

SURPRISE CASE



UNIVERSITÉ DE SHERBROOKE

PRESENTED BY:

Reitmans

WRITTEN BY:

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The company

Reitmans (Canada) Limited (RCL), a Canadian women's apparel company with almost 100 years of history, was founded in 1926 by Herman and Sarah Reitman and passed on to their children and grandchildren. Following a recent restructuring, the company is now focused on three banners: Reitmans, its namesake banner with 242 women's specialty stores; RW&CO, a banner with 78 men's and women's stores; and Penningtons, a women's plus-size banner with 94 stores.

The values promoted by RCL are respect, integrity, growth and commitment. These values are reflected in every aspect of the company, including the responsible sourcing policy, which requires that all partners and suppliers respect a Code of Conduct that includes employee working conditions and respect for environmental standards.

Contextualization

RCL is counting on its main banner, Reitmans, to boost its growth. It is therefore on this banner that the mandate is based. The current clientele of this banner is made up of women of all ages, with an average age of 50 (see Appendix 1 for a better size the socio-demographic segments targeted). To ensure increased sales and generate more revenue and profits, we want to increase the appeal of the banner in the 25 to 40 age group. The objective is to change the perception that Canadians have of the brand.

This way, the company seeks to maintain its existing clientele while reaching out to a younger clientele that is sensitive to the company's mission, which is based on the three pillars of authenticity, diversity and inclusion.

Positioning

The Reitmans banner has positioned itself as the leading and most inclusive fashion destination for all Canadian women. They offer affordable and comfortable casual clothing and accessories for all occasions, whether it's for work or for recreation. The clothing is designed for all body types with sizes ranging from 0 to 22.

Distribution Network

With an average store size of 4,700 square feet, Reitmans is one of the largest women's fashion retail chains in Canada. It has a strong customer loyalty through outstanding service, innovative marketing strategies, and quality and trendy products.

In addition, Reitmans will be launching an online market space in the fall of 2022. The company is well positioned for omnichannel shopping with its physical stores across Canada as well as its online offering.

Communication

The latest Reitmans communication campaign is based on the theme "Diversity is the fabric of Canada". Female Canadian celebrities, such as comedian Mariana Mazza, were chosen as brand ambassadors. Several channels were used, including in-store signage, web and radio ads, social networks and organic content generated by the #ReitmansReallyYou community.

The mandate

The Reitmans banner wishes to change the perception of the brand among the population to attract a younger clientele to its physical and online stores, while maintaining its existing clientele and relying on a strong brand image that emphasizes authenticity, inclusion and diversity.

The mandate is to design a marketing strategy whose elements will be integrated into a coherent strategic approach that will both change the perception of the brand among the population and, at the same time, stimulate Reitmans' growth in the short, medium and long term, by acquiring a new clientele: the millennials. This strategy must be adapted to the company's reality and not neglect the existing clientele.

The following elements should be kept in mind:

- The objective behind the mandate is to reposition Reitmans as a trend-driven brand, without distorting the organization's core values of authenticity, diversity and inclusion;
- The proposed changes must be consistent with the banner's current positioning;
- Recommendations on the overall marketing mix can be made and are welcome.

The budget

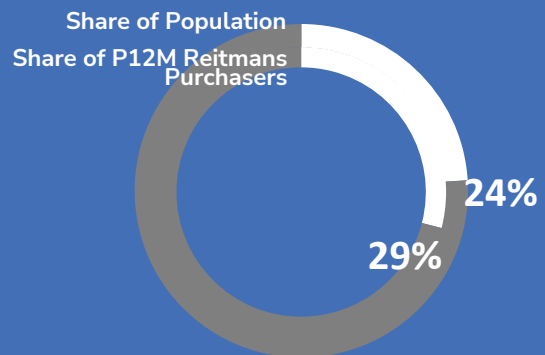
In terms of budget, Reitmans allocates a budget between \$1 and \$3 million per year for the strategy presented. However, Reitmans does not want the budget range to inhibit the creativity of the proposed strategy. Therefore, the budget for the implementation of the strategy could be revised if its potential is deemed interesting.

MARKET

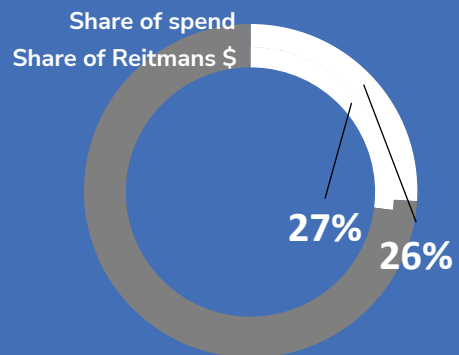
 **24%** of people

 **26%** of spend

People



\$



SEGMENT B

Reitmans

SEGMENT B

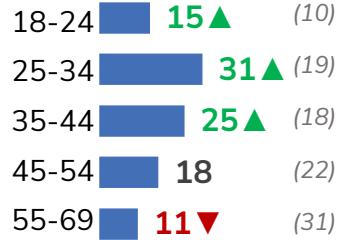
Demographic profile of segment

(xx%) Total population

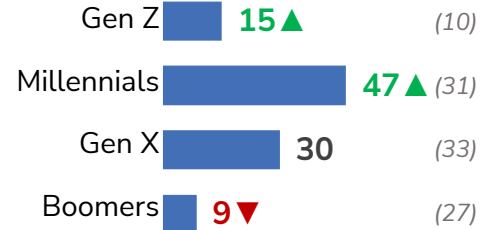
▲ Over-index vs. total (>=120)

▼ Under-index vs. total (<80)

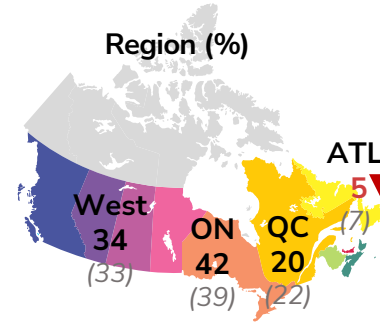
Age (%)



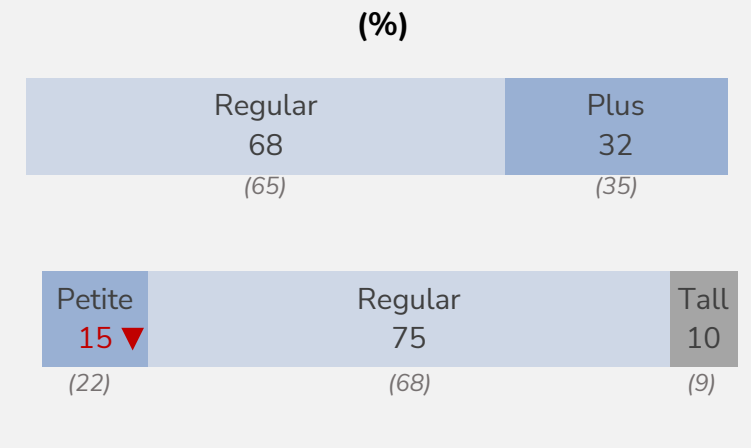
Generation (%)



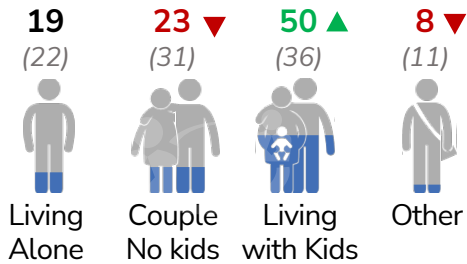
Region (%)



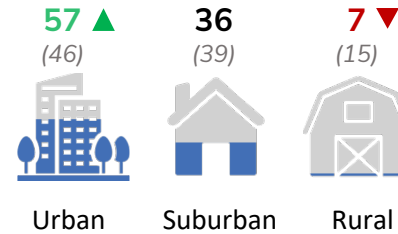
Clothing size



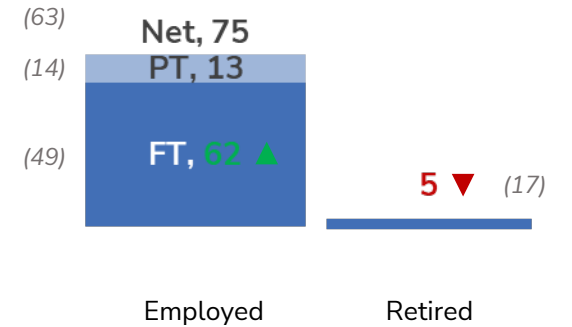
Household Composition (%)



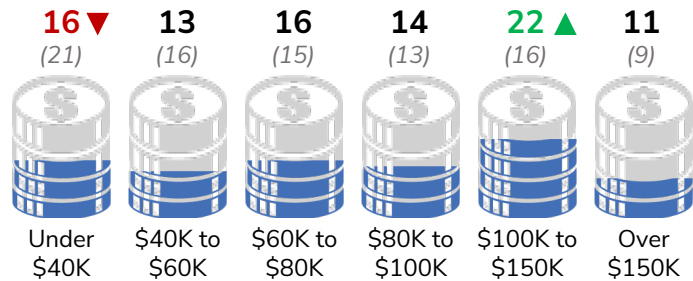
Living Area (%)



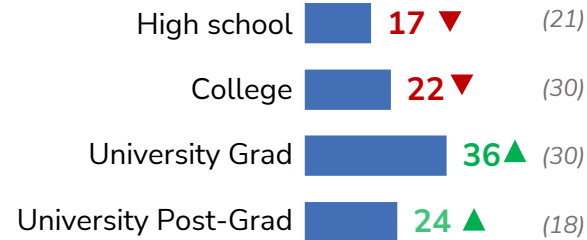
Employment (%)



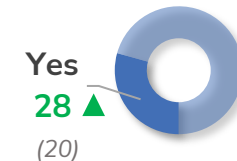
Household Income (%)



Education (%)



Visible Minority (%)



Base: All respondents in the segment (n=773)
 Q7. For each size option, please select the size you currently wear most often.
 Q8. And which length of clothing do you usually buy?

The Inspired Styler

Busy. Influenced. But inspired! Our Inspired Styler loves to look great but as effortlessly as possible. Juggling lots of life, she scrolls Instagram and shops - quickly. Online is where she 'adds to cart' and on-trend, versatile, quality pieces is what she loves best.



Who inspires her?

**accessible
trend
setters**

**what she looks for:
curated collections,
capsule wardrobe and
ways to style specific
pieces**

- small and mid-tier influencers**
- pinterest**
- tv shows**
- friends and co-workers**
- mid-range shopping destinations (i.e Aritzia, Lululemon, Zara, Banana Republic)**