Development of Real Time Competitor Analysis Tool

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR AWARD OF DEGREE IN

"BACHELOR OF FASHION TECHNOLOGY"

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Acknowledgement

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Abstract

Staying up to date on the current market trends, meeting customer requirements and having knowledge of strategies and offerings of competitor brands is extremely crucial for a brand to survive in today's competitive world. With globalization, consumers have myriad choice and are extremely selective while making purchase decisions. With various apparel giants witnessing downfalls in the past few years it is evident that the market changes over time but the only this constant is customer's quest for quality product.

Through a comprehensive analysis using google trends it was understood that the customer interest in Lee was decreasing gradually over the past few years. To reveal the reasons for this degrowth, first, a factor analysis was carried out which uncovered five prominent factors that affected sales of a garment. Then a consumer survey was performed to reveal customer preferences in terms of each factor. This was followed by an in-depth competitor analysis including a brief history, mission statement, STP (segmentation, targeting, positioning), 4P's (product, pricing, promotion, place) and SWOT (strength, weakness, opportunity, threat) analysis of all 8 competitor brands which gave a much better understanding of the market trends. Through this process, it was understood that Lee lacked in terms of product assortment and fit in men's jeans category.

To rectify the gaps in product line, competitor analysis was performed manually by collecting the data of product offerings of all competitor brands in terms of options per category, designs, styles and options offered per price point. However, it was understood that the data with which competitor analysis was performed becomes redundant within few weeks, thereby, rendering the analysis futile. Consequently, a software was developed using python to perform competitor analysis on real time basis by employing artificial intelligence to generate interpretations and graphs which were displayed on a website for easy user access.

As a result, the company was equipped with a tool to compare it product offerings with that of its competitors on real time basis. The software will eventually help the company gain positive customer feedback and thereby, break the trend of dropping sales.

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1. Company Profile

Kontoor Brands is a global lifestyle apparel company, with a portfolio of some of the world's most iconic denim brands: Wrangler®, Lee® and Rock & Republic®, 15,000 employees globally and $2.7 billion in revenue.

In August 2018, it was announced that VF would be splitting into two separate companies. The jeans and outlet stores were spun off as Kontoor Brands and VF maintained the sports apparel and footwear businesses.

Kontoor Brands' business is founded upon a strategic sourcing model and best-in-class supply chain, with industry-leading sustainability standards. With a clear set of investment priorities, Kontoor Brands is committed to aggressively growing its brands' direct-to-consumer distribution and further expanding each brand's global footprint, allowing Kontoor Brands to engage with more consumers in more places.

Kontoor is a purpose-led, performance-driven and value-creating organization. Their relentless pursuit of business success is fueled by their desire to use their scale and resources to improve people's lives and make the world a better place.

Sector	Consumer goods	
Industry	Apparel & Textile Products	
Global presence	50 countries	
Apparels Produced/ Sourced	170 million (2018)	
Employees	15,000	
Revenue	$ 2.7 billion	
Headquarters	Greensbro, North Carolina	
Executive Team	Scott Baxter	President, Chief Executive Officer
	Rustin Welton	EVP & Chief Financial Officer
	Sara Bland	VP & Chief Strategy Officer
	Scott Deitz	VP, Corporate Relations
	Randy Fortenberry	VP, Supply Chain
	Laurel Krueger	EVP, General Counsel & Corporate Secretary
	Scott Shoener	VP & Chief Human Resources Officer
Brands	Lee, Wrangler, Rock & Republic	
Purpose	We are the common thread that inspires people to live with passion and confidence.	
Mission	We grow our iconic brands through innovation, design and sustainable performance to excite more and more consumers.	
Vision	We stand for each other, our consumers, customers, partners, shareholders, community and planet. We earn the respect of others because we do what's right, even when it's hard.	

1.1. Brands

With 200 years of combined heritage, the brands are built on integrity and authenticity, simultaneously on-trend and timeless. Wrangler® and Lee® helped create the denim category and continue to define modern culture. Together these two powerhouse brands are poised to generate long-term global growth through industry innovations, trend-setting design and a commitment to doing the right thing.

1.1.1. Wrangler

Wrangler® has represented genuine style and comfort since it first started making jeans in 1947. With a rich legacy rooted in the American west, Wrangler® commits to offering unmatched quality and timeless design. Its collections for men, women and children look and feel great, inspiring those who wear them to be strong and ready for life, every day. Authenticity, quality and value make Wrangler® one of the most trusted brands in the world.

Sub-Brands
- Rustler
- Wrangler (Riggs Workwear)
- All Terrain Gear x Wrangler
- Wrangler Retro

1.1.2. Lee

Lee® is an iconic American denim and casual apparel brand that has been purposefully designing clothing to inspire you to live a life in motion. Driven by core values of authenticity, integrity and drive, the brand creates products consumers love. Lee's® collections include a uniquely styled range of jeans, t-shirts, pants, shirts and jackets for men, women, and boys.

Collections
- Lee 101+
- Mainline
- Black Label
- Urban Riders

1.1.3. Rock & Republic

Coveted for its fit, distinctive design and quality craftsmanship, the Rock & Republic® brand is made for the spotlight. The brand is a full lifestyle collection rooted in premium denim. It's a brand that's known for its glamorous, edgy styles and quality craftsmanship.

1.2. Lee

Lee has a proud history stretching back to 1889, and a heritage of quality clothes that are not only classic, but comfortable too. That's why today Lee is one of the most popular work and casual brands in the market. Henry David Lee established the H.D. Lee Mercantile Company in Kansas; a business specialized in selling fine goods. H.D. Lee quickly saw the need for reliable work wear. Unhappy with the quality and inconsistent delivery of work wear from Eastern suppliers, Lee was convinced his company can do it better. It is with this venture that Lee started with what became one of the most successful garment companies throughout the 20th century.

Lee is a legendary brand which continues making history by its product innovations, such as the world's first ever zip fly jeans- 101Z in 1926, iconic "Hair on hide" leather label and "Lazy S back pocket stitching. From the launch of first Lee bib to the 13oz 101 cowboy jeans, Lee demonstrates the passion of innovation, transforming from a practical and durable work-wear maker to a contemporary and trendy fashion giant.

1.2.1. History

1889

Henry David Lee established The H.D. Lee Mercantile Company in Kansas. They sourced groceries and other staples and packaged them for distribution to dry good and grocery stores under the Lee brand.

1912

The H.D. Lee Mercantile Company opened its first garment factory in Salina, Kansas, to produce overalls and work jackets.

1913

Lee created the first one-piece coverall: the iconic Union-Alls are designed to protect clothing both below and above the waist.

1921

The Buddy Lee doll was introduced to promote Lee overalls. He helped to introduce new products offered by Lee.

1927

Lee was the first garment manufacturer to use a 'hookless fastener' in cowboy pants, overalls, coveralls and playsuits.

1946

With the new 101 Lee Riders, Lee introduced their now famous "Lazy S" decorative stitching-still in use today on the back pockets and the "Twitch" leather label.

1970

Lee produced its first line of fashion overalls and a variety of bellbottom styles for men and women including, the reversible Gemini Jean set.

1972

Lee debuted the "Leesure" suit. Leesure Wear offered the consumer a well fitting, appropriately-styled garment made of the best possible fabric.

1996

Consumers could now purchase their favorite jeans on Lee.com.

2016

Extreme Motion Launched in 2016, stretch denim fabrication paired with an innovative, hidden elastic waistband.

2. Introduction

Lee has been a pioneer denim brand, inventing the zipper fly in 1927 and today with a customer base of millions of people. Lee provides shirts, t-shirt and denims to people from varied income levels through its four stories, large collection and substantial price range. The mainline story includes basic casual clothing, urban riders includes more athletic and stronger colors, black label includes business casuals and 101+ is the premium range in terms of fabric, quality, dyes and print.

Lee mainly focuses on men's garments. With a sizeable collection of 117 t-shirts, 121 shirts and 81 bottoms, Lee is able to provide customers with considerable choice. T-shirts and shirts are available in slim fit only, however, jeans are available in regular, skinny and slim fit with low, medium and high waist.

It goes without saying that the product helps in defining the brand name in the market. Past decades have witnessed the downfalls and rises of various apparel giants worldwide, and it has made it evident that market keeps changing over time but one thing that remains constant is customer's quest for quality product.

Fit is one of the most important factors that influence salability of jeans and design is one of the key factors for t-shirts. Further, price plays a major role as people expect value for money when purchasing garments.

2.1.   Need for the Project

As the denim market is flourishing in India, people are becoming more aware of the varieties available to them and cannot be lured into buying the merchandise solely because of the brand name. There are several driving factors that affect consumer's decision making.

Despite the large collection, for the past few years Lee is losing popularity and the sales are declining. This can be seen clearly from the graph below. (Numbers represent search interest relative to the highest point on the chart for the given region and time. A value of 100 is the peak popularity for the term.)
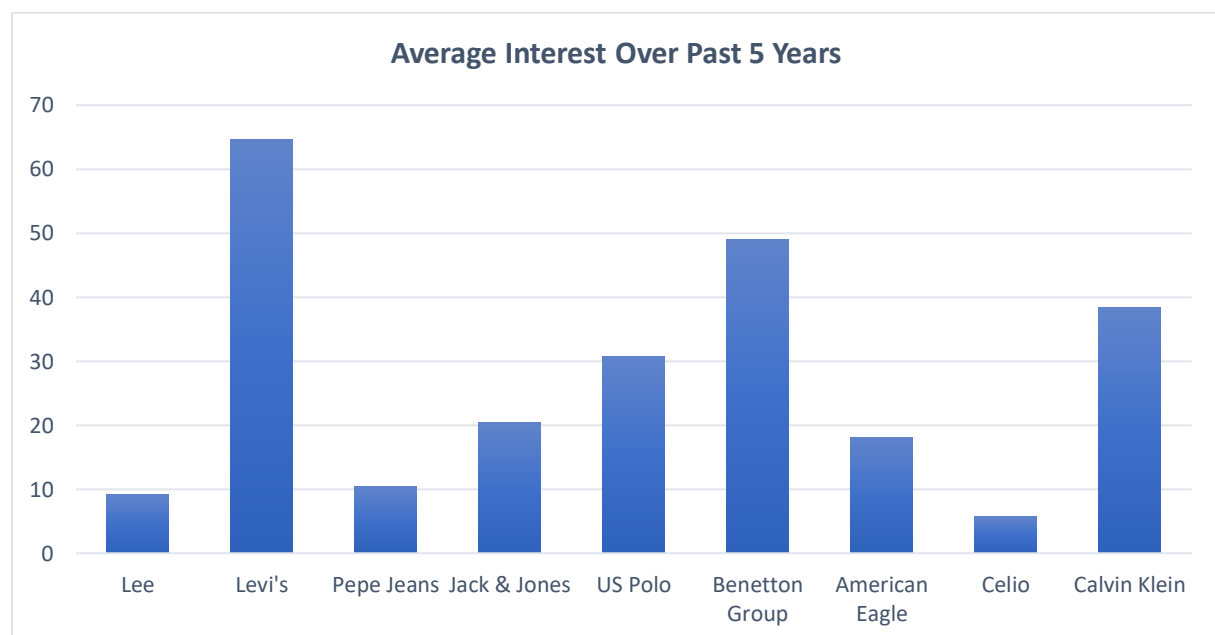
Figure 1: Average Interest over past 5 years; Source: Google Trends
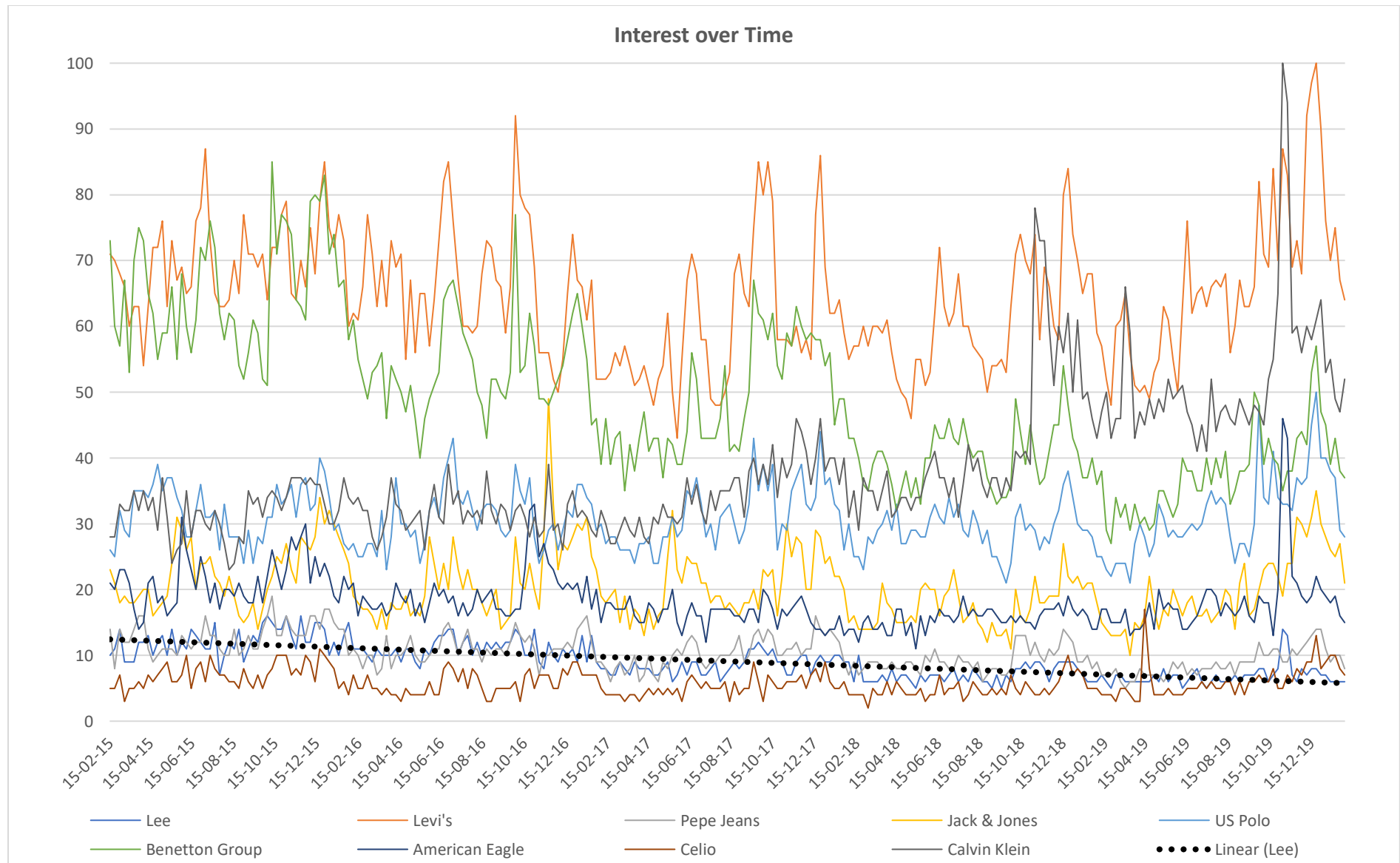
Interest over Time

Figure 2: Interest over Time; Source: Google Trends

Legend: Lee, Levi's, Pepe Jeans, Jack & Jones, US Polo, Benetton Group, American Eagle, Celio, Calvin Klein, Linear (Lee)

Further, it was a common opinion among buyers that the t-shirts need to be revamped in terms of style and design as the line lacked business casuals and several other design elements that competitors had incorporated in their product line.

In order to counter the drop in interest and sales among consumers, competitor analysis needs to be performed. Through competitor analysis a detailed understanding of the fits, price, products and styles can be achieved. Competitor analysis provides myriad benefits and clarity as the brand will be able to:

- Identify gaps in the market
- Develop new products and services
- Uncover market trends

2.2. Title of the Project
Development of Real Time Competitor Analysis Tool

2.3. Aim
To create a competitor analysis tool to be at par with latest trends by analyzing customer preferences and studying current market trends.

2.4. Objectives
- Market mapping and competitor analysis
  - o Marketing mix
  - o Price mix
  - o Segmentation Targeting & Positioning
  - o SWOT Analysis
- Develop software for competitor analysis
  - o Extract data dynamically
  - o Update data on website

2.5. Deliverables
- Market trend insights
- Market mapping
- Dynamic competitor analysis tool

3. Literature Review

3.1. Indian Apparel Retail Industry

India is one of the fastest growing economies with a projected CAGR of 10 per cent making it a lucrative market. In comparison to India, the developed markets of the US, Europe and Japan are expected to grow at a meagre rate of 2-3 per cent.

According to Technopak Advisors, a retail consultancy, the entire textile and apparel industry (2015 estimates), including domestic and exports, is pegged at Rs 3,27,000 crore and is expected to grow by 11% to Rs 10,32,000 crore by 2025. Currently menswear is the major chunk of the market at 41% (Rs 72,000 crore) and is growing at a compounded annual growth rate (CAGR) of 9%.
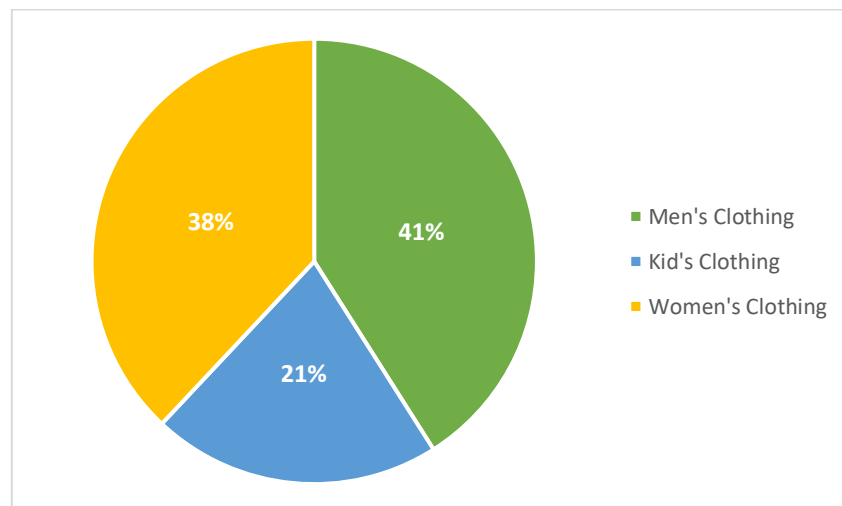
Figure 3: Gender Wise Market Segment; Source: India Retailing

- Men segment (41%)
  - Found to be the major segment of the Indian apparel market.
  - Shirts and trousers form the major sub segments.
  - Denim and fitness wear are the fastest growing sub-segment
- Women segment (38%)
  - Traditional/ethnic wear is the major sub-segment.
  - The robust growth in this segment is mainly attributed to the rising income levels, increase in the number of working women and more college going females.
  - Craving for Western styles are also steadily increasing.
- Kids segment (21%)
  - Forms the smallest yet the fastest growing segment
  - School uniforms form the largest sub-segment

3.1.1. India's Demographic Dividend

According to Technopak, the demographic dividend of India is tilted in favor of the consuming age group. In contrast to the increasingly aged populations in the West, Japan, and even China, India is expected to become the world's youngest emerging economy by 2020, with around 64% of its population in the working age group. This young consuming class has new aspirations and is more open to experimenting with fashion brands and modern designs. In addition to such a favorable age group, the Indian fashion retail market is expected to deal with a heterogeneous consumer group. The Indian fashion consumer has been traditionally heterogeneous as a result of income disparities, the influence of ethnic clothing, regional preferences, etc. But in recent times, heterogeneity in

taste, choice, and preferences has increased substantially even within consumers in the same region and same ethnic group, belonging to the same income level and age range. The Indian consumer is now conscious about his/her personality and selects such fashion products as might suit his/her personality the best. As a consequence, exclusive ethnic wear brands are multiplying in a market which is also accepting western wear fashion items more readily.

3.1.2. Consumer Buying Behavior

One of the most critical factors determining the success of fashion retailers in India is the ability to gauge trends in consumer purchase decisions. The Indian fashion consumer is undergoing an evolution and is rapidly adapting to international fashion statements. Increasing disposable incomes, exposure to international events and fashion icons, and rising confidence levels are driving the changes in the consumer purchase behavior. Some distinct consumer trends expected to impact the Indian fashion market are:

3.1.2.1. Increasing Time-Poverty

India's core consuming class is experiencing an ever-increasing time-poverty. The richer sections of the society are able to outsource most of their activities to the poorer sections who work as domestic help, shop and office attendants, etc. On the other hand, these poorer masses lack substantial purchasing power to contribute to the retail economy. However, the worst hit section is the middle income class, as, for them, it is a clear trade-off between the time required for their regular employment and the time needed for routine, yet necessary, activities that are generally time-intensive.

3.1.2.2. Shift from Need-based Purchasing to Aspiration-based Purchasing

There was a time when fashion items were being purchased as and when required. Now-a-days, fashion clothing is more than a basic need; it is a reflection of aspiration, personality, and one of the biggest status symbols. The Indian fashion consumers can tell the difference between unbranded and branded apparel. They are able to decode the messages communicated by different brands on different occasions. The aspirational youth is also influenced by peer groups working with multinational companies and having international exposure. Though basic textiles and footwear continue to be a part of the consumer's basket, the demand for aspirational fashion clothing and fashion accessories has increased substantially in recent years.

3.1.2.3. Growing Value Consciousness

Although the fashion consumer is willing to spend more on clothing and accessories of choice, the consciousness of value received for the money spent has increased manifold. The weak economic outlook and higher inflation rates have also contributed to this heightened value consciousness. There is a distinct differentiation between pre-2008 and post-2008 India. Even while long-term faith in the growth and consumption story of India stays intact, the short-term scenario appears bleak. The fear of job loss, stagnation of personal income, increased spending on food, etc. have a profound impact on the purchasing behavior of consumers. The consumer is inclined towards value and affordability, but, at the same time, there is an inherent need for a fashionable look.

3.1.3. Challenges of Fashion Retail in India

Some key challenges faced by retailers in general, and fashion retailers in particular, are the heterogeneity of the market and evolving customer needs.

3.1.3.1. Heterogeneity of the Market

Heterogeneity is a key characteristic of the Indian retail market in general. The complexity of the market can be decoded by comparing it with the developed retail markets of the West. For example, in the US, there are 4 shops for every 1000 people whereas the corresponding number for India is 14 shops per 1000 people. The Indian retail market is characterized by a diverse spread of customers with unique preferences. From a retailer's perspective, this requires a thorough understanding of consumer preferences across the country and of the similarity and differences in consumer buying patterns.

3.1.3.2. Evolving Customer Needs

Evolving customer needs are a challenge for Indian retailer as these require rediscovering the customer within a short time span and then rearrange the organization's structure, retail formats, and product portfolios accordingly. Unlike a mature retail market, the retail market in India has to continuously focus on the process of learning, unlearning, and relearning. Again, this alone is not sufficient; the insights gained in the process must be translated into actionable business decisions.

3.1.4. Menswear Market in India

With a market size of INR 72000 crore in 2019, menswear is the largest segment in India's apparel market. According to Statista Research Department, activewear segment of men's apparel market had the highest CAGR amongst the other categories from 2018 to 2028 across India. The segment was expected to grow at the rate of about 15 percent annually over the years in the country. Denim and t-shirts segment was also expected to show promising growth over that decade.
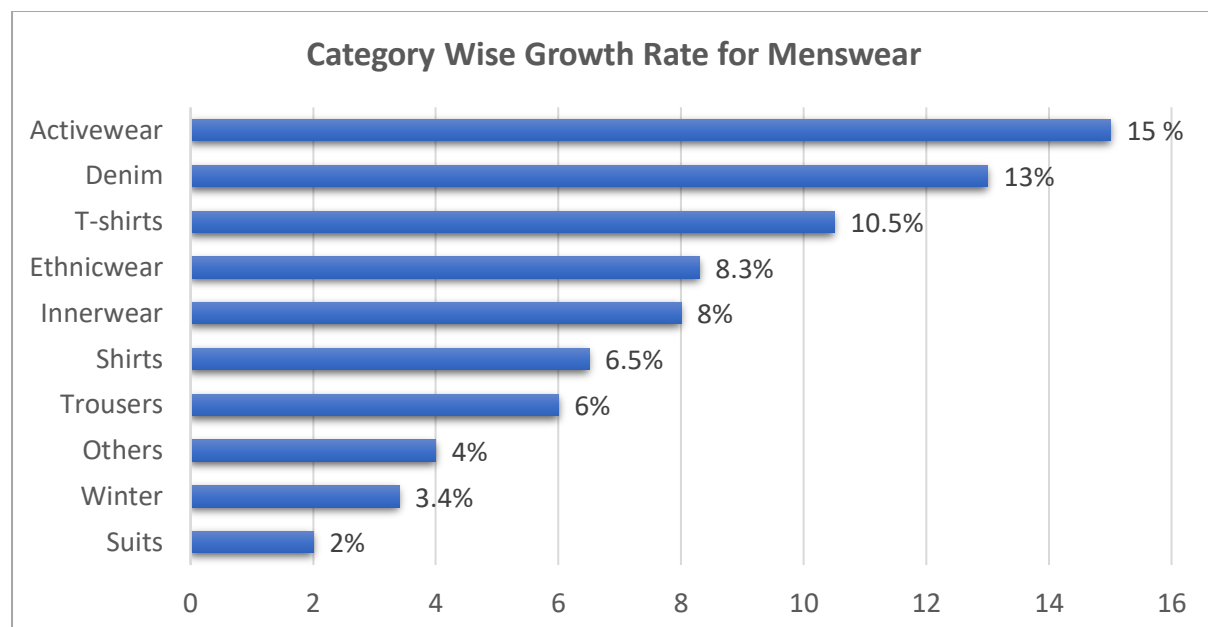
Figure 4: Category Wise Growth Rate for Menswear; Source: Statista Research Department

3.1.5. Denim Market in India
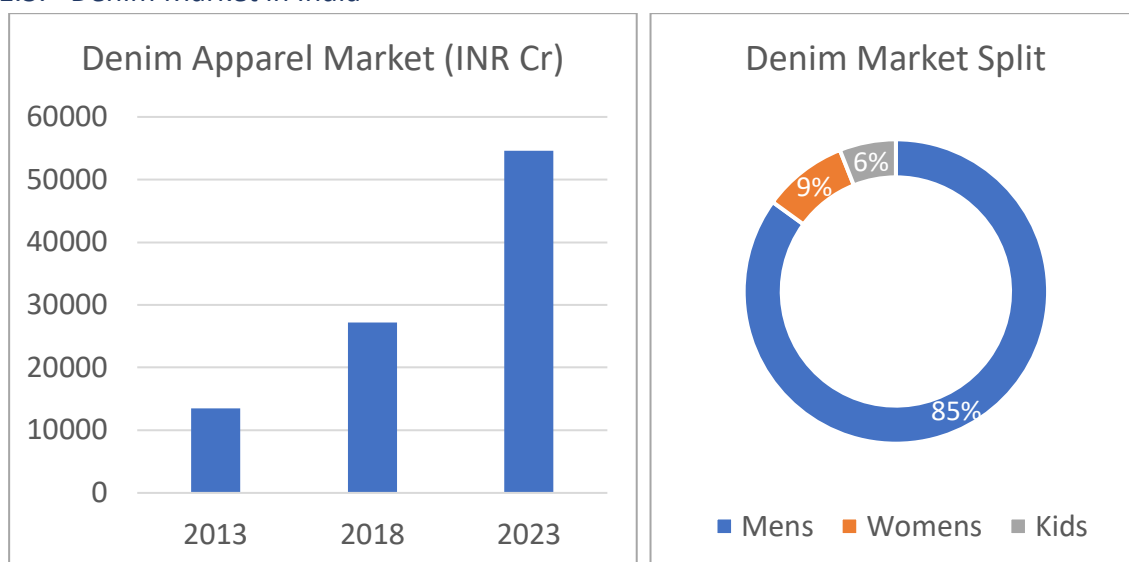
Figure 5: Denim Market in India; Source: Technopak Analysis

Denim is of the most promising category in India's apparel market. In 2017 the denim market of India was worth INR 23,076 Cr. The market is projected to grow at a Compound Annual Growth Rate (CAGR) of 12.7% to become an INR 54,600 Cr by 2023 and 76,258 by 2027.The denim market in India is skewed towards men's segments with 85% while women's and kids segments contributes 9% and 6 % respectively.

3.1.5.1. Men's Denim Segment

Men's denim enjoy the largest share and are poised to grow at a high CAGR of 14 per cent over the next decade. Until a few years ago, denim was popular with men in the urban cities only, however, it has now gradually become popular in the semi-urban and rural markets also. Growing awareness and an increasing affinity for global fashion have led to this development. Denim is considered the most versatile fabric for men with multiple applications over casual wear, work wear and everyday wear.

3.1.5.2. Denim Trends in the Market

The denim market in India has been evolving fast with introduction of more styles, colours and some distinct trends in the product offering. In the recent times the industry has witnessed entrance of new fabric manufacturers which is expected to make the market for denim fabric more price competitive in the coming years. Cotton remains the fibre of choice in denim apparel. In blended denim fabrics polyester is being used as weft threads. The demand for stretch denim is growing at a faster rate in India market due to its comfort and fit characteristics

Concerns with fit and size of garments as initially introduced by Kim (2008), are defined as "the subjectively determined expectation and amount of risk perceived by a shopper in relation to the fit and size of the garment in contemplating a particular purchase decision" (Kim, 2008). The awareness about garment fit is increasing rapidly.

3.1.6. T-Shirt Market in India

According to the reports from Technopak Advisors Pvt. Ltd., the size of the t-shirt market in India is estimated to be at Rs 23,211 crore which is expected to grow at a promising CAGR of ~10 percent over the next decade to reach Rs 61,954 crore by 2027. According to industry reports, in the present scenario, men's wear holds a key share in the market, followed by women's wear and kids wear. At

the same time, the women's segment is registering a faster growth that experts attribute to the comparatively lower base of market size and increasing acceptance of casual clothing.

T-Shirt Apparel Market (INR Cr)

Year	Value
2013	~13,830
2018	~25,000
2023	~42,000

T-Shirt Market Split

- Mens: 81%
- Womens: 14%
- Kids: 5%
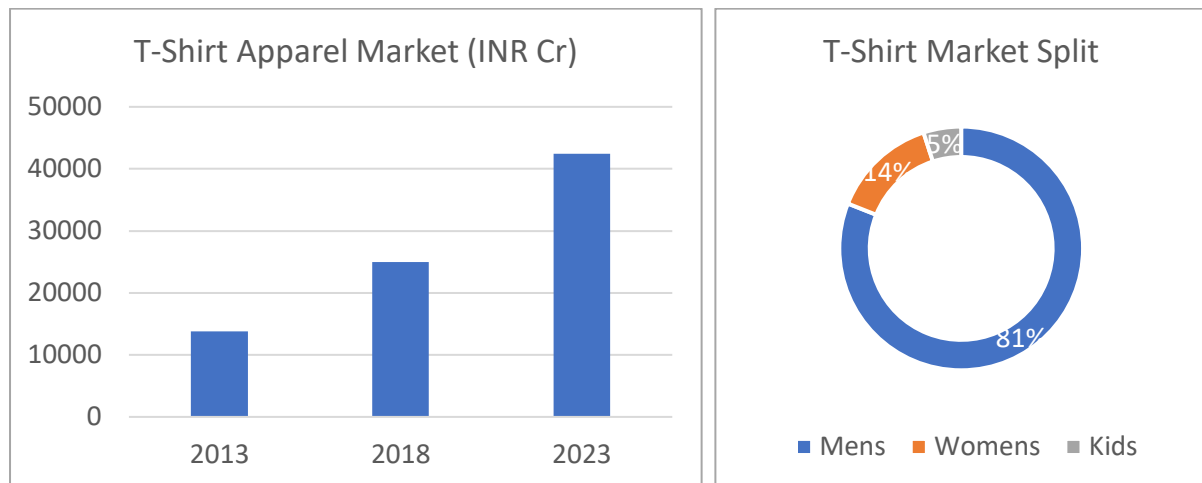
Figure 6: T-Shirt Market in India; Source: Technopak

3.1.6.1. Men's T-Shirt Segment

T-shirt market of India that includes knit shirts, polos, knit tops etc. was 13,830 crores in 2014. This market is expected to grow at an impressive compound annual growth rate of 13 percent to reach 24,940 crores by 2019. This market remains dominated by the men's/boys' segment that contributes 83 percent to the total market. However the women's/girls' segment is expected to growth faster than the men's/boys' segment owing to increasing acceptance of t-shirts among women and girls

3.1.6.2. T-Shirts Trends in India

The consumer wardrobe in international as well as in the Indian market is witnessing a constant shift from formal to casual attire. Consequently, casual wear categories like t-shirts, denims, casual shirts and trousers are witnessing a comparatively higher growth rate. The Indian consumer is no longer restricted to same combo of woven shirt and trouser for all occasions. Wardrobe of an Indian consumer has evolved with time and now it is a combination of various different kinds of clothing for different occasions like office, gym, shopping, morning or evening walk, marriage and social gatherings etc. This trend of occasion specific clothing has also provided an additional impetus for the growth of the adaptable casual wear categories like t-shirts.

3.2. Competitor Analysis

Competitor analysis is an assessment of the strengths and weaknesses of current and potential competitors. This analysis provides both an offensive and defensive strategic context to identify opportunities and threats. Profiling coalesces all of the relevant sources of competitor analysis into one framework in the support of efficient and effective strategy formulation, implementation, monitoring and adjustment.

Steps:

1. Determine the competitive set: Focus on the key competitors and key types of competitors or what other substitute product or services customers might buy.
2. Gather the information: Helps to have a clear view of the questions one need to answer in order to focus the information-gathering process.
3. Analyze the information: Focus the analysis of providing answers to the need to know questions.
4. Make Deductions: With the information you can identify gaps and devise strategies to bridge the gap and identify competitor's current and future strategy.

Modes of Competition	Possible Dimensions	Sample Indicator
Product line width	Breadth of product lines Depth of product lines	Product line and items
Features	Physical aspects of individual products Packaging	Shape Style Color Design
Functionality	Performance Reliability Durability Ease of use Taste Shelf life	Customer perceptions
Availability	Distribution channels Amount Delivery	Individual channels
Image and reputation	Image of the company Image of products Reputation for best value	Content of advertising Actions and words of customers Third-party reports
Selling and relationships	Customer coverage Detailing of products Relationship with distributors Relationship with end users	Action of sales force Frequency of calls Judgment of channels Customer's comment
Price	List prices Discount prices Price-performance Price-value	Actual prices Channel/ customer assessments

Table 1: Competition; Source: Self

3.2.1. Market Research

Market research is a key factor to maintain competitiveness over competitors. Market research provides important information to identify and analyze the market need, market size and competition. (Kelvin Keller, 2006)

3.2.2. Marketing Segmentation

Market segmentation is the division of the market or population into subgroups with similar motivations. It is widely used for segmenting on geographic differences, personality differences, demographic differences, techno graphic differences, use of product differences, psychographic differences and gender differences. Companies create product differentiation strategies to target market segments. (Wagner A. Kamakura and Jose Alfonso Mazzon, 1991)

3.2.3. SWOT Analysis

Is a written analysis of the Strengths, Weaknesses, Opportunities and Threats to a business entity. Not only should a SWOT be used in the creation stage of the company but could also be used throughout the life of the company. A SWOT may also be written up for the competition to understand how to develop the marketing and product mixes. Setting the objective should be done after the SWOT analysis has been performed. This would allow achievable goals or objectives to be set for the organization. (Harvard Business Review, 2006)

3.2.4. Four P's of Marketing

Marketing Mix, a term coined by Neil Borden, are the ingredients that combine to capture and promote a brand or product's unique selling points, those that differentiate it from it's competitors. The ideas behind Borden's model were refined over the years until E. Jerome McCarthy reduced them to 4 elements called "The Four Ps": Product, Price, Place, Promotion.

4. Methodology

First, a detailed review of literature will be performed followed by a consumer survey which be conducted to understand the likes and dislikes of customers. The answer to the following points will be found through the consumer survey:

- Customer perception about Lee
    - Value for money
    - Fit
    - Style
    - Comfort
    - Options
    - Fashion quotient
- Brand preference and reason
- Fit preference and reason
- Price preference
- Issues faced in Lee products

Second, competitor analysis will be performed in order to find gaps in the collection of Lee, uncover market trends and develop new products and services. The following information will be analyzed and noted for every brand:

About the Company	History
	Mission
STP	Segmentation
	Targeting
	Positioning
Marketing Mix	Product (Collections, Sizes, Fits, No. of Options, Styles, Fabrics)
	Price (Strategy, Price Points)
	Place (Platforms)
	Promotion (Marketing Channels, Initiatives)
SWOT Analysis	Strength
	Weakness
	Opportunity
	Strength

Table 2: Methodology; Source: Self

Third, opportunity and gaps in the SS20 collection of Lee will be identified by analyzing the report of competitor analysis and consumer survey. Through this process, an issue in terms of fit of denim jeans became evident. Further, the need to stay in par with latest trends was understood.

Finally, a competitor analysis tool will be developed to compare each competitor in terms of price points, options per price point, styles etc. The data will then be displayed in terms of graphs and inferences on a website.

Figure 7: Methodology; Source: Self

4.1. Primary Data Collection

- Consumer survey
- Market survey

  This involves studying the offerings of the competitor brands. An Observation matrix would be prepared which would include the information on brands offering in terms of trends, options and price points of the following competitor brands:

  - Levi's
  - Jack & Jones
  - Pepe Jeans
  - US Polo
  - United Colors of Benetton
  - American Eagle
  - Celio
  - Calvin Klein

- Interview of store managers

4.2. Secondary Data Collection

- Literature review
  - Study of the documents such as journals, publications and magazines to see the market trends of men's wear industry and consumption rates
- E-commerce website
  - Study the merchandise, price range, trends and options offered by these brands
  - Product review

5. Consumer Survey

With understanding of factors affecting consumer buying preferences, a customer survey was conducted to record liking of customers in regard with each factor.

5.1. Survey Statistics

1) What is your age?
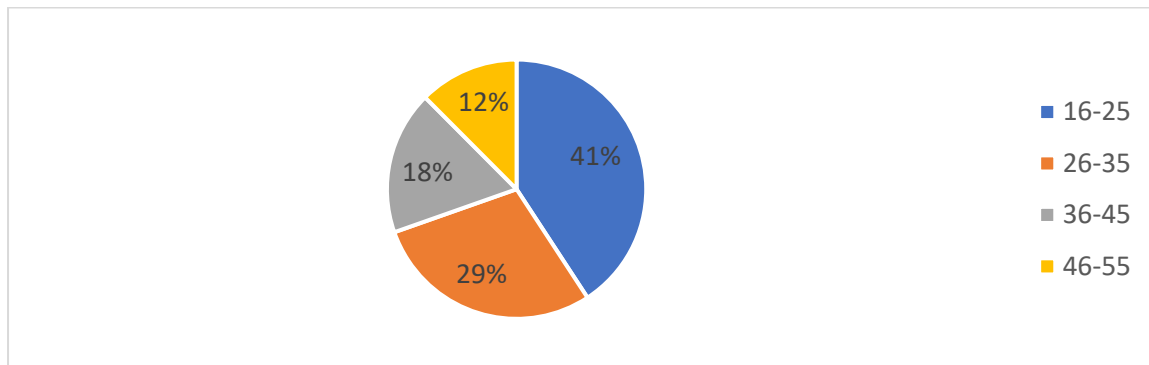
Figure 8: Age Group; Source: Self

2) What is your monthly income?
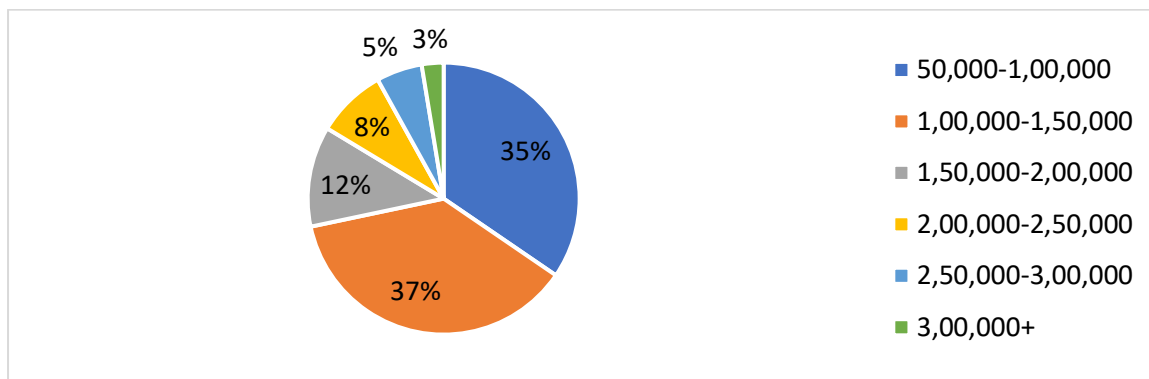
Figure 9: Monthly Income; Source: Self

3) What is your perception about Lee?
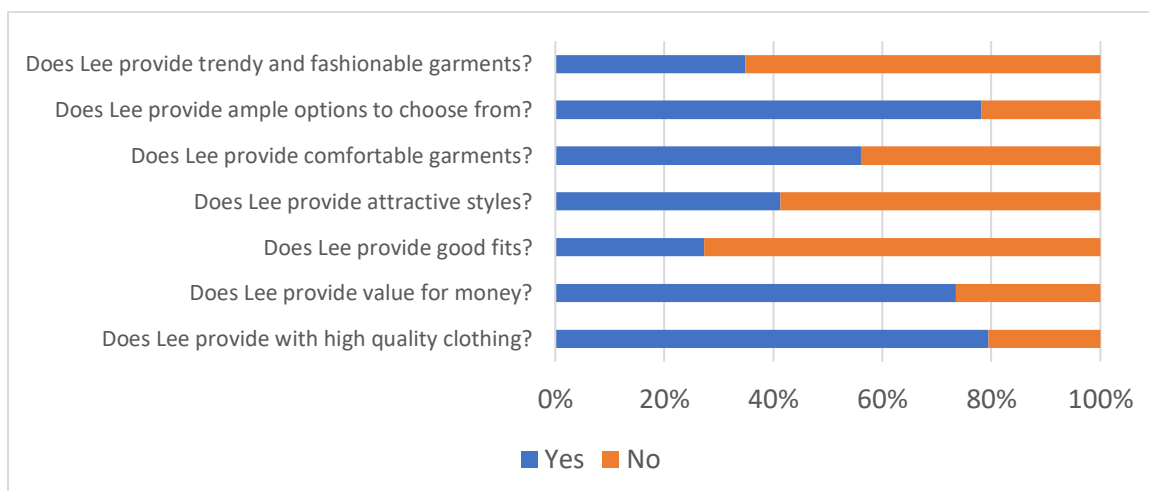
Figure 10: Lee Perception; Source: Self

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Jeans

4) Which factor do you consider most important while purchasing jeans?
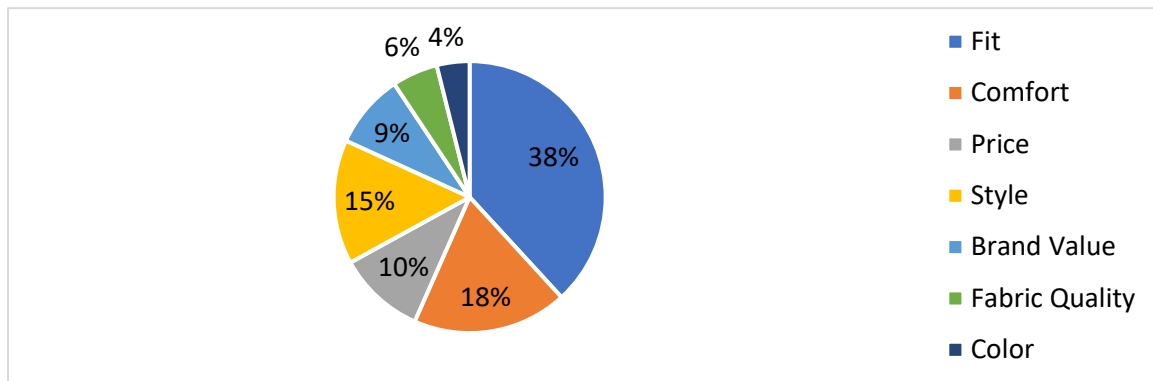
Figure 11: Factors affecting purchase; Source: Self

5) Which brand do you prefer for the following parameters?
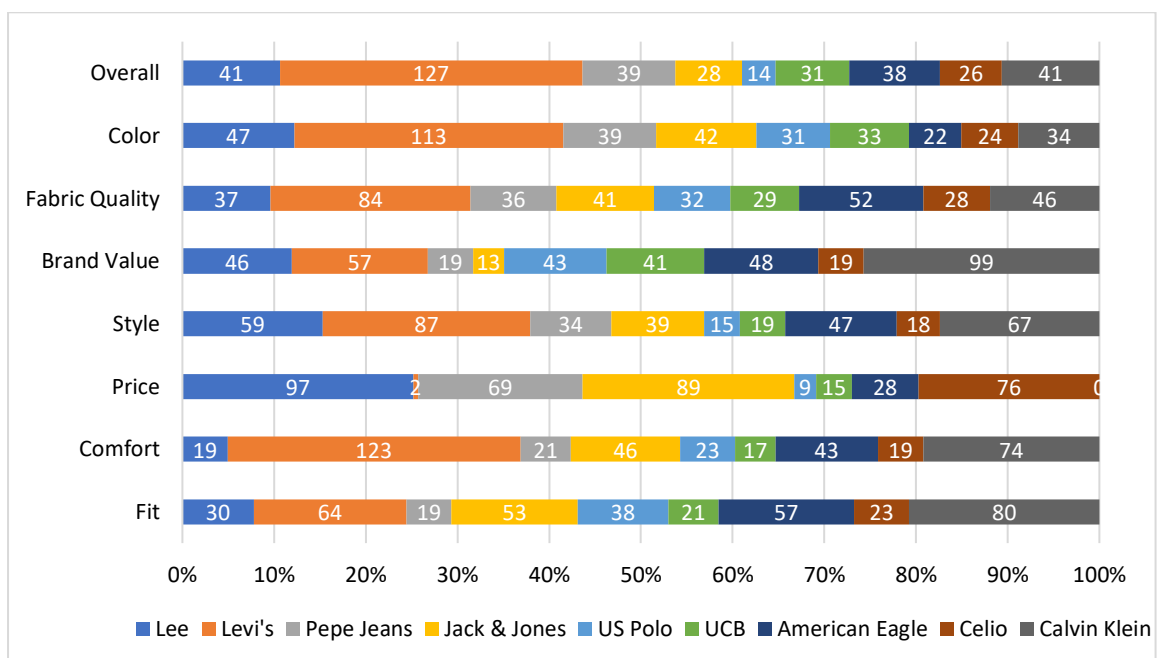
Figure 12: Brand Preference; Source: Self

6) How much would you spend for a jeans?
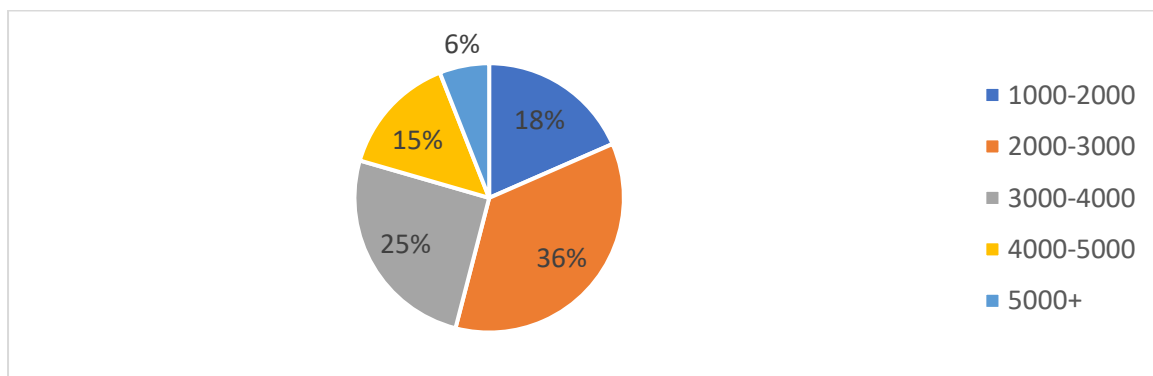
Figure 13: Price Preference; Source: Self

23

7) What is your preferred waist rise?
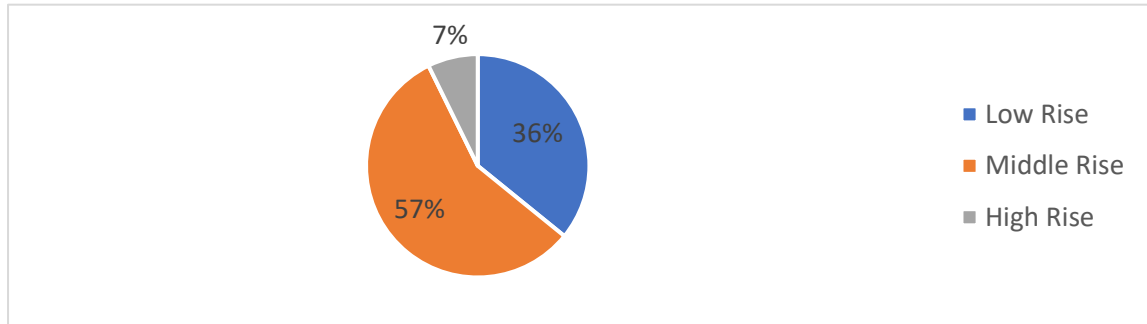
Figure 14: Preferred Waist Rise; Source: Self

8) What is your preferred fit?
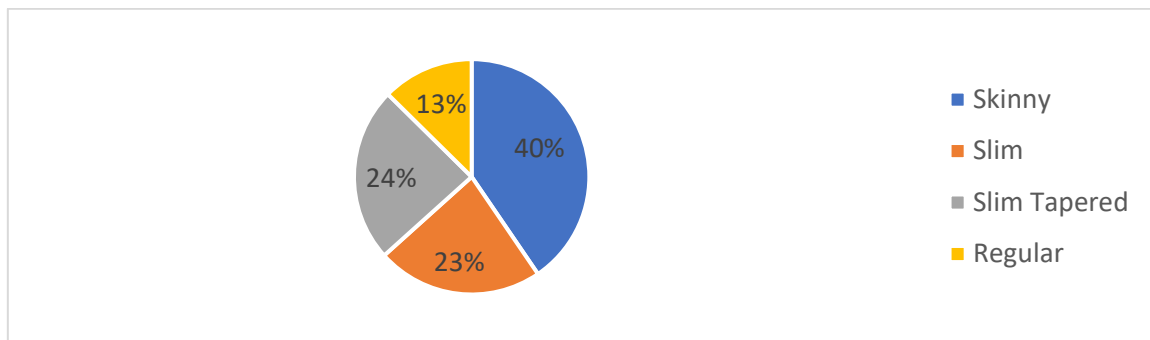
Figure 15: Preferred Fit; Source: Self

9) Were you satisfied with the Lee jean you purchased?
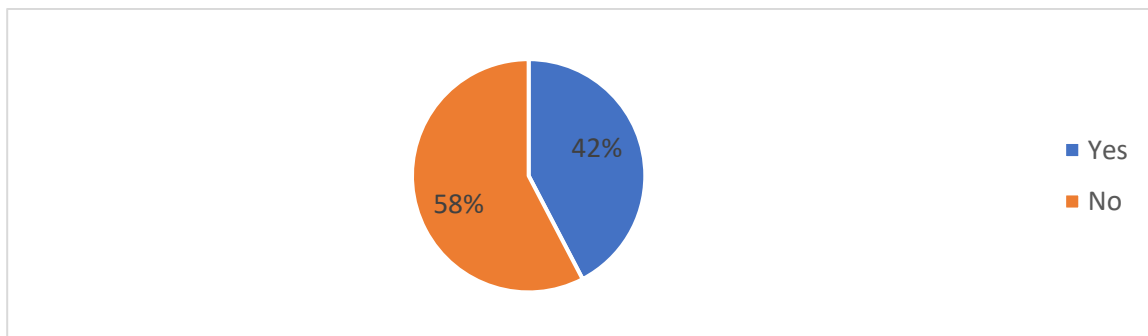
Figure 16: Source: Self

10) What were your reasons for dissatisfaction with lee jeans?
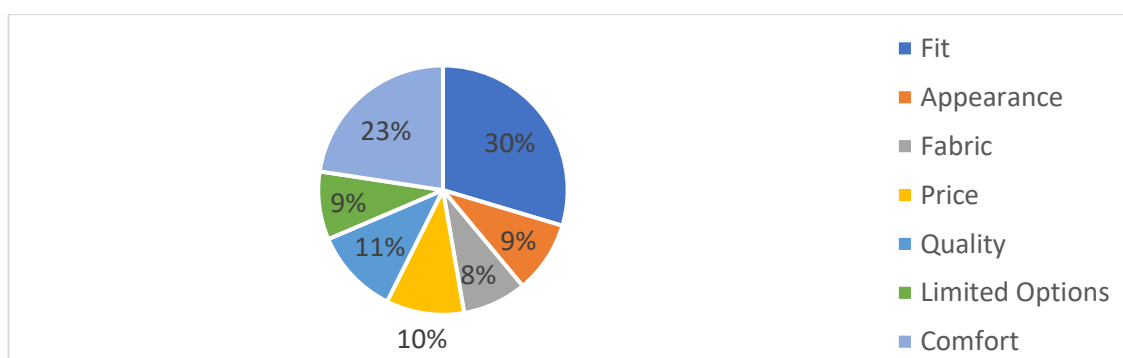
Figure 17: Reasons leading to dissatisfaction; Source: Self

24

11) What according to you are the issues in Lee jeans?

- Improper Length
- Improper fit at waist
- Improper leg opening
- Tightness at hip, thigh or knee
- Drag lines near back yoke, thigh, crotch
- Slacking at hip, thigh or knee
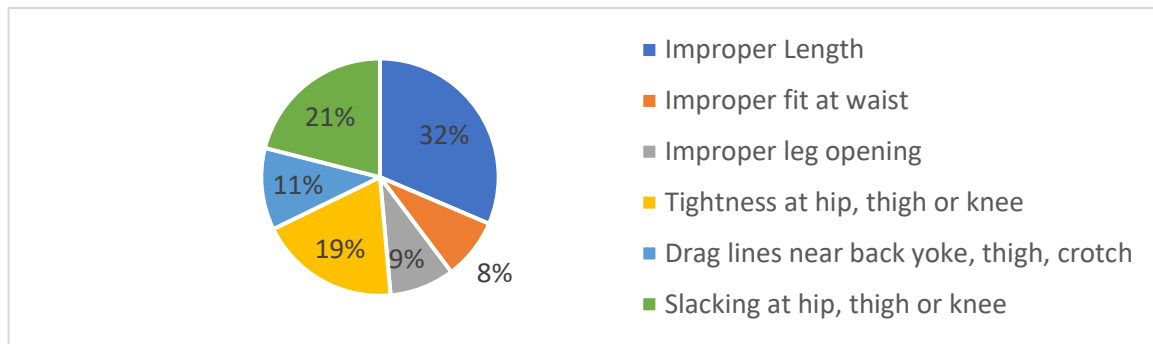
Figure 18: Issues with lee jeans; Source: Self

T-shirts

12) Which factor do you consider the most important while buying t-shirts?

- Fit
- Comfort
- Price
- Style
- Brand Value
- Fabric Quality
- Color
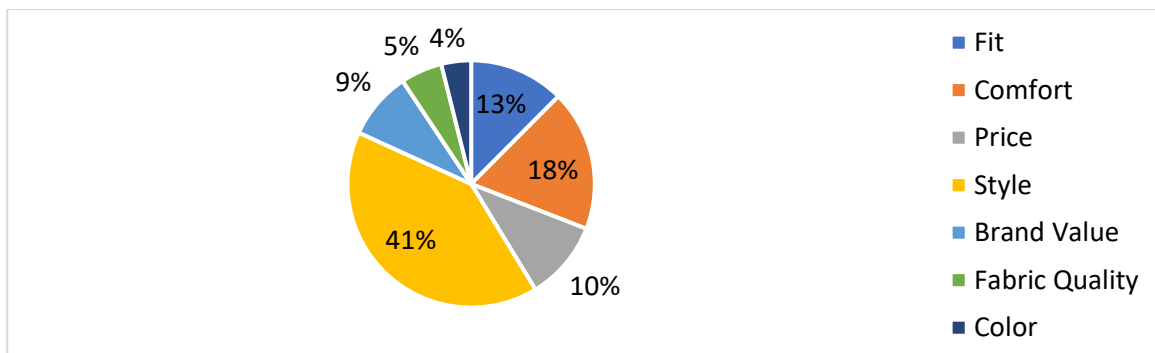
Figure 19: Factors affecting purchase of T-Shirts; Source: Self

13) Which brand do you prefer buying t-shirt from and why?

	Lee	Levi's	Pepe Jeans	Jack & Jones	US Polo	UCB	American Eagle	Celio	Calvin Klein
Overall	25	69	38	27	48	87	36	29	26
Color	24	32	36	43	48	125	59	16	2
Fabric Quality	45	53	17	19	53	65	22	24	87
Brand Value	22	76	21	24	39	59	42	23	79
Style	10	32	31	33	21	102	57	32	67
Price	67	37	47	86	28	23	35	51	11
Comfort	56	47	45	40	39	32	39	21	66
Fit	38	46	34	31	39	45	43	10	99
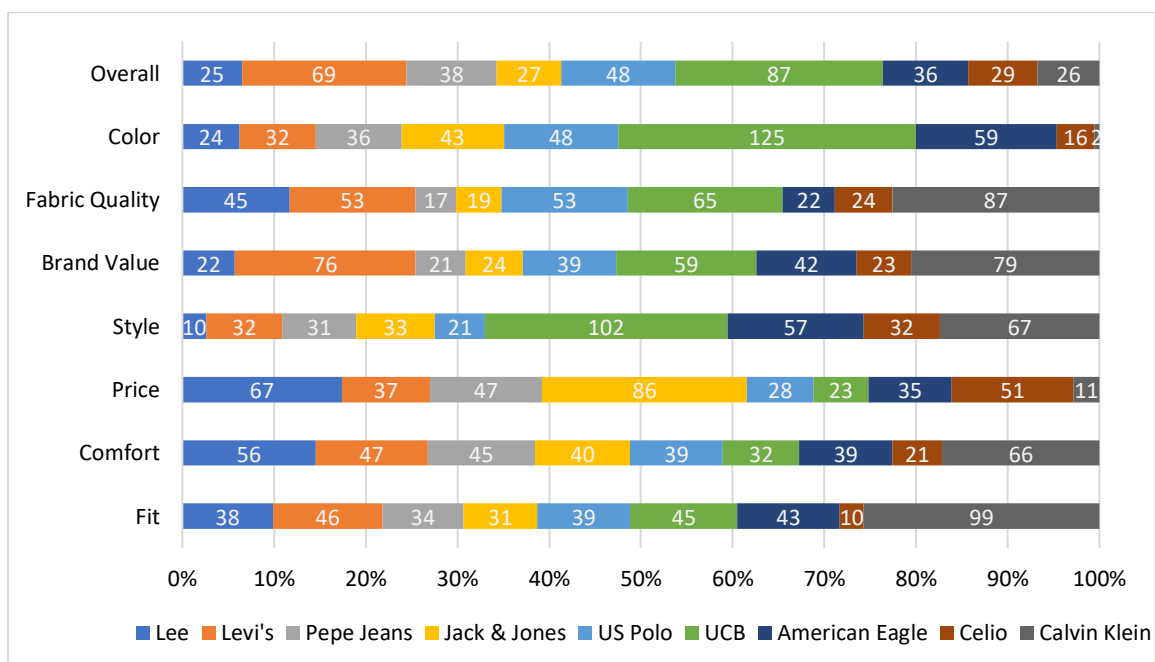
Figure 20: Brand Preference; Source: Self

14) What is your cost preference for purchasing a t-shirt?
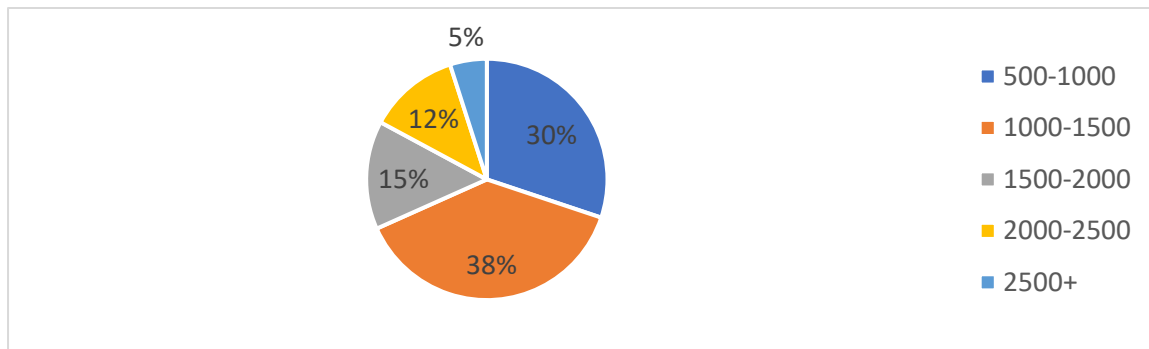
Figure 21: Cost Preference for T-Shirt; Source: Self

15) Which fit do you prefer for t-shirts?
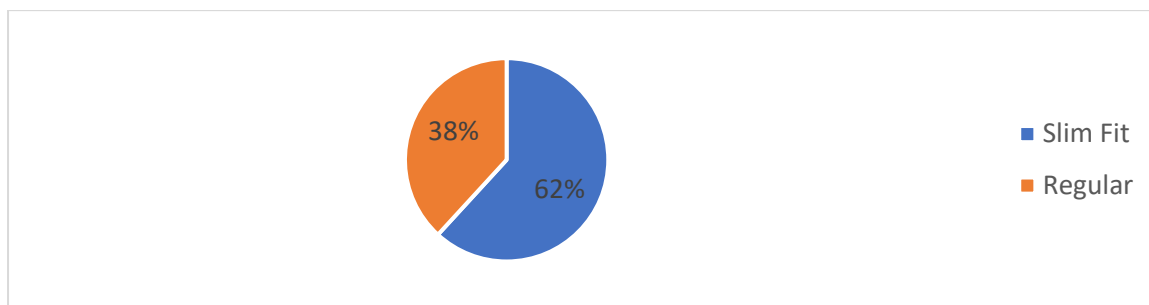
Figure 22: T-Shirt fit preference; Source: Self

16) Were you satisfied with Lee t-shirts?
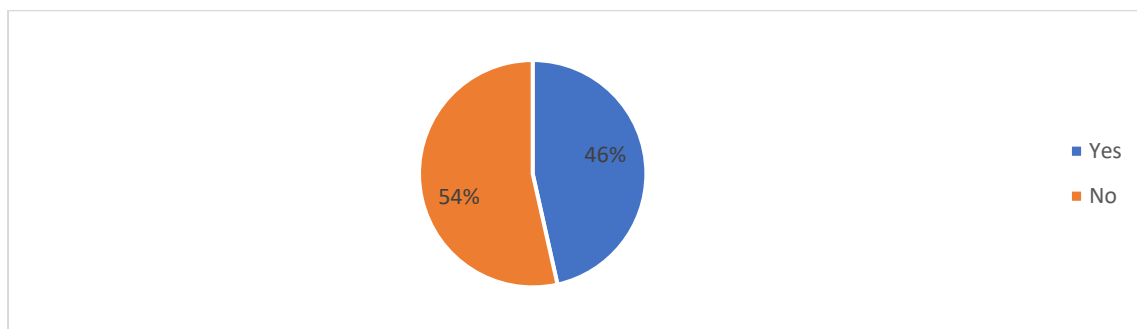
Figure 23: Satisfaction with Lee T-shirt; Source: Self

17) What were your reasons for dissatisfaction with Lee t-shirt?
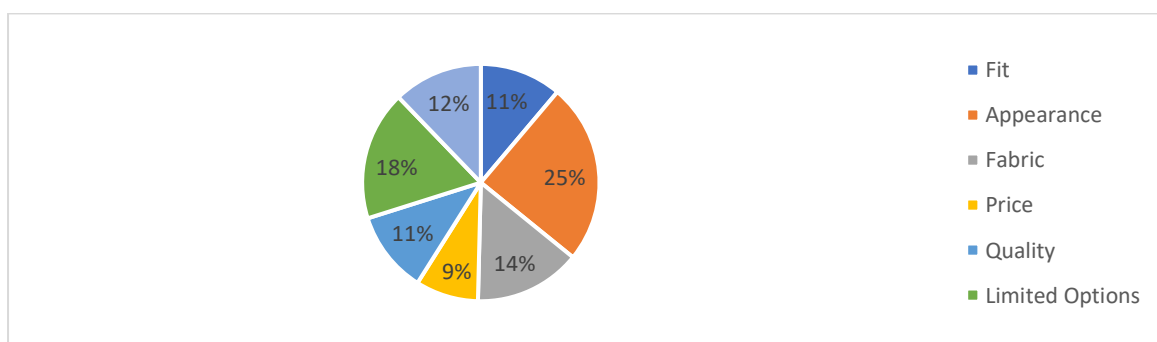
Figure 24: Reasons for dissatisfaction with Lee T-shirt; Source: Self

5.2. Conclusion

- Majority of the people who answered the survey were between 16 years to 35 years of age.
- Monthly income of majority of the people was 50,000 to 1,50,000 rupees per month.
- The common perception is that Lee provides ample options of high-quality clothing at fair pricing. However, the fashion quotient, fit and styles are not considered attractive by the customers.

Jeans

- People consider fit to be the most important aspect while purchasing jeans, followed by comfort, style and price. On the contrary, colour, fabric and brand value are one of the least important factors.
- Customer prefer Lee mainly for price and style, however, Lee is behind the standard in terms of fit and comfort.
- Customers prefer Levi's and Calvin Klein for better fits.
- According to most customers, Levi's provides comfortable jeans.
- In terms of price, people prefer Lee and Jack and Jones.
- Levi's, Calvin Klein and Lee are considered to provide jeans with a high style quotient.
- Calvin Klein followed by Levi's and Lee are preferred for brand value.
- Levi's, Calvin Klein and Jack & Jones are perceived as brands providing good fabric quality.
- Levi's is unbeatably considered to provide jeans in a variety of colours.
- Overall, based on all the features mentioned, customers prefer purchasing jeans from Levi's, followed by Lee. However, the gap between the number of customer's preferring to buy from Levi's and customers preferring to buy form Lee is massive.
- Most people prefer spending 2000 to 3000 rupees for a pair of jeans.
- Customers choose middle rise as compared to low and high and skinny fit as compared to slim, slim tarped and regular.
- 58% customers are not satisfied with a jeans purchased from Lee mainly due to fit and comfort issues.
- The main issue was found to be improper length. Further, slacking or tightness at hip, thigh or knee was another major source of dissatisfaction among customers.

T-shirt

- According to most people, style or design is the most important factor while purchasing garments.
- People preferring t-shirts buying from Lee because of price and fit, however, restrain from purchasing because of the lack in style quotient and colour options.
- In terms of fit, Calvin Klein and Levi's are considered to have the best fit.
- Most people believe Calvin Klein and Lee provide comfortable t-shirts.
- People prefer Jack & Jones and Lee because of the value for money factor.
- Calvin Klein, Levi's and United Colors of Benetton are perceived to have a high brand value.
- In terms of fabric quality, Levi's, US Polo, United Colors of Benetton and Calvin Klein are considered to be superior.
- United Colors of Benetton provides the largest range of colors.
- Overall, people prefer United Colors of Benetton and Levi's.
- People prefer spending 1000 - 1500 rupees on t-shirts followed by 500 - 1000 rupees.
- Slim fit is largely preferred.
- 54% customers were not satisfied with Lee t-shirts mainly because of the appearance.

6. Competitor Analysis

Lee
Lee is a global american casual wear and work wear company, especially known for it's denims. Lee provides quality clothing at affordable prices.

Running: 1889
CEO: Scott Baxtor
Size: 1,500
Revenue: $232.3 million

Levi's
Levi's is an american clothing company known worldwide for denim jeans. Levi's charges a preium because it has loyal customers because of the indisputable quality.

Running: 1853
CEO: Chip Bergh
Size: 15,100
Revenue: $5.575 billion

Pepe Jeans
Pepe Jeans London is a denim and casual wear jeans brand. The company is known for craeting new silhouettes and offering a variety of fits at affordable prices.

Running: 1973
CEO: Carlos Ortega
Size: 3,000
Revenue: $67 million

Jack & Jones
Jack & Jones if one of Europe's leading producers of menswear. The company targets the younger generation with myriad number of options at afforable prices.

Running: 1990
CEO: Vineet Gautam
Size: 3,500
Revenue: $49.4 million

US Polo Asnn
The brand is a wholly owned subsidiary of United States Polo Association known for polo t-shirts. Charges a slight premium based on its association and high quality of product.

Running: 1981
CEO: David Cummings
Size: 5,500
Revenue: $74.6 million

United Colors of Benetton
United Colors of Bentton is a global fashion brand based in Italy. The brand is known for the premium quality of fabric and trendy designs provided at prices lesser than competitors.

Running: 1965
CEO: Luciano Benetton
Size: 7,714
Revenue: $1.34 billion

American Eagle
American Eagle is an American lifestyle clothing and accessories brand headquartered in USA. The brand is known for providing fashionable, trendy and high quality clothes at a price lesser than competitors.

Running: 1977
CEO: Jay Schottenstein
Size: 45,000
Revenue: $4.03 billion

Celio
Celio is a men's wear retailer based in France. Celio provides fashionable garments at affordable prices with a taste of French fashion.

Running: 1978
CEO: Christian Pimont
Size: 1,800
Revenue: $1.1 billion

6.1. Lee

Henry David Lee established the H.D. Lee Mercantile company in Kansas and started a business in making and selling fine goods. He quickly saw the need for reliable workwear. Unhappy with the quality and inconsistent delivery of workwear from Eastern suppliers, Lee started with his venture to do better and became one of the most successful garment companies in the world.

Mission

To design and manufacture superior high-quality products that look good and fit right, giving people around the world the freedom and confidence to express themselves.

Segment — Men and Women who want to wear stylish and innovative jeans at an affordable price.

Young urban men and women from the upper middle class — **Target Group**

Position — A stylish brand with a sporty look with an American imaginary to the brand.
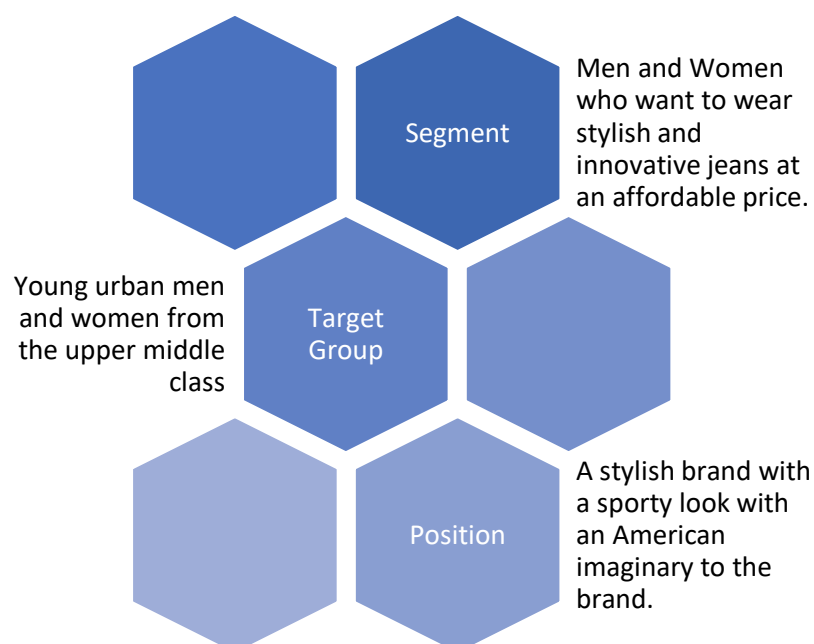
Product

- Lee is primarily known for jeans, however, it provides other product categories such as trousers, shirts, t-shirts, jackets, sweatshirts, sweater, belt, cap and backpack

Price

- Provides quality product at affordable prices.
- Caters the need of the upper middle class segment of the society who wants to wear stylish and fashionable apparels with comparatively less prices.

Promotion

- Television ads, print media and magazines for "Move Your LEE" campaign
- YouTube channel, official Facebook page, twitter and Instagram handles
- Sponsored events
- Celebrity endorsements like Marilyn Monroe and Bing Crosby
- Apart from this, the company also provides different offers and discounts

Place

- Multibrand outlet, company and franchisee owned exclusive brand outlet, multibrand e-commerce website
- The stocks produced are shipped to the respective selling points.
- The brand is spread all across 51 countries

Strengths	Weaknesses	Opportunities	Threats
•**Brand Image** Top jeans producers all over the world •**Innovations** From zipper fly to dream jeans to extreme motion jeans •**Marketing** Extensive advertising through "Don't just move. Move your Lee" campaign	•**E-Commerce** The brand has not established itself in the e-commerce arena •**Supply Chain** Delay in new stock delivery to retail outlets •**Knits** Knits segment lacks in terms of design	•**Expansion** The brand can improve knits, shirt, pants and jacket collection •**Collaborations** Tie-ups with fashion houses to boost presence	•**Competition** Competitor brands are popular among millenials however Lee is popular only among 50+ demographics •**Brand switching** With low cost of switching the brand has to be regularly updated in their designs to keep their customers intact.

6.2. Levi's

The company traces its origin to Levi Strauss a Bavarian immigrant who arrived in San Francisco in 1850 during the Gold Rush, bringing dry goods for sale to miners. Hearing of the miners' need for durable pants, Strauss hired a tailor to make garments out of tent canvas. Later, denim was substituted, and copper riveting was added to pocket seams.

Mission

The Mission of Levi Strauss & Co. is to sustain responsible commercial success as a global marketing company of branded apparel. We must balance goals of superior profitability and return on investment, leadership market positions, and superior products and service.

Segment — Upper class and Upper Middle Class

People who want a blend of style and comfort — Target Group

Position — Outgoing and stylish quality jeans
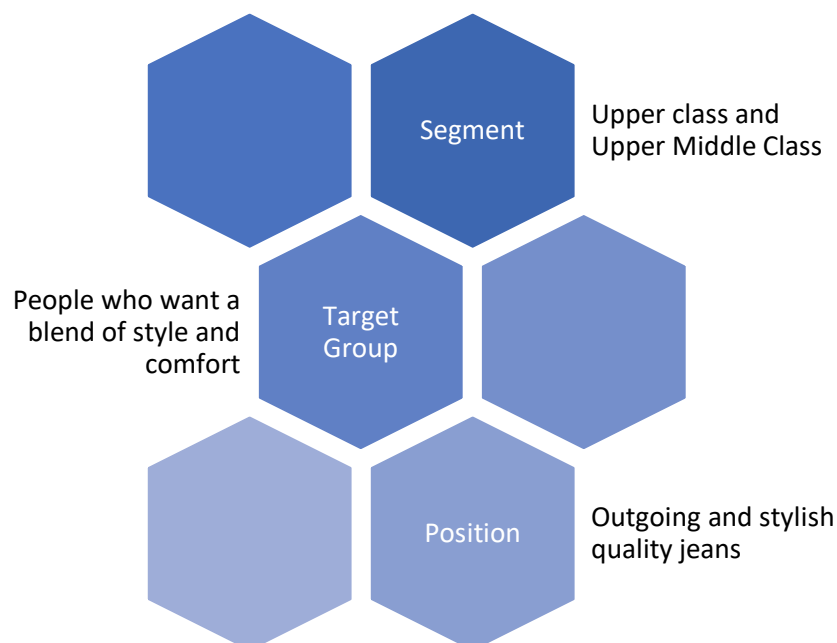
Product

- The most sought-after product is the classic blue jeans.
- The company has a diversified portfolio of products ranging from backpacks, belts, boots, jackets, jeans, pants, polos, shirts, shorts, slings, sneakers, t-shirt

Price

- Maintains inflexible prices to maintain image of exclusivity.
- Pricing policy is influenced not by the competitors but by various other factors like costing, market affordability and demand for the product.
- Does not compromise with the quality or with the prices of its products because it is confident of its loyal consumers.
- Variation in options from 1299 for the price sensitive customer to as high as 15000 for a customer looking for luxurious style.

Promotion

- Commercials on TV, in newspapers, billboards and fashion magazines for "Be Yourself" & "Water Less" campaign.
- YouTube channel, official Facebook page, twitter and Instagram handles
- Celebrity endorsements include Priyanka Chopra, Deepika Padukone & Akshay Kumar

Place

- Multibrand outlet, company and franchisee owned exclusive brand outlet, exclusive e-commerce website, multibrand e-commerce website
- At present, there are more than 15,000 franchises of the Levis stores across the globe.

Strengths	Weaknesses	Opportunities	Threats
•**Brand Name** Strong brand name and top-of-the-mind brand •**Marketing** Extensive advertising through "Be Yourself" campaign •**Price Range** Variety in price range attracts demographically different customers	•**Protection** High Pressures of Brand Protection •**Reliance** Relies on very few customers for large percent of sales	•**Collaborations** Tie-ups with fashion houses to boost presence	•**Competition** Increasing competition limits scope for growth •**Brand switching** With low cost of switching the brand has to be regularly updated in their designs to keep their customers intact.

6.3. Pepe Jeans

Pepe Jeans emerged thanks to the inspiration of a young man, Nitin Shah, who decided together with his two brothers to manufacture jeans with original labels. In the beginning they rented a market stall in West London every Saturday. Within a very short space of time and for no other reason that the jeans were good quality and fitted well, business started to boom.

Mission

Pepe Jeans London aims to give you the foundations to exude self-confidence, uniqueness and authenticity.

Segment

Men and women who like contemporary style of fashion with a rebellious attitude.

Young urban Men and women from the middle and upper middle class

Target Group

Position

Pepe Jeans is a premium and international brand, which houses casual wear with a heart of London in it.
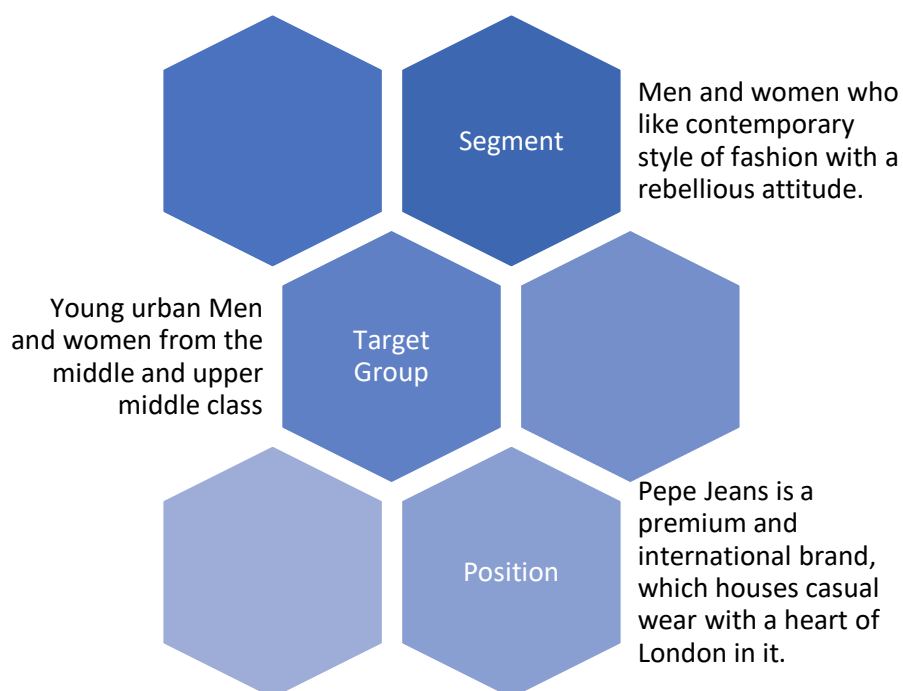
Product

- Prominently known for its denim wear.
- Jeans, t-shirt, shirt, polo, trousers, shorts, underwear, jacket, sweatshirt, sweater, sneakers, backpack, belts, cap and suitcase
- Pepe Jeans' promise to give a taste of London, with the tagline "Strength with age".

Price

- Offers high quality denim wear at affordable prices.
- In customer's perspective, Pepe Jeans provides quality better than its competitors and pricing equal to them.

Promotion

- Commercials on TV, in newspapers, billboards and fashion magazines to mock the social norms and extensively promoting to get out of the boundaries and stand as rebel.
- YouTube channel, official Facebook page, twitter and Instagram handles
- Chooses internationally acclaimed celebrities related to sports as its ambassadors
- Sponsors event related to sports and fashion awards

Place

- Multibrand outlet, company and franchisee owned exclusive brand outlet, multibrand e-commerce website
- At present, Pepe Jeans has a very concentrated presence around Europe
- Has presence in 100+ countries with products available in both self-branded stores and malls.

Strengths	Weaknesses	Opportunities	Threats
• **Brand Name** Large brand following • **Marketing** Fought against hanging jeans Teased social normals through advertisements • **Innovation** The brand has always been constantly producing unique silhouettes, which the brand is very famous for across Europe.	• **E-Commerce** The brand has not established itself in the e-commerce arena • **Topwear Wear** T-Shirt and shirts collection are very limited	• **Expansion** Should introduce more options and styles in knits and shirts • **Collaborations** Tie-ups with fashion houses to boost presence	• **Competition** Increasing competition limits scope for growth • **Brand switching** With low cost of switching the brand has to be regularly updated in their designs to keep their customers intact.

6.4. Jack & Jones

History

Jack & Jones came out of a love for denim. It was born in 1990 and jeans are still the core business. Jack & Jones works to enrich the heritage of authentic jeanswear by respecting the history, while pushing the craft on through innovative treatments and designs.

Mission

To rethink jeans wear and make it more accessible and affordable. We believe in rethinking denim. Our products are designed with respect for denim traditions and made with industry leaders and state-of-the-art technology.

Segment — Fashion Conscious Men

Urban young men — Target Group

Positioning — Creating your own style with a European look
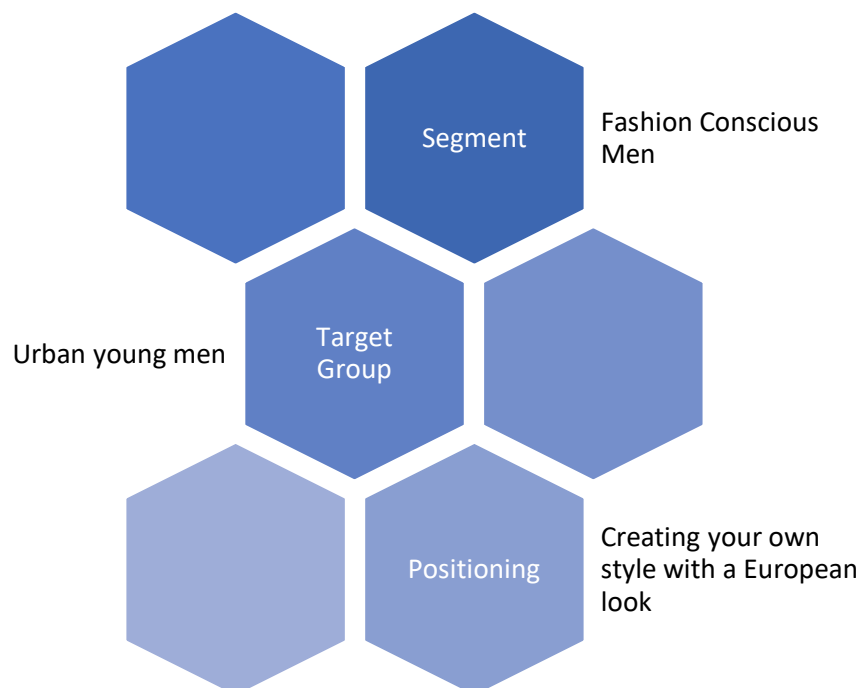
Product

- Jeans are the backbone of Jack and Jones
- Other categories include blazers, trousers, waistcoats, chinos, pants, shorts, sweatpants, sweatshirts, jeans, t-shirts, shirts, belts, jackets, footwear

Price

- The company has a reasonable and affordable price range
- Adopted a competitive pricing policy for its products as it has to face rivalry from other established brands and from new entries in the consumer market

Promotion

- Commercials on TV, print campaigns and hoardings
- Youtube channels, official instagram and twitter handles.
- Roped in Luc Boris Andre, Michael Hainey and Ranveer Singh for advertising.
- Avid participant of several sports events

Place

- Multibrand outlet, company and franchisee owned exclusive brand outlet, exclusive e-commerce website, multibrand e-commerce website
- Jack and Jones is a well-recognised menswear brand with international presence in several hundred outlets that have spread over cities and countries around the world like France, Germany, Austria, Canada, Denmark, Italy, United Kingdom, India and Ireland.
- Products are sold in nearly two thousand retail outlets out of which two hundred and seventy are set up in franchisee mode.

Strengths	Weaknesses	Opportunities	Threats
• **Backing** Has the backing of a strong Parent group, Bestseller Available through BestSeller 5700 outlets in over 43 countries • **Certification** Fair Trade certified Product • **Range** Large collection of t-shirts, shirts and jeans in a variety of price range	• **Brand Presence** Presence not as huge as competitors • **Polo T-Shirts** Limited options of polos	• **Expansion** Should introduce more options and styles in polos • **Collaborations** Tie-ups with fashion houses to boost presence	• **Competition** Increasing competition limits scope for growth • **Brand switching** With low cost of switching the brand has to be regularly updated in their designs to keep their customers intact.

6.5. US Polo Assn

The U.S. Polo Assn. brand was created in 1981 out of the desire to have a clothing brand that truly reflected the spirit of the sport of polo and helped support the activities of the United States Polo Association (USPA). However, their roots in the sport date back as far as 1890, when the USPA was founded.

Mission

To develop a long-term source of revenue for the U.S. Polo Association which is used to underwrite numerous programs for education and promotion of the sport of polo in the U.S.

Segment — Classy urban premium apparel and accessories

Men and women from the urban premium class — Target group

Position — Premium brand with merchandise that appeals to demographically different consumers
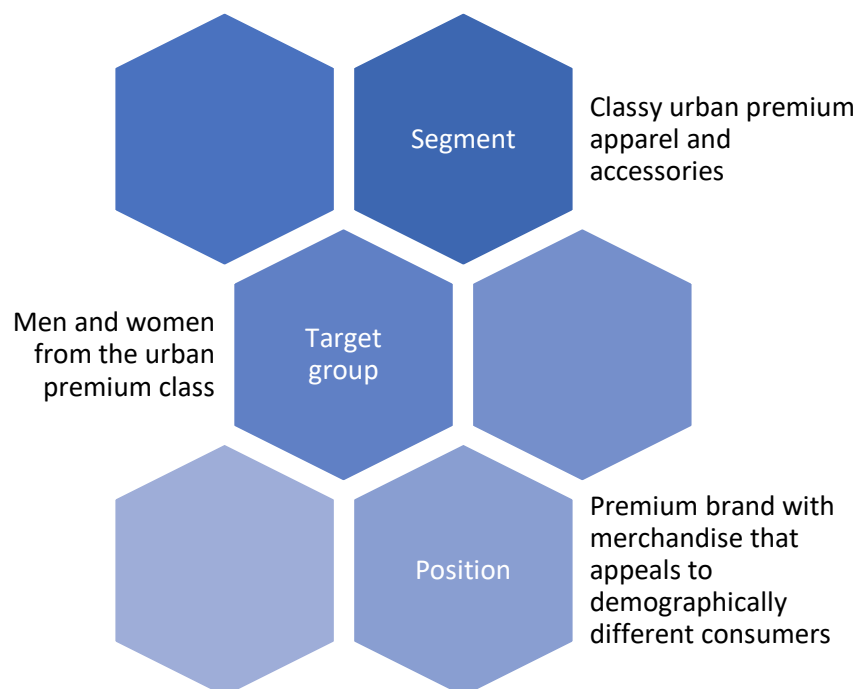
Product

- The core product line consists of polo t-shirts.
- Other categories include t-shirts, shirts, jeans, trousers, sweatshirts, sweaters, jackets, shorts, blazers, chinos, joggers, lounge, pants and briefs

Price

- Maintains inflexible prices, uninfluenced by competitors, to maintain image of exclusivity.
- Does not compromise with the quality or with the prices of its products as it is confident of its loyal consumers.
- Priced at a slightly higher segment as it can charge premium based on its value, quality and association.

Promotion

- Commercials on TV, print campaigns and hoardings
- YouTube channel, official Facebook page, twitter and Instagram handles
- Choose internationally acclaimed celebrities related to polo, Jared Zenni, as its ambassadors
- Sponsors event related to polo

Place

- Multibrand outlet, company and franchisee owned exclusive brand outlet, exclusive e-commerce website, multibrand e-commerce website
- Well recognized brand with 1,100 U.S. Polo Assn. retail stores, department stores, independent retailers and e-commerce
- Present in 166 countries worldwide

Strengths	Weaknesses	Opportunities	Threats
•**Brand Image** International company with great reputation and recognition •**Affiliation** Alliance with United States Polo Association creates customer loyalty	•**Denims** Limited collection and only two fit option in jeans •**Protection** High pressure of brand protection	•**Advertisement** The brand can advertise more to tap market especially in emerging economies •**Collaborations** Tie-ups with fashion houses to boost business among elite clients	•**Brand Switching** Similar products available in other brands thus switching cost is less •**Competition** Increasing competition limits scope for growth

6.6. United Colors of Benetton

The Colors of Benetton is a family business that was created in 1965 and in 1969 the first Benetton store was opened. In 1980 they opened the first store in America in New York City.

Their main idea is to use shock-advertising. In their advertisements they deal with issues of that year, issues that people don't really want to talk about or deal with like HIV, wars and even hunger.

Mission

Benetton Group is committed to be a globally responsible company, from a social, environmental and economic point of view.

Segment — Clothing which is a combination of adventure as well as innocence

Target Group — Men and women from the upper middle and upper class

Position — Stylish clothes with an adventurous and innovative touch

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Product

- Known for introducing unique designs in line with the latest fashion trends every season
- Product categories include t-shirts, polos, jeans, shirt, pants, jumper, underwear, jacket, sweatshirt, sweater, sneakers, backpack, belts & wallet, cap & hat and gloves & scarf

Price

- Offers high quality apparel at a slightly premium price
- The brand focuses on fashion and authenticity and boasts of offering its products at a "democratic price".

Promotion

- Commercials on TV, print campaigns and hoardings
- YouTube channel, official Facebook page, twitter and Instagram handles
- Advertisements touch sensitive socially relevant topics like racism, unity in diversity, infant mortality rates, homelessness, and religious tolerance.
- Sponsors various sports team such as Formula One (Benetton Formula), rugby teams (Benetton Rugby).
- Collaborated with a company called Devbhumi in Uttarakhand to empower over 60,000 rural women artisan.

Place

- Multibrand outlet, company and franchisee owned exclusive brand outlet, multibrand e-commerce website
- Company lays a strong emphasis on diversity which is clearly visible from the brands geographical presence.
- Present across 120 countries with 6500 stores

Strengths	Weaknesses	Opportunities	Threats
•**Brand Name** Known for good quality fabric and designs •**Marketing** Globally recognized brand known for their campaigns •**Sponsorship** Sponsored well known events like Formula One	•**Controversy** Some controversial ad campaigns caused problems •**E-Commerce** The brand has not established itself in the e-commerce arena •**Denims** Limited number of fits and styles in jeans	•**Online Retail** Online Retail is gaining a lot of importance •**Jeans** Offer more fits and options in jeans to be in par with market	•**Brand Switching** Similar products available in other brands thus switching cost is less •**Competition** Increasing competition limits scope for growth

6.7.   American Eagle

American Eagle Outfitters was founded in 1977 by Jerry and Mark Silverman. These two brothers already owned and operated Silverman's Menswear, and American Eagle Outfitters was established as a part of that company. With unconditional success, they expanded their business by opening stores in other malls as well which attracted a huge crowd.

Mission

American Eagle Outfitters is committed to the principle that the people who make our clothes should be treated with dignity and respect.

Segment — People seeking trendy and fashionable apparel

Young boys and girls looking for stylish and comfortable clothing — Target group

Position — American Eagle Outfitters offers casual clothing for men and women
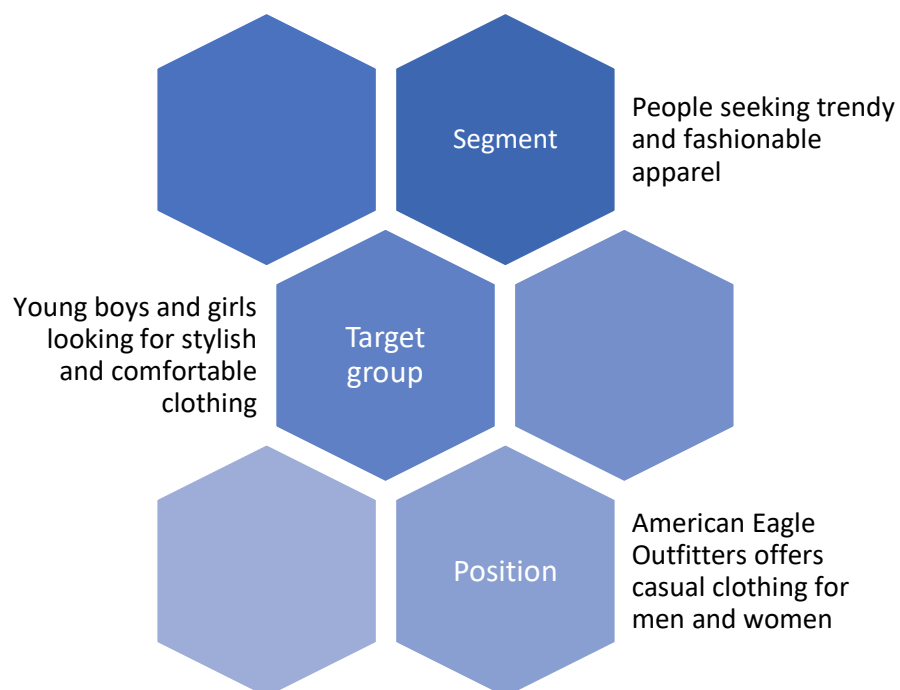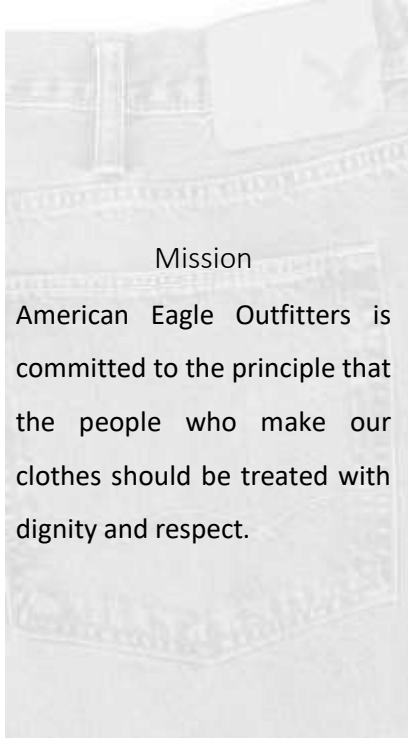
Product

- Product offerings are trend and high quality
- Product categories include jeans, t-shirt, shirt, polo, jacket, shorts, underwear and belt

Price

- Products are slightly preium priced
- Maintains inflexible prices, uninfluenced by competitors, to maintain image of exclusivity.
- Does not compromise with the quality or with the prices of its products as it is confident of its loyal consumers.

Promotion

- Commercials on TV, print campaigns and hoardings
- YouTube channel, official Facebook page, twitter and Instagram handles
- Uses real life stories and models without any makeup to bring authenticity to its fashion wardrobe offerings.

Place

- Multibrand outlet, company and franchisee owned exclusive brand outlet, exclusive e-commerce website and multibrand e-commerce website
- Limited stores in India

Strength	Weakness	Opportunity	Threats
•**Options** Large number of fits and sizes in denims and variety of options in t-shirts and polos •**Price Range** Variety in price range attracts demographically different customers	•**Global Presence** Limited global presence as compared to bigger popular clothing brands •**New Entry** Being new, brand is not known by most people	•**Advertisement** Intensive advertising will help tap into new markets •**Global Expansion** Very few stores as compared to number of stored owned by competitors •**Collaborations** Tie-ups with fashion houses to boost business among elite clients	•**Brand Switching** Similar products available in other brands thus switching cost is less •**Competition** Increasing competition limits scope for growth

6.8.   Celio

In 1978, two brothers took over their family shop located in rue Saint-Lazare, in Paris. They began opening other shops as early as 1980, all in Parisian region. The concept, Celio, being truly born in 1985. They began opening shops in Belgium and in Spain, then in Portugal and Italy.

Mission

Celio is committed to developing its societal commitment and involving its customers and employees.

Segment — Men seeking trendy and fashionable clothes with a touch of France

Target group

Young men from urban areas

Position — Fashionable wear at accessible prices

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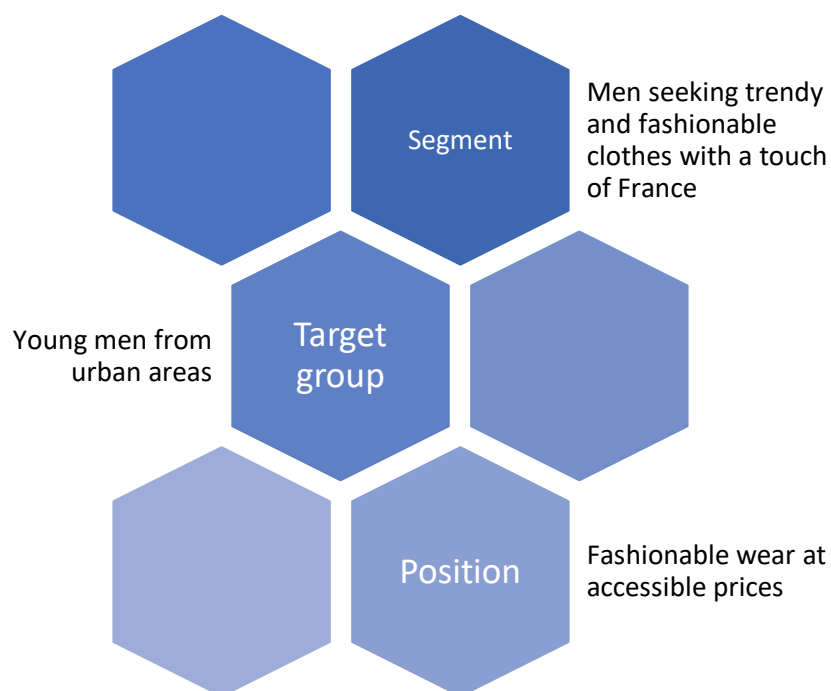
Product

- Being one of the fastest adaptors of changing trends, Celio has seen a tremendous growth in the Indian market.
- Product categories offered include jeans, t-shirt, shirt, polo, sweatshirt, sweater, blazers & coats, outerwear, hoodie, joggers, trousers, chinos, shorts, bags, belts, cap, hat & scarf and socks

Price

- The company provides fashionable clothes at a reasonable and affordable price range
- The brand brings in contemporary fashion at competitive prices, thus not only appealing to the conventional style seekers but also progressive consumers.

Promotion

- Commercials on TV, print campaigns and hoardings
- YouTube channel, official Facebook page, twitter and Instagram handles
- Involved in aggressive promotion through in-store campaigns.
- The company promotions are more inclined towards youth centric themes since they form major customer for the brand.

Place

- Multibrand outlet, company and franchisee owned exclusive brand outlet, exclusive e-commerce website and multibrand e-commerce website
- Celio currently operates out of more than 300 points of sale across 89 cities and a total retail area of 100,000+ sq. ft. catering to millions of customers every year.

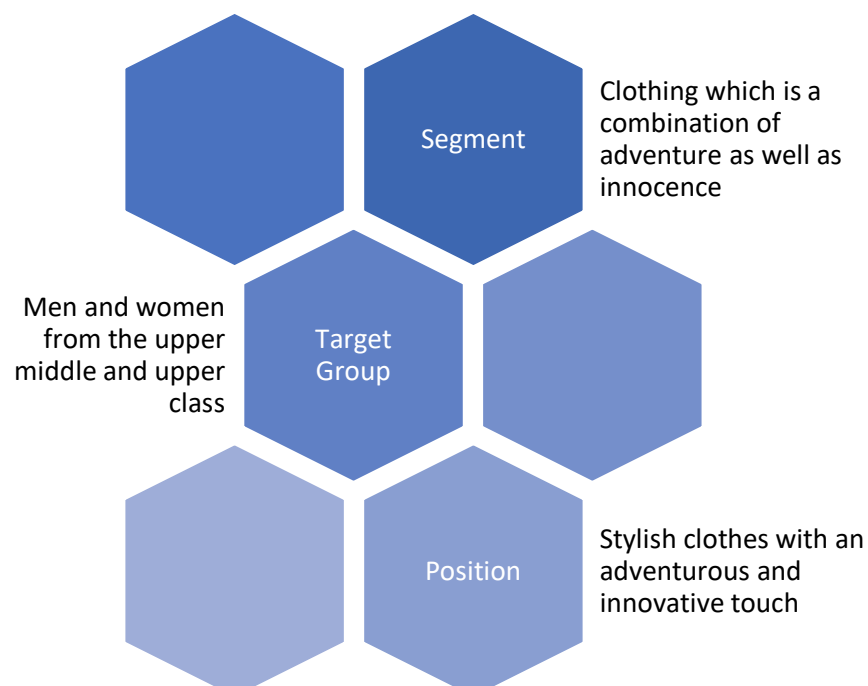| Strengths	Weaknesses	Opportunities	Threats
•**Background** Connection with France attracts customers •**Linens** Large number of options of linen shirts	•**Global Presence** Limited global presence as it restricted to a small market •**New Entry** Being new, brand is not known by most people	•**Marketing** The Company can do aggressive marketing in colleges and youth events •**Celebrity Endorsement** Roping in a Bollywood celebrity or a sports player will attract more customers •**Global Expansion** More global penetration and enhanced visibility	•**Brand Switching** Similar products available in other brands thus switching cost is less •**Competition** Increasing competition limits scope for growth

7. Trend Analysis

In order to understand the reason for dip in sales of t-shirts. A comparative trend analysis was performed which gave an insight into the collection of competitors. The t-shirt category at Lee is divided into round neck, polo t-shirt and henley.

```
                              ┌──────────────┐
                              │   T-Shirt    │
                              └──────┬───────┘
         ┌───────────────────────────┼───────────────────────────┐
  ┌──────────────┐          ┌──────────────┐          ┌──────────────┐
  │  Round Neck  │          │    Henley    │          │ Polo T-Shirt │
  └──────┬───────┘          └──────────────┘          └──────┬───────┘
         │  ┌──────────────┐                                 │  ┌──────────────────┐
         ├──│    Basic     │                                 ├──│      Basic        │
         │  └──────────────┘                                 │  └──────────────────┘
         │  ┌──────────────┐                                 │  ┌──────────────────┐
         ├──│   Striped    │                                 ├──│  Contrast Collar  │
         │  └──────────────┘                                 │  └──────────────────┘
         │  ┌──────────────┐                                 │  ┌──────────────────┐
         ├──│ Color Block  │                                 ├──│     Striped       │
         │  └──────────────┘                                 │  └──────────────────┘
         │  ┌──────────────┐                                 │  ┌──────────────────┐
         ├──│   Repeat     │                                 ├──│   Color Block     │
         │  └──────────────┘                                 │  └──────────────────┘
         │  ┌──────────────┐                                 │  ┌──────────────────┐
         ├──│   Graphic    │                                 ├──│     Repeat        │
         │  └──────────────┘                                 │  └──────────────────┘
         │  ┌──────────────┐                                 │  ┌──────────────────┐
         └──│ Brand Carrier│                                 └──│ Printed/ Applique │
            └──────────────┘                                    └──────────────────┘
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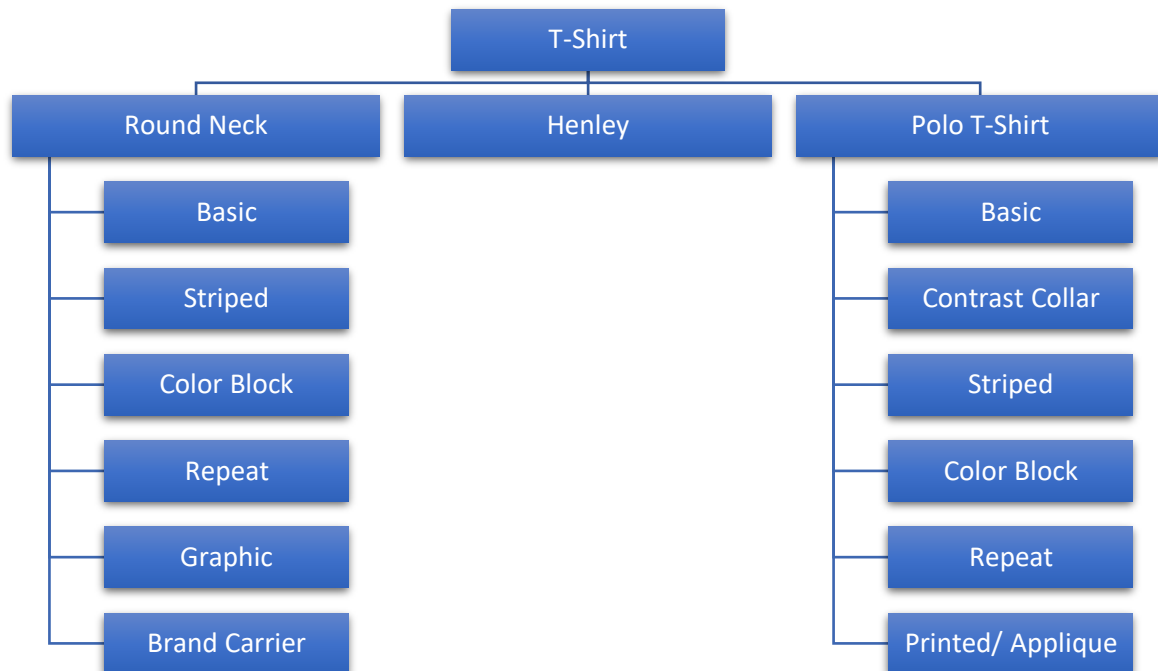
Each category was compared with the competitors in terms of design and price point.

7.1.   Round Neck T-Shirt
7.1.1. Basic Round Neck T-Shirt
7.1.1.1. Trends Captured

7.1.1.2. Price Point Comparison

	700-1000	1000-1300	1300-1600	1600-1900	Total
Lee		2			2
Levi's		1	3		4
Pepe Jeans	4				4
Jack & Jones	2	5	5		12
US Polo					0
UCB	1		1		2
American Eagle	4	4	9		17
Celio	2	4			6

Table 3: Price Point Comparison- Round Neck T-Shirt; Source: Self

- Most competitors offer options at multiple price points, higher and lower than the price point offered by Lee.
- Lee offers least number of options (2)

7.1.1.3. Design Comparison
- All competitors offer basic t-shirts with pocket, either in the same fabric or highlighted through contrast
- Colors and options offered by Lee are very limited as compared to most competitors who provide multiple options in varied price points
- Slub fabric is common in basic t-shirts

7.1.2. Striped T-Shirt

7.1.2.1. Trends Captured

7.1.2.2. Price Point Comparison

	700-1000	1000-1300	1300-1600	1600-1900	Total
Lee		5			5
Levi's				1	1
Pepe Jeans	1	2			3
Jack & Jones			5		5
US Polo					0
UCB	3	1	5		9
American Eagle			3		3
Celio	2	2	2		6

Table 4: Price Point Comparison- Striped T- Shirt; Source: Self

- Lee offers 5 options at Rs.1199, however, competitors have divided their offering between 2 to 3 price points.
- Options at lower price point are available at competitor brands

7.1.2.3. Design Comparison

- Most brands include their brand or logo on chest unlike Lee
- Competitor brands offer subtle look through usage of white color
- Options with varying thickness of stripes are offered by competitors
- Jack and Jones, Pepe Jeans and Celio offer pocket on chest

7.1.3. Color Block T-Shirt

	700-1000	1000-1300	1300-1600	1600-1900	Total
Lee		7			7
Levi's				3	3
Pepe Jeans					0
Jack & Jones	1	5	6	2	14
US Polo		2			2
UCB			2		2
American Eagle			11		11
Celio		2			2

Table 5: Price Point Comparison- Color Block T- Shirt; Source: Self

- Most competitors provide options in higher price points than Lee

- Jack & Jones and US Polo Assn. provide options with vertical color blocking
- American Eagle and Jack & Jones provide multiple options with a contrast pocket

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7.1.4. Repeat Print T-Shirt

7.1.4.1. Trends Captured

7.1.4.2. Price Point Comparison

	700-1000	1000-1300	1300-1600	1600-1900	Total
Lee		3			3
Levi's				1	1
Pepe Jeans		3	4		7
Jack & Jones		3	1	1	5
US Polo					0
UCB			1		1
American Eagle		2	4		6
Celio					0

Table 6: Price Point Comparison- Repeat Print T-Shirt; Source: Self

- Most competitors offer options at higher price points
- Number of options offered by Pepe Jeans, Jack & Jones and American Eagle are nearly double than that of Lee

7.1.4.3. Design Comparison
- Higher contrast smaller repeat patterns are used by competitors

7.1.5. Graphic Print T-Shirt

7.1.5.1. Trends Captured

7.1.5.2. Price Point Comparison

	700-1000	1000-1300	1300-1600	1600-1900	Total
Lee	5	4			9
Levi's	1	2	8	2	13
Pepe Jeans	10	10		1	21
Jack & Jones	16	26	10	2	54
US Polo					0
UCB	4	7	6	5	22
American Eagle	1	1		17	19
Celio	3	4			7

Table 7: Price Point Comparison- Graphic Print T-Shirt; Source: Self

- Most competitors offer options above Rs.1300 unlike Lee.
- Lee offers one of the least number of options of graphic print t-shirts

7.1.5.3. Design Comparison

- Many competitors use catchy captions in their t-shirts
- Benetton, American Eagle, Jack & Jones and Levi's use techniques such as flock print, 3d heat transfer print and applique in t-shirts at higher price point
- Many competitors have t-shirts with elaborate back print

7.1.6. Brand Carrier T-Shirt

7.1.6.1. Trends Captured

7.1.6.2. Price Point Comparison

	700-1000	1000-1300	1300-1600	1600-1999	Total
Lee	17	3	2		22
Levi's	7	2	1	6	16
Pepe Jeans	6	2			8
Jack & Jones	6	13	3		22
US Polo	10	8			18
UCB	8	5	8		21
American Eagle		24	11	30	65
Celio					0

Table 8: Price Point Comparison- Brand Carrier T-Shirt; Source: Self

- Competitors such as Levi's, Jack & Jones, US Polo, United Colors of Benetton and American Eagle provide options at higher price points as compared to Lee
- Lee offers maximum number of options at entry price point
- Total number of options offered by Lee is in par with competitors

7.1.6.3. Design Comparison
- Lee offers the same design in multiple colors, thereby, very few designs to choose from. Competitors offer several unique styles with maximum two colors in each style
- Techniques such as embroidery, flock print, 3d heat transfer print and cut & sew are used by competitors to differentiate premium t-shirts unlike Lee where premium t-shirts are not well distinguished
- For instance, at Rs.1299, Lee provides a basic printed brand carrier t-shirt, however, US Polo Assn provides an embroidered brand carrier t-shirt, Benetton provides flock printed t-shirt, Jack & Jones offers metallic printed t-shirt and American Eagle provides flock print.

Offerings at Rs.1299 (Left to right: Lee, US Polo, Benetton, Jack & Jones, American Eagle)

7.1.7. Overview

7.1.7.1. Analysis

	700-1000	%	1000-1300	%	1300-1600	%	1600-1999	%	Total
Lee	22	46	24	50	2	4	0	0	48
Levi's	8	21	5	13	12	32	13	34	38
Pepe Jeans	21	49	17	40	4	9	1	2	43
Jack & Jones	25	22	52	46	30	27	5	4	112
US Polo	10	50	10	50	0	0	0	0	20
UCB	16	28	13	23	23	40	5	9	57
American Eagle	5	4	31	26	38	31	47	39	121
Celio	7	33	12	57	2	10	0	0	21

Table 9: Analysis of T-Shirts; Source: Self

It is clear from the above table that 96% of Lee's offering is under Rs.1300 unlike most of the competitors.

Levi's offers about 66% option above Rs.1300

Pepe Jeans offers 11% options above Rs. 1300

Jack & Jones offers 31% options above Rs.1300

United Colors of Benetton offers 49% options above Rs.1300

American Eagle offers 70% options above Rs.1300

Celio offers 10% options above 1300

With only 4% of Lee's offering, that is, 2 options at Rs.1599, Lee loses customers looking for t-shirts in the higher price segment.
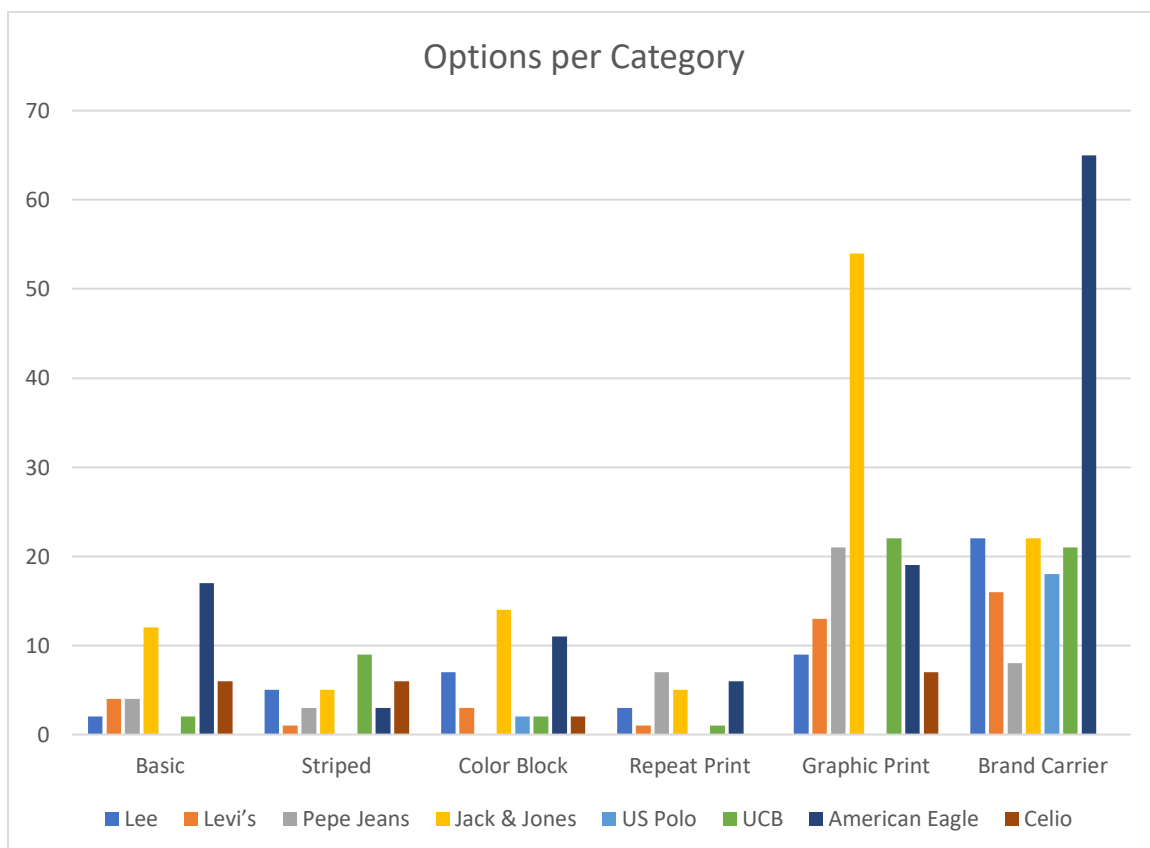
Figure 25: T-Shirt options per category; Source: Self

Lee offer more number of options than the market average in striped, color block and brand carrier t-shirts, however, the number of options in basic, repeat print and graphic print t-shirts are lesser than the market average.

7.1.7.2. Recommendations

In order to be in par with its competitors, Lee must increase offering in higher price points. In the table below, the colored boxes indicate availability of garments in the brand mentioned as row heading and in the price point mention in column heading. The red line indicates opportunity to provide options in a new price point in order to be more competitive.

	799	899	999	1099	1199	1299	1399	1499	1599	1699	1799	1899	1999	2099	2199	2299	2399	2499
Lee			■	■	■	■	▬	▬										
Levi's			■	■	■	■	■	■	■	■	■	■	■					
Jack & Jones	■	■	■	■	■	■	■	■	■	■	■	■	■					
Pepe Jeans	■	■	■	■	■	■	■	■	■	■	■							
U.S Polo Assn.			■	■	■	■												
UCB		■	■	■	■	■	■	■	■	■	■							
Celio			■	■	■	■	■	■										
American Eagle		■	■	■	■	■	■	■	■	■	■	■	■					

Figure 26: Recommendations; Source: Self

- Basic and striped t-shirts must be offer at a lower price point
- Options in higher priced or premium color blocked and graphic t-shirts must be provided
- Number of options must be increased in basic, repeat printed and graphic printed t-shirts
- Basic, striped or color block t-shirts must have options with pocket.
- A core collection with at least 3 options of basic t-shirts (between Rs.799 to Rs.999) should be launched.
- Options with variation in thickness of stripes in striped t-shirts
- Printing, embroidering or stitching brand logo on all t-shirts.
- More options in contrast floral repeat printed t-shirts
- T-shirts with catchy captions must be introduced
- Techniques such as 3d heat transfer print, flock print, cut and sew, embroidery and applique must be used in premium t-shirts in order to differentiate them
- In brand carrier t-shirts, complex graphics rather than just the brand name must be printed at the entry price point as well

7.1.7.3. Missing Styles and Techniques

- Competitors offered options in
  - Full sleeve round neck t-shirts
  - Unique printing and dyeing techniques such as ombre and tie & dye
  - Elaborate print on back panel

	Levi's	Pepe Jeans	Jack & Jones	US Polo	UCB	American Eagle	Celio
Full Sleeve	2 (1499)	2 (1499)	4 (1299) 2 (1699)	1 (1499)	3 (1499) 4 (1699)	8 (1699) 6 (1999)	3 (1299)
Ombre		1 (1299)	2 (1499)		3 (1499)	6 (1299) 4 (1699)	
Tie & Dye					2 (1399)		

Pocket	1 (1299) 2 (1699)	3 (999) 3 (1499)	8 (899) 6 (1499)		2 (1299)	5 (1299) 4(1699)	3 (999)
V-Neck	1 (999)	3 (899)	5 (799)		3 (1299)	6 (999)	2 (999)
Vertical Stripes		1 (1499)	2 (1299)	1 (1099)		2 (1299)	
Back Print		2 (999)	3 (999) 4 (1299)		3 (1499)	4 (1299)	1 (1099)
Caption	3 (1299) 3 (1499)	2 (1299)	4 (999) 2 (1299)	2 (999)	2 (999) 1 (1299)	3 (1499)	2 (1299)
3D Heat Transfer		2 (1499)		2 (1699)	2 (1699)		
Embroidery			1 (1699)	1 (1299)	1 (1499)	2 (1299)	
Flock	2 (1699)		1 (1499)		1 (1499) 1 (1699)	3 (1299) 1 (1499)	
						Number of options (price point)	

Table 10: Missing Styles and Techniques; Source: Self

Full Sleeve Ombre Tie & Dye Pocket

V-Neck Vertical Stripes Back Print Caption

3D Heat Transfer Print Embroidery Flock Print
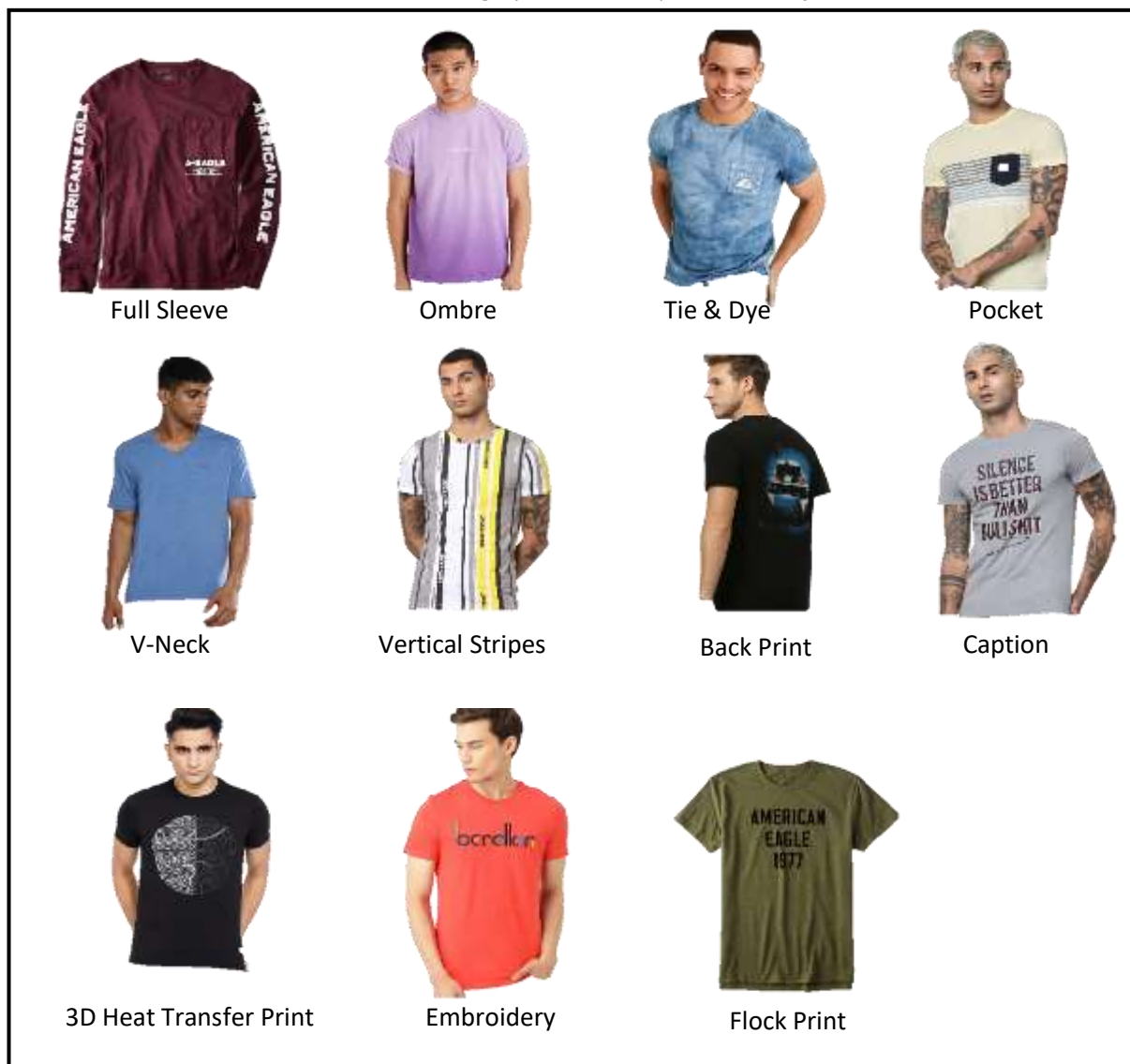
Figure 27: Styles and Techniques absent in Lee SS'20 collection; Source: Google

7.2. Henley

7.2.1. Henley

7.2.1.1. Trends Captured
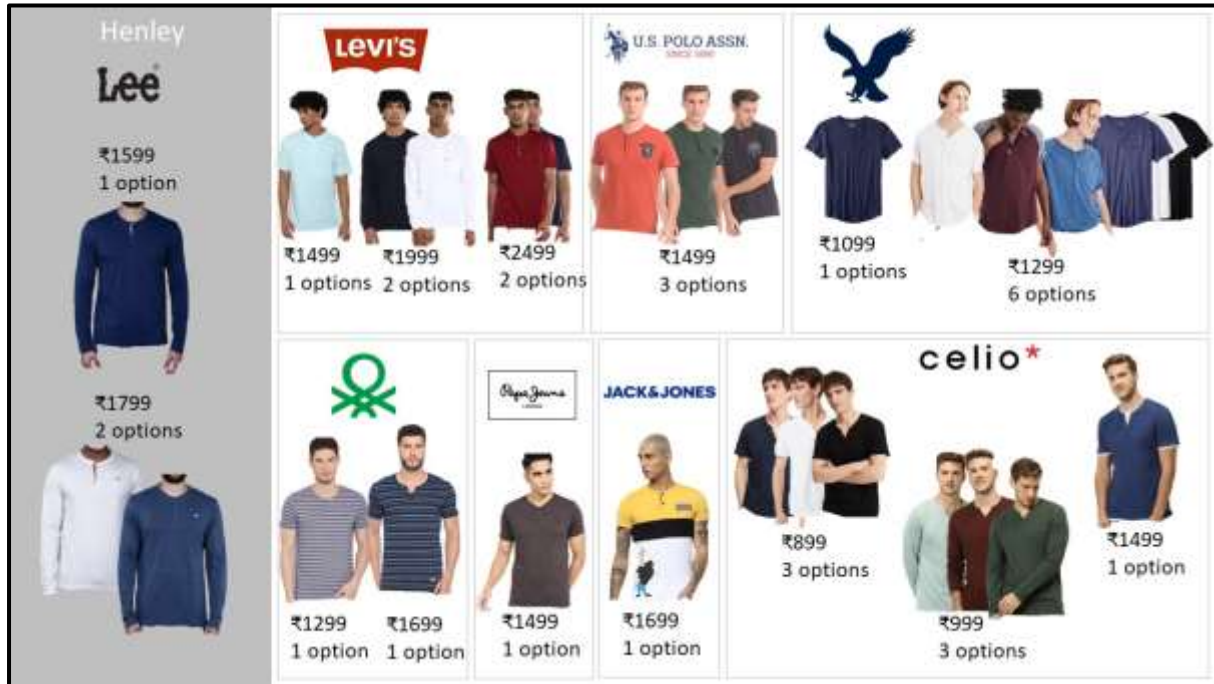
7.2.1.2. Price Point Comparison

	700-1000	1000-1300	1300-1600	1600-1900	1900-2500	Total
Lee			1	2		3
Levi's			1		4	5
Pepe Jeans			2			2
Jack & Jones				1		1
US Polo			3			3
UCB			1	1		2
American Eagle		1	6			7
Celio	6		1			7

Table 11: Price Point Comparison- Henley T-Shirt; Source: Self

- All competitors except Levi's offer all options below Rs. 1700

7.2.1.3. Design Comparison
- Variation in type of sleeve, such as raglan sleeve can be seen in competitor brands
- Variation in type of placket can be seen in competitor brands, such as continuous or French placket
- All competitors provide options in half sleeve henley
- Placket variation – continuous, French placket
- Competitor brands provide pocket in few of the henley t-shirts

7.2.2. Overview

7.2.2.1. Analysis

	700-1000	%	1000-1300	%	1300-1600	%	1600-1900	%	1900-2500	%	Total
Lee		0		0	1	33.3	2	66.7		0	3
Levi's		0		0	1	20		0	4	80	5
Pepe Jeans		0		0	2	100		0		0	2
Jack & Jones		0		0		0	1	100		0	1
US Polo		0		0	3	100		0		0	3
UCB		0		0	1	50	1	50		0	2
American Eagle		0	1	14.3	6	85.7		0		0	7
Celio	6	85.7		0	1	14.3		0		0	7

Table 12: Analysis of Henley T-shirt; Source: Self

It is clear from the above table that 66.7% of Lee's offering is above Rs.1600 unlike most of the competitors. With only 1 option below Rs.1600, loses customers looking for henley in the lower price segment.

7.2.2.2. Recommendations

In order to be in par with its competitors, Lee must increase offering in lower price points. In the table below, the colored boxes indicate availability of garments in the brand mentioned as row heading and in the price point mention in column heading. The red line indicates opportunity to provide options in a new price point in order to be more competitive.

	799	899	999	1099	1199	1299	1399	1499	1599	1699	1799	1899	1999	2099	2199	2299	2399	2499
Lee																		
Levi's																		
Jack & Jones																		
Pepe Jeans																		
U.S Polo Assn.																		
UCB																		
Celio																		
American Eagle																		

- Half sleeve henley at lower price point must be offered
- Elements such as pocket, raglan sleeve or continuous placket must be used to create variation in offerings

7.2.2.3. Missing Styles and Techniques

- Competitors offered options in
  - Half sleeve
  - Pocket

	Levi's	Pepe Jeans	Jack & Jones	US Polo	UCB	American Eagle	Celio
Half Sleeve	1 (1499) 2 (2499)	1 (1699)	1 (1699)	3 (1499)	1 (1299) 1 (1699)	1 (1099) 6 (1299)	3 (899) 1 (1499)
Pocket	1 (1499) 2 (1999) 2 (2499)				1 (1299) 1 (1699)	2 (1299)	1 (1499)

Number of options (price point)

| Half Sleeve Henley | Henley with pocket |

Figure 28: Styles & Techniques absent in Lee SS'20 collection; Source: Google

7.3. Polo T-Shirt
7.3.1. Basic Polo T-Shirt
7.3.1.1. Trends Captured

7.3.1.2. Price Point Comparison

	1100-1400	1400-1700	1700-2000	2000-2600	Total
Lee	10	3	5		18
Levi's	3	2	2	2	9
Pepe Jeans					0
Jack & Jones	2				2
US Polo		13	4		17
UCB	6	8			14
American Eagle		23			23
Celio	2		2		4

Table 13: Price Point Comparison- Basic Polo T-Shirt; Source: Self

- Lee offers ample options in basic polo t-shirts as compared to its competitors

7.3.1.3. Design Comparison
- Competitors such as Levi's and Celio use johnny collar in their basic polos
- Levi's, American Eagle and Celio use pockets in their basic polo t-shirts
- Competitor brands highlight their logos by using contrast embroidery thread (Levi's, US Polo Assn., Benetton), applique (US Polo Assn.) and Flock Printing (Benetton)
- Lee is in the only brand providing zipper placket in basic polos

7.3.2. Polo T-Shirt with Contrast Collar

7.3.2.1. Trends Captured

7.3.2.2. Price Point Comparison

	1100-1400	1400-1700	1700-2000	2000-2600	Total
Lee		2	1		3
Levi's		4	4	6	14
Pepe Jeans	7	3	5		8
Jack & Jones		1			1
US Polo		6			6
UCB		12			12
American Eagle		17			17
Celio		1			1

Table 14: Price Point Comparison- Contrast Collar Polo T-Shirt; Source: Self

- Lee offers one of the least number of options in contrast tipping or contrast collar t-shirts

7.3.2.3. Design Comparison

- Competitors provide options not only with contrast tipping but with entire contrast ribbed and woven collars
- Premium polos of Levi's include intricately knitted collars with tipping
- Brands such as Levi's and US Polo use concealed placket for premium polos
- US Polo provides options with branding under collar
- Benetton provides options in johnny collar
- Competitors provide a variety of colors as compared to Lee

7.3.3. Stripped Polo T-Shirt

7.3.3.1. Trends Captured

7.3.3.2. Price Point Comparison

	1100-1400	1400-1700	1700-2000	2000-2600	Total
Lee			4		4
Levi's		2	3	3	8
Pepe Jeans		1	1		2
Jack & Jones			3		3
US Polo		3	7		10
UCB			7	2	9
American Eagle			4		4
Celio		1			1

Table 15: Price Point Comparison- Striped polo T-Shirt; Source: Self

- Lee offers one of the least number of options in striped t-shirt
- Most competitors offer options in a lower price point as well

7.3.3.3. Design Comparison

- Lee does not offer options with continuous horizontal stripes, unlike, Levi's, US Polo Assn., Pepe Jeans and Benetton
- Competitor brands use brighter colors as compared to Lee
- Competitors used textured fabric in order to add value to premium products
- Concealed placket is used in premium t-shirts

7.3.4. Color Block Polo T-Shirt

7.3.4.1. Trends Captured

7.3.4.2. Price Point Comparison

	1100-1400	1400-1700	1700-2000	2000-2600	Total
Lee		1	7		8
Levi's			3	3	6
Pepe Jeans			4		4
Jack & Jones		2	2		4
US Polo		2	5		7
UCB			6		6
American Eagle				2	2
Celio			2		2

Table 16: Price Point Comparison- Color Block Polo T-Shirt; Source: Self

- Lee offers maximum number of options in color block polo t-shirts

7.3.4.3. Design Comparison

- Competitors use snap buttons along with continuous placket in color block t-shirts to give a cleaner look
- Vertical color blocking can be seen in US Polo Assn, Benetton and Celio

7.3.5. Repeat Print Polo T-Shirt

7.3.5.1. Trends Captured
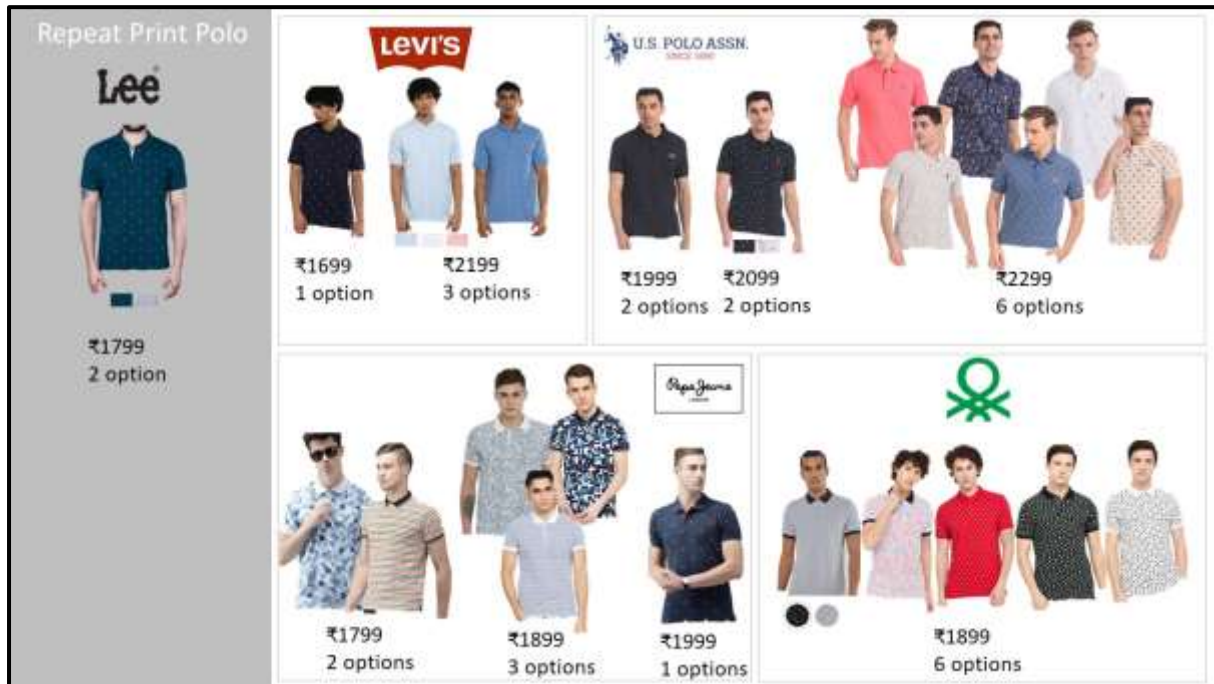
7.3.5.2. Price Point Comparison

	1100-1400	1400-1700	1700-2000	2000-2600	Total
Lee			2		2
Levi's		1		3	4
Pepe Jeans			6		6
Jack & Jones					0
US Polo			2	8	10
UCB			6		6
American Eagle					0
Celio					0

Table 17: Price Point Comparison- Repeat Print Polo T-Shirt; Source: Self

- Lee offers 2 options in repeat printed polo as compared to Levi's (4 options), Pepe Jeans (6 options), US Polo (10 options) and Benetton (6 options).

7.3.5.3. Design Comparison

- In order to ensure a cleaner look, brands use continuous placket along with snap button
- Floral prints are common among US Polo Assn., Pepe Jeans and Benetton
- Instead of using contrast fabric for under placket, a dyed to match or same fabric as shell is used

7.3.6. Printed Polo T-Shirt

7.3.6.1. Trends Captured
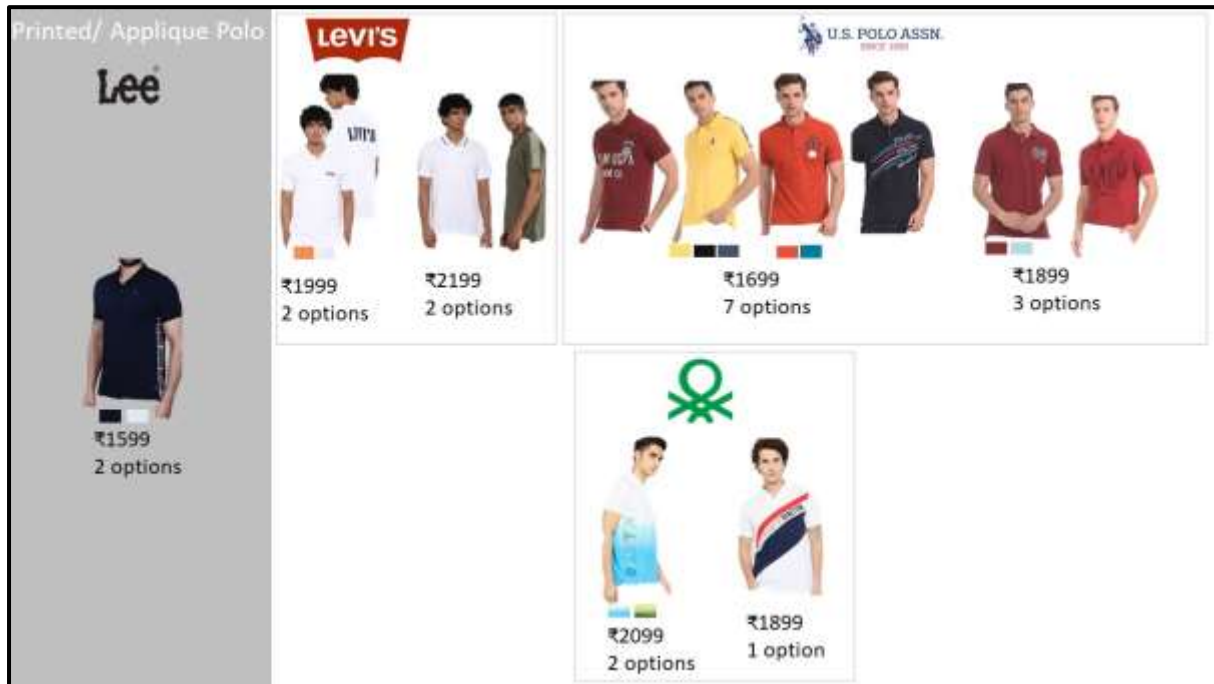
7.3.6.2. Price Point Comparison

	1100-1400	1400-1700	1700-2000	2000-2600	Total
Lee		2			2
Levi's			2	2	4
Pepe Jeans					
Jack & Jones					
US Polo		7	3		10
UCB			1	2	3
American Eagle					
Celio					

Table 18: Price Point Comparison- Printed/Applique Polo T-Shirt; Source: Self

- Lee offers 2 options in printed polo as compared to Levi's (4 options), US Polo (10 options) and Benetton (3 options).

7.3.6.3. Design Comparison

- Back Print is common among competitors
- Johnny collar is used by Benetton
- Multiple options with print on shoulder panel are available in Levi's as well as US Polo
- Options with a large logo printed on front panel are available in competitor brands

7.3.7. Overview

7.3.7.1. Analysis

	1100-1400	%	1400-1700	%	1700-2000	%	2000-2600	%	Total
Lee	10	27	8	22	19	51	0	0	37
Levi's	3	7	9	20	14	31	19	42	45
Pepe Jeans	7	35	4	20	16	80	0	0	20
Jack & Jones	2	20	3	30	5	50	0	0	10
US Polo	0	0	31	52	21	35	8	13	60
UCB	6	12	20	40	20	40	4	8	50
American Eagle	0	0	40	87	4	9	2	4	46
Celio	2	25	2	25	4	50	0	0	8

Table 19: Analysis of Polo T-Shirt; Source: Self

It is clear from the above table that all of Lee's offering are under Rs.2000.

Levi's offers about 42% option above Rs.2000

US Polo offers 13% options above Rs. 2000

United Colors of Benetton offers 8% options above Rs.2000

American Eagle offers 84 options above Rs.2000

With no offering above Rs.2000, Lee might be losing customer in the premium segment. Overall, the distribution of options between price points is similar to it's competitors. However, Lee provides lesser number of options, 37 options, as compared to Levi's (45 options), US Polo Assn. (60 options), Benetton (50 options) and American Eagle (46 options).
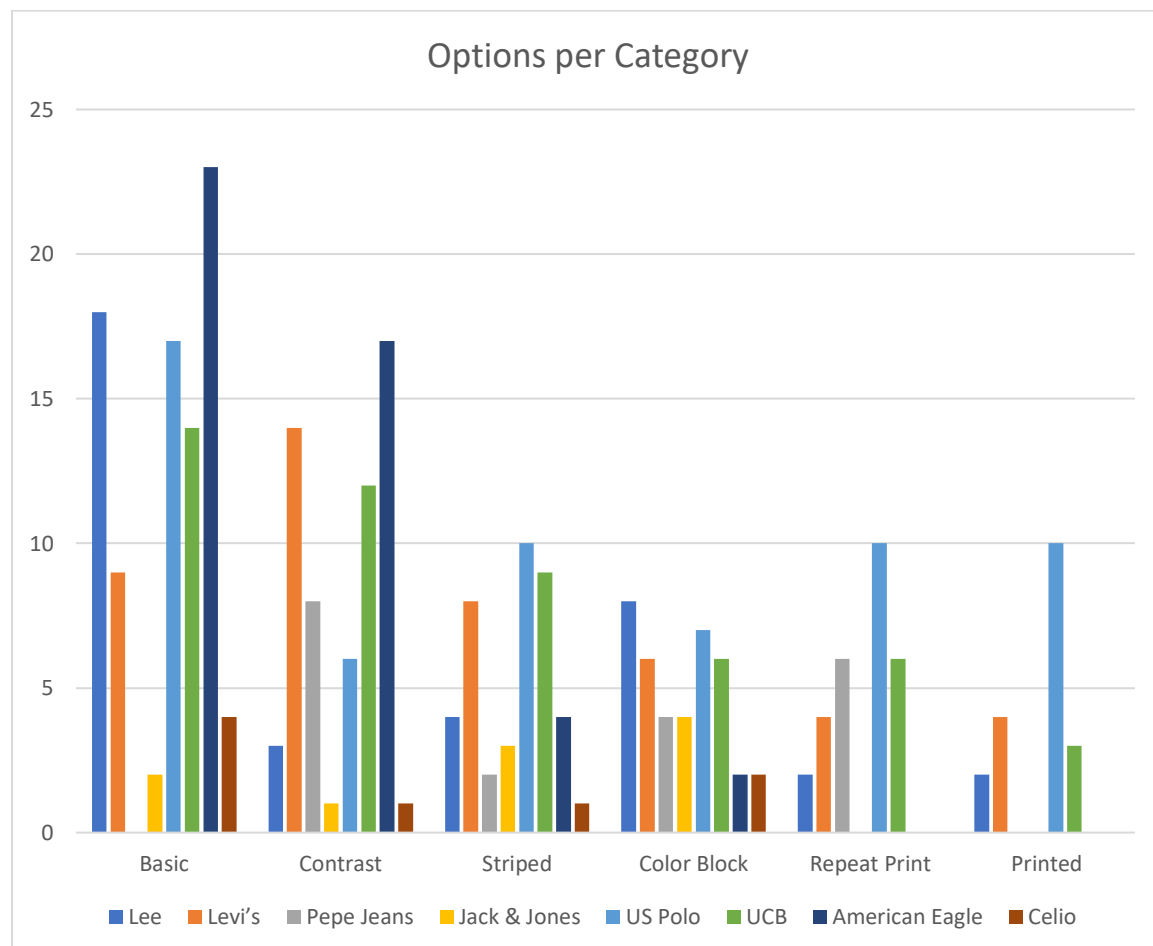
Figure 29: Polo T-Shirt Options per Category; Source: Self

Lee offer a greater number of options than the market average in basic, color block and printed polos, however, the number of options in contrast, striped and repeat print polos are lesser than the market average.

7.3.7.2. Recommendations

In order to be in par with its competitors, Lee must increase the number options available as well as offering in higher price points. In the table below, the colored boxes indicate availability of garments in the brand mentioned as row heading and in the price point mention in column heading. The red line indicates opportunity to provide options in a new price point in order to be more competitive.

	899	999	1099	1199	1299	1399	1499	1599	1699	1799	1899	1999	2099	2199	2299	2399	2499	2599
Lee						■	■	■	■	■	■	■	—					
Levi's						■	■	■	■	■	■	■	■	■	■	■	■	■
Jack & Jones				■	■	■	■	■	■	■	■	■						
Pepe Jeans					■	■	■	■	■	■	■							
U.S Polo Assn.							■	■	■	■	■	■	■	■	■			
UCB					■	■	■	■	■	■	■							
Celio			■	■	■	■	■	■	■	■	■							
American Eagle							■	■	■	■	■	■	■	■	■	■		

Figure 30: Recommendations for Polo T-Shirt; Source: Self

- More options offered in polos with contrast collar, striped polos and repeat printed polos must be increased
- Options offered in basic and color block polos can be reduced
- Premium polos with intricately knitted textured fabric and concealed placket with snap button should be introduced
- Lee must use variation in collar such as mandarin collar, johnny collar, button down collar and so on
- Provision of pockets in basic polo will help fill in a gap
- Techniques such as embroidery with contrast thread, applique and flock printing must be used for branding
- Competitors provide options with entire collar in contrast color
- Contrast tipping might be done by using intricately knitted contrast course in the collar
- Options with continuous horizontal stripes must be provided
- Vertical color blocking maybe done to create variation in offerings
- One option of floral printed polo t-shirt could be developed
- Polo t-shirts with back print could be offered

7.3.7.3. Missing Styles and Techniques
- Competitors offered options in
    - Full Sleeve
    - Ombre
    - Mandarin Collar
    - Johnny Collar
    - Indigo Dyed
    - Textured Fabric

	Levi's	Pepe Jeans	Jack & Jones	US Polo	UCB	American Eagle	Celio
Full Sleeve	1 (2499)			2 (2399)		2 (2099)	1 (1999)
Ombre	1 (2399)		1 (1999)		2 (2099)	2 (2099) 2(2399)	1 (1999)
Mandarin Collar	2 (1999)				3 (2099)	2 (1999)	2 (1499)
Johnny Collar	2 (1999)	1 (1499)			3 (1499)		2 (1499)
Indigo Dyed	1 (2399)	1 (2499)		1 (2299)	1 (2099)		
Textured Shell Fabric	1 (2299)		1 (1799) 1 (1999)		3 (2099)		1 (1999)
						Number of options (price point)	

Table 20: Missing Styles and Techniques; Source: Self

Full Sleeve   Ombre   Mandarin Collar

Johnny Collar   Indigo Dyed   Textured Fabric
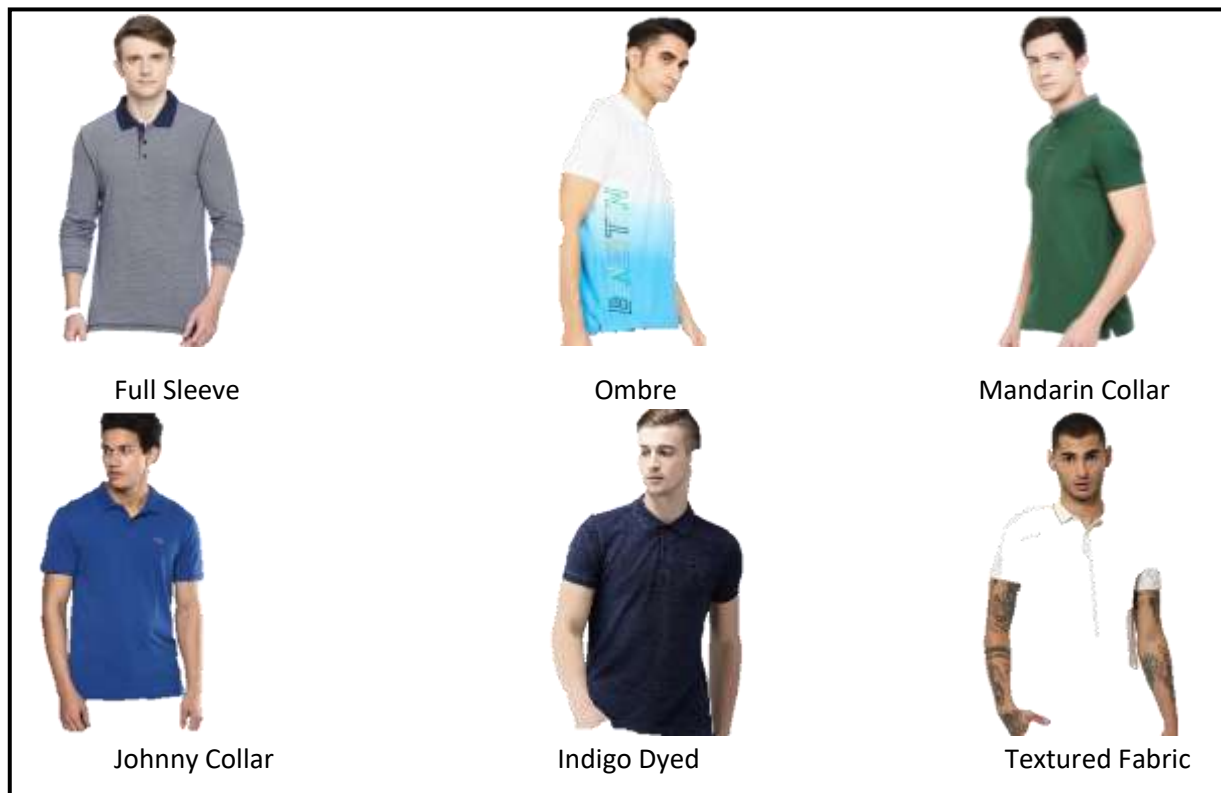
Figure 31: Styles and Techniques absent in Lee SS'20 Collection; Source: Google

7.4.   Overview

From the graphs below, we can see that the number of options provided in t-shirts and polos are well balanced in Lee.
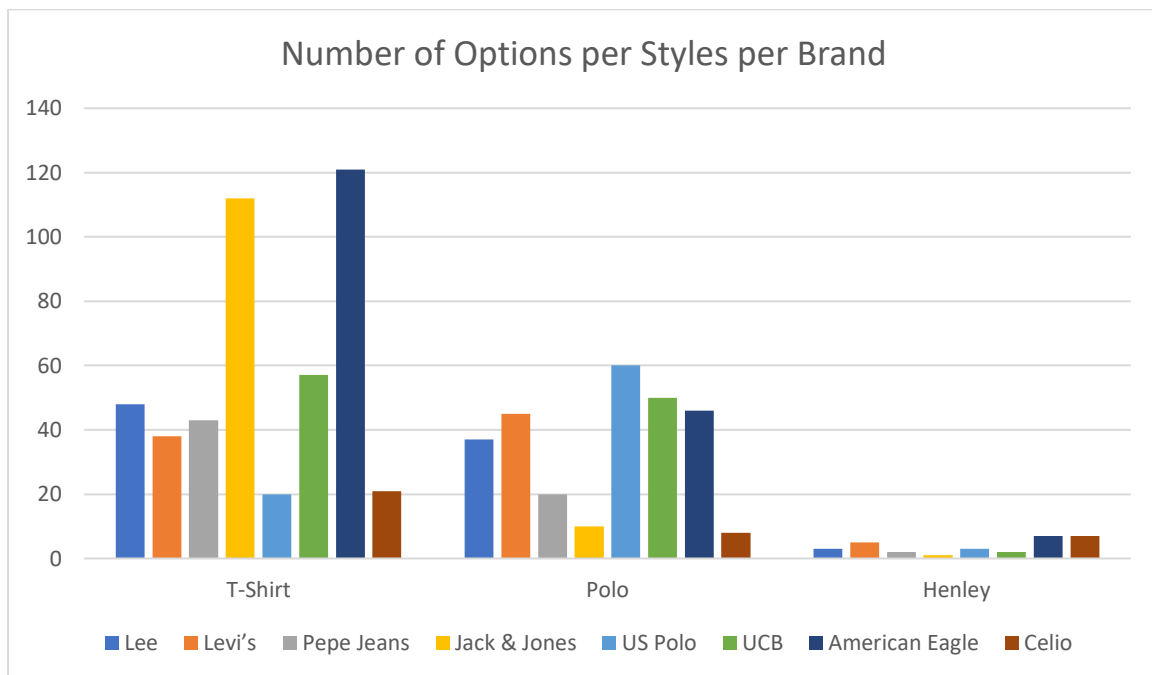
Figure 32: Number of Options per Style per Brand; Source: Self
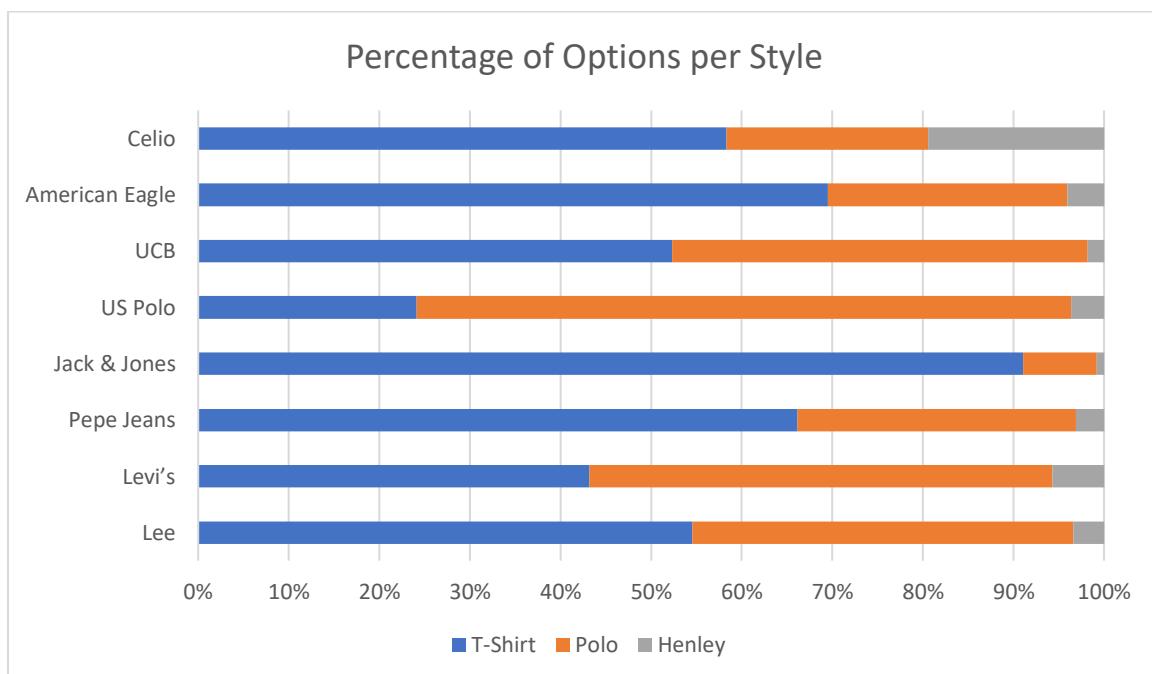
Figure 33: Percentage of Options per Style; Source: Self
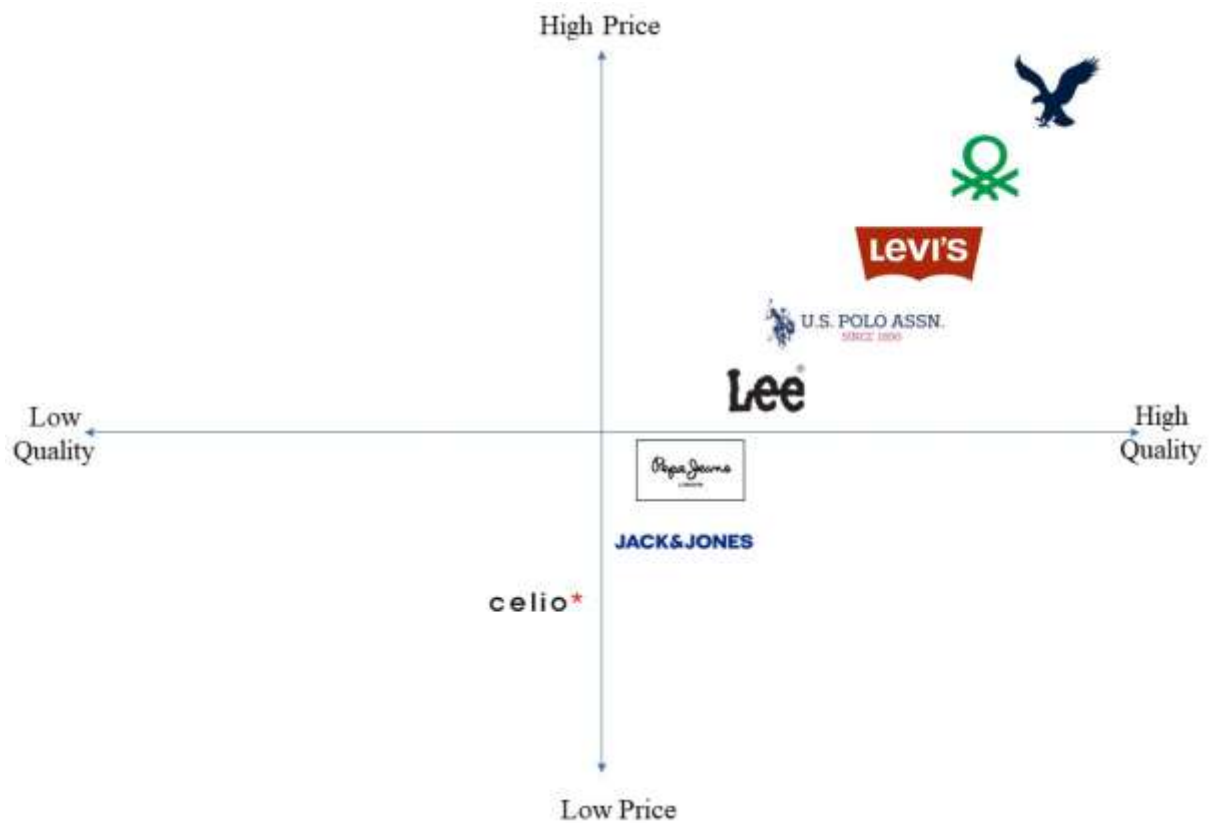
Figure 34: Positioning of Brands; Source: Self

American Eagle, United Colors of Benetton, Levi's and US Polo Assn. are premium brands providing quality product at a higher price range. On the other hand, Pepe Jeans, Jack & Jones and Celio provide affordable products with a relative lesser quality. Lee provides a balance between price and quality.

8. Software Development for Trend Analysis

After comprehending the process of trend analysis, it was understood that, with fast fashion gaining popularity, brands bring in new collections almost every week and the data through which trend analysis is performed becomes redundant in a few days. In order to do resolve this issue, a software was developed to perform trend analysis with the latest data. In order to create a dynamic website, the back end of the website was powered by python and the front-end through HTML, CSS and Java Script.

8.1. Back-end Process

The back-end process consists of scrapping data from a leading fashion e-commerce website, Myntra, followed by consolidating the data and then producing graphs and inferences to help users interpret the enormous amount of data. The program was added in windows startup ensuring the graphs were refreshed daily. Refer annexure x for python code.

Obtain details about product offerings by scrapping the web
Classify products based on product description
Write product information in excel worksheets
Consolidate extracted data into matrices
Generate graphs from data stored in matrices
Draw up inference from data stored in matrices
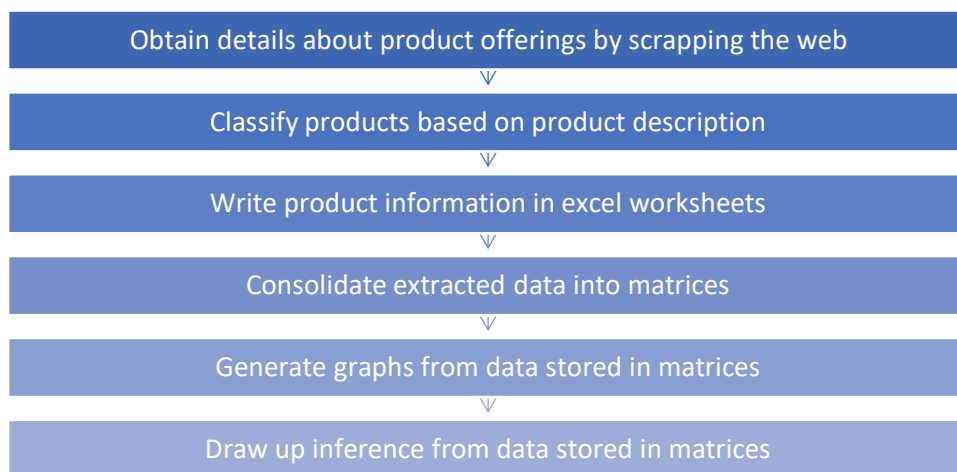
8.1.1. Web Scrapping

Web scrapping is a technique employed to extract large amounts of data from websites whereby the data is extracted and saved to a local file in your computer or to a database in table (spreadsheet) format.

Data displayed by most websites can only be viewed using a web browser. They do not offer the functionality to save a copy of this data for personal use. The only option then is to manually copy and paste the data - a very tedious job which can take many hours or sometimes days to complete. Web scraping is the technique of automating this process, so that instead of manually copying the data from websites, the software http://www.webharvy.com/ will perform the same task within a fraction of the time.

First, in order to obtain details of product offerings of Lee and it's 7 competitors, the uniform resource locator (URL) for new products of every brand for t-shirts, shirt and jeans was acquired. For instance, in order to access the latest t-shirt product offerings of Lee the following URL was used:

```
https://www.myntra.com/amp/men-tshirts?f=Brand%3ALee&sort=new&rows=190
```

Protocol | Domain | Accelerated Mobile Page | Path | Parameters

- Protocol: is used to access a resource on the internet.
- Domain: is an identifier for a specific site.

- Accelerated Mobile Page: is an HTML page designed to be lightweight for fast loading.
- Path: directs the browser to a specific page on the website, in this case, to the t-shirts page.
- Parameters: are used to display content on a webpage and are separated by ampersand (&). In this URL, the parameters specify that the product displayed must be of the brand Lee, sorted based on what's new and 190 products must be displayed.

Similarly, 24 URLs were generated to scrape information from, 3 (t-shirt, shirt, jeans) for each of the 7 competitors. The image below shows the website which loaded on using the URL.
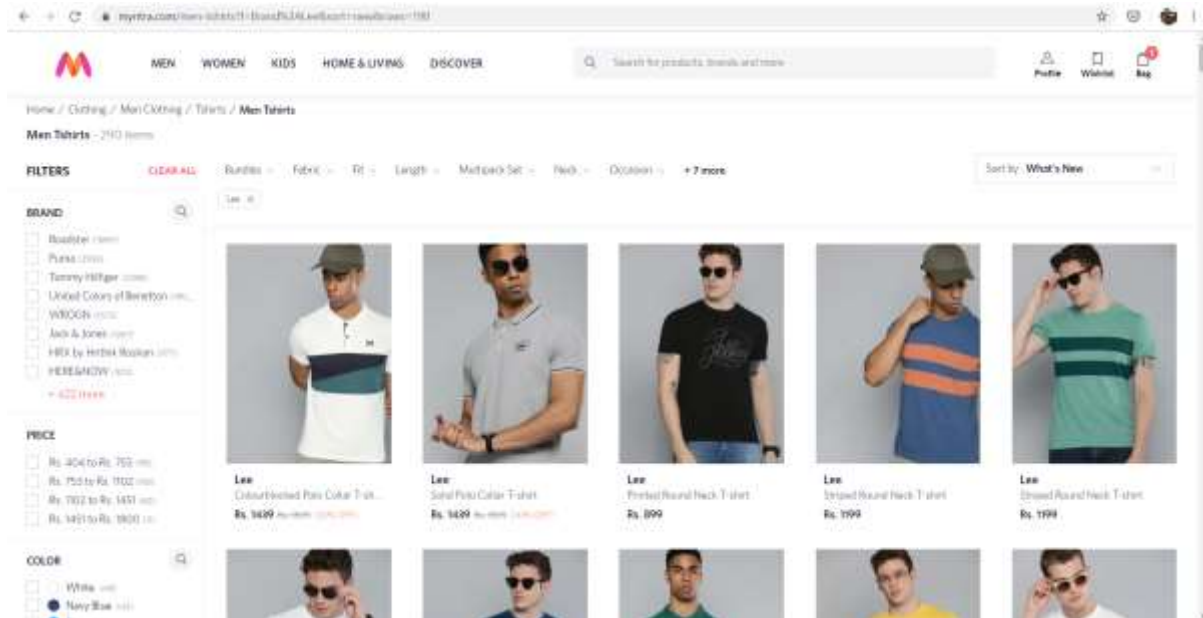
Figure 35: Snippet of website loaded using the the URL; Source: www.myntra.com

Figure 36: Structure of HTML Code of Myntra; Source: www.myntra.com

Second, in order to obtain product information from the website, it was essential to understand the HTML structure and the class names used to enclose the product details. Analysis of the code below made it clear that each product was enclosed in the class "productInfo". Further, the brand name

was enclosed in the class "name", price in the class "price" and product description in the class "name-product". From all 24 URLs, the information mentioned in the classes "name"," price" and "name-product" were extracted.

8.1.2. Classification Based on Product Description

Based on the product description (name-product) obtained, items were further classified. For example, the above product would be classified based on neckline as polo collar and based on technique as color blocked. The table below shows how each product is classified.

Product	Parameter	Classification
T-Shirts	Neckline	Round Neck
		V-Neck
		Polo Collar
		Mandarin Collar
		Henley
	Technique	Solid
		Color Block
		Printed
		Embroidered
		Striped
		Textured Fabric
Shirts	Fit	Super Sim
		Slim
		Regular
	Style	Basic
		Chambray
		Denim
		Linen
		Reversible
		Embroidered
		Knitted
		Formal
		Textured Fabric
Jeans	Fit	Super Skinny
		Skinny
		Slim
		Slim Straight
		Slim Tapered
		Regular
		Bootcut

Table 21: Classification of products using product description; Source: self

8.1.3. Writing Data in Excel Workbook

The brand, price and classifications made based on the product description were then written into excel worksheets. Each sheet, t-shirt, shirt and jean consisted of information for more than 800 products. Snippets of excel worksheets are given below. Refer annexure x for detailed excel worksheet.

| T-Shirt (Sheet 1) | Shirt (Sheet 2) | Jeans (Sheet 3) |

Figure 37: Snippet of excel worksheets generated through Python; Source: Self

8.1.4. Consolidating Data into Matrices

The data was then consolidated by creating matrices with brands as rows and parameters such as price, neckline, fits, techniques and styles as columns. This would aid in faster and better interpretation of the enormous information extracted from the website. Further, these matrices would be used to create graphs. In order to do this, the python program would read each row from the above three sheets and count the number of options available for each parameter in every brand. A framework of the matrices created is given below (Refer annexure x for all matrices):

T-Shirt

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee					
Levis					
Pepe Jeans					
Jack & Jones					
U.S. Polo Assn.					
United Colors of Benetton					
American Eagle					
Celio					

Table 22: Matrix-1 for T-Shirt; Source: Self

12 such matrices were created in order to consolidate data for number of options offered per price point by competitors based on

- Neckline (round neck, v-neck, polo, mandarin, henley)
- Technique (solid, printed, color blocked, striped, embroidered, textured fabric)
- Total

	Round Neck	V Neck	Polo Neck	Mandarin	Henley
Lee					
Levis					
Pepe Jeans					
Jack & Jones					
U.S. Polo Assn.					
United Colors of Benetton					
American Eagle					
Celio					

Table 23: Matrix-2 for T-Shirt; Source: Self

The above matrix accounted for number of options offered per neckline by competitor brands.

	Solid	Printed	Striped	Color Block	Embroidered	Textured
Lee						
Levis						
Pepe Jeans						
Jack & Jones						
U.S. Polo Assn.						
United Colors of Benetton						
American Eagle						
Celio						

Table 24: Matrix-3 for T-Shirt; Source: Self

The above matrix accounted for number of options offered per technique by competitor brands.

Shirt

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee						
Levis						
Pepe Jeans						
Jack & Jones						
U.S. Polo Assn.						
United Colors of Benetton						
American Eagle						
Celio						

Table 25: Matrix-1 for Shirt; Source: Self

13 such matrices were created in order to consolidate data for number of options offered per price point by competitors based on

- Fit (super slim, slim, regular)
- Style (casual, chambray, denim, embroidered, formal, knitted, linen, reversible, textured)
- Total

	Super Slim Fit	Slim Fit	Regular Fit
Lee			
Levis			
Pepe Jeans			
Jack & Jones			
U.S. Polo Assn.			
United Colors of Benetton			
American Eagle			
Celio			

Table 26: Matrix-2 for Shirt; Source: Self

The above matrix accounted for number of options offered per fit by competitor brands.

	Casual	Chambray	Denim	Embroidered	Formal	Knitted	Linen	Reversible	Textured Fabric
Lee									
Levis									
Pepe Jeans									
Jack & Jones									
U.S. Polo Assn.									
UCB									
American Eagle									
Celio									

Table 27: Matrix-3 for Shirt; Source: Self

The above matrix accounted for number of options offered per style by competitor brands.

Jeans

	<2000	2000-2500	2500-3000	3000-3500	3500-4000	4000-4500	4500-5000	5000-5500	>5500
Lee									
Levis									
Pepe Jeans									
Jack & Jones									
U.S. Polo Assn.									
UCB									
American Eagle									
Celio									

Table 28: Matrix-1 for Jeans; Source: Self

8 such matrices were created in order to consolidate data for number of options offered per price point by competitors based on

- Fit (super skinny, skinny, slim, slim tapered, slim straight, regular, bootcut)
- Total

	Super Skinny Fit	Skinny Fit	Slim Fit	Slim Straight Fit	Slim Tapered Fit	Regular Fit	Bootcut Fit
Lee							
Levis							
Pepe Jeans							
Jack & Jones							
U.S. Polo Assn.							
UCB							
American Eagle							
Celio							

Table 29: Matrix-2 for Jeans; Source: Self

The above matrix accounted for number of options offered per fit by competitor brands.

8.1.5. Generating Graphs

The matrices were used to generate graphs, bar graphs and pie charts. Bar graphs were used to depict number of options available per parameter and pie charts were used to depict the distribution of offerings of each brand.
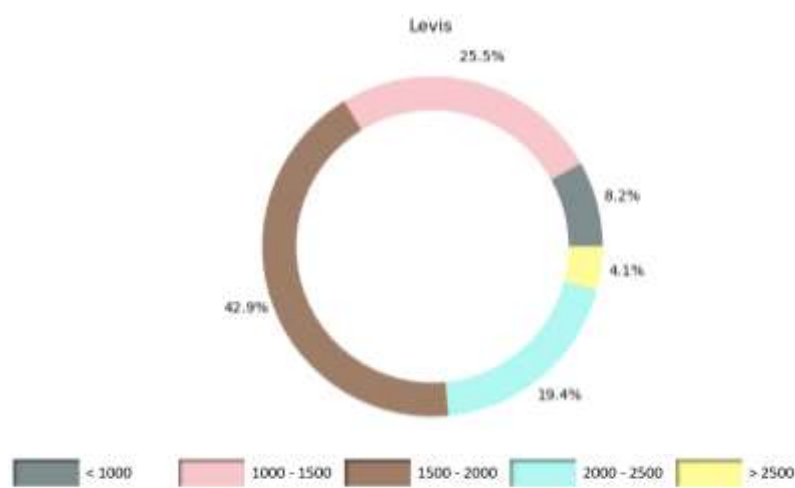
Table 30: Example of pie chart generated through the software; Source: self

	Round Neck	V Neck	Polo Neck	Mandarin	Henley
Lee	56	0	16	0	3
Levis	100	4	58	4	6
Pepe Jeans	85	1	37	0	3
Jack & Jones	172	4	14	0	0
U.S. Polo Assn.	20	1	34	3	2
United Colors of Benetton	98	1	79	5	0
American Eagle	126	8	14	0	4
Celio	127	5	51	0	7
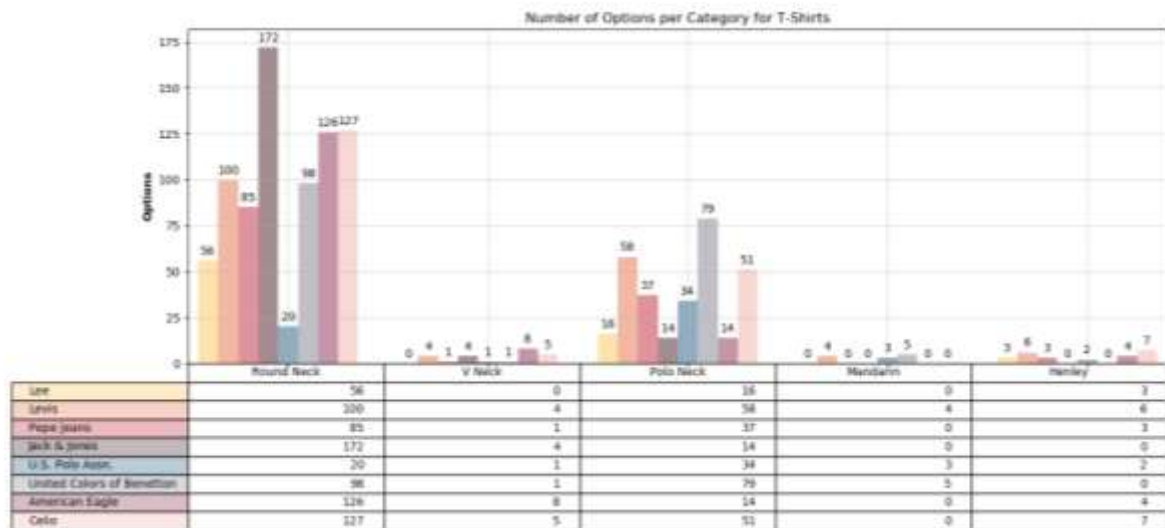
Table 31: Example of bar graph generated through the software; Source: Self
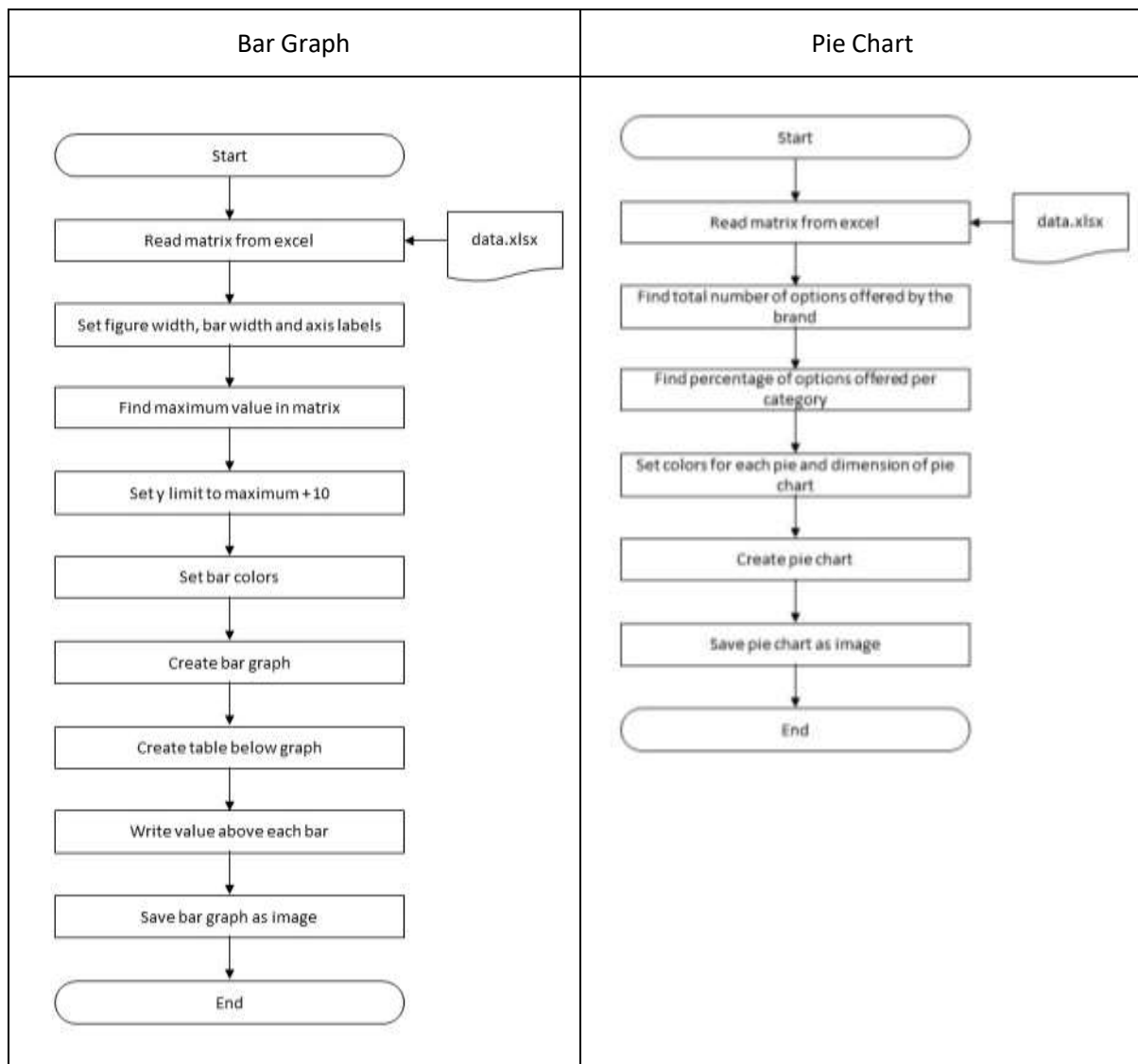
Figure 38:Dataflow diagram for generating graphs; Source: Self

8.1.6. Generating Inferences

The matrices were analyzed to draw up conclusions such as:

- Most competitors provide option in the price range unlike Lee.
- Lee provides least number of options in the price range.
- Lee provides considerably lesser number of options than competitor brands.
- Lee can reduce the number of options provided in the price range.
- Lee provides sufficient options in the price range.

Such conclusions were drawn for every parameter in each product category. These conclusions were stored in a text file in order to access them later.
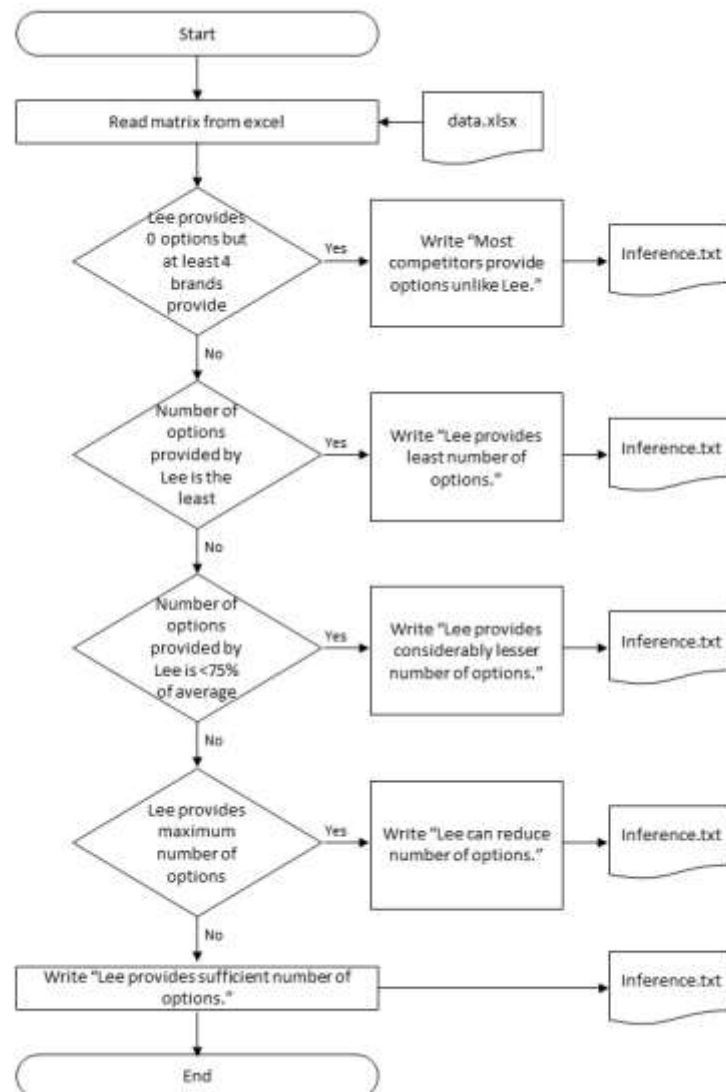
Figure 39: Dataflow diagram for generating inferences; Source: Self
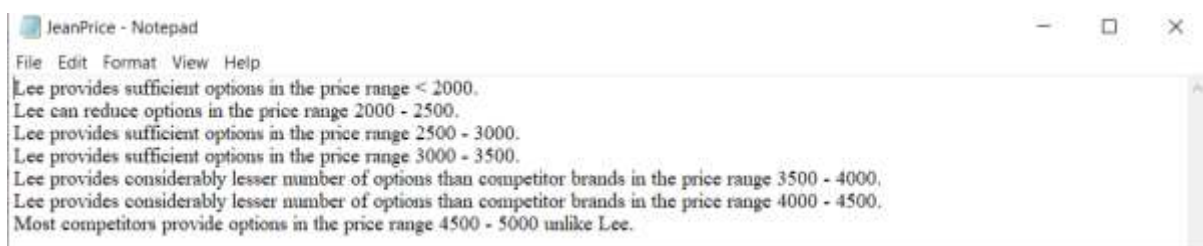
Figure 40: Snippet of inferences stored in notepad file; Source: Self

8.1.7. Data Flow Diagrams for the program
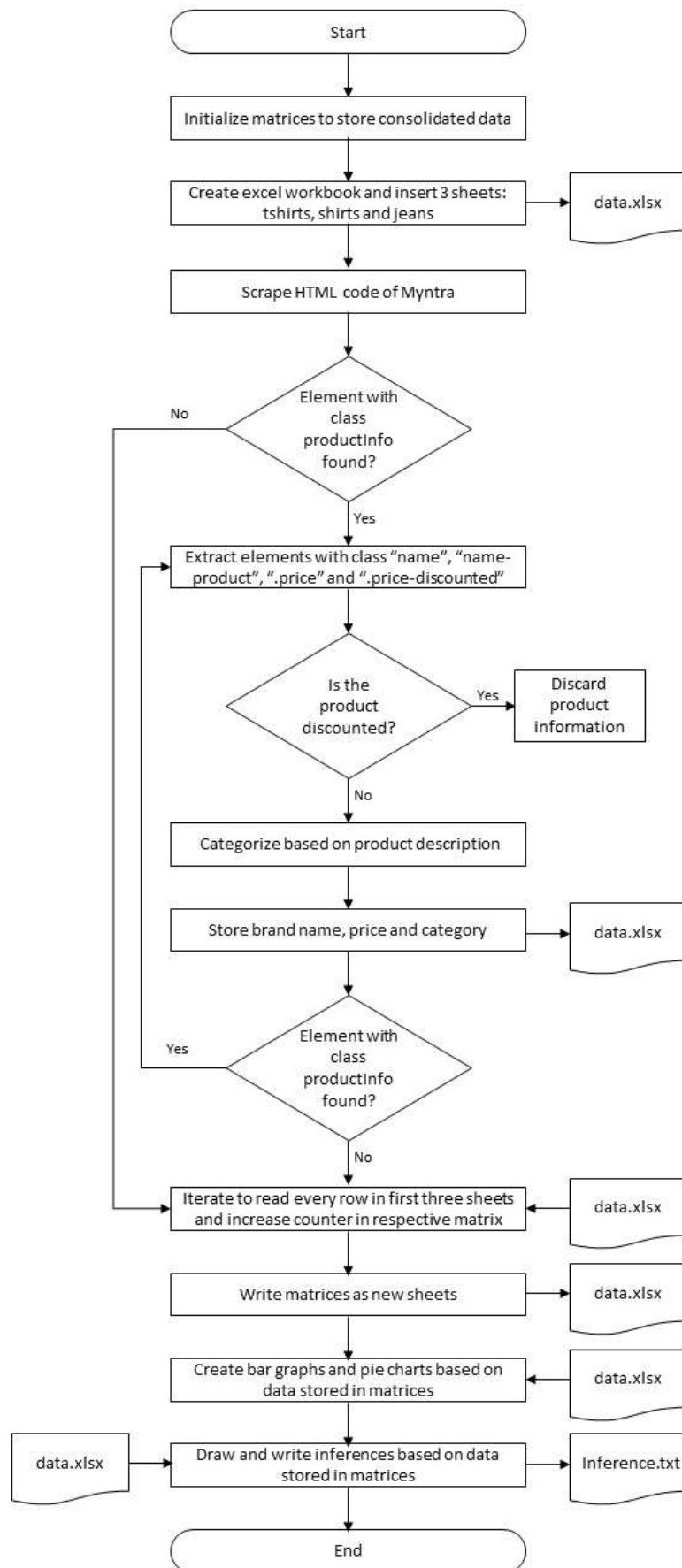
Figure 41: Dataflow diagram of the program; Source: Self

8.2. Front-end Process

The front-end process includes displaying the various graphs generated and the inferences drawn by python in a concise and condensed manner. In order to this, a website was designed with five pages. Various animations were used to keep the user engaged and enhance the aesthetics thereby making it easier for users to navigate to various pages and sections within the website.

All graphs and inferences are loaded dynamically and updated regularly when the python program is run, thereby, ensuring that the data used for performing competitor analysis remains current.

The product pages call a html function when the page loads. This function reads the text file in which inferences are stored and writes this text into a div element in html. In this way, the text file is read dynamically by the website ensuring that the modifications made by the python program are reflected in the website unmistakably.

Then program the loads the header with links to the various product pages and a page about the competitor brands. This is followed by the first panel which displays the name of the product category selected.

Further, in order to navigate between various sections of the webpage, a navigation bar stays pinned to the header and takes user to the selected section on mouse click.

This is followed by the various sections displaying graphs and inferences related to parameters of the respective product category such as price point, style, fit and so on.

The end of the page consists of a footer that provides a brief of what the webpage is displaying and further helps users navigate to other product pages as well.
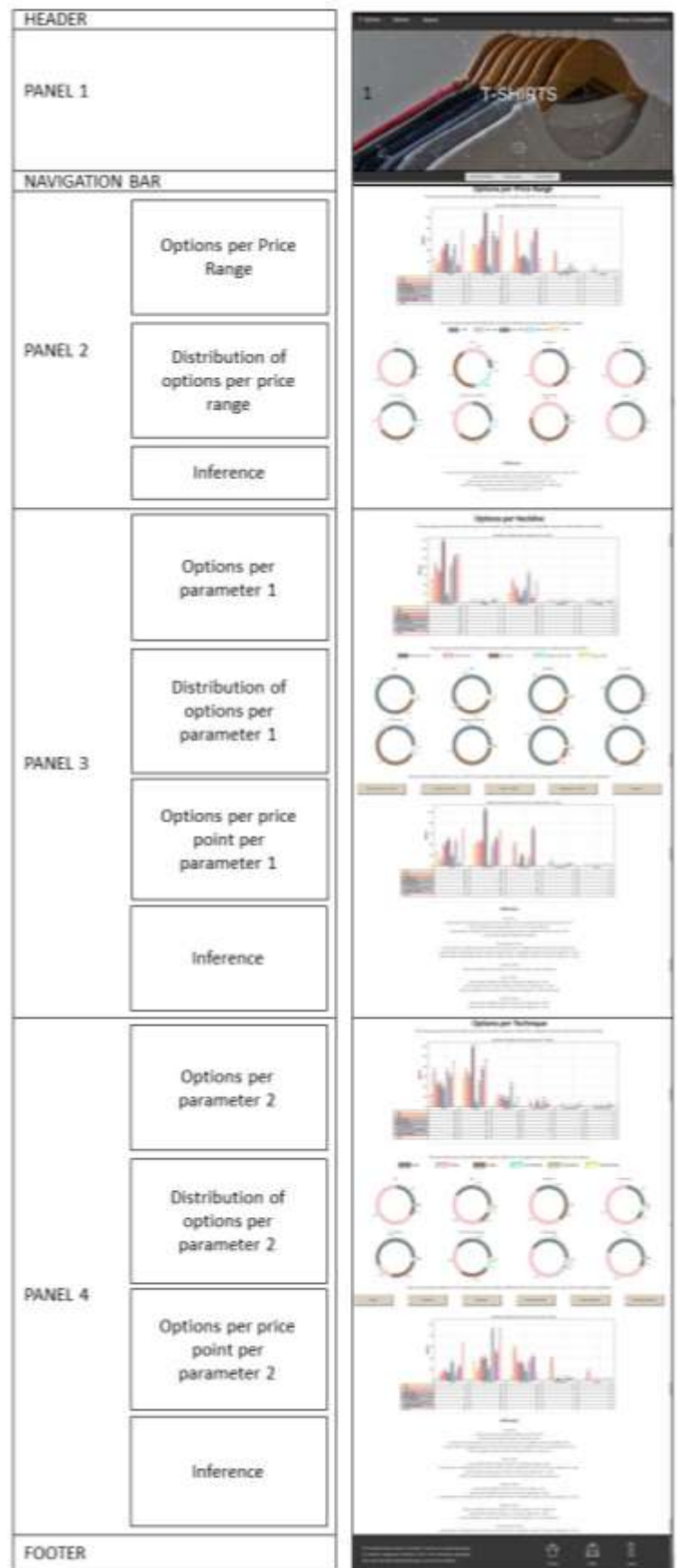
Figure 42: Template of product pages with example; Source: Self

9. Conclusion

As a result of the in-depth study performed solutions to various problems were found, gaps in the collection were made clear and customer preferences were understood.

To begin with, , the consumer survey conducted in order to understand each of the parameters gave a comprehensive view of what price points, fits, styles and techniques were preferred by customers, Moreover, the customer's perception of Lee and its competitor brands was recognized.

The project provides a comprehensive analysis of the competitor brands in terms of history, STP (Segmentation, Targeting and Positioning), 4P's of marketing (Product, Price, Promotion, Place) and SWOT (Strength, Weakness, Opportunity, and Threat). This helped understand the position of Lee in the market.

Further, by performing competitor analysis manually for the knit's category, the process, parameters to be compared, graphs to be generated and recommendations to be given in any competitor analysis were understood. By applying the knowledge gained by this process a software was created that could automatically extract data from an e-commerce website to perform competitor analysis. After extracting this data, the program would create matrices to consolidates thousands of rows of data that had been extracted into interpretable tables. Then, graphs were generated using the data stored in matrices and the program would generate inferences using artificial intelligence. Moreover, a website was developed to display the graphs and inferences in a user friendly and easily interpretable manner. The webpage had 4 pages: the index page, t-shirts page, shirts page and jeans page. Each webpage contained bar graphs, pie charts and inferences that had been generated using the python application representing options offered per price range, per category, per style, per fit and so on. This enabled the company to perform competitor analysis in real time within a fraction of seconds without any manual intervention. Being up to date about the offerings of competitor brands is extremely crucial in today's world.

In summary, through this research project the company was equipped with a tool to compare it product offerings with that of its competitors on real time basis. These changes would help the company gain positive customer feedback in the future and thereby, break the trend of dropping sales.

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11. Limitations & Future Scope

The study has attempted to divulge into some of the important issues. However, there are some limitations in the conduct of this study which are discussed below.

The software developed would refresh the data every day in order to ensure the competitor analysis was relevant. However, if an ability to track changes in the offerings of competitors over a period of time could be introduced, it would help in the mapping of competitor movement and would also help develop competitive intelligence.

Further, using complex neural networks and image recognition technology, the software could be taught to recognize various design elements like pockets, embroidery, tie and dye, floral prints and so on. The comparative analysis performed with such information would be extremely useful while planning the range for the next season.

Moreover, the program could be made extremely flexible if the brands to be compared were input from the user of the website itself rather than a few pre-decided brands.

Additionally, the data collected through multi-brand e-commerce websites is not a thorough representation of the range offered by companies. Usually additional options are offered on e-commerce website of the company. However, since all the brands do not have their own e-commerce pages, multi-brand website have been used to collect data. In order to increase accuracy, data of several e-commerce website could be merged to obtain the entire collection of every brand.

12. Annexure

12.1. Consumer Survey

1. What is your age?

   Mark only one oval.

   - ⬭ 15-20
   - ⬭ 21-30
   - ⬭ 31-40
   - ⬭ 41-50
   - ⬭ 50+

2. What is your monthly income?

   Mark only one oval.

   - ⬭ 30,000-1,00,000
   - ⬭ 1,00,000 - 2,00,000
   - ⬭ 2,00,000-3,00,000
   - ⬭ 3,00,000-4,00,000
   - ⬭ 4,00,000+

3. Do you relate Lee to the following aspects

   Mark only one oval per row.

	Yes	No
High quality	⬭	⬭
Value for money	⬭	⬭
Good fit	⬭	⬭
Attractive styles	⬭	⬭
Comfortable garments	⬭	⬭
Ample options	⬭	⬭
Trendy & Fashionable	⬭	⬭

4. Which factor do you consider the most important while buying jeans?

Mark only one oval.

◯ Fit
◯ Comfort
◯ Price
◯ Style
◯ Brand Value
◯ Fabric Quality
◯ Color

5. Which brand do you prefer buying jeans from and why?

Mark only one oval per row.

	Price	Comfort	Color	Fit	Style	Fabric quality	Brand value	Overall good
Lee	◯	◯	◯	◯	◯	◯	◯	◯
Levi's	◯	◯	◯	◯	◯	◯	◯	◯
Pepe Jeans	◯	◯	◯	◯	◯	◯	◯	◯
Jack & Jones	◯	◯	◯	◯	◯	◯	◯	◯
US Polo Assn	◯	◯	◯	◯	◯	◯	◯	◯
United Colors of Benetton	◯	◯	◯	◯	◯	◯	◯	◯
American Eagle	◯	◯	◯	◯	◯	◯	◯	◯
Celio	◯	◯	◯	◯	◯	◯	◯	◯
Calvin Klein	◯	◯	◯	◯	◯	◯	◯	◯

6. How much are you willing to spend on a pair of jeans?

Mark only one oval.

◯ 1000-2000
◯ 2000-3000
◯ 3000-4000
◯ 4000-5000
◯ Above 5000

7. Which fit do you prefer?

Mark only one oval.

- ◯ Skinny
- ◯ Slim
- ◯ Tapered
- ◯ Regular

8. Which waist rise do you prefer?

Mark only one oval.

- ◯ Low
- ◯ Middle
- ◯ High

9. Have you ever bought a Lee jean?

Mark only one oval.

- ◯ Yes
- ◯ No

10. Were you satisfied with the garment?

Mark only one oval.

- ◯ Yes
- ◯ No

11. If dissatisfied, choose the reasons

Check all that apply.

- ☐ Fit
- ☐ Appearances (Print, color or graphic)
- ☐ Fabric
- ☐ Price
- ☐ Quality
- ☐ Limited Options
- ☐ Comfort

T-Shirt

12. Which factor do you consider the most important while buying t-shirts?

   Mark only one oval.

   ( ) Fit
   ( ) Comfort
   ( ) Price
   ( ) Style
   ( ) Brand Value
   ( ) Fabric Quality
   ( ) Color

13. Which brand do you prefer buying t-shirt from and why?

   Mark only one oval per row.

	Price	Comfort	Color	Fit	Style	Fabric quality	Brand value	Overall good
Lee	( )	( )	( )	( )	( )	( )	( )	( )
Levi's	( )	( )	( )	( )	( )	( )	( )	( )
Pepe Jeans	( )	( )	( )	( )	( )	( )	( )	( )
Jack & Jones	( )	( )	( )	( )	( )	( )	( )	( )
US Polo Assn	( )	( )	( )	( )	( )	( )	( )	( )
United Colors of Benetton	( )	( )	( )	( )	( )	( )	( )	( )
American Eagle	( )	( )	( )	( )	( )	( )	( )	( )
Celio	( )	( )	( )	( )	( )	( )	( )	( )
Calvin Klein	( )	( )	( )	( )	( )	( )	( )	( )

14. How much are you willing to pay for a t-shirt?

Mark only one oval.

- ⬭ 500-1000
- ⬭ 1000-1500
- ⬭ 1500-2000
- ⬭ 2000-2500
- ⬭ 2500+

15. Which fit do you prefer?

Mark only one oval.

- ⬭ Slim
- ⬭ Regular

16. Have you ever purchased a Lee T-Shirt?

Mark only one oval.

- ⬭ Yes
- ⬭ No

17. Were you satisfied with the garment?

Mark only one oval.

- ⬭ Yes
- ⬭ No

18. If dissatisfied, choose the reasons

Check all that apply.

- ☐ Fit
- ☐ Appearance
- ☐ Fabric
- ☐ Price
- ☐ Quality
- ☐ Limited Options
- ☐ Comfort

12.2. Data stored in Excel Workbook

Based on data generated on 15/4/20

12.2.1. Sheet – T-Shirt

	A	B	C	D	E	F
1	Brand	Price	Category	Technique		
2	Lee	1599	Polo Neck T-Shirt	Colourblock		
3	Lee	1599	Polo Neck T-Shirt	Solid		
4	Lee	1199	Round Neck T-Shirt	Striped		
5	Lee	1199	Round Neck T-Shirt	Striped		
6	Lee	999	Round Neck T-Shirt	Printed		
7	Lee	999	Round Neck T-Shirt	Printed		
8	Lee	1399	Polo Neck T-Shirt	Solid		
9	Lee	899	Round Neck T-Shirt	Printed		
10	Lee	1199	Round Neck T-Shirt	Printed		
11	Lee	1599	Henley	Solid		
12	Lee	899	Round Neck T-Shirt	Printed		
13	Lee	999	Round Neck T-Shirt	Printed		
14	Lee	1399	Polo Neck T-Shirt	Solid		
15	Lee	999	Round Neck T-Shirt	Printed		
16	Lee	999	Round Neck T-Shirt	Printed		
17	Lee	1399	Polo Neck T-Shirt	Solid		
18	Lee	1299	Round Neck T-Shirt	Striped		
19	Lee	1399	Polo Neck T-Shirt	Solid		
20	Lee	1199	Round Neck T-Shirt	Striped		
21	Lee	999	Round Neck T-Shirt	Printed		
22	Lee	899	Round Neck T-Shirt	Printed		
23	Lee	1399	Polo Neck T-Shirt	Solid		
24	Lee	899	Round Neck T-Shirt	Printed		
25	Lee	999	Round Neck T-Shirt	Printed		
26	Lee	1399	Polo Neck T-Shirt	Solid		
27	Lee	899	Round Neck T-Shirt	Printed		
28	Lee	1399	Polo Neck T-Shirt	Solid		
29	Lee	899	Round Neck T-Shirt	Printed		
30	Lee	899	Round Neck T-Shirt	Printed		
31	Lee	1399	Polo Neck T-Shirt	Solid		
32	Lee	1599	Round Neck T-Shirt	Printed		
33	Lee	1299	Round Neck T-Shirt	Printed		
34	Lee	1299	Round Neck T-Shirt	Printed		
35	Lee	1299	Round Neck T-Shirt	Printed		
36	Lee	1299	Round Neck T-Shirt	Printed		
37	Lee	1499	Round Neck T-Shirt	Striped		
38	Lee	1499	Round Neck T-Shirt	Solid		
39	Lee	1199	Round Neck T-Shirt	Printed		
40	Lee	1799	Polo Neck T-Shirt	Printed		
41	Lee	1399	Henley	Solid		
42	Lee	1199	Round Neck T-Shirt	Printed		
43	Lee	1799	Polo Neck T-Shirt	Solid		
44	Lee	1299	Round Neck T-Shirt	Printed		
45	Lee	1799	Polo Neck T-Shirt	Printed		
46	Lee	1299	Round Neck T-Shirt	Printed		
47	Lee	1799	Polo Neck T-Shirt	Printed		

12.2.2. Sheet – Shirt

	A	B	C	D	E	F
1	Brand	Price	Category	Details		
2	Lee	2799	Super Slim Fit	Casual		
3	Lee	2999	Slim Fit	Casual		
4	Lee	2599	Slim Fit	Casual		
5	Lee	2599	Super Slim Fit	Casual		
6	Lee	2799	Slim Fit	Casual		
7	Lee	1699	Slim Fit	Casual		
8	Lee	2199	Slim Fit	Casual		
9	Lee	2799	Super Slim Fit	Casual		
10	Lee	2599	Super Slim Fit	Casual		
11	Lee	2599	Slim Fit	Casual		
12	Lee	2599	Slim Fit	Casual		
13	Lee	2599	Super Slim Fit	Casual		
14	Lee	2599	Super Slim Fit	Casual		
15	Lee	2399	Slim Fit	Casual		
16	Lee	2199	Slim Fit	Casual		
17	Lee	1899	Slim Fit	Linen		
18	Lee	2599	Slim Fit	Casual		
19	Lee	2199	Slim Fit	Linen		
20	Lee	2499	Slim Fit	Linen		
21	Lee	2499	Slim Fit	Casual		
22	Lee	1999	Slim Fit	Casual		
23	Lee	1999	Slim Fit	Casual		
24	Lee	2399	Slim Fit	Reversible		
25	Lee	1999	Slim Fit	Casual		
26	Lee	2399	Slim Fit	Chambray		
27	Lee	1899	Slim Fit	Casual		
28	Lee	1899	Slim Fit	Denim		
29	Lee	2599	Slim Fit	Casual		
30	Lee	2799	Slim Fit	Reversible		
31	Lee	2599	Slim Fit	Casual		
32	Lee	1999	Slim Fit	Casual		
33	Lee	2599	Slim Fit	Casual		
34	Lee	2199	Slim Fit	Casual		
35	Lee	2599	Super Slim Fit	Casual		
36	Lee	2399	Slim Fit	Casual		
37	Lee	1999	Slim Fit	Casual		
38	Lee	2199	Slim Fit	Casual		
39	Lee	2599	Slim Fit	Casual		
40	Lee	2399	Slim Fit	Casual		
41	Lee	2799	Slim Fit	Reversible		
42	Lee	2399	Slim Fit	Casual		
43	Lee	2199	Slim Fit	Casual		
44	Lee	1999	Super Slim Fit	Casual		
45	Lee	2599	Slim Fit	Casual		
46	Lee	2499	Slim Fit	Casual		
47	Lee	2399	Slim Fit	Casual		

12.2.3. Sheet – Jean

	A	B	C	D	E	F	G
1	Brand	Price	Category				
2	Lee	2699	Regular Fit				
3	Lee	2599	Slim Fit				
4	Lee	3899	Slim Tapered Fit				
5	Lee	3599	Skinny Fit				
6	Lee	3399	Slim Fit				
7	Lee	2899	Slim Fit				
8	Lee	2699	Slim Fit				
9	Lee	3599	Slim Fit				
10	Lee	3599	Slim Fit				
11	Lee	2699	Regular Fit				
12	Lee	2699	Slim Fit				
13	Lee	3099	Skinny Fit				
14	Lee	3399	Slim Fit				
15	Lee	3399	Skinny Fit				
16	Lee	3599	Skinny Fit				
17	Lee	3599	Skinny Fit				
18	Lee	3799	Skinny Fit				
19	Lee	3599	Skinny Fit				
20	Lee	2699	Skinny Fit				
21	Lee	3399	Skinny Fit				
22	Lee	2699	Skinny Fit				
23	Lee	3399	Skinny Fit				
24	Lee	2899	Skinny Fit				
25	Lee	3399	Slim Tapered Fit				
26	Lee	2899	Skinny Fit				
27	Lee	3599	Slim Fit				
28	Lee	2899	Skinny Fit				
29	Lee	3399	Skinny Fit				
30	Lee	2899	Skinny Fit				
31	Lee	3399	Skinny Fit				
32	Lee	2699	Slim Fit				
33	Lee	3299	Skinny Fit				
34	Lee	3399	Skinny Fit				
35	Lee	3299	Slim Fit				
36	Lee	2699	Skinny Fit				
37	Lee	2699	Skinny Fit				
38	Lee	2899	Slim Fit				
39	Lee	3599	Slim Fit				
40	Lee	3399	Skinny Fit				
41	Lee	2699	Skinny Fit				
42	Lee	3799	Skinny Fit				
43	Lee	3399	Skinny Fit				
44	Lee	3699	Skinny Fit				
45	Lee	2499	Skinny Fit				
46	Lee	2499	Skinny Fit				
47	Lee	3099	Skinny Fit				

12.2.4. T-Shirt Price

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	21	46	8	0	0
Levis	14	43	73	34	8
Pepe Jean	41	56	28	1	0
Jack & Jo	53	109	26	2	0
U.S. Polo	24	11	21	4	0
United Col	46	69	55	13	0
American	12	60	76	4	0
Celio	70	98	20	1	1

12.2.5. T-Shirt Round Neck

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	21	34	1	0	0
Levis	10	42	39	8	1
Pepe Jean	40	41	4	0	0
Jack & Jo	49	106	17	0	0
U.S. Polo	18	2	0	0	0
United Col	45	36	14	3	0
American	4	50	68	4	0
Celio	63	62	2	0	0

12.2.6. T-Shirt V Neck

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	0	0	0	0	0
Levis	4	0	0	0	0
Pepe Jean	1	0	0	0	0
Jack & Jo	4	0	0	0	0
U.S. Polo	1	0	0	0	0
United Col	1	0	0	0	0
American	8	0	0	0	0
Celio	1	4	0	0	0

12.2.7. T-Shirt Polo Neck

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	0	10	6	0	0
Levis	0	1	27	23	7
Pepe Jean	0	12	24	1	0
Jack & Jo	0	3	9	2	0
U.S. Polo	0	9	21	4	0
United Col	0	31	39	9	0
American	0	6	8	0	0
Celio	0	31	18	1	1

12.2.8. T-Shirt Mandarin

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	0	0	0	0	0
Levis	0	0	3	1	0
Pepe Jean	0	0	0	0	0
Jack & Jo	0	0	0	0	0
U.S. Polo	3	0	0	0	0
United Col	0	2	2	1	0
American	0	0	0	0	0
Celio	0	0	0	0	0

12.2.9. T-Shirt Henley

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	0	2	1	0	0
Levis	0	0	4	2	0
Pepe Jean	0	3	0	0	0
Jack & Jo	0	0	0	0	0
U.S. Polo	2	0	0	0	0
United Col	0	0	0	0	0
American	0	4	0	0	0
Celio	6	1	0	0	0

12.2.10. T-Shirt Solid

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	1	14	3	0	0
Levis	6	8	29	19	8
Pepe Jean	9	18	16	1	0
Jack & Jo	7	21	13	2	0
U.S. Polo	16	10	8	0	0
United Col	6	45	17	3	0
American	12	25	21	2	0
Celio	32	44	5	1	1

12.2.11. T-Shirt Printed

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	20	26	4	0	0
Levis	8	32	24	5	0
Pepe Jean	31	24	6	0	0
Jack & Jo	40	72	7	0	0
U.S. Polo	4	1	2	2	0
United Col	19	15	13	0	0
American	0	31	42	2	0
Celio	35	49	5	0	0

12.2.12. T-Shirt Striped

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	0	6	0	0	0
Levis	0	1	12	5	0
Pepe Jean	1	13	6	0	0
Jack & Jo	5	8	2	0	0
U.S. Polo	4	0	10	1	0
United Col	21	5	12	6	0
American	0	1	2	0	0
Celio	3	3	8	0	0

12.2.13. T-Shirt Colorblocked

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	0	0	1	0	0
Levis	0	0	7	1	0
Pepe Jean	0	0	0	0	0
Jack & Jo	1	7	3	0	0
U.S. Polo	0	0	1	1	0
United Col	0	1	13	0	0
American	0	0	7	0	0
Celio	0	1	2	0	0

12.2.14. T-Shirt Embroidered

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	0	0	0	0	0
Levis	0	2	1	2	0
Pepe Jean	0	0	0	0	0
Jack & Jo	0	0	0	0	0
U.S. Polo	0	0	0	0	0
United Col	0	2	0	0	0
American	0	1	3	0	0
Celio	0	0	0	0	0

12.2.15. T-Shirt Textured Fabric

	<1000	1000-1500	1500-2000	2000-2500	>2500
Lee	0	0	0	0	0
Levis	0	0	0	2	0
Pepe Jean	0	1	0	0	0
Jack & Jo	0	1	1	0	0
U.S. Polo	0	0	0	0	0
United Col	0	1	0	4	0
American	0	2	1	0	0
Celio	0	1	0	0	0

12.2.16. T-Shirt Category

	Round Neck	V Neck	Polo Neck	Mandarin	Henley
Lee	56	0	16	0	3
Levis	100	4	58	4	6
Pepe Jean	85	1	37	0	3
Jack & Jo	172	4	14	0	0
U.S. Polo	20	1	34	3	2
United Col	98	1	79	5	0
American	126	8	14	0	4
Celio	127	5	51	0	7

12.2.17. T-Shirt Technique

	Solid	Printed	Striped	Colorblock	Embroider	Textured Fa
Lee	18	50	6	1	0	0
Levis	70	69	18	8	5	2
Pepe Jean	44	61	20	0	0	1
Jack & Jo	43	119	15	11	0	2
U.S. Polo	34	9	15	2	0	0
United Col	71	47	44	14	2	5
American	60	75	3	7	4	3
Celio	83	89	14	3	0	1

12.2.18. Shirt Price

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	12	18	25	0	0
Levis	0	23	19	97	25	14
Pepe Jean	3	21	44	18	0	0
Jack & Jo	0	5	69	72	36	8
U.S. Polo	0	6	24	8	3	0
United Col	0	10	40	41	11	3
American	0	16	76	18	8	0
Celio	0	42	98	38	5	7

12.2.19. Shirt Super Slim Fit

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	1	0	8	0	0
Levis	0	0	0	0	0	0
Pepe Jean	0	0	0	0	0	0
Jack & Jo	0	0	0	0	0	0
U.S. Polo	0	0	0	0	0	0
United Col	0	0	0	0	0	0
American	0	0	0	0	0	0
Celio	0	0	0	0	0	0

12.2.20. Shirt Slim Fit

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	11	18	17	0	0
Levis	0	22	17	92	14	8
Pepe Jean	3	11	11	2	0	0
Jack & Jo	0	5	62	61	28	2
U.S. Polo	0	0	4	0	1	0
United Col	0	8	29	35	10	2
American	0	3	48	11	1	0
Celio	0	37	76	29	5	7

12.2.21. Shirt Regular Fit

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	0	0	0	0	0
Levis	0	1	2	5	11	6
Pepe Jean	0	10	33	16	0	0
Jack & Jo	0	0	7	11	8	6
U.S. Polo	0	6	20	8	2	0
United Col	0	2	11	6	1	1
American	0	13	28	7	7	0
Celio	0	5	22	9	0	0

12.2.22. Shirt Casual

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	12	18	23	0	0
Levis	0	23	16	76	21	13
Pepe Jean	3	20	43	14	0	0
Jack & Jo	0	5	64	65	33	7
U.S. Polo	0	4	19	7	1	0
United Col	0	10	38	38	11	3
American	0	15	76	17	7	0
Celio	0	40	97	30	5	7

12.2.23. Shirt Chambray

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	0	0	0	0	0
Levis	0	0	0	3	0	0
Pepe Jean	0	1	0	1	0	0
Jack & Jo	0	0	0	1	0	0
U.S. Polo	0	0	0	0	0	0
United Col	0	0	0	1	0	0
American	0	1	0	0	0	0
Celio	0	0	0	0	0	0

12.2.24. Shirt Denim

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	0	0	0	0	0
Levis	0	0	0	4	1	0
Pepe Jean	0	0	0	0	0	0
Jack & Jo	0	0	0	2	2	1
U.S. Polo	0	0	0	0	0	0
United Col	0	0	0	2	0	0
American	0	0	0	1	1	0
Celio	0	1	0	0	0	0

12.2.25. Shirt Embroidered

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	0	0	0	0	0
Levis	0	0	0	1	0	0
Pepe Jean	0	0	0	0	0	0
Jack & Jo	0	0	0	0	0	0
U.S. Polo	0	0	0	0	0	0
United Col	0	0	0	0	0	0
American	0	0	0	0	0	0
Celio	0	0	0	0	0	0

12.2.26. Shirt Formal

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	0	0	0	0	0
Levis	0	0	0	0	1	0
Pepe Jean	0	0	0	0	0	0
Jack & Jo	0	0	2	0	0	0
U.S. Polo	0	2	4	0	0	0
United Col	0	0	1	0	0	0
American	0	0	0	0	0	0
Celio	0	1	1	0	0	0

12.2.27. Shirt Knitted

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	0	0	0	0	0
Levis	0	0	0	0	0	0
Pepe Jean	0	0	0	0	0	0
Jack & Jo	0	0	3	2	0	0
U.S. Polo	0	0	0	0	0	0
United Col	0	0	1	0	0	0
American	0	0	0	0	0	0
Celio	0	0	0	0	0	0

12.2.28. Shirt Linen

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	0	0	0	0	0
Levis	0	0	3	6	2	1
Pepe Jear	0	0	0	2	0	0
Jack & Jo	0	0	0	2	0	0
U.S. Polo	0	0	0	1	2	0
United Col	0	0	0	0	0	0
American	0	0	0	0	0	0
Celio	0	0	0	7	0	0

12.2.29. Shirt Reversible

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	0	0	2	0	0
Levis	0	0	0	7	0	0
Pepe Jear	0	0	0	1	0	0
Jack & Jo	0	0	0	0	1	0
U.S. Polo	0	0	0	0	0	0
United Col	0	0	0	0	0	0
American	0	0	0	0	0	0
Celio	0	0	0	1	0	0

12.2.30. Shirt Textured Fabric

	<1500	1500-2000	2000-2500	2500-3000	3000-3500	>3500
Lee	0	0	0	0	0	0
Levis	0	0	0	0	0	0
Pepe Jear	0	0	1	0	0	0
Jack & Jo	0	0	0	0	0	0
U.S. Polo	0	0	1	0	0	0
United Col	0	0	0	0	0	0
American	0	0	0	0	0	0
Celio	0	0	0	0	0	0

12.2.31. Shirt Fits

	Super Slim	Slim Fit	Regular Fit
Lee	9	46	0
Levis	0	153	25
Pepe Jear	0	27	59
Jack & Jo	0	158	32
U.S. Polo	0	5	36
United Col	0	84	21
American	0	63	55
Celio	0	154	36

12.2.32. Shirt Detail

	Casual	Chambray	Denim	Embroider	Formal	Knitted	Linen	Reversible	Textured Fabric
Lee	53	0	0	0	0	0	0	2	0
Levis	149	3	5	1	1	0	12	7	0
Pepe Jear	80	2	0	0	0	0	2	1	1
Jack & Jo	174	1	5	0	2	3	2	1	0
U.S. Polo	31	0	0	0	6	0	3	0	1
United Col	100	1	2	0	1	1	0	0	0
American	115	1	2	0	0	0	0	0	0
Celio	179	0	1	0	2	0	7	1	0

12.2.33. Jean Price

	<2000	2000-2500	2500-3000	3000-3500	3500-4000	4000-4500	4500-5000	5000-5500	>5500
Lee	1	10	19	20	20	2	0	0	0
Levis	0	0	0	61	34	24	37	0	17
Pepe Jear	2	7	4	12	35	0	4	0	0
Jack & Jo	0	2	14	32	53	23	23	14	29
U.S. Polo	0	2	2	3	0	0	0	0	0
United Col	0	6	30	8	13	0	0	0	0
American	0	0	12	3	68	0	44	1	4
Celio	2	7	83	13	8	0	0	0	0

12.2.34. Jean Super Skinny

	<2000	2000-2500	2500-3000	3000-3500	3500-4000	4000-4500	4500-5000	5000-5500	>5500
Lee	0	0	0	0	0	0	0	0	0
Levis	0	0	0	2	2	0	0	0	0
Pepe Jear	0	2	0	0	3	0	0	0	0
Jack & Jo	0	0	0	0	0	0	0	0	0
U.S. Polo	0	0	0	0	0	0	0	0	0
United Col	0	0	0	0	0	0	0	0	0
American	0	0	2	0	9	0	3	0	0
Celio	0	0	0	0	0	0	0	0	0

12.2.35. Jean Skinny

	<2000	2000-2500	2500-3000	3000-3500	3500-4000	4000-4500	4500-5000	5000-5500	>5500
Lee	1	5	10	14	10	1	0	0	0
Levis	0	0	0	13	5	2	8	0	3
Pepe Jear	0	1	1	2	3	0	0	0	0
Jack & Jo	0	0	10	16	28	7	4	3	2
U.S. Polo	0	0	0	0	0	0	0	0	0
United Col	0	1	17	1	2	0	0	0	0
American	0	0	3	1	20	0	13	0	0
Celio	0	0	1	1	0	0	0	0	0

12.2.36. Jean Slim

	<2000	2000-2500	2500-3000	3000-3500	3500-4000	4000-4500	4500-5000	5000-5500	>5500
Lee	0	4	7	4	9	1	0	0	0
Levis	0	0	0	26	13	9	15	0	9
Pepe Jear	1	4	3	9	23	0	4	0	0
Jack & Jo	0	2	3	11	16	13	14	10	21
U.S. Polo	0	1	1	3	0	0	0	0	0
United Col	0	1	5	2	5	0	0	0	0
American	0	0	7	1	30	0	22	1	4
Celio	0	7	81	9	8	0	0	0	0

12.2.37. Jean Slim Straight

	<2000	2000-2500	2500-3000	3000-3500	3500-4000	4000-4500	4500-5000	5000-5500	>5500
Lee	0	0	0	0	0	0	0	0	0
Levis	0	0	0	0	3	4	4	0	2
Pepe Jear	0	0	0	0	3	0	0	0	0
Jack & Jo	0	0	1	0	1	0	1	1	1
U.S. Polo	0	0	0	0	0	0	0	0	0
United Col	0	0	0	3	0	0	0	0	0
American	0	0	0	1	4	0	4	0	0
Celio	2	0	0	3	1	0	0	0	0

12.2.38. Jean Slim Tapered

	<2000	2000-2500	2500-3000	3000-3500	3500-4000	4000-4500	4500-5000	5000-5500	>5500
Lee	0	0	0	2	1	0	0	0	0
Levis	0	0	0	9	9	9	10	0	3
Pepe Jear	0	0	0	0	2	0	0	0	0
Jack & Jo	0	0	0	0	0	0	1	0	3
U.S. Polo	0	1	1	0	0	0	0	0	0
United Col	0	3	2	2	5	0	0	0	0
American	0	0	0	0	1	0	1	0	0
Celio	0	0	0	0	0	0	0	0	0

12.2.39. Jean Regular

	<2000	2000-2500	2500-3000	3000-3500	3500-4000	4000-4500	4500-5000	5000-5500	>5500
Lee	0	1	2	0	0	0	0	0	0
Levis	0	0	0	0	0	0	0	0	0
Pepe Jear	1	0	0	1	1	0	0	0	0
Jack & Jo	0	0	0	5	8	3	3	0	2
U.S. Polo	0	0	0	0	0	0	0	0	0
United Col	0	1	6	0	1	0	0	0	0
American	0	0	0	0	4	0	1	0	0
Celio	0	0	1	0	1	0	0	0	0

12.2.40.   Jean Bootcut

	<2000	2000-2500	2500-3000	3000-3500	3500-4000	4000-4500	4500-5000	5000-5500	>5500
Lee	0	0	0	0	0	0	0	0	0
Levis	0	0	0	5	1	0	0	0	0
Pepe Jean	0	0	0	0	0	0	0	0	0
Jack & Jo	0	0	0	0	0	0	0	0	0
U.S. Polo.	0	0	0	0	0	0	0	0	0
United Col	0	0	0	0	0	0	0	0	0
American	0	0	0	0	0	0	0	0	0
Celio	0	0	0	0	0	0	0	0	0

12.2.41.   Jean Fits

	Super Skir	Skinny Fit	Slim Fit	Slim Straig	Slim Taper	Regular Fi	Bootcut Fit
Lee	0	41	25	0	3	3	0
Levis	4	31	72	19	40	1	6
Pepe Jean	5	7	44	3	2	3	0
Jack & Jo	0	70	90	5	4	21	0
U.S. Polo .	0	0	5	0	2	0	0
United Col	0	21	13	3	12	8	0
American	14	37	65	9	2	5	0
Celio	0	2	103	6	0	2	0