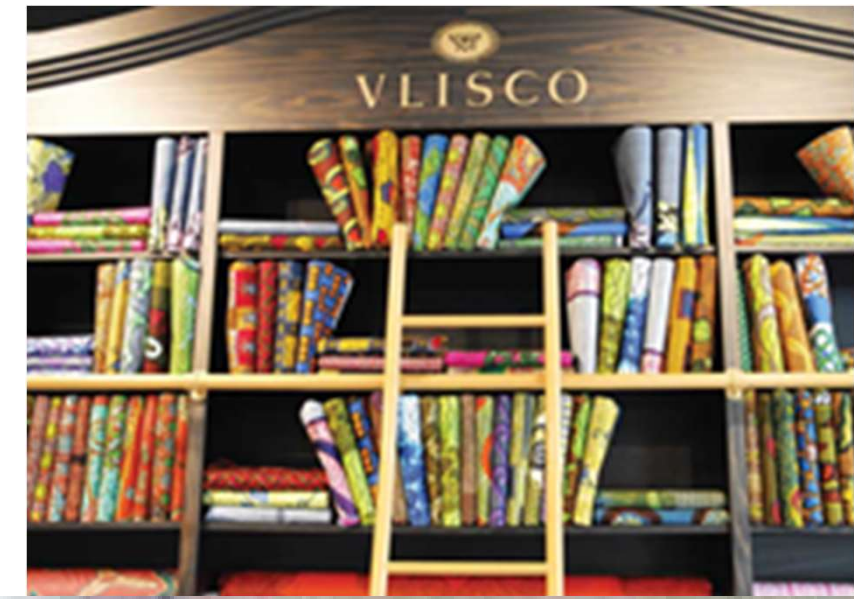




Dutch textile company present in Western and Central Africa (country portfolio: Gabon, Ghana, Cote d'Ivoire, Nigeria, Congo, Benin, Niger, Togo). Headquarters are located in Eindhoven (Helmond). This company produces traditional luxury cloth fabric (since 1846), it is unique and well known for its original designs, colorful patterns and high quality.



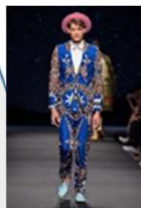
Best product: Super Wax.



Successful implantation in Africa as 80% of the production goes to the continent. Deeply rooted in tradition and culture. Proud of being "loved by Africa women since 1846." Creation of 350 000 designs over the years. Represent traditional pride, multicultural melting plot of beauty and industrial craftsmanship.

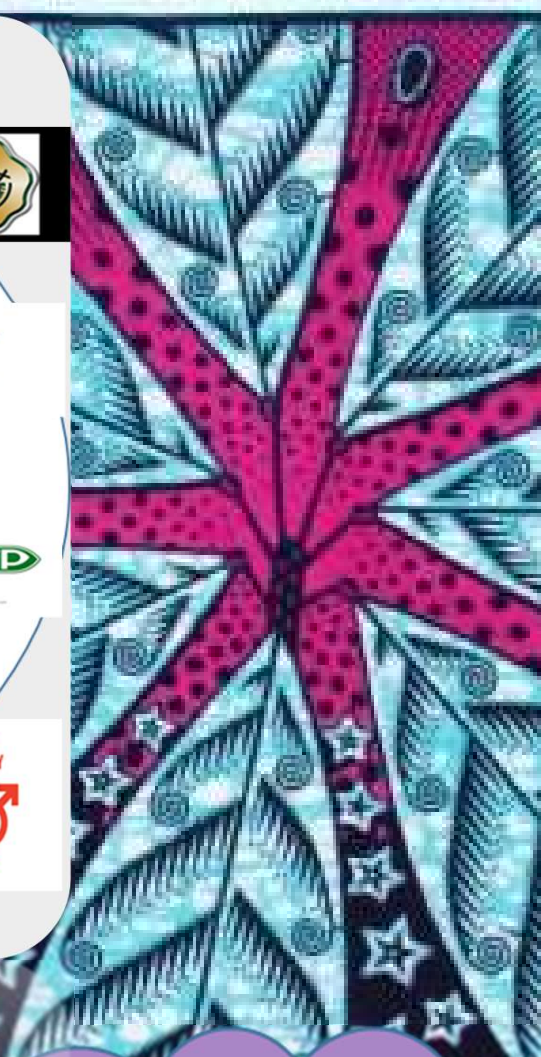
Inclusive and sustainable business strategy:

Embrace African style while being locally embedded: broad BoP (poor people as consumers and producers). Key assets: inventiveness and adaptability. Consumer oriented industry fitting with the continent demographic evolution. Aiming to go beyond production and sales to create jobs locally, facilitate national fashion industry, include all stakeholders in value proposition= create social benefits and grow at the same time.



Strategy to become more global: cooperation with Haute couture Western brands (Comme des Garcons/ EastPak) but also Japanese ones (Mitsukoshi Istein).

Empowerment of women, image of powerful beautiful black women, representation in advertisement, main local suppliers: women-become business women- Vlisco women's month and ambassadors.



UniWax in Abidjan production: 1500 designs/ year VS
Vlisco in Eindhoven: 150 designs/ year

Recommendations:

Company: Start objective 3.0: expand markets to Northern, Eastern and Southern Africa but also to the world. ! Adapt strategy and products to new markets.

Collaborate with NGOs for expertise on sustainable risks. Continue to foster the inclusive and Sustainable business strategy. More pret a porter.

Problem	Solution
Important distance in terms of 4 dimensions.	Fashion industry is very sensitive to local context. <i>Innovation team:</i> Ethnographic and qualitative research + consumer/ college oriented feedbacks + expert on consumers and context= fit needs and demand.
Chinese counterfeit.	<i>Team fighting against imitations in Abidjan/ register designs in the African organization of intellectual property.</i>
Changing way to shop given new technology.	<i>Innovation team:</i> experts of digital marketing and expand online offer.
Narrow target group.	Creation of <i>sub brands</i> with different target groups: reach elite but also middle class people.
Lack of human capital and skilled labor.	<i>Vlisco fashion fund:</i> support local designers and tailors by sharing expertise and knowledge.
After purchase phase.	<i>Pret a couture:</i> professional, well-trained tailors in stores to respond to consumer needs. Add value: make the product ready to wear.
Operational risks: increase in import taxes in 1960.	<i>Sub brands/ greenfield investment</i> with local production in different countries: creation of Vlisco Group.