

# ARROW



USA • 1851

## THE MARKET

Over the course of not one but three centuries, the ARROW brand has consistently symbolized authentic American fashion. Boasting 160 years of rich history and experience, ARROW has evolved into an international brand that is now licensed in over 100 countries. Cluett, Peabody & Co. Inc., owner of the ARROW brand and acquired by PVH Corp. in 2004, began as a collar manufacturer operating out of a one-room workshop in Troy, New York, in 1851. With a broad assortment of superior-quality men's, women's, and children's apparel and accessories targeted to the updated classic consumer, ARROW remains true to its deep heritage and draws inspiration from the past to create a modern, appealing look.

## ACHIEVEMENTS

As the second-best-selling dress shirt in the United States, ARROW commands extraordinary brand recognition for its commitment to produce fashionable yet functional apparel. The brand's reputation for quality, American style, and innovation goes far beyond the United States, as ARROW apparel and accessories are currently licensed in more than 100 countries. With the growth of PVH Corp., the company has decided to take the European ARROW business in-house to further illustrate the brand's credible American heritage. PVH Europe is launching its first collection of ARROW dress shirts at retail in fall 2011.

## HISTORY

In the 1820s, from her home in Troy, New York, Mrs. Hannah Montague created the first detachable shirt collar. As the popularity of the detachable collar increased over the course of the early 19th century, many companies in Troy

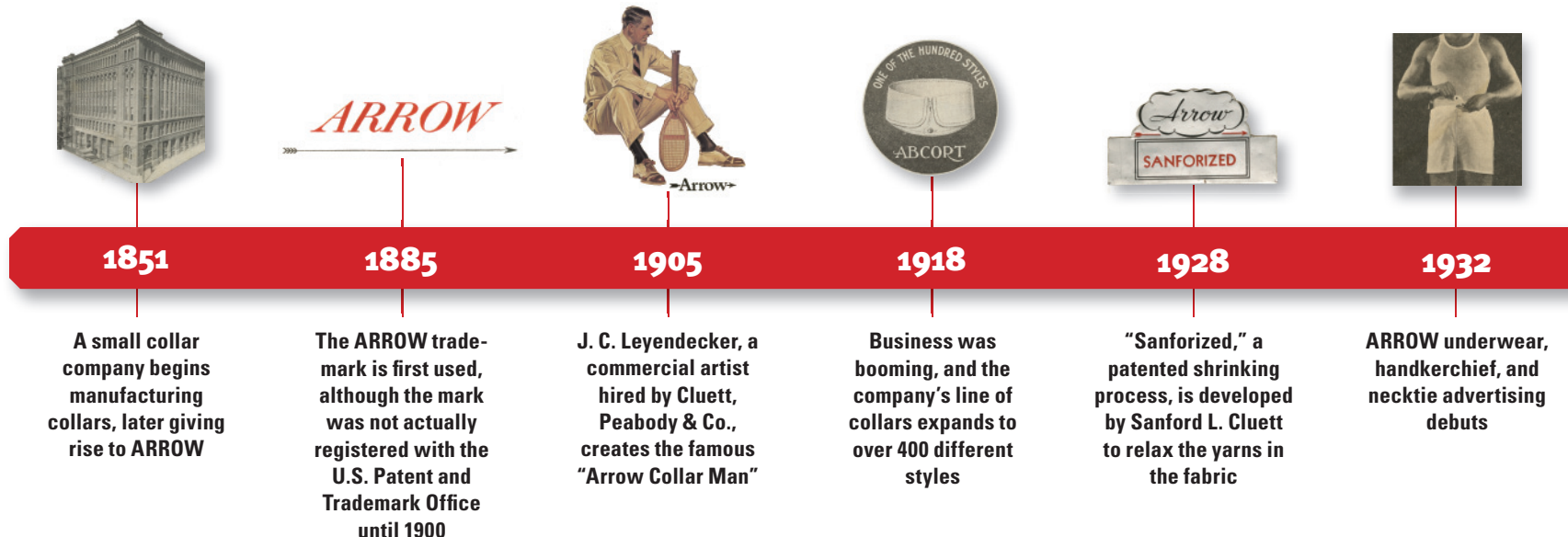


began manufacturing and selling collars as well. Eventually one such company adopted the ARROW trademark in connection with its products. Through a series of mergers, in the late 1890s, this company eventually became known as Cluett, Peabody, & Co.

In approximately 1905, Cluett, Peabody & Co. began an advertising campaign that featured a stylish young man wearing an ARROW shirt, who later became known as the "Arrow Collar Man." The advertisements were illustrated by J. C. Leyendecker, a well-known commercial artist who also did cover art for the *Saturday Evening Post*. Hundreds of print advertisements were produced from about 1907 to 1930

featuring the Arrow Collar Man. This fictional character became an icon and received more than 17,000 fan letters a day. The Arrow Collar Man inspired the Broadway musical *Helen of Troy* in 1923, and President Theodore Roosevelt is noted to have referred to him as a "superb portrait" of the "common man."

The Arrow Collar Man generated so much demand for ARROW detachable collars that Cluett, Peabody & Co. expanded its line to include approximately 400 different styles. However, during World War I, soldiers became accustomed to the soft attached collars of their uniforms, thus causing the detachable collar to lose popularity by the late 1920s.



In response to an increased demand for softer attached collars, ARROW introduced the “Trump” shirt in the late 1920s, and within several years had introduced collared dress shirts in a variety of colors and stripes. At this time, Cluett, Peabody & Co. Inc. became known for its “Sanforized” shirts — shirts that were treated with a patented process to relax the yarns in the fabric and prevent the shirt from shrinking.

Throughout the years, ARROW has continued to respond to shifting fashion trends. As the stability of the 1950s gave way to the turbulent 1960s, ARROW replaced its conventional white dress shirt with more colorful designs. By 1968 less than half of the ARROW shirts sold were solid white. The ARROW line was redesigned in the 1970s and 1980s with a resurgence of classic tailoring to appeal to the renewed conservatism of the young, urban professional while offering the synthetic fabrics, tapering darts, and oversized collars that the disco era inspired.

The dress shirt market rebounded after a down-swing in the 1990s as the millennium brought renewed interest to this market segment. PVH Corp. acquired ARROW in 2004, revitalizing the brand and leading to many new and pivotal partnerships and campaigns. ARROW has forged a remarkable record since its humble beginning; with the advent of the 21st century, ARROW continues to be regarded as a leader in American men’s fashion.

### THE PRODUCT

With a 160-year heritage, ARROW offers a broad assortment of apparel, including dress shirts, neckwear, sportswear, and accessories. ARROW has a classic American style that is admired around the world. The new European ARROW collection will initially feature a three-tiered men’s dress shirt collection of classic, casual, and contemporary styles, with each tier defined by a unique fabric and fit.

ARROW is committed to providing quality apparel products throughout the world that embody the heritage of the company and deliver superior quality to consumers.

### RECENT DEVELOPMENTS

ARROW designed a limited-edition collection of men’s shirts in 2010 exclusively for Urban Outfitters, featuring three vintage styles. The



brand name has also been licensed for eyewear that is now sold in both the U.S. and Canadian markets, offering consumers a durable product at an exceptional value. To improve in-store product offerings, ARROW retail stores in Europe will feature in-store display iPads to allow customers the option to browse merchandise digitally.

### PROMOTION

ARROW promotes its products through innovative point-of-sale displays, magazine and newspaper advertisements, fixture design, and in-store presentations. Past ARROW ad campaigns include sponsorship of the Masters Tournament in the 1960s and the “We Are Ellis Island” campaign in 2008. ARROW also employs social networking sites such as Facebook to generate increased brand awareness.

### BRAND VALUES

ARROW is committed to manufacturing quality products that are fashionable and affordable. The success of the ARROW brand can be attributed to its name recognition and attention to detail. Through research and development, ARROW focuses on the needs of the consumer, resulting in high brand awareness and customer loyalty. ARROW represents the American spirit through its heritage, confidence, and diversity. The brand’s

look and appeal reflect a youthfulness and optimism that embodies the American experience. The ARROW brand represents conviction, dedication, accomplishment, and as a result, ARROW remains at the forefront of the men’s apparel industry.

### THINGS YOU DIDN'T KNOW ABOUT ARROW

- At the height of the detachable collar craze, the well-dressed man had charts denoting the appropriate collar to wear at every time of the day and for every occasion.
- A range of celebrities — singer Tony Bennett, magician David Copperfield, model Fabio, football star Joe Namath, and tennis champion Jim Courier — have all promoted the ARROW brand over the years.
- ARROW created collars of unique sizes for the famous 3.35-foot-tall Tom Thumb (11"-by-1" collar) and a giant Russian man (27.5"-by-5" collar), which was one of the largest collars ever produced for actual wear.



1945

ARROW advertises the largest collar produced to date for Russian giant, measuring 27.5"x5"



1953

The company consolidates all its foreign business (except Alaska, Hawaii, and Canada) under the Arrow International Division



1976

Joe Namath teams up with the ARROW brand to promote the Joe Namath product line



1991

Willie Nelson promotes the ARROW At Work / At Play campaign



2004

PVH Corp. acquires Cluett, Peabody & Co.



2011

PVH Corp. launches its first in-house European collection at PITTI IMMAGINE in Florence, Italy