Hermès — TIV Report (Oct 2025)

October 2, 2025

Section Scores

Part 1	Part 2	Part 3	Total	%	Band
60	40	30	130	28.9%	Laggard

Executive Summary

Hermès is intentionally conservative on digital. Public evidence shows minimal data/AI leadership, basic apps/e-commerce, and little disclosure of modern data/ML infrastructure. Governance exists but limited beyond compliance. Classified Laggard by the strict evidence standard.

Strengths

• Iconic brand equity and clienteling culture

• Conservative data posture can reduce some operational risk

Weaknesses

• No public CDO/CAIO; limited AI/data signals

• Basic apps/e-comm; little evidence of personalization/experimentation

• Sparse disclosure of modern data stack/ML pipelines/AI compute

Part 1 — Business & Strategy (150)

1.1 C-Suite & Board: 10/40 — IT leadership present; no Group CDO/CTO; board heritage/finance-heavy.

1.2 AI Leadership: 0/10 — no public CAIO/Head of AI.

1.3 Strategy & Financial Commitment: 10/20 — digital peripheral; craftsmanship/retail network central.

1.4 Hiring & Talent: 10/40 — limited visible tech hiring; small data roles; vendor reliance suggested.

1.5 Team Stability: 10/10 — no major tech/data redundancies noted.

1.6 Culture & Training: 10/20 — limited digital training evidence.

1.7 Engineering Culture: 10/10 — no OSS/blog presence.

Part 2 — Applications & Data (150)

2.1 Website & App Tech: 10/20 — basic iOS/Android presence; modest ratings/cadence.

2.2 Customer Data & Analytics: 10/40 — standard analytics inferred; no named CDP/A/B/recs.

2.3 Governance & Privacy: 10/20 — cookie/consent and privacy pages.

2.4 Architecture & Automation: 5/30 — no developer portal; legacy/outsourced indications.

2.5 Engagement & Marketing Ecosystem: 5/40 — conservative marketing tech; minimal omnichannel proof.

Part 3 — Infrastructure (150)

3.1 Cloud Partnerships & Strategy: 5/25 — no explicit hyperscaler strategy; selective hosting.

3.2 AI Cloud Partnerships: 0/15 — none disclosed.

3.3 Data & Platform Strategy: 5/25 — basic BI; no Snowflake/Databricks/BigQuery evidence.

3.4 AI/ML Ops Maturity: 0/20 — no pipelines/registries evidenced.

3.5 Compute & Infrastructure: 10/25 — standard hosting; no AI compute disclosure.

3.6 CI/CD & Delivery: 0/20 — no evidence of automation practices.

3.7 Security & Trust: 10/20 — privacy statements; no named certifications/trust center.

Gate & Penalty Rationale

Gate: Multiple parts <110; severe asymmetry → Laggard per rubric. No adverse-event or recency penalties applied.

Conclusion

Final classification: Laggard. Total 130/450 (28.9%).

Sources (public, attributable)

• Hermès URD 2024 (finance.hermes.com)

• Hermès site/app store listings (update cadence, ratings)

• Hermès privacy & cookie pages