

# CANADA GOOSE

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"Keep the planet cold, and the people on it warm"

GROUP 15





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# ABOUT THE COMPANY



## 1950s

### Founding of Metro Sportswear Ltd

Sam Tick founded the company, which would later become Canada Goose, focusing on outdoor gear like woolen vests and snowmobile suits

## 2001

### Deni Reiss joins as CEO

He took over as President and CEO, committing to the "Made in Canada" strategy and growing the brand globally

## 2021

### Fur-free commitment

Canada Goose announced its decision to go fur-free, demonstrating its focus on sustainability

## 1980s

### Deni Reiss joins as CEO

He took over as President and CEO, committing to the "Made in Canada" strategy and growing the brand globally

## 2007

### Launch of the Expedition Parka ("Big Red")

Created to meet the needs of scientists in Antarctica, becoming one of the brand's most iconic products

## 2023

### Launch of GENERATION

Introduced a platform of Recommerce to extend the lifecycle of garments, promoting sustainability and circular fashion



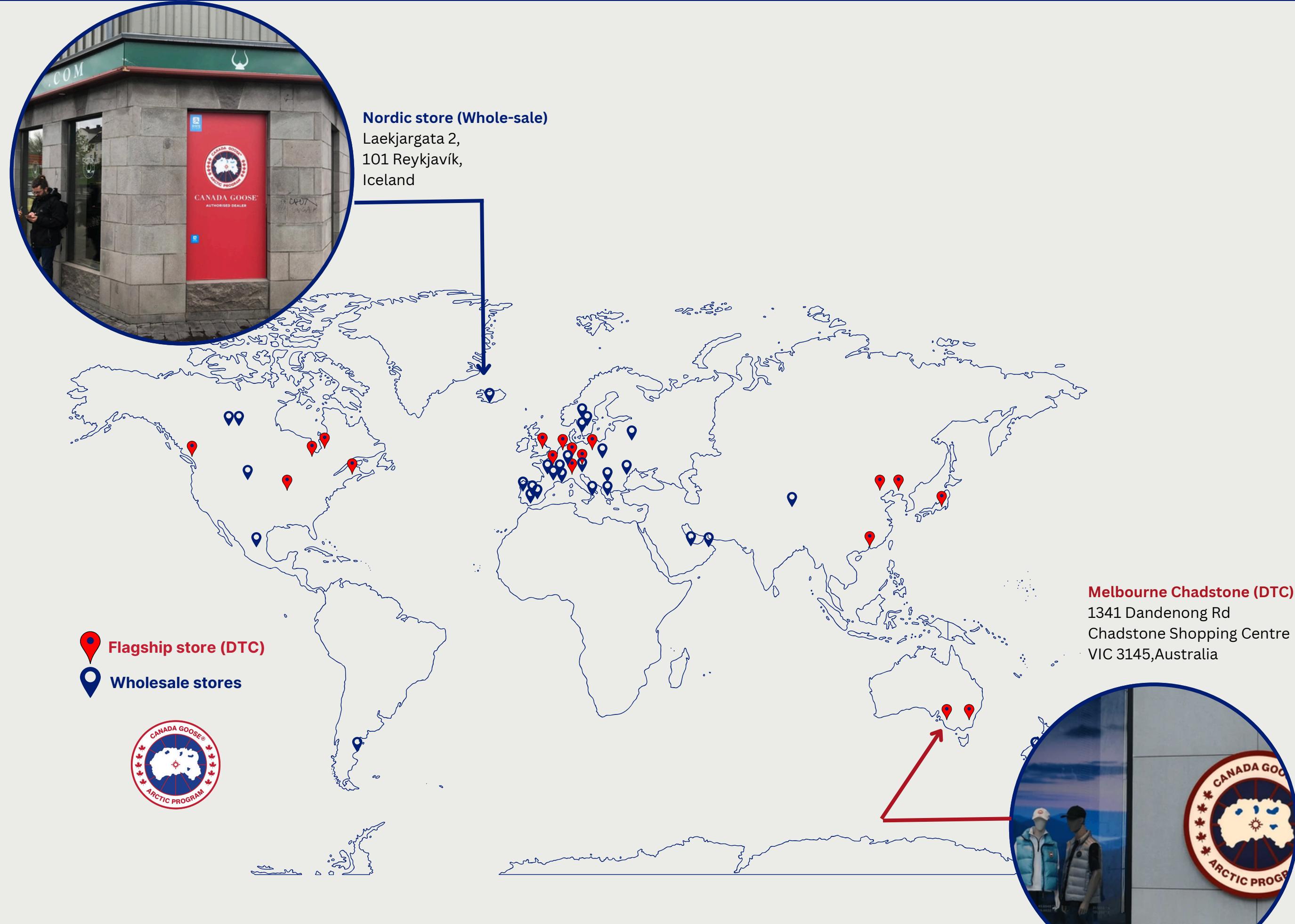
## GEOGRAPHICAL PRESENCE

Canada Goose opened its first stand store in 2016 in Toronto

Canada Goose currently has over 50 standalone stores worldwide, with a strong presence in North America, Europe, and Asia.

Distributed in many authorized retailers, luxury department stores and specialty shops

Canada Goose is present in other countries solely through retailers (New Zealand, South America, Middle East - United Arab Emirates)



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# COMPANY PERFORMANCE EVALUATION



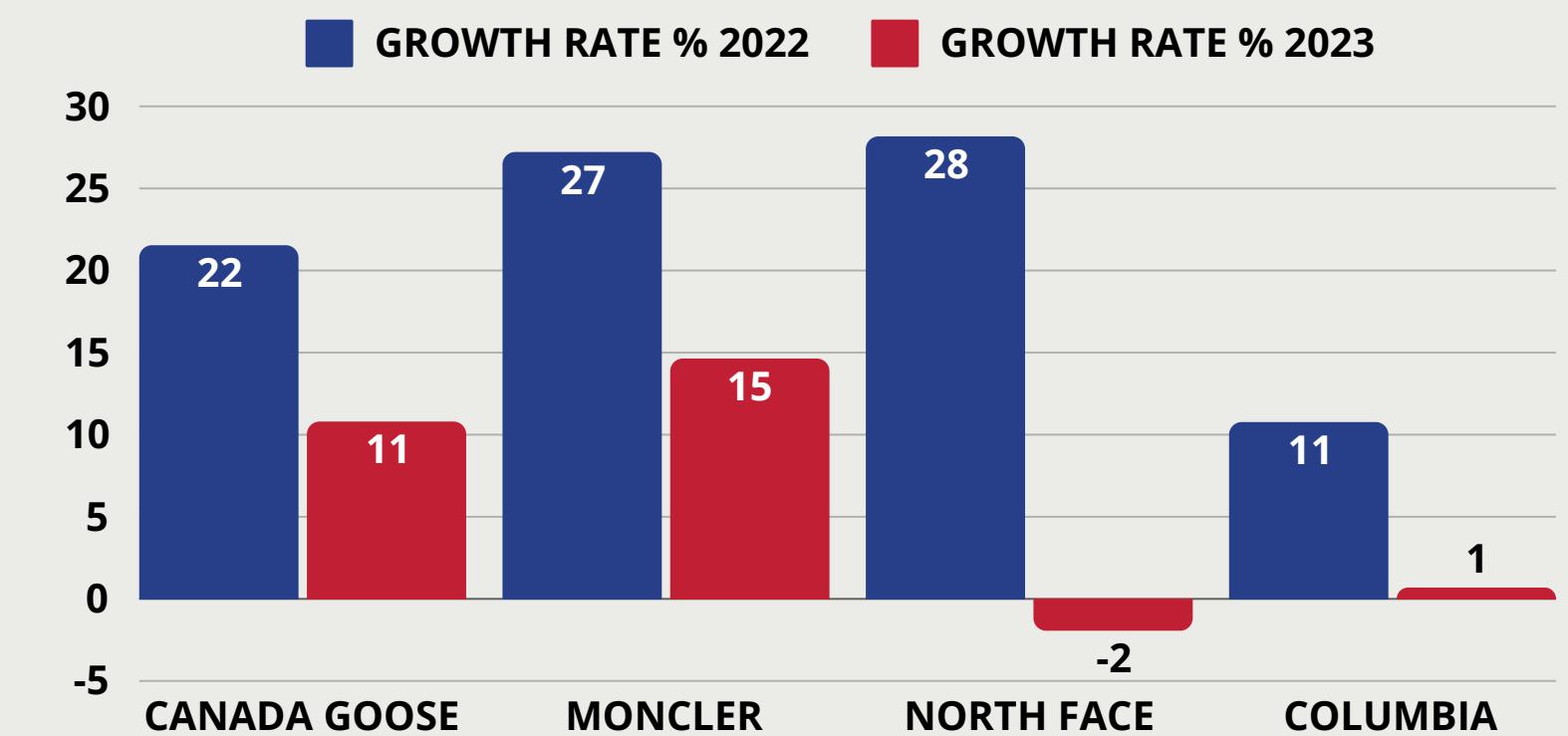
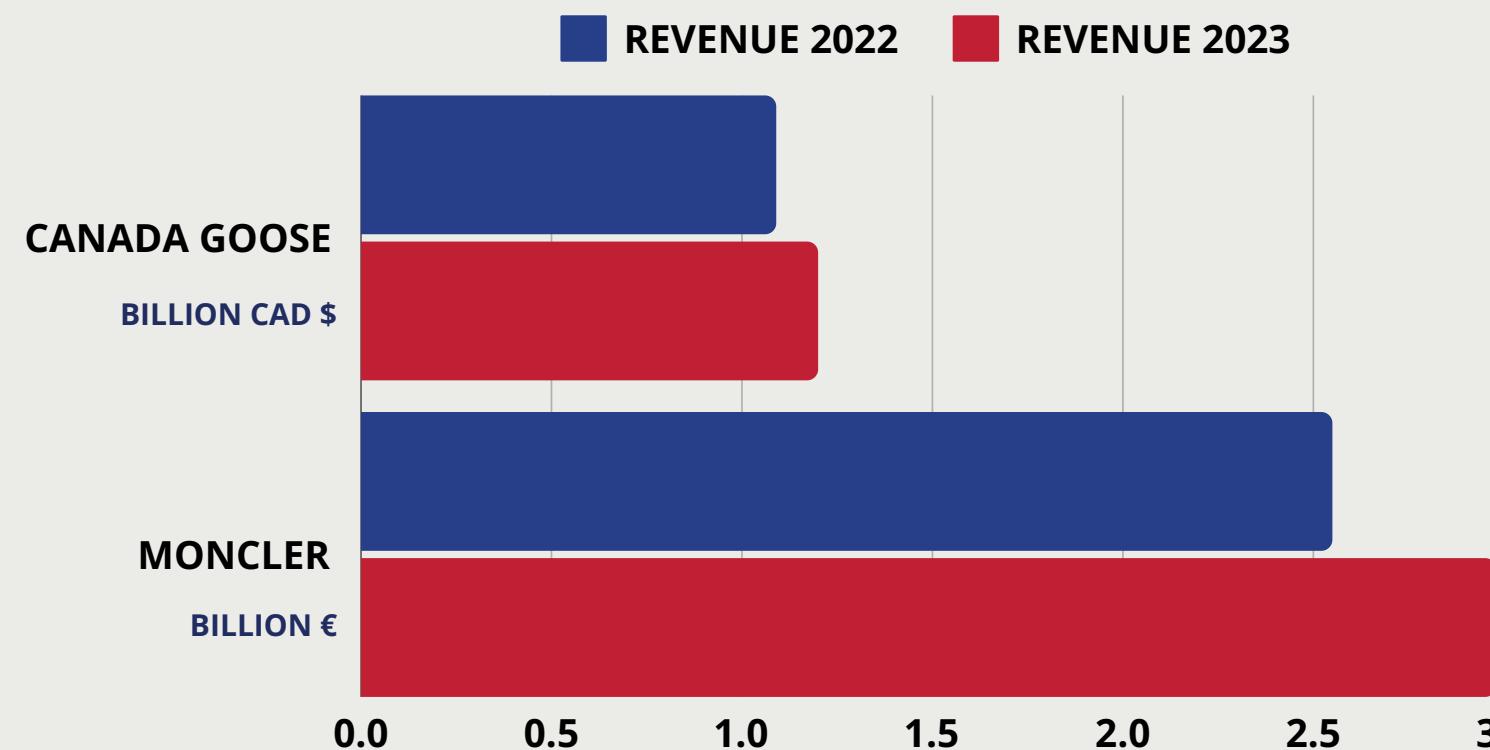
## COMPETITIVE RESULTS



Canada Goose reached **CAD \$1.2 billion in 2023, showing steady growth** (+ CAD \$110M) primarily driven by direct-to-consumer (DTC) segment, with strong gains from e-commerce expansion and new retail locations. While this is a positive trajectory, it reflects moderate improvement when compared to the competition.



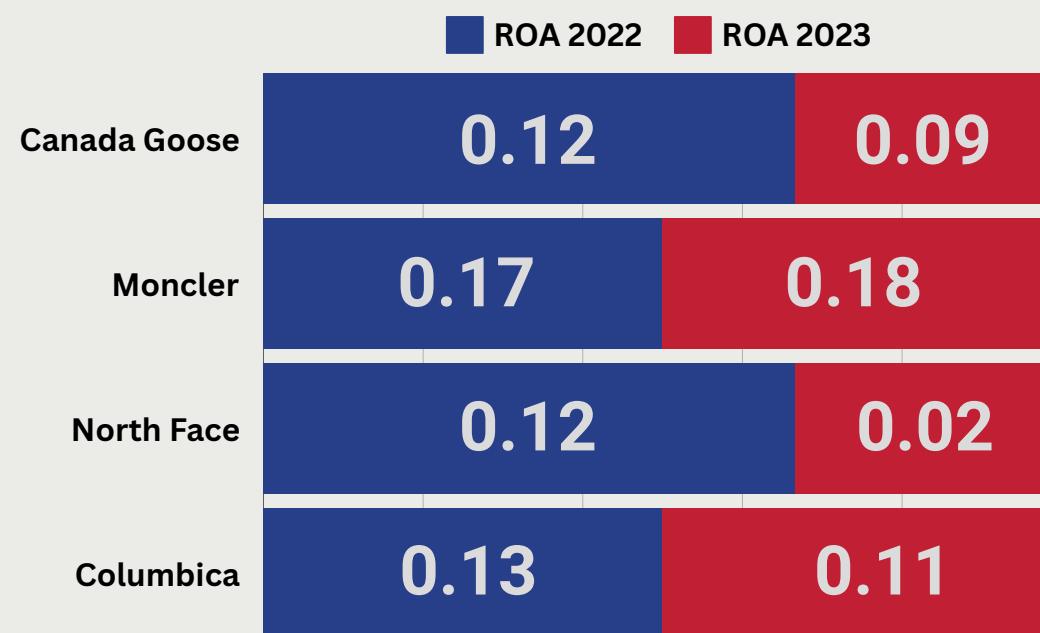
While reviewing the economic and competitive results in comparison with its rivals Canada Goose has **maintained growth but at a reduced pace**. While **10.8% growth** is respectable, it shows the **need for strategic initiatives**, such as growing in new markets using diverse tools.



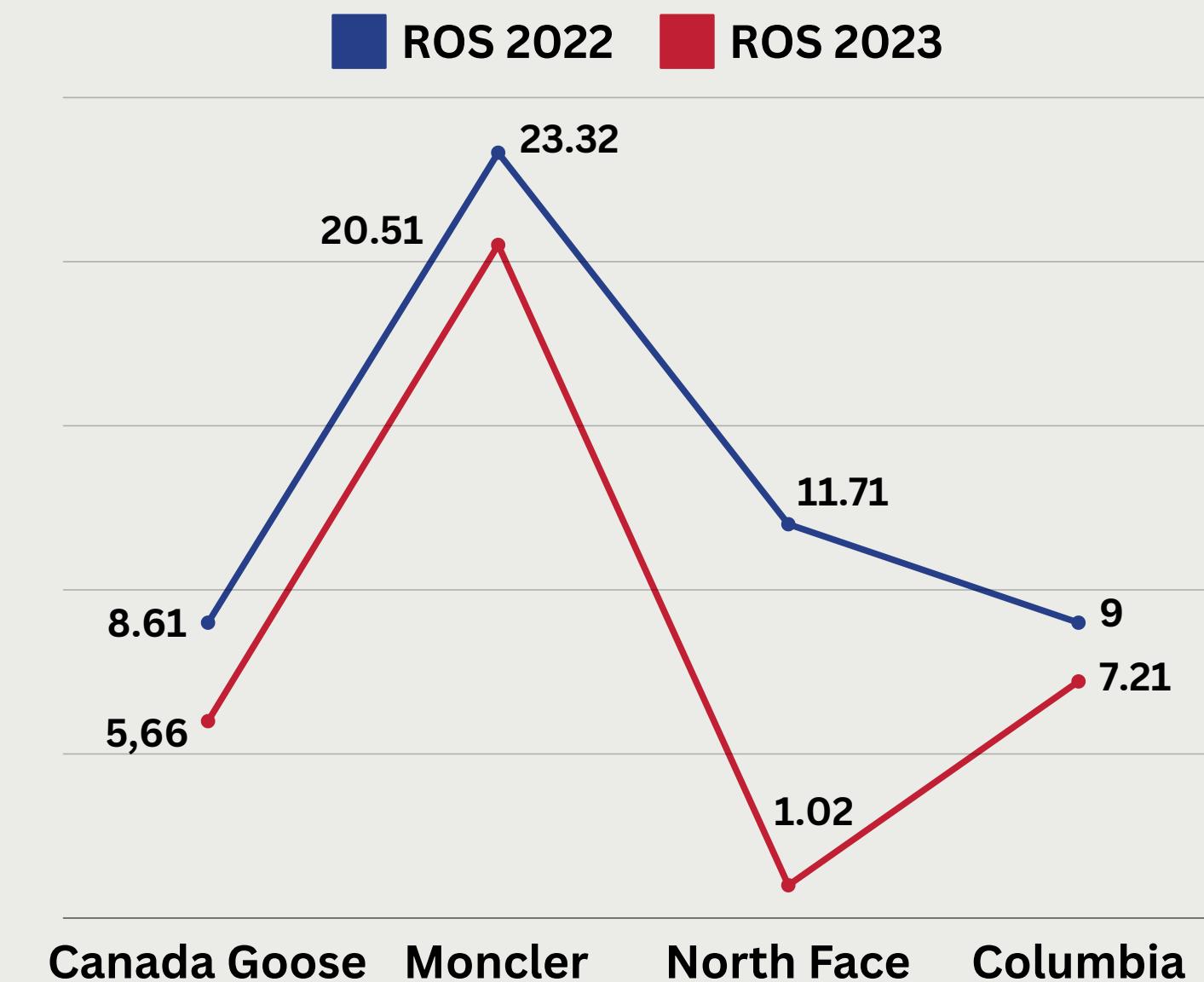


## ECONOMIC RESULTS

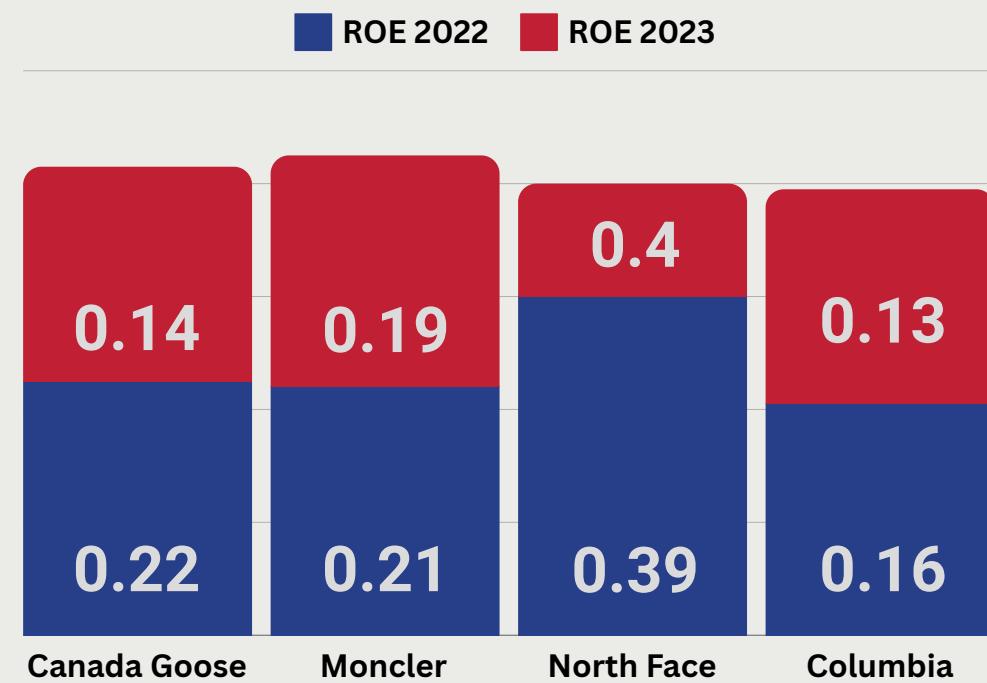
### RETURN ON ASSETS



### RETURN ON SALES

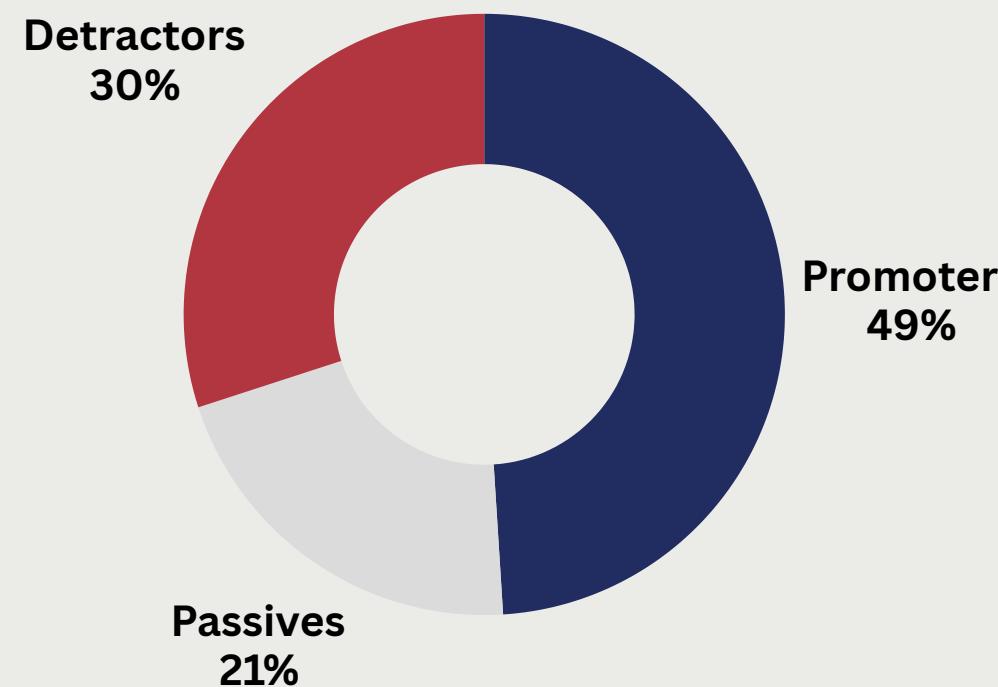


### RETURN ON EQUITIES



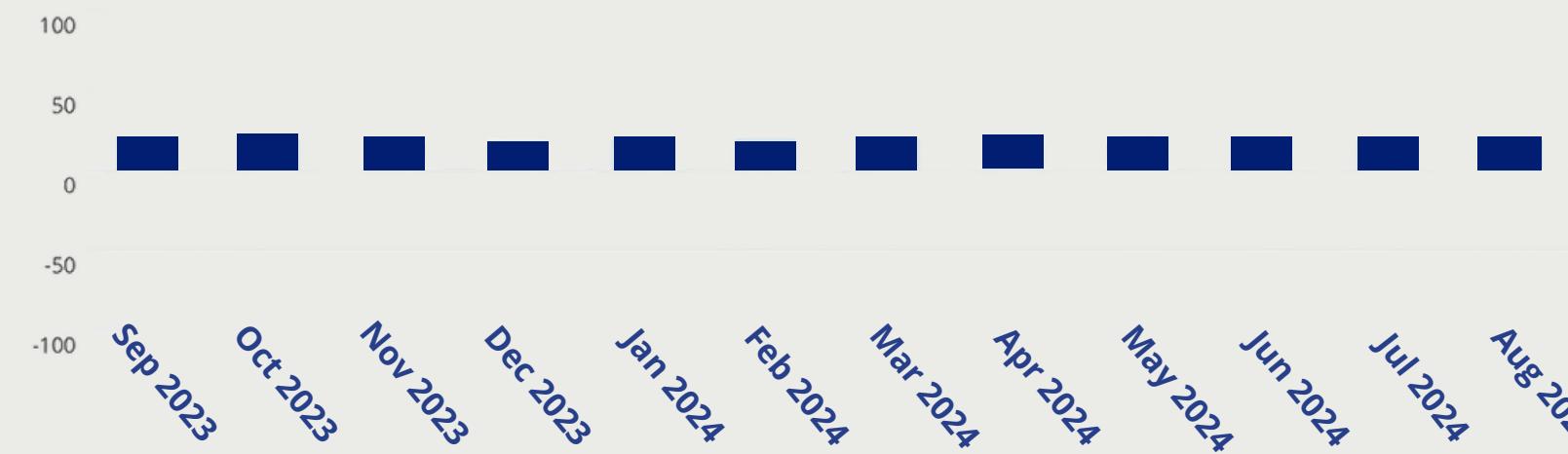


### Canada Goose Overall NPS



Due to high quality and customer satisfaction values as a brand Canada Goose mainly obtains **positive feedbacks on customer satisfaction** platforms.

### Canada Goose NPS trend



The infographics also expose that this kind of approach to operations and customer service results in high customer loyalty.

Customers usually highlight characteristics they choose Canada Goose such as: **Values, mission, politics, quality, service, brand identity and dedication.**

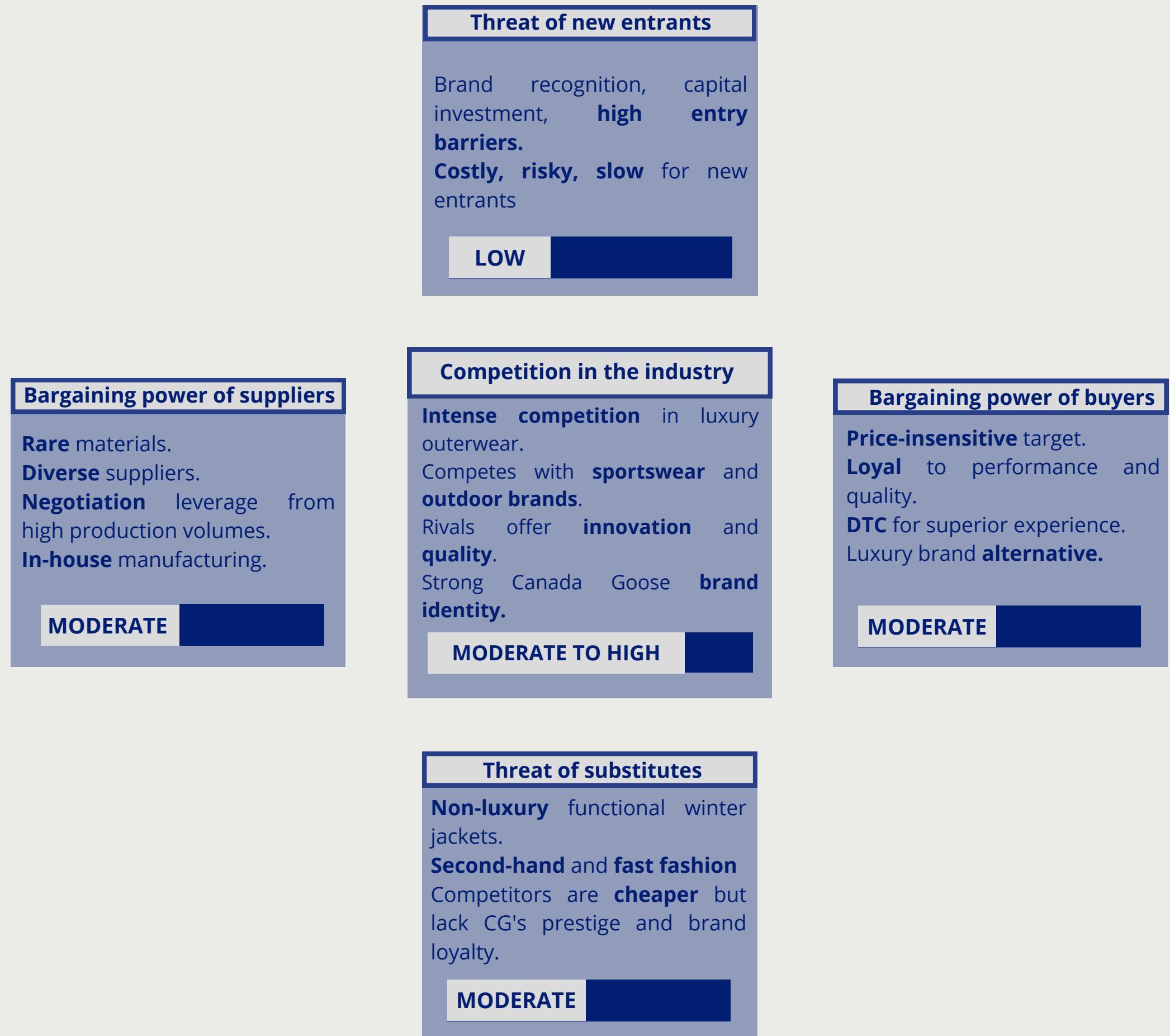
# INDUSTRY COMPETITORS' ANALYSIS



## INDUSTRY ANALYSIS

Canada Goose operates in **moderately competitive environment** and its position has been reinforced by its **premium price power, brand equity, control over quality** through suppliers and **production strategies**.

However, to sustain its market presence, the company must continually **Innovate and adapt** to **evolving demands**, particularly as competition intensifies in the sustainability-focused sector.





## COMPETITORS' ANALYSIS

FOCUS	PRICE RANGE	TARGET MARKET	GEOGRAPHICAL PRESENCE	COMPETITIVE ADVANTAGE
	Luxury outerwear with focus on warmth for extreme cold	\$800 - \$1500+	Affluent consumers, urban professionals, luxury shoppers	Total revenue 2023 Canada: €241m United States: €340,2m Asia Pacific: €354,2m EMEA: €281,6m  DIFFERENTIATION FOCUS STRATEGY: <ul style="list-style-type: none"><li>luxury brand</li><li>focus on DTC</li><li>premium quality</li></ul>
	High fashion luxury with a focus on functional, stylish outerwear	\$1500 - \$3000+	High-income, fashion-forward individuals seeking luxury	Total revenue 2023 Asia: €1,380,6m EMEA: €1198m Americas: €405,4m  DIFFERENTIATION FOCUS STRATEGY: <ul style="list-style-type: none"><li>luxury brand</li><li>Iconic design</li></ul>
	Performance-driven outdoor gear for adventurers	\$200 - \$500	Outdoor enthusiasts, adventure seekers and active lifestyle consumers	Total revenue 2023 Americas: €1,896m Europe: €1198,7m Asia: €517,6m  DIFFERENTIATION STRATEGY: <ul style="list-style-type: none"><li>broad product range</li><li>global retail expansion</li></ul>
	Affordable, functional outdoor apparel and gear	\$100 - \$300	Recreational, outdoor users, budget-conscious families and individuals	Total revenue 2023 United States: \$2,241m LAAP: \$ 519m EMEA: \$469m Canada: \$256m  COST-LEADERSHIP STRATEGY: <ul style="list-style-type: none"><li>affordable pricing</li><li>wide distribution network</li></ul>



# COMPANY BUSINESS IDENTIFICATION AND EVALUATION



## PORTFOLIO STRATEGY

The company's primary focus is on producing and selling high-quality outerwear designed for extreme weather conditions. However, it has gradually expanded its product range to include:

- Lightweight outerwear for milder climates.
- Accessories such as hats and gloves.
- Knitwear.
- Expanding into the footwear and casual wear markets.

Canada Goose operates as a single-segment business targeting the premium outerwear and luxury apparel market.

The Canada Goose competitive advantage lays on **differentiation**

The **factors** that represent the core elements that define **Canada Goose's identity** and contribute to its **success** are

1. Premium quality and materials
2. Luxury branding
3. Canadian heritage

## SWOT ANALYSIS

<span style="font-size: 2em; border: 1px solid white; border-radius: 50%; padding: 10px;">S</span> <b>Product durability and performance:</b> reputation for manufacturing durable and performance-driven products suited for extreme weather conditions. <b>Global presence:</b> extensive international footprint with retail stores and e-commerce platforms catering to North America, Europe, and Asia.	<span style="font-size: 2em; border: 1px solid white; border-radius: 50%; padding: 10px;">W</span> <b>High price point:</b> premium pricing limits accessibility to a broader consumer base and makes it vulnerable during economic downturns. <b>Seasonality:</b> Heavy dependence on cold weather seasons for sales
<span style="font-size: 2em; border: 1px solid white; border-radius: 50%; padding: 10px;">O</span> <b>Expansion in emerging markets:</b> growth potential in regions like Asia-Pacific, particularly China and India, where demand for luxury goods is increasing. <b>Growth in Direct-to-Consumer (DTC) sales</b>	<span style="font-size: 2em; border: 1px solid white; border-radius: 50%; padding: 10px;">T</span> <b>Intense competition:</b> competes with established brands like Moncler, Patagonia, and The North Face, as well as emerging direct-to-consumer brands. <b>Climate change:</b> rising global temperatures may decrease the demand for heavy outerwear in traditionally cold regions.



## STRATEGY VALIDITY

Strategy	Key strategy elements	Main sources of competitive advantage	Elements of Coherence	Elements of Incoherence
Differentiation Focus	High quality and manufacturing	The <b>Arctic Tech</b> branded fabric and the use of high-quality down provide thermal insulation in harsh climatic conditions	<b>Authenticity and legacy of "Made in Canada".</b> The products are manufactured in Canada, which corresponds to the main idea of the brand "Made in Canada". In addition, this is reflected in the brand's positioning as a manufacturer of outerwear for extreme climatic conditions.	The <b>expansion of the range</b> may shift the brand's focus from extreme cold clothing to diversification, <b>this could be a problem of loss of authenticity</b> , which could conflict with the main idea of the brand, for extreme climatic conditions.
		Manufacturing in Canada, label "Made in Canada"		
	Advertising	Canada Goose <b>prefers advertising in real life and conditions</b> rather of runway and "fake" celebrity commercials	<b>For brands such as Canada Goose, snowy trails are better exposure than any runway.</b> The company avoids excessive "fashion", remaining in the premium segment, as it focuses on functionality.	Canada Goose continues to use fur in its products. There have been ethical issues with animal rights activists in the past, and the use of coyote fur may reopen ethical disputes. <b>It's incoherent, because on the Canada Goose website there is information about sustainable program HUMANATURE.</b>
	Narrow market segment	People who prefer clothes for survival in Arctic	The brand focuses on organic advertising. For example, participating in Arctic expeditions, sponsoring the <b>Sundance Film Festival, which was event in Utah, cold U.S. state</b> , and using celebrities as "ambassadors" in real cold conditions, such as snowy trails or dog sledding races athletes	

# FUTURE STRATEGY



**WHY**  
*Goal*

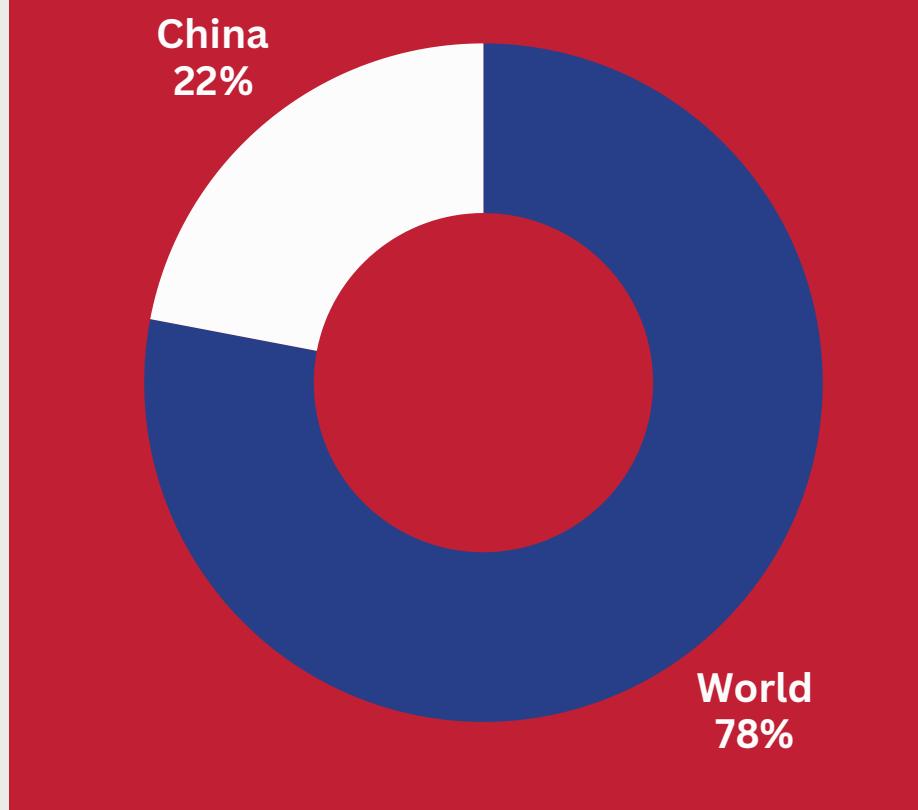
**WHAT**  
*Strategy*

**HOW**  
*Activities*



# WHY *Goal* | EXPANDING THE MARKET IN CHINA

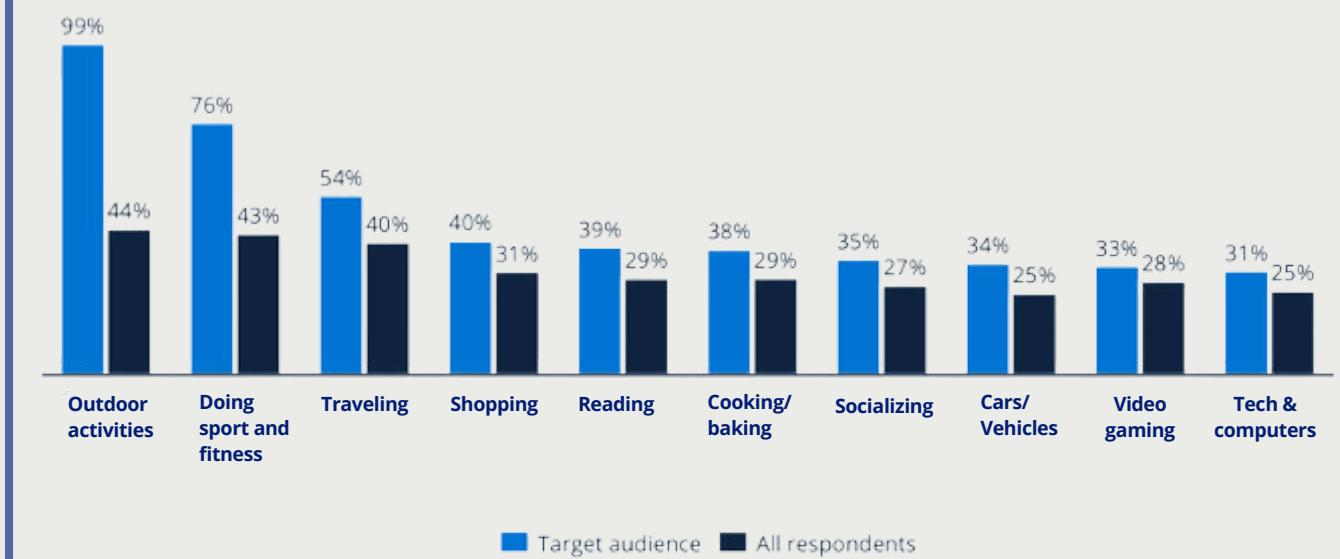
The middle class is growing, and with it, middle-class consumption is also increasing. By 2030, it is expected to represent **22% of global middle-class consumption**.



LUXURY GOODS MARKET  
**+7.08 %**

YEARS  
**2022-2023** | **PROJECTED GROWTH 2023-2025**  
**+12.01%** | **+10.03%**

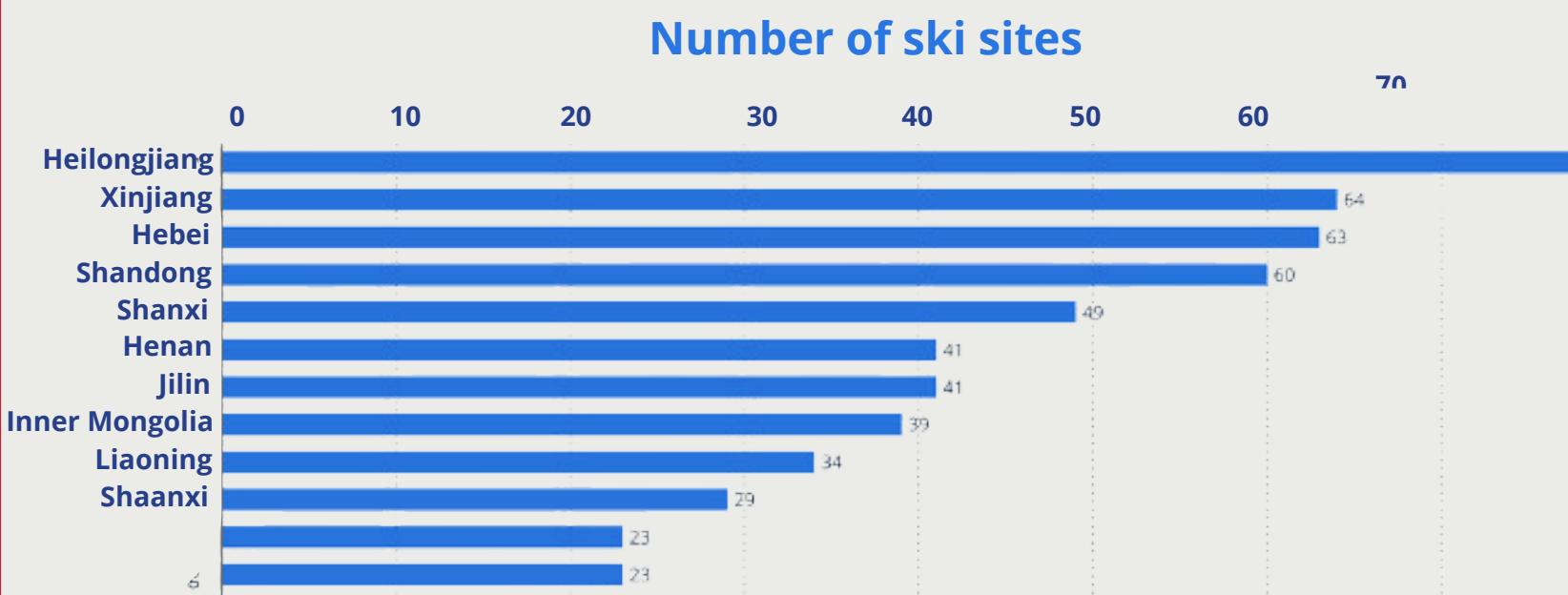
The **outdoor activities** segment is a primary interest for outdoor and lifestyle sport athletes in China, providing a significant **opportunity for brands focused on active, outdoor-oriented consumers**.



# WHY Goal

Among the outdoor activities, the most relevant ones are **hiking** and **cycling**, sports that combine both **outdoor exploration** and **physical performance**. This stands out opportunities for brands that focuses on outdoor apparel.

While **skiing** may not yet be as widespread as activities like hiking and cycling, the data indicates that it is a **growing sport** supported by a well-developed **infrastructure** in China, signaling potential for future growth



# WHAT Strategy

## THE APPROACH



### IMPLEMENTING D2C TOOLS



- Retain **full profit margins** by eliminating intermediaries
- Drive **20% annual growth** in Asia
- **Connect Canadian heritage** with Chinese values while maintaining global integration



# HOW Activities | CHINESE MARKET PLACEMENT ROADMAP TO INCREASE D2C EXPERIENCE

Creation of  
exclusive ski collection



Conduct a pop up **event launching**  
the flagship exclusive collection  
at **Shanghai**



Marketing campaign and  
**digital content development**



SHANGHAI, CHINA



YABULI SKI RESORT



**Monitor** sales, gather  
customer feedback, and  
**refine strategy**



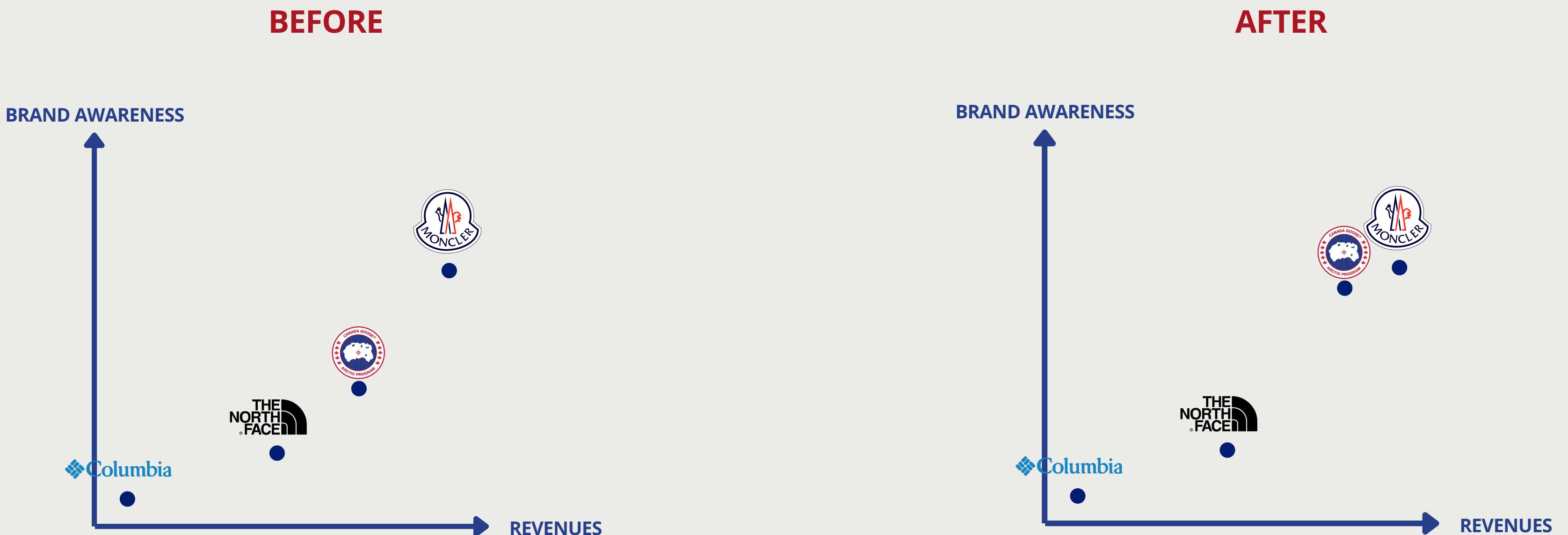
Adaptation of D2C tools in rest of the  
**stores** highlighting the exclusiveness of the  
experience Canada Goose gives to its  
potential customers





## EXPECTED RESULTS

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.





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