

National Retail Federation (NRF) 2025

Retail's Big Show: Back in NYC,
January 12-14 at the Jacobs K.
Javits Convention Center

 NRF '25
RETAIL'S
BIG SHOW

The opening keynote set the tone for the future of retail. Bob Eddy (BJ's Wholesale Club) NRF Chairman and Walmart U.S. CEO John Furner shared the stage with NVIDIA's Azita Martin, a leader in retail and CPG innovation. They dove into the state of retail today: not just about change — it's about a revolution.

To stay ahead, retailers must anticipate disruptions, explore multiple futures, and adapt fast. Winning isn't just about technology — it's about people. The future belongs to those who put customers first, letting technology enhance, not overshadow, human connections. At NRF 2025, the spotlight was on predictive and generative AI — the game-changers shaping the future of retail. AI's growing influence is undeniable.

The focus was clear: leveraging AI to tackle high-priority business challenges and deliver real, measurable value. From streamlining operations to enhancing customer experiences, the sessions and showcases highlighted practical applications that drive meaningful outcomes.

Recent AI advancements, like AI-powered digital assistants and how AI could transform shopping experiences online and in stores. The common thread between execs from IKEA, Kraft Heinz, New Balance and Favorite Daughter, was about how filling a need in the market helped their brands grow. Lifestyle is predominantly on social media, and where many shoppers are discovering products, particularly Gen Z.

The power of TikTok is also beneficial to makeup retailer, Sephora. The store has seen a rise in popularity among Gen Z and Gen Alpha shoppers discovering beauty and skincare products. The last day of Retail's Big Show focused on what lies ahead for the future of retail. NRF issued a study indicating that President-elect Donald Trump's tariff proposals could cost Americans \$78 billion in annual spending power.

The following pages highlight 28 standout companies with unique thoughts and interesting takeaways on their retail strategies going forward.



Balancing Legacy and Innovation

Joshua Schulman, CEO, shared his strategic vision for Burberry, blending the brand's 168-year heritage with bold steps in digital innovation and sustainability. "Our mission is to honor that history while making bold moves in digital innovation and sustainability to connect with the modern, global consumer."

Consumer-Centric Growth

Burberry is investing in digital transformation, offering immersive retail experiences and collaborating with tech platforms to engage younger audiences. "Today's consumers demand more than just a product – they seek an experience, a story."

Sustainability as a Priority

Schulman highlighted Burberry's commitment to achieving net-zero emissions and reducing waste, showcasing efforts to combine profitability with environmental responsibility.

Leadership Insights

Drawing on his experience with Jimmy Choo and Coach, Schulman discussed the importance of collaboration, embracing change, and maintaining a clear vision. "Leadership in luxury is about understanding the market while staying true to your brand's DNA."



Grocery Retail is Growing in Unexpected Ways

Food spending is moving from supermarkets and hypermarkets toward more convenience-oriented channels, including ecommerce, drive-through and click-and-collect, as well as value-oriented channels such as warehouse and discount chains. Ecommerce grocery is forecast to increase by 5% in 2025, while food service growth is on a 2.7% path to growth.

Meeting Shoppers Where They Are

Another conflicting trend impacting how grocery retail is evolving is price versus values. The idea of finding a bargain is still the top shopping motivation, but it is on the decline. Euromonitor: 30% of digital consumers said they buy from brands that align with their values, and 27% said they boycott those brands that don't.

Food Purchases Influenced by Digitalization

58% of global consumers said they browse for food purchases online - consumers enjoy more channel choices. To adapt, stores are becoming not only a place of discovery, but distribution hubs. Retail media networks have been growing - capitalizing on monetizing their new audience.



AI Transforming Retail

Generative AI is revolutionizing retail with hyper-personalized recommendations, precise marketing, and dynamic pricing that adapts in real-time to market changes.

Seamless Omnichannel Experiences

Retailers are enhancing online and offline integration with innovations like streamlined BOPIS (Buy Online, Pick Up In-Store) and unified touchpoints for effortless shopping.

Elevated Customer Engagement

Consumers demand more than transactions—they seek meaningful experiences. Augmented reality fitting rooms, tailored recommendations, and loyalty programs are transforming customer interaction.

Resilient Supply Chains

Retailers prioritize supply chain resilience with predictive analytics, real-time tracking, and AI-driven demand forecasting. Innovations like automated warehouses and drone deliveries are on the rise.



Retail Design Institute

Luxury Redefined

Tiffany reimagined its flagship store, adding a brighter ambiance with gold accents, renowned art and unique structural elements. Louis Vuitton transformed its construction barricades into a luxury experience, using historic trunks as inspiration.

Transformative Experiences in Retail

Foot Locker's new concept store on 34th Street exemplifies modern athletic retail. Featuring advanced footwear fitting technologies and a design inspired by the iconic referee uniform. Hoka, meanwhile, celebrates its French heritage with a design that harks back to the Alps. Its flagship store combines retail spaces with community event areas.

Relevance of the "Third Place"

The idea of "third places," spaces for socializing beyond home and work, is changing. As coffee shops disappear, concepts like grab-and-go windows and immersive fast-casual experiences are emerging. Raising Cane's, in the heart of Times Square, exemplifies the fusion of food and entertainment with a seasonal twist and tourist hotspot.

Renewals and sustainability

Crate & Barrel and Petco have been praised for their innovative takes on historic buildings. Crate & Barrel revitalized the Flatiron District by balancing contemporary design with respect for its architectural heritage. Petco, inspired by Union Square, created an integrated flagship store, including veterinary.

ANTHROPOLOGIE COACH MG2

The Creative Imperative

Capturing Mindshare and Wallet Share with Distinctive Experiences. Leaders from renowned brands discussed how retailers are using creativity and innovation to stand out.

Creativity as a Pillar of Connection with the Consumer

Creativity is one of our top priorities and at the heart of everything, highlighting the importance of surprising consumers with unique experiences. Sharing the example of Anthropologie, which transformed a townhouse into an extravagant winter setting during the holidays, creating a magical moment for customers and generating great engagement with media and influencers. These initiatives are not just commercial; they connect the consumer emotionally to the brand. Authenticity doesn't come from simply adapting a local name; it involves immersing yourself in the culture, listening to store managers and understanding what consumers want.

Digital and Physical Integration

Anthropologie strives to create a narrative that connects all platforms, from window design to online gaming. The brand recently launched a digital game that reinforces its identity among Gen Z, allowing new consumers to discover and engage with the brand in a new way. Creativity is imperative to capture consumer attention and drive loyalty.



C&A: AI to Identify Patterns

C&A, founded in Brazil in 1976, has a need for constant reinvention to remain relevant. C&A uses AI to identify consumer patterns and create personalized collections. The technology helps C&A have the right pieces in the right place at the right time, and dynamically adjust prices based on demand and location. As a result, the company has achieved six consecutive quarters of double-digit growth.

Sam's Club: Improve Experiences & Operations

With a 41-year history, Sam's Club is known for offering a curated experience with high-quality products at affordable prices. AI is helping transform operations and experiences for both customers and associates. The company uses AI for demand forecasting, operational planning, and transparency.

Personalization

Over the next few years, personalization will be the big transformation in retail. Accessibility to data and products will be much faster, and personalization will become the main focus.

GAP Globant

The Evolutionary Role of Omnichannel

Highlighted that the omnichannel concept, initially focused on connecting digital and physical experiences, has evolved to integrate multiple points of contact with consumers, such as social networks, mobile apps and even call centers.

AI-Powered Solutions

Gap has implemented AI solutions ranging from inventory management to personalized shopping experiences. Including the Fashion AI Assistant, a virtual assistant in the Gap app that helps consumers with product recs for events, gifts, and questions about brands, like Athleta.

Operational Efficiency

At Gap, machine learning optimizes product shipments to ensure the right items get to the right locations, reducing missed sales opportunities. The technology enables the creation of digital twins for inventory tracking and decision-making, helping retail teams improve efficiency.

Mobile at the Heart of the Strategy

Gap's app has evolved to a platform that receives 1.6 billion visits annually, engaging users with personalized recommendations and loyalty incentives. Gap is exploring wearables and VR to further elevate mobile experiences.

The Future of AI in Retail

Looking ahead, Gap and Globant envision AI enabling hyper-personalized shopping experiences. From accurate virtual sizing to augmented reality outfit suggestions, the goal is to increase confidence in online shopping.

JP Morgan

The U.S. economy faces risks from President Trump's policy proposals on trade, immigration, tax and fiscal spending, as well as regulation. The U.S. economy could grow by around 2% in 2025, lower than in the previous 2 years. The U.S. could lose about 100,000 payrolls each month if the country has lower immigration, which also could mean lower productivity and less consumer spending.

Moreover, Trump's tariff proposals on Mexico, Canada and China would lift U.S. inflation by 1 percentage point and reduce U.S. economic growth by 0.7 percentage points. If the United States imposes a 10% universal tariff, it would add ~\$1,250 USD of costs to an average U.S. household.

Consumer discretionary bears the most substantial headwinds related to tariff and immigration policies with toys, consumer electronics, and home furnishings. How do you diversify your supply chain is going to be much more of a question mark going forward with tariffs.



Successful digital transformation should be impossible to see but easy to detect. If a customer in one store can't find the product they want in their size, a Levi's stylist can use the company's BackPocket platform to look up their sizes and style preferences. The stylist can either recommend a similar product or find the item in another store.

A customer comes into a Starbucks and wants to order one of the chain's possible 87,000 drink combinations. That customer just wants a seamless ordering experience and a consistent product. It's all powered by digital transformation. Any changes or upgrades to technology are easy to use, reliable, secure and compliant.

Levi's has been aggregating and leveraging vast amounts of customer data — 37 million Red Tab members — to evolve the product assortment, create a digital flagship experience and improve view rates by 10%. Levi's has seen its direct-to-consumer business grow for 10 consecutive quarters.

Starbucks' tech modernization efforts are focused on unifying its tech stack across all its 40,000 stores and 19,000 licensee locations. Teams are working on algorithms to help reduce customer waiting times during peak ordering periods, when 40% of orders come in via mobile or delivery.

Bath & Body Works®

The customer is at the center of every decision Bath & Body Works makes – moving from a transactional approach to a curated, immersive experience.

Personalization is a cornerstone of the strategy: use machine learning to understand consumer behavior, from what they search for online to what they put in their cart. This level of detail allows store associates to offer highly personalized recommendations, elevating the shopping experience.

In addition, Bath & Body Works has invested in solutions that eliminate friction in the purchasing process, such as the Buy Online, Pick Up In-Store (BOPIS) model. Behind the scenes, Bath & Body Works uses data and AI to manage the product lifecycle, from design to distribution - creating an integrated ecosystem that connects demand forecasting, planning and product allocation with operational efficiency.



American Girl: Digital & Emotional Transformation

American Girl, a Mattel brand, started as a direct-to-consumer catalog and has evolved over the decades into a robust omnichannel player. The brand uses its stores as immersive experiences that bring the brand to life. The stores offer unique opportunities like doll customization, storytelling areas, parties and events, creating memories.

Reebok: Reaching New Generations with Digitalization

Reebok is expanding its direct-to-consumer (DTC) model. The brand started as a wholesale business but pivoted to omnichannel in 2019. Reebok is leveraging micro-influencers to engage Gen Z and millennials, while digital campaigns have driven traffic.

Social Content & Consumer Engagement

Both brands agree that user-generated content (UGC) is a powerful tool for strengthening emotional connections with consumers. American Girl is focusing on mom influencers and in-store experiences that encourage families to share photos on social media. Reebok is exploring partnerships with athletes and young talent to reinforce its new positioning as a young, fun and culturally relevant brand.



Target's Growth

Highlighting revenue, remodeling, new stores, new team members and the tripling of digital business, didn't happen in a boardroom. It came down to investing in, listening to and developing great people, and creating a culture of care, growth and winning together. In retail, there is a chance to change lives, to see a team member grow and develop, moving up in responsibility and leadership.

At Target, surveys have shown that seven out of 10 people feel cared for as a person, not as an employee. The Target culture starts with a willingness to listen. Target has a program called Prepare for Next that ensures the development of the next generation of leaders. Target learned that store directors wanted a tailored developmental program — so the company co-created an immersive six-month program taking store directors out of the store to allow them to focus on learning leadership. The program currently has about 1,000 participants, with plans to scale up to some 2,000 store directors. Of current participants, 100% said they feel they could grow their career with Target, and 92% feel their performance has improved since they entered the prepare program.

claire's SEPHORA ROBLOX

The New Consumer: Informed & Creative

Gen Z and Gen Alpha consumers are highly informed and demand an authentic connection with brands. They know what they want and expect to be involved in the development of products and experiences. Examples include collaborations with consumers to create new lines, such as the "See By Claire's" body care collection.

The Age of "Phygital"

For young people, the fluidity between digital and the physical experiences are inseparable. With over 90 million daily active users, Roblox is leading this convergence by enabling personalized avatars to represent users' digital identities. Partnership with Fenty Beauty, transformed a community-created virtual lip gloss into a physical product available for purchase. Sephora is combining digital experiences with in-store interactions.

Emerging Trends & Influencers

The Sephora Squad program, which integrates micro and nano influencers into an authentic and diverse approach. Digital influencers on Roblox and how these creators generate viral content, bridging the social platforms with the virtual experience. Consumers in cities outside urban centers are eager to experience the same experiences.



Foot Locker

Transformation with the Lace Up Plan

Lace Up plan aims to position the company as a global destination for sneaker lovers. The plan includes the redesign of stores, digital expansion with a new mobile app and the strengthening of the FLX loyalty program. Create an experience that connects customers with sneaker culture.

Digital as a Pillar of Experience

Foot Locker has invested heavily in technology, relaunching its mobile app with features like personalization, early access to new releases and exclusive rewards for loyalty program members. The brand has introduced interactive technologies in its physical stores, such as virtual shoe size measurement, which simplifies the shopping experience.

Reinventing Physical Stores

The new units, called Power Stores, integrate modern design, interactive areas such as the Kicker Club (a space for trying on shoes) and sneaker customization zones. The concept also focuses on expanding the women's section, a strategy that already shows growth potential.

Strategic Partnerships & the Future of Retail

Foot Locker's has a renewed partnership with the NBA and the Jordan Brand, reinforcing the company's ties to basketball, a cornerstone of sneaker culture. These partnerships solidify Foot Locker's leadership position.



NORTHERN TOOL + EQUIPMENT

COVID-19 became an opportunity to rethink the supply chain. For NTE, resiliency was top of mind, and their supply chain team produced a framework called optionality: two overarching goals; customer service and speed.

For a mid-sized, omnichannel retailer selling over 100,000 items ranging from safety gloves to trailer-sized pressure washers, enhancing speed when the supply chain was already strained was a challenge. Especially when ~35% of those items were imported from outside the U.S., and 90% of those imports came from China.

NTE also began looking at other sourcing options to supply its 140 retail stores and robust ecommerce business. New sourcing was set up in India, Vietnam, Mexico and Taiwan. The supply chain team also needed more options for fulfilling ecommerce orders, which make up 35% of the revenues. NTE started using data and technology to spread out inventory and service fulfillment among its warehouses.

sweetgreen stripe

Data & Personalization as Differentiators

Data integration was highlighted as key to delivering a seamless omnichannel experience. 360° view of the customer, combining first-party data with third-party insights to personalize interactions and predict trends. This approach also drives Sweetgreen's loyalty program, which goes beyond traditional rewards. Strategic partnerships, such as the collaboration with Stripe for innovation. The integration of technology and business strategy has allowed Sweetgreen to grow rapidly while maintaining its customer-centric core.

Sustainability & Community Connection

Another pillar of Sweetgreen's strategy is its connection with local communities and suppliers. The company works closely with farmers and small suppliers to ensure quality and freshness, while also strengthening its presence in the communities where it operates. Sweetgreen is building a sustainable and meaningful relationship with communities.



lululemon

Founded in 1998 in Canada, Lululemon began as a yoga clothing brand and evolved into the “athleisure” segment, combining style and functionality. Today, the company is known for offering products that go from the gym to every day life, focusing on comfort, versatility and performance.

Innovation with Purpose

An example of an innovative approach is the investment in women’s performance footwear. Most performance shoe designs are made for men. It’s assumed that the fit is the same, but it’s not, so Lulu focused on the specific needs of women. Lulu avoids following passing trends, focusing instead on initiatives with high potential for impact.

Global Expansion & Accelerated Growth

Lululemon has tripled its revenue, reaching \$9.6 billion in 2023. The brand still has growth potential, especially in international markets, where its presence is still small. Lulu can double in size, driven by aggressive store expansion and a balance between physical and online sales. Through its ambassador programs, Lulu seeks global talent who share its values and can positively impact the public. Lululemon is recognized as a brand that redefines health and well-being.

SEPHORA

One of the pillars of Sephora’s success is its ability to incubate and grow brands. Since its early days in the US in 1998, the company has worked with small brands that are now industry icons, such as Urban Decay and Too Faced. The DNA is to build brands from scratch and create categories that consumers didn’t even know they needed.

Investments in Store Experience

Despite the growth of e-commerce, physical stores continue to be a strategic differentiator. Sephora is investing in the largest remodeling program in its history, redesigning 100 stores per year. Sephora is investing in the physical journey to complement the digital journey, creating an omnichannel experience. Sephora is combining technology and human interaction to deliver personalized service, such as, AI-powered skin scanners to help beauty consultants make more accurate product recommendations.

Instagram has shaped makeup and TikTok is driving the skincare market. Sephora works with content creators and uses its platforms to engage consumers and stay on top of trends. Combining cutting-edge technology, human interaction and a consumer-centric approach, Sephora is well positioned to embrace the future of retail.



RENT THE RUNWAY

Founded in 2009, Rent the Runway pioneered the concept of a “closet in the cloud,” allowing customers to rent, subscribe to or buy clothing from +700 brands. RTR made renting clothes normal, even aspirational.

Rental and resale offer a sustainable alternative to fast fashion, a market driven by social media. Consumers want variety, exclusivity and quality.

Sustainability is at the heart of Rent the Runway

Turn wardrobes into financial assets. The vision is to reduce waste and promote the reuse of garments. Rent the Runway’s model benefits both brands and consumers.

The Future of Fashion

Failing to embrace new technologies and business models is a recipe for failure. Fashion needs to be authentic, accessible and adaptable. RTR plans to expand into physical stores with experiences in the coming years. RTR’s goal is to democratize luxury, promote personal expression and build a more responsible industry

amazon

A couple of years ago, Amazon started an AI ‘show and tell’ so teams could share ideas for leveraging the technology. This was intended to go on for a few months, but it is still running today, illustrating the ever-growing list of uses that retailers are discovering for AI.

AI is also helping Amazon with the perennial challenge of sizing and fit. This is fashion’s unsolved problem and Amazon believes AI can be part of the solution. Amazon has built a model, ingesting all of the size charts of different brands, all of the customer purchasing patterns, and all of the feedback from returns and customer reviews.

AI is driving many efficiencies on the back-end as well, for example helping Amazon to identify fraud and stamping out fake reviews. Sellers can now quickly create new listings with just a few words or a photo. Innovation is not Amazon’s most important differentiator. Creating a culture that generates bold ideas and allows for “thoughtful risk” is the key. Bezos: in the history of business, more value has been destroyed by companies that failed to try something new than by companies that try things but ultimately fail.

Rare Beauty

TikTok Shop: The Social Commerce Revolution

The platform already generates more sales than Sephora where 91% of consumers report that their expectations were exceeded. Rare Beauty uses TikTok as a natural extension of its communication, reaching Gen Z in an authentic way.

The Impact of Rare Beauty

Founded by Selena Gomez in 2020, Rare Beauty is more than just a cosmetics brand. With a market value of over \$2B and revenue of \$350mm in 2023, the company stands out for its mission to promote mental health and self-acceptance. The Rare Beauty Impact Fund, which receives 1% of sales, is a clear example of this commitment.

Community and Connection

At the heart of Rare Beauty is building an authentic and inclusive community. Essential to listen to the consumer, understand what they're saying and adapt quickly. Rare beauty maintains its relevance through constant updates to products and strategies, connecting with a loyal customer base, working with creators who understand their language.



The US Food Retail Landscape

Consumer confidence is a dominant theme in food retail, especially in a post-pandemic scenario marked by inflation and changes in consumption habits. Despite this, consumers are prioritizing value over price. In 2024, Whole Foods permanently reduced prices on more than 25% of the items in its portfolio and expanded its 365 Everyday Value private label line. Sustainability is in Whole Foods' DNA, with programs like Source for Good, which has invested nearly \$10 million in farming communities to provide infrastructure like schools, clinics and essential services. The company banned more than 550 "non-clean" ingredients.

Trends & Discoveries in the Food Segment

Every year, Whole Foods releases its food and beverage trends list, which in 2025 includes functional mushrooms, sourdough and regeneratively grown ingredients. Whole Foods has also stood out for its career development programs for employees which offers specialized training programs with over 1,000 graduates by 2024.



In a world where tradition and innovation converge, New Balance, a brand with 118 years of heritage, is reinventing itself to stay relevant and attract new generations of consumers. New Balance has seen remarkable growth in recent years, reaching \$6.5 billion in revenue in 2023 with 60% of its business outside the U.S. For the 2nd year in a row, the brand has achieved 20% growth. Part of this success is due to their distribution strategy, which seeks to balance presence in traditional and emerging markets.

One of New Balance's priorities is to connect with younger consumers, an increasingly demanding audience. This involves innovation, better materials, sustainability and telling the story behind the products.

Innovation & Sustainability at the Heart of the Strategy

Innovation is one of the main tools to win over consumers. Collaborations with athletes play a key role in the brand's strategy. Additionally, the brand has capitalized on its cultural appeal. Icons like the "990" and "574" are worn by audiences from supermodels in London to grandparents in Ohio, illustrating New Balance's reach and cultural impact. New Balance continues to challenge the status quo.



The New Era of Physical Stores

Physical stores are no longer just points of sale, they have become media channels, service centers and places for storytelling and engagement. LEGO uses its spaces to create memorable experiences, such as a flower shop made entirely of LEGO bricks.

Engagement & Technology

Technology should complement, not replace, human contact. IKEA uses AI to improve services such as space planning and inventory management. AI is also present in the creation of sustainable content and solutions, such as energy optimization in its stores.

Community Impact

In addition to personalized experiences, stores are also becoming points of interaction with local communities. IKEA, for example, created the "Plata" concept in Houston, a space where consumers can interact and participate in activities beyond shopping.

Measuring Success

In addition to economic metrics like sales, companies are incorporating metrics like community impact, sustainability and consumer engagement. Adaptable formats, cutting-edge technology, and a focus on emotional connection.



Principles for Making Stores Irreplaceable & Irresistible

- Environment Affects Behavior: Changes in physical design can impact consumer behavior. There are examples of chains that doubled their sales simply by changing the layout and atmosphere of their stores, nothing else
- Community Moments (Bonfire Moments): Stores should create environments that foster social interaction and emotional connection – team camaraderie
- The effort must be worth it: In a world where everything can be delivered to your door, the in-store experience needs to outweigh the effort of leaving your home.
- Revealing brand purpose: Consumers value brands that clearly communicate their values and purpose
- Human and sensory touch: Stores should tap into the senses to create emotional connections. Using cohesive scents, textures and visuals can make an environment more appealing and increase sales



How's the Turnaround Going?

Upping their game in terms of merchandise assortment. Changing the presentation on the floor in terms of density of product. Putting people back into the fitting rooms to make sure the service experience is better.

Should Macy's Spin off Bloomingdale's/Bluemercury?

Macy's is not getting the recognition for the value of these brands. Macy's continues to believe that there are synergies leveraged between the three brands.

Would it be Easier to be a Private Company?

Macy's has decided to close up-to 150 stores, 66 closings have been decided. Doubled down on Bloomingdale's and Bluemercury as growth engines in the luxury sector.

Time to Give up on the Department Store Industry?

Department stores are essentially the curation of choice. They give the consumer so many options but done in a way that makes it easier to shop.

Does the Rise of 'Dupe Culture' Pose a Threat?

The popularity, and acceptability, of counterfeits on the rise is fueled by social media "dupe culture" and the trend of quiet luxury. Macy's believes there is a market for both diamonds and lab-grown diamonds, at the same time.

Will the new Administration's Policies on Immigration & Tariffs Cause Problems?

Macy's paying attention to everything and trying to plan for the likely outcome. Macy's has worked with all of their market partners to rethink production process and timing.



Best Buy from 2019 to 2024: 'Changing the Model Absolutely, Completely'

- Major investments in the company's digital experiences, in particular its consumer app to make it stickier, better for discovery, and better able to help customers
- An overhaul of the store experience to shift away from a chainwide approach and tailor each store to its market. A new store might specialize in store pickup, because that is exactly what it's there to do, and one store might specialize in the complete experience for customers. Best Buy, is now managing a footprint of 900 stores that all are "slightly different"
- To meet that complexity, Best Buy also overhauled how it manages its workforce, assigning employees to a market rather than a specific store. The employee might serve four different stores, given demand profile changes, the leaders will also rotate around the stores
- The addition of a retail media network
- Plans to launch a new third-party marketplace in 2025



Hilfiger sees the brand itself, as a fusion between fashion and music and latterly enmeshed in wider celebrity culture. Hilfiger's brand is now under the umbrella of PVH since a \$3 billion deal in 2010, which also owns Calvin Klein. Hilfiger said there will be no let up in building towards their joint ambitions to become global lifestyle brands.

Forty years ago, when Tommy Hilfiger started the brand, the idea was to compete with but not look like the competition. The goal was to keep relevant and follow the zeitgeist, which he did by connecting with musicians and celebrities.

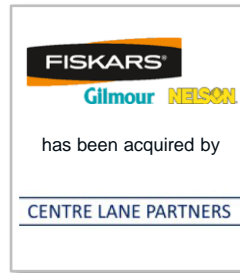
Fashiontainment led to fashion in movies with Hollywood stars and then sports stars and then to collaborations. Codesign with these celebrities has become a phenomenon which never was expected to be as big as it was.

Hilfiger wanted people to be able to click and buy what they saw on the runway, rather than wait for months. Hilfiger was always looking to disrupt, which is why he embraced technology in a big way. Hilfiger said that he likes to figure out what's next before even the consumer knows.

FOR MORE INFORMATION, PLEASE CONTACT GCG'S CONSUMER TEAM



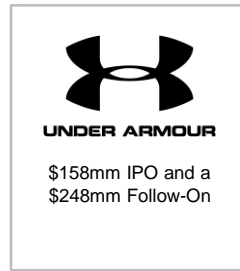
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