THE TOMMY TWIST:

AN INNOVATION ROADMAP AND DESIGN PROPOSAL FOR TOMMY HILFIGER TO INTEGRATE WEARABLE TECHNOLOGY IN THEIR PRODUCT.

Puk de Jong - 4115813 - November 2017

PVH   TUDelft   TOMMY ⊟ HILFIGER

Master Thesis Strategic Product Design

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"Innovation cannot exist in the void, it needs a reference point to push of. A brand can be such a reference point because it provides meaning that narrows down your options and at the same time opens up possibilities."
- Roland van der Vorst, 2016
[Pantha Rei! Conference]

Executive summary

Driving a significant part of the global economy, fashion represents one of the world's leading industries. Currently, the fashion industry is radically reshaping by the forces of technology, globalisation and shifting consumer values. The top 3 words executives used to describe the fashion industry in 2016 were: uncertain, changing and challenging (Source BoF-McKinsey Global Fashion Survey, September 2016) In order to stay relevant amidst this state of flux, fashion companies are being forced to innovate. So is Philips-Von Heusen Corporation, parent company of several well-known fashion brands, among which Tommy Hilfiger.

PVH's main priority for innovation is focused on their product. For Tommy Hilfiger this means exploring opportunities of the Internet of Things, with wearable technology as a subset of it. This graduation project was executed to kick off innovation in this area: creating an innovation roadmap and design proposal for wearable technologies for Tommy Hilfiger to enhance consumer experience.

Wearable technology
Wearable technology is -comparable to clothing- worn by the user to fulfill its function. However, when thinking of wearable technology today, the first thing that comes to mind is inconvenient wrist-worn devices. The 'fashion' aspect of wearable technology seems to be a challenge. In other words: the gap should be bridged between fashion and technology to make wearable technology to a success for Tommy Hilifger. Based on market research and trends, three opportunity areas for wearable technology in fashion are distinguished:
1. Enhancing Design and innovation
2. Contributing to Environment and sustainability
3. Providing Meaning and interaction
Within these opportunity areas [image 1] there are endless applications to be explored for wearable technology in fashion. However, for such innovations it is important to have fit with the Tommy Hilfiger brand and serve the right consumer needs. Providing meaning and interaction offers the most possibilities on the short term to tell the brands' story and to enhance consumer experience.

Image 1: Opportunity areas for wearable technology in fashion

The brand
Tommy Hilfiger is known for its classic American style and recognizable red, white and blue logo that features the clothes. As a true lifestyle brand the Tommy apparel is worn by consumers from all ages. Tommy Hilfiger represents classic style with a fresh and modern twist inspired by pop culture-from fashion, art and music to sports and entertainment. These aspects can be clearly found back in their most recent campaigns, featuring collaborations with the Chainsmokers and offering their Tommy RockCircus fashion show experience, where music and pop-culture have a central role.

The consumer
The target consumer to design the wearable technology is described by Urban Youngsters who want to be fashionable without compromise; represented by the older generation Z and younger generation Y, born between 1995 and 2005. Through a context mapping session insight in the (latent) needs and everyday life of the Urban Youngster is gained. From this session it appeared that social media and connecting to others play a significant role in this users' life. However, these consumers do not only want to feel connected online, but also in real life. Their ultimate goal in life is having a feeling of true happiness which they believe to get from social interactions and reaching personal goals. The Urban Youngster is inclined to fashion and the collaboration of Tommy Hilfiger with Gigi Hadid shifted their brand perception of Tommy Hilfiger: from a classic, professional brand to being more modern and cool, with especially the Tommy Jeans collection appealing to them.

The roadmap
In order to establish a shared vision for what wearable technology could mean for Tommy Hilfiger and their product offerings, several meetings with internal stakeholders were held. Based on these meetings a roadmap for wearable technology is designed to support strategic dialogue around the topic in the future.

Main insights from the meetings:
1. The opportunities for wearable technology in fashion are acknowledged, however, consumers might not expect Tommy Hilfiger to be a pioneer in this field
2. Wearable technology can add an extra social aspect to the product offering, to let the consumer interact more with the brand. This application can be a unique addition to the brand.
3. Sustainability is seen as the most important concern for future products, wearable technology can contribute to products becoming more sustainable by enhancing the product life-cycle.
4. Linking the wearable technology to the music history and pop-culture of the brand is perceived as a lucrative solution for introducing this technology.
5. The Tommy Jeans label could have the best fit for applications of wearable technology.

The roadmap is a visual representation of the future opportunities of wearable technology for fashion and shows the fit with the brand and strategic fit with the market over time. In the roadmap each opportunity area [image 1] for the application of wearable technology in fashion is represented.

The roadmap is read according to the three horizons framework [figure 2], where the first horizon represent the current business and the third horizon is based on the future vision for wearable technology: technology seamlessly integrated into fashion, adding extra functionality to apparel. The second horizon represents the introduction of a wearable device: the Tommy Twist.

The Tommy Twist
With the roadmap as starting point, a tangible design proposal is done to illustrate what a product and/or service offering of Tommy Hilfiger in the short term could be.

Based on the vision to get from the first horizon to the second horizon, a design brief is set-up to design the 'unique' twist that Tommy Hilfiger promises her consumer. The design of the Tommy Twist is the first small step of Tommy Hilfiger towards a future where technology is integrated into clothing. From the design brief the following positioning statement was derived:

Tommy Twist is a fashionable and fun wearable device, designed for urban youngsters, who want to feel a unique and independent part of a group. Tommy Twist is here to inspire the consumer and provides a platform where urban youngsters can create and celebrate their identity.

The unique twist that the TommyTwist offers gives the user a feeling of excitement and celebration.

Through the Tommy Twist Tommy Hilfiger can immerse the urban youngster in the story of their brand. While doing so they inspire the users via the mobile application with their fashionable designs that consumers can directly buy. Users can wear the Tommy Twist as a true eye catcher during the day or during special events, with the lights lighting up on the beat of the music. Through the application, their dance moves are tracked and they can challenge other Twisters for a dance battle. Winning the battle can earn them loyalty points and alter their dance status.

Tommy Twist is a wearable device that is designed for the urban youngster and gives an extra meaning to the 'unique twist' of Tommy Hilfiger. The most important branding aspects of the Tommy Twist are:

FUN: The TommyTwist is here to have fun, dancing and connecting with friends, influencers and people with the same interests.
FASHIONABLE: The design of the TommyTwist makes the user feel fashionable when wearing, just like wearing the Tommy Hilfiger clothes.
COOL: Music and dancing is something that is inseparable connected to being cool. This is not only a strong aspect of the Tommy Hilfiger brand in general but also strongly connects to the TommyTwist: making the wearer feel cool and confident.

Deliverables
The roadmap forms a mean for strategic dialogue about the opportunities for Tommy Hilfiger to introduce wearable technology in their business, whereas the TommyTwist serves as inspiration, what an innovation on the short term with wearable technology could be. Both deliverables are derived by the leading principle of Brand Driven Innovation (Roscam Abbing, 2010), a method that states that innovation always needs to fulfill the brand's promise and that innovation needs design to do so.
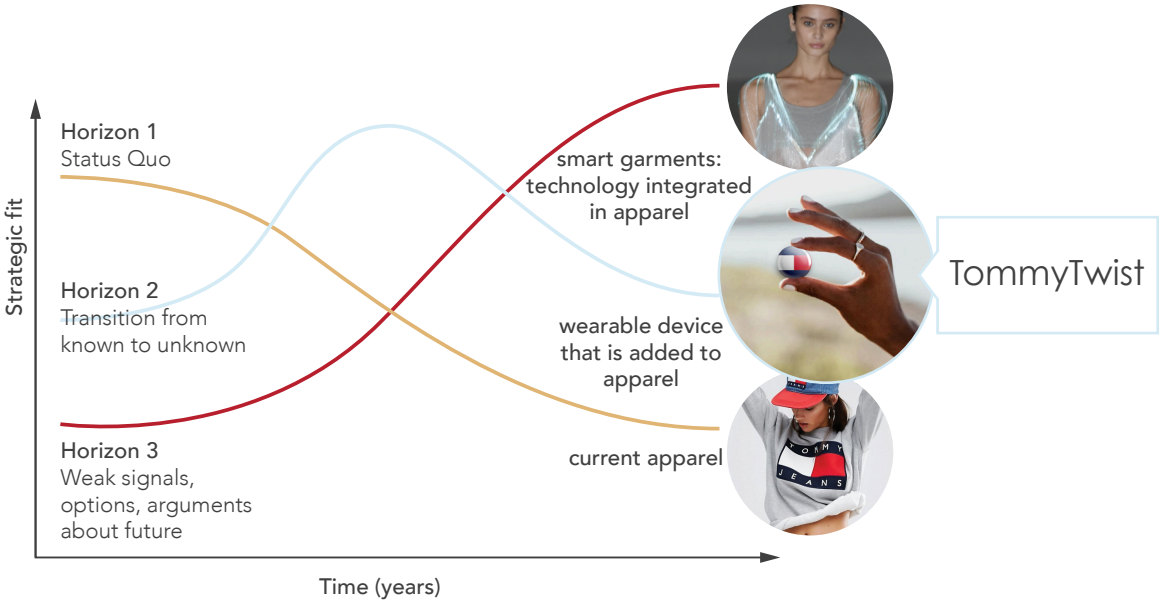

Figure 2: The 3 horizons for the use of wearable technology by Tommy Hilfiger, with the second horizon represented by the design proposal for a wearable device: the TommyTwist
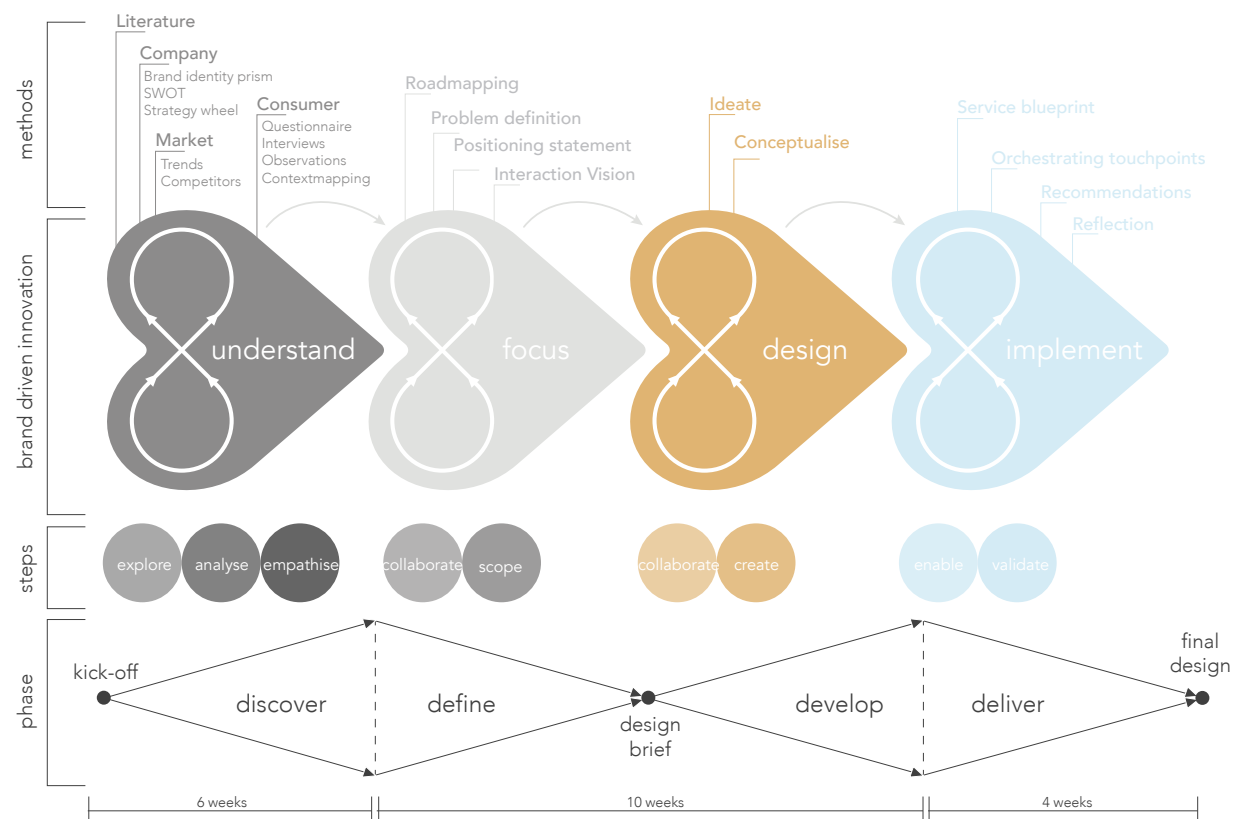
Contents

Reading guide:
Every phase opens with a grey page
Every chapter opens with a golden page

Phase   Chapter

"ARQ": Answer to Research Question

methods

brand driven innovation

steps

phase

Literature
Company
Brand identity prism
SWOT
Strategy wheel
Market
Trends
Competitors
Consumer
Questionnaire
Interviews
Observations
Contextmapping

Roadmapping
Problem definition
Positioning statement
Interaction Vision

Ideate
Conceptualise

Service blueprint
Orchestrating touchpoints
Recommendations
Reflection

understand   focus   design   implement

explore analyse empathise   collaborate scope   collaborate create   enable validate

kick-off   discover   define   design brief   develop   deliver   final design

6 weeks   10 weeks   4 weeks

Definitions & abbreviations

Artificial Intelligence - "The theory and development of computer systems able to perform tasks normally requiring human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages." (Kurzweil, 1990)

Blockchain - Blockchain is a continuously growing list of records, called blocks, which are linked and secured using cryptography. By design, blockchains are inherently resistant to modification of the data. A blockchain is "an open, distributed ledger that can record transactions between two parties efficiently and in a verifiable and permanent way." (Iansiti & Lakhani, 2017).

Brand - The representation of a vision that is connected to the owner (the company) and the consumer. The brand is a core asset that defines the relationship an organization aspires to have with its stakeholders.

Brand image - the part of the brand that lives in the mind of the user. The brand is traditionally seen to have an identity, created by the organization, and an image, perceived by the user.

Conductive yarns - yarns that conduct electricity. These yarns can be seamlessly integrated into textile and thereafter processed in apparel. The electricity that the yarns conduct can be used to drive sensors or for heating or cooling elements in the garment.

Design - the process of solving problems, creating meaningful interactions between people and products and generating value for users and organizations. Design is about processes, products, services and experiences.

Influencers - individuals who have the power to affect purchase decisions of others because of their (real or perceived) authority, knowledge, position or relationship. In consumer spending, members of a peer group or reference group act as influencers.

Determining engagement rate: people who liked, commented, shared or clicked on social media post (=engagement), devided by people who saw the post (post reach)

Ingredient Branding - specifically naming one or more known brands, that are usually invisible on the end-product. This projects the high quality or performance of this brand ingredient.

Innovation - the creation of new offerings that are valuable, original and meaningful. Innovation can concern products, services, markets, processes and business models. Innovation in about creating sustainable value and has to be part of the organisation's culture.

Internet of Things (IoT) - Internet of Things can be defined as the network of technology (Internet) that surround us and enable computing devices, embedded in everyday objects, to observe, identify and understand the world enabling them to send and receive data, without the limitations of human-centred data. Wearable technologies are a subset of IoT. (Thierer, 2015)

Newton's cradle - the desk device that shows the conservation of momentum and energy using a series of swinging spheres.

Relative advantage - the degree to which an innovation is perceived as better than what it supersedes by a particular group of users, measured in terms that matter to those users, like economic advantage, social prestige, convenience, or satisfaction. The greater the perceived relative advantage of an innovation, the more rapid its rate of adoption is likely to be (L. Robinson, 2009).

Technology Push - When research and development drives the launch of a new product. Technology Push starts with a company developing an innovative technology and subsequently applying this to a new product. A need for the new product should be created in the market to make the product sell.

Thermochromic pigments - Thermochromism is the property of substances to change color due to a change in temperature. Thermochromic pigments can be used into apparel in combination with heating and cooling yarns to make the garment adopt into different colors.

Tommy Now: The innovative concept by Tommy Hilfiger to make styles directly available to buy from the catwalk. The fashion is streamed live on Youtube and Snapchat and items can be bought online. Next to availability on their on channels, the products are available via Instagram, Pinterest, Snapchat and Facebook. The day after the fashion the items hang in all the Tommy Hilfiger stores.

Wearable technology - computing devices that are always on, always accessible and easily worn on the body. They typically feature real-time information access, data-input capabilities, local storage and some form of collaborative-communications ability. (Ranck, 2012)

Abbreviations

PVH - Philips-Von Heusen

TH - Tommy Hilfiger

WT - Wearable Technology

1
chapter

GRADUATION ASSIGNMENT

Introduction

In the first chapter an introduction to the project is given. The background of the assignment is explained into detail and the assignment itself is introduced.

1.1 Background & assignment

Phillips-Von Heusen & Tommy Hilfiger

Phillips-Von Heusen Corporation, from now on referred to as PVH Corp., is a diversified global apparel company which owns and licenses a range of well-known fashion brands. Amongst which Tommy Hilfiger, a brand of upper market apparel for men, women and children, which was acquired by PVH Corp. in 2010.
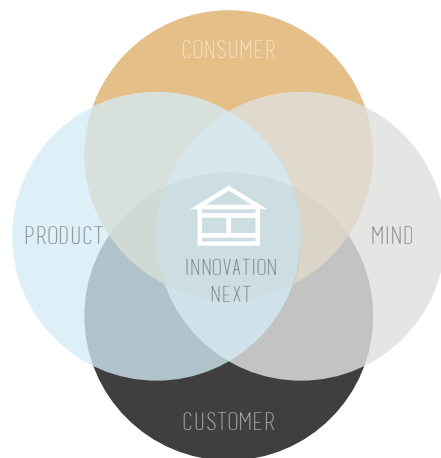
Figure 1.1 : The four innovation pillars that Innovation Next is focusing on

Problem definition

Digitalization and the development of new technologies are forcing the fashion industry to change their traditional way of working and demand radical innovation. Challenges lie in decreasing offline retail where opportunities are created by improving consumer experiences, consumer engagement and product innovation and creativity. The vision of Tommy Hilfiger is to be driven by their consumers, offering them premium designer style with a unique preppy twist (The house of our rolling vision presentation, 2017). Currently, PVH Corp. has limited consumer information, which means limited insight in the needs of their consumer. In order to make impactful innovations that consumers will adopt, it is needed to uncover consumer needs and find the right way to do so. Qualitative data as well as quantitative data about their consumer is needed to turn their vision into reality and maximize consumer focus. An added product-feature and/ or service that taps into innovative technology developments forms an opportunity to enhance consumer experience. By means of a roadmap a vision for how this experience should develop in the coming years can be communicated.

Innovation Next

The business development team supports the management of PVH corp. by acting as an in-house consultant. Their main objective is building a long term growth strategy for the organization. To achieve this objective 'Innovation Next' was set up under Business Development, believing that innovation is inseparably connected to the long-term growth strategy of PVH corp. The objective of Innovation Next is driving innovation throughout the organisation and aligning the overall growth strategy with innovation. Innovation Next aims to answer several critical questions, among which:

- What kind of company will we become in 5-10-15 years?
- How do we turn ideas into growth?
- How do we make it real and create value?

The Innovation Next department focuses on innovation in four different pillars: Product Innovation, Consumer Innovation, Customer Innovation and Mind Innovation [figure 1.1]. Product Innovation concerns every innovation related to the products that PVH corp. offers and is seen as the first priority for innovation, since this is where revenue is generated. "If we do not innovate in our core product we will die", thus Aksel, Innovation director PVH Corp. Europe. Customer- and Consumer innovation are described as the way in which Tommy Hilfiger sells their products. Customers are the B2B clients of Tommy Hilfiger, such as wholesalers, where consumers are the end users of the product. Customer Innovation is centered around the service offered to wholesalers such as good coordination and standardization of the buying process. A recent innovation in the field of Customer Innovation is Tommy Hilfiger's digital showroom [image 1.2]. Consumer Innovation on the other hand, can be found in online and offline retail experience and in the touch-points of the consumer with the brand. Hence Consumer Innovation
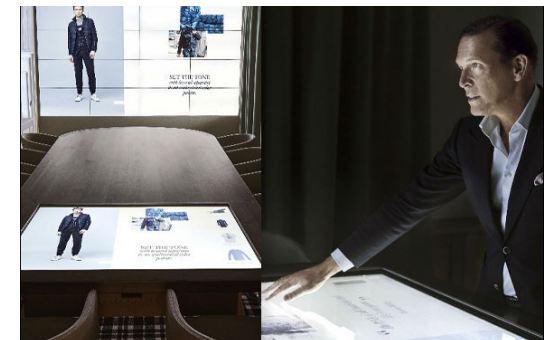
Image 1.2 : Tommy Hilfiger CEO Daniel Grieder in the Digital Showroom

is done in marketing, retail, branding and e-commerce. Finally, there is Mind Innovation, which is about supporting the organization to innovate in a structured way and actually executing ideas to make innovation happen.

Wearable technology

Based on an internal analysis of trends in the fashion industry, Innovation Next formulated eight focus area's for innovation. These area's are: the Internet of Things, Augmented Reality, Virtual Reality, Blockchain, Artificial intelligence, 3D printing, Drones and Robots [figure 1.3]. Innovation Next has decided to start by focusing on the Internet of Things, Blockchain and Artificial Intelligence. By focusing on these area's PVH Corp. wants to make the first step in consumer data collection and handling to get more specified insight in their consumer. Wearable technology is a subset of Internet of Things (Thierer, 2015) and can be translated to a tangible product

that Tommy Hilfiger could offer their consumer to collect data.

Objective

The aim of this project is to create a roadmap for the use of wearable technologies that illustrates how Tommy Hilfiger can pursue innovation in this area within the coming 5 years. A product, service or added feature to their product is designed, concerning wearable technology that derived from this roadmap in order to maximize the brand experience of Tommy Hilfiger consumers. The design needs to be aligned with the needs and wants of the consumer, while fitting the branding context of Tommy Hilfiger.

Research Questions

The assignment is guided by the main research question (MRQ) and supported by several sub-research questions:

Main Research Question: How can Tommy Hilfiger pursue innovation by utilizing wearable technologies in the coming 5 years?

1. What should the consumer experience of Tommy Hilfiger consumers be in 2022 regarding the use of wearable technologies?

2. What are the underlying needs of the Tommy Hilfiger consumer regarding wearable technologies?

3. How can Tommy Hilfiger use the developments in wearable technologies to improve the consumer experience journey?

4. What kind of service or added features to wearable technology should Tommy Hilfiger offer the consumer to maximize the consumer experience?

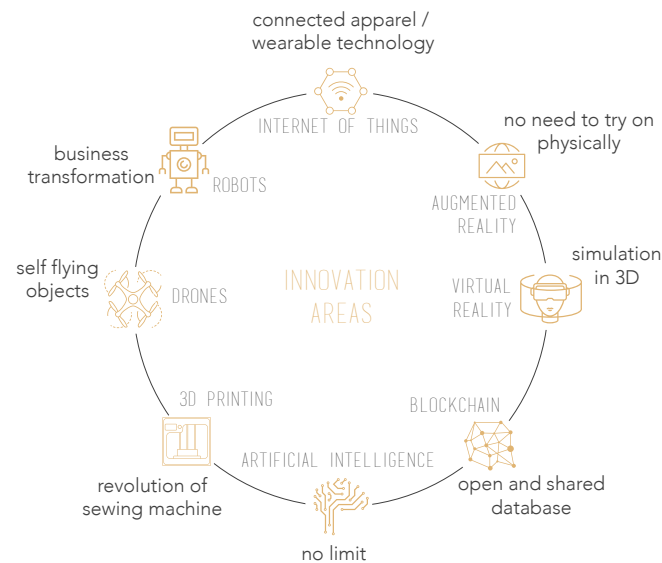Figure 1.3: The eight focus area's for innovation [PVH Innovation Next]

2
chapter

METHOD

Brand Driven Innovation

The project follows the four design phases of the British Design Council (2005). To come up with a solution that fits the context of the organization and its consumers, the project will be executed according to the basic principles of the Brand-Driven Innovation framework (Roscam Abbing, 2010).

2.1 Approach

Brand - The representation of a vision that is connected to the owner (the company) and the consumer. The brand is a core asset that defines the relationship an organization aspires to have with its stakeholders.

Design - the process of solving problems, creating meaningful interactions between people and products and generating value for users and organizations. Design is about processes, products, services and experiences.

Innovation - the creation of new offerings that are valuable, original and meaningful. Innovation can concern products, services, markets, processes and business models. Innovation in about creating sustainable value and has to be part of the organization's culture.

Brand Driven Innovation

The Brand-Driven innovation approach combines the vision, ambition and resources & possibilities of an organization. The brand is used as an overarching concept that combines user-centredness: outside-in thinking with organisation-centredness: inside-out thinking (van Boeijen, Daalhuizen, Zijlstra, & van der Schoor, 2014). The Brand-Driven innovation process states that branding, innovation and design are blend disciplines that benefit from each other and in many cases even need each other. To ensure that Brand-Driven-Innovation would be the right approach for this project, first the state of the brand was scrutinized with several Tommy Hilfiger employees during informal interviews to check if it is suitable to innovate with.

Connecting branding and innovation

In order to innovate, willingness to change must be part of an organization's culture. This requires a solid and shared foundation of norms, values, beliefs and vision. This unique vision of where the organization stands in the world and what it can mean to others, is embedded in the brand. Innovation on its turn, is about seizing the opportunities that match the brand and the desires of users. This makes the brand an essential property of innovation.

Brand: process & content role

According to Roscam Abbing (2010) the brand first fulfills a process role and secondly, it performs a content role. The process role is described as a situation in which the brand inspires and sets in motion a process of change. After this first step of driving innovation, the brand challenges the people involved in the innovation process to improve something or create value: the content role of the brand.

From the process point of view, the brand must bridge the gap between the department where the responsibility for the brand lies (the Marketing department) and the department where innovation takes place (R&D, design or manufacturing). The brand creates the shared understanding that connects marketing to the rest of the organization [figure 2.2].

Concerning the content role of the brand, a similar pattern can be found: to improve an existing situation by creating new products or services, the brand must challenge the people who are involved in innovation. To generate value with innovations, the brand has to embed a deep understanding of the user (Roscam Abbing, 2010). The brand now bridges between the organization and the outside world [figure 2.2]. .
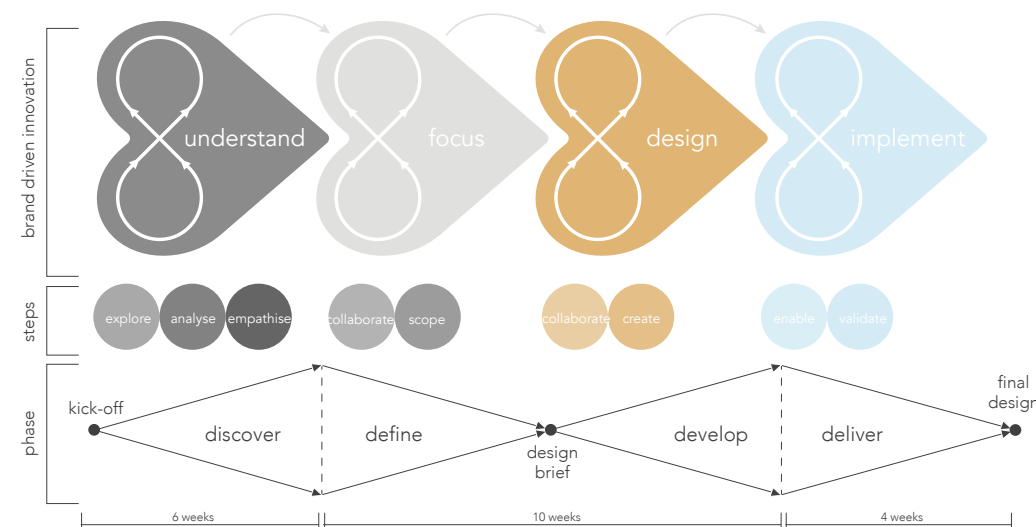

Figure 2.1: The brand Driven Innovation process combined with the four design phases of the British Design Council (2005), describing the steps to take and the time frame for each phase.
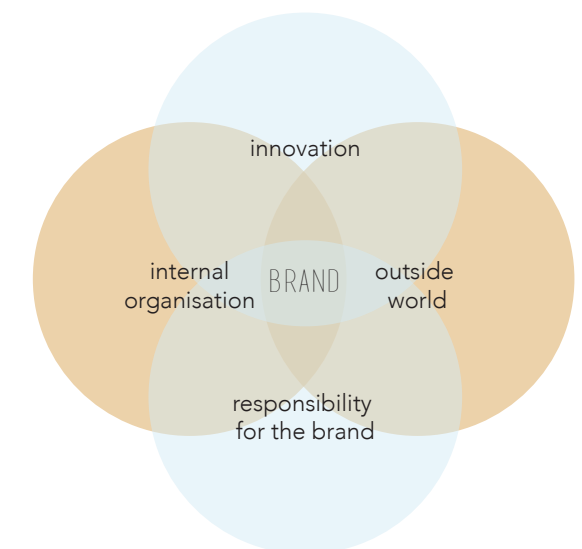

Figure 2.2: The role that the brand fulfills, bridging the gap between the different departments and the outside word and the internal organization.

'Innovation has become perhaps the most important source of competitive advantage in advanced economies'.
- Michael Porter (2002)

Tommy Hilfiger: Brand

Tommy Hilfiger is a brand-driven company in the sense that its actions essentially stem from a clear vision. In fact, the brand was created before the product portfolio actually existed. In the history of Tommy Hilfiger the brand started as a carrier for a marketing message, promoting the brand. To help define the brand identity of Tommy Hilfiger, the Corporate Brand Identity Framework (CBIF) is used (Urde, 2013). The framework is filled in based on internal documents. The brand core is the strategic focal point and it distinguishes three kinds of value: core, internal and external. The core is where internal and external come together. The CBIF framework can be filled in easily and to the point [figure 2.3]. The brand

has the potential to lead innovation and makes it very usable to apply the Brand Driven Innovation method.

Innovation: drivers

Innovation starts with looking for opportunities to create value, which are often referred to as innovation drivers. Innovation drivers can be internal and external. Internal drivers are opportunities within the organization, such as the invention of a new technology. External drivers are changes that happen outside the organization, like demographic developments or changing user needs. In the context of Brand-Driven Innovation, an organization looks at internal drivers for innovation from an external point of view and vice versa. This way, both

internal and external drivers for innovation create opportunities to generate value that match the qualities of the organization as well as the desires of users. In this case a lens can be used as a metaphor for the brand. Through the 'brand lens' external influences can be focused to see whether they can be used to fulfill the brand promise. On the other hand, this lens can function as a projector through which internal influences can be projected outward. Seeing the brand as a lens makes innovation more proactive and less reactive [figure 2.4].

Wearable Technology

Wearable technology can be seen as an innovation driver with internal and external motives. The introduction of a wearable technology by Tommy Hilfiger represents an example of 'technology push', the objective is to use this technology, but the application in which it can bring value to Tommy Hilfiger is not yet clear. The reality is that a company is sometimes so excited

about what they are working on, e.g. wearable technology, that they might forget to map back to the consumer for whom they are actually creating value. By means of this project and the application of the Brand Driven Innovation methodology, a deep dive into the life of the consumer is taken to truly understand how a wearable device can add value to their lives.
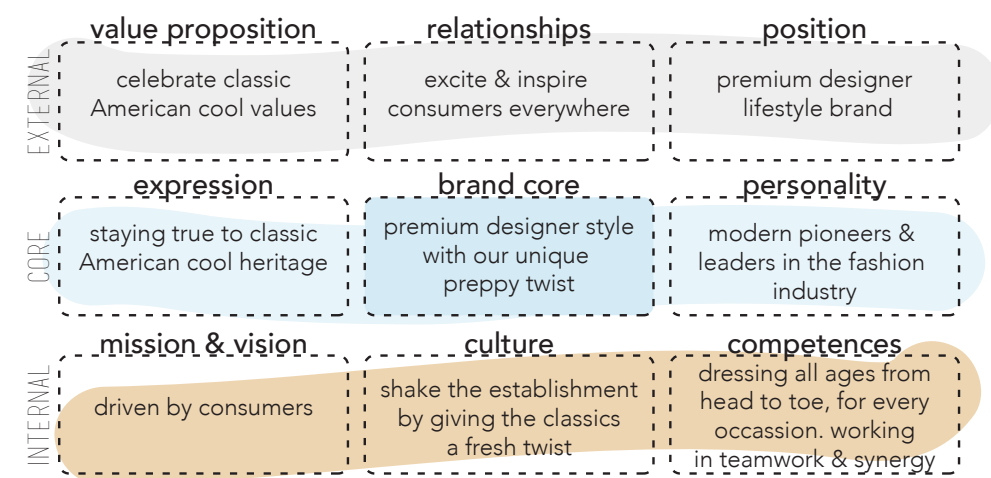

Figure 2.3: The Corporate Brand Identity Framework (Urde, 2013) filled in based on internal documents about the brand

Figure 2.4: The 'Brand Lens', left: internal influences projected outward, right: external influences focused inward to see whether they can be used to fulfill the brand promise.

Innovation fulfilling the brand's promise

Communicating the brand triggers user expectations about that brand and requires a creative team to satisfy these expectations through the creation of new products and services. If innovation wants to fulfill the brand's promise, it must develop technological solutions, combine them with human-centred services and embed them in meaningful experiences. Branding and innovation need each other and are mutually dependent on each other (von Stamm, 2003). They are caught in an eternal loop of mutual partnership.

Why innovation and branding need design

Design has the capacity to turn the abstract into the concrete. This quality makes design essential in the execution of strategies: it can turn vision (abstract) into value (concrete). More specifically, this is done by 'design thinking' and design roadmapping. Design thinking

helps brands to generate meaningful innovation and does so by combining the right-brain, more holistic and visionary thinking with left-brain, more structured and executive thinking. Design thus has an execution function and a bridging function, and both are vital to brand-driven innovation. Design Thinking is a human-centred approach to innovation that enables making decisions based on what future customers really want. Design Thinking embeds vision in innovation by understanding the constraints in technology, time, budget and other resources and provides it with a sense of direction by understanding what the brand vision can actually add to enrich the status of the innovation at hand in a productive matter. According to Roscam Abbing (2010) brands need design to fulfill promises and innovation needs design because it makes innovation meaningful by connecting it to the needs and aspirations of the user [figure 2.5].
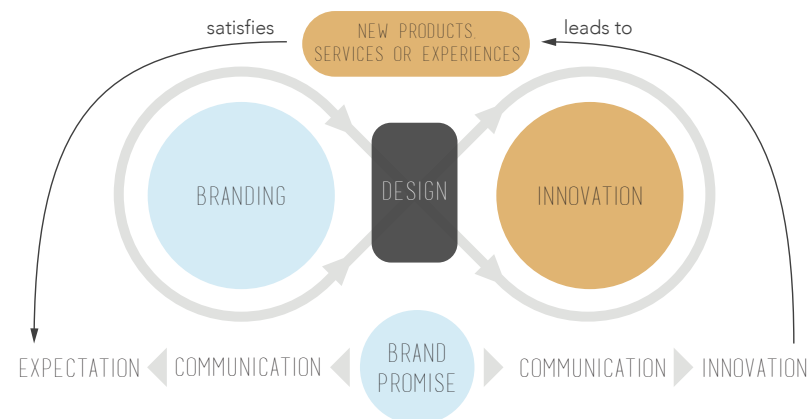
Figure 2.5: Branding needs design to fulfill the brands promise. Design can make innovation meaningful, turning vision into value.

2.2 BDI stages

The Brand-Driven innovation process includes four iterative stages: understand, focus, design and implement. The four stages iterate between an internal and an external view and are driven by the use of 'design thinking' in the innovation process and the use of 'design doing' in the innovation output. Each stage provides

input for the next. Nevertheless, the four stages of BDI are not always sequential: they vary in length and intensity. They may occur in parallel to each other. Each phase is led by the use of research and design methods giving insight in the relevant BDI-elements: Brand, Design and Innovation.
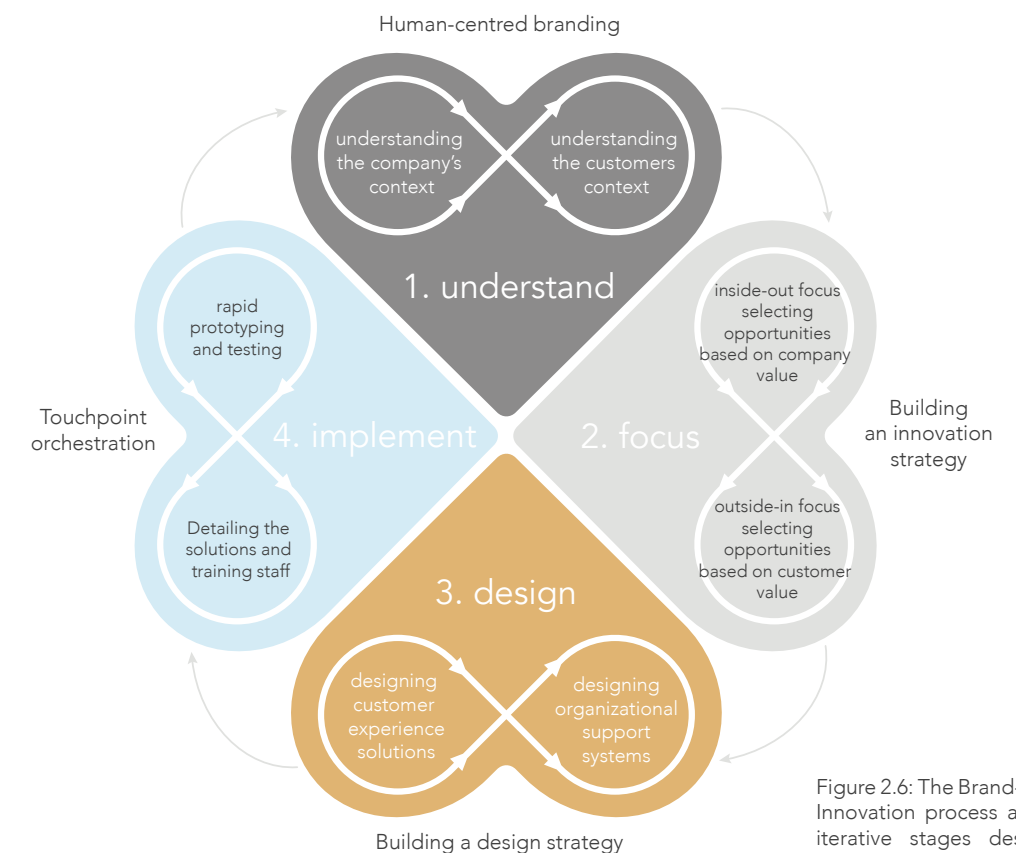
Figure 2.6: The Brand-Driven Innovation process and the iterative stages described by Roscam Abbing (2010)

2.3 Project Execution

Understand

The first task is to plan the project and understand the field of study. To do so, it is important to gain a throughout understanding of Tommy Hilfiger and their efforts in the field of innovation. To understand Tommy Hilfiger's organizational culture, values and goals, an internal analysis is conducted. Where do they position themselves in terms of branding? What are their strengths and weaknesses? Secondly, the context of the research is studied by means of creative trend research and a competitor analysis. A first deep dive into the possibilities of wearable technology is done and the final task is to identify the real problem by gaining an understanding of the context from the perspective of the consumer. In the consumer analysis brand perception and innovation opportunities are sensitized with consumers, using research methods such as interviews, observations and context mapping.

Focus

Based on the insights gained in the understanding phase, the foundation for the innovation strategy can be laid out. The innovation strategy is mapped out to show what Tommy Hilfiger plans to do in the future and how they plan to do it. This innovation strategy will be mapped out in an innovation roadmap. The roadmap provides insight in how the brand's promise is fulfilled, what the future aspirations of Tommy Hilfiger are and for whom they want to create value. On the basis of the synthesis the initial assignment is refined into a design brief with requirements for the design, which provides a solid and inspiring base for the creation of new innovation solutions that maximize consumer experience.

Design

The design stage represents the generative phase and is based on the premise that branding and innovation need design. In this stage the innovation strategy that is formulated by means of a roadmap in the previous stage, is brought to life in a meaningful way. Now it is made sure that the plans set down in the roadmap actually see the light of day. During ideation processes the task is to create and develop solutions based on insights identified at the understand stage. In this stage, service design will be utilized as the guiding design discipline to achieve the desired interaction. The service concept is detailed and the intended interaction is simulated by means of a prototype. In communicating the solution, a clear formulation of the concept is provided, including the visual aspect of touch points. The design stage is concluded with a final design proposal.

Implement

This stage is about the execution of the design and turning the design into valuable and meaningful reality for the users. In this stage the consumer experience is orchestrated. The design is calibrated based on prototyping and user tests and the final design and service blueprint are detailed. Subsequently, a market launch- and branding strategy are formulated. Finally, recommendations for the future are made and aspects that are important to the success of the final design but don't fall in the scope of the project or have emerged late in the design process are mentioned.

This report concludes with an evaluation and reflection of the process and the deliverables.

Reading guide:

In the 'understand' phase, every chapter will conclude with an overview of the insights gained, divided on the three elements of the BDI-framework: Brand, Design and Innovation. Brand insights are summarized in a blue block, Design insights in a grey block and Innovation insights in a golden block. The insights provide an answer to the research questions related to consumer experience and this answer is listed in the same section.

BRAND

DESIGN

INNOVATION

1
phase

DISCOVER AND
Understand.

methods

- Literature
- Company
  - Brand identity prism
  - SWOT
  - Strategy wheel
- Market
  - Trends
  - Competitors
- Consumer
  - Questionnaire
  - Interviews
  - Observations
  - Contextmapping

brand driven innovation

understand | design

steps

explore · analyse · empathise · scope

phase

kick-off · discover · define · design brief · develop · deliver · final design
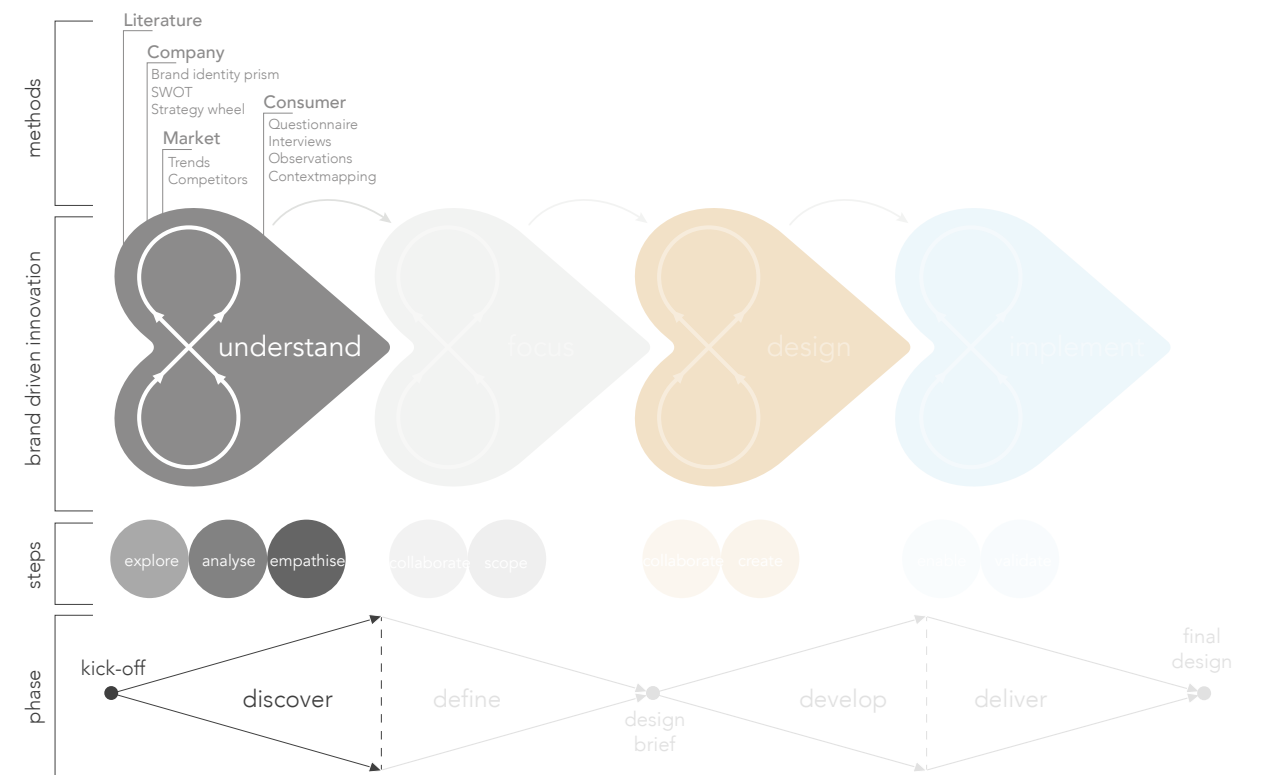
3
chapter

DISCOVER
Literature

In order to kick-off the project and get familiar with the topic of study, literature is studied to gain theoretical background. Research is done on several topics, including the fashion industry, innovation management and strategy, wearable technology and innovation roadmapping.

3.1 Literature review

Fashion industry

The global apparel industry is one of world's leading industries, reaching a total value of almost $2.5 trillion in 2016 (McKinsey Global Institute). This makes fashion one of the largest and value-creating industries of the world. Major fashion design firms produce new apparel designs continually, but market their design output via collections introduced seasonally in a series of runway shows, being held during so called 'fashion-weeks' in fashion capitals around the globe: New York, London, Milan and Paris. Doeringer (2006) describes five different market segments with the fashion pyramid [figure 3.1]. As products move up the fashion pyramid from commodity and fashion-basics to designer and haute couture collections, designs and fabric become more differentiated, collections become smaller and more specialized, price tags rise and demand is less sensitive to price. Many fashion design firms operate at multiple levels of the pyramid having both a Haute Couture fashion line and a more mainstream fashion line for the broader public. Tommy Hilfiger also makes a distinction in brands and is operating in the space between Better Fashion, Bridge-Fashion and the Designer market.

Innovation in fashion

The level on the fashion pyramid (Doeringer, 2006) is strongly related to the innovativeness of the market

segment, with the top levels generally being most innovative (Raustiala & Sprigman, 2006), attracting trendsetters as their consumers. The more one moves down the pyramid the less important the content of fashion becomes as a competitive factor and the more crucial the price. The providers of products positioned lower down the pyramid are the imitators in the industry, as opposed to the innovators, shown at the top of the pyramid (Wulf, 2007). Wearable technology will most likely be subjected to the same trends as fashion, with trendsetters as the first group of adopters [8]. With the introduction of a wearable technology, it is necessary to look at innovation not only from a 'fashion' perspective, but

Figure 3.1: The Fashion Pyramid of Doeringer, 2006. Tommy Hilfiger operating in the space between Better Fashion, Bridge Fashion and Designer.

also from a product-brand perspective. Concerning the Typology of Beverland, Napoli & Farrelly (2010) Tommy Hilfiger can be considered as a Craft-Designer-Driven brand, seeking to maintain the brand's status through small incremental innovations to existing product lines. The focus of Tommy Hilfiger is to build a strong heritage of high-quality, timeless products. With the introduction of a wearable technology, Tommy tends to pursue more radical innovation. When moving into this new direction, it is important to position the new products as part of an 'ongoing tradition' that resonates with the brands brand image [2]. Moving from incremental to radical innovation with the aim of become more market driven, comes with certain risks that need to be taken into account (Beverland, Napoli & Farelly, 2010). Consumers can get confused about the brands' offering, which can result in declining brand equity; an important intangible resource that must be managed and exploit (Cooper, 2006). To overcome these risks, Tommy Hilfiger should ensure that expectations of the consumer with respect to the brand offer are met, when introducing a new product (Beverland et al., 2010) [1].

Innovation Strategy

In order to be, and remain successful in the fast changing fashion landscape, strategic decisions are of high importance. Strategic decisions involve
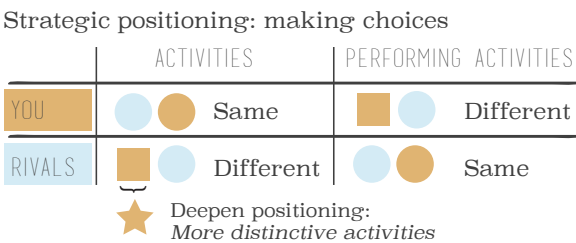
Figure 3.2: Strategic positioning according to Porter (1996)

a substantive resource commitment and are difficult to alter once a trajectory has been selected (Porter, 1996). For the introduction of a wearable technology a strategic positioning should be created in order to be clear on what to offer the consumer and more importantly: choose what not to do [11]. Strategic positioning means performing different activities from rivals' or performing similar activities in different ways (Porter, 1996). Setting up a strategic positioning for wearable technologies will make sure that choices are made and that what the company offers is purposefully limited [figure 3.2]. This creates a strong foundation for making sure that there is consistency between each activity and the overall strategy and activities can be reinforcing. [12] This is also referred to as 'fit', which is fundamental to the sustainability of competitive advantage (Porter, 1996). Creating fit is about doing many things well and integrate among them. When the positioning is established, Tommy Hilfiger can focus on deepening its positioning by making its activities more distinctive

and communicate the strategy better to the consumers that value it. In line with creating a strategic positioning, value innovation should be pursued when introducing the wearable technology. Value innovation is about building on the commonalities in the features that consumers value. By doing so, Tommy Hilfiger can offer the total solution that consumers seek (Kim & Mauborgne, 1997). Industry conditions are not taken as given and business opportunities are assessed without being biased by the current state of the market. Value innovation provides the consumer with an innovation that has a clear relative advantage and takes place on three platforms: product, service and delivery, each needing equal attention in order to succeed [14].

Wearable technology
In this report, wearable technology is described as computing devices that are always on, always accessible and easily worn on the body. They typically feature real-time information access, data-input capabilities, local storage and some form of collaborative-communications ability. (Ranck, 2012). When introducing a wearable technology it is important to understand the current state of the art. Wearable technology presents an opportunity to re-invent how people connect to themselves and the world around them [3]. Wearables can combine personal data from the internet and from measurements
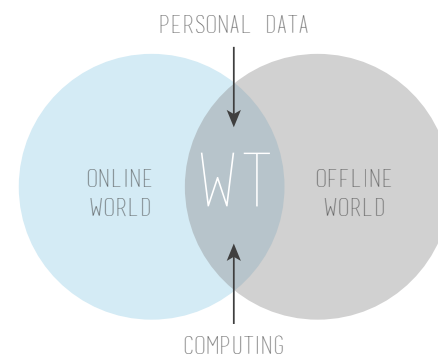
Figure 3.3: Wearable Technology [WT]

with computing such as the Internet of Things (IoT) and operate on the intersection of online and offline worlds [figure 3.3]. The growth of data analytics and big data is linked to the interest in wearable technologies and will become important services for wearables (Ranck, 2012). Wearable technology presents a great opportunity for disruptive innovation in all kinds of industries, including the fashion industry.

Wearable technology can be compared to a large extent to clothing in the sense that they are both worn by the user to fulfil its function. Clothing can be seen as an extension of a person's skin, which serves both to protect against the outside elements and to distinguish its user in social settings. (McLuhan, 1964, p.119). Just as clothing extends the skin, wearables can be thought of as an electronic layer of skin. [4] At minimum, this can already inspire a range of applications for wearables, enhancing some of the present functionalities of skin: sense of temperature, sense of pain, sense

Internet of Things (IoT): Internet of Things can be defined as the network of technology (Internet) that surround us and enable computing devices, embedded in everyday objects, to observe, identify and understand the world enabling them to send and receive data, without the limitations of human-centred data. Wearable technologies are a subset of IoT. (Thierer, 2015)

of pressure, sense of touch etcetera. More applied, networked wearables can access digital information and transmit digital stimuli [13].

Adoption of wearable technology
The electronic nature of wearables however subject them to technology adoption trends. According to the adoption and diffusion framework of Rogers (2003), innovation diffuses through certain communication channels among the members of a social system over time. Consequently, individuals or organizations adopt innovations earlier or later relative to other members in the system. For most innovations, the rate of adoption is relatively slow until a critical mass of adopters has been achieved. The traditional technology adoption curve

suggests that new technology is first patronized by innovators, then early adopters, early majority, late majority and finally, laggards (Rogers, 2003). However, according to Downes & Nunes (2014), this model is increasingly irrelevant for some new technologies, suggesting instead a 'Big Bang' model where markets take off suddenly, or they don't take off at all. Effectively, this divides the adoption curve into only two populations: trial users and everybody else [figure 3.4]. Moreover, "Big Bang disruptions" not only experience meteoric rise in market penetration but also an almost-overnight fall as well. The authors advise that the product strategy needs to account for this and either be prepared to scale down, or move their assets to a different industry, for
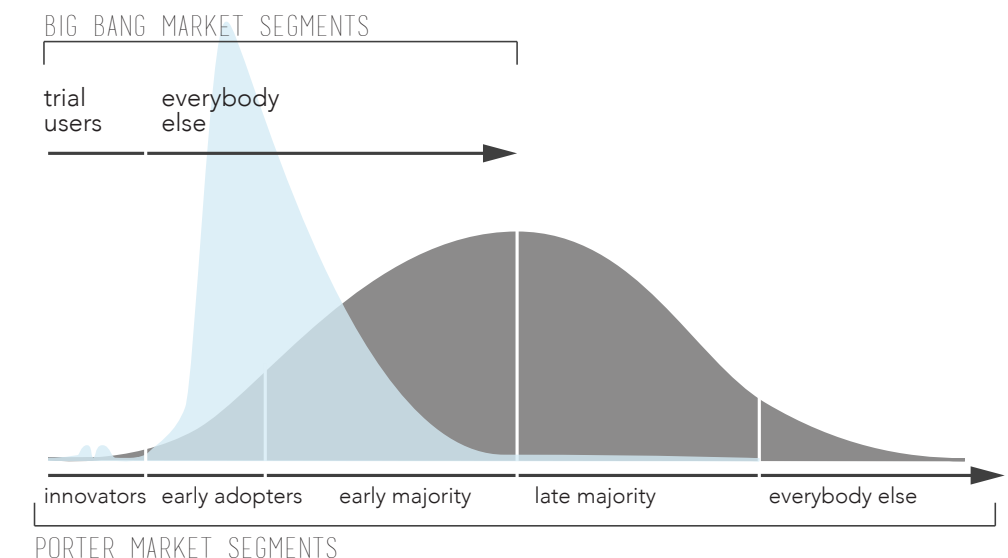
Figure 3.4: Porter Market Segments and Big Bang Market Segments, combining the frameworks of Rogers (2003) and Downes & Nunes (2014)

"Strategy is a journey, purposes are destinations, means are routes and achievements are landmarks." – (2014, Simonse, Hultink & Buijs).

the design of wearable technology this needs to be taken into account [9]. Creating a technology roadmap is a mean to be prepared for such Big Bang disruptions [10].

<u>Hurdles wearable technology</u>
As with other new and highly disruptive digital technologies, wearable technology will challenge existing social, economic and legal norms. In particular, these technologies raise a variety of privacy and safety concerns. Privacy security challenges lay in protecting both the devices and the collected data [7]. Besides privacy and safety concerns, design challenges may be preventing wearables from being part of people's everyday lives. When something is worn on the body, the product becomes more intimate and therefor design is a crucial factor in the success of a wearable technology [5]. Comparable to fashion, the design needs to be socially acceptable before people start wearing the device. Next to aesthetically design, it is important to gain insight in what features consumers really value: battery life, size, display, style selection etc.

Design principles
Wearables can be seen as a technological medium acting at the very boundary of the individual in both the physical and digital world. Wearables can be imagined as technological limbs of the human being and in order to design for

wearable technology both context and embodiment are equally important. To design with wearable technology, the context of use should be clear and the user should be understood thoroughly [6].

Innovation road-mapping

In order to make innovation the desired structured effort, the innovation process and potential of wearable technologies will be mapped on a roadmap. A technology roadmap can be used as a technique for supporting innovation, strategy and policy, at firm, sector and national levels (Phaal, Simonse, Den Ouden, 2008). It is a vehicle for holistic consideration of problems, opportunities and new ideas within the company. Being multilayered, the roadmap reflects the integration of technology, product and commercial perspectives with three distinctive layers: Why: the innovation's strategic perspectives, What: the design, form and function perspectives and How: technology and research perspectives (Phaal et al., 2008). Research insights from the company, context and consumer analysis will be used to complete the roadmap for wearable technologies and provide a vision for the coming five years. The roadmap fulfills an important function in creating a strategy to catch up with the expected big bang disruption that wearable technologies may cause.

Insights

BRAND

1. To maintain brand equity, expectations of the consumer with respect to the brand offer should be met, when introducing a wearable product.
2. Strategic positioning is needed to position the wearable technology as part of an ongoing tradition that resonates with the brand image.

DESIGN

3. Wearables can be seen as an extension of the skin: redefining how people connect to themselves and the world around them.
4. Wearables have endless application possibilities with unique personal properties and capabilities.
5. Design and aesthetics are crucial in the success of wearable technology.
6. Thorough understanding of the consumer is needed and the context of use should be clear to make the wearable part of people's life and to decide on features and design of the wearable technology.
7. Privacy and safety concerns need to be taken into account.

INNOVATION

8. Most likely to adopt innovation are the group of consumers, called 'trendsetters', once they have adopted an innovation in fashion widely, fashion followers will come afterwards. Wearables will most likely be subjected to the same trends as fashion.
9. The moment of market entry is very important for the success of wearable technology. Adoption of wearable technology can happen gradually (Rogers, 2003) or according to the Big Bang theory (Downes and Nunes, 2014),
10. Tommy Hilfiger should be prepared for both scenarios by formulating a clear long-term strategy: creating an innovation roadmap with clear horizons, is an important mean in doing so.
11. Choose what <u>not</u> to do.
12. Tommy Hilfiger must make sure that there is consistency between their activities and that the overall strategy and activities are reinforcing, referred to as 'fit'.
13. Value innovation should be pursued, where equal attention is paid to product, service and delivery (experience).

The numbers can be found back in the text.

4
chapter

DISCOVER

Company

To get an understanding of the Tommy Hilfiger brand, stakeholders and organisation as a whole, a company analysis is performed. The history of the brand is highlighted together with their marketing strategy and brand touchpoints. With the insights of this analysis, a strategy wheel was filled in and an overview of the strengths and weaknesses of Tommy Hilfiger could be made.

4.1 Tommy Hilfiger

Tommy Hilfiger is among the ~100 brands owned by Phillips-Von Heusen Corporation. PVH Corp. is one of the largest global apparel companies with over $8 billion in revenues. Tommy Hilfiger accounts for more than 40% of the business' revenues and EBIT of PVH Corp [figure 4.1].
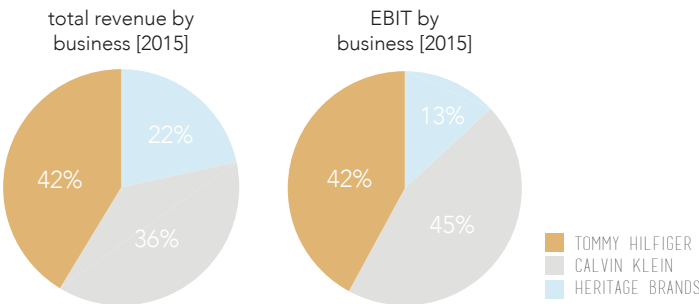

Figure 4.1: Share of revenue and EBIT by business of the different brands, owned by Philips-Von Heusen.

Tommy Hilfiger operates in North America, Europe, Latin America and Asia Pacific, where they are selling consecutive in 250, 775, 210 and 560 stores. Tommy.com is considered their biggest flagship store with annual sales of 85.5 M$ in Europe.

Brief history Tommy Hilfiger

In 1985 Tommy Hilfiger was founded by Thomas (Tommy) Jacob Hilfiger. The first collection was introduced with the design concept that became root to the brand: classic American cool with a preppy twist. Before Tommy introduced an actual collection, there was big advertising around New York City [Image 4.2]. The Hilfiger logo, pictures of Tommy Hilfiger himself and bold statements were used to grab the attention of consumers.

Hilfiger's career in fashion began as a high school student when he started to buy jeans in New York City that he remade and sold for a markup. In 1969, he opened his first store, People's Place [image 4.3], in his hometown Elmira, New York. In that time he opened a total of 7 stores, but in 1977, People's Place was forced to declare bankruptcy. After this setback, Tommy moved to Manhattan to pursue a career as a fashion designer. In 1984, Hilfiger was contacted by Mohan Mujari, an Indian textile magnate. Financially supported by the Mujari Group, his namesake brand launched in 1985 with a menswear collection. Tommy Hilfiger has since grown to a true lifestyle brand with collections in a broad range of categories.

By 1994, it seemed everyone knew who Hilfiger was. President Clinton wore Hilfiger designs, as did the Prince of Wales, rock stars Michael Jackson, Elton John, and Snoop Dogg. Even though, the most fanatic fans of Hilfiger designs were urban youths who gave the preppy look a new twist. Hip ghetto kids began purchasing the essentially suburban Hilfiger clothes and wearing them in extra large sizes in eclectic mixes with sports gear. A particular fashion was the drooping pants from which Hilfiger logo underwear peeked [image 4.4]. Tommy Hilfiger noticed the street trend and responded by making extra-large sizes labeled "giant," using brighter colors, and attaching bigger and bolder logos. It was apparently what the people wanted, and sales climbed. Hilfiger had achieved a remarkable level of mass appeal, with everyone from bike messengers to CEO's dressed in his designs.

Image 4.2: Big advertisement on Times Square (New York City), not featuring any clothing, but only bold statements and the Tommy Hilfiger logo

The success of Hilfiger came to an abrupt end in 2000, when the competitive nature of the fashion industry, caught up with the company. A Fortune magazine article published in 2000, summed up the company's problems, commenting that "Tommy rested on its red, white, and blue laurels too long. New trendier brands dominate urban fashion, while Tommy's clothes fill bargain bins at Bloomingdale's and Macy's." The article stated that "Hilfiger tried a host of makeover strategies that were belated and misguided." (Fortune Magazine, 29 May 2000)

Overall between 2000 and 2009, sales slipped from around $1.9 billion to $700 million. During the same time period, however, Hilfiger's European sales steadily rose. In 2003, Hilfiger executive Fred Gehring and Hilfiger decided to further invest in the brand's growing overseas audience by re-focusing on the brand's original style, "classic American cool,". The Tommy Hilfiger headquarters were moved to Amsterdam, to utilize this new focus on the European market. Gehring adapted the business model to suit European retail culture, pursuing partnerships with European department stores and with smaller boutiques. This strategy paid off and sales started rising again.

4.2 The Brand

In March 2010, Phillips-Van Heusen Corp. bought the Tommy Hilfiger Corporation. Fred Gehring, who launched Hilfiger's European division in 1996, assumed the role of Hilfiger's CEO. In July 2014, Daniel Grieder was appointed CEO of Tommy Hilfiger Group. Former CEO Gehring was made executive chairman of Tommy Hilfiger Group and was appointed vice chairman of PVH. In January 2015 Tommy Hilfiger debuted a digital sales showroom, taking their first big step toward digitalization, transforming the traditional buying process. Hilfiger described the showroom as "an innovation of the order process with cost saving potentials along the whole value chain." Gehring stepped down as Tommy Hilfiger Group's chairman in August 2015, succeeded by Daniel Grieder. An overview of the current company structure and stakeholders can be found in appendix B. Tommy Hilfiger remains the company's principal designer, leading the design teams and overseeing the entire creative process.

Image 4.3: Tommy Hilfiger in front of his first store: People's Place

Image 4.4: A Tommy Hilfiger fashion show during the 90's showing how the brand is inseperately connected to music and pop-culture.

Mission, vision & ambition

Over the past years Tommy Hilfiger has been focusing on establishing a clear vision for the organization. The brand is their most important asset and they have been investing in it extensively. To be clear about what the organization aims to achieve a so-called 'rolling' vision is established: reacting on a constantly changing world where the vision should be flexible and can be modified when needed [figure 4.5]. The rolling vision has three main priorities: being consumer centric, adapt to change and product is king. The rolling vision is established to be clear what the company wants to achieve and what Tommy Hilfiger wants to become. Innovation Next takes this vision as their leading principle. The house of the rolling vision is built around the consumer, offering them premium designer style with a unique preppy twist. First priority is maximizing consumer focus by building strong relationships and continuously surprising consumers. The stores are reinvented to provide exciting experiences and digital is pushed into all aspects of the business. Secondly, they place their product at the center of the business and want to offer premium value at the best price. The final priority is to be able to adapt to change. Tommy Hilfiger's vision is to be the world's favourite American designer
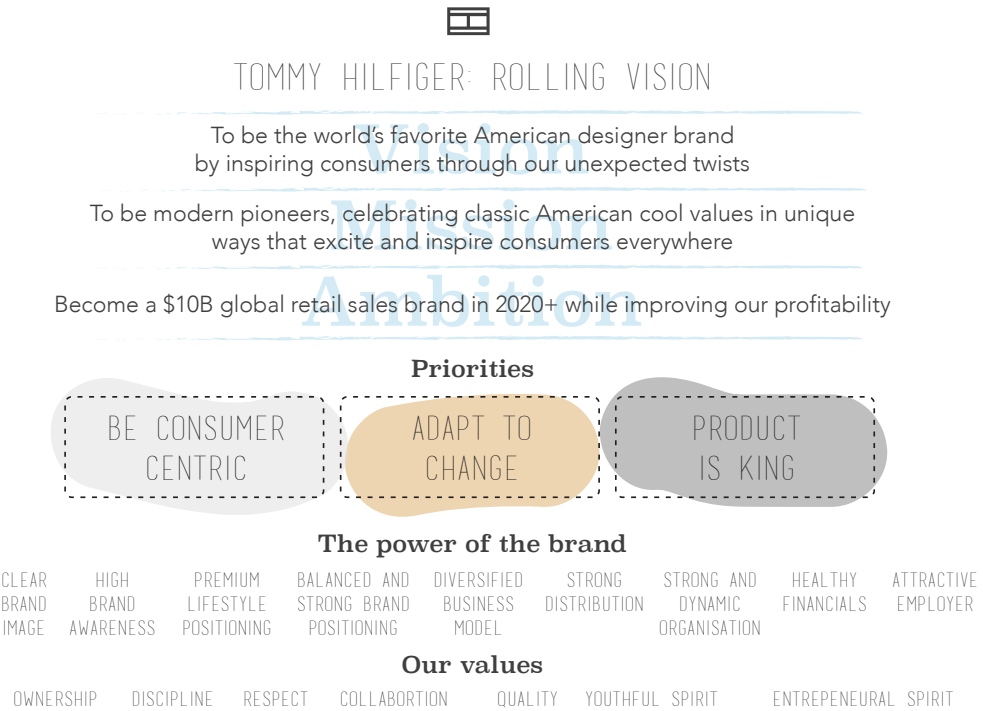
Figure 4.5: The 'Rolling' vision of Tommy Hilfiger, including their vision, mission and ambition.

brand by inspiring consumers through their unexpected twist. This is achieved by pursuing their mission of being modern pioneers, celebrating classic American cool values in unique ways that excite and inspire consumers everywhere.

Tommy Hilfiger: the brand

The brand is the visual representation of what the company stands for and for Tommy Hilfiger their brand represents the most valuable asset. The brand has a strong physical aspect and a deeper meaning that both form the identity of Tommy Hilfiger.

Visual identity

Tommy Hilfiger uses the same logo from the very beginning, always in combination with the distinct red, white and blue colors. The logo represents a flag with two horizontal blue bands with a red and a white plane of the same size in between the bands. The shapes together cleverly form the 'H' of Hilfiger. The colors relate to the American flag, referring to their American heritage and stand for excellence, purity, patriotism, elegance and excitement. Another particular brand image is the number 85, referring to the year in which the brand was founded. The particular number, logo and brand name are used abundantly on their garments.

Image 4.6: Tommy Hilfiger campaign images, with the 'Hilfiger family' (under) and the bold logo's (top).

With the designs itself not being very particular, the brand and imagery is what distinct Tommy clothes from the rest. The visual identity of Tommy can be described as bold and American. The consistency of the logo over the years adds to the classic image Hilfiger wants to radiate.

"The strength of our brand is in the small changes we make; our all time classics with small new adjustments. We show that we are modern and go along with time but we will never go too crazy."- S. Kats Director Global Brand Strategy at Tommy Hilfiger

"Tommy Hilfiger reinterprets classic style with a fresh, sophisticated and modern twist inspired by Hilfiger's own love of pop culture – from fashion, art and music to sports and entertainment."
- Tommy.com

Brand Identity Prism Kapferer

In the Brand-Identity prism model (Kapferer, 2004) six facets of brand identity are distinguished: physique, personality, culture, relationship, reflection and self-image. These aspects are classified on two dimensions: picture of sender vs. picture of receiver and externalization vs. internalization. According to Kapferer each aspect can only come to life when the brand communicates with the consumer. The model gives an overview of what makes the brand unique. Strong brands can connect and integrate every aspect of the brand and have to the point, clear and appealing brand identity. For Tommy Hilfiger the model is filled in accordingly [figure 4.7].

PICTURE RECEIVER

Physique
Red, white, blue: American flag.
Good quality & classic design
Visibility of brand name, logo and
Tommy expressions on garment

Personality
American-cool, preppy, young and classic.
All-American girl Gigi Hadid as ambassador

INTERNALIZATION

Relationship
Social
Family
Quality
Durable

TOMMY ⬚ HILFIGER

EXTERNALIZATION

Culture
Pop-culture
Classic
American

Reflection
Preppy American-cool and urban youngsters loving pop-culture

Self-image
Ability to buy premium brand
Casual but yet thoughtful and classy

PICTURE SENDER

Figure 4.7: Filled in Brand Identity prism (Kapferer, 2004), based on research.

4.3 Marketing Strategy

From the constitution of the brand Tommy Hilfiger, there is a strong focus on marketing and big budgets are allocated to it. The brand advertises with large billboards and media campaigns, collaborating with celebrities that on their turn endorse Tommy Hilfiger. Tommy Hilfiger has a long history of working with musicians from all genres, including David Bowie. They also did a campaign and sponsorship of Britney Spears a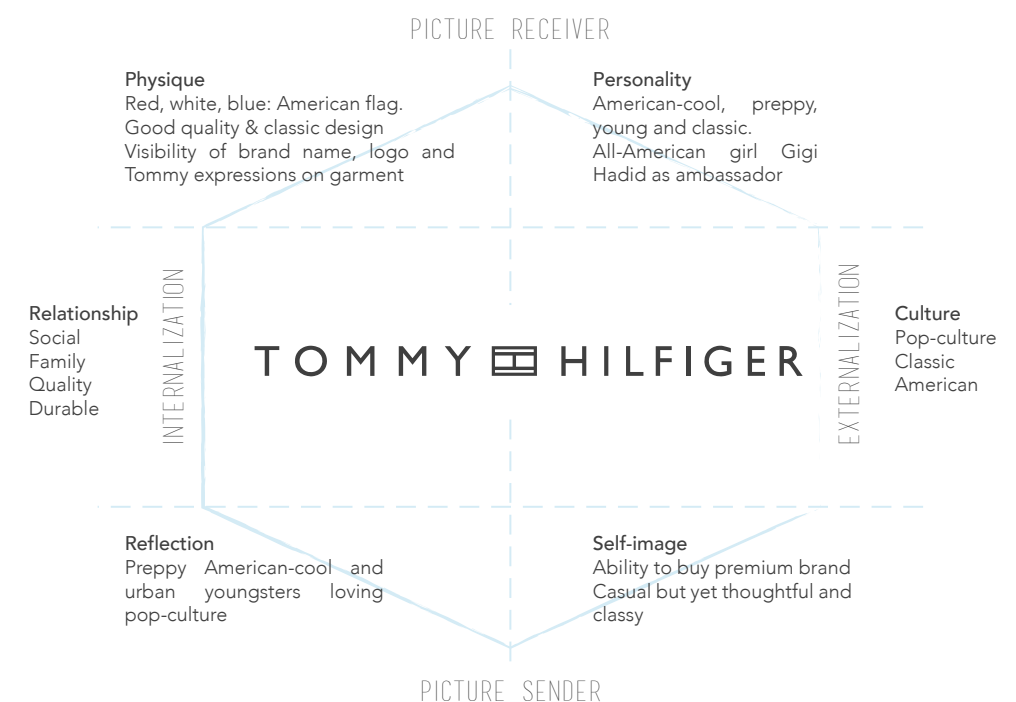nd Lenny Kravitz, taking care of their tour wardrobes. Their most recent campaign in October 2017 featured the Chainsmokers. During the launch of the past 3 collections they collaborated with Gigi Hadid, a young American model and socialite from Los

Image 4.8: Tommy Hilfiger himself with Gigi Hadid & other influencers in front of the TommyLand entrance.

Angeles. The first collection dedicated to her, was launched during a runway show in 'TommyLand'; a complete festival experience, centered around music and fashion, in the theme of the collection [image 4.8]. In the current time-age, digital marketing is of great importance. Influencers on social media platforms such as Instagram and Facebook, have proven to be an important marketing channel, especially to reach the younger consumer. Social influencers have thousands – sometimes millions- of followers, who want to be and look the same. Tommy Hilfiger has a digital marketing team, which focuses on marketing in online channels. Digital marketing allows to collect more data on consumers (e.g. likes and views of advertisements) and to target a specific audience. Success in digital marketing is expressed by 'engagement rate', measuring how much people interact with the content, including users' comments, shares, likes and clicks. Influencers have proven to significantly raise this engagement rate. The use of Influencers, among which Gigi Hadid, resulted in a 79% higher average engagement rate in this month (internal presentation online marketing & e-commerce, 2017). In appendix H an overview of the different online marketing platforms and their number of followers is shown.

"Like Tommy Hilfiger, we have always believed in celebrating individuality and breaking conventions, Tommy paved the way for collaborations between fashion and music, and we are excited to collaborate with a brand that aligns so closely with our own artistic approach and shares our passion for creating memorable experiences for our fans." - The Chainsmokers said in a release announcing the team-up.

4.4 Brand Touch Points

The brand touch points are described as the different moments where Tommy Hilfiger interacts with their consumers, before, during and after buying a Tommy product. This interaction happens via four channels: sales, service offerings, marketing & communication and through their product.

Sales channels

Tommy Hilfiger has three main channels through which they are selling, each providing its own particular context for the brand, [image 4.9] gives an overview of these channels. In the current time age it is important for brands to create a digitally integrated omni-channel experience in which different channels work together and support each other through a transparent and consistent communication system (Breuer and Brettel, 2012). The vision of Hilfiger is to deliver the same brand experience across every channel, which forms a challenge because they do not have complete control over each channel.

Tommy Hilfiger retail stores

Retail stores are an important asset to engage consumers and immerse them in the story of the brand. Consumers form relationships with brands because brands carry certain meaning (Cesvet, Babinski et al. 2008). A dress is not just a dress, but a Tommy dress, filled with symbolism for the intangible value. The retail store can provide the appropriate context, in which the product looks and feels best. The store is the physical place where consumers can go to build a relationship with the brand. Currently a division within Tommy Hilfiger is focusing on developing 'the store of the future'. The store features multiple digital elements to engage the consumer during the shopping journey. Big screens are used to inspire consumers to explore looks and shop them directly. The store of the future uses new technologies, such as a smart mirror in the fitting room where styles can be requested and the consumer gets inspired by look suggestions. Digital tables and ipads can be found around the store to immerse the consumer in the brand history and guide clients to the online
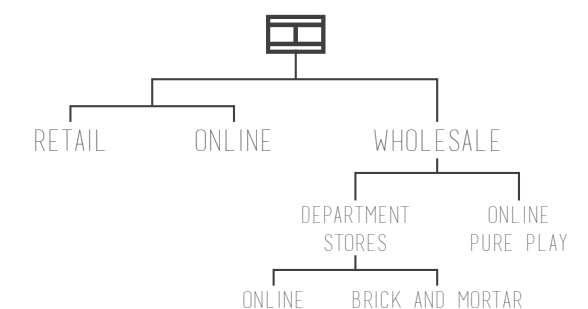

Figure 4.9: Tommy Hilfiger sales channels

store [image 4.10]. The stores are expected to become a valuable source of consumer data and a mean of consumer engagement. Shopping behavior can be tracked with the use of RFID and consumers can give service feedback. Over the past ten years, Tommy has shifted their focus partly from wholesalers to retail, to have more control over consumer data and the experience they offer. [figure 4.11]

Wholesale
Around 40% of all Tommy Hilfiger sales are via wholesalers (Industry Newsletter May 2017, internal presentation). Wholesalers are the B2B partners of Tommy Hilfiger who are selling multiple different brands to consumers. Wholesalers form an intermediate between Tommy Hilfiger and consumers and therefor Tommy Hilfiger has

Figure 4.10: Tommy Hilfiger store of the future, London.

less control over the contact with consumers when selling through this channel. Nevertheless, wholesalers remain an important and profitable channel for Tommy Hilfiger, in which they continue to invest. Wholesalers are selling through department stores (brick and mortar) and online stores or only through online stores (Pure players). The online business of wholesale key accounts are growing significantly (+25%). If Tommy Hilfiger wants to offer a seamless omnichannel experience, it is important to align wholesalers in their processes. The way in which Tommy Hilfiger sells to wholesalers has changed into a digital experience through the 'Digital Showroom'. Physical samples are now shown online in a digital environment, where clients can swipe, select and play with garments and collections.

European revenues

Figure 4.11: Tommy Hilfiger revenue shift from wholesale to retail

Online flagship store
The online webshop of Tommy Hilfiger, Tommy.com, counts as their most important sales channel. Through the webshop they attract consumers from all over the world.

Service & communication channels
In order to live up to the vision of providing consumers a seamless (omnichannel) experience, services should be aligned. Important service channels for communicating with the consumer are digital platforms. To interact with the consumer, different communication channels are used. These channels are mostly online and help to engage a big group of consumers. People can follow the brand on Facebook, Instagram, Twitter, LinkedIn and Pinterest to stay up to date. An overview of Tommy's social media channels is shown in appendix H. Tommy recently launched the TMY.GRL chat bot [image 4.12] that communicates with the consumer via Facebook messenger. The chatbot helps the consumer in finding the items they are looking for in the right size and directs them to the online shop. It functions as a personal shopper that chats with the consumer. Other touch-points for service offerings are in the physical stores where the store staff interacts with the consumers.

Loyalty program - MYXTOMMY

In order to gain consumer insights and generate more interaction with the consumer, the loyalty program

MYxTOMMY is developed. MYXTOMMY is a points-based application where consumers receive special benefits and exclusive services: "The more consumers shop and engage, the more points they earn and the more they are rewarded" (Internal presentation July 2017, Tommy Hilfiger). When consumers sign up for the program, they immediately receive their first reward: a 10% discount. Consumers can earn points when they buy in store or Online, show up at events (double points), check in in-store, complete their personal profile, sign up for newsletters and complete the survey. Members can see what they need to do to earn points and progress. MYxTOMMY has four levels depending on the amount of points a member has,
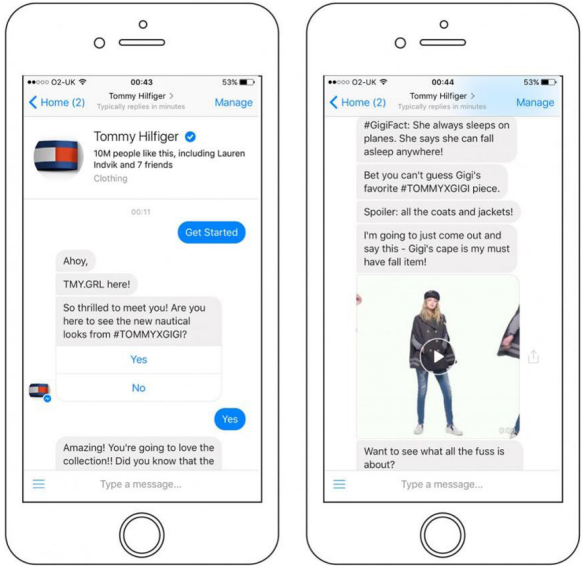
Image 4.12: TMY.GRL chatbot, acting as a personal stylist: giving style advice and helping the consumer finding the right items

varying from member to friend to insider and ambassador. The highest is the most exclusive, unlocked by invitation only.

Level 1: Member (0-2499 points)
The benefits a member has are: a welcome gift & 10% discount, MyTommy news, tailoring service, customer service, complimentary in-store tea and coffee.

Level 2: Friend (2500-7999 points)
A friend receives the same benefits as the 'member' added by: MyTommy anniversary gift, access to exclusive products, MyTommy gift with purchase promotion, MyTommy Style profiler + style advice.

Level 3: Insider (8000-39999 points)
The insider receives the 'friend' benefits, plus access to MyTommy VIP nights/events, MyTommy surprise gifts, no shipping costs on Tommy.com and complimentary dry cleaning of Tommy products.

Level 4: Ambassador (40 000+ points)
The ambassador receives all previously mentioned benefits plus access to MyTommy luxury lifestyle events and venues (e.g. spas, restaurants), MyTommy gifts of choice, My Tommy concierge service and complimentary monogramming.

In figure 4.14 an overview of all brand touch points is shown.
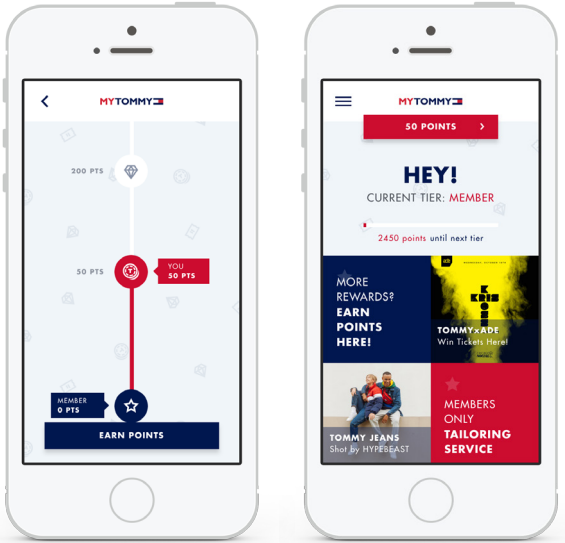
Image 4.13: MYxTOMMY Loyalty program application
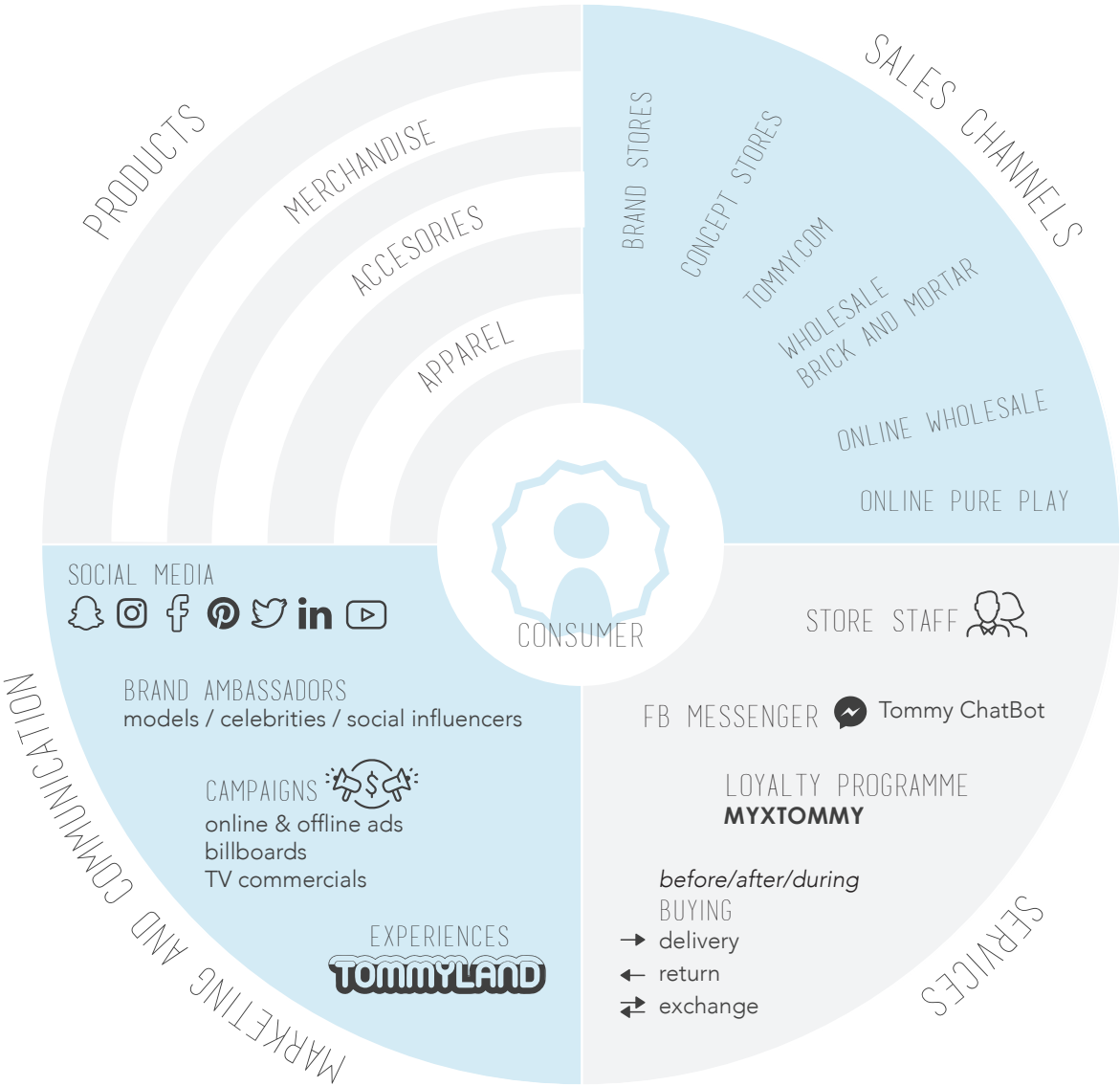
Figure 4.14: Overview consumer and brand touch-points

4.5 Strategy wheel

4.6 Strengths & Weaknesses

Strategy Wheel
Based on the company analysis a strategy wheel is filled in [Figure 4.15]. The strategy wheel is a visual representation of the company's strengths and weaknesses. The strategic strengths are divided in finances, technical know-how, product development (appendix F), marketing, organization and personnel, management, expert know-how and product portfolio. The strategy wheel provides a clear representation of the current situation of the company (Buijs, 2012).

Strategic partner
The strategy wheel shows that technical know-how is not the strongest capability of Tommy Hilfiger. For moving into wearable technologies, this is an essential asset and therefor strategic partnerships are needed. Innovation Next is currently talking with different parties to establish this partnership to introduce the wearable technology.

Strengths
The internal analysis shows that Tommy Hilfiger is a very strong brand, with a big consumer base that is aware of what the brand stands for. The brand has a rich heritage and broad portfolio, offering a great variety of products in the premium lifestyle segment. Tommy Hilfiger has a broad social media and marketing reach, that allows them to connect to many consumers. When collaborating with Gigi Hadid, these numbers became even bigger. To illustrate: she went from around 3 million Instagram followers at the start of their collaboration to 35 million followers now and the brand is appealing to a younger consumer group. The brand is distributed globally and Tommy Hilfiger is selling all over the world. In tougher times, the organisation has shown the ability to adapt to change when moving their headquarters overseas from New York to Amsterdam. For their move into wearable technology, Tommy Hilfiger is planning to partner up with a technology company, compensating their lack of technical know-how.

Weaknesses
However, also some weak spots are found in the internal analysis. Overall, internal research shows that the consumer base is aging, meaning that the average Tommy consumer is getting older. Moreover, in the US the brand is known to be sold in outlets, which causes a different brand positioning compared to the rest of world. Due to globalization this can be risky, since brands are expected to carry out the same message globally. Consumer insights are scarce and the resources to collect and meaningfully translate these insights are not yet in place. Related to innovation capabilities, there is no much technical know-how available in the company. The innovation team is small, currently consisting of only one person. Due to the hierarchical company structure, support for innovation has to come from top management, making the threshold for innovation high.

Figure 4.15: Strategy Wheel

STRENGTHS

Strong brand momentum - High brand awareness - Premium lifestyle positioning - Product development - Rich heritage - Broad portfolio - Social media and marketing reach - Global distribution - Geographic spread - Ability to adapt to change - Willing to change - Partnership with Flextronics

WEAKNESSES

Aging consumer base - Internal competition devisions - US brand positioning - Limited resources and knowledge on consumer insights - Not innovative - No knowledge on technology - Small innovation team - Support for innovation should come from top management

Figure 4.18: Overview strengths and weaknesses

OVERVIEW COMPANY
Insights

TH: BRAND

- The brand Tommy Hilfiger has a clear vision and brand image and represents a strong asset in as well the visual identity as the complete brand identity. *Chapter 4.2, figure 4.8*

- Over time, reconnecting to the core vision of the brand has proven to be successful strategy. *Chapter 4.1*

- Aligning the different channels and brand touch points is important to show a consistent brand image and brand experience. *Chapter 4.4, figure 4.16.*

- Social media is a very important brand touch point to appeal to the younger consumer. *Chapter 4.3*

TH: DESIGN

- Wearable technology is experienced with before, but without great success. A clear strategy, insight in consumer wants and needs and connection to the brand are needed to introduce a wearable device with success. *Chapter 1.2*

- The leading principle of Tommy Hilfiger is to be consumer centric. This should also be adopted in their design process, using consumer research, insights and collaboration to come to their final product. *Chapter 4.2, figure 4.6: TH rolling vision*

- The use of influencers and brand ambassadors in their marketing campaigns have proven to be a successful strategy. This should be utilized when introducing a wearable technology. *Chapter 4.3*

- Marketing and story telling plays an important role in Tommy Hilfiger product development: design is always complemented with well thought-through marketing strategy and execution to make the product successful. *Chapter 4.3*

TH: INNOVATION

- History of the company shows that Tommy Hilfiger is able to deal with change and thus, there is a strong foundation for innovation. *Chapter 4.1*

- Innovation Next is only the first step towards innovation, innovation should become part of the company's DNA, focusing on 4 pillars of innovation in 8 different areas and including the whole organization. *Chapter 1.2*

- Technical know-how is not much available within the company. Tommy Hilfiger has a strategic partnership with Flextronics to step into the world of wearable technology. *Chapter 4.5, figure 4.17: Strategy wheel*

- Considering the hierarchical company structure, the support for innovation should come from top level management. *Chapter 4.1 & appendix B*

Consumer experience

[Partly] Answer to **research question 1**: *What should the consumer experience of Tommy Hilfiger consumers be in 2022 regarding the use of wearable technologies?*

Tommy Hilfiger is a strong brand, with a clear message and brand image. Tommy Hilfiger should utilize these assets in the future. The brand can serve as a guiding principle for the development of new products and services. The consumer experience of a wearable technology should be a complete narrative around the product that adds to the Tommy Hilfiger brand story. The consumer experiece has to focus on the main aspects of the brand: Music & pop-culture, classic with a modern twist and inspire & excite consumers everywhere. Social media and digital marketing should be utilized to appeal to the younger consumer since influencers and brand ambassadors hold an important role in the success of a product/service.

5
chapter

DISCOVER
Consumer

To gain an understanding of the Tommy Hilfiger consumer, internal consumer insight studies are consulted. Subsequently, interviews and observations are performed in and around the Tommy store to get insight in the Tommy Hilfiger consumer of today and their behavior. Furthermore, a questionnaire was performed to gain understanding on the consumers' brand perception. Based on the consumer research, a target consumer for wearable technology is formulated. Finally, a context mapping research is performed to get insight in the wants and needs of the target consumer to base value propositions on.

5.1 Segmentation

Wearable technology consumer

From recent studies of Nielsen and Ericsson among smart phone users, a profile of the current wearable technology consumer can be sketched. Both studies show that currently one out of six consumers own a wearable device and around half of these consumers are between the age of 18 and 34 years old. 71% of people between 16 and 24 years old would like to have a wearable device and when choosing wearable tech, consumers look for special features to fit their needs and match their style. People that not yet owned a wearable device, indicated that they did not own one yet because of the design and said that they did not want to be seen with anything alike (Ericsson consumer lab report, June 2016).

Tommy Hilfiger consumer

Tommy Hilfiger targets a very broad spectrum of consumers with their different collections and broad assortment (appendix C) varying from kids to young men and women focusing on the urban upper-segment. In December 2016, the Boston Consulting Group conducted a study in combination with Facebook insights to segment the Tommy Hilfiger consumer. Most of the current Tommy Hilfiger consumers are the older generation Y, representing an age of around 35 years old. The consumers have middle to high income, representing the upper class segment. Their main interests are sports, travel, fashion and taking part in social activities (BCG Facebook insights study). Recently, Tommy Hilfiger started a collaboration with all-American girl Gigi Hadid, to appeal a new, younger, consumer group. As a brand ambassador, Gigi Hadid represents the younger target consumer for Tommy Hilfiger and she recently signed another two year contract to represent the brand. From recent numbers and observations in store, this marketing strategy seems to pay off, and younger consumers appear to be more inclined to the brand. In table 6.1 the market segmentation of Tommy Hilfiger can be found.

Demographic segmentation
- Children's wear: 8-15 years old
- Other collections: 12 - 50 years old
- Men and women
Behavioral segmentation
- Daily life; classic and sporty
- Covering complete lifestyle: during the day, going out, evening and sports.
Psycho-graphics segmentation
- Lifestyle conscious (quality and style)
Geographic segmentation
- Major markets: Europe (Germany as biggest market), North America and Asia (China)
- Emerging markets: India, Africa and South America

Table 5.1: customer segmentation

Store observations

To gain qualitative knowledge on the current Tommy Hilfiger shopper, store observations were performed (appendix I). The store observations made clear that especially the Tommy Jeans brand attracts many younger consumers of between 16 and 24 years old, covered by the so called generation Z. These younger consumers indicated that they were inspired to buy the Tommy Jeans brand namely by seeing social media posts of influencers wearing the brand and the campaign by Gigi Hadid. Instagram holds a very important role in taste making for this consumer group. The Tommy Hilfiger clothes were bought for daily life and for events such as festivals and music concerts.

Questionnaire

To get better insight in how the current consumer perceives Tommy Hilfiger as a brand, a questionnaire is performed, giving insight in brand perception. The questionnaire is performed among 85 respondents in an age group of between 20 and 36 years old of which 36 were male and 69 were female. 59% of all respondents owned one or more Tommy Hilfiger items and gave as most important reasons for buying the quality (34%), style (26%) and fit (25%) of the apparel. All respondents were asked to indicate the words they associated with the brand. The brand was described as Classic (80%), Decent (71%), Sporty (37%) & Fashionable (25%) corresponding with the brand image of Tommy Hilfiger. The Tommy Hilfiger clothes are worn on many different occasions and events, and therefor Tommy Hilfiger truly represents a lifestyle brand. From the questionnaire (appendix J) it showed that the brand image from the brand identity prism (Chapter 4.3) largely corresponds with the consumers' brand perception. However, the 'modern and fresh preppy twist' that the Tommy Hilfiger items supposed to have according to the brand image doesn't appear from the questionnaire.

Remarkable findings I

There is a big difference in how the different brands of Tommy Hilfiger are perceived by the consumer. Tommy Jeans is perceived as a younger and sporty brand, where the other sub-brands are more decent. However, altogether Tommy Hilfiger is recognized as a classic brand, and the consumer is buying the clothes to look modern and 'in fashion'. It can be said that the strength and success of the brand is in this contradiction: staying classic, but being modern and fashionable at the same time. This contradiction is a very interesting place to position the wearable technology in: giving it the ability to be perceived modern, fashionable and classic at the same time. Being the true 'twist'.

5.2 Target consumer: Urban youngsters

Based on internal consumer studies, market segmentation, the questionnaire, store observations and in-store interviews an accurate sketch of the current consumer could be made. Combining these characteristics with the current wearable technology consumer, market insights and the brand image of Tommy Hilfiger, a profile of the target consumer is created to design the wearable device for (figure 5.2). The target consumer are men and women who live in urban environments and are mainly represented by the older Generzation Z (birth year mid 1990's to mid 2000's) and younger Generation Y (early 1980 to mid-1990s), with the age of between 15 and 25 years old. For Tommy Hilfiger as a lifestyle brand, this is the next generation, waiting to be served.

Calling them: 'Urban Youngsters'. They pay deliberate attention to their looks and have an active social live. They grow up in an economy that is climbing up from recession, making themselves, and their parents being able to spend more and pay attention to the underlying values that come with the products they buy rather then the products itself. This characteristic is making them conscious buyers. They know their way in the digital time-age and are frequent users of internet and social media. Te group can be called 'digital natives'. The target group finds it important to look good and be fashionable, but moreover, wants to be and feel unique. To gain more profound insight in this consumer, a context-mapping research is performed.

Figure 5.2: Target consumer profile: Urban Youngster

5.3 Context mapping

Objective

Contextmapping literally means creating a map of the context of product use (Sleeswijk Visser, 2009). The method is used for design purposes to generate information about people's experiences in their everyday live. A users' experience includes the past, present and the future (Sanders, 2001), as illustrated in figure 5.3. What people experience is often difficult to express
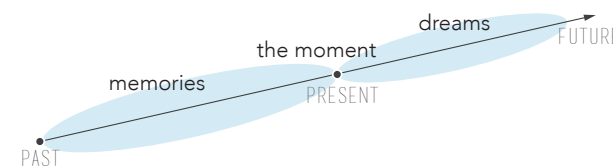
Figure 5.3: the experience domain, adapted from Sanders & Stappers, 2001.

in words. With generative techniques, participants are guided to construct and express deeper levels of knowledge about their experiences (Visser, Stappers, van der Lugt & Sanders, 2005). The process of making drawings and collages enables people to access and express their experiences. Every user that is involved is seen as an expert of his or her experiences and these experiences form the context in which products, services and experiences are designed.

The context mapping research is done to understand future experience and context of the target group for wearable technology in order to innovate and to

thrive in the marketplace. The challenge is scoped for three different targets:
1. Marketplace; what is the next new thing in fashion concerning the integration of technology?
2. Technology; what will people want to use wearable technology for?
3. Envisaged users; how will today's generation Y & Z want to use wearable technology as a lifestyle device?

Moreover, the session was done to generate ideas together with the target group, get inspiration for the design of a wearable technology, and utilise the opportunity to collaboratively map future products and services around wearable technology for Tommy Hilfiger with the target consumer: generation Z.

In order to take a deep dive into specific topics, it is chosen to combine the context mapping research method with a focus group. For the focus group-part of the session, several research questions were set-up that were handled during the session according to a topic guide [appendix L].

1. Maud, 15yrs
2. Maud, 16yrs
3. Tristan, 18yrs
4. Bruun, 20yrs
5. Ming, 22yrs

Figure 5.4: selecting 5/10 participants for the generative session by purposive sampling.

Sensitising

Ten participants were asked to fill in a workbook about their lives. From these participants five consumers were chosen through purposive sampling [figure 5.4] to gather the right participants for the session [appendix K]. The participants had one week to complete the workbooks [image 5.5]. Via the workbooks personal experiences were collected to make sure that the participants would come to the session well prepared and with an open mind. Moreover, the workbooks were used as inspirational input with the aim to empower imagination. The returned materials form an authentic and give a personal view on the participant's everyday reality and were later used as an open brief for design.
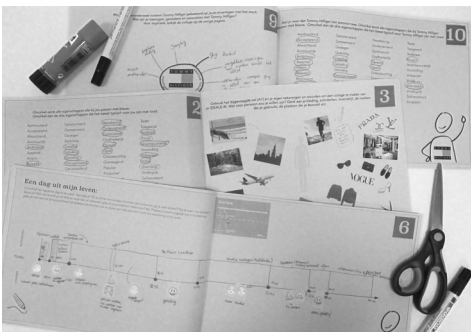
Image 5.5: workbook: the booklet included open-ended questions to answer, things to draw and stickers to express themselves. It was made sure that the materials were designed simple and with a lot of white space; looking 'easy' and inviting to interact with.

Stimuli material

During the session stimuli material was presented to make the participants familiar with the topic of research and
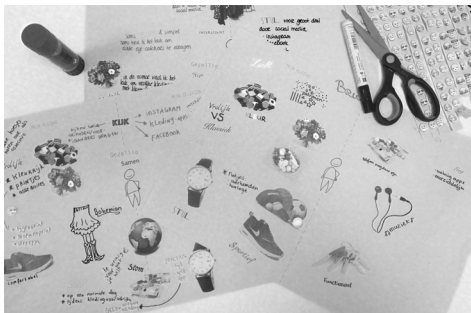
Image 5.6: collage toolkit and results where participants expressed themselves.

to make them feel more comfortable in participating. A collage toolkit [image 5.6] was created to stimulate the participants in expressing thoughts, feelings and ideas. The complete session was guided by a presentation in order to explain each step and to present the stimuli material.

Insights

The results from the analysis are captured in descriptive and visual way. The most important user values are illustrated, including their concerns and important quotes. A visual overview of the results is created that serves as input for the roadmap and as inspiration for the final design. This overview can be

Image 5.7: the contextmapping session

found in figure 5.10. Besides the visual overview, three consumer profiles were created for value proposition design. This is done by filling in three consumer profiles from the value proposition design framework by Osterwalder and colleagues (2014).

Urban youngster: consumer profiles

The consumer profile describes a specific consumer segment in a more detailed way, by breaking down the consumer in jobs to get done, pains and gains. *Consumer jobs* describe what consumers are trying to get done in their lives, as expressed in their own words. The *pains* describe bad outcomes, risks and obstacles related to these jobs. The *gains* describe the outcomes consumers want to achieve or the concrete benefits they are seeking. (Osterwalder, Pigneur, Bernarda & Smith, 2014). When the product or services meet the consumer profile, *strategic fit* is achieved. Based on the insights from the value mapping research, three consumer profiles for the urban youngster are created, that each describe a main category. For each consumer profile a value proposition is created to describe what consumers seek in the design of a wearable technology. The categories that the consumer profiles describe are as follows:

1. **Worldly** - This profile encompasses every statement that the consumer made about seeing the world and gaining life experience and new knowledge.

2. **Everyday** - This profile gives insight in the everyday life of the urban youngster

in which their main goal is to be happy. They reach this goal by having a feeling of connection to the people around them and book personal successes in everyday life.

3. **Appearance** - Encompassing everything that has to do with the external look of the consumer, appearance describes what the urban youngster seeks in the clothing and accessories they wear. The profile gives insight in the deeper layer of clothing and the emotions that clothing evokes.

The consumer profiles and their value propositions can be found in figure 5.9.

Remarkable findings II

The target consumer sees Tommy Hilfiger as a young and hip brand being iconic and classic. The most common personality traits that were given to the brand are visualized in figure 5.8. In general the consumer states that a wearable technology doesn't fit their image of an apparel brand. They state that technology is something that technology companies should be doing and fashion brands on their turn should just make and sell apparel. However, they do say that they envision a future where technology is integrated into everything, including clothes.

Figure 5.8: Tommy Hilfiger personality traits

'Worldly'

IMPRESS OTHERS

HAVE GOOD FOOD

GET INSPIRED

MEET NEW PEOPLE

ENJOY LIFE

HAVE KNOWLEDGE

DO GOOD

SEE THE WORLD

DISCOVER NEW PLACES

COMPARE TO OTHERS

SPEND TOO MUCH TIME ON PHONE

LEARN NEW THINGS AND GAIN KNOWLEDGE

BE NARROW MINDED

PROCASTINATE

Value proposition #1 - Worldly
Our wearable device, helps urban youngsters who want to explore the world and meet new people by reducing the time they spend on their phone and inspiring them for new experiences.

Value proposition #2 - Everyday
Our wearable device, helps urban youngsters who want to be happy by reducing their worries about the future, make them feel connected to others and help them book personal successes.

'Everyday'

FEEL GOOD

BOOK SUCCESSES

BE HAPPY

FEEL CONNECTED

BE MOTIVATED

LISTEN TO MUSIC

SEE FRIENDS AND FAMILY

BE INDEPENDENT

BEING TOO LATE/NOT WAKING UP

HAVE NO STRUCTURE

REACH PERSONAL GOALS

EAT AND LIVE HEALTHY

WORRY ABOUT FUTURE

SPEND TOO MUCH TIME ON PHONE

'Appearance'

FEEL GOOD

INFLUENCE OTHERS

HAVE A FEELING OF COMFORT

RECEIVE COMPLIMENT AND LIKES

FEEL CONFIDENT

WANT TO BE UNIQUE

WANT TO LOOK GOOD

FEEL INSECURE

BEING JUDGED BY OTHERS

WANT TO BE ORIGINAL

Value proposition #3 - Appearance
Our wearable device, helps urban youngsters who want to be unique by reducing their insecurities and make them feel confident and fashionable.

Jobs to get done	Pains	Gains

Figure 5.9: Consumer profiles and value propositions

"I look everywhere around me for inspiration"

"I feel really happy when wearing this"

GOALS

VALUES
happy
social
together
be unique
look good

DRAWN TO
color
prints
personalize
ease

"Sometimes I wear an eyecatcher"

happiness
see the world
be successful
be independent

"I like it when I get personalized information or recommendations for things to buy based on what I like"

INFLUENCES

"I get inspired by influencers on instagram, such as ClaartjeRose and KaeSutherland."

MY PHONE
only a few apps
want to use less social media
to contact friends
endless scrolling
notifications
music

social media:
instagram
snapchat
facebook
people around me:
friends
on the street

MY CLOTHES
comfort
quality
unique
style
sporty

"I would buy a wearable if it matches my outfit and style and has a nice design in combination with function."

"I think the introduction of a wearable technology could fit with Tommy Hilfiger, because they show that they go with time. I believe that technology will be integrated into clothes in the future"

"Sometimes simple and boring; at school I care less"

"I don't like it when technology is obviously visible."

TECHNOLOGY
invisible
convenient
appearance is important
functions should have added value

"If the device is too small I would be afraid of losing it."

TOMMY HILFIGER
Gigi Hadid
Tommy Jeans
modern
trustworthy
professional
quality

"I never go to their store but recently saw their clothes at Urban Outfitters, where they sell many other cool brands"

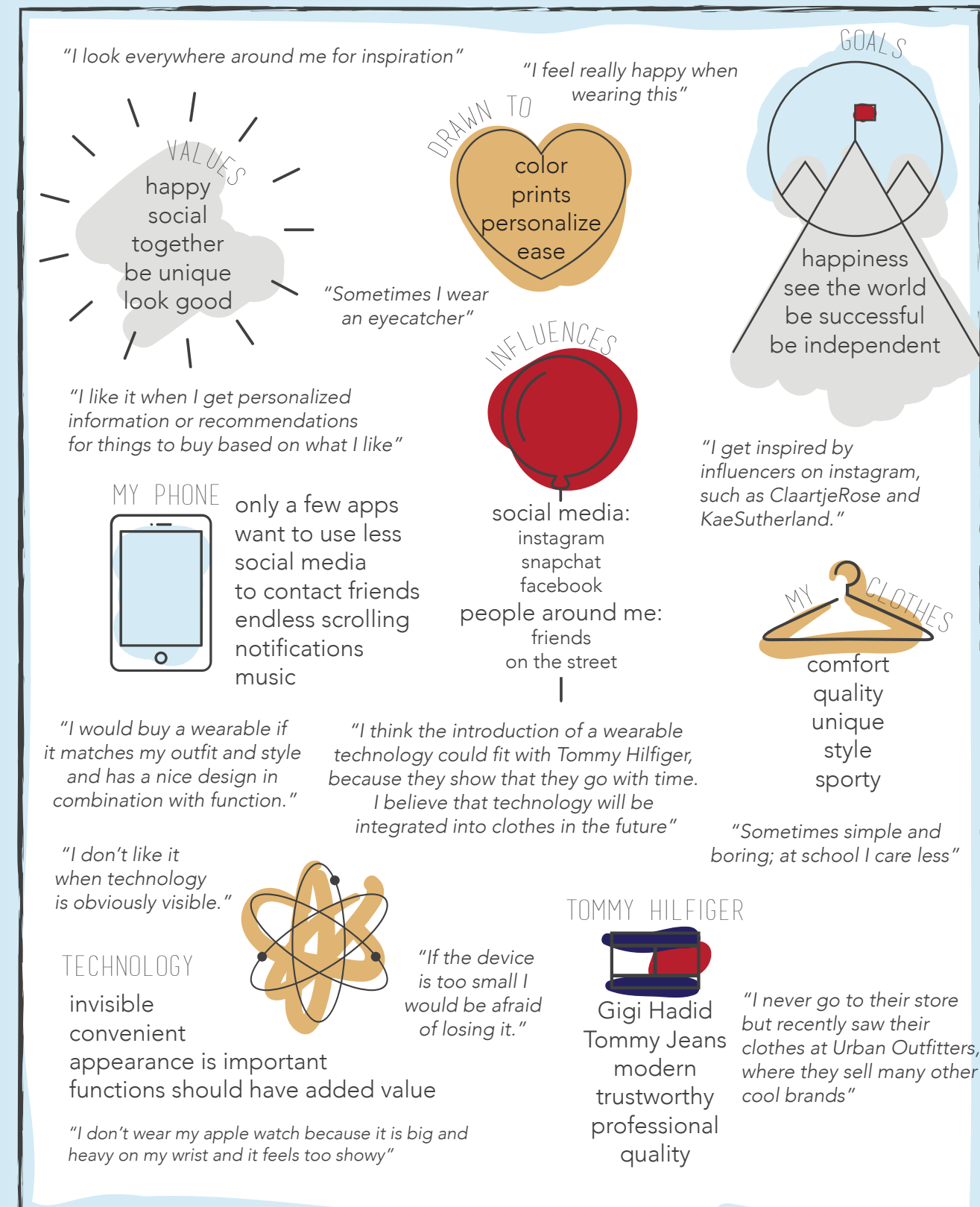"I don't wear my apple watch because it is big and heavy on my wrist and it feels too showy"

Figure 5.10: Visual overview of the context mapping results, serving as input for the roadmap and as inspiration for the final design.

OVERVIEW CONSUMER
Insights

BRAND & CONSUMER

- The brand image of the consumer corresponds with internal brand perception. *figure 5.6*

- The fresh and modern 'twist' is currently missing. *figure 5.10*

- The brand is a very important reason for the consumer to buy Tommy Hilfiger. *figure 5.10*

- The Tommy Jeans label appeals most to the younger consumer. *figure 5.10*

- Tommy Hilfiger clothing is seen online often at social media profiles of influencers such as Gigi Hadid. This makes the younger consumer wanting to buy the brand. *figure 5.10*

- The target consumer does not often visit the Tommy Hilfiger retail stores, but they buy the brand online or in stores where they also sell other brands. *figure 5.10*

- The brand is only bought in the flagship stores by the younger consumer when they shop together with their parents. *Appendix I & K*

DESIGN & CONSUMER

- Designing a unique eye-catcher with personal functionalities is an opportunity to appeal to the urban youngster with wearable technology. *figure 5.10*

- The design of a wearable technology should be compact and light. It should not bother the wearer. *figure 5.10*

- The urban youngster likes it when the Tommy Hilfiger brand is clearly visible on their products. *figure 5.10*

- The mobile phone and social media applications are unmissable in the life of the Urban Youngster to connect to others, listen music and be inspired. This is an oporunity for the design of a wearable technology. *figure 5.10*

INNOVATION & CONSUMER

- Innovation with wearable technology is an opportunity to attract the younger consumer. *figure 5.10 & appendix K*

- Innovation with wearable technology based on current wearable technology consumer and the projected growth of this consumer group seems reasonable. *Chapter 5.1*

- Tommy Hilfiger is not perceived as innovative by consumer, this means introducing a wearable technology with the wrong user case could damage the brand image. *figure 5.10*

Consumer experience

Answer to **research question 2**: *What are the underlying needs of the Tommy Hilfiger consumer regarding wearable technologies?*

Technology is an integrated part of the everyday life of the Urban Youngster. However, from a fashion brand like Tommy Hilfiger they have different expectations, compared to (wearable) technology brands. For the urban youngster, fashion represents a mean to express their identity. The most important technology they use in their lives is their mobile phone, but they want to use it less to be more social with their friends and family in real life. Wearable technology could be a mean to use the phone less, or differently to have more real-world interactions. The urban youngster believes in a world where technology is integrated into everything, including clothes. However, this technology should always enhance the main functions of clothing and these functions depend on the situation in which the clothing is worn. For example, when dressing up for party's or events, it is more important to have an eye-catcher.

6
chapter

DISCOVER
Market

To define the market for wearable technology and fashion, a market research is performed. Substantiated by creative trend research, opportunity areas for fashion and wearable technology are formulated. The technology developments of wearable technology are listed that need to be taken into account when designing with wearable technology. Competitors are studied to formulate best practices and pitfalls on the intersection of fashion and wearable technology and finally opportunities and threats are formulated. By means of the Porter five forces framework (Porter 1998), the attractiveness of the market is assessed.

6.1 Market

Apparel market

The fashion industry can be described as cyclical, repeating techniques that were in fashion many years ago. Styles that were fashionable many years ago come round and round and again. These cycles are partly due to the seasonal nature of fashion: with each successive season, consumers are highly motivated to buy new products and they expect that they can. This causes fast devaluation of old, familiar products and demands fast innovation in fashion design, resulting in the necessity to reuse in order to keep up with the pace. The fast pace of the technology industry on its turn allows designers to innovate season after season and could therefor form an interesting opportunity for fashion innovation.

Wearable technology

The potential uses of wearable technologies are almost endlessly broad. Wearables reach to health and fitness, gaming, transportation, mobile money, education, disabilities, music and fashion (Ranck, 2012). The health and fitness sectors are currently taking the lead in developing wearable applications followed by the gaming and entertainment industry. The fashion space on its turn seems to have tremendous potential for the use of wearable technologies. Accommodating the trend of users who track and diagnose various personal conditions with current health and fitness wearables, these devices

and applications could eventually become "lifestyle remotes" that help consumers control or automate many other systems around them, regardless of whether they are in their homes, offices, cars, or else. As a result, wearables can have uniquely personal properties and capabilities (Thierer, 2015).

When thinking of wearable technologies today, the first thing that comes to mind is inconvenient wrist-worn devices. Wasn't it imagined that everyone would have connected wardrobes by now? Smart watches and fitness trackers are nowadays the most commonly seen wearables and still didn't cause the real hype. The current state is that people 'wear' fashion and 'carry' electronics, this gap should be bridged. The challenge for wearable suppliers is to create a product that consumers would like to wear every day. In fact, the 'fashion' aspect of wearable technology seems to be the real challenge in terms of true integration in the consumers' lives. As said by Matthew Drinkwater, head of the Fashion Innovation Agency, "the gap between fashion and technology is absolutely huge today. The reality is that those industries are polar opposites and there is a huge amount of work to do to genuinely bring technology and fashion together." (Web Summit 7 December 2015, Youtube.com) According to Drinkwater, it is crucial to bring the world of technology and fashion under one roof. Partnerships between

technology companies and fashion companies should enable combination of functionality and form and design products that are aesthetically pleasing. Industries should collaborate and co-create. Bill Geiser, General Manager of consumer wearables at HP, states that the 'emotional layer' is missing in the current crop of wearables. According to Geiser this emotional layer is about making the user feel happy and create a connection. Since a wearable device is almost one with the users' body, not only function and performance are important but also the emotional connection to the user. Kaspar Jansen, professor of Emerging Materials at the University of Technology, also agreed with this statement during an informal interview. He makes the distinction between wearables and Ad-ons. The latter are devices that are added from the outside for example, heart-rate monitors. In his office he holds a range of fabrics and thread that can visible or invisible be woven into clothing and conduct electricity. To the question if the future of wearable technology is seamlessly integrating it, he answers: "It is the choice of the designer to show the technology, but nowadays there are already beautiful materials available to design with, so why would you hide it away?" He strongly believes in a future where wearables are the norm and everything is connected and communicates. As an example Kaspar mentioned the mobile phone: "20 years ago, no-one had ever imagined

that we would be carrying this device all day, every day. We can't do without anymore." (Prof. dr. ir. Jansen, personal communication, June 14, 2017).
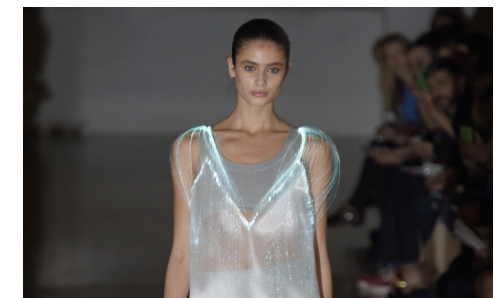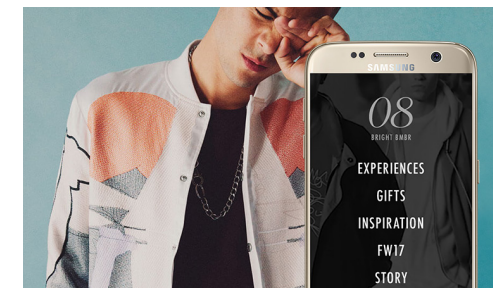

Image 6.1: wearable technology integrated in garment (top) vs. visible wearable technology (middle) and 'ad-ons' (google glass) on the bottom

6.2 Trend Analysis

To identify and analyze consumer needs and business opportunities, a trend analysis is done according to the DEPEST model. The most important trends for the fashion industry and wearable technology are summarized and the complete analysis can be found in appendix M. Since Tommy Hilfiger is operating globally, the trends are also considered in this perspective.

Wearable technology
Current growth rates of the wearable technology market are promising for the future. The industry is expected to reach $14 billion in 2017 and according to a recent report by CCS Insight, the market for wearable technology will reach $34 billion by the year of 2020 and even $52 billion by 2022 (MarketsAndMarkets research report 2016) projecting promising growth. [appendix Q]

Urbanization & environment awareness
In the fashion industry the focus is shifting to sustainable and circular production. The growing world population and urbanization put increased pressure on resources, creating social tensions and environmental concerns. Consumers expect fashion brands to be aware of their environmental impact and demand products that are environmental friendly. This influences material choice and the overall design of products.

Unlimited connectivity & experiences
In the digital age people are connected everywhere, anywhere and interact with each other via online social media platforms. Connections are not only between human networks but also to brands, places, companies and products. Brands can utilize this by creating a connection with their consumers and connect their products to platforms that their consumers use, making them part of a community. The always connected society results in easy online contact with others and forms the foundation for, among others, the service economy. Consumer experiences are digitalized and omni-channel experiences are utilized integrating brand, product, online and offline experiences of consumers.

Image 6.2: smart cities and unlimited connectivity in an always connected society

Global digitalization
The main technological trend is global digitalization. This results in the emergence of new technologies that open doors in every industry, including the fashion industry. Data can be gathered from a variety of sources, among which Internet of Things, and is used for analysis and as input for Artificial Intelligence. Blockchain on its turn offers opportunities for more transparency in the fashion supply chain and can ensure privacy in gathered consumer data.

6.3 Competitors

To gain more practical insight how other apparel brands innovate and are moving into wearable technology, a competitor analysis is done to gain knowledge on the competitive opportunities, as well as threats.

Competitor analysis
The competitor analysis is performed with brands from different levels of competition; varying from form to generic competition. Tommy Hilfiger's closest competitors of this moment were extracted from the internal Industry Newsletter, June 2017. Among the brands that are studied are new competitors specific to the scenario of Tommy Hilfiger moving into wearable technology. To get a complete overview of the competitor landscape, the brands are first divided in three levels of competition: Product form, Product category and generic competition [Figure 6.3]. Secondly, the brands are mapped in a matrix on two axis, varying from sports to lifestyle and from progressive to classic. Finally, each brand is shortly analyzed on brand strategy, innovation management and technology knowledge and their way of moving into wearable technology. An overview of insights is visualized in figure 6.4 and the complete analysis can be found in appendix P. The competitor analysis is crucial to develop a value proposition for wearable technology based on best practices and poor examples from other companies.
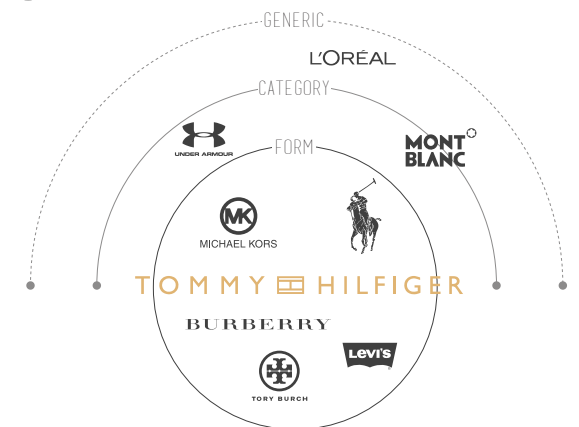
Figure 6.3: different levels of competition

Competitors
1. Ralph Lauren
2. Burberry
3. Michael Kors
4. Levi's
5. L'Oréal
6. Mont Blanc
7. Under Armour
8. Tory Burch

Conclusions
All the competitors studied are working on integrating technology and digital innovation into their business. On product level, wearable technology is something all included fashion brands are experimenting with, but true integration of technology in existing products seems to be a challenge. Also retail concepts are used to create competitive advantage. Burberry is a strong competitor in digital experiences and Michael Kors is taking the lead in personalization and customization. It can be concluded that Tommy Hilfiger has to invest in various areas of innovation to keep up with the pace of their competitors.

OVERVIEW INSIGHTS
6.3 Competitors

Conclusions
Many competitors have their own innovation entity within the company and feel the same need for innovation as PVH Corp. does. Under Armour shows that when integrating innovation and technology in the company culture, best results can be met. Tommy Hilfiger should be aware that they are not the only one pursuing innovation and that competition is right behind or can be suddenly ahead. However, competition shows that the need for innovation is here and now and that Tommy Hilfiger can't stay behind and can even learn from their competitive landscape.

Company & Innovation Entity	Way Forward Plan	BURBERRY What If Group	MICHAEL KORS //	Levi's Eureka Innovation Lab	...ation	L'ORÉAL Technology Incubator	MONT BLANC //	UNDER ARMOUR *Innovation in DNA*	TORY BURCH //

BRAND

| | Luxury ▲ | | | | | | | | | |
| | Casual/ Sports ▼ | | | | | | | | | |

WEARABLE TECH

| | Luxury ▲ | | | | | | | | | |
| | Casual/ Sports ▼ | | | | | | | | | |

Learnings	Make a complete product	Disrupt the industry	Customize & personalize	Innovation = sustainability		Connect wearable to existing offerings & sell the combination	Combine traditional product with innovation and technology	Make technology and innovation part of the company philosophy	Stay with your expertise, do only the apparel and leave technology

Figure 6.4: Overview insights competitor analysis

6.4 Case-studies

Case-studies are performed to list design requirements for designing a wearable technology and to gain insight in how other players in the market tap into the wearable technology trend.

The cases are selected on the following criteria:

1. Appearance brands moving into wearable technologies
2. Physical touchpoint with the user
3. Different levels of competition with Tommy Hilfiger [figure 6.3]

Resulting in the selection of the following cases (appendix O):
- Ralph Lauren Polo tech shirt
- L'Oreal my UV patch
- Levi's Commuter Jacquard x Google
- Tory Burch Fitbit
- Under Armour tracking shoes
- Mont Blanc e-strap

Parameters are set up to give an overview of the differences between each case and cases are compared on price, type and category, brand strategy, wearable design (aesthetic), mobile application, technology partner and functionalities and technologies used [figure 6.4].

The parameters that are set up are as follows:

1. Integrated vs. visible wearable technology: the extent to which the wearable technology is clearly present and visible when the user is wearing the connected apparel.
2. Sports vs. non-sport: most wearable technology of nowadays are used in a sports context, this parameter shows how much the wearable is related to sports.
3. Functional vs. decorative: is the wearable only used to perform certain actions e.g. functional or also to be shown to others and therefore has to be aesthetically pleasing e.g. decorative?
4. Close competitor vs. far-away competitor: this parameter tells if the brand that is offering the wearable devices is a direct competitor to Tommy Hilfiger or not.
5. High price vs. low price: the fifth parameter that is taken into consideration, is the price of each wearable. The benchmark that is taken to compare on price is the average price of a Tommy Hilfiger Denim Jeans, which is $130.

Conclusions
The main take-away from the case studies is the importance of really integrating wearable technologies into the consumers' life instead of making devices that are just added to the human body. Especially the reviews are suitable for getting insight in best practices. The case-studies show that it is important to make the technologies in wearables simple and easy to understand through a well-designed application and not just bringing in all technology and use al data possible. The user experience should be intuitive, especially for products that are expected to use daily. It is important
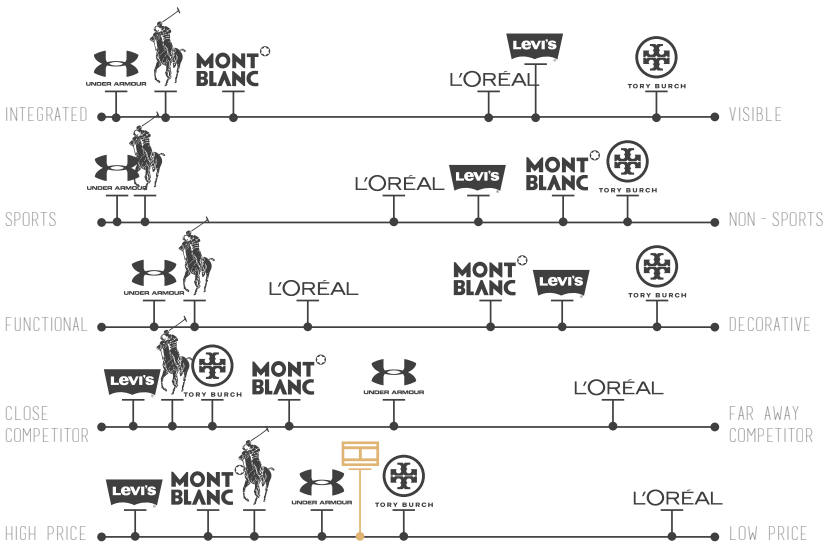
Figure 6.4: case study parameters

to not overwhelm consumers with technology and an overload in features. Positive reviews were related to the products that stayed close to their brand image. The best practices are products that only take a small step in technology and are surrounded by good design.

Design principles derived from case-studies:
- When integrating technology in clothing, make sure that it can be exposed to different types of weather and needs to be washed after use.
- Everything should be correct: functionality, fit and material (fabrics) of clothes/item and the technology of the wearable. There is nothing between perfect or completely wrong.
- People expect to the point, exact and correct output of data
- Added value of the product to the daily life of the consumer has to be clear.
- The moment of wearing the item and the context are both important for designing its functionalities
- Personalization of data: it is not about counting everything you do in your life, but the translation of interesting data into something human and empathetic.

OPPORTUNITY AREAS FOR FASHION AND

6.5 Wearable Technology

Based on the market, consumer and trends three opportunity areas for wearable technology in fashion can be distinguished. The opportunity areas show how apparel forms a good platform to integrate technology in. Technology can enhance the intimate dialogue that is between people and their clothes and allows for radical innovation in fashion. The opportunity areas will be integrated in the roadmap.

I. Enhancing design & innovation

The opportunities for design and innovation in fashion with wearable technology are endless. Technology allows designs to be unique and customized to the user. There are already a range of fabrics, threads and garments available that allow the integration of technology and make it possible to change a fabrics' color, prints and radiate light. The fast pace of the technology industry allows designers to genuinely innovate, season after season. Technology could continuously change how a product looks post-purchase, adding a whole new level of functionality. "Imagine if we could change what something looks like in terms of its color or pattern, thereby reducing the need to constantly buy something new and instead just download and update the designs?" offered Rachel Arthur, founder and editor of Fashion & Mash, a daily news site covering the intersection of fashion and technology. This already gives a first implication for the opportunities of wearable technology for sustainability.

II. Contributing to environment & sustainability

Integrating technology into clothes has interesting implications for making the fashion industry more sustainable and can allow the industry to have less impact on the environment. When apparel is designed with technology integrated, items will become more durable and consumers will use their clothes differently. When a piece of clothing indeed is designed in a way that it can change print or color, consumers don't have to buy a new item every time, but can for example download new designs and utilize them on the existing apparel. Instead of a fast-fashion culture, fashion items on itself become more durable without compromising on design and appearance of the clothing. Imagine yourself having one piece for several years, that never has to look the same, allowed by technology. Another application is that technology can indicate when an item needs to be washed and sensors give insight in how dirty the item is. Items can be washed less and accordingly water is saved.

III. Providing meaning & interaction

Since clothing is worn so close to the body, there will always be an intimate dialogue between fashion and the wearer. This can inspire many applications for integrating wearable technology into clothing. Technology can give extra meaning to the garment and allows the garment to interact with the wearer. When technology is worn so close to the body, it can measure behaviour such as the way of moving, exercise, but also stress and sleep can be monitored. Technology can collect data and give feedback based on these measurements, creating an interaction.

Besides measuring, technology can awake and stimulate the dialogue between the consumer and the brand. Technology can enable the wearer to truly experience the brand and its values when finding the right application for the technology.

This third opportunity area offers the possibility to create a narrative for the brand by utilizing the technology.

"For me the future of fashion lies in its premise to be dynamic, adaptive, and responsive, enhancing the interaction between the body and the garment" - Pauline van Dongen fashion designer and expert in smart fashion

"Technology is a mean or enabler that can fulfil various functions that users seek in apparel. The meaning, benefits and interests of the user are important: the 'why', not the technology itself." - Prof. Paul Hekkert, head Industrial Design department and chair design aesthetics group.

WEARABLE TECHNOLOGY
6.6 Developments

Based on the wearable technology trends, more extend research is done on the technology developments in this field. Wearable technology comprises of many different components that can be described by data output, connection, the interface and the user contact. Each of these components feature different technologies which are, and will be in the future, extensively developed. These technologies and their relationship to wearable technology are visualized in figure 6.3. The Internet of Things is shown in the circle together with wearable technology, to illustrate how in separately connected the two are. In the circle in the middle the different applications of wearable technology are described. In appendix N a more extend description of each technology that is shown in the figure and its applications can be found. The developments function as a resource for inspiration and as a mean to give insight in what is possible in the opportunity areas of wearable technology. Moreover, they serve as the input for the 'technology' layer of the roadmap.
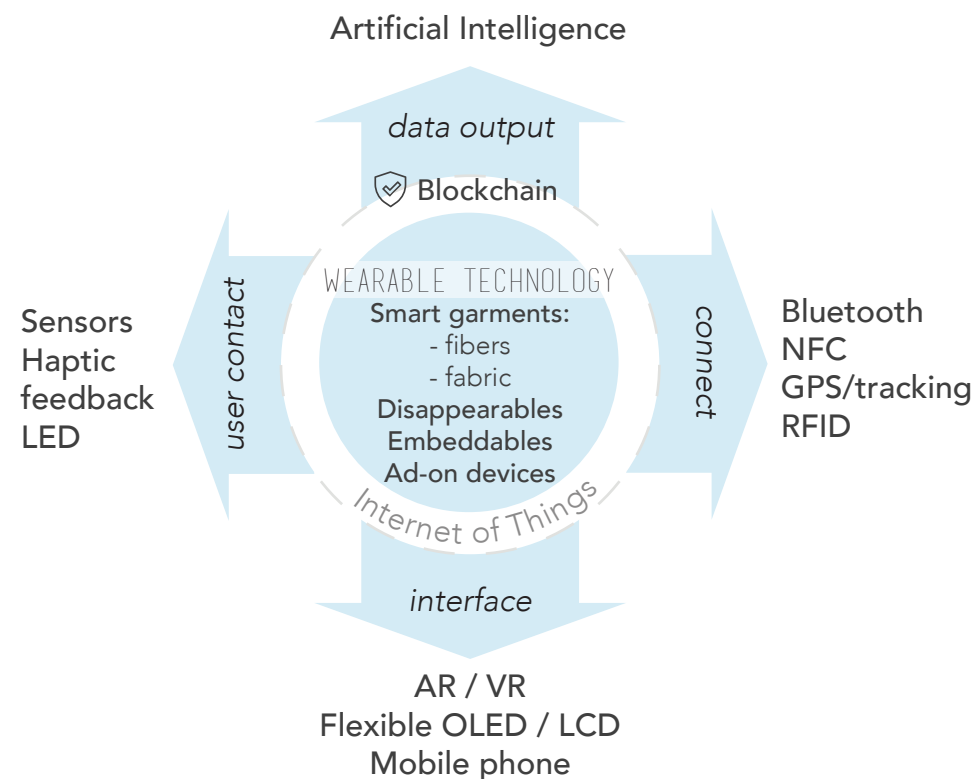
Figure 6.3: Development of technologies and their relation to wearable technology

CONSUMER AND MARKET
6.7 Opportunities & Threats

Opportunities
Based on the market and consumer analysis opportunities for innovation with the Tommy Hilfiger brand can be formulated. The wearable technology user are younger consumers, forming an opportunity to appeal to this target group when investing in wearable tech. The introduction of wearable technology can form an opportunity to attract and engage the younger consumer, which Hilfiger already started to shift their focus to with their recent campaigns, among which Gigi Hadid is featuring. Overall, the trend analysis shows that there are many application opportunities for wearable technologies in fashion. The variety in recent developments around wearable technology form an opportunity to get familiar with new technologies and expand their product portfolio to stay relevant in the modern world.

Threats
The global trends also form a base to formulate threats on. The continued global economic and geopolitical instability not only make consumers insecure but also causes changes in rules and regulations between continents, forming a threat for a globally operating brand like Tommy Hilfiger. Global digitalization is forming a new world in which technology is playing an ever present role that is here to stay. Tommy Hilfiger has to adapt to this new world, even though they might not be ready for this yet. The fast technology developments express themselves in the emergence of new competitors in the field of wearable technology. Now the weakness of the aging consumer base is also forming a threat, since it could withhold Tommy Hilfiger to adapt to this new world.

Figure 6.7: Overview opportunities and threaths

The analyses and complete SWOT are finally used to apply the Porter Five Forces framework (Porter, 1998). By assessing the combined effect of the five forces, insight in what is going on in the wearable technology industry is gained and the attractiveness of different options can be compared. The analysis can be found in Appendix P-II.

OVERVIEW MARKET
Insights

BRAND

- There should be a clear connection between the brand image / brand perception and the wearable technology: it can be a challenge to connect the traditional brand image to radical innovation *Chapter 6.4: case-studies*
- Price consumers want to pay depends on brand, preferable not pay extra for wearable technology when it is integrated in an existing product. *Chapter 6.4: case-studies*

DESIGN

- The gap should be bridged between that people 'wear' fashion and 'carry' electronics *Chapter 6.1: Matthew Drinkwater*
- The gap between fashion and technology, can be bridged by good design. *Chapter 6.1*
- An emotional layer to wearables has to be added to wearable devices, making the user feel happy and create a connection: an emotional connection to the user is important. *Chapter 6.1: Bill Geiser*
- Competitor case studies show that the design with wearable technology should match the expectations of   the consumer regarding the brand and existing product offerings *Chapter 6.4: case-studies*
- Wearable technology causes less use of smart phones, creating an opportunity to design for reconnecting consumers to the 'real world'. *Appendix Q*
- Opportunity to connect wearable technology to machine learning algorithms to learn about the wearer over time and improve the experience accordingly. *Chapter 6.6 & appendix N*
- Consumers can connect and communicate through wearables, given the rich social layer of the internet in society. *Chapter 6.1: Matthew Drinkwater*
- Wearables can eventually become 'lifestyle remotes' with unique personal properties & capabilities. *Chapter 6.1*

INNOVATION

- Partnerships are important when the knowledge is not in-house, or when better knowledge can be found elsewhere. *Chapter 6.1 & 6.3*
- Case-studies show that a clear value proposition/positioning is needed for the product: the advantage that comes with buying the product should be clear and worth the purchase. This is a challenge for wearable technology. *Chapter 6.4: case-studies*
- Smart garments represent the future of wearable technology in fashion. *Chapter 6.6 & appendix N*
- When technology is integrated in the clothes, consumers are concerned that they can't change the clothing as often as they are used to. *Chapter 6.4 & appendix O*

Consumer experience

Answer to **research question 3**: *How can Tommy Hilfiger use the developments in wearable technologies to improve the consumer experience journey?*

Wearable technology has several opportunity areas in fashion [Chapter 6.5]. On the short term the enhancement of meaning and interaction offers the best opportunity for Tommy Hilfiger to enhance their consumers' brand experience and tell their narrative. On the long term Tommy Hilfiger should invest in developing capabilities in working in the other areas. In this way they can add to their designs and finally answer the needs of the coscious consumer who demand more sustainable products. Knowledge of fashion design and technology should be combined to bridge the gap between fashion and technology and improve consumer experience.

LITERATURE · CHAPTER 31

COMPANY

CONSUMER

MARKET

BRAND

1. Maintain brand equity: meet expectations consumer
2. Position wearable technology according to the brand image

- Brand is strong asset *Ch. 4.2 fig 4.8*
- Connect new technology to the core vision of the brand *Ch. 4.1*
- Align different brand touch-points to show consistent brand image *Ch. 4.4 fig 4.16*
- Connect branding & marketing with social media *Ch. 4.3*

- Connect traditional brand image to radical innovation *fig. 5.6*
- Create the 'twist' with wearable technology *fig. 5.10*
- Tommy Jeans label appeals most to urban youngster *fig. 5.1*
- Influencers determine desires of urban youngster *fig. 5.10*

- Create clear connection between brand image/brand percenption and wearable technology *Ch. 6.4*
- When wearable technology is integrated in existing product, consumers don't want to pay more *Ch. 6.4*

BRAND REQUIREMENT

The wearable device and the service platform form a digital brand experience of the Tommy Hilfiger brand. The design should connect to the brand perception and expectations of the consumer.

DESIGN

3. See wearables as extension of the skin
4. Use personal properties wearable technology
5. Design and aesthetics are crucial success factor
6. Consider context of use
7. Consider privacy & safety
8. Consider same trends as fashion

- For design get insight in consumer wants & needs *Ch. 1.2*
- Be consumer centric *Ch. 4.2 fig 4.6*
- Utilize influences & brand ambassadors for wearable technology *Ch. 4.3*
- Story telling is important *Ch. 4.3*

- Design unique eye-catcher for urban youngster *fig. 5.10*
- Design should be compact and lights *fig. 5.10*
- Brand may be clearly visible *fig. 5.10*
- Integrate social aspect, music and inspiration in design *fig. 5.10*

- Make technology 'wear-able' *Ch. 6.1*
- Bridge gap between fashion and technology with design *Ch. 6.1*
- Add emotional layer *Ch. 6.1*
- Opportunity: wearable as lifestyle remote *Ch. 6.1*
- Improve consumer experience with wearabl without compromise on main features product *Ch. 6.6&6.4*

DESIGN REQUIREMENT

The design of the wearable should be fashionable and thus bridge the gap between fashion and technology. The design of the device, the service platform and the complete experience, are equally important.

INNOVATION

9. Moment of market entry is crucial to innovation success
10. Create innovation roadmap to be prepared for different scenarios
11. Choose what **not** to do
12. Consistency between activities: 'fit'
13. Pursue value innovation: equal attention to product, service & delivery

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- TH history: deal with change & strong foundation for innovation *Ch. 4.1*
- Technical know-how from strategic partner *Ch. 4.5 fig. 4.17*
- Support for innovation should come from top management and divisions *Ch. 4.1 App. B*

- Attract urban youngster with wearable technology *fig. 5.10 Ap. K*
- Opportunity for innovation with wearable technology based on current wearable tech consumer *Ch. 5.1*
- Tommy Hilfiger is not perceived innovative by consumer: user case for wearable is important *fig. 5.10*

- Partnerships when knowledge is not in-house. *Ch. 6.1 & 6.3*
- Fast pace of technology forms great opportunity for fashion innovation *Ch. 6.1*
- Clear value proposition needed *Ch. 6.1*
- Learn from market and competitors *Ch. 6.3 & 6.4*

INNOVATION REQUIREMENT

The features and functionalities of the wearable should serve the needs of the urban youngster and create value for this consumer group. The wearable device is a mean to create value for this consumer.

Answering Research Question 4:
What kind of service or added features to wearable technology should Tommy Hilfiger offer the consumer to maximize the consumer experience?

2
phase

DEFINE AND
Focus.

methods

Literature

Company
Brand identity prism
SWOT
Strategy wheel

Market
Trends
Competitors

Consumer
Questionnaire
Interviews
Observations
Contextmapping

Roadmapping

Problem definition

Positioning statement

Interaction Vision

brand driven innovation

understand   focus   design   ~~validate~~

steps

explore analyse empathise   collaborate scope

phase

kick-off

discover   define

design
brief

develop   deliver

final
design
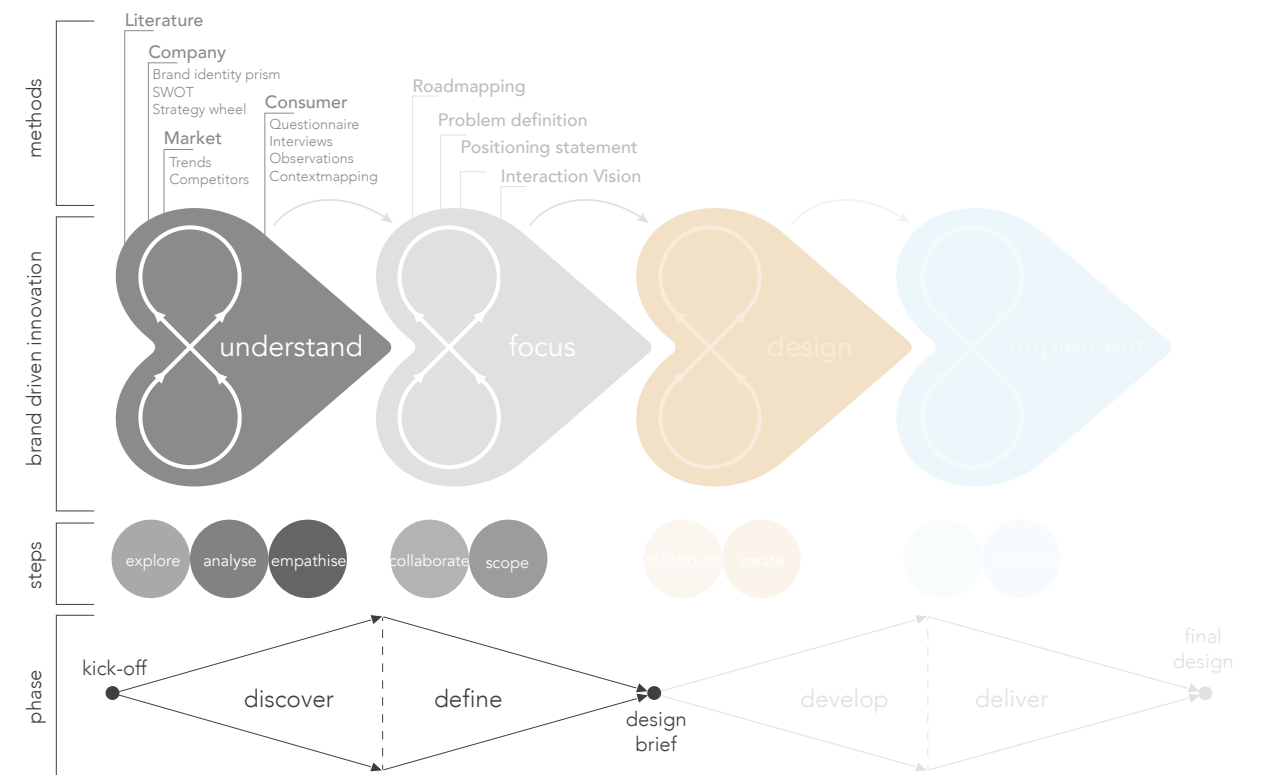
7
chapter

DEFINE
Roadmap

In order to create a map of different innovations or innovation steps in time, a roadmap is created as a visual overview of the future for wearable technologies. In the roadmap it is visualized how individual ideas are planned and connected in time. The roadmap for wearable technology has a time-line of five years and is applied on different levels: market, business, technology and resources.

7.1 Creating the roadmap

Roadmapping

A roadmap by definition is a map for navigating, taking the reader from A to B while showing the fastest route and alternative routes. This definition provides a strong metaphor for the innovation roadmap that is created for Tommy Hilfiger: it allows to navigate from the present to the future, where strategy is the journey, purposes are destinations, means are routes and achievements are landmarks (Simonse, Hultink & Buijs, 2015). Simonse and colleagues (2015) state that: "The three basic characteristics of a roadmap are: (1) a visual portrait, which provides (2) an outline of market, product, and technology plans, with elements that (3) are plotted on a timeline." These basic characteristics form the skeleton of the roadmap for Tommy Hilfiger to support strategic dialogue around these themes. At the fuzzy front end of innovation, everyone can have a sense of future opportunities, internal capabilities and external needs. That's why as

Image 7.1: meeting 1: value mapping workshop

many different stakeholders should be involved in the innovation strategy and the creation of the roadmap. During the creation of the roadmap for wearable technologies, a total of three alignment meetings were held in order to include as many people from Tommy Hilfiger possible in the process and truly embed the innovation strategy in the organisation. The goal of the roadmap is to serve as inspiration and show product innovation opportunities for the future in the area of wearable technology.

Meeting 1: Value mapping workshop & initial alignment

Attendees:

1. J. Hombrug - Print designer TH Womenswear
2. A. Chouhan - Business Analyst
3. R. Aa - Social Media Coordinator
4. S. van der Horst - Manager Business Development
5. T. Brockmann - Sr Director NOS Planning

During a first workshop with internal stakeholders, the scope of the roadmap was defined and the participants were aligned on the most important values of the consumer and the brand. The objective of the session was to construct the first building blocks for the future vision. During this first alignment session, consumer profiles were set-up to define business drivers and innovation drivers for wearable technology together with internal stakeholders. Before the meeting, a sesitising assignment was

given to the participants: they were asked to look for-, and bring examples of wearable technology that they found interesting for Tommy Hilfiger. The session started with sharing the findings. Subsequently, a value mapping session was hold, using elements of the value proposition map (Osterwalder, Pigneur, Bernarda and Smith, 2014). The focus was on alignment on the values of the future consumer and matching these values to the internal company values and the brand. The presentation slides, workshop material and raw outcomes can be found in appendix R, S & T.

Conclusions

Employees of Tommy Hilfiger see many opportunities for the integration of technology into clothing. However, they are not convinced that this will fit seamlessly with the Tommy Hilfiger brand and they don't think that consumers expect them to be a pioneer in this area. It is believed that for Tommy Hilfiger, the Tommy Jeans brand would fit best to position this technology. The target consumer of this brand fits best with the target consumer for wearable technology and a technology can add an extra social aspect to the product offering, to let the consumer not only interact with each other, but also to interact more with the brand. The wearable can serve as a unique addition to the brand. All participants agreed on the importance of sustainability for the target consumer. Every innovation that Tommy Hilfiger introduces, including the wearable technology, should have this aspect integrated, because this is what they believe the next generation demands from all the brands they buy.

The generated outcome of the session was used to build up the three horizons [figure 7.2] for introducing a wearable technology, that was discussed during a follow up meeting to get consensus on the future vision.

"This generation might not want to be connected and look at their phone all the time" - Social Media Coordinator

"Yes, but they DO want to be up to date all the time and want to be updated on what they find important" - Junior Business Analyst

"We have this message, 'be unique and have a crazy twist'!" - Print Designer WSW

"I think you can only apply that on the Tommy Jeans brand" - Manager Business Development

"They want to BE someone" - Social Media Coordinator

"The power of our brand is bringing together the old: 'the classics', and the new: 'the modern'. A wearable technology is a great opportunity to do this." - Print Designer WSW

Three horizons

The three horizon framework by Curry & Hodgson (2008) is a visual representation of how to get from the current business to an envisioned future. The framework is based on the management-oriented three horizons model by Baghai, Coley & White (1999) [figure 7.2]. The first horizon focuses on the core business and the prevailing systems of the organisation. This horizon is characterised by continuing the status quo. It has high strategic fit to the organization's environment. However, over time the first horizon loses its fit as external forces or factors come into play. These external forces or factors are first characterised by weak signals, options or arguments about the future that may have consequences to the present environment as it is known. In horizon 3 these new territories are investigated and explored and a space is claimed surrounding the idea. Horizon 3 is not about finding out how emerging ideas will be applied; it is about investigating territories. Horizon 2 is much more suitable for discovering the most appropriate application. In this intermediate space the transition from the known to the unknown occurs. It is characterized by moments in which competing alternative paths to the future are proposed by actors. The framework can be applied to the introduction of a wearable technology. Currently Tommy Hilfiger is situated in the first horizon, with a complete focus on their core business: selling apparel. The framework is used to base a discussion on in a second meeting and to formulate a future vision for the second and third horizon for the company.
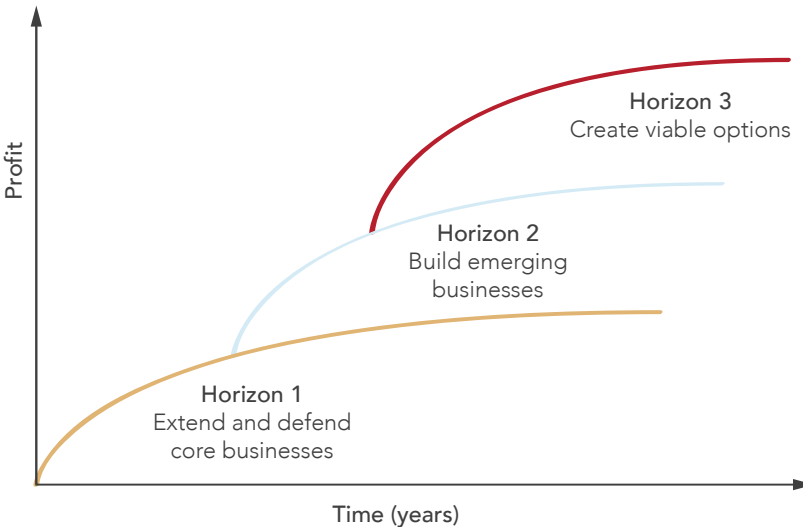
Meeting 2: follow-up and align on future vision

Attendees:
1. A. Parmaksiz - Director Innovation
2. J. Pascual - Manager Innovation
3. R. Haasnoot - Business Analyst
4. S. van der Horst - Manager Business Development
5. B. Lundberg - Manager Business Process Development
6. C. van der Lande - Director Business Development
7. F. Stolwijk - Manager Business Development
8. H. Leukhardt - Director Business Development

An effective future vision has three components: it must be clear, supported by others in the organization and stable (Lynn & Akgun, 2001). The organisational vision of Tommy is clear, but a project vision is needed for wearable technology to succeed. A study by Lynn & Akgun (2001) showed that a successful project around technical innovation is mainly dependent on two components of vision: vision clarity and vision support by the people in the project team and top management. To create this support, a second meeting was held with the company stakeholders in order to discuss possible futures for Tommy Hilfiger, introducing wearable technology. In the meeting the future vision for the roadmap was decided upon. To create this future vision, the three horizons model was used and each horizon was formulated. The second meeting was guided by the presentation that can be found in Appendix T.

From the current business to the future vision

First, the current business model was discussed getting consensus on the what, how, who and the value creation of Tommy Hilfiger [Figure 7.3]. The current functions of apparel were agreed upon and its connection to wearable technology. Then a brief leap into the far future was taken to discuss weak signals about the future that are experienced now, being the fact that technology will be integrated in everything around us and we will be connected anywhere, everywhere and with everything around us. Thereafter, the opportunities for wearable technology in fashion were considered [chapter 6]. Finally the three horizons for integrating wearable technology were set-up: going from the current business where no technology

Figure 7.2: The original management-oriented Three Horizons model from Baghai, Coly and White (1999)
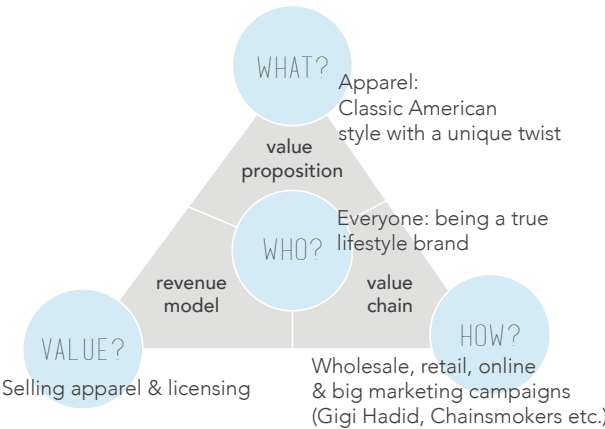

Figure 7.3: The current business model of Tommy Hilfiger

is integrated into fashion, to the far future (third horizon) where technology is seamlessly integrated into apparel and fashion. These two horizons are bridged by the second horizon, in which a device is added to the garment but technology is not yet completely integrated [figure 7.4]. For setting up the final framework for the three horizons, the model of Curry and Hodgson (2008) is used, where the triangle of choice is adopted. These choices are about the decisions about the conflicts that occur under Horizon 2. Such choices are typically around strategy, policy issues and values. The choices around values becomes a question about the way in which the conversation on the second horizon should be reframed to enable the 3rd horizon to emerge (Curry & Hodgson, 2008).

Based on this framework, it is not surprising that from the meeting it showed that especially the second horizon was difficult to set up [quotes on the right]. This

"What do consumers expect of us and how can we answer to these expectations with a wearable? I don't believe that 'counting steps' would be a good user case for us." - Manager Business Process Development

"A wearable device needs to come with a convincing immediate use case. Otherwise, knowing that technological progress is super high in this area, consumers might want to wait until these cases are there" - Director Business Development

Horizon 1
Status Quo

triangle of change

smart garments:
technology integrated
in apparel

Strategic fit

Horizon 2
Transition from
known to unknown

wearable device
that is added to
apparel

Horizon 3
Weak signals,
options, arguments
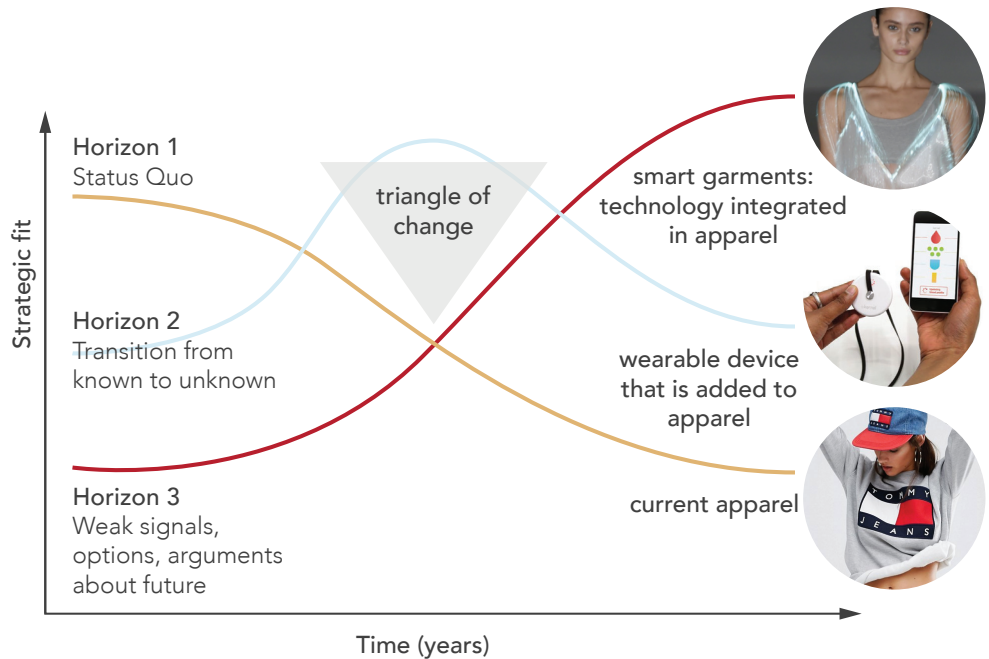about future

current apparel

Time (years)

Figure 7.4: The 3 horizons for the use of wearable technology by Tommy Hilfiger. In the triangle of change, the first horizon has started to fall away, the second horizon is close to its pinnacle, and the third horizon is still attaining influence: this is the futures space in which strategy conflicts need to be played out

horizon asks for more tangible content and a substantiated explanation for the fit with the brand since it is closer to the current business and at the same time represents the transition from the known to the unknown.

Timeline: strategy of time pacing

The timeline aspect of the roadmap yields an improvement of time-to-market and time-to-money, and thereby a better competitive edge is achieved. To set up the timeline for the roadmap a strategy of time pacing is chosen. The time pacing between horizons depends on the industry domain or nature of inquiry. To determine the right moment of entry, the risks of premature entry and the missed opportunity of late entry need to be balanced correctly (Langerak, Hultink, and Griffin, 2008). Next to this, it is important to balance short-term with long term plans on the timeline of the roadmap. The time pacing strategy for innovations allows to adapt to the rate of change in the environment and creates a rhythm for the change that is fueled by innovation. For this roadmap a future horizon of 5 years is chosen, based on the Kurzweil Law of Accelerating returns and the Porter technology adoption curve, presented in chapter 1, assuming that the development of wearable technology will be fast and the third horizon will be reached soon. For time pacing a yearly rhythm of 2-4-2-4 months is chosen, based on the market launch pace in which new Tommy Hilfiger collections are introduced.

Future vision

The future vision of the introduction of a wearable technology by Tommy Hilfiger is based on the vision for the third horizon: technology will be seamlessly integrated into apparel. Tommy Hilfiger will offer their classic style of apparel with integrated technology that comes with new implications for design, interaction with the consumer and sustainability [Chapter 6]. Only specific styles will have the technology integrated and a perfect balance of form and function of the products are the main focus. Their sweet spot is in staying close to their brand values and combining the rich history of the brand with new technologies that fit these values; creating classics with a modern twist. Next to apparel which has technology integrated, they will continue offering their timeless clothing pieces. Tommy Hilfiger will remain a classic brand, with a unique, modern twist.

To be able to create scenarios for ideas that fit with the brand and can be adopted in the roadmap, a last meeting was held with the different divisions, initiated by A. Parmaksiz, Director Innovation. In this meeting Flextronics was invited to clarify the technology and to answer questions about the feasibility of different options.

Meeting 3: Divisions and Flextronics

Attendees:
1. A. Parmaksiz - Director Innovation
2. J. Pascual - Manager Innovation
3. D. Monteith - Director Product Management Flextronics
4. B. Beerens - Sourcing & Production Menswear
5. W. de Jonge - Merchandise Director
6. D. Balks - Outerwear Designer Tommy Jeans
7. P. da Costa - Director Merchandising WSW
8. M. Fay - Design Manager
9. M. van Kooten-Holsink - Sourcing & Production Tommy Jeans

In the third meeting, the device that Flextronics developed for Tommy Hilfiger was presented together with its main functionalities [image 7.5]. This device will be the starting point for the development of the Tommy Twist. Next to the device, the consumer research was presented to give a sketch of the target consumer.

From the meetings the following conclusions can be drawn that are important for the creation of the roadmap:

*   It is difficult to introduce a wearable device under one division, because the design and technology capabilities are not in place there for this specific product-service combination. Therefore it should be seen separately.

*   Though, the device could have different applications and functionalities for the different divisions: for athleisure, healthy lifestyle and step counting is interesting, where Tommy Jeans serves the projected target group of urban youngsters. For Childrens' wear a wearable device could function as a mean to track kids.

*   The only real distinctive feature of the device that Flextronics is offering, is the size, therefor the

"Our brand is in-separately connected with music and pop-culture, so we should also integrate this in the device." - Director Merchandising WSW

"We can bring the Tommy Logo on it to appeal to the younger consumer" - Sourcing & Production Tommy Jeans

"It can be a marketing tool" - Sourcing & Production Menswear

"Who wants to count steps? I don't think anyone wants to know this." - Tommy Jeans Designer

"We can give our opinion but we should trust on the designers and researchers to make sure we have a desirable offering." - Sourcing & Production Menswear

service that comes with it should really fit with the Tommy Hilfiger brand and it is believed that a big marketing effort is needed to make the device to a success.

*   Tommy Hilfiger divisions are very interested in integrating a music library or another music-related functionality in the wearable device.

*   The divisions do not see themselves designing the device. No-one feels responsible for this new direction that the innovation team is bringing to the table, driven by technology-push. The wearable device is seen as a separate project that needs a separate project team that is responsible for the development.

Conclusions

In order to successfully innovate with wearable technology, a project owner and multi disciplinary project team should be assigned to execute the

project. The roadmap can function as a communication mean, based on which a shared project vision can be discussed and a multi-disciplinary project team is created. The project team should consist of both fashion designers and designers who are more specialices in designing with technology.

Designing the roadmap

The main goal of the roadmap is to be a visual representation of the futures opportunities of wearable technology for fashion and to show the fit with the brand and the strategic fit in the market over time. Based on the insights on technology developments, input from the alignment meetings and context mapping results, scenarios are created that illustrate the route towards the future vision. Products and services are connected to the scenarios and accordingly the roadmap is created.

| LED lights | vibrations | activity tracking | no charging | bluetooth | music library |

Figure 7.5: Wearable device by Flextronics with main functionalities

7.2 Scenarios for offerings

From the meetings with internal stakeholders of Tommy Hilfiger, it appeared that it is challenging to develop a shared understanding for the topic of wearable technology and the envisioned offerings around it. Yet shared understanding is critical for success. In order to help the people involved to develop this shared understanding of the future vision and how to get there, scenarios are created. Scenarios refer to descriptions and/or visualizations of situations in which the applications that are developed in the innovation process are used (Steen, Buijs & Williams, 2014). For this project written scenarios are created to show how Tommy Hilfiger can navigate from the first horizon to the third horizon on the roadmap. The scenarios describe product- and service ideas for offerings.

Scenario 1 - TommyTwist [Jan. 2018]

Tommy Hilfiger introduces a wearable ad-on device in the form of a fun gimmick: the Tommy Twist. The device has some customization options and comes together with a mobile application. Tommy Twist can be attached to Tommy Hilfiger clothing and its fun design does not directly show that it is technology that is adding an extra dimension to the clothing. With Tommy Twist, users can express themselves in a unique way. Some collections, among which the Athleisure line come with special designs that allow them to be combined nicely with the Tommy Twist. The mobile application gives insight in the daily activities of the user and offers a personal platform to inspire the user. The first service platform of the wearable device is based on the 'everyday' value proposition [Chapter 5]. The Tommy Twist makes the user feel happy with its connection to music. The connection to GPS allows to locate friends and places to visit. Vibrating notifications and lights communicate with the user and their environment, without demanding them to look at their mobile phone. The application has a special section that is dedicated to give users inspiration from a Tommy Hilfiger perspective.

The first version is based on only the input of the individual user and doesn't involve the exchange of data of other Tommy Twist users. Tommy Hilfiger can communicate the same message to all twist users.

Functionalities:

- Daily activity tracker
- GPS notifications: vibrations and lights that guide the user
- Tommy Hilfiger inspiration overview; around fashion and discovering new places to visit,

Benefits

- Via the wearable device, fashion and lifestyle related personal data of the consumer can be collected.
- Tommy Hilfiger shows their consumer that they have technology capabilities and are able to connect this to their brand.

Consumer: Urban youngster who want to be unique and independent

Value proposition: Offer the unique twist and interaction with the brand to excite and inspire the consumer.

Scenario 2 - TommyTwist V2 [Sep. 2018]

In 2019, the first collection with the integrated Tommy Twist will be launched. Instead of an ad-on device, the design has become an embeddable. The clothing -including the device- is washable and the design of the service is updated to the 'worldly' value proposition [Chapter 4, consumer]. The consumers who own the initially introduced Tommy Twist also have access to the upgraded platform. The platform gives personalized inspiration for new activities and places to visit. The integrated GPS knows where the user is heading and can give recommendations for nice places to visit by means of vibrations. Tommy Twist allows the user interact with the brand and with others who wear a Tommy Twist. When the user has visited one of the recommended places he/she can rate the place and share this on the platform with other Tommy Twist users. Tommy Twist V2 has become a true lifestyle device. Giving the users a platform to be inspired and inspire others themselves. The V2 allows Tommy Hilfiger to communicate with their consumer on a more personal level than the first version. Through artificial intelligence patterns in individual user behavior are recognized and recommendations are personalized.

The data of the first Tommy Twist can be used to give recommendations on places to visit based on the places that previous users saved in their interactive map.

Benefits

- Stimulate social interaction between consumers and between the brand and the consumer
- Opening a new world of personal recommendations

Consumer: Urban youngster who seek inspiration & want to explore the world

Value proposition: Excite and inspire the consumer in a social way.

Scenario 3 - RFID thread [April 2019]

RFID is integrated into the clothing with RFID-threads. The threads have information stored, giving insight in the journey of the clothing piece. More transparency is given to the consumer on the journey of the piece: by scanning the RFID thread with their phones they see on which farm the cotton is harvested, in which factory the fabric is made and where the fabric sewed. They know exactly how many kilometers the piece has traveled and information on the thought behind the design is displayed accompanied by a short movie of Tommy Hilfiger himself, telling the story of the brand.

Benefits:

- More transparency to the consumer
- Information about the supply chain for internal business

- Consumer has extend information on the piece of clothing they buy, giving an extra dimension to the clothes: serving the conscious consumer

Consumer: Conscious consumer who wants to know the story behind a piece of clothing

Value proposition: Offer transparency in the value chain of apparel

Scenario 4 - 'ConceptShirt' [Dec. 2019]

Tommy Hilfiger introduces its first bestseller T-shirt with conductive yarns. The yarns can change color and the same shirt can have different looks. The shirt can change from white to blue to red, representing the signature colors of the brand. It is up to the user which color he wants to wear, depending on his mood. The t-shirt is based on the concept-cars theory in which car companies present a futures car with the newest technologies to show what they are capable of doing in the future. The t-shirt is the first real example of a Tommy Hilfiger piece of clothing where technology is completely integrated and ads extra functionality to the clothes that fits with the brand.

Benefits:

- Durable piece of clothing
- Showing the consumer how to develop for the future
- Personalize
- Unique

Consumer: Conscious consumer who

seeks personalization and wants to carry out his or her personality in a unique way.

Value proposition: Offer unique and durable clothing.

Scenario 5 - Smart garments [Oct 2020]

With the concept shirt as a first step in the direction of technology seamlessly integrated into clothing, by the end of 2020, Tommy Hilfiger will launch its first smart garment collection. The collection includes garments with integrated sensors that adopt the garment to the mood and feelings of the wearer. The apparel is made in a durable way, that ensures practical use of the garment for a long period of time. Clothing adjusts according to the temperature and settings. With the smart collections Tommy Hilfiger shows that they are a true lifestyle brand; the clothing can be worn in all kinds of settings and adjusts according to the user. Many functionalities of the mobile phone are now integrated into the apparel and due to this, the wearer will have to use his/her phone less.

Benefits:

- More sustainable clothing: counter movement to fast fashion industry
- Tommy Hilfiger can make more interesting designs with color changing
- Giving the user a more convenient way for using his/her phone

Consumer: Conscious trendsetter

Value proposition: Offer the consumer the option to seamlessly integrate technology into their lives through their apparel, being a true lifestyle brand.

Scenario 6 - Download designs [2021-]

With the launch of their first smart-garment collection, Tommy Hilfiger opens the doors to a new business model. Advanced technologies allow the garment to change according to the way the piece of apparel is programmed. Tommy Hilfiger offers designs that can be fitted virtually from home by the use of AR and VR technologies and if the design suits the taste and wants of the user, it can be paid for and downloaded. The downloaded print will be easily programmed on the garment and allows the user to look different everyday.

Benefits:

Change of business model: People don't buy new clothes but new downloads to upgrade old clothing

Consumer: Creative consumer who is looking for endless possibilities with their own clothes and want to inspire others with their creations.

Value proposition: Offer customization options and endless functionalities of the apparel.

Scenario 7 - Data driven collection [April 2019]

With the user data that is collected via the Tommy Twist and the Tommy Twist 2.0, personalized collections can be

created. The data gives insight in the type of activities the user undertakes in Tommy clothes and what they like most in the design of apparel (e.g. color, fit, material) based on these insights a more focused collection can be made. The data forms input for their first data driven collection brought on the market as classics with a modern twist.

7.3 Final roadmap

Market

Trends

In the market part of the roadmap, the five biggest trends are selected that have most impact on the current business and the introduction of wearable technology. Each trend has a future vision, to show where the development seems to be heading to. On the trend lines dots are showed and from the dots, vertical lines can be drawn down to show where on the roadmap the particular trends have an influence on the business, offering, technology and resources.

Consumer values

The consumer part of the roadmap shows the target consumer and his/her aspirations that are served with a new offering.

Business

The business is divided into value proposition and vision. These two are closely related to the brand and show how the brand is the driver for innovation. The vision is based on the three priorities Tommy Hilfiger has for innovation. The symbols explain which priority is applied to each project vision.

Offering

What Tommy Hilfiger will offer their consumer is split in product offering, which is tangible and service offering, describing the production of an intangible benefit. Both are extensively described in the scenarios and in the roadmap the main characteristics of each

offering are pointed out. The service describes the software applications that come with each product launch. For each application it is described who is involved in the communication for which the applications creates a platform.

Technology

Here is described which technology developments will be used for what product offering. The developments are extracted from Chapter 6, where they are visualized in figure 6.3.

Resources

For the resources needed for each project, a distinction is made between internal and external resources. External resources are based on (long-term) partnerships and to provide the essential knowledge for each project that is not available in-house.

The final roadmap can be found scaled down in figure 7.6 on the next page and full size in appendix Z.

FINAL ROADMAP

Answering the main RQ:
How can Tommy Hilfiger pursue innovation by utilizing wearable technologies in the coming 5 years?
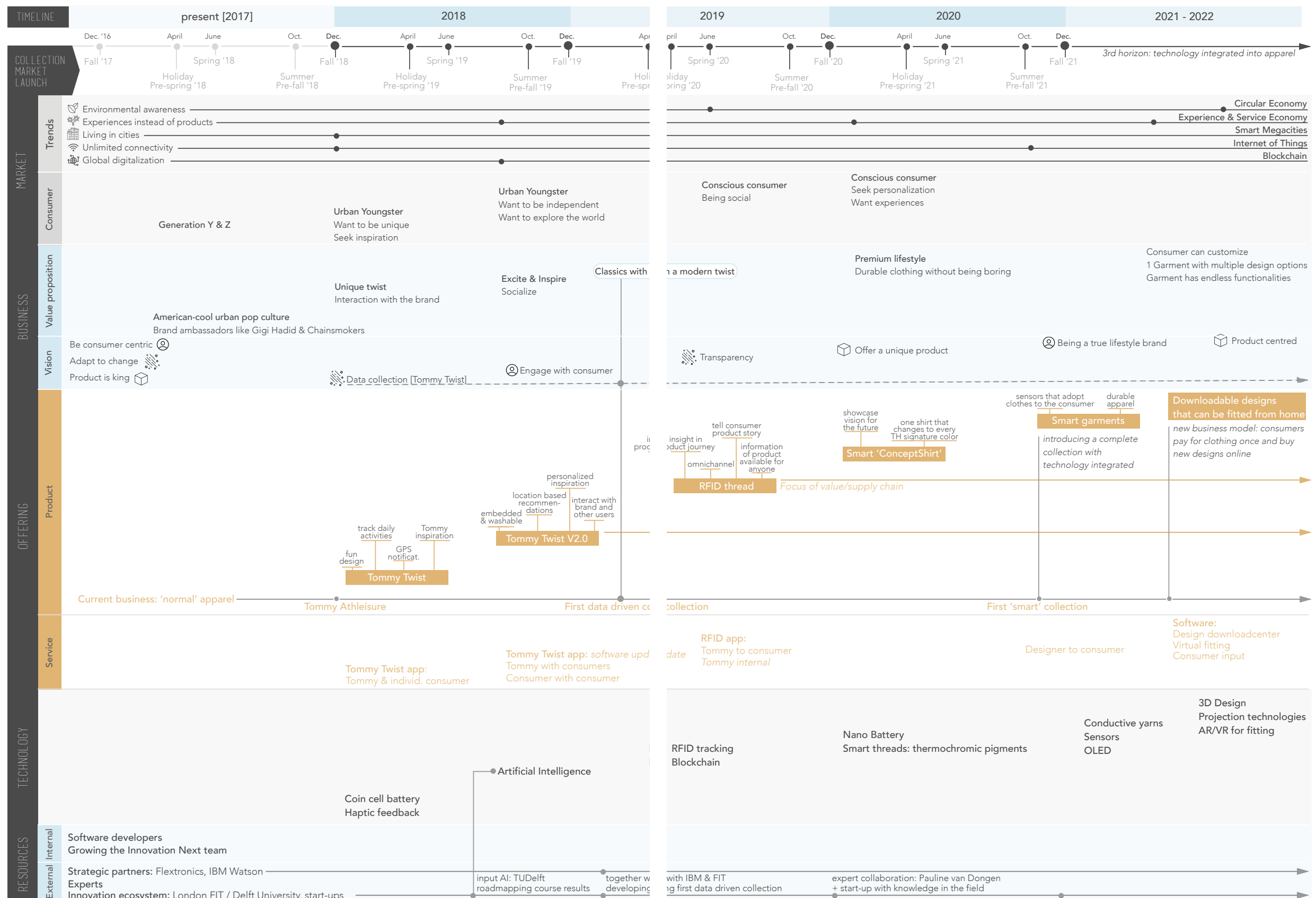
TIMELINE

present [2017] | 2018 | 2019 | 2020 | 2021 - 2022

Dec. '16 | April | June | Oct. | Dec. | April | June | Oct. | Dec. | April | June | Oct. | Dec. | April | June | Oct. | Dec.

COLLECTION MARKET LAUNCH

Fall '17 | Spring '18 | Holiday Pre-spring '18 | Fall '18 | Summer Pre-fall '18 | Spring '19 | Holiday Pre-spring '19 | Fall '19 | Summer Pre-fall '19 | Holi. Pre-spr. | Spring '20 | Holiday Pre-spring '20 | Fall '20 | Summer Pre-fall '20 | Spring '21 | Holiday Pre-spring '21 | Fall '21 | Summer Pre-fall '21

3rd horizon: technology integrated into apparel

MARKET

Trends
- Environmental awareness
- Experiences instead of products
- Living in cities
- Unlimited connectivity
- Global digitalization

- Circular Economy
- Experience & Service Economy
- Smart Megacities
- Internet of Things
- Blockchain

Consumer

Generation Y & Z

Urban Youngster
Want to be unique
Seek inspiration

Urban Youngster
Want to be independent
Want to explore the world

Conscious consumer
Being social

Conscious consumer
Seek personalization
Want experiences

BUSINESS

Value proposition

American-cool urban pop culture
Brand ambassadors like Gigi Hadid & Chainsmokers

Unique twist
Interaction with the brand

Excite & Inspire
Socialize

Classics with a modern twist

Premium lifestyle
Durable clothing without being boring

Consumer can customize
1 Garment with multiple design options
Garment has endless functionalities

Vision
- Be consumer centric
- Adapt to change
- Product is king

Data collection [Tommy Twist]

Engage with consumer

Transparency

Offer a unique product

Being a true lifestyle brand

Product centred

OFFERING

Product

Current business: 'normal' apparel — Tommy Athleisure — First data driven collection — First 'smart' collection

Tommy Twist
- fun design
- track daily activities
- GPS notificat.
- Tommy inspiration

Tommy Twist V2.0
- embedded & washable
- location based recommen-dations
- personalized inspiration
- interact with brand and other users

RFID thread
- insight in product journey
- tell consumer product story
- omnichannel
- information of product available for anyone

Smart 'ConceptShirt'
- showcase vision for the future
- one shirt that changes to every TH signature color

Smart garments
- sensors that adopt clothes to the consumer
- durable apparel
- introducing a complete collection with technology integrated

Downloadable designs that can be fitted from home
new business model: consumers pay for clothing once and buy new designs online

Focus of value/supply chain

Service

Tommy Twist app:
Tommy & individ. consumer

Tommy Twist app: *software update*
Tommy with consumers
Consumer with consumer

RFID app:
Tommy to consumer
Tommy internal

Designer to consumer

Software:
Design downloadcenter
Virtual fitting
Consumer input

TECHNOLOGY

Coin cell battery
Haptic feedback

Artificial Intelligence

RFID tracking
Blockchain

Nano Battery
Smart threads: thermochromic pigments

Conductive yarns
Sensors
OLED

3D Design
Projection technologies
AR/VR for fitting

RESOURCES

Internal
Software developers
Growing the Innovation Next team

External
Strategic partners: Flextronics, IBM Watson
Experts
Innovation ecosystem: London FIT / Delft University, start-ups

input AI: TUDelft
roadmapping course results

together with IBM & FIT
developing first data driven collection

expert collaboration: Pauline van Dongen
+ start-up with knowledge in the field

Figure 7.6: Final Roadmap for wearable technologies [scaled down]

8
chapter

DEFINE
Design brief

With the creation of the roadmap, a foundation is laid out to design with. However, an accurate concept proposal for introducing a wearable technology together with a strong branding strategy is still missing. Based on the research and roadmap creation, a design brief is formulated. The design brief includes a problem definition and the positioning statement for the wearable device.

8.1 Problem definition

The consumer sees Tommy Hilfiger as a classic, nevertheless, modern brand, delivering high quality and fashionable clothes.

Design goal

The design is the first step of Tommy Hilfiger towards a future where technology is integrated into clothing. The future of fashion lays in the integration of technology in apparel, but currently there is still a big gap between fashion and technology.

I want to design a wearable technology application that is based on the scenarios of the second horizons [chapter 7], answers to the needs of the future consumer [chapter 5] and show this consumer that Tommy Hilfiger indeed is a modern brand, that goes along with time, while listening to their consumer, without losing sight of their brand's values [chapter 4].

The design should add to the complete brand experience of the Tommy Hilfiger consumer and is based on the vision for the second horizon: showing the Tommy Hilfiger consumer that Tommy Hilfiger is a brand that knows how to integrate technology into their current products and show the consumer how technology and fashion can go hand in hand. Tommy Hilfiger is here to stay relevant today, but also in the future when technology will be integrated into apparel.

Design requirements

The requirements for the design are based on the insights from phase 1 & 2. The list of requirements describes all the characteristics that the design must meet in order to be successful.

Device

Way of wearing
- Attachment system is important: it should be easy to attach and de-attach and should not harm the clothes it is worn upon

Design
- The design should be in line with the Tommy Hilfiger brand identity
- The design should be special and unique but not show the technology
- The design should be compact.
- The design should make the user feel a unique part of a group of other users

Service

Data usage
- The service should only show relevant data for the consumer and this should not be too much
- The data output should be personalized for each user
- The data output should be clear and understandable
- Attitudinal data should be used to build a long term relationship with the consumer and optimise the interaction design.

- The data algorithms should be designed in a way that the data is interpreted in a natural way.
- The consumer should give personal data consciously and voluntary
- Privacy of the consumer data should be ensured
- The data output should be accurate and correct.

Design
- The service should make the user feel interacting with the brand
- The design of the service should be in line with the Tommy Hilfiger brand identity

User
- The design must target urban youngsters
- The design should reduce the time that users spend on their phone
- The design must stimulate a conscious lifestyle of the user

Marketing and branding
- Influencers and brand ambassadors should be used to introduce the wearable technology to the target user.
- The wearable device should represent the fresh & modern Tommy Hilfiger twist.
- The wearable device should be introduced together with the Tommy Jeans collection, focussing on the same target user.

Business
- The device should be sold online and in concept-stores such as 'Urban Outfitters'
- The wearable device must lead to a significant increase of brand awareness and overall sales of Tommy Hilfiger clothing.

Design challenge

The design of the wearable device should represent the unique and modern twist of the Tommy Hilfiger brand and facilitate an interaction between the consumer and the brand. When the urban youngster uses the design, it should make them feel unique and independent.

The wearable device is a first step in seamlessly integrating fashion and technology in a consumer product-service combination and can be seen as an innovation show-off by Tommy Hilfiger.

8.2 Positioning statement

8.3 Interaction vision

From the roadmap and the complete analyses, a positioning statement for the design of the Tommy Twist is created. The positioning statement describes the what, who, how and why that the product should communicate and forms a foundation for the final branding and marketing strategy of the product.

Tommy Twist is a fashionable and fun wearable device, designed for urban youngsters, who want to feel a unique and independent part of a group. Tommy Twist inspires the consumer and provides a platform where urban youngsters can create and celebrate their identity.

Tommy Twist: to excite and inspire the urban youngster!

The positioning statement describes the unique 'twist' that the Tommy Twist should offer, but the scenarios don't go into detail yet. The Tommy Twist is focused on offering a complete experience, which is evoked by the envisioned interaction of the user with the product and service. In order to generate and communicate these intended interaction qualities of the Tommy Twist, an Interaction Vision is set up. The Interaction Vision builds on the general creative principle of using metaphors and analogies to be able to carry over to the actual design (Pasman, Boess & Desmet, 2011). The positioning statement is the starting point for the Interaction Vision, focusing on three keywords for emotions that the interaction in the final design needs to evoke. When the user interacts with the Tommy Twist, the user should have a feeling of **excitement** and **celebration**. The user should feel **inspired** and have the feeling of being a **unique part of a group**. A moment in which you feel this way is when visiting a concert of your favorite artist:

You are dressed up in your best clothes, and during the concert you feel a constant rush of excitement. You immerse yourself in the music and are surrounded with people with this same feeling. Then, the band starts to play the first notes of their all-time favorite hit. One-by-one people take out their phones as if it is a lighter and you join them, starting to shine their own light. In this magic moment you are surrounded by thousands of lights, while praising the music you hear. Feeling a unique part of this group.
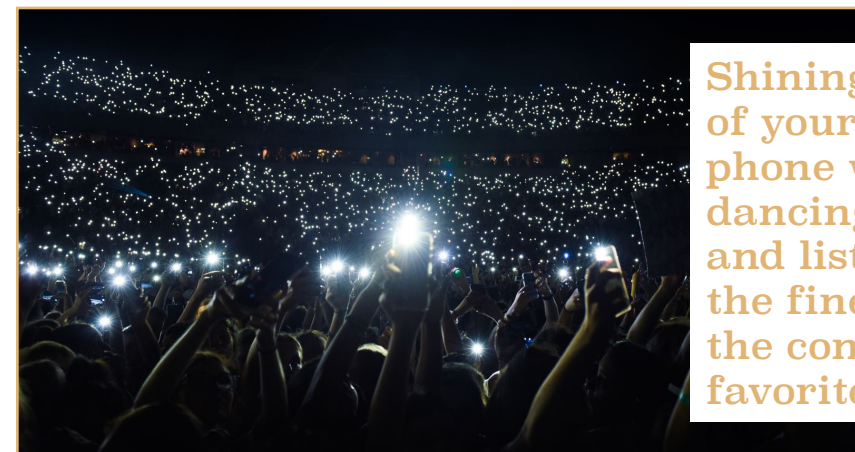
Shining the light of your mobile phone while dancing, singing and listening to the finest song at the concert of your favorite artist.
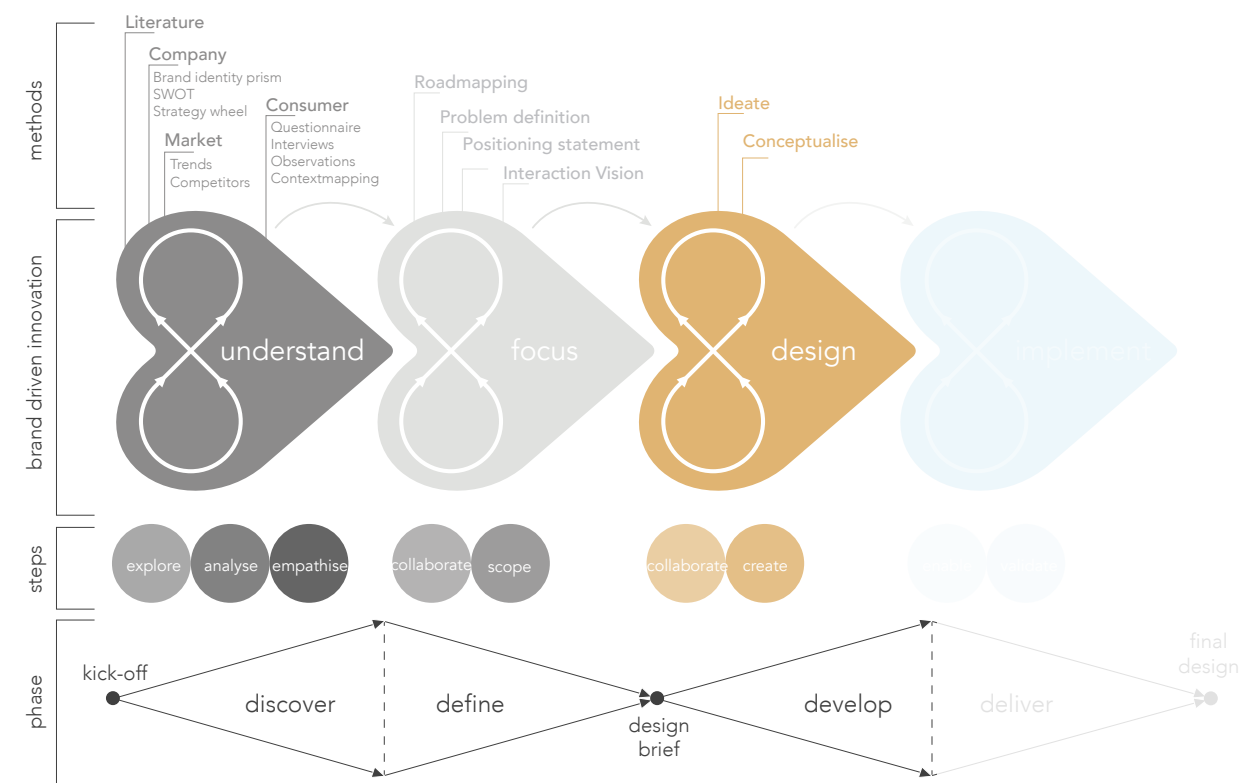
Excitement// Celebration //Inspired //Feeling a unique part of a group

3
phase

TURNING VISION INTO VALUE

DEVELOP AND
Design.

methods

Literature

Company
Brand identity prism
SWOT
Strategy wheel

Market
Trends
Competitors

Consumer
Questionnaire
Interviews
Observations
Contextmapping

Roadmapping

Problem definition

Positioning statement

Interaction Vision

Ideate

Conceptualise

brand driven innovation

understand   focus   design

steps

explore   analyse   empathise   collaborate   scope   collaborate   create

phase

kick-off   discover   define   design brief   develop   deliver   final design

9
chapter

DEVELOP

Ideation & Conceptualization

The analyses, notes, discussions, conversations and positioning statement together with the interaction vision are used to ideate in both collaborative and individual brainstorm sessions. After these brainstorm sessions and iterations the ideas were converged into 3 concepts that were worked out in more detail. The three concepts are based on the possibilities and functionalities of the wearable device, developed by Flextronics [appendix G & figure 7.5] and represent the detailed concept of the Tommy Twist, that derived from the roadmap. Finally, based on the design requirements and set-up criteria a concept is chosen to implement.

9.1 Concepts

CONCEPT:

Concept sketches and extend descriptions can be found in Appendix V.

INSPIRATION QUOTE CONSUMER:

"I like music and going out with friends, those are the moments when I find my outfit important and want to wear an eye-catcher."

"I like it when daily life is made easier with the use of my personal information."

"I want to be less dependent on my mobile phone"

FUNCTIONALITIES

- Comes with a Tommy playlist
- Lights up at concerts and parties: lights on the beat of the music
- Gives insight in dance moves
- Check in at events to see who is attending
- Challenge others for a dance battle
- Control: tap device to go to the next song
- Inspire: music options/ recommendations
- Inspire: what to wear to events (& what do others wear)
- Notifications of events nearby

- Ask questions to other twist users and receive their feedback within a set time-frame
- Receive notifications of the likes you get on you social media posts
- Inspire: style advice from personal shopper and Tommy inspiration feed
- Interact with other Twist users
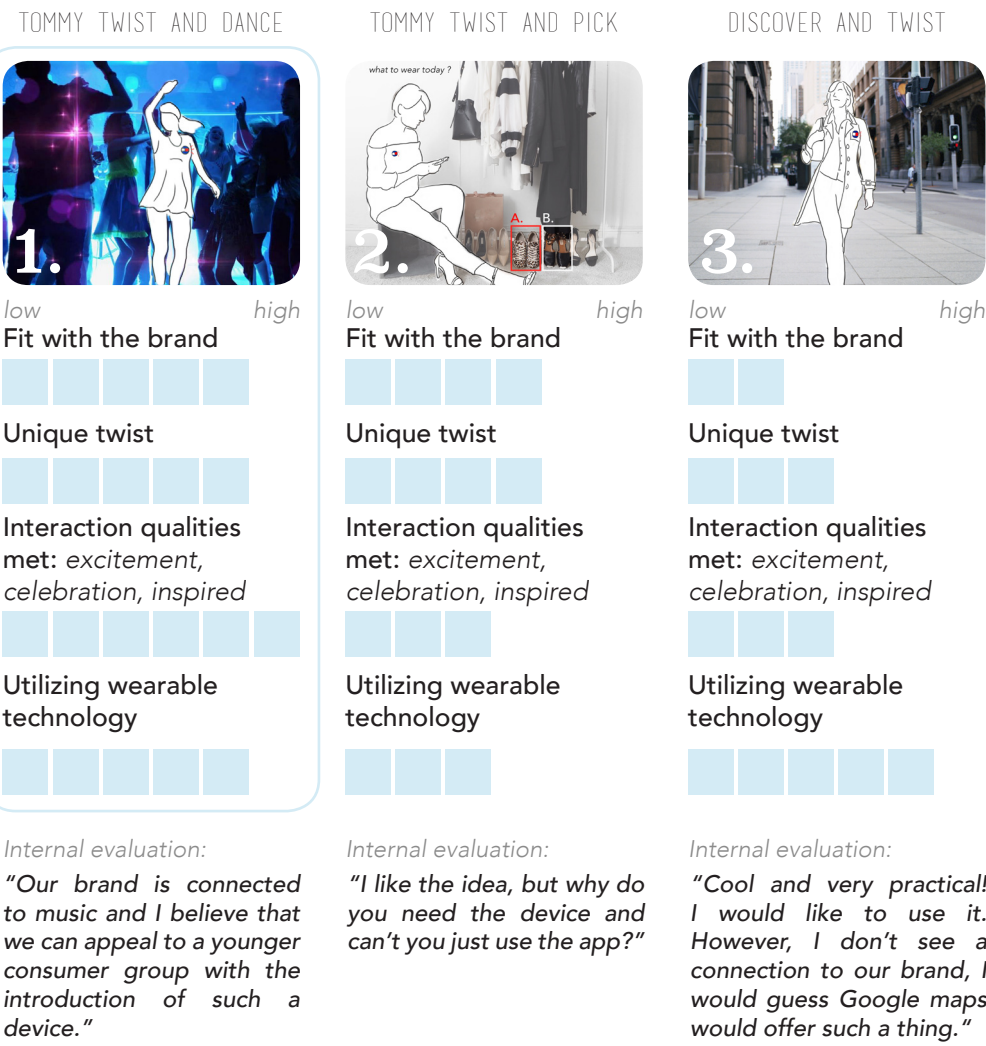- Fill in questionnaire to receive more personal notifications via the Tommy Twist based on your location

- Lights and vibrations navigate the user from A to B
- Interactive map: safe places
- Notifications on where to go when running or walking
- Inspire: places to go to
- Music based on the rhythm you walk
- Music: your Tommy soundtrack of today!
- Notifications based on time of places where to have a healthy drink

FUTURE OPTIONS AND PARTNER APPS:

- Music selection based on how you move
- See where friends are
- Download party terrain & get guided where to go
- Press button to record music

Spotify, Evenbrite, Facebook, Google maps

- Share personal styles with friends and give each other advice

Lifestyle applications, Instagram & other social media channels

- See saved places of friends and recommend to friends
- See where friends are

Google maps, Strava & Fitbit

9.2 Concept Selection

The concepts were discussed internally within the Business Development team in an informal way. Besides, an analysis on the concepts was made based on the most important criteria and design requirements [Chapter 8.1]. The concept of the Twist&Dance is chosen to have greatest potential based on its fit with the brand, positioning and the interaction qualities of the concept.

TOMMY TWIST AND DANCE

low   high

Fit with the brand

Unique twist

Interaction qualities met: *excitement, celebration, inspired*

Utilizing wearable technology

Internal evaluation:

"Our brand is connected to music and I believe that we can appeal to a younger consumer group with the introduction of such a device."

TOMMY TWIST AND PICK

low   high

Fit with the brand

Unique twist

Interaction qualities met: *excitement, celebration, inspired*

Utilizing wearable technology

Internal evaluation:

"I like the idea, but why do you need the device and can't you just use the app?"

DISCOVER AND TWIST

low   high

Fit with the brand

Unique twist

Interaction qualities met: *excitement, celebration, inspired*

Utilizing wearable technology

Internal evaluation:

"Cool and very practical! I would like to use it. However, I don't see a connection to our brand, I would guess Google maps would offer such a thing."

Fit with the brand

The Twist & Dance is perceived as the concept having the best fit with the brand. Traditionally, Tommy Hilfiger is related to music and pop culture. Now the brand wants to make its first step towards wearable technology, this is an aspect of the brand that can be related to this type of innovation easiest. The Discover and Twist is perceived very practical, but is considered as a cool technology with just the Tommy Hilfiger logo on it and no further fit with the brand. Finally, the Twist&Pick has nice potential since the concept is related to fashion and offering the user a personal stylist. However, the wearable technology in this concept doesn't add anything extra to the appearance of the user.

Unique twist

The positioning states that the wearable device should offer the consumer the unique twist that the brand promises. Not only the product itself should be unique, but it should also make the user feel unique when wearing it. This means that the device needs to become part of the outfit and of dressing up. The Twist and Dance is the only concept that has this potential as it adds an extra dimension to the party outfit of the wearer.

Interaction qualities and fit with positioning

All concepts meet the interaction qualities to a certain extend. However, the interaction vision relates most to the first concept, where all interaction qualities are met. The nature of this design is focused on situations in which the user is excited and celebrating. The design has an almost seamless fit with the positioning statement, being a mean to feel part of a group of other dancers, but still providing the user his or her own personal insights through the application. Moreover, the hardware of the design has the ability to be customized in the way that users want. In this way the user can create their own identity which they can express through the Twist.

Design requirements

For the design requirements the emphasis is on the service and the branding of the design. Concerning the great history of music and pop-culture that the Tommy Hilfiger brand has, the Tommy Twist and Dance lends itself best for a strong branding strategy centered around this theme. The other concepts are more general and therefor difficult to link to the brand.

Conclusions

The Tommy Twist & Dance is chosen as the concept with greatest potential for success in the first horizon of the roadmap. The Twist & Dance shows how wearable technology can be fun and fashionable. Moreover, it serves the interests and needs of the urban youngster with its connection to music, social events and expressing identity. Further elaboration on the concept is given in section 9.2.
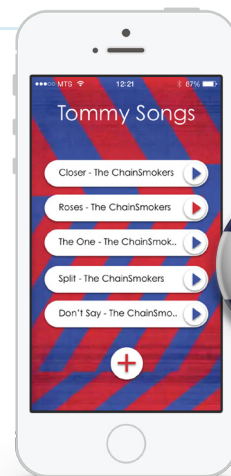
FINAL CONCEPT
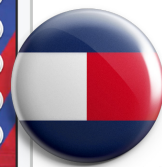# 9.3 Tommy Twist & Dance

The device
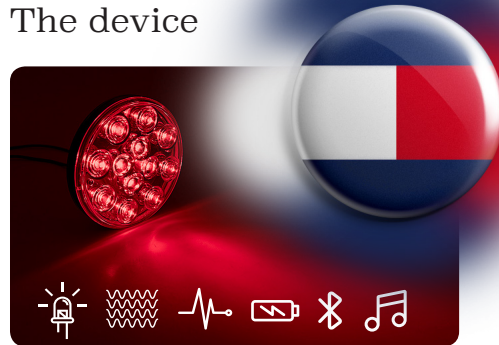
- Tommy Twist & Dance is a button accessory that can be attached to apparel and worn by the user in daily life and at social events.
- It's design features the Tommy Hilfiger Logo and has several customization options.
- The Tommy Hilfiger colors are LED lights, that can light up during certain actions.

The application & music

- Tommy Twist & Dance comes with a mobile application, giving insight in the user's dance moves.
- Via the application users have access to 5 Tommy songs that they receive with their Twist.
- Users can store more music on the device if preferred.
- When listening to music users can go to the next song by tapping the device.

tap
Next song!

Tommy Songs

Closer - The ChainSmokers
Roses - The ChainSmokers
The One - The ChainSmok...
Split - The ChainSmokers
Don't Say - The ChainSmo...

Attending events and lighting up!

10 Twisters
attending this party

- Via the mobile application, users have an overview of events nearby
- They can check in at the event they are attending
- They see how many other 'Twisters' are at the event or going to certain events
- On the Dancefloor the Twist lights up on the beat of the music.

Dress up & Inspiration
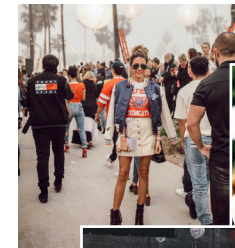
- Before attending events users can consult the personal stylist by answering questions about what they want to wear.
- Via the application they receive advice on what to wear and where to wear the Tommy Twist.
- The applications features an inspiration wall where Tommy outfits are shown

- Via the application users can challenge others for a dance battle.
- They can challenge their friends or other Twisters who are attending the event
- Once challenged for a battle, the Twist will vibrate and the blue lights will light up.
- By tapping the device the user accepts the battle and the Twist will record the dance moves from then onwards.
- After 30 minutes of dancing, a winner is chosen based on the users' moves
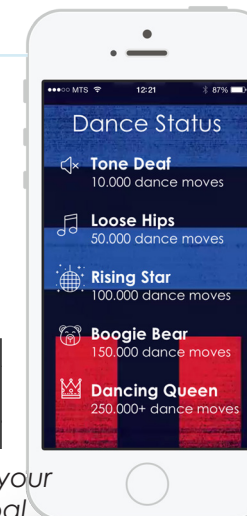
Dance battle!

Challenged by **Erik**!

Dance status

Congrats!
you're now a
Rising Star

70%

You're at 70% of your daily dance goal

Dance Status

Tone Deaf
10.000 dance moves

Loose Hips
50.000 dance moves

Rising Star
100.000 dance moves

Boogie Bear
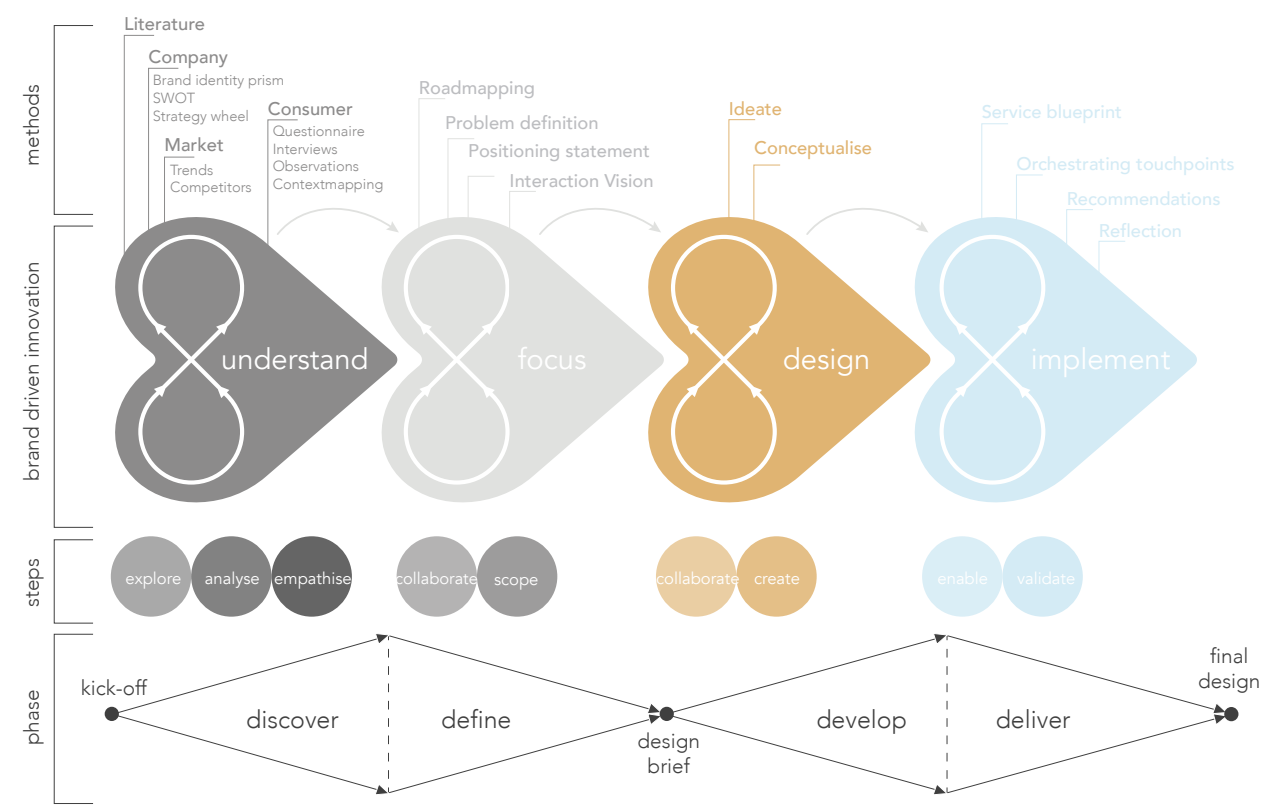150.000 dance moves

Dancing Queen
250.000+ dance moves

- The twist tracks the movements that the user makes and notifies the user on his/her 'dance status'.
- Users can set goals to reach the next dance status and see in the app how many dancemoves they have made.
- In the application the user can see his/her dance status based on the user's moves.

4
phase

DELIVER AND
Implement.

10
chapter

DEVELOP
Validate

To validate the final concept choice, the concept is assessed on desirability, feasibility and viability. The Value Proposition design (Osterwalder, Pigneur, Bernarda & Smith, 2014) is completed and a Business Model Canvas (Osterwalder & Pigneur, 2010) is created to asses the business model.

10.1 Validating the Sweet Spot for innovation

To assess if the Tommy Twist and Dance concept proposal falls in the 'sweet spot' of innovation [figure 10.3], the desirability, feasibility and viability of the design are judged, answering three questions related to these criteria.

Desirability - *is the solution one that the consumer really wants?*
To asses the desirability of the Twist & Dance a leap back is taken to the consumer research. A value map is created for the Tommy Twist and Dance that describes the gain creators, and pain relievers of the solution. Subsequently, the three consumer profiles that were created around the themes 'worldly',

'everyday' and 'appearance' [Chapter 5.3] are taken to complete the value proposition canvas (Osterwalder & colleagues, 2014) of the Tommy Twist and Dance [figure 10.1] and validate the desirability. Hereby the 'fit' is assessed. According to the value proposition canvas, the Tommy Twist has 'fit' and matches the consumers' needs and jobs to be done and solves their problems.

Feasibility - *is the solution building on the strengths of the current operational capabilities of Tommy Hilfiger?*
To be able to introduce the Tommy Twist, Tommy Hilfiger has to proceed a strategic partnership with a
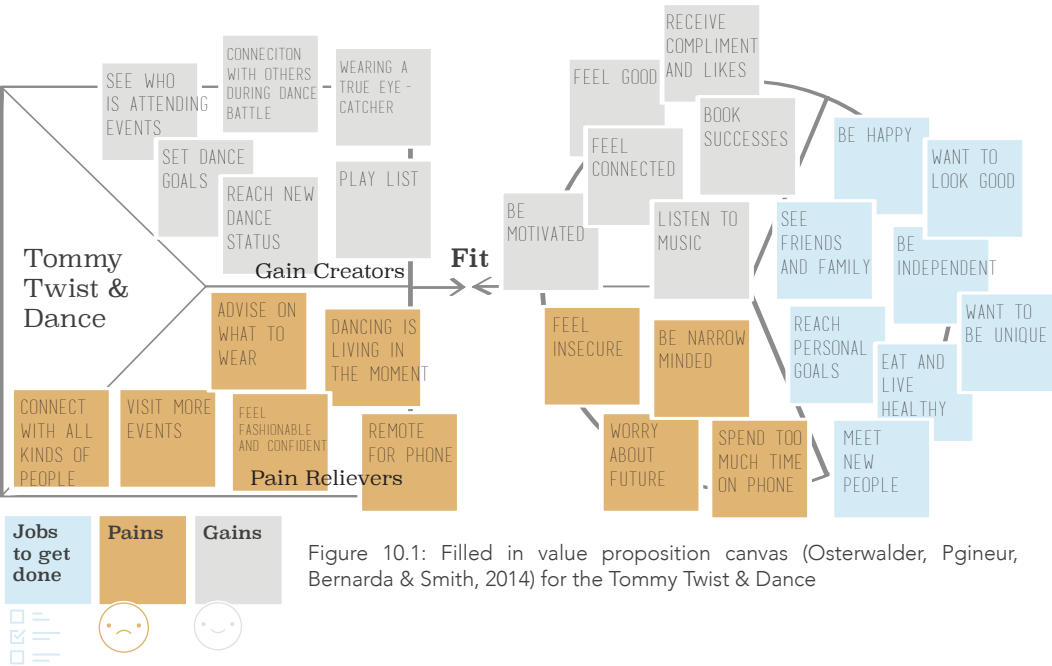
technology company that can provide the technology. However, the way in which the Twist is positioned, builds on the brand strengths of Tommy Hilfiger [Chapter 4.6 & figure 4.18]. The partnership with a technology company can be beneficial for both parties when branding and launching the Tommy Twist in combination with presenting the partnership. When not finding the right partnership, feasibility could become a challenge.

Viability - *does the solution come with a sustainable business model?*
The Twist will most probably not create any direct value in the form of significant new revenue streams. However, it will create brand awareness and the Twist serves as a pertinent marketing tool. Moreover, throught the Twist consumer data can be collected and better insight in the consumer is gained when using this data in the right way. Brand visibility created by the Twist, can result in higher

sales of the regular apparel collections. Moreover, the inspiration feed in the mobile application guides users to the Tommy.com online shop where the clothing can be bought immediately. The value proposition canvas [figure 10.1] is used to fill in a Business Model Canvas (Osterwalder & Pigneur, 2010) and assess every business aspect of the introduction of the Tommy Twist [figure 10.2]. The completed Business model Canvas can be found in the next section: 10.2.
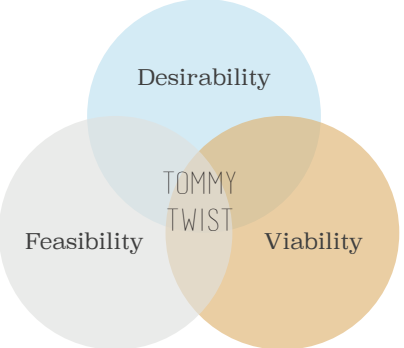

Figure 10.3: Tommy Twist placed in the 'sweet spot' for innovation, assessed on desirability, feasibility and viability.
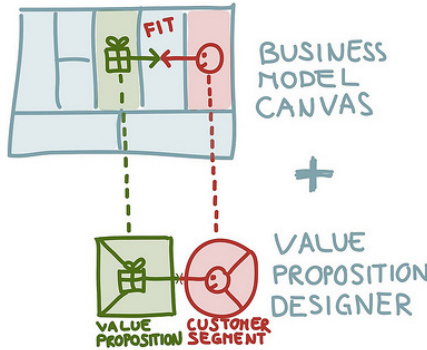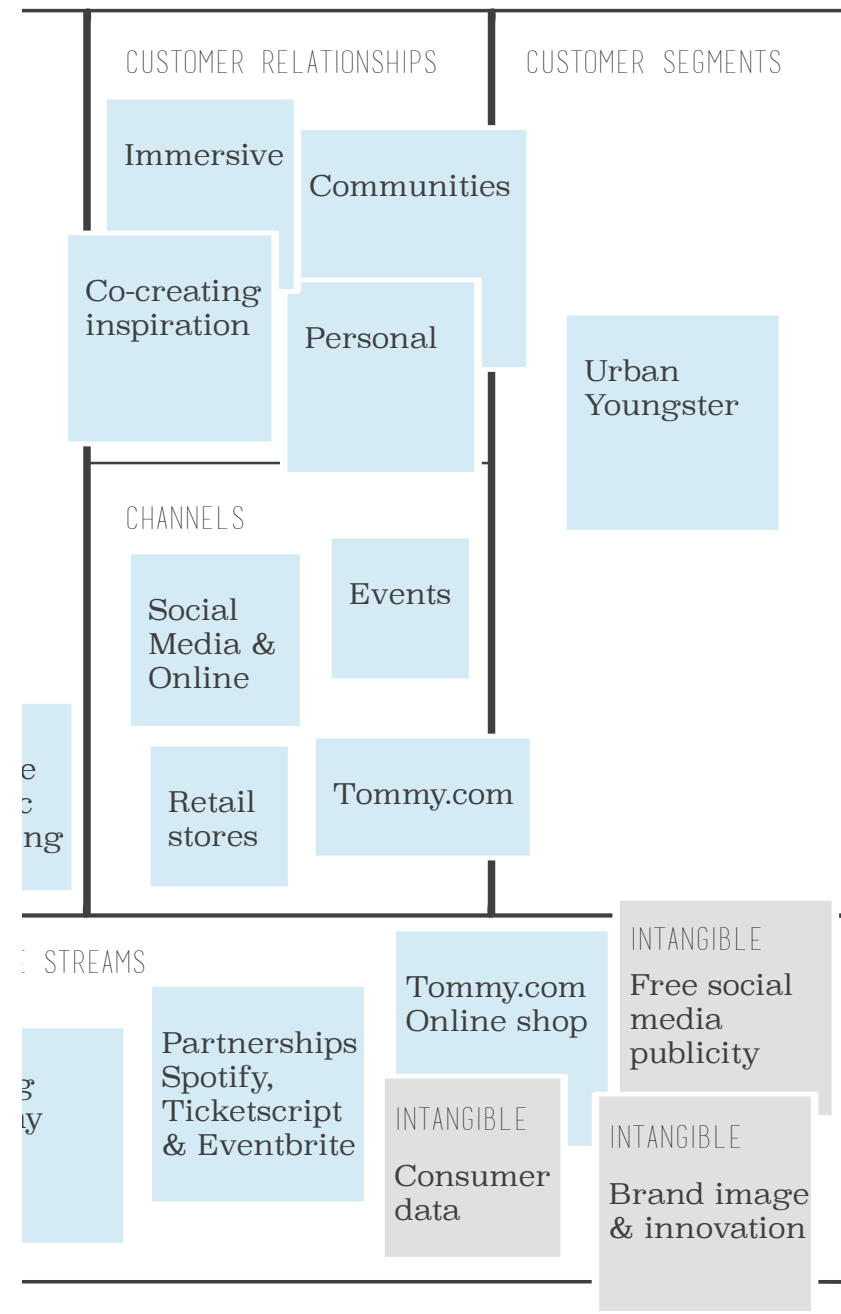
Prototyping
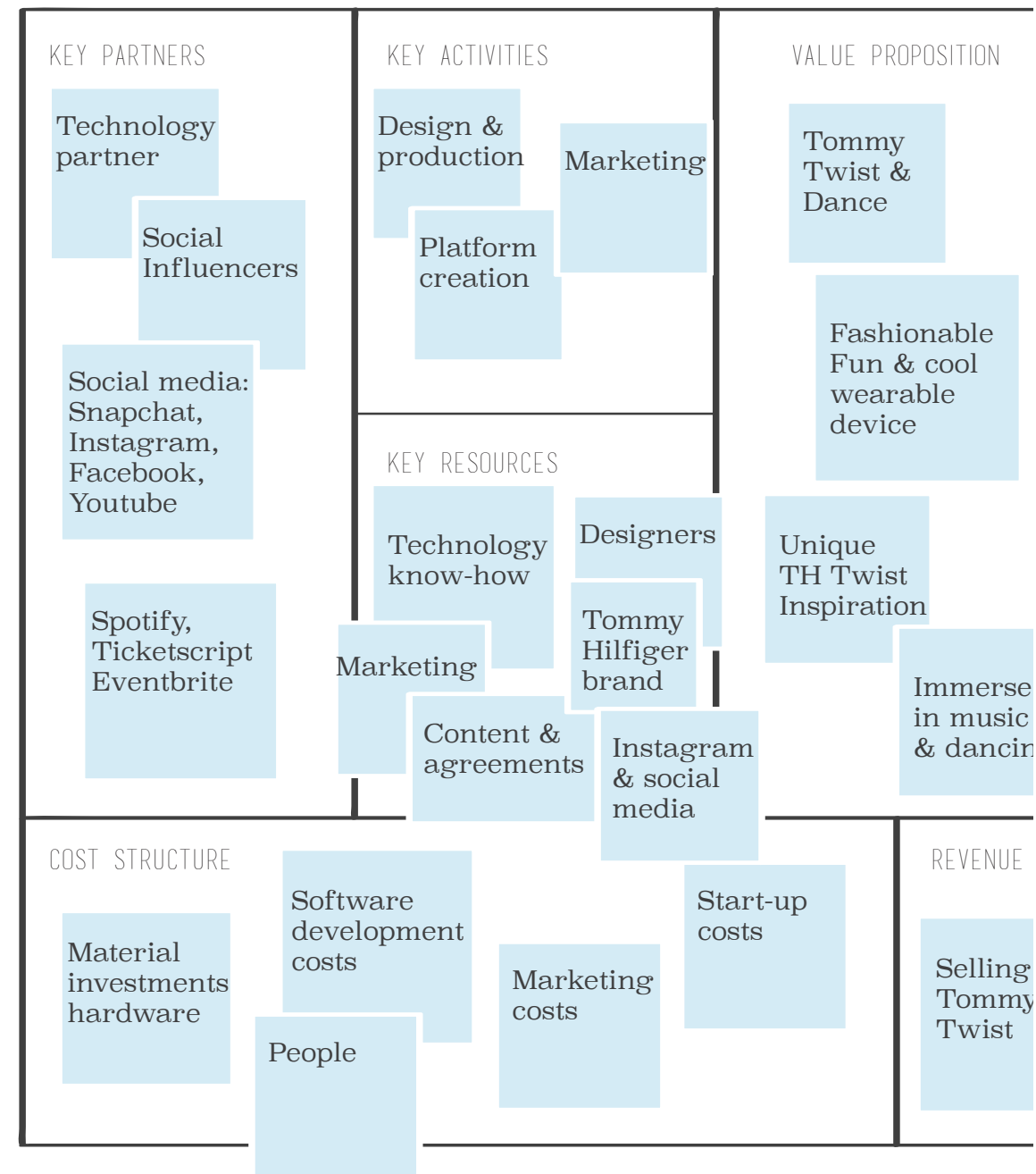Prototype tests with members from the Business Development team are held to validate the design and iterate the final design accordingly. The outcomes of- and the wireframes used for the prototyping sessions can be found in appendix W.

Figure 10.1: Filled in value proposition canvas (Osterwalder, Pgineur, Bernarda & Smith, 2014) for the Tommy Twist & Dance

Figure 10.2: Combining the value proposition design with the business model canvas to assess viability: section 10.2.

10.2 Business Model Canvas

KEY PARTNERS

Technology partner

Social Influencers

Social media: Snapchat, Instagram, Facebook, Youtube

Spotify, Ticketscript Eventbrite

KEY ACTIVITIES

Design & production

Marketing

Platform creation

KEY RESOURCES

Technology know-how

Designers

Tommy Hilfiger brand

Marketing

Content & agreements

Instagram & social media

VALUE PROPOSITION

Tommy Twist & Dance

Fashionable Fun & cool wearable device

Unique TH Twist Inspiration

Immerse in music & dancing

CUSTOMER RELATIONSHIPS

Immersive

Communities

Co-creating inspiration

Personal

CHANNELS

Social Media & Online

Events

Retail stores

Tommy.com

CUSTOMER SEGMENTS

Urban Youngster

COST STRUCTURE

Material investments hardware

Software development costs

People

Marketing costs

Start-up costs

REVENUE STREAMS

Selling Tommy Twist

Tommy.com Online shop

Partnerships Spotify, Ticketscript & Eventbrite

INTANGIBLE

Free social media publicity

INTANGIBLE

Consumer data

INTANGIBLE

Brand image & innovation

For the viability of the Tommy Twist, the revenue streams are an important measure for the Business Development team, under which Innovation Next falls. Tangible sources of revenue are the sales of the Tommy Twist and the generated sales through Tommy.com via the Twist application. Additionally Tommy Hilfiger could pursue partnerships with other mobile applications such as Spotify, Ticketscript & Eventbrite. Promotion of Spotify can be done through the music section and tickets for events can be bought via the application & ticketscript, with a small amount per transaction going to Tommy Hilfiger. However the most important revenue streams are intangible [grey]: through social media awareness around the brand is established. Through the sales of the TommyTwist, the visibility of the Tommy Hilfiger brand will be extended. Moreover, Tommy shows their innovative and modern spirit to the next generation.

11
chapter

DEVELOP
Final Design

Wireframes are used to create a prototype and test the service design with users [Appenx W]. Based on this final validation, the design is adapted and finalized. In this chapter the final design is presented, including a service blueprint and the market launch strategy.
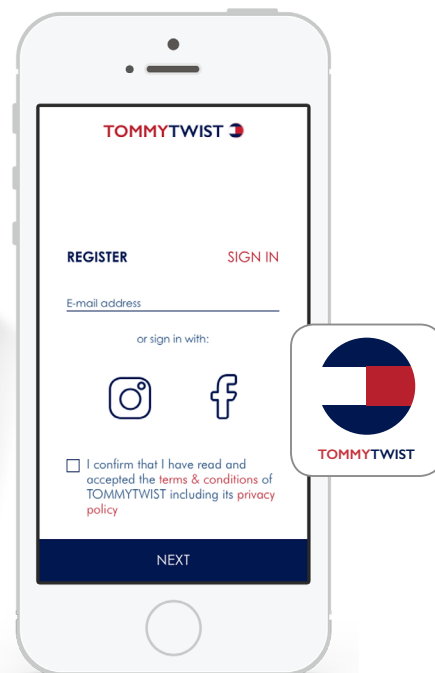
11.1 Tommy Twist

The final design will be sold under the name 'Tommy Twist'. Tommy Twist is a wearable device that can be worn by its users in a fashionable way. The Twist is an eye-catcher designed to give the urban youngster a fun experience. Tommy Twist comes with a mobile application that is connected to social media, the TommyxYou loyalty application and online store. A scenario is illustrated to present the Tommy Twist amd its functionalities. In appendix X a detailed consumer journey of the Tommy Twist can be found and section 11.3 shows the service blueprint.

Positioning statement [Ch. 8.2]:
Tommy Twist is a fashionable and fun wearable device, designed for urban youngsters, who want to feel a unique and independent part of a group.
Tommy Twist inspires the consumer and provides a platform where urban youngsters can create and celebrate their identity.

Getting to know the TommyTwist, buy it and join the application
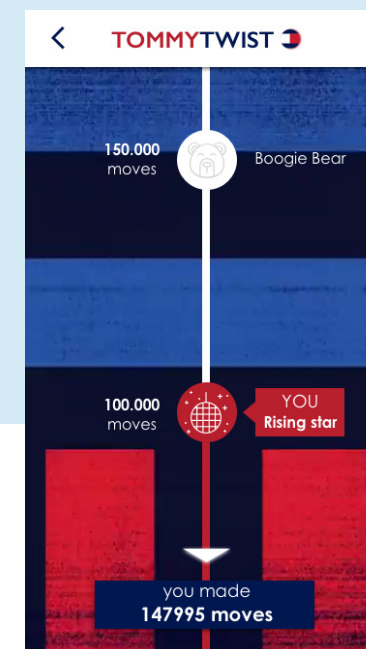
> Register with e-mail address or sign up with Instagram or Facebook account
> Confirming privacy policy
> Account is automatically connected to MYTOMMY loyalty application

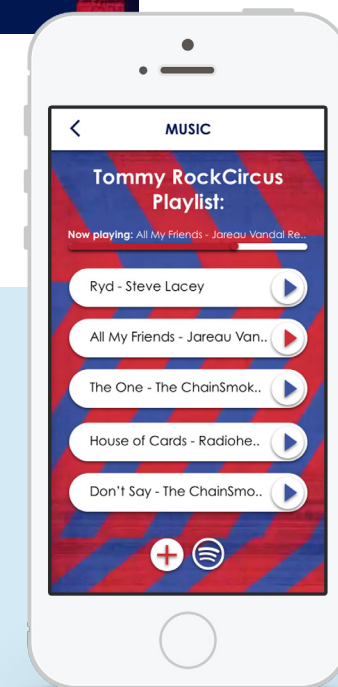> Getting notice of the TommyTwist & feeling desire to have.

Menu overview:

PROFILE

TWIST LIGHTS

EVENTS

DANCE MOVES

MUSIC

PERSONAL STYLIST

INSPIRATION

DANCE BATTLE!

[*]
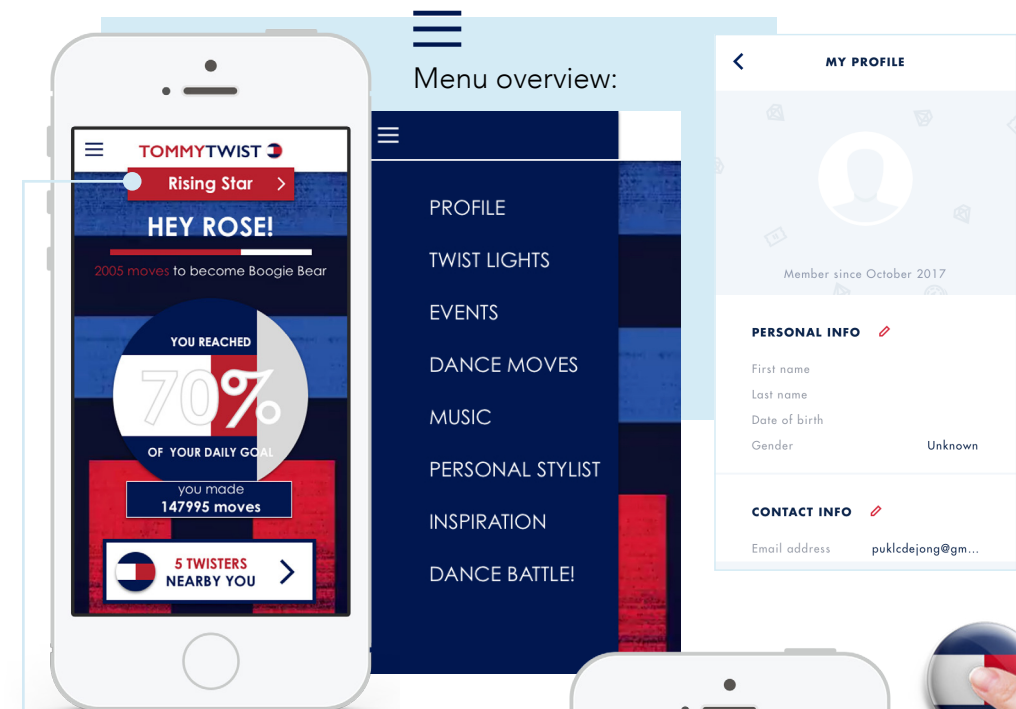
> The homepage shows:
Current dance status, moves to be made to reach next status, welcome message, daily goal progress, total moves made & twisters nearby

> In 'Music' a Tommy Playlist can be found, which is updated every week and connects to spotify
> The user can add more songs to this playlist
> Tapping the TommyTwist will play the next song [*].

when tapping the current dance status [in this homepage: 'Rising Star'] an overview of the levels that can be reached is shown, your total moves made and the moves needed to reach each status.
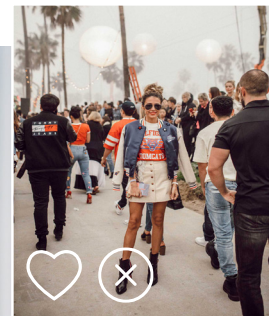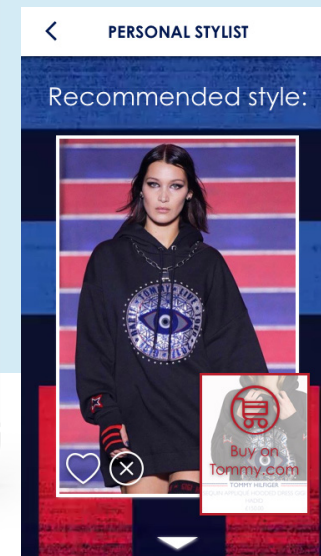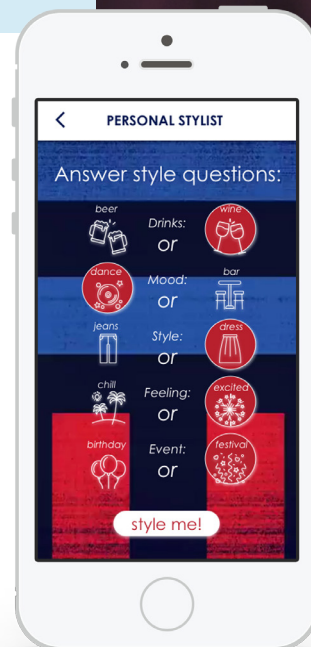
Finding inspiration and buying Tommy apparel

[1]

> The urban youngster looks for inspiration for the perfect outfit in the inspiration feed [1]. Styles can be liked and disliked to get a more personalized feed.
> After scrolling through the inspiration feed the user answers the style questions to receive personal style advise [2].
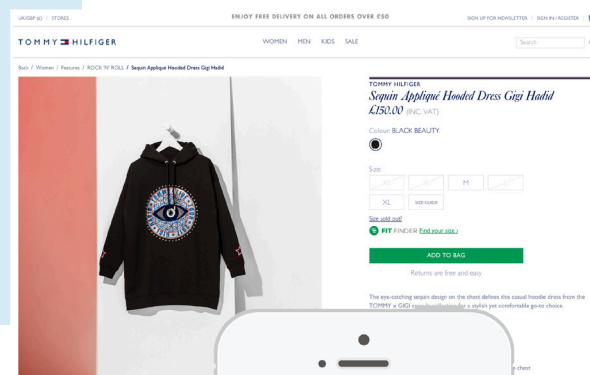
> The recommended styles can be bought online right away [3]

[2]

[3]

> Before going to the event, the urban younger posts a picture of her picture perfect outfit, with the Tommy Twist attached on Instagram [4]. Confident to rock the dance floor!
> All social media posts with the #TommyTwist, will be reviewed to appear in the inspiration feed. In this way users can inspire each other.

[4]

#OOT #Ready2Party
#TommyHilfiger
#Thanks #TommyTwist

During an event

[6]
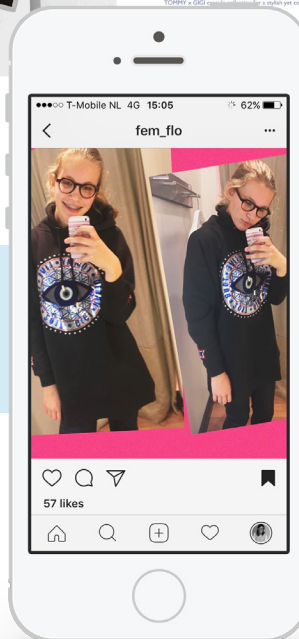
[5]

> The TommyTwist is attached and when entering the event, the user automatically checks in: the Tommy Twist blinks [5].
> In the application the user sees which Twist users are at the same event and available to challenge for a dance battle [6].
> By tapping the name of a Twister in the application, another user can be challenged [7].
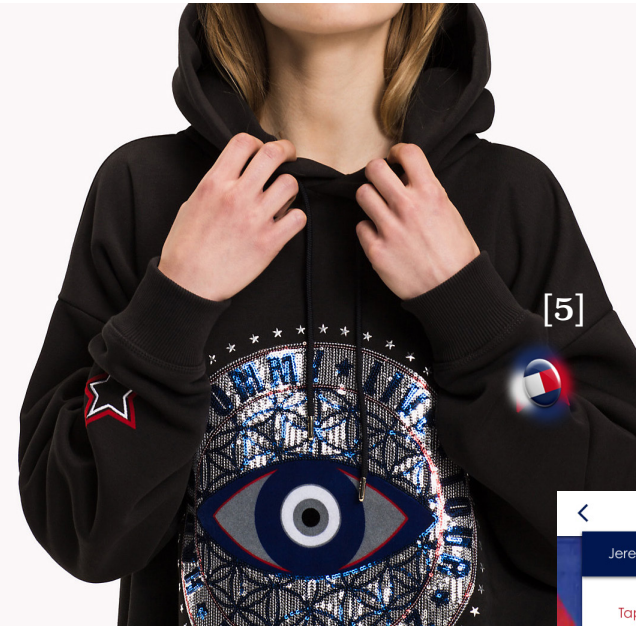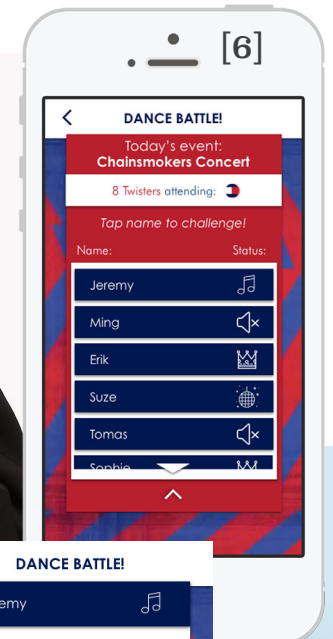
[7]
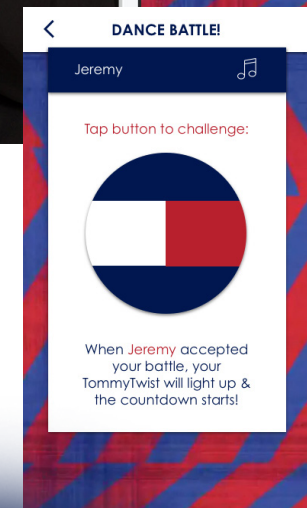
30 minutes count down..

> When a Twister is challenged for a dancebattle, his/her Twist will light up. By tapping the TommyTwist, the battle is accepted.
> Lights count down for 30 minutes of dancing
> After 30 minutes of dancing a winner is chosen, based on the moves made

Winning the dance battle

> When the 30 minutes have passed a winner is chosen, based on the amount of moves made.
> The TommyTwist of the winner flickers and on the mobile phone of the winner the dance award is shown [8].
> When winning a dancebattle 10 loyalty points are earned that add up in the MyTommy loyalty application
> After a dancebattle, the users have the option to connect with the other user.

[8]
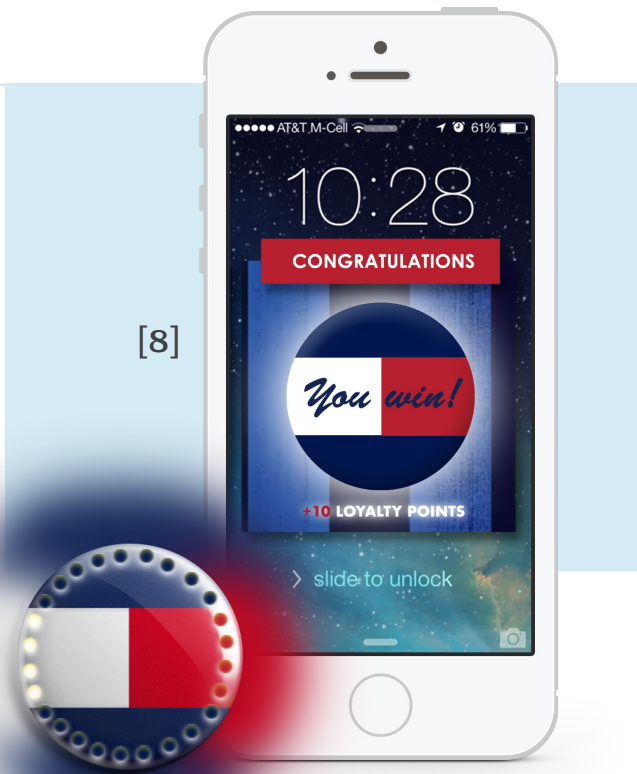
Additional lights, customization & partying!

[9]
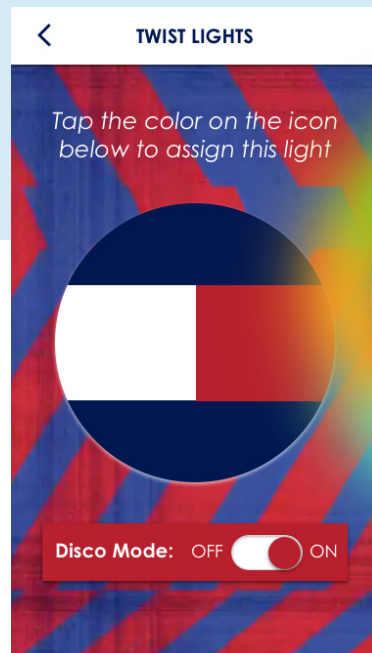
> Next to the red white and blue lights, the Twist can give additional light colors during partying.
> The user can purchase personal Tommy Twist covers to customize his/her own Twist [9].
> These lights can also be assigned to caller ID's, for incoming messages or as calendar reminders.

Twist community & events
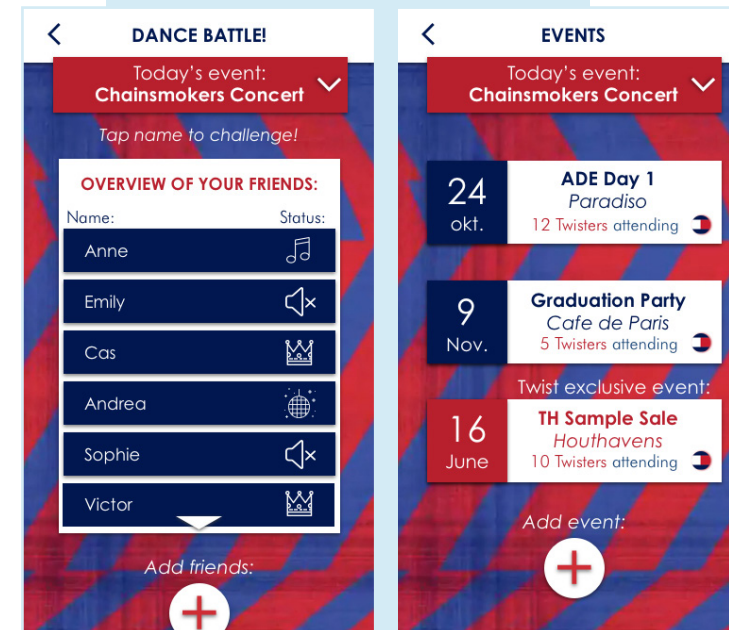
> Every Twist user can build his/her own community by adding Twisters to his/her network. These can be friends from Facebook or Instagram or Twisters that are attending the same events.
> Twisters have privileges on Tommy Hilfiger events. In the Twist app these events are automatically shown in the events page.

Collaborations with other mobile applications

> To tap into new revenue streams, Tommy Hilfiger can partner up with other apps, like Eventbrite and Ticketscript:

Eventbrite: Load in events that need extra promotion into the Events section of TommyTwist recommended events: Eventbrite pays 'advertising fee to Tommy'

Ticketscript: make it easy to buy tickets for proposed events via the Twist app with Ticketscript: part of the transaction fee goes to Tommy

11.2 Service Blueprint

Stages	Aware	Join			Use					Continue
Touchpoint	Media channels	Store [on/offline]	Interface	Interface & Twist	Interface	Interface & Twist	Interface & Twist	Interface	Interface & Twist	**Twist**
Interface			Home	Twist Lights	Events	My moves	My Music	Dress up	Dance battle	
User actions *line of interaction*	"I want this"	Buy Twist and access application	Discover the application by tapping different items	Assign the lights	Attend and add events	Make dance moves and check out moves	Listen Add new Tap Twist	Figure out what to wear	Challenge other Twisters	Wear the Twist
Front End *line of visibility*	Marketing / advertising	Welcome! Connect with your social media account & create personal profile	Go to different layers in the application	Twist lights blink as assigned	Connect with event app./ agenda Add events manually See who is attending event	See dance statistics Insight in dance status Twist blinks on rythm of music	Overview of storage available Move to next song by tapping Twist	Filling in questionnaire Receive style advice Scroll through inspiration	Overview of friends and nearby Twisters Twist lights up when challenged Tap Twist to accept challenge Twist lights show how long challenge takes	Twist lighting up as assigned
Back End *line of internal interaction*	Raising awareness	Connection Instagram/ Facebook			Connection event apps & personal calendar	Movements converted into dance data Update dance status according to data	Connection music apps and itunes library	Connection Instagram and online shop & loyalty program	Connection between Twisters Create community of Twister	Connection mobile phone and Twist
Backstage	Create marketing campaigns	Insight in user profile			Adding in Tommy events See which events the user is interested in/ attending	Create algorithm to convert steps in movements in calories burned Update dance status Insight in location user	Insight in music & artist interest users Input for new collaborations	Get insight in the clothes users buy Get insight in styles users like Create content for style advice Update every week		Insight in locations of user [GPS] Records/ database system

11.3 Branding

Branding
Branding is a very powerful tool to make a product or innovation to a success and successful branding can turn design into a narrative (van der Vorst, 2016). The TommyxGigi branding is a great example of this phenomena: it is not only about the clothing, but it is about what the clothing does to the wearer and how the wearer feels when being dressed up in Tommy Hilfiger apparel. The TommyTwist has potential to be branded in the same way. The visual identity of the application is inspired by the Recent Tommy Rockcircus fashion show and the already existing MYxTOMMY loyalty application. The content of the application and the functionalities of the TommyTwist are inspired by the music history of the brand and its strong brand identity [Chapter 4.2].

It is not about the technology, but about the story around the Twist and the complete brand experience of the consumer. Next to the design fulfilling the positioning statement, it also fulfills the most important brand aspects of the Tommy Hilfiger brand:

FUN: The TommyTwist is here to have fun, dancing and connecting with friends, influencers and people with the same interests.
FASHIONABLE: The design of the TommyTwist makes the user feel fashionable when wearing, just like wearing the Tommy Hilfiger clothes.
COOL: Music and dancing is something that is inseparable connected to being cool. This is not only a strong aspect of the Tommy Hilfiger brand in general but also strongly connects to the TommyTwist: making the wearer feel cool and confident.
Moreover, Tommy Hilfiger promises to excite and inspire the consumer everywhere with their brand and the TommyTwist is adding to this dimension.

Ingredient branding*
When releasing the TommyTwist in combination with a strategic technology partner, this partnership can be utilized through ingredient branding. The partnership can add qualities of functionality and performance to the product that are connected to the usage of the other brands' name. By choosing a strategic partner that is known for its technology knowledge, the technology of the TommyTwist will most probably be perceived as more reliable. Moreover, future innovations with wearable technology will make more sense and gain trust in the eyes of the consumer. An example of this ingredient branding can be extracted from the case studies, where Levi's did a project in collaboration with Google to design the Commuter Jacket [Chapter 6.4].
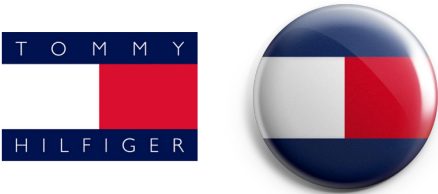

Image 11.1: Tommy Hilfiger logo next to the Tommy Twist, having the same visual identity.

11.4 Technology & price

Strategic Partnership
From the start of this project, PVH Innovation Next Europe was aiming to collaborate with a strategic partner, to provide the technology know-how, needed for wearable technology. As opposed to the partnership with Flextronics [Appendix A] such a partnership doesn't have to come at a high price. Due to co-branding the product and exchanging industry knowledge both parties could have mutual benefits from the introduction of the Tommy Twist.

Technology
To decide what knowledge is needed from a partner, the technologies that include the TommyTwist hardware are listed:

- Led Lights
- Tap & Touch
- Bluetooth connection
- Activity tracking [can be in phone]
- Coin cell battery

Next to the hardware, the software needs to be developed and one of the requirements is that the interaction between software and hardware is seamless [Chapter 8.2]. Tommy Hilfiger has a team of software developers in-house and is already working with app developing parties. For example, for the development of their loyalty application. These already existing partnerships can be utilized for the development of the Tommy Twist application.

Price
To find out more about the prices and feasibility of the technologies short field research on the Internet is done. On Alibaba.com, wearable devices with the same technologies can be found for the price of around $10/piece [image 11.2]. This suggests that the cost price is even less. The costs per unit will go down when the amount of units go up.
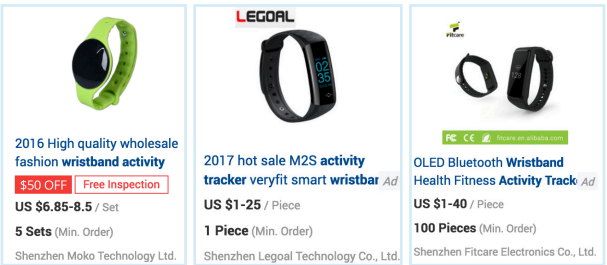

Image 11.2: Activity trackers sourced from www.alibaba.com: unit prices ranging from $1 to $40.

Dynamic pricing strategy
It is important to keep the cost price as low as possible, since the device will be introduced in an uncertain market (Porters 5 Forces, appenix x). At it's market introduction, the Twist should probably be given away for (almost) free, to grow the user base and create momentum. The more users the application has, the more activity is going on in the application and the more people might want to buy the device. To lower the cost price it can be decided to leave out certain functionalities.

11.5 Market Introduction

Market launch
It is recommended to launch the TommyTwist according to the roadmap [Appendix Z] in April 2018 during the launch of the Tommy Jeans Holiday and Pre-spring collection. These collections feature more season-less styles, with fashion pieces suitable for as well colder as warm climate conditions. Launching the Twist with this collection shows that the wearable is not seasonally bound. Tommy Hilfiger as a fashion company is greatly depended on trends [Chapter 3.1]. Now the nineties trend is coming back, this is the perfect moment of introducing the device with lights, inspired by disco and dance culture. The recent Fall '18 'Tommy RockCircus' fashion show [image 11.3], was build around Tommy Hilfiger's rich history of music and pop-culture, closing of with a concert of the Chainsmokers, with

Image 11.3: Tommy Hilfiger and the socials influencers that walked the Tommy Rockcircus fashion show.

whom Tommy collaboratively designed a menswear collection. The market launch of the TommyTwist should be in line with this Tommy Rockcircus fashion show, where (rock) music

had a prominent role. Utilising the Chainsmokers collaboration, a limited edition of the Tommy Twist can be offered to the consumer, featuring their signature [image 11.4] and coming with a Tommy Playlist of Chainsmoker songs. The Tommy Twist can also be used as a tool to generate more noise around the Holiday and Pre-Spring fashion show and the collection that will be launched in collaboration with a new influencer from the music industry.

Image 11.4:
Chainsmokers Limited edition Tommy Twist

Marketing
In line with the introductions of the collections that were designed in collaboration with Gigi Hadid and the 'Tommy Now' concept, the marketing effort should be bold and immerse the consumer. For the marketing of the TommyTwist, this could entail an event where music and dancing has a central role. All influencers that are attending the fashion show, will receive a TommyTwist for free that is packed in a customized box with the name of the influencer on it. The regular collection will be showed after which a big dance

off is held. On a screen the score of the best dancers is recorded and the event ends with the crowning of the 'Dancing Queen/King'. Via Youtube and Snapchat the event can be attended virtually and the TommyTwist can be ordered immediately online according to the Tommy 'See now, Buy now' formula. After the kick-off event big marketing noise is created by the influencers that

Image 11.5: Instagram screens for movies where a Tommy Twist related question is answered.

attended the dance event. Youtube and spotify will be utilised to advertise the TommyTwist. Via 'SpotifyForBrands' a voiceover-ad will play several TommyTwist related slogans among which: 'Everyone is equal on the dance floor' and 'Free your mind by dancing'. Short Instagram movies will be recorded in line with the Tommy RockCircus campaign where influencers talk about their favorite dancemoves and what dancing means for them [image 11.5]. In this way a narrative and community is created around the Tommy Twist.
The Tommy Hilfiger online channels and hashtags #TT & #TommyTwist will form a mean for the urban youngster to express

their own twist and unique identity.

Communication channels
To communicate the marketing message around the TommyTwist, every media channel that directly contacts the consumer has to be utilized [Chapter 4, figure 4.14]. Snapchat and Instagram are the most important social media channels and the right influencers have to be contacted to be seen with the Tommy Twist and post pictures with the Twist. Moreover, today's urban youngster watches Youtube videos and so-called 'vlogs' instead of television. Influencers have to be approached to show the TommyTwist in their vlog and attend parties with the Twist. On Pinterest a 'pin board' is created with ways to wear the Twist [image 11.6]

TOMMY TWIST inspiration
65 pins

Volgen

Image 11.6: Tommy Twist inspiration on Pinterest.

Sales channels

The Tommy Twist&Dance should be available in every Tommy retail store, online on tommy.com and in selected wholesale stores that attract urban youngster, for example: Urban Outfitters. Via the MyxTommy loyalty app, loyal consumers (e.g. insiders and ambassadors, Chapter 4.3) receive the TommyTwist as a present when buying an item from the Holiday/Pre-fall collection. Next to regular sales channels, events (e.g. festivals and concerts) that fit the brand image should be selected where customized TommyTwist stands will sell the device.

Touch-points

The Interaction of the consumer with the Tommy Twist should be integrated in the omnichannel consumer experience strategy, in which every regular touchpoint (chapter 4.3, image 4.16) is connected to the promotion of the TommyTwist and the consumer experience is aligned on every channel. Store employees

should wear the Twist in store and continuous updates around the Twist via social media channels should be done.

Collaborations

Collaborations with influencers are crucial for the success of the TommyTwist. For the promotion of the Tommy Twist it would be useful to collaborate with influencers from generation Z, representing the urban youngster.

Possible influencers to approach:
Millie Bobby Brown (2.19.2004) - British actress, **4.2 Mil.** Instagram followers
Maddie Ziegler (9.30.2002) - American actress, **10.1 Mil**. Instagram followers
Jack Kelly (10.8.2002) - Australian Instagram star, **1.2 Mil**. Instagram followers.

Partnership Dance4Life

To give social purpose and broader meaning to the introduction of the Twist, Tommy Hilfiger could think about a collaboration with a social organization such as Dance4Life, organizing a dance event to raise money for this foundation.

Image 11.7: Instagram promotion by influencers

Marketing effort	Branding	Result
Events: TT dance party	In line with TommyLand & Tommy RockCircus:	Immersive brand experience
Collaborations	Connect brand to famous influencers	Brand ambassadors influencing buying behavior consumer
Limited edition Twist	Co-branding influencers	Consumers want to buy something unique and special
Free TT for influencers	Co-branding visibility	Social media reach goes up
Snapchat dance off	Reach Urban Youngster	More visibility on Snap-Chat
Spotify voiceover	Relation to music	Targeted digital marketing
Strategic partnership	Ingredient-branding	Trust in the technology
TT stand at events	TT 'pop-up store' showcase & dancers wearing the TT on these events.	Visibility on events

Figure 11.8: Overview marketing effort an implications for branding.

Image 11.9: Example banner to promote the TommyTwist

12

chapter

CONCLUSION

Evaluation
& Reflection

In the final part of this report the project is evaluated. The deliverables are discussed and recommendations for further development and next steps are done. The report ends with a personal reflection on the project execution.

12.1 Evaluation

Through the research it became clear that an important part of the future of fashion lays in the integration of technology. Nevertheless, there are no signs that regular apparel as we know it today will disappear or replaced by smart clothing. It is dependent on the apparel brand and the market segment how technology should be utilized and what the right timing is to do so. For Tommy Hilfiger the supply chain, costs and design capabilities that are needed for true integration of technology in fashion are not yet in place. Moreover, the brand image of the consumer has no fit with wearable technology yet. Tommy Hilfiger will need well thought through organization and new dedicated teams to turn vision into reality. The roadmap forms a mean to start strategic dialogue around the topic and decide what and how many resources are needed, what knowledge need to be held in-house and how the integration of technology will fit the Tommy Hilfiger brand over time.

Research questions
During the understanding phase each sub research question was answered. Therefor this phase has a big share in this final report, forming an important foundation for the final deliverables. Based on the insights from the understanding phase, recommendations and implications for

the roadmap and final design could be done. The main research question is answered by means of the complete roadmap where the road towards wearable technology for the coming 5 years is illustrated. The context mapping research created profound knowledge of the desired consumer experience. However, it seemed that the complete consumer experience journey is not only dependent on the product offering, but is determined by every touch-point that the consumer interacts with. Enhancing consumer experience should therefore be focused on enhancing the experience at every touch point of the consumer with the brand and aligning these throughout the value chain.

Roadmap
In the roadmap the value propositions describe what the consumer experience of the new product offerings should be. As mentioned before in the report, the main function of the roadmap is to serve as a mean for strategic dialogue and to show the connections between market, business, technology, product offering & resources over time. Nothing that is featured in the roadmap is set in stone. The content is based on assumptions about the future. Nevertheless, the content is derived by extend research and can therefor form a solid base of inspiration and aspiration. Moreover, it can serve

as a mean to start the conversation around wearable technology. The three horizons framework lent itself well to illustrate the challenges that come with striving for the future vision.

Strategic partnership
This final research project is to an extend influenced by the initial choice of Flextronics as strategic partner, because their technologies formed a leading principle for the direction Tommy Hilfiger wanted to move into. Besides, the technologies that Flextronics offered formed a reference point during some of the roadmap meetings. The first objective of Tommy Hilfiger was to offer a wearable technology related to their new sports collection, tracking the users' activity. Also the start of the roadmap where the transition from the first to the second horizon takes place is based on this assumed partnership and a wearable technology that tracks activity. However, activity tracking as main functionality for the wearable device received a lot of resistance from the Tommy Hilfiger Divisions. They didn't believe in offering a product that 'just count steps' and didn't see their brand as a frontrunner in this area. Especially during the last meeting with Flextronics [p. 85] the big gap between the two industries: fashion and technology were extremely obvious. There was a lot of misunderstanding between the two parties caused by the

different backgrounds and the different perception of the end-user. This is were I as a designer could bring value and function as a translator. Designers have knowledge on both fields: user and technology and have the capability to bridge the gap between fashion and technology [image 12.1].

Figure 12.1: the designer as a bridge between user and technology, creating value in fashion.

Tommy Twist
The introduction of the Tommy Twist as first wearable technology for Tommy Hilfiger comes with some risks. The Tommy Twist should be seen as a first step in the direction of wearable technology if the company really believes in moving towards this direction. Together with kicking off the Tommy Twist project, the research around the other wearable technology applications should be started. It is recommended to set up a focus group with urban youngsters to evaluate the design. Possible bottle necks that could kill the project could be: cost price, selling price and the actual hype around the Twist. The focus group should give insight in how much the consumer is willing to pay for the Twist and what their perception of the product is.

12.2 Recommendations

- A closer look should be taken to possible collaborations and strategic partnerships. It is recommended to collaborate with a strategic partner that already has experience in working with fashion company's and utilize ingredient branding*. In this way both partners can benefit from the collaboration. Many technology companies seem to be interested in moving into the direction of fashion, considering the size of this market. amazon.com is a good example of a company alike (NYtimes.com, 5 July 2017). Combining forces could be a good base for a mutual partnership that has benefits for both parties and doesn't come at a high price.

- The market should be prepared for a short life span of the product (Porter Big bang disruption CH. 1), and to stay relevant, the development of a TommyTwist update or another wearable technology, according to the roadmap should be ready to catch up with the initial hype.

- A project team dedicated to the development of wearable technology for Tommy Hilfiger is needed to really make innovation in this area happen: this means internal and external resources allocated in the right way, find people with relevant expertise and have investments available.

- I would recommend to approach a group of urban youngsters who can evaluate the Tommy Twist design and become lead users, or so-called 'experts' that test and review the prototypes that Innovation Next want to bring to market. This group can be rewarded with extra loyalty points or small gifts after the sessions they attend. The context mapping session proved how insightful such a group can be and the actual product success can turn out much higher.

Brand Driven Innovation
Branding, innovation and design are in constant flux: every end represents a new beginning. Like Newton's cradle* [figure 12.2], the brand and its touchpoints constantly influence each other. This project can be seen in the same perspective: creating a starting point for Tommy Hilfiger to innovate with wearable technology. The brand driven innovation framework can be used to execute other innovation projects for Tommy Hilfiger in the different areas for innovation.
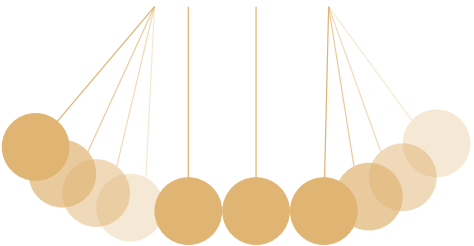
Figure 12.2: "Newton's cradle: brands produce touchpoints, and touchpoints in return affect the brand that they stemmed from" (Roscam Abbing, 2010)

12.3 Reflection

Altogether this project has been a dream project to me. It touched upon all aspects that I love about my studies Strategic Product Design: combining technology and business, branding and innovation and communicating and emphasizing with stakeholders. The Panta Rhei! inauguration reason (5 IDE professors, November 2016) inspired me a lot during this project and I could relate to many of the aspects of design that the professors mention. According to van der Vorst (Panta Rhei!, 2016) a brand can capture and nurture a certain meaning that is competitively interesting. The brand's frame of reference decides the opportunities for innovation. According to the framework that van der Vorst presented I interpreted Tommy Hilfiger as a crossover brand where products are expressions of a symbolic world. The symbolic world of Tommy Hilfiger is one that I immersed myself in the past 6 months. I found how a strong brand can form a binding agent for dissimilar units and opens up opportunities for innovation. I felt that I was able to understand and create a narrative around Tommy Hilfiger as a brand by means of the roadmap and the design of the Tommy Twist. The innovation Next department offered me an environment where I could experiment with new opportunities outside the rigidity of the ongoing business. I felt autonomy in executing the project while at the same time I had the feeling of true support by everyone in the organisation.

The most challenging aspect of my graduation project was to deal with the introduction of a new technology in an environment where people are not used to work with technology at all. But, as Prof. Nas states: "Designers are here to make people embrace technology." (Panta Rhei!, 2016) and this is exactly the goal that I hope to have achieved with this project. Even though it was a challenge to convince the people in the organization of the opportunities that technology has in fashion, these same people helped me to be critical, and pushed me to develop and learn about myself and how I can convince others. This graduation project made me discover the particular technology's benefits, signal the needs of consumers regarding this technology and show creative leadership. The Brand Driven Innovation method provided me with a clear framework to execute the project and truly allowed me to make innovation happen within PVH.

Although for me a project is never finished, I am very satisfied with the end result. I am extremely proud that my work was presented to the C-level Executive management of Tommy Hilfiger and that the roadmap is approved by them to continue working with.

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