

RIMOWA



COURSE ASSESSMENT

LXMT 501 N-01

BUSINESS CONCEPT IN LUXURY AND FASHION

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PART I

Company Overview

INTRODUCTION



Rimowa (styled RIMOWA) is a luxury luggage manufacturer from Cologne, Germany. The brand was founded in 1898 by Paul Morszeck and Heinrich Görtz and the brand has since gained popularity for their parallel aluminium grooves.

Ever since the inception of the brand, the

headquarters have remained in Cologne, Germany, highlighting the importance for preserving the brand legacy.

In 2016, the LVMH Conglomerate acquired an 80% stake in the brand, making Rimowa to become to first German company under the LVMH brand umbrella

While the founder was Paul Morszeck, the brand name “RIMOWA” was actually created by his son, Richard. It is an acronym derived from his name and the German word for trademark: **Richard Morszeck Warenzeichen**.

Since joining the LVMH group, Rimowa has transitioned from a pure heritage manufacturer to a global lifestyle brand. Under this new direction, the brand has launched high-profile collaborations with luxury and streetwear giants such as Supreme, Dior, Off-White, and Tiffany & Co., cementing the suitcase as a fashion icon as much as a travel

In the 1930s, a massive fire broke out in the factory, destroying all the wood, leather, and cane materials used for trunks at the time. The only material that survived the flames was the light, silver-grey aluminium. Realizing its durability and fire-resistance, Richard Morszeck pivoted the entire production to metal, revolutionizing the industry in 1937.



FUN FACTS

HISTORY OF RIMOWA

1898



1970s



1920s

1950



2000s

Dieter Morszeck developed a new line of polycarbonate suitcases that offered maximum strength and resilience while maintaining the featherlike qualities that were introduced by his father. This material soon became the industry standard for suitcases.

Polycarbonates, often used in aircraft windows and car bumpers, allowed for cases that were incredibly lightweight, durable, and able to withstand extreme temperatures. This became the basis for their popular *Essential* collection.

Mission, Vision, values

Mission Statement:

“To create the essential tools for a lifetime of travel.”

Rimowa views travel not as a vacation, but as a catalyst for personal progress. Their products are designed to be resilient companions that bear the scratches and dents of every journey as a record of the traveler’s life.

Vision Statement:

“No one builds a legacy by standing still.”

This vision drives their *Never Still* campaign and their expansion beyond just luggage into mobility essentials (backpacks, cross-body bags). It signifies a commitment to constant evolution—both for the traveler and the brand itself.





Values

1) Ingenieurskunst (The Art of Engineering): operate dedicated repair centers globally (often in hotels or stores) to fix wheels, handles, and locks on the go. This German term is central to their identity. It represents the fusion of precise industrial engineering with artistic craftsmanship. Every suitcase is treated as a symphony of materials and process, not just a product.

2) Durability & Repairability: Rimowa rejects disposable culture. In July 2022, they introduced a *Lifetime Guarantee* on all new suitcases, reinforcing that their products are built to last forever. Rimowa offers authentic service to their valued customers. They

3) Heritage Meets Modernity: While deeply rooted in its 1898 history, the brand actively courts relevance through collaborations with modern cultural icons like Supreme, Off-White, Dior, and Porsche. This value ensures they keep their cult status symbols for younger generations while retaining heritage credibility.

Brand Identity

Brand identity is not limited to a logo; it is the sum of all points of contact with the consumer. The use of high-quality paper stocks, precise folding, and the Monogram seal on the manual creates a *holistic customer experience*. This attention to detail reinforces the Brand Promise—that the product is worth the premium price because excellence is maintained across every touchpoint, not just the luggage itself.



1898 - 1937



1937 - 1950



1950 - 1981



1981 - 2018

RIMOWA

2018 - Present

Evolution of Visual Identity

The evolution of Rimowa's logo reflects its shift in Brand Positioning—from a pragmatic German manufacturer to a global luxury house

1) 1898–1950 (The Functional Era):

The early logos (1898–1937) emphasized the “actory (*Kofferfabrik*) nature of the business, focusing on the functional source of the product to build trust. The introduction of the “Rimowa” script (1937) signaled a shift toward a family-owned guarantee of quality, lowering the consumer's risk by attaching a personal name to the product.

2) 1950–2018 (The Industrial Era):

The pill shape logo (1950–1981) and its rounded successor (1981–2018) mirrored

the physical product—the rounded edges of the suitcases and the industrial nature of aviation aluminium. This era established the brand’s Internal Qualities (durability and engineering) as the primary identity.

3) 2018–Present (The Luxury Era):

The 2018 rebrand, introduced after the LVMH acquisition, utilizes a utilitarian, sans-serif typeface. This strips away the retro nostalgia of the pill shape, positioning Rimowa as a timeless fashion house rather than just a luggage maker.



The Monogram - A Reflection on Culture and Heritage



The Rimowa monogram, derived from the spires of the Kölner Dom (Cologne Cathedral), serves as a critical Cultural Anchor.

By visually linking the brand to a 13th-century Gothic cathedral, Rimowa appropriates the values of permanence, architectural grandeur, and German history.

The Grooves as a Symbolic Device

While the logo is the explicit identifier, the parallel aluminium grooves act as the brand’s *Implicit Identity*.

According to brand theory, a brand must possess *identifying symbols* that distinguish it from competitors. The grooves allow Rimowa to be instantly recognized from a distance without a visible logo.

The brand identity bridges the gap between what the company makes (tangible aluminium cases) and what the consumer buys (intangible status and resilience).

The visual rhythm of the grooves has become synonymous with the “Jet Set” lifestyle, effectively turning a functional reinforcement feature into a status symbol



Kapferer's Brand Identity Prism

Physique: Elements that make the brand recognizable.

- Vertical aluminium ridges inspired by the Junkers F13 aircraft.
- Shiny Aluminium-magnesium alloy and high-gloss Polycarbonate.
- The “M” logo with two vertices reflecting the spires of the Cologne Cathedral.
- Industrial silver, matte black, and occasional high-fashion seasonal colours.

Relationship: The connection between the brand and the user

- A lifetime connection; a partnership that is non-transactional. (“Lifetime Guarantee”)
- Concierge services that are global repair centers which create a feeling of being looked after anywhere in the world.

Reflection: The aspirational user of the brand

- The global citizen – someone who is creative, successful and always on the move
- A traveller who values functional luxury
- A user who signals wealth through design icons rather than loud branding

Personality: How the brand speaks and behaves

Traits – Sophisticated, resilient, engineered

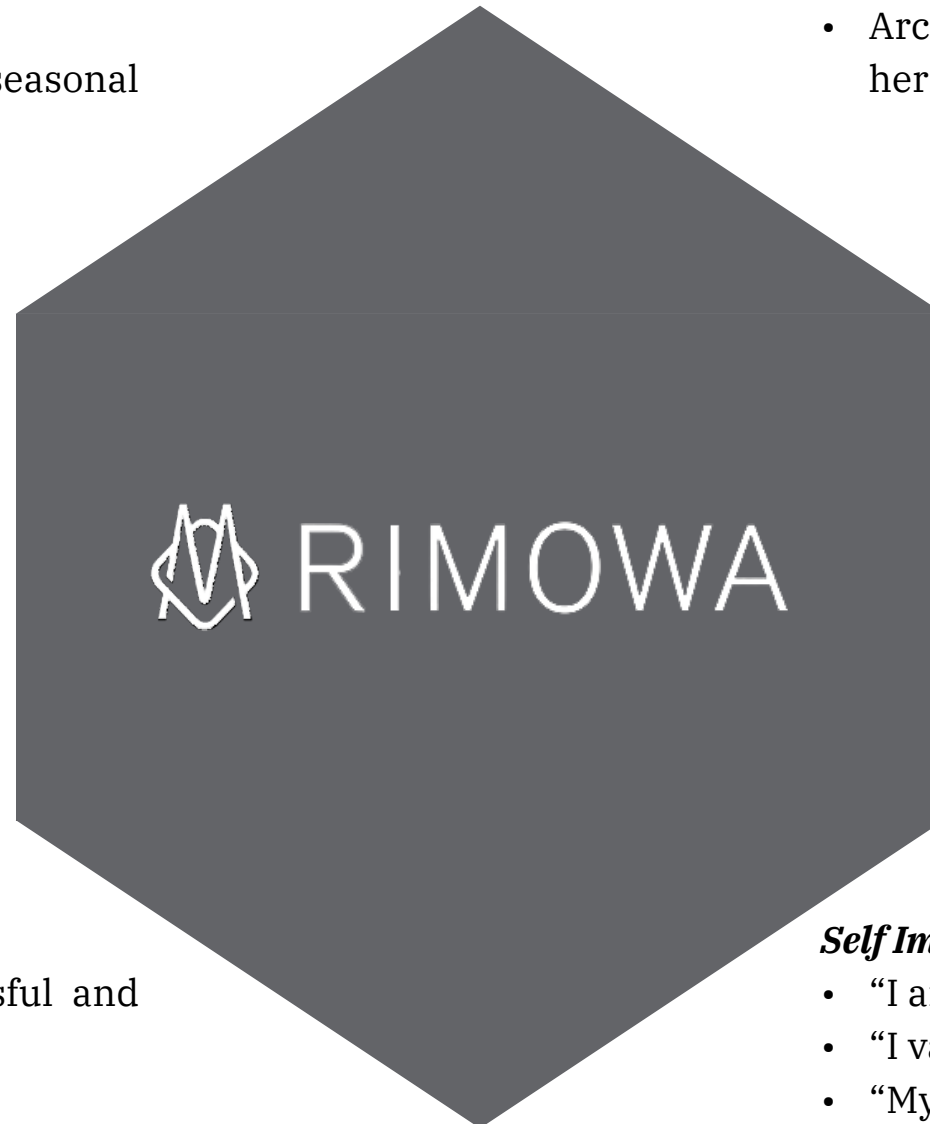
- Tone – “Quiet confidence”. The brand speaks in statements and doesn’t shout. For e.g., Ingenieurskunst
- Archetype – The creator/sage which combines wisdom and heritage with innovation.

Culture: The internal value system

- Ingenieurskunst. transl. The Art of Engineering.
- The brand is rooted in Cologne but is globally minded
- They have a belief system that travel drives personal evolution – no one builds a legacy by standing still

Self Image: How the customer sees themselves

- “I am a discerning traveller”
- “I value substance and quality over trend”
- “My journey is a legacy”



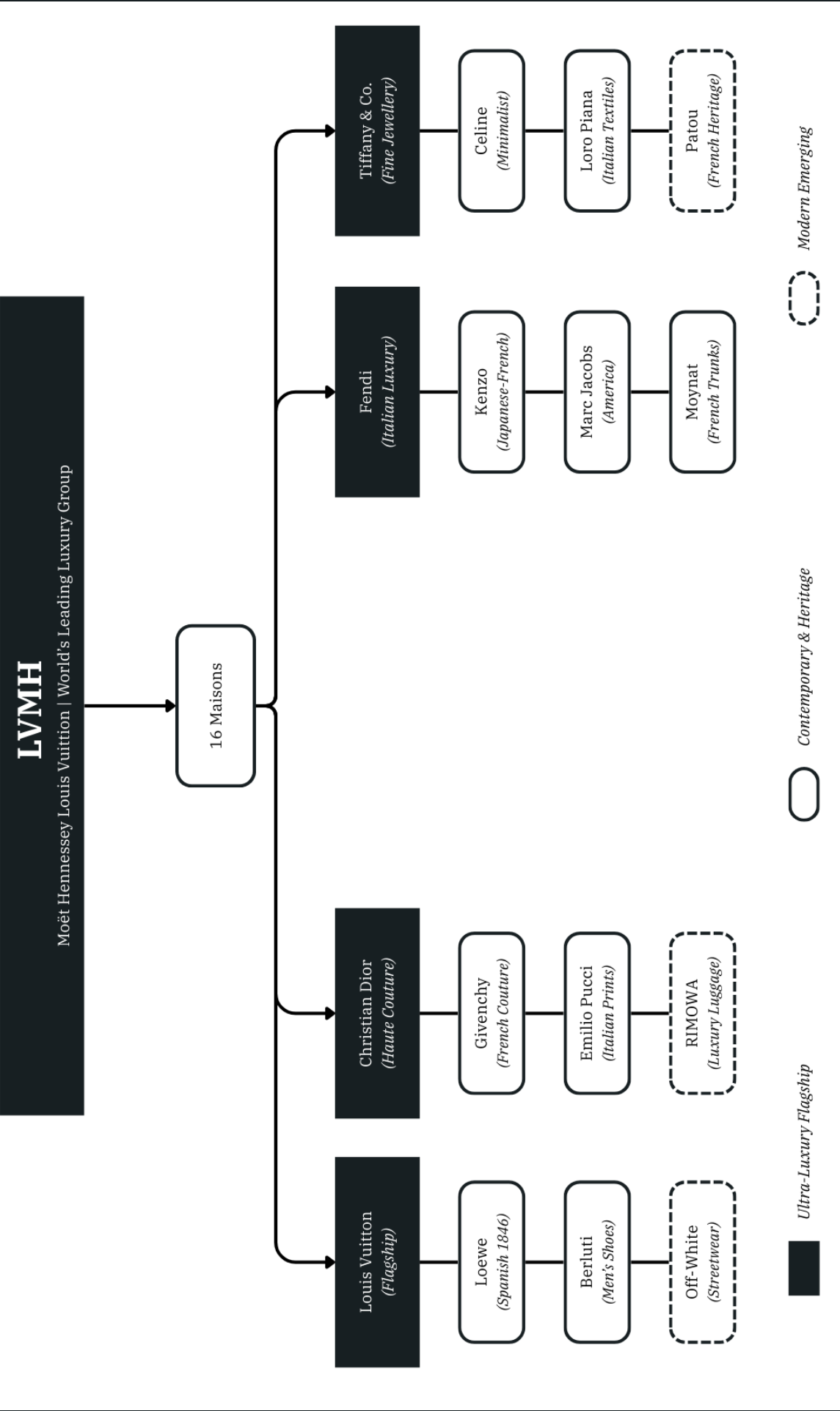
Brand Architecture

External Architecture

Rimowa operates as a subsidiary of the LVMH conglomerate. LVMH functions as a House of Brands. In a House of Brands, the parent company (LVMH) owns a portfolio of distinct brands (Rimowa, Louis Vuitton, Dior) that stand on their own in the marketplace.



Rimowa maintains a distinct personality, position, and product separate from other LVMH Maisons. This is critical because Rimowa's identity is rooted in *German engineering and industrial function*, which differs significantly from the French *haute couture heritage* of Dior or Louis Vuitton.

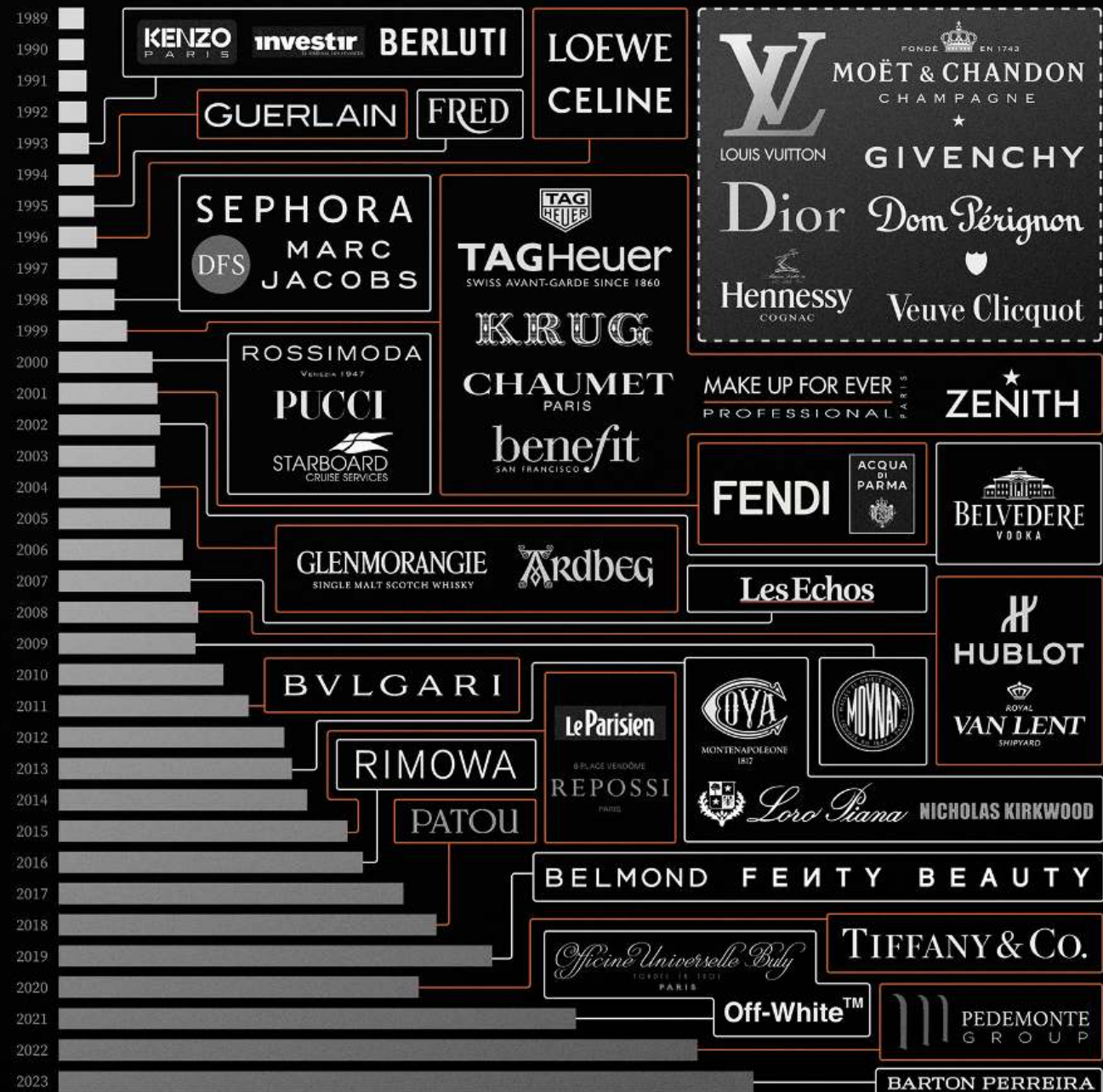


LVMH's Luxury Empire

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Acquisitions pre-1989



Revenue is up ~29x since 1989, growing from €3B to €86B

Internal Architecture

While LVMH is a House of Brands, Rimowa itself operates internally as a **Branded House** (also known as a Monolithic Brand). This strategy emphasizes a single master brand (Rimowa) that oversees all products. Every product carries the master name, followed by a descriptor (e.g., *Rimowa Original*, *Rimowa Essential*).

This is beneficial for a brand steeped in one product category. The immense brand equity of the *Original* aluminium case (durability, status) is transferred to newer, less proven lines like the *Essential* (polycarbonate) or *Never Still* (soft bags). A consumer trusts the soft bag because it carries the Rimowa name.



Rimowa Original



Rimowa Essential



Rimowa Hybrid



Rimowa Never Still

Rimowa Original is the core sub-brand consisting of the classic aluminum luggage with vertical grooves. ***Rimowa Essential*** was the world's first polycarbonate suitcase line, positioned for lightness and modern travel.

Rimowa Hybrid is a sub-brand that combines aluminum-magnesium alloy corners with a polycarbonate body for "functional luxury".

Rimowa Never Still is a lifestyle collection featuring backpacks, totes, and cross-body bags. This sub-brand is the most relevant to our project, as it shows the brand's architecture is already designed to support categories beyond hard-sided luggage.

CEO Hugues Bonnet-Masimbert took over Rimowa in 2021. Since then, the brand has elevated its status into mobility maison. Here are some key strategies that were implemented in FY 25:

- **Product Diversification:** Rimowa launched *The Original Bag* (unisex handbag) as an attempt to expand beyond travel luggage and into daily mobility.
- **Lifetime Guarantee:** This was a continued emphasis on the unconditional lifetime guarantee (introduced July 2022) to justify premium pricing and sustainability goals.
- **Collaborations:** Rimowa entered into high-profile partnerships (e.g., Vitra, Aimé Leon Dore) to maintain cultural relevance and desirability among Gen Z/Millennials.



- **Heritage Engineering:** Rimowa re-introduced the “Hammerschlag” (hammered aluminum) archive pieces to reinforce “German Engineering” authority.

Despite a -6% revenue decline in the wider Fashion & Leather Goods division (under LVMH), Rimowa has maintained great momentum by targeting resilient high net worth travellers.

Since LVMH does not publish individual statements for its 75 distinct maisons, Rimowa’s financial health is assessed through its parent division, Fashion & Leather Goods.

This sector serves as the primary indicator of the brand’s available resources, investment liquidity, and market pressure.

The wider division faced a -5% decline in organic revenue in the first nine months of 2025 compared to 2024. This contraction was driven largely by a normalization in post-pandemic luxury spending and reduced tourist flows in key Asian markets.

While the parent sector is contracting, this paradoxically heightens Rimowa’s strategic importance. In a cooling market, LVMH prioritizes brands with unique momentum.

Rimowa’s shift from pure utility to a mobility maison positions it as a defensive asset and captures spend from high-net-worth travelers who prioritize experiences (travel) over goods (pure fashion) during economic downturns.



Revenue by business group changed as follows:

<i>In millions of euros</i>	First 9 months 2024	First 9 months 2025	Change: First 9 months 2025/2024 Reported Organic*		Change: Q3 2025/2024 Organic*
Wines & Spirits	4 193	3 917	-7%	-4%	+1%
Fashion & Leather Goods	29 922	27 611	-8%	-6%	-2%
Perfumes & Cosmetics	6 148	6 040	-2%	0%	+2%
Watches & Jewelry	7 536	7 409	-2%	+1%	+2%
Selective Retailing	12 559	12 613	0%	+3%	+7%
Other activities and eliminations	395	500	-	-	-
Total LVMH	60 753	58 090	-4%	-2%	+1%

* On a constant consolidation scope and currency basis. For the Group, the impact of exchange rate fluctuations in the first nine months of 2025 was -2% and the impact of changes in scope was negligible. For the third quarter of 2025, the exchange rate impact was -5% and the impact of changes in scope was negligible.

Here are three points that can be inferred from the table above:

Strong Sector Liquidity: Despite the revenue dip, the Fashion and Leather Goods division of LVMH generated €27.6 billion in revenue, in just 9 months. This guarantees enough internal funding for Rimowa for new product launches.

Investment in Inventory: The reduced rate of inventory turnover is likely due to the -5% drop in organic sales. This requires Rimowa to be more strategic with stock levels to avoid over-assortment in slower markets like China

Inventory Management Focus: With the decline in tourist spending power (especially in Europe), Rimowa must shift their inventory allocation towards local demand hubs

Rimowa operates within the Fashion and Leather Goods Sector of LVMH, which serves as the primary indicator of the brand’s financial health.

As seen in the graph, the sector has faced a challenging FY 2025, with the revenue trailing right behind FY 2024 across the 3 quarters.

The sharpest drop occurred in Q2, which was driven by the reduce in tourist spending, in Asia. The revenue has stabilized in comparison to Q3 of FY 2024, but remains lower, in every quarter.



The consistent decline in core sector revenue demonstrates a need for new organic growth drivers (such as our proposed product extension) to reverse the trend and reduce reliance on volatile tourist flows.

Online Revenue

In 2024, Rimowa’s digital flagship, rimowa.com, generated a total Gross Merchandise Value (GMV) of **US \$61.0 million**, exclusively through first-party sales without reliance on third-party marketplace sellers.

This figure represents a robust year-over-year growth trajectory of **10% to 15%** compared to 2023, driven largely by the US market which commands a 36% share of online revenue. Looking forward, the brand’s digital performance is projected to stabilize into a mature growth phase, with 2025 forecasts estimating a revenue increase between **5% and 10%**. Recent data from January 2026 further indicates this stability, with the brand recording **US \$5 million** in monthly revenue, showing consistent post-holiday retention rather than a sharp seasonal drop-off.



Product Offering

Tangible Products (Luxury Goods)



- Suitcases:**
Suitcase categories offered by Rimowa include:
- The Original
 - The Essential
 - The Classic
 - The Essential Sleeve
 - Distinct
 - Hybrid
 - The Essential Lite

- Bags:**
Bag categories offered by Rimowa include:
- Groove
 - Original
 - Never Still
 - Personal
 - Attaché



Accessories:

Accessory categories offered by Rimowa include:

- Collaboration (currently between Rimowa and Mykita)
- Phone Cases
- Sunglasses
- Customisable Bag Tags for Luggages
- Customisable Wheels



Specialty:

Specialty categories offered by Rimowa include:

- Collaboration to introduce trumpet cases
- Watch Cases
- Travel Games like Mahjong, Chess, and Poker
- Vanity cases

Inangible Products (Services)



Rimowa offers these services, not only to build brand loyalty but also to ensure the products remain a status symbol, rather than just functional.

1. Care and Maintenance:

- **Lifetime Guarantee:** Covers functional damage to suitcases, a

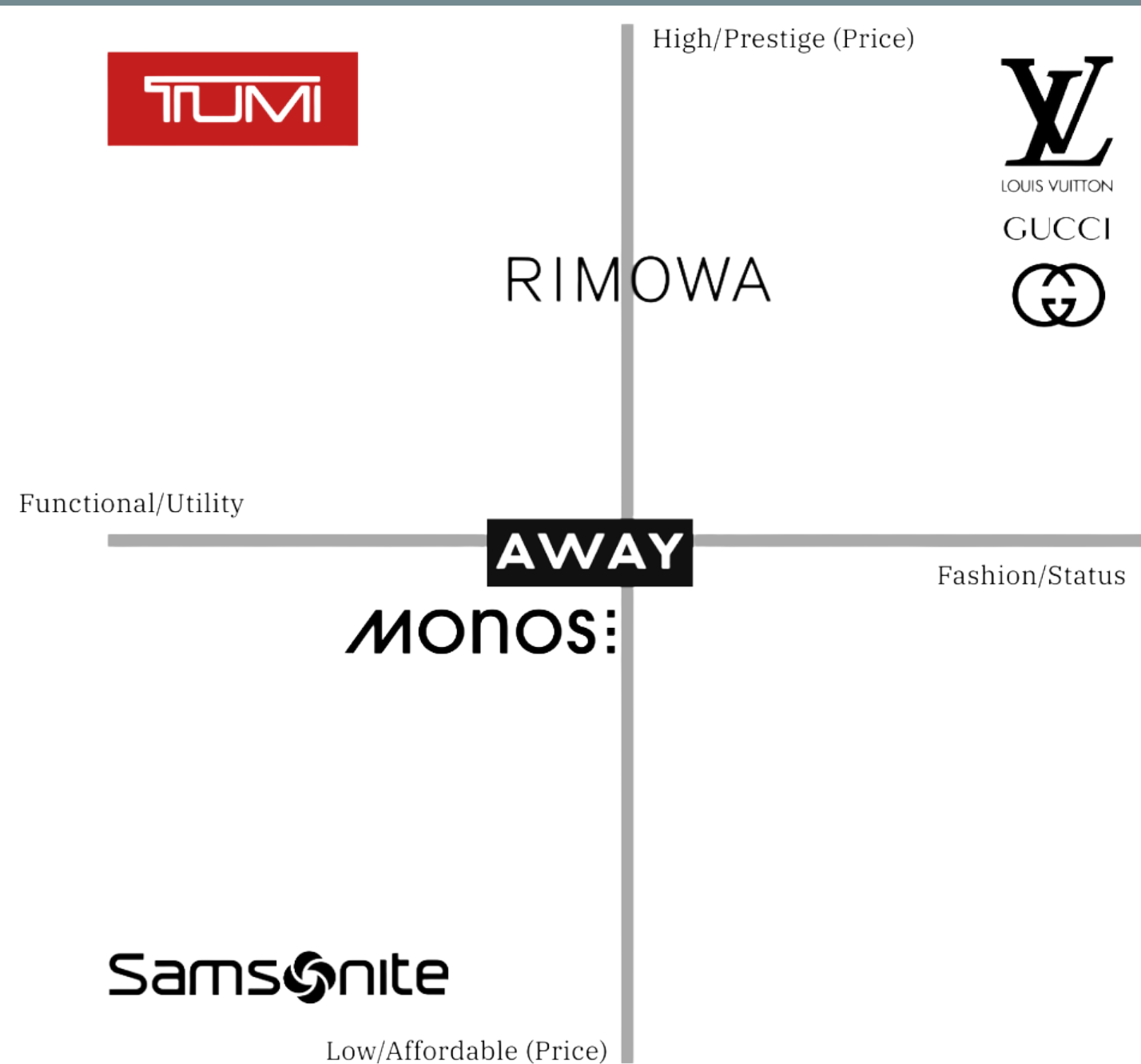
key selling point for durability-focused luxury.

- **RE-CRAFTED program:** A circular economy initiative where customers can resell pre-owned, refurbished suitcases.
- **Global Repair Network:** Access to over 120 repair points worldwide, including in-hotel repair services at partner luxury hotels.

2. Personalisation and Experience

- **Rimowa Unique:** Replacement wheels, handles, tags for Classic Suitcase line
- **Personalised Clientele:** In store appointments and live chat advice

Brand Positioning



Rimowa adopts a “Functional Luxury” positioning strategy, distinguishing itself as a mobility brand rather than just a luggage manufacturer. The brand has positioned themselves strategically to occupy the ideal market position, with mid-high range products, high on function/utility and ideal for a consumer who values their social status.

Pricing Strategy



Rimowa employs a Prestige Pricing Strategy, setting price points significantly above functional competitors to signal exclusivity and superior quality. With aluminium carry-ons priced upwards of \$1,400 and polycarbonate models around \$800+, the brand targets “low price conscious” consumers (Affluent Globetrotters and Gen Z status-seekers) who associate high price with high status.



Distribution Channel Overview

Starting 2017, Rimowa attempted a strategic shift in their distribution channel. They began by moving from wholesale-heavy product distribution to a direct-to-consumer (DTC) model. This previously constituted to approximately 95% of the wholesale revenue and today, the vast majority of the sales are captured through brand-owned channels, and wholesale partnerships reduced to a highly selective and minimal fraction of the business mix.

Rimowa also makes use of a highly controlled Selective Distribution Strategy designed to protect brand exclusivity and pricing power. By avoiding the mass-market and third-part platforms, the brand ensures that every customer interaction reflects the “Ultra-Luxury” positioning.

Why does this shift matter?
Control and Brand Integrity:

This transition to the vertically intergrated distribution model grants Rimowa sole pricing control, which eliminates the risk of third-party discounting that can essentially dilute brand equity. By owning the entire sales channel, the brand ensures a consistent luxury experience globally, whether a customer visits the flagship store in Tokyo or shops online in New York.



2X2 Channel Framework

	Direct-to-Consumer (Brand Controlled)	Indirect/Wholesale (Partner Controlled)
Online	The Digital Flagship (rimowa.com) 15% of total sales. <i>Why this works:</i> 100% full control over data, pricing and the lifetime guarantee process	Authorised Luxury E-Tailers Less than 1% of total sales Partners like 24S (Owned by LVMH), High-end Department Store sites (e.g., harrods.com) <i>Restriction: No presence on open marketplaces (Amazon/eBay)</i>
Brick & Mortar	Global Boutiques Approximately 80% of total sales <i>Why this works:</i> 150+ flagships in high network area (Ginza, NYC, Paris) Primary revenue engine and Brand Temple	Luxury Department Stores Approximately 5% of total sales Partners like Harrods (London), KaDeWe (Berlin), Isetan (Tokyo) <i>Why this works:</i> Proves that Rimowa is a luxury house and not just a luggage brand

This matrix visualizes Rimowa’s aggressive shift toward Vertical Integration. By actively reducing the right side of the matrix (Indirect/Wholesale) and expanding the left side (Brand Controlled), Rimowa has effectively built a fence around its brand.

Strategic Context

Rimowa’s current structure is the result of a deliberate strategic shift following its acquisition by LVMH in 2016. Historically, Rimowa relied heavily on wholesale and multi-brand retail partners, which limited pricing control and brand consistency. Under LVMH, Rimowa transitioned toward a DTC luxury model and has prioritised the company-owned channels both online and offline.

This structure allows the brand to decouple itself from general market trends. When a third-party retailer discounts luggage to clear stock, Rimowa is unaffected because it owns its inventory.

This transforming aligns Rimowa with broader luxury industry practices, where distribution control is central to

preserving brand equity, exclusivity and long-term value.

Now, Rimowa’s distribution strategy favors company owned physical and digital methods that reinforce price integrity, experiential retail and brand storytelling, all while maintaining only limited external partnerships for strategic market access.



Company-Owned/Brick-and-Mortar (DTC Offline)

Rimowa’s primary distribution channel is its company-owned brick-and-mortar retail network, which accounts for the majority of the global revenue. This economic engine generates approximately 80% of total revenue. Rimowa’s 150+ global boutiques are strategically located in A-List luxury corridors and this reduced the wholesale partnerships. Some of the boutique locations include Paris, New York, Tokyo, Shanghai, and Berlin.

These stores function not only as retail spaces but as brand experience centers, that offer repair, personalisation and curated merchandising that reinforces Rimowa’s heritage, craftsmanship and functional luxury position. They are designed not just to hold stock but to sell a lifestyle.

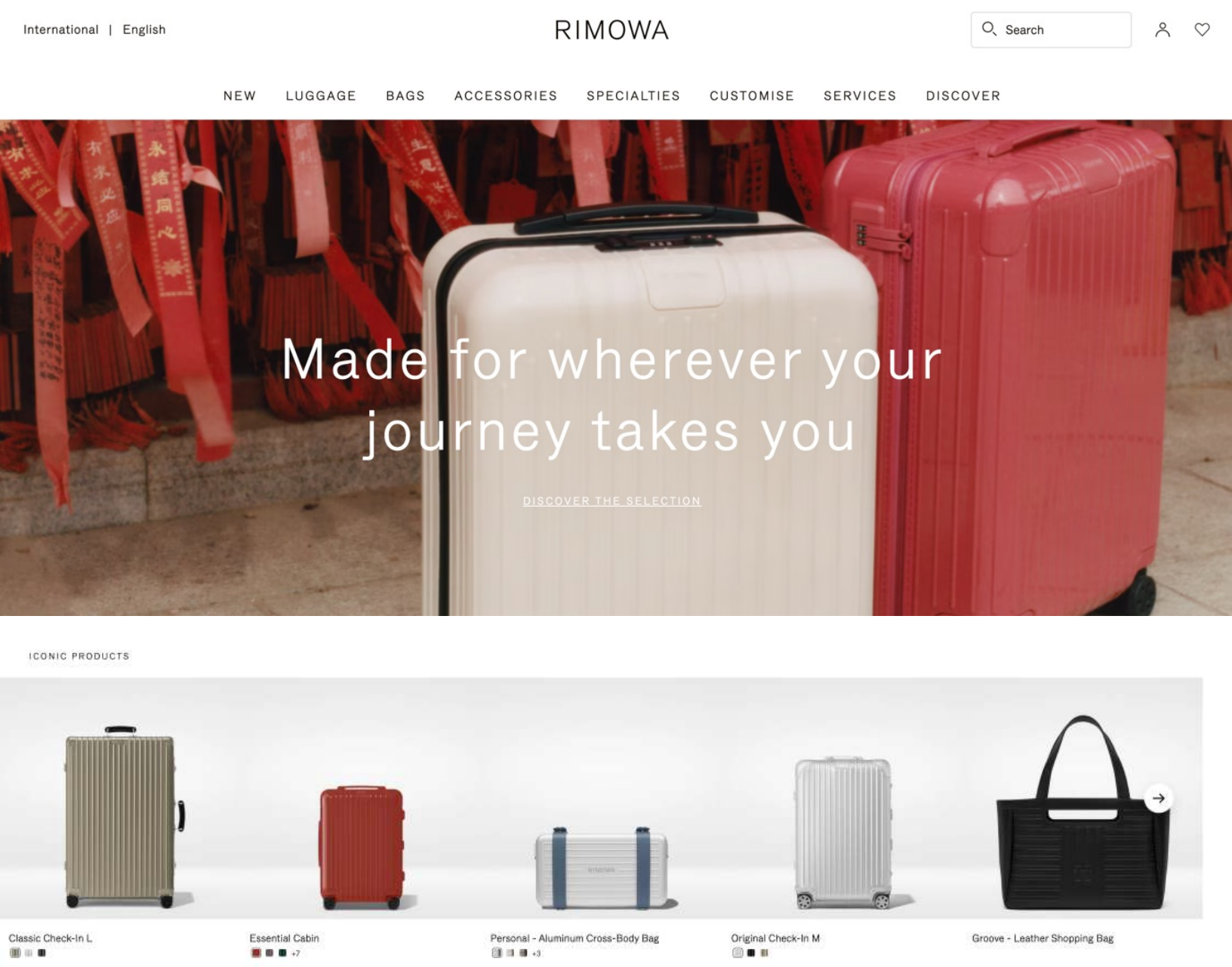
In a digital world, the physical weight and the physical touch of an aluminium suitcase would be its strongest selling points. The boutiques also allow the customer to physically evaluate the €1,200+ price tag and a sensory confirmation that e-commerce simply wouldn’t be able to replicate.

The strategic role of the brick-and-mortar stores is for brand storytelling, service differentiation, and luxury experience control



Company-Owned/Online (DTC Online)

The *rimowa.com* flagship is the brand’s fastest growing channel that captures almost 15% of the total sales. This reflects the brand’s commitment to direct-to-consumer distribution. The platform mirrors the in-store experience and functions as the primary research hub for the ROPO (Research Online, Purchase Offline) customer. The website also projects the products’ minimalist design, and curates the product assortments for repeat customers and since this is a 1P (First-Party) channel, Rimowa owns 100% of the customer data. This is critical for their Lifetime Guarantee program which requires users to create a digital profile, effectively locking the customer into the Rimowa ecosystem for life.



Other-Owned/Online (Selective Third-Party Digital Platforms)



This quadrant represents Rimowa’s presence on online platfor^s, which reflects its strategy to avoid brand dilution and discount exposure. The brand restricts third-party digital sales exclusively to Certified Luxury Platforms like *24S.com* (owned by LVMH) and *Tmall Luxury Pavilion* (in China).

These partnerships are tactical rather than core to Rimowa’s distribution model and are used selectively in markets where digital ecosystems differ significantly from Western luxury retail norms. The strategic role of this channel is support to the market entry, and controlled digital exposure. Rimowa partners with Tmall to ensure efficient logistics in

China, securing market reach while maintaining absolute control over the storefront’s visuals and pricing.



Other-Owned/Brick-and-Mortar (Residual Wholesale Channel)

The Other-Owned physical channel has undergone a massive restructuring. Before the acquisition by LVMH, Rimowa relied heavily on wholesale distribution through department stores and multi-brand luggage retailers. Today, however, that network has been slashed to a handful of Legacy Luxury Partners like Harrods (London), KaDeWe (Berlin) and Isetan (Tokyo).

These authorised retailers have to meet strict merchandising and brand standards set by Rimowa and a customer at Harrods (for e.g.) gets the same service standards as a customer in a standalone boutique. This ensures the brand equity is never diluted by the partner's lower standards. More importantly, even within these stores, Rimowa often operates as a concession meaning Rimowa rents the floor space and hires the staff, rather than selling the inventory to the store.

Strategic implication of this channel is the vast geographic coverage and controlled brand visibility.



Marketing and Communication

Rimowa currently employs a Direct-to-Consumer (DTC) strategy that redefines the brand as “Functional Luxury” through the 4 E’s framework (Experience, Everyplace, Exchange, Evangelism). By prioritizing emotional storytelling and a seamless omnichannel ecosystem—ranging from exclusive collaborations to lifetime repair services—they shift the customer relationship from a simple transaction to a lifelong partnership.

Furthermore, this strategy actively leverages the Sales Funnel by using data-driven clienteling and high-profile cultural campaigns to turn satisfied buyers into vocal advocates, thereby securing long-term brand equity.





4 E's Marketing Model

Current Implementation

Rimowa has actively shifted from the traditional 4 P's to the 4 E's to align with its "Functional Luxury" positioning.

1) Experience (Product)

Rimowa has positioned its suitcases as travel companions, and through their *Re-Crafted* program (which refurbishes vintage/used cases) creates a narrative of longevity and shared history. This is a lifetime guarantee on new suitcases that reinforces the idea of a product that evolves with the user's life experiences.

2) Everyplace (Place)

Rimowa meets the customer where they are which is achieved by blending the digital and the physical worlds that allows customers in physical boutiques to order items that may have been out-of-stock. This pushes the customers to place an order for the item directly to their homes. By use of geolocation and storing data, Rimowa is able to push relevant ads to travelers in airports or specific cities.

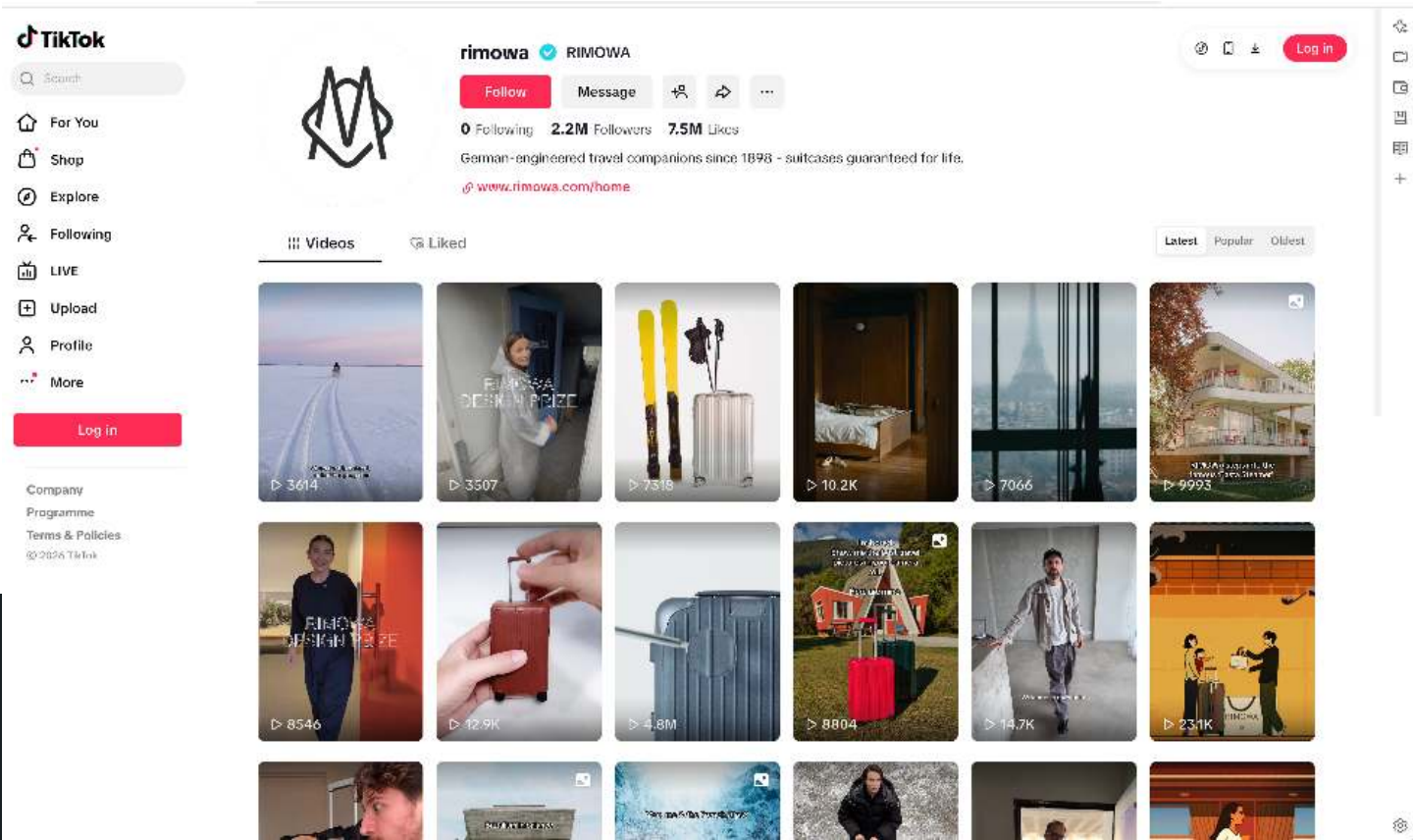
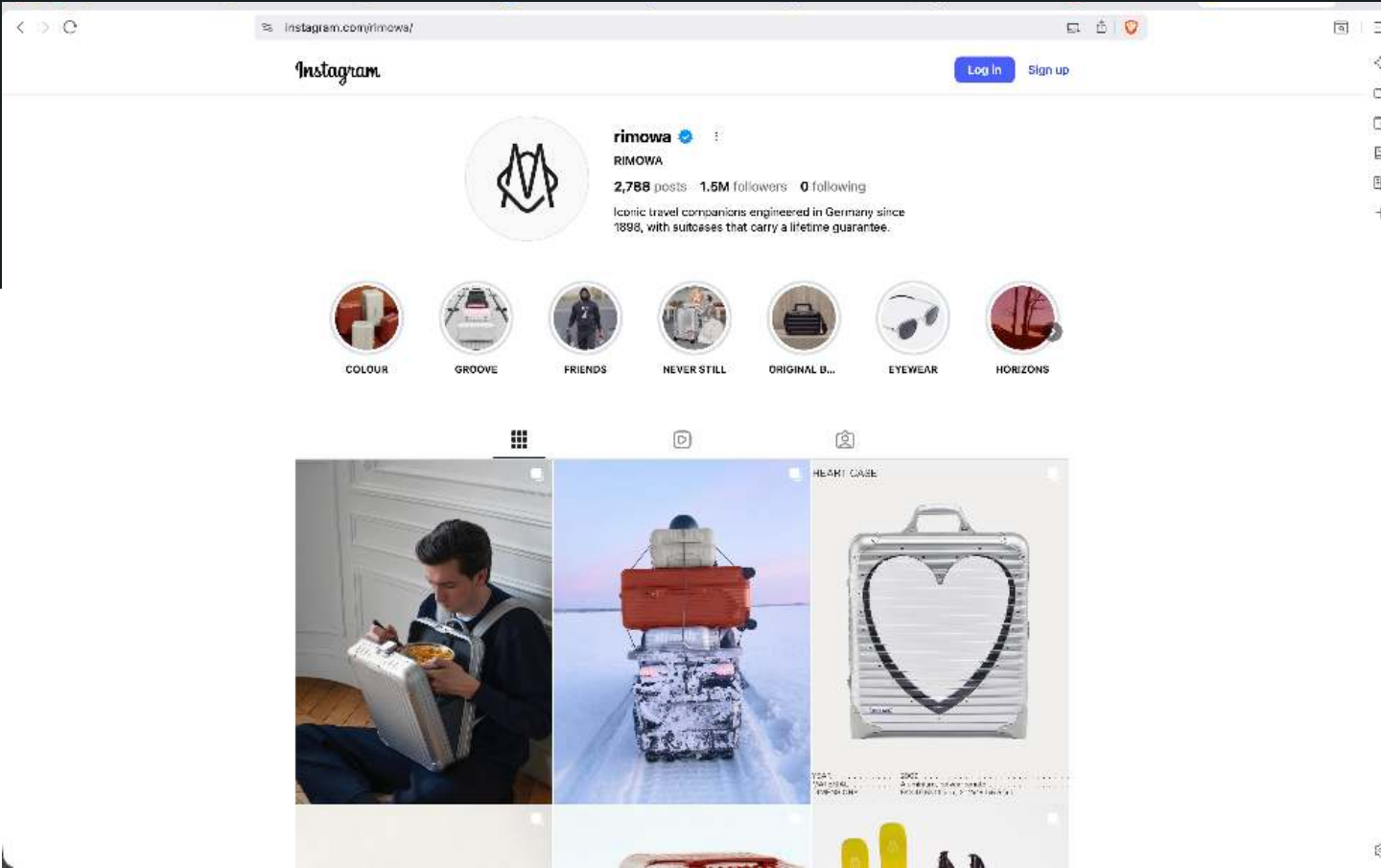


3) Exchange (Price)

Rimowa implements high-profile collaborations (Tiffany & Co., Supreme, Off-White) to create a *drop culture* hype. Customers begin to exchange their attention and social capital for the status of owning a limited edition piece.

4) Evangelism (Promotion)

The *Never Still* campaign features cultural icons like Rihanna, LeBron James, Roger Federer, by sharing personal stories of travel which encourage customers to adapt the *ambitious traveler* mindset and share their own journeys on social media.



Visual Storytelling

From a social media POV, Rimowa has mastered the art of “Visual Status.” They don’t just sell luggage; they provide a digital prop that signals “I am a well-traveled, culturally aware individual.” By mixing high-end documentary storytelling with raw, user-generated content of battered suitcases, they successfully appeal to both the heritage luxury buyer and the hype-driven Gen Z consumer.

Unlike most luxury brands that show pristine, new products, Rimowa encourages its customers to show and post about their dented, scratched, and sticker-covered suitcases. Rimowa then reposts these images, and the damage is framed as a “badge of honour” or a travel memory. This creates a psychological shift - a damaged Rimowa suitcase is more valuable than a new one because it proves you are a seasoned traveller.

Engineered for Life Campaign

The *Engineered for Life* campaign (often associated with the *Lifetime of Memories* tagline) was the strategic backbone of Rimowa’s current brand identity. It served as a dual-purpose marketing tool that justified the premium price point through rational engineering claims while simultaneously building an emotional narrative around the longevity of travel memories.

The core concept of the campaign was highlighting the beauty in imperfection. In the campaign films, the focus starts off with the shots in first-class lounges with shiny new bags and the camera lingers on the scratches and the dents on the suitcases as they move through the real world.

Rimowa launched web-based tools where users could scan a virtual suitcase and see how it would look after 10, 20, or 30 years of travel.

RIMOWA

ENGINEERED
FOR LIFE



The circular economy initiative also allows customers to trade in used aluminium suitcases, which are then refurbished and resold. This reinforces the idea that the product is so well-engineered it can outlast its original owner, appealing to sustainability-conscious consumers.

Engineered for Life is a masterclass in reframing a negative (product wear and tear) into a positive (emotional legacy). It turns the suitcase from a disposable commodity into a companion that evolves with you.



New Horizons Campaign

The *New Horizons* campaign is a digital film series that moves away from global superstars and focuses on specific atmospheric travel destinations.

In this campaign, Rimowa commissions local filmmakers and photographers to capture the soul of a specific region. These are not advertisements in a traditional sense, these are moody, and artistic short films where the suitcase is just a prop in a larger, beautiful scene.

This is “glocal” (global+local) marketing scheme that helps the locals of the region resonate with the insider view

to international travelers. This positions Rimowa as a culturally savvy brand that understands the nuance of different places.



New Product Extension

This project explores the development of a new Travel Apparel category for Rimowa, extending the brand’s philosophy of ‘Functional Luxury’ into the realm of wearable mobility. Rooted in the house’s legacy of German engineering, industrial durability, and iconic aluminum design, the apparel concept focuses on silhouettes that mirror Rimowa’s connection to seamless travel and its commitment to utilitarian precision.

Positioned at the intersection of industrial design and modern fashion, the collection is designed to offer a sophisticated uniform for the ambitious traveler—one that enhances the ‘Never Still’ lifestyle beyond luggage.



PART II

The Consumer Segmentation

Consumer Segmentation

Rather than cohort-based segmentation (Gen Z, Millennials, etc.), Rimowa’s customers are best segmented by motivation, lifestyle, and behavior, which better reflect luxury purchasing drivers. However, segmenting them based on demography, geography, psychography, sociography would help identify the core consumer.

Demographic Segmentation

Age: 25–45 years old (Primary: Millennials; Secondary: Gen Z).

- *Currently the largest web traffic group for Rimowa is 25 to 34 year olds, which indicates a shift from the older heritage buyers to younger, more affluent professionals.*

Gender: 52% Male / 48% Female

- *While traditional luggage is unisex, Rimowa’s specific audience on platforms like Instagram leans slightly male, often targeting the “tech-savvy business traveler.”*

Income: High Net Worth (HNW) & HENRYs (High Earners, Not Rich Yet).

Indicator: Consumers willing to pay a premium price (\$1,000+ per case) for durability and status.

Geographic Segmentation

Key Regions: North America (47% traffic) and Asia Pacific (APAC)

Top Countries: United States, Japan, South Korea, Germany

Location Type: High Net Worth (HNW) & HENRYs (High Earners, Not Rich Yet).

Specific Cities: New York, London, Tokyo, Shanghai, Berlin. These places are considered the hubs for the creative class and international businesses.

Analysis: Rimowa targets countries as well as cities to deepen their market segments. Their retail strategy focuses on *Design Districts* (e.g., SoHo in NY, Aoyama in Tokyo) rather than traditional luxury avenues, aligning with where their creative clientele live and work.



Psychographic Segmentation

The purpose of segmenting customers into the psychographic element ensures that Rimowa’s customers are the cream of the crop. These customers view travel as an essential to their personal growth and aren’t considered tourists but travellers. These customers value mobility and efficiency over everything.

Values: Functionality, Minimalism, Heritage

Reject logomania (flashy logos) and trade it with Quiet Luxury. Prefer products that speak through design rather than branding. See the dents in their suitcases as “scars of honour” from their journeys.

They are often “early adopters” of trends. They want to be seen as “insiders” who know the best hotels, the best airlines, and the best gear.

Sociographic Segmentation

Rimowa owners often belong to a specific “tribe” of creatives—Architects, Graphic Designers, Tech Founders, and Art Directors. They share a visual language that appreciates industrial materials (aluminum, concrete, glass).

The people belonging to this segment are passionate about design, photography and streetwear.

Analysis: This customer is likely to own a Leica camera, wear Common Projects sneakers, and have a Herman Miller chair in their office. Rimowa collaborations (e.g., with Off-White, Tiffany, and Aesop) are specifically chosen to overlap with these other “cult” brands.

Behavioural Segmentation

The behavioural segmentation focuses on patterns, habits, usage frequency, and brand loyalty. Based on the *usage* the customers can be categorised into two segments: the road warrior and the seasonal jetsetter.



The road traveler travels 15+ times a year for business. They rely on Rimowa’s “Multiwheel” system to navigate airports quickly. They view the luggage as a tool that cannot fail. On the other hand, the seasonal jet setter travels 2–3 times a year for high-end vacations (e.g., Aspen, Amalfi Coast). For them, the suitcase is a prop for the “departure lounge photo” as much as it is a container.

Rimowa has successfully turned luggage into a collectible category. High-loyalty customers don’t just buy one suitcase; they collect the ecosystem, buying the aluminum iPhone case, the cross-body bag, and the limited-edition stickers to customize their case. They are likely to buy “drops” (collaborations) immediately upon release.

In terms of the *purchasing habits*, Rimowa customers often purchase luggage as a milestone achievement, as a gift for graduation or a first major promotion. The other option is when a customer decides they are “done with throwing away cheap bags” and wants to invest in their last suitcase.

Benefit Segmentation



Benefit segmentation focuses on the specific value or the problem-solving feature that the customer is seeking.

The functional benefit of this method of segmentation is functional in terms of German engineering and repairability

These customers are seeking absolute reliability. They value the Lifetime Guarantee and the global network of repair hotels. They buy Rimowa because they know that if a wheel breaks in Tokyo, it can be fixed before they fly to London.

The key feature is the indestructible nature of the grooved aluminum and the smooth glide of the wheels.

Unlike a Louis Vuitton Monogram bag which screams luxury, a silver Rimowa trunk nudges the viewer toward it. It signals that the owner is a frequent, wealthy traveler without needing a giant logo. It aligns with the *Quiet Luxury* trend.

Customers justify the \$1,500+ price tag by calculating the cost per mile. Because Rimowa cases hold their resale value (often selling for 70-80% of retail price on second-hand markets), the net cost of ownership is viewed as low compared to cheaper bags that end up in a landfill.

Proposed Segmentations

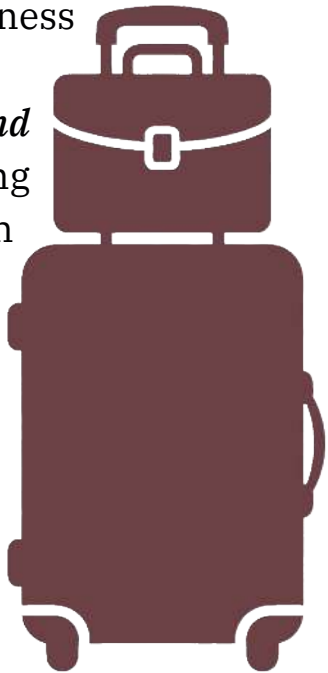
Based on the market segmentation, the following consumer segments were derived:

Segment	Core Driver	Primary Motivation
Segment 1	Performance-driven mobility	Efficiency, durability, business utility
Segment 2	Status-driven lifestyle	Symbolic value, prestige, cultural capital
Segment 3	Design & heritage appreciation	Craftsmanship, timeless aesthetics
Segment 4	Fashion-forward explorers	Trend relevance, collaborations, creativity

Segment 1: The Executive Frequent Traveler

Here are the defining characteristics for the *executive frequent traveler*:

- **Behavioral:** High-frequency international travel for business purposes.
 - These consumers prioritize *efficiency, reliability, and seamless mobility*. They value Rimowa’s engineering excellence, lifetime warranty, durability, and smooth functionality. Their purchases are utilitarian but still luxury-oriented.
- The **demographic** of these consumers are:
 - Aged between 30–55, They are senior managers, consultants, finance professionals, entrepreneurs.
- The **geographic** segmentation for these consumers are primarily global financial hubs (New York, London, Frankfurt, Singapore, Hong Kong).
- In terms of the **sociographic** segmentation, they are upper-middle to upper class; career-driven lifestyle

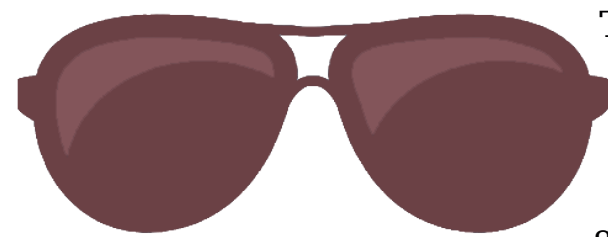


- The **psychographic** element of these consumers ensures they remain pragmatic, efficiency-oriented, time-sensitive
- In terms of their **behaviours**, the executive frequent travelers indulge in high purchase frequency, are extremely loyal to the brand loyalty and are repeat buyers
- These consumer **seek** durability, reliability, functionality, lifetime service

What They Seek from Rimowa:
Engineering excellence, operational efficiency, and stress-free travel solutions.

Segment 2: The Status-Seeking Global Elite

Here are the defining characteristics for the *status-seeking global elite*:



This segment views Rimowa as a status object. The brand’s aluminum shell, celebrity endorsements, and social media presence make it a symbol of elite global mobility.

- **Behavioral:** High-frequency international travel for business purposes.
 - These consumers prioritize *limited editions, collaborations, visible consumption.*
- The **demographic** of these consumers are:
- Ages 25–45; celebrities, influencers, entrepreneurs, heirs
- The **geographic** segmentation for these consumers are fashion capitals like Paris, Milan, NYC, Seoul, Shanghai.
- In terms of the **sociographic** segmentation, these consumers are high-net-worth individuals, global elites
- The **psychographic** element of these consumers are that they are status-driven, image-conscious, exclusivity-oriented
- These consumer *seek* prestige, exclusivity, social recognition

What They Seek from Rimowa:

Symbolic capital, cultural relevance, and visual distinction



Segment 3: The Design & Heritage Connoisseur

Here are the defining characteristics for the *design and heritage connoisseur*:

These consumers value Rimowa’s German engineering heritage, minimalist aesthetic, and industrial craftsmanship. They see Rimowa as a design object rather than a trend product.

- **Behavioral:** Low frequency buyers but are highly and emotionally loyal
- The **demographic** of these consumers are:
- Aged between 35–65; These individuals are designers, architects, collectors, academics
- The **geographic** segmentation for these include areas from/around Europe, Japan, urban U.S. cultural centers
- In terms of the **sociographic** segmentation, these people are cultural elites and select tastemakers
- The **psychographic** element of these consumers are those who are heritage-focused, quality-driven, and emotionally attached to craftsmanship
- In terms of their **behaviours**, this segment of the market focus on low frequency but high emotional loyalty
- These consumer *follow* authenticity, durability, legacy

What They Seek from Rimowa:

Timeless design, craftsmanship, authenticity, longevity



Segment 4: The Fashion-Forward Cultural Explorer

Here are the defining characteristics for the *fashion-forward cultural explorers*:

This segment is younger, culturally connected, and heavily influenced by fashion collaborations, TikTok visibility, and celebrity endorsements. Rimowa represents lifestyle aspiration and identity expression

- **Behavioral:** Collaboration purchases, fashion drops, social sharing.
 - The **demographic** of these consumers are:
 - Ages 18–35; creatives, content creators, students, fashion professionals
 - The **geographic** segmentation for these consumers are fashion capitals like NYC, LA, Seoul, Shanghai, Tokyo, Paris.
 - In terms of the **sociographic** segmentation, these consumers are urban creative class
 - The **psychographic** element of these consumers are that they are trend-driven, expressive and novelty-seeking individuals
 - These consumers **seek** Style, individuality, cultural relevance

What They Seek from Rimowa:

Trend relevance, fashion identity, social media presence



Chosen Segment: Segment 4: The Fashion-Forward Cultural Explorer

Rimowa has already demonstrated success expanding into fashion-driven lifestyle products such as leather handbags, accessories, and collaborative capsules.

This segment represents:

- Highest growth potential
- Strong social media influence
- Brand rejuvenation opportunity
- Cross-category extension compatibility

This group drives cultural capital, brand visibility, and long-term brand desirability, especially through TikTok virality, influencer marketing, and collaborative storytelling

Unlike traditional business travelers, this segment enables Rimowa to:

- Expand into fashion, accessories, and lifestyle categories
- Build emotional brand attachment
- Future-proof its luxury positioning

“A design-driven global professional who views travel as identity, invests in long-lasting engineered goods, and seeks seamless mobility across every aspect of life.”

In terms of purchasing behavior, this customer is highly focused on heritage and durability, typically opting for the *Original Aluminum Carry-On* as their primary travel tool. Because they view this purchase as a long-term investment, their buying cycle is relatively long, returning to the brand every 5–7 years for upgrades or additional sizes.

Despite the long gap between major purchases, they remain engaged with the brand by *investing in personalization* options to distinguish their gear. Ultimately, they have *shown deep brand loyalty*, viewing Rimowa not just as luggage, but as a lifetime travel companion.

Consumer Persona

Elena Chen

Age: 29 (The bridge between Gen Z influence and Millennial purchasing power)

Location: New York City (Home Base) / Travels frequently to Shanghai, London, & Paris

Occupation: Creative Brand Strategist / Digital Consultant

Income: \$150,000 – \$170,000

Education: Master's in Global Communication or Design Management

Psychographic Profile

- Believes “What I travel with = Who I am.” Her luggage is a moving symbol of her taste and professional success.
- Values “quality over quantity.” She prefers timeless, industrial aesthetics over fleeting trends but creates “fashion moments” through styling.
- High social media influence. She is “trend-sensitive” but filters trends through a lens of sophistication.
- Valuing travel for personal growth and cultural capital rather than just leisure.



Bio and Lifestyle

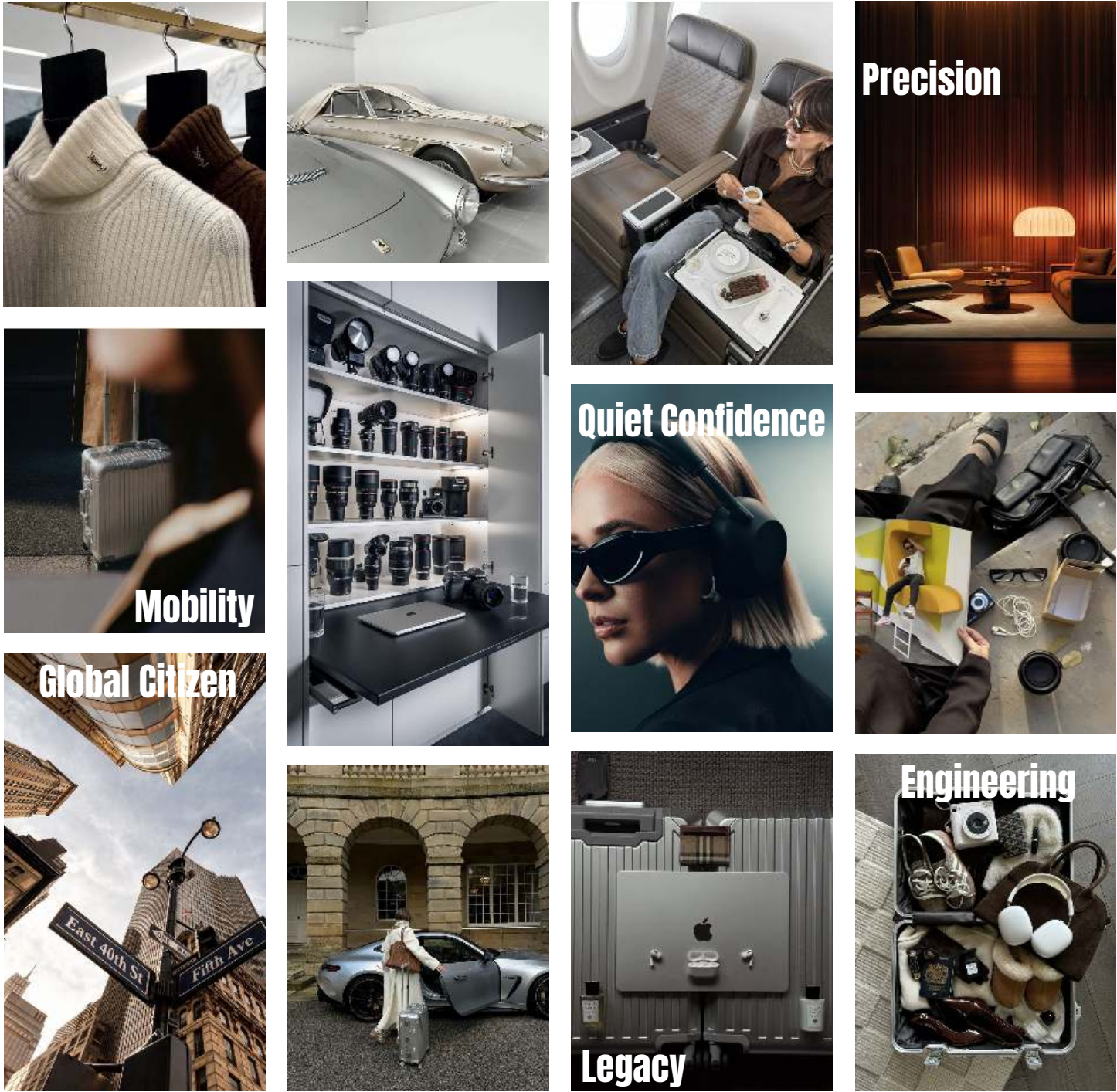
Elena operates at the intersection of tech, fashion, and digital culture. As a creative strategist, she isn't just a tourist; she is a “global professional” who views travel as a vital part of her identity. She needs gear that can survive a long-haul flight to Shanghai for a client meeting but still look iconic in a “GRWM” (Get Ready With Me) TikTok from her hotel room. She views her purchases as investments. She doesn't buy fast fashion; she buys “archive” pieces and heritage items that hold value. For her, Rimowa is the ultimate accessory because it signals both *engineering excellence and fashion insider status*.

Behavioural Profile

- She buys the Original Aluminum Carry-On as a “lifetime travel companion” rather than a disposable bag.
- She shares her travel aesthetic online. She creates content not just to influence, but to document her “seamless mobility.”
- While she only buys a new case every 5–7 years, she remains deeply engaged with the brand by investing in personalization options (stickers, tags, handles) to distinguish her gear and update her look.
- She is the ideal candidate for Rimowa's expansion into handbags or accessories because she already trusts the brand's aesthetic.



Consumer Lifestyle Board



Elena already places deep trust in Rimowa’s engineering credibility, appreciating the brand’s hallmark durability and minimalist aesthetics in contexts beyond just traditional luggage. She actively desires her daily accessories to match her travel identity, creating a cohesive visual narrative that signals her status as a global professional. Consequently, she views Rimowa’s extension products not as a novel category to test, but as a logical and seamless continuation of her mobility lifestyle.

PART III

Market and the Competitors

Market Analysis

Current Market (Luggage)

The global luxury travel and mobility market has evolved beyond traditional luggage to encompass lifestyle-driven mobility ecosystems. Consumers increasingly seek brands that integrate seamlessly into both their travel and everyday professional lives, valuing durability, design coherence, and long-term value over seasonal consumption.

Within this market, Rimowa occupies a distinctive position as a functional luxury mobility maison, appealing to affluent, design-conscious travelers who prioritize engineering, longevity, and understated status. As travel rebounds post-pandemic and hybrid lifestyles blur the line between work, leisure, and mobility, opportunities for brand extensions that support daily movement, organization, and travel-adjacent needs are increasingly relevant.

Market Share by Region

The consumption of global luxury luggage in the world in 2025 was dominated by *North America* with a whopping 42% of the market share. This consists of *nearly \$6.3 billion* in revenue to the luggage industry. This is the *dominant market* driven by high disposable income and business/leisure travelers with a high adoption of smart/tech luggage.

North America is closely followed by Asia-Pacific with 30% of the market share with approximately *\$4.5 billion* in revenue. This is the *fastest growing*

market that is driven by China’s luxury recovery and rising middle class travel in India. Europe occupies almost 21% of the market share and contributes *nearly \$3.2 billion* to the luxury luggage market leading Europe to be the leading *Heritage Hub*. Europe is driven by the inbound tourism to established fashion capitals like Paris, Milan, London, etc. Europe also boasts of duty-free shopping which deeply impacts its trade.

The Middle East, African and Latin America subcontinents occupy a total of 7% of the market share, causing them to be a *Niche Market*. Their growth, however, is inhibited due to the import tariffs, yet they have a strong demand in certain market hubs like Sao Paulo and Mexico. In terms of the Middle East, they are considered *Emerging Luxury* sectors with their high spend per-capita in countries like UAE and Saudi Arabia.

Why Suitcase Sales Vary by Region

- Rapid urbanization and rising middle class spending
- Increased travel activity in domestic as well as outbound tourism
- Growth of online purchasing infrastructure
- North America Strength in terms of purchasing power and marketing options
- Frequent travel culture
- Strong consumer spending power
- High business travel demand
- Europe’s Sustained Premium Luggage Market
- Heavy tourism volumes and luxury brand adoption
- Preference for designer aesthetic products
- Emerging South America & Middle East
- Rising tourism infrastructure
- Increasing retail distribution via duty-free channels

Best Practices in the Luxury Luggage Market

This analysis contextualizes the specific strategies of Brand-Led Expansion and Controlled Distribution within the broader 2024–2025 global market trends.

Brand-Led Expansion

To continue to retain their share of the market, luxury luggage extensions began to ask questions with relevance like *“how can our brand values exist in a new category”* rather than basic questions like *“what product is missing from the shelves”*. Successful luxury extensions are identity driven and not gap driven.

In the case of Rimowa themselves, they tackled a new identity by expanding their signature grooved aluminium into the *Personal* collection which featured cross body bags. This was an alternate to the already existing cheap nylon bags that already captured the mass market. This reinforced their identity as a “mobility brand” rather than just a “suitcase maker”

Tumi also performed a similar brand extension by collaborating with McLaren to reinforce the brand’s core value of high-performace engineering proving

that the extension was not about filling a gap.

Controlled Distribution (DTC Shift)

Historically, luggages were sold in department stores like Macy’s and Harrods but the luxury brands began to adopt a different method of distribution through DTC model (direct-to-customer). By making this shift, the brands are able to maintain their “investment value” by never going on sale.

Now, high end luxury brands aim for more than 20% wholesale revenue shares that push for more than 80% sales through their own boutiques and websites.

Market Size and Growth Trends

Market Valuation and Growth Trajectory:

The global suitcase and luggage industry has demonstrated remarkable resilience and steady expansion in the post-pandemic landscape. Valued at approximately **\$45.7 billion in 2023**, the market is currently projected to grow at a **Compound Annual Growth Rate (CAGR)** of **5.2%** between 2024 and 2031.

Notably, the luxury luggage segment is outperforming the broader market with a projected **CAGR of approximately 6.1%**,

signaling a shift where consumers are increasingly prioritizing brand equity, durability, and status over mere utility. In 2025, total global revenues for the luggage and bags sector was estimated to reach \$201.4 billion, with long-term forecasts suggesting the suitcase market alone could scale to between **\$42 and \$60 billion by the early 2030s**.

Strategic Drivers of Consumption

Several key macroeconomic and consumer trends are driving these valuation increases.

First, the sustained recovery of international tourism has revitalized demand for hard-side, durable suitcases capable of withstanding long-haul travel.

Second, there is a distinct evolution in consumer preference toward “Smart Luggage,” with travelers increasingly demanding tech-integrated features such as GPS tracking, USB charging ports, and biometric security.

Finally, the market is seeing a “premiumization” effect; as disposable incomes rise, particularly in emerging markets, consumers are trading up from mass-market soft-shell bags to design-driven, polycarbonate, and aluminum hard-shell cases that serve as fashion statements as much as travel tools.

Strengths

- The brand commands immense equity worldwide, leveraging over a century of heritage to become instantly recognizable as a status symbol in travel.
- By balancing high-performance engineering with high-fashion aesthetics, the brand has successfully carved out a unique market niche that separates it from both utilitarian luggage makers and purely decorative luxury houses.
- Resilient, Affluent Demographics: The brand benefits from a highly loyal customer base of high-net-worth individuals whose purchasing power is largely unaffected by minor economic downturns or price increases.
- The commitment to a lifetime guarantee, supported by an extensive global repair network, reinforces the product’s value proposition as a lifelong investment rather than a disposable commodity.
- As a subsidiary of the LVMH conglomerate, the brand enjoys unparalleled financial stability and access to elite retail real estate and marketing expertise that independent competitors cannot match.

Current SWOT For Rimowa

Weaknesses

- The brand’s historical dependence on a narrow product portfolio—specifically hard-shell luggage—leaves it vulnerable to market shifts and limits its “share of wallet” compared to lifestyle competitors who successfully cross-sell apparel and soft accessories.
- The ultra-premium pricing strategy creates a significant barrier to entry, effectively excluding the aspirational mass-market consumer and capping the total addressable market volume compared to mid-tier competitors like Samsonite or Tumi.
- Due to the product’s extreme durability and “investment” nature, customer replenishment rates are exceptionally low, creating long purchase cycles (often 10+ years) that make generating recurring revenue and frequent brand engagement challenging
- To protect its prestige positioning and brand equity, Rimowa is restricted from using discounting or promotional levers to stimulate demand during slow periods, unlike competitors who can use sales events to quickly liquidate inventory.

Opportunities

- Rimowa has the opportunity to leverage its high brand equity to expand further into “travel-adjacent” lifestyle categories—such as eyewear, crossbody bags, and home accessories—thereby capturing a greater share of the consumer’s daily life and increasing purchase frequency beyond the standard 10-year luggage cycle.
- The growing consumer fatigue with fast fashion and the shift toward “buy less, buy better” creates a prime opportunity for Rimowa to market its products not just as luggage, but as durable, appreciating assets that justify their premium price point through longevity.
- As Gen Z and Millennial consumers increasingly reject overt logos in favor of “understated status symbols” (Quiet Luxury), Rimowa’s distinct but minimal aluminum aesthetic is perfectly positioned to capture this younger, high-net-worth demographic.
- The rising demand for circular economy principles and the “right to repair” aligns seamlessly with Rimowa’s heritage of repairability and modularity, allowing the brand to market itself as the superior ethical choice against disposable competitors.
- The permanent shift toward hybrid work and global mobility (digital nomadism) creates a new, expansive market for functional, high-status mobile office gear—such as hard-shell backpacks and tech accessories—that caters to professionals who work while they travel.

Threats

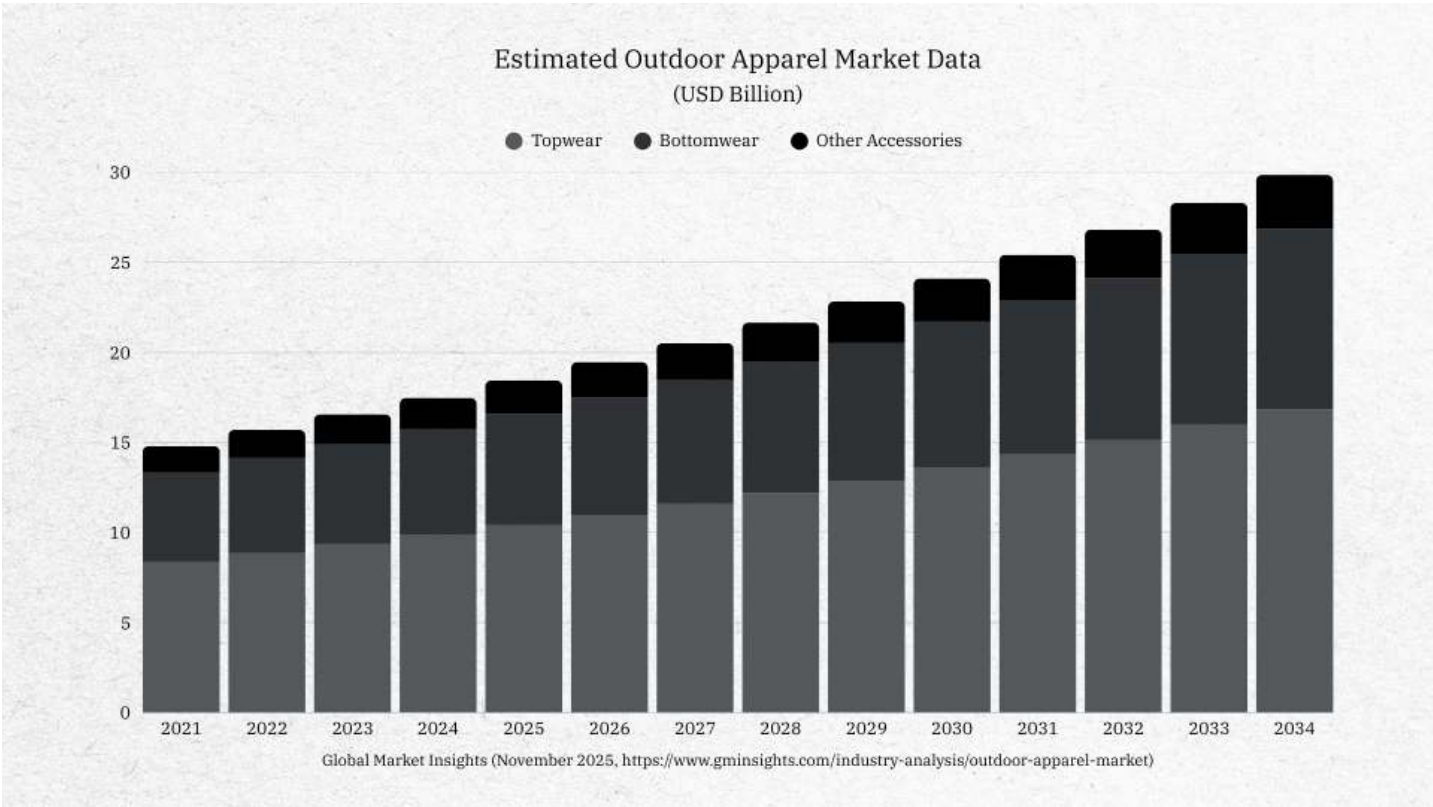
- As a highly discretionary purchase, Rimowa is acutely vulnerable to economic downturns and inflationary pressures, which can cause aspirational luxury consumers to delay or cancel high-ticket travel investments in favor of essential spending.
- The rise of agile, digitally native competitors (like Monos, Away, or July) offering similar aesthetics and direct-to-consumer pricing models threatens to capture the entry-level premium market and erode Rimowa’s dominance among younger travelers.
- Rapid expansion into lower-priced lifestyle categories (like phone cases or stickers) carries the inherent risk of diluting the brand’s exclusivity and alienating core luxury consumers who value scarcity and prestige above accessibility.
- The widespread availability of high-quality counterfeits and “inspired-by” aluminum designs dilutes the visual distinctiveness of Rimowa’s iconic grooves, making it harder for consumers to justify the significant price premium for the authentic product.
- Long-term shifts in global travel behavior—driven by climate change awareness (flight shaming), visa restrictions, or geopolitical instability—pose an existential threat to the core demand for long-haul, heavy-duty luggage.

Market Analysis

New Market (Travel Apparel)

The travel and outdoor apparel market is undergoing a significant transformation, evolving from a niche sector of purely utilitarian gear into a multibillion dollar industry that bridges the gap between high performance technology and everyday urban fashion. An analysis of market data and consumer trends reveals a rapidly expanding sector driven by post-pandemic health awareness, a boom in adventure tourism, and critical advancements in fabric technology.

Market Size and Growth Trends



The industry is experiencing robust growth across both the general outdoor apparel and specialized travel protective clothing segments:

Outdoor Apparel:

Valued at \$17.47 billion in 2024, this broader market is projected to reach \$29.85 billion by 2034, growing at a compound annual growth rate (CAGR) of 5.5%. The topwear segment alone (including windproof shells and base layers) accounted for over \$9.86 billion in 2024. North America currently dominates this space, capturing nearly 89% of the market share.

Travel Protective Clothing:

This specialized segment, focusing on travel-specific safety and weather protection, was valued at \$5.2 billion in 2023 and is expected to hit \$9.8 billion by 2032 (CAGR of 7.1%). While North America and Europe hold prominent shares, the Asia Pacific region is poised for the fastest growth due to an expanding middle class and rising travel activities.

What Is Fuelling This Spike?

Adventure Tourism and the Wellness Boom:

Millennials and Gen Z are increasingly prioritizing experiential travel and active lifestyles. The surge in hiking, camping, and nature-based tourism has created a massive consumer base demanding versatile, durable gear.

Health, Hygiene, and Climate Change:

The COVID-19 pandemic permanently altered travel behaviors, creating a heightened demand for protective clothing that defends against viral infections and pollution. Simultaneously, extreme weather events driven by





climate change have increased the need for specialized gear, such as UV-protective clothing and advanced thermal insulation.

The Rise of “Athleisure” and Hybrid Fashion:

Consumers no longer tolerate traditional, bulky hiking apparel for general travel. There is a massive demand for hybrid apparel that functions flawlessly on a mountain trail but looks stylish enough for a city setting. Brands are successfully blending technical elements (like water resistance and breathability) with tailored, fashion-oriented finishes.

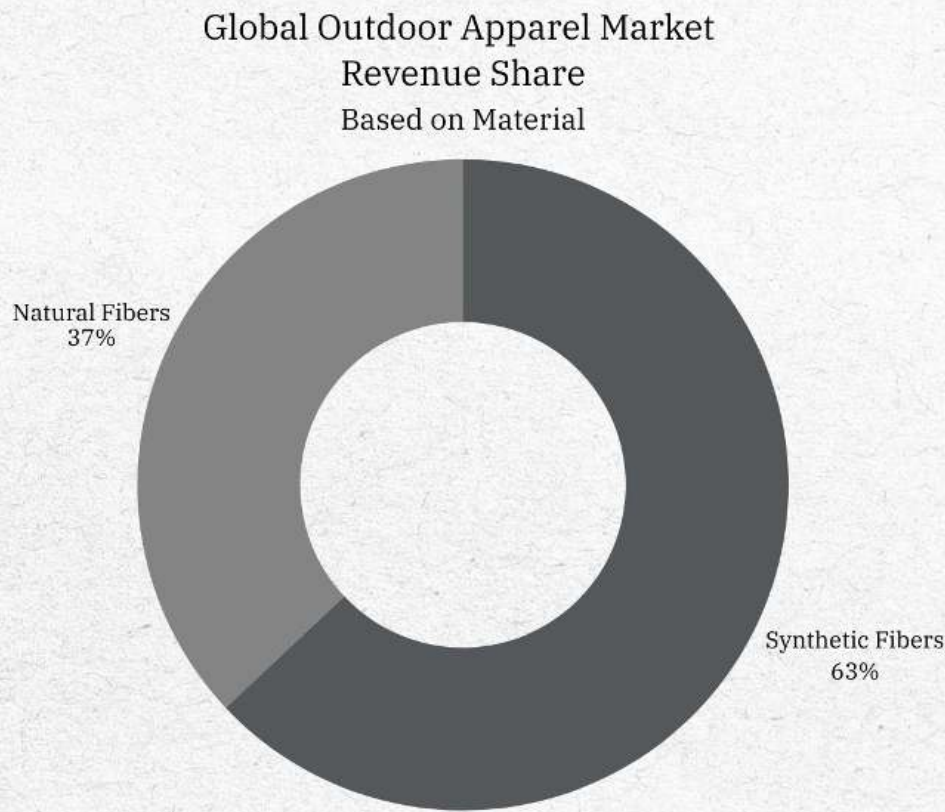
Fabric Innovation and Material Trends

Synthetics (Nylon, Polyester, Spandex):

Holding around 63% of the market share, synthetics are in high demand for their durability, wrinkle resistance, and quick drying properties. High end brands are developing advanced synthetics, like air-texturized nylon. This mimics the soft feel of cotton without the unwanted synthetic sheen or swishing sound.

Merino Wool Blends:

Fine merino wool is highly sought after for its natural odor resistance, moisture wicking capabilities, and thermoregulation. Because 100% wool can be fragile and expensive, brands are increasingly blending merino with synthetics (e.g., 78% wool 22% nylon) to maximize both performance and durability.



<https://www.gminsights.com/industry-analysis/outdoor-apparel-market>



Travel Luggage Brands

Tumi



Tumi originated as a provider of superior leather bags in 1975, later revolutionizing the travel industry in the 1980s with the introduction of soft, ultra-functional, black-on-black ballistic nylon travel bags. While Rimowa is defined by its hard-shell aluminum heritage and status as a luxury fashion object (under LVMH), Tumi positions itself as the pinnacle of performance luxury—focusing on engineering, organization, and durability for the frequent business traveler.

Reasons for Tumi being a notable competitor:

- Both brands fight for their own share of wallet of international business executives and wealthy frequent flyers.
- While Rimowa's ceiling is higher, Tumi's premium collections (like the 19 Degree Aluminum) sit directly in Rimowa's price bracket (\$1,000+), making them direct substitutes.
- Just as Rimowa owns *Aluminum* and *Polycarbonate*, Tumi owns *Ballistic Nylon* and *Tegris*, marketing proprietary materials as a luxury feature.
- Tumi has aggressively expanded into cologne, eyewear, and electronic accessories, mirroring the total lifestyle approach of luxury houses like Dior or Rimowa.



Marketing Mix for Tumi

Product:

Premium luggage, backpacks, briefcases, and travel accessories. Tumi is hyper-focused on engineering, functionality, and proprietary material science.

Key Innovations: FXT® Ballistic Nylon (virtually abrasion-proof), Tegris® (a highly durable thermoplastic composite used in NASCAR), the Omega Closure System (zippers designed to break away to prevent full zipper replacement), and the TUMI Tracer® (a complimentary program that helps reunite customers with lost bags via a unique 20-digit product number).



Price:

Unapologetically premium luxury. Tumi uses prestige pricing to reinforce its status as an investment for serious professionals.

- Travel Backpacks & Briefcases: \$450 – \$1,200+
- Carry-On Luggage: \$650 – \$1,500+ (depending on materials like polycarbonate vs. aluminum)
- Large Checked Luggage: \$850 – \$2,000+
- Packable Outerwear (Jackets): \$200 – \$300

Marketing Mix for Tumi

Place:

A highly controlled, global omnichannel presence. Tumi operates over 2,000 points of sale worldwide. This includes dedicated Tumi retail boutiques situated in high end shopping districts and major international luxury airport terminals. They are also selectively distributed through premium department stores (like Bloomingdale’s, Harrods, and Nordstrom) and operate a massive Direct to Consumer e commerce platform.

Promotion:

Tumi’s promotional strategy revolves around *Perfecting the Journey*. Rather than targeting casual vacationers, they target the high-net-worth global citizen, the elite athlete, and the C-suite executive.

Partnerships & Campaigns: They frequently partner with high-performance, luxury entities, most notably their ongoing collaboration with McLaren Automotive and the McLaren Formula 1 Team. Their campaigns feature global ambassadors like F1 driver Lando Norris, footballer Son Heung-min, and actress Reneé Rapp.

Services: They promote lifetime value through complimentary in-store monogramming and a world class global repair network.



Strengths of Tumi

- Tumi features a *FXT Ballistic Nylon* feature which is now considered the industry gold standard for durability. They also own the Tegriss material that gives them a propriety edge over polycarbonate competitors.
- Tumi has a monopoly on the business traveler demographic and features like the Tumi Tracer, and their global net work program helps them retain their customer base
- Tumi, like Rimowa, has diversified into “daily carry” which includes backpacks, briefcases which helps to stabilise revenue, especially when travel is limited

Opportunities for Tumi

- In the past, Tumi has been highly regarded as male-centric brand with masculine colours and designs, but expanding their lines allows them to capture the HNW female executive market.
- If Tumi were to move further into the *non travel* luxury, like outerwear, eyewear or even fragrance can transform Tumi to a lifestyle brand
- Tumi can leverage the growing APAC market especially the high regard in Western Luxury goods
- Rimowa focuses on durability, but Tumi has the opportunity to lead in recycled materials to appeal to a new segment of customers.

Weaknesses of Tumi

- Tumi has backed themselves into the corner as a finance/consultant aesthetic and typically lacks the cool factor or fashion status that Rimowa or LV holds
- Since Tumi focuses on heavy duty materials, the end result is heavy bags compared to the lightweight nature of Rimowa
- The maximalist approach can be too much for the consmers who prefer the simpler designs
- Tumi also pushes their price points high - \$1000 or more even for carry ons, yet their brand image isn’t quite couture to justify their pricing levels.

Threats to Tumi

- The LVMH acquisition of Rimowa, pushed Rimowa to capture the functional luxury market and has closed the utility gap with Tumi.
- Brands like Monos and Away offer 80% of Tumi’s quality for 40% of the price, and this, for any traveler, the value gap is coming harder to justify.
- As airlines get more stricter with battery and electronic restrictions, Tumi’s tech-heavy products face high regulatory frictions.

SWOT

Samsonite

Samsonite is the largest global hard-shell & soft-shell producer for suitcases, backpacks, travel accessories and other travel necessities. Samsonite offers broad assortment from mid-range to premium prices. Samsonite also owns Tumi (premium) and American Tourister (mid-market) under their umbrella.



Reasons for Samsonite being a notable competitor:

Samsonite is aggressively shifting away from wholesale (department stores) toward Direct-to-Consumer channels. DTC sales, as explained earlier, typically command higher gross margins and provide Samsonite with direct customer insights, allowing them to control the brand narrative and pricing without retailer interference. The company is expanding its “non-travel” categories (backpacks, business cases, women’s handbags) pushing them to be a lifestyle brand as well as travel.

There are ongoing strategic discussions regarding a dual listing (adding a US

listing alongside the Hong Kong Exchange). The company believes it is undervalued on the HKSE compared to its US peers. A US listing could unlock higher liquidity and attract Western institutional investors familiar with the brand’s dominance.



Marketing Mix for Tumi

Product:

A vast, comprehensive range of hard-side and soft-side suitcases, business briefcases, casual backpacks, and travel accessories.

Key Innovations: They are pioneers in utilizing lightweight, impact-resistant materials, such as Curv® technology (used in their premium Proxis line) and ultra-light polycarbonates. They have also heavily invested in sustainability with their Recyclex™ fabric technology, made entirely from post-consumer recycled plastic bottles.



Price:

Mid-market to accessible premium. Unlike luxury brands, Samsonite frequently utilizes promotional pricing and seasonal sales.

- Carry-On Luggage: \$100 – \$300+ (e.g., the popular Freeform or Omni lines)
- Large Checked Luggage: \$150 – \$400+
- Premium/Advanced Material Lines: \$400 – \$600+ (e.g., Proxis or C-Lite)
- Backpacks & Briefcases: \$80 – \$200

Marketing Mix for Samsonite

Place:

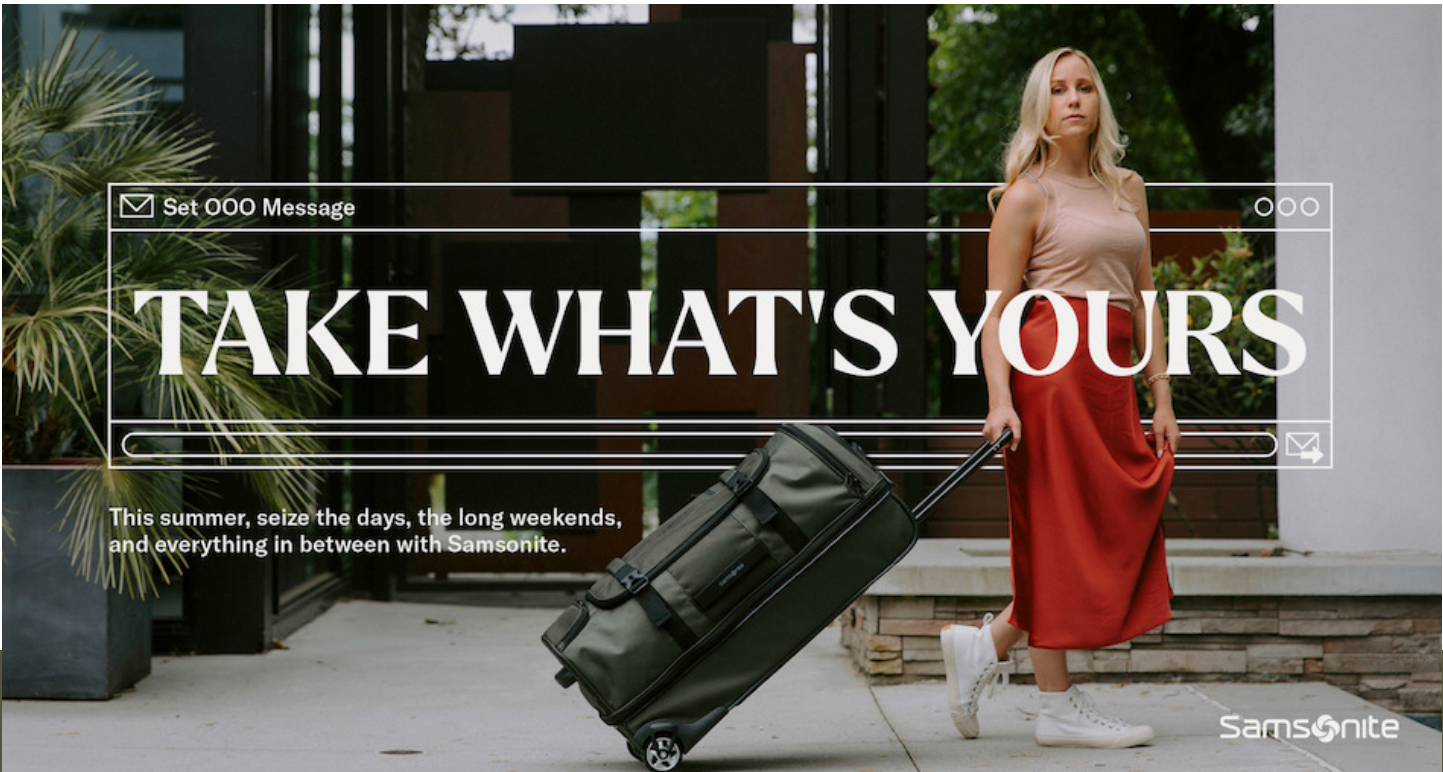
A truly ubiquitous, global mass-market distribution strategy. Samsonite is everywhere. They sell through massive global retail networks including department stores (like Macy’s and Kohl’s), big-box retailers, specialty luggage shops, airport kiosks, and online marketplaces like Amazon. They also operate their own Direct-to-Consumer (DTC) website and hundreds of branded outlet and retail stores globally.

Promotion:

Samsonite’s marketing revolves around heritage, reliability, and broad appeal.

Campaigns: Historically famous for ads demonstrating their luggage surviving extreme abuse (like the classic 1980s commercials featuring a gorilla). Modern marketing focuses on the “Our Responsible Journey” sustainability initiative, family travel, and lightweight mobility.

Tactics: They utilize a mix of traditional television/print advertising, search engine marketing, and partnerships with a wide array of travel influencers and lifestyle bloggers. They lean heavily on promotional discounting to drive volume.



SWOT

Strengths of Samsonite

- Samsonite has been used as a genericized trademark for luggage. Majority of the world has either heard/ owned a Samsonite suitcase at one point.
- Samsonite has a massive global distribution network that allows them to negotiate better rates with suppliers than disruptor brands.
- Samsonite has a strong, cash flow generation and disciplined debt management (especially post COVID) which allows for sustained R&D investment.

Weaknesses of Samsonite

- Despite the pivot to DTC, Samsonite has had a significant portion of their revenue come in previous wholesalers, which means they are left vulnerable to department stores closing or massive inventory de-stocking. This could lead to massive losses to Samsonite.
- Samsonite is currently being viewed as a utilitarian brand rather than a fashion forward brand, like Rimowa. Their designs could be perceived as basic and essential rather than aesthetic.

Opportunities for Samsonite

- The Chinese market has begun to normalise travel to pre-pandemic levels and Samsonite stands to gain the most from this due to their presence in the APAC market.
- Samsonite could acquire smaller, more niche lifestyle brands to expand their already growing portfolio.
- Integrating smart technology like tracking or weight tracking could greatly impact the brand identity.

Threats to Samsonite

- Low-cost and unbranded luggages from Amazon and Temu have entered the market and have already claimed a big share in the market.
- Luggage is a discretionary purchase. If a global recession hits, consumers will delay replacing their suitcases, extending the replacement cycle from 3-4 years to 5-7 years.
- Wars or pandemics that freeze global air traffic are an existential threat to the core luggage business.

Monos

MONOS:

Monos originated as a Canadian direct-to-consumer (DTC) travel and lifestyle brand founded in 2018, built around the philosophy of “mindful travel” and “less is more.” While Rimowa relies on its heritage luxury status and Tumi on heavy-duty utilitarian engineering, Monos positions itself as the champion of accessible premium minimalism. Focusing on sleek aesthetics, aerospace-grade polycarbonate, and top-tier components (like Hinomoto wheels), Monos aims to deliver luxury-level quality without the traditional luxury markup, directly targeting modern, design-conscious millennials and Gen Z travelers.

Reasons for Monos being a notable competitor:

Monos offers roughly “80% of the quality for 40% of the price” compared to legacy luxury brands. They capture a massive segment of travelers who desire the sleek, grooved polycarbonate look of a Rimowa but cannot justify a \$1,000+ price tag.



Monos’s signature minimalist, monochromatic design language directly competes with the visual appeal of high end fashion luggage. Their aesthetic is highly curated for social media, making them a digital-first status symbol.

Despite the lower price point (typically \$250–\$400 for carry-ons), Monos utilizes many of the same premium suppliers as luxury houses, including uncrackable Makrolon polycarbonate, YKK zippers, and whisper-quiet Japanese Hinomoto Lisof wheels.

Monos has aggressively positioned itself as a sustainable option, being Climate Neutral Certified and a member of 1% for the Planet, drawing in socially conscious consumers that legacy brands often struggle to capture

Marketing Mix for Monos

Product:

Premium, minimalist luggage built entirely from scratch, along with bags and a growing apparel line.

Core Luggage: Polycarbonate hard-shell suitcases (Carry-On, Check-In), the *Hybrid* collection (polycarbonate with aluminum frames/corners), and a full-aluminum line.

Soft Goods: The water-resistant *Metro* collection (backpacks, duffels, and folios that snap onto luggage handles) and the recently launched *Algarve* comfortable travel clothing line.

Price:

Accessible luxury. They position themselves as offering the same quality as \$700+ traditional luxury brands but at a DTC price point.

- Standard Polycarbonate Carry-Ons: \$275 – \$315 USD
- Standard Checked Luggage: \$345 – \$375 USD
- Hybrid & Aluminum Lines: \$355 to over \$800 USD
- Metro Bags & Backpacks: \$200 – \$260 USD



Place:

Historically a pure Direct-to-Consumer (DTC) ecommerce brand, but rapidly evolving into a true omnichannel retailer.

Monos has been aggressively expanding their brick-and-mortar footprint, opening flagship locations in Canada (Vancouver, Toronto) and key US markets including Boston, Los Angeles, New York (SoHo), Chicago, and Washington, D.C.

They maintain a highly selective wholesale partnership with Nordstrom, utilizing it primarily as a *brand awareness play* rather than a primary volume driver.

Promotion:

Monos builds hype through unique, highly curated capsule collections, partnering with lifestyle brands (like Magnolia Bakery or SIMONMILLER) and celebrities (like Adrien Brody).

To stand out in the crowded market, Monos moves beyond standard retail. For example, their Chicago location features a concept called *Postcard*, an in-store food, beverage, and music experience designed to evoke the sensory feeling of travel.

Monos aggressively promotes their Lifetime Warranty+ plans to build immense consumer trust and directly challenge the policies of legacy competitors.



SWOT

Strengths of Monos

- By using a direct-to-consumer (DTC) model, Monos cuts out the middleman, offering luxury grade materials at a mid tier price.
- Their sleek, monochromatic, and logoless aesthetic is highly trendy and appeals universally to modern travelers.
- Being *Climate Neutral Certified* gives them a massive edge with younger, ecoconscious demographics.
- Exceptional social media marketing and influencer partnerships drive high brand visibility and organic growth without relying on physical retail.

Weaknesses of Monos

- Monos does not have the decades of history, prestige, or couture luxury association that Rimowa or LV possess.
- While highly dent resistant, the matte polycarbonate shells are notorious for showing scuffs, scratches, and magic-eraser marks relatively quickly compared to aluminum or ballistic nylon.
- As a primarily DTC brand, customers cannot easily test, feel, or experience the luggage before purchasing, unlike legacy brands with global flagship stores.

Opportunities for Monos

- Expanding from purely online into brick and mortar flagship stores or high end wholesale partnerships (e.g., Nordstrom) to increase physical touchpoints.
- Expanding further into the daily carry and lifestyle spaces (apparel, larger Metro bag lines, travel tech) to generate recurring revenue between major luggage purchases.
- Scaling their logistics and marketing heavily into the European and APAC markets, which are currently dominated by legacy brands.

Threats to Monos

- Low cost and unbranded luggages from Amazon and Temu have entered the market and have already claimed a big share in the market.
- Luggage is a discretionary purchase. If a global recession hits, consumers will delay replacing their suitcases, extending the replacement cycle from 3-4 years to 5-7 years.
- Wars or pandemics that freeze global air traffic are an existential threat to the core luggage business.

Luxury Travel Apparel Brands

Anatomie



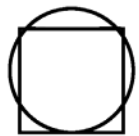
Anatomie, founded in 2006 by Kate and Shawn Boyer, is a luxury travel clothing company that specializes in lightweight, wrinkle resistant apparel for women and men. The brand focuses on creating high performance, comfortable garments using luxurious European fabrics. Designed for an active travel lifestyle, Anatomie's pieces are moisture wicking, quick drying, and built with modern functionality and timeless style in mind.

Product

- Products include luxury travel clothing such as high performance pants, jackets, tops, dresses, and vests.
- Garments are crafted from premium European fabrics that are ultra lightweight, wrinkle resistant, moisture wicking, and feature UPF protection.

Price

- Tops & Tees: \$84 - \$428.
- Pants: \$128 - \$298.
- Jackets & Vests: \$149 - \$448.
- Dresses: \$149 - \$348.
- Shorts and Skirts: \$99 - \$248



ANATOMIE

Place

- Anatomie sells its apparel primarily through its official website.
- They operate physical flagship stores and showrooms in locations like Palm Beach, Miami, Aspen, and Scottsdale.
- The brand is also carried by high end department stores like Nordstrom and Neiman Marcus, as well as online boutiques and luxury resort shops.

- Strong, clear positioning in the luxury travel apparel sector.
- Proprietary use of ultra light, easy care European fabrics that genuinely solve packing pain points.
- A lifetime guarantee on core products and a highly personalized DTC styling network build immense customer retention.

- Premium activewear giants (like Lululemon and Athleta) are continually expanding their commute and travel lines, offering similar high-tech fabrics at slightly lower price points.
- Economic downturns or prolonged inflation can rapidly tighten consumer spending on both luxury goods and international travel.

Promotion

- Anatomie utilizes a targeted SEO strategy to capture high value, luxury intent shoppers.
- Promotion centers around their fabric first approach and the durability of their items, highlighted by a lifetime warranty.
- They also utilize pop up stores and emphasize a lifestyle brand image tailored to sophisticated travelers.

- High price points naturally restrict the brand to a smaller, affluent target audience.
- Heavy reliance on the global travel, tourism, and resort industries makes sales vulnerable to travel disruptions.

S W

T O

- Further growth and market penetration of their recently launched menswear capsule.
- Capitalizing on the permanent shift toward hybrid work environments where consumers demand comfortable, yet professional, everyday wear.



Founded by Kelly and Will Watters in the mountain town of Vail, Colorado (and now headquartered in Telluride), Western Rise was born out of the frustration of traveling with a duffel bag full of clothing meant for completely different activities. Merging their backgrounds in outdoor guiding and textile design, the founders set out to create highly technical, versatile garments. The brand’s core mission is to provide one set of performance clothing that seamlessly transitions from mountain trails to city streets, ultimately unburdening the modern traveler so they can focus on the journey.

Product

Direct-to-consumer performance lifestyle apparel primarily designed for men. Their flagship item, the Evolution Pant, holds the title of the most funded performance pant in Kickstarter history. Their garments utilize advanced fabrics that are 4-way stretch, water-resistant, stain-proof, and odor resistant (frequently utilizing merino wool blends), allowing for multiple wears between washes.

Price

- Bags \$58 - \$328.
- Tshirts/Tops: \$54 - \$148.
- Bottoms: \$64 - \$148.
- Outerwear: \$114.
- Accessories: \$12 - \$58

Promotion

Western Rise heavily leverages digital marketing, visual storytelling centered on their “*Journey is the Destination*” lifestyle ethos, and a strong grassroots presence in the minimalist travel community. They utilize “Buy More, Save More” bundle pricing to encourage customers to overhaul their wardrobes. Historically, their massive Kickstarter campaigns have served as powerful promotional launchpads.

Place

Primarily a Direct-to-Consumer (DTC) e-commerce brand operating through their official website. They also distribute through select online retail partners like Zappos.

- Their record breaking crowdfunding history demonstrates massive consumer demand for their specific travel apparel solutions.
- The use of genuinely effective performance textiles that reduce the need for washing, paired with a strong carbon-neutral commitment.

- While their founding story mentions creating for both men and women, their current core branding and product lineup are heavily dominated by the menswear category.
- The lack of widespread physical retail locations prevents customers from experiencing the technical fabrics and fit in person before making a purchase.

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- The men’s performance apparel market is highly crowded with strong alternatives like Prana, Kuhl, and Eddie Bauer, alongside massive activewear players expanding into the commute and travel space.

- Fully developing and aggressively marketing a dedicated women’s line utilizing their proven fabric technologies.
- Capitalizing on the permanent shift toward hybrid work by marketing their technical button downs and pants as the ultimate modern corporate uniform.



Founded in 1998 in Vancouver, Lululemon began as a yoga inspired athletic apparel company but has since evolved into a global lifestyle and athleisure powerhouse. While initially famous for their women’s leggings, the brand has successfully expanded into the “*On the Move*” category; designing garments specifically for travel, commuting, and everyday wear. By leveraging their highly engineered, proprietary fabrics (which are inherently stretchable, wrinkle resistant, and sweat wicking), Lululemon provides sleek, versatile clothing that functions just as well on a long haul flight as it does in a casual office or out to dinner.

Product

Premium athletic and lifestyle apparel. For travel, their standout products include the men’s ABC (Anti Ball Crushing) and Commission pants (utilizing shape retaining, 4-way stretch Warpstreme fabric), and women’s versatile layers like the Define Jacket, Dance Studio pants, and Align line. Their travel friendly garments heavily feature sweat wicking, quick drying, and anti wrinkle properties.

Price

- Pants/Joggers: \$98 – \$148.
- Outerwear/Jackets: \$128 – \$228+.
- Tops/Shirts: \$58 – \$88+.

Place

A highly effective omnichannel strategy. They operate through highly experiential, company owned brick and mortar stores globally and possess a massive Direct-to-Consumer (DTC) ecommerce platform, which accounts for over half of their total revenue

Place

Rather than relying solely on traditional mass media, Lululemon utilizes a grassroots, community led marketing approach. They partner with local fitness instructors and athletes through their Ambassador Program, host free in-store events, and utilize targeted digital marketing centered around their Sweatlife philosophy. They also maintain a popular “*We Made Too Much*” section online to quietly move discounted inventory while protecting their premium brand image.

• Immense brand recognition and a remarkably loyal customer base, evidenced by high customer retention rates. • Heavy investments in research and development (“white space” labs) result in patented, high-quality fabrics that justify their premium pricing.	S	• Their premium pricing strategy can alienate price sensitive consumers and limit their reach among budget conscious demographics. • Historically, the brand has been heavily dependent on the North American market (accounting for roughly 85% of revenue in past years), making them vulnerable to domestic economic shifts.	W
• Lululemon faces pressure from industry giants like Nike and rapidly growing premium competitors like Alo Yoga and Vuori. • Global supply chain vulnerabilities, inflation, and economic downturns could significantly impact consumer discretionary spending on premium luxury items.	T	• Continuing their rapid growth with markets in China, where they have recently seen massive year-over-year revenue increases. • Further expanding their menswear line and capitalizing on the permanent shift toward hybrid work environments by marketing their comfortable, tailored apparel as modern office and travel wear.	O

Competitors Local to New York City

Away

AWAY

Away is aggressively expanding into travel essentials (packing cubes, toiletries, skincare, sleep masks). These are lower-cost, higher-frequency purchases that keep the customer in the ecosystem between major suitcase buys.



Away publishes a magazine called *Here* and by acting as a travel publisher first and a retailer second, they capture customers during the dreaming phase of travel planning, long before they realize they need a new suitcase. This lowers Customer Acquisition Cost (CAC) compared to bidding on expensive keywords like best luggage. Luggage is tactile; people want to test the wheel glide and weight. Away has moved from pure online DTC to opening flagship stores in high-end locations

Marketing Mix for Away

Product:

Premium, aesthetically driven luggage and travel accessories.

Core Luggage: The iconic polycarbonate hard-shell suitcases featuring horizontal grooves (The Carry-On, The Bigger Carry-On, Medium, and Large). They also offer a heavier, premium Aluminum line.

Bags & Accessories: *The Everywhere Bag* (a soft tote designed to slide over suitcase handles), packing cubes, and the F.A.R. (For All Routes) line, which features outdoor-focused duffels and backpacks made from recycled, water-resistant materials.

Price:

Accessible premium pricing, firmly positioned in the affordable luxury space.

- Standard Polycarbonate Carry-Ons: \$275 – \$315
- Standard Checked Luggage: \$345 – \$395
- Aluminum Edition Carry-Ons: \$625 – \$645
- Travel Bags & Totes: \$150 – \$250





Place:

A predominantly Direct to Consumer (DTC) model that has aggressively expanded into physical omnichannel retail. Away operates highly curated, aesthetic brick-and-mortar storefronts in major trend setting cities globally (e.g., New York, Los Angeles, London, Toronto, Chicago). This allows customers to interact with the colors and materials in person while bypassing traditional department store markups.

Promotion:

Away is a masterclass in modern digital marketing and brand storytelling. They sell “the joy of travel” rather than just the bag.

Influencer & Social Marketing: They built their brand heavily on Instagram, utilizing a massive network of travel influencers, bloggers, and celebrities to organically place the bag in aspirational locations around the world.

Collaborations: Frequent, highly publicized limited-edition drops and collaborations with designers, celebrities, and lifestyle brands (e.g., Serena Williams, Pantone, Star Wars, and Sandy Liang).

Content Creation: They treat themselves as a media company, famously launching Here Magazine, a print and digital publication dedicated to global travel culture.

SWOT

Strengths of Away

- Away sells trips. Not bags. Their marketing techniques are really unique that focus on destinations and lifestyles over *boxes*.
- Away is clear as to who their customers are. They know every point of data regarding their customer allowing them to send out hyper targeted ads and marketing.
- Away has also moved away from the middle men aspect and focus on DTC channels for distribution. This ensures the larger slice of profit comes to Away directly.

Opportunities for Away

- Away could expand into B2B sales just to tap the untapped revenue stream.
- Away has the opportunity to expand their brand into apparel or active travel gear (backpacking/hiking) and can expand to compete with brands like Patagonia or Lululemon.
- The brand is still very US-centric. They have a whole world of untapped markets for them to explore, which would be a great source of revenue to the company.

Weaknesses of Away

- Away is heavily dependent on its Carry-On product and if a competitor creates a better hard case suitcase, Away’s USP is shook.
- The company has face publicised culture issues and CEO turnovers in the past that has impacted the talent retention and strategic focus

Threats to Away

- Away’s competitors like Monos, Beis and July have already copied their look and business model but have offered their products at lower price points cause a barrier to the entry in the market.
- Unlike luxury houses that sell investment goods, Away sells travel utility and if a recession hits the market the sales would freeze instantaneously.



Founded in 2008 in Brooklyn, New York, by Abe Burmeister and Tyler Clemens, Outlier is a pioneer in the premium technical apparel space. The brand began with a simple mission: to create a pair of pants tough enough to commute via bicycle across the Williamsburg Bridge, but stylish enough to wear in a professional office. Today, Outlier is considered the gold standard within the one bag travel community. Much like Rimowa, Outlier is obsessively focused on material science, utilizing ultra premium Swiss fabrics and fine merino wools to create sleek, industrial, and highly durable travel garments that act as stealth performance wear.

Product

Highly engineered travel, commuter, and everyday clothing. They are famous for their Slim Dungarees and Futureworks pants, which are highly water-resistant, stain-proof, and can be worn for weeks without washing. They also produce ultra-fine merino wool t-shirts and experimental outerwear.

Place

Exclusively Direct-to-Consumer (DTC) via their website, operating out of their Brooklyn studio. They bypass traditional physical retail entirely, which allows them to use incredibly expensive materials that would be unfeasible with traditional retail markups.

Price

- Pants: \$180 - \$200
- Shorts: \$150
- T-Shirts & Tops: \$150 - \$190
- Outerwear & Mid-layers: \$380 - \$390
- Accessories & Essentials: \$40 - \$120

Promotion

Outlier uses almost no traditional advertising. Instead, they rely on intense word-of-mouth in niche travel and tech communities (such as Reddit’s r/Outlier and r/onebag). They build hype by releasing small-batch *Experiments* which are limited run garments that often sell out in minutes and by publishing deep-dive essays detailing the exact science and sourcing of their fabrics.



- An uncompromising dedication to sourcing the world’s most advanced technical fabrics (like Schoeller Dryskin from Switzerland).
- A fiercely dedicated customer base that consistently purchases new drops and acts as free, organic brand ambassadors.
- They perfectly capture the quiet luxury of the tech and travel world by offering incredible performance with zero flashy branding.

S

- The market is becoming flooded with cheaper, mass-market brands (like Lululemon, Vuori, or Target’s All in Motion) mimicking their technical aesthetics at a fraction of the cost.
- Heavy reliance on highly specialized, boutique textile mills in Europe and Japan makes them vulnerable to global supply chain disruptions.

T

- The high cost of entry alienates budget conscious travelers.
- Because they are strictly online, new customers cannot try on or feel the highly specific technical fabrics before committing to a \$200 pair of pants.
- Small-batch manufacturing means popular sizes and core colors are frequently out of stock.

W

- While they have experimented with womenswear in the past, fully developing and permanently stocking a women’s technical travel line remains a massive untapped market for them.
- Expanding their material expertise into travel bags, packing cubes, or minimalist luggage to directly compete with brands like Away or Rimowa.

PART IV

Field Trip, Merchandising Analysis and Value Proposition

Store Visit



Store Location:

148 Mercer St, New York, NY 10012

Store Context & Strategy Rationale:

The Mercer Street Flagship

1) The Strategic Significance of SoHo (Location & Demographics)

- SoHo represents a unique intersection of high net worth global tourists, creative professionals, and luxury streetwear enthusiasts.
- This perfectly aligns with Rimowa's target segment: *fashion-forward cultural explorer* who drive cultural capital, brand visibility, and long-term brand desirability.
- Mercer Street places Rimow in direct physical proximity to both legacy luxury houses (like Prada and Balenciaga) and premium streetwear hubs.
- Launching the apparel line here instantly positions the garments within that highly coveted luxury meets street" ecosystem, justifying premium pricing and elevated brand equity.

2) Brand Theater and The Flagship Advantage (Retail Format)

- A flagship store is designed to be the ultimate physical manifestation of the brand's universe. Because introducing apparel is a massive shift for a heritage luggage brand, it requires the square footage and prestige of a flagship to act as brand theater.
- Launching in a flagship allows Rimowa to strictly control the visual merchandising, staff training, and customer narrative during the rollout. It ensures the apparel is presented as a natural extension of the travel lifestyle rather than a diluted secondary category.

3) Architectural and Aesthetic Alignment (Brand Identity)

- SoHo is famous for its cast-iron architecture, industrial lofts, and sleek, modern renovations. This environment beautifully mirrors Rimowa's core brand identity: German engineering, aerospace inspired aluminum, and precise grooved lines.
- The raw-yet-refined atmosphere of the Mercer Street store provides the perfect structural backdrop to introduce functional, technically engineered travel wear.



4) Strategic Merchandising Goal

Positioning Rimowa Apparel as Functional Luxury Travel Wear

Rather than just selling clothes, the Mercer location allows Rimowa to merchandise the apparel as an essential component of the *Art of Travel*. The strategy here is to reinforce:

a) German Engineering & Precision:

Garments would be merchandised to highlight technical fabrics, smart tailoring, and durability, translating the indestructible nature of their suitcases into wearable forms.

b) Movement & Urban Travel Culture:

By utilizing dynamic visual merchandising (e.g., mannequins in transit, integrating garments alongside the iconic cabin bags), the store will communicate that these pieces are engineered for the realities of modern travel.



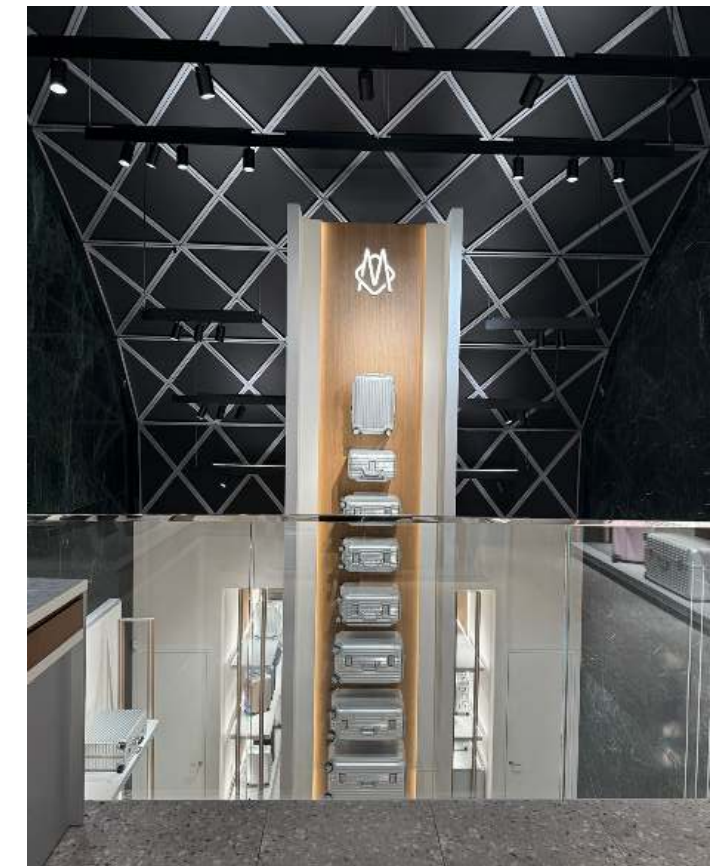
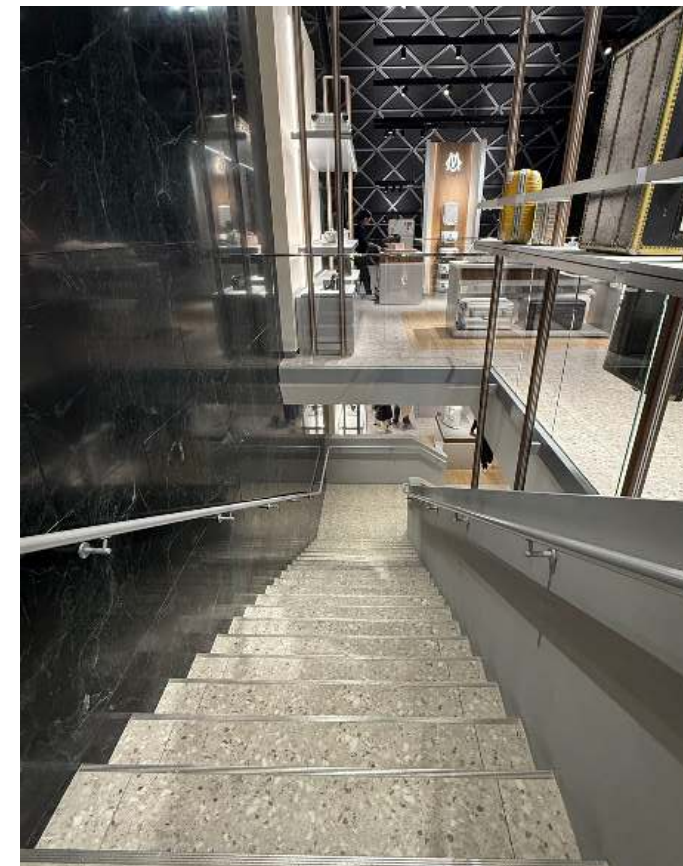
Rimowa, Mercer Street Interior

Industrial Precision & Architectural Calm:

- Pairs materials like terrazzo flooring, perforated metal, and fluted glass with warm wood paneling, creates elevated ambiance of a modern aviation lounge.
- Clean, linear lighting and stark geometric ceiling grids mirror Rimowa's aluminum suitcases.
- Neutral color palette (greys, whites, and light woods) ensures the product remains the focal point while evoking understated, industrial-chic luxury.

Brand Theater & Vertical Composition:

- Dramatic, multi-story central column acts as a monument to German engineering, showcasing a vertical timeline of the classic aluminum suitcase.
- Use of dark, dramatic marble wall paneling contrasts the brightly lit display shelving, creating a high-impact visual frame for the luggage.
- Suitcases are displayed with ample negative space on minimalist shelves, elevating them from travel tools to objects of high design.



Materiality & Process Storytelling:

- Space-age, high-shine chrome seating serves as functional art, directly referencing the aerospace-grade aluminum that defines the brand’s heritage.
- Digital screens behind the checkout counter display the manufacturing process, grounding the luxury retail experience in authentic craftsmanship and industrial manufacturing.
- Juxtaposition of hard metals with natural wood inlays on the display tables reflects Rimowa’s mastery of balancing heritage with modern innovation.

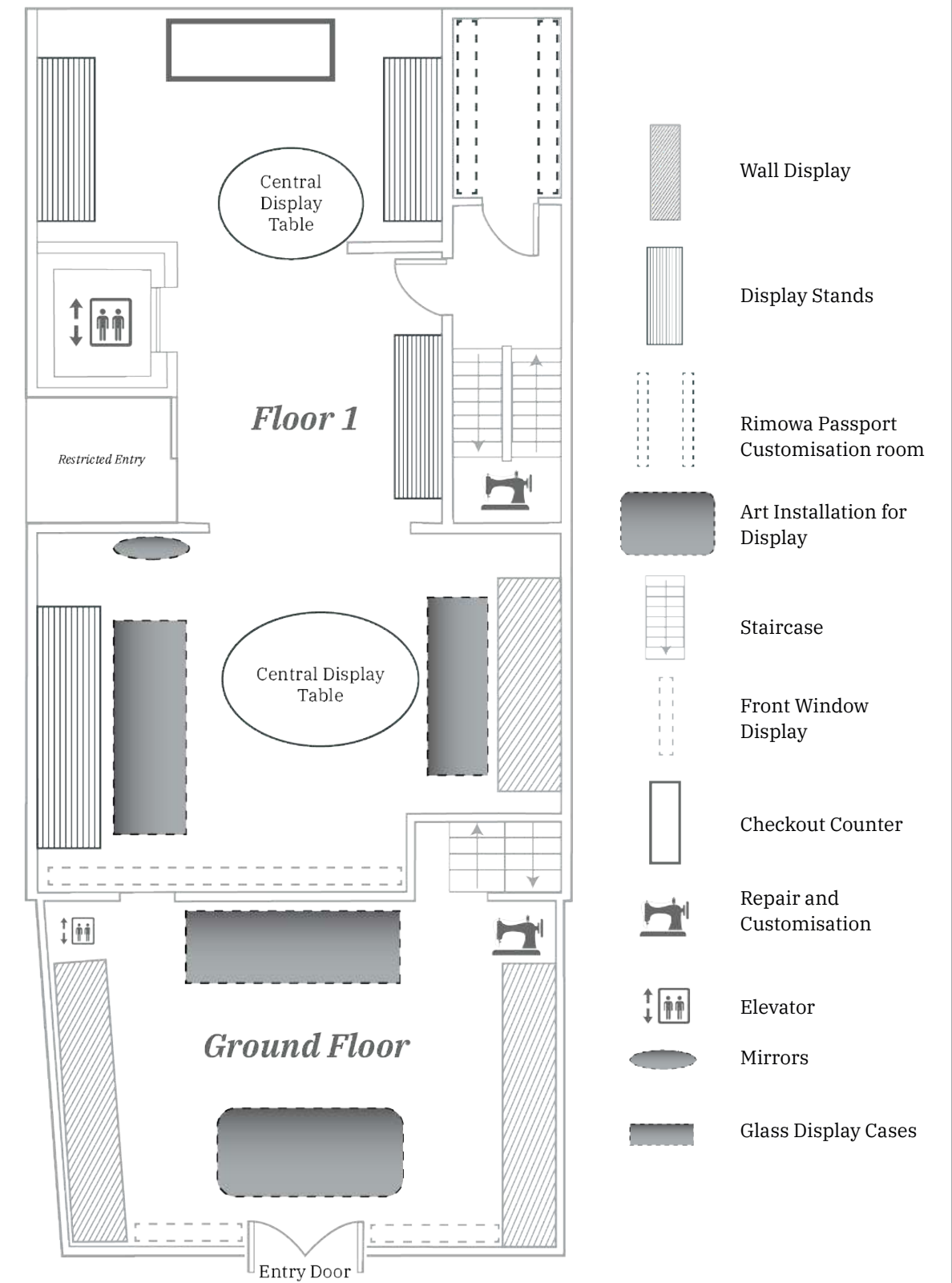
The Art of Travel & Personalization:

- A dedicated “Passport Studio” and a highly visual destination sticker wall emphasize the romanticism and individuality of global travel.
- The colorful city stickers pop vibrantly against the raw, industrial perforated metal wall, inviting customers to interact and personalize their travel experience.
- Mirrored surfaces and expansive glass visually open the space, reflecting the movement and dynamic energy of the customer journey.





Current Floor Plan



Current flow of the customer:
 Entrance → Hero Display → Core Sales Floor → Service/Customization
 → Checkout

Product Assortment

Current Product Assortment

1) Primary revenue driver -

Typically segmented by size and then further differentiated by their iconic materials (Aluminum, Polycarbonate, and recently, Leather)

- Cabin (Carry-on)
- Check-In (Medium & Large)
- Trunk (Oversized/Extended Travel)
- Kids Luggage
- Specialty Cases (e.g., Pilot cases, instrument cases)



2) Everyday & Travel Bags -

Often marketed under collections like “Never Still” or “Personal,” representing the brand’s expansion into daily mobility outside of just airports.

- Backpacks
- Briefcases & Messenger Bags
- Totes & Weekenders
- Crossbody Bags (e.g., the Aluminum Personal case)
- Clutches & Slings



3) Travel Accessories

Products designed to optimize the interior of the luggage or customize the exterior.

- Packing Cubes & Organizers
- Toiletry Bags & Cosmetics Cases
- Luggage Tags
- Bag Charms
- Customization Components



4) Tech & Daily Accessories -

Entry-level luxury items that help capture a wider, aspirational audience and increase purchase frequency.

- Phone Cases
- Earphone Cases (AirPods cases)
- Wallets & Cardholders
- Belts

5) Specialty / Lifestyle (Maison equivalents) -

High-ticket, niche lifestyle items that reinforce Rimowa's heritage and craftsmanship positioning.

- Watch Cases
- Wine & Champagne Cases
- Poker Sets / Game Cases



New/Proposed Product Assortment



AI Generated Image that shows a proposed view of the product extension into travel apparel.



AI Generated Image that shows a proposed view of the product extension into travel apparel.

1) Outerwear (*Built for Transit*) -

- Should feature climate-adaptive, weather-resistant layering pieces (e.g., modular trench coats, lightweight packable macs, or thermo-regulated overcoats)
- Priority lies on smart fabrics that protect against the elements while maintaining a sleek, tailored silhouette suitable for a luxury consumer's commute.
- Goal is to seamlessly transition from the unpredictable elements of a commute to a professional or social setting without compromising the wearer luxury aesthetic or arriving disheveled.

2) Knitwear (*Comfort in Motion*) -

- This line should utilize high-stretch, breathable luxury fibers (e.g., performance cashmere, merino wool blends, or silk-tech knits).
- These are mid-layers like crewnecks, zip-polos, or cardigans that offer thermoregulation and odor resistance.
- Goal is to experience unrestricted, ergonomic movement and all-day temperature control wrapped in elevated, highly tactile luxury fabrics.

3) Technical Pants (*Engineered Fit*) -

- Tailored trousers that look like classic luxury suiting but behave like activewear.
- Features should include four-way stretch, wrinkle resistance, hidden zippered commuter pockets, and stain-repellent finishes.
- Goal is to combine the sharp, sophisticated silhouette of traditional luxury tailoring with the forgiving, ergonomic performance of activewear, ensuring the wearer looks pristine from their morning departure to their evening return.

Pricing Strategies



AI Generated Images that show proposed hangtag mockups for the collection

Because a luxury brand’s ultimate goal is not just to sell products but to preserve and build brand equity, the pricing must remain high to signal exclusivity and superior quality. The technical innovations in these garments justify a premium price point, even compared to the brand’s traditional items.

Rimowa’s pricing should reflect the perceived value of the “solution” that they will be providing to the commuter’s pain points (wrinkles, sweat, discomfort). The target customer is paying for the experience of seamless travel and the lifestyle this clothing enables.

Traditional luxury utilizes expensive raw materials (silk, cashmere), but performance luxury utilizes expensive technology (e.g., bonded seams, waterproof membranes, custom hardware). This ensures that the high R&D and supply chain costs of technical fabrics do not dilute Rimowa’s overall profitability.

These require specialized manufacturing, which drives up the Cost of Goods Sold (COGS). In luxury, price is a barrier to entry that protects exclusivity. If Rimowa prices this extension too low, they risk poaching of the your core collection or cheapening the brand’s image.

A luxury brand cannot afford to let higher COGS eat into its profit margin. The target persona (from Part 3) is a luxury commuter. This consumer is highly protective of their time.

To maintain Rimowa’s strict 75% gross margin, the retail price of the *Transit Outerwear* line has been aggressively marked up. They are willing to pay a premium for a pant that doesn’t need to be dry-cleaned or an overcoat that survives a rainstorm without losing its tailored shape.

“We are employing a Value-Based Pricing Strategy. Our consumer is highly flexible when it comes to convenience. They are not paying for nylon and wool; they are paying for the guarantee that they will look pristine stepping off a transatlantic flight and walking straight into a boardroom”

The *Engineered Fit pants* and *Comfort in Motion* knits are Rimowa’s high-frequency purchases. A client might buy three pairs of pants at once. These make up the bulk of Rimowa’s **Unit Volume**. On the flipside, the *Built for Transit outerwear* is a considered, infrequent purchase. A client buys one coat. However, because the coat costs 3x to 4x more than the pants, it carries the weight of the brand’s **Sales Dollars**.

5 Rs of Merchandising

1) The Right Merchandise -

- Offer what the customer actually wants and needs, without compromising on the luxury aesthetic
- Current assortment is the perfect merchandise because it solves a specific pain point for the luxury commuter (wrinkles, discomfort, unpredictable weather) while maintaining the brand's elevated identity. It bridges the gap between activewear utility and boardroom-ready tailoring.

2) The Right Price -

- Pricing strategy is about more than the actual price; it must reflect the brand's positioning, cover costs, and meet the customer's perceived value of the item.
- The price is set at high price points to offset the expensive R&D of technical fabrics, protect the brand's strict profit margins, and signal exclusivity to the consumer.

Price Points:

Technical Pants → *"Engineered Fit"*

- Hypothetical Price: \$850 – \$1,200
- Assortment Role: This is the Volume Driver, or the entry point into **Transit** collection.

Knitwear → *"Comfort in Motion"*

- Hypothetical Price: \$400 – \$1,200
- Assortment Role: This is the Margin Builder and the markup here allows Rimowa to protect the brand's overall profitability.

Outerwear → *"Built for Transit"*

- Hypothetical Price: \$700 – \$2,100+
- Assortment Role: This is the Revenue Driver. Outerwear is inherently complex to manufacture, due to the need to add weather-proofing and modular elements which increases the cost. Rimowa may sell fewer units of these coats initially, but the high price point means they contribute massively to the overall sales dollars.

3) The Right Quantity -

- Having enough stock to maximize sales without overstocking, which leads to markdowns that damage brand equity. Luxury relies heavily on controlled scarcity.
- Rimowa will utilise a bottom-up assortment that balances volume and exclusivity. The Technical Pants and Knitwear will have a deeper inventory (more units) because they are everyday staples and volume drivers. The Outerwear will have very few units to act as a scarce revenue driver. The store racks will not be stuffed; the presentation will remain sparse and curated.

4) The Right Time -

- Aligning the product lifecycle and delivery schedule with consumer demand.
- This collection will be prominently featured during peak travel seasons or transitional weather periods (early Fall or early Spring) when the commuter is most aware of the need for weather-resistant, adaptable layering.

5) The Right Place -

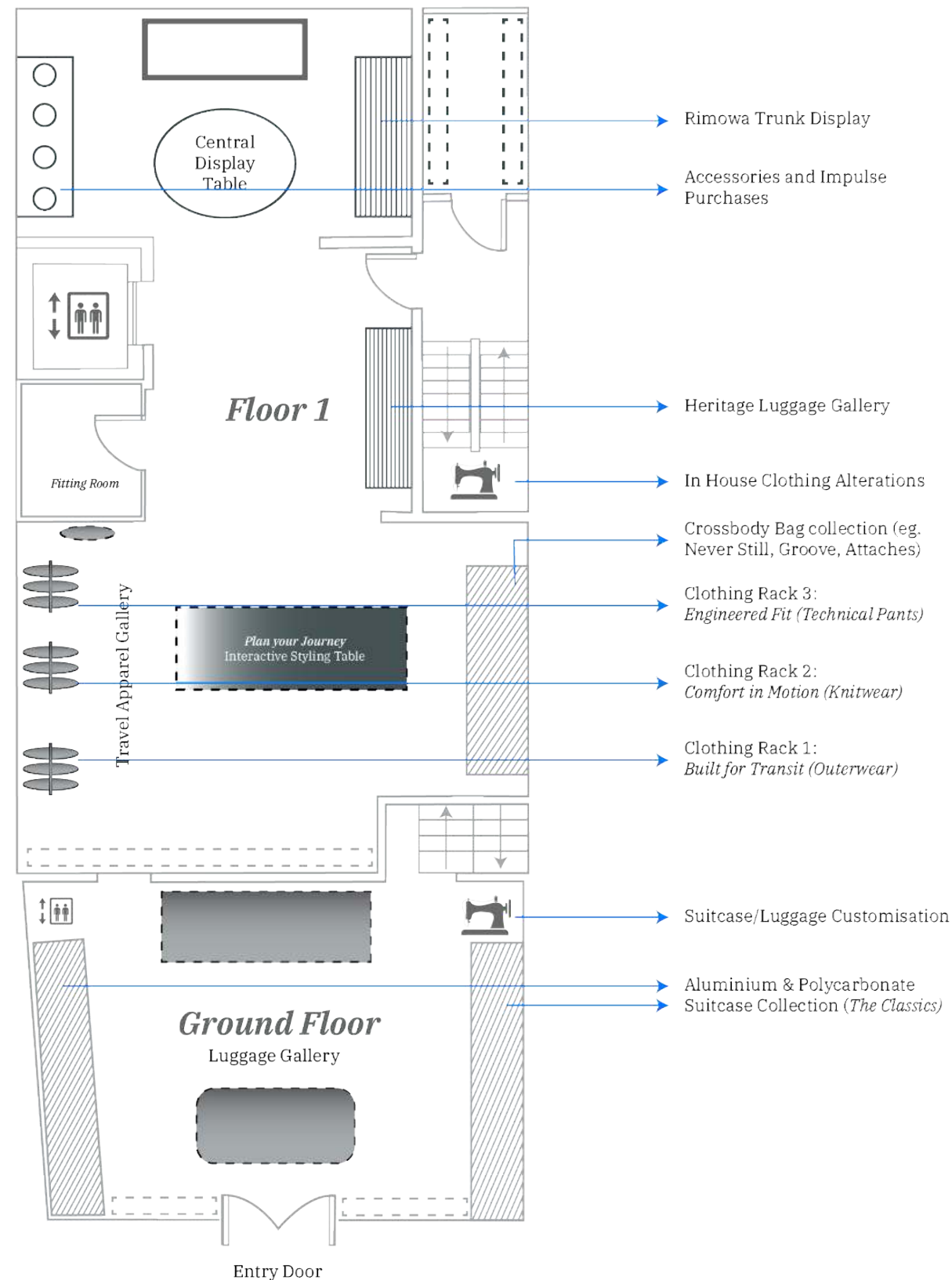
- The apparel collection will be positioned in the Mercer Street flagship. Rimowa's store aesthetic is defined by sleek, industrial minimalism, that include aluminum finishes, stark lighting, and conveyor belt inspired displays.



Actual in-store view,
Mercer Street, NYC

Merchandising Analysis

Proposed Floor Plan



Why this Works

1) Preserving Brand Equity and Protecting the Hero Product

A brand's ultimate goal is to sell products, but in the luxury sector, it is equally important to preserve and build brand equity.

- By dedicating the entire Ground Floor to the *Luggage Gallery* (featuring The Classics and Suitcase/Luggage Customisation), the merchandising plan respects Rimowa's current practices and heritage.
- Placing the new apparel category on Floor 1 ensures that the customer's first physical touchpoint remains the core heritage product.
- This spatial hierarchy prevents brand dilution and anchors the consumer's perception of Rimowa as a luggage authority before they are introduced to the lifestyle extension.



AI Generated Image that shows an art installation of a suitcase along with the classics collection on the ground floor. The image also features the customisation counter as well. This image is not to scale of the proposed store layout, it is only a representation



AI Generated Image that shows the customisation counter. This image is not to scale of the proposed store layout, it is only a representation

2) Guiding the Luxury Customer Journey

Luxury is a lifestyle with multiple dimensions, encompassing not just products, but experiences. The transition from the Ground Floor to Floor 1 is designed as a curated customer journey.

- Once the customer climbs up to Floor 1, they enter the *Travel Apparel Gallery*.
- The apparel is strategically framed not as a fashion distraction, but as a functional extension of the travel experience, evidenced by in-store communication and

signage categorizing the racks as *Built for Transit (Outerwear)*, *Comfort in Motion (Knitwear)* and *Engineered Fit (Travel Pants)*

- This segment reassures the consumer that Rimowa is fulfilling a specific, travel-related need, aligning with the brand's positioning.

3) Elevating Goods to Luxury Services and Experiences

In the contemporary lexicon of marketing, the term luxury good identifies a tangible product, while a luxury service identifies an intangible one. This layout seamlessly blends both.

- The inclusion of the *Interactive Styling Table: Plan your Journey* acts as a physical touchpoint for in-store communication, transforming the apparel selection process into an interactive styling service.
- Furthermore, the *In House Clothing Alterations* station positioned near the fitting rooms elevates the tangible apparel (a good) into a highly personalized luxury service. This justifies the luxury price point and fosters deeper customer loyalty.



AI Generated Image that shows a partial view of the second floor featuring the limited clothing collection and the cross-body/backpack collection of Rimowa. There is an interactive styling tablet placed in the centre of the aisle. This image is not to scale of the proposed store layout, it is only a representation

4) Cross-Merchandising and Complementary Add-ons

The flow of Floor 1 deliberately leads the customer from high-consideration apparel items toward complementary accessories.

- The *Crossbody Bag collection* (e.g., *Never Still*, *Groove*, *Attachés*) is placed near the apparel racks to encourage cross-merchandising and complete the travel uniform.
- The Central Display Table allows customers to inspect their luggage before purchases. The *Accessories and Impulse Purchases* section are positioned near the cash register, capturing the customer when they are most susceptible to lifestyle add-ons.

Strategic Repositioning:

To accommodate the Travel Apparel Gallery on Floor 1, the footprint for overflow luggage, seasonal colorways, or older crossbody displays previously housed on this level has been consolidated.

The classic polycarbonate and aluminum collections have been unified entirely on the Ground Floor to increase density and impact, while select lifestyle bags (like the *Never Still* collection) have been integrated into the Floor 1 apparel section to facilitate cross-category purchasing.



AI Generated Image that shows a partial view of the second floor featuring the fitting room, cash register, islands for customers to inspect their requirement and the passport customisation room. This image is not to scale of the proposed store layout, it is only a representation

New Zoning Concept

Luggage (Core) → Apparel (Extension) → Accessories (Add-on)

The proposed layout mirrors Rimowa’s narrative of travel evolution. By maintaining the luxury hierarchy, we preserve Rimowa’s prestige pricing strategy and ensure the new category acts as a natural progression of the traveler’s journey rather than a disruption.

Zone 1: Entrance → Heritage Luggage Gallery

- Protect the core.
- Iconic aluminum and polycarbonate suitcases are displayed with generous negative space

Zone 2: The Apparel Travel Lab (The New Extension)

- Positioned in the mid-store transition zone, this area captures customers after they have engaged with the core product, encouraging high-value cross-selling

Zone 3: Mobility Styling Zone (Fitting & Curation)

- A localized, experiential space where the products intersect.
- The fitting rooms act as a VIP consultation space, equipped with adjustable lighting

Zone 4: Cash Wrap + Accessories

- Capture add-on sales and finalize the personalization journey.
- Small leather goods, phone cases, and Rimowa’s iconic customization tags/stickers

Merchandise Displacement Strategy

The new idea of travel apparel requires the displacement of the current store layout by about 25%. This ensures only a small fraction of Rimowa’s current brand identity is revised to accommodate their new expansion.

The large-scale, seasonal display tables previously occupying the center of the store have been removed.

Large-format trunks have been condensed into a dedicated *Extended Stay* vertical fixture near the back of the store



AI Generated Image that shows a partial view of the Heritage Luggage Gallery that features archival limited editions collaborations of Rimowa. This image is not to scale of the proposed store layout, it is only a representation

7 Ps of Marketing

Product

- Utilitarian, high performance luxury travel wear
- Engineered, sustainable, and weather-resistant smart fabrics
- Industrial and neutral tones mirroring their classic aluminum and polycarbonate luggage collections

Price

- A fixed premium pricing strategy (e.g., \$300 to \$1,500+ depending on the garment) to align with LVMH's luxury positioning and Rimowa's high-end luggage lines.
- Value is justified through innovation applied to textiles, extreme durability, and the prestige of the Rimowa badge.

Place

- The global launch of the travel apparel line will be centered exclusively at the new, two-story SoHo flagship. Because this location already serves as a cultural hub for the brand in North America, introducing the apparel here capitalizes on high luxury foot traffic and the neighborhood's reputation for fashion innovation.

Promotion

- Campaigns centered around *Engineered for Movement* and purposeful travel, featuring cultural icons, creatives, and athletes in transit to highlight the brand identity.
- Limited-edition streetwear and high-fashion apparel drops, echoing the massive success of their luggage collaborations with brands like Dior, Off-White, and Supreme.

Physical Environment

- Garments will hang from brushed aluminum fixtures, suspended by sleek matte black rails.
- Flooring and display podiums will feature pale oak textures
- The visual merchandising backdrop, and the apparel itself will be strictly controlled to reflect a sophisticated, utilitarian aesthetic

Process

- A seamless shopping experience integrating online discovery with in-store personalization.
- Digital flagship supports ROPO behavior
- Strong DTC control over experience
- Offering a repair, tailoring, or recycling program for the apparel, directly mirroring Rimowa's famous lifetime guarantee and repair centers for its suitcases.

People

- Boutique staff acting as travel advisors, highly educated on both luggage engineering and the specific technical properties of the apparel.
- Providing personalized styling and packing consultations for VIP clients preparing for specific climates, business trips, or journeys.

Visual Merchandising Strategy

Theme: Engineered for Movement

Material:

- Brushed aluminum fixtures
- Matte black rails
- Concrete + pale oak textures

Use of pale oak for nesting tables to bring warmth to the space, contrasted with brushed aluminum table legs and matte black rails for hanging garments. This creates an industrial yet refined tension.



AI Generated Image that shows a partial view of the second floor featuring the limited clothing collection. This image is not to scale of the proposed store layout, it is only a representation

Colour:

- Stone
- Warm grey
- Midnight navy
- Travel khaki

Utilizing color blocking to tell the colour story. Story starts with the lighter “Stone” and “Travel Khaki” colors, positioned at the front of the racks, transitioning into “Warm Grey” and anchoring the back with “Midnight Navy.”

Mannequin Styling:

- Urban transit styling
- Airport lounge-inspired layering
- Architectural silhouettes

Grouping the mannequins in threes helps maintain clarity without clutter. They will have dynamic, walking stances to reinforce the *Urban transit styling* and *Engineered for Movement* theme.



AI Generated Image that shows a partial view of the second floor featuring the limited clothing collection. This image is not to scale of the proposed store layout, it is only a representation

In-store signage

The primary header sign for the section would read “Engineered for Movement” This combines Rimowa’s Engineerskunst policy with their new apparel line.



AI Generated Image that shows a partial view of the second floor featuring the limited clothing collection. This image is not to scale of the proposed store layout, it is only a representation

Minimalist, brushed aluminum plaques placed on the pale oak tables or hung on the back walls. The text should be printed in a crisp, sans-serif font matching the brand’s identity, simply reading: Engineered for Movement.



AI Generated Image that shows a partial view of the second floor featuring the limited clothing collection. This image is not to scale of the proposed store layout, it is only a representation



AI Generated Image of clothing shelves with the Rimowa logo engraved into it.



AI Generated Image of clothing hangar with the Rimowa logo engraved into it.

Packaging Strategy

Current Packing Strategy



Actual packaging from Rimowa, Mercer Street, NYC

The packaging relies on a highly minimalist, neutral palette of black, white, and grey. The logo is a clean, thin sans-serif font designed to encapsulate functional luxury, accompanied by a monogram with sharpened vertices that nod to the spires of the Cologne Cathedral (the brand’s birthplace)

The suitcases come encased in a crisp, white fabric dust bag featuring the Rimowa logo. It is designed to protect the luggage during transit and storage, though many customers actively repurpose these high quality bags for laundry or storage.

If purchased in store, the shopping bags are designed with sculptural simplicity. A brilliant merchandising detail is that the bag’s handles are held in place by actual metal rivets, a direct nod to the industrial construction of their aluminum suitcases. The monogram is even stamped onto these rivets.

Packaging Strategy

Proposed Packing Strategy

The idea is to continue the aesthetics of Rimowa without changing anything. The product is an extension of the current line so the packing helps alleviate the visual appeal of the clothes.



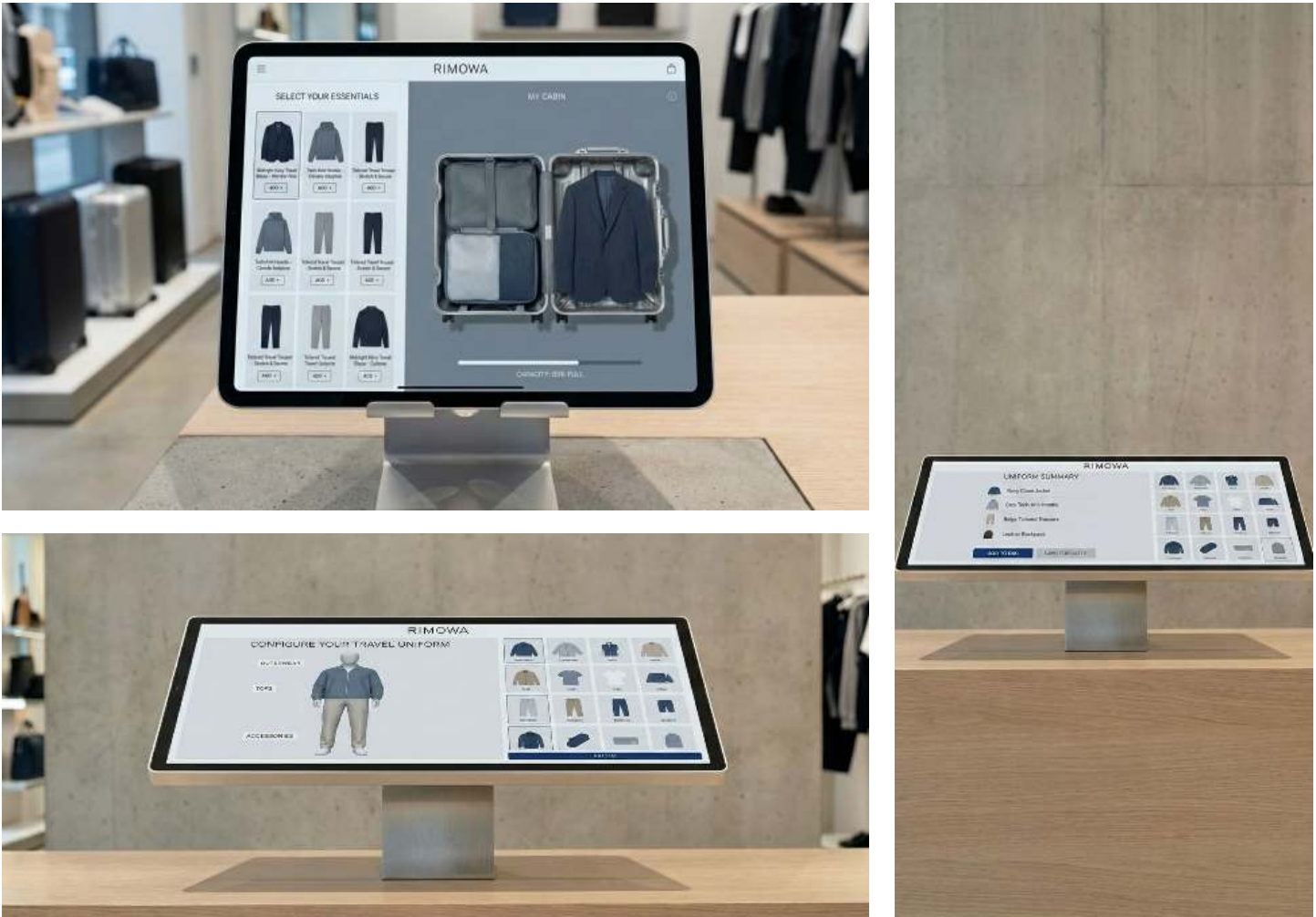
AI Generated Image options of packaging for the new clothing line, this includes carrybags, boxes and suit covers (dust covers) for the outerwear line.

Experiential Merchandising Zone

There is an interactive touchscreen tablet in the middle of the 2nd floor that seamlessly blends clothes and backpacks. Instead of just looking at clothes on a rack, the customer can approach the table to digitally “build” their travel wardrobe

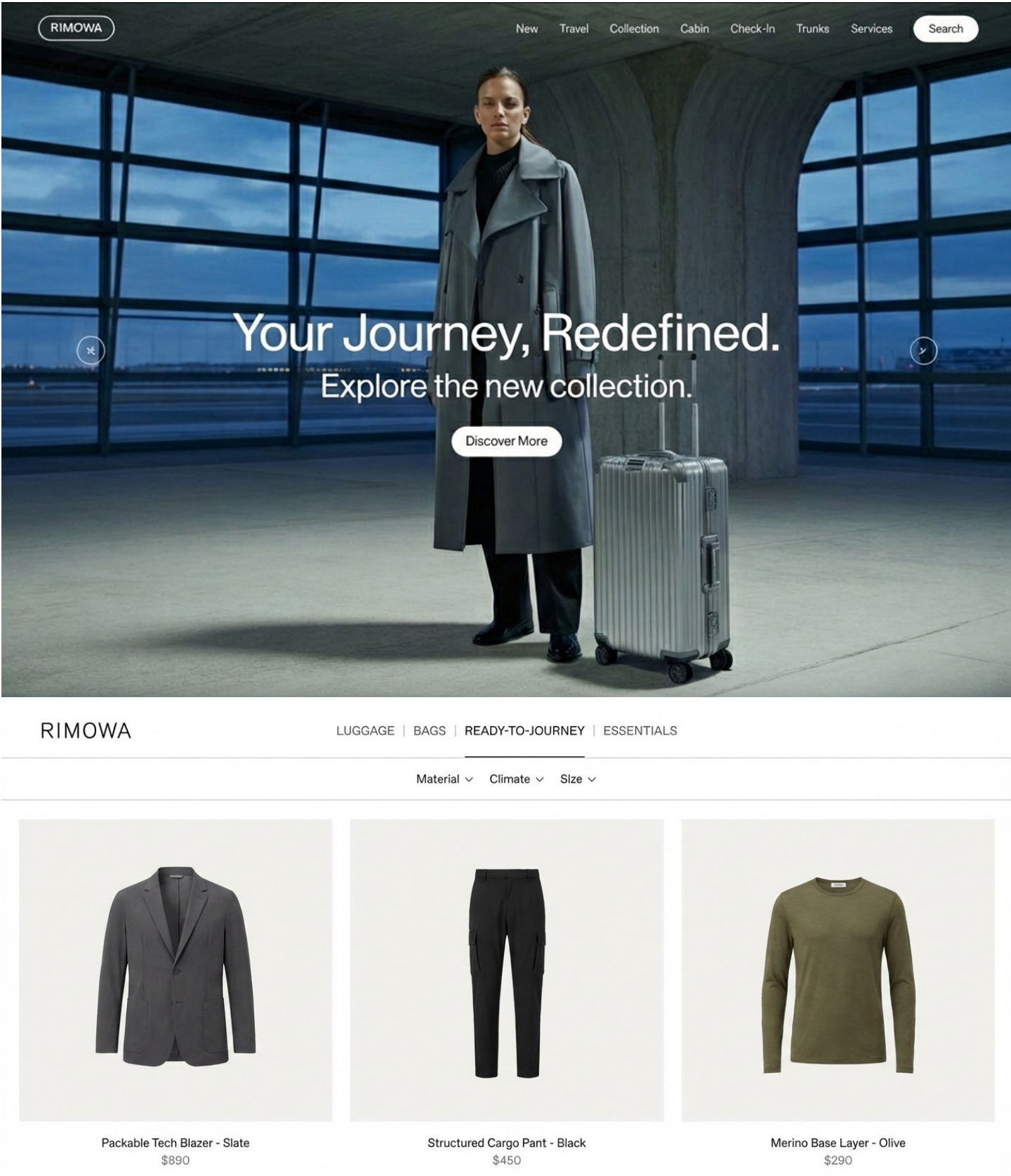
By placing the heritage product (bags and crossbodies) on the left wall and the new product extension (travel apparel) on the right wall, the tablet table in the middle becomes the bridge that unites the two categories.

The tablet acts as high-end digital signage and in-store communication. It invites customers to play and interact, increasing their “dwell time” (the amount of time spent in-store), which directly correlates to higher conversion rates.



AI Generated Images that show partial views of the second floor interactive styling tablet

Online Merchandising Strategy



AI Generated Image options for new user interfaces and website designs

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