

FUTURE STRATEGY



WHY: OUR GOAL

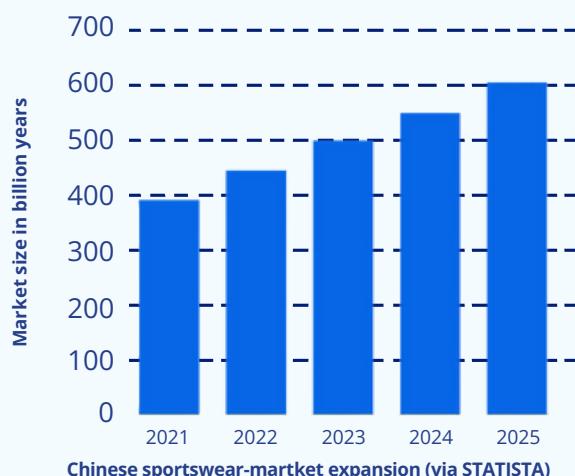
Canada Goose has set its sights on expanding its market presence in **China**, recognizing the region's significant growth potential and strategic importance. **Asia**, in fact, currently stands as the **company's third-largest revenue source**, following North America and Europe.

The region's contribution underscores its importance in Canada Goose's global strategy, particularly given the immense opportunities within the Chinese market.

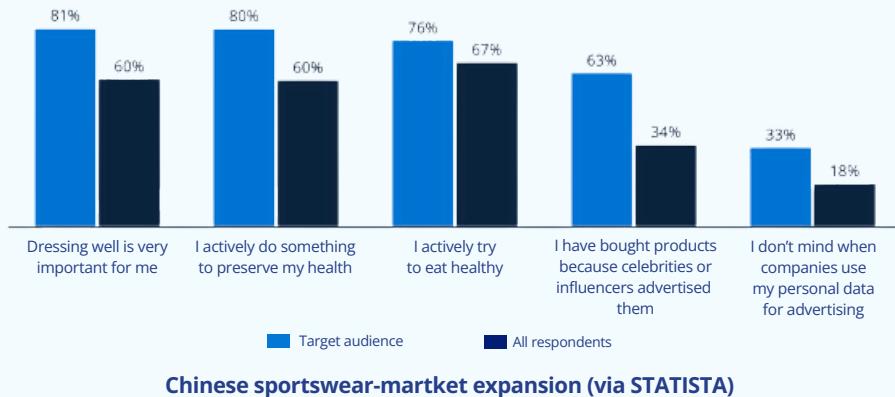
Market Potential in China

China presents a compelling case for Canada Goose's expansion efforts due to **several key factors**:

- **luxury goods market growth:** the luxury goods market in China is forecasted to grow at an annual rate of 7.08%, reaching an estimated value of \$143.2 billion by 2029. This steady growth indicates a thriving demand for premium products, aligning well with Canada Goose's luxury positioning.
- **middle-class expansion and consumption:** China is experiencing unprecedented growth in its middle class, with 700 million individuals joining the "affluent consumer" category. This demographic increasingly views premium and luxury goods as symbols of success and status. By 2030, China's middle-class consumption** is expected to account for 22% of global middle-class spending, making it a crucial market for brands targeting aspirational consumers.
- **sportswear market expansion:** the sportswear market in China is growing steadily, with a valuation of approximately 493 billion yuan in 2023 (65.5 billion euros). Projections suggest this market will expand to 599 billion yuan by 2027 (78.5 billion euros), reflecting sustained consumer interest in athletic and leisure apparel. This growth signals a favorable environment for brands like Canada Goose, which can capitalize on the demand for functional, performance-driven products infused with luxury appeal.



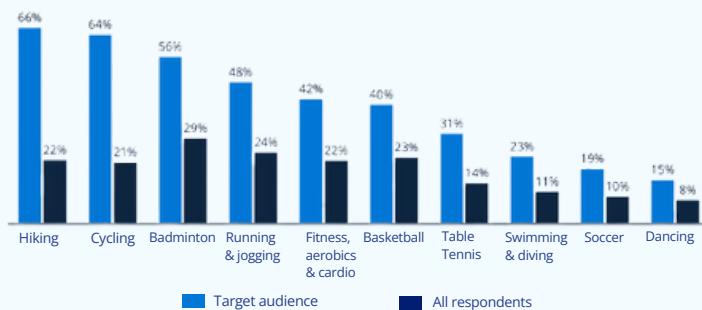
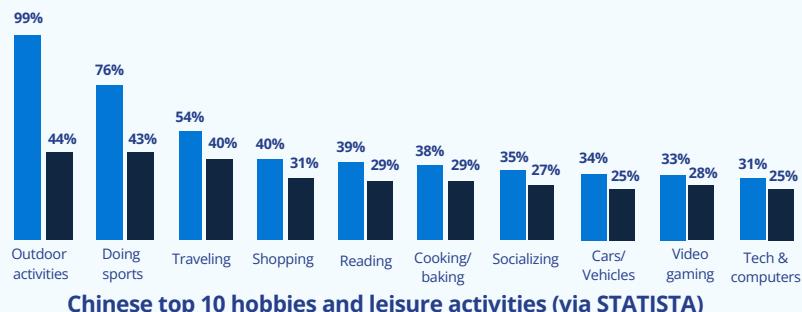
- **brand collaboration with an ambassador:** a partnership with a potential brand ambassador could lead to an increase in the demand too



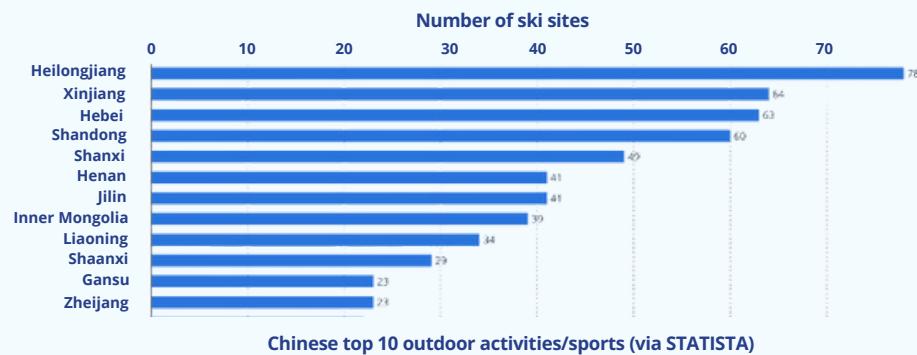
- **opportunities coming from the SWOT analysis:** so the growth in Direct-to-Consumer (DTC) sale (focusing more on DTC channels, including flagship stores and e-commerce) and product line diversification (developing multi-season apparel or lifestyle clothing)

Also really important is to consider which are the consumer **behavior** trends in the region considered, to better understand if the strategy will be effective. So it is really important to see:

- **outdoor activities trend:** there is a growing interest into the outdoor sports reality especially **hiking**



- **increase of skiing sites:** skiing may not yet be as widespread as some other outdoor activities (like hiking), these statistics clearly show that it is a growing sport with a well-developed infrastructure in China.



- during **China's Golden Week** (October 1–7), domestic tourism experiences a significant surge, with millions of travelers visiting various destinations across the country. In 2024, approximately 765 million domestic trips were made during this period, marking a 5.9% increase from the previous year and surpassing 2019 levels by 10.2%. While major cities like Beijing and Shanghai remain popular, there's a **growing trend** of tourists seeking experiences in **colder regions** and **high-altitude areas**, including ski resorts. For instance, the Beijing-Zhangjiakou area has become a well-equipped and popular destination for skiing in China. (list of ski resort: <https://www.chinahighlights.com/travelguide/plan-ski-trip.htm?>)

WHAT: OUR STRATEGY

The strategy focuses on enhancing Canada Goose's presence in China through Direct-to consumer tools while simultaneously increasing brand awareness among key consumer segments. This involves:

Implementing D2C tools allows Canada Goose to retain full profit margins by eliminating intermediaries. In 2023, DTC accounted for **70% of Canada Goose's revenue**, highlighting its role as a key growth driver. Inspired by Moncler's annual growth of 15-20% in Asia, Canada Goose should target at least 20% annual growth in the region to remain competitive.

By leveraging D2C tools, Canada Goose can execute targeted campaigns that connect its brand heritage with Chinese cultural values. The strategy of Canada Goose aims at **maintaining a global integration** of its product line, ensuring a standardized offer worldwide. However, in order to strengthen the bond and create an emotional connection with Chinese consumers, an *exclusive* and *limited* collection dedicated to the market will be introduced. This initiatives does not compromise the global integration of the brand, but represents a tactical enhancement that celebrates local cultural specificities and enhances the exclusivity typical of luxury sector.

All in all, by combining the enhancement of D2C tools with culturally relevant campaigns, Canada Goose will:

- build **stronger customer relationships** through customized experiences.
- enhance **brand visibility** during significant cultural occasions.
- **increase sales** through exclusive offerings and localized marketing strategies.
- drive increased customer engagement and loyalty, translating into **long-term revenue growth**
- **solidify its premium positioning in China** as a culturally aware and customer-focused luxury brand.



CHINESE MARKET PLACEMENT: ROADMAP TO INCREASE D2C EXPERIENCE



First and foremost the strategy suggest designing and producing an exclusive limited ski collection in order to draw the attention of brands' niche and give a new breath to Canada Goose putting it from a different perspective.

A launch campaign will be implemented including digital content development and marketing strategies. The idea of the new collection and the narrative behind it will be shaped into strong messages the brand wants to transmit to its audience. These will be accompanied with creative graphic visuals and branded attributes imprinted with brands' history. The brand also will collaborate local influencers, and trend-setters in that specific field who would enhance and strengthen the communication. Also enhancing presence on major Chinese platforms like Tmall Luxury Pavilion As the content and collection are ready the next step lies in launching campaign in one of Shanghai stores in order to pop the collection and engage customers. The engagement sector will also include the usage of interactive tools like VR, AR, which will project simulations of Canadian ski resorts within flagship stores, personal thermos engraving and so on, which will result in deeper dive in brand's and an individual experience.



CHINESE MARKET PLACEMENT: ROADMAP TO INCREASE D2C EXPERIENCE

Lastly the new collection should be presented in the other Canada Goose stores in China along with the adapted D2C tools in order to manifest the target audience the whole new approach of Canada Goose to guiding them through their personal journey with the brand.

The new ski collection and accordingly designed venue will also appear in Canada Goose pop up stores located in Chinese luxurious ski resorts to provide accessibility at most relevant locations which are Yabuli Ski Resort, Changbaishan International Resort, Taiwoo Ski Resort and other targeted locations. This will also enlarge brand accessibility and new experience at all the locations accompanied with creative visual design.



The strategy also includes developing an exclusive Canada Goose Ski Club for loyal customers with perks like early access, ski trip giveaways, and personalized services.



CHINESE MARKET PLACEMENT: ROADMAP TO INCREASE D2C EXPERIENCE

Throughout the strategy implementation the effectiveness of the campaign will be monitored through online metrics, surveys, quizzes according to our KPIs. This table provides a comprehensive way to measure success, ensuring the progress tracking and improving strategy as needed.

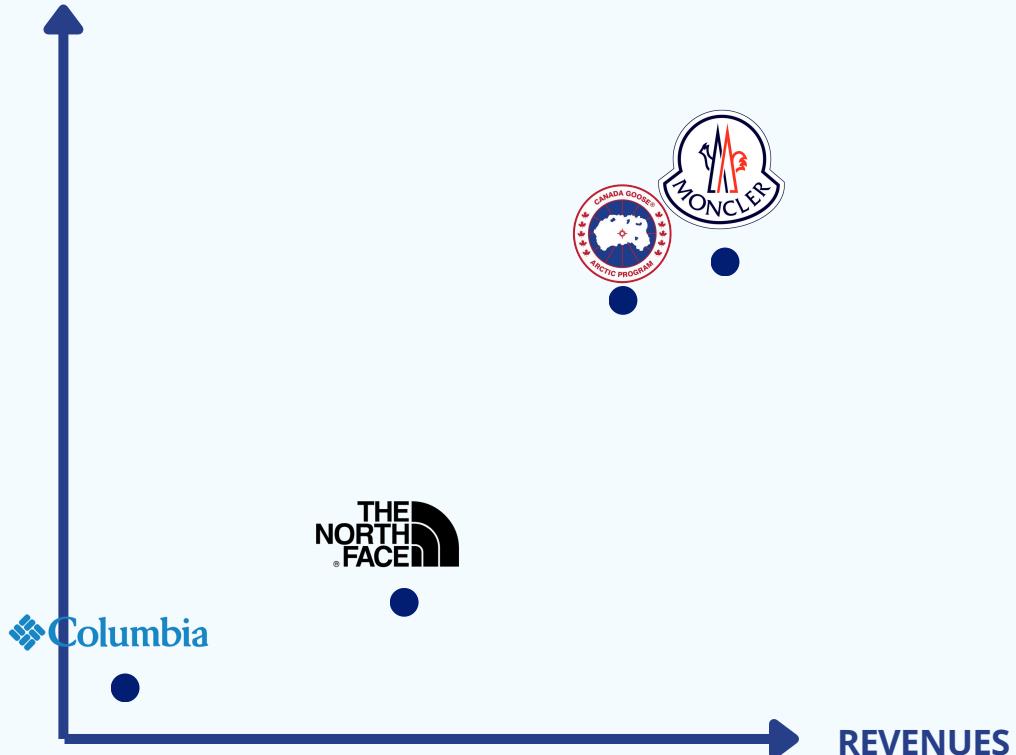
STRATEGIC GOAL	KPIs	MEASUREMENT TOOLS	TARGETS
Experience the Canadian Winter Campaign	engagement rate on digital content	Douyin, WeChat Metrics, Little Red Book Analytics	10-15% Engagement Rate
Influencer marketing	engagement and ROI	Platform Insights, Affiliate Metrics	5-10 influencer with avg 50K+ engagements
Digital campaign engagement	total reach, impressions, views etc	Analytics on Douyin/WeChat	2M+ each
Branded event	number of attendees	Event Registrations, Resort Partnerships	500-1,000 attendees
Product trials	conversion rate (trial to purchase)	Sales Metrics, Customer Feedback	15-20% conversion rate
Pop up stores presence	pop-up locations and sales	In-store Sales, Resort Data	3-5 seasonal pop-up stores
Exclusive Online Drops	website traffic and conversion rates	Platform Data, CRM Tools	5-10% conversion from exclusive drops
E- Commerce	online sales revenue	Tmall, JD.com Analytics	20% of total sales from online stores
Ski resort collaborations	resort sales	Resort Analytics	10-15% sales growth in partner resorts



DESIRED POSITIONING IN THE CHINESE MARKET RESULT OF THE FUTURE STRATEGY

AFTER

BRAND AWARENESS



The implementation of Direct-to-Consumer (DTC) tools and a well-planned campaign will allow Canada Goose to significantly narrow the competitive gap with Moncler in China. The brand is expected to move closer to Moncler, raising its brand awareness, driving annual growth and effectively strengthening its foothold in the Chinese market and showcasing its ability to compete in luxury outerwear through innovative and targeted campaigns.

Central to this initiative is the planned opening of a pop-up store in a prominent Chinese ski resort, accompanied by an exclusive launching event designed to generate buzz and position Canada Goose as the premier choice for luxury outerwear in winter sports. This physical presence, combined with DTC tools such as enhanced e-commerce capabilities and a streamlined customer experience, will provide both broader brand exposure, direct access to consumers and sales growth.

As a result, Canada Goose's efforts not only increased brand awareness but will also elevate revenues, shift its position in the competitive landscape.

