



2025 Apparel and Footwear Pulse

#1 – Performance benchmarking

April 2025

Pulse series introduction

In December 2024, Deloitte surveyed 99 global vertical brands within the apparel, footwear and accessories sectors, with a specific focus on supply chain dynamics. This survey spanned a diverse range of industry segments, geographies, channels and sizes. Leaders from these organizations provided detailed responses to 50+ questions, covering supply chain performance, capabilities, challenges, priorities and strategies.

Deloitte analyzed the survey data and is thrilled to launch an “Apparel & footwear pulse” series. The pulse series will combine survey insights and perspective from Deloitte’s industry and supply chain specialists. Stay tuned for compelling insights designed to help you navigate and optimize your supply chain in this ever-evolving industry.



About this publication

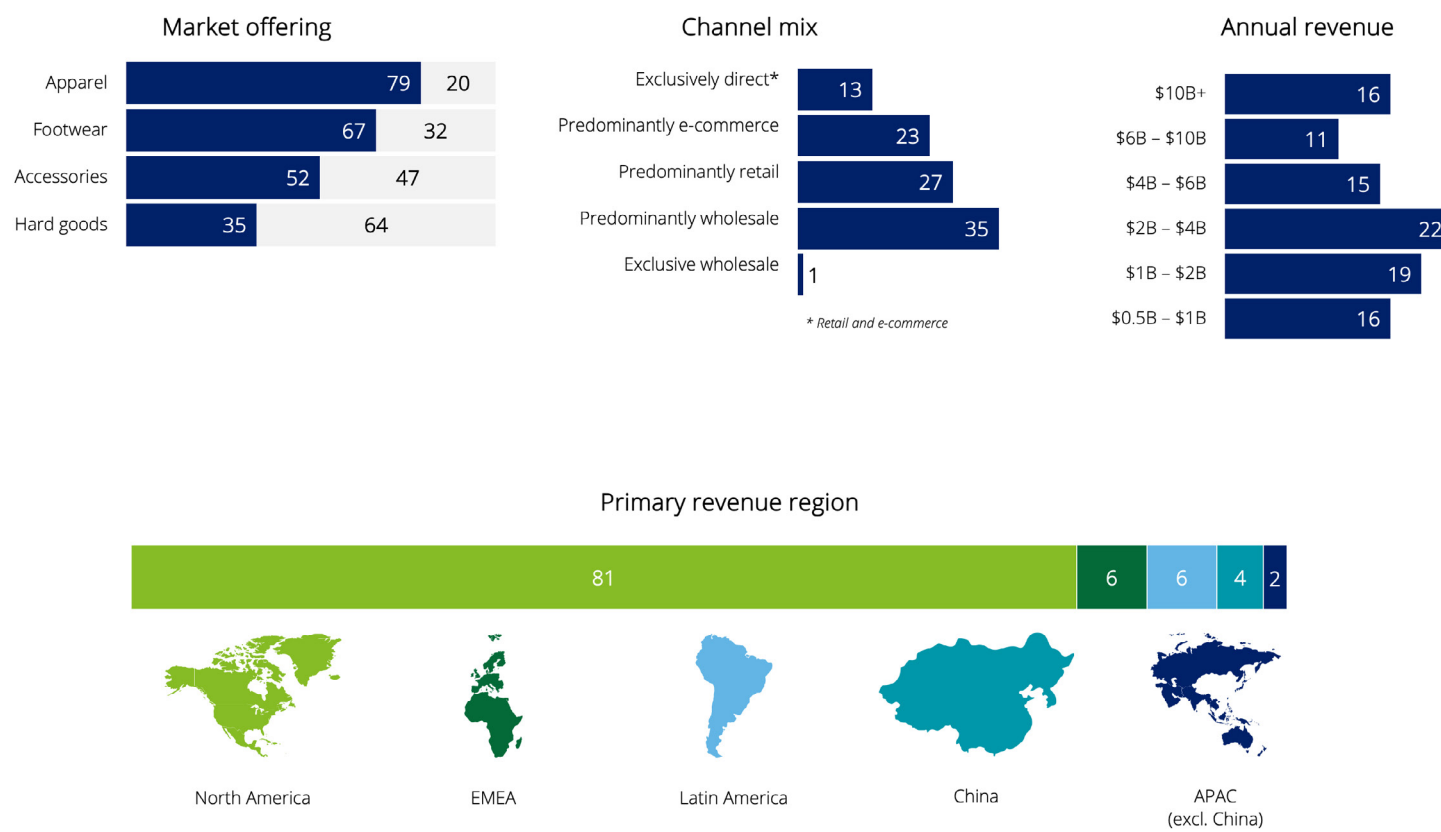
Our first pulse publication is intended to set the stage on the survey itself. It offers a view of survey respondents, covering their market offerings, channel mixes, annual revenues, business functions, and regional revenue distributions. It also includes an overview of brand performance across several key performance indicators (KPIs) such as inventory turns, gross margin, on-time in-full (OTIF), gross margin return on investment (GMROI), and forecast accuracy. The data encompasses both historical performance and future expectations.

What to expect next

Deloitte will periodically release additional pulse series publications to share insights from the survey. Future topics will cover value chain challenges and priorities, growth and strategy, margin and costing, supply chain organization and structure, and more. Stay tuned!

Survey respondents overview

Our survey respondents represented a diverse cross-section of today's vertical brand landscape across multiple dimensions. The sample covered a wide array of market offerings, including both softlines and hardlines. Respondents spanned a broad spectrum of channel strategies, capturing both single- and multichannel brands. In terms of scale, the survey included established players and up-and-comers (and everything in between). And finally, while almost all brands reported multiregion revenues, the primary revenue region for most respondents was North America.



KPI benchmarking

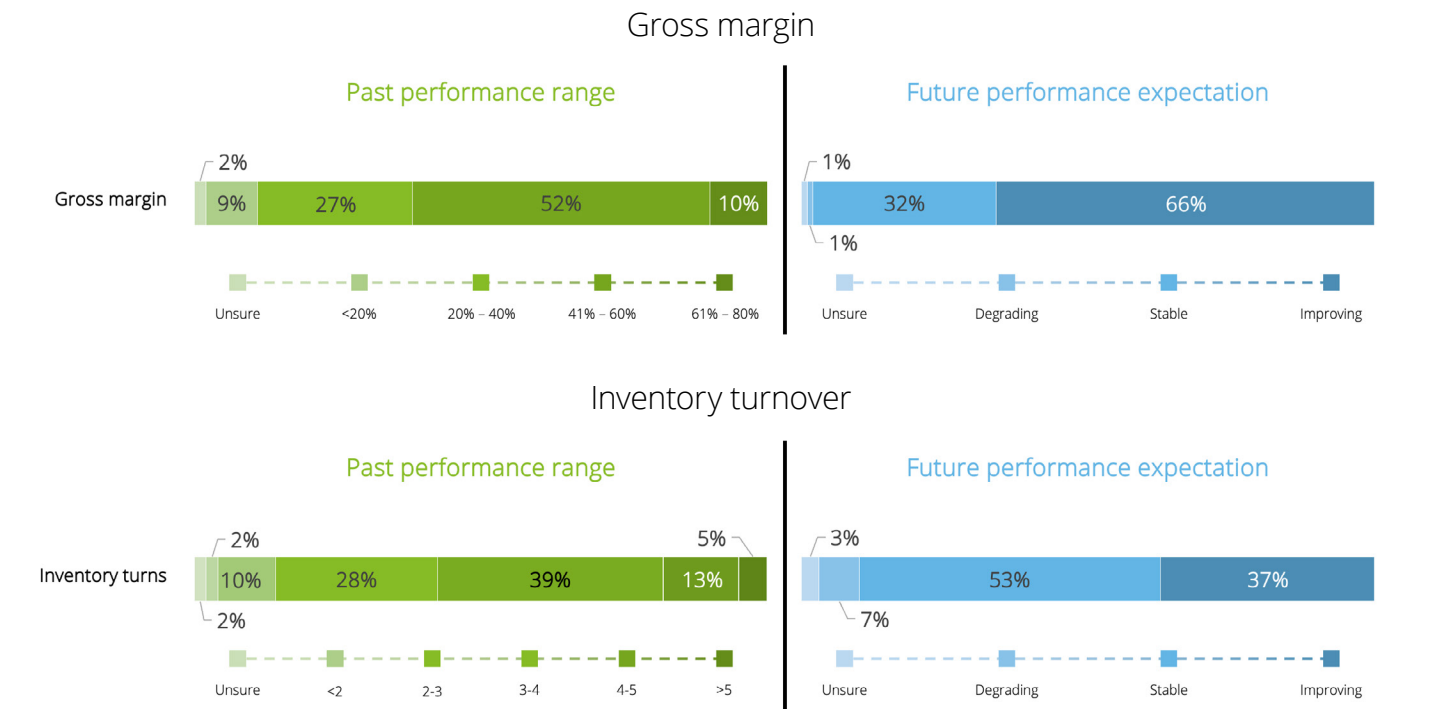
Performance and expectation summaries

The graphics below are based on responses from 99 brands within the apparel and footwear space. Past performance is based on 2024 results and summarized by the median response in our survey sample. Future performance is based on expectations for 2025 and is summarized by the highest-frequency responses in our survey sample.

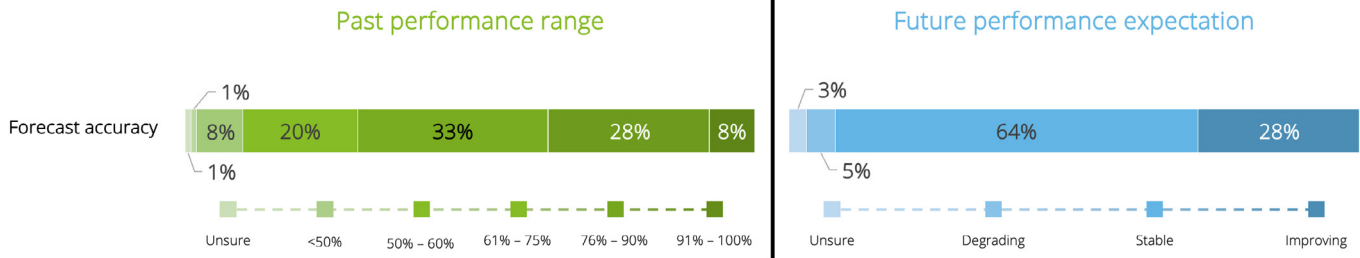
	GROSS MARGIN	INVENTORY TURNOVER	FORECAST ACCURACY	GMROI	ON-TIME, IN-FULL
Median 2024 Performance	41%–60% reported by 52%	3-4 reported by 39%	61%–75% reported by 33%	100%–200% reported by 43%	76%–90% reported by 36%
Most Frequent 2025 Expectations	Improvement expected by 66%	No change expected by 53%	No change expected by 64%	Improvement expected by 59%	Improvement expected by 70%

Beneath the surface of the benchmark summaries, our analysis revealed significant variation in 2024 performance and a relatively optimistic outlook for 2025 performance. If you are curious about how your brand measures up against your peers and to gain actionable insights for future growth, we invite you to connect with us.

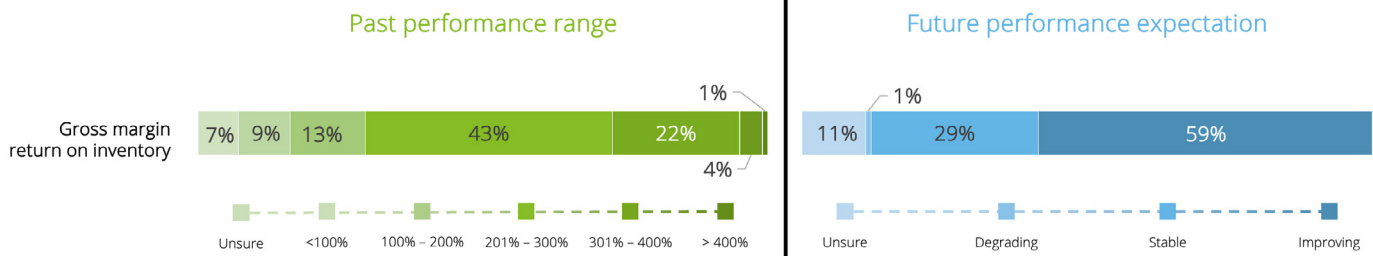
Performance and expectation distributions



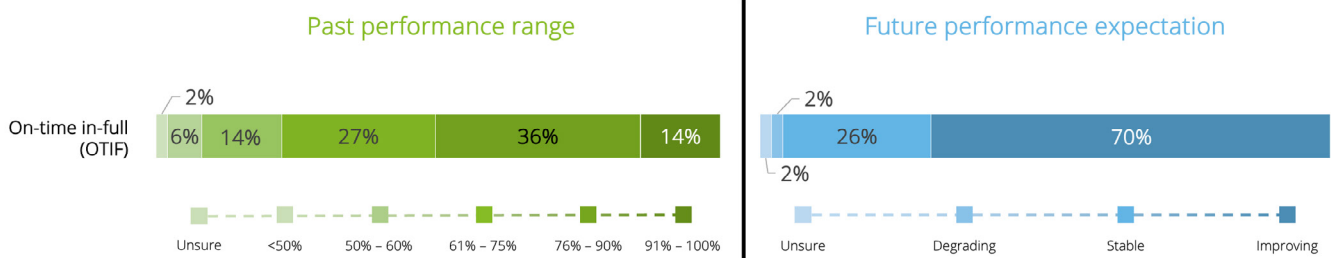
Forecast accuracy



Gross margin return on inventory (GMROI)



On-time, in-full (OTIF)



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