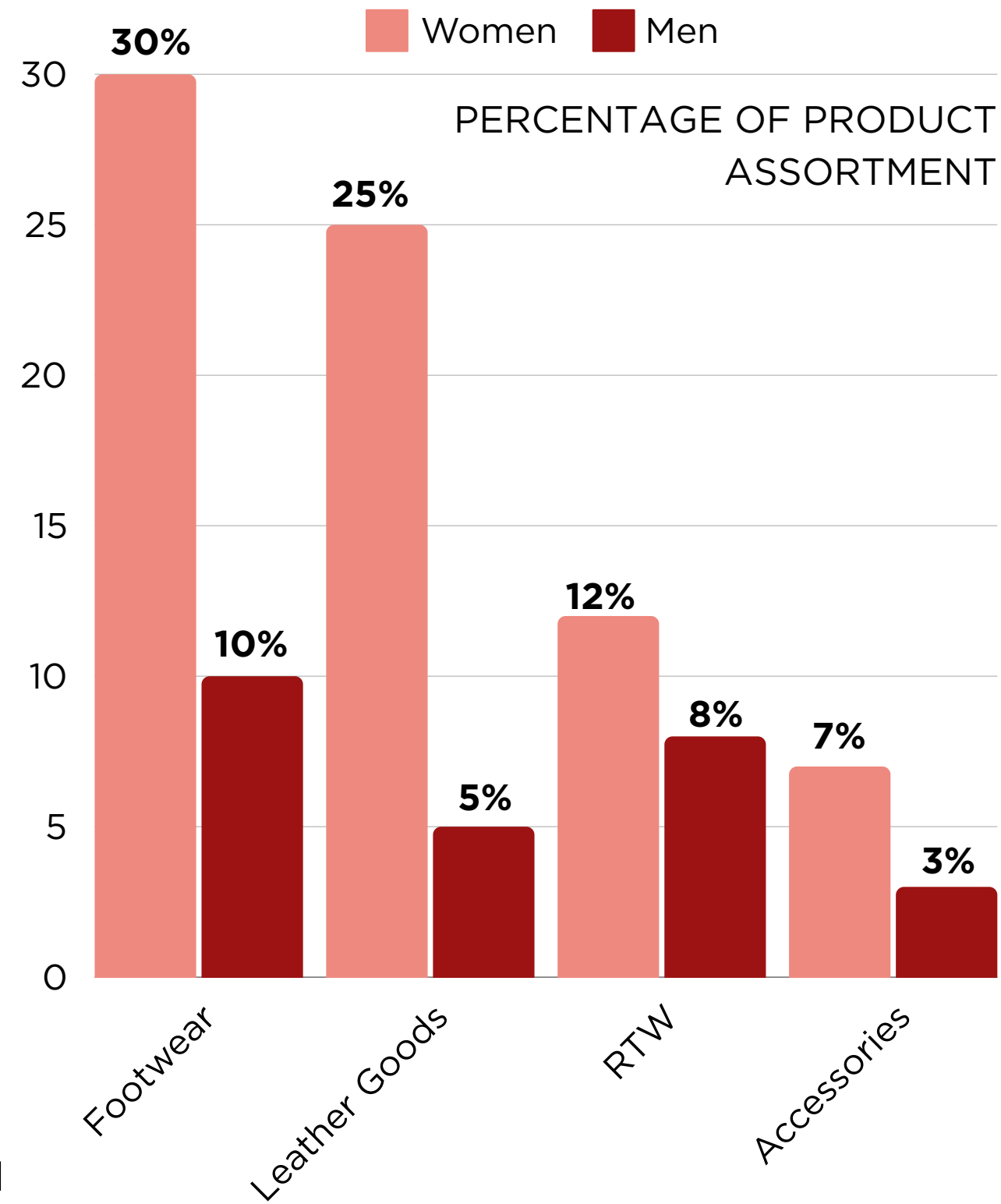
**20%**



ACCESSORIES

**10%**

# MERCHANDISE IN DEPTH



	WOMENS	MENS
FOOTWEAR		
LEATHER GOODS		
RTW		
ACCESSORIES		



**FERRAGAMO**

DESIGN OF THE SPACE

# DESIGN STRATEGY AND STORE CONCEPT

Ferragamo SS23 Women's Collection Pop-Up, Isetan Shinjuku Tokyo.

Since Ferragamo's new creative and branding changes, they have not yet been able to have a **cohesive** aesthetic across their stores.

Some of their flagship stores are **outdated** compared to their **fresh** and contemporary new pop-up and concept stores that express their new **creative direction**.

With this expansion Ferragamo will be **renovating** one of their most popular pre-existing **flagship** stores in Beverly Hills.

This will be the start of their store **alignment** with the brand's new creative direction and branding to relate with the **younger** consumer.



# DESIGN STRATEGY AND STORE CONCEPT

The captivating concept of **Il Cuore** is where the heart of Italian heritage converges with the modern allure of Hollywood.

Ferragamo's renovation of its flagship store in Beverly Hills will go beyond aesthetics; it is a strategic move to **redefine the customer experience**. By infusing **bold** and **vivid** brand style inspired by **Il Cuore - red** and directed by **Maximilian Davis**, Ferragamo aims to resonate with a younger demographic, seamlessly blending **rich Italian aesthetics** with the luxurious **essence of Hollywood**.

This revitalization is a deliberate approach to **boost the brand's image**, increase **foot traffic**, and **elevate conversion rates**. The goal is to leave a lasting **impression** on visitors, establishing Ferragamo as a contemporary and stylish choice in the hearts of the modern consumer.

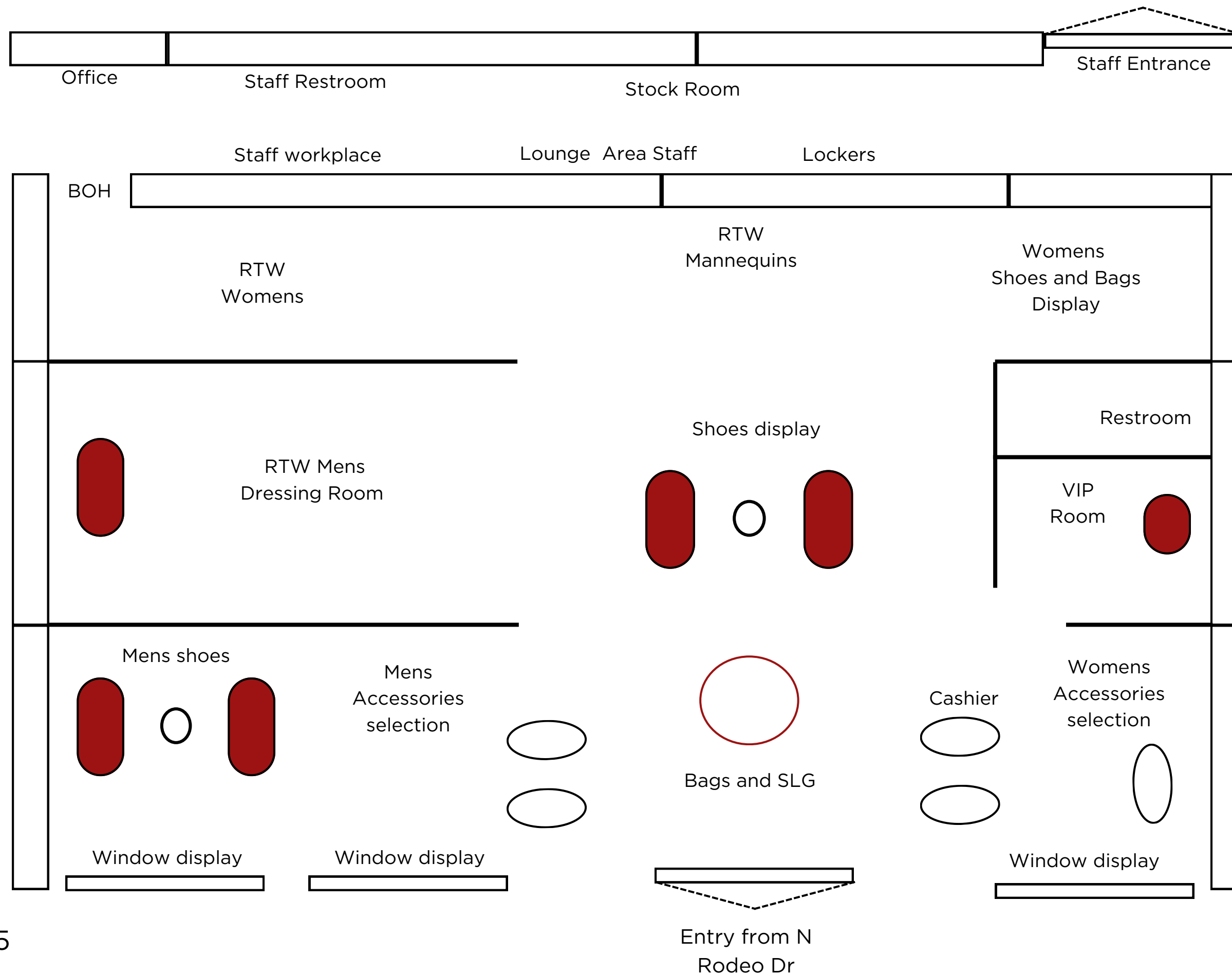


# EXTERIOR DISPLAYS



# FLAGSHIP RENOVATION

# FERRAGAMO GLOBAL EXPANSION



## SIZE

10,000 sq. ft. total space  
5,500 sq. ft. of selling space

## NUMBER OF SPACES

9

## STAFF

7 members

 -- red signature couches

# AMBIANCE MOOD BOARD

POP OF RED COLOR



GLASS MOSAIC



ORGANIC SHAPE SOFAS



ORGANIC SHAPE DECOR



LED LIGHTS ON DISPLAYS



PATTERN MIRRORS ALONG THE WALLS



MAXIMILIAN DAVIS SIGNATURE STYLE

INTERIOR



Accessories



RTW



Seating Area

*AI generated.*  
Used prompt: "ferragamo beverly hills location with LED lights on shelves, minimal product, hints of silver accents, and small hints of cherry red"

# VISUAL MERCHANDISING



## SHOES AND ACCESSORIES

Shoes and accessories to be placed on the displays in the walls. Of particular note is the use of concealed **LED lighting**, which “floats” shelves and delivers superb lighting on store merchandise. It brings versatility in terms of energy efficiency and accuracy in how merchandise color palettes are expressed. Clean, minimalist aesthetic with the use of quality wood and soft materials for interior.

## PRIVATE VIP CLIENTELE ROOM

Private space with red curtains, ambiguous light and warm aesthetic for a safe feeling.

*AI generated.*

Used prompt: “ferragamo beverly hills location with LED lights on shelves, minimal product, hints of silver accents, and small hints of cherry red”

# VISUAL MERCHANDISING



## **BOLD AND MODERN**

Cherry red color, LED lights along the ceiling and floor, spotlights on the displayed products.

## **READY-TO-WEAR**

Metal racks along the walls with the ready-to-wear pieces from Maximilian Davis 2023 Collection. Cherry red color on the pedestals, and shelves where the products are displayed.

A close-up, high-contrast photograph of a woman's face in profile, looking downwards. Her hand is positioned near her mouth, with her fingers slightly curled. The lighting is dramatic, highlighting the contours of her face and the texture of her skin. The background is dark and out of focus.

# COMMUNICATION AND PROMOTIONAL PLAN

## DIGITAL CHANNELS ONLINE

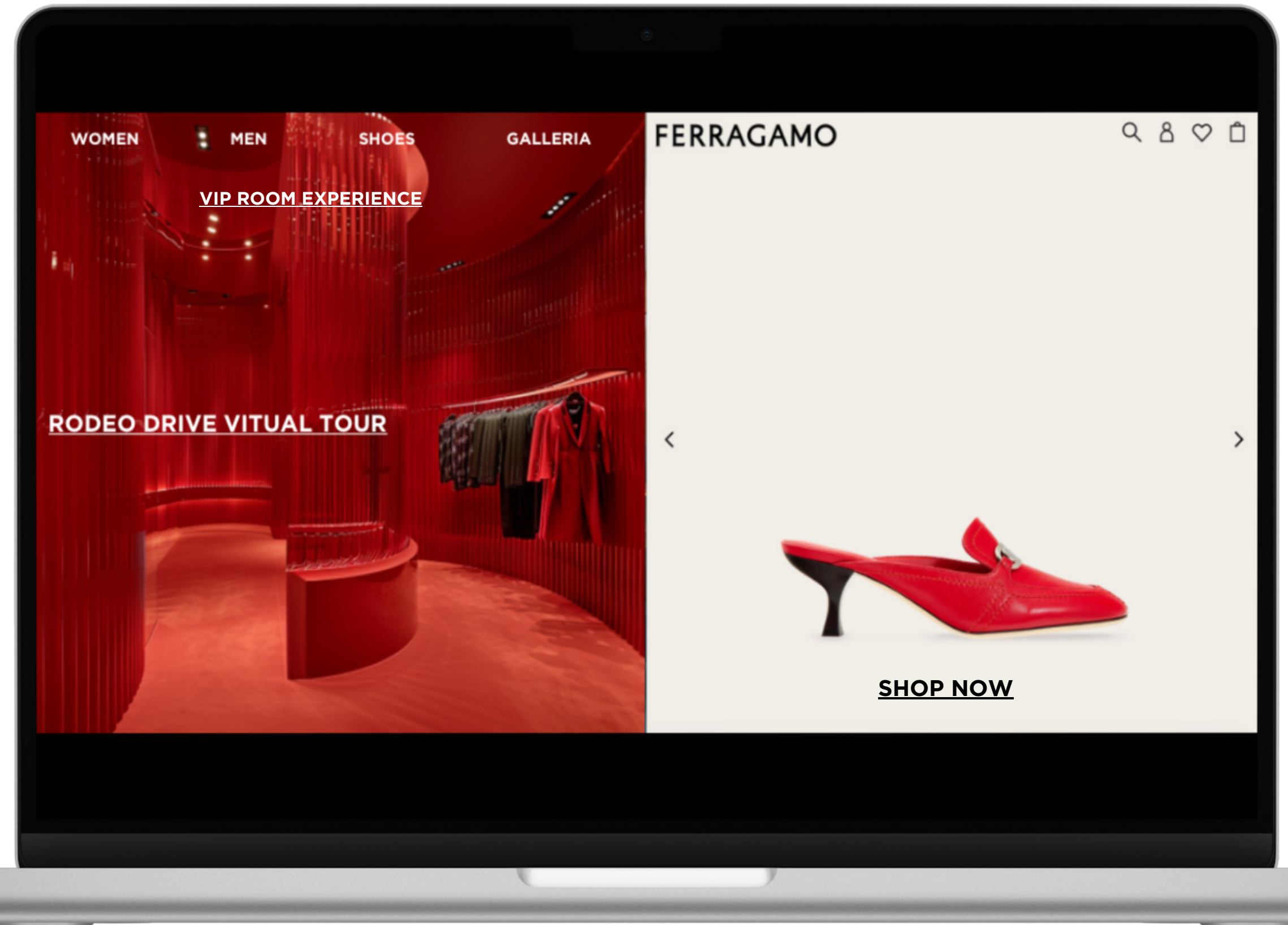
**E-Commerce:** Online reservations for VIP room experience, Virtual tour of reopening Rodeo store, Press release

**ClientiAmo App:** Notification/Invite to the event

**Email:** Newsletters, Personal Invitations to reopening event

**Online:** SEO content, Google Ads

**KPI'S:** # of visits per page, How long their visit was, # of redirecting from email to web





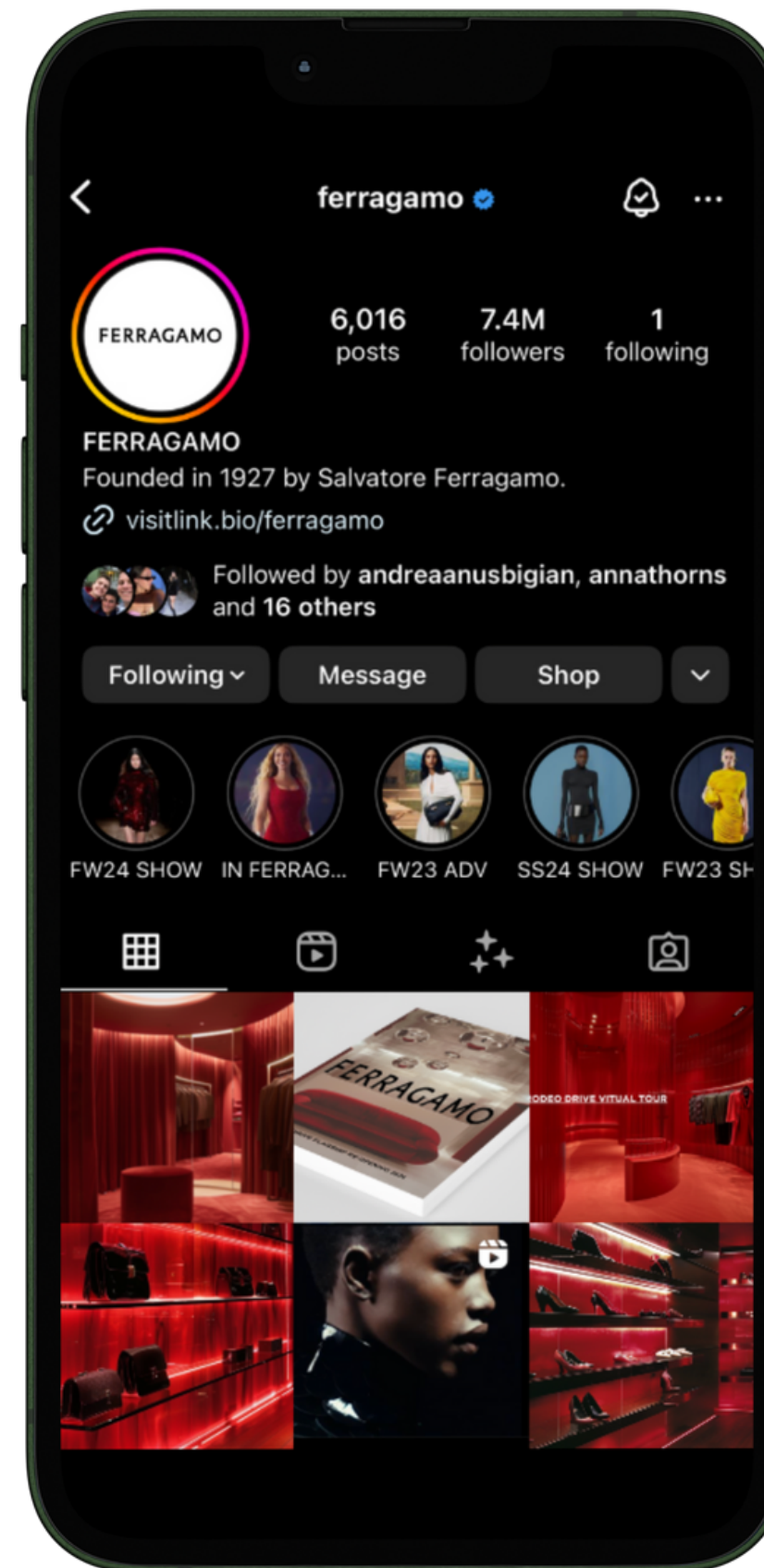
# DIGITAL CHANNELS

## SOCIAL MEDIA

**Social Media:** Instagram, Facebook, TikTok, Paid ads

**Influencer Outreach:** Virtual tour of store, Styling for reopening event

**KPI'S:** Social media share, # of clicks per ad, # of profile page visits, # of web page entry from social media page, # of likes/comments per post



FERRAGAMO

# TRADITIONAL CHANNELS

PRINT



**Direct Mail:** Invitations to reopening event, Look book, Magazine

**KPI'S:** # of received mail, # of RSVP respondents, # Of QR-code scans

# TRADITIONAL CHANNELS

POSTER



**Print Media:** Poster, Billboard

**KPI'S:** Foot-traffic, Word-of-mouth, # of QR-code scans

# EXPERIENTIAL MARKETING

## REOPENING EVENT



**Guest:** Celebrities, Influencers, Industry Leaders

**Entertainment:** DJ, Shopping new products, Admiring Archive Hollywood inspired pieces displayed

**KPI'S:** # of attendees, # of sales, Foot-traffic, Social media shares

# EXPERIENTIAL MARKETING

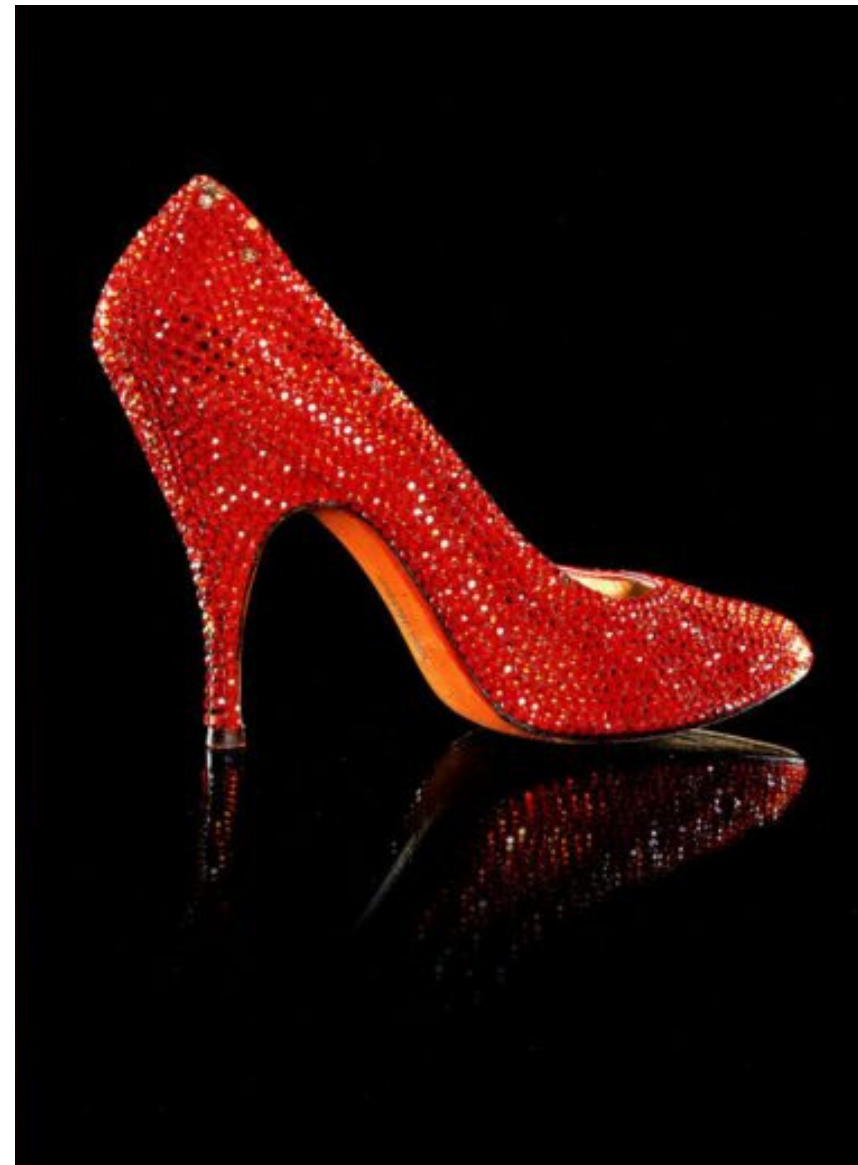
REOPENING EVENT - DISPLAYED ARCHIVE PIECES

1954 film "Sabrina"



Audrey Hepburn - Suede Ballet Flats

1960 film "Let's Make Love"



Marlyn Manroe - Swarovski Crystal

1928 film "Sadie Thompson"



Gloria Swanson - The Bella

# EXPERIENTIAL MARKETING

## REOPENING EVENT - GUEST LIST

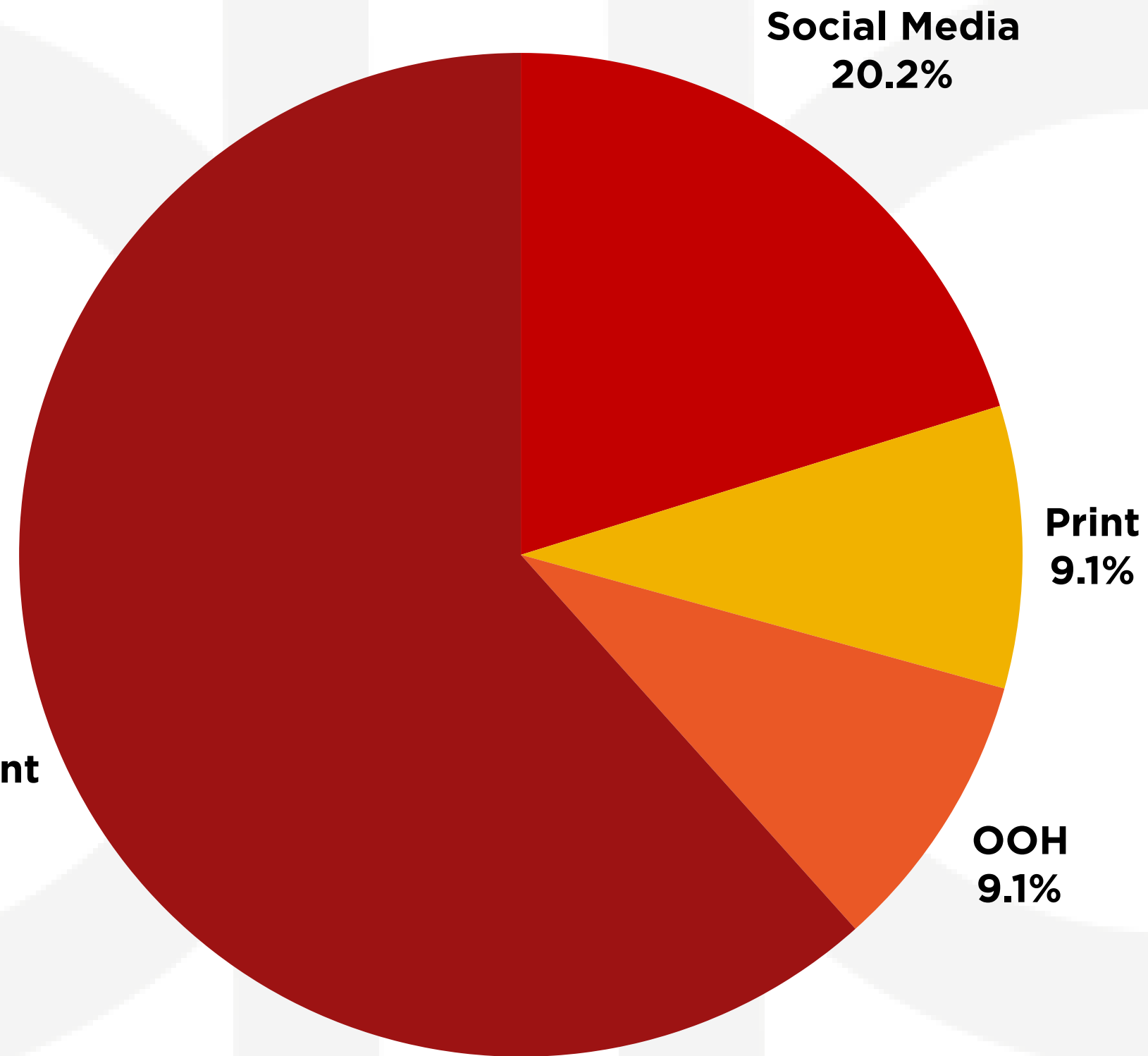
**Celebrities:** Beyonce, Dua Lipa, Adele, Angelina Jolie, Alexander Roth, Lori Harvey, Charles Melton, Callum Turner

**Influencers:** Alix Earle, Olivia Culpo, Dixie D'amelio, Vanessa Hong, Chiara Ferragni

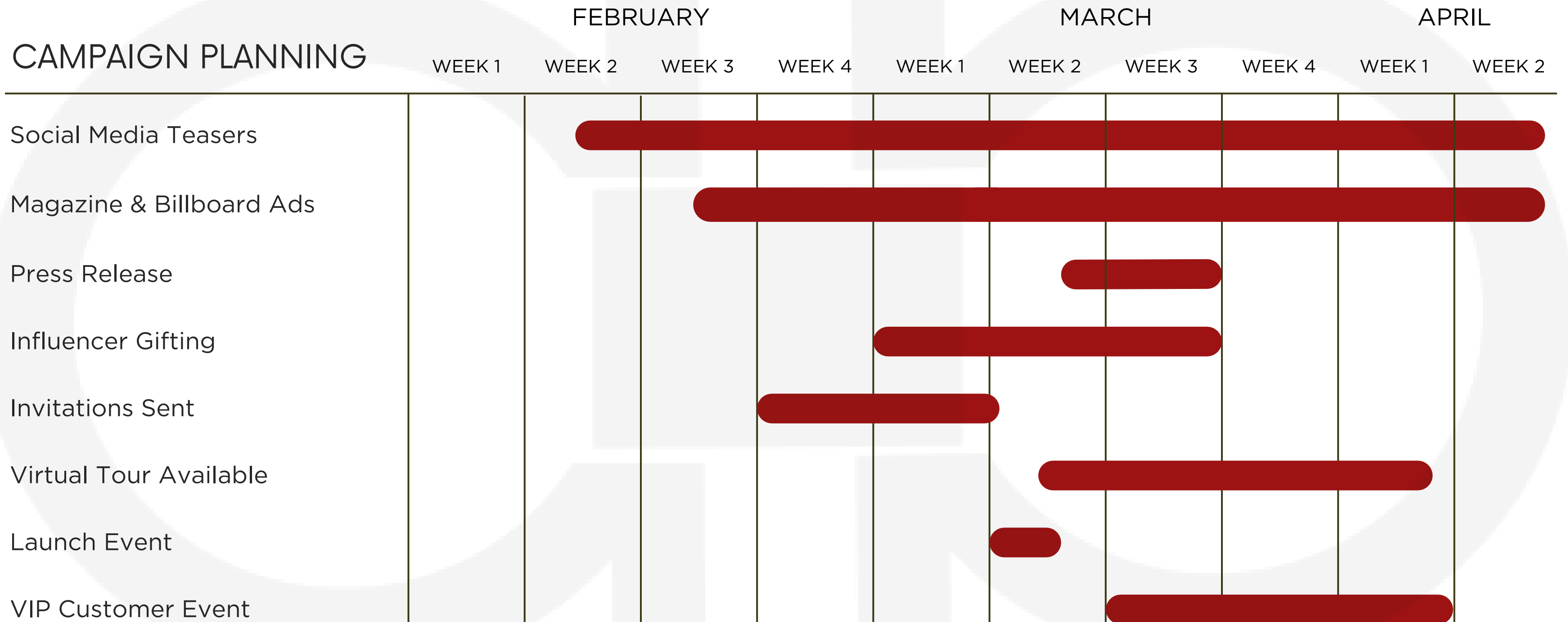
**Stylists/Fashion Editors:** Anna Wintour, Law Roach, Kate Young, Micaela Erlanger



# MARKETING ALLOCATION



# PROMOTIONAL TIMELINE





# MARKETING BUDGET - 5% FROM THE TOTAL NET REVENUE

March - April, in thousands EUR

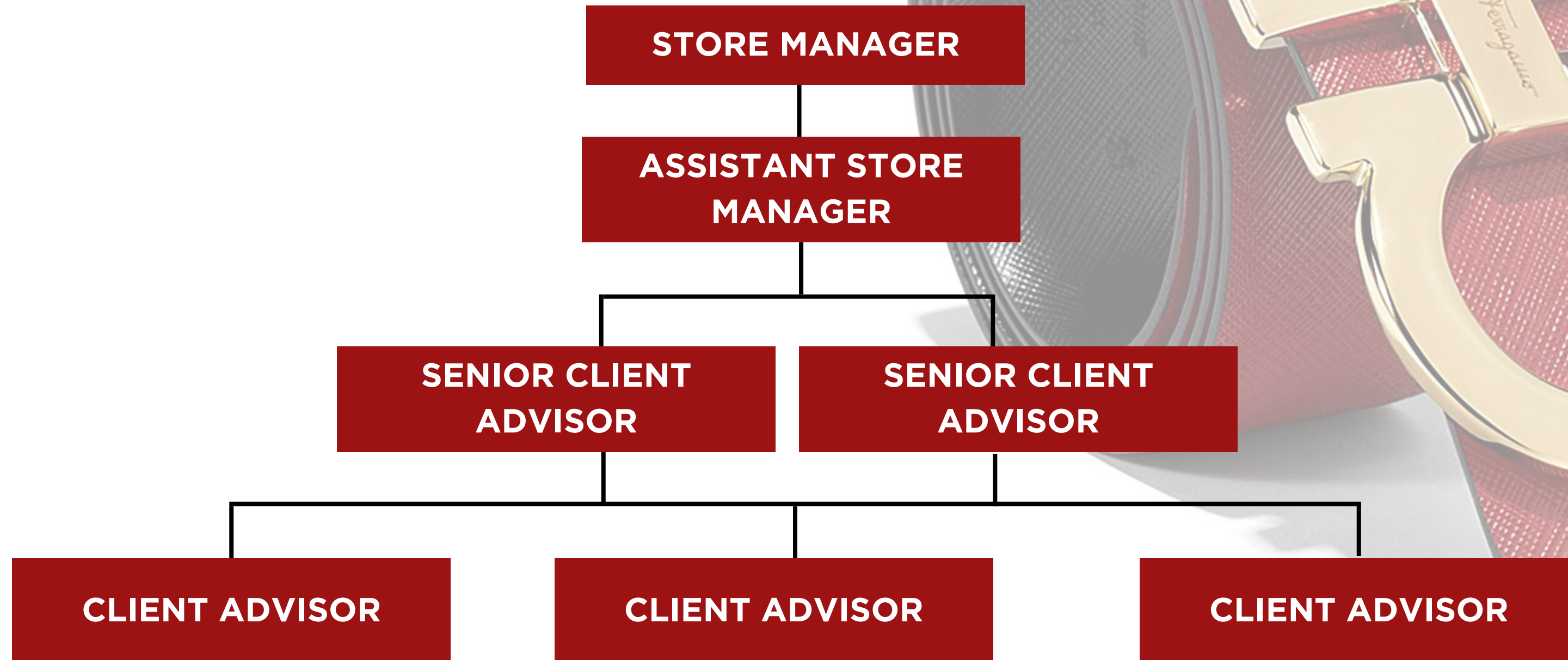
	March	% From Total for March	April	% From Total for April	Total for Deliverable	% From the Total Amount
Social Media	72.1	20%	74	23%	146.2	21%
Print	36.1	10%	24.7	8%	60.8	9%
OOH	36.1	10%	24.7	8%	60.8	9%
Launch Event	216.6	60%	197.4	62%	414	61%
<b>Total</b>	<b>360.9</b>	<b>100%</b>	<b>320.8</b>	<b>100%</b>	<b>681.7</b>	<b>100%</b>

*Note: see Appendix Financials for P&L statement reference*

# STAFFING & RECRUITING



# ORGANIZATIONAL CHART - THREE LEVEL



## PERSONNEL TASKS

### STORE MANAGER

**Lead and drive the overall brand and store strategy** and sales performance, with a focus on client satisfaction, store turnover, and profitability

Create an exciting, **motivating, and approachable store environment.** Be an ambassador of the brand.  
**Monitor and evaluate KPIs**

Provide **exquisite customer service** for loyal client relationships

**Lead by example in sales and coach the team's growth and development.** Listen, observe, and conduct regular reviews to increase performance



## PERSONNEL TASKS

Support the store manager's brand and store strategy, including stock turnover and team training

Maintain store floor-level effectiveness in clienteling, display, merchandise, and cleanliness

Provide exquisite customer service for loyal client relationships

Maintain relationships with the team through a positive atmosphere and a forward-thinking mindset

ASSISTANT STORE  
MANAGER



# PERSONNEL TASKS



## SENIOR CLIENT ADVISOR

Provides **excellent and specialized customer service**. Develops loyal client relationships by **creating emotional experiences and driving sales**

Maintains relationships with the team through a **positive atmosphere and a forward-thinking mindset. A mentor to the team**, offers support and advice

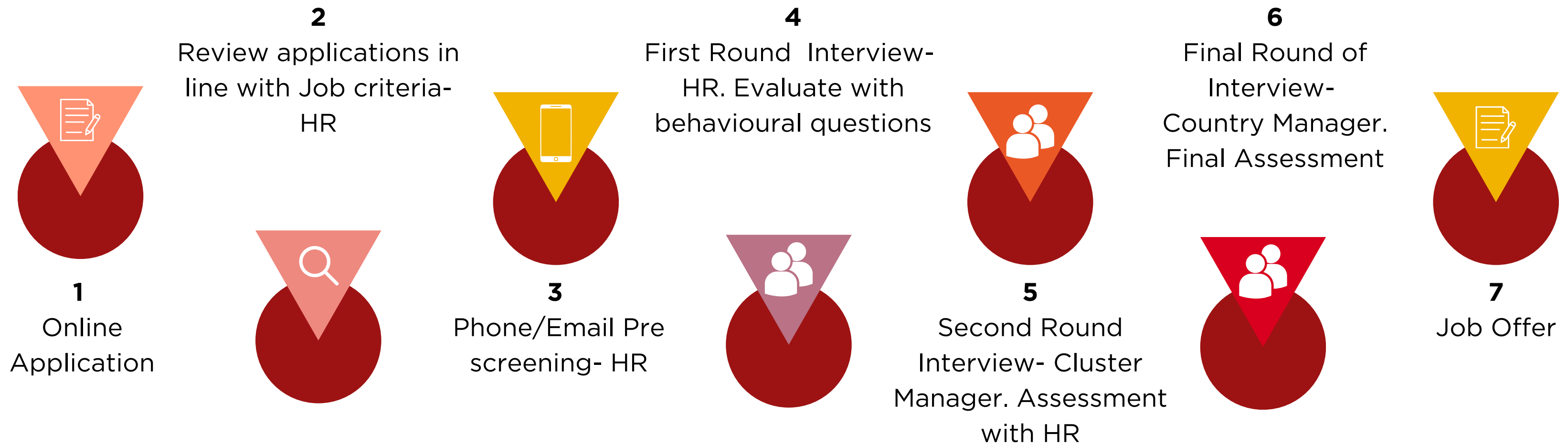
## CLIENT ADVISOR

Provides **excellent and specialized customer service**. Develops loyal client relationships by **creating emotional experiences and driving sales**

# RECRUITMENT STRATEGY

## AVERAGE HIRING TIME- 2 TO 3 WEEKS

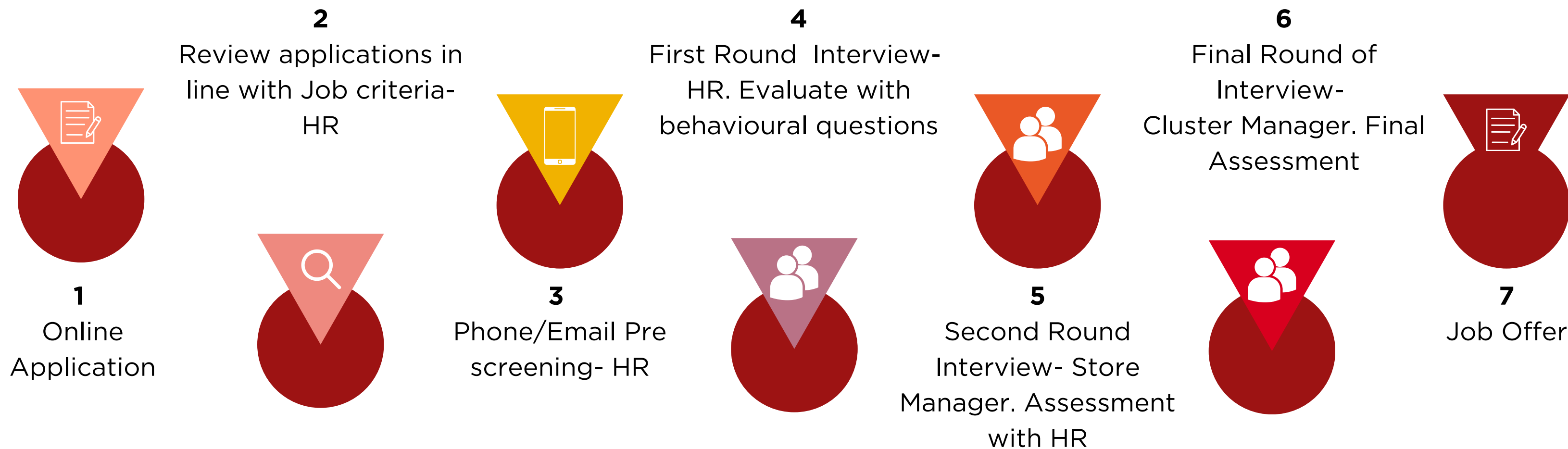
**STORE MANAGER**



# RECRUITMENT STRATEGY

## AVERAGE HIRING TIME- 2 TO 3 WEEKS

**ASSISTANT STORE  
MANAGER**

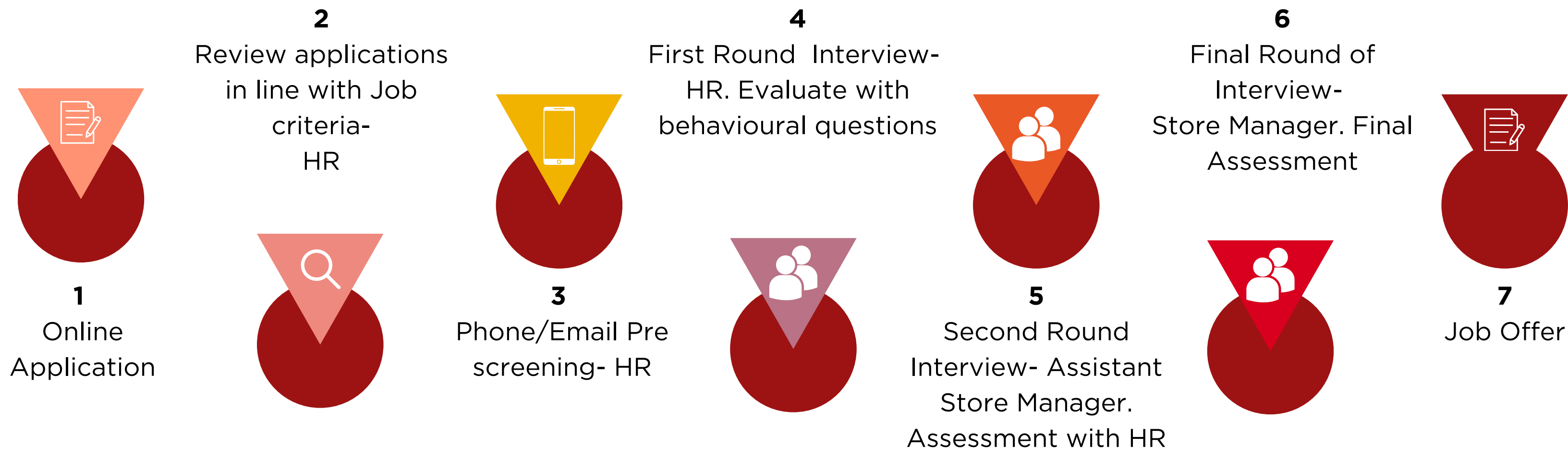




# RECRUITMENT STRATEGY

AVERAGE HIRING TIME- 1 TO 3 WEEKS

SENIOR CLIENT ADVISOR  
CLIENT ADVISOR



## TRAINING- INDUCTION

Ferragamo **invests in training programs for retail staff at a global level**, focused on a client-centric mindset, for the customer to experience **“Ferragamo Emotions”**

The company offers brand, product, collections, and personal development courses

**Objective:** Develop skills and abilities for the best in-store client experience, strengthen the storytelling and client engagement skills, and **achieve store and individual sales goals.**

The training program alternates between different levels of engagement:

- Self-training sessions via the ILearn platform
- Synchronous remote training sessions
- Classroom training
- On-the-job coaching by trainers and Store Manager

Intensive coaching programs are implemented to **support presenting new collections and clienteling activities, focusing the attention on sales rituals and interaction**



# TRAINING- CONTINUOUS DEVELOPMENT

**Follow-up programs** for constant improvement of retail in-store team

**Retail Journal:** Monthly magazine exclusive to retail staff

**Making Magic Program:** Follows up on the training, monitoring the in-store client experience

**Bright Platform Program:** This program manages feedback between managers and employees, stimulates discussion and support for development, and is a monetary incentive program

**ClientiAmo:** App for sales staff and customer interactions

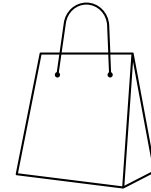
**Champion's League program:** Rewards and incentivizes top performers who achieved business objectives

The company provides equal opportunities and the same work conditions regardless of gender and has employment agreements to help balance family and professional life



# KPI METRICS

## STORE



- Sales goal forecast versus actual store sales monthly, quarterly, yearly, YOY
- Gross sales/ Number of transactions
- Number of passers versus number of people entering store
- Average People per Day/ Transaction rate
- Average store margin
- Rent to Revenue ratio
- Sales per square foot of selling space
- GMROI= Gross Margin/ Average Inventory at Cost
- Employee retention rate

## CLIENT ADVISORS



- Sales goal forecast versus client advisor sales- monthly, quarterly, yoy
- Average order value
- Average units per transaction
- New customer sales versus returning customer sales
- Gross wages versus net sales
- Mystery shopping scores

**COMPENSATION**

**BENEFITS**

Uniform  
Dry cleaning  
Disability accommodations  
Employee discounts  
Sample sales  
Maternity & Parenting Leave  
Health Insurance  
401K

**COMMISSION**

For sales advisors, 9%  
commission  
on monthly sales

**REWARDS**

For Sales Advisors, subject to  
Champion's League program  
guidelines  
  
For boutique, subject to  
company global performance  
and discretion

**OPPORTUNITIES**

Training  
Career development and  
promotions within the company



# FINANCIAL PLAN

# PROJECTED KPI'S AFTER RENOVATION

TOTAL NET REVENUE

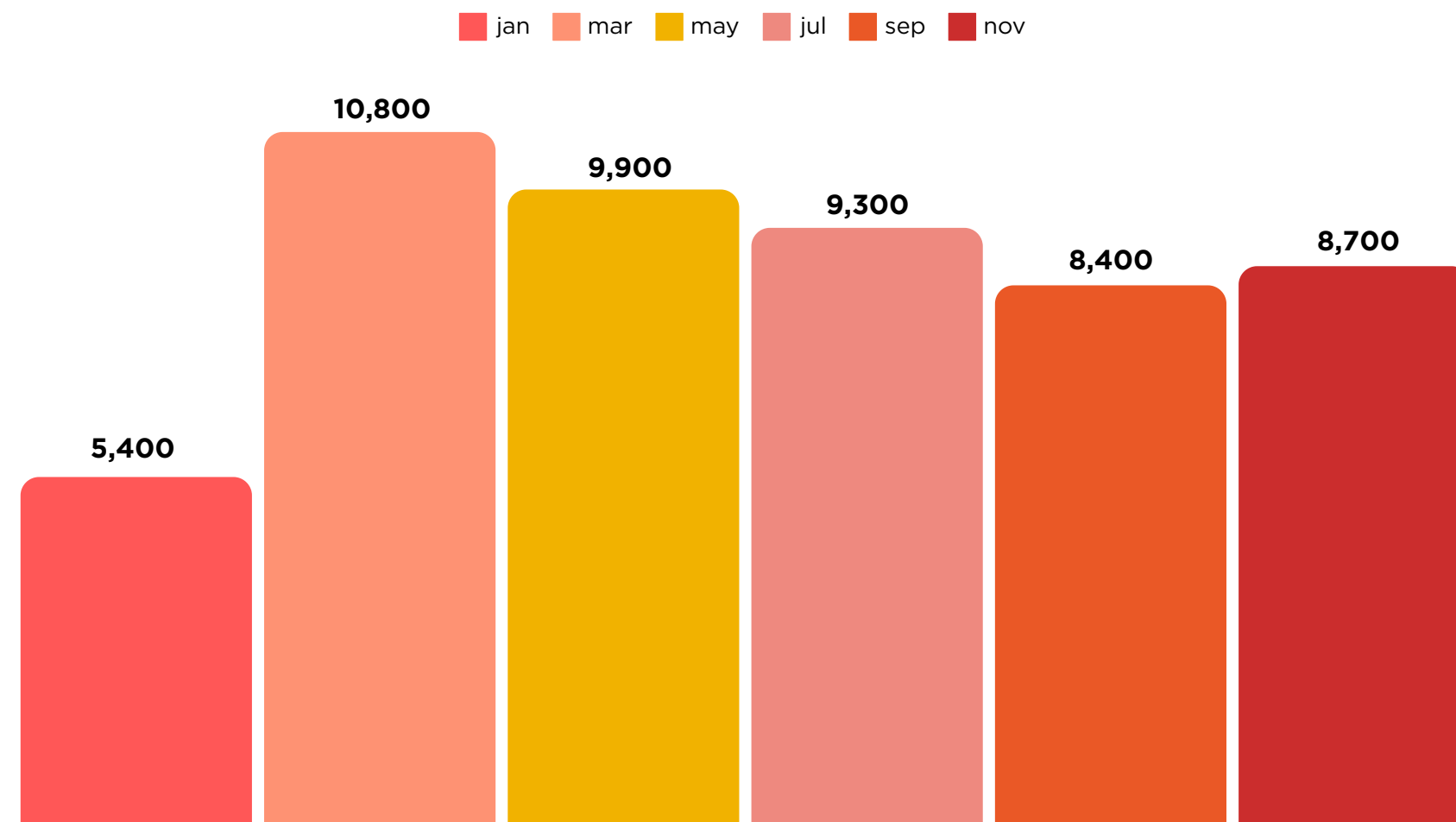
**22.5 MIL EUR**

RETURN ON SALES

**OVER 14%**

FOOT TRAFFIC GROWTH

**40%**



Foot Traffic Growth by month



FERRAGAMO

# MAJOR STORE KPI'S TO WATCH

NAME	HOW TO CALCULATE	INDUSTRY AVERAGE
THE ATTRACTION RATE	NUMBER OF PASSERS / WHO ENTERS THE STORE	10-40%
CONVERSION RATE	NUMBER OF VISITORS / NUMBER OF PURCHASES	8-15%
INVENTORY TURNOVER	COGS / AVERAGE INVENTORY	10.8
WEBSITE TRAFFIC	NEW VS RETURNING VISITORS	30-50%
<p>FLAT NUMBERS:</p> <ol style="list-style-type: none"> <li>1. NUMBER OF STORE VISITORS PER DAY</li> <li>2. TRANSACTIONS PER DAY</li> <li>3. GROSS SALES</li> </ol>		<ol style="list-style-type: none"> <li>1. INCREASE OF STORES VISITORS BY MORE THAN 50%.</li> <li>2. GROSS MARGIN HAS DOUBLED FOR LUXURY RETAILERS SINCE 2021.</li> </ol>

(see appendix for sources for the percentages)



# SALES FORECAST BY STORE LOCATION

**RETAIL BRAND**

Ferragamo

**RETAIL LOCATION**

Beverly Hills, Rodeo Drive

**STORE SIZE**

10,000 sq ft

**SELLING SPACE**

5,500 sq ft

**ASSORTMENT TYPE**

Leather goods  
Accessories  
SS Footwear  
SS RTW

LOCAL ATTRACTION TRAFFIC <b>SS SEASON</b>	<b>45,000</b>
Footfall conversion	20%
Traffic Monthly	9,000
Conversion rate	9%
Number of transactions monthly	810
Avg value per transaction	2,200 EUR
<b>Monthly sales plan</b>	<b>1,782,000</b>
<b>Six month plan</b>	<b>10,692,000</b>

LOCAL ATTRACTION TRAFFIC <b>FW SEASON</b>	<b>50,000</b>
Footfall conversion	20%
Traffic Monthly	10,000
Conversion rate	9%
Number of transactions monthly	900
Avg value per transaction	2,200 EUR
<b>Monthly sales plan</b>	<b>1,980,000</b>
<b>Six month plan</b>	<b>11,880,000</b>

## SALES FORECAST

Name	Value	Comment & Calculations
Area Pedestrian Traffic	45,000	Average value of the pedestrian traffic on Rodeo Drive. See p. 96 "FOOT TRAFFIC"
Footfall Conversion	8%	Based on provided example for a luxury retail
Monthly Traffic	9,000	Area Pedestrian Traffic / Footfall Conversion Rate
Conversion Rate	8%	The percentage is referred from Gucci's store on Rodeo Drive
Number of Transactions Monthly	720	Monthly Traffic x Conversion Rate
Average Value per Transaction	2,200 EUR	Based on the Ferragamo core products price ranges
<b>Monthly Sales Plan</b>	<b>1,584,000 EUR</b>	Number of Transactions Monthly x Average Value per Transaction

# STORE PERSONNEL, BENEFITS, OPERATING HOURS

STORE PERSONNEL

JOB TITLE	NUMBER OF EMPLOYEES	FULL TIME/ PART TIME	HOURS	HOURLY RATE	HOURLY RATE BY # OF EMPLOYEES	BIWEEKLY PAY	MONTHLY PAY
Store Manager	1	Full Time	37.5	\$ 43.38		\$ 2,254.17	\$ 4,508.33
Assistant Store Manager	1	Full Time	37.5	\$ 24.24		\$ 2,041.67	\$ 4,083.33
Senior Client Advisors	2	Full Time	37.5	\$ 20.50	\$ 41.00	\$ 3,075.00	\$ 6,150.00
Client Advisors	3	Full Time	37.5	\$ 20.00	\$ 60.00	\$ 4,500.00	\$ 9,000.00
Security guards	2						\$ 6,160.00
Cleaning Service							\$ 1,489.50
Tailoring Service							\$ 884.00
<b>TOTAL</b>	<b>9</b>					<b>\$ 11,870.83</b>	<b>\$ 32,275.17</b>

STORE PERSONNEL

JOB TITLE	NUMBER OF EMPLOYEES	ANNUAL BASE PAY	COMMISSION	PLANNED SALES EUROS	PLANNED SALES DOLLAR TO EURO	COMMISSIONS ANNUAL PAY	TOTAL
Store Manager	1	\$ 54,100.00					\$ 54,100.00
Assistant Store Manager	1	\$ 49,000.00					\$ 49,000.00
Senior Client Advisors	2	\$ 73,800.00	9%				\$ 73,800.09
Client Advisors	3	\$ 108,000.00					\$ 108,000.00
Security guards	2	\$ 73,920.00					\$ 73,920.00
Cleaning Service		\$ 17,874.00					\$ 17,874.00
Tailoring Service		\$ 10,608.00					\$ 10,608.00
<b>TOTAL</b>	<b>9</b>	<b>\$ 387,302.00</b>		<b>€ 26,690,400.00</b>	<b>\$ 29,092,536.00</b>	<b>\$ 2,618,328.24</b>	<b>\$ 3,005,630.33</b>

# STORE PERSONNEL, BENEFITS, OPERATING HOURS

BENEFITS		
Uniform	Childcare	Paid training
Dry Cleaning	Dental insurance	Referral program
Sample sales	Disability insurance	Relocation assistance
Employee discounts	Employee assistance program	Retirement plan
Health Insurance	Opportunities for advancement	Vision insurance
401K matching	Paid time off	Wellness program

OPERATING HOURS	7.5 hours	
	1ST SHIFT	2ND SHIFT
Monday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Tuesday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Wednesday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Thursday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Friday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Saturday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Sunday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.

## OUTSOURCE PERSONNEL SERVICES

SERVICE	MONTHLY RATE	YEARLY TOTAL	NOTES
Store Cleaning Service	\$ 1,489.50	\$ 17,874.00	3 times per week

## OUTSOURCE TAILORING SERVICE

SERVICE	MONTHLY RATE	YEARLY TOTAL	NOTES
Tailoring services	\$ 884.00	\$ 10,608.00	2 visits per week

# MARKETING BUDGET - 5% FROM THE TOTAL NET REVENUE

March - April, in thousands EUR

	March	% From Total for March	April	% From Total for April	Total for Deliverable	% From the Total Amount
Social Media	72.1	20%	74	23%	146.2	21%
Print	36.1	10%	24.7	8%	60.8	9%
OOH	36.1	10%	24.7	8%	60.8	9%
Launch Event	216.6	60%	197.4	62%	414	61%
<b>Total</b>	<b>360.9</b>	<b>100%</b>	<b>320.8</b>	<b>100%</b>	<b>681.7</b>	<b>100%</b>

*Note: see Appendix Financials for P&L statement reference*

# STORE REMODELING - 3% FROM THE TOTAL NET REVENUE

Renovations will take place in Feb, as it is the slowest month

Furniture	950,000	38%
Light	625,000	25%
Accessories	125,000	5%
Licenses	50,000	2%
Transportation	125,000	5%
Security	125,000	5%
Labor	250,000	10%
Decor	250,000	10%
<b>Total</b>	<b>2,500,000</b>	<b>100%</b>

see Appendix - Financials for full spreadsheet

## P&L STATEMENT (CONDENSED): RODEO DRIVE FLAGSHIP STORE

Year Values, in thousands EUR

	SS Season	FW Season	Full Year	% From Net Revenue
<b>Net Revenue</b>	10,692	11,880	22,572	100%
COGS	2,994	3,207	6,201	27%
<b>Gross Profit</b>	7,698	8,672	116,370	72.5%
Total Expenses	6,518	3,872	10,390	46%
<b>Earnings before taxes</b>	1,180	4,800	5,980	26%
<b>Net Earnings</b>	<b>1,146</b>	<b>4,661</b>	<b>5,807</b>	<b>25.7%</b>

*see Appendix - Financials for full spreadsheet*

# CASH FLOW STATEMENT: RODEO DRIVE FLAGSHIP STORE

Year Values, EUR

	Full Year	% From Net Sales
<b>Cash In from Sale of Goods/Services</b>		
NET SALES	22,572	100%
TOTAL NET SALES	22,572	100%
<b>Cash Out on Expenses</b>		
Insurance	1,129	5%
Rent	2,483	11%
Salaries, Benefits & Wages	3,006	13%
Total Cash Out on Expenses	6,617	29%
<b>Total Cash From Operations</b>	<b>15,955</b>	<b>71%</b>

*see Appendix - Financials for full spreadsheet*



# DEPRECIATION

The value (13.6%) is taken from the Ferragamo Annual Report 2022

*All numbers are in thousands, EUR*

Furniture, decor & accessories	1,325									
Salvage Value	180.2									
Useful Life	10 years									
Depreciation Rate	10%									
<b>Year</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
Book Value (beginning of Year)	1,325	1,210.5	1,096	981.6	867	752.6	638.1	523.6	409.1	294.7
Depreciation	(114.5)	(114.5)	(114.5)	(114.5)	(114.5)	(114.5)	(114.5)	(114.5)	(114.5)	(114.5)
Book Value (End of Year)	1,210.5	1,096	981.6	867	752.6	638.1	523.6	409.1	294.7	<b>180.2</b>

THANK YOU



A woman is shown from the waist down, standing on a dirt path on a hillside. She is wearing a bright red, long-sleeved, knee-length dress with a slit at the bottom. She is also wearing red high-heeled sandals with thin straps. In her right hand, she holds a black, structured handbag with a top handle and two large, curved cutouts on the front. The background consists of a dry, hilly landscape with sparse green and brown vegetation under a clear blue sky with a few white clouds. The lighting is bright, suggesting a sunny day, and a shadow of the woman is cast on the ground to her right.

# SOURCES

# SOURCES

## COMPANY OVERVIEW

“Salvatore Ferragamo Signs Business & License Agreement with Inter Parfums.” Beauty Packaging, [www.beautypackaging.com/contents/view\\_breaking-news/2021-07-07/salvatore-ferragamo-signs-business-license-agreement-with-inter-parfums/#:~:text=Salvatore%20Ferragamo%20S.p.A.%2C%20the%20parent,granted%20for%20the%20production%20and](http://www.beautypackaging.com/contents/view_breaking-news/2021-07-07/salvatore-ferragamo-signs-business-license-agreement-with-inter-parfums/#:~:text=Salvatore%20Ferragamo%20S.p.A.%2C%20the%20parent,granted%20for%20the%20production%20and). Accessed 05 Feb. 2024.

Salvatore Ferragamo Extends Licensing Agreement with Marchon Eyewear ..., [visionplusmag.com/business/salvatore-ferragamo-extends-licensing-agreement-with-marchon-eyewear/](http://visionplusmag.com/business/salvatore-ferragamo-extends-licensing-agreement-with-marchon-eyewear/). Accessed 05 Feb. 2024.

WW, FashionNetwork.com. “Salvatore Ferragamo Acquires Minority Interests in Joint Ventures in Greater China.” FashionNetwork.Com, Fashionnetwork.Com, [ww.fashionnetwork.com/news/Salvatore-ferragamo-acquires-minority-interests-in-joint-ventures-in-greater-china,1570482.html](http://ww.fashionnetwork.com/news/Salvatore-ferragamo-acquires-minority-interests-in-joint-ventures-in-greater-china,1570482.html). Accessed 05 Feb. 2024.

Zargani, Luisa. “Salvatore Ferragamo Initial Public Offering Values Firm at \$2.1B.” WWD, 24 June 2011, [wwd.com/feature/ferragamo-prices-ipo-3682130-879019/?sub\\_action=logged\\_in](http://wwd.com/feature/ferragamo-prices-ipo-3682130-879019/?sub_action=logged_in). Accessed 5 Feb. 2024.

# SOURCES

## RETAIL BRAND IDENTITY

Hirschmiller, Stephanie. "The Story behind Ferragamo's F Heel Invisible Shoe That Got a Makeover 70 Years Later." Footwear News, 7 June 2017, [footwearnews.com/business/business/salvatore-ferragamo-paul-andrew-f-wedge-womens-shoes-367517/](https://www.footwearnews.com/business/business/salvatore-ferragamo-paul-andrew-f-wedge-womens-shoes-367517/). Accessed 5 Feb. 2024.

"Made in Italy: Salvatore Ferragamo's Ideas, Models and Inventions." Google Arts & Culture, [artsandculture.google.com/story/made-in-italy-salvatore-ferragamo-s-ideas-models-and-inventions-museosalvatoreferragamo/UQWRSqxpWZsflg?hl=en#](https://artsandculture.google.com/story/made-in-italy-salvatore-ferragamo-s-ideas-models-and-inventions-museosalvatoreferragamo/UQWRSqxpWZsflg?hl=en#). Accessed 5 Feb. 2024.

Meter, William Van. "Ferragamo Launches a New Soho Concept Store Featuring an Interactive NFT Collaboration with Digital Creator Shxpir." Artnet News, 28 June 2022, [news.artnet.com/art-world/ferragamo-2137422](https://news.artnet.com/art-world/ferragamo-2137422). Accessed 5 Feb. 2024.

<https://museo.ferragamo.com/resource/blob/423232/5c9192c6a18f5457f6122e09408cf7f7/2012-inspiration-and-vision-en-data.pdf>

# SOURCES- CURRENT POSITION IN THE MARKET

"Introducing The BoF Brand Magic Index." Business of Fashion, [www.businessoffashion.com/reports/marketing-pr/bof-insights-index-fashion-luxury-brands-customer-values-miumiu-gucci-brand-magic-quilt-ai/](https://www.businessoffashion.com/reports/marketing-pr/bof-insights-index-fashion-luxury-brands-customer-values-miumiu-gucci-brand-magic-quilt-ai/).

## HERMES

"2022 Annual Results." Hermes, [https://assets-finance.hermes.com/s3fs-public/node/pdf\\_file/2023-02/1676575550/hermes\\_20230217\\_pr\\_2022fullyearresults\\_va.pdf](https://assets-finance.hermes.com/s3fs-public/node/pdf_file/2023-02/1676575550/hermes_20230217_pr_2022fullyearresults_va.pdf).

"2022 Full Year Results." Hermes, [https://assets-finance.hermes.com/s3fs-public/node/pdf\\_file/2023-02/1676618361/slides-fy-2022-va-vdef.pdf](https://assets-finance.hermes.com/s3fs-public/node/pdf_file/2023-02/1676618361/slides-fy-2022-va-vdef.pdf).

"Hermes Bag Prices." Brag My Bag, [www.bragmybag.com/hermes-bag-prices/](http://www.bragmybag.com/hermes-bag-prices/).

"All about the 'World'S Most Expensive' Himalayan Birkin Bag, Owned by Jennifer Lopez and Kim K." Page Six, <https://pagesix.com/article/all-about-hermes-himalayan-birkin-bag-worlds-most-expensive-handbag/>.

## PRADA

"Prada." Prada, [www.prada.com](http://www.prada.com).

"Financial Report and Presentation." Prada, [www.pradagroup.com/en/investors/investor-relations/results-presentations.html](http://www.pradagroup.com/en/investors/investor-relations/results-presentations.html).

"Group Profile." Prada Group, [www.pradagroup.com/en/group/group-profile.html](http://www.pradagroup.com/en/group/group-profile.html).

"Prada Bags." Vogue, [www.vogue.com/article/prada-bags](http://www.vogue.com/article/prada-bags).

# SOURCES- CURRENT POSITION IN THE MARKET

## GIVENCHY

"2022 Full Year Results." LVMH, [www.lvmh.com/shareholders/agenda/2022-full-year-results/](http://www.lvmh.com/shareholders/agenda/2022-full-year-results/).

"Givenchy and Micropole: A Winning Partnership for Effective Management of Retail Strategy." Micropole, [www.micropole.com/en/cas-client/givenchy-pilotage-retail/#:~:text=With%20a%20presence%20in%2069,information%20management%20and%20retail%20performance.](http://www.micropole.com/en/cas-client/givenchy-pilotage-retail/#:~:text=With%20a%20presence%20in%2069,information%20management%20and%20retail%20performance.)

"Givenchy Company Insights." Statista, [O-www-statista-com.library.scad.edu/companies/c/120754166/givenchy-sa](https://www-statista-com.library.scad.edu/companies/c/120754166/givenchy-sa).

"House of Givenchy." Givenchy Beauty, [www.givenchybeauty.com/us/house-1/housegivenchy.html](http://www.givenchybeauty.com/us/house-1/housegivenchy.html).

"Antigona and Pandora Givenchy Bags." Your Next Shoes, [www.yournextshoes.com/antigona-pandora-givenchy-bags/](http://www.yournextshoes.com/antigona-pandora-givenchy-bags/).

"Givenchy." Givenchy, [www.givenchy.com/us/en-US/homepage](http://www.givenchy.com/us/en-US/homepage).

## SAINT LAURENT

"2022 Financial Document." Kering, [www.kering.com/api/download-file/?path=KERING\\_DF\\_2022\\_US\\_36f9616988.pdf](http://www.kering.com/api/download-file/?path=KERING_DF_2022_US_36f9616988.pdf).

"Number of Directly Operated Yves Saint Laurent Stores Worldwide in 2022, by Region." Statista, 1 Jan. 2023, [www.statista.com/statistics/442821/number-of-saint-laurent-stores-worldwide-by-region/](http://www.statista.com/statistics/442821/number-of-saint-laurent-stores-worldwide-by-region/).

"YSL Makes a Lot of Bags, But These 9 Are the Most Coveted." Who What Wear, 9 Oct. 2023, [www.whowhatwear.com/how-to-buy-yves-saint-laurent-bags/slide12](http://www.whowhatwear.com/how-to-buy-yves-saint-laurent-bags/slide12).

"Saint Laurent." YSL, [www.ysl.com/en-us](http://www.ysl.com/en-us).

# SOURCES- CURRENT POSITION IN THE MARKET

## BOTTEGA VENETA

"2022 Financial Document." Kering, [www.kering.com/api/download-file/?path=KERING\\_DF\\_2022\\_US\\_36f9616988.pdf](http://www.kering.com/api/download-file/?path=KERING_DF_2022_US_36f9616988.pdf).

"People." Bottega Veneta, [www.bottegaveneta.com/en-de/people/people.html#:~:text=in%20more%20than%2030%20countries,Over%20126%20nationalities](http://www.bottegaveneta.com/en-de/people/people.html#:~:text=in%20more%20than%2030%20countries,Over%20126%20nationalities).

"Bottega Veneta Through the Years." WWD, [www.wwd.com/fashion-news/designer-luxury/history-of-bottega-veneta-daniel-lee-matthieu-blazy-1235111577/](http://www.wwd.com/fashion-news/designer-luxury/history-of-bottega-veneta-daniel-lee-matthieu-blazy-1235111577/)

## LOEWE

"The Hype for Leather Pushes Loewe's Financials (+36%)." La Conceria, [www.laconceria.it/en/luxury/the-hype-for-leather-pushes-loewes-financials-36/#:~:text=The%20Spanish%20company%20\(owned%20by,\(%2B87%25%20on%202021](http://www.laconceria.it/en/luxury/the-hype-for-leather-pushes-loewes-financials-36/#:~:text=The%20Spanish%20company%20(owned%20by,(%2B87%25%20on%202021).

"Loewe." LVMH, [www.lvmh.com/houses/fashion-leather-goods/loewe/](http://www.lvmh.com/houses/fashion-leather-goods/loewe/).

"Loewe." Fibre2fashion, <https://fashiongear.fibre2fashion.com/brand-story/loewe/about-the-brand.asp#:~:text=Today%20Loewe%20is%20a%20key,Hong%20Kong%2C%20Shanghai%20and%20Tokyo>.

"Loewe." Loewe, [www.loewe.com/usa/en/home](http://www.loewe.com/usa/en/home).



# SOURCES- CURRENT POSITION IN THE MARKET

"Ferragamo." Instagram, [www.instagram.com/ferragamo/](https://www.instagram.com/ferragamo/).

"Ferragamo Instagram." Social Blade Metrics, [www.socialblade.com/instagram/user/ferragamo](https://www.socialblade.com/instagram/user/ferragamo).

"Ferragamo." Facebook, [www.facebook.com/FERRAGAMO/](https://www.facebook.com/FERRAGAMO/).

"Ferragamo Facebook." Social Blade Metrics, [www.socialblade.com/facebook/page/ferragamo](https://www.socialblade.com/facebook/page/ferragamo).

"Ferragamo." Twitter, [www.twitter.com/Ferragamo](https://www.twitter.com/Ferragamo).

"Ferragamo Twitter." Social Blade Metrics, [www.socialblade.com/twitter/user/ferragamo](https://www.socialblade.com/twitter/user/ferragamo).

"Ferragamo YouTube Channel." YouTube, [www.youtube.com/user/FerragamoOfficial](https://www.youtube.com/user/FerragamoOfficial).

"Ferragamo YouTube Channel." Social Blade Metrics, [www.socialblade.com/youtube/c/ferragamo](https://www.socialblade.com/youtube/c/ferragamo).

"Ferragamo." TikTok, [www.tiktok.com/@ferragamo](https://www.tiktok.com/@ferragamo).

"Ferragamo TikTok." Social Blade Metrics, [www.socialblade.com/tiktok/user/ferragamo](https://www.socialblade.com/tiktok/user/ferragamo).

# SOURCES - SITUATION ANALYSIS

*2022 Annual Report.* Salvatore Ferragamo Group, 2022.

*2023 Half-Year Report.* Salvatore Ferragamo Group, 2023.

Barbaglia, Pamela, et al. "Ferragamo Family Explores Selling Minority Stake of Business." Edited by Elaine Hardcastle, *The Business of Fashion*, The Business of Fashion, 21 Oct. 2020, [www.businessoffashion.com/news/luxury/ferragamo-family-explores-selling-minority-stake-of-business/](http://www.businessoffashion.com/news/luxury/ferragamo-family-explores-selling-minority-stake-of-business/)

"Ferragamo.Com Traffic Analytics, Ranking Stats & Tech Stack - Similarweb." Similarweb, [www.similarweb.com/website/ferragamo.com/](http://www.similarweb.com/website/ferragamo.com/). Accessed 10 Feb. 2024.

Nast, Condé. "Ferragamo News, Collections, Fashion Shows, Fashion Week Reviews, and More." *Vogue*, 26 Jan. 2024, [www.vogue.com/fashion-shows/designer/salvatore-ferragamo#:~:text=At%20the%20time%20of%20his,and%20created%20some%2020%2C000%20designs.](http://www.vogue.com/fashion-shows/designer/salvatore-ferragamo#:~:text=At%20the%20time%20of%20his,and%20created%20some%2020%2C000%20designs.)

"Salvatore Ferragamo." CB Insights, [www.cbinsights.com/company/salvatore-ferragamo](http://www.cbinsights.com/company/salvatore-ferragamo). Accessed 5 Feb. 2024.

Salvatore Ferragamo. "Return on Equity (Roe) of Salvatore Ferragamo from 2013 to 2022." Statista, Statista Inc., 26 Apr 2023, <https://0-www-statista-com.library.scad.edu/statistics/932588/roe-of-luxury-fashion-company-salvatore-ferragamo/>

Salvatore Ferragamo. "Return on Investment (Roi) of Salvatore Ferragamo from 2013 to 2022." Statista, Statista Inc., 26 Apr 2023, <https://0-www-statista-com.library.scad.edu/statistics/932609/roi-of-luxury-fashion-company-salvatore-ferragamo/>

Za, Valentina. "Ferragamo Partners with Farfetch to Grow Online, Reach Younger ..." Reuters, 11 Aug. 2022, [www.reuters.com/business/retail-consumer/ferragamo-partners-with-farfetch-boost-online-presence-2022-08-11/](http://www.reuters.com/business/retail-consumer/ferragamo-partners-with-farfetch-boost-online-presence-2022-08-11/).

# SOURCES - THREE COUNTRY SELECTION

## JAPAN

"The 2023 Kearney FDI Confidence Index®." Kearney, [www.kearney.com/service/global-business-policy-council/foreign-direct-investment-confidence-index/2023-full-report](http://www.kearney.com/service/global-business-policy-council/foreign-direct-investment-confidence-index/2023-full-report).

"PEST Analysis: Japan." Euromonitor, 21 Aug. 2023, [0-www-portal-euromonitor-com.library.scad.edu/Analysis/Tab](http://0-www-portal-euromonitor-com.library.scad.edu/Analysis/Tab).

"Japan." The World Bank, [www.data.worldbank.org/country/japan](http://www.data.worldbank.org/country/japan).

"Japan's Economy & Society." Statista, 1 Jan. 2023, [0-www-statista-com.library.scad.edu/study/48368/japan/](http://0-www-statista-com.library.scad.edu/study/48368/japan/).

"Number of Ultra High Net Worth Individuals in Selected Countries in 2022." Statista, 1 Aug. 2023, [0-www-statista-com.library.scad.edu/statistics/204095/distribution-of-ultra-high-net-worth-individuals-for-selected-countries/](http://0-www-statista-com.library.scad.edu/statistics/204095/distribution-of-ultra-high-net-worth-individuals-for-selected-countries/).

"Travel and Tourism in Japan." Statista, 1 Sept. 2023, [www.kearney.com/service/global-business-policy-council/foreign-direct-investment-confidence-index/2023-full-report](http://www.kearney.com/service/global-business-policy-council/foreign-direct-investment-confidence-index/2023-full-report).

"Tokyo Tops List of World's Best Luxury Shopping City." Fashion United, 21 Nov. 2023, [fashionunited.in/news/retail/tokyo-tops-list-of-world-s-best-luxury-shopping-city/2023112142482](http://fashionunited.in/news/retail/tokyo-tops-list-of-world-s-best-luxury-shopping-city/2023112142482).

"The 2023 Kearney FDI Confidence Index®." Kearney, [www.kearney.com/service/global-business-policy-council/foreign-direct-investment-confidence-index/2023-full-report](http://www.kearney.com/service/global-business-policy-council/foreign-direct-investment-confidence-index/2023-full-report).

# SOURCES - THREE COUNTRY SELECTION

"CORRUPTION PERCEPTIONS INDEX." Transparency International, [www.transparency.org/en/cpi/2022](http://www.transparency.org/en/cpi/2022).

"China Unemployment Rate." World Bank, [data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=CN](http://data.worldbank.org/indicator/SL.UEM.TOTL.ZS?locations=CN).

"China's per Capita Disposable Income Grows 6.3 Pct in 2023." The State Council Public The People's Republic of China, [english.www.gov.cn/archive/statistics/202401/17/content\\_WS65a73d26c6d0868f4e8e32e0.html#:~:text=BEIJING%2C%20Jan.,terms%2C%20official%20data%20showed%20Wednesday](http://english.www.gov.cn/archive/statistics/202401/17/content_WS65a73d26c6d0868f4e8e32e0.html#:~:text=BEIJING%2C%20Jan.,terms%2C%20official%20data%20showed%20Wednesday).

"Percentage of Population Using the Internet in the United States from 2000 to 2024." Statista, [www.statista.com/statistics/209117/us-internet-penetration/](http://www.statista.com/statistics/209117/us-internet-penetration/).

"Renewable Energy by Country." Wise Voter, [wisevoter.com/country-rankings/renewable-energy-by-country/#:~:text=Iceland%20leads%20the%20way%20with,%2C%20hydro%2C%20and%20wind%20power](http://wisevoter.com/country-rankings/renewable-energy-by-country/#:~:text=Iceland%20leads%20the%20way%20with,%2C%20hydro%2C%20and%20wind%20power).

"Rule of Law Index." World Justice Project, [worldjusticeproject.org/rule-of-law-index/global](http://worldjusticeproject.org/rule-of-law-index/global).

"PEST Analysis: China." Euromonitor, [0-www-portal-euromonitor-com.library.scad.edu/Analysis/Tab](http://0-www-portal-euromonitor-com.library.scad.edu/Analysis/Tab).

"PEST Analysis: United States." Euromonitor, [0-www-portal-euromonitor-com.library.scad.edu/analysis/tab](http://0-www-portal-euromonitor-com.library.scad.edu/analysis/tab).

# SOURCES - PESTEL ANALYSIS

<https://0-www-portal-euromonitor-com.library.scad.edu/portal/Dashboard/DashboardDetails?id=33dc83ea-3bc7-4e09-aa97-b15e99ea5c8d>

<https://0-www-portal-euromonitor-com.library.scad.edu/statisticsevolution/index>

<https://www.usbank.com/investing/financial-perspectives/market-news/the-recovering-value-of-the-us-dollar.htm>

<https://epi.yale.edu/epi-results/2022/country/usa>

<https://www.heritage.org/index/country>

[/unitedstates#:~:text=The%20United%20States'%20economic%20freedom,points%20lower%20than%20last%20year.](https://www.heritage.org/index/country/unitedstates#:~:text=The%20United%20States'%20economic%20freedom,points%20lower%20than%20last%20year.)

# SOURCES - MARKET COMPETITION

## OVERVIEW

"DEPARTMENT STORES IN USA - DATAGRAPHICS." EUROMONITOR, 1 Apr. 2023, 0-www-portal-euromonitor-com.library.scad.edu/analysis/tab.

"Luxury Goods: In-depth Market Analysis." Statista, 1 Jun. 2023, 0-www-statista-com.library.scad.edu/study/61582/luxury-goods-in-depth-market-analysis/.

## INDIRECT COMPETITORS

### Saks

"Saks Fifth Avenue." Zippia, [www.zippia.com/saks-fifth-avenue-careers-37435/revenue/](http://www.zippia.com/saks-fifth-avenue-careers-37435/revenue/).

"About Us." Saks Fifth Avenue, [www.saksfifthavenue.com/c/content/about-us#:~:text=Our%20unique%20approach%20combines%20an,seamless%2C%20all%2Dchannel%20shopping.](http://www.saksfifthavenue.com/c/content/about-us#:~:text=Our%20unique%20approach%20combines%20an,seamless%2C%20all%2Dchannel%20shopping.)

### Neiman Marcus

"Neiman Marcus Group." Forbes, [www.forbes.com/companies/neiman-marcus-group/?sh=4b0417716005](http://www.forbes.com/companies/neiman-marcus-group/?sh=4b0417716005).

"Neiman Marcus Group Delivers \$5 Billion of GMV in FY22, Demonstrating Strength of Integrated Luxury Retail Model." PR Newswire, 12 Oct. 2022, [www.prnewswire.com/news-releases/neiman-marcus-group-delivers-5-billion-of-gmv-in-fy22-demonstrating-strength-of-integrated-luxury-retail-model-301646944.html](http://www.prnewswire.com/news-releases/neiman-marcus-group-delivers-5-billion-of-gmv-in-fy22-demonstrating-strength-of-integrated-luxury-retail-model-301646944.html).

"Store Locations." Neiman Marcus, <https://stores.neimanmarcus.com/stores/locations>.

### Nordstrom

"Annual Report 2022." Nordstrom, <https://investor.nordstrom.com/static-files/a4d09ef2-1946-4f59-8789-88ea1d9fc196>.

# SOURCES - MARKET ANALYSIS

MARKET ANALYSIS - U.S.A.

FERRAGAMO OVERVIEW-UNITED STATES

"Ferragamo Stores in the United States." Ferragamo, [BLA BLA](#).

"Forward." Forward, [www.fwrд.com/?navsrc=logo](http://www.fwrд.com/?navsrc=logo).

"Luxury Leather Goods: Market Data & Analysis." Statista, [www.statista.com/study/56841/luxury-leather-goods-market-data-and-analysis/](http://www.statista.com/study/56841/luxury-leather-goods-market-data-and-analysis/).

"NET-A-PORTER." NET-A-PORTER, [www.net-a-porter.com/en-us/](http://www.net-a-porter.com/en-us/).

"Number of Ferragamo Stores in the United States." Smartscrapers, [www.rentechdigital.com/smartscraper/location-reports/ferragamo-locations-in-united-states](http://www.rentechdigital.com/smartscraper/location-reports/ferragamo-locations-in-united-states).

"Our Stores." The Webster, [www.thewebster.com/our-stores](http://www.thewebster.com/our-stores).

# SOURCES - MARKET COMPETITION

## HERMES

"2022 Full Year Results." Hermes, [https://assets-finance.hermes.com/s3fs-public/node/pdf\\_file/2023-02/1676618361/slides-fy-2022-va-vdef.pdf](https://assets-finance.hermes.com/s3fs-public/node/pdf_file/2023-02/1676618361/slides-fy-2022-va-vdef.pdf).

"Hermes." Finance, [finance.hermes.com/en/publications/?type=19](https://finance.hermes.com/en/publications/?type=19).

"SAN FRANCISCO'S NEW HERMÈS BOUTIQUE IS COMPLETELY OVER THE TOP." Elle Decor, 21 Nov. 2019, [www.elledecor.com/shopping/a29833952/new-hermes-boutique-san-francisco/](https://www.elledecor.com/shopping/a29833952/new-hermes-boutique-san-francisco/).

"World Record Academy." World's Largest Hermès Store: World Record in New York City, New York, 9 Dec. 2022, [www.worldrecordacademy.org/2022/12/worlds-largest-hermes-store-world-record-in-new-york-city-new-york-422451#:~:text=%22The%20Upper%20East%20Side%20destination,award%2Dwinning%20architect%20Denis%20Montel](https://www.worldrecordacademy.org/2022/12/worlds-largest-hermes-store-world-record-in-new-york-city-new-york-422451#:~:text=%22The%20Upper%20East%20Side%20destination,award%2Dwinning%20architect%20Denis%20Montel).

"Hermes's New Store Is Basically a Brownstone Filled With Birkins." Harpers Bazaar, 30 Sept. 2022, [www.harpersbazaar.com/fashion/designers/a41467827/hermes-new-madison-avenue-flagship-store-opening/](https://www.harpersbazaar.com/fashion/designers/a41467827/hermes-new-madison-avenue-flagship-store-opening/).



# SOURCES - MARKET COMPETITION

HERMES (continued)

"Hermès'S New West Coast Flagship Store." Architectural Digest, 31 Aug. 2013, [www.architecturaldigest.com/story/hermes-los-angeles-store-opening-rdai](http://www.architecturaldigest.com/story/hermes-los-angeles-store-opening-rdai).

"Hermès Inaugurates Third US Flagship Store in Miami." CPPLuxury, 8 Nov. 2015, [www.cpp-luxury.com/hermes-inaugurates-third-us-flagship-store-in-miami/](http://www.cpp-luxury.com/hermes-inaugurates-third-us-flagship-store-in-miami/).

"Hermès FêTes Its New Flagship Store with a Party That Would Please Gatsby." Vanity Fair, 4 Sept. 2013, [www.vanityfair.com/style/2013/09/hermes-beverly-hills-flagship-opening](http://www.vanityfair.com/style/2013/09/hermes-beverly-hills-flagship-opening).

"Hermès Fetes New Rodeo Drive Store." WWD, 13 Sept. 2013, [www.wwd.com/feature/hermes-fetes-new-rodeo-drive-store-7134723-233476/](http://www.wwd.com/feature/hermes-fetes-new-rodeo-drive-store-7134723-233476/).

"Hermès' New Boutique in Miami Is an Ode to Its Sunlit and Organic Environment." Wallpaper, 5 Aug. 2022, [www.wallpaper.com/fashion/hermes-new-boutique-in-miami-is-an-ode-to-its-sunlit-and-organic-environment](http://www.wallpaper.com/fashion/hermes-new-boutique-in-miami-is-an-ode-to-its-sunlit-and-organic-environment).

# SOURCES - MARKET COMPETITION

## BOTTEGA VENETA

"2022 Financial Document." Kering, [www.kering.com/api/download-file/?path=KERING\\_DF\\_2022\\_US\\_36f9616988.pdf](http://www.kering.com/api/download-file/?path=KERING_DF_2022_US_36f9616988.pdf).

"Bottega Veneta's Maison Boutique in Beverly Hills Features Arched Openings and Neutral Colours." Dezeen, 9 May 2016, [www.dezeen.com/2016/05/09/bottega-veneta-beverly-hills-maison-boutique-tomas-maier/](http://www.dezeen.com/2016/05/09/bottega-veneta-beverly-hills-maison-boutique-tomas-maier/).

"San Francisco: Bottega Veneta Store Renewal." Superfuture, 7 Jul. 2022, [www.superfuture.com/2022/07/new-shops/san-francisco-bottega-veneta-store-renewal/](http://www.superfuture.com/2022/07/new-shops/san-francisco-bottega-veneta-store-renewal/).

"Bottega Veneta Reopens Redesigned Dallas Boutique." WWD, 26 Jan. 2023, [www.wwd.com/fashion-news/fashion-scoops/bottega-veneta-opens-redesigned-boutique-dallas-northpark-1235495642/](http://www.wwd.com/fashion-news/fashion-scoops/bottega-veneta-opens-redesigned-boutique-dallas-northpark-1235495642/).

"Bottega Veneta Embraces Everything New York." L' OFFICIEL, 11 Feb. 2018, [www.lofficielusa.com/fashion/bottega-veneta-embraces-everything-new-york](http://www.lofficielusa.com/fashion/bottega-veneta-embraces-everything-new-york).

"RAPHAËL ZARKA - BOTTEGA VENETA - SAN FRANCISCO, USA." Galerie Mitterrand, 1 Oct. 2022, [www.galeriemitterrand.com/en/news/473-raphael-zarka-bottega-veneta-san-francisco-opening-in-july-2022/](http://www.galeriemitterrand.com/en/news/473-raphael-zarka-bottega-veneta-san-francisco-opening-in-july-2022/).

"The Entire World of Bottega Veneta Is Now on Madison Avenue." Surface, 9 Feb. 2018, [www.surfacemag.com/articles/bottega-veneta-new-york-store/](http://www.surfacemag.com/articles/bottega-veneta-new-york-store/).

"Bottega Veneta's New Store Is a Sparkling Tribute to New York." CN Traveler, 6 Feb. 2018, [www.cntraveler.com/story/bottega-venetas-new-store-is-a-sparkling-tribute-to-new-york](http://www.cntraveler.com/story/bottega-venetas-new-store-is-a-sparkling-tribute-to-new-york).

# SOURCES - MARKET COMPETITION

## PRADA

"Prada Los Angeles Epicenter." Architizer, [www.architizer.com/projects/prada-los-angeles-epicenter/](http://www.architizer.com/projects/prada-los-angeles-epicenter/).

"Number of Prada Locations in United States." Smartscrapers, [www.rentechdigital.com/smartscraper/location-reports/prada-locations-in-united-states](http://www.rentechdigital.com/smartscraper/location-reports/prada-locations-in-united-states).

"Prada Buys New York Fifth Avenue Store Building for \$425 Million." CNBC, 20 Dec. 2023, [www.cnbc.com/2023/12/20/prada-buys-new-york-fifth-avenue-store-building-for-425-million.html](http://www.cnbc.com/2023/12/20/prada-buys-new-york-fifth-avenue-store-building-for-425-million.html).

"Prada Plots Major NYC Expansion With \$835 Million Building Deal." Bloomberg, 22 Dec. 2023, [www.bloomberg.com/news/articles/2023-12-22/prada-plots-major-nyc-expansion-with-pair-of-building-purchases](http://www.bloomberg.com/news/articles/2023-12-22/prada-plots-major-nyc-expansion-with-pair-of-building-purchases).

"Prada Los Angeles Epicenter." Divisare, [www.divisare.com/projects/16864-oma-prada-los-angeles-epicenter](http://www.divisare.com/projects/16864-oma-prada-los-angeles-epicenter).

"Exclusive Look at Prada'S New Miami Design District Store." Purse Blog, [www.purseblog.com/prada/prada-miami-design-district/](http://www.purseblog.com/prada/prada-miami-design-district/).

# SOURCES - STORE LOCATION

Ahmed, Huma. BEVRLYRLY STAFF REPORT. 2019.

“Rodeo Drive (Rodeo Drive Shopping District) Neighborhood in Beverly Hills, California (CA), 90210, 90212 Subdivision Profile - Real Estate, Apartments, Condos, Homes, Community, Population, Jobs, Income, Streets.” [www.city-data.com](http://www.city-data.com), [www.city-data.com/neighborhood/Rodeo-Drive-Beverly-Hills-CA.html](http://www.city-data.com/neighborhood/Rodeo-Drive-Beverly-Hills-CA.html). Accessed 21 Feb. 2024.

“Shops & Things to Do on Rodeo Drive - Love Beverly Hills.” [lovebeverlyhills.com](http://lovebeverlyhills.com), [lovebeverlyhills.com/itineraries/view/things-to-do-on-rodeo-drive](http://lovebeverlyhills.com/itineraries/view/things-to-do-on-rodeo-drive).

“Unacast | Los Angeles Foot Traffic Data.” [www.unacast.com](http://www.unacast.com), [www.unacast.com/foot-traffic-data/los-angeles](http://www.unacast.com/foot-traffic-data/los-angeles). Accessed 21 Feb. 2024.

# SOURCES - STAFFING AND RECRUITING

"Ferragamo Taps Tyler Mitchell for Renaissance-Inspired Campaign at the Uffizi Gallery." Art News, [www.artnews.com/art-news/news/ferragamo-tyler-mitchell-uffizi-gallery-campaign-1234677630/](http://www.artnews.com/art-news/news/ferragamo-tyler-mitchell-uffizi-gallery-campaign-1234677630/).

"Summary Table: Total and Medians of Floorspace, Number of Workers, and Hours of Operation, 2012." U.S. Energy Information Administration, 1 Feb. 2015, [www.eia.gov/consumption/commercial/data/2012/bc/cfm/b2.php](http://www.eia.gov/consumption/commercial/data/2012/bc/cfm/b2.php).

Chevalier, Michel, and Michel Gutsatz. *Luxury Retail and Digital Management: Developing Customer Experience in a Digital World*. 2nd ed., Wiley, 2020.

"Ferragamo Store Manager at Santa Clara, CA." Salary.Com, [www.salary.com/job/ferragamo-usa-inc/store-manager-at-santa-clara/j202306280945506907746](http://www.salary.com/job/ferragamo-usa-inc/store-manager-at-santa-clara/j202306280945506907746).

"Ferragamo: The Enduring Legacy of the Italian Shoe Dynasty." The Guardian, [www.theguardian.com/fashion/2012/dec/04/ferragamo-legacy-italian-shoe-maker](http://www.theguardian.com/fashion/2012/dec/04/ferragamo-legacy-italian-shoe-maker).

"Assistant Store Manager- Ferragamo." LinkedIn, [www.linkedin.com/jobs/view/3787430890/](http://www.linkedin.com/jobs/view/3787430890/).

"Ferragamo Presents Milan Via Montenapoleone Store by Vincent Van Duysen." Singapore News, 23 Feb. 2024, [sg.news.yahoo.com/ferragamo-presents-milan-via-montenapoleone-050100357.html](http://sg.news.yahoo.com/ferragamo-presents-milan-via-montenapoleone-050100357.html).

"Senior Client Advisor- Ferragamo." LinkedIn, [www.linkedin.com/jobs/view/3836577753/](http://www.linkedin.com/jobs/view/3836577753/).

"Client Advisor- Ferragamo." LinkedIn, [www.linkedin.com/jobs/view/3836561211/#HYM](http://www.linkedin.com/jobs/view/3836561211/#HYM).

# SOURCES - STAFFING AND RECRUITING

"Ferragamo to Raise Prices in Europe." Financial Times, [www.ft.com/content/52e412b2-5593-11e2-bdd2-00144feab49a](http://www.ft.com/content/52e412b2-5593-11e2-bdd2-00144feab49a).

"Salvatore Ferragamo Store Manager Interview Questions." Glassdoor, [www.glassdoor.com/Interview/Salvatore-Ferragamo-Store-Manager-Interview-Questions-EI\\_IE8671.0,19\\_KO20,33.htm](http://www.glassdoor.com/Interview/Salvatore-Ferragamo-Store-Manager-Interview-Questions-EI_IE8671.0,19_KO20,33.htm).

"Posting and Slotting." JSTOR, [www.jstor.org/stable/48589511](http://www.jstor.org/stable/48589511).

"How to Create An Effective Employee Selection Process." Comeet, [www.comeet.com/resources/blog/employee-selection-process](http://www.comeet.com/resources/blog/employee-selection-process).

"Salvatore Ferragamo Sales Associate Interview Questions." Glassdoor, [www.glassdoor.com/Interview/Salvatore-Ferragamo-Sales-Associate-Interview-Questions-EI\\_IE8671.0,19\\_KO20,35.htm](http://www.glassdoor.com/Interview/Salvatore-Ferragamo-Sales-Associate-Interview-Questions-EI_IE8671.0,19_KO20,35.htm).

"Annual Sales Report." Ferragamo, [sustainability.ferragamo.com/resource/blob/784260/7a68e5ad0177b6c48c2c4578a4a9f5fa/2022-ferragamo-annual-report-data.pdf?UNDEFINED](http://sustainability.ferragamo.com/resource/blob/784260/7a68e5ad0177b6c48c2c4578a4a9f5fa/2022-ferragamo-annual-report-data.pdf?UNDEFINED).

"L.A.'S Ferragamo Shop Leads the Way in Stores for Men Only." Los Angeles Times, [www.latimes.com/style/la-ig-menonly10-2008aug10-story.html](http://www.latimes.com/style/la-ig-menonly10-2008aug10-story.html).

"Case Study | The Art and Science of Retail Store Success." Business of Fashion, 26 Feb. 2024, [www.businessoffashion.com/case-studies/retail/profitable-store-guide-sale-mall-shopping-primark-uniqlo-aritzia/](http://www.businessoffashion.com/case-studies/retail/profitable-store-guide-sale-mall-shopping-primark-uniqlo-aritzia/).

# SOURCES - SALARIES, COMMISSIONS, AND BENEFITS

"Store Director Yearly Salaries in Beverly Hills, CA at Salvatore Ferragamo." Indeed, [www.indeed.com/cmp/Salvatore-Ferragamo/salaries/Store-Director/Beverly-Hills-CA](http://www.indeed.com/cmp/Salvatore-Ferragamo/salaries/Store-Director/Beverly-Hills-CA).

"Total Salary Range for Salvatore Ferragamo Assistant Manager." Glassdoor, [www.glassdoor.com/Salary/Salvatore-Ferragamo-Assistant-Manager-Salaries-E8671\\_D\\_KO20,37.htm](http://www.glassdoor.com/Salary/Salvatore-Ferragamo-Assistant-Manager-Salaries-E8671_D_KO20,37.htm).

"Ferragamo Jobs." Ziprecruiter, [www.ziprecruiter.com/Jobs/Ferragamo](http://www.ziprecruiter.com/Jobs/Ferragamo).

"Senior Client Advisor, Beverly Hills." LinkedIn, [www.linkedin.com/jobs/view/3836577753/](http://www.linkedin.com/jobs/view/3836577753/).

"Client Advisor, Beverly Hills." LinkedIn, [www.linkedin.com/jobs/view/3836561211/#HYM](http://www.linkedin.com/jobs/view/3836561211/#HYM).

"Salvatore Ferragamo Benefits." Glassdoor, [www.glassdoor.com/Benefits/Salvatore-Ferragamo-Benefits-E8671.htm](http://www.glassdoor.com/Benefits/Salvatore-Ferragamo-Benefits-E8671.htm).

"Salvatore Ferragamo Pay & Benefits Reviews." Indeed, [www.indeed.com/cmp/Salvatore-Ferragamo/reviews?ftopic=paybenefits](http://www.indeed.com/cmp/Salvatore-Ferragamo/reviews?ftopic=paybenefits).

"Anonymous Confessions of a Luxury Sales Associate." Purse Blog, [www.purseblog.com/report/anonymous-confessions-of-a-luxury-sales-associate/](http://www.purseblog.com/report/anonymous-confessions-of-a-luxury-sales-associate/).

"How to Choose a Sales Commission Structure? [With Formulas!]." Leadsquared, [www.leadsquared.com/learn/sales/sales-commission/](http://www.leadsquared.com/learn/sales/sales-commission/).

# SOURCES - SALARIES, COMMISSIONS, AND BENEFITS

"Luxury Store Workers - How Much Do You Make?" Reddit,  
[www.reddit.com/r/askTO/comments/15nrbsd/luxury\\_store\\_workers\\_how\\_much\\_do\\_you\\_make/](https://www.reddit.com/r/askTO/comments/15nrbsd/luxury_store_workers_how_much_do_you_make/).

"Hermès to Pay €4,000 Bonus to Employees As Sales Surge." Business of Fashion,  
[www.businessoffashion.com/news/luxury/hermes-to-pay-4000-bonus-to-employees-as-sales-surge/](https://www.businessoffashion.com/news/luxury/hermes-to-pay-4000-bonus-to-employees-as-sales-surge/).

"LVMH PAYS AN EXCEPTIONAL ANTI-INFLATION BONUS." Luxus+, <https://luxus-plus.com/en/lvmh-pays-an-exceptional-anti-inflation-bonus/>.



# SOURCES - Financials

## Sales Forecast

moderate/high traffic months (Mar, Apr, May, Jun, Jul, Aug, Sep, Dec)		
<b>LOCAL ATTRACTION TRAF</b>	<b>60,000</b>	used average from the area pedestrian traffic/12
<b>FOOTFALL CONVERSION</b>	<b>10%</b>	
<b>TRAFFIC MONTHLY</b>	<b>6,000</b>	used average from the area pedestrian traffic
<b>CONVERSION RATE</b>	<b>34%</b>	used higher than average number because of sparked interest
<b>N. TRANSACTIONS MONTHLY</b>	<b>2,040</b>	
<b>AVG VALUE PER TRANSACTION</b>	<b>\$ 2,800</b>	
<b>MONTHLY SALES PLAN</b>	<b>\$ 5,712,000</b>	
<b>SIX MONTH PLAN</b>	<b>\$ 34,272,000</b>	

From data collected by RetailSales and an article published in USA Today, here is a ranking of the Top 9 Retailers by Sales/SF:

9. BIRKS & MAYORS (JEWELRY, ETC.)  
SALES PER SQ. FT.: \$1,082 | SALES PER STORE: \$4.61 MILLION | NO. OF STORES: 57
8. VERA BRADLEY (WOMEN'S ACCESSORIES)  
SALES PER SQ. FT.: \$1,186 | SALES PER STORE: \$2.39 MILLION | NO. OF STORES: 70
7. TRUE RELIGION (VERY EXPENSIVE JEANS)  
SALES PER SQ. FT.: \$1,227 | SALES PER STORE: \$2.35 MILLION | NO. OF STORES: 116
6. SELECT COMFORT (BEDS)  
SALES PER SQ. FT.: \$1,314 | SALES PER STORE: \$2.00 MILLION | NO. OF STORES: 381
5. MICHAEL KORS (LIFESTYLE PRODUCTS)  
SALES PER SQ. FT.: \$1,431 | SALES PER STORE: \$3.24 MILLION | NO. OF STORES: 253
4. COACH (LUXURY LEATHER GOODS, ETC.)  
SALES PER SQ. FT.: \$1,871 | SALES PER STORE: \$5.19 MILLION | NO. OF STORES: 833
3. LULULEMON ATHLETICA (LEGGINGS AND YOGA MATS)  
SALES PER SQ. FT.: \$1,936 | SALES PER STORE: \$5.49 MILLION | NO. OF STORES: 189
2. TIFFANY & CO. (BLING)  
SALES PER SQ. FT.: \$3,017 | SALES PER STORE: \$13.02 MILLION | NO. OF STORES: 260
1. APPLE (ANYTHING THAT BEGINS WITH THE LETTER "I")  
SALES PER SQ. FT.: \$6,050 | SALES PER STORE: \$51.14 MILLION | NO. OF STORES: 372

Sales AVERAGE PER SQ FT -

<https://www.friedmanrealestate.com/top-9-retailers-by-sales-per-square-foot/>

# SOURCES - Financials

Ferragamo Annual Report, percentages reference

The following table shows the main income statement data.

(In thousands of Euro)	2022	% of Revenues	2021	% of Revenues	% change
Revenues	1,251,808	100.0%	1,135,520	100.0%	10.2%
Gross profit	901,115	72.0%	780,944	68.8%	15.4%
Style, product development and logistics costs	(49,263)	(3.9%)	(40,908)	(3.6%)	20.4%
Sales & distribution costs	(453,167)	(36.2%)	(407,844)	(35.9%)	11.1%
Marketing & communication costs	(92,064)	(7.4%)	(66,379)	(5.8%)	38.7%
General and administrative costs	(168,819)	(13.5%)	(126,304)	(11.1%)	33.7%
Other operating costs	(29,024)	(2.3%)	(22,714)	(2.0%)	27.8%
Other income	19,160	1.5%	26,685	2.4%	(28.2%)
Total operating costs (net of other income)	(773,177)	(61.8%)	(637,464)	(56.1%)	21.3%
Operating profit/(loss)	127,938	10.2%	143,480	12.6%	(10.8%)
Net financial income and charges	(26,776)	(2.1%)	(20,862)	(1.8%)	28.3%
Profit/(loss) before taxes	101,162	8.1%	122,618	10.8%	(17.5%)
Income taxes	(35,810)	(2.9%)	(36,289)	(3.2%)	(1.3%)
Profit/(loss) from continuing operations	65,352	5.2%	86,329	7.6%	(24.3%)
Profit/(loss) from discontinued operation, net of tax	-	-	(5,192)	(0.5%)	na
Net profit/(loss) for the period	65,352	5.2%	81,137	7.1%	(19.5%)
Net profit/(loss) – Group	69,609	5.6%	78,647	6.9%	(11.5%)
Net profit/(loss) – minority interests	(4,257)	(0.3%)	2,490	0.2%	na
Amortization, depreciation and write-downs	170,962	13.7%	161,049	14.2%	6.2%
EBITDA	298,900	23.9%	304,529	26.8%	(1.8%)

# SOURCES - Financials

## NEW VS RETURNING CUSTOMER RATIO

<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwiwv7ChreuEAXUomYQIHcZYCcgQFnoECA0QAw&url=https%3A%2F%2Fwww.adriel.com%2Fglossary%2Fwhat-is-a-good-new-vs-returning-visitor-ratio&usg=AOvVaw3Yrw1ZrULnP0iPi4nVjTt9&opi=89978449>

## INVENTORY TURNOVER RATIO

<https://www.investopedia.com/ask/answers/051915/which-industries-tend-have-most-inventory-turnover.asp>

### Inventory Turnover Ratio by Economic Sector

Ranking	Industry Sector	Inventory Turnover Ratio (avg.)
1	Financial	48.76
2	Services	28.47
3	Transportation	14.15
4	Technology	11.21
5	Retail	10.86
6	Utilities	10.44
7	Energy	8.20
8	Consumer Discretionary	6.86
9	Basic Materials	6.77
10	Consumer Non Cyclical	6.70

Source: CSI Markets

# SOURCES - Financials

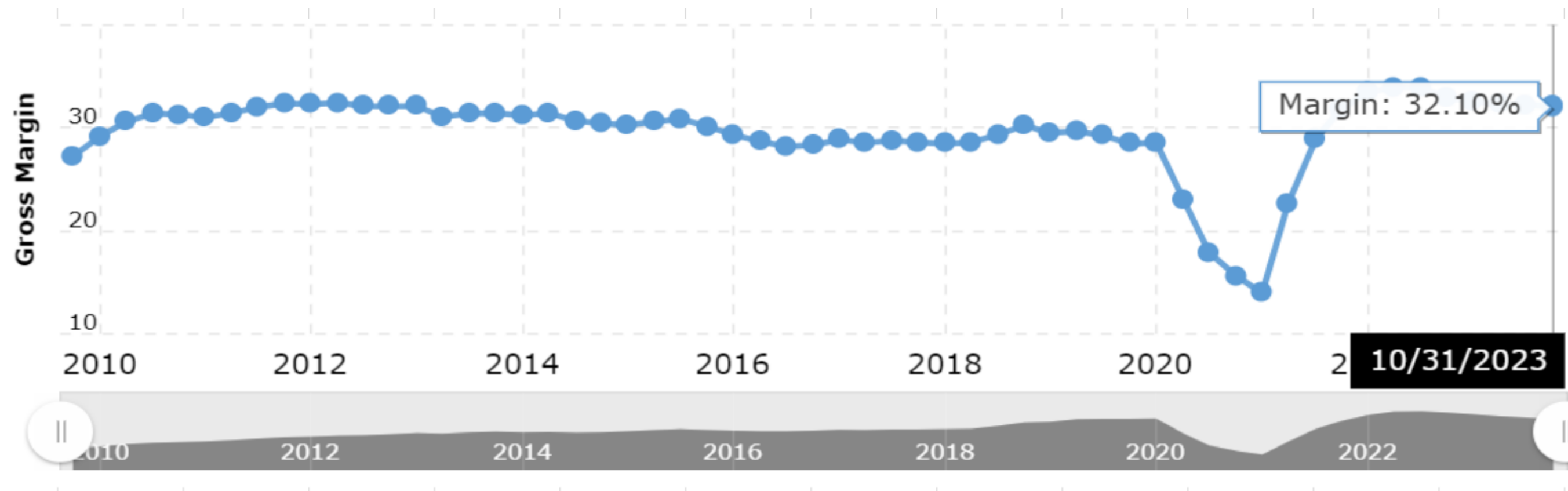
## CONVERSION RATE

<https://contentsquare.com/blog/what-is-conversion-rate-in-retail/>

## STORE VISITORS INCREASE

In the US, 81% of Gen Z consumers prefer to shop in stores to discover new products and more than 50% say in-store browsing is a way to disconnect from the digital world. - <https://www.shopify.com/retail/retail-statistics#>

## GROSS MARGIN FOR LUXURY RETAIL





APPENDIX

FERRAGAMO

# CURRENT POSITION IN THE MARKET

## PRICE AND PERCEPTUAL MAP

**The competition** was based on BOF's Brand Magic Index Score the ruler and hero archetypes, scores, and if they are leather goods oriented. Bottega Veneta had different archetypes, it was included by their elaborate leather craftsmanship.

**The price and accessibility map** was based on the brand's accessibility through distribution(stores and countries) and their average prices on shoes and bags.

**The perceptual Map** was based on BOF's Brand Magic Index Score vs the Brand's Global Revenues.

BRAND	STORES	COUNTRIES	SALES in thousands	SHOES Average prices in \$	BAGS AV Average prices in \$
Ferragamo	375	90	1.2B	1,748	4,045
Givenchy	100	69	251M	3,898	2,358
Loewe	150	32	626M	1,925	2,625
Bottega Veneta	279	30	1.7B	5,200	8,150
Saint Laurent	280	47	3.3B	1,858	2,573
Prada	422	70	4.2B	1,563	3,898
Hermès	300	50	11.6B	5,363	41,250

BRAND	MAGIC SCORE	SALES (in thousands)
Givenchy	87	251M
Prada	86	4.2B
Saint Laurent	86	3.3B
Ferragamo	83	1.2B
Hermès	83	11.6B
Bottega Veneta	79	1.7B
Loewe	69	626M

# CURRENT POSITION IN THE MARKET

## PRICE AND PERCEPTUAL MAP

Calculations by brand based on US Dollar- average by min and max

Note: Exotic skins were not included

BRAND SHOES	MIN Average prices in \$	MAX Average prices in \$	AVERAGE prices in \$
Ferragamo	595	2,900	1,748
Hermès	325	10,400	5,363
Givenchy	295	7,500	3,898
Prada	725	2,400	1,563
Bottega Veneta	600	9,800	5,200
Saint Laurent	725	2,990	1,858
Loewe	450	3,400	1,925

BRAND BAGS *no exotics	MIN Average prices in \$	MAX Average prices in \$	AVERAGE prices in \$
Ferragamo	1090	7,000	4,045
Hermès	2500	80,000	41,250
Givenchy	765	3,950	2,358
Prada	795	7,000	3,898
Bottega Veneta	1300	15,000	8,150
Saint Laurent	745	4,400	2,573
Loewe	590	4,700	2,645

# REVENUE

## Revenues

For a more detailed performance analysis, the representation of Net sales by distribution channel, geographic area and product category is shown below, excluding the effect of hedging against exchange rate risk on Revenues (Cash flow hedging effect on Revenues). The data for 2021 is shown again for comparison purposes.

The breakdown of revenues by **distribution channel** was as follows:

(In thousands of Euro)	2022	% of Revenues	2021*	% of Revenues	% change	at constant exchange rates % change
Retail	923,507	73.8%	829,754	73.0%	11.3%	4.7%
Wholesale	336,174	26.9%	295,991	26.1%	13.6%	6.3%
<b>Net sales</b>	<b>1,259,681</b>	<b>100.7%</b>	<b>1,125,745</b>	<b>99.1%</b>	<b>11.9%</b>	<b>5.1%</b>
Cash flow hedging effect on revenues	(25,664)	(2.1%)	(332)	0.0%	na	-
Licenses and services	14,890	1.2%	7,746	0.7%	92.2%	92.2%
Rental income investment properties	2,901	0.2%	2,361	0.2%	22.9%	9.4%
<b>Total</b>	<b>1,251,808</b>	<b>100.0%</b>	<b>1,135,520</b>	<b>100.0%</b>	<b>10.2%</b>	<b>5.7%</b>

	30 June 2023	31 December 2022	30 June 2022
Staff as at the reporting date	3,742	3,830	3,777
Number of DOS	375	389	400

Geographical distribution of DOS (30 June 2023)



375 Ferragamo monobrand stores managed directly



# THREE COUNTRY SELECTION CRITERIA- SUBSIDIARIES AND EXCHANGE RATES

## 7. Results of Group companies

The main highlights of subsidiaries are shown in the table below.

(In thousands)	Company	Currency	2022		2021	
			Revenues	Shareholders' equity	Revenues	Shareholders' equity
	Ferragamo Australia Pty Ltd.	AUD	26,810	22,665	21,127	22,268
	Ferragamo Japan K.K.	JPY	13,705,863	1,177,142	11,615,759	(3,007,093)
	Ferragamo Korea Ltd.	KRW	140,377,040	80,285,051	122,803,691	88,194,233
	Ferragamo Espana S.L.	EURO	14,963	4,441	8,969	3,615
	Ferrimag Limited	HKD	-	127,507	-	126,415
	Ferragamo Retail HK Limited	HKD	127,242	(309,254)	181,652	(198,471)
	Ferragamo Retail Taiwan Limited	TWD	740,028	435,405	609,118	364,732
	Ferragamo Mexico S. de R.L. de C.V.	MXN	1,365,210	816,688	1,295,421	745,713
	Ferragamo Retail Nederland B.V.	EURO	4,836	1,401	2,852	1,246
	Ferragamo Fashion Trading (Shanghai) Co. Ltd.	CNY	1,090,683	801,592	1,487,790	776,599
	Ferragamo (Singapore) Pte. Ltd.	SGD	24,900	(40,079)	14,520	(35,579)
	Ferragamo (Thailand) Limited	THB	279,863	(127,460)	135,854	(152,679)
	Ferragamo (Malaysia) Sdn Bhd	MYR	54,214	17,906	28,977	12,897
	Ferragamo Hong Kong Ltd.	USD	177,660	119,202	202,154	117,947
	Gruppo Ferragamo USA	USD	415,461	100,300	381,504	92,849
	Ferragamo Deutschland GmbH	EURO	9,194	2,594	6,494	4,992
	Ferragamo Belgique SA	EURO	1,591	714	2,024	692
	Ferragamo Monte-Carlo S.A.M.	EURO	830	(828)	369	(465)
	Ferragamo (Suisse) SA	CHF	8,553	1,653	7,132	1,546
	Ferragamo U.K. Limited	GBP	17,643	5,939	13,383	5,665
	Ferragamo France S.A.S.	EURO	20,238	10,787	13,508	9,607
	Ferragamo Chile S.A.	CLP	1,193,648	790,193	780,176	(1,034,716)
	Ferragamo Austria GmbH	EURO	4,215	4,187	2,797	4,073
	Ferragamo Retail India Limited Private Limited	INR	-	(468,541)	-	(441,521)
	Ferragamo Retail Macau Limited	MOP	43,611	25,555	82,729	59,253
	Ferragamo Moda (Shanghai) Co.Ltd.	CNY	207,974	(44,921)	320,194	7,722
	Ferragamo Brasil Roupas e Acessorios Ltda.	BRL	59,455	22,538	44,743	22,981
	Ferragamo Argentina S.A.	ARS	418,529	48,413	197,463	37,295

The exchange rates used to determine the value in Euro of subsidiaries' financial statements expressed in foreign currency were (to 1 Euro) as follows:

	Average exchange rates		Exchange rates at the end of the reporting period	
	31 December 2022	31 December 2021	31 December 2022	31 December 2021
	US Dollar	1.0530	1.1827	1.0666
Swiss Franc	1.0047	1.0811	0.9847	1.0331
Japanese Yen	138.0274	129.8767	140.6600	130.3800
Pound Sterling	0.8528	0.8596	0.8869	0.8403
Australian Dollar	1.5167	1.5749	1.5693	1.5615
South Korean Won	1358.0683	1354.0595	1344.0860	1346.3843
Hong Kong Dollar	8.2451	9.1932	8.3163	8.8333
Mexican Peso	21.1869	23.9852	20.8560	23.1438
New Taiwanese Dollar	31.3145	33.0231	32.8012	31.4393
Singapore Dollar	1.4512	1.5891	1.4300	1.5279
Thai Baht	36.8562	37.8368	36.8350	37.6530
Malaysian Ringgit	4.6279	4.9015	4.6984	4.7184
Indian Rupee	82.6864	87.4392	88.1710	84.2292
Macau Pataca	8.4900	9.4680	8.5766	9.1131
Chinese Renminbi	7.0788	7.6282	7.3582	7.1947
Chilean Peso	916.8340	898.2143	915.7677	965.5679
Argentine Peso	137.0036	112.4964	189.1890	116.4905
Brazilian Real	5.4399	6.3779	5.6386	6.3101
Canadian Dollar	1.3695	1.4826	1.4440	1.4393

At the reporting date, the assets and liabilities of Group companies are converted into the Group's presentation currency (the Euro) at the exchange rate in force on that date, and their income statement is converted using the average exchange rate for the period. Translation differences are recorded directly under shareholders' equity, are shown separately in a specific reserve and are recognized in the statement of comprehensive income. On disposal of a particular foreign company, the accumulated translation differences which have been recorded as component of the statement of comprehensive income for that particular foreign company are recorded in the income statement.

Any goodwill resulting from the acquisition of a foreign company and any adjustment to fair value of the book values of assets or liabilities arising from the acquisition of that foreign company are recognized as assets and liabilities of the foreign company, are expressed in the functional currency of the foreign company and are translated at the exchange rate in force at the end of the period.

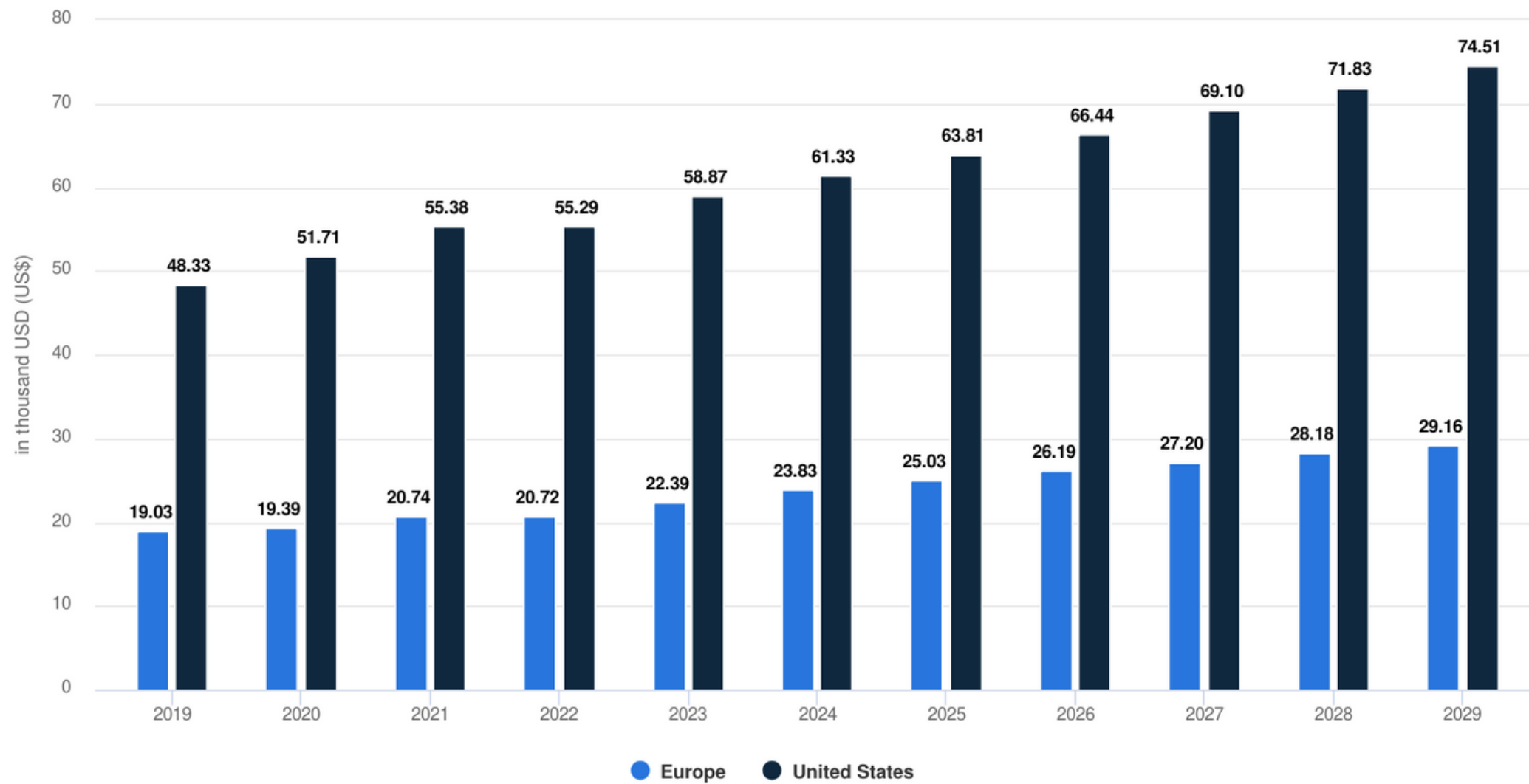
# THREE COUNTRY SELECTION CRITERIA- SUBSIDIARIES AND EXCHANGE RATES

ASIA PACIFIC	CURRENCY	REVENUE (in thousands)	CHANGE	IN EUROS
AUSTRALIA	AUD	26,810	1.57	€ 17,084.05
KOREA	KRW	140,377,040	1344.09	€ 104,440.52
JAPAN	JPY	13,705,863	140.66	€ 97,439.66
HONG KONG	HKD	127,242	8.32	€ 15,300.31
TAIWAN	TWD	740,028	32.80	€ 22,561.00
SHANGHAI	CNY	1,091	7.36	€ 148.23
SINGAPORE	SGD	24,900	1.43	€ 17,412.59
THAILAND	THB	279,863	36.84	€ 7,597.75
MALAYSIA	MYR	54,214	4.70	€ 11,538.82
HONG KONG	USD	177,660	1.07	€ 166,566.66
MACAU	MOP	43,611	8.58	€ 5,084.88
INDIA				N/A
SHANGHAI	CNY	207,974	7.36	€ 28,264.25
NORTH AMERICA	CURRENCY	REVENUE (in thousands)	CHANGE	IN EUROS
FERRAGAMO USA	USD	415,461	1.07	€ 389,519.03
FERRAGAMO MEXICO	MXN	1,365,210	20.86	€ 65,458.86

# PESTEL U.S.

Disposable Income - (Disposable Income - Per Capita)

United States - Europe (thousand USD (US\$))

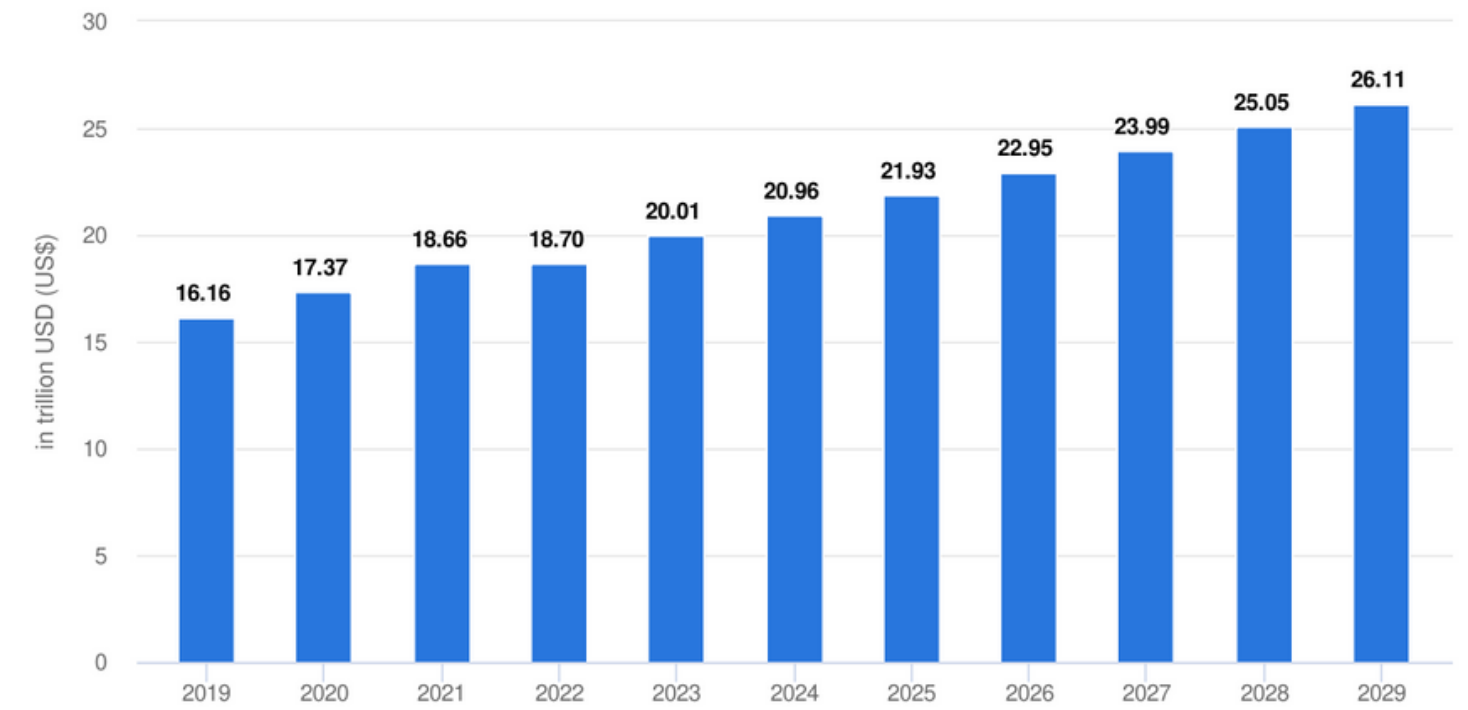


Sources: Statista Market Insights, World Bank, OECD, Eurostat, World Bank PovcalNet, WID - World Inequality Database



Disposable Income - Disposable Income

United States (trillion USD (US\$))



Sources: Statista Market Insights, World Bank, OECD, Eurostat, World Bank PovcalNet, WID - World Inequality Database



FERRAGAMO

# PESTEL U.S.

SEARCH RESULTS /  
Economies and Consumers Annual Data

Historical

[Category Definitions](#) | [Region Definitions](#) | [Calculation Variables](#)

CONVERT DATA		± GROUP SUM		2018	2023	APPLY	CHANGE STATS TYPE		MODIFY SEARCH		
Stats Type	Geography	Category	Data Type	Unit	Current Constant	2018	2019	2020	2021	2022	2023
	USA	Inflation	Socio-economic indicators	% growth	-	2.443	1.812	1.234	4.698	8.003	4.116

**Dollar to Euro Spot Exchange Rate**



Source: FactSet and U.S. Bank Asset Management Group as of January 1, 2024.

**Nominal Broad U.S. Dollar Index 2021 to 2024**

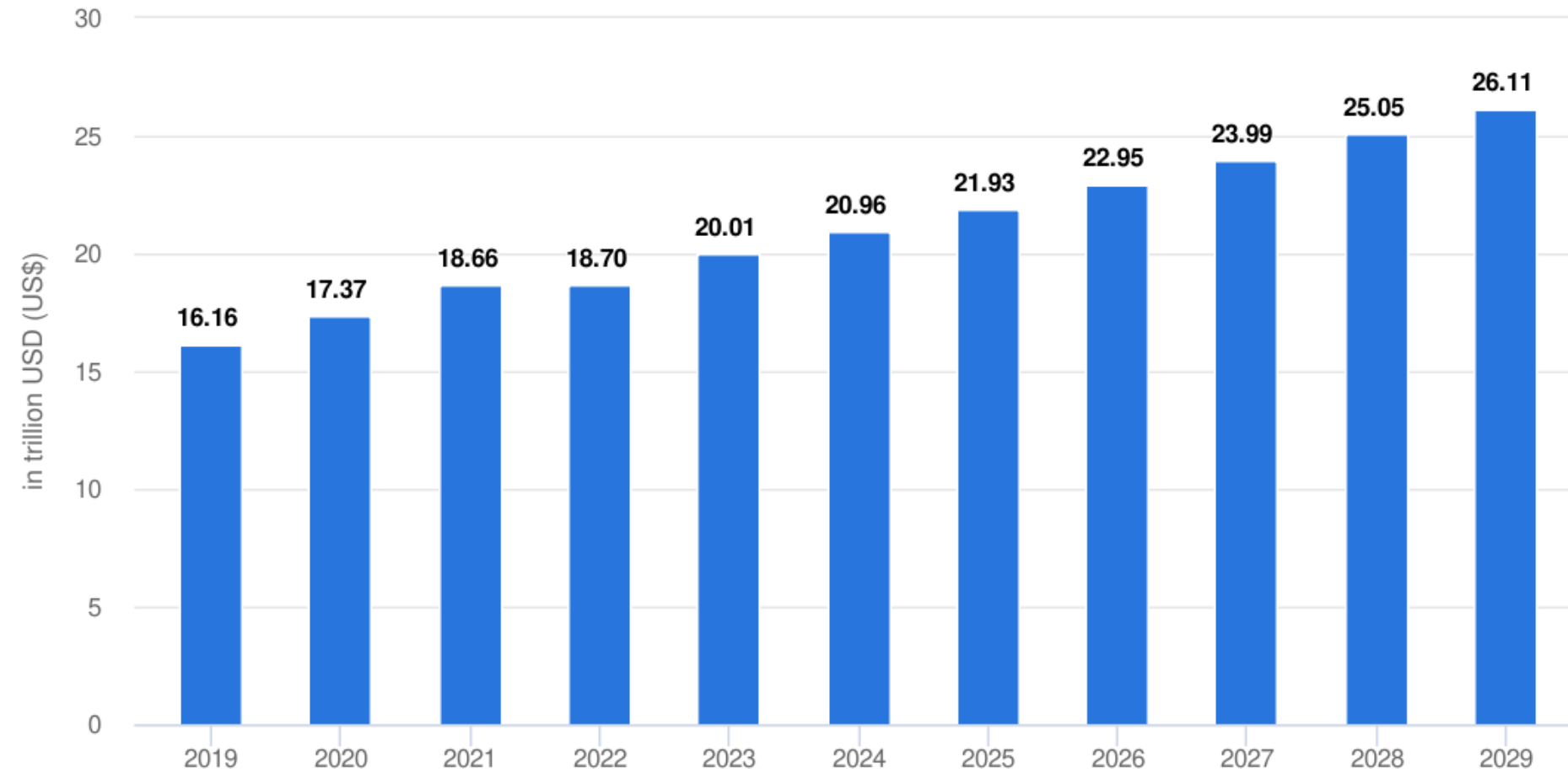


Source: FactSet and U.S. Bank Asset Management Group.

# PESTEL U.S.

## Disposable Income - Disposable Income

United States (trillion USD (US\$))




Sources: Statista Market Insights, World Bank, OECD, Eurostat, World Bank PovcalNet, WID - World Inequality Database

statista

 View Chart of Scores over Time

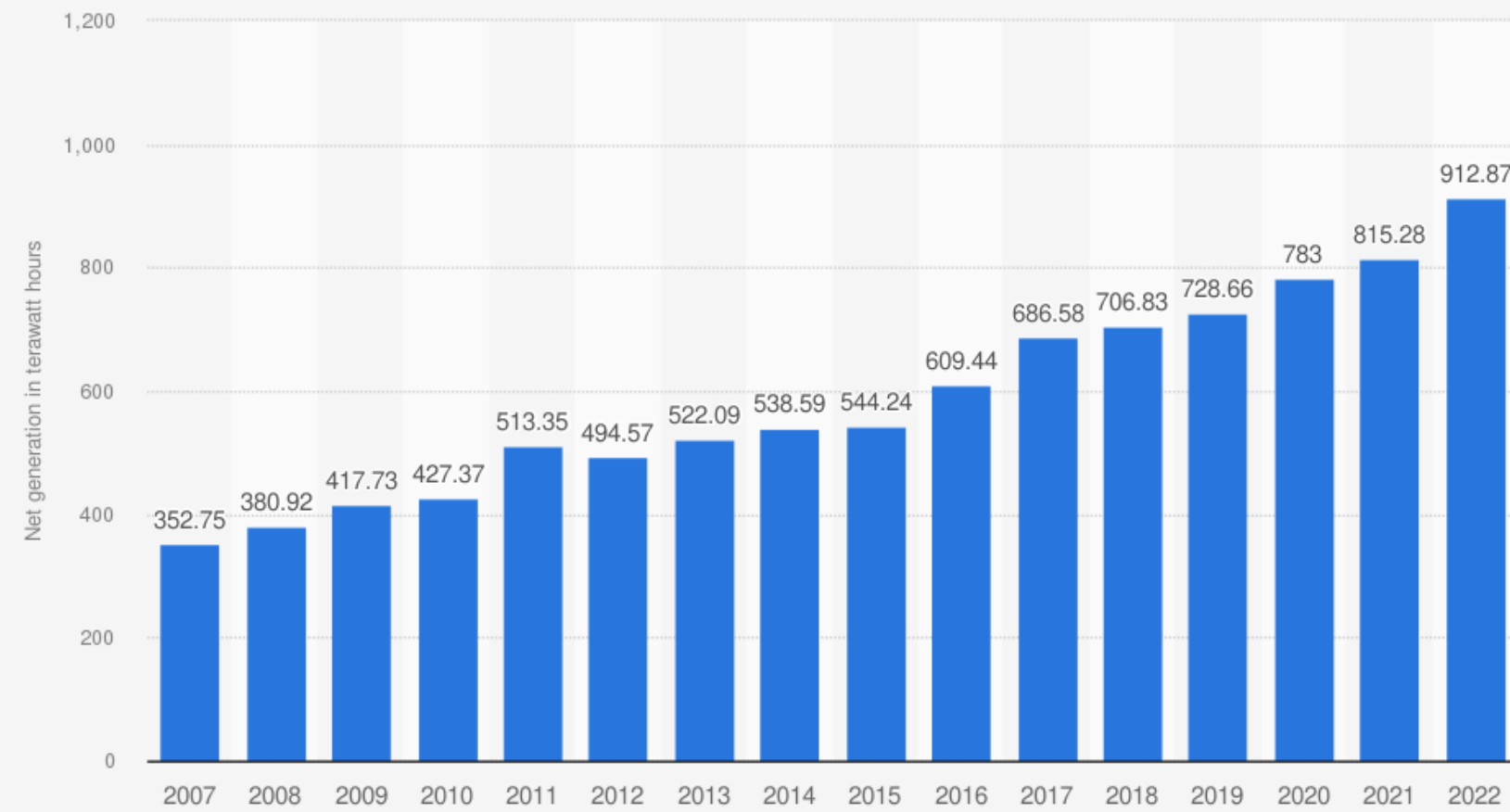
## Regional Ranking

RANK	COUNTRY	OVERALL	CHANGE
1	Canada	73.7	-2.9 
2	Chile	71.1	-3.3 
3	United States	70.6	-1.5 
4	Uruguay	70.2	0.2 
5	Barbados	69.8	-1.5 

FERRAGAMO

# PESTEL U.S.

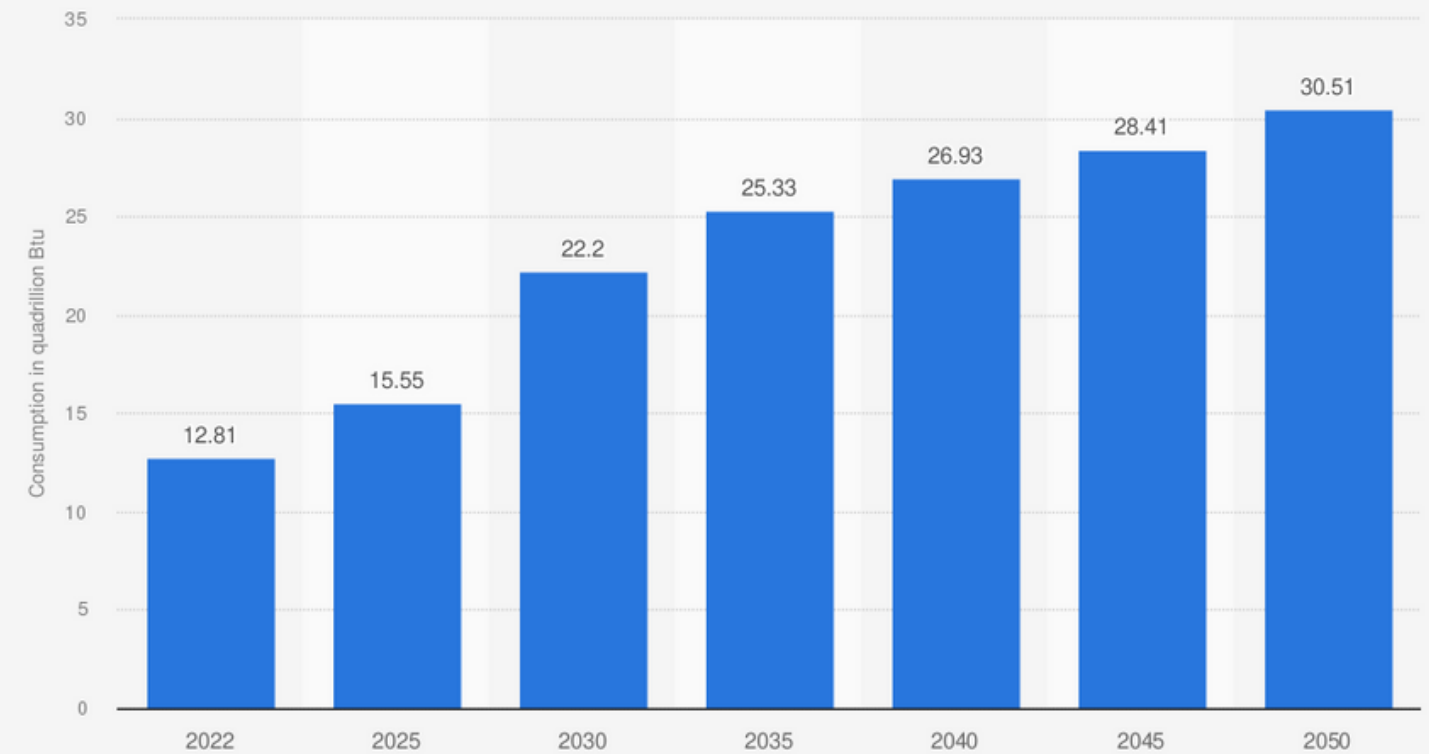
Renewable electricity generation in the United States from 2007 to 2022 (in terawatt hours)



Sources  
EIA; Statista  
© Statista 2024

Additional Information:  
United States; 2007 to 2022

Projected renewable energy consumption in the United States in 2022 with a forecast to 2050 (in quadrillion British thermal units)

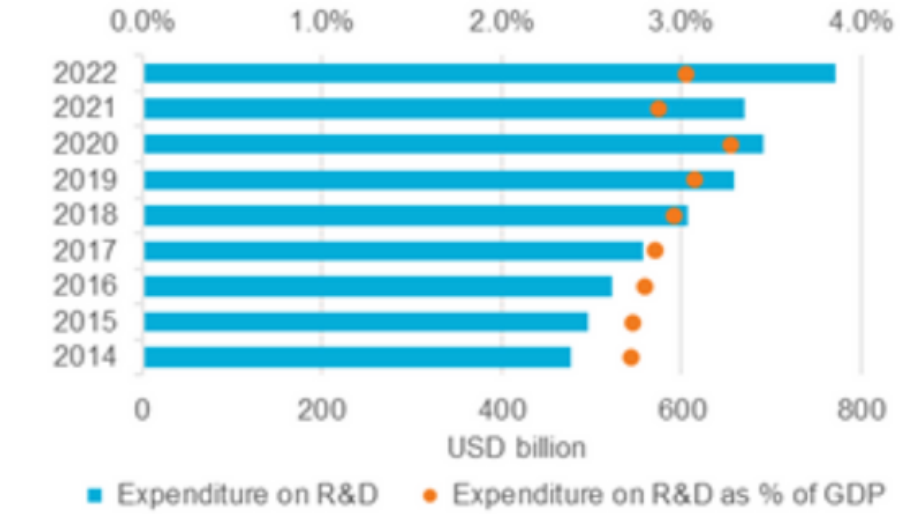


Source  
EIA  
© Statista 2024

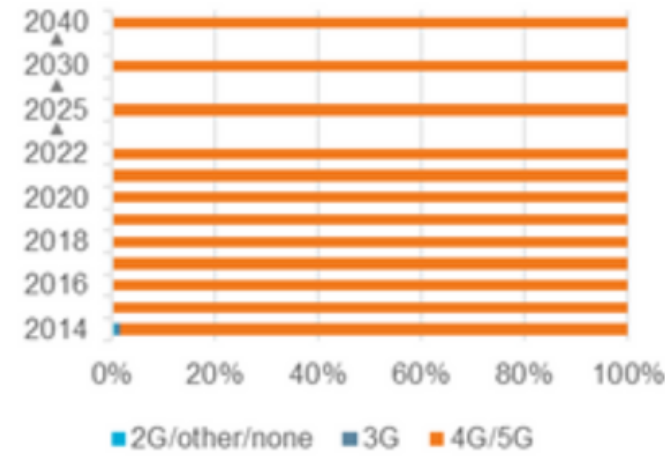
Additional Information:  
United States; 2022; Marketed renewable energy

# PESTEL U.S.

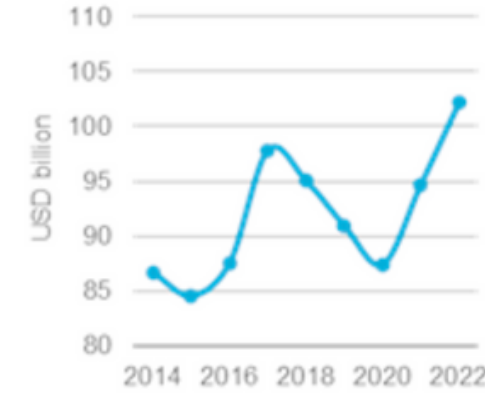
Expenditure on R&D and Share of GDP: 2014-2022



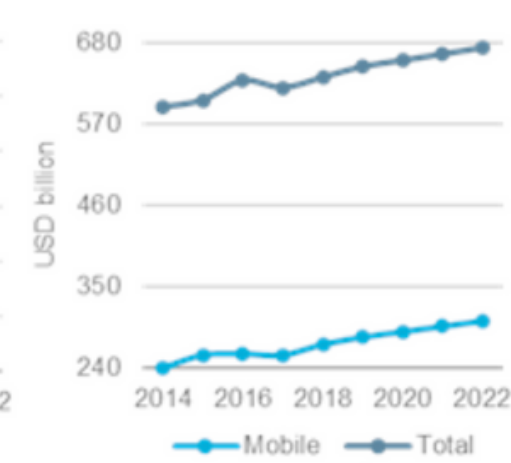
Percentage of Population Covered by a Mobile-Cellular Network: 2014-2040



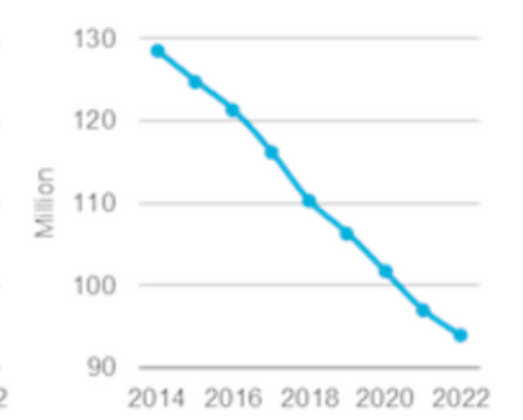
Capital Investment in Telecommunications: 2014-2022



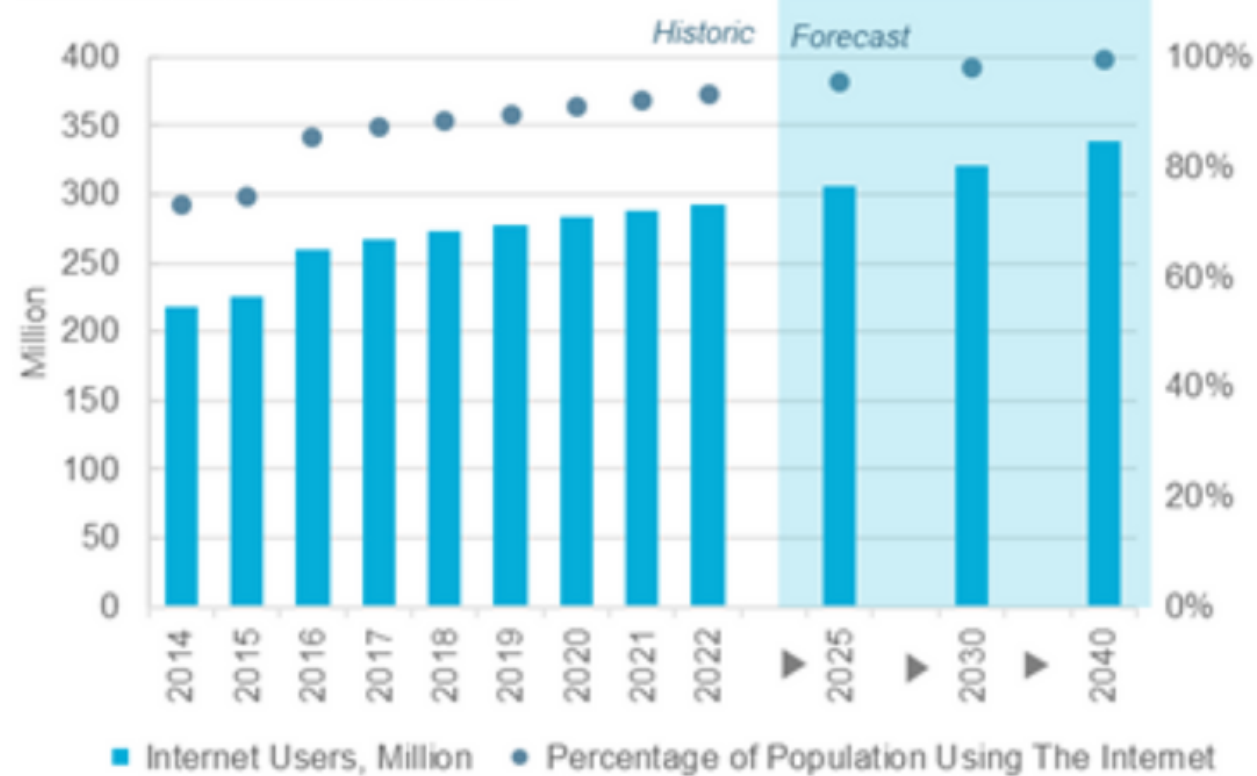
Telecommunications Revenues: 2014-2022



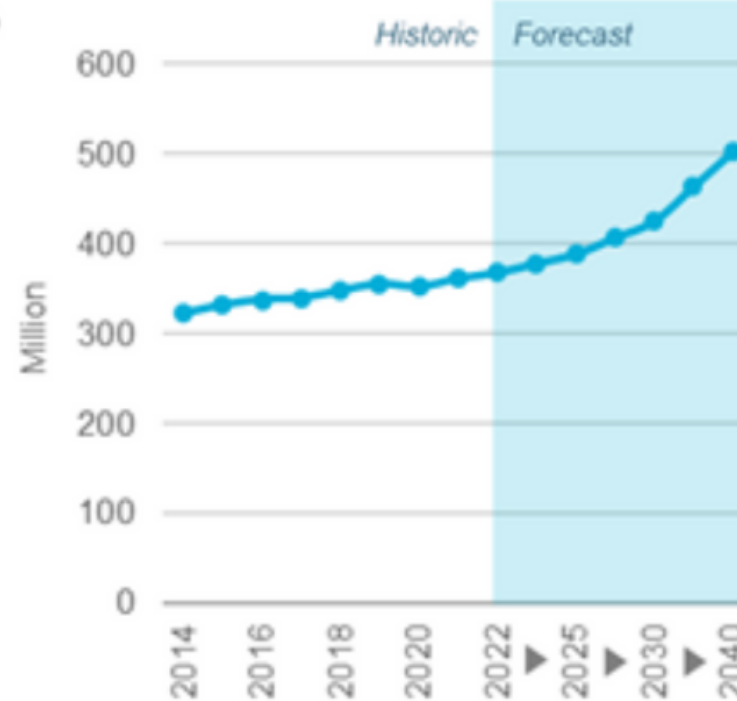
Fixed Telephone Lines in Use: 2014-2022



Internet Users: 2014-2040



Mobile Telephone Subscribers: 2014-2040



# DELOITTE RANKING

FY2022 Luxury goods sales rank	Change in rank from FY2021 <sup>3</sup>	Name of company	Country of origin	Selection of Luxury Brands	FY2022 Luxury goods sales (US\$M)	FY2022 Total revenue (US\$M)	FY2022 Luxury goods sales growth	FY2022 Net profit margin <sup>1</sup>	FY2019- 2022 Luxury goods sales CAGR <sup>2</sup>
37	↑ 2	Tory Burch LLC	United States	Tory Burch, Tory Sport	1,750 e	1,750 e	16.7%	6.0%	10.4%
38	↓ -3	Clarins SAS	France	Clarins, myBlend	1,713	1,713	9.7%	n/a	3.5%
39	↓ -8	Max Mara Fashion Group Srl	Italy	MaxMara, SportMax, Marina Rinaldi, Max & Co, PennyBlack	1,682 e	1,682 e	4.8%	5.0%	-0.7%
40	↓ -8	Fossil Group, Inc.	United States	Fossil, Skagen, Michele, Relic, Zodiac; Licensed brands	1,589 e	1,682	-11.9%	-2.6%	-9.1%
41	↓ -3	Ermenegildo Zegna N.V.	Italy	Zegna, THOM BROWNE	1,569	1,584	15.5%	4.3%	4.2%
42	↔ 0	Chow Tai Seng Jewellery Co., Ltd.	China	Chow Tai Seng	1,494	1,651	25.6%	9.8%	29.7%
43	↓ -3	Valentino SpA	Italy	Valentino, Valentino Garavani	1,491	1,499	15.7%	4.0%	5.1%
44	↑ 7	Luk Fook Holdings (International) Limited 六福集团(国际)有限公司	China/HK SAR	Luk Fook, Goldstyle	1,491	1,508	32.7%	11.9%	-9.7%
45	↑ 5	Dolce & Gabbana	Italy	Dolce&Gabbana	1,454	1,623	28.0%	4.5%	-2.5%
46	↑ 2	Kalyan Jewellers India Limited	India	Mudhra, Tejasvi, Nimah	1,446	1,456	26.2%	2.1%	3.3%
47	↑ 6	Joyalukkas India Limited	India	Pride, Eleganza, Apurva, Ratna	1,381 e	1,381 e	27.6%	6.8%	8.4%
48	↓ -5	Richard Mille SA	Switzerland	Richard Mille	1,361 e	1,361 e	15.0%	n/a	13.0%
49	↓ -8	Salvatore Ferragamo SpA	Italy	Salvatore Ferragamo	1,313	1,316	10.2%	5.2%	-3.1%
50	↓ -6	SMCP SAS	France	Sandro, Maje, Claudie Pierlot, De Fursac	1,268	1,268	16.1%	4.3%	2.1%
51	↓ -5	Unilever Prestige Beauty	United Kingdom	dermalogica, Hourglass, Murad, Ren, Tatcha, Paula's Choice	1,261 e	1,261 e	20.0%	n/a	n/a

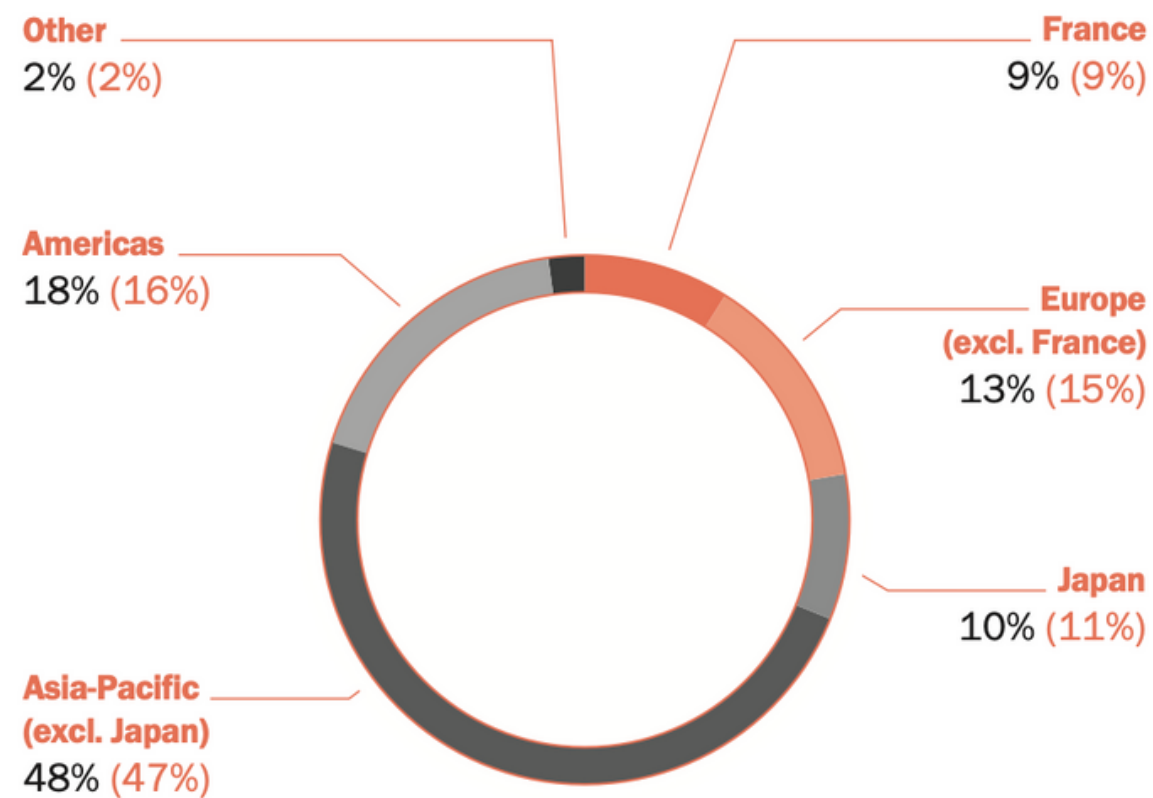
file:///C:/Users/Annaa/Downloads/Deloitte\_gx-global-powers-of-luxury-goods-2023%20(1).pdf



# MARKET COMPETITION- DIRECT COMPETITORS

## HERMES

1.5.2 REVENUE BY GEOGRAPHICAL AREA FOR 2022 (2021)



### Americas

- Argentina: 1  
1 branch:  
◆ Buenos Aires
- Brazil: 3  
3 branches:  
◆ Rio de Janeiro  
◆ Sao Paulo Cidade Jardim  
◆ Sao Paulo Iguatemi
- Canada: 5  
4 branches:  
◆ Calgary  
◆ Montreal  
◆ Toronto  
◆ Vancouver  
1 concessionaire

- Caribbean: 1  
1 branch:  
◆ Saint-Barthélemy

- Chile: 1  
1 concessionaire
- United States: 39  
32 branches:  
◆ American Dream  
◆ Atlanta  
◆ Austin  
◆ Aventura  
◆ Beverly Hills  
◆ Boston  
◆ Chicago  
◆ Costa Mesa South Coast Plaza  
◆ Dallas  
◆ Denver

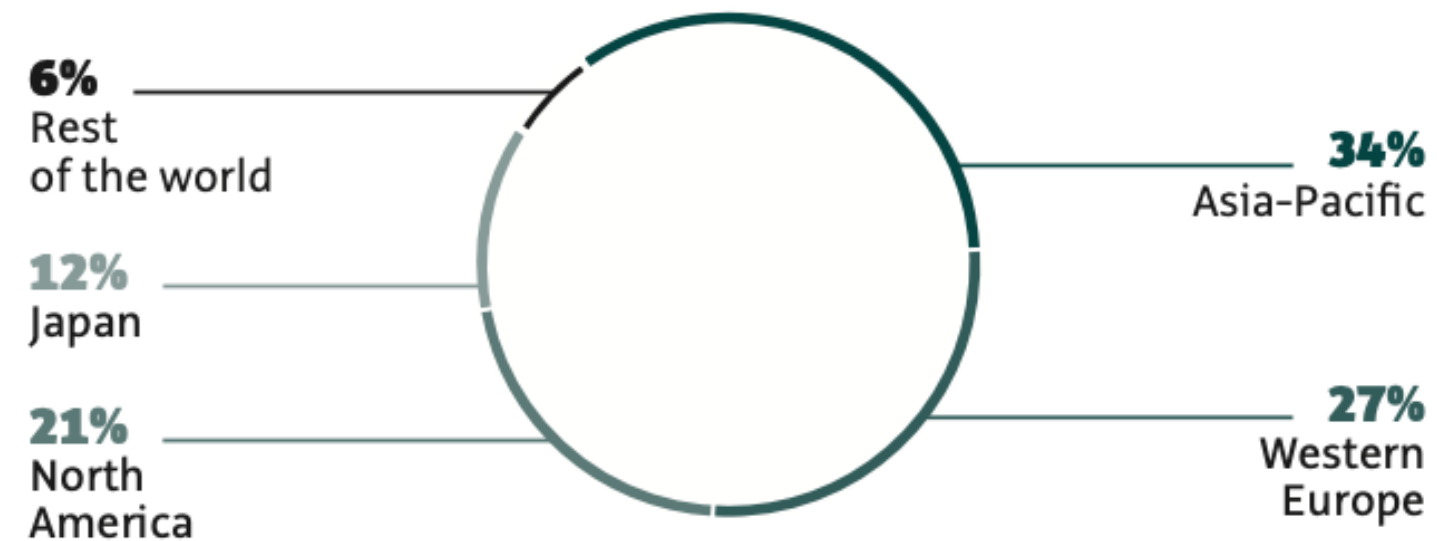
- ◆ Greenwich
- ◆ Hawaii Ala Moana
- ◆ Hawaii Waikiki
- ◆ Houston
- ◆ Las Vegas Bellagio
- ◆ Las Vegas Crystals
- ◆ Las Vegas Wynn
- ◆ Miami
- ◆ New York Madison 706
- ◆ New York Meatpacking
- ◆ New York Roosevelt Field
- ◆ New York Wall Street
- ◆ Orlando
- ◆ Palm Beach
- ◆ Palo Alto
- ◆ Philadelphia King of Prussia
- ◆ San Diego

- ◆ San Francisco
- ◆ Seattle
- ◆ Short Hills
- ◆ Troy
- ◆ Washington  
7 concessionaires
- Mexico: 6  
6 branches:  
◆ Cancún  
◆ Guadalajara  
◆ Mexico Artz  
◆ Mexico Masaryk  
◆ Mexico Moliere  
◆ Monterrey
- Panama: 1  
1 concessionaire

# MARKET COMPETITION- DIRECT COMPETITORS

## BOTTEGA VENETA

### Revenue by region



In North America, Bottega Veneta's sales rose 5% on a comparable basis relative to 2021 despite the high base for comparison. In the United States, notably, the House has doubled in scale since 2019.

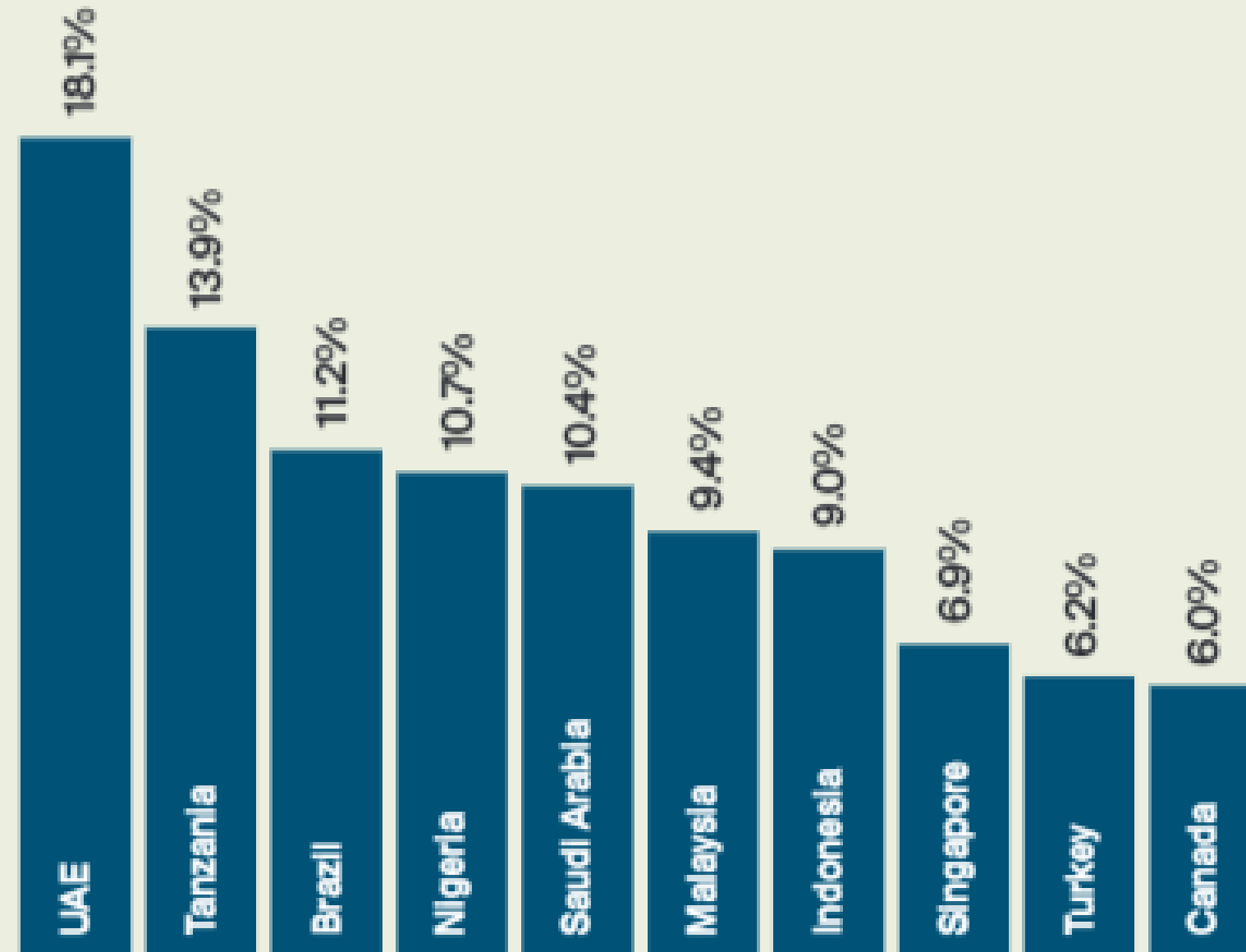
# MARKET COMPETITION- PRADA



Retail net sales in the Americas increased by 22.1% at constant exchange rates (+36.8% at current exchange rates), compared to 2021.

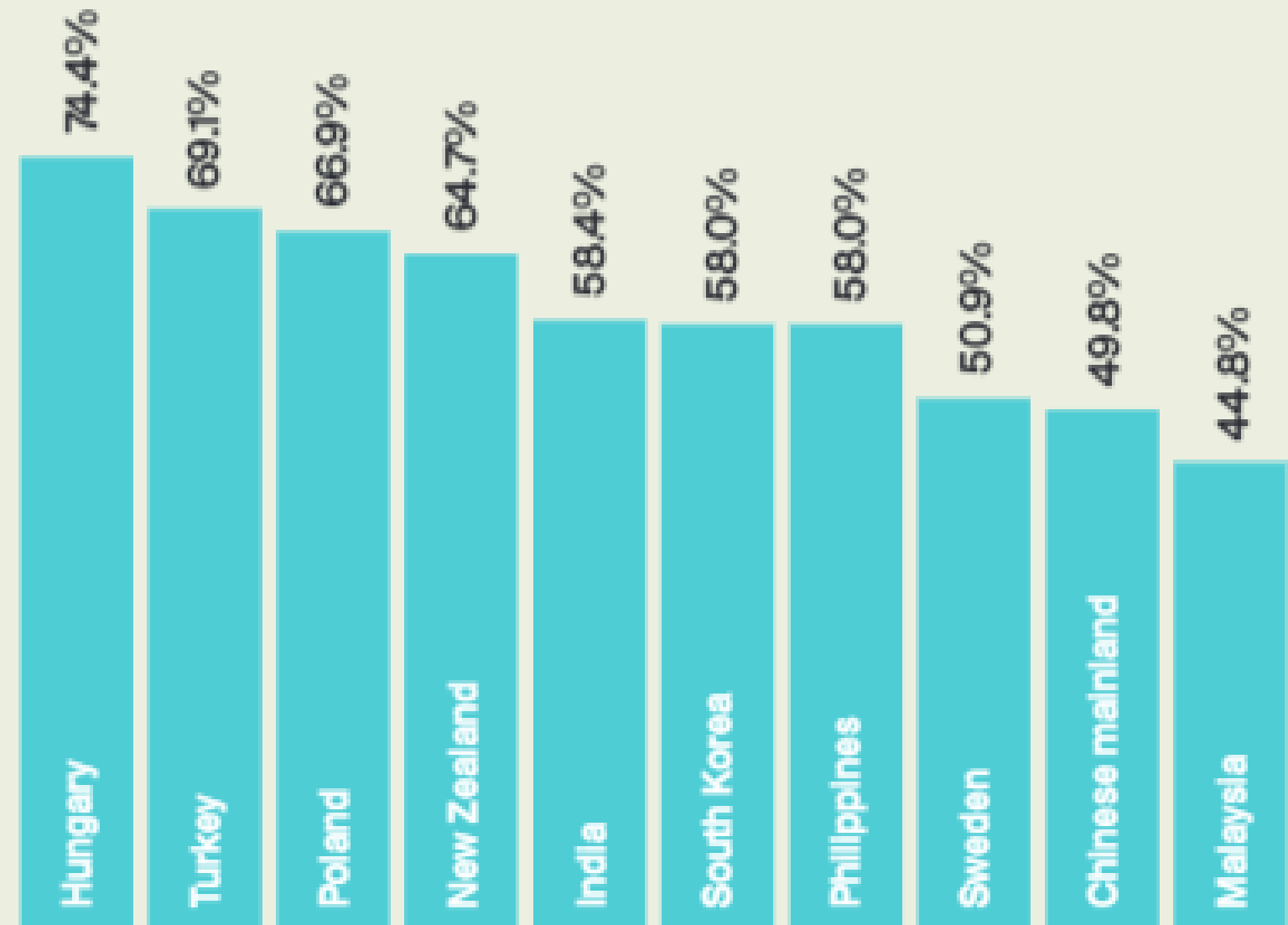
## Outperformance

Top 10 countries for UHNWI growth in 2021-22



## Ones to watch

Top 10 countries and territories for forecast UHNWI growth 2022-27



Source: Knight Frank Wealth Sizing Model

Note: ranked by % change for locations listed on page 6, excluding locations where UHNWI population is below 50

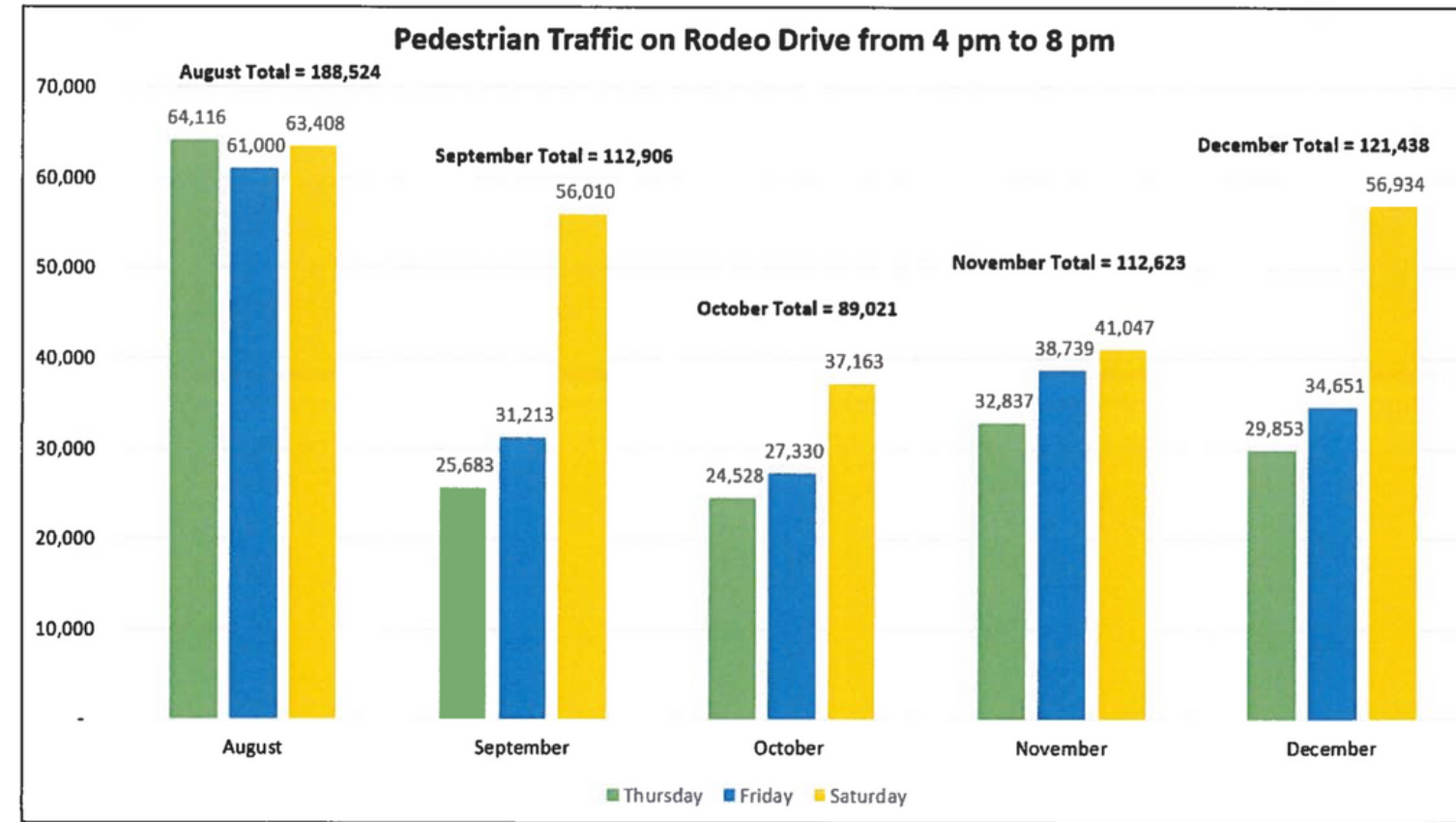
Country/territory	HNWI POPULATIONS (US\$1M+)				% CHANGE			UHNWI POPULATIONS (US\$30M+)				% CHANGE		
	2017	2021	2022	2027	2017-22	2021-22	2022-27	2017	2021	2022	2027	2017-22	2021-22	2022-27
World	48,798,801	67,589,931	69,543,783	109,099,357	42.5%	2.9%	56.9%	402,421	602,553	579,625	744,812	44.0%	-3.8%	28.5%
Africa	114,052	131,572	133,902	164,821	17.4%	1.8%	23.1%	2,062	2,192	2,329	2,624	12.9%	6.3%	12.7%
Americas	19,233,157	27,568,554	29,364,747	43,386,833	52.7%	6.5%	47.8%	158,997	240,777	241,253	302,972	51.7%	0.2%	25.6%
Asia	11,465,346	16,684,827	17,466,418	31,351,642	52.3%	4.7%	79.5%	98,394	160,890	150,362	210,175	52.8%	-6.5%	39.8%
Australasia	1,979,142	2,554,181	2,642,781	4,635,123	33.5%	3.5%	75.4%	15,239	20,686	20,841	30,080	36.8%	0.7%	44.3%
Europe	15,516,396	19,792,054	18,929,626	27,725,035	22.0%	-4.4%	46.5%	123,870	170,443	155,996	187,178	25.9%	-8.5%	20.0%
Middle East	490,709	858,743	1,006,310	1,835,903	105.1%	17.2%	82.4%	3,859	7,565	8,844	11,784	129.2%	16.9%	33.2%
Argentina	99,342	67,144	68,089	101,846	-31.5%	1.4%	49.6%	1,172	892	907	1,027	-22.6%	1.7%	13.2%
Australia	1,730,179	2,112,811	2,214,326	3,789,629	28.0%	4.8%	71.1%	13,319	17,105	17,456	24,589	31.1%	2.1%	40.9%
Austria	213,910	314,472	289,656	343,922	35.4%	-7.9%	18.7%	1,559	2,475	2,163	2,138	38.8%	-12.6%	-1.2%
Brazil	515,131	422,703	525,055	793,275	1.9%	24.2%	51.1%	6,078	5,616	6,246	8,002	2.8%	11.2%	28.1%
Canada	1,642,718	2,724,838	3,072,771	4,783,509	87.1%	12.8%	55.7%	13,245	23,420	24,821	32,857	87.4%	6.0%	32.4%
Chinese mainland	5,575,220	9,460,024	10,388,510	20,813,570	86.3%	9.8%	100.4%	46,849	93,500	88,024	131,855	87.9%	-5.9%	49.8%
Czech Republic	46,416	68,015	70,603	117,522	52.1%	3.8%	66.5%	338	535	527	731	55.8%	-1.5%	38.7%
Egypt	8,586	15,887	15,123	16,575	76.1%	-4.8%	9.6%	153	266	249	247	62.8%	-6.4%	-0.8%
France	2,668,266	3,445,938	3,182,601	4,500,618	19.3%	-7.6%	41.4%	10,445	27,120	23,768	27,985	22.2%	-12.4%	17.7%
Germany	2,737,844	3,611,536	3,379,431	4,970,620	23.4%	-6.4%	47.1%	10,952	28,423	25,238	30,907	26.5%	-11.2%	22.5%
Greece	58,861	67,209	67,315	92,045	14.4%	0.2%	36.7%	429	529	503	572	17.3%	-4.9%	13.7%
Hong Kong SAR	444,785	757,086	730,675	1,136,796	64.3%	-3.5%	55.6%	3,380	6,050	5,686	7,280	68.2%	-6.0%	28.0%
Hungary	21,499	33,403	31,884	66,690	48.3%	-4.5%	109.2%	157	263	238	415	51.9%	-9.5%	74.4%
India	809,666	763,674	797,714	1,657,272	-1.5%	4.5%	107.8%	11,529	13,048	12,069	19,119	4.7%	-7.5%	58.4%
Indonesia	24,598	30,000	36,742	56,436	49.4%	22.5%	53.6%	350	510	556	651	58.7%	9.0%	17.1%
Ireland	167,162	281,516	308,205	519,094	84.4%	9.5%	68.4%	1,218	2,216	2,302	3,228	89.0%	3.9%	40.2%
Italy	2,101,406	2,167,723	2,040,284	2,878,861	-2.9%	-5.9%	41.1%	15,314	17,060	16,490	17,901	7.7%	-3.3%	8.6%
Japan	2,604,384	3,024,969	2,916,202	3,368,951	12.0%	-3.6%	15.5%	20,049	24,489	22,259	21,859	11.0%	-9.1%	-1.8%
Kenya	1,870	2,437	2,471	3,214	32.1%	1.4%	30.1%	<50	<50	<50	<50	23.1%	0.0%	17.1%
Malaysia	58,395	66,682	85,126	164,839	45.8%	27.7%	93.6%	491	659	721	1,044	46.9%	9.4%	44.8%
Mexico	191,026	217,652	245,575	374,437	28.6%	12.8%	52.5%	2,254	2,892	2,921	3,777	29.6%	1.0%	29.3%
Monaco	9,752	14,116	14,936	22,554	53.2%	5.8%	51.0%	71	111	112	140	57.6%	0.9%	25.0%
New Zealand	229,883	417,727	403,461	807,610	75.5%	-3.4%	100.2%	1,770	3,382	3,181	5,240	79.8%	-5.9%	64.7%
Nigeria	14,673	18,977	21,393	24,604	45.8%	12.7%	15.0%	261	318	352	367	34.7%	10.7%	4.3%
Philippines	14,544	18,697	20,632	42,715	41.9%	10.3%	107.0%	207	319	312	493	50.7%	-2.2%	58.0%
Poland	97,767	142,583	138,162	276,858	41.3%	-3.1%	100.4%	712	1,122	1,032	1,722	44.8%	-8.0%	66.9%
Romania	59,797	80,812	79,989	107,221	33.8%	-1.0%	34.0%	1,114	1,679	1,462	1,617	31.2%	-12.9%	10.6%
Saudi Arabia	75,162	122,784	134,539	185,325	79.0%	9.6%	37.7%	579	994	1,097	1,202	89.6%	10.4%	9.6%
Singapore	387,200	519,619	570,548	815,699	47.4%	9.8%	43.0%	2,981	4,206	4,498	5,293	50.9%	6.9%	17.7%
South Africa	26,220	36,288	28,749	34,006	9.6%	-20.8%	18.3%	481	592	542	603	12.8%	-8.4%	11.3%
South Korea	722,147	859,733	798,466	1,532,995	10.6%	-7.1%	92.0%	5,559	6,960	6,295	9,947	13.2%	-9.6%	58.0%
Spain	1,133,847	1,536,329	1,433,549	2,004,907	26.4%	-6.7%	39.9%	8,263	12,091	10,706	12,466	29.6%	-11.5%	16.4%
Sweden	352,349	527,804	460,173	834,368	30.6%	-12.8%	81.3%	2,568	4,154	3,437	5,188	33.9%	-17.3%	50.9%
Switzerland	801,284	1,042,111	1,061,830	1,520,687	32.5%	1.9%	43.2%	11,679	16,404	15,860	18,912	35.8%	-3.3%	19.2%
Taiwan	608,005	904,634	839,488	1,297,652	38.1%	-7.2%	54.6%	4,680	7,324	6,618	8,420	41.4%	-9.6%	27.2%
Tanzania	1,900	2,133	2,467	3,406	29.8%	15.7%	38.1%	<50	<50	<50	51	21.1%	13.9%	24.4%
Thailand	85,939	95,497	104,790	158,977	21.9%	9.7%	51.7%	722	944	888	1,007	23.0%	-5.9%	13.4%
Turkey	99,322	95,828	104,665	268,511	5.4%	9.2%	156.5%	835	947	1,006	1,701	20.5%	6.2%	69.1%
Uganda	1,028	1,265	1,510	1,871	46.8%	19.4%	23.9%	<50	<50	<50	<50	36.5%	19.0%	12.0%
UAE	106,774	116,723	134,239	198,690	25.7%	15.0%	48.0%	822	945	1,116	1,289	35.8%	18.1%	15.5%
UK	2,427,283	2,966,507	2,857,827	4,243,040	17.7%	-3.7%	48.5%	17,689	23,347	21,342	26,383	20.7%	-8.6%	23.6%
US	16,493,510	23,848,120	25,172,580	36,885,040	2.6%	5.6%	46.5%	132,987	204,971	203,333	253,354	2.9%	-0.8%	24.6%



## GO WEST

In 2023, the top five overseas markets UHNWIs are most likely to invest in include the US, UK, Australia, Spain and France. The wealthy are targeting markets offering lifestyle benefits along with currency diversification, stable political governance and high levels of transparency.

# FOOT TRAFFIC



Jul 31, 2018 - Jan 17, 2019

23,623 Typical Day	45,097 Thu, Aug 2 - Busiest Day	30,986 Saturday Average
165,652 Typical Week	255,097 Peak Week Beginning Mon, Dec 24	4,039,559 Total Visitors
Average of 23,760 per day		

#### Average Daily Activity

Hours	%	Total
5am - 11am	11%	2,562
11am - 5pm	61%	14,309
5pm - 11pm	27%	6,302
11pm - 5am	2%	450

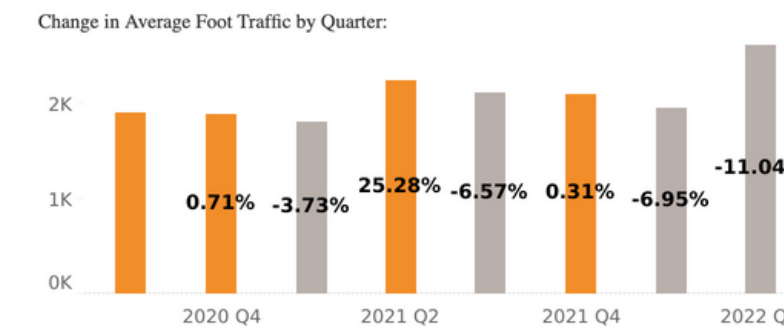
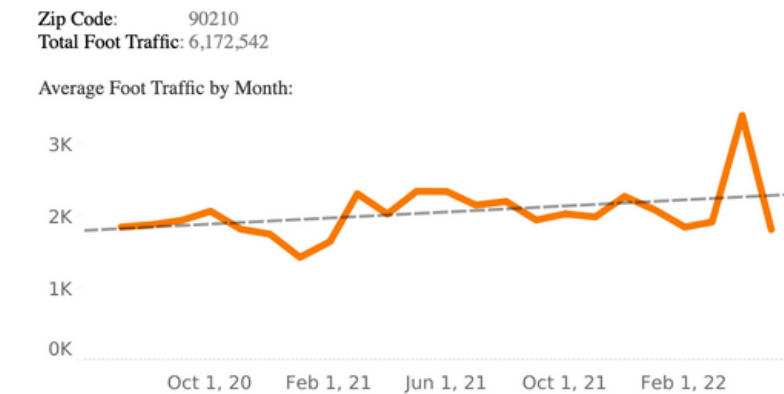
Day	Activity
Mon	~20,000
Tue	~20,000
Wed	~20,000
Thu	~22,000
Fri	~25,000
Sat	~30,000
Sun	~25,000

#### Totals

July 2018	21,212
August 2018	977,533
September 2018	699,393
October 2018	646,419
November 2018	632,848
December 2018	785,471
January 2019	276,683

Staff estimates January will total 503,834 visitors

Rodeo Drive Geo Area	Sales Tax (Million)	Percent Change compared to 2016
Q3 2016 (Summer)	\$1,615,247	
Q3 2017 (Summer)	\$1,654,786	2.4%
Q3 2018 (Summer)	\$1,919,742	16.0%
Q4 2016 (Winter)	\$1,884,091	
Q4 2017 (Winter)	\$2,003,244	6.3%
<b>Citywide</b>		
Q3 2016 (Summer)	\$7,048,947	
Q3 2017 (Summer)	\$7,017,861	(-0.4%)
Q3 2018 (Summer)	\$7,386,085	5.2%
Q4 2016 (Winter)	\$7,920,971	
Q4 2017 (Winter)	8,020,872	1.3%



# STORE LAYOUT



# FERRAGAMO HR CALCULATIONS

BENEFITS		
Uniform	Childcare	Paid training
Dry Cleaning	Dental insurance	Referral program
Sample sales	Disability insurance	Relocation assistance
Employee discounts	Employee assistance program	Retirement plan
Health Insurance	Opportunities for advancement	Vision insurance
401K matching	Paid time off	Wellness program

## OUTSOURCE PERSONNEL SERVICES

SERVICE	MONTHLY RATE	YEARLY TOTAL	NOTES
Store Cleaning Service	\$ 1,489.50	\$ 17,874.00	3 times per week

## OUTSOURCE TAILORING SERVICE

SERVICE	MONTHLY RATE	YEARLY TOTAL	NOTES
Tailoring services	\$ 884.00	\$ 10,608.00	2 visits per week

OPERATING HOURS	7.5 hours	7.5 hours
	1ST SHIFT	2ND SHIFT
Monday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Tuesday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Wednesday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Thursday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Friday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Saturday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.
Sunday	9:30 a.m.- 5:00 p.m	12:00 p.m.- 7: 30 p.m.

## STORE PERSONNEL

JOB TITLE	NUMBER OF EMPLOYEES	FULL TIME/ PART TIME	HOURS	HOURLY RATE	HOURLY RATE BY # OF EMPLOYEES	BIWEEKLY PAY	MONTHLY PAY	ANNUAL BASE PAY	COMMISSION	PLANNED SALES	COMMISSIONS PAY	TOTAL
Store Manager	1	Full Time	37.5	\$ 43.38		\$ 2,254.17	\$ 4,508.33	\$ 54,100.00		PENDING		\$ 54,100.00
Assistant Store Manager	1	Full Time	37.5	\$ 24.24		\$ 2,041.67	\$ 4,083.33	\$ 49,000.00		PENDING		\$ 49,000.00
Senior Client Advisors	2	Full Time	37.5	\$ 20.50	\$ 41.00	\$ 3,075.00	\$ 6,150.00	\$ 73,800.00	9%	PENDING	PENDING	\$ 73,800.09
Client Advisors	3	Full Time	37.5	\$ 20.00	\$ 60.00	\$ 4,500.00	\$ 9,000.00	\$ 108,000.00		PENDING		\$ 108,000.00
Security guards	2						\$ 6,160.00	\$ 73,920.00				\$ 73,920.00
Cleaning Service							\$ 1,489.50	\$ 17,874.00				\$ 17,874.00
Tailoring Service							\$ 884.00	\$ 10,608.00				\$ 10,608.00
<b>TOTAL</b>	<b>9</b>					<b>\$ 11,870.83</b>	<b>\$ 32,275.17</b>	<b>\$ 387,302.00</b>		<b>PENDING</b>		<b>\$ 387,302.09</b>



# Appendix - Financials

Sales Forecast by store location characteristics

SPRING SUMMER					
SALES PLAN FORECAST OPTIONS BY STORE LOCATION CHARACTERISTICS					
LOCAL ATTRACTION TRAFFIC			45,000	PER DAY	PER YEAR
FOOTFALL CONVERSION			20%		
TRAFFIC MONTHLY			9,000	300.00	
CONVERSION RATE			9%	8%	
N. TRANSACTIONS MONTHLY			810	27.00	
AVG VALUE PER TRANSACTION			€ 2,200	€ 2,200.00	
MONTHLY SALES PLAN			€ 1,782,000	€ 52,800	
SIX MONTH PLAN			€ 10,692,000		€ 21,384,000.00
FALL WINTER					
SALES PLAN FORECAST OPTIONS BY STORE LOCATION CHARACTERISTICS					
LOCAL ATTRACTION TRAFFIC			50,000	PER DAY	PER YEAR
FOOTFALL CONVERSION			20%		
TRAFFIC MONTHLY			10,000	333.33	
CONVERSION RATE			9%	8%	
N. TRANSACTIONS MONTHLY			900	30.00	
AVG VALUE PER TRANSACTION			€ 2,200	€ 2,200.00	
MONTHLY SALES PLAN			€ 1,980,000	€ 58,667	
SIX MONTH PLAN			€ 11,880,000		€ 23,760,000.00

# Appendix - Financials

## P&L Statement

### FERRAGAMO P&L RODEO DRIVE FLAGSHIP STORE

All figures in thousands EUR

	JAN	FEB	MAR	APR	MAY	JUN	SS seaso	JUL	AUG	SEP	OCT	NOV	DEC	FW seaso	Full Year
Net Sales	1,283	535	2,459	2,459	2,138	1,818	10,692	2,020	2,020	1,782	1,307	1,782	2,970	11,880	22,572
% Monthly Contribution	12%	5%	23%	23%	20%	17%	100%	17%	17%	15%	11%	15%	25%	100%	
<b>Total Net Revenue</b>	<b>1,283</b>	<b>535</b>	<b>2,459</b>	<b>2,459</b>	<b>2,138</b>	<b>1,818</b>	<b>10,692</b>	<b>2,020</b>	<b>2,020</b>	<b>1,782</b>	<b>1,306.8</b>	<b>1,782.0</b>	<b>2,970.0</b>	<b>11,880.0</b>	<b>22,572.0</b>
Cost of Goods Sold (28%)	359	150	689	689	599	509	2,994	545	545	481	352.8	481.1	801.9	3,207.6	6,201.4
<b>Gross Profit</b>	<b>924</b>	<b>385</b>	<b>1,771</b>	<b>1,771</b>	<b>1,540</b>	<b>1,309</b>	<b>7,698</b>	<b>1,474</b>	<b>1,474</b>	<b>1,301</b>	<b>954.0</b>	<b>1,300.9</b>	<b>2,168.1</b>	<b>8,672.4</b>	<b>16,370.6</b>
<b>Expenses</b>															
Marketing Plan	-	-	361	321	80	40	802	36	36	36	36	89	125	356	1,158
Depreciation & Amortization		10	10	10	10	10		10	10	10	10	10	10		114
Insurance	94	94	94	94	94	94	564	94	94	94	94	94	94	564	1,129
STORE REMODEL		2,500					2,500								2,500
Rent and utilities	141	59	271	271	235	200	1,176	222	222	196	144	196	327	1,307	2,483
Salaries, Benefits & Wages	171	71	327	327	285	242	1,424	269	269	237	174	237	395	1,582	3,006
Total Expenses	406	2,734	1,063	1,023	705	587	6,518	631	631	573	458	627	951	3,872	10,390
<b>Earnings Before Taxes</b>	<b>517.8</b>	<b>(2,349.5)</b>	<b>707.3</b>	<b>747.4</b>	<b>835.0</b>	<b>722.2</b>	<b>1,180.16</b>	<b>843.1</b>	<b>843.1</b>	<b>727.5</b>	<b>496.1</b>	<b>674.0</b>	<b>1,216.7</b>	<b>4,800.5</b>	<b>5,980.7</b>
<hr/>															
Income Taxes	2.90%	15.0	(68.1)	20.5	21.7	24.2	20.9	34.2	24.5	24.5	21.1	14.4	19.5	35.3	173.4
<b>Net Earnings</b>		<b>502.7</b>	<b>(2,281.4)</b>	<b>686.8</b>	<b>725.7</b>	<b>810.8</b>	<b>701.2</b>	<b>1,145.9</b>	<b>818.7</b>	<b>818.7</b>	<b>706.4</b>	<b>481.7</b>	<b>654.5</b>	<b>1,181.4</b>	<b>4,661.3</b>

# Appendix - Financials

## Cash Flow Statement

FERRAGAMO, all numbers in thousands EUR	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget Total
	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan - Dec
<b>Cash In from Sale of Goods/Services</b>													
NET SALES	1,283	535	2,459	2,459	2,138	1,818	2,020	2,020	1,782	1,307	1,782	2,970	22,572
<b>TOTAL NET SALES</b>	<b>1,283</b>	<b>535</b>	<b>2,459</b>	<b>2,459</b>	<b>2,138</b>	<b>1,818</b>	<b>2,020</b>	<b>2,020</b>	<b>1,782</b>	<b>1,307</b>	<b>1,782</b>	<b>2,970</b>	<b>22,572</b>
<b>Cash Out on Expenses</b>													
Insurance	94	94	94	94	94	94	94	94	94	94	94	94	1,129
Rent	141	59	271	271	235	200	222	222	196	144	196	327	2,483
Salaries, Benefits & Wages	171	71	327	327	285	242	269	269	237	174	237	395	3,006
<b>Total Cash Out on Expenses</b>	<b>406</b>	<b>224</b>	<b>692</b>	<b>692</b>	<b>614</b>	<b>536</b>	<b>585</b>	<b>585</b>	<b>527</b>	<b>412</b>	<b>527</b>	<b>816</b>	<b>6,617</b>
<b>Total Cash From Operations</b>	<b>877</b>	<b>311</b>	<b>1,767</b>	<b>1,767</b>	<b>1,524</b>	<b>1,282</b>	<b>1,434</b>	<b>1,434</b>	<b>1,255</b>	<b>895</b>	<b>1,255</b>	<b>2,154</b>	<b>15,955</b>



# Appendix - Financials

## STORE REMODEL PLAN

STORE REMODEL		
FURNITURE	950,000.0	38.00%
LIGHT	625,000.0	25.00%
ACCESSORIES	125,000.0	5.00%
LICENSES	50,000.0	2.00%
TRANSPORTATION	125,000.0	5.00%
SECURITY	125,000.0	5.00%
LABOR	250,000.0	10%
DECOR	250,000.0	10%
<b>TOTAL</b>	<b>2,500,000.0</b>	<b>100%</b>

# COLLECTIONS: PAST

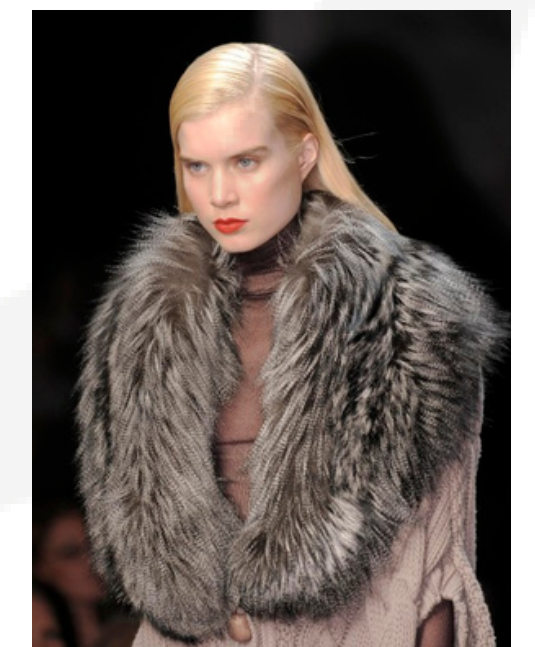
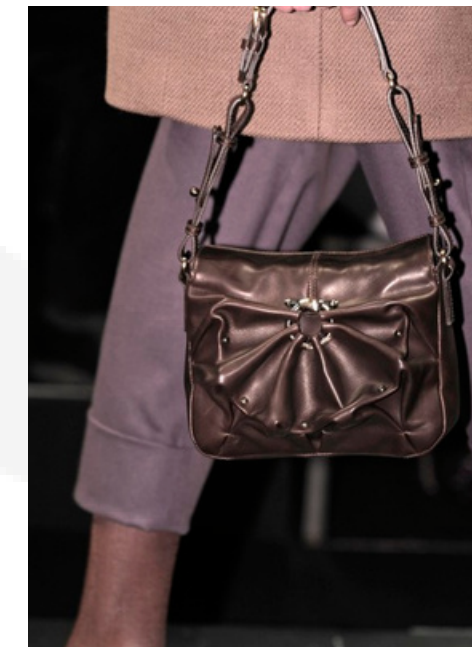
SPRING SUMMER 1995



SPRING SUMMER 2005



FALL WINTER 2009



# COLLECTIONS: RECENT

SPRING SUMMER 2023



FALL WINTER 2023



SPRING SUMMER 2024



# STORE DESIGN

Harbour City  
Shopping centre in Hong Kong



Ferragamo Opens Boutique on  
Bloor Street in Toronto



Handbags and ready-to-wear at Ferragamo's Toronto store. MICHAEL MURAZ

<https://wwd.com/fashion-news/fashion-scoops/ferragamo-opens-boutique-on-torontos-bloor-street-1235783603/>



Ready-to-wear and accessories at Ferragamo's Toronto store. MICHAEL MURAZ, COURTESY OF FERRAGAMO.

The Italian house previewed Maximilian Davis' debut collection at parties in Beverly Hills, Costa Mesa, New York and Miami



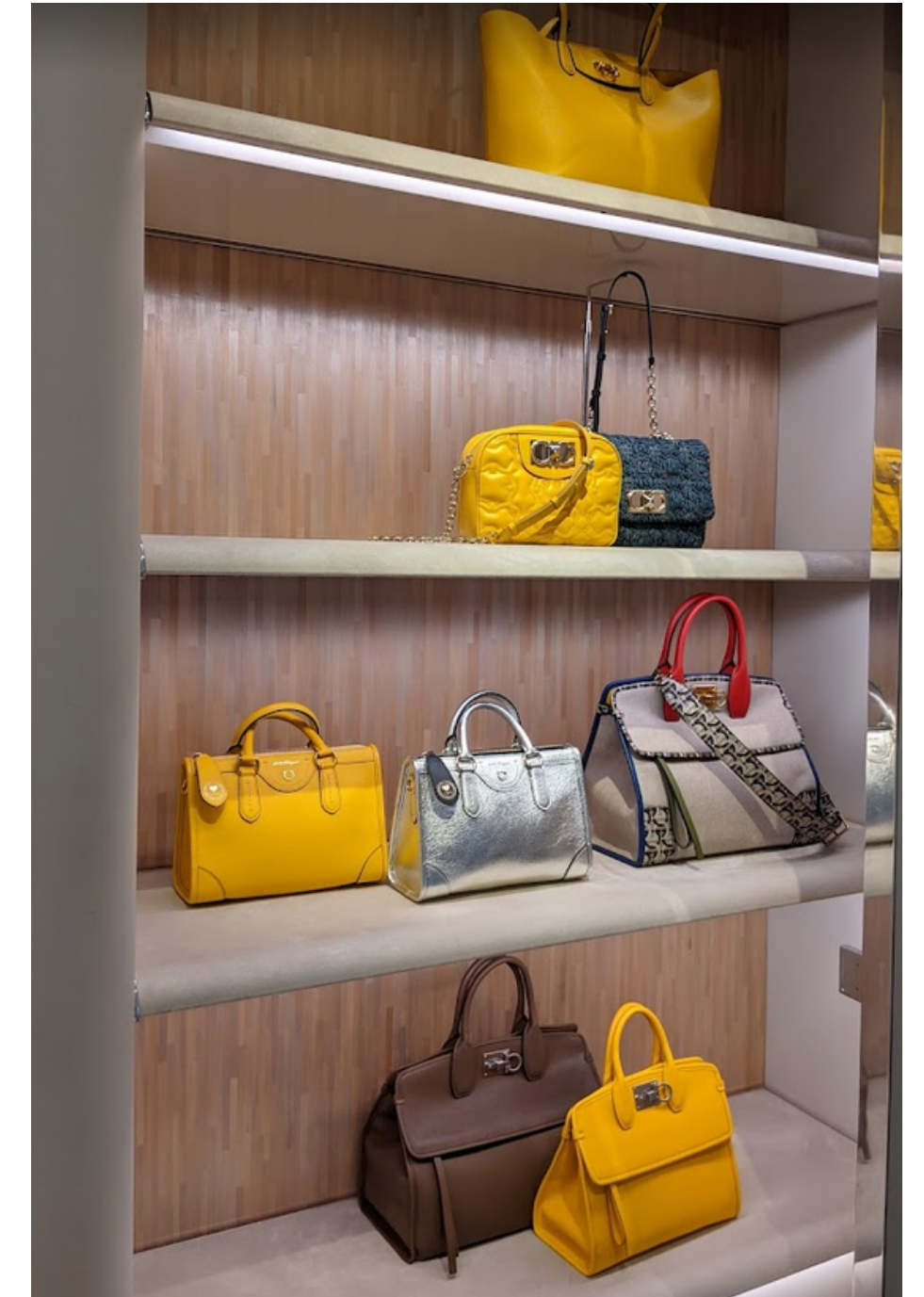
<https://magazinec.com/style/ferragamo-fetes-its-new-dawn-with-coast-to-coast-parties/>



December 12, 2022



# Current rodeo drive store



## SF new store

(inspiration for space description)



Custom fixtures are richly rendered in walnut, marble, leather and suede, framing purses, jewelry, and scarves like fine art pieces. Wall displays also feature individual jewel boxes to highlight key collection pieces.



Throughout the store, metal framing is a soft, pinkish gold (press materials emphasize “champagne-colored”), adding depth and dimension to adjoining mirrors, which in some cases are backed with video screens, offering compelling visuals that subtly demarcate merchandise “rooms.”

Of particular note is the use of concealed LED lighting, which “floats” shelves and delivers superb lighting on store merchandise. While the cost of LED lighting has decreased dramatically over the years, too many stores do not take advantage of the versatility of LED in terms of energy efficiency and accuracy in how merchandise color palettes are expressed.

# AI MOCKUPS

ferragamo beverly hills location with a sensuous and modern interpretation of old Italian aesthetic and small hints of deep red with an overall cool moody tone, show clothing racks



ferragamo beverly hills location with a sensuous and modern interpretation of old Italian aesthetic and small hints of deep red with an overall cool moody tone, show clothing racks, metal bubbles on the ceiling



“ferragamo beverly hills location with a sensuous and modern interpretation of old italian aesthetic and small hints of deep red”



# clean and white italian aesthetic



# classic italian style



“ferragamo beverly hills location with a modernist palazzo feel and hints of deep red”

