



**SOCIAL**

**CASE**

**Presented by**

**Surmesur**

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### **Surmesur—a Homegrown Business**

Since its launch in 2010, Surmesur has been innovating in designing seamlessly fitted men's clothing. The company was founded by two ambitious brothers in a 320-square-foot facility located in Quebec City. 2015 was obviously a game-changing year for Surmesur, since it grew from one location to four in 2014 (in Quebec City, Montreal, Toronto & Ottawa). Major renovations were carried out in all locations to welcome customers into more prestigious spaces. The Surmesur Studio, a software allowing the visualization of the final product, was also created in 2015 when the new Laval location was inaugurated. A year later, the company expanded internationally, setting up shop in Pittsburgh. So, as of now, you can find stores in Ontario, Western Canada and even in the United States!

The concept of Surmesur is revolutionary for the world of men's fashion. Clients can customize all their clothing: shirts, pants, jackets, shoes and more! The in-store customer



experience is unique at Surmesur. As soon as customers walk in the store, they receive tailored assistance with a 360-degree approach:

1. Customers start by choosing the fabrics they wish to use for their suit and shirt. More than 10,000 fabrics are offered in the boutique in various collections ranging from the most classic to the most extravagant. In addition to the customers being able to examine each fabric's sample colours, advisers are available to help the customers choose the type of fabric that best suits their tastes.
2. After choosing the fabrics, it is time to move on to the Studio. It is at this stage of the customer journey that they can choose the type of collar that they want, the design of the jacket's interior and even the buttons for the sleeves and pockets. The Studio is a creation software used to prepare the manufacturing of the perfect garment. It also gives the customers the chance to visualize the product in 3D and augmented reality!
3. The third step consists of taking the customer's measurements. Everything will be measured to ensure that all garments are perfect for the customer's silhouette: legs, thighs, buttocks, collar, arms, shoulders, everything is taken into consideration. All measurements are taken by an expert and kept in the customer's file, in order to facilitate future adjustments and purchases.
4. After a period of 4 to 6 weeks, it's time for the customer to come back to the store for a fitting to make sure everything is perfect. Surmesur does not let any customer leave with less than perfect suits.

**In addition to clothing**, Surmesur offers a very nice variety of accessories for men. This includes ties, handkerchiefs and pins.

Corporate values are very important to the organization. Indeed, at Surmesur we need to be creative in order to innovate every day and think outside the box. The company's culture of commitment is also *action-oriented*. Surmesur also constantly strive to be better in order to promote continuous improvement in the offer of services. At Surmesur, having fun is considered essential to be better every day.





## Product Distribution at Surmesur

Surmesur offers its customers several purchase options for its products:

1. **Surmesur stores:** The Surmesur stores are the perfect place to live the four-step customer experience described above. An adviser assists the customer every step of the way to create the perfect garment using the Studio.
2. **Surmesur Shop-in-shop:** These are spaces that Surmesur rents in large shopping malls to be made into mini-boutiques.
3. **Surmesur on the road:** This corporate option allows the creation of custom uniforms or masks directly at the customer's location. Thus the adviser travels to the client or the company to take measurements.
4. **Surmesur online:** This option allows the purchase of ready-to-wear products on the online store. Customers can order what they want using the measurements already stored in their file or create new ones using the Studio.



## Surmesur's Marketing

A whole marketing team is already in place at Surmesur, and their role is to develop all the strategies put forward by the company, whether it be for campaigns, promotions or the company's image. In addition to this team, Surmesur also has a person who acts as a project manager. At the moment, a complete redesign of the website is underway and its launch is planned for late 2020 or early 2021. As a result, the website is changing daily, making it more difficult for customers to navigate the site than usual. The final concept for the Surmesur's website is, however, already created. It is important to mention that despite this redesign, no changes are planned for the Studio, which is an integral part of the customer journey.

One of Surmesur's primary marketing issues is its online sales. The company relies heavily on the in-store customer experience and e-commerce is not really a priority. With the complete redesign of the website, it has been even more difficult to develop this type of sales lately.



## Fierce Competition

In the world of men's clothing, there is a lot of competition. Even though Surmesur has created a unique way of designing clothes, it has to face several big competitors who also have a good reputation. The best-known competitors are indirect competitors. Here is a short list:

- **Moore's**  
Very often found in large shopping malls, this men's fashion boutique offers a ready-to-wear formula to their customers. Moore's also offers short-term clothing rentals, which makes this store very appealing to young graduates and wedding goers.
- **Simons**  
Simons has been in the garment industry much longer than Surmesur. This competitor also offers ready-to-wear, but does not specialize in men's clothing. This store remains very popular among young and older professionals alike.
- **RW&CO**  
This store also offers several choices of men's clothing, but does not specialize in men's fashion. RW&CO is frequently found in shopping malls; therefore customers can benefit from its ease of access.
- **Ernest**  
This store is also one of Surmesur's competitors. This competitor is very much a part of the Quebec way of life. Ernest benefits from a well-established notoriety. Their clothes are often worn by people who appear on television shows such as Occupation Double. In addition, Ernest offers mid-range products in a ready-to-wear fashion.
- **Vincent d'Amérique**  
Vincent d'Amérique's competitive advantage is its association with local athletes well known to the general public such as Georges St-Pierre. This store is also very accessible to consumers, having many points of sale in shopping malls.
- **Other Competitors**  
The list of competitors provided above is not exhaustive and is only a listing of indirect competitors. It gives a good picture of what Surmesur's competitors have to offer.



**Surmesur** remains the men's tailored clothing store with the largest selection of fabrics and unbeatable customer care. Some direct competitors, although less known to the general public, are also worth mentioning. They include Valin Confection, Suitsupply and E. R. Fisher Menswear, to name a few.

There are also competitors in each of the distribution channels for the product mentioned above.

## Surmesur's Clientele

Surmesur targets mainly and almost exclusively men. Many people of different age groups are shopping at Surmesur, but 34-45-year-olds are the most recurring customers. They are often business professionals, future brides and grooms or simply men looking for the perfect suit for any occasion.

Thanks to its unparalleled customer service focus, Surmesur has achieved remarkable customer loyalty. Customers have developed a sense of trust in both employees and the brand.

The vast majority of customers are looking for the in-store experience that Surmesur can offer them. In the client's eyes, the customer journey and the product quality make all the difference. However, the company is looking to push its customers to adopt online buying habits in order to generate more sales and cope with the current pandemic.

## Context of COVID-19

After having had to shut down its activities for almost two months last spring like many other businesses, Surmesur had to implement numerous sanitary measures in order to comply with government's directives. The most significant change was that clients had to book mandatory appointments before physically coming to the store to have their measurements taken and do a fitting. This is an important challenge to which the company must adjust. Indeed, Surmesur previously attracted many curious customers who would come into the store without an appointment. Now, online promotion is more important than ever. To remedy this, the concept of virtual appointments has been implemented to establish a first contact remotely. Although this is a nice temporary solution, it is still harder for employees to provide clients with the same customer experience, since the whole client journey to checkout at Surmesur is mainly a sensory-based experience. To ensure that



optimal customer experience is delivered despite the distance, virtual tours of the stores are offered to customers and remote measurement solutions are developed.

### Surmesur's Current Situation

With the COVID-19 pandemic, there are fewer opportunities to dress up. Remote work, virtual events and the cancellation of the wedding season are among the many reasons why people stay in their *comfy PJ's*. How do you get men's fashion enthusiasts to keep the brand top-of-mind and to come and visit the store? Can new products be distributed? What type of marketing campaign would have a big enough impact?



### Mandate

Surmesur faces several challenges due to the pandemic. Driven by the desire to keep its innovative advantage and to stay ahead of the competition, the business mandated you to help it face these challenges. You now have 3 weeks to develop a strategic plan to attract customers to the store and have them buy products, despite the COVID-19 situation. How can Surmesur turn virtual appointments into in-store visits? How can Surmesur generate more traffic on its web page in order to generate more leads? Also, how can Surmesur generate more online sales and improve its e-commerce?





Your response to the mandate should include a plan for deploying a comprehensive marketing communications strategy, but you should keep in mind that redesigning the website is not an option. So think of what Surmesur could do to generate more website visits. Can Surmesur develop more *comfy* products to attract new customers?

Your solution should be presented on a 6-month to 1-year timeline and cannot exceed the allocated budget of \$250,000.

During the 3-week resolution period, you will be entitled to a call with the company at a time you deem most appropriate. You can contact Ms. Madeleine Larose-Tarabulsy, Customer Experience & Operations Coordinator, at 1-855-Surmesur, ext. 1151.

## Submission Formality

- **Due by Thursday, January 7 at 4:00 p.m.**
- **16:9 presentation format (PowerPoint, PDF, etc.). You will be in charge of the presentation on your computer during the event.**

