15. november 2012
Spinderihallerne i Vejle

Lab 4 - Netværk om børn
Dansk børnemode på den internationale scene
Verden som mål, Kina som middel
v/ International Fashion Consultant
Henrik Spandet

Kidz&Tweens program
Tre virksomheder deler erfaringer fra klyngearbejdet.
Hvor og hvornår giver netværket bedst mening?

Dansk børnemode på den internationale scene

Global business leadership

Organizational development

Sales/Distribution

Cross-cultural communication

Internationalization

China, Germany

MARS

Productivity
Meetings
Culture

Stella nova
COPENHAGEN

Spandet And Partners

an international, specialized consultancy company within the fashion and lifestyle industry with partners and specialized associates.

TICKET TO HEAVEN

joha

norlie

HOLLY'S

NOA NOA

ej sikke lej

BARCA – Brand And Retail Consulting Asia

BARCA links Chinese capital with European brands.

BARCA helps to identify, map and segment potential brands for acquisition or licensing in China.

BARCA supports the brand control of the process avoiding the usual risks of wrong “go to market” entries.

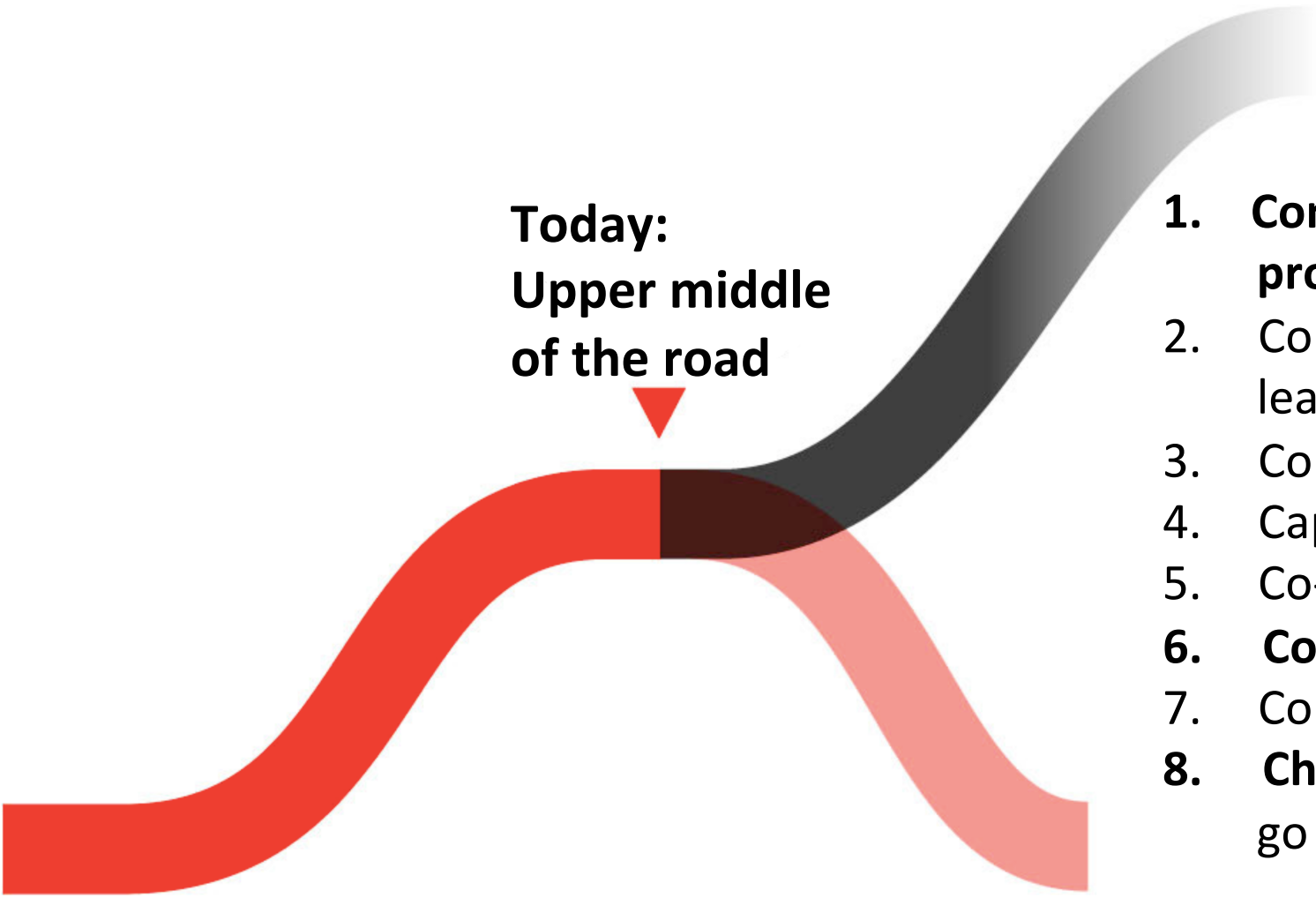
BARCA subsequently supports with brand building, profiling, franchise systems and cross-cultural communication.

Dansk børnemode
på den internationale scene

Det gælder om at være unik

8 x C

Uniqueness



Tomorrow:

1. **Commercial, unique products**
2. Committed leadership
3. Consolidation
4. Capital
5. Co-operation
6. **Conceptualization**
7. Controlled creativity
8. **China** (diversified go to market)

Uniqueness

Spending time searching for best practice and benchmarking exercises will never guarantee the business lead

It is about investing your brain capacity in **next practice**

Concentrating on analyzing what will be the “next” practice and organizing strategically to fit this framework

globalisering, segmentering, polarisering, internationalisering, transformering, industrialisering, diversificering, fragmentering, markedsplacering, kommercialisering, segmentering, amerikanisering…

Transformation

Industrial background

Concentration on textile and manufacturing

Design of own labels - outsourcing

From clothes to accessories, jewelry, home, children´s, fur, shoes …….

Verticalization, megastores, category shifts in the distribution channels, supermarkets selling own labels, China, etc.

DK Fashion Exports Doubled in 10 Years

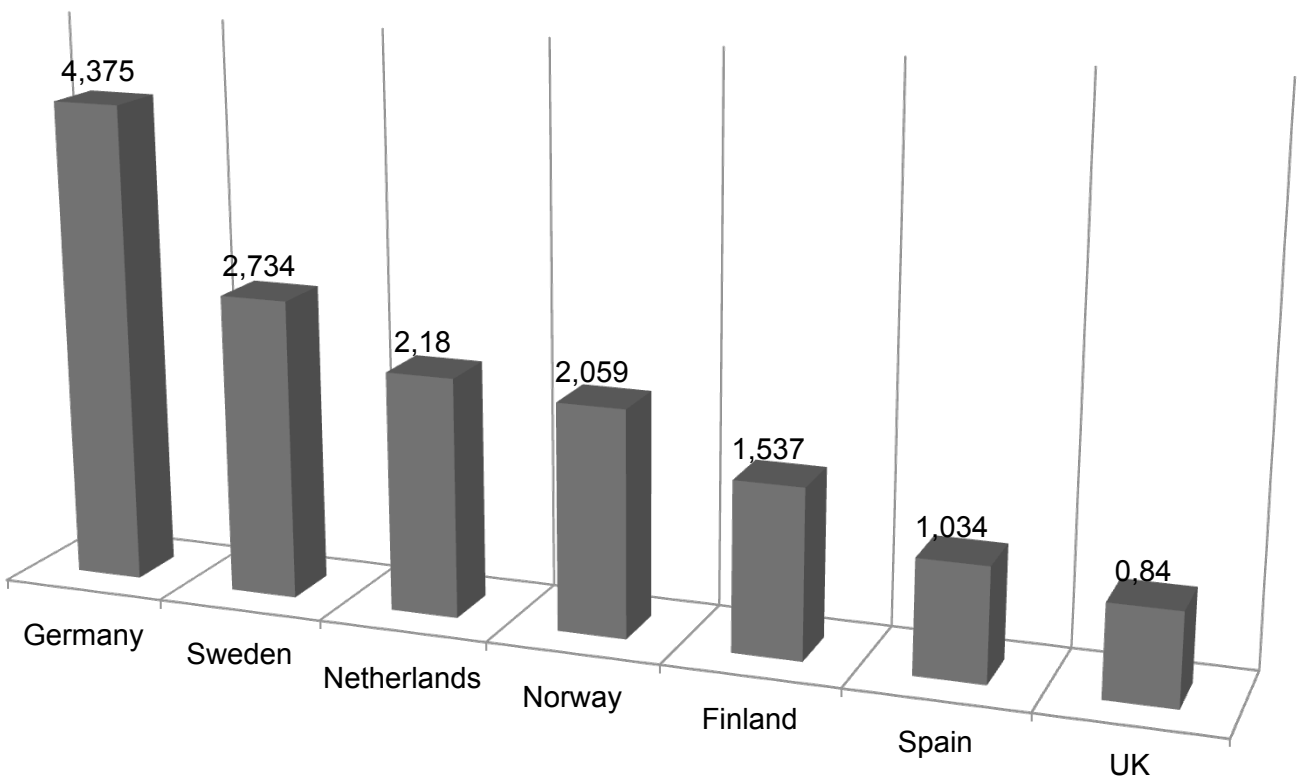
DKK 30 billion

DKK 45 billion incl. shoes, leather, fashion jewelry, and fashion accessories

> DKK 50 billion incl. fur

3rd or 4th largest export business in Denmark

Top 7 Textile Exports DKK Bio.



Children?
China?
US ??

Top 10 brands main contributors to bringing the export share to the 90%
They represent more than 80% of the export business

DKK 13.6 Bio.

DKK 7 Bio.

DKK 6.7 Bio.

DKK 6.1 Bio.

DKK 5 Bio.

DKK 3.5 Bio.

DKK 2.1 Bio.

BESTSELLER

KOPENHAGEN FUR

PANDORA
UNFORGETTABLE MOMENTS

ecco

kwintet

IC COMPANYS

btx group

concentration in revenues

Fragmented in marketplace:

Copenhagen/Jutland

Fashion fairs (6 different)

Analyse: 13 børnetøjsvirksomheder i mellem og høj segmentet

20 brands, 250 ansatte

Total omsætning 700 Mio. – heraf ca. 50%

100 Mio. samlet egenkapital

Gennemsnitsomsætning 50 Mio.

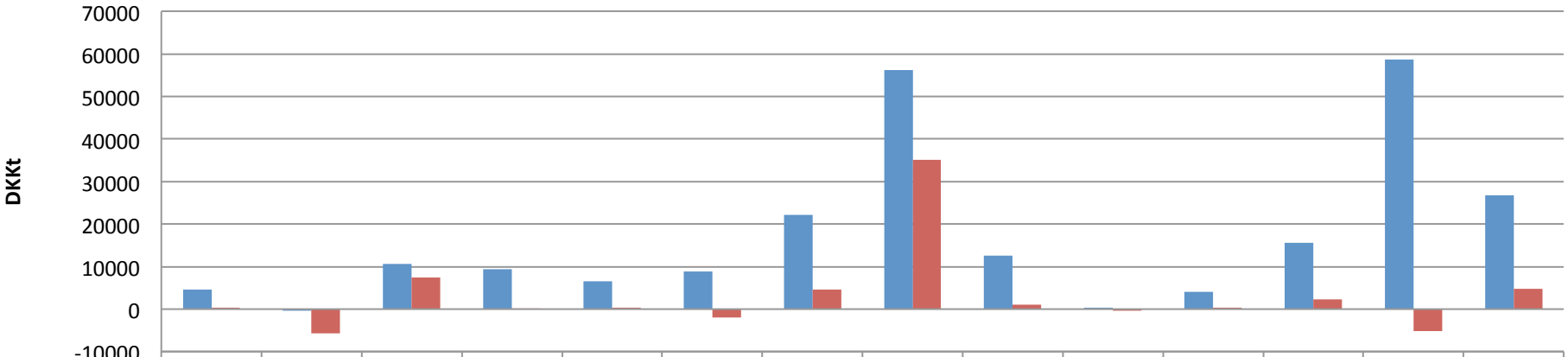
Resultat før skat i alt 8 Mio. (beskeden ejer løn) = 1%

30 t.dkk per medarbejder

Ex. Noa Noa, Hummel, Claire, Joha, Pomp de Lux

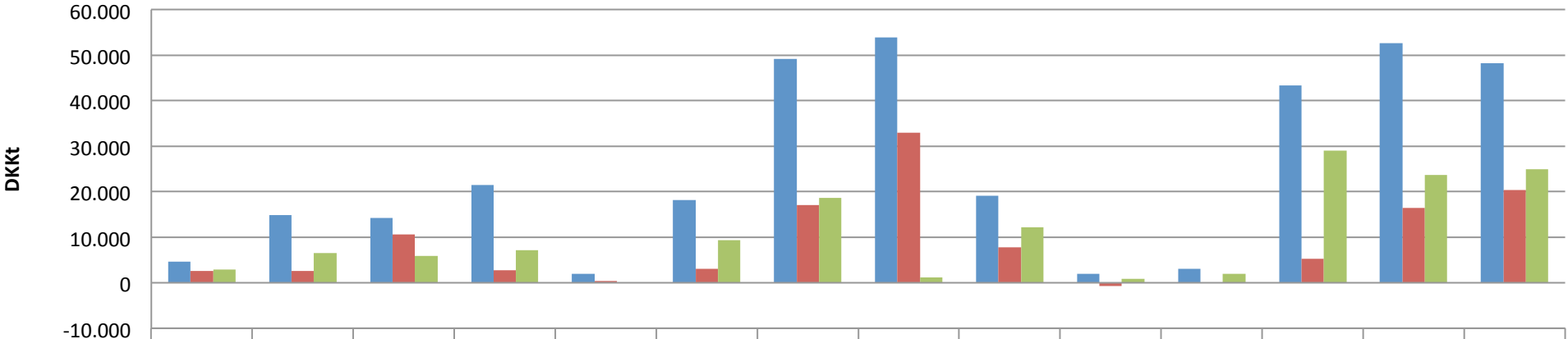
Ex. Lav/nedre mellem segment

Bruttoresultat og Resultat før Skat 2011



	EJ Sikke Lej A/S	Hollys	Danefæ	Katvig	Reima	Mini-a-ture	Molo Kids	Pompdel ux	Pure Kids	Wheat	Norlie	Brands4k ids	Kabooki	Ticket To Heaven
Brutto	4529	-408	10.564	9.299	6.584	8.855	22.225	56.159	12.663	369	4.079	15.608	58.761	26.788
Res. før skat	416	-5613	7.432	50	273	-2.057	4.613	35.146	1.110	-411	313	2.210	-5.191	4.829

Balancesum, Egenkapital, Varelager 2011



	EJ Sikke Lej A/S	Hollys	Danefæ	Katvig	Reima	Mini-a-ture	Molo Kids	Pompdelux	Pure Kids	Wheat	Norlie	Brands4kids	Kabooki	Ticket To Heaven
Balancesum	4.578	14.822	14.182	21.493	2.017	18.160	49.146	53.855	19.073	1.910	2.997	43.346	52.714	48.267
Egenkap.	2.583	2.631	10.558	2.814	326	3.040	17.008	32.993	7.717	-731	-48	5.258	16.518	20.424
Varebeh.	2.897	6.469	5.892	7.215	0	9.322	18.590	1.169	12.236	833	1.990	29.035	23.612	24.909

8 x C

1. Commercial, unique products
2. Committed leadership
3. Consolidation
4. Capital
5. Cooperation
6. Conceptualization
7. Controlled creativity
8. China

When people act as a hammer, everything looks as a nail

What is your uniqueness?

Uniqueness

- **Katvig:** Ethics: CSR (corporate social responsibility) and COD (code of conduct)
- **Ticket to Heaven**: products: outerwear, channels: online, production: factory control
- **Ej sikke lej**: creativity, service
- **Pomp de lux**: sales channel
- **Brands4Kids**: brand platform

8 x C

1. Commercial, unique products
2. Committed leadership
3. Consolidation
4. Capital
5. Cooperation
6. Conceptualization
7. Controlled creativity
8. China

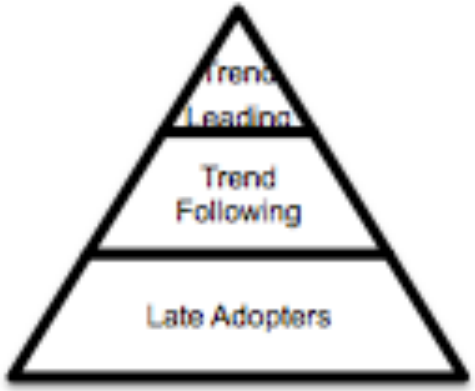
Bernard Arnault

"If you control your factory, you control your quality; if you control your distribution, you control your image."

Sales Channels/Distribution

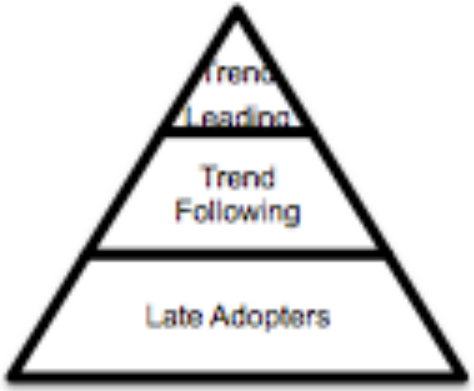
Target Consumer fit to 4 (6) Ps

1. Product

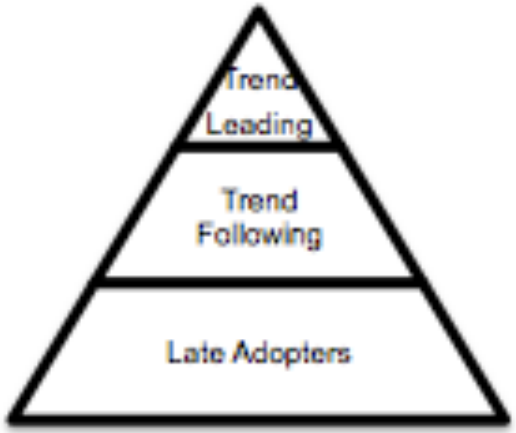


2. Price

3. Place

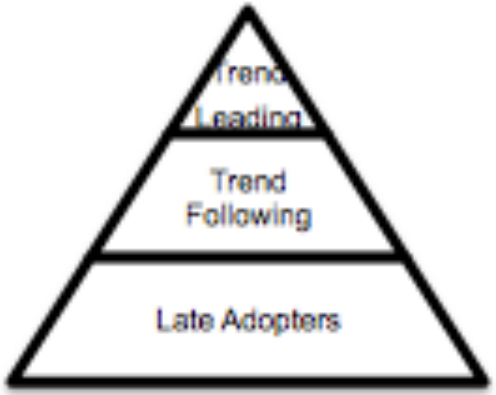


4. Promotion



5. Positioning

6. People



8 x C

1. Commercial, differentiated products
2. Committed leadership
3. Consolidation
4. Capital
5. Cooperation
6. Conceptualization
7. Controlled creativity
8. China

When the storm comes
most build walls
while others build
windmills
Chinese proverb

China - The Market You Cannot Ignore

- From factory of the world to shopping mall of the world
- World´s biggest economy 2015
- Most dynamic, fastest-growing consumer market in the world
- Complex and under-analyzed

Channels to Enter China

- Few multi brand stores appearing on the scene
- Two key channels for the apparel and accessory brands to consider selling through: department stores and shopping malls

BARCA Concept

Business for Sale
Lectures, Seminars and Fairs
in China and Europa

Individual business meetings by the partners & a No. of selected agents

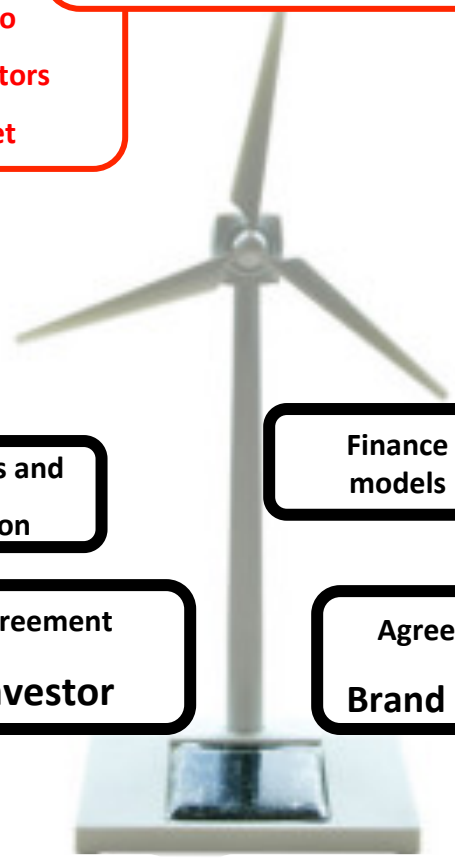
Appetizer to Chinese investors incl. booklet

Detailed Investor Guides

Detailed Brand Guides

Appetizer to and Meetings with Brand Owners

Individual business meetings by Henrik BARCAndet in Europe



Market Guides and Segmentation

Support BARCA

Finance models

Support BARCA

Agreement
Investor

Agreement
Brand Owner

Synergies
Branding / Retail and Capital

Strong Investor Network China including agents

Cross cultural understanding and communication

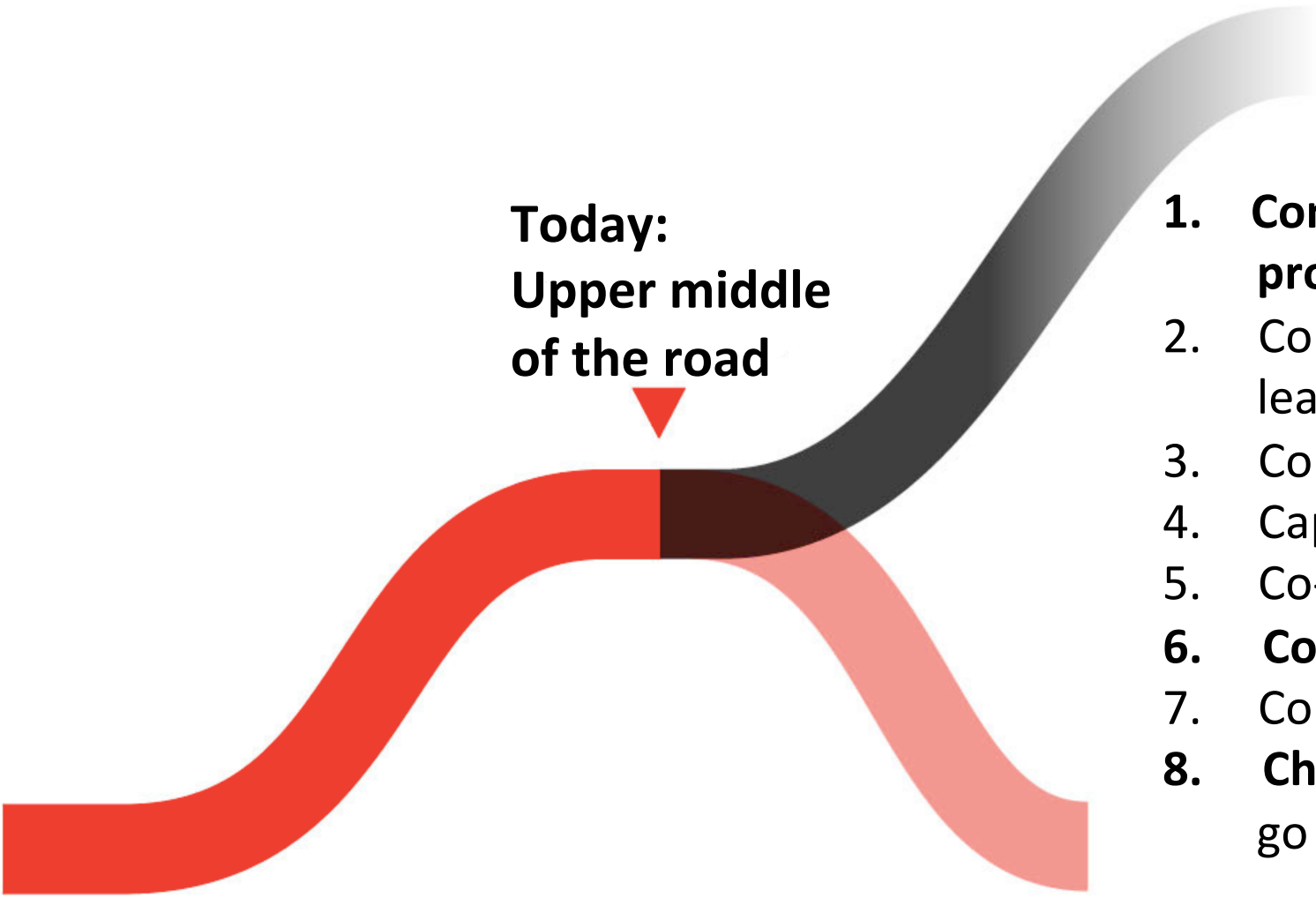
Strong Brand Network Europe

What you see

What you get

BARCA Foundation

Uniqueness



Tomorrow:

1. **Commercial, unique products**
2. Committed leadership
3. Consolidation
4. Capital
5. Co-operation
6. **Conceptualization**
7. Controlled creativity
8. **China** (diversified go to market)

Henrik Spandet-Møller

www.spandet.com

henrik@spandet.com

Tel: +45-22660911