3. Competitive Analysis

	Tiffany & Co	Signet	Richemont	Tapestry	Pandora
Product Line	Jewelry (Gold, Silver, Diamond, colored gem, pearl, etc.), watches, home&acessorie, fragrance)	Bridal, Fashion, Watches, Others (Zale Corporation, Kay Jewelers Jared)	Jewelry, Watches, Apparel (Jewelry Brand: Cartier, Van Cleef & Arpels)	Bags, accessories, apparel, watches, footwear, jewelry, eyewear, fragrance(Coach New York, Kate Spade New York, Stuart Weitzman)	Jewelry, Watches
Pricing	- Gifts under $500/250	off-mall retailers that sell jewelry typically priced above $700.00.	- high-end	- increase in product prices - discounted prices (281 factory outlets)	
Distribution	- own retail stores and boutiques (321) - independent distributor - retail - online	(Multi-channel Selling) - retail (3,334 stores) - online	In EURO (m) 2019 - Retail (7320) - Wholesale (4368) - Online (2262)	- retail - wholesale - online - factory outlet	In Denish (m) - Physical Store (11,399) - Wholesale & 3rd party ((7687) - Online (2782)
Target A.	millennials and Gen Z make up 45.0% of all diamond purchases across important global markets				
Primary	- brides and grooms - branded as sophisticated and elegant	Bridal jewelry/ Special order - 48.0% of its sales in the Bridal department	High Income (allegiance to luxury brands) - self-purchasing or self-gifting	Younger generation	Travel/Memorization
Secondary	- gift - Be price sensitive but pursue high-end	targets households with average annual incomes ranging between $35,000-$150,000	brides and grooms	Price sensitive consumers - expanding the company's consumer base	

Leading jewelry and accessory retailers in the United States in 2018, based on retail sales (in billion U.S. dollars)*

Leading jewelry retailers in the U.S. 2018, based on retail sales