Research Question:

Will synergies from the merger with Men’s Wearhouse lead to stabilization of Jos. A. Bank and increased efficiencies companywide by the end of 2015?

Summary of Findings

- In-store operations for Men’s Wearhouse Inc. (MW) and Jos. A. Bank stores have changed little since the two companies merged a year ago. Blueshift Research’s 13 sources cited no evidence of the integration of inventory or POS systems aside from formal wear. This lack of post-merger progress is a continuation of our Nov. 6, 2014, findings.

- The merged company’s promotional strategy also has not changed. Six sources said Jos. A. Bank continues to rely on discounts to clear its inventory, and four said the chain will be hard-pressed to attract younger shoppers while retaining its older customer base.

- Of the few post-merger changes noted by sources, one said Jos. A. Bank was offering more slim-fit but less big-and-tall merchandise, while another cited a new in-store kiosk for formal wear sales and rentals. Five sources said Men’s Wearhouse has been featuring more fashionable, trendy merchandise and is drawing in younger customers.

- Our SurveyMonkey poll of 218 U.S. men found that Men’s Wearhouse continues to be the top consideration and ultimately the chosen destination for suits and sport coats/blazers. Still, the percentage of respondents favoring Men’s Wearhouse fell slightly compared with a year ago. Jos. A. Bank had the greatest jump in the number of respondents both considering and buying merchandise from its stores. Also on the rise are Retail Brand Alliance Inc.’s Brooks Brothers, Nordstrom Inc. (JWN), H&M Hennes & Mauritz AB (STO:HM-B), and online purchases of suits and sport coats.

Silo Summaries

1) Men’s Wearhouse and Jos. A. Bank Personnel
These four in-store sources reported only slight changes to store layout and inventory since the merger a year ago. Jos. A. Bank is carrying more slim-fit and less big-and-tall inventory, and its stores have introduced kiosks for sales and rentals of formal wear. One Men’s Wearhouse store source reported a bump in sales related to improved coordination between the two chains, but no other source said the merger had affected sales. Two sources said Jos. A. Bank has adopted the visual aesthetic of Men’s Wearhouse’s in-store signage. Sources cited no changes in promotional sales or strategies, and also could not offer insight into changes possible for later this year.

2) Industry Specialists
These four menswear industry sources noted no substantive changes resulting from the merger between Men’s Wearhouse and Jos. A. Bank, but two said years might pass before the financial benefits from such a merger are realized. Three had noticed that Men’s Wearhouse was targeting younger customers, mainly through more fashion-forward offerings with slimmer fits. Two also cited changes to the appearance of Jos. A. Bank’s stores and website, but one believed it was merely a new visual pasted onto the same operation.

3) Competitor Executives
These three corporate representatives of other retailers believe their companies are more fashion-forward than Men’s Wearhouse and are not direct competitors to the company. They said the merger will allow the new company to focus on improving operations, but two added that Jos. A. Bank continues to emphasize sales and discounts.

4) Competitor Store Personnel
These two sources acknowledged some overlap in inventory between their stores and the Men’s Wearhouse brands, but both maintain that they have their own established and distinct customer base. They also said the merger has had no effect on their store or company operations.
Men’s Wearhouse Inc.

Background

Last quarter Men’s Wearhouse beat Wall Street’s estimates for revenue and earnings. Since then, sentiment for Men’s Wearhouse has improved, and Wall Street firms have gained confidence in the company’s ability to capitalize on synergies gained from its merger with Jos. A. Bank and increase its average ticket by phasing out aggressive sales and expanding its Joseph Abboud and BLACK by Vera Wang lines. Abboud still is considered aspirational and remains popular, so much so that its merchandise has been a target for thieves.

Merger synergies of product assortment and new tuxedo rental inventory at Jos. A. Bank will continue throughout 2015. Initial synergies of $35 million already have been realized through the merging of back-office duties and training programs. Layoffs for jobs duplicated by the merger have begun. Although the company has been very vocal about phasing out its hyper-aggressive sales strategies, buy-one-get-X-amount-free sales still are being reported, most notably by Wisconsin Governor Scott Walker. Men’s Wearhouse claims the aggressive sales cannot initially be eliminated altogether, lest it alienate Jos. A. Bank customers. Competition has been heating up too; the men’s segment was J.C. Penney Co. Inc.’s (JCP) best performer last quarter.

Blueshift Research’s Nov. 6, 2014, Men’s Wearhouse report found few in-store changes since the June 2014 merger with Jos. A. Bank. Sources from all silos did not believe the merger would be a “game changer” for either company but said synergies would result in cost savings. A few sources believed that Jos. A. Bank’s formal wear would be bolstered by having access to Men’s Wearhouse inventory. Our Blueshift survey found that Men’s Wearhouse still was the No. 1 retailer for men’s suits and sport coats. Both Men’s Wearhouse and Jos. A. Bank drew improved ratings compared with our June survey.

Current Research

In this next study, Blueshift Research assessed whether the merger was resulting in stabilized operations at Jos. A. Bank and in increased efficiencies companywide. We employed our pattern mining approach to establish six independent silos, comprising 13 primary sources (including six repeat sources), a SurveyMonkey poll of 218 U.S. men, and five relevant secondary sources focused on post-merger developments and Jos. A. Bank’s promotional strategy:

1) Men’s Wearhouse and Jos. A. Bank personnel (4)
2) Industry specialists (4)
3) Competitor executives (3)
4) Competitor store personnel (2)
5) SurveyMonkey poll (218 online respondents)
6) Secondary sources (5)

Next Steps

Blueshift Research will continue to monitor trends and changes at Men’s Wearhouse and Jos. A. Bank stores. We will pay particular attention to the integration of operations and the introduction of products and styles that indicate broader appeal.

Silos

1) Men’s Wearhouse and Jos. A. Bank Personnel

These four in-store sources reported only slight changes to store layout and inventory since the merger a year ago. Jos. A. Bank is carrying more slim-fit and less big-and-tall inventory, and its stores have introduced kiosks for sales and rentals of formal wear. One Men’s Wearhouse store source reported a bump in sales related to improved coordination between the two chains, but no other source said the merger had affected sales. Two sources said Jos. A. Bank has adopted the visual aesthetic of Men’s Wearhouse’s in-store signage. Sources cited no changes in promotional sales or strategies, and also could not offer insight into changes possible for later this year.
**Key Silo Findings**

**Men’s Wearhouse and Jos. A. Bank**
- 1 of 2 Jos. A. Bank store sources noted an increase of slimmer sizes and cuts and a corresponding drop in big-and-tall selection; the other cited the 2014 addition of a formal wear sales and rental kiosk.
- 1 of 2 Men’s Wearhouse store sources reported increased sales as a result of the merger; 1 noted sales patterns similar to those pre-merger.

**Company Post-Merger**
- No source noted any change in promotions or sales or in the strategy behind them.
- 2 said in-store signage is more uniform, with Jos. A. Bank adopting some of the Men’s Wearhouse visual aesthetic.

**Company Throughout 2015**
- No source had heard of or expects anything new this fall in terms of store layout changes or significant new styles.

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1) Jos. A. Bank store manager, Kansas City suburb; new source at repeat location

The source was dismayed by the trend toward slimmer fits and away from big-and-tall sizes. Aside from Abboud shoes, no new brands have been added since the merger. The trend in tuxedos is to buy rather than rent, particularly during sales promotions.

**Men’s Wearhouse and Jos. A. Bank**
- “There have been a lot of changes. We’ve seen a cut in certain sizes, such as the big-and-tall. We do have people who are bigger guys, and they need those sizes. When I can’t get it, it’s a business loss, and some sizes are stupidly difficult to get. I have had to call around the country.”
- “They have started this whole campaign for ‘slimmer, trimmer, smarter.’ They are trying to go after the younger guys.”
- “We are doing about the same against the competition as before the merger.”
- “For weddings, there has been a trend toward buying instead of renting when we have the buy-one-get-three-free sales. They might need 10 tuxedos for groomsmen but instead of paying $200 for each one and having to return them, guys are buying the suit so they can just keep it. It’s very good for us. The company is trying to push the whole tuxedo rental thing, and that is behind the times.”
- “People buy a lot online. The one complaint we have had about it is people will return things and then it counts against the store for the day’s sales.”

**Company Post-Merger**
- “Not much has changed in terms of what the stores sell since the merger except for the trend toward slimmer fits.”
- “Our suits are very corporate America, very conservative. Even our fancier patterns ... are still conservative, and Men’s Wearhouse appeals to the younger buyer. The merchandise mix has not changed much since the merger.”
- “The only new product we have added since the merger is the Joseph Abboud shoes.”
- “We have gone to a new POS system but only for the tuxedo rentals.”
- “Our suits are better in quality overall than at Men’s Wearhouse, and I have had lots of people complain about Men’s Wearhouse, mainly the suits.”
- “Promotions and sales have not gone up or down since the merger. We have a lot of sales, but we don’t get much notice of when.”
- “The culture has not changed particularly. It’s kind of low-paying here. I get $9 an hour, but commission is 5.5%. That has not changed since the merger. Some employees have gone other places. It is also harder to find people to work here.”
- “They’ve done a little bit of training on tuxedo rentals. Not much else.”

**Company Throughout 2015**

The company is trying to push the whole tuxedo rental thing, and that is behind the times. Not much has changed in terms of what the stores sell since the merger except for the trend toward slimmer fits.

Jos. A. Bank store manager
Kansas City, USA

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“People just eat up the Traveler’s [Collection]. They come in and buy it all the time. It is a dress shirt … voted best overall wrinkle-free shirt by The Wall Street Journal.”

“I think people are buying fewer suits in recent years. That is definitely true.”

“I have not heard about a lot of initiatives. We get more of slim-fit sizes in nicer shirts, signature shirts. Everybody wants the slim fit. They recently changed our slimmer line to go to more of a tailored fit, which is more of athletic fit.”

“Our return policy is very lenient, and that is good for customer relations. If they have an issue, we are able to solve it.”

“I would like to see more styles cross over like the Traveler line does, with slim fit, tailored fit and traditional fit all in the same pattern. More patterns should cross over the various fits like that.”

Reporter Observations: The reported cutback on promotions was not evident in this compact store during our midafternoon visit on a weekday. A sign advertised all suits on sale, along with many lines of shirts and pants. Suits priced at $695 to $1,695 were marked down to $149 to $499. The entire stock of VIP sport shirts was 50% off; pairs of pants were free with purchase of blazer, and Traveler shirts were two for $99.

2) Jos. A. Bank assistant store manager, Southern California; new source at repeat location

The significant change to this store was the online tux rental terminal station installed in 2014. This source said the station is not linked to Men’s Wearhouse inventory, negating the comments made in November by the previous source from this store. The terminal and new tuxedo rental service is set up to serve one guest at a time. The tux rental department is very small; inventory now includes the same Vera Wang and Joseph Abboud tuxes available at Men’s Wearhouse. The section has added two mannequins with tuxes and new signage mirroring signs used in Men’s Wearhouse. The company is trying to both retain long-time customers ages 50 to 70 but attract younger customers. It must keep inventory fresh but also somewhat conservative. Promotions for buy-one-get-three-free are driving suit sales, but formal wear sales are flat. Sales associates are trained to talk customers into owning rather than renting tuxes.

Men’s Wearhouse and Jos. A. Bank

“We haven’t had any changes that I know of with our inventory or ordering systems except the tux rental and sales kiosk.”

“Tuxes are not our bread-and-butter. We sell a lot of sportswear. We have a long-time, loyal customer base that does tend to be slightly more conservative and older, so we have to focus on making sure we cater to that customer while also attracting a younger demographic.”

“As far as I know, there have been no layoffs at this store. I know there were layoffs at upper management levels, but that makes sense.”

Company Post-Merger

“I think we have a brand that is well known among the 50- to 70-year-old customer. We are known for being on the conservative side and continue to be a first choice for that demographic. The competition is probably doing a more efficient job marketing to the ‘hipster’ set even though we are starting to carry new inventory that speaks to that demographic. We have the slim-fit suits and tuxes and contemporary sport shirts. Even if it’s happening slowly, we are attempting to broaden our appeal.”

Company Throughout 2015

“I think the signage for the tux section is exactly the same as Men’s Wearhouse, so that’s probably the most noticeable. But really, as a customer, I don’t think there’s much of anything that points to a merged company. We operate independently from all levels, and as far as I know there is no plan to integrate inventory systems or share inventory.”

“We get our suits and tuxes from completely different sources than Men’s Wearhouse.”

“Our inventory levels are a little heavy now, but we are running the buy-one-get-three-free sale. And our Memorial Day sales will offer more discounts. Those sales are run throughout the year to make way for new inventory.”

“I’m not sure what the fall inventory will look like, and I haven’t heard about any sweeping changes for the store’s layout or displays.”

Jos. A. Bank assistant store manager
Southern California, USA

[W]e have to focus on making sure we cater to that customer while also attracting a younger demographic. [A]s far as I know there is no plan to integrate inventory systems or share inventory.
Men’s Wearhouse Inc.

**Reporter Observations:** This store was relatively busy for a weekday afternoon, and a sales transaction was taking place in the tux rental station. The small signage for the tux department was exactly the same as that used in the windows at Men’s Wearhouse. Inventory still felt very conservative. The three customers in the store were all men older than 45. The store’s only male associate on duty was helping a customer with a dress shirt selection. The other two associates, including the source, were women. The source interviewed in November was transferred to another store.

3) Men’s Wearhouse assistant store manager, Southern California; repeat source

Nothing significant has changed since the merger, and sales are about even with the previous year. The store is not sharing inventory with Jos. A. Bank in any way that involves integration of in-store systems, but Jos. A. Bank can order the same tuxes that Men’s Wearhouse is selling via the new system. The source reported no layoffs at this store and no discussion about any changes in staffing, although the long-time store manager left the company two months ago. This source has worked in this store for 15 years and said the biggest change in the last year is the push to attract younger consumers for sportswear and suits. The Joseph Abboud line has assisted in this effort.

**Men’s Wearhouse and Jos. A. Bank**
- “I’m not aware of any changes to merge our operations with [Jos. A. Bank]. As far as I know we still have two separate inventory systems and POS systems.”
- “Nothing has really changed for us at all except we do referrals to [Jos. A. Bank] if asked for something we don’t carry.”
- “We’ve been moving toward carrying more sportswear and contemporary pants and shirts for a while, since before the merger. The Joseph Abboud line has been very popular, and there is a shift in the demographic. Younger customers are coming to the store for more than a tux for prom.”
- “We are trying to attract a younger customer, and I think the lines we’re carrying are doing that well.”

**Company Post-Merger**
- “We have all of the slim-fit suits and tuxes in our inventory, and I assume Jos. A. Bank does too. The competition might be more about loyalty to the store at this point.”
- “Our sales have not been particularly higher so far this season, but we are not down. We have been gearing up for prom season and wedding season, so tux rental requests are getting heavier now and will stay that way into early summer.”
- “Our prices are also a big part of the advantage we have over some of our competitors, particularly the department stores.”

**Company Throughout 2015**
- “Probably the only noticeable change you’ll see is there is some similar signage in stores now, but if you walk into Jos. A. Bank, you won’t feel like you are in a Men’s Wearhouse store. They are operating as two completely separate companies at the street level. There is nothing that says we are one company.”

**Reporter Observations:** The store was relatively busy in the tux rental section as prom season was in full swing. Memorial Day promotions were taking place, with suits at $149 and some shirts at buy-one-get-two-free. Customers were younger, with some teens getting fitted for suits or tuxes. We noted no signage for Jos. A. Bank nor marketing pointing to the merged operation. Inventory was significant, with suits taking up half the store and shirts, socks, shoes and the Joseph Abboud casual line dominating the other side. The tux rental department was in the middle of the store.

4) Men’s Wearhouse store manager, Kansas City suburb

Little has changed at this store since the merger, but the location networks with Jos. A. Bank stores. They send each other customers, which improves business. They have not integrated merchandise.
Men’s Wearhouse and Jos. A. Bank
- “One difference I can see since the merger is that Jos. A. Bank uses our POS system now, and they are able to use our tuxedo operating system. It’s faster for them. We get a lot of questions from them about it though.”
- “We still appeal to the younger guys. We are more of a boutique store than other Men’s Warehouses. We give a lot of personal service.”
- “It’s still the case where Jos A. Bank is more classic style and we appeal to the modernized man.”
- “We are able to compete better now as a merged company because we are the largest men’s clothier. But we still have a lot of competition from stores here.”
- “We do a good tuxedo business, and now we are also renting other suits. It is probably related to the merger because Jos. A. Bank rented suits before and we did not. We sell a lot of tuxedos too, and tell people that if they are going to wear it three or four times, they may as well buy it. They also get lifetime alterations.”

Company Post-Merger
- “Sales have increased because there is a lot more networking between us and Jos. A. Bank. If customers can’t find what they want here, they go there and vice versa. It’s a win-win situation.”
- “We have not changed our inventory. We don’t sell their product, and they don’t sell ours. We still have our own brands.”
- “There has not been any change in advertising or promotions since the merger as far as I can tell.”
- “We did not get any extra employee training, but Jos. A. Bank people did.”

Company Throughout 2015
- “As far as I know, we are not going to get any of their inventories in the future.”
- “We’ve not heard what might be new for fall.”

Reporter Observations: This small Men’s Wearhouse had a limited selection of suits but was able to get them from other stores. It was in a high-end shopping area near a Jos. A. Bank store. Some suits were advertised as on sale.

2) Industry Specialists
These four menswear industry sources noted no substantive changes resulting from the merger between Men’s Wearhouse and Jos. A. Bank, but two said years might pass before the financial benefits from such a merger are realized. Three had noticed that Men’s Wearhouse was targeting younger customers, mainly through more fashion-forward offerings with slimmer cuts. Two also cited changes to the appearance of Jos. A. Bank’s stores and website, but one believed it was merely a new visual pasted onto the same operation.

Key Silo Findings
Men’s Wearhouse and Jos. A. Bank
- None of the 4 report substantive changes in the post-merger company, though 3 have noticed Men’s Wearhouse aiming for a younger customer.
- 2 have seen more emphasis on slimmer cuts at Men’s Wearhouse.

Company Post-Merger
- 2 said Jos. A. Bank still seems overly promotional.
- 1 reported a cleaner look in Jos. A. Bank stores, though 1 said Men’s Wearhouse visuals simply had been imported into the Jos. A. Bank store and website.

Company Throughout 2015
- 2 said benefits from a merger take time to reach fruition; a year or more may pass before savings are realized.

1) Ani Collum, partner/analyst at Retail Concepts
Post-merger efforts have not yet resulted in stabilization for Jos. A. Bank, but it is not unusual for a large company to move slowly. Jos. A. Bank’s online visuals seem to have embraced some of the Men’s Wearhouse aesthetic, but the message remains confusing and scattered. The pace of promotions continues for both brands but especially for Jos. A.
Men’s Wearhouse Inc.

Bank, suggesting that inventories may be high. Jos. A. Bank appears to be moving into formal wear, which could improve top-line profit during the wedding and special event seasons. Men’s Wearhouse seems focused on capturing a larger share of the millennial market, but newcomers like The Black Tux and Bonobos have a buzz and style that speaks more directly to younger markets.

**Men’s Wearhouse and Jos. A. Bank**

- “One thing I have noticed is that Jos. A. Bank’s brand, from a marketing standpoint, is very disjointed and confusing. Men’s Wearhouse in general is more streamlined in its message. It’s a cleaner message, and they are going after the millennials and hipsters. Jos. A. Bank has a different target audience in age and mindset, but I would have thought by now the streamlining achieved by Men’s Wearhouse would spill over to Jos. A. Bank.”
- “If you go online and look at both brands, the home pages suggest they are two different companies. But if you click through on Jos. A. Bank and go to tuxedos and click into that link, you will suddenly see younger models. Then if you click into other links you see a lot of photos for tuxedos that just mirror Men’s Wearhouse. It’s almost as if they borrowed some of the visuals from Men’s Wearhouse and moved them over. This is very confusing and disjointed.”
- “Men’s Wearhouse is trying to go after the millennial market. While they already have an established audience of millennials for the tuxedo business, there are a lot of other brands out there that are coming up, like The Black Tux. They are newer and, therefore, not necessarily doing tremendous volume, but you can almost see in their presentation that they have done some thinking and homework about what is working and what is not working in the segment. Men’s Wearhouse is big in tuxedos, but there are things it does poorly. And The Black Tux has likely looked at that. They are no nonsense on pricing, but they also are all about quality. … Bonobos is another up-and-coming brand that really speaks the language of millennials and has that group down pat. They may not be doing the volume, but I think both of these brands are under the radar. They are too small to take share at this point, but in the tuxedo market there is a good deal of growth and promotion by word-of-mouth, and these brands are fresh and have a buzz.”
- “Men’s Wearhouse is trying to hit the mark, but you can tell from the photography and talking about ‘building a suit’ that it’s off. They are trying out more interactive functions online and I applaud that. But the overall perception is that they are cheap and traditional. When you combine that with Jos. A. Bank, which targets an older audience, the perception isn’t helped.”
- “Jos. A. Bank is trying to be more fashionable. For example, a couple of years ago it was hard to find a flat-front pant at Jos. A. Bank, which is more contemporary. Now you can. It’s not necessarily fashion-forward, but they are trying to infuse more fashionable elements. I’m not sure if it’s from Men’s Wearhouse’s influence or just that the internal designers are trying to play in a more evolved, more fashion-forward realm. But overall [Jos. A. Bank still has] too much baggage to make them a viable option for the millennial consumer.”
- “Men’s Wearhouse is trying with its Abboud collaboration. But Abboud is also in Macy’s [Inc.]/Macy’s [Inc.]/Macy’s Inc. and Nordstrom so I don’t know if the name helps that much. I don’t know if consumers associate Abboud with Men’s Wearhouse because the designer also stands on his own. People may not even know they have partnered but it at least signals to the industry a shift. Still, when you bring in a new designer and then use the same promotional strategies, it makes things confusing.”
- “Jos. A. Bank does seem to be taking a greater stand in formal wear, but it is taking the Men’s Wearhouse look and feel and the overall Men’s Wearhouse experience and then just plugging it into Jos. A. Bank. The trouble is they have two different customer bases. Yes, it looks like [Men’s Wearhouse is] trying to put a stake in the ground, but they are not doing it in a way that is synergistic with Jos. A. Bank. They probably have two different creative departments or agencies doing the pages.”

**Company Post-Merger**

- “Jos. A. Bank is still super promotional. They have promotions on top of promotions. If you go online right now, for example, they have a promotion for a $500 gift card, a promotion for three-for-$99, another one for two-at-$99 and then a $97 clearance and on and on. You don’t know where to look or, most importantly, what the message is. I would have thought that Men’s Wearhouse marketing department would have tried to clean up Jos. A. Bank to make the message clear.”

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*It’s almost as if they borrowed some of the visuals from Men’s Wearhouse and moved them over. This is very confusing and disjointed.*

Ani Collum
Partner/analyst at Retail Concepts
“When you still see promotional pricing and if it seems to create an urgency around it, it’s typically a knee-jerk reaction to indicate they are sitting on inventory. I would imagine they would rely less on promotions if they had the right inventory. Because if you have the right inventory, you don’t need the promotions. They may be putting their heads together to figure out how to manage an inventory issue.”

“The biggest thing is a change in the aesthetic of promotions, and some of Men’s Wearhouse is bleeding over to Jos. A. Bank. But it’s confusing. You can’t just take Men’s Wearhouse aesthetic and attempt to be more fashion-forward and dump it into Jos. A. Bank. Instead, they should be trying to understand what the Jos. A. Bank consumer wants and then craft a message to that.”

“They are two very different brands from the outside. Men’s Wearhouse is younger and more contemporary. Jos. A. Bank is older and more traditional. I don’t see any impact on the consumers.”

“Prior to the merger, both brands had significant issues at the front end. Theoretically, there may be benefits on the back end post-merger, such as product efficiency, better economy of scale, and that should impact the customer by passing on more transparent pricing vs. continuation of the phony promotions. But we are not seeing that.”

**Company Throughout 2015**

- “I would anticipate a bigger push into special events and occasion marketing/promotion as we get into the wedding season. Theoretically, if you look just at the segment year over year, we may see a boost for Jos. A. Bank because they are clearly putting more effort into formal wear. We may see an uptick, but it will probably be a top-line number rather than ROI.”

- “The smaller niche players are in a better position to compete because they have a new story to tell and, given their millennial target audience, they may have a better chance of growing over the lifetime of the customer. They are building with the millennials, and that gives them a chance to grow with the millennials over time.”

- “For the remainder of 2015, they should focus on price efficiencies on the back end and on making the message less confusing to customers. They should improve the Jos. A. Bank website so the consumer understands the message, rather than presenting many different disparate messages.”

- “Regarding the big question of whether they have achieved synergies, I would say not yet. If they can address overall pricing, I would imagine we’ll see some efficiencies on the back end. You can’t take two different companies and [mix] them together on the front end. You have to address efficiencies first on the back end.”

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2) Megan Collins, founder and editorial director for Style Girlfriend: repeat source

Since the merger, Men’s Wearhouse has been making a strong effort to differentiate itself and attract a younger, more fashion-conscious man who is interested in buying a tailored suit or tux rather than just renting one. It is featuring Vera Wang slim-cut suits and other more on-trend styles. Jos. A. Bank does not appear to have changed its promotional strategy: It is catering to men who consider suits “a necessary evil” and still is doing the extravagant sales promotions satirized on *Saturday Night Live*. Men’s Wearhouse has some competition from chains like Macy’s but is not threatened by smaller, fashion-forward retailers.

**Men’s Wearhouse and Jos. A. Bank**

- “The main thing I’m hearing from colleagues and friends is that a lot of people didn’t realize the two companies had merged. Unless they were reading the business pages, they didn’t realize there had been any change.”

- “If anything, Men’s Wearhouse has made more of an effort to assert itself post-merger. It is trying to speak to a younger guy, and it’s getting out more press releases related to proms, weddings and seasonal events.”

**Company Post-Merger**

- “Men’s Wearhouse seems to be trying to change the profile of its typical customer. It is trying to appeal to a younger crowd and to attract men who are a little fashion-conscious, need to own a suit and would appreciate being in a store where you’re really taken care of and the suit fits you just right.”

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Theoretically, there may be benefits on the back end post-merger, such as product efficiency, better economy of scale, and that should impact the customer by passing on more transparent pricing vs. continuation of the phony promotions. But we are not seeing that.

Ani Collum
Partner/analyst at Retail Concepts
Men’s Wearhouse Inc.

- “At Jos. A. Bank, the customer profile seems to be the same as it always was: men who consider a suit a necessary evil.”
- “Jos. A. Bank appeals to the older guy who needs a suit for work and can afford a higher-end retailer but doesn’t look for one. He may spend money on cars or a great grill, but he doesn’t see clothes as worthy of investment.”
- “In contrast, Men’s Wearhouse is looking at guys in their late 20s to early 30s who might want to buy instead of rent. The kind of guy who doesn’t yet know he needs a tux but is open to the idea.”
- “Men’s Wearhouse has also brought in Vera Wang-cut [slim-cut and regular designer] tuxedos at a lower price point. It’s nice to have these Men’s Wearhouse suits as an option, especially for guys who are budget-conscious. At its price point, it’s fantastic value.”
- “Jos. A. Bank still seems just as sale-driven as before. I haven’t noticed any difference in pricing. I’m always seeing promotions and sales from them; that’s really all I see. Men’s Wearhouse doesn’t seem as sale-driven.”
- “Jos. a Bank, on the other hand, seems to be repeating the sales approach satirized on Saturday Night Live: They had a skit about Jos. A. Bank in which the suits were so cheap that a customer was using them like towels. She had bought 10 suits for $1, so she was using them to wipe the floor. Jos. A. Bank needs to step back and ask if they are alienating consumers. Rather than thinking they’re getting a good deal, they might think it’s because of the low quality of their merchandise.”
- “I’ve heard the reports saying people are spending less on clothes. I think they’re spending less on clothes in general and spending more on nicer things. If you’re going to wear a suit for your wedding, spend a little more so you can wear it again. I think people are buying fewer but nicer things. I imagine both companies are keeping it in mind.”

Company Throughout 2015

- “It feels like Men’s Wearhouse is doing the right thing by trying to attract the young guy and others who are more fashion-forward. I anticipate that they’ll continue in that direction.”
- “I haven’t seen a big change in styles and fashion at Jos. A. Bank or Men’s Wearhouse yet, but things go a little slowly in the fashion industry. You need a little time to get ahead of the trends, so they have to roll things out a bit slowly.”
- “Companies that could compete with the company post-merger include Macy’s although Men’s Wearhouse probably has a wider selection [of suits for price-conscious shoppers].”
- “I don’t think the smaller, made-to-order places like Indochino are really a threat since people who shop at Men’s Wearhouse are probably not paying much attention, even if they know about them. They’re not actively seeking out shops and retailers.”

3) Aliotsy Andrianarivo, owner of Thisfits.me and Tumblr editor #menswear; repeat source

Since the merger, Men’s Wearhouse has been more targeted in its promotional strategy and is courting a younger professional with slim-fit suits and “more daring” fabrics and styles. Jos. A. Bank is almost invisible except for its aggressive sales; its typical customer profile—a budget-conscious guy who does not really care about fashion but needs a suit—has not really changed since the merger. But now both companies have the opportunity to attract—or convert their typical consumer into—a “high-information” guy interested in both fashion and a good bargain. In the last half of 2015, Jos. A. Bank in particular should reach out to the men’s fashion blogosphere by sponsoring content or asking for product reviews in blogs catering to guys on a budget.

Men’s Wearhouse and Jos. A. Bank

- “Men’s Wearhouse seems fine in [market share]. I have noticed a little more aggressive marketing from Men’s Wearhouse. They’re advertising more modern suits appealing to a younger professional. They’re advertising a slimmer-cut suit and more daring colors and styles.”
- “I haven’t heard anything from Jos. A. Bank, nothing at all. I have seen a few sales notices, and it looks like they’re doing the same kind of sales promotion.”

Company Post-Merger
“Both Men’s Wearhouse and Jos. A. Bank still have the same profile of customer: men who don’t know or don’t care what the trends are and who are budget-conscious. I haven’t heard much about a change in that profile.”

“What I have noticed in a few fashion blogs that cater to men on a budget is that Men’s Wearhouse has lately gotten a mention or two as being a place where you may find something on trend at a good price point. The writers are aware that you are making compromises in the quality of material and that it may not last as long as a better-made suit, but they are crediting Men’s Wearhouse as a place you can get a little closer to trend-forward for a lower price.”

“These mentions of Men’s Wearhouse in the men’s blogosphere are still few and far between, however. And they’re written by contrarians—you know, those bucking the tide. I have not heard the same comments about Jos. A. Bank.”

“Men’s Wearhouse has made some interesting moves. They’ve reunited Joseph Abboud with his namesake label and hired him as a creative director. People familiar with Abboud may have more of an appreciation for Men’s Wearhouse as a result. It’s a bigger risk for Abboud, frankly; he has more to lose.”

Company Throughout 2015

“It’s an interesting time for Men’s Wearhouse. Menswear is the fastest growing consumer category, faster even than consumer electronics. It’s also growing faster than womenswear because that category is already [saturated].”

“Men’s Wearhouse has opened up a [Joseph Abboud] flagship store in Manhattan. It’s very much going for an upscale look.”

“J. Crew is a competitor and a place to watch. It has a lot of the suits men wear right now, including the Ludlow cut, which is the suit that’s been popular for the last four to five years. J. Crew holds a special niche; they’re a good barometer of where taste is. They fall squarely between mainstream and fashion-forward; they’re about one year behind the fashion-conscious and a year ahead of Men’s Wearhouse.”

“J.C. Penney might also offer Men’s Wearhouse some competition. Their suits are on the slim side. … Macy’s also offers some competition in the same realm, since they sell some of the same brands.”

“I don’t see smaller fashion-forward places being competition to Men’s Wearhouse because they attract a different clientele. They cater to a more specialized customer. The Men’s Wearhouse customer is what we call a ‘low-information’ customer.”

“If I were advising Jos. A. Bank on what to do for the last half of 2015, I’d suggest they just get on the map. I’m not seeing anything from them.”

“For Men’s Wearhouse, I’d suggest becoming more influential in the men’s fashion blogosphere, specifically the influential blogs that cater to men on a budget. This is where guys on a budget looking for a deal go to find good value for their money. If Men’s Wearhouse thinks it is offering this kind of value for a better price, [the company] should definitely reach out.”

“For example, Dappered.com is huge in my world. If it mentions an item in a large department store, they’ll sell it out. Is that enough to make a big impact on the bottom line? Possibly. If you look at the [blog’s] numbers, they’re quite up there. And the kind of guy Dappered appeals to would fit right in to the Men’s Wearhouse space.”

“Another site Men’s Wearhouse should seek out is Frugal Male Fashion on Reddit. It’s a site that skews to younger college-age guys or those just out of college. That’s where I’ve seen Men’s Wearhouse mentioned as a place where you may find an on-trend suit on a budget. … They might ask for a product review there.”

“Jos. A. Bank should seek product reviews or sponsorships on both Dappered and Frugal Male Fashion. Like Men’s Wearhouse, Jos. A. Bank is perceived as catering to a low-information, value-driven customer. It has the opportunity to attract a high-information, value-driven customer.”

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Aliotsy Andrianarivo
Owner of Thisfitsme.com and Tumblr
editor #menswear
4) **Steve Pruitt**, founder and senior consultant of [Blacks Consulting](#); repeat source

Although Jos. A. Bank’s business is stable, cost savings tied to the merger and synergy payoffs will not be apparent for at least another year. Jos. A. Bank stores appear cleaner, and Men’s Wearhouse has retreated on promoting heavy discounts in media ads. Mr. Pruitt does not anticipate merchandise or pricing changes post-merger, but said the competition between the two brands has ended, allowing the combined company to focus on outside competitors like Macy’s. [Suitsupply](#) poses the biggest competitive threat and has been taking share from all large chain retailers, including department stores. He expects to see more of the same in the second half of 2015, but believes Men’s Wearhouse must work to achieve closure on initiatives and to meet its goals by year-end.

**Men’s Wearhouse and Jos. A. Bank**

- “The only change I see is that they have cleaned up Jos. A. Bank. There is a better look in the store. They are maintaining housekeeping better. It appears they are cleaning up operations. It doesn’t say anything about sales or synergy, but it signals a change.”
- “I don’t see as many ads for sales and the message appears cleaner. Jos. A. Bank is more about price vs. fashion. Men’s Wearhouse is more about fashion. They previously had to respond to one another and compete. Now they are trying to better define themselves, and they can focus on that.”
- “Jos. A. Bank business is stable now. Over the year we can expect to see modest growth, meaning 3% to 4% growth in same-store comp performance. My guess is that they have some program to target the minority community, so they can make inroads there.”
- “They are right in line with the rest of the industry in their segment. They aren’t doing anything to outperform competitors.”
- “The Men’s Wearhouse styles match up well with current trends, which is the slim suit for the younger guy. It’s all about the slender cut now. Jos. A. Bank does have some slim suits and current styles, but it is more about the ‘meatball.’ The idea there is getting a good price and deal although it may be about to change some.”
- “Has the Men’s Wearhouse/Jos. A. Bank formal style and selection improved? Probably not. Men’s Wearhouse moved into formal wear in a big way a few years ago, but they did not do that good a job of it.”
- “Men’s Wearhouse is better than Jos. A. Bank online because it is trying to cater to the younger guy. ... Jos. A. Bank works with older guys, and they are less about online buying. I can’t imagine either one doing that well with suit sales at any rate online. Suits are not a big seller on the web.”

**Company Post-Merger**

- “There is no change in the profile of the typical customer per se since the merger. The merger has simply allowed the company to focus on who [its] customers are vs. having to reach out to shoppers and saying, ‘Hey, shop with us, not the competition.’”
- “There is not a whole lot of change in merchandise [post-merger]. It’s more about allowing [the respective chains] to focus on their customers. It’s more about intent with the inventory we have to present. They are who they are. One sells super cheap stuff and the other sells cheap stuff.”
- “I have not heard about any store closings. There is maybe a little bit of change in promotions. Prior to the acquisition Men’s Wearhouse was dipping its toe deep into the BOGO concept of buy-one-get-X-number-for-free. It does not seem as flagrant now, but it’s not a big change. I think a lot of the changes in this type of merger are more subtle. They are no longer trying to get or keep customers from one another. Now they are focused on Macy’s.”
- “After a merger, the first year is all about spending; spending for legal costs alone are high. It costs money to create new initiatives. We won’t see cost saving for another year or two. It may be another year before the synergies pay off.”
- “There would be no effect on pricing. The merger may eventually allow for some price increases because there is not so much down-and-dirty competition with one another. Now they can use that energy against Macy’s.”

**Company Throughout 2015**

- “We will see more of the same for 2015. I can’t imagine any big changes. The two may be a little more fashion-driven. We will probably see more initiatives with outerwear and sweaters for the fall. There will be a bigger push in
those areas because we have had two cold winters in a row. We will probably see more suit looks with vests. You will see that popping up at Men’s Wearhouse, following on the coattails of Suitsupply. I expect to see dress shirt makers creating shirts you can wear without ties.”

- “The tie-less suit is popular, and having the correct shirt to wear is important so the collar does not get pushed down by the jacket. Most guys do not like to wear ties, and it is increasingly acceptable not to wear a tie. Ten years ago you would buy a suit along with three to four ties and three to four shirts. Now retailers are happy if men buy one shirt and one tie if they buy a suit. … Slender ties are in to match the thin lapel.”
- “The only competitor who will be worse off is [Macy’s] because before the merger you had two guys beating each other up. That’s now over. Macy’s is the biggest loser, and it will have to fight harder on costs. Nordstrom has been expanding, and that took the top off of the Macy’s market.”
- “[The merged company] is not going to beat Suitsupply. It’s not going to be able to go after someone quick and nimble so it will have to go after the other big battleships.”
- “Suitsupply has been putting pressure on [Men’s Wearhouse]. They are similarly priced or maybe a little higher, but they are more fashionable and they have a better product. Suitsupply is cool now. The stores look great. They have lots of young women selling clothes. There is no comparison with the Men’s Wearhouse store look.”
- “Every time Suitsupply sells a suit, someone loses. … There is a reshuffling of the deck.”

### 3) Competitor Executives

These three corporate representatives of other retailers believe their companies are more fashion-forward than Men’s Wearhouse and are not direct competitors to the company. They said the merger will allow the new company to focus on improving operations, but two added that Jos. A. Bank continues to emphasize sales and discounts.

#### Key Silo Findings

**Men’s Wearhouse and Jos. A. Bank**
- All 3 sources acknowledge some level of pressure from Men’s Wearhouse but also deny being direct competitors.
- 2 said their companies are more fashion-forward and target a younger demographic from Men’s Wearhouse.

**Company Post-Merger**
- All 3 believe the main benefit of the merger is having Men’s Wearhouse and Jos. A. Bank operations focused on other competition rather than on each other.
- 2 said Jos. A. Bank remains driven by sales and promotions.

**Company Throughout 2015**
- 2 said Jos. A. Bank can raise its profile by improving its presence in advertising; 1 suggests fashion shows while another mentions magazines like *Esquire* and *GQ*.
- 1 believes celebrity endorsements could help Jos. A. Bank improve its image.

#### 1) Express sales executive, Northwest

Express Inc. (EXPR) competes with Men’s Wearhouse in suit sales, but it is not threatened by the merger of Men’s Wearhouse and Jos. A. Bank because of the difference in customers and merchandise. The source expects a new advertising campaign for Men’s Wearhouse in the second half of the year. Express has successfully used celebrities Kate Upton and NBA star Stephen Curry in its ads and posters; such a campaign on the part of Jos. A. Bank might boost sales and stoke new interest in its offerings.

**Men’s Wearhouse and Jos. A. Bank**
- “I haven’t seen a real difference in style and fashions there since the merger. But I haven’t been paying a lot of attention because we were not really affected by it.”
- “Our typical customer is probably a younger, hipper, more fashion-conscious crowd. That’s not to put down Men’s Wearhouse and Jos. A. Bank; they have a really good variety of suits. But we offer casual wear too and cater to a more fashion-forward group.”
“A strange thing happened here in regards to Men’s Wearhouse. One of our clerks was measuring a guy for a suit and went in the back room to find the right size. Then another customer, or someone we thought was a customer, gave the customer a card from Men’s Wearhouse and told him he could get a similar suit for a lot cheaper there. When the clerk came back with the suit, the customer and the guy both left, and another customer gave him the Men’s Wearhouse card (the guy had left one with him too before leaving). We called the Men’s Wearhouse store on the card to tell them what happened, and they apologized. They said it was a salesperson acting on his own and they would talk with him.”

**Company Post-Merger**

- “I would expect both companies to do a little better because they are no longer competing for the same customer.”
- “The customer profile at Jos. A. Bank, as I understand it, is a guy that doesn’t care that much about suits but has to have one. I don’t think that has changed since the merger.”
- “I haven’t heard anything about changes in the culture or infrastructure.”
- “We do compete with Men’s Wearhouse/Jos. A. Bank when it comes to suits. But the merger doesn’t threaten us since we attract a different kind of customer and also offer a lot more than suits.”

**Company Throughout 2015**

- “I would expect both companies to try to attract younger customers since they have a lot of buying power.”
- “I don’t hear much about Jos. A. Bank. If I were to give them advice, it would be to use a celebrity model in their ads. We’re using Stephen Curry in our new ads, and it has worked out really well. From what I’ve seen, it’s been really successful. And last year we introduced Kate Upton for the women’s line, which was also very popular.”
- “We also advertise in GQ and Esquire. I don’t think I ever see any advertising like that from Men’s Wearhouse or Jos. A. Bank; I think it would help them going forward.”
- “I don’t see smaller companies undermining Men’s Wearhouse. It has its own niche.”

**2) J. Crew sales lead, Northern California**

Although some industry watchers believe J. Crew to be a model for Men’s Wearhouse, this source said the two stores are not in competition. Rather, Men’s Wearhouse caters to budget shoppers. Merging was a positive for both Men’s Wearhouse and Jos. A. Bank because it eliminates competition between the two. This leave them able to be more strategic and carve out a bigger role in advertising and the fashion world.

**Men’s Wearhouse and Jos. A. Bank**

- “We don’t compete with Men’s Wearhouse at all. In [one location] we only have three dress suits because it’s a small store. But our San Francisco location has a much better choice of suits.”
- “Our most popular suit is the Ludlow. It’s one of our best brands, probably because it looks like a suit on Mad Men.”
- “I think everybody goes to Men’s Wearhouse at some point—young, old, you name it. They offer good value for the money and have more variety than most places. People who go there are not necessarily looking for the latest trend but for something a little more classic.”
- “Jos. A. Bank attracts the same customer but one that’s a little older.”

**Company Post-Merger**

- “It’s actually a good move to have merged with Jos. A. Bank. It seems like everybody is partnering these days to survive. It’s an advantage to have merged because now they can focus on something other than trying to put each other out of business.”
- “I have no idea how it is changing the culture or accounting there. Those things are usually not apparent outside the company.”

**Company Throughout 2015**

- “I think both will do better going forward as one company. There is always the need for a good suit at a good price.”

Jos. A. Bank should also probably cut back on its promotional sales. If you do sales all the time, you come off as needy.

**Company Post-Merger**

- “I would expect both companies to do a little better because they are no longer competing for the same customer.”

Express sales executive
Northwest, USA

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**Company Throughout 2015**

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I don’t see smaller companies undermining Men’s Wearhouse. It has its own niche.”
Men’s Wearhouse Inc.

- “I would anticipate better advertising from both companies. What they also should do is get more involved with the fashion world through fashion shows.”
- “Jos. A. Bank should also probably cut back on its promotional sales. We’re doing a sale for the Memorial Day weekend, at least 40% off some items, but if you do sales all the time, you come off as needy.”

3) Banana Republic sales manager, Pacific Northwest

The Gap Inc.’s (GPS) Banana Republic does not see itself as a direct competitor to Men’s Wearhouse, and the merger has not affected Banana Republic operations at all. The typical customer for Men’s Wearhouse and Jos. A. Bank has not changed. Jos. A. Bank should advertise in Esquire and GQ to expand its customer base.

Men’s Wearhouse and Jos. A. Bank
- “Both Men’s Wearhouse and Jos. A. Bank are known as value brands. For that reason, we don’t see ourselves as direct competitors, except maybe in blazer sales.”
- “I am aware of the merger between Men’s Wearhouse and Jos. A. Bank, but I haven’t noticed or heard of any real changes yet. Jos. A. Bank still seems very sales-driven.”
- “The merger does not threaten us and has not really affected us. We just have very different customers; ours is younger and more interested in fashion trends and new styles.”

Company Post-Merger
- “Men’s Wearhouse continues to offer a wide selection of suits at a relatively low price point.”
- “If the profile of the typical customer for the two brands has changed, I’m not aware of it. The reputation is still that of stores that sell suits for guys who need one for work or a special occasion and who don’t care much about clothes.”
- “I do not know how the merger has affected the culture or savings in the two companies. No one here has heard very much about how changes are rolling out.”

Company Throughout 2015
- “I would expect the companies to continue to explore synergies and to perhaps advertise those.”
- “If Jos. A. Bank is acquiring more on-trend stock, I would advise advertising them in magazines like Esquire or GQ. I know we take out double-page ads in them sometimes, and we are sometimes written up in sections like ‘5 hot trends to watch out for’ and so on.”
- “Express advertises in Esquire and GQ too, so you can still be a value-driven store and advertise there. I think it would really get results.”

4) Competitor Store Personnel

These two sources acknowledged some overlap in inventory between their stores and the Men’s Wearhouse brands, but both maintain that they have their own established and distinct customer base. They also said the merger has had no effect on their store or company operations.

Key Silo Findings
Men’s Wearhouse and Jos. A. Bank
- Both cited some similarities in inventory to Men’s Wearhouse, but neither views it as a competitor.

Company Post-Merger
- Neither source reported any effect from the Men’s Wearhouse merger.

Company Throughout 2015
- 1 believes the merger will help in offering greater convenience to the collective customer base.
- 1 notes confusion as Men’s Wearhouse and Jos. A. Bank seek to come together.
1) Brooks Brothers sales associate, Kansas City suburb

This Brooks Brothers store posted a 40% increase in suit sales this past fall and winter, which was in the wake of the Jos. A. Bank/Men’s Warehouse merger. There are two such stores within a few minutes from this Brooks Brothers.

Men’s Warehouse and Jos. A. Bank
- “The merger has not impacted this store that I can see.”
- “We have not lost any market share.”
- “People are buying fewer suits than they did years ago. But we have been here three years, and our sales have improved every year. This past fall and winter our sales of suits were up 40% from the prior year. This was after that merger.”

Company Post-Merger
- “The merger has not changed our promotional strategy.”
- “Jos. A. Bank and Men’s Wearhouse carry clothing similar to what we offer, but people come here because they want to shop for quality. And we are the oldest clothing retailer in the United States. People are loyal to the brand.”

Company Throughout 2015
- “I don’t go in their stores, so I am not sure what changes, if any, they have made in merchandise or promotions.”
- “I suppose the merger will help them. You pull their collective customers together and they can shop in either store, so that may help their business.”

2) Friar Tux Shop sales associate, Southern California

The merger has had little effect on this store’s tux rental or sales business. In fact, the source’s store benefited from the relocation of a nearby Men’s Wearhouse store last year. Customers have complained about several Men’s Wearhouse policies, including not being offered face-to-face sales support in the store and being expected to pay hidden fees and sales tax. Men’s Wearhouse is no longer considered a threat, and the merger with Jos. A. Bank is unlikely to bring any significant changes for Friar Tux long term as the latter is more focused on tux rentals than sales.

Men’s Wearhouse and Jos. A. Bank
- “We had a Men’s Wearhouse [close to] our store and they moved. ... Since then, we’ve seen our tuxedo rental business go up by about 4% to 6%.”
- “What’s funny is a lot of customers I’ve been working with this year have come in from Men’s Wearhouse, and they tell me that the prices are higher there, that they don’t get the personalized, face-to-face attention they want, and they get charged a lot of hidden fees. ... They charge customers for a damage waiver too. We don’t.”

Company Post-Merger
- “We are more focused on rentals than sales, so the competition from the merger is not really an issue.”
- “We have a lot of the same tuxes and suits for rent and purchase that they have, like the slim-fit from Vera Wang, Joseph Abboud and Michael Kors. It’s not a question of inventory. We just don’t do the level of retail sales they do.”
- “Our rental line includes the new, exclusive navy-blue Lorenzo Tux with black trim on the lapel. ... We also have four more exclusive tux coats in heather gray, steel gray, tan and slate blue, with the coats and pants in slim-fit and modern.”
- “The merger isn’t anything my store manager has been talking about, so it’s not a big issue.”

Company Throughout 2015
- “We have the advantage of focusing on one thing. We’ve got 31 locations across the region. There’s no confusion about what we do. With the merger, there is confusion. You see the two operating separately, but at the same time they seem to be trying to figure out how to blend.”
5) SurveyMonkey Poll
Blueshift Research’s SurveyMonkey poll of 218 U.S. men who have purchased a suit and/or a sport coat/blazer in the last year or will purchase one during the remainder of 2015 found that Men’s Wearhouse has remained the most considered and utilized store for such purchases. However, fewer respondents mentioned shopping at Men’s Wearhouse while more cited Jos. A. Bank than in our June 26, 2014, survey. Jos. A. Bank has made the most progress in attracting customers to its sport coats/blazers. Older respondents favor Men's Wearhouse and Jos. A. Bank, while younger respondents were more likely to mention shopping at H&M, thrift stores, online outlets and other locations. These younger consumers also believe having online access to suit and/or sport coat purchases is more important than they did a year ago.

Current Suit Purchases
Men’s Wearhouse was the most considered and utilized destination from which to purchase a suit in the last year, but the percentage of respondents using the store decreased compared with in June. At the same time, Jos. A. Bank increased in consideration and in the number of respondents purchasing suits from its stores. Older respondents favor Men’s Wearhouse and Jos. A. Bank.

- 75.2% of respondents purchased a suit in the last year. (Q2)
- Men’s Wearhouse (65.6%), J.C. Penney (49.1%), Macy’s (46.6%), Kohl’s Corp. (KSS) (36.2%) and Jos. A. Bank (28.8%) were respondents’ top considerations when buying a suit. (Q3)
  - The number of respondents considering Men’s Wearhouse decreased 1.9 percentage points compared with in June. (Q3)
  - The number of respondents considering Jos. A. Bank increased 1.3 percentage points. (Q3)
  - 18- to 29-year-olds were least likely to consider Jos. A. Bank and the most likely to consider H&M, Banana Republic and thrift stores. (Q3, filtered by age)
  - Jos. A. Bank and Men’s Wearhouse were considered primarily by respondents ages 45 to 59. (Q3, filtered by age)
- Men’s Wearhouse (34.4%), Macy’s (12.3%), J.C. Penney (12.3%) and Jos. A. Bank (8.6%) were the top four places from which respondents purchased a suit. (Q4)
  - The number of respondents making purchases at Men’s Wearhouse decreased 6.9 percentage points compared with in June. (Q4)
  - Respondents making purchases at Jos. A. Bank more than doubled and increased 4.8 percentage points. (Q4)
  - Suit purchases at Kohl’s, Macy’s and J.C. Penney all decreased compared with the previous year, while suit purchases at H&M and Nordstrom increased. (Q4)
  - 45- to 59-year-olds were the most likely to purchase a suit from Jos. A. Bank and Men’s Wearhouse. (Q4, filtered by age)
  - H&M and Nordstrom suits were mostly purchased by respondents ages 18 to 29. (Q4, filtered by age)

Both Men’s Wearhouse and Jos. A. Bank were more prominent in respondents’ search for a suit this year than in June.
- 67.5% said Jos. A. Bank and Men’s Wearhouse were more prominent in their search for a suit this year compared with in June. Of those, 11.7% only use Jos. A. Bank and Men’s Wearhouse when shopping for a suit. (Q8)
  - 12.2% said Jos. A. Bank and Men’s Wearhouse were less prominent in their search for a suit this year. (Q8)

Past experiences, special promotional pricing, cut and fit of the suit, and colors and patterns of suits were respondents’ top reasons for choosing a store. Also, having the ability to make suit purchases online has become more important.
- Past experiences (23.9%), special promotional price (14.1%), cut and fit (11.7%), and colors and patterns of suits (11%) were the top factors in choosing a store for a suit. (Q5)
  - Past experiences, cut and fit, and colors and patterns of suits all have become more important to respondents than in November, while special promotional pricing has lessened in importance. (Q5)
  - 34.9% find having the ability to purchase a suit online to be very or extremely important, a 3.6 percentage-point increase compared with June. (Q6)
    - The ability to make a suit purchase online is mostly important to respondents under the age of 44. (Q6, filtered by age)
Respondents are wearing a suit slightly more often than in June.
- 27% wear a suit a few times a week or every day, a 2 percentage-point increase compared with June. (Q7)
  - 35% wear a suit a few times a year or once every few months, a 2.6 percentage-point decrease. (Q7)

Future Suit Purchases
Men’s Wearhouse was respondents’ top and typical location from which to purchase a suit during the remainder of 2015. However, the number of respondents considering and ultimately using Jos. A. Bank for future suit purchases has increased.
- 81.9% will purchase a suit during the remainder of 2015. (Q9)
- Men’s Wearhouse (68.2%), J.C. Penney (38.1%), Jos. A. Bank (37.5%), Macy’s (36.9%) and Kohl’s (26.7%) were the top considerations for respondents’ future suit purchase. (Q10)
  - The number of respondents considering Men’s Wearhouse decreased 4.8 percentage points compared with the previous year. (Q10)
  - Respondents considering Jos. A. Bank increased 7.2 percentage points. (Q10)
  - Older respondents were more likely to consider Jos. A. Bank and Men’s Wearhouse. (Q10, filtered by age)
  - 18- to 29-year-olds were more likely to consider H&M, thrift stores and Bloomingdale’s (owned by Macy’s). (Q10, filtered by age)
- Men’s Wearhouse (34.1%), Macy’s (14.2%), Jos. A. Bank (11.9%), J.C. Penney (11.9%) and H&M (5.1%) were the top retail locations from which to buy a suit. (Q11)
  - The number of respondents who typically purchase suits at Men’s Wearhouse decreased 6.3 percentage points compared with June. (Q11)
  - Respondents who typically purchase suits at Jos. A. Bank increased 2.9 percentage points. (Q11)
  - Respondents who typically purchase suits at H&M increased 4 percentage points. (Q11)
  - Men’s Wearhouse was the typical location for a suit among respondents 61 and older. (Q11, filtered by age)
  - Jos. A. Bank was the typical location for a suit among respondents ages 45 to 59. (Q11, filtered by age)
  - H&M and Nordstrom were the typical location among respondents ages 18 to 29. (Q11, filtered by age)

Jos. A. Bank and Men’s Wearhouse will be more prominent in respondents’ search for a suit during the remainder of this year.
- 69.2% said Jos. A. Bank and Men’s Wearhouse will be more prominent than in the past in their search for a suit.
  - 9.7% said those stores would be less prominent in their search this year. (Q15)

Past experiences, cut and fit of the suit, colors and patterns of suits, and size accommodations were the top factors in choosing a store from which to buy a suit. Being able to purchase a suit online has become more important than in June.
- Past experiences (22.3%), cut and fit (13.7%), colors and patterns of suits (13.1%), and size accommodations (9.7%) were the most important factors when choosing a store to buy a suit. (Q12)
  - Special promotional prices dropped 4.9 percentage points in being an important factor. (Q12)
  - 18- to 29-year-olds rely more on recommendations and special promotional prices than other age groups. (Q12, filtered by age)
  - 45- to 59-year-olds rely more on size accommodations than other age groups. (Q12, filtered by age)
- 36% believe having the ability to make online suit purchases is very or extremely important, a 3.4 percentage-point increase compared with the previous year. (Q13)
  - Online shopping for a suit is more important to 30- to 44-year-olds and 18- to 29-year-olds than to other age groups. (Q13, filtered by age)

Respondents are wearing suits more often than in June.
- 28.5% wear a suit a few times a week or every day, a 6 percentage-point increase. (Q14)

Current Sport Coat/Blazer Purchases
Men’s Wearhouse was the top destination considered and utilized when purchasing a sport coat/blazer, but it lost footing in both fields compared with last year. Jos. A. Bank increased dramatically in respondents’ consideration and choice. Both companies are attracting older respondents.
- 84.1% of respondents own a sport coat/blazer. (Q16)
- Men’s Wearhouse (28.9%), Macy’s (23.3%), J.C. Penney (22.2%) and Jos. A. Bank (16.1%) were the top stores from which respondents purchased sport coats/blazers. (Q17)
Men’s Wearhouse Inc.

- The number of respondents who bought sport coat/blazer from Men’s Wearhouse decreased 5.1 percentage points compared with last year. (Q17)
- Respondents who bought sport coat/blazer from Jos. A. Bank increased 10.1 percentage points. (Q17)
- Respondents 61 and older were twice as likely as other age groups to consider Men’s Wearhouse. (Q17, filtered by age)
- H&M and Bloomingdale’s were mostly considered by respondents ages 18 to 29. (Q17, filtered by age)
  - Men’s Wearhouse (31.1%), Macy’s (11.7%), J.C. Penney (11.7%) and Jos. A. Bank (10.0%) were deemed the best places to purchase a sport coat/blazer. (Q18)
- The number of respondents who view Men’s Wearhouse as the best place to purchase a sport coat/blazer decreased 2.9 percentage points compared with last year. (Q18)
- Respondents who view Jos. A. Bank as the best place to purchase a sport coat/blazer increased 4 percentage points. (Q18)
- Respondents 61 and older were the most likely to consider Men’s Wearhouse the best place to purchase a sport coat/blazer. (Q18, filtered by age)
  - Jos A. Bank and Men’s Wearhouse were more prominent in respondents’ searches for sport coats/blazers than in the past.
    - Jos A. Bank and Men’s Wearhouse are more prominent in 62.2% of respondents’ search for sport coats/blazers.
- Past experiences, special promotional prices, and the cut and fit of the sport coat/blazer were the top factors when choosing a sport coat. Having access to online shopping has become more important year to year.
  - Past experiences (21.7%), special promotional prices (11.7%), and the cut and fit (11.1%) were the top factors in choosing the store from which to buy a sport coat/blazer. (Q19)
    - Special promotional prices decreased 17.6 percentage points in importance compared with last year. (Q19)
    - 32.2% believe having access to an online store is very or extremely important, an 8 percentage-point increase. (Q20)
      - Respondents 44 and younger were most likely to believe having access to an online store is important. (Q20, filtered by age)
- Respondents are wearing sport coats/blazers more often than in June.
  - 22.8% wear a sport coat/blazer a few times a week or every day, a 4.6 percentage-point increase. (Q21)

**Future Purchases of Sport Coats/Blazers**

Men’s Wearhouse and Jos. A. Bank were the top two considered and best locations from which to make future sport coat/blazer purchases. The number of respondents considering Men’s Wearhouse and/or labeling it as the best location declined compared with last year, while views of Jos. A. Bank have improved dramatically.

- 58.4% will buy a sport coat/blazer during the remainder of 2015. (Q23)
- Men’s Wearhouse (48.8%), Jos. A. Bank (32%), J.C. Penney (32%) and Macy’s (29.6%) are the top stores from which respondents will shop for a sport coat/blazer. (Q24)
  - The number of respondents looking to buy a sport coat/blazer from Men’s Wearhouse decreased 6.3 percentage points compared with last year. (Q24)
  - Respondents looking to buy a sport coat/blazer from Jos. A. Bank increased 13.2 percentage points. (Q24)
  - Men’s Wearhouse was considered mostly by respondents 61 and older. (Q24, filtered by age)
  - Jos. A. Bank was considered mostly by respondents ages 45 to 59. (Q24, filtered by age)
  - H&M was considered mostly by respondents ages 18 to 29. (Q24, filtered by age)
- Men’s Wearhouse (33.6%), Jos. A. Bank (12.8%), J.C. Penney (12%) and Macy’s (10.4%) were the best stores for purchasing a sport coat/blazer. (Q25)
  - Respondents who view Men’s Wearhouse as the best store to purchase a sport coat/blazer decreased 1.2 percentage points compared with the last year. (Q25)
  - Respondents who view Jos. A. Bank as the best store to purchase a sport coat/blazer increased 7 percentage points. (Q25)
  - Men’s Wearhouse was considered the best store mostly by respondents 61 and older. (Q25, filtered by age)
Men’s Wearhouse Inc.

Jos A. Bank and Men’s Wearhouse will be more prominent in respondents’ search for a sport coat/blazer during the remainder of this year.

- 71.6% believe Jos. A. Bank and Men’s Wearhouse will be more prominent in their search for a sport coat/blazer in 2015 than in the past year. (Q29)
  - 10.5% believe these stores will be less prominent in their search. (Q29)

Past experiences, cut and fit, and a special promotional price were the top reasons respondents chose a specific store for their sport coat/blazer. Having access to an online store increased in importance compared with last year.

- Past experiences (21.1%), cut and fit (13%), and special promotional price (10.6%) were respondents’ top three reasons for choosing a specific store from which to buy their sport coat/blazer. (Q26)
  - Special promotional pricing decreased 2.6 percentage points in importance compared with the last year. (Q26)
  - Respondents ages 30 to 44 were most likely to choose a specific store based off its coat colors and patterns. (Q26, filtered by age)
- 38.2% view having the ability to buy sport coats/blazers online as very or extremely important, a 10.2 percentage-point increase compared with the last year. (Q27)
  - Younger respondents were most likely to view having an online store as important. (Q27, filtered by age)

Respondents are wearing sport coats/blazers more often compared with last year.

- 26% are wearing a sport coat/blazer a few times a week or every day, a 8.4 percentage-point increase compared with a year ago. (Q28)

Formal Wear and Tuxedo Rental or Ownership

Respondents are wearing less formal wear/tuxedos than last year. Men’s Wearhouse and Jos. A. Bank were the top locations from which to rent or buy formal wear/tuxedos, but younger respondents were more likely to use an online store.

- 36.7% are wearing formal wear/tuxedos less often compared with last year, while 25% are wearing formal wear/tuxedos more often year to year. (Q30)
- Men’s Wearhouse (55.7%), Jos. A. Bank (30.2%), Macy’s (25.9%) and Tuxedo Wearhouse (23.1%) were the top considerations for renting or buying a tuxedo/formal wear. (Q31)
  - The number of respondents considering shopping for a tuxedo at Men’s Wearhouse decreased 2.6 percentage points compared with six months ago. (Q31)
  - Respondents considering shopping at Jos. A. Bank increased 1 percentage point. (Q31)
  - Younger respondents were the most likely to consider using an online store to rent or buy a tuxedo/formal wear. (Q31, filtered by age)

Past experiences, cut and fit, and a recommendation were the top factors when choosing a store from which to rent or buy formal wear.

- Past experience (22.6%), cut and fit (13.7%), and recommendation (12.3%) were the top determinants. (Q32)

Men’s Wearhouse was the top retail location from which to purchase a tuxedo/formal wear, while Jos. A. Bank ranked third. Both companies decreased in number of responses compared with six months ago, while online purchases rose in importance.

- 40.1% own a tuxedo/formal wear. (Q33)
- Men’s Wearhouse (36.5%), J.C. Penney (21.2%), Jos. A. Bank (12.9%) and online sites (12.9%) were the top locations from which respondents purchased their tuxedo/formal wear. (Q34)
  - The number of respondents who bought their tuxedo/formal wear at Men’s Wearhouse decreased 19.1 percentage points compared with six months ago. (Q34)
  - Respondents who bought their tuxedo/formal wear at Jos. A. Bank decreased 9.3 percentage points. (Q34)
  - Respondents who bought their tuxedo/formal wear online increased 1.8 percentage points. (Q34)
Men’s Wearhouse Inc.

Men’s Wearhouse was the top destination from which respondents rented a tuxedo/formal wear in the last year. Jos. A. Bank stores ranked third.
- 33.5% rented a tuxedo/formal wear in the last year. (Q35)
- Men’s Wearhouse (35.2%), Tuxedo Wearhouse (15.5%), and Jos. A. Bank (14.1%) were the top locations from which respondents rented a tuxedo/formal wear in the last year. (Q36)

Respondents expect to rent fewer tuxedos/formal wear in 2015 compared with last year.
- 32.1% expect to rent a tuxedo/formal wear less often in 2015 than in 2014, while 24.4% expect to rent a tuxedo/formal wear more often year to year. (Q37)
  - An additional 1.4 percentage points of respondents expect to rent a tuxedo/formal wear more in 2015 compared with November, while the number of respondents expecting to rent formal wear less often this year fell 3.4 percentage points. (Q37)

1. Have you purchased a suit during the last year, or will you purchase one during the remainder of 2015?

![Pie chart showing 45.1% Yes (218) and 54.9% No (179) responses.]

2. If yes, have you purchased a suit in the last year?
3. Which stores did you consider when purchasing your suit? Select all that apply.

4. Where did you purchase your suit?
5. What was the deciding factor when choosing the store from which you bought your suit?

6. Please rate the importance of being able to purchase your suit online.
7. How often do you wear a suit?

8. How prominent were Jos. A. Bank and Men's Wearhouse in your search for a suit this year compared with in the past?
9. Will you purchase a suit during the remainder of 2015?

10. If yes, which stores are you considering for your suit purchase? Select all that apply.
11. What is the typical retail location from which you purchase a suit?

12. What is the most important factor when choosing the store from which to buy your suit?
13. Please rate the importance of being able to purchase your suit online in the future.

14. How often do you wear a suit?
15. How prominent will Jos. A. Bank and Men’s Wearhouse be in your search for a suit this year compared with 2014?

16. Do you own a sport coat/blazer?
17. If yes, where did you purchase your sport coat/blazer? Select all that apply.

18. Where is the best place to purchase a sport coat/blazer?
19. What was the deciding factor when choosing the store from which to buy a sport coat/blazer?

20. How important is being able to purchase a sport coat/blazer online?
21. How often do you wear a sport coat/blazer?

22. How prominent were Jos. A. Bank and Men’s Wearhouse in your search for sport coats/blazers this year compared with in the past?
23. Will you buy a sport coat/blazer in 2015?

24. If yes, where are you looking to purchase your sport coat/blazer? Select all that apply.
25. Where is the best place to purchase a sport coat/blazer?

26. What is the most important factor when choosing the store from which to buy a sport coat/blazer?
27. How important will be having the ability to buy a sport coat/blazer online in the future?
28. How often do you wear a sport coat/blazer?

29. How prominent will Jos. A. Bank and Men’s Wearhouse be in your search for a sport coat/blazer during the remainder of this year than in the past?

Formal Wear and Tuxedo Rental or Ownership

30. How often do you wear a tuxedo/formal wear compared with last year?
31. Where would you consider shopping in order to rent or buy a tuxedo/formal wear?

32. What was the most important factor in determining your choice in tuxedo/formal wear?
33. Do you own a tuxedo/formal wear?

34. If yes, where did you buy your tuxedo/formal wear?
35. Have you rented a tuxedo/formal wear in the last year?

36. If yes, where did you rent your tuxedo/formal wear?
37. How often do you expect to rent a tuxedo/formal wear in 2015 compared with last year?

38. How old are you?
Men’s Wearhouse Inc.

Secondary Sources
The following five secondary sources discussed developments in the Men’s Wearhouse/Jos. A. Bank merger and Jos. A. Bank’s promotional strategies.

Merger Developments
Men’s Wearhouse plans to cut 40% of Jos. A. Bank’s headquarter workforce. On an employer review board, Jos. A. Bank’s employees discussed the effects of the merger, with most noting positive changes or shared hopes that it will improve their working conditions.

March 31 Baltimore Business Journal article
Men’s Wearhouse plans to cut 40% of Jos. A. Bank’s workforce at its headquarters.

- “Men’s Wearhouse plans to keep [Jos. A. Bank’s] operations in Hampstead even after layoffs and transfers cut employee totals by about 40 percent at the headquarters of recent acquisition Jos. A. Bank.”
- “Houston-based Men’s Wearhouse expects Jos. A. Bank’s Hampstead facilities will have more than 450 workers in office, distribution center and tailoring service operations after restructuring and layoffs are complete. That’s down from 778 employees reported to the Baltimore Business Journal in July.”
- “The company will cut 122 workers from the location by the end of the year, it told the state of Maryland Monday. Men’s Wearhouse is also relocating jobs, eliminating positions and restructuring offices in Hampstead, said Diego Louro, a company spokesperson.”
- “Those moves take place less than a year after Men’s Wearhouse acquired Jos. A. Bank in June for $1.8 billion. Company executives estimated they could save as much as $150 million per year by the end of 2016 as they merged Jos. A. Bank into Men’s Wearhouse. The lowered job numbers in Hampstead come as Men’s Wearhouse eliminates duplication of work being done elsewhere in the company, Louro said.”

April 7 IGN.com and Glassdoor.com message board
A message board ranked the 11 worst companies to work for in the United States, with Jos. A. Bank coming in fourth. Poor commission structures and outdated systems were the top complaints. In the last five months, many Jos. A. Bank sales associates and store managers shared their experiences about the merger’s effects. Some reported rapid changes
but said updates to equipment and software were lagging. One commenter from Jos. A. Bank’s headquarters said the workload had increased twofold, commission structures had changed, and Men’s Wearhouse line of tuxes had not yet boosted formal wear sales in Bank’s stores.

- “Jos. A. Bank Clothiers Glassdoor summary:
  - Rating: 2.3 [out of 5.0]
  - Number of reviews: 317
  - CEO approval rating: 24% (R. Neal Black)
  - Employees: 6,469
  - Industry: Apparel retail”

- “Sales managers at Jos. A. Bank Clothiers frequently expressed frustration at the number of hours they were required to work. Sales workers complained as well, with many citing a difficult commission structure and the company’s ever-changing product prices. While many employees said they enjoyed helping customers immensely, others felt customers were often demanding. But while employees were unhappy with the company, Jos. A. Bank’s former shareholders had reason to be quite pleased. Months of back-and-forth negotiations helped to drive up Jos. A. Bank’s share price and the clothing retailer was acquired by Men’s Wearhouse for $1.8 billion in March. Unlike Jos. A. Bank employees, Men’s Warehouse’s staff has a higher view of their business, with employees awarding their company a 3.3 rating on Glassdoor.com.”

- Current Employee—Sales Associate: “There are good folks working on the floor, management and support. The opportunity to make money is in higher volume stores if you can fight off the sharks to get some sales. Since the merger with Men’s Wearhouse, changes have been coming at a fast clip. I just wish the updates to equipment and software was as fast as the negative changes such as outsourcing Online ordering.”

- Current Employee—Administrator in Hampstead, MD: “Hopefully with the Men’s Warehouse buyout, things will start looking up for the 60+ people that will be left at the corporate headquarters.”

- Current Employee—Store Manager: “The lack of one singular direction is a waste of time. They still have way too many problems with the infrastructure. The stores are never stocked properly or they’re overly stocked. The pay structure is not very competitive with other men’s retail companies. They keep cutting hours. They have a pay rate freeze going on since 2009 (haven’t they heard of inflation). To the new owners (The Men’s Wearhouse) get rid of the old regime they are just going to drag you down. The only reasons they have seemed to look successful is because of all the crazy sales and ads. This is what drove the business and now that the U.S. has caught on to the sham you will continue to see a drop in revenue.”

- Current Employee—Anonymous Employee in Hampstead, MD: “Ever since MW took over, our workload has increased twofold, and we’re not being paid any better for it. The way their sales numbers measure things is drastically different, so good sales people are being told they’re not now. I do not understand why they gave us the exact same tuxedo product as they have, and then expect us to have numbers like they do with it. Overall, I just feel like they bought us to keep us separate entities, and now why even bother having a distinction between the two brands? Ever since they cut hours, it seems like they’re trying to make people quit so they can put in their own.”

- Current Employee—Anonymous Employee: “Under new corporate leadership things have improved considerably. The extended hours that we were used to have stopped. We no longer open on Thanksgiving Day. Our POS systems have been upgraded. Definitely no longer deserve the Glassdoor ratings of the past. Retail hours can be tough, but are better under the new leadership. Pulled in many directions. New training is a lot to take in.”

- Current Employee—Anonymous: “A few years ago, the members of cooperate knew they were soon to be bought/acquired, so they implemented ridiculous sales (i.e. buy one get three) to increase volume and as a short term fix to increase the share price. They got themselves quite a payday when Men’s Wearhouse took over, but now the company has dug itself a hole that will be tough to get out of. Now Men’s Wearhouse wants it to be all about tuxedo rentals, but that is not a smart move even if margins suggest otherwise. It was volume that carried Jos A Bank.”

**Jos. A. Bank’s Promotional Strategies**

Jos. A. Bank’s hyper-aggressive promotions are expected to end soon, and its product selection will widen as it caters to a new demographic while trying to retain its current customer base. However, to date aggressive promotions still are showing up on its website and in advertisements.

April 16 Business Insider [article](#)
Men’s Wearhouse Inc.

Men’s Wearhouse has begun scaling back Jos. A. Bank’s steep promotions, including its buy-one-get-several-free deals. The frequent promotions have caught the attention of late-night TV shows, including Saturday Night Live. Jos. A. Bank plans to lure younger consumers with a wider, trendier product selection, all while attempting to keep its existing client base devoted to its classic styles.

- “It’s the end of an era for Jos. A. Bank. The company’s owner, Men’s Wearhouse, is scaling back on the ridiculously cheap discounts that have helped make Jos. A. Bank a household name.”
- “The ‘buy-one, get-several-free’ deals on men’s suits, sport coats, sweaters, and more are no longer sustainable, Men’s Wearhouse CEO Doug Ewert says. Men’s Wearhouse purchased Jos. A. Bank last year for $1.8 billion. ‘We see an opportunity to expand on other reasons to shop at Jos. A. Bank, beyond just deep discounts,’ Ewert told Business Insider.”
- “The promotions run so frequently that they have become the butt of late night TV jokes, which has eroded the brand’s public perception. Jos. A. Bank’s same-store sales fell 2.5% last year, while Men’s Wearhouse namesake stores saw comparable sales rise by 3.9%. But the deals also give cash-strapped customers a big incentive to shop there.”
- “As the discounts are scaled back, the company is planning to broaden its appeal to younger customers with a wider range of products. Jos. A. Bank customers are typically older, prefer classic styles and appreciate quality and value. ‘They are not trend watchers,’ Ewert said. The ‘new’ Jos. A. Bank will try to attract a younger, somewhat trendier customer with tailored and tech-friendly clothing.”
- “Men’s Wearhouse will also be adding some collections from its upscale designer label, Joseph Abboud, to Jos. A. Bank stores this year. Joseph Abboud suits cost between $600 and $800, while Jos. A. Bank suits are typically in the range of $225, Fortune reports.”
- “We see an opportunity to update the entire business,” Ewert told Business Insider. ‘We’re updating the products, updating customer engagement ... and updating the services offered in stores.’”

May 26 Jos. A. Bank ecommerce site
Current promotions on Jos. A. Bank’s site still show steep discounting on a lot of merchandise. Several discounted items were 70% off of the full retail price.

- "Joseph Slim Fit 2 Button Suit Separate Jacket Reg. $465.00 Sale! $73.50”
- "Signature Wool Pattern Pleated Front Trousers Reg. $225.00 Sale! $45.97”
- "David Leadbetter Stays Cool Polo with Fast-Dry Fabric Reg. $115.00 Sale! $17.97”
- "David Leadbetter’s Pleated Front Performance Golf Pants Big/Tall Reg. $125.00 Sale! $39.99”
- "Signature Gold 2-Button Wool Pleated Front Suit, Black Chalk $1,295.00 Get 70% OFF regular price”
- "Executive Vintage Suede Jacket Reg. $650.00 Sale! $129.98”
- "Double Collar Imperial Blend 3/4 Length Topcoat Reg. $695.00 Sale! $117.00”
- "Business Express 2-Button Jacket- Navy Stripe Reg. $430.00 Sale! $97.00”
- "Signature Merino Wool Birdseye Half Zip Sweater Reg. $145.00 Sale! $29.97”

April 30 Freebies2deals.com blog entry
As of late April, buy-one-get-several-free promotions still appeared on Jos. A. Bank’s website.

- "If you missed it at the beginning of the month Jos. A Banks has brought back their Buy 1 Suit and get 3 Suits FREE Sale! Just use coupon code SIXTY at checkout! Prices start at only $350. That would make each suit only $87.50 shipped! Wow!”
- “There are a lot of different styles and color to choose from. You can mix and match to what you would personally want to purchase.”
- “I love it when deals like this come around from this company. We took advantage of a similar deal for Brady three years ago, and he is still wearing the suits we purchased”
- “Or, if your husband isn’t needing a whole suit, you can purchase 1 and receive 2 free on their sportcoats, shirts, pants, polos, sweaters & shorts!”
- “And shipping is FREE on any order no matter your total. These are some great sales to take advantage of!”
Additional research by Carolyn Marshall, Diana Hembree, Jacqueline Fox, Kevin Murphy and Mason Rudy.

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