Marketing Doctor

Marketing Check-up

Canada Goose

As of July 28, 2026

Condition: Under observation

Raising prices into the cold

Canada Goose built a luxury brand on one product, the parka, and on a story customers could see: made in Canada, built for extreme cold. As of July 28, 2026, sales are growing again, but the growth has come with more stores, more promotions and more reliance on one region. Its plan for this year leans on price increases already made. This check-up looks at what the brand needs to show customers to justify the price.

Key takeaways

- Sales grew 13.3% in fiscal 2026, and comparable sales in its own stores and online rose 8.4%. But the growth cost more to win, and profit fell.
- About three-quarters of sales come from its own stores and website, which protects the price but adds cost. Promotions risk teaching luxury customers to wait.
- Greater China supplied 38% of fourth-quarter sales, and the brand has faced boycott calls and regulatory pressure there before.
- This year’s plan leans on price increases already made, in what the finance chief called a more challenging market. Customers need to see more reason to pay.

Marketing health check

Area	Finding
Demand	Growing. Comparable direct-to-consumer sales up 8.4%.
Price position	Under pressure. Promotions at a luxury brand.
Region mix	Concentrated. Greater China was 38% of Q4 sales.
Product range	Widening under its first creative director.
Ownership	Uncertain. The controlling owner is looking to exit.

Timeline

When	What happened
2013	Bain Capital buys a majority stake.
Mar 2017	Canada Goose lists in New York and Toronto.
Dec 2018	After Meng Wanzhou's arrest in Vancouver, Weibo users propose a boycott.
Dec 2021	Shanghai regulators summon the company over its China return policy.
May 2024	Haider Ackermann becomes its first creative director.
Aug 2025	Reuters reports Bain is looking to sell its stake.
Mar 29, 2026	Fiscal 2026 ends with sales up 13.3%.
May 14, 2026	The company forecasts slower growth, led by price increases.

What happened: more sales, at a higher cost

Sales are back. In fiscal 2026, which ended March 29, 2026, revenue rose 13.3% and comparable sales in its own stores and online rose 8.4%. A year earlier, growth had been just 1.1%.

Profit went the other way, and for this year the company expects only low single-digit growth. For a luxury brand, the question is what that growth cost to win, and what it taught customers about the price.

The diagnosis: three pressures on a luxury price

- **Growth that costs too much.** About three-quarters of sales come from the company's own stores and website. That protects the price but adds cost. Reuters reported that a bigger-than-expected quarterly loss in July 2025 was weighed down by the costs of retail expansion and promotions. For a luxury brand, discounts risk teaching customers to wait.
- **A brand tied to one region.** Greater China was the largest market in the fourth quarter, with 38% of sales, up 24.2%. The history there is uneven. After Huawei executive Meng Wanzhou was arrested in Vancouver in December 2018, Weibo users proposed a boycott of the brand. In December 2021, Shanghai regulators summoned the company over its China return policy.
- **Price rises in a harder market.** The company says this year's growth will be "driven by pricing actions already implemented," along with a deeper product range, more wholesale orders and new stores. Its finance chief told analysts the economy would be more challenging than a year earlier. Raising prices into a harder market works only if customers see more reason to pay.

The treatment: give customers more reason to pay

The company has started. It named Haider Ackermann its first creative director in May 2024, and its plan calls for more depth in the product range. Each new line needs a clear place in the brand architecture, or it risks diluting the parka the brand is known for.

We would go further. Repair margin before adding stores: fewer promotions, and each store judged on its own results. Keep building the United States and Europe, the Middle East and Africa, where fourth-quarter sales rose 9.8% and 33.0%, so one region no longer decides the year. And back each price rise with a careful pricing strategy and proof customers can see: craft, warmth, and the fact that about 75% of its products are made in Canada, as Reuters reported.

What to watch: the owner

Bain Capital bought a majority stake in 2013. In August 2025 Reuters reported that Bain was looking to sell its holding, and in May 2026 Inside Retail reported it was still looking to exit. In our view, open-ended ownership makes long-term brand investment harder to plan.

Lessons for your marketing

1. Sales growth is the easy number to celebrate. Track what each new dollar of sales costs to win.
2. Put full-price sales among your marketing KPIs. Discounts at a premium brand teach customers to wait.
3. Know how much of the business depends on one market or one season.
4. When you raise prices, show customers what they get for the money.
5. Give each new product line a clear role, so it adds to the hero product instead of diluting it.

The doctor will see you now.

Book a free marketing check-up at marketingdoctor.ca/contact. We'll examine your marketing, show you what's holding growth back and prescribe what to fix first.

Sources

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